

Strategic Plan Template

State Name: Nevada

Date Strategic Plan Submitted: July 31, 2025

Timeframe Covered by Strategic Plan: October 1, 2021-September 30, 2026

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

Priority Area #1: Data

Copy and paste the portion below the blue line for your activities/projects.

Outcome #1: *CIP will work with the Department of Health and Human Services to establish data sharing capabilities between the Child Welfare Agencies and the Courts. Both currently track valuable information on children, youth, and families, but the data elements being collected are typically different between the two parties. By providing bidirectional data exchanges between the two parties, information that was previously unknown will be made available, allowing for better informed decision-making.*

Need Driving Activities & Data Source: How do you know this is a need in your state? *The differences between the data being collected by the child welfare agencies and the courts create a discrepancy in the information being received. The Courts currently rely on the Department of Children and Family Services to provide CFS775 "timeliness" reports to each of the jurisdictions in Nevada. This report is disseminated on a quarterly basis, creating lag time in decision-making.*

Theory of Change: *By providing a bidirectional flow of information between the Child Welfare Agencies and the Courts, the two can review information in real-time, allowing for proactive decision-making, versus reactive decisions.*

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Briefly describe the overall activity or project that should help lead to the outcome identified above.						
1- Establish a data sharing agreement between Child Welfare Agency and Courts	CIP DHHS/DCFS	Flow of bidirectional information between Child Welfare Agency and	Real time data, allowing for proactive responses versus reactive.	Implemented & Ongoing	Agency case management training	Improved wellbeing, timely

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		Courts.	Align agency data with court data.			permanency outcomes, disparate timelines, and outcomes for children & families.
<i>2- Identify data elements needed for reports and access/Update CFS775 Timeliness Report & Building the IV-E Language Eligibility Report</i>	CIP DHHS/DCFS Data Savvy Consultants	A deeper dive into data reports Updated and valid reports to CICs	Identify areas in need of improvement or maximizing Improved monitoring of adherence to IV-E language requirements and ASFA timeline requirements Monitor compliance with Statewide Court Ordered Templates (ADKT 0581)	Implemented & Ongoing		IV-E: Compare reports over time CFS775: Compare reports over time and compare performance in relation to federal timeframes
<i>3- JCAMP</i>	CIP JCAMP Consultants FPO/Child Welfare Agencies Court Stakeholders Lived Experience Experts Community Partners	In-depth qualitative & quantitative data to help guide and improve Nevada's dependency system.	Creating a baseline to help measure progress Consistent measuring tool tailored to Nevada CIP will be able to provide data to assist in the Federal State Assessment of the CFSR	Ongoing – next data collection round adjusted to complement CFSR schedule		Progress/change will be monitored over time against baseline assessments/data JCAMP measures-consistent measuring tool Progress on meeting goals set in Sustainability Plan Measure data areas that intersect with CFSR items
<i>4- CIP to work with Nevada Court Data Reporting System (CDRS)</i>	CIP AOC Data Unit Court Stakeholder	CDRS is a data model that houses specific and important strategic data assets necessary for understanding how cases are processed, managed, and adjudicated across the Nevada Judiciary.	Real-time court data will be provided to the courts, CICs, and dependency court stakeholders. Be better informed on court data.	Expected completion date December 2026		

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			<p>Consistency throughout the courts in order to help with setting goals and measuring elements.</p> <p>With improved data resources, data collaborations with the child welfare agency will be more robust</p>			
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Priority Area #2: Quality Court Hearings

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

Need Driving Activities & Data Source: *How do you know this is a need in your state?* *Judicial, Court and Attorney Measures of Performance (JCAMP) research, previous Nevada quality hearing studies, and the Juvenile Dependency Mediation Program (JDMP) study by Data Savvy Consulting identify the importance of quality hearings and the need for improvement across the State.*

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

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<p>The Nevada CIP continues supporting and informing the Community Improvement Councils (CIC) as they implement their annual CIC Action Plans to improve court processing of dependency cases as its means of continuously monitoring and improving the quality of dependency court proceedings including court hearings and reviews. By providing the courts and their CICs data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and</p>						

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guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.

<p>1 – Develop Permanency training for judges, masters, and court stakeholders</p>	<p>CIP DCFS Chief Deputy DA’s</p>	<p>Online “permanency” training to address Concurrent Planning, Reasonable Efforts, and KinGAP for court stakeholders</p>	<p>Ensure consistency across the state. Feedback from our current trainings will be used as a resource to help inform decision making when developing new trainings</p>	<p>Completed & ongoing</p>		
<p>2 – Support CIC’s development and implementation of annual action plans.</p>	<p>CIP CICs Child Welfare tribes /reps Lived Experience Experts (Parent and Young Adults)</p>	<p>CIP collects, assesses, analyzes, and distributes permanency and timeliness data regularly. CIC’s follow-through on action plans created at the annual CIC Summit. CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CIC’s.</p>	<p>Improve court functioning, build capacity, decrease time to permanency, and improve timeliness.</p>	<p>Ongoing</p>		<p>CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved reunification rate as reflected in DCFS UNITY data reports (CFS775)</p>
<p>3 – Conduct “remote” hearing quality study.</p>	<p>CIP CICs Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.</p>	<p>Child welfare court and agency professionals’ survey. Parent survey.</p>	<p>Increase knowledge regarding the use of virtual hearings during COVID-19.</p>	<p>Implemented & Ongoing</p>	<p>In person & Virtual hearing study.</p>	<p>Case file reviews and evaluations of court hearings over time.</p>
<p>4 – Monitor the quality of hearings.</p>	<p>CIP CICs</p>	<p>CIP encourages CICs to create meaningful agendas and take and distribute minutes.</p>	<p>CIP attends and supports CIC meetings. CIP holds statewide CIC Summit.</p>	<p>Ongoing</p>		<p>CIC agendas and meeting minutes focusing on steps to improve hearing quality.</p>
<p>5 – Develop & update statewide court order templates & IV-E Eligibility Report</p>	<p>CIP Court Stakeholders Child Welfare</p>	<p>Standardized court order templates IV-E Eligibility Report</p>	<p>Provide consistency across the state.</p>	<p>Approved (ADKT 0581), implemented & Ongoing;</p>		<p>Evaluate timeliness outcomes Failed Report Data</p>

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			Monitor progress & jurisdictions needing assistance	Assessing whether additional templates are needed in response to recent State legislation		Evaluate court order adherence to Title IV-E language requirements
6 – Update NRS 432B	CIP Court Stakeholders Child Welfare	Make various language changes to NRS 432B. Reconvene the Subcommittee in November 2025 to begin preparing efforts for the 2027 legislative session	Increase protection of children in the child welfare system.	Implemented & Ongoing		Bi-annual CIP Legislative Subcommittee- Statutory changes reflected in approved legislation and, eventually, Nevada Revised Statutes
7- Nevada Rules of Civil Procedure (NRCP) to include dependency proceedings & timeframes	CIP CICs Legal & Judicial Stakeholders Consultant	Update NRCP Timelines better defined to align with federal timeframes and State and local needs	Increase time spent on substantive issues vs procedural Make certain court processes and practices better defined and therefore more consistent across the State	Developing solution	Outside neutral consultant	CFS775 Timeliness reports JCAMP Quality Court Hearing Measures
8– CIP continues to actively align its work with that of the Child Welfare Agencies.	CIP CICs Child Welfare CLJIA	CIP continues to provide input into attaining PIP and CFSR goals. Child Welfare actively participates in the development of the CIP Strategic Plan and its implementation. CIP and Child Welfare share data, program assessments results, etc.	CICs continue their successful endeavors as outlined in their action plans. Hearing and court order quality improve. Relevant statistical evidence (AFCARS, NCANDS, timeliness, permanency, and reunification) demonstrates continued improvement.	Ongoing		The success of court hearing quality improvement efforts, project implementation, PIP development and implementation, and CICs.

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		<p>Regular meetings take place with Child Welfare managers & supervisors, SQIC Committee, and CIP.</p> <p>Child Welfare is fully represented and active on the CIP Select Committee.</p> <p>CIP and Judiciary participate in the development and implementation of the PIP.</p>	CIP and Child Welfare Agency reports and documents reflect active and joint participation.			
9- JCAMP Quality Hearing Measures	JCAMP Leadership Team CIP CICs Child Welfare CLJIA	<p>In depth qualitative & quantitative court hearing data to help guide and improve Nevada’s quality hearing practices/systems.</p> <p>Data to share for the CFSR Federal State Assessment</p>	<p>Surveys</p> <p>Creating a baseline to help measure progress</p>	Ongoing - next data collection round adjusted to complement CFSR schedule	<p>Baseline data surveys</p> <p>Analysis</p> <p>Focus groups/Listening sessions</p> <p>Jurisdiction participation in case file reviews & court observations</p>	<p>Progress/change will be monitored over time against baseline assessments/data JCAMP measures-consistent measuring tool</p> <p>Progress on meeting goals set in Sustainability Plan</p>

Priority Area #4: Quality Legal Representation

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

Need Driving Activities & Data Source: *How do you know this is a need in your state? The Quality of Legal Representation in Dependency Cases in Nevada study conducted by Data Savvy.*

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

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Educate all attorneys, DA's, DAG's, Parents and Children's Attorneys about federal and state laws and regulations governing child dependency cases (NRS 432B). Open appropriate trainings to Child Welfare staff and CASA/GAL's as well.						
<i>1- JCAMP Quality Legal Representation Measures</i>	JCAMP Leadership Team CIP CICs Child Welfare CBCC	In-depth qualitative & quantitative court hearing data to help guide and improve Nevada's legal representation practices/systems. Data to share for the CFSR/future PIP planning	Creating a baseline to help measure progress.	Implemented & Ongoing next data collection round adjusted to complement CFSR schedule	Baseline data surveys Analysis Focus groups/Listening sessions	Progress/change will be monitored over time against baseline assessments/data JCAMP measures-consistent measuring tool
<i>2 – Identify list of performance measures that can be used in future evaluations of the effectiveness of parents' and children's representation in dependency cases.</i>	CIP CICs Child Welfare Alicia Summers, Ph.D. Sophie Gatowski, Ph.D. ICWA court stakeholders/ reps JCAMP Team	Study that provides baseline data about parents' and children's attorneys' performance that can be used in future evaluation efforts assessing interventions, trainings, or other practice improvements aimed at enhancing parent and child representation.	Future evaluation opportunities.	Implemented & Ongoing	JCAMP Data	Use current studies/ data to compare against future data. JCAMP measures-consistent measuring tool
<i>3- ADKT 0598: Rules of Conduct for Lawyers Representing Children in Child Welfare Matters</i>	CICs CIP Court Stakeholders Dependency Attorney's	Implement Nevada Rules of Conduct into Quality hearing efforts & JCAMP	Use Rules as a standard of measures	Implemented & Ongoing	Analysis	Progress/change will be monitored over time against baseline assessments/data
<i>4 –432B Training Academy</i>	CIP Courts Attorneys CIC Leads	Sufficient proportion of attorneys in each JD complete the course.	Update practices and federal directives, improve knowledge and skills of attorneys.	Assessing	Innovated training strategies for effective outcomes	Satisfaction is measured upon completion.

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	<p>Dependency Judges Child Welfare Agency</p>	<p>Attorneys understand that dependency cases are different from criminal cases.</p> <p>Attorneys have improved understanding of state and federal law that apply to dependency cases.</p> <p>Resource for new attorneys</p>	<p>Attorneys better understand the needs of their clients and the services available to them.</p> <p>Parties are more engaged.</p> <p>Improved court timeliness data.</p> <p>Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS775), AFCARS.</p>			<p>Knowledge gains are measured through pre and post-tests over the course of the training.</p>
<p>Nevada Rules of Civil Procedure (NRCP) to include dependency proceedings & timeframes</p>	<p>CIP CICs Legal & Judicial Stakeholders Consultant</p>	<p>Update NRCP</p> <p>Timelines better defined to align with federal timeframes and State and local needs</p> <p>Provide clearly defined guidelines that will help attorneys, especially those new to the field, when navigating dependency court processes and practices</p> <p>Foster a more collaborative approach from attorneys</p>	<p>Increase time spent on substantive issues vs procedural</p> <p>Make certain court processes and practices better defined and therefore more consistent across the State</p>	<p>Developing Solution</p>		<p>CFS775 Timeliness Reports</p> <p>JCAMP Quality Legal Representation Measures</p>

Priority Area #5: Timeliness/Permanency

Outcome #1: *Identify barriers creating delays in timeliness to permanency for children in the child welfare system.*

Need Driving Activities & Data Source: *How do you know this is a need in your state? The 2019 Child and Family Services Review (CFSR) identified a number of practices related to the termination of parental rights (TPR) as areas of concern to achieving timely permanency.*

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Theory of Change: By understanding what practices are creating these delays, CIP, Court Stakeholders, and Child Welfare staff can make significant changes to current processes to remove these barriers, ultimately resulting in achieving timely permanency.

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PIP 3.4.1 Workgroup created to further review and analyze data associated with achieving timely permanency led to the TPR focus groups						
<i>Action Step 1 – Establish TPR Workgroup</i>	CIP CICs Child Welfare DA’s AG’s Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Make process improvements Identify resource needs and barriers	Reduce/eliminate barriers to TPR.	Implemented & Ongoing	Timely Permanency & TPR Grants	Use current Termination of Parental Rights study to use as a benchmark to evaluate further studies. CIC grant outcome data Monitor timeliness (CFS775) reports.
<i>Action Step 2 – Create Focus group for broader multidisciplinary perspectives</i>	CIP CICs Child Welfare Data Savvy Consultants Parent Attorneys Child Attorneys AGs	Breadth and depth engagement from stakeholders that were identified by a snowball sampling method.	Identify consistent barriers in jurisdictions and the state in order to identify possible solutions.	Completed & Ongoing		
<i>Action Step 3- Analyze focus group findings and provide summary to CICs and stakeholders</i>	CIP Child Welfare Data Savvy Consultants Parent Attorneys Child Attorneys AGs	Assist CIC teams in developing plans for improving timeliness process.		September 30, 2023 (Summary) & Ongoing		Qualitative approach via CIC meetings and practice change. Monitor timeliness (CFS775) reports.

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<p><i>Action Step 4- Timely Permanency & TPR Subgrants</i></p>	<p>CIP CICs Child Welfare Data Savvy Consultants Parent Attorneys Child Attorneys AGs</p>	<p>Assist CICs/jurisdictions access resources to help achieve timely permanency.</p> <p>Data sharing/collaboration: allows jurisdictions to engage in interagency collaborations locally, as well as submit data to CIP that may lead to improvements in safety and permanency</p>	<p>CICs collaboratively working to identify jurisdictional resources/solutions to improve timely permanency.</p> <p>CICs collect data on the cases that were delayed, resources used and time to permanency.</p>	<p>Ongoing</p>		<p>Qualitative approach via CIC meetings and practice change.</p> <p>Monitor timeliness (CFS775) reports.</p> <p>Analyze data submitted by subaward recipients</p>
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Priority Area #6: ICWA/Tribal Collaboration

Outcome #1: *Improve collaboration between Nevada’s dependency system and the Tribes in order to improve ICWA practices and communication, additionally ensuring tribal children maintain connections to their families, communities and culture.*

Need Driving Activities & Data Source: *How do you know this is a need in your state?* CIP Self-Assessments have helped identify the need for further collaboration with Nevada Tribes accompanied with arguments related to *Haaland v. Brackeen*, 599 U.S. ____ (2023). **Recent State legislation has led to an increased interest in ICWA from stakeholders.**

Theory of Change: *By increasing collaboration with Nevada Tribes/representatives, child welfare staff and court stakeholders can make informed decisions for resources and practices to improve outcomes for Native American/Alaska Native youth and families.*

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<p>Increase Tribal collaboration between child welfare staff and Nevada Court stakeholders to help sustain communication and improve practices</p>						
<p><i>Action Step 1 – Tribal Representation</i></p>	<p>CIP CICs CIP Select Committee</p>	<p>Sustain collaboration & communication</p> <p>Effective Feedback Loops</p>		<p>March 2023 & ongoing</p>		<p>Review reports provided by the facility and/or DFS – Clark County.</p>

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	Tribal Rep JCAMP					
<i>Action Step 2 – Te-Moak Tribe of Western Shoshone Indians of Nevada Collaboration</i>	CIP CICs CIP Select Committee Tribal Rep JCAMP	Strengthen and enhance the collaboration between Tribal and State Courts, focusing on the best interest of tribal children.	Implementation of polices and continuous improvement in agencies and courts working together. MOUs about court cases or ICWA case management	Ongoing	Establish consistent feedback loops	Data through State/Tribal partnerships
<i>Action Step 3- ICWA/Tribal Training for State Dependency Court stakeholders</i>	CIP CICs Child Welfare Dependency Stakeholders Tribal Reps	Educate stakeholders on ICWA practices and the importance of tribal connections. New updates for Tribal Partners	Improve stakeholder understanding of Tribal Customary Adoptions – a practice included in recent ICWA-related State legislation	Completed & Ongoing Assessing: tribal customary adoption training, whether it's truly needed and if there are enough resources to allocate	Increase Tribal partnership and representatives	

Child and Family Services Review / Program Improvement Plan (CFSR/PIP) - Overall Infrastructure & Supports

For states that will be participating in round 4 of the CFSR and PIP in your state this reporting year, please briefly describe overall infrastructure or similar supports for the CFSR/PIP process that may have been needed based on your Self-Assessment. As described in the PI, this may include engaging a broad array of legal and judicial stakeholders, working with other leadership, collaborating with other partners, use of data in the process, staging, and feedback loops. For CFSR/PIP related efforts that are farther along and have focused data or outcomes identified, those can be completed on the usual project template above. Copy and paste the portion below the blue line if there are additional CFSR/PIP overall infrastructure and support items.

CFSR/PIP Outcome #1: Nevada began Round 4 earlier this year. Will engage in efforts to improve meaningful and ongoing collaborations with the child welfare agency in the form of data sharing, engaging judicial and legal communities with the CFSR, and assisting with judicial and legal items during case reviews. Additionally, improve judicial and legal

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stakeholders' understanding of their role to achieve increased participation subsequently fostering better decision making during future Program Improvement Planning.

Recruitment efforts now will help minimize time spent engaging judicial and legal communities for other CFSR/PIP processes.

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Engage in meaningful collaboration with child welfare agency, especially in terms of soliciting meaningful participation from legal and judicial communities at an appropriate level of breadth and depth						
1 – Integration of JCAMP into CFSR process	CIP FPO DHHS/DCFS	Share data elements that have been collected in preparation for Round 4 of the CFSR Surveys circulated to judicial and legal stakeholders CIP has met with child welfare agency representatives to implement certain JCAMP data collection efforts so that the timing will not duplicate the child welfare agency's efforts, while also later capturing required data elements during the Federal State Assessment	Completion of CFSR Round 4 Engage broad judicial and legal audience	Ongoing		Data compared to established JCAMP baselines and previous CFSR baselines
2 – Stakeholder Interviews	CIP CICs Child Welfare Judicial and Legal Stakeholders CASA/GALS	Coordinate schedule for Children's Bureau to meet with Nevada's judicial and legal stakeholders regarding CFSR Develop a listserv consisting of those who	Completion of CFSR Round 4 Develop a core group of legal and judicial stakeholders who show strong engagement with CFSR	Planning and preparing		Sufficient participation from legal and judicial stakeholders

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		participate to more readily engage judicial and legal communities during the CFSR and PIP				
3 – State Judicial and Legal Specialist	CIP Child Welfare Contracted Attorney	Improve federal understanding of Nevada’s legal and judicial processes during CFSR case reviews	Completion of CFSR Round 4	Planning and preparing		

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