OMB Control No: 0970-0307
Expiration Date: 11/30/2022

Strategic Plan Template

State Name: Nevada
Date Strategic Plan Submitted: June 30, 2021
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 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

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 is 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 creates 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.*

Grant(s) supporting this area (i.e. basic, data, training): basic, data & training

Activity or Project Description *Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.*	**Collaborative Partners** *Responsible parties and partners involved in implementation of the activity.*	**Anticipated Outputs of Activity** *What the CIP intends to produce, provide or accomplish through the activity.*	**Goals of Activity (short and/or Long-term)** *Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.* ***Progress toward Outcome***	**Timeframe** *Proposed completion date or, if appropriate, "ongoing".*	**Resources Needed** *Where relevant identify the resources needed to complete the activity.*	**Plans for Evaluating Activity** *Where relevant, how will you measure or monitor change?*
Establish and implement agreement between the child welfare agencies and the courts, allowing for the bidirectional flow of information between the two agencies. This will allow for the dissemination of relevant information regarding children in the child welfare system, in real-time.						

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Action Step 1 – Establish a data sharing agreement between Child Welfare Agency and Courts	CIP DHHS/DCFS	Flow of bidirectional information between Child Welfare Agency and Courts.	Real time data, allowing for proactive responses versus reactive.	12/31/2021	Data Sharing Agreement between DCFS and Courts.	Improved well-being, equal justice, and timely permanency outcomes for children & families.

Priority Area #2: Disparity/Disproportionality

Outcome #1: *Reduce the overrepresentation of certain racial and ethnic groups in the child welfare system relative to their representation in the general population.*

Need Driving Activities & Data Source: ***How do you know this is a need in your state?*** *Research has observed the overrepresentation of children of color in the child welfare system for more than 50 years and overrepresentation of Black children is more significant. National data shows that 23 percent of children in foster care are black although they represent only 14 percent of children in the general population. While the national dialogue has focused largely on Black children, racial disproportionality has also been observed for Native American and Latin X children, although to a lesser degree and with variation by state (Dettlaff & Boyd, 2020).*

In 2020 Nevada started analyzing the child welfare system's demographic data. Nevada identified that Black children are overrepresented by nearly 3 times and are being screened in at a rate nearly 5 times that of white children. Nevada sees Black children in care at a rate nearly double the national average. National American Indian/Alaska Native children enter care at the highest rate and remain in care at the highest rate, nearly 3 times that of white children. Children of color have lower permanency rates and stay in state care longer than white children. Data sources include AFCARS and NCANDS files.

Theory of Change: *By bringing awareness and by better educating stakeholder's (e.g. behavior changes, improved knowledge, culture awareness & shifts, improve service accessibility) involved with 432B cases regarding the overrepresentation of children of color in Nevada's child welfare system is expected to create transformational system change to decrease overrepresentation of children and families of color in the child welfare system. In turn, this will most likely decrease racial disproportionality in the welfare system and provide equity and inclusion for this target population upon initial contact and throughout the life of the target population's case.*

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Bring awareness to and educate stakeholders about racial disparity and disproportionality to assist with reducing the overrepresentation of certain racial and ethnic groups in the child welfare system.						

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Action Step 1 – Identify reasons for entering system by county/Jurisdiction	CIP Court Stakeholder's Child Welfare Agency Law Enforcement Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Focus/learning groups to research and evaluate information/data needs, identify needs, barriers and services for professional stakeholders and target population.		Ongoing	Access to data	
Action Step 2 – Quality of representation for parents & children	CIP Court Stakeholder's Child Welfare Agency Law Enforcement Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Learning groups Improved services Recommendations	Equal access to representation. Equity and inclusion throughout the court process.	Ongoing	Baseline data surveys Analysis Focus groups	Depth of representation efforts
Action Step 3 – Socioeconomic statuses of target population (poverty vs. neglect)	CIP Court Stakeholder's Child Welfare Agency Law Enforcement Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Learning groups Improved services Recommendations Transformational system change	Economic cultural awareness for professional stakeholders. Appropriate services for target population.	Ongoing	Baseline data surveys Analysis Focus groups Experts/Scholars working on this topic	Increase use of services for target population. Reduce rate of lower income families entering the system.

Priority Area #3: 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.*

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Need Driving Activities & Data Source: ***How do you know this is a need in your state?*** *The statewide Remote Hearing Study accompanied by the Virtual Hearings in Child Welfare Cases: Perspectives from the Field, and the Juvenile Dependency Mediation Program (JDMP) study by Data Savvy Consulting.*

Theory of Change: *The theory is that by continuing to provide the judiciary and their CIC's 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.*

Grant(s) supporting this area (i.e. basic, data, training): basic, data & training

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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 CIC's data to help them identify areas needing improvement and information about empirically-supported and best practices, with CIP support and guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.						
Action Step 1 – Develop Permanency training for judges, masters, and court stakeholders	CIP DCFS Chief Deputy DA's	Online "permanency" training to address Concurrent Planning, Reasonable Efforts, and KinGAP for court stakeholders	Ensure consistency across the state.	Implemented, on-going		
Action Step 2 – Support CIC's development and implementation of annual action plans.	CIP CIC's Child Welfare	CIP collects, assesses, analyzes, and distribute permanency and timeliness data regularly. CIC's follow through on action plans created at the annual CIC Summit.	Improve court functioning, build capacity, decrease time to permanency, and improve timeliness.	On-going		CIC meeting activities and annual report. Improved time to permanency and overall case timeliness; improved

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		CIP works with stakeholders to develop and disseminate training and resources for the judiciary and CIC's.				reunification rate as reflected in DCFS UNITY data reports (CFS775) and Centralized Case Index.
Action Step 3 – Conduct "remote" hearing quality study.	CIP CIC's Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Child welfare court and agency professionals' survey. Parent survey.	Increase knowledge regarding the use of virtual hearings during COVID-19.	September 2020 – May 2021	Virtual hearing study.	Implemented, evaluating, on-going.
Action Step 4 – Monitor the quality of hearings.	CIP CIC's	CIP encourages CIC's to create meaningful agendas and take and distribute minutes.	CIP attends and supports CIC meetings. CIP holds statewide CIC Summit.	On-going		CIC agendas and meeting minutes focusing on steps to improve hearing quality.
Action Step 5 - Develop statewide court order templates	CIP Court Stakeholders Child Welfare	Standardized court order templates	Provide consistency across the state.	Approved (ADKT 0581), implemented		Evaluate timeliness outcomes.
Action Step 6 – Update NRS 432B	CIP Court Stakeholders Child Welfare	Make various language changes to NRS 432B.	Increase protection of children in the child welfare system.	Approved, October 1, 2021.		
Action Step 7 – CIP continues to actively align its work with that of the Child Welfare Agencies.	CIP CIC's Child Welfare CBCC	CIP continues to provide input into attaining PIP and IV-E, CFSP/APSR, 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. Regular meetings take place with Child Welfare	CIC's 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. CIP and Child Welfare Agency reports and	On-going		Success of court hearing quality improvement efforts, project implementation, PIP development and implementation, and CIC's.

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		managers & supervisors, SQIC Committee, and CIP. Child Welfare is fully represented and active on the CIP Select Committee. CIP and Judiciary participate in the development and implementation of the PIP.	documents reflect active and joint participation.			

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.*

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, the well-being of children and ensure their best interests. By educating CICs on the positive impacts of legal representation, increased legal representation is likely to occur.*

Grant(s) supporting this area (i.e. basic, data, training):

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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.						
Action Step 1 – Inform courts and CIC's that online Attorney Training is available.	CIP	Announcements to courts and CIC's that online attorney training is available and provide	70% of attorneys practicing in dependency court will complete course.	Implemented, on-going.		Review percentage of attorneys who have completed course.

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		instructions on how to register.				
Action Step 2 – Courts order attorneys to complete the training.	CIP Courts Attorneys	Significant proportion of attorneys in each JD complete course. Attorneys understand that dependency cases are different from criminal cases. Attorneys' have improved understanding of state and federal law applying to dependency cases.	Improve knowledge and skills of attorneys. Attorneys better understand the needs of their clients and the services available to them. Parties are more engaged. Improved court timeliness data. Improved child permanency timeliness and reunification data as reflected in DCFS UNITY data reports (CFS775), AFCARS, and Centralized Case Index.	Implemented, on-going.	CBCC assists with another statewide survey re: legal representation in dependency cases. CBCC assists with assessment of number of continuances.	Satisfaction is measured upon completion. Knowledge gains are measured through pre and post-tests during the course of the training.
Action Step 3 – Identify list of performance measures that can be used in future evaluations of the effectiveness of parents' and children's representation in dependency cases.	CIP CIC Child Welfare Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	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, on-going.		Use current study to compare against future data.

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.						
Action Step 1 – Establish TPR Workgroup	CIP Child Welfare DA's AG's Alicia Summers, Ph.D. Sophie Gatowski, Ph.D.	Make process improvements.	Reduce/eliminate barriers to TPR.	On-going		Use current Termination of Parental Rights study to use as a benchmark to evaluate further studies. Monitor timeliness (CFS775) reports.
Action Step 2 -						[tab to add rows]

Priority Area #6: Well-Being

Outcome #1: *Improve the behavioral health and well-being of youth in foster care, with a focus on addressing educational needs.*

Need Driving Activities & Data Source: ***How do you know this is a need in your state?*** *The COVID-19 global pandemic left everyone impacted. From increased behavioral issues to a decline in school attendance, as provided by the Washoe County School District, we have seen a significant decline in these areas.*

Theory of Change: *By focusing on the identified behavioral health issues and educational needs of youth in foster care who meet the criteria for intervention services, there will most likely be a decline in substance dependency, a decline in absenteeism, and an increase in their educational achievements.*

Grant(s) supporting this area (i.e. basic, data, training): basic, data & training

Activity or Project Description	**Collaborative Partners**	**Anticipated Outputs of Activity**	**Goals of Activity (short and/or Long-term)**	**Timeframe** *Proposed completion*	**Resources Needed** *Where relevant identify the*	**Plans for Evaluating Activity**

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Implement programs and projects that address behavioral health issues and focus on educational needs for youth in foster care.						
Action Step 1 – Ignite Teen Treatment	CIP DDA DFS – Clark County Ignite Teen Treatment Facility Youth with lived experience	Provide inpatient drug treatment to foster youth who are experiencing increased mental health issues as a result of the isolation and fear around the COVID-19 pandemic.	Reduce anxiety, depression, and PTSD, which have resulting in youth turning to drugs to "treat" their symptoms.	September 30, 2022		Review reports provided by the facility and/or DFS – Clark County.
Action Step 2 – Boosted Diplomas	CIP WCSD WCHSA Cooper Richardson, V.P.	Provide tutoring and/or a peer navigator to foster youth who have been identified as being chronically absent during the 2020-2021 school year.	Increase attendance and improve overall grades and test scores of these youth.	September 30, 2022		Review reports provided by Boosted Diplomas.

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