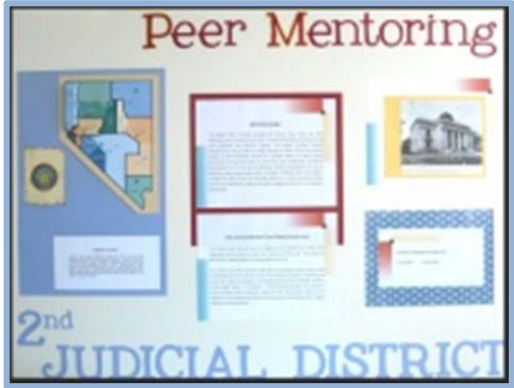
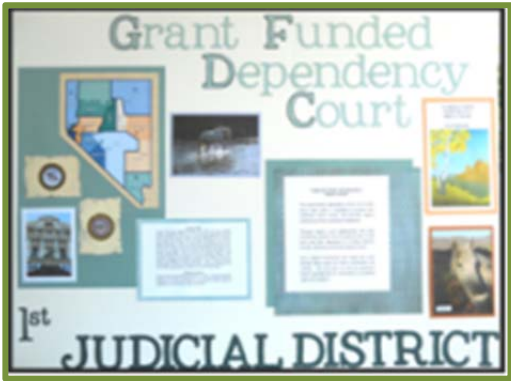


Court Improvement Program

Basic, Data Collection and Analysis,
and Training Grants Application

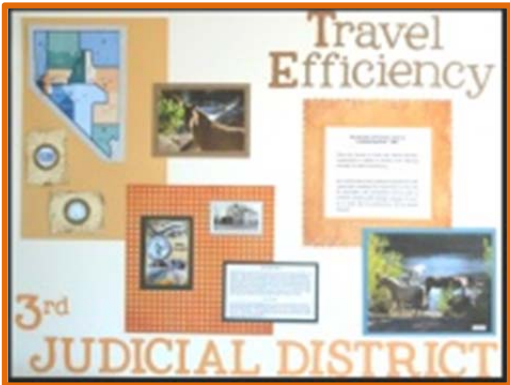
FY 2012-2016





**COURT IMPROVEMENT PROGRAM
MISSION, PURPOSE, AND GOALS STATEMENT**

"The Court Improvement Program is a multidisciplinary project which seeks improvement of interrelated systems that serve children and families who enter the child welfare system. The program operates through team-oriented court and agency initiatives. The goal of the CIP is to make the systems more effective."



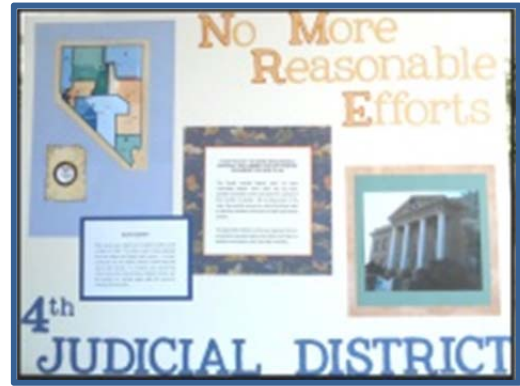


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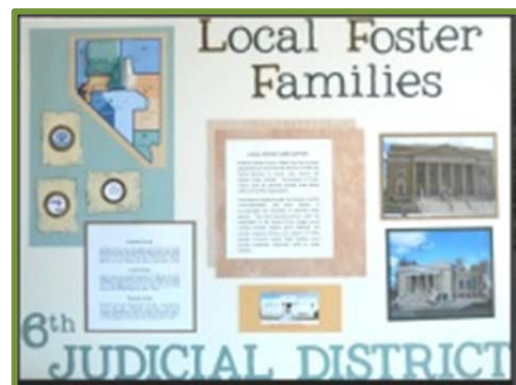
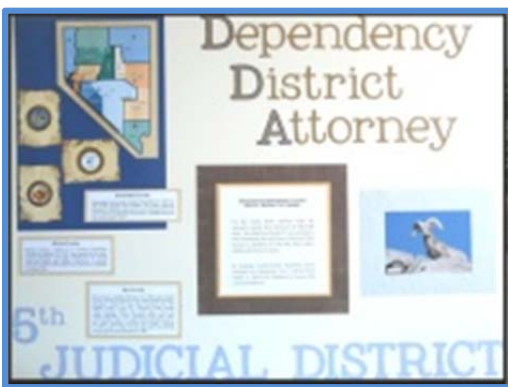
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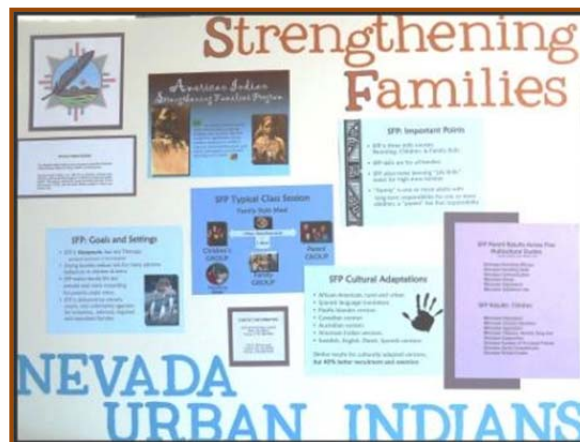
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EXECUTIVE SUMMARY - *Introduction*

The State Court Improvement Program (CIP) was created as part of the Omnibus Budget Reconciliation Act of 1993. The grants were designed to help state courts assess their foster care, adoption laws, and judicial processes; and to develop and implement a plan for system improvements. Since then, the CIP has been reauthorized four times: in 1997, under the Adoption and Safe Families Act (ASFA) reauthorized through 2001; in 2001, under the Promoting Safe and Stable Families Act of 2001 (P.L. 107-133) reauthorized through 2006; in 2006, under the Child and Family Services Improvement Act of 2006 (P.L. 109-288) reauthorized through FY 2011; and most recently, in October 2011, the Child and Family Services Improvement Act reauthorized CIP through FY 2016.

CIP has existed in Nevada since 1995 and is overseen by the multi-disciplinary CIP Select Committee (Committee), which is chaired by Supreme Court Chief Justice Nancy Saitta. This group is comprised of family court judges, a tribal court judge, the three child welfare agency administrators, a deputy state attorney general, a legislator, the director of the Administrative Office of the Courts, a public defender active in child welfare, several attorneys who actively represent neglected and abused children, the president of the State's Youth Advisory Board, and the executive director of the Nevada Court Appointed Special Advocates (CASA) Association, Inc. As a standing committee of the Judicial Council of the State of Nevada, the Committee serves in an advisory capacity to the Supreme Court.



EXECUTIVE SUMMARY -

Strategic Use of FFY 2012 Funding From Basic, Training, and Data CIP Grants

The Court Improvement Program (CIP) grants are an invaluable resource for implementing initiatives to improve timeliness and quality of child-protection court proceedings. The Basic, Training, and Data CIP grants also support tracking progress toward meeting the federal and state goals of safety, permanency, and well-being of children in the child welfare system.

In Nevada, nearly 40 judges and masters have jurisdiction to hear child protection cases in 10 judicial districts and 17 counties across urban and rural jurisdictions, diverse legal cultures and political climates. In the 8 rural judicial districts the judges hear all types of cases: criminal, civil, divorce, child welfare. Because there is no centralized court administrative and funding structure in Nevada, generally, the counties bear the expenses of maintaining the courts within their jurisdictions. Nevada builds best practices and working solutions on a foundation of consensus among key stakeholders.

The CIP Select Committee, with CIP grant funding, strives to meet these challenges and to improve the handling of child welfare cases in Nevada.

The CIP Select Committee has appointed a Grants Awards Committee composed of the Chief Justice of the Nevada Supreme Court, the Director of the Administrative Office of the Courts (AOC), the Administrator of the Division of Child and Family Services (DCFS), and a parent attorney representative on the CIP Select Committee. The Grants Awards Committee strictly adheres to the federal grant requirements, and the approved Strategic Plan, when reviewing sub-grant proposals for recommendation to the full committee. The formalized request for proposal (RFP) process will be modified as part of the continual quality improvement effort (CQI). The CIP Strategic Plan identifies goals that mandate that grant-funded activities and projects be evidence based, policy driven, and data informed.

The CIP Select Committee and its partners identified the following six (6) goals with accompanying outcomes and activities for which they intend to use the **CIP Basic Grant Funding** to improve the safety, well-being, and permanence of children in foster care, assist with the implementation of the PIP, and enhance the effectiveness implementing State laws relating to foster care and adoption proceedings:

GOALS:

- I. **GOAL - To identify and promote best practices to improve outcomes affecting safety, permanency & well- being in dependency cases**

Outcomes:

1. Legal resources and related information that supports effective judicial decision-making made available to Nevada judiciary and system stakeholders

Activity:

- Fund up to 6 attendees at the Annual CIP Meeting
2. Methods to provide more timely notice to parties to improve timeliness and effectiveness of successfully implemented hearings

Activities:

- Work with the National Center for State Courts (NCSC) to identify elements of the pilot project for the National Information Exchange Model (NIEM) court event notification exchange
 - Present option to stakeholders in the 2nd and 8th Judicial Districts (JD)
 - Evaluate possible technology architecture to accomplish systematic court event notification
 - Determine equipment, programming, and funding needs to implement systematic court event notification
 - Funding source identified to implement
 - Pilot NIEM court event notification exchange implemented in initial judicial district
 - Process improvement will be tracked per CQI process described in the executive summary
 - Develop standardized dependency court minutes format to summarize key information about a dependency court event in a consistent manner in the 8th JD
 - Court minutes format piloted and tested
 - Finalized court minutes format implemented in 8th JD
 - Process improvement will be tracked per CQI process described in the executive summary
3. Collaboration among courts and executive branch agencies to ensure improved outcomes for children in the child welfare system has been fostered

Activities:

- CIP actively participates in all training and federally scheduled update meetings related to the Child and Family Services Review (CFSR), Program Improvement Plan (PIP), and IV-E Review
- CIP fulfills court's portion of the PIP recommendations and offers agencies assistance to accomplish other PIP and IV-E report strategies
- Align CIP and CFSR, PIP, IV-E Review goals
- Inform court personnel, judiciary, and legal representatives about child welfare legislation passed in the 2011 Nevada Legislative Session
- Collaborate with the Nevada Department of Education, Division of Child and Family Services, Clark County Department of Family Services, and Washoe County Department of Social Services 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)
- Collaborate with the Tribal Communities to assist with the implementation of ASFA and Fostering Connections principles
- Process improvement will be tracked per CQI process described in the executive summary

II. GOAL - To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases

Outcomes:

1. Dependency court orders standardized

Activities:

- Identify and contract with an expert to assist CIP in developing court order templates
 - Review current court orders from district courts to determine which court orders could most benefit from templates
 - Review all pertinent data: most recent IV-E Review reports, IV-E contracts, DCFS's docs re: SSI adoption subsidies, DCFS's docs re: ICPC procedures, court order examples, relevant statutes and court rules, national court order requirements
 - Per IV-E Review recommendation, develop court order templates containing appropriate language for judicial determinations regarding contrary to the welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency plan in effect, including judicial determinations that reasonable efforts are not required on a case-by-case basis
 - Per CIC action plans create court order templates reflecting the DCFS Adoption Unit's new practice of moving forward with the adoption process prior to receiving the determination of the Supplemental Security Income (SSI) subsidy with the intention of adjusting the subsidy contract when the determination is received.
 - Per CIC action plans, create court order templates including appropriate ICPC language to expedite that permanency process
 - Test court order templates in local courts
 - Revise court order templates as needed
 - Administrative Docket (ADKT) action by the Nevada Supreme Court to approve the court order templates for use
 - Train judges, district attorneys, and child welfare agencies on the use of the court order templates
 - Provide information and templates on CIP website and in Unified Nevada Information Technology for Youth (UNITY)
 - Process improvement will be tracked per CQI process
2. Collaboration with stakeholders and partners to develop, support, or organize training programs or materials on specific practice, policy, subject matter, research, best practices, judicial leadership, and issues identified in surveys and CIC action plans on any or all of these or related topics:
- Judicial leadership on the administration of justice and the treatment of parties involved in child abuse and neglect cases
 - Safety and risk assessment
 - PIP strategies designed to improve case planning, case review, permanency, well-being, and adoption
 - New child welfare agency policies and practices
 - Educational stability and rights per *Fostering Connections to Success and Increasing Adoptions Act of 2008* and Title IV-E Plan Amendment as a result of Public Law 112-34
 - Interstate Compact on the Placement of Children (ICPC)
 - Representation of parents or children in abuse and neglect proceedings
 - What is termination of parental rights?
 - Attorney and caseworker conduct in dependency court
 - ASFA requirement and timeframes

- *The Resource Guidelines* and other best practices in child protection cases
- Diligent search for fathers and other relatives
- Compelling reasons
- Reasonable efforts
- Understanding concurrent planning
- Purpose, scope, and expectations for each hearing type
- Increase parental involvement in case planning
- Meaningful visitation practices
- Substance use and its impact on children, families, and the courts
- Title IV of the Civil Rights Act of 1964 and the Multiethnic Placement Act of 1994 (MEPA)
- Awareness of Lesbian, Gay, Transgendered, Bisexual, and Questioning (LGTBQ) issues
- Meaningful Tribal engagement
- Uniformity of court practices for in and out of home cases
- Judicial methodologies for interacting with children in court

Activity:

- In collaboration with agency partners, AOC Judicial Education Unit, and other partners develop or identify brief dependency modules, and/or bench cards in compliance with the Judicial Benchbook on Child Welfare Cases for Courtroom Practice. The modules could be used as refresher courses in future years

3. Administration of justice in child welfare cases is improved through such pilot projects as dependency mediation, court case coordinators, and/or other similar projects

Activities:

- Determine annual local pilot program goals and priorities
- Announce grant fund availability and request project proposals
- Receive and review project proposals and award funding
- Design and implement dependency mediation program for the 8th JD combining Early Resolution Program (ERP), facilitated petition and safety team facilitator
- Review and adjust implementation accordingly
- Fine-tune dependency mediation in the 2nd JD
- Review and adjust accordingly
- Design and implement dependency mediation, CASA, peer mentor and/or dependency case coordination process and program for the 7th JD
- Review and adjust accordingly
- Continuous review of pilot programs, related data, and court timeliness outcomes to improve quality of programs and court timeliness
- Process improvement will be tracked per CQI process

III. GOAL - To promote judicial leadership in championing the needs of children in child protective status, improving the administration of justice, and effectuating change to improve the outcomes for children in dependency cases

Outcome:

1. Implementation of the Community Improvement Council (CIC) action plans supported as a means to continuously improve timeliness to permanency, TPR, and adoption among the 10 judicial districts

Activities

- Support and facilitate implementation of CIC action plans
- Identify possible funding or technical assistance to assist CIC implementation of their action plans

IV. GOAL - To improve awareness concerning the need to strengthen courts for children, youth, and families in dependency cases**Outcome:**

1. Advocated for and reformed state laws, policies, and procedures for dependency court proceedings

Activities:

- Review state law and court rules for conformity with Federal Child Welfare Law and Regulations
- Identify and implement interim means of complying with IV-E Report required actions
- Before and during biennial legislative session, review Nevada statutes relevant to child welfare and work with community partners and consider recommendations to improve safety, timeliness and permanency as needed

2. Collaboration among the judiciary, executive, legislative branches and the Native American Tribal Communities promoted

Activities:

- CIP Coordinator participates as a member of the Indian Child Welfare Committee
- Share information about CIP progress with the Inter-Tribal Council of Nevada
- Participate in tribal colloquiums and round tables as invited and requested
- Identify and develop joint projects with interested Nevada tribal communities as need and opportunity arises

3. Create a strategy to establish CIP as a source of expertise on child dependency issues and to inform Federal and state legislators and the public about the good work of Court Improvement

Activities:

- Appoint CIP “one voice, one message” subcommittee
- Formulate CIP “one voice, one message” talking points
- Provide identified presenters with materials to speak for the extended system transcending the agendas of individual public agencies in the service of dependent children
- Updates placed on CIP website

V. GOAL - To improve the quality of legal representation and advocacy for children and parents in child dependency cases**Outcomes:**

1. Strengthen local CASA and Guardian ad Litem programs

Activities:

- Assist with funding rural CASA programs
- Evaluate possibility of developing of CASA reporting process

2. Established, improved and/or expanded pro bono program to teach attorneys to represent parents and children in dependency court actions, and/or adoptive parents in negotiating open adoption agreements (2nd JD and 8th JD CIC Action Plan)

Activities:

- Enlarge the pool of attorneys
- Communicating with law schools and bar associations to encourage pro bono representation
- Engage juvenile and family legal practice practitioners to provide pro bono services
- Receive and review proposals for pro bone and/or attorney representation program, as needed
- Evaluate implement process and impact per CQI process described in the executive summary

VI. GOAL - To promote accountability for improvements in courts responsible for dependency cases

Outcomes:

1. Improved access to court/child welfare related data through data exchanges and the use of outcome measures among dependency courts to improve timeliness to permanency for children promoted

Activities:

- Implement high priority data exchange in the second: e-filing protective custody (PC) log, generate PC log from UNITY, and create person identity and case linkage between UNITY and the 2nd JD's case management system, CONTEXTE
 - Finalize data exchange roadmap for the 8th JD
 - Complete preliminary data exchange report for the 8th JD
 - Stakeholder comments and final 8th data exchange roadmap distributed
 - Obtain stakeholder buy-in in the 8th JD
 - Implement first steps in the 8th JD
 - For child welfare related cases, assist courts and partner agencies with the hardware or software necessary to exchange, share, and store data and information digitally or electronically, especially related to the e-filing initiatives of Nevada courts
 - Court software development
 - Determine ability of the rural District Court Child Welfare CMS to support outcome measures and data exchanges
 - Identify gaps and inconsistencies between rural District Court Child Welfare CMS and desired functionality
 - Other activities as required to promote data exchanges and use of outcome measures throughout the state
2. Strengthen the implementation of CIP effectiveness via concrete outcome and impact measures (PICO) and require that CIP funded projects be evidence-based, data-driven, and outcome focused best practices using court timeliness measures to determine impact

Activities:

- Participate in the Placement Stability Peer to Peer Group provided by the National Resource Center for Child Welfare Data and Technology, and share with DCFS
- Work with DCFS to assess data elements available and entered into UNITY and their accuracy
- Determine how to interpret UNITY data into court timeliness indicators
- Verify that UNITY data reflects federal expectations for court timeliness measures #1, 2,3, and 5
- Test CIP court timeliness measure report access in UNITY
- Fine-tune CIP court timeliness measure reports and access into UNITY
- Improve reporting mechanism
- Create court baseline timeliness reports
- Identify a means to provide court timeliness measure #4 as currently date TPR petition filed is not asked for in UNITY
- Develop baseline data per federal mandates for distribution to each CIC
- Revise CIP RFP process
- Standardize and articulate data reporting process and expectations among all CIP subgrantees. Measure outcomes and evaluate success of all CIP funded intervention programs – target population, intervention, alternative condition, and outcome
- Inform subgrantees of standardized measurement system via contractual agreements
- CIP Select Committee confirms policies to ensure that only evidence-based best practices supporting CIC action plans are funded

On-going Court Improvement Activities

Basic grant funding will be used to fund portions of the two CIP staff support positions: the CIP Coordinator and Assistant. Among the CIP Coordinator funded activities are maintaining and updating the strategic plan, implementation of the strategic plan in collaboration with child welfare, court, and other stakeholders, and continuing to learn the details of the Nevada family court and child welfare systems. The CIP Coordinator will work with sub-grantee applicants to improve their proposals, and will also help project contractors develop appropriate scopes of work. She will write the sub-grantee contracts, ensuring that they comply with federal terms and conditions. She will review and approve all narrative and data reports from subgrantees to ensure that programs are accomplishing the goals of CIP. If programs appear to have difficulty, she will work with them to ensure success and compliance. She will revise the CIP request for proposal (RFP) process to ensure that only evidence-based best practices supporting CIC action plans are funded. She is, and will, continue to be an active participant in the CFSR, PIP, and IV-E review processes. She will continue to visit all the district courts to support implementation of their Community Improvement Councils' action plans to reduce barriers to permanency, specifically termination of parental rights and adoption. She will articulate and manage the modified Deming Cycle Continual Quality Improvement Model throughout execution of CIP strategic plan. In concert with DCFS Information Management Systems (IMS), she will collect timeliness measures from UNITY. She will monitor, analyze, and interpret these data, and share the information with the CICs. She will write the CIP annual progress reports, and ensure that all fiscal reporting requirements are met. She will, also, request technical assistance whenever

necessary. She will continue to forge working relationships with our Tribal Communities.

The CIP Assistant supports the Coordinator as well as the Select Committee and its Chair under the Basic grant. She will review all list-serves and forward pertinent information to appropriate parties. She will track all CIP related activities on CIP's internal calendar, which has due dates for all reports, projects, expense reports, certificate #7 reports, and other related activities. She will continue to budget all CIP expenditures to ensure proper allocation of grant funds. She will support all sub-grantees with in-kind and financial reports. She will take and transcribe all meeting minutes, obtaining appropriate support for the final versions. She will continue to review and update the CIP website. She will continue to track agenda items and prepares agenda and all meeting materials for CIP Select Committee quarterly meetings. She makes all necessary arrangements for meeting facilities, including video, phones, food, and beverages. She orders supplies and items required to support projects. She assists with all special projects: letters, handouts, surveys, display boards, and other unique tasks.

The CIP Select Committee and its partners identified the following five (5) goals with accompanying outcomes and activities for which they intend to use the **CIP Training Grant Funding** to increase child welfare expertise within the legal community and facilitate cross-training opportunities among agencies, courts, and other key stakeholders:

GOALS:

- I. GOALS - To identify and promote best practices to improve outcomes affecting safety, permanency & well- being in dependency cases**

Outcomes:

1. Legal resources and related information that supports effective judicial decision-making made available to Nevada judiciary and system stakeholders

Activities:

- Underwrite new District Court/Family Court Judges participation in NCJFCJ Child Abuse and Neglect Institute
- Fund other training opportunities for the judiciary and child welfare system stakeholders such as Model Courts All-Sites Conference, NCJFCJ's National Conference on Juvenile and Family Law, ABA National Conference on Children and the Law, the NACC National Child Welfare, Juvenile, Family Law Conference, or other such conferences supportive of court improvement best practices that could be transplanted to Nevada
- Fund up to 6 attendees at the Annual CIP Meeting
- Send a Nevada team to attend the Judicial Leadership Summit on the Protection of Children sponsored by the National Center for State Courts
- Send up to two foster youth to a national conference sponsored by the Children's Bureau to learn about and report back to the CIP Select Committee best practices to fully engage youth in the court process
- In partnership with DCFS, request technical assistance from National Resource Center on Legal and Judicial Issues to conduct a judicial training on the *Child*

Safety Model: A Guide for Judges and Attorneys as part of the larger effort to implement the Child Safety Model Practice into court practice throughout the state

2. Collaboration among courts and executive branch agencies to ensure improved outcomes for children in the child welfare system has been fostered

Activities:

- CIP actively participates in all reviews, training and federal update meetings related to the CFSR, PIP, and IV-E Review
- CIP fulfills court's portion of the PIP recommendations and offers agencies assistance to accomplish other PIP and IV-E report strategies
- Align CIP and CFSR , PIP, IV-E Review goals
- Inform court personnel, judiciary, and legal representatives about child welfare legislation passed in the 2011 Nevada Legislative Session
- Collaborate with the Nevada Department of Education, Division of Child and Family Services, Clark County Department of Family Services, and Washoe County Department of Social Services 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)
- Collaborate with the Tribal Communities to assist with the implementation of ASFA and Fostering Connections principles
- Process improvement will be tracked per CQI process described in the executive summary

3. Training and consistent procedures to facilitate ICPC processes offered to the judiciary

Activities:

- Print and distribute ICPC checklist and/or bench cards
- Provide ICPC training to judges at the 2012 Annual Nevada Family Jurisdiction Judges Conference
- Identify and evaluate, for Nevada's use, existing web-based training for judges and DCFS in effective use of ICPC

II. GOALS - To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases

Outcomes:

1. Dependency court orders standardized

Activity:

- Train judges, district attorneys, and child welfare agencies on the use of the court order templates

2. Collaboration with stakeholders and partners to develop, support, or organize training programs or materials on specific practice, policy, subject matter, research, best practices, judicial leadership, and issues identified in surveys and CIC action plans on any or all of these or related topics:

- Judicial leadership on the administration of justice and the treatment of parties involved in child abuse and neglect cases
- Safety and risk assessment

- PIP strategies designed to improve case planning, case review, permanency, well-being, and adoption
- New child welfare agency policies and practices
- Educational stability and rights per *Fostering Connections to Success and Increasing Adoptions Act of 2008* and Title IV-E Plan Amendment as a result of Public Law 112-34
- Interstate Compact on the Placement of Children
- Representation of parents or children in abuse and neglect proceedings
- What is termination of parental rights?
- Attorney and caseworker conduct in dependency court
- ASFA requirement and timeframes
- *The Resource Guidelines* and other best practices in child protection cases
- Diligent search for fathers and other relatives
- Compelling reasons
- Reasonable efforts
- Understanding concurrent planning
- Purpose, scope, and expectations for each hearing type
- Increase parental involvement in case planning
- Meaningful visitation practices
- Substance use and its impact on children, families, and the courts
- Title IV of the Civil Rights Act of 1964 and the Multiethnic Placement Act of 1994 (MEPA)
- Awareness of LGBTQ issues
- Meaningful Tribal engagement
- Uniformity of court practices for in and out of home cases
- Judicial methodologies for interacting with children in court

Activities:

- Create ways for judges, attorneys, and other stakeholders to make their training needs known
 - Identify annual and periodic training goals and priorities
 - Identify existing judicial trainings on state and federal legislative requirements and issues related to court proceedings
 - Appoint a CIP training planning subcommittee to develop the curriculum when needed
 - Appropriate funds for priority training, as needed
 - Develop the curricula, as needed
 - In collaboration with agency partners, AOC Judicial Education Unit, and other partners develop or identify brief dependency modules, and/or bench cards in compliance with the Judicial Benchbook on child welfare cases for courtroom practice. The modules could be used as refresher courses in future years
 - Develop and implement a plan for distance learning
 - Acquire Go-to-Training license to provide distance learning opportunities
 - Conduct trainings as need is determined
 - Reports to CIP Select Committee at meeting following training
3. Administration of justice in child welfare cases is improved through such pilot projects as dependency mediation, court case coordinators, and/or other similar projects

Activities:

- Receive and review project proposals and award funding

- Design dependency mediation program for the 8th JD combining ERP, facilitated petition, and safety team facilitator
- Implement program
- Review and adjust implementation accordingly
- Fine-tune dependency mediation in the 2nd JD
- Review and adjust accordingly
- Design dependency mediation, CASA, peer mentor and/or dependency case coordination process and program for the 7th JD
- Review and adjust accordingly
- Continuous review of pilot programs, related data, and court timeliness outcomes to improve quality of programs and court timeliness

III. GOAL - To promote judicial leadership in championing the needs of children in child protective status, improving the administration of justice, and effectuating change to improve the outcomes for children in dependency cases

Outcomes:

1. Implementation of the Community Improvement Council action plans supported as a means to continuously improve timeliness to permanency, TPR, and adoption among the 10 judicial districts

Activities:

- Research best practices associated with CIC action plans
- Ascertain where each CIC may require support
- Support and facilitate implementation of CIC action plans
- Identify possible funding or technical assistance to assist CIC implementation of their action plans

2. Model court best practices and improvements supported

Activities:

- Collaborate with the National Council of Juvenile and Family Court Judges to implement model court principles in the 2nd and 8th Judicial Districts
- Send appropriate representatives to the Model Courts All-Sites Conference

IV. GOAL - To improve awareness concerning the need to strengthen courts for children, youth, and families in dependency cases

Outcomes:

1. Local stakeholder involvement in the Community Improvement Councils encouraged and supported to implement best practices as part of the action plans

Activities:

- Survey CIC members regarding topics and speakers for National Council of Juvenile and Family Court Judges (NCJFCJ) facilitated workshops following up the 2011 CIP Conference
- Compile results of survey
- Develop agenda for two 1.5 day regional multi-disciplinary workshops
- Conduct two regional, multidisciplinary workshops providing a ½ day on how to implement, evaluate implementation of and report on the implementation of their

CIC action plans. The second will include a comprehensive plenary for all participants, followed by breakout sessions by discipline. The goal is to provide each participant with the tools to implement a discipline-specific strategy.

2. Collaboration among the judiciary, executive, legislative branches and the Native American Tribal Communities promoted

Activities:

- CIP Coordinator participates as a member of the Indian Child Welfare Committee
- Share information about CIP progress with the Inter-Tribal Council of Nevada
- Participate in tribal colloquiums and round tables as invited and requested
- Identify and develop joint projects with interested Nevada tribal communities as need and opportunity arises

3. Advocated for and reformed state laws, policies, and procedures for dependency court proceedings

Activities:

- Work with legislators to promote issues related to the safety of children and strengthening families
- Identify and implement means of complying with IV-E Report required actions
- 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

4. Strategy created to establish CIP as a source of expertise on child dependency and to inform Federal and State legislators and the public about the good work of Court Improvement

Activities:

- Appoint CIP “one voice, one message” subcommittee
- Formulate CIP “one voice, one message” talking points
- Provide identified presenters with materials to speak for the extended system transcending the agendas of individual public agencies in the service of dependent children
- CIP updates placed on CIP website

V. GOAL - To improve the quality of legal representation and advocacy for children and parents in child dependency cases

Outcomes:

1. Strengthen local CASA and Guardian ad Litem programs

Activities:

- Assist with funding rural CASA programs
- Assist with volunteer education, training, and development, if needed and funding available
- Assist with funding speakers or attendance at the annual statewide CASA multidisciplinary conference

2. Improve the quality of legal representation and increase the training, and oversight of dependency attorneys by developing and promoting child protection curriculum for attorneys involved in dependency cases

Activities:

- Finalize CIP Dependency Court Attorney Training Committee membership
 - Review curriculum for legal representatives adopted in other states, the American Humane Association caseload standards, and the American Bar Association guidelines, and others
 - Review “unbundling of services” per Project Ho’olokahi’s (Hawaii) use of parent facilitators
 - Determine need for TA or consultant to assist with the development of curriculum
 - Acquire or develop training modules with AOC Judicial Education Unit (consider distance learning – type format)
 - Conduct attorney trainings
3. Established, improved and/or expanded pro bono program to teach attorneys to represent parents and children in dependency court actions, and/or adoptive parents in negotiating open adoption agreements (2nd JD and 8th JD CIC Action Plan)

Activities:

- Survey existing pro bono programs available in the state
- Survey where pro bono programs are needed
- Enlarge the pool of attorneys
- Communicating with law schools and bar associations to encourage pro bono representation
- Engage juvenile and family legal practice practitioners to provide pro bono services
- Receive and review proposals for pro bone and/or attorney representation program, as needed
- Evaluate implement process and impact per CQI process described in the executive summary

On-going Court Improvement Activities

Training grant funding is used to fund portions of the two CIP support staff positions, CIP Coordinator and Assistant. Among the CIP Coordinator activities funded will be maintaining and updating the strategic training plan and implementation of the strategic training plan in collaboration with child welfare, court, and other stakeholders. Also funded will be planning, facilitating, and implementing various trainings across the State including judicial training on the Child Safety Model, the webinar-type attorneys’ training on dependency court expectations, and training the several district court judges on evaluating the implementation of the Community Improvement Councils’ action plans. The CIP Coordinator will assist sub-grantees applying for training opportunities, approving funding support for attendance at appropriate trainings, attending appropriate trainings, and staffing the CIP Select Committee’s Conference Planning Committee. CIP will be assisting with statewide, multi-jurisdictional educating on Nevada’s response to *Fostering Connections* mandate to ensure educational stability for foster children. CIP Coordinator travel to CFSR and IV-E Reviews will be funded under the training grant because these are vast learning experiences.

The CIP Assistant will continue to support such training endeavors as the statewide CIP workshops, CASA trainings, AOC Judicial Education efforts in the area of child welfare, and stakeholder attendance at appropriate trainings. She processes all travel claims for anyone traveling for CIP sponsored trainings or conferences.

The CIP Select Committee and its partners identified the following four (4) goals, outcomes and activities for which they intend to use the **CIP Data Grant Funding** to facilitate State court data collection and analysis, and promote data sharing among State courts, child welfare agencies, and other key stakeholders:

GOALS:

- I. **GOAL - To identify and promote best practices to improve outcomes affecting safety, permanency & well-being in dependency cases**

Outcomes:

1. Methods to provide more timely notice to parties to improve timeliness and effectiveness of successfully implemented hearings

Activities:

- Work with the National Center for State Courts to identify elements of the pilot project for the NIEM court event notification exchange
- Present option to stakeholders in the 2nd and 8th Judicial Districts
- Evaluate possible technology architecture to accomplish systematic court event notification
- Determine equipment, programming, and funding needs to implement systematic court event notification
- Funding source identified to support implementation
- Pilot NIEM court event notification exchange implemented in initial judicial district
- Court minutes exchange technical analysis including: implement electronic form to capture court minutes per template, implement data exchange to transmit court minutes to UNITY
- Process improvement will be tracked per CQI process described in the executive summary

2. Collaboration among courts and executive branch agencies to ensure improved outcomes for children in the child welfare system has been fostered

Activities:

- CIP fulfills court's portion of the PIP recommendations and offers agencies assistance to accomplish other PIP strategies
- Align CIP and CFSR , PIP, IV-E Review goals
- Educate the judiciary about CFSR, PIP, IV-E Review results
- Inform court personnel, judiciary, and legal representatives about child welfare legislation passed in the 2011 Nevada Legislative Session
- Collaborate with the Nevada Department of Education, Division of Child and Family Services, Clark County Department of Family Services, and Washoe County Department of Social Services 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)
- Collaborate with the Tribal Communities to assist with the implementation of ASFA and Fostering Connections principles
- Process improvement will be tracked per CQI process described in the executive summary

II. GOAL - To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases

Outcomes:

1. Consultation, technical assistance, and equipment are provided to district courts to improve their dependency court communication and resolve geographical challenges to allow remote communication among District Court judges and whoever is unable to attend hearings in person, especially caseworkers

Activities:

- Provide to dependency courts video conferencing and other technology to improve the timeliness of and facilitate full participation in dependency hearings

2. Dependency court orders standardized

Activities:

- Identify and contract with an expert to assist CIP in developing court order templates
- Review current court orders from district courts to determine which types of court orders could most benefit from templates
- Review all pertinent data: most recent IV-E Review reports, IV-E contracts, DCFS's docs re: SSI adoption subsidies, DCFS's docs re: ICPC procedures, court order examples, relevant statutes and court rules, national court order requirements
- Per IV-E Review recommendation, develop court order templates containing appropriate language for judicial determinations regarding contrary to the welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency plan in effect, including judicial determinations that reasonable efforts are not required on a case-by-case basis
- Per CIC action plans create court order templates reflecting the DCFS Adoption Unit's new practice of moving forward with the adoption process prior to receiving the determination of the SSI subsidy with the intention of adjusting the subsidy contract when the determination is received.
- Per CIC action plans, create court order templates including appropriate ICPC language to expedite that permanency process
- Test court order templates created in local courts
- Revise court order templates as needed
- ADKT action by the Nevada Supreme Court to approve the court order templates for use

3. Collaboration with stakeholders and partners to develop, support, or organize training programs or materials on specific practice, policy, subject matter, research, best practices, judicial leadership, and issues identified in surveys and CIC action plans on any or all of these or related topics:

- Judicial leadership on the administration of justice and the treatment of parties involved in child abuse and neglect cases
- Safety and risk assessment
- PIP strategies designed to improve case planning, case review, permanency, well-being, and adoption
- New child welfare agency policies and practices

- Educational stability and rights per *Fostering Connections to Success and Increasing Adoptions Act of 2008* and Title IV-E Plan Amendment as a result of Public Law 112-34
- Interstate Compact on the Placement of Children
- Representation of parents or children in abuse and neglect proceedings
- What is termination of parental rights?
- Attorney and caseworker conduct in dependency court
- ASFA requirement and timeframes
- *The Resource Guidelines* and other best practices in child protection cases
- Diligent search for fathers and other relatives
- Compelling reasons
- Reasonable efforts
- Understanding concurrent planning
- Purpose, scope, and expectations for each hearing type
- Increase parental involvement in case planning
- Meaningful visitation practices
- Substance use and its impact on children, families, and the courts
- Title IV of the Civil Rights Act of 1964 and the Multiethnic Placement Act of 1994 (MEPA)
- Awareness of LGTBQ issues
- Meaningful Tribal engagement
- Uniformity of court practices for in and out of home cases
- Judicial methodologies for interacting with children in court

Activity:

- In collaboration with agency partners, AOC Judicial Education Unit, and other partners develop or identify brief dependency modules, and/or bench cards in compliance with the Judicial Benchbook on child welfare cases for courtroom practice. The modules could be used as refresher courses in future years

5. Administration of justice in child welfare cases is improved through such pilot projects as dependency mediation, court case coordinators, and/or other similar projects

Activities

- Receive and review project proposals and award funding
- Design dependency mediation program for the 8th JD combining ERP, facilitated petition, and safety team facilitator
- Implement program
- Review and adjust implementation accordingly
- Fine-tune dependency mediation in the 2nd JD
- Review and adjust accordingly
- Design dependency mediation, CASA, peer mentor and/or dependency case coordination process and program for the 7th JD
- Review and adjust accordingly
- Continuous review of pilot programs, related data, and court timeliness outcomes to improve quality of programs and court timeliness

- III. GOAL - To promote judicial leadership in championing the needs of children in child protective status, improving the administration of justice, and effectuating change to improve the outcomes for children in dependency cases**

Outcomes:

1. Implementation of the Community Improvement Council action plans supported as a means to continuously improve timeliness to permanency, TPR, and adoption among the 10 judicial districts

Activities:

- Support and facilitate implementation of CIC action plans
- Identify possible funding or technical assistance to assist CICs implementation of their action plans

2. Collaboration among the judiciary, executive, legislative branches and the Native American Tribal Communities promoted

Activity:

- Identify and develop joint projects with interested Nevada tribal communities as need and opportunity arises

3. Strategy created to establish CIP as a source of expertise on child dependency and to inform Federal and State legislators and the public about the good work of Court Improvement

Activities:

- Provide identified presenters with materials to speak for CIP with a single message
- Updates placed on CIP website

4. Established, improved and/or expanded pro bono program to teach attorneys to represent parents and children in dependency court actions, and/or adoptive parents in negotiating open adoption agreements (2nd JD and 8th JD CIC Action Plan)

Activities:

- Enlarge the pool of attorneys
- Communicating with law schools and bar associations to encourage pro bono representation
- Engage juvenile and family legal practice practitioners to provide pro bono services
- Receive and review proposals for pro bone and/or attorney representation program, as needed
- Evaluate implement process and impact per CQI process described in the executive summary

IV. GOAL - To promote accountability for improvements in courts responsible for dependency cases

Outcomes:

1. Improved access to court/child welfare related data through data exchanges and the use of outcome measures among dependency courts to improve timeliness to permanency for children promoted

Activities:

- Implement high priority data exchange in the second: e-filing PC log, generate PC log from UNITY, and court minutes exchange technical analysis
- Finalize data exchange roadmap for the 8th JD
- Complete preliminary data exchange report for the 8th JD
- Stakeholder comments and final 8th data exchange roadmap distributed
- Obtain stakeholder buy-in in the 8th JD
- Implement first steps in the 8th JD

- For child welfare related cases, assist courts and partner agencies with the hardware or software necessary to exchange, share, and store data and information digitally or electronically, especially related to the e-filing initiatives of Nevada courts
 - Court software development
 - Determine ability of the rural District Court Child Welfare CMS to support outcome measures and data exchanges
 - Identify gaps and inconsistencies between rural District Court Child Welfare CMS and desired functionality
 - Other activities as required to promote data exchanges and use of outcome measures throughout the state
2. Strengthen the implementation of CIP effectiveness via concrete outcome and impact measures (PICO) and by requiring that CIP funded projects be evidence-based, data-driven, and outcome focused best practices using court timeliness measures to determine impact

Activities

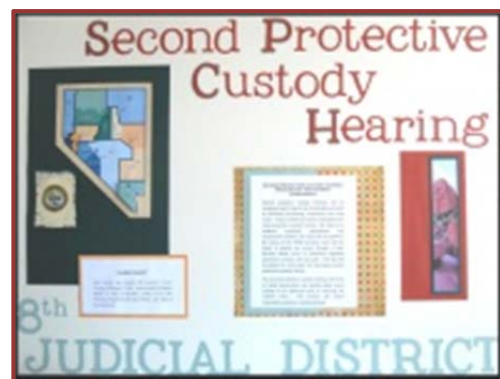
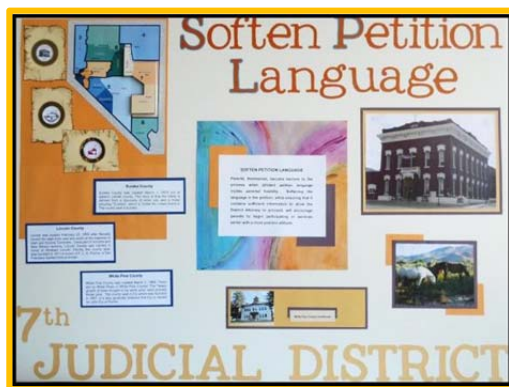
- Participate in the Placement Stability Peer to Peer Group provided by the National Resource Center for Child Welfare Data and Technology, and share with DCFS
- Work with DCFS to assess data elements available and entered into UNITY and their accuracy
- Determine how to interpret UNITY data into court timeliness indicators
- Verify that what can be provided from UNITY reflects federal expectations for court timeliness measures #1, 2,3, and 5
- Test CIP court timeliness measure report access in UNITY
- Fine-tune CIP court timeliness measure reports and access into UNITY
- Improve reporting mechanism
- Create court baseline timeliness reports
- Identify a means to provide court timeliness measure #4 as currently date TPR petition filed is not asked for in UNITY
- Develop baseline data per federal mandates for distribution to each CIC
- Revise CIP RFP process
- Standardize and articulate data reporting process and expectations among all CIP sub-grantees. Measure outcomes and evaluate success of all CIP funded intervention programs – target pop, intervention, alternative condition, and outcome
- Inform subgrantees of standardized measurement system via contractual agreements
- CIP Select Committee confirms policies to ensure that only evidence-based best practices supporting CIC action plans are funded

On-going Court Improvement Activities

Data grant funding will be used to fund portions of the two CIP staff support positions, CIP Coordinator and Assistant. Among the CIP Coordinator activities funded will be maintaining and updating the strategic data plan, and implementation of the strategic data plan in collaboration with child welfare, court, and other stakeholders. Much of the Coordinator's time, will be spent working with the contractor and the 2nd JD's and 8th JD's Data Exchange Committees implementing initial data exchange projects in each

jurisdiction. She will continue to visit all the district courts to support implementation of their Community Improvement Councils' action plans to reduce barriers to permanency, specifically termination of parental rights and adoption. She will articulate and manage the modified Deming Cycle Continual Quality Improvement Model throughout execution of CIP strategic plan. In concert with DCFS IMS, she will collect timeliness measures from UNITY. She will monitor these data, and share the information with the CICs. She will work with an agency partner to analyze and interpret these data.

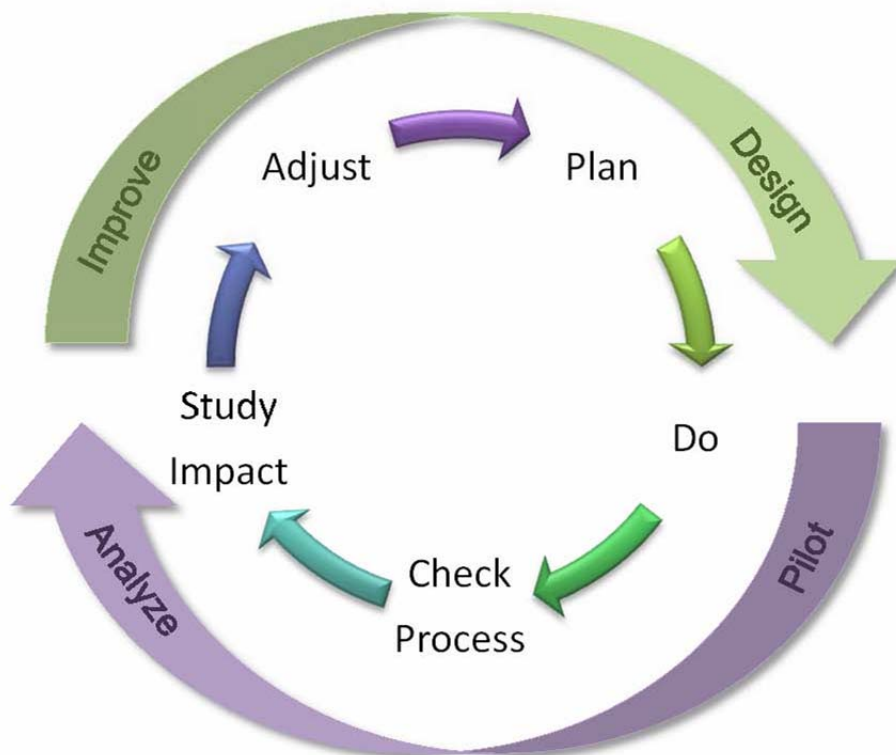
The Assistant has developed and utilizes statistical databases and spreadsheets to track a myriad of CIP implementation progress measurements on a daily basis. She also supports the Coordinator in her data development efforts.



EXECUTIVE SUMMARY - *Assessment and Continual Quality Improvement*

For the last several years the Nevada CIP has been utilizing a modified Deming Cycle Model as its continual quality improvement tool to guide strategic and specific planning, plan and project implementation, new process assessment, and evaluation of the impact of the change. Nevada CIP has consciously chosen continual rather than continuous quality improvement. This change is noteworthy as it recognizes that organizational quality system improvement requires significant effort and needs to pause to consolidate and institutionalize the change.

The Deming Cycle typically consists of a logical sequence of four repetitive steps for continuous improvement and learning: Plan, Do, Study or Check, and Act. Because court improvement is social science in motion, Nevada CIP added a fifth step to the cycle: Plan, Do, Check Process, Study Impact, and Adjust. We changed 'Act' to 'Adjust' because we will adjust standardized business practices to include the improvement.



During the initial phase of **planning**, the problem is identified and analyzed. Specific questions are posed: What is happening? What are the facts? What data supports the need for change? What could be done to improve the situation, process? What do we want? Who needs to do it? These questions are not asked in a vacuum, but through group interaction such as focus groups or surveys. Systems mapping, flowcharting, brainstorming, evaluation matrices, cause and effect diagrams are all tools used to ferret out needs and expectations. These questions and techniques naturally lead to gathering information to begin designing solutions to the identified problem.

During the second phase of **doing**, the best of the solutions is fine-tuned by projecting the potential impact of the solutions on the system via such techniques as impact analysis. A pilot project is implemented to test the possible solution. During this phase a decline in efficiency can be anticipated due to the element of change. Staff may require additional training as change can be unsettling. Change management models address several stages of transition as immobilization or shock, denial of change, incompetence, acceptance, testing, internalization, and finally, integration. The fact that people move through these stages at varying speeds must be recognized and managed.

The third and fourth phases of Nevada CIP's CQI Model both involve analyzing if the targeted objective has been accomplished. Pilot implementation involves a shift in **process** to accomplish the **impact**. During the third phase, as staff is transitioning into the change, the business process can be monitored and assessed.

During the fourth phase, the **impact** of the pilot solution is measured and reviewed to see if the countermeasures had the effect expected, and to ascertain if any negative consequences are associated with them. Ask such questions as: what happened? Was it what was expected? What should be done differently? During this phase, decisions must also be made on how to present and track the data. Check sheets, graphical analysis, key performance indications could all be used.

In the final phase, **adjustments** may be made to the pilot in response to the checking and studying of the third and fourth phases. The entire cycle could be re-initiated at any point on the wheel, the pilot processes could be standardized into the business process and inserted into the process map, or the pilot could be abandoned. At this point, if the pilot is deemed successful, formalized training modules could be instituted to help others implement the new process/pilot.

All ten of our judicial districts utilized the modified Deming Cycle as they pulled together their Community Improvement Councils to identify barriers to permanency and solutions to improve timeliness to termination of parental rights and adoptions. One Judicial District identified as a barrier that fact that attorneys representing parents and children

did not understand the ASFA timelines. The solution was to provide a training which was very well attended except by the target audience. So an adjustment has been made. An attorney training module is being designed for statewide use. It will be in a recorded, webinar format so an attorney may participate in the training at any time. Some judges are asking their counties to include successful participation in this training as part of the contractual requirements for attorneys.

The CIP Coordinator will keep the CIP Select Committee informed on the CQI for all CIP projects and the CIP process, itself.

EXECUTIVE SUMMARY -

Collaboration with Child Welfare Agencies and Other Stakeholders to Prepare and Implement the Application

Collaboration has been extensive and exhaustive in the development of Nevada's 2012 strategic plan. The CIP Coordinator met with the Chief Justice of Nevada's Supreme Court and the Director of the AOC to discuss and review the goals, objectives, planned activities, and pilot projects contained in this application. She will continue to meet with both, at least quarterly, concerning implementation processes. All members of the CIP Select Committee are regularly engaged in this process, as well. The creation of the Community Improvement Councils (CIC) in each judicial district has informed the process from the grassroots level. The CIP Coordinator has been, and will continue to be, in regular contact with the dependency court judges and such stakeholders as service providers, deputy district attorneys, and child welfare agency staff as planning for the upcoming year's pilot projects has taken place.

The 8th Judicial District plans to adjust its front-loading of services by combining its ERP and Facilitated ERP Safety Team meetings into a dependency mediation program. The 7th Judicial District also identified a hybrid dependency mediation program as a solution to some of their barriers to timely permanency.

Nevada CIP has a long history of working with the Division of Child and Family Services, the Clark County Department of Family Services, and the Washoe County Department of Social Service, all of whom are represented on the CIP Select Committee. The judiciary, child welfare agencies, other stakeholders will work with the CIP Coordinator to design and implement pilot projects that fully embrace the strategic intent of the 2012 plan. The directors, deputy directors, managers, and supervisors for the IV-B agencies met regularly with the CIP Coordinator to identify strategies to resolve problems that presented themselves in the CFSR, PIP, IV-E Review, and Adoption and Foster Care Analysis and Reporting System (AFCARS). For example, at DCFS request, CIP will be assisting with training the judiciary on the new ICPC regulations, the Child Safety Model, and the new child welfare related Nevada legislation. In collaboration with the AOC Judicial Education Unit, the CIP Coordinator will act as moderator for this ICPC session to be held at the 2012 Nevada Family Jurisdiction Conference at which the DCFS ICPC Coordinator and a Nevada Deputy Attorney General will participate in a panel discussion concerning child custody and placement across state lines. At DCFS request, CIP will apply for technical assistance from the National Resource Center on Legal and Judicial Issues to train the judiciary and child welfare staff on the Child Safety Model.

Additionally, the CIP Coordinator met, and will continue to meet monthly, with the DCFS managers and supervisors to share information, discuss issues, and work toward resolutions from which some of the 2012 strategies sprang.

CIP worked with all three child welfare agencies and the National Center for State Courts (NCSC) to create action items in the CIP 2012 strategic plan to address three

findings on the State's Title IV-E plan that are outside the child welfare agencies' ability to resolve. The findings involve documentation of judicial determination regarding contrary to the welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency in effect, including judicial determinations that reasonable efforts are not required on a case-by-case basis. As part of the CIP strategic plan, court order templates will be created to address these issues.

The NCSC will allocate Bureau of Justice Assistance NIEM Children, Youth, and Family Services technical assistance resources to fully fund the NIEM court event notification project in the amount of \$40,000-\$45,000. Waterhole Software will provide the technical architecture and project management. NCSC will document lessons learned and provide information to assist Nevada in future development. Nevada's experiences and successes will be shared with the national community. The impact of this project will be to reduce multiple, sometimes inconsistent sources of hearing data; provide instantaneous, real-time update on UNITY's hearing screen; reduce calls to the Court and District Attorney for next court date; and improve data quality for the outcome measures of timeliness. Additionally, this project will help to ensure due process of law and assist with engaging the entire family in court processes.

The 8th Judicial District Court, 2nd Judicial District Court, the Nevada Administrative Office of the Courts (AOC), CCDFS, WCDSS, DCFS, and the Clark County District Attorney's Office initiated 100's of hours in discussions with subject matter experts to determine the feasibility of improving communication and performance measures through electronic data exchange. The data exchange projects in both the 2nd and 8th Judicial Districts and the court minutes pilot project proposed in this application are the result, and will be implemented in collaboration with the data exchange committees and other key stakeholders in each jurisdiction.

As a result of discussion with the Executive Director of the Nevada CASA Association and several CASA program directors and with their assistance, Nevada CIP plans to assess reporting and case management possibilities for our many CASA programs throughout the state.

Rural and urban attorneys, a deputy attorney general, a deputy district attorney, judges, and AOC staff together with the CIP Coordinator, as a planning committee, are developing an attorney training module at the request of a Community Improvement Council. The AOC Judicial Education Unit will assist the CIP Attorney Training Committee in developing a webinar-type training that will be recorded to be accessible on the CIP website. This module will be available and utilized statewide.

In response to the mandatory reporting of timeliness measures, the CIP Coordinator reached out to her child welfare colleagues who share and discuss their AFCARS and NCANDS data regularly. A meeting was held with the Acting DCFS Administrator, the Statewide Automated Child Welfare Information System (SACWIS) UNITY director, and the DCFS Data Reporting Expert to brainstorm possibilities on how to obtain the timeliness measures from SACWIS/UNITY. Each participant left with a to-do list, and

as a result, a DCFS UNITY programmer was assigned to assist the CIP Coordinator. An achievable plan has been devised, as reported later in this application, on how to glean these data from SACWIS/UNITY and present them in useful and useable reports.

The Supreme Court Chief Justice, the CIP Coordinator, two representatives from the Nevada Department of Education, a district court judge, and a representative from each of the child welfare agencies have been holding biweekly conference calls to advance Nevada's response to *Fostering Connections Act*. A summit on Education in Child Welfare is planned in Carson City on February 21, 2012 drawing together all key stakeholders to develop a statewide plan to ensure compliance with *Fostering Connections*. Data collection, training curriculum, transportation and immediate transfer of records among other issues are on the agenda. State legislators, the State Superintendent of Education, local school officials, other members of the judiciary, and child welfare agency administrators, among others, have been invited and have committed to participate in this initiative.

Tribal outreach has been on-going for the last 2.5 years. Discussions with tribal judges, court administrators, and social workers concerning their barriers to permanency and timeliness resulted in identification of barriers similar to those identified by the CICs. The Chief Justice of the Nevada Supreme Court and the CIP Coordinator have been honored to be invited to the Inter-Tribal Council of Nevada meetings to hear our tribal communities' needs and report on CIP progress. The CIP Coordinator regularly participates in ICWA meetings, roundtables, and colloquiums. Tribal members have participated, and will continue to participate in CIP trainings and other offered opportunities.

CIP works, and continues to work, closely with The National Council of Juvenile and Family Court Judges (NCJFCJ) to ensure that model and best practices are implemented throughout the state. In concert with all the child welfare agencies, the judiciary, and the CIP Select Committee Training Subcommittee, the NCJFCJ will conduct two regional 1.5 day multi-disciplinary workshops to provide hands-on techniques to assist our CICs on implementing what they learned about that the 2011 CIP Conference.

EXECUTIVE SUMMARY - *Data Collection and Reporting*

Nevada CIP has developed a plan to collect and report on the five timeliness measures mandated to be reported on by 2013: time to first permanency hearing, time to all subsequent hearings, time to permanency, time to filing of termination of parental rights, and time to termination of parental rights.

The CIP Coordinator had several discussions with DCFS; our data exchange consultant, Aaron Gorrell from Waterhole Software; and the AOC Research and Statistical Unit to begin to identify the best data source. It was concluded that the best source is our SACWIS, UNITY. During discussions with DCFS, concerning accessing the initial timeliness measures mandated by 2013 from our SACWIS and subsequent research, it became clear that the calculation start date of when the petition was filed was not available in UNITY. There is no screen into which that data is entered. However, UNITY has good, clean data on the date of removal. As we proceed with the court event notification pilot project, date the original petition is filed may become available.

The Toolkit, however, indicates that using the date of removal may actually provide more reliable conclusions than initiating the calculation from the date the petition is filed. "The rationale for using the removal date as the calculation start date is that the time to permanency should relate to the child's experience of not having a permanent home." Additionally, the Toolkit continues that "because using the date petition is filed is based on the beginning of the litigation, the measure will include cases in which the child was never removed from the home. And if the child enters foster care long after the petition is filed, the calculated time to permanency will be much longer than the time the child actually spends in foster care"(page 159 of *Court Performance Measures in Child Abuse and Neglect Cases*).

DCFS's AFCARS and National Child Abuse and Neglect Data System (NCANDS) specialist, who attended the 2011 CIP Annual Meeting, spent considerable time reviewing the technical guide from the Toolkit regarding Measure 4G, *Time to First Permanency Hearing*, and advised that Nevada Revised Statutes (NRS) drive the first permanency hearing as follows: NRS 432B.590 states that annual disposition is not later than 12 months after the **initial removal**. So it would appear that, assuming all courts follow Nevada State law, they are setting the permanency hearing from the initial removal, not from the date the petition is filed.

She also explained that the Federal Law defines that date as the earlier of either the date of the first judicial finding that the child has been subjected to child abuse or neglect (this is usually adjudication) or 60 days after the date the child is removed from the home. This is well known in Quality Assurance as the starting count for the 15 out of 22 months for filing of TPR, and is used in IV-E during an IV-E review.

After explaining this to Mr. David Kelly, he agreed on December 16, 2011 that Nevada may use the date a child is removed from the home as the start date for calculation of the timeliness measures. He explained that, “the toolkit provides States the option of selecting the petition filing date, the date the child was removed from the home or the date of the emergency removal hearing--whichever is consistent with State law”.

Not only will initiating timeliness calculations from the date of removal from home allow us to be consistent with State law, but also with AFCARS and NCANDS.

With the DCFS Information Management Services (IMS) programmer and in consultation with our Region IX contacts, CIP defined the parameters for each of the timeliness measures. It was agreed that CIP would use an exit survey-type approach of all those children who are in custody and have reached whichever point in time (first, second permanency hearing, permanent placement) during a particular range of times rather than a snapshot of those in foster care on a particular day. This will allow calculations of a range of dates. Each “exit” will be the end point of each measure.

It was also agreed that the report would report out to the fifth subsequent hearing with the remainder being combined into an “all others” category. This determination was made based upon CFSR data that showed that in most cases children are out of foster care within two years. For those who are adopted or aged out of the system it is less than four years. By reporting out to the fifth subsequent hearing, details will be reported on approximately 85% of the children. In the Quality Assurance section of the report each child’s hearings will be listed to allow reporting on those with more than five subsequent hearings.

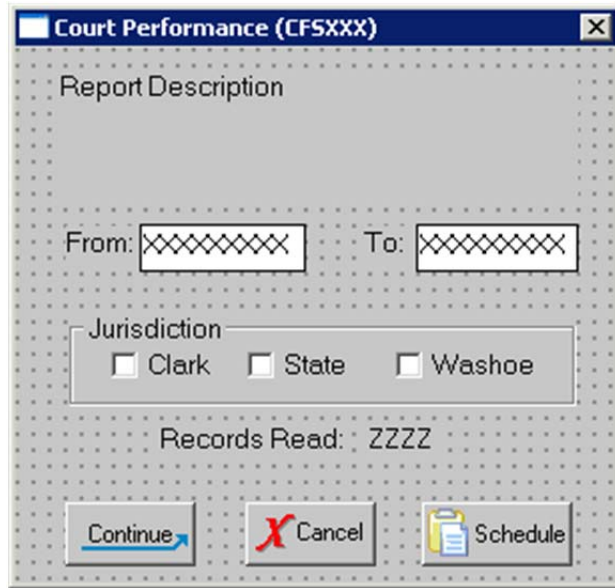
When considering *Time to Permanent Placement*, time to each of the possible permanent situations (reunification, adoption, legal guardianship, and placement with a relative) will be discretely identified as well as the total. In so doing, types of placements that may take longer can more easily be identified.

The report will be delineated by each county within each judicial district. For example, the 1st Judicial District is composed of two counties. The report will include 1st JD – Storey County, 1st JD – Carson City. The judicial district of the first permanency hearing will be the driver. In some instances, a case’s children may move from one county to another, but it will be assumed that the case will belong to the initial county.

In calculating the *Time to Termination of Parental Rights* (TPR), relinquishment is being reported separately because a TPR is not filed in all relinquishment cases.

Please see the example below for the report logic, format, and access screen in UNITY. The numbers in the reports are for demonstration purposes only as the access portal has not been activated and reports cannot be generated yet. This is the Nevada plan to provide the required timeliness measures by 2013. The fourth timeliness measure, from removal to date TPR petition is filed, cannot yet be calculated. There is no UNITY screen in which to enter the date the TPR petition is filed. As DCFS has been working to upload UNITY data to Chapin Hall, some potential modifications have been identified.

A TPR petition date screen may be deployed in May 2012. The court event notification data exchange project could assist with obtaining this data, at least in the 8th JD.



Date Range
State/Clark/Washoe Check boxes

Population

Pull all children who are in custody/removed anytime between the date range (using the 'report driver' logic)

Ignore children based on their custody when it doesn't match the report parameters

For each child compute the following measures

- 1) Time to First Permanency Hearing – difference of time between when the child was 1st removed and when the first 'PERM' hearing occurred.
- 2) Time to all Subsequent Permanency Hearings – difference of time between the child's 1st 'PERM' hearing and 2nd 'PERM' hearing and 2nd and 3rd and so on. We will not include PERM Hearings > Today and > Report 'To' date.
- 3) Calculation based on Adult/Child relationships that have been terminated OR Relinquished in the UNITY application.
 - Time difference between the removal and the termination/relinquishment entered in UNITY
 - Include the number of parents included in this calculation
- 4) Display by court the end reason as to why a child's custody ended
This information will be similar to CFS721 Foster Care Report

Output - Items 1 thru 3

Area	1)	1)	2)	2)	2)	2)	2)	3)	3)	3)	3)	3)	
	Nbr of Children	Median Days to 1 st Permanency Hearing	Median Days to 1 st and 2 nd	Median Days to 2 nd to 3 rd	Median Days to 3 rd to 4 th	Median Days to 4 th to 5 th	Median Days to all other subse	Nbr of Parents with Termination	Median Days to Terminate	Nbr of Parents with Relinquishment	Median Days to Relinquishment of Parental	Nbr of Parents with Termination or Relinquishment	Median Days to Termination or Relinquishment

		g	2nd Subsequent Hearing	Subsequent Hearing	Subsequent Hearing	Subsequent Hearing	quent hearings		Parental Rights		Rights		of Parental Rights
TOTAL	4625	32	62	360	365	361	290	28	299	25	322	53	315
1ST/CARSON	183	16	33	365	365	362	260	2	209	4	544	6	344
1ST/STOREY	39	33	44	362	362	365	400	6	182	6	322	12	286
2ND/WA SHOE	826	42	33	360	400	360	365	4	342	3	120	7	320
3RD/CHURCHILL	160	18	88	260	223	260	362	3	218	1	180	4	210
3RD/LYON	350	22	23	400	360	223	260	4	288	0	0	4	288
4TH/ELKO	82	46	48	223	260	400	223	6	223	2	322	8	298
etc.													

Output – Item 4

Of the children whose Foster Care status closed the reasons for the closure

Court: 1st/CARSON

Type	Average Placements	Number of Kids	Days in Custody	Median Days in Custody
TOTALS	2.51	270	14420	665
ADLTINCARCERATN	2.00	1	87	2930
ADOPTIONLEGAL	3.54	60	70159	386
AGED OUT	7.89	10	10867	362
CUSTODIANSHIP	3.12	8	562	233
DEATH OF CHILD	1.00	6	55	31
EMANCIPATION	8.00	1	99	330
GRDNSHPRELATIVE	1.85	8	3343	137
GRDNSHPNONREL	4.55	9	585	218
RUNAWAY	3.53	1	570	144
RTNTOCARETAKER	1.84	90	27431	106
RTNTOOTHRPRNT	1.93	84	28421	116
RTNTOOTHRRELT	1.41	6	666	32
TRANSFROTHAGNCY	0.91	2	83	16
TRANSFRTOTRIBE	1.44	9	155	756
YPAGEOFMAJORITY	4.20	3	996	977

Court: 1st/STOREY

Type	Average Placements	Number of Kids	Days in Custody	Median Days in Custody
TOTALS	4.51	201	42014	665
ADOPTIONLEGAL	3.54	205	701593	386
AGED OUT	7.89	58	108671	362
CUSTODIANSHIP	3.12	8	5623	233
EMANCIPATION	8.00	1	990	330
GRDNSHPRELATIVE	1.85	64	33437	137

Court: (followed by the rest of the counties)

Notes

The 'PERM' hearing will be tied to a 'Court Code'

QA option as well so users can look up the supporting data

In Excel sorted by child and hearing dates

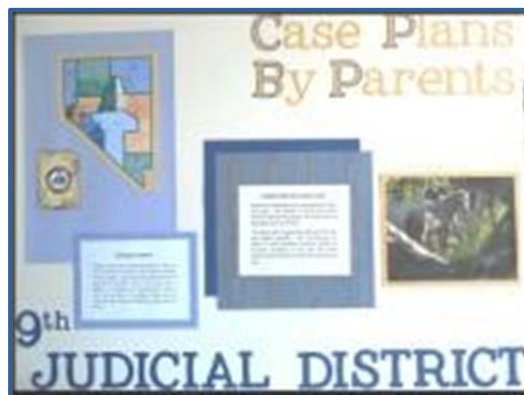
Child ID, Child Name, Removal/Hearing Date

EXECUTIVE SUMMARY - *Conclusion*

The strategic plan that follows fully delineates how Nevada CIP intends to accomplish what has been summarized above utilizing all three CIP grants: Basic, Training, and Data. It demonstrates meaningful and ongoing collaboration among State and local courts, State and county child welfare agencies, and Native Communities in which all stakeholders work toward shared goals and activities to increase the safety, permanency, and well-being of children in the child welfare system.

These collaborative efforts have and are expected to continue to result in institutional and infrastructural changes leading to measurably improved outcomes for the children and their families served by the State. The interventions outlined in this application will be designed to promote ongoing monitoring and assessment. Data have been used to identify the need for and design of the pilot projects. Data will be used to inform and systematically monitor the implementation and the results of these programs in an ongoing manner to improve court function, build capacity, and/or reform the child welfare system.

These interventions have been designed to ensure that child welfare proceedings promote due process of law; timely, thorough, and quality court hearings; high quality legal representation; and the engagement of the entire family in the court proceedings. They are responsive to areas identified in the CSFR as needing improvement, in the PIP as items the court may address, or issues identified during the IV-E Review with which the court may assist.



Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To identify and promote best practices to improve outcomes affecting safety, permanency, and well- being in dependency cases**

Outcome #1: Legal resources and related information that support effective judicial decision-making made available to Nevada judiciary and system stakeholders

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 21, Items 32, 33- provide ongoing staff training that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP especially the Child Safety Model), surveys of the judiciary and other key stakeholders to provide opportunities to learn about the best practices in the courtroom, to how to provide quality legal representation, and to how to enhance the well-being of foster youth

Measurable Objective: Judiciary, child welfare stakeholders, and partners responsible for dependency cases receive increased resource materials, attend relevant educational opportunities, and file a Certificate 7 reports demonstrating attendance and report in person to the CIP Select Committee on programs, resources, and/or processes learned that could improve Nevada's child welfare system.

Strategic Category: Increase judicial, attorney, and other stakeholders' knowledge and expertise. Improve quality of court hearings and legal representation

√ Capacity Building

√ Court Function Improvement

Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Underwrite new District Court/	Training Grant	CIP Staff CIP Select	June 2013	As a result of participation in CANI,	New Dependency Court Judges gain	CIP Select Committee's	Each participant will report to the CIP

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Dependency Court Judges participation in NCJFCJ Child Abuse and Neglect Institute		Committee Judiciary		new judges return to judicial district prepared to implement best practices in dependency court Judicial decision making enhanced	an increased understanding of the complexities of child welfare	Certificate 7 report from judicial participants	Select Committee on the Institute and identify projects/resources that would improve Nevada’s child welfare system
Fund other training opportunities for the judiciary and child welfare system stakeholders such as Model Courts All-Sites Conference, NCJFCJ’s National Conference on Juvenile and Family Law, ABA National Conference on Children and the Law, the NACC National Child Welfare, Juvenile, Nevada Family Law Jurisdiction Conference, or other such conferences supportive of court improvement best practices that could be transplanted to Nevada	Training Grant	CIP Staff CIP Select Committee Child Welfare Agencies System Stakeholders	On-going	Participation of child welfare and dependency court stakeholders in at least 3 national conferences and sharing of best practices with those who were not able to attend. Selection will be based upon timing of application.	Increased interest among child welfare stakeholders in implementing multi-disciplinary best practices across the child welfare system	CIP Select Committee’s Certificate 7 report from training participants	Each participant will report to the CIP Select Committee on the conference and identify projects/resources that would improve Nevada’s child welfare system
Fund up to 6 attendees at the Annual Federal CIP Meeting	Training Grant Basic Grant	CIP Coordinator CIP Select Committee Members or their reps	When the meeting takes place annually.	Participation in Annual CIP Meeting to enhance the understanding of the CIP direction and	Up to 6 stakeholders will attend the Annual CIP Meeting	CIP Select Committee’s Certificate 7 report from training participants	Participants will report to the CIP Select Committee on the Annual CIP Meeting and

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			June 26-29, 2012	expectations from the federal perspectives. If opportunity presents itself, learn what other states' are doing in terms of best practices.			identify projects/resources that could improve Nevada's child welfare system
Fund a team from Nevada to attend the Judicial Leadership Summit on the Protection of Children sponsored by the National Center for State Courts	Training Grant	CIP Representatives	FFY 2013	Nevada's participation in Judicial Leadership Summit on the Protection of Children State Action Plan Revisions, training, or other materials from Summit	Nevada's team will return with revised action plan containing pertinent best practices for implementation	CIP Select Committee's Certificate 7 report from training participants	Judicial Leadership Team will report to the CIP Select Committee on the Summit and identify projects/resources that could improve Nevada's child welfare system
Send up to two foster youth to a national conference sponsored by the Children's Bureau to learn more about the CIP process, gaps in services, well-being of foster children, and improving outcomes for youth	Training Grant	CIP Staff CIP Select Committee Child Welfare Agencies	FFY 2013	Participation in National Youth Conference to learn about best practices to fully engage youth in the court process. Selection based upon timing of receipt of application	Up to 2 youth will bring suggestions to the statewide and local youth advisory boards on how to improve youth participation in court, and the well-being and outcomes for foster children	CIP Select Committee's Certificate 7 report from training participants	Each participant will report to the CIP Select Committee on the conference and identify projects/resources that would improve Nevada's child welfare system
In partnership with DCFS, request technical assistance from National Resource Center on Legal and Judicial Issues to conduct a judicial training on the <i>Child Safety Model: A Guide for Judges and Attorneys</i> as part of the larger	Training Grant	CIP Staff CIP Select Committee Child Welfare Agencies Judiciary National Resource Center on Legal and Judicial Issues	FFY 2013	CIP Planning Subcommittee established Apply for TA Send save the date to judges ID training location Conduct training	35 judges and masters who handle child welfare cases trained on the Child Safety Model	Training participant and program evaluation	Summary of evaluations received from participants will be reviewed by the CIP Staff and Select Committee, as well as DCFS Staff

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
effort to implement the safety guide into court practice throughout the state							

Narrative: *Description of status of project as related to the outcome upon onset of funding.* Applications to attend conferences or trainings supportive of court improvement best practices have not yet been received. The CIP Select Committee’s Foster Youth representative has been approached about attending the National Youth Conference to enhance his ability to fully participate on the Committee.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

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Annual Update Year #3

Submission Date:

Annual Update Year #4

Submission Date:

Annual Update Year #5

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

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Overall Goal: To identify and promote best practices to improve outcomes affecting safety, permanency, and well-being in dependency cases

Outcome #2: Methods implemented to provide more timely notice to parties to improve timeliness and effectiveness of successfully implemented hearings

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 21, item 29 which concerns notifying foster parents, pre-adoptive parents, and relative caregivers of foster children that they have a right to be heard at any review or hearing with respect to the child)

Measurable Objective: Court event notification taking place in an urban judicial district and court minute format standardized for dependency cases in the 8th Judicial District by the end of FFY 2013,

Strategic Category: Implement automated efforts to achieve interoperability with other systems through the use of a national data exchange standard such as the National Information Exchange Model (NIEM). Promote engaging the entire family in the court processes

√ Capacity Building √ Court Function Improvement √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Work with the National Center for State Courts (NCSC) to identify elements of the pilot project	Basic and Data Grants	NCSC CIP Coordinator AOC IT Consultant Courts	February 2012	Documented roadmap/proposal to implement the NIEM court event notification exchange	Contract between Nevada AOC and NCSC executed to provide architectural design,	SACWIS/UNITY Court CMS	CIP Select Committee updated at quarterly meetings

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
for the NIEM court event notification exchange		Partner Agencies			project management, documentation of artifacts, and case study for the NIEM court event notification exchange		Judicial District's Data Exchange Executive Committee updated regularly
Present court event notification option to stakeholders in the 2 nd and/or 8 th Judicial Districts	Basic and Data Grants	NCSC CIP Coordinator AOC Consultant Courts Partner Agencies	June 2012	A judicial district and system partners agree to implement priority data exchange		Judicial District identified for initial court event notification exchange	CIP Select Committee updated at quarterly meetings
Evaluate possible technology architecture to accomplish systematic court event notification	Basic and Data Grants	NCSC CIP Coordinator AOC IT Consultant Courts Partner Agencies	September 2012	Appropriate technology architecture identified to allow the data exchange and notification to take place	Technology architecture report on requirements	Bi-weekly NCSC progress report	Judicial District's Data Exchange Executive Committee updated regularly CIP Select Committee updated at quarterly meetings
Determine equipment, programming, and funding needs to implement systematic court event notification	Basic and Data Grants	NCSC CIP Coordinator AOC IT Consultant Courts Partner Agencies	November 2012	Necessary equipment and/or programming identified		Bi-weekly NCSC progress report SACWIS/UNITY Court CMS	Judicial District's Data Exchange Executive Committee updated regularly CIP Select Committee updated at quarterly meetings
Funding source identified to help implement court event notification	Basic Grant Data Grant	CIP Staff AOC IT CIP Select Committee	December 2012	Funding application submitted, if necessary		CIP Select Committee grant recommendation	Judicial District's Data Exchange Executive Committee updated regularly

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
							CIP Select Committee updated at quarterly meetings
<p>Pilot NIEM court event notification exchange implemented in initial judicial district</p> <p>Process improvement will be tracked per CQI process described in the executive summary</p>	Basic and Data Grants	<p>NCSC CIP Coordinator AOC IT Consultant Courts Partner Agencies</p>	End of FFY 2013	<p>Eliminate hard-copy delivery of court event information</p> <p>Reduce multiple, sometimes inconsistent sources of hearing data</p> <p>Decrease staff workload and increase time savings</p> <p>Instantaneous, real-time hearing information update on UNITY's Hearing Screen from Odyssey</p> <p>Accurate hearing information available to CCDFS permanency staff and DAs in UNITY; thereby reducing the number of calls to the Court and the DA</p> <p>Improve data quality for the outcome timeliness measures</p> <p>Establish an environment of data-</p>	<p>Approximately 85% of the hearing information in UNITY is up-to-date</p>	<p>Bi-weekly NCSC progress report</p> <p>SACWIS Court CMS regarding appearances and reports to case parties</p> <p>NCSC's Case Study</p>	<p>Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly</p> <p>CIP Select Committee updated at quarterly meetings</p> <p>Report in CIP Annual Progress Report</p>

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop standardized dependency court minutes format to summarize key information about a dependency court event in a consistent manner in the 8 th JD	Basic Grant Training Grant	NCSC CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	Within four months of project contract execution	sharing NCSC reviewed project approach and judicial expectations Data collected on examples of current court minutes and those from other states Relevant statutes and court rules evaluated UNITY court action codes listed	Contract between Nevada AOC and NCSC executed to provide standardized court minute format	Bi-weekly NCSC's progress reports Action plan for testing and evaluating court minutes format	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly CIP Select Committee updated at quarterly meetings Report in CIP Annual Progress Report
Court minutes format piloted and tested	Basic Grant Training Grant	NCSC CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	January 2013	NCSC collected feedback about court minutes format NCSC revised court minutes format		Bi-weekly NCSC's progress reports Audit results on quality of court minute format	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly CIP Select Committee updated at quarterly meetings Report in CIP Annual Progress Report
Finalized court minutes format implemented in 8 th JD Process improvement will be tracked per	Basic Grant Training Grant	NCSC 8 th JD IT CIP Coordinator Consultant Courts and Partner Agencies	End of FFY 2013	Court minutes format utilized by 100% of 8 th JD court clerks for dependency cases Format, timeliness,	100% of court events documented on new court minutes format	Bi-weekly NCSC's progress reports	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
CQI process described in the executive summary		as part of a work group		and quality of 8 th JD court minutes are consistent CCDFS Records staff consistently interprets court minutes into UNITY's "court action" codes			accordingly CIP Select Committee updated at quarterly meetings Report in CIP Annual Progress Report
Court minutes exchange technical analysis including: Implement electronic form to capture court minutes per template, Implement data exchange to transmit court minutes to UNITY	Data Grant	8 th JD IT DCFS IMS CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	End of FFY 2013	Implementation of the court minutes within the court case management system will permit near real-time data exchange of minutes with other case parties including UNITY. Exchange with UNITY would automatically convert court minutes into court actions and eliminate the current manual interpretation of the minutes.	100% consistent mapping between actions indicated on court minutes and court actions as documented within UNITY. UNITY court actions are used extensively by CCDFS management for strategic business planning.	Consultant's report	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly CIP Select Committee updated at quarterly meetings Report in CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* These data exchange priorities were identified in our two data exchange studies funded in FFY 2010 for the 2nd Judicial District and FFY 2011 for the 8th Judicial District. All stakeholders have approved moving forward in the 2nd JD and are about to in the 8th JD. Negotiations have taken place with the NCSC to provide \$40-45,000 in TA funded by the BJA to pilot NIEM court event notification exchange in the 8th JD. They have also purposed to develop standardized court minutes for the 8th JD.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

Submission Date:

Annual Update Year #4

Submission Date:

Annual Update Year #5

Submission Date:

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: To identify and promote best practices to improve outcomes affecting safety, permanency, and well-being in dependency cases

Outcome #3: Collaboration fostered among the courts and executive branch agencies to ensure improved outcomes for children in the child welfare system

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 22, items 38, 39, and 40), Nevada January 2010 Final CFSR Final Report (pages 81 and 82) which concerns collaborative efforts among DCFS, CIP, our tribal communities, and other stakeholders

Measurable Objective: As a result of the collaborative efforts among the courts and the executive branch agencies, joint actions are taken to implement PIP, IV-E Review, and Court Improvement Council (CIC) action plan strategies, and bring educational stability to the State's foster children during FFY 2012-2013

Strategic Category: Improve and monitor the timeliness and quality of courts hearings and legal representation. Increase judicial, attorney, and other stakeholders' knowledge and expertise. Collaboration with tribal communities and CIP participates in statewide collaborative bodies.

√Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
CIP actively participates in all training and federally	Basic Grant Training Grant	CIP Staff DCFS WCDSS	On-going	CIP meets with agency partners upon request to provide input into		CFSR and IV-E Reviews/Reports	CIP Coordinator reports outcomes to CIP Select

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
scheduled update meetings related to CFSR, PIP, and IV-E Review		CCDFS Federal Team		attaining PIP and IV-E court related goals			Committee
CIP fulfills court's portion of the PIP recommendations where appropriate and offers agencies assistance to accomplish other PIP and IV-E report strategies	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS Other partners such as the courts Federal Team	On-going	Court related portions of PIP succeed and fully implemented CIP provides updated information about the CICs and their action plan implementation. CIP assists with PIP implementation CIP Staff meets quarterly with DCFS managers and supervisors to share progress and challenges	CIC Action Planned interventions implemented	PIP follow-up reports and other documents reflecting CIP participation in child welfare system improvements	CIP report on CIC progress will be shared with agency partners to be included in federal quarterly reports and will be included in the CIP Annual Progress Report
Align CIP and CFSR, PIP, IV-E Review goals	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS Other partners such as the courts Federal Team	On-going	CIP strategic plan is designed and implemented around CFSR, PIP, and IV-E Review goals, action steps, and benchmarks	CIP strategic plan is formulated including input from all key stakeholders in child welfare system	CIP strategic plan	CIP will include results in Annual Progress Report
Inform court personnel , judiciary, and legal representatives about child welfare legislation passed in the 2011 Nevada Legislative session per DCFS request	Basic Grant Training Grant Data Grant	CIP and AOC Staff DCFS WCDSS CCDFS Other partners such as the courts	June 2012	Link to legislative review provided on CIP Website Synopsis of child welfare related 2011 legislation provided to each judicial district, court personnel, and legal representatives	All dependency court judiciary are aware of changes in NRS relating to child welfare	Query judiciary concerning their awareness of new NRS	CIP will include results in Annual Progress Report and share with agency partners

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11)	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	On-going	Organizational meeting of key stakeholders held in February 2012 Core values and subcommittee structure established for ongoing work of committee Factors to address educational stability will be determined at the Education Summit	Increased collaboration among Nevada Department of Education, CIP, DCFS, WCFSS, and CCDFS to achieve educational stability in Nevada’s foster child population	Number of meetings held Number in attendance from each agency	CIP will include results in Annual Progress Report and share with agency partners
Collaborate with our Tribal Communities to assist with the implementation of ASFA and Fostering Connections principles Process improvement will be tracked per CQI process described in the executive summary	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS DOE Tribal Communities	On-going	CIP is regularly represented at the statewide quarterly ICWA committee meetings, Inter-Tribal Council of Nevada	Improved time to permanency for cases involving Native American Children	CFSR and court outcome measures	CIP will include results in Annual Progress Report and share with agency partners

Narrative: *Description of status of project as related to the outcome upon onset of funding.* Multi-disciplinary team attended the Education, Child Welfare and the Courts Summit in November 2011. This team has been planning the implementation of the State’s Action Plan which will begin with Nevada’s Education Summit on February 21, 2012.

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Submission Date: *Date of Annual Update submission.*

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Annual Update Year #2

Submission Date:

Annual Update Year #3

Submission Date:

Annual Update Year #4

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Strategic Plan and Annual Program Assessment and Report

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Overall Goal: **To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases**

Outcome #4: **Consultation, technical assistance, and equipment are provided to district courts to improve their dependency court communication and resolve geographical challenges to allow remote communication among District Court Judges and whoever is unable to attend hearings in person, especially caseworkers**

Need Driving Activities & Data Source: CIC action plans identified areas that could use technology to resolve geographical challenges and the Supreme Court Rural Courts Audio/Video Conferencing Committee identifies courts in need of video-conferencing capability

Measurable Objective: Additional district courts handling dependency cases will have increased ability to communicate in a uniform methodology via video conferencing during FFY 2012 and 2013

Strategic Category: Improve and monitor the timeliness and quality of courts hearings.

 Capacity Building

 Court Function Improvement

 Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Provide dependency	Data Grant	CIP Staff	September	Additional video	Improved hearing	Contracts with	CIP will include

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>courts video conferencing and other technology to improve timeliness of and facilitate full participation in dependency hearings</p> <p>Process improvement will be tracked per CQI process described in the executive summary</p>		<p>CIP Select Committee Child Welfare Agencies Judiciary and Court Staff</p>	<p>2012</p>	<p>conferencing capability installed in dependency courts throughout the state and/or in caseworker desktop computers as are approved by the Supreme Court Rural Courts Video-Conferencing Commission</p>	<p>timeliness which will be measured once we have our baseline of court timeliness outcome measures</p>	<p>judicial districts and/or DCFS for specific regions</p>	<p>results in Annual Progress Report</p>

Narrative: *Description of status of project as related to the outcome upon onset of funding.* Video conferencing capabilities have been installed in nine of our District Courts to date. We have received no proposals to apply for FFY 2012 funds.

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Outcome #5: Training and consistent procedures to facilitate ICPC processes offered to the judiciary

Need Driving Activities & Data Source: DCFS requested that CIP provide ICPC Manager with assistance to train the dependency court judges on significant changes in several of the ICPC regulations

Measurable Objective: The majority of the 17 judges and masters hearing dependency cases who attend the 2012 Annual Nevada Family Jurisdiction Judges Conference receive the ICPC training

Strategic Category: Improving the handling of cases involving the interstate placement of children

Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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Print and distribute ICPC checklist and/or	Training Grant	CIP Staff CIP Select	February 2012	All dependency court judges and masters	Facilitate judicial negotiation of ICPC		CIP Select Committee at

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
bench cards		Committee Child Welfare Partners AOC Judicial Ed		receive ICPC checklist and/or bench cards	processes and regulations		quarterly meeting
Brief survey of judges to assess if they find the ICPC information useful	Training Grant	CIP Staff CIP Select Committee Child Welfare Partners AOC Judicial Ed	September 2012	Feedback from the judges concerning the usefulness of the ICPC checklists and/or bench cards		Judicial survey	CIP Select Committee at quarterly meeting CIP will include results in Annual Progress Report
Provide ICPC training to judges at the 2012 Annual Nevada Family Jurisdiction Judges Conference	Training Grant	CIP Staff CIP Select Committee Child Welfare Partners AOC Judicial Ed	March 2012	DCFS ICPC subject matter expert, Shannon Foster, and DAG, Andrea Nichols, introduce changes in ICPC regulations during a session at the Nevada Family Jurisdiction Judges 2012 Annual Conference	The majority of the 17 judges and masters handling dependency cases who attend the Family Jurisdiction Judges Conference participate in the ICPC training	Conference ICPC session evaluation	CIP Select Committee at quarterly meeting CIP will include results in Annual Progress Report
Identify and evaluate for Nevada's use existing web-based training for judges and DCFS on effective use of ICPC	Training Grant	CIP Staff CIP Training Committee Agency partners AOC Judicial Ed	On-going	Introduction of appropriate web- based training	Evaluation indicates increased understanding of ICPC	Training evaluations	CIP Select Committee at quarterly meeting CIP will include results in Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* DCFS ICPC subject matter expert and a Deputy Attorney General have created a training module on the changes in the ICPC regulations to inform the judiciary. The Planning Committee for the Nevada Family Jurisdiction Judges 2012 Conference agreed to a panel discussion on the topic with CIP Coordinator moderating.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

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Annual Update Year #4

Submission Date:

Annual Update Year #5

Submission Date:

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases**

Outcome #6: Dependency court orders standardized

Need Driving Activities & Data Source: IV-E Review report, pages 1 through 3 and Community Improvement Action Plans for the 3rd, 4th, 5th, 6th, and 7th judicial districts in which the need for specific court order language was identified

Measurable Objective: Within one year develop and publish court order templates approved by the Nevada Supreme Court and supported by the judiciary to bring Nevada into compliance with the federal requirement that courts make case specific judicial determinations regarding reasonable efforts and out of state placement, and transition services.

Strategic Category: Improve courts orders, increase judicial knowledge, and CIP participation in statewide collaborative work groups.

√Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Identify and contract with an expert to	Basic Grant Data Grant	CIP Staff DCFS	March 2012	Contract with court order expert	Positive response from the majority of	Contract with court order expert	Recommendation by CIP Grants

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
assist CIP in developing court order templates		WCDSS CCFSS NCSC Dependency Court Judges		Inform judiciary in all 10 judicial districts about the project being undertaken	the 10 judicial districts	executed by AOC and expert	Committee to approve contract CIP Select Committee approves contract
Review current court orders from district courts to determine which types of court orders could benefit from templates	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges	May 2012	Compilation of court order types for which templates would be useful and are appropriate		List of types of court order templates to be developed Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts
Review all pertinent data: most recent IV-E Review reports, IV-E contracts, DCFS's docs re: SSI adoption subsidies, DCFS's docs re: ICPC procedures, court order examples, relevant statutes and court rules, national court order requirements	Basic Grant Data Grant	Work group composed of: CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges Representatives Expert Consultant	June 2012	NCSC communicated with judicial and court personnel re: current data entry methods and requirements Data collected and compiled National requirements for court orders researched and reported to work group Legal research on compliance addressing due process, ex parte and any privacy issues		Bi-weekly NCSC's progress reports Legal analysis, including ex parte considerations	Court order work group CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts
Per IV-E Review recommendations, develop court order templates containing appropriate language for judicial determinations	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges	July 2012	Court order templates developed as IEPD compatible Word documents Opportunity for judicial input provided	Majority (51%) of dependency court judges provide input	Response from judiciary re: draft templates Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts

STATE OF NEVADA

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
regarding contrary to the welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency plan in effect, including judicial determinations that reasonable efforts are not required on a case-by-case basis		Representatives Expert Consultant					
Per CIC action plans, create court order templates reflecting the DCFS Adoption Unit’s new practice of moving forward with the adoption process prior to receiving the determination of the SSI subsidy with the intention of adjusting the subsidy contract when the determination is received	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges Expert Consultant	July 2012	Court order templates developed as IEPD compatible Word documents Opportunity for judicial input provided	Majority (52%) of rural dependency court judges provide input	Response from judiciary re: draft templates Bi-weekly NCSC’s progress reports	CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts
Per CIC action plans, create court order templates including appropriate ICPC language to expedite that permanency process	Basic Grant Training Grant	CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges Expert Consultant	July 2012	Court order templates developed as IEPD compatible Word documents Opportunity for judicial input provided	Majority (51%) of rural dependency court judges provide input	Bi-weekly NCSC’s progress reports	
Test court order templates in local courts	Basic Grant Training Grant Data Grant	Dependency Court Judges	November 2012	Results of court order template test received from an urban and		Response from judiciary re: test of templates	CIP Select Committee at quarterly meeting

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
				two rural district courts		Bi-weekly NCSC's progress reports	CIP Annual Progress Report
Revise court order templates as needed	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS NCSC Dependency Court Judges Expert Consultant	February 2013	Finalized court order templates available for final judicial review by all 10 judicial districts		Response from judiciary re: final draft of court order templates Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts
Administrative Docket action by the Nevada Supreme Court to approve the court order templates for use	Basic Grant Data Grant	CIP and other AOC Staff CIP Select Committee Nevada Supreme Court	When docketed by Nevada Supreme Court	Court order templates approved for publication and distribution		Order from the Nevada Supreme Court	CIP Select Committee at quarterly meeting Judiciary in all 10 judicial districts
Train judges, district attorneys, and child welfare agencies on the use of the court order templates	Training Grant	CIP and other AOC Staff Dependency Court Judges Expert Consultant	Following Nevada Supreme Court order	NCSC created and provided training module and communication plan Dependency judges throughout the state have been trained on the use of the court order templates	Majority (51%) of rural dependency court judges trained, and all informed of the court order templates	Training evaluation from District Court Judges Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting CIP Annual Progress Report
Provide information and court order templates on CIP website and in UNITY Process improvement will be tracked per CQI process described in the	Basic Grant	CIP Staff	Following Nevada Supreme Court order	Court order templates uploaded to CIP website, into UNITY and distributed to each of the judicial districts	Majority of dependency court orders contain appropriate documentation of judicial determination	Next CFSR and IV-E Review	CIP Select Committee at quarterly meeting CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
executive summary							

Narrative: *Description of status of project as related to the outcome upon onset of funding.* A proposal to create standardized court orders has been received from the National Center for State Courts and the contract is in the process of being negotiated.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

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Annual Update Year #4

Submission Date:

Annual Update Year #5

Submission Date:

Strategic Plan and Annual Program Assessment and Report**State Name:** Nevada**Date Strategic Plan Submitted:** January 20, 2012**Timeframe Covered by Strategic Plan:** FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases**

Outcome #7: Collaboration with stakeholders and partners to develop, support, or organize training programs or materials on specific practices, policy, subject matter, research, best practices, judicial leadership, and issues identified in surveys and CIC action plans on any or all of these or related topics:

- Judicial leadership on the administration of justice and the treatment of parties involved in child abuse and neglect cases
- Safety and risk assessment and Child Safety Model
- PIP strategies designed to improve case planning, case review, permanency, well-being, adoption, and TPR
- New child welfare agency policies and practices
- Educational stability and rights per *Fostering Connections to Success and Increasing Adoptions Act of 2008* and Title IV-E Plan Amendment as a result of Public Law 112-34
- Interstate Compact on the Placement of Children
- Representation of parents or children in abuse and neglect proceedings
- Termination of parental rights
- Attorney and caseworker conduct in dependency court
- ASFA requirements and timeframes
- *The Resource Guidelines* and other best practices in child protection cases
- Diligent search for fathers and other relatives
- Compelling reasons
- Reasonable efforts
- Understanding concurrent planning
- Purpose, scope, and expectations for each hearing type
- Increase parental involvement in case planning
- Meaningful visitation practices
- Title IV of the Civil Rights Act of 1964 and the Multiethnic Placement Act of 1994 (MEPA)
- Awareness of LGTBQ issues

- Meaningful Tribal engagement
- Uniformity of court practices for in and out of home cases
- Judicial methodologies for interacting with children in court

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 21, item 28), Nevada January 2010 Final CFSR Final Report (pages 28, 72, 73), PIP (page 3, 1.1.3, page 10, 3.1.1-3.1.2(A), and page 16, 5.1.3) which concerns staff development and training that supports the goals and objectives of the CFSP, and addresses the services provided under Titles IV-B and IV_E

Measurable Objective: Dependent upon identified need, at least two multi-disciplinary regional trainings conducted or dependency training modules developed or identified that promote significant best practices around timeliness to permanency and/or termination of parental rights within two years

Strategic Category: Improve the quality of court hearings and the engagement of the entire family in the court processes, increase judicial and attorney knowledge and cross-train with multi-disciplinary stakeholders

√Capacity Building √ Court Function Improvement √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Create ways for judges, attorneys, and other stakeholders to make their training needs known. Identify annual and periodic training goals and priorities	Training Grant	CIP Staff Agency partners Others	On-going	Respond to training needs of judiciary, legal community, partner agencies and others		Stakeholder trainings, DCFS requests, CIC requests	CIP Select Committee informed at quarterly meetings
Identify existing judicial trainings on state and federal legislative	Training Grant	CIP Staff Agency partners Judiciary Others	On-going	Respond to training needs of judiciary, legal community, partner agencies and		Stakeholder trainings, DCFS requests, CIC requests	CIP Select Committee informed at quarterly meetings

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
requirements and issues related to court proceedings				others Judicial decision making enhanced Increased awareness and understanding of child welfare related legislative issues and requirements			
Appoint a CIP training planning subcommittee to develop the curriculum when needed	Training Grant	CIP Select Committee	On-going	CIP training planning subcommittee appointed Training topics and needs identified		List of training topics	CIP Training Planning Subcommittee activities reflected in CIP Select Committee Minutes and in CIP Annual Progress Report
Develop curricula as needed	Training Grant	CIP Training Planning Subcommittee AOC Judicial Education Unit	On-going	Training agenda approved by CIP Training Planning Committee			CIP Select Committee meeting minutes
In collaboration with agency partners, AOC Judicial Ed Unit, and other partners develop or identify brief dependency modules, and/or bench cards in compliance with the Judicial Benchbook on child welfare cases for courtroom practice. The modules could be used as refresher courses in future	Basic Grant, Training Grant, or Data Grant	CIP Staff CIC members AOC Judicial Ed Agency partners	On-going	Judicial decision making enhanced Increased awareness and understanding of child welfare related legislative issues and requirements		SACWIS/UNITY CFSR Training evaluations	CIP Select Committee quarterly meeting CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
years							
Develop and implement a plan for distance learning opportunities	Training Grant	CIP CIP Select Committee	November 2012	Acquire Go-To- Training license Develop distance learning pilot	License purchased Program piloted Increased numbers trained as compared to numbers trained prior to pilot	Evaluations from pilot participants	CIP Select Committee at quarterly meeting CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* No trainings have been identified or planned at this point.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

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Annual Update Year #4

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Annual Update Year #5

Submission Date:

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To conduct more meaningful, thorough hearings in dependency cases and increase efficiency of court practices to achieve timely permanency for children and final resolution of dependency cases**

Outcome #8: Administration of justice in child welfare cases improved through such pilot projects as dependency mediation, court case coordinators, and/or other similar projects is improved

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Final Report (pages 27, 28, 29, and 63), PIP (page 7, 2.2.1 and page 12, 3.1.3(A)) which concerns improving the timeliness of termination of parental rights and adoptions, an area in need of improvement by implementing identified solutions to barriers.

Measurable Objective: Each pilot project provides timeliness measures demonstrating improvement when compared to statewide medians until timeliness measures by judicial district are available

Strategic Category: Develop data collection infra-structure. Increase and improve the engagement of the entire family in court processes relating to child welfare

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Determine annual local pilot program	Basic Grant	CIP Staff CIP Select	February 2012	Goals and priorities posted on CIP website			CIP Select Committee

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
goals and priorities		Committee					quarterly meetings
Announce grant fund availability and request project proposals	Basic Grant	CIP Staff CIP Select Committee Grant Award Committee CIP Select Committee	March 2012 On-going	Announcement posted on CIP website			CIP Select Committee quarterly meetings
Receive and review project proposals and award funding	Basic Grant Training Grant	CIP Staff CIP Select Committee Grant Award Committee CIP Select Committee	On-going	CIP Grants Committee requested to review proposals for funding recommendation	Award funding	CIP Grant Awards Committee Recommendation	CIP Select Committee vote
Design dependency mediation program with the 8 th JD combining ERP, facilitated petition, and safety team facilitator Implement program Review and adjust implementation accordingly	Basic Grant Training Grant Data Grant	CIP Staff Model Court Liaison CIC members	May 2012	Dependency Mediation implemented in the 8 th JD Training of stakeholders Manual with policies and procedures Collaboration among child welfare professionals Apply performance outcomes to system Continued and marked improvement in performance	Increase the proportion of permanency hearings held within statutory timeframes (page 26-28, 2010 CFSR Final Report)	SACWIS (UNITY) CFSR Quarterly narrative and data reports to CIP as part of contract requirement	CIP Select Committee quarterly meetings CIP Annual Progress Report
Fine-tune dependency mediation in the 2 nd	Basic Grant Training Grant Data Grant	CIP Staff Dependency Mediation Staff	March 2012	Revised manual with policies and procedures developed	Timeliness measures per CIP Grant PI reported as	Quarterly narrative and data reports to CIP as part of	CIP Select Committee quarterly meetings

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
JD Review and adjust accordingly		Judiciary & Staff		Collaboration among child welfare professionals Apply performance outcomes to system Continued and marked outcome improvement	baseline for program and to be compared to Chapin Hall data or other timeliness data when available	contract requirement	CIP Annual Progress Report
Design dependency mediation, CASA, peer mentor, and/or dependency case coordination process and program with the 7 th JD Review and adjust accordingly	Basic Grant Training Grant Data Grant	CIP Staff Judiciary CIC members	June 2012	Implement a model combined dependency mediation, CASA, peer mentor, and/or case coordination in the 7 th JD Train stakeholders Manual with policies and procedures	Improve timeliness to adoption and TPR using Chapin Hall data or other timeliness data when available	Quarterly narrative and data reports to CIP as part of contract requirement	CIP Select Committee quarterly meetings CIP Annual Progress Report
Continuous review of pilot programs, related data, and court timeliness outcomes to improve quality of programs and court timeliness Process improvement will be tracked per CQI process described in the executive summary	Basic Grant Training Grant Data Grant	CIP Staff CIP Select Committee	On-going	Continuous improvement of pilot projects funded Ability to generate regular outcome reports Identify areas needing improvement	Five required timeliness measures reported as available and appropriate	Quarterly narrative and data reports to CIP as part of contract requirement Review and adjust accordingly	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* Although discussions have taken place, no pilot project proposals have been received by CIP to date

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

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Annual Update Year #3

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Annual Update Year #5

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To promote judicial leadership in championing the needs of children in child protective status, improving the administration of justice, and effectuating change to improve the outcomes for children in dependency cases**

Outcome #9: Implementation of Community Improvement Council action plans supported as a means to continuously improve timeliness to permanency, TPR, and adoption among the 10 judicial districts

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Final Report (page 13), PIP (pages 10-12, 3.1.1-3.1.3(A)) which concerns improving family support, ensuring child safety and timeliness to permanency, termination of parental rights, and adoption

Measurable Objective: On-going CIC Action Plan implementation progress to improve functioning and efficiency of adoption/TPR process reported to DCFS ongoing and during monthly meetings

Strategic Category: Improve the timeliness of court processing. Increase judicial and key stakeholder knowledge and expertise. CIP participates in statewide collaborative work groups.

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Research best	Training Grant	CIP Staff	On-going	Identified best			CIP Select

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
practices associated with CIC action plans		Agency partners CIC Members		practices are shared with the CICs			Committee and CIC members
Ascertain where each CIC may require support	Training Grant	CIP Staff CIC members	On-going	CIP Staff meets with each CIC at least once per year			CIP Annual Progress Report
Support and facilitate implementation of CIC action plans	Basic Grant Training Grant Data Grant	CIP Staff CIC members Agency partners	On-going	CIC action plans implemented or modified Ability to generate regular outcome reports Continued and marked outcome improvement Intra-organizational collaborations result in enhanced court practices	More TPRs filed in a timely manner and increased number of adoptions	SACWIS/UNITY Chapin Hall Reports Court Timeliness Outcome measures	CIP Select Committee Report to DCFS on CIC progress CIP Annual Progress Report
Identify possible funding or TA to assist CICs implementation of their action plans	Basic Grant, Training Grant, or Data Grant	CIP Staff CIC members Agency partners	On-going	TA or funding provided as needed to CICs	Increased number of TPRs filed in a timely manner and increased number of adoptions	SACWIS/UNITY Chapin Hall Reports Court Timeliness Outcome measures	CIP Select Committee Report to DCFS on CIC progress CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* The CIP Coordinator has provided information and best practice research to the various CICs. She has also sought TA for several CICs to assist their process of identifying next steps to implementation or revision of CIC action plan

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

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Annual Update Year #4

Submission Date:

Annual Update Year #5

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: **To promote judicial leadership in championing the needs of children in child protective status, improving the administration of justice, and effectuating change to improve the outcomes for children in dependency cases**

Outcome #10: Model Court best practices and improvements supported

Need Driving Activities & Data Source: Community Improvement Council Action Plans from both the 2nd and 8th Judicial Districts

Measurable Objective: Nevada model court sent representatives to Model Court All-Sites. Representatives returned with an action plan to implement next steps on the road to court improvement. CIP will continue to monitor and support each model court in implementing its plan.

Strategic Category: Increase all child welfare stakeholders' knowledge and expertise. Improve and monitor the timeliness and quality of court hearings and legal representation, and judicial leadership activities.

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Collaborate with the National Council of	Training Grant	CIP Staff Model Court	On-going	Best practices and most current training			CIP Select Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Juvenile and Family Court Judges to implement updated model court principles in the 2 nd and 8 th Judicial Districts		Liaison		occurs			quarterly meeting CIP Annual Progress Report
Send appropriate representatives to Model Court All-Sites Conference to learn best practices to resolve local issues	Training Grant	CIP Staff CIP Select Committee CIP Representatives	When Model Court All-Sites takes place	Continue to support and build the second Model Court in Nevada in the 8 th JD		Certificate 7 Report presented by Judge Sullivan to the CIP Select Committee in person. Committee may ask questions	CIP Select Committee quarterly meeting CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* Nevada’s Senior Model Court in the 2nd Judicial District and the Model Court in the 8th Judicial District report to the CIP Select Committee on significant activities and/or events. No Model Court All-Sites Conference has been announced; hence no requests to attend have been received.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

Submission Date:

Annual Update Year #4

Submission Date:

Annual Update Year #5

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: To improve awareness concerning the need to strengthen courts for children, youth, and family in dependency cases

Outcome #11: Local stakeholder involvement in Community Improvement Councils encouraged and supported to implement best practices as part of their action plans

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 21, items 32, 33, and 34) concerning staff and provider training to support the CFSP, PIP (page 3, 1.1.3, 1.1.3 (A)) concerning training stakeholders on the new Child Safety Practice Model

Measurable Objective: Within a year, the National Council of Juvenile and Family Court Judges (NCJFCJ) facilitates workshops to train local stakeholders how to measure and evaluate the impact of implementing best practices that support their action plans. Workshops will also be conducted to provide each discipline with hands-on techniques to implement what was learned at the 2011 CIP Conference. "Focus on Kids"

Strategic Category: Improve and monitor timeliness and quality of court hearings and legal representation. Cross train multi-disciplinary stakeholders. Increase and improve the engagement of the entire family in court processes relating to child welfare.

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Survey CIC members regarding topics and	Training Grant	CIP Staff NCJFCJ Staff who	January 2012	Significant response to survey		Survey results	CIP Select Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
speakers for NCJFCJ facilitated workshops following up the 2011 CIP Conference		were contracted by CIP Agency partners					quarterly meeting CIP Annual Progress Report
Compile results of survey	Training Grant	CIP Staff NCJFCJ Staff	February 2012	Plenary and breakout session topics and speakers identified		Survey results	CIP Select Committee quarterly meeting CIP Annual Progress Report
Develop agenda for two 1.5 day regional, multi-disciplinary workshops	Training Grant	CIP Staff NCJFCJ Staff	February 2012	Program for 2 1.5 day regional workshops distributed	Increase the number of TPRs filed in a timely manner and increase the number of adoptions and understanding of the Child Safety Model	Training Announcement	CIP Select Committee quarterly meeting CIP Annual Progress Report
Conduct regional workshops	Training Grant	CIP Staff NCJFCJ Staff	April 2012	CIC members are better informed and able to fully implement their action plans with the explicit intention of improving timeliness to TPR and adoption, and understanding of the Child Safety Model	Increase the number of TPRs filed in a timely manner and increase the number of adoptions and understanding of the Child Safety Model	Participant evaluations Compare Chapin Hall and court timeliness reports (when available) by JD to CFSR and AFCARS data	CIP Select Committee quarterly meeting CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* The NCJFCJ has been contracted with to facilitate two 1.5 day regional workshops. CIC membership has been surveyed regarding training topics and the survey results have been tabulated. Agenda planning has begun.

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Annual Update Year #3

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Annual Update Year #5

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: To improve awareness concerning the need to strengthen courts for children, youth, and family in dependency cases

Outcome #12: Advocated for and reformed state laws, policies, and procedures for dependency court proceedings

Need Driving Activities & Data Source: IV-E Report 2/d3d, language P1-3 which concerns bringing Nevada's Revised Statutes into compliance for Federal Child Welfare law and regulations

Measurable Objective: Nevada Revised Statutes are in compliance with federal child welfare acts and regulations following the 2013 biennial Legislative Session. By March 2012, communication with Nevada judiciary has taken place requesting their compliance with IV-E Report required actions.

Strategic Category: State legislative and law reform initiatives. CIP participates in statewide committees or work groups.

Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Review state law and court rules for conformity with Federal Child Welfare	Basic Grant	CIP Select Committee CIP Staff Agency partners	On-going	Legislative proposals for biennial Legislature		Bill drafts drawn and sponsors secured	CIP Select Committee quarterly meetings

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
law and regulations							CIP Annual Progress Report
Work with legislators to promote issues related to the safety of children and strengthening families	Training Grant	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council	On-going	Discussion at CIP meetings with Legislative CIP Select Committee member Attend Legislative Committee meetings as necessary			CIP Select Committee quarterly meetings CIP Annual Progress Report
Identify and implement interim means of complying with IV-E Report required actions	Basic Grant Training Grant	CIP Select Committee CIP Staff Agency partners	February 2012	Methodology has been identified and agreed upon to ensure that specific federal required IV-E court language is utilized by the judiciary until it can be required by NRS (coordinates with creating court order templates in Outcome #7)	Nevada Court Orders compliant with IV-E regulations	Request to district courts to incorporate required IV-E court language	CIP Select Committee quarterly meetings CIP Annual Progress Report
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	Basic Grant Training Grant	CIP Select Committee AOC	As needed per biennial legislative schedule; ongoing	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations	Nevada Court Orders compliant with IV-E regulations	Legislative Review demonstrates that appropriate legislation was signed into law by the governor by July 2013	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* A Nevada Legislative Committee has been appointed to rewrite the Nevada Revised Statutes 432B (child welfare statute). The court order templates are an interim means to ensure that specific federally required language is included in the court orders.

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State Name: Nevada

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Overall Goal: To improve awareness concerning the need to strengthen courts for children, youth, and family in dependency cases

Outcome #13: Collaboration among the judiciary, executive, legislative branches, and the Native American Tribal Communities promoted

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Report Executive Summary (page 22, item 38) concerning ongoing consultation with Tribal partners

Measurable Objective: CIP attends and participates in Tribal activities (ICWA Committee Meetings, Tribal Colloquiums, Inter-Tribal Council of Nevada Meetings) at least quarterly

Strategic Category: Collaborate with Nevada's Tribal Communities

Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
CIP Coordinator participates as a member of the Indian Child Welfare Committee	Basic Grant Training Grant	CIP Staff Agency partners Tribal Communities	On-going	Potential for collaborative efforts are identified	Continued closer collaboration between CIP and Tribal Communities	The Indian Child Welfare Committee notices	CIP Select Committee quarterly meetings CIP Annual Progress

STATE OF NEVADA

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Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
							Report
Share information about CIP progress with the Inter-Tribal Council of Nevada	Basic Grant Training Grant	CIP Staff CIP Select Committee Tribal Communities	On-going	Tribal stakeholders learn what CIP may be able to offer them	Continued closer collaboration between CIP and Tribal Communities	Inter-Tribal Council of Nevada invitation	CIP Select Committee quarterly meetings CIP Annual Progress Report
Participate in tribal colloquiums and round tables as invited and requested	Basic Grant Training Grant	CIP Staff CIP Select Committee Tribal Communities	On-going	CIP information and data are shared and CIP staff learns more about the needs of our Tribal Communities	Continued closer collaboration between CIP and Tribal Communities	Tribal colloquium and round table notices, invitations, and agendas	CIP Select Committee quarterly meetings CIP Annual Progress Report
Identify and develop joint projects with interested Nevada Tribal Communities, as need and opportunity arises	Basic Grant, Training Grant, or Data Grant	CIP Staff CIP Select Committee Tribal Communities	On-going	Contract, as appropriate, to assist with pilot projects to increase timeliness to permanency of tribal children in foster care	Continued closer collaboration between CIP and Tribal Communities	Quarterly narrative and data reports if pilot projects are funded	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* . CIP has been invited to be a member of the ICWA Committee, and has attended Inter-Tribal Council of Nevada meetings and tribal colloquiums and roundtables. This involvement has continued into FFY 2012.

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Overall Goal: To improve awareness concerning the need to strengthen courts for children, youth, and family in dependency cases

Outcome #14: Strategy created to establish CIP as a source of expertise on child dependency and to inform Federal and State legislators and the public about the good work of Court Improvement

Need Driving Activities & Data Source: All the right people need to know about the good work of Court Improvement. CIP Select Committee discussion documented in minutes, Commissioner Bryan Samuels charge to the nation’s CIPs during the May 2011 CIP Annual Meeting to inform our legislators and policy makers about the good works of CIP in Nevada.

Measurable Objective: Informational CIP talking points developed and distributed to designated presenters by September 2012. CIP website updated bimonthly

Strategic Category: Increase and improve family preservation, reunification, and adoptions by sharing data and information statewide

√ Capacity Building √ Court Function Improvement √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, “ongoing”.</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes</i>	Brief description of stakeholders the data will be shared with and methodology / products for

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>outcome.</i>	<i>appropriate.</i>					<i>due to CIP activity.</i>	dissemination of findings.
Appoint CIP “One Voice, One Message” Subcommittee	Basic Grant Training Grant	CIP Select Committee Chair	January 2012	CIP “One Voice, One Message” Subcommittee appointed	Formulate a comprehensive communication strategy to clearly convey the good work of CIP and to establish CIP as a go-to source for information about best practices in child dependency, and to allow multiple speakers to present the same message regarding CIP throughout the State	CIP Select Committee Minutes	CIP Select Committee quarterly meetings CIP Annual Progress Report
Formulate CIP “One Voice, One Message” talking points	Basic Grant Training Grant	CIP Staff CIP “One Voice, One Message” Subcommittee	Ongoing; evolving as need shifts	“One Voice, One Message” talking points formulated and presented to the Select Committee	CIP “One Voice, One Message” talking points approved for use	CIP Select Committee Minutes	CIP Select Committee quarterly meetings CIP Annual Progress Report
Provide identified presenters with materials to speak for the extended system transcending the agendas of individual public agencies in the service of children	Basic Grant Training Grant Data Grant	CIP Staff CIP Select Committee Chair Designated presenters	On-going	List of identified presenters Packet of presentation materials	Designated presenters share information about the work of CIP as upon request	Presentation dates, times, and locations reflected in CIP Select Committee meetings	CIP Select Committee quarterly meetings CIP Annual Progress Report
CIP updates website	Basic Grant, Training Grant, or Data Grant	CIP Staff CIP Select Committee	On-going; bimonthly	Bimonthly CIP updates placed on website	Current CIP information available to the public	CIP Website	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* The “One Voice, One Message” subcommittee was appointed at the January 6, 2012 CIP Select Committee meeting. The CIP website has been updated.

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Overall Goal: To improve the quality of legal representation and advocacy for children and parents in child dependency cases

Outcome #15: Local CASA and Guardian ad litem programs strengthened

Need Driving Activities & Data Source: Community Improvement Council action plans, and requests from the Nevada CASA Association to assist with development of additional CASA programs, and with CASA training and conference

Measurable Objective: Rural CASA program established/supported, training or conference is held to further educate a multi-disciplinary group of participants on how to better advocate for children in child dependency cases annually

Strategic Category: Cross train with multi-disciplinary stakeholders. Improve the quality of court hearings and legal representation; and the engagement of entire family in court proceedings relating to child welfare.

√Capacity Building √ Court Function Improvement √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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Assist with funding rural CASA programs	Basic Grant Training Grant	CIP Staff CIP Select Committee	On-going	Contract to provide support for rural CASA program executed	Increased number of CASA programs statewide	CASA program narrative and data reports to CIP as	CIP Select Committee quarterly meetings

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs		Rural judicial districts, children, and communities are served by supported, local CASA organizations		part of contractual requirements	CIP Annual Progress Report
Assist with volunteer education, training, and development, if needed and funding available	Training Grant	CIP Staff CIP Select Committee Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	On-going	Contract executed to assist with CASA training if needed and/or available Additional volunteers are recruited/trained Innovative practices implemented	Improved statewide CASA service	Narrative and data report	CIP Select Committee quarterly meetings CIP Annual Progress Report
Evaluate the possibility of developing a CASA reporting process	Basic Grant	CIP Staff CIP Select Committee Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	On-going	Work group identified Possible CASA reporting management systems determined Costs identified	Improved statewide CASA program reporting and tracking	Work group report recommending CASA reporting management system for the entire state	CIP Select Committee quarterly meetings CIP Annual Progress Report
Assist with funding speakers or attendance at the annual statewide CASA multi-disciplinary conference	Training Grant	CIP Staff CIP Select Committee Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	On-going	Contract executed to support annual CASA conference Annual CASA conference held successfully	Improved statewide CASA service	Participant evaluation summary from Nevada CASA Association	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* No proposals have been received during FFY 2012.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

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Overall Goal: To improve the quality of legal representation and advocacy for children and parents in child dependency cases

Outcome #16: Improved the quality of legal representation and increased the training and oversight of attorneys involved in dependency cases by developing and promoting child protection curriculum for these attorneys

Need Driving Activities & Data Source: Community Improvement Council Action Plans and revisions identified several needs and concerns to address quality of legal representation and understanding the value of advancing a client's needs collaboratively

Measurable Objective: Dependency Court Attorney Training course developed and implemented by March 2013

Strategic Category: Improve the quality of court hearings and engagement and preservation of family in court processes relating to child welfare. Increase judicial and stakeholder knowledge and expertise. Encourage planning pursuant to ASFA

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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Finalize CIP Dependency Court	Training Grant	CIP Staff Agency partners	July 2012	CIP Dependency Court Attorney Training			CIP Select Committee minutes

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Attorney Training Subcommittee membership		CICs AOC Judicial Ed		Subcommittee appointed			
Review curriculums for legal representatives adopted in other locations	Training Grant	CIP Staff CIP Dependency Court Attorney Training Subcommittee	September 2012	Agreement regarding curriculum standards Nevada CIP wishes to implement		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting CIP Annual Progress Report
Review “unbundling of services” per Project Ho’olokahi’s (Hawaii) use of parent facilitators	Training Grant	CIP Dependency Court Attorney Training Subcommittee	September 2012	Agreement on whether to include “unbundling” concept		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting CIP Annual Progress Report
Determine need for TA or consultant to assist in the development and/or the presentation of the curriculum	Training Grant	CIP Dependency Court Attorney Training Subcommittee	October 2012	Curriculum developed and process of training delivery determined		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting CIP Annual Progress Report
Conduct attorney trainings Process improvement will be tracked per CQI process described in the executive summary	Training Grant	CIP Dependency Court Attorney Training Subcommittee	On-going	Initial training has occurred and has been recorded for future use.	10 attorneys participate in training and are certified	CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* The Attorney Training Subcommittee has been appointed and has begun reviewing curriculum standards.

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

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Overall Goal: To improve the quality of legal representation and advocacy for children and parents in child dependency cases

Outcome #17: Established, improved, and/or expanded pro bono programs to teach attorneys to represent parents and children in dependency court actions, and/or adoptive parents to negotiate open adoption and/or other adoption agreements

Need Driving Activities & Data Source: Community Improvement Action Plans from the 2nd and 8th Judicial Districts identified the need to recruit and train pro bono counsel

Measurable Objective: Training for attorneys interested in providing pro bono services in dependency court taking place and on-going beginning June 2012

Strategic Category: Improve the quality of legal representation. Increase attorney knowledge and expertise.

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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Survey existing pro bono programs available in the state	Training Grant	CIP Staff Consultant	On-going	CICs surveyed to determine availability and location of pro bono programs for child welfare cases	Responses received from the majority of the CICs	Summary report of survey results	CIP Select Committee quarterly meetings CICs

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
							CIP Annual Progress Report
Survey where pro bono programs are needed	Training Grant	CIP Staff Consultant	On-going	CICs surveyed to determine where such pro bono programs may be needed	Responses received from the majority of the CICs	Summary report of survey results	CIP Select Committee quarterly meetings CICs CIP Annual Progress Report
<p>Enlarge the pool of pro bono attorneys</p> <p>Communicate with law schools and bar associations to encourage pro bono representation</p> <p>Engage juvenile and family legal practitioners to provide pro bono services</p>	Basic Grant Training Grant Data Grant	CIP Staff NV Bar Association LACSN Consultant	On-going	<p>Pool of attorneys interested in providing pro bono services in dependency court enlarged</p> <p>Next steps outlined to engage newly interested attorneys</p>	Garner pool of attorneys interested in being trained to do dependency pro bono work	Report on location and level of interest in pro bono attorney pool	CIP Select Committee quarterly meetings CICs CIP Annual Progress Report
<p>Receive and review proposals for pro bono and/or attorney representation program as needed</p> <p>If implementation occurs process improvement will be tracked per CQI process described in the executive summary</p>	Basic Grant Training Grant Data Grant	CIP Staff CIP Select Committee CIP Grants Award Subcommittee	On-going	As need is determined, contract awarded for pro bono program to teach attorneys to represent parents and children in dependency court actions, and adoptive parents to negotiate open adoption or other adoption	Increased number of attorneys trained and available to handle dependency cases	Sub-grantee contract Contractually required narrative and data reports	CIP Select Committee quarterly meetings CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
				agreements			

Narrative: *Description of status of project as related to the outcome upon onset of funding.* No proposals have been received in FFY 2012.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

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Annual Update Year #5

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Overall Goal: To promote accountability for improvements in courts responsible for dependency child welfare cases

Outcome #18: Improved access to court/child welfare related data through data exchanges and the use of outcome measures among the dependency courts to improve timeliness to permanency for children promoted

Need Driving Activities & Data Source: Nevada January 2010 Final CFSR Final Report (page 17, composite 2, and pages 28 & 29) concerning timeliness of permanency

Measurable Objective: The first priority data exchanges will be implemented in the 2nd and 8th Judicial Districts by August 2013 such as e-filing the protective custody log, generating the PC log from SACWIS/UNITY, .

Strategic Category: Improve judicial knowledge of their court processes. Improve timeliness of court hearings and processes. Collect and share data. Encourage concurrent planning pursuant to ASFA

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Implement high priority data exchange in the 2 nd	Basic Grant Data Grant	CIP Staff Stakeholder partners	On-going	E-filing of Protective Custody log in the 2 nd Judicial District	Leverage 2 nd JD's existing investment in e-filing	Direct information e-filing of PC Log	2 nd Judicial District Data Exchange Executive

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
JD		Consultant		initiated by WCDSS accessing Tybera e-filing system currently used by the 2 nd JD	<p>Improve workflow for both the agency and the court</p> <p>Provide more secure method to transmit PC Log to court</p> <p>DSS receives acknowledgement of receipt of PC Log</p> <p>Manual PC logs no longer used in the 2nd Judicial District</p>		<p>Committee CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
Implement high priority data exchange in the 2 nd JD	Basic Grant Data Grant	CIP Staff Stakeholder Partners Consultant	Mid-FFY 2013	<p>Generate PC Log from UNITY initiated</p> <p>Duplication of data entry eliminated on agency side</p> <p>New case information to District Court close to real time via automated email notification</p> <p>Direct information exchange with no separate spreadsheets</p>	<p>Parallel, duplicate work eliminated</p> <p>Manual PC logs and email notification no longer used in the 2nd Judicial District</p> <p>Improved data quality within UNITY</p>	Direct information exchange of PC Log	<p>2nd Judicial District Data Exchange Executive Committee</p> <p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
Finalize data exchange roadmap for the 8 th Judicial District	Basic Grant Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	January 2012 February	<p>Draft roadmap distributed to stakeholders</p> <p>Stakeholder</p>	Final roadmap of priority data exchanges for the 8 th Judicial District	Agreement by all stakeholders to move forward with court event notification and	8 th Judicial District Data Exchange Executive Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			2012 March 2012 April 2012	comments and input received Roadmap revised to include comments Obtain stakeholder buy-in in the 8 th Judicial District		standardized court minutes in the 8 th Judicial District	CIP Select Committee quarterly meetings CIP Annual Progress Report
Implement first steps in 8 th Judicial District Data Exchange	Basic Grant Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	June 2013	Modifications to both UNITY and Odyssey accomplished Next steps identified		Status report to 8 th Judicial District Data Exchange Executive Committee	8 th Judicial District Data Exchange Executive Committee CIP Select Committee quarterly meetings CIP Annual Progress Report
For child welfare related cases, assist courts and partner agencies with the hardware and/or software necessary to exchange, share, and store data and information digitally or electronically, especially related to e-filing initiatives in Nevada courts	Basic Grant, Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	On-going	Outline of hardware and/or software required to exchange, share, and store data and information digitally or electronically in Nevada courts Court Software developed if required	Software developed to facilitate additional data exchange efforts	2 nd and 8 th Judicial Districts Data Exchange Executive Committees' Reports	CIP Select Committee quarterly meetings 2 nd and 8 th Judicial Districts Data Exchange Executive Committees CIP Annual Progress Report
Determine ability of the rural District Court Child Welfare CMS to support outcome measures and data exchanges	Basic Grant, Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	On-going	Outcome reports as required		Future consultant reports	CIP Select Committee quarterly meetings CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Identify gaps and inconsistencies between rural District Court Child Welfare CMS and desired functionality	Basic Grant, Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	On-going	Outcome reports as required		Future consultant reports	CIP Select Committee quarterly meetings CIP Annual Progress Report
Other activities as required to promote data exchanges and use of outcome measures throughout the state	Basic Grant, Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	On-going	Outcome reports as required		Future consultant reports	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* No contracts have been signed to begin the work. Executive Data Committees in the 2nd Judicial District and the 8th Judicial District have approved or are in the process of approving moving forward with priority data exchanges.

Annual Update Year #1 *Description of progress, activities, and results of those activities during the fiscal year.*

Submission Date: *Date of Annual Update submission.*

Annual Update Year #2

Submission Date:

Annual Update Year #3

Submission Date:

Annual Update Year #4

Submission Date:

Annual Update Year #5

Submission Date:

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: January 20, 2012

Timeframe Covered by Strategic Plan: FFY 2012-2013

Mission of CIP: *The Court Improvement Program is a multidisciplinary project seeking to improve the functioning of the interrelated systems serving the children and families that enter the child welfare system. The program operates through team oriented court and agency initiatives. The overall goal of CIP is to make systems more effective.*

Overall Goal: To promote accountability for improvements in courts responsible for dependency child welfare cases

Outcome #19: Strengthen the implementation of court improvement effectiveness via concrete outcome and impact measures (PICO) and require that CIP funded projects be evidence-based, data-driven, and outcome focused best practices using court timeliness measures to determine impact

Need Driving Activities & Data Source: Court Improvement Program grant application program instruction and May 2011 CIP Annual meeting advocating the value of accountability

Measurable Objective: Infrastructure to collect and share data demonstrating the impact of best practices piloted will be in place and CIP will be able to access court timeliness measures by September 2012. Court indicators are being reported out of UNITY and are being utilized by the judiciary, child welfare agencies and CIP to track initial 5 court indicators from which to make informed decisions. Dependency court judiciary will be provided local and statewide baseline court outcome measures by February 2013 from which they can begin to determine actions to improve permanency timeliness for their own systems.

Strategic Category: Automated efforts to achieve bi-directional interfaces with the Statewide Automated Child Welfare Information System (SACWIS), UNITY. Improve and monitor the timeliness and quality of court hearings and data collection infrastructure.

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Participate in the Placement Stability	Basic Grant Data Grant	Court Improvement	On-going quarterly	Coordinator Learns how to analyze and	If possible, stability information will be	AFCARS and NCANDS	DCFS, WCDSS,

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Peer to Peer support provided by the National Resource Center for Child Welfare Data and Technology and share with DCFS		Coordinator		understand AFCARS and NCANDS data to better inform CIP processes	teased out of the AFCARS and NCANDS data		CCDFS Will be informed of information learned during CIP Quarterly Meetings and in Annual Progress Report
Work with DCFS to assess data elements available and entered into UNITY and their accuracy	Basic Grant Data Grant	CIP Staff DCFS Data Staff and SACWIS/IMS staff	March 2012	Methodology documented and implemented to allow CIP Staff to access court measures statewide.	Data quality confirmed	SACWIS/UNITY	CIP Select Committee quarterly meetings CIP Annual Progress Report
Determine how to interpret UNITY data into court timeliness indicators	Basic and Data Grants	CIP Coordinator, DCFS Data Staff and SACWIS/IMS staff	June 2012	Determine if data corresponding to court timeliness measures exist in UNITY Identify which UNITY Screens correspond with which court timeliness measures Determine accuracy and validity of data	Increased communication and collaboration between CIP and DCFS relative to data issues	SACWIS/UNITY Work order issued and work priority established by DCFS Project assigned to DCFS IMS staff Meeting reports that UNITY data can be interpreted into key court measures	Dependency Judiciary, DCFS, CCDFS, WCDSS, CIP Select Committee will be informed at regular update meetings and in Annual Progress Report
Verify that UNITY data reflects federal expectations for court timeliness measures #1, 2, 3, and 5	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	February 2012	Federal confirmation that UNITY Data parameters correspond with court timeliness measure expectations		Written confirmation of telephone conversations with federal representatives	CIP Select Committee quarterly meetings CIP Annual Progress Report
Test CIP court timeliness measure report access in UNITY	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	April 2012	CIP provided portal into UNITY to access court timeliness reports	First CIP entry to access court timeliness reports	Draft court timeliness reports From SAWIS/UNITY	CIP Select Committee quarterly meetings CIP Annual Progress Report
Fine-tune CIP court timeliness measure	Basic Grant, Data Grant	CIP Staff Agency partners	May 2012	CIP provided portal into UNITY to access	First baseline court timeliness reports	Baseline court timeliness measure	CIP Select Committee

STATE OF NEVADA

Strategic Plan and Annual Program Assessment and Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
reports and access into UNITY Improve reporting mechanism Create court baseline timeliness reports		Consultant		court timeliness reports Court timeliness measure reports regularly accessed by judicial district		reports from SACWIS/UNITY	quarterly meetings CIP Annual Progress Report
Identify a means to access court timeliness measure #4 as currently date TPR petition filed is not asked for in UNITY	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	June 2012	DCFS works with Chapin Hall to deploy UNITY revisions Include date TPR petition is filed in revision		Documentation from meetings with DCFS IMS, Chapin Hall and others	CIP Select Committee quarterly meetings CIP Annual Progress Report
Develop baseline data per federal mandates for distribution to each CIC	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	July 2012	Initial baseline outcome measures available to CIP for distribution	Increased number of district courts regularly receive court timeliness outcome measures to inform the judiciary	Reports to judicial districts from SACWIS/UNITY	CIP Select Committee quarterly meetings CIP Annual Progress Report
Revise CIP RFP process	Basic Grant Data Grant	CIP Staff	March 2012	New CIP RFP format is posted on CIP website		CIP website	CIP Select Committee quarterly meetings CIP Annual Progress Report
CIP Select Committee confirms policies to ensure that only evidence-based best practices supporting CIC action plans are funded	Basic Grant Data Grant	CIP Select Committee	October 2011	Confirmed policy is articulated in CIP Select Committee Minutes (October 21, 2011)		CIP Select Committee minutes	CIP Select Committee quarterly meetings CIP Annual Progress Report

Narrative: *Description of status of project as related to the outcome upon onset of funding.* The CIP Select Committee approved a policy that only evidence-based best practices supporting CIC action plans would be funded using CIP grant funds. CIP and DCFS have been working to provide a baseline for the mandate court timeliness measures.

The format has been established and the first set of numbers for one judicial district has been generated. Confirmation was received that UNITY data reflects federal expectations for court timeliness measures #1, 2, 3, and 5.

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Annual Update Year #4

Submission Date:

Annual Update Year #5

Submission Date:

Judicial Council of the State of Nevada
COURT IMPROVEMENT FOR THE PROTECTION AND PERMANENCY
OF DEPENDENT CHILDREN (CIP) SELECT COMMITTEE
(Revised December 14, 2011)

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