

Court Improvement Program

Basic, Data Collection and Analysis,
and Training Grants Application

FFY 2018





The State of Nevada

**Court Improvement Program
Basic, Training and Data Grant Plan:**
Continuous monitoring and improving the
quality of dependency court proceedings,
including court hearings and reviews.



**Community
Improvement
Councils**

Monitor and Improve the Quality of Dependency Court Proceedings: *Community Improvement Councils*

The Nevada CIP intends to continue supporting and informing the Community Improvement Councils (CICs) as they implement their annual action plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, it also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and data-driven dialogue, and peer-to-peer court observation, as well as neutral third party court observation.

The CICs were created in 2010 after the Nevada Child and Family Services Review (CFSR) and the resultant Program Improvement Plan (PIP) identified a need to improve Nevada's time to permanency particularly in the areas of adoption and termination of parental rights (TPR). The PIP outlined several Systemic Factors to be addressed during the PIP implementation period. Specifically, Primary Strategy (3) "Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case" and goal #1 under that strategy "Reduce the number of children in out of home care for 18 months or longer and reduce barriers to adoption and TPR."

The courts were asked to develop a workgroup to address this area of needed improvement. Rather than create one large workgroup, CIP asked each judicial district to create a platform/forum for ongoing identification of strengths and opportunities as they pertain to child welfare outcomes. As a result each judicial district created a Community Improvement Council (CIC) of local stakeholders to identify barriers to timely permanency, adoption, and TPR and develop and implement solutions to these barriers in its local. The theory of change was that time to permanency and TPR would decrease with state-level support of the CICs' concerted efforts to systemically improve court processing of abuse and neglect cases (Nevada Revised Statutes Ch. 432B cases) by implementing evidence-based best practices and continually assessing and improving their execution.

In Nevada, nearly 40 judges and masters have jurisdiction to hear child protection cases in 11 judicial districts and 17 counties across urban and rural jurisdictions, diverse legal cultures and political climates. In the 9 rural districts the judges hear all types of cases: criminal, civil, divorce, juvenile delinquency, and child welfare. Although the dependency courts were aware of the ASFA timeliness mandates and corresponding Nevada Revised Statutes (NRS) requirements; most were completely unaware of their compliance rates. The courts and their CICs are regularly informed of their data metrics and how to interpret the data and evidence-based best practices that have demonstrated improvement in specific areas. The members of each CIC each agree on the areas in need of improvement and, using expert advice and guidance, select the interventions that best fit their local circumstances and needs.

By providing the courts and their CICs data to help them identify areas needing improvement and information about evidence-based and best practices, with CIP support and guidance, the courts have

made systemic changes to improve timeliness. Because each judicial district is unique, the specific local activities and interventions for that district have been built on a foundation of empirical data and consensus among the key stakeholders and constituency of that district.

The CICs have proven to be very successful. Since their inception, all statistical measures are trending in the direction of improvement which suggests that a systemic change is taking place in Nevada. Thirty-two percent (32%) of the exits to adoption are taking place in less than 24 months as compared to only 14.6% in 2010. Exits to adoption are taking 28 months in SFY 2016 compared to 36.3 months in 2010 (Table 1). The proportion of permanency hearings held within 12 months of removal (NRS 432B.590) has increased from 67% in CY 2012 to 80% in CY 2016 (Table 2). The time to permanent placement has decreased 134 days or 16% between 2011 and 2016 (from 848 median days to 714 median days), and the time to TPR has decreased 146 days or 20% (page 36 of CIP Annual Self-Assessment).

Table 1
Timeliness of Adoptions Discharged from Foster Care
2010 - 2016

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

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

Table 2
Proportion of Permanency Hearings Meeting Statutory Timeliness of Requirements
2012 - 2016

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

Source: Report CFS732, provided by DCFS Data Team on 11/03/2016

CIP plans to continue producing quarterly and annual data packets containing court timeliness, child welfare, and trend metrics. The timeliness data metrics distributed to the CICs quarterly allow for comparison over time as well as comparison among judicial districts. During FFY 2016, the court performance measures quarterly report was modified to include a comparison of the median days to

permanency per year for each judicial district and the proportion of children for whom the first permanency hearing falls within the mandatory requirements. This enables the courts to quickly assess their progress in improving timeliness. This year, it became apparent that some old case data was skewing the impact of recent court case processing improvements. The report now contains a column of information looking back only 2 years, as well. That is what we are calling “modified”.

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

These data are also used to guide CIP’s discussions with the courts and their CICs so local stakeholders can work to improve timeliness and resolve systemic problems. The CIP Coordinator participates in the local CIC meetings, reaching out to each CIC to help them identify empirically-supported and best practices that may be applicable in their jurisdictions, technical assistance to move forward on planning their implementation, and other brainstorming support. The CIP Coordinator monitors implementation, helps interpret quarterly data reports to assess impact, and guide implementation changes that may be necessary. CIP writes and distributes a newsletter to all CIC members updating on action plan and program implementation and CQI status throughout the state.

CIP has contracted with the National Council of Juvenile and Family Court Judges (NCJFCJ) to assist the CICs with data interpretation and analysis. As a result, all 11 local CICs are working on improving court hearing processes and quality, and have been doing so since 2011. NCJFCJ was contracted to develop and present “A Guide to Integrating Continuous Quality Improvement into the Work of the Community Improvement Councils” at the 2015 CIC Summit. This Guide offers practical suggestions for steps to fully integrate CQI into planning and action within the CIC and is being used by the CICs as they strategize on how to improve hearing quality. During the 2016 CIC Summit, they were provided a primer on how to access the Chapin Hall web-tool and interpret the available data. During these Summits, the CICs report on implementation status and processing changes.

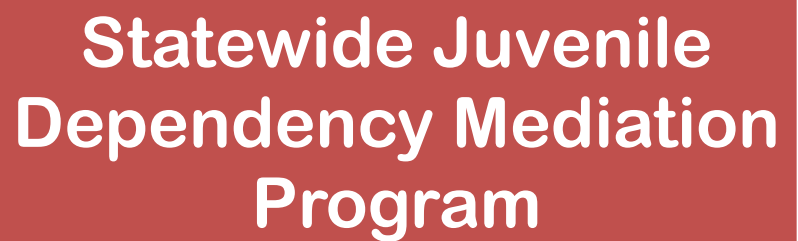
NCJFCJ provides technical assistance to the CICs related to CQI of current statewide and local court improvement projects. NCJFCJ also conducts satisfaction, process, and impact evaluations on the best practices implemented by the courts. Recommendations for program improvement are, then, implemented.

At the courts’ request, CIP is working with the CBCC to develop a court observation tool and process for judicial officers to engage in peer observation and mentoring to assist with monitoring and improving hearing quality. This will include in-court observation as well as structured interviews between judges so that they can better identify strengths and opportunities in their own practice. Based on feedback and data from CIC Summits, judges are interested in seeing a variety of hearings to better understand how judges apply reasonable efforts standards, question parties, and engage with parents and children in the courtroom. The intention is to share useful information among judicial peers.



The State of Nevada

**Court Improvement Program
Basic, Training, and Data Grant Plan:**
A joint, data-driven project with the child
welfare agency.



Statewide Juvenile Dependency Mediation Program

**Joint CIP and Child Welfare, Data-Driven Project:
Statewide Juvenile Dependency Mediation Program**

Following review of AFCARS and UNITY data, the hearing factors relating to improved outcomes, and the impact of juvenile dependency mediation on reunification and parental engagement in the 2nd Judicial District, it was determined that full implementation of the Statewide Juvenile Dependency Mediation Program (JDMP) would be the focus of the joint data-driven Child Welfare/CIP project. Dependency mediation was selected for this joint CIP/Child Welfare project as an intervention to ameliorate timeliness issues and improve reunification and parental engagement.

Dependency Mediation was initially identified in the 2nd Judicial District's (JD) CIC action plan as a means to improve timeliness to permanency and TPR by improving case processing and parental engagement and reducing contention among the parties. This area in need of improvement was identified during the Round Two CFSR and resulting PIP.

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

There is a general perception among both parents and stakeholders, particularly child welfare staff, that mediation is a helpful approach to move the case forward. It is successful in increasing cooperation among parties and in engaging parents. Parents felt that they were listened to, their opinions were respected, and that they were part of the decision-making process. The stakeholders, especially the caseworkers, found mediation to be an effective means to increase parental engagement and provide an alternative to litigation while not increasing their workload.

It does appear that mediation improves parental engagement and increases the likelihood of family reunification. Additionally, the program's praises are being sung by the judiciary as exemplified by in the 2nd Judicial District, Judge Egan Walker reflecting on the Dependency Mediation Program:

"In cases where the dependency process results in termination of parental rights, mediation is likely one of the few humane processes which we can offer parents. In the great majority of cases which remain, mediation is reaping benefits through earlier participation of parents and the tantalizing possibility that mediation will be a significant tool with which to accelerate the safe and effective reunification of families. The Dependency Mediation Program is a great example of how a modest investment of dollars early can reap untold rewards in positive outcomes later."

The 2013 National Council of Juvenile and Family Court Judges (NCJFCJ) outcome evaluation of the 2nd JD’s mediation program showed that of the mediated cases, 59% had closed as compared to 40% of the non-mediated cases being closed. Among mediated and closed cases, 87.5% of the children had reunified with their parents. Only 50% of the non-mediated closed cases had reunified. A full 20% of these non-mediated cases had aged out, whereas none of the closed mediated cases had aged out. Findings show that fathers who participated in mediation were more engaged and were present at more hearings compared to fathers who did not participate in mediation. Fathers who participated in mediation attended 72% of all hearings, while those who did not participate in mediation only attended 50% of their hearings.

AFCARS data (Table 3) show that in FFY 2014 46.1% of children entering foster care achieve permanency within 12 months, well above the national standard of 42.1%. Most likely these children are reunifying with their parents. These AFCARS data indicate that time to dependency is improving in Nevada. UNITY data (CFS 775 report) reveal that children returning home to their parents during the CY 2016 still took 714 days to do so.

Although the outcomes for children are improving, Child Welfare and the courts continued these improvements by adding dependency mediation to the options available to the system.

Table 3
Permanency in 12 Months for Children in Care
2011 - 2016

Percent of Children Reaching Permanency	Nat'l Standard	FFY 2011	FFY 2012	FFY 2013	FFY 2014	FFY 2015	FFY 2016
Permanency in 12 Mo for Children Entering Foster Care	42.1%	42.5%	41.9%	47.1%	46.1%	NA*	NA*
Permanency in 12 Mo for Children in Care 12 -23 Months	45.9%	41.2%	51.6%	52.0%	50.0%	44.1%	49.6%
Permanency in 12 Mo for Children in Care 24 or more months	31.8%	45.5%	43.8%	39.0%	35.1%	32.1%	37.9%

Source: AFCARS

*Not yet available

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

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

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

CIP worked with the 2nd JD's mediation program director and the judiciary to design JDMP guidelines, and protocols that were implemented statewide. The 3rd, 5th, 6th, 8th, 10th, and 11th JDs and the Washoe Tribe began piloting JDMP. As a result of mediation's success, the statewide JDMP was launched July 1, 2016.

In all districts, the judiciary, Child Welfare, and the CICs have been actively involved in determining how mediation will function within their districts. The program design allows referral to mediation at any stage during the legal process. These referrals can be initiated by any of the parties. It also includes collecting participation and outcome data with tools designed by NCJFCJ.

As part of the CIP continual quality improvement efforts and to ensure fidelity of implementation, the NCJFCJ was contracted to design the stakeholder surveys and conduct process and satisfaction assessments for the JDMP. NCJFCJ also conducted an impact assessment of the 2nd JD's program because it has been in place long enough for cases to have closed.

To build a mediation panel of trained and qualified dependency mediators for the JDMP, CIP worked with the 2nd JD's mediation director and lead dependency mediator to develop a 40 hour training curriculum, the only dependency mediation training in the country. CIP contracted with this mediator, who has conducted 40 hour mediation certification trainings at the University of Nevada Reno and Pepperdine, to conduct the training. On March 7 – 11, 2016, 20 people, nominated by district court judges across the state, completed the 40 hour dependency mediation course. Following additional screening, 14 were invited to join the Statewide JDMP panel.

A highly qualified Program Administrator conducts monthly mediator trainings, schedules mediations as they are received via court order or direct referral from Child Welfare, co-mediate with mediators on particularly difficult mediations, educates stakeholders, and assists judicial districts in creating their internal processes. All JDMP mediations throughout the state follow the facilitative model. The Program Administrator ensures fidelity to program design and process across the state.

CIP contracted with NCJFCJ to conduct an evaluation of the Statewide Juvenile Dependency Mediation Program. This will include a (2) process and (1) outcome evaluation to document the effectiveness of project activities and measure expected and unanticipated outcomes. This project intends to have an immediate and direct impact on client satisfaction and party engagement resulting in improved permanency and timeliness outcomes for youth involved in the dependency system. The previous evaluations discussed above have been used to inform the design of this evaluation.

Process Evaluation: The primary purpose of the current process evaluation is to assess participant and stakeholder satisfaction with the mediation process in the statewide program, and to garner preliminary indicators of program performance and mediation outcomes. This process evaluation examines whether mediation is associated with higher satisfaction levels for participants (e.g., mothers, fathers, children, relatives, foster parents, and others) and professional/system stakeholders (e.g., social workers, deputy district attorneys, attorneys for parents, attorneys for children, and others) through the use of exit surveys and is supplemented by an initial analysis of case data sheets compiled by mediators at the completion of each mediation session containing such information as start and end time of mediation, court hearing vacated, participants in attendance, if the case involved domestic violence, homelessness, disabilities or limited English proficiency.

The process evaluation seeks to measure outputs relating to (1) fidelity of implementation, (2) quality of efforts delivered and (3) satisfaction of clients.

Stakeholder Perceptions: A pre-survey will be sent out to program administrator and mediators prior to the implementation to collect data on how 'success' is defined in mediation and how mediation affects children and families. This will help define additional outcomes of interest for the outcome evaluation. A second survey will be sent out to all stakeholders at the end of year one and two. This survey will collect data on attitudes of stakeholders regarding implementation of the program, perceived engagement of stakeholders, and will provide feedback on how the program can be improved. This portion of the evaluation will seek to answer the following questions:

1. *How is 'success' defined in mediation?*

Across the country, one of the measures of a successful mediation program is whether parties come to agreement. However, even more important than the actual outcome is the process. Do participants understand the mediation process? Do the participants feel heard, respected and fairly treated? Are the parties engaged in finding the best solution for the child? Regardless of the outcome of the mediation, these are successes as well.

2. *How do you think mediation affects children and families' in the process?*

In the 2nd JD, mediated cases were more likely to result in reunification of the children with their families when compared to non-mediated cases (e.g., among mediated cases that had closed 88% had resulted in reunification, while only 50% of non-mediated closed cases resulted in reunifications).

Fathers who participated in mediation in the 2nd JD were more engaged and were present at more hearings compared to fathers who did not participate in mediation (e. g., fathers who participated in mediation attended 72% of all hearings, while those who did not participate in mediation only attended 50% of their hearings).

3. *What were the challenges and successes with JDMP implementation?*

The greatest challenge and biggest success in implementing JDMP has been the many years-worth of planning, piloting, fine-tuning, educating until the program was ready to be launched statewide and the state was ready to receive the program. Four pilot projects were continually improved and fine-tuned. The CICs were regularly updated on dependency mediation during their meetings, at the CIC Summits, and in the CIC Quarterly Newsletter. The judiciary was prepared to utilize the program.

Not just anyone was welcome on the JDMP mediation panel. The first ever 40 hour dependency mediation course was developed specifically to train potential candidates who had been recommended by each district judge. After the training, further vetting via written scenario testing took place. Not all program graduates made the cut. The Program Administrator co-mediated with the new mediators to guide their skill sharpening. On-going monthly training calls were required during which issues and mediation techniques were discussed. An end of year essay test was conducted to determine who will be invited to continue on the JDMP panel and where skill polishing may be needed. Advanced training for the mediators is being offered, as well.

The Program Administrator not only shepherded the mediators, she guided and educated the courts and the stakeholders. An informational “toolkit” was created, complete with complete with video (on You tube: <https://www.youtube.com/watch?v=OaD4M-EaNk>) fully explaining dependency mediation and the parents’ brochure explaining what they should expect and a place for judge to note time, date and location of their mediation. Extensive forms and protocols were developed.

The most significant success has been how the dependency system stakeholders have embraced the program and the process. One Deputy Attorney General shared, *“Mediation opens the door to allow for communication that would not otherwise take place and mirrors the very essence of what the dependency process should entail – all parties working together to accomplish what is in the best interest of the child.”*

A Child Welfare Manager gushed, *“It’s a win, win all around!”* following a successful mediation.

4. *What could have improved the JDMP implementation process?*

Per the process evaluation conducted on the JDMP by the NCJFCJ, the exit surveys could be modified to enhance their measurement capacity. The case data sheet could also be modified to capture the frequency of multiple mediation events and to distinguish between mediation agreement levels for mothers and fathers. The data sheet did not ask for reasons for no-shows.

5. *Does the mediation program successfully engage parents and stakeholders?*

Yes, the results of the surveys administered at the end of the mediations indicate that 95% of the participants felt that they were treated with respect and were able to be part of finding answers to the problems discussed. Additionally, 99% believed that they had an opportunity to voice their opinions. All (100%) of the participants felt that the mediator treated everyone fairly and explained the process clearly. Stakeholders felt that the mediations were conducted fairly (99%), they were treated with respect (99%), they were heard (96%), and had an opportunity to voice their opinions (99%).

6. *In what ways could the program be improved?*

Although mediation is available to be used at any point in the life of a case, most mediations take place at the point of TRP. Mediations held earlier in the case could promote positive outcomes for the child. The domestic violence protocol could be enhanced, mediators trained on it, and any barriers to implementation investigated.

Although only 9.3% of the mediations were cancelled due to either a parent or attorney failing to appear for the mediation, better understanding the causes for not appearing could suggest how to improve attendance.

Satisfaction Evaluation: Satisfaction surveys are completed by participants to gauge stakeholder and parents satisfaction following all completed mediations. This assesses participant perceptions regarding: opportunities to voice opinions, inclusion in problem resolution, treatment during mediation, fairness of mediation, effectiveness of mediation, and the least and most helpful components of the process. The satisfaction evaluation seeks to answer the following questions:

1. How are parents treated during mediation sessions?
2. To what extent do stakeholders and parents feel engaged?
3. To what extent do stakeholder and parents feel respected?
4. Do stakeholders and parents feel mediation is fair?
5. Do stakeholders and parents perceive that mediation is helpful?
6. What did participants find most and least helpful about the mediation session?

Fidelity Evaluation: The process evaluation seeks to answer the following questions:

1. *How many mediations have been held?*

July 2016 through June 9, 2017 86 mediations were ordered. In 8 mediations either parents or an attorney did not show up, 1 case settled prior to the mediation resulting in 77 mediations being held.

2. *Number of mediations that reached agreement?*

Sixty-five (65) of the 77 mediations held resulted in a full or partial agreement. This equates to an 84.4% agreement rate.

3. *Number of mediations that were cancelled because parties did not show up?*

Eight (8) mediations were cancelled because either parents or their attorney did not show up.

4. *Were the program and/or processes implemented as intended?*

Yes, the program and processes were implemented as intended. Efforts to continually improve the program and its processes took place throughout the first year of implementation resulting in a stronger, more locally focused program.

Outcome Evaluation: The outcome evaluation was conducted in one jurisdiction during year one and two to illustrate long-term outputs and effects of the program. The 2nd judicial district has utilized this model of mediation for several years. The outcome evaluation will focus on the 2nd judicial district in order to gain an adequate sample of cases for comparison. The outcome evaluation will seek to assess how the mediation program might be related to case outcomes for dependency system involved children through case file review. Case file review will be employed using a systematic review of cases using a structured and standardized data collection instrument. The outcome evaluation seeks to answer the following questions:

1. Does mediation result in different outcomes for children and families?
2. Does mediation improve engagement of parents in the process?
 - a. Does mediation increase participation of parents in hearings?
 - b. Does mediation increase the number of services offered to youth and families?
 - c. Does mediation increase parent-child visitations?
 - d. Does mediation increase compliance of case plans?
3. Mediation Satisfaction
 - a. What were the stakeholder impressions of mediation?
 - b. How did parents feel about the process?
 - c. Did parents feel like they had a voice and were respected?
4. Mediation Outcome and Relationship to Satisfaction and Engagement
 - a. Was there a relationship/correlation between parent satisfaction and the mediation outcome?
 - b. Was there a relationship/correlation between parent engagement and the mediation outcome?
3. Does mediation affect youth's placement?

- a. Does mediation increase identification of relative resources?
 - b. Does mediation result in fewer placement disruptions (i.e. multiple moves)?
- 4. Does mediation result in timelier outcomes for children and families?
 - a. Do children in stranger foster care spend less time if the case is mediated?
 - b. Are children more likely to reunify with their families?
- 5. Does mediation result in time and cost savings?
 - a. Does mediation result in fewer court hearings? Case continuances?

When the results of these studies are finalized, they will be reviewed with the Child Welfare Statewide Quality Improvement Committee and Quality Assurance staff to agree on JDMP modifications and improvements. Mediation outcomes are regularly discussed with child welfare management staff.

The State of Nevada

**Court Improvement Program
Basic, Training and Data Grant Plan:
Collaborative data and information collection
and sharing.**

Data Exchange

**Data Grant Plan for
CIP and Child Welfare
Collaborative Data and Information Collection and Sharing**

Projects funded by the CIP Data Grant will provide improved access to court/child welfare related data through data exchanges and the use of outcome measures among the dependency courts to improve timeliness and permanency outcomes for children. These projects will establish an environment of data-sharing.

The Pilot NIEM **court event notification exchange** soon to be completed and implemented in Clark County will eliminate hard-copy delivery of court event information, it will reduce multiple, sometimes inconsistent sources of hearing data, and decrease staff workload and increase time savings.

Daily hearing information will be updated on the SACWIS/UNITY's Hearing Screen from Odyssey enabling accurate hearing information to be made available to CCDFS permanency staff and DAs in UNITY; thereby reducing the number of calls from child welfare caseworkers to the Court and the DA verifying hearing dates and times. The caseworkers will be assured that they have the most current and accurate court hearing information.

The purpose of this project is to ensure that all parties in a case are properly and consistently notified of hearings. Tremendous progress has been made to date. The UNITY court action codes have been listed, and the Odyssey court action codes identified. The Clark County Court Clerk agreed to enter UNITY case number into Odyssey when the case is created. DCFS created an exceptions report on those cases from 8th JD that do not have a match in UNITY. The 8th JD implemented a nightly data extract with court hearings for open dependency and neglect cases. The 8th JD and UNITY identified a shared folder to place the data extract from the court and DCFS implemented an application to consume the court hearing messages generated from the court.

In October 2016, the Nevada Division of Child and Family Services (DCFS) completed implementation of a NIEM-based web service to consume new, updated and cancelled hearing information directly from the 8th Judicial District Family Court Case Management System. This information automatically updates the "Hearing Screen" of the Nevada SACWIS system, UNITY. Child Welfare Case Workers, supervisors and attorneys assigned to the case are now able to view both historical and upcoming hearing information from within the SACWIS that is updated by the Court Case Management System. The 8th Judicial District Family Court is in the final stages of implementing software to transmit new and updated case hearing information and planning to implement by the end of 2017. A recent test detected errors which are being addressed by the 8th JD and DCFS IT teams and Clark County Department of Family Services. But data were being pushed from the court to UNITY.

A second data sharing project will improve data quality for the outcome timeliness measures and court case management. The purpose of the **Centralized Case Index** is to provide the judiciary with aggregate

data reports into which they may drill down to obtain case specific information, helping them manage their caseloads and improve timely processing of dependency cases.

The pilot project utilized manual imports of child welfare and court data and was successfully completed in 2015. In September 2016, the AOC CIP Program completed software development and implemented a web service to receive case information through an encrypted transmission from the Nevada Division of Child and Family Services (DCFS) and the 2nd Judicial District Family Court. The system is in production and ready to automatically receive and consume information. Both the DCFS and the 2nd Judicial District are currently undergoing integration testing to confirm all record information is received by the CCI.

In early 2016 the CIP partnered with the 2nd Judicial District to leverage their in-house capability for developing sophisticated ColdFusion reports. The ColdFusion dashboard has been installed on the CCI server and the AOC and Court are currently working to develop production-level timeliness reports.

In the meantime, two other case management systems' data have been added to the CCI, juvenile data for crossover youth and education data for foster youth. Additionally, the 10th Judicial District was added to the pilot project allowing the project to include both urban and rural districts.

The State of Nevada

Court Improvement Program
Basic, Training and Data Plans

Strategic Plans

Basic Strategic Plan

Strategic Plan Template

Basic

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017

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

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

Priority Area #1: Quality Court Hearings

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 – The Nevada CIP continues supporting and informing the Community Improvement Councils (CIC) as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plans.</i>	CIP CICs Child Welfare	<p>CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly.</p> <p>CICs follow through on action plans created at each annual CIC Summit.</p> <p>CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CICs.</p>	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		<p>CIC meeting activities and annual report.</p> <p>Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.</p>	Ongoing

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<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs Capacity Building Center for the Courts CBCC	CIP encourages CICs to create meaningful agendas and take and distribute minutes.	CIP attends and supports CIC meetings. CIP holds Statewide CIC Summit.	On-going		CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda	On-going
<i>Action Step 3 – Create a structure of accountability for the courts and CICs.</i>	CIP CICs Child Welfare CBCC	Document approach to continuous monitoring (e.g., self- report from the courts, peer discussion and data driven dialogue). Develop peer/mentored court observation pilot project to including an observation toolkit for judges and evaluation plan. Initiate pilot peer/mentored court observation project. CICs implement the <i>Guide to Integrating CQI into the Work of the CIC</i>	Structure of accountability is in place that encourages improved outcomes. Improved understanding of how to interpret data. Improved time to permanency. Increased number of courts inviting youth into court. Increased evidence that families and caregivers are engaged in the courtroom. Increased number of courts implementing trauma reduction efforts.	January 2019	Completion of the data sharing efforts: court event notification and the centralized case index		On-going

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<i>Action Step 4 – Working with the CBCC, CIP will develop a peer observation tool and process to monitor hearing quality</i>	Judicial officers CBCC	Court observation toolkit for judges.	Increased understanding of components of quality hearings. Improved engagement of parties. Increased discussion of key issues within the court. Increase in the number of children placed with relatives. Improved permanency outcomes.	Toolkit will be completed in early 2018 with initial site visits to follow; process will occur on an ongoing basis.	CBCC assistance.	Judges will turn in court observation tools and CIP will debrief following each visit to gather qualitative impressions.	Ongoing
<i>Action Step 5 – Courts develop customized court orders reflective of court order templates and local practices.</i>	CIP CICs CBCC	Increase in reasonable efforts and other pertinent findings made on the record.	Improved clarity and understanding so that court orders are followed. Improved identification of Indian children. Increased number of courts providing orders immediately following hearings.	September 2020	Resource to measure ICWA compliance.	Improved compliance with ICWA. Improved timeliness as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

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<p><i>Action Step 6 – Collaborate with Child Welfare Agencies to ensure understanding of and contribution to quality hearings</i></p>	<p>CIP CICs Child Welfare CBCC</p>	<p>Child Welfare explains the CFSR/CFSP/APSR and case file review processes to the courts. Increase child welfare contributions to and participation in CIC meetings and activities. Each CIC receives a presentation from DCFS QA re: CFSR.</p> <p>CICs are regularly used as Focus Groups for Child Welfare issues such as notification and right to be heard.</p> <p>Courts/CICs are trained on the child welfare safety model.</p> <p>Develop survey of courts to assess their understanding of Child Welfare required reports, initiatives, and practice models.</p>	<p>Courts feel that they understand and are contributing to the CFSR/CFSP/APSR and case file review processes.</p> <p>Increase frequency of periodic reviews where appropriate to improve parental engagement in the case plan.</p> <p>Child welfare stakeholders better understand the information the courts need timely.</p> <p>Increase in depth of information brought to court by caseworker.</p> <p>Improve timeliness of hearings.</p> <p>Improve time to permanency.</p> <p>Increase in permanency in 12 months of children entering foster care.</p> <p>Possible increase in reunification rates.</p>	<p>Ongoing</p>	<p>CBCC assistance on developing, administration and analysis of court survey.</p>	<p>Court survey results.</p> <p>Improved timeliness of hearings and time to permanency and reunification rates as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index and AFCARs data.</p>	<p>On-going</p>

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<i>Action Step 7 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	CIP CICs Child Welfare CBCC	<p>CIP continues to provide input into attaining PIP and IV-E, CFSP/APSR, and CFSR goals.</p> <p>Child Welfare actively participates in the development of the CIP Strategic Plan and its implementation.</p> <p>CIP and Child Welfare share data, program assessment results, etc.</p> <p>Regular meetings take place with Child Welfare managers & supervisors, SQIC Committee, QA TA Subcommittee and CIP.</p> <p>Child Welfare is fully represented and active on the CIP Select Committee.</p>	<p>CICs continue their successful endeavors as outlined in their action plans.</p> <p>Hearing and court order quality improve.</p> <p>Relevant statistical evidence (AFCARS, NCANDS, timeliness, permanency, and reunification) demonstrates continued improvement.</p> <p>CIP and Child Welfare Agency reports and documents reflect active and joint participation.</p>	On-going		Success of court hearing quality improvement efforts, pilot project implementation, and CICs.	On-going

Priority Area #2: Quality Legal Representation

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

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

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

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

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

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

Priority Area #3: Other

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.</p>							

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<i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP).</i>	CIP CICs Child Welfare	Courts with support of or recommendation from Child Welfare refer and program mediates 70 cases in first year of implementation. 75% of mediations come to agreement within one month of the mediation.	Improved permanency outcomes for children and engagement for parents.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.	Mediation court order referrals. Mediation program data sheets and independent process and outcome evaluations conducted by NCJFCJ.	Ongoing

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<i>Action Step 2 – Continued training of JDMP mediation panel to ensure that mediators are adhering program design and process.</i>	CIP CICs	<p>Monthly training calls take place and are attended.</p> <p>JDMP Administrator conducts co-mediations to ensure adherence to program design and process.</p> <p>JDMP Administrator assesses and verifies mediation agreements, mediator statements, and mediation data sheets prior to approving payment.</p> <p>Courts and stakeholders' surveys are analyzed to ensure that parties are satisfied with mediation process.</p>	<p>All mediators attend training calls.</p> <p>JDMP Administrator verifies with CIP that all mediators are adhering to program design and process.</p> <p>Mediation agreements are being filed with the courts.</p>	On-going	Leverage CIP funds to access other funding sources to enable CIP to continue the JDMP.	Call agendas Stakeholder and participant satisfaction surveys.	On-going

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<i>Action Step 3 – Create and fully implement an educational process for courts and stakeholders.</i>	CIP CICs Child Welfare CJA Task Force Saltman Clinic at UNLV	<p>Apply for and receive CJA grant to develop educational tools.</p> <p>Develop a court/stakeholder toolkit (e.g., informational toolkit, parents brochure) to educate CICs, courts, stakeholders, parents on dependency mediation.</p> <p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8th JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>	Courts and stakeholders comprehend the use and expectations of JDMP.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	<p>Toolkit developed and distributed to courts and child welfare.</p> <p>Court and stakeholders survey results.</p>	On-going

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<i>Action Step 4 - Contract with neutral 3rd party to conduct thorough process and impact assessments of the program.</i>	CIP Staff Neutral 3 rd party JDMP and 2 nd JD Program Administrators.	Process and outcome evaluation reports with recommendations for improvement. Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents.	On-going		Court and stakeholders survey results.	On-going

Priority Area #4: Well-Being

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.</p>							

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<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts and the ABA	Review and revise the Statewide Collaborative’s Strategic Roadmap. Invite Tribal representation into the group to assist with implementation of ASFA, Fostering Connections, and ESSA.	Strategic Roadmap implementation process takes place. Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations Improve educational stability and continuity of instruction among foster children throughout the state.	January 2018	Technical Assistance from the ABA Center on Children and the Law funded by the Walter S. Johnson Foundation.	Collaborative meetings and activities. Finalized Strategic Roadmap.	Ongoing
<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS. Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted.	Completed

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 3 – Continue data sharing via Infinite Campus.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	MOU agreed to between the AOC and Washoe County School District. Washoe County School Districts and Centralized Case Index (CIC) Pilot Projects implemented.	Schools are aware when a child becomes a foster child in near real time. Children remain in their school of origin if in their best interests and transportation is jointly provided by the school district and child welfare. If the school of origin is not appropriate, children are accepted into their new school without usual required paperwork per AB491. Foster children’s educational statistics e.g., standardized tests, graduation rates, credits toward graduation) improve to be comparable with other students.	January 2021	Funding to complete the CIC.	Washoe County School District Data on foster children is pushed into UNITY and UNITY data is being absorbed by Infinite Campus to be utilized by both child welfare and the school district. Infinite Campus data on foster children in Washoe County is being received by the Centralized Case Index and dashboard data is available to judges.	On-going

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

Priority Area #5: Preventing Trafficking and Strengthening Families

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings. CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	Ongoing

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition	CIP locates funds for educational efforts. CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening. CSEC red flags are recognized and reviewed in courts. Judicial officers are aware of any required findings in orders necessary to provide services to CSEC victims.	On-going	Educational opportunities from such entities as NCJFCJ	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

Training Strategic Plan

Strategic Plan Template
Training

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017

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

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

Priority Area #1: Quality Court Hearings

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

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

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

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

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<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs CBCC NCJFCJ	CIP trains CICs to create meaningful agendas and take and distribute minutes of their meetings.	CIP holds Statewide CIC Summit.	On-going	Leverage CIP funds to access other funding sources to enable CIP to continue its training efforts.	CIC agendas and meeting minutes focusing on steps to improve hearing quality. CIC Summit agenda	On-going
<i>Action Step 3 – Create a structure of accountability for the courts and CICs.</i>	CIP CICs Child Welfare CBCC	Document approach to continuous monitoring (e.g., self- report from the courts, peer discussion and data driven dialogue). Develop peer/mentored court observation pilot project to including an observation toolkit for judges and evaluation plan. Train pilot courts to conduct peer/mentored court observation project. CICs trained to implement the <i>Guide to Integrating CQI into the Work of the CIC.</i>	Structure of accountability is in place that encourages improved outcomes. Improved understanding of how to interpret data. Improved time to permanency. Increased number of courts inviting youth into court. Increased evidence that families and caregivers are engaged in the courtroom. Increased number of courts implementing trauma reduction efforts.	January 2018	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with accountability efforts.		On-going

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<i>Action Step 4 – Working with the CBCC, CIP will develop a peer observation tool and process to monitor hearing quality.</i>	Judicial officers CBCC	Court observation toolkit for judges. Train the judges how to use the court observation toolkit.	Increased understanding of components of quality hearings. Improved engagement of parties. Increased discussion of key issues within the court. Increase in the number of children placed with relatives. Improved permanency outcomes.	Toolkit will be completed in mid-2018 with initial site visits to follow; process will occur on an ongoing basis.	CBCC assistance.	Judges will turn in court observation tools and CIP will debrief following each visit to gather qualitative impressions.	On-going

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 6 - CIP continues to actively align its work with that of the Child Welfare Agencies</i>	CIP CICs Child Welfare CBCC	Child Welfare actively participates in the Annual CIC Summits by attending as CIC team members, contributing to CIC annual action plans, and training on Child Welfare Issues.	CICs continue their successful endeavors as outlined in their action plans. Hearing and court order quality improve. Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates continued improvement. CIP and Child Welfare Agency reports and documents reflect active and joint participation.	On-going		Success of court hearing quality improvement efforts, pilot project implementation, and CICs and their annual action plans.	On-going
Project 2 – The Nevada CIP brings subject matter experts to inform the Community Improvement Councils at an Annual CIC Summit to enhance knowledge and competency and share experience and expertise among judiciary and stakeholders.							
<i>Action Step 1 – Survey courts and stakeholders re: implementation status of action plan and topics/focus for next CIC Summit.</i>	CIP CICs Child Welfare NCJFCJ	Survey report. Final scope of work and contract with NCJFCJ.	Curriculum and faculty determined. Annual Summit Agenda and meeting materials developed.	On-going			On-going

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<i>Action Step 2 – Plan and hold Annual CIC Summit.</i>	CIP CICs Child Welfare NCJFCJ	CIP Planning formed to define purpose and goal of each Summit. Announce Save the Date in CIC Newsletter. Send save the date to Judges. Training location secured. Participants and judicial officers registered. Training conducted.	11 CIC Teams attend Summit. Facilitated discussion with 11 Judicial Districts' judicial officers. 11 CIC Teams plan and develop annual action plans.	On-going			On-going

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Project 3 - Advocate for and ensure that Nevada Revised Statutes are in compliance with and supportive of federal child welfare acts and regulations.							
<i>Action Step 1 - Before and during biennial legislative session, review Nevada statutes relevant to child welfare; work with community partners to consider recommendations to improve safety, timeliness, and permanency as needed.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations.	On-going			On-going
<i>Action Step 2 - Work with legislators to promote issues related to the safety of children and strengthening families.</i>	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council.	Bill draft requests developed and supported as needed.	Discussion at CIP meetings with Legislative CIP Select Committee member. Attend Legislative Committee and Interim Committee meetings as necessary to educate legislators about dependency issues.	On-going		CIP Select Committee quarterly meetings. CIP Annual Progress Report.	On-going

Priority Area #2: Quality Legal Representation

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

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

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

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

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<i>Action Step 2 – Inform courts, CICs, Child Welfare, and CASA that the on-line Attorney Training Is available for trainees.</i>	CIP	Announcements to courts, CICs, Child Welfare, and CASA that on-line Attorney Training is available and instructions re: how to register.	80% of attorneys practicing in dependency court will complete course.	January 2017 On-going		Announcement email. Announcement in the CIC newsletter.	On-going

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

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<i>Action Step 4 – CIP invites Child Welfare Agencies and CASA to utilize on-line Attorney Training course for caseworkers.</i>	CIP Child Welfare Agencies CASA	Child Welfare Agencies will investigate utility of course for their caseworkers.	If appropriate, Child Welfare Agencies and CASA will encourage or require caseworkers, staff or volunteers to complete the course. Improved court timeliness data. Improved child permanency data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going	AOC Judicial Education Unit Distance Learning Project. NCJFCJ	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.	On-going

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

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

Priority Area #3: Other

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 – The Statewide Dependency Mediation Program is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings.</p>							

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 1 – Finalize implementation of the Statewide Juvenile Dependency Mediation Program (JDMP).</i>	CIP CICs Child Welfare	Educate Courts, Child Welfare and Stakeholders about dependency mediation to ensure referral of 70 cases to mediation in first year of implementation. 75% of mediations come to agreement within one month of the mediation.	Improved permanency outcomes for children and engagement for parents.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.	Mediation court order referrals. Mediation program data sheets and independent process and outcome evaluations conducted by NCJFCJ.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Continued training of JDMP mediation panel to ensure that mediators are adhering to program design and process.</i>	CIP CICs	<p>Monthly training calls take place and are attended.</p> <p>JDMP Administrator conducts co-mediations to ensure adherence to program design and process.</p> <p>JDMP Administrator assesses and verifies mediation agreements, mediator statements, and mediation data sheets prior to approving payment.</p> <p>Courts and stakeholders' surveys are analyzed to ensure that parties are satisfied with mediation process.</p>	<p>All mediators attend training calls.</p> <p>JDMP Administrator verifies with CIP that all mediators are adhering to program design and process.</p> <p>Mediation agreements are being filed with the courts.</p>	On-going	Leverage CIP funds to access other funding sources to enable CIP to continue the JDMP.	Call agendas Stakeholder and participant satisfaction surveys.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 3 – Create and fully implement an educational process for courts and stakeholders.</i>	CIP CICs Child Welfare CJA Task Force Saltman Clinic at UNLV	<p>Develop a court/stakeholder toolkit (e.g., informational toolkit, parents brochure) to educate CICs, courts, stakeholders, parents on dependency mediation.</p> <p>JDMP Administrator travels to JDs to educate stakeholders on how to best use mediation.</p> <p>With the court and the UNLV Saltman ADR Clinic, develop and implement strategy to initiate JDMP in the 8th JD.</p> <p>JDMP Administrator trains child welfare staff on mediation and their input and participation.</p>	Courts and stakeholders comprehend the use and expectations of JDMP.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	<p>Toolkit developed and distributed to courts and child welfare.</p> <p>Court and stakeholders survey results.</p>	<p>Completed</p> <p>Completed, but on-going</p>

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 4 – Create an array of training options to grow the dependency mediation panel.</i>	CIP JDMP Administrator	A trained and competent cadre of dependency mediators from which to select.	Increase the Juvenile Dependency Mediation Program panel to serve the entire state.	On-going	Leverage CIP funds to access other funding sources, thereby, enabling CIP to proceed with mediation educational efforts.	Stakeholder and Participant surveys.	On-going

Priority Area #4: Well-Being

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, “ongoing”.</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.</p>							

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts and the ABA.	Training from ABA on the development of effective policies, cooperative agreements, and processes to best implement ASFA, Fostering Connections and ESSA.	Strategic Roadmap implementation process takes place. Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes. Collaborative subcommittees and the Policy and Planning Group impact policy and day to day operations. Improve educational stability and continuity of instruction among foster children throughout the state.	January 2019	Technical Assistance from the ABA Center on Children and the Law.	Collaborative meetings and activities. Finalized Strategic Roadmap.	On-going
<i>Action Step 2 – Memorialize ESSA in NRS.</i>	CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts	Identify a legislator or legislative committee to carry the Bill draft Request (BDR) that will memorialize EESA in NRS. Educate legislature and stakeholders concerning importance of bill. Work with Legislature to pass bill.	ESSA provisions passed into NRS.	July 2017		Bill enacted	Completed

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<i>Action Step 3 – Align the Coalition to Prevent CSEC with the Statewide Educational Collaborative.</i>	CIP Staff DCFS WCDSS CCDFS DOE CSEC Coalition Other partners such as the courts.	Participation of Educational Collaborative members on Subcommittees to Prevent CSEC and Care and Coordination.	CSEC victims’ educational needs identified and addressed.	September 2020	Coalition to Prevent CSEC Coordinator		On-going

Priority Area #5: Preventing Trafficking and Strengthening Families

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 1 – CIP will participate in the Coalition to Prevent Commercial Sexual Exploitation of Children as a Governor-appointed member. As such, CIP will not only inform the coalition regarding court activities, but will share educational information with the judiciary and the Court Improvement Select Committee, as well.							
<i>Action Step 1 – Support and inform the Governor’s Coalition to Prevent the Commercial Sexual Exploitation of Children.</i>	CIP CSEC Coalition	As a member of the CSEC Coalition, CIP participants in all Coalition meetings. CIP assists and informs the CSEC Coalition Coordinator.	Coalition successfully complies with P.L. 113-183.	On-going		CSEC Coalition meetings and reports.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Educate courts about CSEC.</i>	CIP CICs Child Welfare CSEC Coalition AOC Judicial Education	CIP identifies judicial training opportunities (e.g., NCJFCJ) to invite judicial officers to attend. Develop distance learning CSEC modules.	Judicial officers and court staff have enhanced awareness of CSEC, courtroom protocols, victim safety in the courtroom, when to request CSEC screening. CSEC red flags are recognized and reviewed in courts. Judicial officers are aware of any required findings in orders necessary to provide services to CSEC victims.	On-going	Educational opportunities and experts such entities as NCJFCJ.	Trainings have taken place and evaluations demonstrate increased knowledge.	On-going

Data Strategic Plan

Strategic Plan Template
Data

State Name: Nevada

Date Strategic Plan Submitted: June 30, 2017

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

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

Priority Area #1: Quality Court Hearings

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

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

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

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<p>Project 1 - The Nevada CIP continues supporting and informing the Community Improvement Councils as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. With input and guidance from the CICs, CIP also plans to create a structure of accountability that monitors hearing quality via CIC self-reports of accomplishments, peer discussion and data-driven dialogue, and peer-to-peer court observation. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>							
<i>Action Step 1 – Support CICs’ development and implementation of annual action plan by generating and distributing accurate statistics.</i>	CIP CICs Child Welfare NCJFCJ	<p>CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly.</p> <p>NCJFCJ develops data summaries for each CIC to help inform planning and action planning for the upcoming years.</p>	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going	Access to CFS 775 reports, Chapin Hall database, and AFCARS. Assistance from CBCC in assessing administrative data.	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – Monitor the quality of hearings.</i>	CIP CICs Neutral 3 rd party	Hearing videos reviewed and outcomes compared to previous court observation outcomes from study conducted in 2014.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going		CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 2 – The Court Event Notification Project using the National Information Exchange Model (NIEM), the Global Reference Architecture (GRA), and Extensible Markup Language (XML).							
<i>Action Step 1 – 8th JD implements data feed to UNITY using web services.</i>	CIP Waterhole DCFS IT 8 th JD IT	Direct entry of 8 th JD court hearing dates into UNITY.	Ensure proper notification of court hearings and court reviews. Ensure involvement and participation of parents, foster parents, guardians, pre-adoptive parents, and relative caregivers in the child’s safety, permanency, and well-being. Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness and parental engagement.	On-going	DCFS and 8 th JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
<i>Action Step 2 – 2nd JD implements data feed to UNITY using web services.</i>	CIP Waterhole DCFS IT 2 nd JD IT	Direct entry of 2nd JD court hearing dates into UNITY.	Ensure proper notification of court hearings and court reviews. Ensure involvement and participation of parents, foster parents, guardians, pre-adoptive parents, and relative caregivers in the child’s safety, permanency, and well-being. Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness and parental engagement.	On-going	DCFS and 2 nd JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>	Status of Project/ Activity <i>Completed, Ongoing, Abandoned</i>
Project 3 – Centralized Case Index with dashboard capabilities							
<i>Action Step 1 – develop additional reports and data sources.</i>	CIP Waterhole DCFS IT 2 nd JD IT Washoe County School District.	All necessary reports developed and approved by the judiciary.	Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates such continued improvement as: Increased frequency of periodic reviews where appropriate to improve parental engagement in the case plan. Improved hearing timeliness. Improved time to permanency. Increased permanency in 12 months of children entering foster care.	On-going	DCFS and 2 nd JD IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

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

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<i>Action Step 3 – Provide access to and train on how to use the dashboards.</i>	CIP Waterhole DCFS IT Other JD IT	Judiciary trained to use CCI. Judiciary better able to manage caseload and adhere to ASFA requirements. The Judiciary is able to track case trends in the aggregate and move into individual cases to determine specific actions to be taken.	Relevant statistical evidence (timeliness, permanency, and reunification) demonstrates such continued improvement as: Increased frequency of periodic reviews where appropriate to improve parental engagement in the case plan. Improved hearing timeliness. Improved time to permanency. Increased permanency in 12 months of children entering foster care.	On-going	DCFS and court IT Departments continued resources	CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS 775 and CFS 732) and Centralized Case Index.	On-going

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<i>Project 4 – Maintain and continually improve UNITY CFS 775 report</i>							
<i>Action Step – 1 - Consult with UNITY IT and DCFS QA staff to revise and improve CFS775 report.</i>	CIP Staff DCFS IT and QA Staff	Improved and more useful timeliness report for Courts, CICs, and Child Welfare. Judiciary is better able to track timeliness of hearings and permanency for children.	Improve court functioning, build capacity, decrease time to permanency and improve hearing timeliness.	On-going	Support and assistance from Child Welfare.	Comparative analysis between CCI reports, CFS775 reports, and statewide data summary.	On-going

Priority Area #2: Quality Legal Representation

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

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

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

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<p>Project 1 – Educate all attorneys, DAs, DAGs, Parents and Children’s Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B) including but not limited to Adoption and Safe Families Act, Fostering Connections, ICWA and its new regulations. Open appropriate trainings to Child Welfare staff and CASA, as well.</p>							

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<i>Action Step 1 – Inform courts and CICs that the on-line Attorney Training is available for trainees.</i>	CIP	Announcements to courts and CICs that on-line Attorney Training is available and instructions re: how to register.	70% of attorneys practicing in dependency court will complete course.	January 2017 On-going		Announcement email. Announcement in the CIC newsletter.	On-going
<i>Action Step 2 - Courts order attorneys to complete the training.</i>	CIP Courts Attorneys	<p>Significant proportion of attorneys in each JD complete course.</p> <p>Attorneys understand that dependency cases are different from criminal cases.</p> <p>Attorneys have improved understanding of state and federal law applying to dependency cases.</p>	<p>Improve knowledge and skills of attorneys.</p> <p>Attorneys better understand the needs of their clients and the services available to them.</p> <p>Parties are more engaged.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS 775 and CFS 732), AFCARS, and Centralized Case Index.</p>	On-going	<p>CBCC assists with another statewide survey re: legal representation in dependency cases.</p> <p>CBCC assists with assessment of number of continuances.</p>	<p>Satisfaction is measured upon completion.</p> <p>Knowledge gains are measured through pre and post-tests during the course of the training.</p>	On-going

Priority Area #3: Other

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

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

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

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<p>Project 1 – The Statewide Juvenile Dependency Mediation Program (JCMP) is designed to improve the quality of the dependency process by providing the parties an opportunity to enter into a discussion in which the parties voluntarily resolve the issues that brought the family into the dependency system and produce a written agreement in lieu of a potentially traumatic, contested hearing. Mediations tend to focus on the family’s strengths. Benefits of mediation in child dependency cases include: improved timeliness, outcomes for children, parental engagement, and system efficiency and time savings. Process and impact evaluations, mediator assessments, customer satisfaction surveys, and focus groups will help ensure that the program is implemented appropriately and continues to grow properly.</p>							

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<i>Action Step 1 – Independent process and outcome evaluations of JDMP conducted by an outside expert.</i>	CIP Staff Neutral 3 rd party JDMP and 2 nd JD Program Administrators	Scope of work developed and contract with NCJFCJ finalized. Process and outcome evaluation reports with recommendations for program improvement. Trainings on results of evaluations.	Improved permanency outcomes for children and engagement for parents. Continual quality improvement of the JDMP.	On-going	Continuation of the VOCA grant to fund JDMP in subsequent years. Identify funding for JDMP Administrator if no training and data funds are available.	Court and stakeholders survey results.	Ongoing

Priority Area #4: Well-Being

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

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

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

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<p>Project 1 – The Nevada CIP continues to facilitate the Statewide Child Welfare, Education, and the Courts Collaborative to develop and implement a statewide strategic plan to enhance collaborative efforts to ensure that federal legislation and regulations are reflected in NRS, to share data, to support implementation of pilot projects and efforts that inform and enhance educational stability among foster children.</p>							

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<p><i>Action Step 1 – Continue to collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational stability for foster children as reflected in Fostering Connections to Success and Increasing Adoptions Act of 2008 and the Child Welfare, Education and the Courts Summit (11/11).</i></p> <p><i>Continue data sharing via Infinite Campus.</i></p>	<p>CIP Staff DCFS WCDSS CCDFS DOE Other partners such as the courts</p>	<p>MOU agreed to between the AOC and Washoe County School District.</p> <p>Washoe County School Districts and Centralized Case Index (CIC) Pilot Projects implemented.</p>	<p>Schools are aware when a child becomes a foster child in near real time.</p> <p>Children remain in their school of origin if in their best interests and transportation is jointly provided by the school district and child welfare.</p> <p>If the school of origin is not appropriate, children are accepted into their new school without usual required paperwork.</p> <p>Foster children’s educational statistics e.g., standardized tests, graduation rates, credits toward graduation) improve to be comparable with other students.</p>	<p>January 2021</p>		<p>Washoe County School District Data on foster children is pushed into UNITY and UNITY data is being absorbed by Infinite Campus to be utilized by both child welfare and the school district.</p> <p>Infinite Campus data on foster children in Washoe County is being received by the Centralized Case Index and dashboard data is available to judges.</p>	<p>Ongoing</p>