

Draft Nevada Early Intervention Coordinating Council



Strategic Plan 2026-2031




Acknowledgements

The Interagency Coordinating Council's (ICC) 2026-2031 Strategic Plan is a product of the dedication of its members, community partners, and families served who provided direction and recommendations for system improvement.

Members of the Project Coordination Team (PCT) guided the ICC's strategic planning process.

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The ICC expresses its gratitude to everyone working to improve the lives of infants and toddlers with developmental delays or disabilities and their families and caregivers.



The Part C Office engaged Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, to support the development of this plan.





Contents

What is the Early Intervention System?	3
What is Part C and the Interagency Coordinating Council?	3
What is the Purpose of the ICC's Strategic Plan?	4
How Was the Strategic Plan Developed?	5
Pressing Issues and Opportunities for the ICC	6
Priority Areas	6
Strategic Plan.....	7
Strategy Implementation	8
Anticipated Timeline	12
The Road Ahead	13
Monitoring and Updating the Plan	13



What is the Early Intervention System?

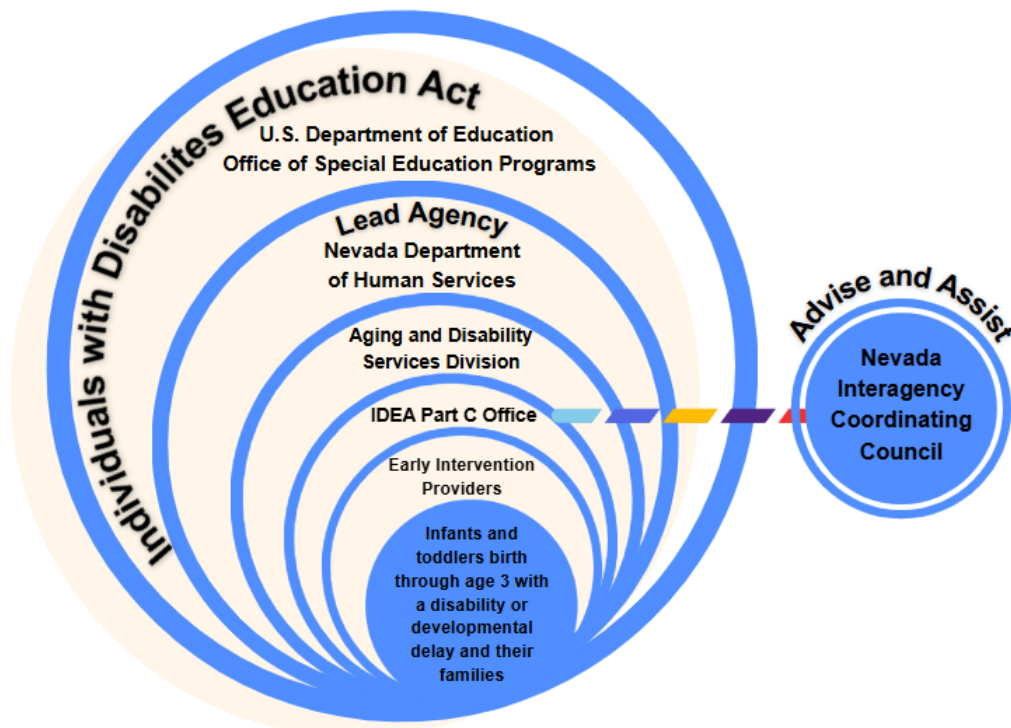
The early intervention system in Nevada helps babies and toddlers from birth to age 3 who have disabilities or developmental delays. Services are provided through state and community providers with families to give children the support they need to grow, learn, and reach their potential.

What is Part C and the Interagency Coordinating Council?

Part C of the Individuals with Disabilities Education Act (IDEA) is the federal law that makes these early intervention services possible. It ensures that young children with developmental delays or disabilities get support as early as possible. The U.S. Department of Education's Office of Special Education Programs (OSEP) provides federal oversight. The **IDEA Part C Office** supervises the early intervention services provided by programs in the state of Nevada according to the IDEA.

The **Interagency Coordinating Council (ICC)** is a group of family members, providers, and state leaders appointed by the Governor. The ICC's job is to advise and guide the early intervention system, making sure services are high quality, families, and providers are heard, and agencies work together.

Nevada's ICC was established under federal and state law for the purpose of advising and assisting **Nevada's Department of Human Services (DHS)**, the "**Lead Agency**" in implementing early intervention system. Early intervention services and IDEA Part C Office are housed within the **Aging and Disabilities Services Division (ADSD)** of the Nevada DHS.





What is the Purpose of the ICC's Strategic Plan?

The ICC's Strategic Plan is meant to effectively guide the Council's efforts to realize its vision and achieve its mission over the next five years. The Plan serves as a roadmap for how the ICC will continue to fulfill its required functions, supporting interagency collaboration, assisting in the transition of toddlers with disabilities to appropriate preschool services, and reporting on the status of early intervention services in Nevada.

Vision

We envision a Nevada where each child, birth to three with disabilities and/or developmental delays and their families, have equitable access to supportive and inclusive communities and reach their full potential through a collaborative early intervention system.

Mission

Our mission as the ICC is to assist and advise on behalf of children from birth to three with disabilities and/or developmental delays and their families in Nevada. We are committed to amplifying family voices, empowering a skilled and diverse workforce, and leading the development of an inclusive, high-quality early intervention system. We focus on promoting equitable practices, supporting seamless transitions, and holding the system accountable.



How Was the Strategic Plan Developed?

The ICC's Strategic Plan was developed by the Council at a two-day, in-person retreat in October 2025. The retreat followed nearly a year of data collection activities that were designed to position members to identify priority areas around which to develop goals, objectives, and strategies.

The data that informed the plan included:

Voices of People across the System



39 partners, families, and service providers were interviewed or participated in a focus group.

Document Review

4 key Nevada-specific documents were reviewed, revealing key themes relevant to the early intervention system in Nevada.

Promising Practices across the U.S.

5 ICCs across the country were interviewed to understand other states' policies and procedures.

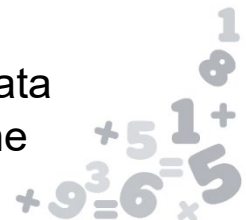


Institutional Knowledge

The **Project Core Team**, comprising 7 members, met regularly to provide insight and guidance throughout the process. The larger **ICC membership** provided feedback at the retreat.

The Numbers

Nevada early intervention system data from the Part C Office illustrated the early intervention landscape.





Pressing Issues and Opportunities for the ICC

Two overarching themes emerged throughout the data collection process: **Member Recruitment, Retention, and Engagement** and **Strengthened Council Infrastructure**. Based on these themes, the following priority areas were used for goal setting.

Priority Areas

- 1. Recruit, retain, and engage families with lived experience to the Council.**
Pressing Issue(s): Families of children with a disability or developmental delays should play a central role in shaping the ICC's priorities, membership, and operations.
- 2. Actively engage and retain Council membership while building meaningful partnerships.**
Pressing Issue(s): A supportive infrastructure for members to participate meaningfully on the Council needs strengthening, which may impact member recruitment, retention, and engagement from potential members and partners.
- 3. Mend a siloed and fragmented early intervention system.**
Pressing Issue(s): There is a lack of clarity among members, direct service providers and families around the roles and responsibilities of the ICC and the Part C Office. There is also a lack of communication and information sharing between these entities.
- 4. Embrace a role as a policy influencer to advise and assist the early intervention system.**
Pressing Issue(s): The ICC does not currently leverage its advise and assist role to make policy recommendations to the Nevada state legislature.
- 5. Engage in continuous quality improvement by using data to drive decision-making and policy recommendations.**
Pressing Issue(s): Data collection is currently fragmented, with agencies tracking information separately, potentially obscuring community needs and realities.



Strategic Plan

ICC members developed three primary goals based on priorities identified from the qualitative and quantitative data reviewed as part of the strategic planning process. Engaging in *continuous quality improvement to drive decision making* and *partnering across the system* are themes that are woven into each goal area as objectives and/or strategies. They are highlighted on the bottom of the figure given their potential importance to future work.



Goal 1: Build and sustain an active, representative, and informed ICC

Objectives

Ensure all membership seats are filled and maintained

Provide accessible and digestible learning opportunities for members and potential members

Improve communication and expectations among ICC members



Goal 2: Strengthen the ICC's internal infrastructure and capacity

Objectives

Create standardized procedures that are vision and mission driven

Define and document the ICC's relationships

Build awareness of the ICC



Goal 3: Define and activate the ICC's advise and assist role

Objectives

Identify priorities to guide advise and assist activities and recommendations

Integrate data into ICC decision-making to advise and assist the system

Cross-Cutting Approaches

Engage in continuous quality improvement to drive decision making
Partnering across the system



Strategy Implementation

Strategic Plan implementation is driven by a series of strategies that have been developed by the ICC to achieve the objectives listed on the prior page.

The first two years of implementation of this Strategic Plan will involve establishing the foundation for the ICC to operate effectively in subsequent years. Strategies that are anticipated to occur in the first two years are illustrated in the tables below with the symbol to the right. Timing is subject to change to meet changing conditions.



The ICC's Strategic Plan represents an intentional, action-focused roadmap to strengthen the Council's infrastructure, partnerships, and advisory capacity. Action steps described below are expected to occur between 2026 and 2028, after this time the ICC will evaluate progress and update strategies based on outcomes and emerging needs. During this period, the ICC will:

- Review accomplishments and lessons learned from 2026–2028, using data and member and partner feedback to assess progress toward each strategic goal.
- Identify areas requiring continued focus, revision, or expansion to ensure the Council remains responsive to Nevada's families, providers, and early intervention system.
- Continually strengthen its “advise and assist” responsibilities.
- Specific areas of focus may include:
 - Annual updates to onboarding, mentorship, and membership guidelines to ensure continuity and engagement among ICC members.
 - Ongoing professional development offerings, embedding topics on family engagement, data use, and state and federal policy updates.
 - Annual review and revision of ICC policies and procedures to ensure alignment with Nevada's early intervention priorities and federal and state mandates.
 - Continued implementation of the ICC's communication and awareness strategy—refreshing outreach materials, maintaining the ICC website, and evaluating public and partner engagement each year.
 - Annual publication of a *Strategic Plan Implementation Report* summarizing accomplishments, challenges, and priorities for the coming year.

This process ensures that the ICC's work remains responsive, sustainable, and grounded in continuous improvement. A timeline on page 12 provides a visual representation of this.

More detailed matrices including action steps, timing, benchmarks, partners, and leads are available for each strategy. These Action Plans will be updated regularly by leads and/or ICC subcommittees, allowing for flexibility so that the Council can identify the specific work that will occur year after year to support the goals and objectives.



Goal 1: Build and sustain an active, representative, informed ICC

Objective 1.1: Ensure all membership seats are filled and maintained

Strategies



1. Document a procedure for onboarding new members to include an overview of the ICC, Nevada's Open Meeting Law, data reviewed by the ICC, the Strategic Plan, etc.



2. Publicize open positions using the ICC's webpage and share with partners



3. Actively recruit new members by assigning a current member to personally contact anyone referred to the ICC
4. Provide support for members to actively participate in the Council's work by assigning mentors to new members

Objective 1.2: Provide accessible and digestible learning opportunities for members and potential members

Strategies



1. Identify and facilitate learning opportunities related to ICC activities (e.g., early intervention, legislative training, Open Meeting Law) for members
2. Develop educational materials on the ICC for partners and work with authorized providers to make continuing education credits available
3. Develop a summary of the State Performance Plan/Annual Performance Report to inform members and the public of ICC activities



Objective 1.3: Improve communication and expectations among ICC members

Strategies



1. Create an engaging and informative ICC website



2. Develop membership guidelines that expand on and are consistent with the onboarding materials provided to new members



3. Create guidelines for and share stories from families and programs at each ICC meeting

Goal 2: Strengthen the ICC's internal infrastructure and capacity

Objective 2.1: Create standardized procedures that are vision and mission driven

Strategies



1. Review current procedures for alignment with the ICC's vision and mission



2. Revise current procedures and/or develop procedures in alignment with the ICC's vision and mission



3. Create a Guidance Manual to standardize the ICC's vision and mission driven procedures

Objective 2.2: Define and document the ICC's relationships

Strategies



1. Define and document the ICC's relationship with the Part C Office



2. Define and document the ICC's relationship with the early intervention system



3. Define and document the ICC's relationship with early intervention providers and other state and community partners



Objective 2.3: Build awareness of the ICC

Strategies



1. Research other ICCs' and similar councils' awareness activities
2. Develop awareness materials and products
3. Disseminate awareness materials and products

Goal 3: Define and activate the ICC's advise and assist role

Objective 3.1: Identify priorities to guide advise and assist activities and recommendations

Strategies



1. Define and activate the ICC's role in advising and assisting related to policies



2. Define and activate the ICC's role in advising and assisting related to programs and practices

Objective 3.2: Integrate data into ICC decision-making to advise and assist the system

Strategies



1. Determine what data is needed and available to inform ICC membership and the system

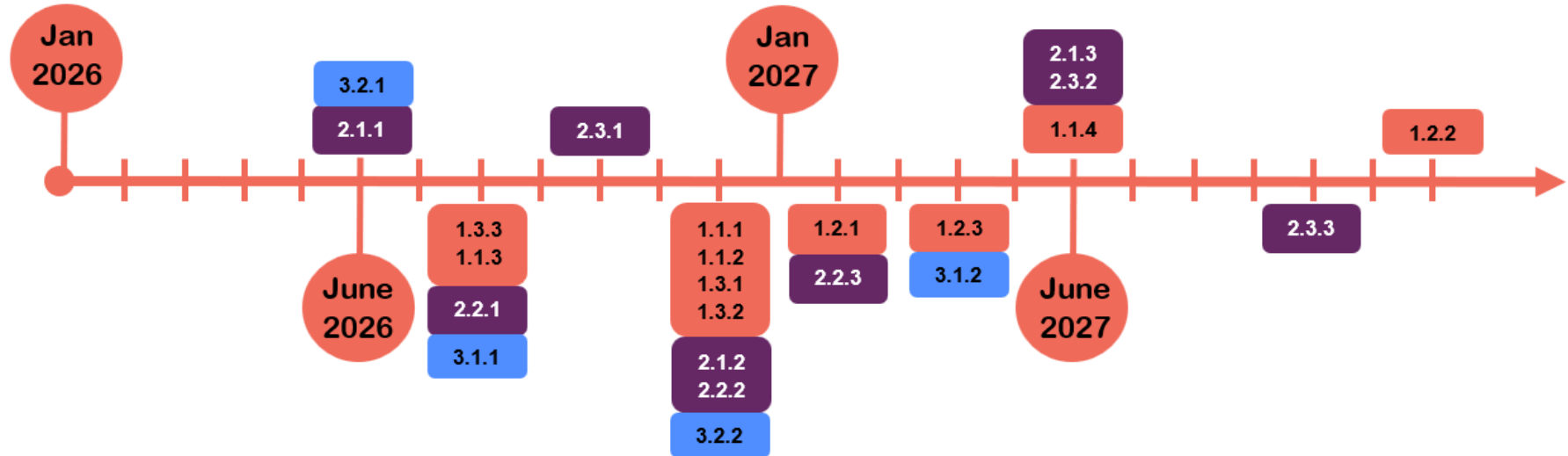


2. Establish and implement a process for presenting and engaging in data-related discussions



Anticipated Timeline

The following timelines provide a graphical representation of the suggested timing of strategic goals, objectives, and strategies outlined on pages 9-11. The first timeline represents the first two years (2026-2027) of implementation of this Strategic Plan, which involves establishing the foundation for the ICC to operate effectively. The chart below the timeline represents the annual strategies to be implemented after the foundation is set (2028-2031), which ensures the ICC's work remains responsive, sustainable, and grounded in continuous improvement.



Timing	Annual and Ongoing Strategies
2028 – 2031 Q1 and Q2	Goal 1: Recruit new members, assign mentors to members, identify and facilitate learning opportunities for members (<i>Feb</i>), develop summary of the State Performance Plan/Annual Performance Report to inform members and public (<i>Apr</i>), and share stories from families and programs at each ICC meeting (<i>Ongoing</i>) Goal 2: Review and disseminate awareness materials and products (<i>Ongoing</i>)
Q3 and Q4	Goal 1: Publicize open Council positions (<i>Dec</i>) and share stories from families and programs at each ICC meeting (<i>Ongoing</i>) Goal 2: Update the Guidance Manual, as needed (<i>Dec</i>) and review and disseminate awareness materials and products (<i>Ongoing</i>) Goal 3: Review and update data-sharing process, as needed (<i>Dec</i>)



The Road Ahead

The Nevada Interagency Coordinating Council's Strategic Plan is designed to create a more collaborative early intervention system and to ensure that every child in Nevada from birth to three with disabilities and/or developmental delays and their family has access to high-quality early intervention services that help them reach their full potential.

The goals and objectives of this plan are designed to guide the ICC's activities over the next five years with the understanding that implementation may need to shift to remain responsive to the evolving needs of the community in an unpredictable environment.

Monitoring and Updating the Plan

The 2026-2031 Strategic Plan is intended to be a living document that is adjusted as necessary to respond to community need or changing conditions. As such, the Strategic Plan will be reviewed on a regular basis with updates made annually.

Ongoing Monitoring

A review of each active strategic goal/objective will occur on the following schedule:

- Membership will conduct a *bi-monthly* review of active strategic goals, objectives, and strategies through a standing agenda item at Council meetings in February, April, June, August, October, and December of each year covered by the Plan. This review will focus on implementation progress based on the timing and benchmarks established in the Action Plan matrices approved by the Council.
- *Quarterly*, subcommittees will report subcommittee-specific progress of objectives and strategies for which they are responsible to the full Membership.

Annual Review

Each year, the ICC membership will conduct a comprehensive review of the Strategic Plan to evaluate progress and update goals and objectives based on the Family Outcomes Survey results, the Yellow Bar report, the Annual IDEA Part C/OSEP Performance Report (APR), and any other system- and program-level metrics informing the early intervention system in Nevada.

This review process will be completed *annually* in October for the duration of the Plan.

Annual Implementation Plan Updates

Following the annual review in October, the Chairs, and if established, the Executive Committee, will develop an annual implementation plan to guide the execution of the Strategic Plan for the upcoming year. The Action Plan matrices and Overview of Timelines provided to the Council under separate cover will serve as guidance for these review activities but will need to be updated annually.

This plan, which outlines specific activities aligned with strategic goals and objectives, will be finalized *annually* at the December ICC meeting to ensure timely and focused implementation. This will coincide with a high-level retrospective highlighting major accomplishments achieved over the prior calendar year.