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# STRATEGIC PLAN

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FFY 2022 – 2026 Strategic Plan

## Strategic Plan Template

**State Name: Nevada**

**Date Strategic Plan Submitted: June 30, 2023**

**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.*

**Reminder:** please note if priority area will be supported by Division X supplement with a ‘COVID’ tag.

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Briefly describe the overall activity or project that should help lead to the outcome identified above.						

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Action Step 1 –Establish a data sharing agreement between Child Welfare Agency and Courts steps needed to implement project 1	CIP DHHS/DCFS	Flow of bidirectional information between Child Welfare Agency and Courts.	Real time data, allowing for proactive responses versus reactive.  Align agency data with court data.	Implemented & Ongoing	Agency case management training.	Improved wellbeing, timely permanency outcomes, disparate timelines, and outcomes for children & families.
Action Step 2 - Identify data elements needed for reports and access	CIP DHHS/DCFS Data Savvy Consultants	A deeper dive into data reports	Identify areas in need of improvement or maximizing	Ongoing		
Action Step 3- JCAMP	CIP JCAMP Consultants FPO/Child Welfare Agencies Court Stakeholders Lived Experienced Experts	In-depth qualitative & quantitative data to help guide and improve Nevada’s dependency system.	Creating a baseline to help measure progress.	Implemented & Ongoing		Progress/change will be monitored over time against baseline assessments/data.
Action Step 4- CIP to work with Nevada Court Data Reporting System (CDRS)	CIP AOC Data Unit Court Stakeholders	CDRS is a data model for housing specific and important strategic data assets necessary for understanding the way cases are processed, managed, and adjudicated across the Nevada Judiciary.	Realtime court data to provide to the courts, CICS and dependency court stakeholders.  Be better informed on court data.  Consistency throughout the courts in order to help with setting goals and measuring elements.	Phase one to be completed Jan 2024		

**Priority Area #2: Disparity/Disproportionality**

**Outcome #1:** Understand the overrepresentation of certain racial and ethnic groups in the child welfare system relative to their representation in the general population and create actions plans for a more equitable court system and court services.

**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 especially 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).

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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 than 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:** Bringing awareness and better education to stakeholders (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.						
<i>Action Step 1 – Identify reasons for entering system by county/Jurisdiction</i>	CIP Court Stakeholder’s Child Welfare Agency Law Enforcement Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D. ICWA court stakeholders/ reps	Focus/learning groups to research and evaluate information/data needs, identify needs, barriers and services for professional stakeholders and target population.  Tokenism training to avoid token efforts and appointments.		Implemented & On-going	Access to certain court and jurisdictional data	
<i>Action Step 2 – Quality of representation for parents &amp; children</i>	CIP Court Stakeholder’s Child Welfare Agency Law Enforcement	Learning groups Improved services Recommendations	Equal access to representation.	Ongoing	Baseline data surveys (completed)	Depth of representation efforts  JCAMP measures

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	Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D. ICWA court stakeholders/ reps		Equity and inclusion throughout the court process.		Analysis  Focus groups  Reasonable Efforts Study	
<i>Action Step 3 – Socioeconomic statuses of target population (poverty vs. neglect)</i>	CIP Court Stakeholder’s Child Welfare Agency Law Enforcement Foster Youth Parents Service Providers Alicia Summers, Ph.D. Sophie Gatowski, Ph.D. ICWA court stakeholders/ reps	Learning groups  Improved services  Recommendations  Transformational system change	Economic and cultural awareness/responsiveness for professional stakeholders.  Appropriate services for target population.	Ongoing	Baseline data surveys  Analysis  Focus groups  Experts/Scholars working on this topic	Increase use of tailored 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.*

**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.*

Activity or Project Description	Collaborative Partners	Anticipated Outputs of Activity	Goals of Activity (short and/or Long-term)	Timeframe	Resources Needed	Plans for Evaluating Activity
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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 guidance, the courts make systemic changes to improve hearing quality. Because each judicial district is unique, the specific local activities and interventions for that district will continue to be built upon a foundation of empirical data and consensus among the key stakeholders and constituency of that district.</p>						
<i>Action Step 1 – Develop Permanency training for judges, masters, and court stakeholders</i>	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		
<i>Action Step 2 – Support CIC's development and implementation of annual action plans.</i>	CIP CICs Child Welfare ICWA Court Stakeholders/ reps Lived Experience Experts (Parent and Young Adults)	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.	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 reunification rate as reflected in DCFS UNITY data reports (CFS775)
<i>Action Step 3 – Conduct "remote" hearing quality study.</i>	CIP CICs 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.	Implemented & Ongoing	In person & Virtual hearing study.	Case file reviews and evaluations of court hearings over time.

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<i>Action Step 4 – Monitor the quality of hearings.</i>	CIP CICs	CIP encourages CICs to create meaningful agendas and take and distribute minutes.	CIP attends and supports CIC meetings.  CIP holds statewide CIC Summit.	On-going		CIC agendas and meeting minutes focusing on steps to improve hearing quality.
<i>Action Step 5 – Develop &amp; Update statewide court order templates</i>	CIP Court Stakeholders Child Welfare	Standardized court order templates	Provide consistency across the state.	Approved (ADKT 0581), implemented and ongoing		Evaluate timeliness outcomes
<i>Action Step 6 – Update NRS 432B</i>	CIP Court Stakeholders Child Welfare	Make various language changes to NRS 432B.	Increase protection of children in the child welfare system.	Implemented & Ongoing		Statutory changes reflected in approved legislation and, eventually, Nevada Revised Statutes
<i>Action Step 7 – CIP continues to actively align its work with that of the Child Welfare Agencies.</i>	CIP CICs Child Welfare CBCC	CIP continues to provide input into attaining PIP and IV-E, CFSP/APSR, and CFRS 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 managers & supervisors, SQIC Committee, and CIP.  Child Welfare is fully represented and active on the CIP Select Committee.  CIP and Judiciary participate in the	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.  CIP and Child Welfare Agency reports and documents reflect active and joint participation.	On-going		Success of court hearing quality improvement efforts, project implementation, PIP development and implementation, and CICs.

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		development and implementation of the PIP.				
<b>Action Step 8- JCAMP Quality Hearing Measures</b>	JCAMP Leadership Team CIP CICs Child Welfare CBCC	In depth qualitative & quantitative court hearing data to help guide and improve Nevada’s quality hearing practices/systems.	Surveys  Creating a baseline to help measure progress	Ongoing	Baseline data surveys  Analysis  Focus groups/Listening sessions	Progress/change will be monitored over time against baseline assessments/data

**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.						
<b>Action Step 1- JCAMP Quality Legal Representation Measures</b>	JCAMP Leadership Team CIP CICs	In depth qualitative & quantitative court hearing data to help guide and improve Nevada’s legal	Creating a baseline to help measure progress.	Implemented & Ongoing	Baseline data surveys  Analysis	Progress/change will be monitored over time against

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	Child Welfare CBCC	representation practices/systems.			Focus groups/Listening sessions	baseline assessments/data
<i>Action Step 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.
<i>Step 4- 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>Action Step 3 –The Supreme Court creates a training requirement for the state.</i>	CIP Courts Attorneys CIC Leads Dependency Judges	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.	Update practices and federal directives, 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.		Innovated training strategies for effective outcomes	Satisfaction is measured upon completion.  Knowledge gains are measured through pre and post-tests over the course of the training.

**Priority Area #5: Timeliness/Permanency**

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**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.

**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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<b>PIP 3.4.1 Workgroup created to further review and analyze data associated with achieving timely permanency led to the TPR focus groups</b>						
<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.	Reduce/eliminate barriers to TPR.	Implemented & Ongoing		Use current Termination of Parental Rights study to use as a benchmark to evaluate further studies.  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.	July 2022		
<i>Action Step 3- Analyze focus group findings and provide summary to CICs and stakeholders</i>	CIP Child Welfare Data Savvy Consultants Parent Attorneys	Assist CIC teams in developing plans for improving timeliness process.		September 30, 2022(Summary) & Ongoing		Qualitative approach via CIC meetings and practice change.

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	Child Attorneys AGs					Monitor timeliness (CFS775) reports.
<b>Action Step 4- Timely Permanency &amp; TPR Subgrants</b>	CIP CICs Child Welfare Data Savvy Consultants Parent Attorneys Child Attorneys AGs	Assist CICs/jurisdictions access resources to help achieve timely permanency.	CICs collaboratively working to identify jurisdictional resources/solutions to improve timely permanency.  CICs collect data on the cases that were delayed, resources used and time to permanency.	Ongoing		Qualitative approach via CIC meetings and practice change.  Monitor timeliness (CFS775) reports.

**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).

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

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<p><i>Action Step 2 – Te-Moak Tribe of Western Shoshone Indians of Nevada Collaboration</i></p>	<p>CIP CICs CIP Select Committee Tribal Rep JCAMP</p>	<p>Strengthen and enhance the collaboration between Tribal and State Courts, focusing on the best interest of tribal children.</p>	<p>Implementation of polices and continuous improvement in agencies and courts working together.</p> <p>MOUs about court cases or ICWA case management</p>	<p>On-going</p>		<p>Data through State/Tribal partnerships</p>
<p><i>Action Step 3- ICWA/Tribal Training for State Dependency Court stakeholders</i></p>	<p>CIP CICs Child Welfare Dependency Stakeholders Tribal Reps</p>	<p>Educate stakeholders on ICWA practices and the importance of tribal connections.</p> <p>New updates for Tribal Partners</p>		<p>2024-2025</p>	<p>Increase Tribal partnership and representatives</p>	

**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 representation 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:** *The change the CIP seeks to support for the CFSR/PIP process*

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