

## Strategic Plan Template

**State Name: MISSISSIPPI**

**Date Strategic Plan Submitted: November 15, 2016; Supplemented June 30, 2017, September 13, 2018, and June 28, 2019**

**Timeframe Covered by Strategic Plan: FYS 2017-2021**

**Overall Goal/Mission of CIP:** To promote (1) implementation of the Family First Prevention Services Act to prevent removal of children by providing services to the family to strengthen and enable the parents to care for their children, (2) permanency for children through continuation of the pilot sites for parent representation, training for parent attorney certification, implementation of parent representation in additional sites and promotion of legislation for statewide representation of indigent custodial parent in youth court, (3) to collaborate and participate with the Department of Child Protection Services in the Child and Family Services Review in 2018, to assist with any resulting Program Improvement Plan, to improve outcomes for children, and collaborate and contribute to the Annual Progress Services Report regarding court and tribal collaboration, in order to improve timeliness of hearings, compliance with individual service plans and achievement of reunification, adoption or other permanent plan as appropriate; (4) to provide data to the legislature showing: a decrease in removal rates by providing services to the family, children are reunified faster or moved to other permanency when parents are represented at the beginning of the child abuse or neglect case; (5) to provide Indian Child Welfare Act training events for the judiciary, child protection services and the tribe; ~~(6) to convene a multidisciplinary conference regarding military families in youth court due to allegations of abuse and/or neglect in order to provide services that address post-traumatic stress disorder as a result of multiple deployments;~~ (6) to provide multidisciplinary training events for the judiciary, child protection services and the tribe through the National Council of Juvenile and Family Court Judges, through the One LOUD Voice Conference, and through prevention of child sex trafficking training; and (7) reinstatement of the Children's Commission on Justice, \*The Summit on Courts and the Military did not reach the collaborative expectations with the Judiciary, Tribe or with Child Protection Services. The military represented ninety percent of the participants and speakers.

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### **Priority Area # 1: Mississippi Children's Commission on Justice, Family First Initiative**

**Outcome #1:** As an arm of the Mississippi Children's Commission on Justice, the Mississippi Family First Initiative aims to promote the safety of Mississippi's children and the stability and self-sufficiency of Mississippi's families by pulling together community resources for multi-generational care. The focus is prevention of neglect, child maltreatment and unnecessary placement of children in foster care by providing community services/resources, in order to reduce the need for state intervention in families.

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? Description of the need of the court or service population leading to the proposed outcome and activities, in addition, please provide the source describing this need.)* Data indicating increased number of children removed from home and placed in care of the Department of Child Protection Services. Data provided by AFCARS, MACWIS and CCWIS (Mississippi Department of Child Protection Services); Mississippi Youth Court Information Delivery System; data provided by Christopher Church for March 2018-March 2019 indicates a 17% decrease in the foster care population over the past 12 months, which is the first reduction in the number of children in foster care in Mississippi in over a decade. A new data report "October 2003 through March 2019 by Quarter" shows a 28% reduction in the number of children in care in the last 24 months.

Theory of Change: *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* Convene a Summit in July 2018 of over 300 Executive Branch, Legislative Branch, Judicial Branch, service providers, grant funding groups and philanthropic stakeholders to inform regarding the Family First Prevention Services Act and Mississippi's commitment to reducing the number of children removed from their homes when services are provided to strengthen and enable the families to care for their children. Implement five pilot sites to create a data base of service providers and connect families to the services prior to removing their children from the home where appropriate. Hold Town Hall meetings in each site during the month of August to raise community awareness and promote involvement in providing services for the children in the county. Convene additional Town Hall meetings in Metro - Hinds, Rankin and Madison Counties in 2018. Town Hall meetings were held in August for five sites. The metro meeting determined the specific county needs would be better served by separating into three sites which met in September and October, for a total of eight sites.

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 7</b> —Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.							
<p><i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 7</i></p> <p>Convene a Summit in July 2018 of over 300 Executive Branch, Legislative Branch, Judicial Branch, service providers, grant funding groups and philanthropic stakeholders to inform regarding the Family First Prevention Services Act and Mississippi’s commitment to reducing the number of children removed from their homes when services are provided to strengthen and enable the families to care for their children.</p>	<p>Casey Family Programs</p> <p>Governor and First Lady of MS; Lieutenant Governor, Secretary of State of MS Chief Justice of the MS Supreme Court;</p> <p>The MS Court of Appeals; AOC;</p> <p>MS Chancellors, County Youth Court Judges;</p> <p>Commissioner of the Department of Child Protection Services, Child Protection Services staff;</p>	<p>Statewide, multidisciplinary education and information dissemination regarding the Family First Prevention Services Act; to promote community responsibility for providing services to children in the home without the involvement of Child Protection Services; to prevent removal of children from the home when services can strengthen the family and enable them to provide for and take care of their children.</p>		<p>2018</p>	<p>Casey Family Programs</p>		<p>Completed</p>

	<p>MDHS Youth Services; MS Judicial College;</p> <p>Families First of MS service providers</p> <p>Attorney General's Office; MS Access to Justice Commission; Prosecutors; Child Advocacy Centers; Canopy and other service providers; Media</p>						
<i>Action Step 2</i>							
<p>Implement five pilot sites to create a data base of service providers and connect families to the services prior to removing their children from the home where appropriate, through Families First of MS.</p> <p>Hold town meetings in each site during the month of August to raise community awareness and promote involvement in providing services for</p>	<p>Pilot Sites: North MIS, Lee County</p> <p>Delta, Bolivar County</p> <p>East Central – Lauderdale County</p> <p>Pine Belt – Pearl River</p> <p>Coast – Jackson County</p>	<p>Achieve unity among diverse stakeholders across Mississippi to provide comprehensive services to at-risk families. The ultimate objective is to reduce the number of children within the foster care system through multi-generational care.</p>	<p><b>Lee County</b></p> <p>Following the August 27, 2018 Town Hall meeting, Lee County created an aggressive action plan targeting education, addiction, and poverty. Members worked with Mississippi's Access to Justice to provide free legal clinics involving case work to prevent child removals. The committee selected a specific neighborhood, Haven Acres, and worked to build a rapport with its community. They have implemented reading clubs, summer learning</p>	2018			Ongoing

<p>the children in the county.</p>			<p>programs, and quarterly neighborhood events to generate resource awareness and connect needs with resources.</p> <p><b><i>Bolivar County:</i></b></p> <p>A Town Hall meeting was held August 28, 2018. Efforts in Bolivar County are similar to Lee County. The committee has identified priorities for change: education, employment, transportation, substance abuse treatment, domestic violence prevention, and crime. Members of this committee are very active in the community and have provided the area with great opportunities. Pam Chatman, the steering chair, helped create a connection with FedEx out of Memphis. Several job fairs have happened, resulting in an influx of employment through a new, free shuttle service. The committee's action plan consists of two major goals: 1) an upcoming expungement clinic to assist with employment opportunities and 2) an upcoming resource fair to create awareness in the community and connect needs with resources.</p>				
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***Lauderdale County:***

A Town Hall meeting was held August 21, 2018. Lauderdale's committee is taking additional time to further assess the needs within the community and are developing individualized action plans separate from the 3-step process designed by the state.

***Pearl River County:***

Following the Town Hall meeting August 23, 2018, and as a result of this MS Family First Initiative, a new position was created at the Pearl River County Youth Court, Resource Coordinator tasked with connecting the youth court families with available resources. The committee has created a spreadsheet of organizations and services that is updated regularly. Pearl River County has seen several successful examples of intervention ranging from work on homes to donated dental work, all of which allowed for children to remain with their parents. Priorities for change include: employment, housing, and poverty.

			<p><b>Jackson County:</b></p> <p>A Town Hall meeting was held August 30, 2018. Efforts in Jackson County are unique in that members observed the major problem was awareness. Members identified several organizations and resources and the committee was successful in recruiting a large, diverse membership. As a result, the committee is working to improve connection of these resources with the community. They have started hosting regular resource fairs for the community with family-friendly events. Judge Sharon Sigalas is also working on several innovated court programs, including a holistic program for incarcerated parents of foster child(ren) and another program focused on aging-out preparedness. Committee members are prioritized three areas of care: employment, mental health treatment, and physical health care.</p>				
<i>Action Step 3</i>							
<p>Implement Metro pilot sites in October 2018</p> <p>Separated Metro pilot into three County</p>	<p>Madison County Rankin County and Hinds County</p>	<p>Achieve unity among diverse stakeholders across Mississippi to provide comprehensive</p>	<p><b>Madison County:</b></p> <p>As a result of the September 25, 2018 Town Hall meeting, Madison’s committee is</p>	2018			Ongoing

<p>specific sites: Madison, Rankin and Hinds.</p>		<p>services to at-risk families. The ultimate objective is to reduce the number of children within the foster care system through multi-generational care.</p> <p>Determined that separating sites would better meet the diverse needs of each County.</p>	<p>seeking community buy-in and is in the process of planning a reception at the county courthouse. Members also seek to recruit more agencies and organizations in the area. The greatest challenge they face is creating public awareness of the need within the community. Priorities for change include: poverty, crime, substance abuse, and education.</p> <p><b>Rankin County:</b></p> <p>Following the October 2, 2018 Town Hall meeting, Committee members have identified priorities for change – poverty and education – but are taking time to conduct further assessment. The committee seeks to have more involvement from residents regarding their specific needs. A survey is under development and will be distributed to community members.</p> <p><b>Hinds County:</b></p> <p>A Town Hall meeting was held October 9, 2018. The committee in Hinds County reviewed the census and CPS geo data specific to their area and determined that additional input is necessary before deciding on exact priorities for change.</p>				
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			<p>Members would like as much residential involvement as possible and have started hosting meetings in local libraries and schools to generate community buy-in.</p> <p>Christopher Church has prepared individual data /geo map reports for MS Family First Initiative pilots to determine where the greatest needs were in the County.</p>				
<i>Action Step 4</i>							
Collaborate with the MS Access to Justice Commission Initiative to provide access to lawyers for indigent families in collateral legal matters which, if left unresolved, could result in child maltreatment and family instability.	<p>MS Access to Justice Commission</p> <p>AOC</p> <p>MCSOL</p> <p>Mission First Legal Aid Office</p>	<p>Provide legal services to access collateral services to stabilize families and reduce risk of maltreatment of children in the families.</p> <p>Provide education and public awareness, pro bono endeavors and referrals to Mississippi's civil legal aid providers.</p>	<p>Lawyers serving as parent defenders will connect families with services to prevent children from removal due to neglect and foster care prevention by addressing their circumstances as a whole and provide comprehensive assistance for legal issues which negatively impact family stability.</p> <p><b><i>Partnership with the Access to Justice Commission:</i></b> Mississippi's Family First Initiative is partnering with the Mississippi Supreme Court's Commission on Access to Justice to provide free legal services to families at risk of state intervention. One night a month, volunteer attorneys offer their services to pre-screened pro se clients. The Family Resource Center in Tupelo pre-screens the</p>	<p>2018-2021</p> <p>2019</p>			<p>September 2018 Proposal to MS Family First Initiative and Implementation of the Family First Prevention Services Act</p>

			<p>clients and offers a free space for the legal consultations to happen.</p> <p>The Parent Representation Resource Counsel Project (Casey Family Programs funded) engaged Access to Justice as we explore the narrative around civil legal aid as a tool of prevention. The Resource Counsel Staff Attorney was mobilized to work on collateral legal issues for vulnerable families in areas of housing, expungements, and government benefits 2018-2019. By 2020, the goal is to provide additional focus on collateral areas, while continuing to roll out an interdisciplinary parent representation program model in Rankin.</p>				
<i>Action Step 5</i>							
Family First Initiative – Hon. Robin Sage	<p>AOC</p> <p>Judges and Referees Conference</p> <p>Casey Family Programs Judicial Engagement Team</p>	Provide an overview of the Family First Prevention Service Act regarding responsibilities of the judiciary.	Youth Court Judges and Referees will gain an understanding of the requirements of the Family First Prevention Services Act and understand how this approach positively impacts children and their dockets due to prevention of removal and entry into foster care.	2018	Completed		
Family First Initiative – Robert Wyman, Casey	AOC	Follow up training regarding safety v. risk analysis to avoid	Robert Wyman, Casey Judicial Engagement Team, provided training on safety v.	May 13, 14, and 15, in Oxford,	Completed		

Judicial Engagement Team	Casey Family Programs Judicial Engagement Team	removing children from home when they can remain safely.	risk, reasonable efforts and prevention to 600 court personnel, MDCPS, law enforcement, providers, CASA and CAC staff.	Madison and Gulfport, MS			
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### Priority Area #2: Quality Legal Representation

Outcome #1: Promote change in Mississippi law to include representation for indigent parents in civil cases where there are allegations of abuse/neglect which may result in termination of parental rights; institutionalize a Parent Representation Task Force; transfer oversight of Parent Representation and Parent Attorneys to the Office of the State Public Defender; and develop uniform collection of data to identify trends in timeliness where parents have attorneys at the beginning of the case, thereby preventing unnecessary removal of children. Continue Parent Representation in counties piloted (Adams, Forrest, and Rankin since 2012), (Harrison since 2013) and (Hancock since 2015). Implement parent representation in DeSoto (2016), Bolivar and Hinds Counties in (2017), in Jackson County (2017), and in Pearl River County (2018). Train parent attorneys through Title IV-E funding. Provide additional training for parent attorneys through American Bar Association conferences and National Child Abuse and Neglect conferences. Gather data on effect of parent representation for parents with child 0-3 years of age in care of DCPS. Promote Zero-to-Three and Excel-by-5 in additional counties. Raise public awareness regarding parent representation. Find additional grants from private foundations to fund parent attorneys in new sites.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Two years of preliminary data show a significant increase in children removed from homes, but a fairly flat discharge rate. Data provided by AFCARS, MACWIS and CCWIS (Mississippi Department of Child Protection Services); Mississippi Youth Court Information Delivery System; ACF, Capacity Building Center for Courts; National Council of Juvenile and Family Court Judges; and American Bar Association. Legislature affirmed that Youth Court Judges may appoint parent attorneys, but no funding was appropriated. Pilot Counties are experiencing shortened time in care of DCPS or avoiding removal of children from their homes when parent attorneys are provided to help parents navigate the court process. Preliminary gathering of data appears to support that children are reunified more quickly when parents are represented by an attorney. March 2018 data shows a remarkable downward trend (17% in past twelve months) in rates of removal in the parent representation sites. Quarterly Foster Care Dynamics Data (October 2003 through March 2019 by quarter) provided by Christopher Church indicates a 28% reduction in the foster care population in the last 24 months.

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above. Parent attorneys will provide legal representation to indigent custodial parents in youth court so that parent attorneys can work with parents advocating for appropriate services and compliance with service plans; so that parents will be better supported and engaged, parents will successfully complete service plans and judges will be better informed; in order that there are fewer removals, shorter times to permanency, and fewer re-entries.*

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<i>Project 1 – Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</i>							
<i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 1</i>  Continue Pilot Counties: Adams, Forrest, Rankin (since 2012), Harrison (since 2013), and Hancock (since 2015), with funding from Casey Family Programs and the Administrative Office of Courts	AOC NCJFCJ Casey Family Programs Kellogg Foundation	Continuation of the five sites and collection and analysis of data to determine if parent representation is assisting in moving children to reunification or other permanency faster than children whose parents are not represented at the	Implement MS Standards of Practice for Attorneys Representing Parents in Child Protection or Termination of Parental Rights Proceeding and 2016 Standards of Operation to provide consistency and quality representation for indigent custodial parents.	2016	\$250,000 Annually  Casey Family Programs  Kellogg Foundation for continuation of five sites.	Collect and measure the same data elements across on parent representation sites.  Work with a Data Partner design studies,	Ongoing

through December 31, 2016.	<p>American Bar Association</p> <p>Child Advocacy Center, University of Mississippi</p> <p>Mission First Legal Aid Office</p> <p>MS Center for Legal Services</p> <p>Pilot Counties</p>	beginning of a case involving allegations of abuse or neglect.	<p>Develop data measures across all sites for improvement in the consistency of data collection for counties that pursue parent representation within their court.</p> <p>In Forrest County, cases where parent representation is offered will involve cases with children 0 to 3 years of age.</p> <p>Fostering Court Improvement Project will provide analysis of the data available from MDCPS, MYCIDS, and AFCARS</p> <p>Time Standards Summary and Missing Case Information Reports for specific data, which clarifies problem areas that impede timeliness in the handling of permanency cases, and provides judges with identification of areas needing improvement, will be provided periodically.</p>	<p>2017-2021</p> <p>2017-2021</p> <p>2017</p>	<p>AOC \$200,000 appropriation Office of State Public Defender from MS Legislature in 2018</p> <p>\$278,500 appropriation to Office of State Public Defender from MS Legislature available July 1, 2019</p> <p>\$232,000 provided by Casey Family Programs for 2019. The MS Legislature appropriated full salary for JIR, previously funded partially by Casey.</p>	<p>collect, or analyze date.</p> <p>Collaborate with Child Protective Services and MYCIDS to receive data by county from MACWIS, MYCIDS and AFCARS.</p>	
<i>Action Step 2</i>							
Implement parent representation in DeSoto (2016), Hinds	AOC OSPD		Implement MS Standards of Practice for Attorneys Representing Parents in Child Protection or Termination of Parental Rights Proceeding and 2016 Standards of	Implemented Parent Representation in DeSoto	Casey Family Programs and DeSoto County Board of		Ongoing

<p>and Bolivar Counties (2017)</p>	<p>Casey Family Programs Kellogg Foundation American Bar Association NCJFCJ Child Advocacy Center, University of Mississippi Mission First Legal Aid Office MS Center for Legal Services Pilot Counties</p>		<p>Operation, to provide consistency and quality representation for indigent custodial parents.</p> <p>Develop data measures across all sites for improvement in the consistency of data collection for counties that pursue parent representation within their court.</p> <p>Fostering Court Improvement Project will provide analysis of the data available from MDCPS, MYCIDS, and AFCARS</p> <p>Time Standards Summary and Missing Case Information Reports for specific data, which clarifies problem areas that impede timeliness in the handling of permanency cases, will be provided to Youth Court Judges and Referees periodically.</p>	<p>County in 2016 Implemented Parent Representation in Hinds County 2017 Implemented Parent Representation in Bolivar County in 2017</p>	<p>Supervisors' match  Kellogg Foundation and Hinds County Board of Supervisors' match.  Kellogg Foundation and Bolivar County Board of Supervisors' match.  Kellogg Foundation Grant extended to end of 2019</p>		
<i>Action Step 3</i>							
<p>Training Parent Attorneys through Title IV-E funds, NACC and ABA Events</p>	<p>Parent Attorneys</p>	<p>Parent defenders will have the tools they need to effectively represent parents in youth court where allegations of abuse or neglect exist.</p>	<p>All parent attorneys receive training on the Standards of Operation. All parent attorneys receive training on Parent Representation through the ABA and NACC events.</p> <p>Eleven judges, parent attorneys and AGs attended the ABA Conference on</p>	<p>Ongoing</p>			<p>Ongoing</p>

			<p>Children and the Law in 2018.</p> <p>Nine parent attorneys, AGs, and Access to Justice staff attended NACC April 2019</p>				
Action Step 4							
Transition from the Parent Representation Task Force to the Office of State Public Defender	<p>Parent Representation Task Force</p> <p>Office of State Public Defender (OSPD)</p>		Develop a Theory of Change and a Logic Model	May-June 2017 through 2020			Complete
OSPD will develop MS Parent Defender training and “Coming Together to Safeguard MS Families: A Multidisciplinary Training Focusing on Safety and Removal”	<p>OSPD</p> <p>Casey Family Programs</p> <p>AOC</p>	In-state training will provide parent defenders with the tools needed to effectively represent parents when allegations of abuse or neglect exist.	<p>Provide quality in-state training for parent defenders.</p> <p>Starting in June 2017, OSPD began providing in-state Parent Attorney Training Programs. The programs consist of 6.5 to 7.5 hours of Continuing Legal Education focused on skills development and motion practice. Each attorney that has completed one of these programs has earned their annual parent representative certification as required by Mississippi Code Section 43-21-201. The first program was held in Desoto County in June 2017, followed by the second program in Tunica County in October 2017, and lastly, the third</p>	2017-2018			Ongoing



			<p>program was held in Harrison County in April 2018. Overall, Forty-nine (49) lawyers have been trained at one or multiple of these above events. They have come from 39 counties that have presided over 78% of child removals over the past five years. In addition to these defender only programs, on January 18-19, 2018, parent attorneys participated in <i>Coming Together to Safeguard Mississippi Families: A Multidisciplinary Training Focusing on Safety and Removal</i>. This training was a first of its kind in Mississippi. Planned in part and produced by OSPD, and sponsored by Casey Family Programs, Administrative Office of Courts, and Mississippi College School of Law, this training brought together 15 teams each representing a county. Each team contained one parent representative that was joined by other child welfare players in their county jurisdiction that included judges, child protection workers, prosecutors, guardians <i>ad</i></p>				
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			<p><i>litem</i>, and court administrative staff. The event was well attended and each county developed a plan of action to implement parent representation and request funding from their Board of Supervisors.</p>				
<i>Action Step 5</i>							
<p>Expand parent representation to Jackson County (2017) and Pearl River County (2018)</p>	<p>AOC Casey Family Programs OSPD</p>		<p>Implement MS Standards of Practice for Attorneys Representing Parents in Child Protection or Termination of Parental Rights Proceeding and 2016 Standards of Operation, to provide consistency and quality representation for indigent custodial parents. All parent attorneys receive training on Parent Representation through the ABA and NACC events.</p> <p>Develop data measures across sites for improvement in the consistency of data collection for counties that pursue parent representation within their court.</p> <p>Fostering Court Improvement Project will provide analysis of the data available from MDCPS, MYCIDS, and AFCARS</p> <p>Time Standards Summary and Missing Case</p>	2017-2019	Casey Family Programs		Ongoing

			<p>Information Reports for specific data, which clarifies problem areas that impede timeliness in the handling of permanency cases, will be provided to Youth Court Judges and Referees periodically.</p> <p>*Data includes Counties with at least 45 Children in Care-Christopher Church (CC)</p> <p>Data October 2003 through March 2019 by Quarter (CC) shows a <b>reduction</b> in numbers of children in foster care <b>statewide</b> by 27.8%:</p> <p>Data for <b>Jackson County</b> October 2003 through March 2019 by Quarter (CC) shows 26.5% reduction in numbers of children in foster care.</p> <p>Data for <b>Pearl River County -</b> October 2003 through March 2019 by Quarter (CC) shows 50.0% reduction in numbers of children in foster care.</p>				
<i>Action Step 6</i>							
Deepen parent representation in Bolivar by hiring a social worker for the court team.	AOC Kellogg Foundation OSPD	Social Worker will be able to investigate, schedule services for the family and report to parent defender findings	Prevention of removal for allegations of neglect and foster care prevention. Continue decrease in removals of children. Increase in services provided and families stabilized.	2018	Kellogg Foundation		In process

			Data for <b>Bolivar</b> County October 20203 through March 2019 by Quarter (CC) shows 47.3% <b>reduction</b> in numbers of children in foster care.				
Deepen parent representation in Forrest to include all ages not just 0-3 children.	AOC Casey OSPD	All children's indigent custodial parents regardless of age of child will have access to a parent defender.	Forrest County will see decrease in removals and prevention services provided to strengthen and stabilize families with children older than 0-3.  Data for <b>Forrest</b> County October 2003 through March 2019 by Quarter (CC) shows 37.8% <b>reduction</b> in numbers of children in foster care.	2018	Casey Family Programs		
Deepen parent representation in Rankin to include social worker on court team	AOC Casey OSPD	Social Worker will be able to investigate, schedule services for the family and report to parent defender findings	Prevention of removal for allegations of neglect and foster care prevention. Continue decrease in removals of children. Increase in services provided and families stabilized.  Data for <b>Rankin</b> County October 2003 through March 2019 by Quarter shows 62.5% <b>reduction</b> in numbers of children in foster care.	2018	Casey Family Programs		In process
Track Downward Trent in PR Counties	Statewide  Adams, Hancock, Hinds, Desoto, Harrison, and Jackson		<b>Adams County</b> 40.8%; <b>Hancock County</b> 59.3%; <b>Hinds County</b> 40.2%; <b>Desoto County</b> 33.0%; <b>Harrison County</b> 20.7%; and <b>Jackson County</b> 26.5%.	2019	Casey Family Programs  Kellogg Foundation  County Matching Funds		

					Legislative Funding		
			<p>*Some counties have an <b>increased</b> foster care population:  <b>Pontotoc County</b> 5.8% and <b>Lamar County</b> 48.9% ( both increases unrelated to parent representation and both sites are expected to be the next expansion sites);  <b>Lauderdale County</b> 20.2% (has implemented PR with County funds); and  <b>Jones County</b> 21.1%</p>				
<i>Action Step 7</i>							
Institutionalize Parent Representation Task Force through the Mississippi Children's Justice Commission.	AOC MCJC PR Task Force	Institutionalize the Task Force as a multidisciplinary tool for accountability and consistency across the sites.	Prevention of removal for allegations of neglect and foster care prevention. Continue decrease in removals of children. Increase in services provided and families stabilized.	2018	MS Commission on Children's Justice		Completed
<i>Action Step 8</i>							
Three Branch Government Convening	AOC Kellogg Casey Judiciary PR Task Force	Highlight critical need for parent representation in MS; fundamental unfairness when children could be removed from parents	Host breakfast for Legislators with presentation on effectiveness of parent representation and need to be available statewide.	February 2018			Completed
Second Three Branch Government Convening			The Kellogg Foundation sponsored the Second Three Branch Government Convening March 7, 2019, with a larger attendance by the Legislators. Data was	March 2019			Completed

			presented to show a 55% reduction in Hancock County by April 2019 and a 55% reduction in Rankin County. Both counties continue to reduce the number of children in care as of June 2019				
<i>Action Step 9</i>							
Collaborate with the MS Access to Justice Commission Initiative to provide access to lawyers for indigent families in collateral legal matters which, if left unresolved, could result in child maltreatment and family instability.	MS Access to Justice Commission  AOC  MCSOL Mission First Legal Aid Office	Provide legal services to access collateral services to stabilize families and reduce risk of maltreatment of children in the families.  Provide education and public awareness, pro bono endeavors and referrals to Mississippi's civil legal aid providers.	Lawyers serving as parent defenders will connect families with services to prevent children from removal due to neglect and foster care prevention by addressing their circumstances as a whole and provide comprehensive assistance for legal issues which negatively impact family stability.  Mississippi's Family First Initiative is partnering with the Mississippi Supreme Court's Commission on Access to Justice to provide free legal services to families at risk of state intervention. One night a month, volunteer attorneys offer their services to pre-screened pro se clients. The Family Resource Center in Tupelo pre-screens the clients and offers a free space for the legal consultations to happen.	2018-2021			September 2018 Proposal to MS Family First Initiative and Implementation of the Family First Prevention Services Act

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### Priority Area #3: Timeliness/Permanency

Outcome #2: Meaningful collaboration and participation in the 2018 Child and Family Services Review by the judiciary, Tribe and Department of Child Protection Services by attending the opening session, reviewing cases and participating in the exit conference. Assistance with any resulting Program Improvement Plan to correct deficiencies in timeliness of hearings and other court issues and analyze data from Mississippi Youth Court Information Delivery System (MYCIDS). Collaboration between Administrative Office of Courts and Department of Child Protection Services on the Annual Progress Services Report for 2017-2021. *(The change in law, process, or those served by the program in terms of, content, procedure, knowledge, skills, attitudes, behaviors, capacity, or conditions the CIP seeks to make)*

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? Description of the need of the court or service population leading to the proposed outcome and activities; in addition, please provide the source describing this need.* The Department of Child Protection Services and the Courts are evaluated jointly and success is achieved when both meet the relevant timeliness measures for hearings, permanency reviews, reunification, adoption and termination of parental rights. Mississippi Automated Child Welfare Information System (MACWIS), Mississippi Youth Court Information Delivery System (MYCIDS), Adoption and Foster Care Analysis and Reporting System (AFCARS) and National Child Abuse and Neglect Data System (NCANS) are the data sources.

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* **Preparation for and participation of the judiciary with the Mississippi Department of Child Protection Services to alert both agencies of deficiencies in moving children to permanency faster due, in order to address timeliness issues of the courts, timely practice and continuous quality improvement of the department and the courts.**

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 2 –Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</b>							
<i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 2.</i>  Assist DCPS with case review and encourage courts to meet timeliness measures in 2017			Improvement in Reunification within 12 months of removal; improve Adoption within 24 months of removal  Training provided February, March and April for five counties regarding court orders, reasonable efforts and timeliness in preparation for CFSR 2018	2017-2021  CFSR 2018  PIP 2019-2021		Reports and training opportunities for DCPS staff and specific Court staff to analyze the data and make a plan to address deficiencies.	Ongoing
<i>Action Step 2</i>							
Share CFSP with judiciary	Mississippi Judicial College CPS	MJC will publish the CFSP on judicial website	Judiciary will have access to the total scope of work CPS is required to accomplish  CFSR findings shared with judiciary; PIP development held jointly with judiciary; Findings of Federal Court Monitor in Olivia Y. made available to judiciary.	2017-2019			Ongoing
<i>Action Step 3</i>							
Restructure CIP Workgroup at CPS to	CPS AOC	CIP Workgroup will participate in the	Provided training to four counties in preparation for the	2017-2019			Ongoing



focus on CFSR, PIP and APSR	AG	CFSR, make recommendations and assist with PIP and review APSR regarding court collaboration.	CFSR: Hinds, Harrison, Pontotoc and Union. Participated in Exit in Conference of CFSR; Participated in three days of developing the PIP in February-March 2019				
<i>Action Step 4</i>							
AOC will sponsor a convening of judges, Christopher Church, CBCC, and Rex Mohon, Senior Analyst, MYCIDS	AOC YC Judges and Referees CBCC	In-depth analysis of MYCIDS reports and judiciary reports regarding discrepancies in either data base	Expected outcome is agreement between the YC records and data entered into MYCIDS  Judges and Referees received county specific data at the September 2018 Conference.	2018-2019			Ongoing
<i>Action Step 5</i>							
CPS will share CFSP/APSR with the Tribe and Judiciary	Mississippi Band of Choctaw Indians CPS AOC	Collaboration where CPS intersects with Native American children and parents regarding notice and original jurisdiction issues.	CPS will notify the Tribe of Native Americans who come to the attention of CPS. CPS and the Tribe will collaborate on placement of the child if the Tribe determines they will not exercise original jurisdiction.  CIP Director provided information for APSR on Court and Tribal Collaboration.	2018  2019			Ongoing
<i>Action Step 6</i>							
Provide judicial training in four CFSR sites regarding areas needing improvement and language in court orders	Hinds County Harrison County Pontotoc Union	Review county data for timeliness of permanency for children. Promote awareness of required IV-E language in court orders regarding reasonable efforts to prevent removal and	To see improvement in the areas reviewed in the CFSR; improvement in timeliness and completeness of court orders; decrease in numbers of children removed from the home if they can remain at home safely with services to the family.	March and June 2018  CFSR September 24-28, 2018			Completed

		to achieve permanency.	Judicial Training was provided in February, March and April 2018 to Hinds, Harrison, Pontotoc and Union Counties regarding language in court orders and reasonable efforts finds required for title IV-E eligibility for children in care. Training was also provided in Washington County, but it was not chosen for review.				

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### Priority Area #4: Data

Outcome #3: The change in law, process, or those served by the program in terms of, content, procedure, knowledge, skills, attitudes, behaviors, capacity, or conditions the CIP seeks to make MDCPS will be able to navigate MYCIDS, print petitions, court orders and other legal documents for court hearings and complete department files. The Mississippi Youth Court Information Delivery System (MYCIDS) is currently available on the Mississippi Department of Child Protection Services servers in order to give approximately 1980 workers view only access to electronic files containing court orders, petitions, and other court related documents that will assist MDCPS workers.

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? Description of the need of the court or service population leading to the proposed outcome and activities; in addition, please provide the source describing this need.* Files at the MDCPS were lacking documents i.e. petitions, court orders, and other legal documents located in MYCIDS according to the last Child and Family Services Review. Cases could not be closed in MACWIS due to missing court orders ending custody. Workers requested access to MYCIDS so they could print orders instead of traveling to various court houses to make copies. Access to electronic documents expedites the court process for judges, attorneys and Prosecutors. The Mississippi Supreme Court mandated that all youth courts implement MYCIDS July 1, 2015 and judges/referees were required to certify compliance with MYCIDS requirements as of June 30, 2016. In August 2018, MYCIDS completed an update which includes requirement to list reasonable efforts made by the Child Protection Services and if not, to find none were made in the order. Person entering data cannot proceed until these fields are populated.

**Theory of Change:** Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above. Train court staff and child protection staff regarding quality data entry into the Mississippi Youth Court Information Delivery System to improve the capability of locating and printing court orders, so that children will be eligible for Title IV-E maintenance payments and to promote complete case files for review during CQI reviews, peer reviews and the 2018 Child and Family Service Review.

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 3 –Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</b>							
<p><i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 3</i></p> <p>Supreme Court I.T. and DCPS I.T. will have coordinated efforts in order to provide access to all MYCIDS data by judges, referees, and DCPS workers.</p>	<p>Supreme Court I.T. , DCPS I.T. CIP Work Group, Judges and Referees</p>	<p>I.T. Department continues to make updates in MYCIDS in order to produce a more reliable statewide data system which accesses more accurate statistical data and produces a variety of reports.</p>	<p>Reports provided to all stakeholders who have requested access to MYCIDS.</p> <p>June 2019, MDCPS designed a Smart Sheet to provide real time notice of court orders not in compliance with title IV-E language requirements. Four Supreme Court staff can review specific court orders by County that are in noncompliance.</p>			<p>The Mississippi Supreme Court, Youth Court Judges and Referees, DCPS Commissioner, Deputy Commissioner, Supervisors and front line workers will review data monthly on MDCPS Data Dashboard.</p> <p>Reports are available to all stakeholders who have requested</p>	<p>Ongoing</p>

						access to MYCIDS.  MYCIDS staff will meet quarterly or more often as needed to analyze data and communicate to Judges and Referees deficiencies.	
<i>Action Step 2</i>							
1500 DCPS workers will receive initial training and continued MYCIDS training and support in basic court procedures, testimony, reports and practices.		A training schedule is developed annually and provided on an as needed basis when staff changes occur.		2017-2021			Ongoing
<i>Action Step 3</i>							
Supreme Court I.T. Department will provide ongoing technical assistance through its MYCIDS Help Desk.				2017-2021			Ongoing
<i>Action Step 4</i>							
Provide an update of MYCIDS to require entering reasonable efforts made by CPS or a finding that	AOC MYCIDS IT	Modified to include attorney relationship field; allow appointment of attorney for parents. Court orders will	An update in 2018 to MYCIDS was completed to require entry of reasonable efforts before worker continues in the process. A drop down menu of possible	August 2018			Completed

reasonable efforts were not made.		contain reasonable efforts actions by the CPS to prevent removal, reunify and necessary court findings prior to the Disposition hearing, or a judge must find that no reasonable efforts were made in the order.	reasonable efforts was developed and a space for more specific efforts explanations.				
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### **Priority Area #5: Indian Child Welfare Act Training and Collaboration between the Judiciary, the Tribe and Child Protection Services.**

**Outcome #4:** Collaboration with the Mississippi Band of Choctaw Indians (MBCI)-Choctaw Tribe and, in conjunction with NCJFCJ, Casey Family Programs, and the Attorney General's Office, will develop and convene Annual Indian Child Welfare Conferences 2017-2021 to promote communication, cooperation, cultural awareness, recognition of and compliance with federal ICWA regulations.

**Need Driving Activities and Data Source:** *How do you know this is a need in your state? (Description of the need of the court or service population leading to the proposed outcome and activities, in addition, please provide the source describing this need.)* ICWA training effectively addressed the needs of the state youth courts, child welfare workers, and other significant stakeholders to obtain a greater awareness of federal laws that are designed to promote the safety permanency and well-being of Native American children, while protecting their rights.

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* **Training on the Indian Child Welfare Act and recent changes in regulations and U. S. Supreme Court case law will assist in preventing removal of Indian children from their homes, promote timely notification to the**

**Tribe when an Indian child is identified by the State due to allegations of abuse and/or neglect, encourage placement of Indian children in similar cultural placement from which removed, and to continue the Memorandum of Understanding between the Tribe and the Mississippi Department of Child Protection Services.**

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b> <i>Completed, Ongoing, Abandoned</i>
<b>Project 4 –Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</b>							
<b>1 – Briefly identify the activities/action steps needed to implement project 4</b>  Plan and Convene 2017 Annual ICWA Conference							Ongoing
<i>Action Step 2</i>							
Date: August 10, 2017  1 Contract with Pearl River Resort for facility, food and equipment  2 Develop Agenda  3 Confirm speakers	MDHS, DCPS  AOC, CIP, AG,  NCJFCJ,  Casey Family Programs,  MS Judicial College,  AG at Choctaw, Youth Court Judges and Referees,	Continuing to see an increased level of meaningful collaboration between the Courts, Department of Child Protection Services Welfare and the MBCI.  MBCI will experience Increased contact with counties which have notably larger Native American (Choctaw) populations regarding the overall safety and	Contract Signed  Agenda Developed  Ethics Panel selected  Speakers Confirmed 2017: Tom Lidot Margaret Orrantia and Sheldon Spotted Elk	2017-2019			Ongoing



	Jurist in Residence, and CB Capacity Building Center for Tribes	well-being of Native American children.					
<i>Action Step 3</i>							
Actively collaborate with the MBCI to build resources for cross-training between the judiciary, DCPS and the Tribe	AOC/CIP MBCI/DCPS	Training opportunities will be shared between DCPS and Tribe. Notice of such trainings will be provided.		2017-2021			Ongoing
<i>Action Step 4</i>							
Improve the coordination of activities that aid in building a relationship of trust between the Tribe and State agencies involved in collaboration.	AOC/CIP MBCI/Dept. of Family & Children's Services	Quarterly meetings between Choctaw Social Services, DCPS and AOC will be held to determine any barriers to providing services for Native American children and find solutions.		2017-2021			Ongoing
<i>Action Step 5</i>							
Date: August 14, 2018  (1) Contract with Pearl River Resort for facility, food and equipment  (2) Develop Agenda	MDHS, DCPS AOC, CIP, AG, NCJFCJ, Casey Family Programs, MS Judicial College, AG at Choctaw, Youth Court	Continuing to see an increased level of meaningful collaboration between the Courts, Department of Child Protection Services Welfare and the MBCI.  MBCI will experience Increased contact with counties which have notably larger Native	MBCI will have greater opportunities for trainings at One Loud Voice Conference and Indian Child Welfare Conference each year.  Contract Signed  Agenda Developed  Speaker Confirmed Justice Anne McKeig  Panel of Judges, AG, MDCPS and Tribal Judge	2018			Completed

(3) Confirm speakers	Judges and Referees,  Jurist in Residence, and CB Capacity Building Center for Tribes	American (Choctaw) populations regarding the overall safety and well-being of Native American children.					
Date: August 13, 2019	MDHS, DCPS  AOC, CIP, AG,  NCJFCJ,  Casey Family Programs,  MS Judicial College,  AG at Choctaw, Youth Court  Judges and Referees,  Jurist in Residence, and CB Capacity Building Center for Tribes		Scholarships were provided for MBCI to attend the One Loud Voice Conference.  Judicial and MBCI meet to plan 9 <sup>th</sup> Annual Indian Child Welfare Conference  Contract Signed with facility  Agenda Developed  Ethics Panel selected  Confirm Speaker: Judge Richard Blake	2019			Ongoing

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**Priority Area #5:** ~~Mississippi Summit on Courts and the Military~~ \*Program did not reach collaborative expectations with the Judiciary, Tribe or Child Protection Services. The Military group represented ninety percent of the participants and speakers.

**Outcome #5:** ~~To Strengthen Court Processes between courts which hear family law cases and the military veteran population in Mississippi. To address differences in PTSD and domestic violence through information, training, and hearing the voices of the veterans returning from deployment to civilian life. The Court Improvement Program will coordinate efforts between the State Supreme Court, Legislature, the State Agencies, Law Enforcement, Service Providers, and the Military for the purpose of providing knowledge and skills, changes in attitudes and behaviors through a Mississippi Summit for Courts and the Military to judges and stakeholders, who intersect with deployed military personnel returning to civilian life.~~

~~Encourage more direct collaboration between the courts, child welfare agency and the military to better ensure the permanency, safety and well-being of foster children living within the boundaries of the State of Mississippi and provide specialized services to veterans with PTSD.~~

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? (Description of the need of the court or service population leading to the proposed outcome and activities, in addition, please provide the source describing this need.)* Develop a tracking system for veterans who are parents of children in the child welfare system. Develop services that address PTSD and distinguish from domestic violence.

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* **Provide training to the judiciary, child protection services and the tribe regarding identifying post-traumatic stress issues of military persons who are in youth court due to allegations of abuse and/or neglect in order to provide appropriate services to the parent (which are different from the basic abuse/neglect services), to prevent removal of the child from the home, and to provide coordinate services to the family through state, private and military resources.**

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 5 –Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</b>							
<b>Action Step 1 – Briefly identify the activities/action steps needed to implement project 5</b>  Develop a Mississippi Summit for Courts and the Military to be held in 2017.							Ongoing
<b>Action Step 2</b>							
Create a workgroup to determine the date, location, speakers, focus of the Summit and cost. Collaborate with the MS Bar	Mary Fuller, JD Youth Court Programs Director Honorable Judge Tom	Providing individualized services to family members who have been deployed and return	Develop a tracking system of veteran parents in the child welfare system.	2016-2017			Completed Program did not reach collaboration with

<p>Association Military Assistance Committee; MS National Guard JAG office; JAG Staff Judge Advocate; MCSOL Military Justice Society; Mission First, which provides legal assistance to military personnel; MS Volunteer Lawyers Program; University of Mississippi School of Law; MS Veterans Courts and Drug Courts (90 Vets are currently enrolled in drug programs);</p>	<p>Broome, Rankin County Court Youth Court  Honorable John Hudson, Jurist in Residence  Paula Broome, Assistant AG   Michael Wright, Program Manager   The Mississippi Judicial College</p>	<p>home with PTSD or related issues.</p>					<p>judiciary, Tribe or CPS. Military participant made up 90% of attendees.   Do not plan to continue program.</p>

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### **Priority Area #6 – Judicial Training**

**Outcome #6 Judicial Training:** Youth Court Judges register annually to participate in summits/conferences sponsored by the National Council of Juvenile and Family Court Judges and other entities offering certified judicial training which aide in the achievement of positive outcomes for families.

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? (Description of the need of the court or service population leading to the proposed outcome and activities, in addition, please provide the source describing this need.)* The need to facilitate collaboration between the courts and the Department of Child Protection Services by providing proper judicial and social worker continuing education to improved understanding regulations and guidelines which govern both entities.

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* **Provide travel reimbursement for judges and referees to attend summits/conferences sponsored by the National Council of Juvenile and Family Court Judges and other organizations to assist judiciary regarding use of data, methods that work in other states to prevent removal of children and the achieve permanency faster, specialized training in identifying children who have been sex trafficked in order to provide appropriate services and rehabilitation, and introduction to new resources and manuals for practice and procedures.**

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 6 –Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.</b>							
<i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 6</i>  Provide travel reimbursement to attend National Council on Juvenile and Family Court Judges Conferences and other relevant conferences as requested				2017-2021			Ongoing
<i>Action Step 2</i>							
Group of Judges and Referees will attend NCJFCJ and other relevant conferences.	AOC, DCPS, AG, MJC		Achieving positive outcomes for families through judicially led collaborations to address:  Indian Child Welfare Act and Regulations effective December 2016.  Disproportionate Minority in Care  Child Sex Trafficking	2017-2021			Ongoing

			MS had a large change in the judiciary in 2019 with judges retiring or not running for election. Six new Youth Court judges will attend NCJFCJ in July 2019 and five additional people: Chief Justice MBCI, Justice, JIR, Rankin County YC Judge and Madison County YC Judge				
<i>Action Step 3</i>							
Explore Title IV-E funding for training and professional membership and optional training on TPR law changes for County Court Judges at Trial and Appellate Judges Conference.	AOC, MDCPS, AG, MJC		Obtain Title IV-E funding for training and professional membership and optional training on TPR law changes for County Court Judges at Trial and Appellate Judges Conference.  Meetings between Judiciary and MDCPS have occurred in 2018-2019 regarding Title IV-E Training dollars.	2019			
<i>Action Step 4</i>							
Training and development of policies and procedures to recognize and address the needs of cross-over youth	AOC, DCPS, AG, MJC			2019			
<i>Action Step 5</i>							
Share cost of keynote speaker for Judges and Referees Conference with the MS Judicial College	AOC	Bring experts to address Judges and Referees regarding requirements for Title IV-E funding and new Acts i.e. Family First Prevention Services Act.		2017-2021			Ongoing
<i>Action Step 6</i>							



Assist Jurist in Residence to address county specific issues with judges and referees	AOC	One-on-one meetings with YC Judges or Referees to address county specific issues regarding timeliness and data entry resulting in improvement in permanency for children.	Resolution of judges and referees not using MYCIDS or not using to the full extent or properly. Judges will have capability of tracking timeliness of permanency for each child. Judges will be able to identify areas needing improvement.  MDCPS developed a Smart Sheet to provide real time notice of court order that are not in compliance with title IV-E language requirements, which is available to the JIR for meeting with specific judges.	2017-2021			Ongoing
<i>Action Step 7</i>							
Provide funding for judges and referees to attend the CIP Grantee Annual Meetings and National Child Abuse and Neglect Conference.	AOC, DCPS, AG, Youth Court Judges and Referees		Justice, JIR, MDCPS and AOC staff attended in 2017-2019	2017-2021			Ongoing
<i>Action Step 8</i>							
Provide “With Teamwork Our Kids Win” multidisciplinary conferences in Oxford, January 11, 2017; Madison, January 18, 2017 and Gulfport, January 25, 2017  Approximately 1,500 persons participated in the conferences (450-550 per location).	Judiciary, Tribe, Child Protection Services, Attorney General’s Office, Youth Services, Guardians ad litem, law enforcement, school attendance officers, mental	Collaborative meeting to highlight the many disciplines of practice in MS which touch the lives of children. Opportunity for multidisciplinary teams to get acquainted with other disciplines and make a plan to work together to stabilize or assist families with services.		2017			Completed

	health providers, health providers, and medical providers						
Provide “With Teamwork Our Kids Win-Playing the Game” in Oxford, May 13, 2019; Madison, May 14, 2019 and Gulfport, May 15, 2019	Judiciary, Tribe, Child Protection Services, Attorney General’s Office, Youth Services, Guardians ad litem, law enforcement, school attendance officers, mental health providers, health providers, and medical providers	Collaborative meeting to train on safety vs. risk, reasonable efforts and FFPSA.	Robert Wyman, Casey Judicial Leadership, was the trainer. About 600 were trained over the three days.	2019			Completed
<i>Action Step 9</i>							
Collaborate to provide an enhanced Resource Guide to each Judge and Referee				2017-2021			Completed 2019
<i>Action Step 10</i>							
Family First Initiative – Hon. Robin Sage	AOC  Judges and Referees Conference  Casey Family Programs Judicial	Provide an overview of the Family First Prevention Service Act regarding responsibilities of the judiciary.	Youth Court Judges and Referees will gain an understanding of the requirements of the Family First Prevention Services Act and understand how this approach positively impacts children and their dockets due to prevention of removal and entry into foster care.	September 19-21, 2018			Completed

	Engagement Team						
<p><i>Maximizing Federal Title IV-E Funding in Youth Court Cases</i></p> <p>Casey Anbender, Court Analyst, Child Welfare Services, Michigan Supreme Court</p> <p><i>Best Practices for Title IV-E Compliance – Court Orders and Judicial Findings</i></p> <p>Casey Anbender</p> <p>Hon. Elwood Brown, Probate Judge MI</p> <p>Kelly Wagner, Director of Child Welfare Services, Michigan Supreme Court</p>	<p>AOC</p> <p>Judges and Referees Conference</p>	<p>Provide information on how to access Title IV-E for training of the judiciary and CPS</p>		<p>September 19-21, 2018</p>			<p>Completed</p>
<p>Collaboration with LA, MS and AL regarding cost sharing for trainings, drawing down federal dollars and parent representation projects</p>	<p>Justice, MS Supreme Court</p> <p>JIR MS, LA and AL AOC CIP Directors</p> <p>MS Family First Initiative Coordinator Project Coordinator Pelican Center in LA</p>	<p>Tri-State Trainings to maximize funds for speakers</p> <p>Border Agreements for placement of children with relatives</p> <p>Expand parent representation</p>	<p>Explore opportunities to share training costs.</p> <p>Explore using federal training dollars.</p> <p>Promote Parent Representation as a Prevention Strategy</p> <p>Develop Border Agreements for placement of children with relatives.</p>	<p>May 2019</p>			

## Strategic Plan Template

**State Name: MISSISSIPPI**

**Date Strategic Plan Submitted: November 15, 2016; Supplemented June 30, 2017 and September 13, 2018**

**Timeframe Covered by Strategic Plan: FYS 2017-2021**

**Overall Goal/Mission of CIP:** To promote (1) implementation of the Family First Prevention Services Act to prevent removal of children by providing services to the family to strengthen and enable the parents to care for their children, (2) permanency for children through continuation of the pilot sites for parent representation, training for parent attorney certification, implementation of parent representation in additional sites and promotion of legislation for statewide representation of indigent custodial parent in youth court, (3) to collaborate and participate with the Department of Child Protection Services in the Child and Family Services Review in 2018, to assist with any resulting Program Improvement Plan, to improve outcomes for children, and collaborate and contribute to the Annual Progress Services Report regarding court and tribal collaboration, in order to improve timeliness of hearings, compliance with individual service plans and achievement of reunification, adoption or other permanent plan as appropriate; (4) to provide data to the legislature showing: a decrease in removal rates by providing services to the family, children are reunified faster or moved to other permanency when parents are represented at the beginning of the child abuse or neglect case; (5) to provide Indian Child Welfare Act training events for the judiciary, child protection services and the tribe; ~~(6) to convene a multidisciplinary conference regarding military families in youth court due to allegations of abuse and/or neglect in order to provide services that address post-traumatic stress disorder as a result of multiple deployments;~~ (6) to provide multidisciplinary training events for the judiciary, child protection services and the tribe through the National Council of Juvenile and Family Court Judges, through the One LOUD Voice Conference, and through prevention of child sex trafficking training; and (7) reinstatement of the Children's Commission on Justice.

*\*The Summit on Courts and the Military did not reach the collaborative expectations with the Judiciary, Tribe or with Child Protection Services. The military represented ninety percent of the participants and speakers.*

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### **Priority Area # 7: Mississippi Children's Commission on Justice**

**Outcome #7:** Coordination of three branches of MS government in assessing the impact of government actions on abused and/or neglected children; recommendations for improvement for safety of children, strengthening and supporting families; promotion of public trust and confidence in child welfare; and develop a statewide comprehensive approach to improving the child welfare system. Legislators and elected officials will have a better understanding of the child welfare system leading to more effective laws.

**Need Driving Activities & Data Source:** *How do you know this is a need in your state? Description of the need of the court or service population leading to the proposed outcome and activities, in addition, please provide the source describing this need.)* **MS child welfare laws are inconsistent and outdated and require review and revision**

**Theory of Change:** *Provide a summary (overview) of how the activities/projects below will lead to the anticipated outcome above.* **Convene a Mississippi Children's Commission on Justice to assess the impact of government actions on abused/and or neglected children when children remain in foster care long term, to**

**develop a plan for improved safety of children, to strengthen and support families so families can adequately care for their children safely, to promote information to restore public trust and confidence in child welfare programs, and provide legislators with information about the child welfare system which will lead to more effective laws.**

<b>Activity or Project Description</b> <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	<b>Collaborative Partners</b> <i>Responsible parties and partners involved in implementation of the activity.</i>	<b>Anticipated Outputs of Activity</b> <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	<b>Goals of Activity (short and/or Long-term)</b> <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measureable.</i> <b>Progress toward Outcome</b>	<b>Timeframe</b> <i>Proposed completion date or, if appropriate, "ongoing".</i>	<b>Resources Needed</b> <i>Where relevant identify the resources needed to complete the activity.</i>	<b>Plans for Evaluating Activity</b> <i>Where relevant, how will you measure or monitor change?</i>	<b>Status of Project/ Activity</b>  <i>Completed, Ongoing, Abandoned</i>
<b>Project 7</b> —Briefly describe the overall activity or project that should help lead to the outcome identified above, including how this project was selected.							
<i>Action Step 1 – Briefly identify the activities/action steps needed to implement project 7</i>  Convene new Commission on Children’s Justice							Completed
<i>Action Step 2</i>							
Convened August 1, 2016; Next meetings: October 14, 2016,  March 31, 2017, June 2017, September 2017 and December 2017  March 2018, June 2018, and September 2018	Governor of MS; The MS Supreme Court;  The MS Court of Appeals; AOC;  MS Chancellors, County Youth Court Judges and Referees;  Child Protection Services; MDHS Youth Services; MS Band of Choctaw	Assessment of the impact of government actions on abused/and or neglected children when children remain in foster care long term.  A plan for improved safety of children.  A plan to strengthen and support families so families can adequately care for their children safely.  Promote information to restore public trust and confidence in	Revise MS statutes which address child welfare, safety, permanency and wellbeing.  Develop a plan to provide collateral services to families to prevent removal and entering foster care.  Conduct media campaign to educate the public and encourage community involvement in assisting families where children are at risk of abuse or neglect by connecting families to services that will stabilize the families.  Create opportunity to present data to legislators regarding	2016-2019			Completed Organizational Meeting.  Committees appointed

	<p>Indians; MS Judicial College;</p> <p>Attorney General's Office; MS Access to Justice Commission; Prosecutors; Children's Safe Center; MS United Methodist Children's Homes; Canopy Children's Solutions; Tupelo Public School District; Office of Compulsory School Attendance Enforcement of MS Dept of Education; MS Dept. of Mental Health; Children's Advocacy Centers of MS; Children's Advocacy Program At MS College School of Law; MS State University Social Science</p>	<p>child welfare programs.</p> <p>Provide legislators with information about the child welfare system.</p> <p>Promote revision of the Mississippi Code for more effective child welfare laws.</p>	<p>children at risk in MS and suggest solutions to address the collateral family issues.</p>				
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	Research Center; School of Criminal Justice and MS Statistical Analysis Center						
Commission Re-Appointed in 2019 and convened June 20, 2019	Governor First Lady MS Supreme Court Chancellors MS Judicial College MS Court of Appeals Youth Court Judges MBCI MDCPS OSPD UMSOL MCSOL MSU USM AG MDMH MDOE MDHS UMCH CAC Casey Family Programs FBI AOC Access to Justice County Attorney Canopy			2019-2021			
<i>Action Step 3</i>							



Coordinate MS' three branches of government to assess impact of government actions on abused and/or neglected children							Ongoing
<i>Action Step 4</i>							
Recommend changes to improve safety, strengthen and support families, promote public trust and confidence, and develop a statewide comprehensive approach to improving the child welfare system			Subcommittees organized to address components of the child welfare system and encourage collaboration to support and strengthen families.	2017-2018			Ongoing
<i>Action Step 5</i>							
Recommend changes to improve safety, strengthen and support families, promote public trust and confidence, and develop a statewide comprehensive approach to improving the child welfare system			Develop media campaign to promote public trust.	2018			Ongoing
<i>Action Step 6</i>							
Community Wrap Around Services: create resources, promote communication between agencies, coordinate services; expand Zero-to-Three programs, Excel-by-5 and MYPAC programs in the state			Mississippi Family First Initiative will convene stakeholders and collaborate with Families First of MS to coordinate community response to wrap around services for families in their county.	2018-2019			Ongoing

<i>Action Step 7</i>							
Holistic approach to child support services			Develop a multi-generational approach to supporting and strengthening families in MS.	2018-2019			Ongoing