

Nevada

## Court Improvement Program

Basic, Data Collection and Analysis,  
and Training Grants Application

FFY 2015-2016



Supreme Court of Nevada  
Administrative Office of the Courts  
August 2014

### Community Improvement Councils

Nevada Court Improvement Program's (CIP) principal initiative to help courts reduce barriers to timely permanency for children in need has been to support the Community Improvement Councils (CIC) in each judicial district. The CIP Coordinator attended and participated in CIC meetings and trainings in all 10 of the Judicial Districts (JD). Three quarterly CIC newsletters have been distributed to help inform CICs about what each CIC is doing to accomplish its goals and objectives.

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

The CICs have been so impactful that the time it takes for the courts to return children to their homes or find safe, permanent placements has been significantly reduced and now stands below the national average. For example, in its 2013 Annual Progress and Services Report, the Division of Child and Family Services (DCFS) reported that the median length of time it took for a child to be adopted in Nevada in 2012 was reduced to 30.7 months down from 36.3 months in 2010. Nevada courts and child welfare agencies have now outpaced the national median, which is 32.4 months.

The CICs have become important information conduits between agencies within and among courts. All CICs have been trained in the new SAFE (Washoe and Rural Counties) or SIPS (Clark County) child welfare practice models. The DCFS asked CIP's and the CICs' input into developing their Federal Child and Family Services Plan (CFSP - 5 year strategic plan). Each CIC received statewide statistics on outcome and indicator performance and systemic factors, as well as their local CY 2013 court timeliness measures and FFY 2013 permanency composite scores from which they could choose to develop measurable objectives to be included in the CFSP.

In preparation for the CIC Summit, October 2 and 3, 2014, the National Council of Juvenile and Family Court Judges (NCJFCJ) surveyed the CIC team members to identify possible topics and measure the impact the previous Summits have had on the judicial districts. The majority of the respondents (80%) expressed a desire to focus on quality hearing practices with a close second (63%) interested in strategies to improve timeliness and time to permanency.

Due to this strong interest in the principles of quality hearings, CIP submitted an application to the National Resource Center for Legal and Judicial Issues for technical assistance to undertake a quality hearing practice project. NCJFCJ will be conducting court observations and constructing baseline data for each of the courts for use at the CIC Summit.

## **Data Exchange**

The key to the CICs' success is to keep them fully and regularly informed about the progress they are making by providing them with their own data in a useable format. To that end, one of CIP's data exchange projects, the Centralized Case Index, will enable near real-time court timeliness reporting through an integrated dashboard.

As part of the CIP continual quality improvement efforts, in 2013 CIP embarked on a mission to provide a consolidated view of critical information from a court case management system (CMS) and UNITY (the statewide dependency and neglect CMS). A proof-of-concept (POC) system has been developed that combines information from the 2<sup>nd</sup> Judicial District Court's CMS and UNITY. This POC was designed to prove that:

- Case and case party information from multiple sources can be combined into a single data store and provide a consolidated view of case information;
- Timeliness reports can be generated on-demand through a browser based system and presented to the user in an easily understandable format.

Since the POC successfully accomplished both of these objectives; CIP is moving these capabilities into a fully productionalized system, the Centralized Case Index.

Not only will judges eventually be able to obtain aggregate data reports in dashboard-like format, they will be able to drill down to get case specific information. The intention is to provide a continuous feedback loop to the courts and CICs on how they are doing to help them determine where they may wish to focus additional efforts.

## **Statewide Collaborative on Education**

The Policy and Planning Group of Nevada's Collaborative on Education has implemented the majority of the first phase of its strategic plan. A protocol to ensure students remain enrolled in their same school, if in their best interests, has been drafted. A best interest decision-making process has been created. The Nevada Department of Education has provided each school district with guidance concerning the definition of "awaiting permanent placement". Federal funding streams are being explored to assist with school transportation costs.

A checklist has been drafted for child welfare and the school that identifies the specific action steps needed for foster youth to be immediately enrolled in a new school and to begin classes promptly. The homeless liaisons in the schools are serving as the schools' foster child advocates, as well. A pilot project is being developed in one of the school districts in which child welfare will be able to directly inform the schools when a child becomes a foster child or a foster child moves into their district or a new school. This model, if successful, will be replicated throughout the state eventually.

A joint letter from the Nevada Division of Child and Family Services and the Nevada Department of Education on the Uninterrupted Scholars Act of 2013, similar to that which the federal Secretaries of Health and Human Services and Department of Education sent to the states, has been drafted and is awaiting signatures. This letter directs schools and child welfare to share information about foster children. It also verifies that it is the position of both agencies that the ACT applies to all children in the legal custody of a child welfare agency.

A Data Subcommittee was convened to identify educational data elements currently available, where the information is located, and its strengths and weaknesses. The pilot project mentioned above will help address data accessibility, as well.

## **Dependency Mediation**

As part of the CIP continual quality improvement efforts, the NCJFCJ completed a process evaluation of dependency mediation in the 5<sup>th</sup>JD and an outcome evaluation of the dependency mediation program in the 2<sup>nd</sup>JD. The results of the process evaluation demonstrate that the dependency mediation program in the 5<sup>th</sup>JD has had a successful start. Although only 10 mediations have been held, all ten have resolved with agreements. There is a general perception from both parents and stakeholders that mediation is a helpful tool to move cases forward. Parents felt that they were listened to, their opinions were respected, and that they were part of the decision-making process. The stakeholders found mediation increased parental engagement and provided an alternative to litigation while not increasing their workload.

Key findings from the 2<sup>nd</sup> JD's assessment indicate that mediated cases are more likely to result in reunification of the children with their families when compared to non-mediated cases (88% to 50% reunified). 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 (72% to 50%).

Mediation expanded into the western, rural judicial districts (3<sup>rd</sup> and 10<sup>th</sup> JDs) and the Washoe Tribe held three successful dependency mediations. The 9<sup>th</sup> JD has asked their court's Family Mediation Services to mediate dependency cases as well.

## **Court Order Guides**

The court order template project has been CIP's primary initiative to help court's improve their processing. The National Center for State Courts has been working with a statewide collaborative to create dependency court order templates which the courts may use as guides to ensure inclusion of appropriate language for judicial determinations regarding contrary to the welfare of the child, reasonable efforts to prevent removal, and reasonable efforts to finalize the permanency plan.

Several members of the CIP Select Committee and the Nevada judiciary have provided the consultant guidance. As a result, 9 court order templates were developed; one for the 72 hour hearing and two for each of the remaining dependency hearings (one in which the Indian Child Welfare Act (ICWA) did and one in which ICWA did not apply). The Collaborative is in the process of a final review before releasing them statewide to be used as guides by those courts wishing to do so.

## Court Improvement Program Strategic Plan

The focus of the Nevada Court Improvement Program's strategic plan is on the following three basic categories:

1. Building a statewide infrastructure and capacity by:
  - developing data sharing capabilities,
  - enhancing data collection,
  - increasing attorney, judicial, and other stakeholder knowledge and expertise;
2. Improving court function by:
  - creating court order template guides,
  - enhancing hearing quality, including ICWA implementation, and
  - improving court timeliness; and
3. Contributing to overall system reform through:
  - continual quality improvement efforts,
  - supporting implementation of mediation programs,
  - piloting other court best practices,
  - advocating for collaboration among child welfare and education agencies and the courts, and
  - participating in federal review processes.

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: August 26, 2014

Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

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

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

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

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

√ Capacity Building

√ Court Function Improvement

Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Underwrite new District Court/ Dependency Court	Training Grant	CIP Staff CIP Select Committee	June 2014 Judge Egan Walker	As a result of participation in CANI, new judges return to	New Dependency Court Judges gain an increased	CIP Select Committee's Certificate 7 report	Each participant will report to the CIP Select Committee



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Judges and Masters participation in NCJFCJ Child Abuse and Neglect Institute		Judiciary	<p>attended CANI and reported to the CIP Select Committee in July 2014</p> <p>June 2013</p> <p>Justice Fairbanks, Master Andrew Mierins, and Judge Guiliani attended CANI and Master Mierins and Justice Fairbanks reported to the CIP Select Committee in July 2013</p> <p>FFY 2012</p> <p>Judge Porter attended and reported to CIP Select Committee in July 2012 on this outstanding educational opportunity</p>	<p>judicial district prepared to implement best practices in dependency court</p> <p>Judicial decision making enhanced</p>	understanding of the complexities of child welfare matters	from judicial participants	on the Institute and identify projects/ resources that would improve Nevada’s child welfare system
Fund other training	Training Grant	CIP Staff	On-going	Participation of child	Increased interest	CIP Select	Each participant will

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
opportunities for the judiciary and child welfare system stakeholders such as Model Courts All-Sites Conference, NCJFCJ's National Conference on Juvenile and Family Law, ABA National Conference on Children and the Law, the NACC National Child Welfare, Juvenile, Nevada Family Law Jurisdiction Conference, or other such conferences supportive of court improvement best practices that could be transplanted to Nevada		CIP Select Committee Child Welfare Agencies System Stakeholders	FFY 2013 New Judges Fairman and Young, & Master Mierins to Institute for New Juv. & Family Ct. Judges 4/7-12/13 FFY 2012 K. Malzahn-Bass & Judge Schumacher to "Child Welfare, Ed, and Courts"  Judge Sullivan to NV Ed. Summit  K. Sabo to 35 <sup>th</sup> Nat'l. Child Welfare, Juv., and Family Law Conf.	welfare and dependency court stakeholders in at least 3 national conferences and sharing of best practices with those who were not able to attend. Selection will be based upon timing of application.	among child welfare stakeholders in implementing multi-disciplinary best practices across the child welfare system	Committee's Certificate 7 report from training participants	report to the CIP Select Committee on the conference and identify projects/resources that would improve Nevada's child welfare system
Fund up to 6 attendees at the Annual Federal CIP Meeting	Training Grant Basic Grant	CIP Coordinator CIP Select Committee Members or their reps	FFY 2014 Judge Porter, Betsey Crumrine	Participation in Annual CIP Meeting to enhance the understanding the direction of CIP and	Up to 6 stakeholders will attend the Annual CIP Meeting	CIP Select Committee's Certificate 7 report from training participants	Participants will report to the CIP Select Committee on the Annual CIP Meeting and

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			<p>(DCFS), K Malzahn-Bass (CIP) 4/28-29/14</p> <p>FFY 2013 Judges Schumacher and Montero, Eboni Washington (CCDFS), Jan Fragale, (DCFS), K. Malzahn-Bass 5/1-3/13</p> <p>FFY 2012 Judge Schumacher K. Schiller, L. Ruiz-Lee, J. Marano, K. Malzahn-Bass June 26-29, 2012</p>	<p>expectations from the Federal perspective. If opportunity presents itself, learn what other states' are doing in terms of best practices.</p>			<p>identify projects/resources that could improve Nevada's child welfare system</p>
<p>Fund a team from Nevada to attend the Judicial Leadership Summit on the Protection of Children sponsored by the National Center for State Courts</p>	<p>Training Grant</p>	<p>CIP Representatives</p>	<p>FFY 2013</p>	<p>Nevada's participation in Judicial Leadership Summit on the Protection of Children</p> <p>State Action Plan Revisions, training, or other materials from Summit</p>	<p>Nevada's team will return with revised action plan containing pertinent best practices for implementation</p>	<p>CIP Select Committee's Certificate 7 report from training participants</p>	<p>Judicial Leadership Team will report to the CIP Select Committee on the Summit and identify projects/resources that could improve Nevada's child welfare system</p>
<p>Send up to two foster</p>	<p>Training Grant</p>	<p>CIP Staff</p>	<p>FFY 2013</p>	<p>Participation in</p>	<p>Up to 2 youth will</p>	<p>CIP Select</p>	<p>Each participant will</p>

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
youth to a national conference sponsored by the Children’s Bureau to learn more about the CIP process, gaps in services, well-being of foster children, and improving outcomes for youth		CIP Select Committee Child Welfare Agencies	D. Jackson unable to attend as planned	National Youth Conference to learn about best practices to fully engage youth in the court process. Selection based upon timing of receipt of application	bring suggestions to the statewide and local youth advisory boards on how to improve youth participation in court, and the well-being and outcomes for foster children	Committee’s Certificate 7 report from training participants	report to the CIP Select Committee on the conference and identify projects/resources that would improve Nevada’s child welfare system
In partnership with DCFS, request technical assistance from National Resource Center on Legal and Judicial Issues to conduct a judicial training on the <i>Child Safety Model: A Guide for Judges and Attorneys</i> as part of the larger effort to implement the safety guide into court practice throughout the state	Training Grant	CIP Staff CIP Select Committee Child Welfare Agencies Judiciary National Resource Center on Legal and Judicial Issues	FFY 2014 Clark County exploratory with legal partners 3/10-12/14 in LV FFY 2013 Completed Exploratory took place in Reno 9/25-26/12, in LV 9/27-28/12	CIP Planning Subcommittee established  Apply for TA  Send save the date to judges  ID training location  Conduct training	35 judges and masters who handle child welfare cases trained on the Child Safety Model	Training participant and program evaluation	Summary of evaluations received from participants will be reviewed by the CIP Staff and Select Committee, as well as DCFS Staff
Conduct discussion and training on principles of quality dependency court hearings	Training Grant	CIP Staff CIP Select Committee NCJFCJ State Judicial Team Judge Rubin	10/2-3/14	CIP Planning Subcommittee established  Finalize scope of work and contract with NCJFCJ  Announce in CIP Newsletter  Send save the date to judges	Facilitated discussion w/10 Judicial District judicial officers  10 CIC Teams trained on the scope of quality dependency hearing practices, hearing assessment results, and using court data to create CIC action	Training participants and program evaluation	Summary of evaluations received from participants will be reviewed by CIP Staff and the Select Committee, as well as DCFS Staff  CIC Action Plan implementation status

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
				Determine curriculum and faculty ID training location Register participants & Judicial Officers Conduct training	plans		
In partnership with DCFS, CCDFS, and WCDSS conduct training on implementation of child safety model from the legal perspective	Training Grant	CIP Staff CIP Select Committee DCFS, CCDFS, WCDSS, NCJFCJ	10/10-11/13 Completed	CIP Planning Subcommittee established Finalize scope of work and contract with NCJFCJ Send save the date to judges Determine curriculum and faculty ID training location Conduct training	10 CIC teams trained on implementing child safety decision making from the legal perspective and court order templates	Training participants and program evaluation	Summary of evaluations received from participants will be reviewed by CIP Staff and the Select Committee, as well as DCFS Staff
In partnership with the Inter-Tribal Council of Nevada (ITCN) investigate the interest and possibility of creating a Tribal CIC	Basic Grant	CIP Staff CIP Select Committee ITCN	October 2015	Create Tribal CIC Planning Subcommittee Present concepts to ITCN Document feasibility and desirability of a Tribal CIC	Communication about Tribal CIC	Subcommittee discussions and meetings	Documentation of decisions regarding feasibility and interest in a Tribal CIC with recommendations for next steps

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

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

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

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

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

√ Capacity Building      √ Court Function Improvement      √ Systemic Reform

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

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



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
automated NIEM-based court event notification data exchange		Committee					Committee updated regularly  CIP Select Committee updated at quarterly meetings
Pilot NIEM court event notification exchange implemented in initial judicial district	Basic and Data Grants	NCSC CIP Coordinator AOC IT Consultant Courts Partner Agencies	January 2015 Dependent upon DCFS's schedule to prep UNITY to receive. Court is prepared to push data	Eliminate hard-copy delivery of court event information  Reduce multiple, sometimes inconsistent sources of hearing data  Decrease staff workload and increase time savings  Daily hearing information update on UNITY's Hearing Screen from Odyssey  Accurate hearing information available to CCDFS permanency staff and DAs in UNITY; thereby reducing the number of calls to the Court and the DA  Improve data quality for the outcome timeliness measures  Establish an	Approximately 85% of the hearing information in UNITY is accurate and up-to-date	Bi-weekly NCSC progress report  Survey of parties using the data exchange	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly  CIP Select Committee updated at quarterly meetings  Report in CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
				environment of data-sharing  UNITY court action codes listed  Odyssey court action codes identified  Clark County Court Clerk agrees to enter UNITY case number when case is created  8 <sup>th</sup> JD implements nightly data extract with court hearings for open dependency and neglect cases  8 <sup>th</sup> JD and UNITY identify a shared folder to place the data extract from the court  DCFS implements an application to consume the court hearing messages generated from the court			
Develop standardized dependency court minutes format to summarize key information about a dependency court event in a consistent	Basic Grant Training Grant	NCSC CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	Within four months of project contract execution Contract executed	NCSC reviewed project approach and judicial expectations  Data collected on examples of current court minutes and	Contract between Nevada AOC and NCSC executed to provide standardized court minute format	Bi-weekly NCSC's progress reports  Action plan for testing and evaluating court minutes format	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
manner in the 8 <sup>th</sup> JD			and draft minutes to be reviewed 9/19/12  Completed	those from other states  Relevant statutes and court rules evaluated			CIP Select Committee updated at quarterly meetings  Report in CIP Annual Progress Report
Court minutes format piloted and tested	Basic Grant Training Grant	NCSC CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	January 2013  As a result of court reorganization in the 8 <sup>th</sup> JD, this project was put on hold	NCSC collected feedback about court minutes format  NCSC revised court minutes format		Bi-weekly NCSC's progress reports  Audit results on quality of court minute format	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly  CIP Select Committee updated at quarterly meetings  Report in CIP Annual Progress Report
Finalized court minutes format implemented in 8 <sup>th</sup> JD  Process improvement will be tracked per CQI (Continual Quality Improvement) process described in the executive summary	Basic Grant Training Grant	NCSC 8 <sup>th</sup> JD IT CIP Coordinator Consultant Courts and Partner Agencies as part of a work group	End of FFY 2013  As a result of court reorganization in the 8 <sup>th</sup> JD, this project was put on hold	Court minutes format utilized by 100% of 8 <sup>th</sup> JD court clerks for dependency cases  Format, timeliness, and quality of 8 <sup>th</sup> JD court minutes are consistent  CCDFS Records staff consistently interprets court minutes into UNITY's "court action"	100% of court events documented on new court minutes format	Bi-weekly NCSC's progress reports	Judicial District's Data Exchange Executive Committee updated regularly and adjustments made accordingly  CIP Select Committee updated at quarterly meetings  Report in CIP

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

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

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: August 26, 2014

Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

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

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

**Measurable Objective:** As a result of the collaborative efforts among the courts and the executive branch agencies, joint actions are taken to implement PIP, IV-E Review, and Court Improvement Council (CIC) action plan strategies to help bring increased educational stability to the State's foster children during FFY 2014-2015

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

√Capacity Building

√Court Function Improvement

√Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
meetings related to CFSR, PIP, and IV-E Review		Federal Team		CFSP, and CFSR court related goals T/TA & CIP conference calls Regular meetings with DCFS managers & supervisors, SQIC Committee, SQIC Data Subcommittee, CFSP Committee, CFSR Committee, and CIP contributions to APSR			
CIP fulfills court's portion of the PIP recommendations where appropriate and offers agencies assistance to accomplish other PIP and IV-E report strategies	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS Other partners such as the courts Federal Team	On-going Executed contract & change order work with NCSC to help develop court order template guides	Court related portions of PIP succeed and fully implemented  CIP provides updated information about the CICs and their action plan implementation. CIP assists with PIP implementation  CIP Staff meets quarterly with DCFS managers and supervisors to share progress and challenges	CIC Action Planned interventions implemented	PIP follow-up reports and other documents reflecting CIP participation in child welfare system improvements	CIP report on CIC progress will be shared with agency partners to be included in federal quarterly reports and will be included in the CIP Annual Progress Report
Align CIP and CFSR, PIP, IV-E Review, and CFSP goals, CQI	Basic Grant Training Grant Data Grant	CIP Staff DCFS WCDSS CCDFS Other partners such as the courts Federal Team	On-going	CIP strategic plan is designed and implemented around CFSR, PIP, and IV-E Review goals, action steps, and benchmarks	CIP strategic and business plans are formulated including input from all key stakeholders in child welfare and court systems	CIP strategic plan Nevada DCFS Gap Analysis Nevada CQI Framework	CIP will include results in Annual Progress Report  DCFS SCQI Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		10 Judicial CICs	Completed June 2014	<p>CIP CQI framework embraces and complements the National Child Welfare Resource Center for Organizational Improvement (NCWRCOI) framework utilized by DCFS to become the Nevada CQI framework</p> <p>10 Judicial CICs informed by Jan Fragale of CFSP and data</p> <p>CICs discuss and contribute to CFSP</p> <p>CIP compiles contribution and submits to DCFS</p>	<p>Revised CIP CQI framework</p> <p>Measurable court objectives and interventions submitted to DCFS and included in child welfare's 5 year strategic plan (CFSP)</p>	CFSP submitted document	<p>Report to CIP Select Committee</p> <p>Jan Fragale, DCFS, update CICs on CFSP implementation status</p>
Inform court personnel , judiciary, legal representatives, and Inter-Tribal Council of Nevada about child welfare legislation passed in the 2013 Nevada Legislative session per DCFS request	Basic Grant Training Grant Data Grant	CIP and AOC Staff DCFS WCDSS CCDFS Other partners such as the courts and ITCN	September 2013 by J. McCormick  November 2013 to ITCN Conference	Link to legislative review provided on CIP Website  Synopsis of child welfare related 2013 legislation provided to each judicial district, court personnel, legal representatives, and tribes	All dependency court judiciary are aware of changes in NRS relating to child welfare	Query judiciary concerning their awareness of new NRS	CIP will include results in Annual Progress Report and share with agency partners
Collaborate with the Nevada Department of Education, DCFS, WCFSS, and CCDFS to enhance educational	Basic Grant Training Grant Data Grant Technical Assistance	CIP Staff DCFS WCDSS CCDFS DOE	On-going NV Ed Summit held 2/21/12	Organizational meeting of key stakeholders held in February 2012	Increased collaboration among Nevada Department of Education, CIP,	Number of meetings held  Number in attendance from	CIP will include results in Annual Progress Report and share with agency partners

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
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)		Other partners such as the courts	NV featured on national webinar 4/9/12  NV Ed Strategic Plan Distributed for full committee review  Completed 4/10/13  Completed  June 2015  Dec 2015	Multi-disciplinary task force created to improve educational stability and outcomes for children in foster care  Core values and subcommittee structure established for ongoing work of committee  Factors to address educational stability will be determined at the Education Summit  Meetings held and attended by representatives from each agency  Apply for TA from the National Resource Center on Legal and Judicial Issues( NRCLJI)  Educational Collaborative's Strategic Roadmap revised  Incorporation of practice, policy, or procedure changes and CQI plan for monitoring implementation and outcomes	DCFS, WCFSS, and CCDFS to achieve educational stability in Nevada's foster child population      Interagency collaboration to improve education outcomes for youth in care  Develop policy and procedure addressing issues regarding educational stability and continuity of instruction for NV foster children  Recommendations for addressing educational needs of foster children/youths	each agency  Information from NRCLJI  UNITY includes screens for school placements by JD and County	Monthly conference calls of P&P Group      On-Site meeting with Collaborative and NRCLJI



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>Inventory availability &amp; accessibility of necessary data elements</p> <p>Assess the quality of the data available through audits of case files and other mechanisms</p>			April 2015	Collaborative subcommittees and the Policy and Planning Group affect policy and day to day operations	Institutionalize and measure these outcomes to gather appropriate data		
			June 2014	Independent evaluation by NCJFCJ Data subcommittee created and meets with Alicia Summers	Pilot project in Washoe County initiated	Infinite Campus, School District CMS	Independent Evaluation Report by NCJFCJ
			Nov 2014	Matrix of data elements and values including information on availability & accessibility of data elements from court CMS, UNITY, Infinite Campus, etc.	Educational data elements and their sources identified	UNITY, NDE, other CMSs	Data collection goals, measures, options and baseline options from NCJFCJ
			March 2015	Written report on status (availability, access, and reliability) of data elements from which to build a baseline including the breakdown of data comparing the different types of data, identifying strengths, changes, and underlying issues	Strengths and weaknesses of current data collection efforts determined		Written report, presentation, and discussion with P&P and CIP Select Committee on limitations to interpretation
					A comprehensive list of all data elements by source, availability and accessibility		
					A written plan for improving data quality as necessary		Written report, presentation, and discussion with P&P and CIP Select Committee to understand challenges and develop solutions
Collaborate with our	Basic Grant	CIP Staff	On-going	CIP is regularly	Improved time to	CFSR and court	CIP will include

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Tribal Communities to assist with the implementation of ASFA and Fostering Connections principles	Training Grant Data Grant	DCFS WCDSS CCDFS DOE Tribal Communities	ITCN Convention 11/16/12 – CIP sponsored keynote by Judge Thorne Completed Completed 7/22/13  <b>Completed</b>	represented at the statewide quarterly ICWA committee meetings, Inter-Tribal Council of Nevada  Receive Proposal for Dependency Mediation in Washoe Tribal Court Pilot Dependency Mediation with Washoe Tribal Court  Independent evaluation conducted by NCJFCJ	permanency for cases involving Native American Children   <b>2 cases mediated</b>  75% of mediations reach full or partial agreement  75% of cases that reach agreement result in reunification or guardianship  Collect Tribal Court data to establish a baseline to determine if 50% time reduction in subsequent court hearings or trials occurs	outcome measures     Mediation data sheets  Tribal Court records	results in Annual Progress Report and share with agency partners     Quarterly program reports    Independent evaluation report by NCJFCJ

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

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**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

Capacity Building       Court Function Improvement       Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>conferencing and other technology to improve timeliness of and facilitate full participation in dependency hearings</p> <p>Provide video conferencing equipment to Washoe County Public Defenders' Office to facilitate statewide education of Pro Bono parents' and children's attorneys</p>		<p>Committee Child Welfare Agencies Judiciary and Court Staff</p> <p>CIP Staff CIP Select Committee WCPD, LACSN, Private Attorneys, Judiciary</p>	<p>completed September 2012</p> <p>Second installation to be completed August 2015</p> <p>Sept 2015</p>	<p>capability installed in dependency courts throughout the state and/or in caseworker desktop computers as are approved by the Supreme Court Rural Courts Video-Conferencing Commission</p> <p>Video conferencing capability installed in WCPD's conference room</p>	<p>will be measured once we have our baseline of court timeliness outcome measures</p> <p>5 CLEs per year 50 attorneys registered to attend pro bono training 25 Attorneys trained to provide pro bono services to both parents and children involved in dependency cases in the 2<sup>nd</sup> JD and throughout the rural judicial districts</p>	<p>and/or DCFS for specific regions</p> <p>Registrations and training evaluations</p>	<p>Progress Report</p> <p>Quarterly program reports</p>
<p>Investigate methodology to facilitate tribal attendance at ICWA hearings throughout the State</p>	<p>Data Grant</p>	<p>CIP Staff CIP Select Committee Child Welfare Agencies Judiciary, Court and Tribal Court Staff</p>	<p>October 2015</p>	<p>AOC IT determine feasibility and cost of video conferencing between state and tribal courts</p> <p>ITCN and tribal response to inquiry concerning interest and desirability of technical solution</p>	<p>Communication about the need to improve tribal and expert witness attendance at ICWA hearings</p>	<p>AOC IT Report</p> <p>ITCN and tribal responses</p>	<p>Quarterly reports to CIP Select Committee</p>

**Narrative:** *Description of status of project as related to the outcome upon onset of funding.* Video conferencing capabilities have been installed in nine of our District Courts to date. We have received no proposals to apply for FFY 2012 funds. Tribal courts, tribes, and expert witnesses have difficulty attending ICWA hearings in other parts of the State. Some technical solution may be available to resolve this geographical challenge.

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Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

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**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.*

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

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

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

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

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

- Capacity Building       Court Function Improvement       Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Print and distribute ICPC checklist and/or bench cards	Training Grant	CIP Staff CIP Select Committee	February 2012 Completed	All dependency court judges and masters receive ICPC checklist	Facilitate judicial negotiation of ICPC processes and		CIP Select Committee at quarterly meeting

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		Child Welfare Partners AOC Judicial Ed		and/or bench cards	regulations		
Brief survey of judges to assess if they find the ICPC information useful	Training Grant	CIP Staff CIP Select Committee Child Welfare Partners AOC Judicial Ed	September 2014	Feedback from the judges concerning the usefulness of the ICPC checklists and/or bench cards		Judicial survey	CIP Select Committee at quarterly meeting  CIP will include results in Annual Progress Report
Provide ICPC training to judges at the 2012 Annual Nevada Family Jurisdiction Judges Conference	Training Grant	CIP Staff CIP Select Committee Child Welfare Partners AOC Judicial Ed	March 2012 Completed K. Malzahn-Bass facilitated session	DCFS ICPC subject matter expert, Shannon Foster, and DAG, Andrea Nichols, introduce changes in ICPC regulations during a session at the Nevada Family Jurisdiction Judges 2012 Annual Conference	The majority of the 17 judges and masters handling dependency cases who attend the Family Jurisdiction Judges Conference participate in the ICPC training	Conference ICPC session evaluation	CIP Select Committee at quarterly meeting  CIP will include results in Annual Progress Report
Identify and evaluate for Nevada's use existing web-based training for judges and DCFS on effective use of ICPC  ICPC segment included in Specialized Attorney Training Series	Training Grant	CIP Staff CIP Training Committee Agency partners AOC Judicial Ed NCJFCJ	On-going  Dec 2014	Introduction of appropriate web-based training	Evaluation indicates increased understanding of ICPC	Training evaluations  Pre and post-tests embedded within the course  Test results Participant evaluations	CIP Select Committee at quarterly meeting  CIP will include results in Annual Progress Report  Pre & Post Training Evaluation report from NCJFCJ

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

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

**Outcome #6: Dependency court orders standardized by producing court order template guides to the courts, child welfare, and district attorneys’ offices**

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

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

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

√Capacity Building                      √ Court Function Improvement                      √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, “ongoing”.</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Identify and contract with an expert to assist CIP in	Basic Grant Data Grant	CIP Staff DCFS WCDSS	March 2012 Completed Contract	Contract with court order expert	Positive response from the majority of the 10 judicial	Contract with court order expert executed by AOC	Recommendation by CIP Grants Committee to



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
developing court order templates		CCFSS AG DA PD NCSC Dependency Court Judges	executed	Inform judiciary in all 10 judicial districts about the project being undertaken	districts	and expert	approve contract  CIP Select Committee approves contract
Review current court orders from district courts to determine which types of court orders could benefit from templates	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges	May 2012 Completed	Compilation of court order types for which templates would be useful and are appropriate		List of types of court order templates to be developed  Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting  Judiciary in all 10 judicial districts
Review all pertinent data: most recent IV-E Review reports, IV-E contracts, DCFS's docs re: SSI adoption subsidies, DCFS's docs re: ICPC procedures, court order examples, relevant statutes and court rules, national court order requirements	Basic Grant Data Grant	Work group composed of: CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Representatives Expert Consultant	June 2012 Completed	NCSC communicated with judicial and court personnel re: current data entry methods and requirements  Data collected and compiled  National requirements for court orders researched and reported to work group  Legal research on compliance addressing due process, ex parte and any privacy issues		Bi-weekly NCSC's progress reports  Legal analysis, including ex parte considerations	Court order work group  CIP Select Committee at quarterly meeting  Judiciary in all 10 judicial districts
Develop court order template bench-guide	Basic Grant Data Grant	Work group composed of: CIP Staff	July 2013 Completed 7/2013	NCSC communicated with judicial and court personnel re: current	Consistent bench-guide and court order templates for		Court order work group

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Representatives Expert Consultant		data entry methods and requirements  Data collected and compiled  National requirements for court orders researched and reported to work group  Legal research on compliance addressing due process, ex parte and any privacy issues	use across the state to inform dependency court orders		CIP Select Committee at quarterly meeting  Judiciary in all 10 judicial districts  Subcommittee Meetings
Per IV-E Review recommendations, develop court order templates containing appropriate language for judicial determinations regarding contrary to the welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency plan in effect, including judicial determinations that reasonable efforts are not required on a case-by-case basis	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Representatives Expert Consultant	Dec 2012 Completed March 2013	Court order templates developed as IEPD compatible Word documents  Opportunity for judicial input provided	Majority (51%) of dependency court judges provide input	Response from judiciary re: draft templates  Bi-weekly NCSC's progress reports  Subcommittee Meetings	CIP Select Committee at quarterly meeting  Judiciary in all 10 judicial districts, child welfare eligibility  Subcommittee Meetings  CIC Summit
Per CIC action plans, create court order templates reflecting the DCFS Adoption	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS	Jan 2013 Not completed because	Court order templates developed as IEPD compatible Word documents	Majority (52%) of rural dependency court judges provide input	Response from judiciary re: draft templates	CIP Select Committee at quarterly meeting

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Unit's new practice of moving forward with the adoption process prior to receiving the determination of the SSI subsidy with the intention of adjusting the subsidy contract when the determination is received		AG DA PD NCSC Dependency Court Judges Expert Consultant	DCFS changed its approach and this was no longer needed in the rural court orders	Opportunity for judicial input provided		Bi-weekly NCSC's progress reports	Judiciary in all 10 judicial districts
Per CIC action plans, create court order templates including appropriate ICPC language to expedite the permanency process	Basic Grant Training Grant	CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Expert Consultant	Feb 2013 Completed June 2013	Court order templates developed as IEPD compatible Word documents  Opportunity for judicial and child welfare input provided	Majority (51%) of rural dependency court judges provide input	Bi-weekly NCSC's progress reports  Calls and emails with subcommittee members	Subcommittee Meetings  CIC Summit
Create court order templates including appropriate ICWA language to expedite permanency process	Basic Grant Training Grant	CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Expert Consultant	August 2013 Completed	Court order templates developed as IEPD compatible Word documents  Opportunity for judicial and child welfare input provided	Majority (51%) of dependency court judges provide input	Calls and emails with subcommittee members	Subcommittee Meetings  CIC Summit
Introduce court order templates and bench-guide	Basic Grant Date Grant Training grant	CIP Staff DCFS WCDSS CCFSS	Oct 2013 Completed	NCSC presents the court order templates and bench guide to the 10 judicial district	All CIC Summit participants have an increased understanding of	Response from participants and surveys	CIC Evaluation report from NCJFCJ

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		AG DA PD NCSC Dependency Court Judges Expert Consultant		CICs	the court order templates and bench guide		
Test court order templates in local courts	Basic Grant Training Grant Data Grant	Dependency Court Judges	Dec 2013 Actual testing did not occur because templates not acceptable	Results of court order template test received from an urban and two rural district courts		Response from judiciary re: test of templates  Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting  CIP Annual Progress Report
Revise court order bench guide templates as needed	Basic Grant Data Grant	CIP Staff DCFS WCDSS CCFSS AG DA PD NCSC Dependency Court Judges Expert Consultant	May 2014  July 2014  August 2014  Sept 2014  Oct 2014	NCSC issues contract change order to revise court order bench guide templates  Court order subcommittee reviews and discussions 9 draft court order templates  Draft templates review by core subcommittee group  Final drafts released for review and comment  Presentation of		Response from judiciary re: final draft of court order bench guide templates  Bi-weekly NCSC's progress reports  Final court order template guides	CIP Select Committee at quarterly meeting        Judiciary in all 10 judicial districts

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			May 2015	template guides to Judiciary in all 10 judicial districts  Finalized court order bench guide templates available for final judicial review by all 10 judicial districts			
Administrative Docket action by the Nevada Supreme Court to approve the court order bench guide templates for use if necessary	Basic Grant Data Grant	CIP and other AOC Staff CIP Select Committee Nevada Supreme Court	When docketed by Nevada Supreme Court, if necessary	Court order bench guide templates approved for publication and distribution, if necessary		Order from the Nevada Supreme Court, if necessary	CIP Select Committee at quarterly meeting  Judiciary in all 10 judicial districts
Train judges, district attorneys, and child welfare agencies on the use of the court order bench guide templates	Training Grant	CIP and other AOC Staff Dependency Court Judges Expert Consultant	Following Nevada Supreme Court order	NCSC created and provided training module and communication plan  Dependency judges throughout the state have been trained on the use of the court order bench guide templates	Majority (51%) of rural dependency court judges trained, and all informed of the court order bench guide templates	Training evaluation from District Court Judges  Bi-weekly NCSC's progress reports	CIP Select Committee at quarterly meeting  CIP Annual Progress Report
Provide information and court order bench guide templates on CIP website and in UNITY	Basic Grant	CIP Staff	Following Nevada Supreme Court order	Court order bench guide templates uploaded to CIP website, into UNITY and distributed to each of the judicial districts	Majority of dependency court orders contain appropriate documentation of judicial determination	Next CFSR and IV-E Review	CIP Select Committee at quarterly meeting  CIP Annual Progress Report  2014 and 2017 IV-E Review findings

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

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**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

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

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

√Capacity Building                      √ Court Function Improvement                      √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Create ways for judges, attorneys, and other stakeholders to make their training needs known.  Identify annual and periodic training goals and priorities	Training Grant	CIP Staff Agency partners Others	On-going Survey conducted 2/12 to identify follow-up training to CIP conference	Respond to training needs of judiciary, legal community, partner agencies and others		Stakeholder trainings, DCFS requests, CIC requests	CIP Select Committee informed at quarterly meetings
Identify existing judicial trainings on state and federal legislative requirements and issues related to	Training Grant	CIP Staff Agency partners Judiciary Others	On-going	Respond to training needs of judiciary, legal community, partner agencies and others		Stakeholder trainings, DCFS requests, CIC requests	CIP Select Committee informed at quarterly meetings



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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
implement a plan for distance learning opportunities		CIP Select Committee	2012 Not completed because shifted to Moodle and purchased Site Ground license to host attorney training series May 2013	license  Develop distance learning pilot	purchased  Program pilot developed  Increased numbers trained as compared to numbers trained prior to pilot	pilot participants	Committee at quarterly meeting  CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

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Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

**Outcome #8: Administration of justice in child welfare cases improved through such pilot projects as dependency mediation, court case coordinators, and/or other similar projects is improved. Improved timeliness to permanency – decreased time to termination of parental rights (TPR) and time between termination and adoption consistent with CFSR and PIP.**

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

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

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

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
local pilot program goals and priorities		CIP Select Committee	Completed February 2012 Completed	posted on CIP website			Committee quarterly meetings
Announce grant fund availability and request project proposals	Basic Grant	CIP Staff CIP Select Committee Grant Award Committee CIP Select Committee	March 2012 Completed  On-going	Announcement posted on CIP website			CIP Select Committee quarterly meetings
Receive and review project proposals and award funding	Basic Grant Training Grant	CIP Staff CIP Select Committee Grant Award Committee CIP Select Committee	On-going Proposals received from Waterhole for 2 <sup>nd</sup> JD data exchange and determining feasibility of centralized case index, NCJFCJ for CQI tech support, evaluation of mediation programs, & CIC Summit, M. Crowley on behalf of Washoe Tribe, Nye County DA for 5 <sup>th</sup> JD Mediation, Tri-County	CIP Grants Committee requested to review proposals for funding recommendation  Award funding for best practices CICs have determined to be necessary to enhance processing of dependency cases in their judicial district	Funding process is more targeted based upon best practices to address JD's specific barriers to timely case processing	CIP Grant Awards Committee Recommendation	CIP Select Committee vote

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			CASA, Rural, 2 <sup>nd</sup> and 5 <sup>th</sup> JDs mediation programs, 10 <sup>th</sup> JD CASA, Waterhole to productional ize CCI, received				
<p>Design dependency mediation program with the 8<sup>th</sup> JD combining ERP, facilitated petition, and safety team facilitator</p> <p>Implement program</p> <p>Review and adjust implementation per CQI process outline below using timeliness baseline and quarterly reports</p>	<p>Basic Grant Training Grant Data Grant</p>	<p>CIP Staff Model Court Liaison CIC members 8<sup>th</sup> JD Dependency Mediation Program Administrator</p>	<p>Oct 2012 Completed</p>	<p>Dependency Mediation implemented in the 8<sup>th</sup> JD</p> <p>Training of stakeholders</p> <p>Manual with policies and procedures</p> <p>Collaboration among child welfare professionals</p> <p>Apply performance outcomes to system</p> <p>Continued and marked improvement in performance</p>	<p>Increase the proportion of permanency hearings held within statutory timeframes (page 26-28, 2010 CFSR Final Report)</p> <p>Increase the number of referrals</p>	<p>SACWIS (UNITY) CFSR</p> <p>Quarterly narrative and data reports to CIP as part of contract requirement</p>	<p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
<p>Evaluate process implementation, customer satisfaction, and impact of implementation of</p>	<p>Basic Grant Training Grant Data Grant</p>	<p>CIP Staff Dependency Mediation Staff Judiciary &amp; Staff NCJFCJ</p>	<p>Quarterly  Ongoing Program is struggling, they are</p>	<p>Apply performance outcomes to system</p> <p>Continued and marked outcome improvement</p>	<p>Timeliness measures per CIP Grant PI reported as baseline for program and to be compared to Chapin</p>	<p>Quarterly narrative and data reports to CIP as part of contract requirement</p>	<p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
dependency mediation in the 8 <sup>th</sup> JD			<p>applying the CQI model to the process</p> <p>August 2013 NCJFCJ process evaluation draft released</p>	<p>Customer satisfaction evaluations collected from all parties at each mediation</p> <p>Mediators will complete a Mediation Data Report for all mediations</p>	<p>Hall data or other timeliness data when available</p> <p>The average time from petition to reunification, guardianship, or adoption for mediated cases will be 18 months or less</p> <p>80% of the mediated cases in which agreement is reached come to a permanency outcome that includes reunification, guardianship, or adoption for mediated cases will be 18 months or less</p> <p>150 dependency mediations conducted per year</p> <p>75% of cases reach agreement</p> <p>80% of all parties will be satisfied or very satisfied</p> <p>33% reduction in</p>		

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
					<p>the number of TPR actions awaiting trial</p> <p>For cases in which petition is denied, reduced the time mediated cases spend in subsequent hearing/trial by 50% from current 3 hours</p>		
<p>Fine-tune dependency mediation in the 8th JD</p> <p>Review and adjust accordingly</p>	<p>Basic Grant Training Grant Data Grant</p>	<p>CIP Staff Dependency Mediation Staff Judiciary &amp; CCDFS Staff</p>	<p>August 2014</p> <p>Program put on hold as Court reevaluates location of program within court structure</p>	<p>Restructure program to focus mediation on 48-72 hours after removal, prior to first court appearance, prior to 6 month review, and at any juncture in the life of a case where conflict occurs</p> <p>CCDFS identifies number of cases pre-PC hearing and for 6 month review in the North Permanency Unit</p> <p>CCDFS will suggest referral structure</p> <p>Determine program sustainability</p>	<p>Expanded solutions in safety planning, resolve issues around visitation, &amp; determine level of court intervention to reunify family earlier.</p> <p>Mediation prior to 6 month review resolves conflicts in case plans and achieves full understanding of timelines and expectations to achieve permanency; thereby increasing likelihood of reunification</p>	<p>Quarterly narrative and data reports to CIP as part of contract requirement</p>	<p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
<p>Fine-tune dependency</p>	<p>Basic Grant Training Grant</p>	<p>CIP Staff Dependency</p>	<p>August 2015</p>	<p>Develop strategies to decrease parental no-</p>	<p>Create parent ed materials and</p>	<p>Quarterly narrative and data reports to</p>	<p>CIP Select Committee</p>

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
mediation in the 2 <sup>nd</sup> JD  Review and adjust accordingly	Data Grant	Mediation Staff Judiciary & NCJFCJ		shows, screen consistently for domestic violence; improve stakeholder buy-in; improve program info sharing	protocol to better prep parents  Screen for DV that does not discourage collaboration  Initiate program partner meetings	CIP as part of contract requirement        Quarterly narrative program report	quarterly meetings  CIP Annual Progress Report
			On-going	Improve efficiency & more effective operation	More efficient mediation process respectful of participant's time & resources		
			Nov 2014	Collect and maintain data for ongoing eval	Revised template completed in each mediation		
			Nov 2014	Baseline to measure time-savings for court and system players established	An ability to track and document conservation of judicial and other resources via mediation		
			Completed	Improved outreach to professional stakeholders	Opinion shift in the perceived value of mediation in child protection decision-making		
			Completed	Develop and implement policy to allow incarcerated parents to participate	Incarcerated parents participating in mediations		
			August 2012 Completed	Revised manual with policies and procedures developed	Timeliness measures per CIP Grant PI reported as		



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Evaluate process implementation, customer satisfaction, and impact		CIP Staff Dependency Mediation Staff Judiciary & Staff NCJFCJ	Quarterly  August 2013 NCJFCJ process evaluation released  February 2014	Collaboration among child welfare professionals  Apply performance outcomes to system  Continued and marked outcome improvement  Customer satisfaction evaluations collected from all parties at each mediation  NCJFCJ impact and mediator evaluation released	baseline for program and to be compared to Chapin Hall data or other timeliness data when available  The average time from petition to reunification, guardianship, or adoption for mediated cases will be 18 months or less  30 dependency mediations conducted per year  70% of cases reach agreement  80% of mediated cases in which agreement is reached come to a permanency outcome  Mediation increases father engagement and the likelihood of reunification  Mediator education	NCJFCJ process evaluation draft released  NCJFCJ impact and mediator evaluation released	
Design dependency mediation, CASA,	Basic Grant Training Grant	CIP Staff Judiciary	June 2012 NV CASA	Implement a model combined	Improve timeliness to adoption and TPR	Quarterly narrative and data reports to	CIP Select Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>peer mentor, and/or dependency case coordination process and program in the rural courts</p> <p>Review and adjust accordingly</p>	<p>Data Grant</p>	<p>CIC members</p>	<p>Association became inactive which slowed this effort. CIP worked with urban CASAs to assist rurals</p> <p>April 2014 CIP expanded Washoe Tribe mediation contract to include NW NV rural cts</p>	<p>dependency mediation, CASA, peer mentor, and/or case coordination in the rural courts as appropriate</p> <p>Train stakeholders Manual with policies and procedures</p> <p>Mediations conducted</p>	<p>using Chapin Hall data or other timeliness data when available</p> <p>Decrease in time to TPR and permanency</p>	<p>CIP as part of contract requirement</p> <p>UNITY timeliness reports</p>	<p>quarterly meetings</p> <p>CIP Annual Progress Report</p>
<p>Continuous review of pilot programs, related data, and court timeliness outcomes to improve quality of programs and court timeliness</p> <p>Collect data and information that relates to outcome upon which to build baseline of timeliness</p>	<p>Basic Grant Training Grant Data Grant</p>	<p>CIP Staff CIP Select Committee DCFS CCDFS WCDS</p>	<p>On-going</p>	<p>Continuous improvement of pilot projects funded</p> <p>Ability to generate regular outcome reports</p> <p>Identify areas needing improvement</p> <p>Work with DCFS's UNITY manager &amp; Chapin Hall to improve data capacity</p> <p>Timeliness baseline established</p>	<p>Five required timeliness measures reported as available and appropriate</p>	<p>Quarterly narrative and data reports to CIP as part of contract requirement</p> <p>Review and adjust accordingly</p> <p>Quarterly timeliness reports from UNITY and Chapin Hall once data elements are entered</p>	<p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p> <p>Provide feedback to Judges and CICs on baseline</p>

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
measures  Analyze data for accuracy and consistency  Interpret baseline data				Child Welfare Agencies do secondary analysis to determine intervening variables that drive data	Improved accuracy of baseline and timeliness measures		Train Judges and CICs on how to understand and apply the statewide, judicial specific timeliness measures with guidance on how to address barriers to timeliness  CICs use this information to inform their next action plans

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

Strategic Plan and Annual Program Assessment and Report

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

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

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

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

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

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
practices associated with CIC action plans		Agency partners CIC Members		practices are shared with the CICs			Committee and CIC members
Ascertain where each CIC may require support	Training Grant	CIP Staff CIC members	On-going	CIP Staff meets with each CIC at least once per year			CIP Annual Progress Report
Support and facilitate implementation of CIC action plans	Basic Grant Training Grant Data Grant	CIP Staff CIC members Agency partners	On-going Bi-weekly conference calls with 8 <sup>th</sup> JD to develop mediation program Completed Nov 2012  Discussion with 6 <sup>th</sup> & DCFS re: idea of MOU to facilitate 6 <sup>th</sup> JD CIC action plan Completed Feb 2013	CIC action plans implemented or modified  Ability to generate regular outcome reports  Continued and marked outcome improvement  Intra-organizational collaborations result in enhanced court practices  6 <sup>th</sup> JD assisting DCFS with recruiting, facilitating, and supporting foster/adoptive families	More TPRs filed in a timely manner and increased number of adoptions          Increase in available foster homes in 6 <sup>th</sup> JD	SACWIS/UNITY  Chapin Hall Reports  Court Timeliness Outcome measures    DCFS	CIP Select Committee  Report to DCFS on CIC progress  CIP Annual Progress Report      Report from DCFS Recruitment and Retention Unit
Identify possible funding or TA to assist CICs implementation of their action plans	Basic Grant, Training Grant, or Data Grant	CIP Staff CIC members Agency partners NCJFCJ	On-going CIP funding CIC Summits 9/2-3/14  9/10-11/13 Completed  9/25-28/12 Completed	TA or funding provided as needed to CICs	Increased number of TPRs filed in a timely manner and increased number of adoptions	SACWIS/UNITY  Chapin Hall Reports  Court Timeliness Outcome measures	CIP Select Committee  Report to DCFS on CIC progress  CIP Annual Progress Report
Assess current	Basic Grant,	CIP Staff	Sept 2013	Workgroup created to	System issues	SACWIS/UNITY	CIP Select

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
system/process regarding timeliness to permanency	Training Grant, or Data Grant	CIC members Agency partners NCJFCJ	<p>Nov 2013 Completed</p> <p>On-going</p>	<p>drive the system – 3 Child Welfare Agency Administrators, Judges from 2<sup>nd</sup>, 6<sup>th</sup>, and 8<sup>th</sup> JDs and CIP</p> <p>Align CIP and DCFS CQI models</p> <p>CIP contracted with the National Council of Juvenile and Family Court Judges to help map systemic CQI</p>	<p>identified and documented</p> <p>Increase availability of data sources and data reports</p> <p>Assistance from a neutral party to implement CQI processes systemically</p> <p>Increase CIP staff understanding of CQI process and application of CQI principles into reporting and practice</p>	<p>Chapin Hall Reports</p> <p>Court Timeliness Outcome measures</p> <p>Anecdotal information</p> <p>Process evaluation</p> <p>Quarterly reports from sub grantees</p> <p>Annual reports to Children’s Bureau</p>	<p>Committee</p> <p>Feedback to Judges, Child Welfare, and CICs on available data and needs</p>
Assess quality of hearing practices statewide	Basic Grant, Training Grant, or Data Grant	CIP Staff CIC members Judicial partners NCJFCJ	<p>May 2014</p> <p>July 2014</p> <p>August 2014</p> <p>August 2014</p>	<p>CIP applied for and received TA</p> <p>CIC Members responded to survey NCJFCJ conducted court observations</p> <p>Identify key hearing inquiries and protocols</p> <p>Develop court observation and case file review tools for</p>	<p>JDs identify initial hearing focus for enhancement</p> <p>Strategies for quality hearing practices developed</p>	<p>Survey results</p> <p>NCJFCJ checklist, “Indicators of Quality Ct Hearings” attachment to PI and CICs</p>	CIC Action Plans

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			<p>Sept 2014</p> <p>Oct 2014</p>	<p>each hearing</p> <p>Develop data collection sheet for courts to use to monitor progress on implementing hearing CIC action plan</p>	<p>Baseline data on hearing practices</p> <p>Written assessment including recommendations for improvement, data collection tools and guide to allow local data collection and assessments Transition plan for continuation work e.g., presentation at CIC Summits, help with local implementation, impact evaluation</p>	<p>Court hearing recordings</p> <p>Court case files</p>	
Assess ICWA implementation	Basic Grant, Training Grant, or Data Grant	CIP Staff CIC members Agency partners NCJFCJ	August 2016	CIP applied for and received TA CIC Members responded to survey NCJFCJ conducted court observations Strategies for quality hearing practices developed	<p>Baseline data on hearing practices</p> <p>Written assessment including recommendations for improvement, data collection tools and guide to allow local data collection and assessments Transition plan for continuation work e.g., presentation at CIC Summits, help w/local implementation, impact eval.</p>	<p>Survey results</p> <p>Court hearing recordings</p> <p>Court case files</p>	CIC Action Plans
Develop CIP business process	Basic Grant, Training Grant,	CIP Staff CIP Select	July 2013 Completed	CIP Business Plan	Business Plan in place and being	Business Plan	CIP Select Committee

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
	Data Grant	Committee			practiced		
Implement CIP business process	Basic Grant, Training Grant, Data Grant	CIP Staff CIP Select Committee NCJFCJ	On-going	Business Plan shared with all judicial districts and agency partners	Improved understanding of CIP and new business plan	Business Plan  Sub grant applications incorporate business plan and CQI strategies	CIP Select Committee  Discussions with judicial districts

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

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Strategic Plan and Annual Program Assessment and Report

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**Outcome #10: Model Court best practices and improvements supported**

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

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

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

√ Capacity Building      √ Court Function Improvement      √ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Court Judges to implement updated model court principles in the 2 <sup>nd</sup> and 8 <sup>th</sup> Judicial Districts							CIP Annual Progress Report
Send appropriate representatives to Model Court All-Sites Conference to learn best practices to resolve local issues	Training Grant	CIP Staff CIP Select Committee CIP Representatives	When Model Court All-Sites takes place <b>No longer held</b>	Continue to support and build the second Model Court in Nevada in the 8 <sup>th</sup> JD		Certificate 7 Report presented by Judge Sullivan to the CIP Select Committee in person. Committee may ask questions	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Introduce Nevada’s Model Court Liaison to rural dependency court judiciary	Training Grant	CIP Staff NCJFCJ	<u>On-going</u>	Provide rural courts with another resource to help develop and implement best practices as determined by their CICs	Rural judiciary contact NCJFCJ to assist with identifying solutions to barriers to court performance standards	Quarterly and final program reports from NCJFCJ	CIP Select Committee quarterly meeting  CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

√ Capacity Building      √ Court Function Improvement      √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, “ongoing”.</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Continue cross training/planning efforts with CICs on	Training and Basic Grants	CIP Staff NCJFCJ Staff who were contracted	Ongoing	Increased knowledge and common understanding of key	Improved outcomes as measured by quarterly court	UNITY and Chapin Hall court timeliness measures	CIC Summit agendas and evaluation reports from NCJFCJ

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
key topics significant to the CICs statewide		by CIP Agency partners		topics	timeliness data from UNITY		
Survey CIC members regarding topics and speakers for NCJFCJ facilitated workshops following up the 2011 CIP Conference	Training Grant	CIP Staff NCJFCJ Staff who were contracted by CIP Agency partners	November 2012 Completed January 2012 Completed	Significant response to survey		Survey results	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Compile results of survey	Training Grant	CIP Staff NCJFCJ Staff	February 2013 Completed February 2012 Completed	Plenary and breakout session topics and speakers identified		Survey results	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Develop agenda for two 1.5 day regional, multi-disciplinary workshops	Training Grant	CIP Staff NCJFCJ Staff	May 2012 Completed	“Save the Date” for 2 1.5 day regional workshops distributed	At least 8 of the 10 Judicial Districts register CIC Teams to attend	Training Announcement  Registration Log	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Conduct regional workshops	Training Grant	CIP Staff NCJFCJ Staff	Sept 2012 Completed with excellent results	CIC members are better informed and able to fully implement their action plans with the explicit intention of improving timeliness to TPR and adoption, and understanding of the Child Safety Model  CICs review timeliness measures and learn how to interpret their own data during the September 2012 “exploratories.”  CICs paired with	CIC teams create goals related to median days to TPR and reduced number of foster children awaiting adoption or issues most relevant to CIC  Increase the understanding of the Child Safety Principles	Compare Chapin Hall and court timeliness reports (when available) by JD to CFSR and AFCARS data  Participant evaluations	CIP Select Committee quarterly meeting  CIP Annual Progress Report  CIC Team Action Plans following September Exploratories

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
				university research resources for continued guidance			
Develop agenda for one 1.5 day CIC Summit	Training Grant	CIP Staff NCJFCJ Staff	August 2013 Completed	"Save the Date" 1.5 day Summit distributed	At least 8 of the 10 Judicial Districts register 6-member CIC Teams to attend	Training Announcement  Registration Log	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Conduct CIC Summit	Training Grant	CIP Staff NCJFCJ Staff	Oct 2013 Completed	CIC teams create goals related to median days to TPR and reduced number of foster children awaiting adoption or issues most relevant to CIC  CICs review timeliness measures and learn how to use their own data to improve their court timeliness  CICs introduced to the court order templates providing standardized language	CIC members are better informed of Child Safety implementation strategies from a legal  Increase the understanding of how to implement the Child Safety Principles	Compare Chapin Hall and court timeliness reports (when available) by JD to CFSR and AFCARS data  Participant evaluations	CIP Select Committee quarterly meeting  CIP Annual Progress Report  CIC Team Action Plans following Oct Summit
Compile results of survey	Training Grant	CIP Staff NCJFCJ Staff	April 2014 Completed February 2013 Completed February 2012 Completed	Plenary and breakout session topics and speakers identified		Survey results	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Develop agenda for 2- day CIC Summit	Training Grant	CIP Staff NCJFCJ Staff	June 2014	"Save the Date" 2-day Summit distributed	At least 8 of the 10 Judicial Districts register 6-member	Training Announcement	CIP Select Committee quarterly meeting

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
					CIC Teams to attend	Registration Log	CIP Annual Progress Report
Conduct CIC Summit	Training Grant	CIP Staff NCJFCJ Staff	Oct 2014	<p>CIC teams create goals related to median days to TPR and reduced number of foster children awaiting adoption or issues most relevant to CIC</p> <p>CICs review timeliness measures and learn how to use their own data to improve their court timeliness</p> <p>CICs discuss results of initial TA to assess hearing practices</p>	<p>Increase the understanding of how to impact and improve timeliness data</p> <p>CIC members are better informed of hearing practices throughout the state and how to enhance their own</p>	<p>Compare Chapin Hall and court timeliness reports (when available) by JD to CFSR and AFCARS data</p> <p>Quality hearing principles presentation and bench cards</p> <p>Participant evaluations</p>	<p>CIP Select Committee quarterly meeting</p> <p>CIP Annual Progress Report</p> <p>CIC Team Action Plans following Oct Summit</p>

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

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: August 26, 2014

Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

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

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

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

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

Capacity Building       Court Function Improvement       Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
law and regulations							CIP Annual Progress Report
Work with legislators to promote issues related to the safety of children and strengthening families	Training Grant	CIP Select Committee AOC CIP Staff Agency partners Designated Judges Judicial Council	On-going	Discussion at CIP meetings with Legislative CIP Select Committee member  Attend Legislative Committee meetings as necessary			CIP Select Committee quarterly meetings  CIP Annual Progress Report
Identify and implement interim means of complying with IV-E Report required actions	Basic Grant Training Grant	CIP Select Committee CIP Staff Agency partners	February 2013 Completed	Methodology has been identified and agreed upon to ensure that specific federal required IV-E court language is utilized by the judiciary until it can be required by NRS (coordinates with creating court order templates in Outcome #7)	Nevada Court Orders compliant with IV-E regulations	Request to district courts to incorporate required IV-E court language	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Before and during biennial legislative session, review Nevada statutes relevant to child welfare, work with community partners to consider recommendations to improve safety, timeliness, and permanency as needed	Basic Grant Training Grant	CIP Select Committee AOC	As needed per biennial legislative schedule; ongoing Completed CIP is working with partners to develop BDR for next leg session Completed SB 31 was signed into	Nevada Revised Statutes are in compliance with federal child welfare acts and regulations	Nevada Court Orders compliant with IV-E regulations	Legislative Review demonstrates that appropriate legislation was signed into law by the governor by July 2013	CIP Select Committee quarterly meetings  CIP Annual Progress Report



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			law June 2013				

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

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Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

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**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.*

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

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

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

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

**Strategic Category:** Collaborate with Nevada’s Tribal Communities

Capacity Building       Court Function Improvement       Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
CIP Coordinator participates as a member of the Indian Child Welfare Committee	Basic Grant Training Grant	CIP Staff Agency partners Tribal Communities	On-going 11/8/11 1/26/12 3/22/12 5/24/12 1/24/13	Potential for collaborative efforts are identified	Continued closer collaboration between CIP and Tribal Communities	The Indian Child Welfare Committee notices	CIP Select Committee quarterly meetings  CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			3/28/13 5/23/13 1/23/14 3/27/14 5/29/14				
Share information about CIP progress with the Inter-Tribal Council of Nevada	Basic Grant Training Grant	CIP Staff CIP Select Committee Tribal Communities	On-going ITCN Chairman Bell invited to join CIP Select Committee	Tribal stakeholders learn what CIP may be able to offer them	Continued closer collaboration between CIP and Tribal Communities	Inter-Tribal Council of Nevada invitation	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Participate in tribal colloquiums and round tables as invited and requested	Basic Grant Training Grant	CIP Staff CIP Select Committee Tribal Communities	On-going ITCN Convention 11/16/12  7/29/12 State/Tribal Summit  10/31/12 ICWA Conference  11/5/13 ICWA Conference Completed	CIP information and data are shared and CIP staff learns more about the needs of our Tribal Communities      Legislative Updates presented by AOC Assistant Admin	Continued closer collaboration between CIP and Tribal Communities	Tribal colloquium and round table notices, invitations, and agendas	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Identify and develop joint projects with interested Nevada Tribal Communities, as need and opportunity arises	Basic Grant, Training Grant, or Data Grant	CIP Staff CIP Select Committee Tribal Communities	On-going CIP facilitated presentation of LA's Simple Notice App for ICWA 7/23/12	Contract, as appropriate, to assist with pilot projects to increase timeliness to permanency of tribal children in foster care	Continued closer collaboration between CIP and Tribal Communities	Quarterly narrative and data reports if pilot projects are funded	CIP Select Committee quarterly meetings  CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			NCSC invited NV to send a team to participate in ICWA e-noticing project  CIP, Justice Saitta, and ICWA Specialist, Sharon James attended National Indian Justice Center Conference on ICWA, ASFA, and IV-E  ICWA E-notice Update 6/4/13  ICWA E-notice Review 7/15/13				

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

√ Capacity Building                      √ Court Function Improvement                      √ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Voice, One Message” Subcommittee	Training Grant	Committee Chair	2012 Amber Howell, Lisa Ruiz-Lee, Judge Schumacher Judge Sullivan, Kevin Schiller appointed	Message” Subcommittee appointed	comprehensive communication strategy to clearly convey the good work of CIP and to establish CIP as a go-to source for information about best practices in child dependency, and to allow multiple speakers to present the same message regarding CIP throughout the State	Committee Minutes	Committee quarterly meetings  CIP Annual Progress Report
Formulate CIP “One Voice, One Message” talking points	Basic Grant Training Grant	CIP Staff CIP “One Voice, One Message” Subcommittee	Ongoing; evolving as need shifts  2/26/13  4/2013  June 2015  First presentation materials completed 4/27/12 Presentation	“One Voice, One Message” talking points formulated and presented to the Select Committee  Letters and brochures sent to NV Congressional Delegation  Follow-up letters sent to delegation  Personal visits to delegation members	CIP “One Voice, One Message” talking points approved for use  Improved understanding by Congressional Delegation of what CIP is doing in Nevada to improve/assist dependency courts	CIP Select Committee Minutes  Response from Congressional Delegation demonstrating an understanding of CIP in Nevada	CIP Select Committee quarterly meetings  CIP Annual Progress Report  Letters or emails from Congressional Delegation

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			to NV Legislative Committee on Child Welfare and Juvenile Justice 5/9/12				
Provide identified presenters with materials to speak for the extended system transcending the agendas of individual public agencies in the service of children	Basic Grant Training Grant Data Grant	CIP Staff CIP Select Committee Chair Designated presenters	On-going	List of identified presenters  Packet of presentation materials	Designated presenters share information about the work of CIP as upon request	Presentation dates, times, and locations reflected in CIP Select Committee meetings	CIP Select Committee quarterly meetings  CIP Annual Progress Report
CIP updates website	Basic Grant, Training Grant, or Data Grant	CIP Staff CIP Select Committee	On-going; bimonthly	Bimonthly CIP updates placed on website	Current CIP information available to the public	CIP Website	CIP Select Committee quarterly meetings  CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

√Capacity Building                      √ Court Function Improvement                      √ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Assist with funding rural CASA programs	Basic Grant Training Grant	CIP Staff CIP Select Committee Awards	On-going Working with the 6 <sup>th</sup> JD to	Contract to provide support for rural CASA program executed Rural judicial districts,	Increased number of CASA programs statewide	CASA program narrative and data reports to CIP as part of contractual	CIP Select Committee quarterly meetings



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
		Subcommittee CIP Select Committee CICs Local and statewide CASAs	develop proposal for CASA Completed, program funded  Working with new CASA start-up in the 10 <sup>th</sup> JD	children, and communities are served by supported, local CASA organizations		requirements	CIP Annual Progress Report
Assist with volunteer education, training, and development, if needed and funding available	Training Grant	CIP Staff CIP Select Committee Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	On-going Washoe County offered to assist with standard training  May 2014	Contract executed to assist with CASA training if needed and/or available  Additional volunteers are recruited/trained  Innovative practices implemented  PSAs produced for each local CASA	Improved statewide CASA service  Two different PSAs distributed to each local CASA for use in training and recruitment	Narrative and data report	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Evaluate the possibility of developing a CASA reporting process	Basic Grant	CIP Staff CIP Select Committee Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	On-going	Work group identified  Possible CASA reporting management systems determined  Costs identified	Improved statewide CASA program reporting and tracking	Work group report recommending CASA reporting management system for the entire state	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Assist with funding speakers or attendance at the	Training Grant	CIP Staff CIP Select Committee	On-going No annual conference	Contract executed to support annual CASA conference	Improved statewide CASA service	Participant evaluation summary from Nevada CASA	CIP Select Committee quarterly meetings

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
annual statewide CASA multi-disciplinary conference		Awards Subcommittee CIP Select Committee CICs Local and statewide CASAs	as statewide CASA association is inactive at this time	Annual CASA conference held successfully		Association	CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

**Measurable Objective:** Dependency Court Attorney Training course developed and implemented by January 2015

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

√ Capacity Building                      √ Court Function Improvement                      √ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Subcommittee membership		AOC Judicial Ed		appointed			
Review curriculums for legal representatives adopted in other locations	Training Grant	CIP Staff CIP Dependency Court Attorney Training Subcommittee	September 2012 Completed	Agreement regarding curriculum standards Nevada CIP wishes to implement		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Review “unbundling of services” per Project Ho’olokahi’s (Hawaii) use of parent facilitators	Training Grant	CIP Dependency Court Attorney Training Subcommittee	September 2012 This strategy was abandoned in favor of another approach that better fit Nevada’s needs	Agreement on whether to include “unbundling” concept		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Determine need for TA or consultant to assist in the development and/or the presentation of the curriculum	Training Grant	CIP Dependency Court Attorney Training Subcommittee	Contract w/ NCJFCJ finalized October 2012  Need has been determined and proposal from NCJFCJ received	Curriculum developed and process of training delivery determined		CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee	CIP Select Committee quarterly meeting  CIP Annual Progress Report
Identify attorney training needs and develop curricula accordingly	Training Grant	CIP Dependency Court Attorney Training Subcommittee NCJFCJ	Jan 2013	Improved representation of parties in dependency cases	Improve attorney performance as measured by the targeted outcome measures	Training evaluations and test scores	Written report, presentation, and discussion with the CIP Select Committee and others
Conduct attorney	Training Grant	CIP Dependency	On-going	Initial training has	10 attorneys	CIP Dependency	CIP Select

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
trainings Process improvement will be tracked per CQI process described in the executive summary using training evaluation learned at 2012 CIP Annual Meeting		Court Attorney Training Subcommittee	after trainings have been video-recorded and uploaded on to website Moodle hosted by Site Ground	occurred and has been recorded for future use.	participate in training and are certified	Court Attorney Training Subcommittee report to the CIP Select Committee  Participant evaluations and test scores	Committee quarterly meeting  CIP Annual Progress Report
Develop additional specialized attorney training modules	Training Grant	CIP Dependency Court Attorney Training Subcommittee	On-going	A new module will be uploaded to the website at least every two years	10 attorneys participate annually in training and receive certificate and CLEs	CIP Dependency Court Attorney Training Subcommittee report to the CIP Select Committee  Participant evaluations and test scores	CIP Select Committee quarterly meeting  CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

**State Name:** Nevada

**Date Strategic Plan Submitted:** August 26, 2014

**Timeframe Covered by Strategic Plan:** FFY 2015-2016

**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.*

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

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

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

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

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

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<i>Grant(s) used to fund activity; can be basic, training, data and/or other grants or funding sources as appropriate.</i>	<i>Responsible parties and partners involved in implementation of the activity.</i>	<i>Proposed completion date or, if appropriate, "ongoing".</i>	<i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i>	<i>Where relevant and practical, name the specific sources where data will be drawn to measure anticipated changes due to CIP activity.</i>	Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.
Survey existing pro bono programs available in the state	Training Grant	CIP Staff Consultant	On-going	CICs surveyed to determine availability and location of pro bono programs for child welfare cases	Responses received from the majority of the CICs	Summary report of survey results	CIP Select Committee quarterly meetings  CICs

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
							CIP Annual Progress Report
Survey where pro bono programs are needed	Training Grant	CIP Staff Consultant	On-going  8 <sup>th</sup> JD has identified a need  2 <sup>nd</sup> JD has identified a need	CICs surveyed to determine where such pro bono programs may be needed	Responses received from the majority of the CICs	Summary report of survey results	CIP Select Committee quarterly meetings  CICs  CIP Annual Progress Report
Enlarge the pool of pro bono attorneys  Communicate with law schools and bar associations to encourage pro bono representation  Engage juvenile and family legal practitioners to provide pro bono services	Basic Grant Training Grant Data Grant	CIP Staff NV Bar Association LACSN Consultant	On-going	Pool of attorneys interested in providing pro bono services in dependency court enlarged  Next steps outlined to engage newly interested attorneys  Fund video conferencing equipment for WCPD to provide training to potential pro bono parent and children's attorneys in the 2 <sup>nd</sup> JD and the rural region	Garner pool of attorneys interested in being trained to do dependency pro bono work    5 CLEs per year 50 registrations 25 pro bono attorneys trained	Report on location and level of interest in pro bono attorney pool    Training announcements Participant evaluations, CLEs earned	CIP Select Committee quarterly meetings  CICs  CIP Annual Progress Report  Program quarterly report
Receive and review proposals for pro bono and/or attorney representation program as needed  If implementation occurs process improvement will be tracked per CQI	Basic Grant Training Grant Data Grant	CIP Staff CIP Select Committee CIP Grants Award Subcommittee	On-going LACSN has written a proposal for 8 <sup>th</sup> JD pro bono training project Completed and funded;	As need is determined, contract awarded for pro bono program to teach attorneys to represent parents and children in dependency court actions, and adoptive parents to negotiate	Increased number of attorneys trained and available to handle dependency cases	Sub-grantee contract  Contractually required narrative and data reports	CIP Select Committee quarterly meetings  CIP Annual Progress Report

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
process described in the executive summary using evaluation tools learned at 2012 CIP Annual Meeting			new training manual including new NRS completed August 2013	open adoption or other adoption agreements			

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

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Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: August 26, 2014

Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

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

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

**Measurable Objective:** The first priority data exchanges will be implemented in the 2<sup>nd</sup> and 8<sup>th</sup> Judicial Districts by August 2015 such as court event notification and Centralized Case Index.

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

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
			executed 8/12	accessing Tybera e-filing system currently used by the 2 <sup>nd</sup> JD	<p>Improve workflow for both the agency and the court</p> <p>Provide more secure method to transmit PC Log to court</p> <p>DSS receives acknowledgement of receipt of PC Log</p> <p>Manual PC logs no longer used in the 2<sup>nd</sup> Judicial District</p>		<p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
Implement high priority data exchange in the 2 <sup>nd</sup> JD	Basic Grant Data Grant	CIP Staff Stakeholder Partners Consultant	<p>Mid-FFY 2014</p> <p>Due to a shift in court priorities this work shifted to the Centralized Case Index</p>	<p>Generate PC Log from UNITY initiated</p> <p>Duplication of data entry eliminated on agency side</p> <p>New case information to District Court close to real time via automated email notification</p> <p>Direct information exchange with no separate spreadsheets</p>	<p>Parallel, duplicate work eliminated</p> <p>Manual PC logs and email notification no longer used in the 2<sup>nd</sup> Judicial District</p> <p>Improved data quality within UNITY</p>	Direct information exchange of PC Log	<p>2<sup>nd</sup> Judicial District Data Exchange Executive Committee</p> <p>CIP Select Committee quarterly meetings</p> <p>CIP Annual Progress Report</p>
Finalize data exchange roadmap for the 8 <sup>th</sup> Judicial District	Basic Grant Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	<p>January 2012 Completed</p> <p>February 2012</p>	<p>Draft roadmap distributed to stakeholders</p> <p>Stakeholder comments and input</p>	Final roadmap of priority data exchanges for the 8 <sup>th</sup> Judicial District	Agreement by all stakeholders to move forward with court event notification and standardized court	<p>8<sup>th</sup> Judicial District Data Exchange Executive Committee</p> <p>CIP Select</p>

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
and data exchanges							Report
Identify gaps and inconsistencies between rural District Court Child Welfare CMS and desired functionality	Basic Grant, Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	On-going Had SNAP presented to 1 <sup>st</sup> JD as an interim CMS possibility	Outcome reports as required	Increase consistency and functionality	Future consultant reports	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Determine feasibility of developing a standardized architecture to combine court CMS and UNITY data	Basic Grant Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	June 2014 Completed	Successful proof of concept for near real-time timeliness reporting via integrated dashboard	90% person match Court timeliness and ASFA hearing reports generated User supplied filters and interactive functionality capable Case specific drill-down and individual case look-up enabled	UNITY and Court CMS data extract	Contractor report  CIP Select Committee quarterly meetings  CIP Annual Progress Report
Blend and productionalize data from UNITY and court CMS into an integrated dashboard accessible to individual judicial districts statewide	Basic Grant Data Grant	CIP Staff Stakeholder Partners AOC IT Consultant	August 2015	Productionalized Centralized Case Index available to a test court  Expand to other JDs	Reporting framework provides user friendly reports  Data flows into CCI without error  All necessary reports developed and approved by judiciary  JDs that wish to participate are included  Train users	UNITY and Court CMS data extract	Contractor report  Reports from user JDs  CIP Select Committee quarterly meetings  CIP Annual Progress Report
Other activities as	Basic Grant,	CIP Staff	On-going	Outcome reports as	Improved use of	Future consultant	CIP Select

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
required to promote data exchanges and use of outcome measures throughout the state	Data Grant	Stakeholder Partners AOC IT Consultant		required	data exchange	reports	Committee quarterly meetings  CIP Annual Progress Report

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

Strategic Plan and Annual Program Assessment and Report

State Name: Nevada

Date Strategic Plan Submitted: August 26, 2014

Timeframe Covered by Strategic Plan: FFY 2015-2016

**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.*

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

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

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

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

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

√ Capacity Building

√ Court Function Improvement

√ Systemic Reform

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

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Placement Stability Peer to Peer support provided by the National Resource Center for Child Welfare Data and Technology and share with DCFS	Data Grant	Improvement Coordinator	quarterly  No longer on-going	how to analyze and understand AFCARS and NCANDS data to better inform CIP processes	information will be teased out of the AFCARS and NCANDS data	NCANDS	WCDSS, CCDFS Will be informed of information learned during CIP Quarterly Meetings and in Annual Progress Report
Work with DCFS to assess data elements available and entered into UNITY and their accuracy	Basic Grant Data Grant	CIP Staff DCFS Data Staff and SACWIS/IMS staff	March 2012 Completed	Methodology documented and implemented to allow CIP Staff to access court measures statewide.	Data quality confirmed	SACWIS/UNITY	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Determine how to interpret UNITY data into court timeliness indicators	Basic and Data Grants	CIP Coordinator, DCFS Data Staff and SACWIS/IMS staff	June 2012 Completed	Determine if data corresponding to court timeliness measures exist in UNITY  Identify which UNITY Screens correspond with which court timeliness measures  Determine accuracy and validity of data	Increased communication and collaboration between CIP and DCFS relative to data issues	SACWIS/UNITY  Work order issued and work priority established by DCFS  Project assigned to DCFS IMS staff  Meeting reports that UNITY data can be interpreted into key court measures	Dependency Judiciary, DCFS, CCDFS, WCDSS, CIP Select Committee will be informed at regular update meetings and in Annual Progress Report
Verify that UNITY data reflects federal expectations for court timeliness measures #1, 2, 3, and 5	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	February 2012 Completed	Federal confirmation that UNITY Data parameters correspond with court timeliness measure expectations		Written confirmation of telephone conversations with federal representatives	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Test CIP court timeliness measure report access in UNITY	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	April 2012 Completed	CIP provided portal into UNITY to access court timeliness reports	First CIP entry to access court timeliness reports	Draft court timeliness reports From SAWIS/UNITY	CIP Select Committee quarterly meetings CIP Annual Progress Report
Fine-tune CIP court	Basic Grant,	CIP Staff	May 2012	CIP provided portal	First baseline court	Baseline court	CIP Select

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
timeliness measure reports and access into UNITY Improve reporting mechanism  Create court baseline timeliness reports	Data Grant	Agency partners Consultant	No direct access. DCFS must send reports to CIP	into UNITY to access court timeliness reports  Court timeliness measure reports regularly accessed by judicial district	timeliness reports	timeliness measure reports from SACWIS/UNITY	Committee quarterly meetings  CIP Annual Progress Report
Identify a means to access court timeliness measure #4 as currently date TPR petition filed is not asked for in UNITY	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	June 2012 DCFS plans to add a screen into UNITY for date TPR petition is filed	DCFS works with Chapin Hall to deploy UNITY revisions  Include date TPR petition is filed in revision		Documentation from meetings with DCFS IMS, Chapin Hall and others	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Develop baseline data per federal mandates for distribution to each CIC	Basic Grant, Data Grant	CIP Staff Agency partners Consultant	July 2012 Work continues on this with help from NCJFCJ	Initial baseline outcome measures available to CIP for distribution	Increased number of district courts regularly receive court timeliness outcome measures to inform the judiciary	Reports to judicial districts from SACWIS/UNITY	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Court event data uploaded into Chapin Hall data warehouse  These variables will be useable in combination with all existing variables on the FCDA spell file	Data Grant	CIP Staff Agency partners Chapin Hall	Oct 2013	Initial baseline outcome measures available to train CICs  Chapin Hall changes the FCDA web tool to allow the new variables to be visible and query-able with developed formulas	Increased number of district courts regularly access court timeliness outcome data to inform court improvements	Chapin Hall	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Revise CIP RFP process	Basic Grant Data Grant	CIP Staff	March 2012 Completed	New CIP RFP format is posted on CIP website		CIP website	CIP Select Committee quarterly meetings  CIP Annual Progress Report



Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
CIP Select Committee confirms policies to ensure that only evidence-based best practices supporting CIC action plans are funded	Basic Grant Data Grant	CIP Select Committee	October 2011 Completed	Confirmed policy is articulated in CIP Select Committee Minutes (October 21, 2011)		CIP Select Committee minutes	CIP Select Committee quarterly meetings  CIP Annual Progress Report
Develop reporting capability out of UNITY to inform Statewide CQI and provide real-time court timeliness information	Data Grant	CIP Staff CIP Select Committee Consultant Agency Partners	March 2014 Completed	Requirements document created  Reporting formats developed  Test open source reporting tools  Data and reporting requirements for DCFS  Identify and test the ability to report on a select number of court performance measures  Identify and test the ability to trigger alerts based on nearing or exceeding ASFA guidelines	Increase of available, current data	UNITY  Open source reporting tool	Data reports to Agencies and CIP

**Narrative:** *Description of status of project as related to the outcome upon onset of funding.* The CIP Select Committee approved a policy that only evidence-based best practices supporting CIC action plans would be funded using CIP grant funds. CIP and DCFS have been working to provide a baseline for the mandate court timeliness measures. The format has been established and the first set of numbers for one judicial district has been generated. Confirmation was received that UNITY data reflects federal expectations for court timeliness measures #1, 2, 3, and 5.