

STEVE SISOLAK
Governor



RICHARD WHITLEY, MS
Director

ROSS E. ARMSTRONG
Administrator

DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION OF CHILD AND FAMILY SERVICES
4126 TECHNOLOGY WAY, SUITE 300
CARSON CITY, NV 89706
Telephone (775) 684-4400 • Fax (775) 684-4455
dcfs.nv.gov

January 31, 2019

Governor Steve Sisolak
State Capitol
101 N. Carson Street
Carson City, NV 89701

Director Rick Combs
Legislative Counsel Bureau
401 S. Carson Street
Carson City, NV 89701

Dear Governor Sisolak and Director Combs:

Please find enclosed the Division of Child and Family Services Annual Agency Improvement Plans (AIPs) Report pursuant to Nevada Revised Statute 432B.218. As required, the Division of Child and Family Services must annually submit to the Governor and the Legislative Counsel Bureau a report concerning the achievement of specific performance targets in the AIPs submitted by each agency that provides child welfare services.

Should there be any questions, I can be reached at (775) 684-4440 or ross.armstrong@dcfs.nv.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Ross E. Armstrong".

Ross E. Armstrong
Administrator

cc: Richard Whitley, Director, Department of Health and Human Services



Department of Health and Human Services
Division of Child and Family Services

Annual Child Welfare Agency Improvement and Incentive Report

-To-

Governor Steve Sisolak

-And-

Nevada Legislature

As required per NRS 432B.218

Ross Armstrong Administrator
January 31, 2019

Contents

EXECUTIVE SUMMARY	2
INTRODUCTION	3
Clark County Department of Family Services.....	4
Performance on 2017-2018 AIP	4
Performance Targets for 2019-2020 AIP	5
Goal Achievement on Child Welfare Incentive Payment Program for 2018.....	6
Washoe County Human Services Agency	6
Performance on 2017-2018 AIP	6
Performance Targets for 2019-2020 AIP	8
Goal Achievement on Child Welfare Incentive Payment Program for 2018.....	8
Division of Child and Family Services	9
Performance on 2017-2018 AIP	9
Performance Targets for 2019-2020 AIP	10
CLOSING SUMMARY	10
ATTACHMENTS.....	11

EXECUTIVE SUMMARY

Pursuant to Nevada Revised Statute (NRS) 432B.218 on or before January 31 of each year, the Division of Child and Family Services (DCFS) is required to provide an annual report to the Governor and Legislature concerning the achievement of specific performance targets in the Agency Improvement Plans (AIPs) submitted by the agency which provides child welfare services in a county whose population is 100,000 or more. Additionally, NRS 432B.218 requires this report to contain information regarding the achievement of specific goals established by the child welfare Incentive payments submitted per NRS 432B.2165. NRS 432B.216 requires each child welfare agency to submit a biennial AIP, and this report provides progress information for each child welfare AIP plan for 2018.

Each child welfare agency solicited public input regarding identification of specific performance targets in their AIPs for improving the safety, permanency, and well-being of children in the care of the child welfare agency. The progress reports submitted from all child welfare agencies in 2018 indicated success in many of the areas identified for improvement.

The Clark County Department of Family Services (CCDFS) reports continuing to meet AIP performance targets through improved collection and assessment of child functioning and parent disciplinary practices and general parenting; an increase in the number of children better matched with compatible caregivers; partnering with faith-based and business leaders in an effort to eliminate service array gaps within the community; the implementation of an advanced foster care program that addresses the needs of children who require a higher level of care; and, ensuring that policies are in place to facilitate data sharing with the Clark County School District.

The Washoe County Human Services Agency (WCHSA) reports improved AIP performance through the utilization of a Crisis Stabilization Response Safety and Services intervention Team that has worked to reduce the number of child removals, the implementation of a Placement Services and Support Team designed to search for potential relatives and fictive kin during child removal, analyzing the effectiveness for the Interstate Compact on the Placement of Children (ICPC) to maintain family connections, and the introduction of the Crossroads Program to care providers.

DCFS Rural Region reported an improved AIP performance with an overall decrease in time to Adoption. While there was improvement in the Timeliness of Adoption the performance related to the timely filing of TPR petitions is undetermined due to the unavailability of that data at this time.

In addition to submission of reports related to child welfare agency AIPs, CCDFS and WCHSA submitted progress reports demonstrating goal achievement for child welfare incentive payments. For the 2018 incentive payment application period CCDFS reports an increase in the performance of supervisory personnel and an increase in the number of foster home licenses. For the 2018 incentive payment application WCHSA reports an increase in eight of ten metrics related to the outsourcing of the Independent Living Program (ILP) from WCHSA to the Children's Cabinet (CC).

Contact for this report:

Ross Armstrong, Administrator
Division of Child and Family Services

INTRODUCTION

Nevada Revised Statutes (NRS) 432B.216, 217, 218, 2165 and 2175 were created and enacted in 2011 to encourage and support performance improvement in Nevada's child welfare agencies.

Nevada Revised Statute 432B.216 requires all child welfare agencies to submit biennial agency improvement plans (AIPs). AIPs must include specific performance targets for improving the safety, permanency and well-being of the children in the care of the child welfare agency. Also, the AIPs must include the approach, and the specific strategies the agency will take to achieve the specific identified performance targets. AIPs are to be submitted on or before January 1st of each odd-numbered year, beginning January 1, 2013. All child welfare agencies submitted their first biennial AIP prior to January 1, 2013, and each child welfare agency identified their approach and specific strategies for improvement of child safety, permanency and well-being.

Additionally, to further child welfare quality improvement efforts, NRS 432B.2165 requires the Division of Child and Family Services (DCFS) to administer a program to award incentive payments to agencies who provide child welfare services in a county whose population is 100,000 or more. These agencies are required to both apply per NRS 432B.217 and submit results per NRS 432B.2175 to DCFS for approval.

On or before December 31 of each year, each child welfare agency will submit data demonstrating the progress that the agency has made towards meeting specific performance targets of the AIPs. In addition, on or before September 1st of each year the child welfare agency must also submit a report demonstrating whether they met the established goal in their incentive application, as per NRS 432B.2175.

Pursuant to NRS 432B.218, on January 31 of each year DCFS is required to submit a report to the Governor and the Legislature concerning the following:

1. The progress made by each agency which provides child welfare services in a county whose population is 100,000 or more toward achieving the specific performance targets set forth in an improvement plan submitted by the agency pursuant to NRS 432B.216; and
2. Whether the agency which provides child welfare services in a county whose population is 100,000 or more achieved the specific goal established pursuant to NRS 432B.2165 during the previous fiscal year and, if not, the percentage of the goal that was achieved.

The initial report as required by NRS 432B.216 was submitted on January 31, 2013. This is the sixth report since passage of the legislation.

The following information provides a summary of each child welfare agency progress on 2017-2018 AIPs and reported goal achievement by CCDFS and WCHSA for the 2018 incentive payments.

Clark County Department of Family Services

Performance on 2017-2018 AIP

The Clark County Department of Family Services (CCDFS) identified the following 2017-2018 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY

- Increase in the number of children served in home with intact families and improve information collection and assessment of child functioning, parent disciplinary practices and general parenting: this will be assessed through review of data reports, Nevada Institute for Children's Research and Policy (NICRP) Safe@Home evaluation reports, and fidelity review assessments.

PERMANENCY

- Increase the number of children placed with compatible caregivers whose strengths match the children's needs.
- Partner with faith-based and business leaders to work toward eliminating service array gaps within the community.

WELL-BEING

- Implement an AFC program that incorporates the Together Facing the Challenge service model and innovative strategies and approaches to parenting children with increased behavioral and mental health needs.
- Work with Clark County School District (CCSD) to establish Memorandum of Understandings (MOU's) and policies to ensure that CCSD and CCDFS are properly sharing data pursuant to federal law and establish a school of origin transportation program for children in care.

In summary, CCDFS continued to implement the Safe@Home Title IV-E Waiver Program to address safety concerns for families who receive in-home services. As of October 15, 2018, the Safe@Home program had served 668 families and 1890 children in their homes via safety management services. The initial stated goal for enrollment in the program was 480 families in the treatment group and 226 families in the comparison group by project completion. Evaluation of the model's success has included working in cooperation with ACTION 4 Child Protection in 2017 and 2018. In 2018 the agency cooperated with ACTION 4 Child Protection to complete a second agency wide evaluation of fidelity to the intervention model. All sites have completed the 2018 assessment. The most current data available indicates that in 2018, approximately 90% of children served in the program were successfully maintained in their homes.

CCDFS received public input through multiple meetings with stakeholders and there continues to be a concern for the recruitment of quality foster homes. This concern is exacerbated by the goal of not utilizing congregate care as a placement by October of 2019 with the impending expectations of the Families First Act Legislation. CCDFS received assistance from the Annie E Casey Foundation who conducted an assessment of CCDFS's recruitment, training and licensing processes. Recommendations from Annie E Casey centered around ways to streamline the licensing process and restructure the organizational units to provide additional supports to foster homes. Additionally, CCDFS has engaged in several additional initiatives to support this goal. As it relates to retention of foster parents CCDFS has engaged in several activities to retain foster parents of which include a collaboration with the faith-based community to initiate Every Church Every Child, set to launch in January 2019. In 2017 CCDFS had an attrition rate of 89%, which was a 27% increase from 2016. CCDFS has partnered with child welfare administrators and faith leaders around the nation to design, launch and maintain nationally recognized public/private faith-based program and partnerships to Nevada.

CCDFS continued with the development and refinement of the Advanced Foster Care (AFC) Program which is a fully certified Together Facing the Challenge site through Duke University. As it relates to implementation stages and services to improve educational outcomes for children in care, CCDFS has successfully implemented an MOU in 2017 with CCSD. As a result of this MOU CCDFS and CCSD have worked together in 2018 to create opportunities in which CCDFS staff interact with CCSD on a regular basis thus sharing and providing information as it relates to the educational success for children in foster care.

A detailed report on CCDFS progress on the 2017-2018 AIP is provided **(See Attachment A)**.

Performance Targets for 2019-2020 AIP

CCDFS identified the following 2019-2020 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY

- Implementation of a Targeted Case Review and Practice Improvement Approach

PERMANENCY

- Enhancement of Targeted Recruitment and Retention Strategies designed to recruit and retain Quality Caregivers
- Strengthening Kinship supports

WELL-BEING

- Development of a sustainable Specialized Foster Care Program designed to Improve the quality of services provided to Children and higher-level needs
- Improvement of Education Outcomes for children in care

A detailed report of CCDFS' identified performance targets in the domains of safety, permanency and well-being, an explanation of the way the agency solicited public input for development of the AIP, and the approach/strategies that the agency will take to achieve the specific performance targets is provided (**See Attachment B**).

Goal Achievement on Child Welfare Incentive Payment Program for 2018

CCDFS identified the following two goals related to Performance of Supervisory Personnel and increasing Foster home licenses for placements.

1. Increase leadership and performance of supervisory personnel.
 - a. Measure the percentage of permanency cases with at least 1 supervisory consultation during the month.
2. Increase the number of licensed homes willing to take foster placements

CCDFS reports that during FY 2018 there were a total of 2,537 eligible cases (denominator) and of those cases 1,781 (numerator) had a monthly supervisory consultation. The baseline performance was 66% and CCDFS reports exceeding that performance to 70.2% for FY 2018. Also, in measuring the percentage of permanency cases that had at least 1 supervisory consultation it is reported that the established benchmark of 73% was met at 87.3% (7-day) and 82.4% (21-day).

Additionally, CCDFS reports that as of the close of business on June 30, 2017 CCDFS had 579 regular foster care licenses. Over the course of FY 2018 CCDFS added 285 new regular foster care licenses and closed 238 regular foster care licenses. This indicates a positive net change of 47 regular foster care licenses for an ending count of 626 regular foster care licenses a growth rate of 8.1% which exceeds the benchmark of 6.7%. In summary, CCDFS reports exceeding performance on all identified goals. A report on CCDFS progress on the FY 2018 incentive payment is provided (**See Attachment C**).

Washoe County Human Services Agency

Performance on 2017-2018 AIP

Washoe County Human Services Agency (WCHSA) identified the following 2017-2018 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY: Assess safety decision making.

- Reduce the number of child removals through utilization of a Crisis Stabilization Response Safety and Services Intervention Team.

PERMANENCY: Increase permanency for children.

- Implement a Placement Services and Support Team to perform immediate diligent searches for potential relatives and fictive kin during an active removal of a child from their home due to present danger to avoid placement in congregate care and/or a traditional family foster home.

WELL-BEING: Improve the educational outcomes of foster youth.

- Analyze the effectiveness of application for the Interstate Compact on the Placement of Children (ICPC) to maintain family connections.
- Pilot the Crossroads Program to care providers with an open child welfare investigation or case.

In 2017 WCHSA fully implemented the use of a Crisis Stabilization Response Safety and Services Intervention Team. The goal of the team has been to provide immediate, short-term, family-focused services designed to assist child victims and their families in crisis. The team provides services and resources at the time of the initial response to help decrease the risk of additional trauma and to help decrease the number of child removals. Data results have shown an ongoing decrease in removals of 17% comparing FY16-FY18 data, totaling a removal decrease of 109 children, including a decrease in 8 out of 12 months out of a two-year comparison. WCHSA also implemented a Placement Services and Support Team to perform immediate diligent search on potential relatives and fictive kin during an active removal of a child from his or her home. The primary goal of this team is to avoid placement in congregate care or in traditional foster care. An analysis has shown a decrease in the use of congregate care following the implementation of this team from FY16 to FY 18. Daily census has demonstrated a trend downward throughout FY17 and FY 18, maintaining a daily census of less than 30 children between January 1st-June 30th, 2018.

WCHSA is conducting an ongoing analysis of data related to outcomes related to the Interstate Compact on the Placement of Children to improve efficiency and identify service delivery gaps. Preliminary information indicated a substantial discrepancy between the number of ICPC's submitted and approved. Additionally, of those approved there are significantly less children ultimately placed, only 33% of the home studies make it through the process that result in children being placed. WCHSA will continue to work with system partners to identify service delivery gaps, as well as establish efficiencies.

A detailed report on WCHSA's progress on the 2017-2018 AIP is provided **(See Attachment D)**.

Performance Targets for 2019-2020 AIP

WCHSA identified the following 2019-2020 AIP performance goals in the outcome domains of safety, permanency and well-being:

SAFETY, PERMANENCY and WELL-BEING

- Relocate families, pregnant women, and individual women from the Record Street Homeless shelter to the Northern Nevada Adult Mental health (NNAHMS) campus
- Expansion of the Woman's/Family Crossroads Program

A detailed report of WCHSA' identified performance targets in the domains of safety, permanency and well-being, an explanation of the way the agency solicited public input for development of the AIP, and the approach/strategies that the agency will take to achieve the specific performance targets is provided (See Attachment E).

Goal Achievement on Child Welfare Incentive Payment Program for 2018

WCHSA identified and focused on goals associated with outsourcing case management of all youth age 16 years of age or older who have a court ordered permanency plan of Another Planned Permanent Living Arrangement (APPLA) to the Children's Cabinet (CC) through a private contractual agreement. The goal being the Children's Cabinet would demonstrate improvement in six of ten metrics as it related to the Independent Living Program (ILP). The Children's Cabinet met the goal by improving in eight of ten metrics.

WCHSA reports an improvement in the baseline performance of the following metrics for the ILP. WCHSA ILP performance (August 2017) is compared to The Children's Cabinet ILP (January 2018).

	Metric	2017 WCHSA	2017 WCHSA	2017 WCHSA	2018 (CC)	2018 (CC)	2018 (CC)
		15 days	16-30 days	30+ days	15 days	16-30 days	30+ days
1	Timeliness of initial contact with Youth	43%	14%	43%	86%	0%	14%

	Metric	2017 (WCHSA)	2018 (CC)	2017 (WCHSA)	2018 (CC)
2	Timely completion of Casey Life Skills Assessment	Completed Timely	Completed Timely	Not Completed Timely	Not Completed Timely
		15%	0%	85%	100%

3	Timely completion of independent living case plan	13%	83%	87%	17%
4	Youth involvement with case plan	Yes	Yes	No	No
		63%	69%	37%	31%
5	Timely completion of confirming safe environments assessment	46%	22%	54%	78%
6	Completion of ongoing informal safety assessment	29%	46%	71%	54%
7	Placement stability	56%	77%	44%	23%
8	Assessing and meeting youth's education, health, and mental health needs	65%	85%	35%	15%
9	Transition plan completed	40%	75%	60%	25%
10	Monthly worker visits with youth	32%	58%	68%	42%

*Green denotes (CC) improvement in 2018 over (WCHSA) in 2017

In summary, WCHSA reports that performance targets were met for these goals and a detailed report on WCHSA progress is provided (**See Attachment F**).

Division of Child and Family Services

Performance on 2017-2018 AIP

The Division of Child and Family Services (DCFS) Rural Region identified the following performance targets in the outcome domains of safety, permanency and well-being:

SAFETY/PERMANENCY/WELL-BEING

- Ensure that Permanency goals are current and updated in UNITY.
- Increase the timely filing of Termination of Parental Rights (TPR).
- Decrease the time to Adoption.
- Increase the frequency and quality of parental engagement in case planning.

In summary, DCFS Rural Region reported an improved performance with an increase in the timeliness to Adoptions from the 2016 baseline of 85% to an increased performance of 87.56% for 2018. While there was improvement in the Timeliness of Adoption the performance related to the timely filing of TPR petitions is undetermined due to the unavailability of that data at this time. Additionally, as it relates to Engagement in Quality Case Planning, the first performance goal of "Parents are involved in development of their case plan goals" was not met for 2018 (target: 90%; and, actual performance: 60%). This represented a decrease from 2017 at 93%. The second performance goal of "Case plan goals are directly related to reasons for removal and/or safety threats" was also not met (target: 95%; and, actual performance: 70%). This also represented a decrease from 2017 at 90%.

A detailed report of DCFS' Rural Region identified performance targets in the domains of safety, permanency and well-being, an explanation of how the agency solicited public input for development of the AIP, and the approach/strategies that the agency has taken to achieve the specific performance targets is provided **(See Attachment G)**.

Performance Targets for 2019-2020 AIP

DCFS Rural Region identified the following 2019-2020 AIP performance goals in the outcome domains of safety, permanency and well-being:

SAFETY/PERMANENCY/WELL-BEING

- Timeliness to Adoption
- Monthly Caseworker Visits with Child and Caregivers

A detailed report of DCFS' Rural Region identified performance targets in the domains of safety, permanency and well-being, an explanation of the way the agency solicited public input for development of the AIP, and the approach/strategies that the agency will take to achieve the specific performance targets is provided **(See Attachment H)**.

CLOSING SUMMARY

All Agency Improvement Plans (AIPs) for each child welfare agency required identification of performance targets in the domains of safety, permanency and well-being for children in foster care. Different approaches and various means of measurement were used by each agency. CCDFS and WCHSA reported meeting and exceeding performance targets. The DCFS Rural Region reported exceeding the target as it relates to timeliness of Adoptions while other measures continue to be an area needing improvement.

The incentive payment goals are only required for CCDFS and WCHSA if they chose to apply for incentive funding. CCDFS and WCHSA have applied each year for incentive funding and have identified goals annually. For the 2018 incentive payment application CCDFS identified goals relative to performance of supervisory personnel and increasing foster home licenses for placements. These goals were reported to be exceeded.

For the 2018 incentive payment application WCHSA identified and focused on goals associated with outsourcing case management of all youth age 16 years of age or older who have a court ordered permanency plan of Another Planned Permanent Living Arrangement (APPLA) to the Children's Cabinet (CC) through a private contractual agreement. The goal being the Children's Cabinet would demonstrate improvement in six of ten metrics as it related to the Independent Living Program (ILP). The Children's Cabinet met the goal by improving in eight of ten metrics.

Overall, the AIPs and incentive payment applications and reporting were completed timely, with input from stakeholders and, for the most part, either meeting or exceeding targets.

ATTACHMENTS

ATTACHMENT A: CCDFS Progress Report on 2017-2018 AIP

ATTACHMENT B: CCDFS 2019-2020 AIP

ATTACHMENT C: CCDFS Progress Report on 2018 IPP

ATTACHMENT D: WCHSA Progress Report on 2017-2018 AIP

ATTACHMENT E: WCHSA 2019-2020 AIP

ATTACHMENT F: WCHSA Progress Report on 2018 IPP

ATTACHMENT G: DCFS Rural Region Progress Report on 2017-2018 AIP

ATTACHMENT H: DCFS Rural Region 2019-2020 AIP



Department of Family Services

121 S. Martin Luther King Blvd • Las Vegas NV 89106-4309
(702) 455-7200 • Fax (702) 385-2999 • Hotline (702) 399-0081

Timothy Burch, Administrator
Paula Hammack, Assistant Director
Jill Marano, Assistant Director
Ebony Washington, Assistant Director

December 31, 2018

Ross Armstrong, Administrator
Division of Child and Family Services
4126 Technology Way, 3rd Floor
Carson City, Nevada 89706

**RE: Clark County Department of Family Services Agency Improvement Plan 2017/2018
Progress Report for 01/01/2018 to 12/31/2018**

Pursuant to NRS 432B.216, Clark County Department of Family Services (DFS) hereby submits its progress report and supporting data, demonstrating the progress toward the specific targets set forth in the 2017/2018 Agency Improvement Plan.

Performance Targets Identified Needing Improvement:

Safety

1. Increase in the number of children served in home with intact families and improve information collection and assessment of child functioning, parent disciplinary practices and general parenting: this will be assessed through review of data reports, NICRP Safe@Home evaluation reports, and fidelity review assessments.

Permanency

1. Increase the number of children placed with compatible caregivers whose strengths match the children's needs.
2. Partner with faith-based and business leaders to work toward eliminating service array gaps within the community.

Well-Being

1. Implement an AFC program that incorporates the Together Facing the Challenge service model and innovative strategies and approaches to parenting children with increased behavioral and mental health needs.
2. Work with CCSD to establish MOU's and policies to ensure that CCSD and DFS are properly sharing data pursuant to federal law and establish a school of origin transportation program for children in care.

Progress Demonstrated

Safety

1. *Increase in the number of children served in home with intact families and improve information collection and assessment of child functioning, parent disciplinary practices and general parenting: this will be assessed through review of data reports, NICRP Safe@Home evaluation reports, and fidelity review assessments.*

As of October 15, 2018 the Safe@Home program has served 668 families and 1890 children in their homes via safety management services. The initially stated goal for enrollment in the program was 480 families in the treatment group and 226 families in the comparison group by project completion. The treatment group includes families who receive in-home safety services from contracted community providers. The comparison group includes families who receive in-home safety services from informal supports such as family and friends. To date, DFS has exceeded the end-of-project enrollment targets for both the treatment and comparison groups, thereby securing a sufficient sample size to draw meaningful comparisons between the groups, if differences exist.

In order to make meaningful inferences about the outcomes of the Safe@Home program, it is critical that DFS continues to evaluate its own fidelity to the treatment intervention model, in this case, SIPS. In 2018, the agency cooperated with ACTION 4 Child Protection to complete a second agency wide evaluation of fidelity to the intervention model. As of this report, all sites have completed the 2018 assessment. Periodic fidelity reviews will continue to assure fidelity moving forward.

The department continues to track and monitor the Safe@Home population by collecting demographic information, agency performance data (such as assessments and plans, service implementation and case closing) as well as monitoring for recurrence of child maltreatment for the families who've been discharged from the program at 12, 18, and 24 month intervals following case closure.

The most current data available indicates that in 2018, approximately 90% of children served in the program were successfully maintained in their homes. It is worth stating that a number of children remaining successfully in their homes may have had a removal subsequent to Safe@Home safety services but were ultimately reunified with a new or renewed safety plan. The most significant finding thus far, is that the results of two chi squared tests of independence indicate that there was no statistically significant difference between the treatment group (i.e. children receiving safe at home services) and the comparison group with regard to the number of removals at the 270 day benchmark and the 360 day benchmark. The significance of this is that without Safe@Home safety services the children in the treatment group would most likely have remained out of home during this period.

Safety managers provide an average of 14.9 hours of safety intervention services per family, per month. Typically, most families receive more hours of services in the first month of engagement with the program, and those services hours gradually decrease over time, as the family demonstrates sufficiency

and new skills. Treatment families on average, use 4 months of services, while the comparison group uses an average of 6 months of safety services.

The Safe@Home team continued to meet with community providers throughout 2018 and focused on engaging the community to identify and/or develop programs that will assist families to become eligible for the program (i.e. housing) and continue providing support after they are discharged from the Safe@Home program.

Permanency

1. Increase the number of children placed with compatible caregivers whose strengths match the children's needs.

DFS received public input through multiple meetings with stakeholders, including the Citizen's Advisory Council, the Clark County Policy and Fiscal Affairs Board, and the Child Welfare Network that numbers of foster homes and recruitment of quality foster homes continues to be of concern. The concern is exacerbated by the goal of not utilizing congregate care as a placement by October of 2019. Stakeholders have expressed concern about capacity of foster homes and the ability to achieve this goal if more homes are not recruited. Concern has been raised about the number of homes that close each year, thus making it difficult to make progress on the number of actual homes that are available to take placements of foster children. Additionally, the Annie E Casey Foundation conducted meetings and focus groups with current foster parents and parents waiting to adopt, to assess the Department's current structure.

Through an Annie E Casey Foundation assessment of the department's recruitment, training and licensing processes, feedback was received that resulted in recommendations centered around ways to streamline the licensing process and restructure the organizational units to provide additional supports to foster homes. Finally, DFS is currently undergoing a series of focus groups, with staff and foster parents to identify ways to better support and retain foster parent through improved customer service.

DFS has separated the adoption approval process from the foster care licensing process, realigned the units within the recruitment training and licensing teams to ensure consistency of staff with new foster parents, and updated the home-study and applications to be shorter and less repetitive for resource families. Going forward, DFS will implement its new recruitment campaign "count me in" and begin using the new foster parent application and home-study, with the goal of recruiting more foster homes and shortening the time to licensure. Additionally, information learned through the focus groups on retention will be implemented to improve customer service and retention of current homes.

2018 was a transformative year for the way DFS presented itself to the community from a new campaign slogan to unique ways of advertising. The year started with the solidification and unveiling of a new campaign rebranding effort, titled "Count Me In." The concept behind the campaign is that there is something everyone can do to help our community's children and families in need and we can help tell the

story of why individuals can say “Count Me In.” This unveiling also brought with it new brochures, posters and informational materials which have been distributed out to the community.

The Department also partnered with UNLV Athletics to spread our message and to retain current foster parents. The first aspect of this partnership focuses on recruiting new foster parents. This partnership with UNLV includes signage at Sam Boyd Stadium and Thomas & Mack which include the “Count Me In” language, radio advertisements that play during UNLV Athletic sporting events and an opportunity for recruitment staff to attend each sporting event and have direct interaction with fans in attendance. The signage at Sam Boyd had the potential for an average of 19,000 impressions during each football, while the signage at Thomas & Mack has the potential for 10,000 impressions during each basketball game.

The second aspect focuses on retention. We are given the opportunity to designate a current foster family as the “family of the game” at each UNLV home sporting event. This includes the family receiving tickets to the game, free food and drinks and the opportunity to go down onto the field or court before the game. This has become a great tool to acknowledge our foster parents and assist with retention.

The Department also had the chance to advertise through iHeartMedia, which is the largest radio company in Clark County. As part of this advertisement, radio advertisements are running on the number-one most listened to radio station in Clark County, Sunny 106.5 FM. Our advertisement runs every other week, Monday – Wednesday at a rate of four times per day. They also run Saturday and Sunday 3 times per day and on their streaming platform 30 times per week. We also invested in iHeartMedia perform digital targeted advertising on behalf of the department. For three months, iHeartMedia will be running digital advertisements based on targeted keywords and search terms. This has been a successful venture to date. After the first month, iHeartMedia reported that the DFS advertisements are seeing more than double the click rate than their average advertisements.

Finally, DFS jumped into the world of social media and went live with a Facebook page. The primary focus of the Facebook page is to help with the recruitment of foster parents and provide more education to community about what it means to be a foster family.

In keeping with the foster parent recruitment plan to increase staffing, the recruitment team doubled in 2018. Other key components of the plan built upon in 2018 were recruitment strategies to engage current foster parents and the faith based community. DFS engaged with current foster families by revamping the Foster One Recruit One program in which current foster families receive an incentive for inviting friends and family members to an in-home foster parent information session. DFS also collaborated with the faith based community to initiate Every Church Every Child, set to launch in January 2019. DFS has developed and continues to modify a tracking and reporting system to assess progress towards our goals. In 2017 DFS had an attrition rate of 89%, which was a 27% increase from 2016.

2. Partner with faith-based and business leaders to work toward eliminating service array gaps within the community.

DFS partnered with child welfare administrators and faith leaders around the nation to design, launch and maintain nationally recognized public/private faith-based programs and partnerships to Nevada. This includes the Safe Families for Children (SFFC) program which brought together church and state in effort to prevent at-risk children from entering foster care. Safe Families for Children has been used across the nation since 2003 to prevent nearly 30,000 children from entering foster care. The Department drew upon established relationships with national SFFC administrators and leaders and challenged the influential faith leaders of the City-Wide Unity Celebration, Churches of Southern Nevada Minister's Alliance, and Chaplaincy of Nevada to come alongside DFS, and wrap around our children and families.

Since July 2017, the program has accomplished:

- 33 Interested Churches: Churches who have agreed to partner with Safe Families
- 16 Launched Churches: Churches who have publicly launched Safe Families to their congregation as a call to action
- 17 Developing Churches: Churches who are developing the resources and relationships to launch
- 19 Community Partners: Organizations who will support Safe Families through referrals, resources and partnership
- 19 Host Families: Church volunteers who have been background checked and trained to provide voluntary respite for children (aka "hosting"). In addition, to Host Families, there are a plethora of Family Friends (church volunteers who will support the Host Family via child care, mentoring, transportation, meal preparation and any additional supports) and Family Coaches (church volunteers who are coordinating SFFC roles & resources within the church).
- 8 Developing Host Families & 20 Interested Host Families

As a result of these developments this year, the number of families impacted throughout Clark County has exponentially increased. This year the following progress was achieved:

- From 18 Referrals including 43 children in 2017 to 142 Referrals including 258 children: SFFC made contact with 142 families (representing 258 children) wherein 72 families proceeded to intake and 48 families were linked to other services.
- From 8 Intakes including 18 children (2017) to 49 Intakes including 102 children: SFFC met with 49 families (representing 102 children) wherein 39 families proceeded to the next level (Hosting); and of the 10 families that declined hosting, 6 of them were linked to other services.
- From 5 Hostings including 9 Children from 5 Families in 2017 to 84 Hostings of 52 children from 26 families.
- The Churches have hosted/are hosting a total of 84 times; which has impacted 52 Children from 26 Families to date. The average length of stay has been 21.2 days, with the hosting ranging from 48

hours to 45 days. Impressively, 100% of the Children reunified with their Families with zero disruptions (without placement in foster care).

While the cost savings to DFS is substantial, the true value of this program is the emergence of faith communities' relationships with at-risk children and families to prevent the children from entering foster care. This not only saves the County substantial dollars; but it shifts the public's perception of Clark County Family Services.

This program has opened up a channel for businesses, educators and all sectors of the community to collaborate with DFS to help to bridge service gaps, with specific attention to preventative measures. At the Safe Families Community Forum, DFS challenged over 50 community leaders in the education, non-profit, healthcare, welfare and governmental sectors, to join the Safe Families Movement. Recognizing that not all families will agree to a hosting, the community referral and linkage has become integral to wrapping families in services thereby preventing them from entering foster care. As a result, 19 community partners have already begun referring families to Safe Families directly. In the past referrals to Safe Families traditionally came from the child welfare agency; but by now equipping the community partners to embrace the Safe Families Movement, community partners are now referring families to Safe Families earlier on the risk spectrum, effectively wrapping around our at-risk children and families early enough to avert the need for DFS intervention.

A further testament to the ripple effect DFS has produced in the faith community is the expansion of the "Foster Parent's Night Out," wherein the church provides respite every month for all caregivers, including both licensed relatives and fictive kin. In 2017, DFS worked closely with Grace Point Church to design and implement this Respite Model. What started out as an exploratory Pilot with a group of 30 church volunteers who cared for 20 DFS children (ranging from newborn to elementary aged) on a Saturday from 9am-12pm has grown into a full-fledged First Friday of the month Mission Vegas Foster Parent's Night Out from 6pm-9pm where over 30 church volunteers care for our foster children (ranging from infants to teenagers). To date, Grace Point Church has served 152 children from 50 families.

Building on the success with Grace Point Church, this respite model is now also offered by Canyon Ridge Christian Church on the Third Friday of the month, (Grace Point continues to hold their event on first Friday of the month). Canyon Ridge has further added an opportunity for caregivers and their children to have dinner with the Church community prior to dropping the children off in their respective classrooms where church volunteers will provide respite. To date, Canyon Ridge Church has served over 110 children from 44 families. Thus, whereas Grace Point has increased the number of children served through Foster Parent's Night Out from 94 to over 152 in just one year; we also have Canyon Ridge Church serving over 110 children for a total of 262 children served via Foster Parent's Night Out in 2018.

Well-Being

1. *Implementation of Advanced Foster Care (AFC) to ensure that children with higher level needs are placed with caregivers trained and supported to meet their specific requirements*

DFS continued with its development and refinement of the Advanced Foster Care (AFC) Program which is a fully certified Together Facing the Challenge site through Duke University. There are currently twenty (20) AFC homes, serving 40 SFC eligible children and their siblings. Over the past year, approximately fourteen (14) homes were added and twelve (12) homes were closed. The program was designed to be fully operational with 30 homes. DFS recognizes that retaining homes is an essential component for a successful AFC program. DFS has initiated multiple steps for targeted recruitment and training of new caregivers who can best meet the needs of children with higher level of care needs, as well as steps to better support these caregivers. CCDFS is undergoing a series of focus groups to better understand the ways that the Department can better support and team with foster parents to aid in retention of foster homes. Additionally, specialized trauma-care training is underway with the DFS clinicians that directly support the caregivers in AFC, which, in turn, will result in more effective training and coaching with the caregivers.

2. *Implementation of strategies and services to improve educational outcomes for children in care. Work with CCSD to establish MOU's and policies to ensure that CCSD and DFS are properly sharing data pursuant to federal law and establish a school of origin transportation program for children in care*

We have successfully implemented CCSD's MOU. Compliance efforts in 2017 included DFS providing CCSD with a bi-weekly list of children in DFS care (protective, legal or voluntary), in exchange for CCSD providing DFS with access to its Infinite Campus (school record/parent portal information system) for children in DFS care. DFS was originally given a limited amount of Infinite Campus access for supervisors only. Due to our advocacy efforts, we currently have 97 staff members with access including entire division staff in Independent Living and Medical Case Management staff to support our Education Policies and support caseworkers and caregivers in their efforts.

In 2018, we created opportunities in which DFS and CCSD staff interact on a regular basis. DFS is invited to attend invitation only administrative meetings with several of CCSD's divisions such as the Educational Services Division (Behavior/Discipline/Alternative Schools), Counseling, and Student Support Services Division (Special Education). In 2017, CCSD requested monthly meetings between the CCSD Foster Care Department and DFS's Manager and Educational Liaison. DFS began spearheading these meetings and inviting other CCSD and community partners to attend. DFS officially took over the meetings for the 2018-2019 school year. Monthly Foster Care Educational Stakeholder meetings are now held wherein representatives from a cross sections of community partners/CCSD Departments attend regularly.

We are established the following goals:

- Creating an Educational Success Plan for Children in Foster Care
- Establishing and Facilitating Transportation Systems for Children to and From School
- Educational Success for Children in Dual Systems (DFS/DJJS).

We set up Quarterly Meetings among CCSD's Social Worker/Educational Services Division Administrators and DFS Leadership team to update each other on important agency information and connect area/site personnel to collaborate. We still meet with the Foster Care Department bi-monthly.

Besides setting up meetings with CCSD partners, DFS recently began working with both with Charter School and Home School organizations to ensure our children involved in these educational options are supported and are receiving their legal rights.

Additionally, DFS created a system with CCSD to transport children to and from their schools and jointly share the costs of this transportation. A Transportation Inter-local Agreement was drafted with DFS and CCSD input. It was approved by both agencies in May 2018.

DFS set up several meetings intra-agency department meetings and also inter-agency meetings with CCSD's Transportation Department to facilitate the transportation systems. Systems are in place and we are currently evaluating our procedures for efficiency.

The Department of Family Services is pleased to report the above progress and is looking forward to continued success in 2019.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Timothy Burch', with a long horizontal flourish extending to the right.

Timothy Burch, Administrator
Clark County Department of Family Services



Department of Family Services

121 S. Martin Luther King Blvd • Las Vegas NV 89106-4309
(702) 455-7200 • Fax (702) 385-2999 • Hotline (702) 399-0081

Timothy Burch, Administrator
Paula Hammack, Assistant Director
Jill Marano, Assistant Director
Ebony Washington, Assistant Director

December 31, 2018

Ross Armstrong, Administrator
Division of Child and Family Services
4126 Technology Way, 3rd Floor
Carson City, Nevada 89706

**RE: Clark County Department of Family Services
2019/2020 Child Welfare Agency Improvement Plan**

Pursuant to NRS 432B.216, the Clark County Department of Family Services (DFS) hereby submits its improvement plan for calendar years 2019 and 2020. This plan includes specific data performance targets and strategies for improving safety, permanency, and well-being for children in the care of DFS.

DFS has proactively engaged with the public and community stakeholders to assist in meeting the needs of children and families involved with the child welfare system in Clark County. DFS's commitment to practice improvement is described via the initiatives outlined below.

Safety

Implementation of a Targeted Case Review and Practice Improvement Approach

- **Public Input**

Clark County Commissioner Marilyn Kirkpatrick facilitated several meetings throughout the summer of 2018 with Assistant County Manager Kevin Schiller, Clark County Criminal District Attorney's office, DFS Executive Leadership Team and DFS Policy and Procedure unit. The meetings were held on July 19th, August 15th, and November 28th and provided a forum for discussion around ways to educate staff and improve practice. Based on the input and feedback provided by the Commissioner and staff from the District Attorney's office; DFS researched various case review processes and mechanisms in the areas of child welfare, criminal agencies, medical field, and education. Specifically, the research focused on continuous quality improvement through staff education and skill development.

- **Performance Targets**

Decrease the number of substantiated cases that are overturned by appeal, and complete a minimum of four internal workshops and three external workshops designed to improve practice through quality information collection and critical thinking.

- **Approach/Strategies**

DFS has developed a case review and practice improvement approach that combines elements from various best practices across multiple professional fields. The case review and improvement approach has been customized to the internal and external needs of DFS to ensure comprehensive data/information gathering, accurate issue identification, determination of issue impacts, and mediums to disseminate findings and provide feedback to line staff in an effort to improve skill development around safety, permanency, and well-being.

Permanency

Enhancement of Targeted Recruitment and Retention Strategies Designed to Recruit and Retain Quality Caregivers

- **Public Input**

DFS received public input through multiple meetings with stakeholders, including the Citizen's Advisory Council, the Clark County Policy and Fiscal Affairs Board, and the Child Welfare Network that the number of foster homes and recruitment of quality foster homes continues to be of concern. The concern is exacerbated by the goal of not utilizing congregate care as a placement by October of 2019. Stakeholders have expressed concern about capacity of foster homes and the ability to achieve this goal if more quality foster parents are not recruited. Concern has been raised about the number of homes that close each year; thus making it difficult to make progress on the number of actual homes that are available to take placement of foster children. Additionally, the Annie E Casey Foundation conducted several meetings and focus groups with current foster parents and parents waiting to adopt; in an effort to assess the Department's current structure.

Through an Annie E Casey Foundation assessment of the department's recruitment, training and licensing processes, feedback was received that resulted in recommendations centered around ways to streamline the licensing process and restructure staff to provide additional supports to foster homes. Finally, DFS is currently hosting a series of focus groups with staff and foster parents to identify ways to better support and retain foster parents through improved customer service.

- **Performance Targets**

Increase the number of foster homes that are able to accept placement of children 24/7.

- **Approach/Strategies**

DFS separated the adoption approval process from the foster care licensing process, realigned the teams within the foster parent recruitment, training and licensing division to ensure consistency of staff with new foster parents. DFS also modified the homestudy and applications to be streamlined and less

repetitive. DFS will implement its new recruitment campaign “count me in” and begin using the new foster parent application and homestudy, with the goal of recruiting more foster homes and shortening the time to licensure. Additionally, information learned through the focus groups regarding retention will be implemented to improve customer service and retention of current homes.

Strengthening Kinship supports

- **Public Input**

DFS convened several meetings with stakeholders through its work with the Annie E Casey foundation. These workgroups were comprised of department staff, community service providers, and kinship care providers. The input from the meetings indicated a need for DFS to ensure that families providing kinship care received timely support, services and information. It was also noted that services to family are more readily available and prevalent in circumstances when the family chooses to become a licensed care provider. Input was also received from community advocates and child attorneys that indicated the perception that families who provide care to their relative’s children received less services and supports when compared to foster families who were unrelated to the children in their homes.

- **Performance Targets**

Development of a kinship placement support program designed to provide services to families from the time of removal and placement through licensure.

- **Approach/Strategies**

Develop policies and procedures that ensure families who are placement resources are provided information, services and support at the time of the placement, rather than at the time of licensure. Realign staff in the Resource Development and Support Division and Placement Division to provide comprehensive family search and engagement activities at the time children are removed, and to provide services and supports to families throughout the child’s stay with the family member.

Well-Being

Development of a Sustainable Specialized Foster Care Program Designed to Improve the Quality of Services Provided to Children with Higher Level Needs

- **Public Input**

Input from the public regarding well-being for children in care was received over the course of the year through various community meetings, such as the Provider Agency Roundtables, the Clark County Mental Health Consortium, and the Nevada chapter of the Family Focused Treatment Association (FFTA). The general feedback from all entities was a need for sustainability in the funding model for Specialized Foster Care (SFC); along with a need to improve the quality care for children in SFC placements. Additionally, input from stakeholder and staff workgroups performed with the Annie E Casey foundation indicated a need eliminate duplication of efforts between agencies and DFS when licensing new homes.

- **Performance Targets**

Address the current funding model for specialized foster care by identifying and implementing an appropriate funding methodology. Develop new policies, procedures and practices for DFS's SFC team within the Recruitment Development and Support Division that provides a support, oversight and compliance function.

- **Approach/Strategies**

DFS will implement new policies and procedures and continue work with national consultants on refining the duties for the SFC unit. In support of this new approach, DFS will develop a new contract that is performance-based in nature. Additionally the Department will work with executive county management and state-contracted consultants to develop a funding process for SFC that is sustainable and ongoing.

Improvement of Educational Outcomes for Children in Care

- **Public Input**

Input from the public regarding educational outcomes for children in care was received from multiple stakeholders including the Court, Children's Attorneys, Clark County School District (CCSD), Children's Advocacy Alliance and Child Welfare Action Network throughout 2018. Concern was raised regarding educational performance for all children in Clark County. Specifically, DFS received feedback regarding issues related to educational outcomes for children in care. Furthermore, DFS spearheaded monthly Foster Care Educational Stakeholder meetings with a cross section of community partners/CCSD in an effort to streamline approaches and improve educational support services for foster children.

- **Performance Targets**

Work with CCSD to ensure timely creation of annual academic plans for children in care

- **Approach/Strategies**

DFS will implement new strategies to ensure that an annual academic plan is created in a reasonable amount of time after elementary school-aged children are enrolled in school or after the school's notification that child is in foster care. DFS will also work to ensure that CCSD creates an academic plan with foster children in the 6th and 9th grade to help them meet promotional/graduation requirements.

We appreciate the opportunity to submit Clark County's improvement plan for calendar years 2019 and 2020. If you have any questions, please do not hesitate to contact me.

Sincerely,



Timothy Burch, Administrator
Clark County Department of Family Services



Department of Family Services

121 S Martin Luther King Blvd • Las Vegas NV 89106-4309
(702) 455-7200 • Fax (702) 385-2999 • Hotline (702) 399-0081

Timothy Burch, Administrator

Paula Hammack, Assistant Director

Jill Marano, Assistant Director

Eboni Washington, Assistant Director

August 28, 2018

Ross Armstrong, Administrator
State of Nevada
Division of Child and Family Services
4126 Technology Way, 3rd Floor
Carson City, NV 89706

**RE: Clark County Department of Family Services - SFY 2018 Agency Incentive Program
End of Year Results**

Pursuant to NRS 432B.2175 Clark County Department of Family Services respectfully submits for your review the results of the Incentive Payment Program for State Fiscal Year 2018.

As indicated in the application Clark County established the following goals in SFY2018:

SFY 2018 Incentive Payment Program		
Goal	Methods	Amount
Increase leadership and performance of supervisory personnel.	Provision of training, and increase the percent of cases with monthly supervisory oversight.	<u>Permanency Cases (a)</u> \$1,312,500
		<u>Investigation Cases (b)</u> \$1,312,500
Increase the total number of licensed homes willing to accept foster placements.	Recruitment, training, improved family assessment and increased licensing.	\$2,625,000
TOTAL		\$5,250,000

BOARD OF COUNTY COMMISSIONERS
STEVE SISOLAK, Chairman, CHRIS GIUNCHIGLIANI Vice Chair
MARILYN KIRKPATRICK ♦ SUSAN BRAGER ♦ LAWRENCE WEEKLY ♦ LARRY BROWN ♦ JIM GIBSON
YOLANDA KING, County Manager

Incentive Goal 1: Increase leadership and performance of supervisory personnel.

Methodology:

Per DFS policy in effect during the reporting year, investigative cases and permanency cases have different expectations for supervisory consultation. The methods of measurement are therefore unique to the program area. This goal was further separated into subparts by program area with each sub-goal associated with a benchmark and corresponding award.

Incentive Goal 1 Part A measures the percentage of permanency cases with at least 1 supervisory consultation during the month.

The agreed upon measurement methodology is as follows:

The Department calculates performance toward this expectation by collecting a count of all cases open at least 27 days during the reporting period (denominator), and then counting the number of those cases that have at least 1 case note with a case note type of: "7DAYSPRVSRVW," "15DAYSPRVSRVW," "21DAYSPRVSRVW," "25DAYSPRVSRVW," "45DAYSPRVSRVW," "SPVSYCONTACT," or "SUPERVISION" (numerator). The numerator is then divided by the denominator and the resulting quotient is multiplied by 100 to obtain a percent.

The agreed upon benchmark for this goal during SFY 2018 was 66%.

The Department's records indicate that during SFY 2018 there were a total of 2,537 eligible cases (denominator) and of those cases 1,781 had a monthly supervisory consultation (numerator). This indicates that during SFY 2018 the Department's performance on this measure was 70.2%.

Incentive Goal 1 Part A Outcome

Established Benchmark: 66%

SFY 2018 Performance: 70.2%

Result: **Benchmark surpassed**

Incentive Goal 1 Part B measured the percentage of investigative cases that had at least 1 supervisory consultation during the month.

The agreed upon measurement methodology is as follows:

Count of distinct cases open and assigned to investigation for at least 21 days during the review period that also have at least 1 case note with the case note type of: "7DAYSPRVSRVW," "21DAYSPRVSRVW," or "25DAYSPRVSRVW," in the month (numerator) divided by the total count of distinct cases open and assigned for investigation for at least 21 days during the month (denominator). The resulting quotient is then multiplied by 100 to capture a percent achieved.

The agreed upon benchmark for this goal was 71%.

Using the above methods, the Department records indicate that for the 7-day supervisory contact, 8,894 eligible cases had a 7-day supervisory note (numerator) out of a total 10,187 eligible cases (denominator). This indicates 87.3% of applicable cases had a 7-day supervisory note.

Regarding the 21-day supervisory consultation, the numerator is 7,722 cases with 21-day consult and the denominator is 9,365 applicable cases total. This works out to a rate of 82.4% of cases had a 21-day supervisory consultation.

Incentive Goal 1 Part B Outcome:

Established Benchmark: 73%

SFY 2018 Performance: 87.3% (7-day) and 82.4% (21-day)

Result: **Benchmark surpassed**

Incentive Goal 2: Increase the number of licensed homes willing to take foster placements.

This goal aims to increase the total number of regular foster home licenses willing to take placements.

Methodology:

The agreed upon methodology is as follows:

The total count of regular foster care licenses as of close of business on June 30, 2017 subtracted from the count of regular foster care licenses as of close of business on June 30, 2018 (numerator), divided by the count of regular foster home licenses as of close of business on June 30, 2017(denominator). The resulting quotient is then multiplied by 100 to obtain percent growth.

The agreed upon benchmark for this goal was a growth rate of 6.7% of regular foster home licenses willing to take placement over the course of SFY 2018.

As of close of business on June 30, 2017 the Department reports a count of 579 regular foster care licenses. Over the course of SFY 2018, the Department added 285 new regular foster care licenses and closed 238 regular foster care licenses. This indicates a positive net change of 47 regular foster care licenses, for an ending count of 626 regular foster care licenses. This translates to a growth rate of 8.1% of regular foster care licenses.

Incentive Goal 2 Outcome

Established Benchmark: 6.7%

SFY 2018 Performance: 8.1%

Result: **Benchmark surpassed**

The Department is pleased to report these results and will provide additional clarification or details if requested.

Respectfully,

Timothy Burch, Administrator
Clark County, Nevada
Department of Family Services

A handwritten signature in blue ink, appearing to be 'TB', with a large loop and a horizontal line extending to the right.



WASHOE COUNTY HUMAN SERVICES AGENCY

350 S. CENTER STREET
RENO, NEVADA 89520-0027
PHONE: (775) 785-8600
FAX: (775) 785-5640

December 28, 2018

Ross Armstrong, Administrator
Division of Child and Family Services
4126 Technology Way, 3rd Floor
Carson City, NV 89706

Dear Mr. Armstrong,

The following information represents a close out to Washoe County Human Services Agency (WCHSA) Agency Improvement Plan (AIP) as statutorily required for the Fiscal Year 17-18.

NRS 432B.216 - Agency which provides child welfare services to submit biennial improvement plan; agency to solicit input regarding plan; requirements of plan; agency to submit annual data to Division of Child and Family Services.

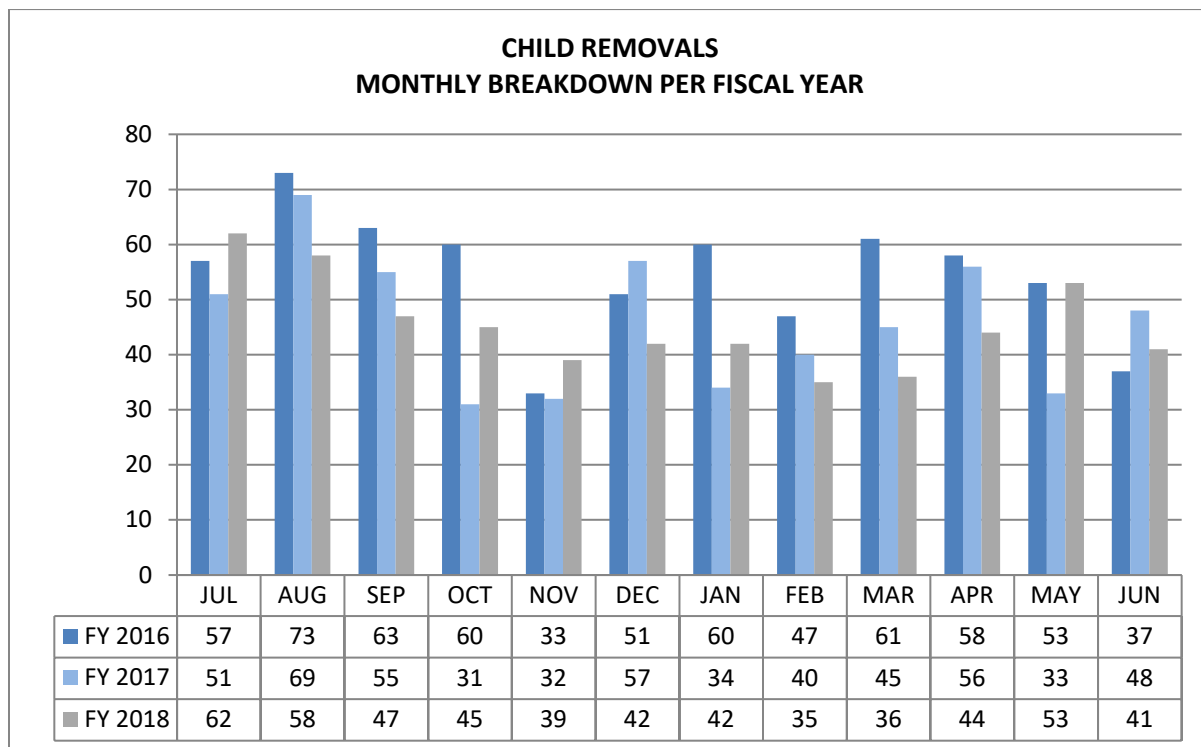
1. *Each agency which provides child welfare services shall submit an improvement plan to the Division of Child and Family Services on or before January 1 of each odd-numbered year.*
2. *Before submitting an improvement plan pursuant to subsection 1, the agency must solicit public input regarding the proposed improvement plan. The agency which provides child welfare services shall submit with the improvement plan an explanation of the manner in which the agency solicited such public input and a summary of any input received.*
3. *The improvement plan must cover a period of 2 years and include, without limitation:*
 - (a) *Specific performance targets for improving the safety, permanency and well-being of the children in the care of the agency which provides child welfare services; and*
 - (b) *The approach that the agency which provides child welfare services will take to achieve the specific performance targets, including, without limitation, specific strategies that will be used.*
4. *On or before December 31 of each year, the agency which provides child welfare services must submit to the Division of Child and Family Services data demonstrating the progress that the agency which provides child welfare services has made towards meeting the specific performance targets set forth in the improvement plan submitted pursuant to subsection 1.*

This AIP report provides an update for the two years of identified activities surrounding infrastructure and services to reduce child removals, and in cases of necessary removal, to ensure child safety. The AIP also reviews goals related to the placement with relatives or fictive kin, the analysis of work effort and case outcomes regarding out-of-state placements through the Interstate Compact on the Placement of Children (ICPC), and pilot caregiver referral services to a family-oriented program mirroring the Crossroads program.

GOAL 1: Reduce the number of child removals through utilization of a Crisis Stabilization Response Safety and Services Intervention Team.

In addressing this goal, WCHSA has seen significant success in its removal outcomes through the full implementation of the SAFE practice model and significantly increased identification of immediate safety

needs and services; as well as, ongoing targeted case reviews throughout the last two years. As reviews identified a need for immediate crisis response and stabilization, WCHSA utilized an internal clinical team to provide response to case workers identifying present danger with children at risk of removal, including clinical assessment and intervention. As Victims of Crime Act (VOCA) funding was applied for and received with the goal of building a clinical intervention team, WCHSA has seen gains in clinical response to child abuse and neglect investigations when present danger existed. This was accomplished by increasing the provision of services including clinical response, assessment, intervention, and wraparound support services focusing on crisis and behavior management, resource identification, and social connection and support to victims and their families. This intervention team was designed to provide immediate, short-term, family-focused services designed to assist child victims and their families in crisis by improving parenting and family functioning while keeping children safe. The infusion of services and resources at the time of the initial response to abuse and neglect is a critical step in effectively addressing child victim needs while at the same time decreasing the risk of additional trauma associated with removing a child from their home. Data results have shown an ongoing decrease in removals of 17% comparing FY16 – FY18 data, totaling a removal decrease of 109 children, including a decrease in 8 out of 12 months out of a two year comparison.



The below chart was also used to not only capture the number of removals, but also the type of allegations associated with each removal to ascertain trends related to specific allegation types. Capturing the types of removals most prominent in Washoe County, assisted WCHSA with developing the FY19-20 AIP that will be explained in detail in that report.

REMOVAL REASONS FOR CHILDREN ENTERING FOSTER CARE			
	FY 2016	FY 2017	FY 2018
ABANDONMENT	32	19	22
CHILD ALCOHOL USE	0	0	1
CHILD BEHAVIOR	10	2	11
CHILD DISABILITY	0	0	0
CHILD DRUG USAGE	4	2	4
CHILD METH USE	0	2	1
DOMESTIC VIOLENCE	98	84	81
DRUG AFFECTED CHILD	17	33	23
EMOTIONAL ABUSE	5	6	5
FETAL ALCOHOL	1	0	0
INADEQUATE HOUSE	79	88	87
JUVENILE JUSTICE SERVICES	0	1	0
MEDICAL NEGLECT	12	13	14
NEGLECT	392	336	279
PARENT DEATH	3	2	7
PARENT INCARCERATED	184	142	127
PARENTAL ABUSE	58	52	31
PARENT CAN'T COPE	24	20	26
PARENT DRUG ABUSE	86	138	117
PHYSICAL ABUSE	61	40	30
PARENT METH USE	33	47	30
RELINQUISHMENT	3	7	7
SEXUAL ABUSE	7	15	9

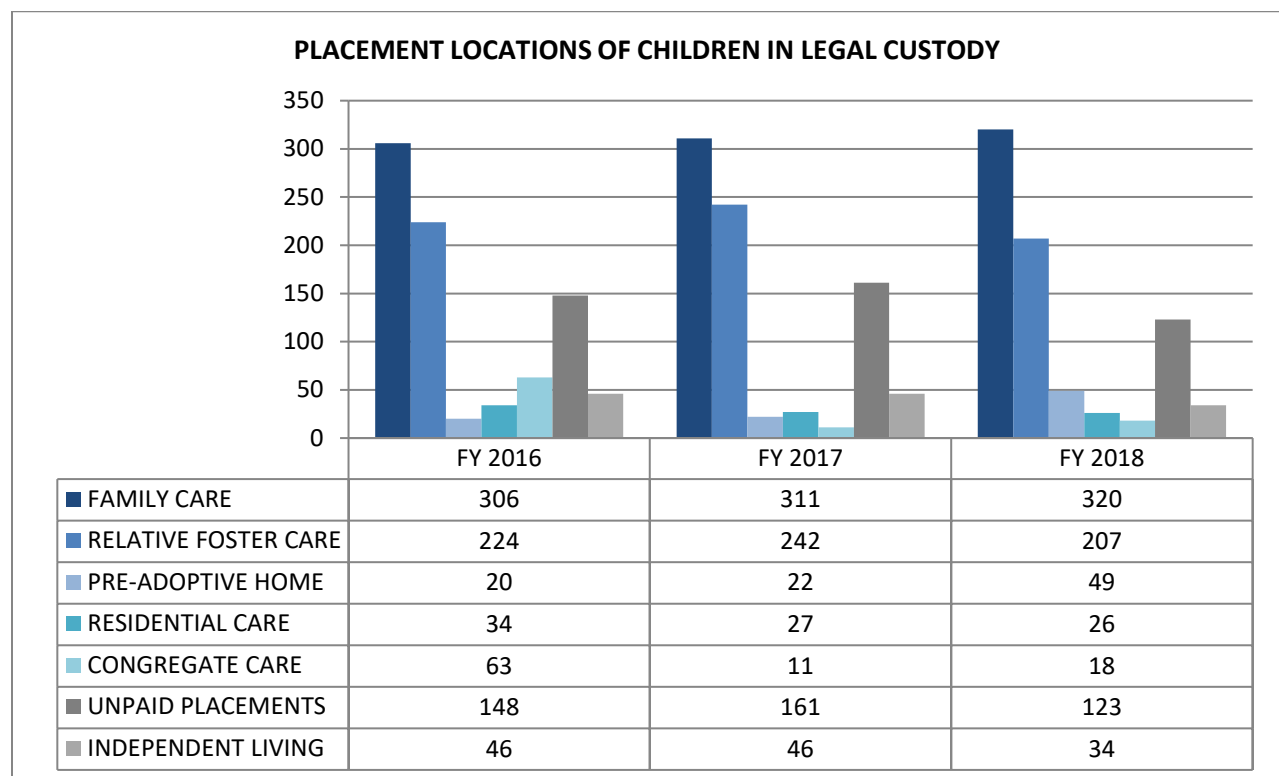
*Data indicators may be counted multiple times as removal reasons can result in several circumstances.

WCHSA met the identified targeted outcomes for this goal and is pleased with the decrease in foster care placements in Washoe County; preserving the family unit, solidifying the impact of the SAFE model.

Goal 2: Implement a Placement Services and Support Team to perform immediate diligent search on potential relatives and fictive kin during an active removal of a child from their home due to present danger to avoid placement in congregate care and/or a traditional family foster home.

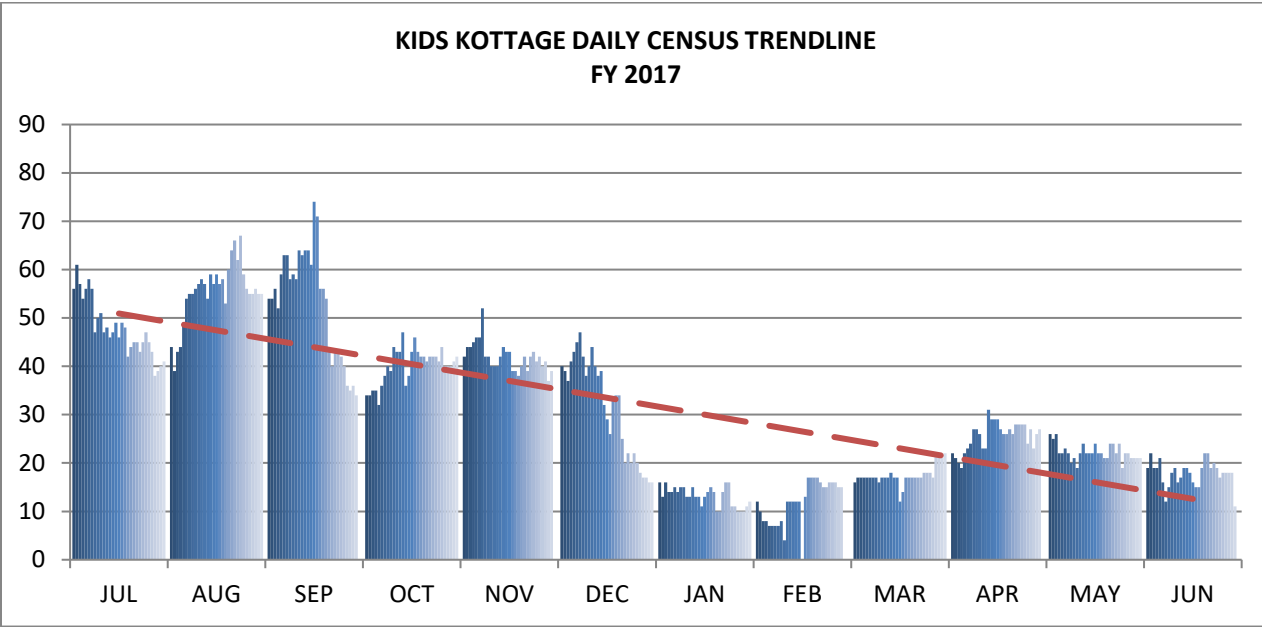
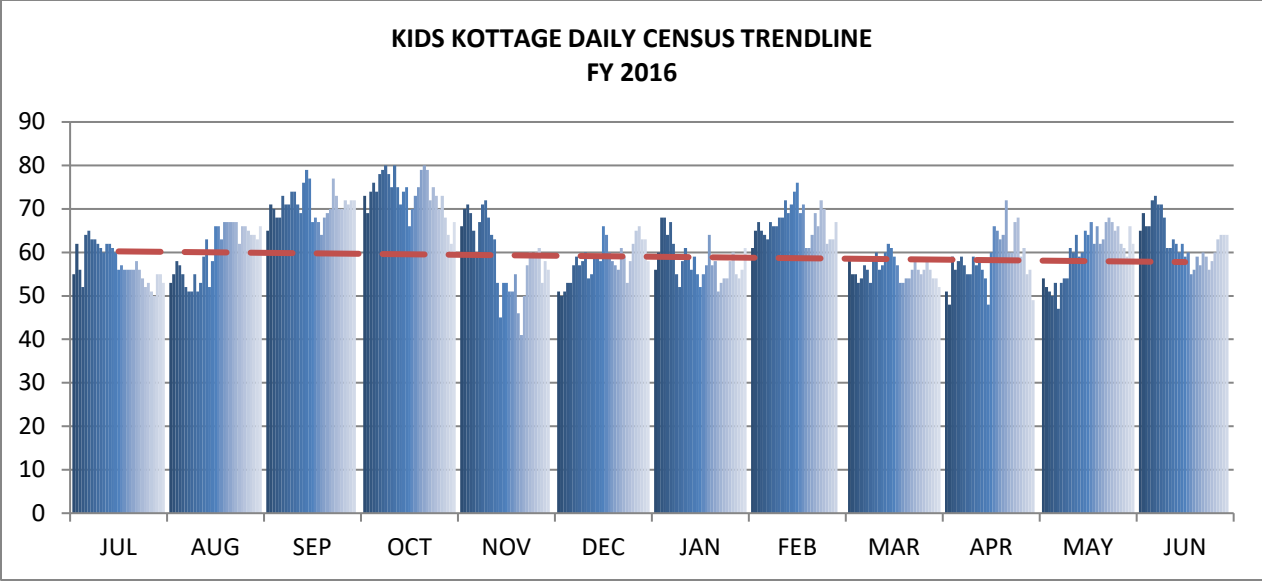
WCHSA has been addressing a system gap during an active removal of a child victim from their home due to abuse/neglect. In an emergent situation where there is an immediate need to remove a child victim and potential relatives and/or fictive kin are identified as a placement option, an immediate home visit is conducted prior to placement, assessing the safety of the child and placement. This vetting process

consists of reviews with local law enforcement on all adults living in the home; as well as child abuse and criminal history checks. The support team has served to help with placement stability by identifying appropriate relative and fictive kin; as well as, offering supports to assist these prospective placement options in identifying and mitigating potential barriers and challenges, which in turn has created a more stable foundation for the child victim, even in emergent situations. This team has been critical in the process of locating, screening and approving placements, bypassing the need for use of congregate care, a priority for WCHSA. As a result of ongoing efforts, WCHSA has seen a dramatic decrease in congregate care placements from FY16 to FY18. Additionally, daily census has demonstrated a trend downward throughout FY17 and FY18, maintaining a daily census of less than 30 children between January 1st - June 30th 2018, 99.5% of the time.

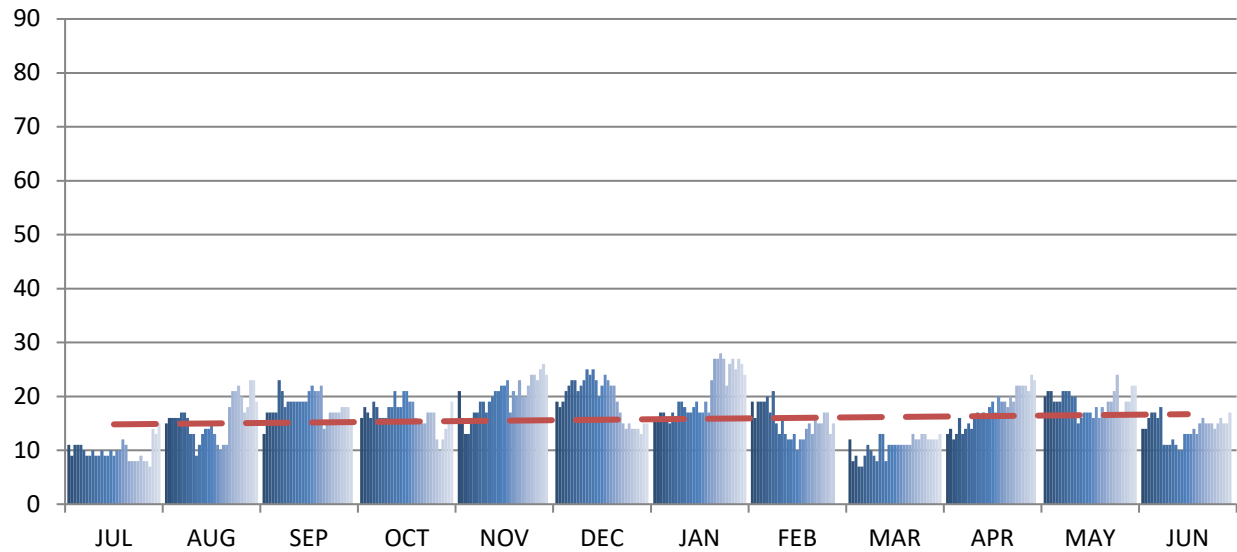


As congregate care numbers have seen a substantial decrease through considerable efforts of WCHSA, an updated goal measure of maintaining congregate census under 30 children per day was identified and achieved. WCHSA has met this goal.

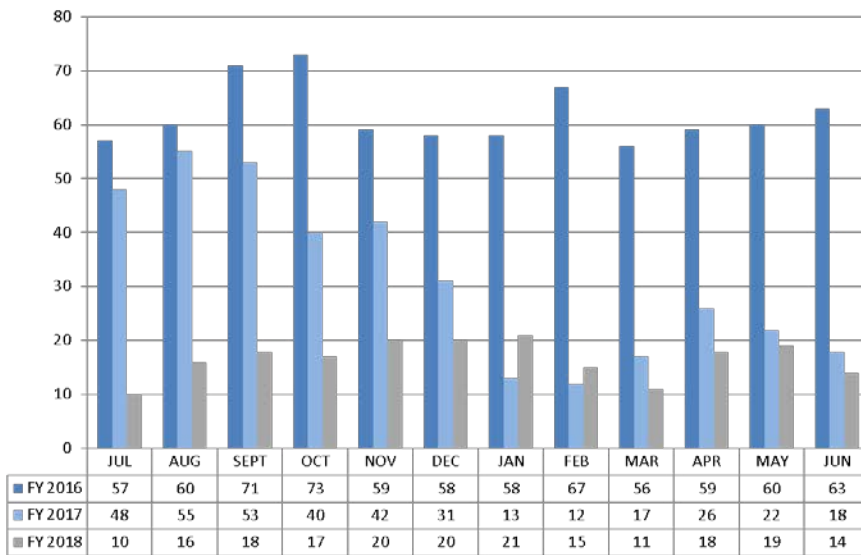
The following 2 pages demonstrates the tremendous progress WCHSA has achieved in the use of its congregate care facility, Kids Kottage.



KIDS KOTTAGE DAILY CENSUS TRENDLINE FY 2018



KIDS KOTTAGE AVERAGE MONTHLY POPULATION



AVERAGE NUMBER OF KIDS PLACED AT KIDS KOTTAGE

FY 2016

62

FY 2017

31

FY 2018

17

Goal 3: Analyze the effectiveness of application for the Interstate Compact on the Placement of Children (ICPC) to maintain family connections.

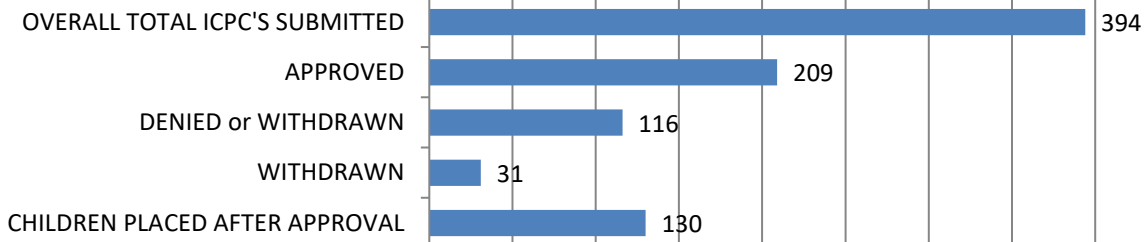
ICPC was adopted by all 50 states and the District of Columbia in 1985 to regulate the interstate movement of both foster and adoptive children with the intent to ensure prompt and proper placement of children with appropriate relatives out-of-state. Research demonstrates that placement with relative caregivers is less traumatic and promotes family connections and child well-being. As the process is labor intensive and can take extensive time, WCHSA centralized the ICPC process and discovered there is an information gap in the number of ICPC's submitted on average per child, placements made, process timeliness and stability outcomes.

Ongoing data analysis will be used to inform best practice regarding appropriate ICPC submittals and subsequent placements. Current information and data is being established as a baseline for reporting outcomes to DCFS. Preliminary information, as seen above, indicates that there is a substantial discrepancy between the number of ICPC's submitted (394) and approved (209). Further, of those approved, there are significantly less children ultimately placed (130), only 33% of the home studies actually make it through the process and children are placed. This has become a significant administrative burden as not all states comply with the home study timeframes. In addition, this may be a topic to provide to the Court Improvement Councils to educate the judicial system on the amount of time and delays this is having on permanency for children. WCHSA will continue strategically to work with system partners to identify service delivery gaps, as well as establish efficiencies, as the ICPC process is often lengthy, which clearly has an impact on placement outcomes financial costs and longer foster care stays.

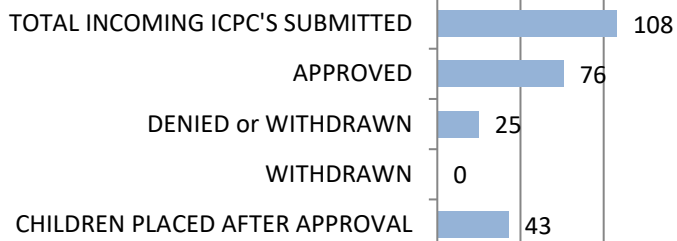
WCHSA has met the outcome of this goal.

**ICPC STATISTICS
FY 2018**

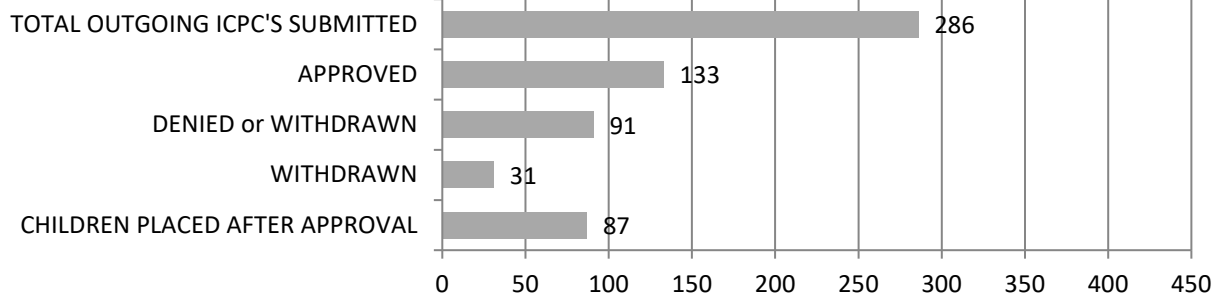
OVERALL TOTAL ICPC'S



INCOMING ICPC'S



OUTGOING ICPC'S

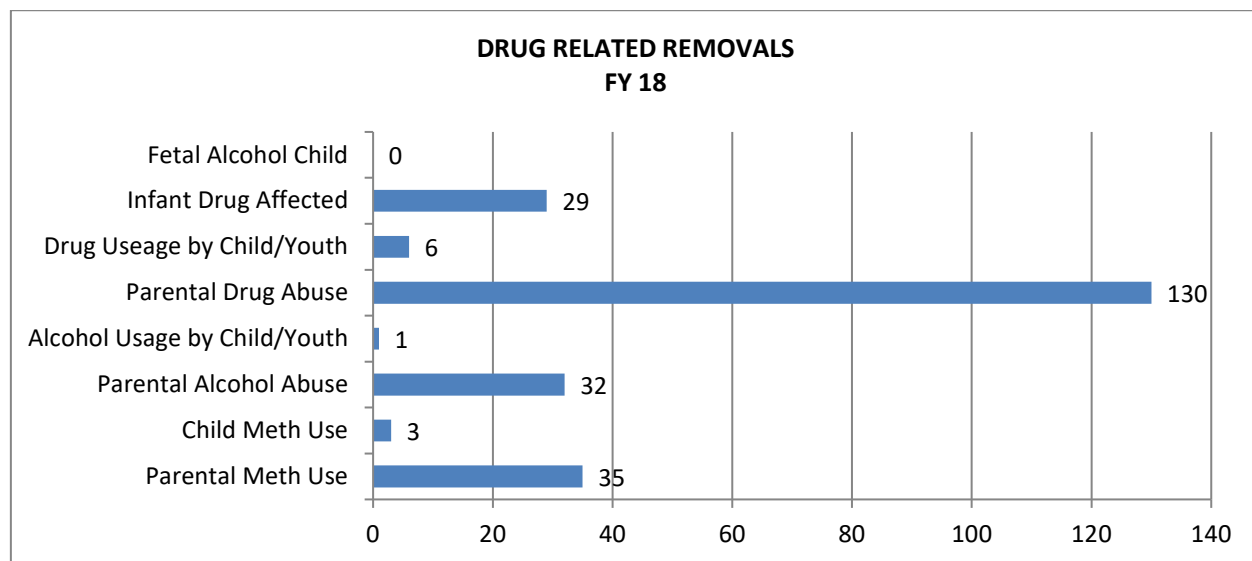


Goal 4: Pilot the Crossroads Program to care providers with an open child welfare investigation or case.

WCHSA currently provides multiple services and assistance to residents across the continuum of care to include children, adults and seniors, including an array of support of shelters, nutrition, case management, crisis intervention, medical, legal, counseling and other supportive services. With all that WCHSA provides, the county still has a growing need to expand the available programs to better serve women and children that enter the child welfare system. We collaborate with families and the community to assess family strengths, safety issues, and risk of harm to children. We seek to deliver services that assure the safety of children while building upon the strengths of the family.

The Agency's goal is to ensure the safety of children in our community who are reported as abused or neglected, often due to substance abuse and addiction, and to protect them from further harm.

The below chart displays the numbers of children in Washoe County that were removed related to drug and alcohol reasons.



Washoe County is actively responding to the addiction crisis and the challenge of affordable housing related to adults, children, families and seniors. Programs like Crossroads have proven that when services are provided to citizens related to basic needs; food, safety and shelter first and foremost, they are better prepared to address their substance abuse issues, trauma, mental health, basic care needs, housing needs and be active participants in case management activities. By serving individuals in the community, it helps avoid emergency room visits and unstable, vulnerable living conditions, all at a much lower cost for the county, the state and Medicaid. As Washoe County's population increases HSA must decrease reliance on the use of shelters and other substance abuse treatment facilities and create more permanent, safer, long term solutions for our citizens that have proven positive outcomes to assist in healthier, brighter futures.

Since inception, Crossroads has averaged 120 females monthly. Unfortunately, due to lack of resources, from 2015 to current, Crossroads has had to place 195 women on the waiting list. Due to the long wait time, only 65 women were able to enter the program from the waiting list at some point in time. The remaining 130 women fell back into addiction or received help elsewhere.

The Crossroads Program, managed by the Adult Services Division of the WCHSA, provides a tiered housing first approach that targets the super-utilizers, the homeless and serial inebriates in Washoe County. The intent of the program is to identify, intervene and stabilize traditionally highly complex homeless clients who are battling with addiction through cooperation with various community partners. Our success has helped us in reducing incarceration by expanding services to young offenders, and anyone else who suffers from substance abuse that would otherwise have a negative social or financial impact on our community.

Currently, the Crossroads program provides supportive living arrangements for men and women transitioning out of homelessness and with substance abuse issues. Clients are given a safe and caring environment in which to live, along with wrap-around social services including drug and alcohol counseling, employment support, volunteer/work opportunities, and other tools to help them establish a more productive path in life and a healthier future.

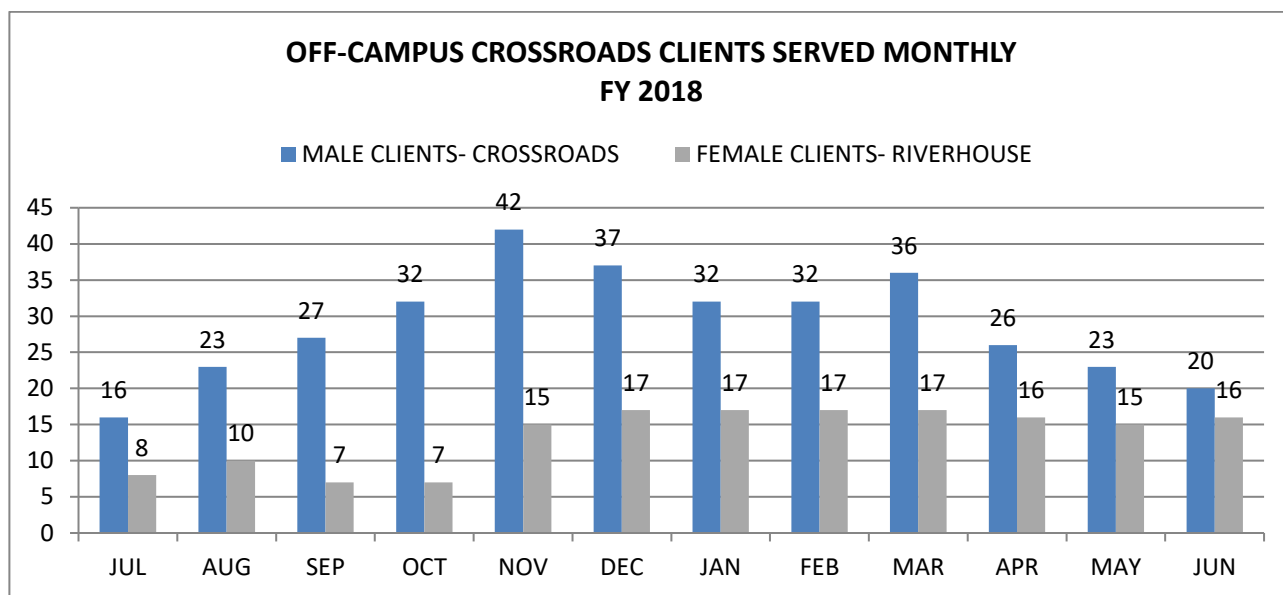
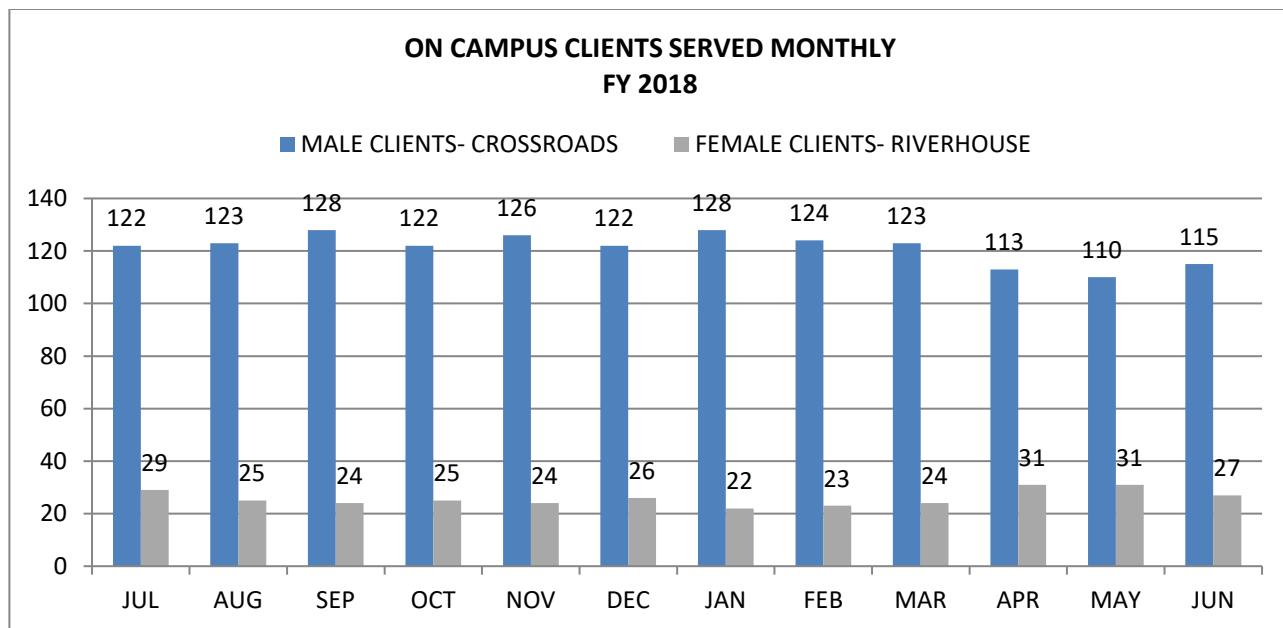
Crossroads saves the community an estimated \$12-15 million a year in jail bookings, encounters with first responders, emergency room and hospital costs, ongoing jail costs, and treatment expenses. From a community perspective, over 800 clients have been served, 100% of program participants are in active sobriety and working toward their personal goals.

There are two significant gaps in our current service delivery model that WCHSA has faced:

1. The need for increased capacity for female beds at the Crossroads Program, and
2. More specifically, the need for mothers who become involved in the child welfare system, and the significant need to get them in to treatment to reunify with their children.

Mothers, often wait months on lengthy waiting lists for residential beds in substance abuse facilities throughout Washoe County. This time waiting is more complicated when their children are in foster care and the mother is given one year to show progress in order for the courts to continue to grant reunification as the permanency goal. Minus any active steps to maintain sobriety, termination of parental rights are often filed and children, WCHSA and the Courts begin to infuse resources towards the adoption track or aging out of foster care, all the while, the children remain in out of home/foster care placements away from their biological mothers.

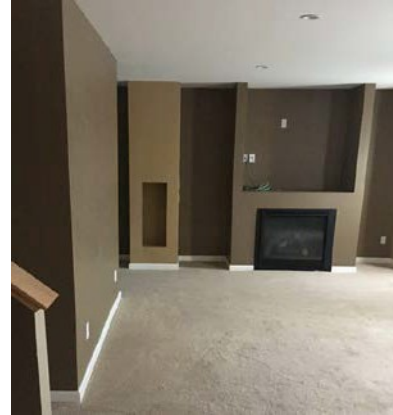
WCHSA has a significant need to not only increase bed capacity for females at Crossroads, but also to begin to address the substance abuse challenges amongst child welfare mothers. The sooner a mother can begin treatment and have access to permanent housing, substance abuse treatment and employment, the chances of reunification and stabilizing and reunifying the family increases significantly.



In 2016, three caregivers with an open CPS case were referred to the Crossroad Program, successfully completed it, and either reunified with their children or reunification is imminent at the time of this report. The AIP goal was to expand the pilot of caregivers referred to Crossroads to eight clients.

WCHSA was contacted by Grace Church to discuss opportunities to support vulnerable populations within Washoe County. The church identified women as the target populations it wished to support with its philanthropic efforts. Grace Church donated \$500,000 to WCHSA to open an additional Crossroads site for Woman specifically, with children in the foster care system of HSA. On October 12, 2017, a residential property closed escrow to house 10 females at any given time. Pictures of the residence is located on the following page.

HOPE HOUSE BEFORE IMAGES



HOPE HOUSE AFTER IMAGES



Please see the facebook post announcing the opening and the first two identified women:

<https://www.facebook.com/GraceChurchReno/videos/10155906398114477/>

The Hope House opened in January 2018 and houses an 11 bed (10 female clients, one house manager) who are ready for the next step in their recovery. As these women graduate from the River House (first phase of Crossroads) program, this is the second phase where they actively work towards reunification with their children. All occupants are mothers that due to their addictions were unable to care for their children, so their children were placed in other protective homes. At Hope House, the children are able to come frequently and spend many hours engaging in family activities. They are able to play in the large back yard, watch movies on the family couch, cook and eat dinners together; all of the things that these women have been working so hard to attain with their sobriety.

In September 2018, due to the ongoing housing crisis, WCHSA decided to expand the program to allow the women's children to live with them in the house after a specific period of time in their program. This lessens the amount of time children spend in foster care, and provides a daily motivator for these mothers, as their children reside with them. In this environment, they learn how to care for their children and tend to their daily needs while maintaining sobriety.

A full-time house mom lives at the Hope House and a dedicated case manager that works with all of the women. She helps them maintain their sobriety, and works on the final stages of reunification with their children; as well as, their self-sufficiency in conjunction with a permanency worker. Hope House continues to offer therapy, job training, educational classes, transportation and parenting support.

Below is the outcomes achieved thus far:

- Four women are actively working reunification plans at the house and their children are placed with them.
- On average, five visits occur every week with residents and children.
- Since opening there have been 4 successful moves to permanent housing, all of those have either successfully maintained their children in their care or reunified.
- Hope House has served 15 women since it's opening in February 2018 and has hosted more than 100 visits between moms and their children.
- 50% of the residents have reunified with their children in less than a year.

WCHSA has met the expected outcome of this goal.

What started as a concept has now become a reality for deserving women and their children. Thanks to the generosity of Grace Church leadership and their congregation, WCHSA has been able to expand our nationally recognized Crossroads Program.

It has been a pleasure to continue our collaboration and partnership in this AIP process through the last two years. It is with privilege that I submit the final update to the WCHSA 2017-18 AIP. We look forward to continuing to update DCFS on our progress and accomplishments in our new FY19-20 AIP.

Sincerely,



Amber Howell, Director

CC: Reesha Powell, DCFS
Ryan Gustafson, WCHSA
Cara Paoli, WCHSA



WASHOE COUNTY HUMAN SERVICES AGENCY

350 S. CENTER STREET
POST OFFICE BOX 11130
RENO, NEVADA 89520-0027
PHONE: (775) 785-8600
FAX: (775) 785-5640

December 28, 2018

Ross Armstrong, Administrator
Division of Child and Family Services
4126 Technology Way, 3rd Floor
Carson City, NV 89706

The following information represents the Washoe County Human Services Agency (WCHSA) Agency Improvement Plan for FY19/20 pursuant to NRS 432B.216. This AIP encompasses three critical areas all having direct impact on children in Washoe County. The activities surround relocating the families, pregnant women, and individual women from the Record Street Homeless Shelter to the Northern Nevada Adult Mental Health Services (NNAHMS) campus; expansion of the Woman's/Family Crossroads Program and increasing licensed child care capacity and availability for homeless families or newly reunified families in Washoe County.

This AIP was developed using information, collaboration and dialogue through monthly meetings with the Second Judicial Senior Model Court Team Chaired by the Honorable Cynthia Lu, the Community Homeless Advisory Board, the Downtown Partnership, Business Improvement District, Reno Housing Authority, case review findings, the Substance Abuse Task Force, the Washoe County Board of County Commissioners Annual Retreat and finally, the monthly Quality Parenting Initiative stakeholder meetings.

Goal 1:

Relocate families, pregnant women, and individual women from the Record Street Homeless Shelter to the Northern Nevada Adult Mental Health (NNAHMS) campus. *(See Attachment A)*

The Washoe County Human Services Agency (HSA) is proposing a shift in how we view and manage the homeless families, pregnant women and individual women in our community. Currently, all homeless populations, ranging from infants to seniors are housed on the Community Assistance Center (CAC) campus. While the current campus meets the basic needs of homelessness, it is a co-mingled population of men and woman and in addition, children and infants all housed in one shelter. The CAC campus consists of the Family Shelter, the Men's Shelter, Women's Shelter, Restart, Good Shepherd's Clothing Closet, Reno Sparks Gospel Mission, Community Health Alliance clinic, and the Resource Center. All of these programs, while essential for the community as a whole, are not conducive to creating a safe and stable environment for the children, families and individual women residing on the same campus. This can result in many homeless families refusal to enter the family shelter; even if that means that they are unable to provide adequate housing for their children, thus increasing their risk for child welfare involvement and potential removals and placement in foster care.

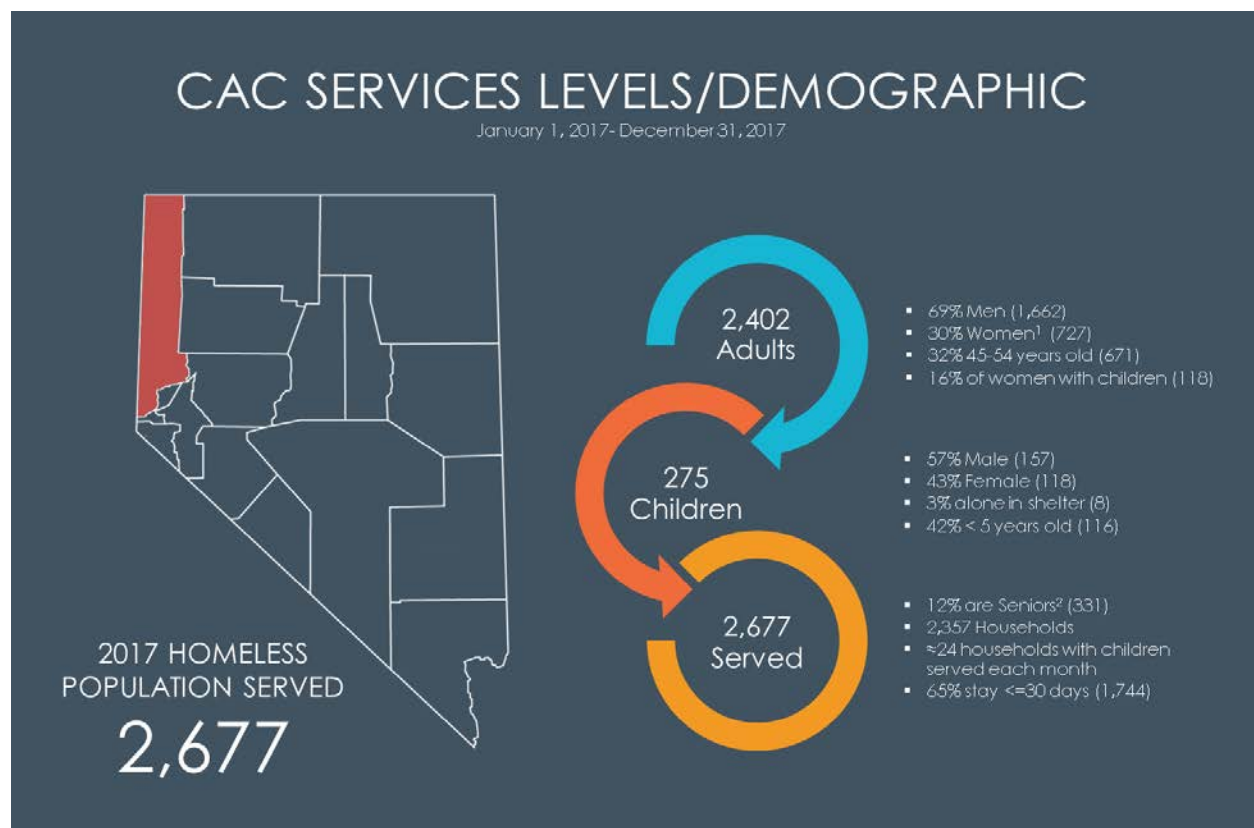
In 2017, there were 455 families that completed intakes to enter into the Family Shelter at the CAC. 109 families, 8 pregnant women and 297 children moved into the shelter and received active case management provided by the case managers that are assigned to that shelter by HSA. HSA has assigned two case managers to the family shelter since the opening of the CAC and they provide all of the supportive services to these families and pregnant women. They provide a thorough assessment of the families and identify what supports they have when they enter into the shelter and what resources they

need to be able to move out of the shelter successfully, as every family's circumstance for homelessness is unique to them and must be addressed as such. Success is defined as having sustainable income and housing at the time of their exit. Even though income and housing are a focus, the case managers address the family as a whole and connect each individual family member or pregnant woman with the identified resources needed at assessment to improve their overall life, not simply get them out of homelessness.

At any given time there are several women residing at the CAC shelter that do not have their children with them due to the inability to find housing and/or provide stability for themselves and their children. Some of those children are in foster care or living with relatives outside of the child welfare system. Therefore, children could return to their parents more expeditiously if housing and services were available, thus decreasing the length of time children spend in foster care or with relatives, separated from their parent(s).

The relocation of the woman, families and pregnant women from the CAC campus to the NNAMHS campus would not disrupt the access to services or resources provided to them. There are currently two designated HSA case managers who are employees of HSA and would relocate with them. Another consideration of the relocation is the fact that dinner is provided to the families and pregnant women every night in the common area of the family shelter. The meals are provided by the Reno Sparks Gospel Mission. Washoe County has been grateful for the food service that the Reno Sparks Gospel Mission has provided over the years, however many of the families don't utilize this benefit, and prefer to purchase meals and cook independently. HSA wishes to propose the utilization of the full kitchens in each of the buildings at the NNAMHS campus, to create a more stable home environment, utilize their SNAP benefits, learn to budget, grocery shop and learn proper nutrition through the assistance of staff to gain further independence and daily living skills and meal planning, for themselves and/or their families, as an alternative to what is currently being provided by the CAC shelter.

HSA believes the identified populations will have the opportunity to transition from homelessness to a home-like setting while working on their stability and sustainability to increase success rates, ending the cycle of homelessness for those individuals and prevent the need for child welfare involvement. Last year there were 2,402 adults and 275 children that accessed the shelters and of those children, 42% of them were under the age of five. Relocating the woman, families and children allows HSA and the community to specifically target subsets of the CAC population and create and provide specialized programming and services based on their unique needs. In return, this also allows the CAC to house males only to create and provide programming based on their needs and specialized care as well so all populations can be provided a safe and secure environment, increasing their opportunities for long-term stability in their life and not return to homelessness. The following page indicates further demographics.



The final consideration for families relocating campuses would be the on-site daycare provided by the Boys and Girls Club Early Learning Center. When the family shelter first opened there was not an on-site daycare option. The school district opened a playgroup that offered childcare four days a week for six hours a day, however the school district was no longer able to offer the program and there was a two year gap without childcare for the residence at the family shelter. Therefore, case managers helped the family's access alternative daycare options for that time period. In January 2018 the daycare reopened in response to a donation and is now managed by the Boys and Girls Club. This is a great supportive service being provided to the families that fortunately, can also be relocated to the NNAMHS campus. HSA has identified a building on the campus that would be perfectly suited for this purpose. We know the value in early education and the relationship to educational success; therefore, simply being in the shelter should not prevent children from getting the education they need to be kindergarten ready and begin evidenced based curriculum to increase their academic success.

Once HSA is able to establish women, families and pregnant women on the NNAMHS campus, we would like to explore the 18-25 youth homeless population at the campus as well. We know that 50% of the young adult homeless population exited from the foster care system. This is a critical age group and important intervention point to prevent further penetration into homelessness, addiction and mental health issues with the needed supports and resources to help them be successful.

The State of Nevada approved a 15 year lease at the November 2018 Board of Examiners for Washoe County to begin transferring specific populations. We are grateful for the State's willingness to brainstorm and explore this once in a lifetime opportunity to really implement housing and services for these vulnerable populations to assist Washoe County with decreasing the number of homeless individuals and avoid unnecessary foster care placements by providing a safe, secure, healthy environment and

accessibility to services and a new chance of hope for brighter futures.

Please see the attached presentation which details the data analysis and trends regarding the populations at the CAC and the building and populations that will be housed at the NNAHNMS campus.

Expected Outcomes:

1. Transition 50% of the CAC woman, post-partum, families and daycare on to the NNAHMS campus by December 2019.
2. Implement a new Intake Screening tool for data capturing and development of case plans by October 2019.

Goal #2:

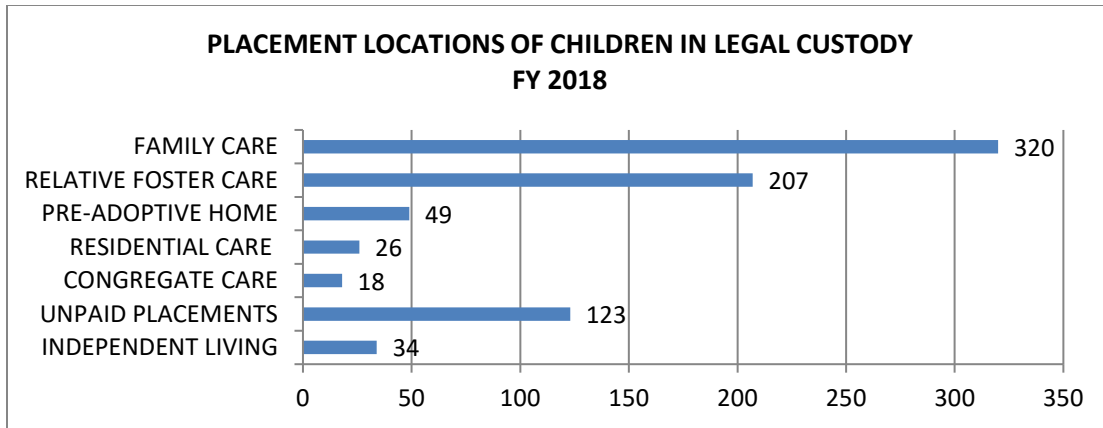
Expansion of the Woman's/Family Crossroads Program.

HSA has begun a critical partnership with a local church, Grace Church within our community. In the FY17-18 AIP, HSA provided a goal surrounding a pilot program for woman who are struggling with addiction who also have children in the custody of HSA due to parental substance abuse and neglect. Grace Church has continued to show significant generosity and interest in furthering to support and expand our Woman's Crossroads Program through continued donations to purchase houses to add additional substance abuse beds in Washoe County.

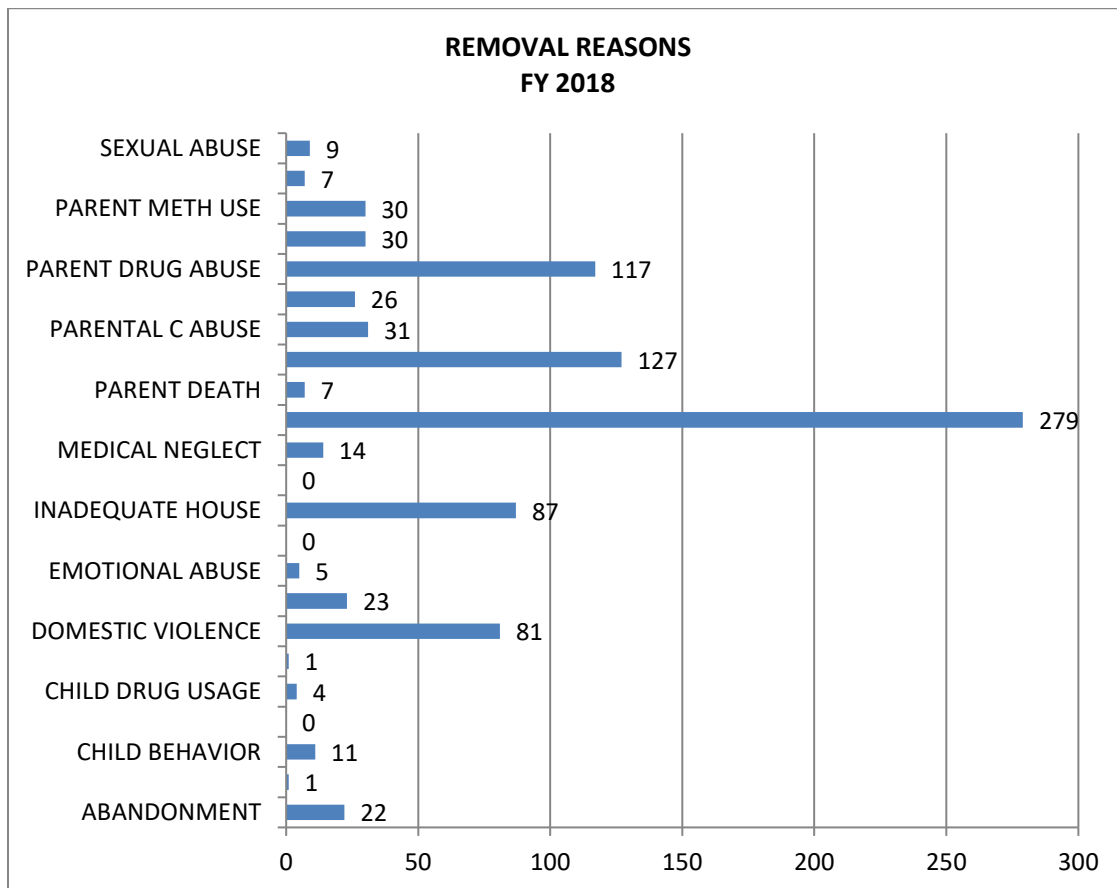
Grace Church has been working diligently over the past couple of years to raise donations to provide recovery centers for the men and women of Northern Nevada to provide them an opportunity to overcome these challenges and move forward with their lives in a safe, healthy, and productive manner. By partnering with us ongoing we have been able to continue to focus our efforts on opening a center for recovering mothers in our community to encourage not only addiction recovery, but also to assist with reunification of families affected by this disease.

With all that HSA provides, the County still has a growing need to expand the available programs to better serve women and children that enter the child welfare system in Washoe County. HSA still continues to make the safety of children in our community who are reported as abused or neglected, often due to substance abuse and addiction, and to protect them from further harm is still a top priority.

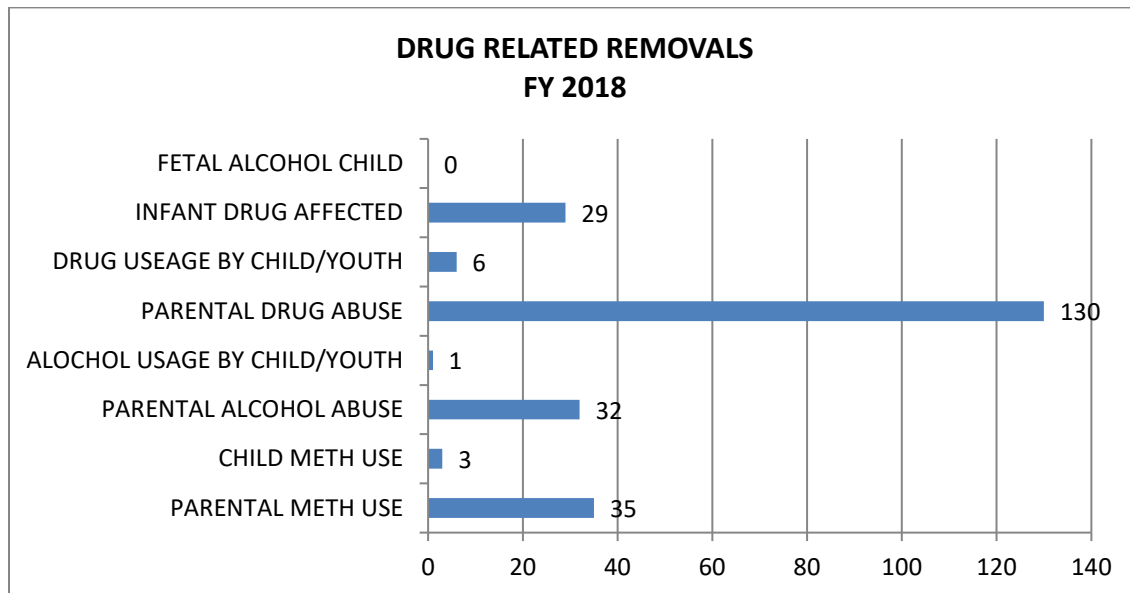
The chart on the following page displays the numbers of children in Washoe County that were or are placed somewhere other than in their homes/with their parents and the corresponding removal reasons for the last Fiscal Year.



The chart below shows the reasons children were removed. Please note that data indicators may be counted multiple times as removals reasons can result in several circumstances:



More specifically and relevant to this proposal are the drug and alcohol related removal reasons:



Washoe County is actively responding to the addiction crisis and the challenge of affordable housing related to adults, children, families and seniors. Programs like Crossroads have proven that when services are provided to citizens related to basic needs; food, safety and shelter **first and foremost**, they are better prepared to address their substance abuse issues, trauma, mental health, basic care needs, housing needs and be active participants in case management activities. By serving individuals in the community, it helps avoid emergency room visits and unstable, vulnerable living conditions, all at a much lower cost for the county, the state and Federal Medicaid. As Washoe County's population increases HSA must decrease reliance on the use of shelters and other substance abuse treatment facilities and create more permanent, safer, long term solutions for our citizens that have proven positive outcomes to assist in healthier, brighter futures.

Since inception, Crossroads has assisted 221 females. Unfortunately, due to lack of resources, from 2015 to current, Crossroads has had to place 185 (ten less than the year prior in response to the HOPE HOUSE mentioned in the FY17-18 AIP) women on the waiting list. Due to the long wait time, only 75 women were able to enter the program from the waiting list at some point in time.

The Crossroads Program, managed by the Adult Services Division of the HSA, provides a tiered housing first approach that targets the super-utilizers, the homeless and serial inebriates in Washoe County. The intent of the program is to identify, intervene and stabilize traditionally highly complex homeless clients who are battling with addiction through cooperation with various community partners. Our success has helped us in reducing incarceration by expanding services to young offenders, and anyone else who suffers from substance abuse that would otherwise have a negative social or financial impact on our community.

Currently, the Crossroads program provides supportive living arrangements for men and women transitioning out of homelessness and with substance abuse issues. Clients are given a safe and caring environment in which to live, along with wrap-around social services including drug and alcohol

counseling, employment support, volunteer/work opportunities, and other tools to help them establish a more productive path in life and a healthier future.

Crossroads saves the community an estimated \$12-15 million a year in jail bookings, encounters with first responders, emergency room and hospital costs, ongoing jail costs, and treatment expenses. From a community perspective, over 800 clients have been served, 100% of program participants are in active sobriety and working toward their personal goals.

Crossroads clients

- Over 1200 clients since the inception of the program
- 153 clients currently in the program
- All clients struggle with addiction
- Almost all were chronically homeless and/or incarcerated
- 80% or greater have Mental Health Issues
- They live on-site
 - Cook their own Meals
 - Do their own Laundry
 - Maintain the Grounds and Assist with the Maintenance of St Vincent's
 - Daily household chores
 - Community Volunteering

Cost to the Community

Average cost per encounter for chronic user of the system:

ENCOUNTER	COST
Cost Range per client	\$150 to \$500 per day
Jail	\$108 per bed day (CR clients combined spent more than 40 years in jail)
Jail Booking	\$180 (Total jail savings since CR inception is in an excess of \$1 million dollars)
Treatment	\$100 per day (CR is less than \$25 per day and lowering to \$15 per day)
Hospital	\$10,324 in billed charges per client
REMSA	\$1,267 (CR clients combined were transported more than 700 times)
First Responders	\$1,000 per incident (Thousands of calls-for-service prior to CR)

There are two significant gaps in our current service delivery model that HSA has faced:

1. The need for increased capacity for female beds at the Crossroads Program, in addition to the Hope House program, and
2. More specifically, the need for mothers who become involved in the child welfare system, and the significant need to get them in to treatment to reunify with their children.

Mothers, often wait months on lengthy waiting lists for residential beds in substance abuse facilities throughout Washoe County. This time waiting is more complicated when their children are in foster care and the mother is given one year to show progress in order for the courts to continue to grant reunification as the permanency goal. Minus any active steps to maintain sobriety, termination of parental rights are often filed and children, HSA and the Courts begin to infuse resources towards the adoption track or aging out of foster care, all the while, the children remain in out of home/foster care placements away from their biological mothers.

HSA has a significant need to not only increase bed capacity for females at Crossroads, but also to begin to address the substance abuse challenges amongst child welfare mothers. The sooner a mother can begin treatment and have access to permanent housing, substance abuse treatment and employment, the chances of reunification and stabilizing the family increases significantly.

In September 2018, HSA received another significant donation from Grace Church in the amount of \$225,000 to remodel the three cottages on the NNAMHS campus to increase Crossroads woman bed capacity by 24, which increases our program capacity for women by 75%. Two out of the three houses will be specifically targeted to respond to women who are on the waitlist, 50% of them who have children and the third cottage will be designated to serve an additional eight woman who have children in the foster care system and will eventually have their children placed with them, similar to the Hope House program.

Expected Outcomes:

1. Open all three cottages by FY19 and fill all 24 beds
2. Achieve a 24% reunification rate for mothers who have children in the foster care system.

Goal #3: Increase licensed child care slot capacity and availability for homeless families or newly reunified families.

Pursuant to NRS 432A, child care facilities must be licensed by the State, county or city. Child care facilities located in Washoe County are licensed by WCHSA, using the laws and regulations set by the State.

Nevada offsets the cost of the DPBH Child Care Licensing Program, which is not collected through licensing and/or investigation fees, with Child Care and Development Funds (CCDF). For the current biennium, CCDF makes up 89% of the overall funding for the State's Child Care Licensing activities.

	FY 2018	FY 2019	% of Funding
Licensing Fees	\$ 77,438	\$ 77,438	4%
Investigation Funds	\$ 118,220	\$ 118,220	7%
CCDF Funds	\$ 1,542,705	\$ 1,542,705	89%
TOTAL	\$ 1,738,363	\$ 1,738,363	

In Washoe County, the majority of the overall child care licensing funding, approximately 96% comes from the County General Funds.

	2015	2016	2017	2018
	Actual Expenses	Actual Expenses	Actual Expenses	Projected Expenses
Child Care Services Administration				
County General Funds	\$ 553,037	\$ 592,681	\$ 617,906	\$ 609,581
Licensing and Investigation Fees	\$ 23,245	\$ 19,460	\$ 20,780	\$ 22,500
Revenue	\$ 576,282	\$ 612,141	\$ 638,686	\$ 632,081
% of Funding from Licensing and Investigation Fees	4%	3%	3%	4%
Salaries and Benefits	\$ 390,528	\$ 42,911	\$ 389,407	\$ 412,770
Employee Benefits	\$ 163,045	\$ 183,462	\$ 232,927	\$ 194,470
Services and Supplies	\$ 22,710	\$ 15,767	\$ 16,352	\$ 24,839
Expenses	\$ 576,282	\$ 612,141	\$ 638,686	\$ 632,081

Increase licensing staff capacity and expand the number of before and after school programs that need regulatory oversight

September 2018, WCHSA requested and was approved for Child Care Development Funds (CCDF) to be used to help offset the cost of child care licensing activities in Washoe County.

Currently, the child care licensing staff is being managed as a part of our overall Foster Care Licensing unit. This does not lend itself to ensuring that Child Care Licensing is a priority within this unit, nor does it allow for time to help encourage quality improvement and/or providers to agree to accept child care subsidies. Currently, there are three Child Care Surveyor positions responsible for licensing, monitoring, and providing technical assistance to 235 child care facilities.

HSA also requested and was approved funding for a new Coordinator position to manage the unit and oversee the Family Engagement Center (FEC), and one additional Child Care Surveyor to oversee before and after school programs. Before and after school programs are not currently licensed or monitored anywhere in the state and HSA wishes to fulfill the service and regulatory gap in our community.

Kids Kottage Child Care Facility

As mentioned in the FY17-18 AIP, HSA has implemented several initiatives to assist in the decrease of the census at our Kids Kottage congregate care facility.

WCHSA is using this opportunity to convert one of the cottages to a child care facility. Child care in Nevada is expensive. According to the Economic Policy Institute, the average cost of infant care in Nevada is \$9,851 – that's \$821 per month. Child care for a 4-year old costs \$8,118 or \$677 each month. Families who have two children face an even larger burden. Child care for two children – an infant and a 4-year old, costs \$17,970 annually.

The cost of child care is unaffordable for typical families in Nevada and makes reunification with their children in the foster care system especially difficult. This facility will be licensed for 25 children, and will be used by families with a plan of reunification or recently reunified families.

Although we do understand that the State does not currently have a waitlist for clients eligible to receive child care subsidies, the day care providers in our community do have waitlists to access more child care slots with our population growth.

HSA requested and was awarded an allocation of 50 child care contracted slots for this new child care facility. This will help us to ensure that reunification is not delayed while waiting for slots to come open in the community.

Homeless Shelter Learning Center

An early learning center was opened at the Community Assistance Center on Record Street in downtown Reno. It's designed to be a free and safe place where homeless parents are able to take their children.

The fully-licensed child care facility was made possible through a collaborative partnership with several local businesses, local governments, the Boys and Girls Club, and the Volunteers of America.

The center is run by the Boys and Girls Club and is able to care for 44 children, ages infant to six years old for free if their parents are homeless. The center is more than just a day care; it is an educational center that offers interactive learning opportunities.

Over the next year, the women and families are slated to move to a larger facility located on the NNAMHS campus (mentioned in detail in Goal #1). At that time, the child care facility will also be moving to that campus expanding in capacity.

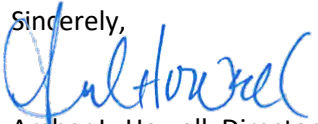
WCHSA requested and was awarded 75 child care contracted slots for this new child care facility. This will help us to ensure that the homeless population has access to appropriate child care while looking for employment or accessing medical and behavioral health services.

Expected Outcomes:

1. Recruit, hire and train the new surveyors to license the before and after school program by March 2020.
2. Establish a Quality Assurance Component of the Child Care Licensing Unit by March 2020.
3. Open the new Child Care Facility at the Kids Kottage Campus by December 2019.
4. Open the new Child Care Facility at the NNAHMS Campus by December 2019.

We look forward to the positive impacts these goals will have on the children and families in Washoe County as we make them a priority for the overall health, safety and well-being of the populations we serve.

Sincerely,



Amber L. Howell, Director



WASHOE COUNTY
Human Services Agency

350 S. CENTER STREET
POST OFFICE BOX 11130
RENO, NEVADA 89520-0027
PHONE (775) 785-8600

Ross Armstrong, Administrator
Division of Child and Family Services
4126 Technology Way - 3'd Floor
Carson City, NV 89706

Subject: Outcome Report - Incentive Application 2017/2018

Dear Mr. Armstrong,

Washoe County Human Services Agency (WCHSA) is pleased to submit this outcome report indicating 100% attainment of the goal established for our Fiscal Year 2017/2018 Incentive Application pursuant to NRS 4328.2175(1), which states:

Agency which provides child welfare services that receives incentive payment to submit report to Division of Child and Family Services demonstrating percentage of goal achieved.

1. On or before September 1 of the year following the year in which an agency which provides child welfare services is awarded an incentive payment from the program established pursuant to NRS 432B.2165, the agency which provides child welfare services shall submit to the Division of Child and Family Services a report which demonstrates whether the goal established pursuant to NRS 432B.2165 was achieved and, if not, the percentage of the goal that was achieved by June 30th of the fiscal year in which the incentive payment was awarded.

WCHSA's incentive program for Fiscal Year 2017/2018 focused on outsourcing case management of all youth age 16 years of age or older who have a court ordered permanency plan of Another Planned Permanent Living Arrangement (APPLA) to the Children's Cabinet through a private contractor agreement.

Baseline data was established through an ILP fidelity review assessing 50% of all active cases under the period under review (May 31, 2016 – May 31, 2017) utilizing a unique assessment tool. Baseline performance was established in 10 areas, as indicated below:

- Timeliness of Initial Contact with Youth
- Timely Completion of a Casey Life Skills Assessment

- Timely Completion of Independent Living Case Plan
- Youth Involvement with Case Plan
- Timely Completion of Confirming Safe Environments Assessment
- Completion of Ongoing Informal Safety Assessment
- Placement Stability
- Assessing and Meeting Youth's Education, Health, and Mental Health Needs
- Transition Plan Completed
- Monthly Worker Visits with Youth

The Children's Cabinet assumed case management responsibility of all APPLA youth age 16 years or older in July 2017. In January 2018, a second fidelity review was performed assessing 50% of all active cases under the period of review (July 1, 2017 – January 1, 2018 utilizing the same assessment tools).

The established goal for the second fidelity review was for the Children's Cabinet to demonstrate improvement in six of the ten areas evaluated. I am happy to report that the Children's Cabinet successfully met this goal, demonstrating improvement in eight of the ten areas evaluated.

I have attached a Fidelity Review Summary Report that I believe demonstrates WCHSA's successful achievement of the established goal. Should you need additional information, please do not hesitate to contact me.

Respectfully submitted,



Amber Howell, Director

AGREEMENT FOR INDEPENDENT LIVING SERVICES

THIS AGREEMENT is made by and between the COUNTY OF WASHOE, a political subdivision of the State of Nevada, by and through the Washoe County Department of Social Services, herein referred to as "County," and The Children's Cabinet, herein referred to as "Contractor."

WITNESSETH

WHEREAS, the County has determined there is a need to assist youth who are likely to remain in foster care until 18 years-of-age and former Nevada foster youth and former Nevada tribal foster youth to continue their education, obtain employment, stabilize in the community and attain the life skills necessary to transition successfully out of the foster care system;

WHEREAS, the County has reviewed the goods and services which can be provided by the Contractor and found that obtaining those goods or services will be beneficial to fulfilling the needs of foster children and former foster children in Washoe County; and

WHEREAS, the County and the Contractor desire to enter into a formal agreement setting forth their responsibilities and liabilities in regard to provision of such goods and services.

NOW THEREFORE, in consideration of the mutual promises contained herein and for other good and valuable consideration, it is hereby agreed by and between the parties as follows.

1. TERM OF AGREEMENT

This is a one (1) year agreement, effective July 1, 2017 through June 30, 2018, with the County retaining the option for two, one year term extensions at the discretion of the County, to be made in writing, or until this Agreement is terminated.

The County will evaluate the contract annually to ensure accountability, cost-effectiveness of service provision, and achievement of positive outcomes for clients. The County will establish a baseline, no later than September 1, 2017, utilizing an instrument similar to the Child and Family Services Review Quality Improvement tool. All applicable items will be measured to identify strengths, as well as, areas needing improvement. Then annually, through the term of the contract, the County will conduct targeted case reviews of 50% of the cases to evaluate adherence to statutes, policies and Contract obligations, by measuring against the baseline.

2. PROGRAM BACKGROUND INFORMATION

2.1 John H. Chaffee Foster Care Independence Program

The John H. Chaffee Foster Care Independence Program helps youth (ages 14 to 21) who are either likely to remain in foster care until 18 years of age or have aged out of foster care already, to transition to self-sufficiency. This is to be accomplished by

providing services such as assistance in obtaining a high school diploma, career exploration, vocational training, job preparedness, placement and retention, training in daily living skills, training in budgeting and financial management skills, substance abuse prevention and preventative health activities. Other services include providing the education, training and services necessary to obtain employment; to prepare for and entering post-secondary training and education institutions; to provide personal and emotional support to children aging out of foster care, through mentors and promotion of interactions with dedicated adults and other general case management activities.

2.2 Court Jurisdiction Program (NV AB350 2011 76th Legislature)

Young persons who age out of the foster care system shall have the opportunity to remain under the jurisdiction of the court beyond age 18 and up to age 21, pursuant to NRS 432B.591 - 595. While under court jurisdiction, these former foster youth shall be eligible to receive financial support and independent living services to assist them with their transition to self-sufficiency. Court jurisdiction is to be looked at as a support or safety net for youth as they make this transition. Good-faith efforts must be made by the child welfare agency and/or designee to engage the former foster youth and assist with the transition. Court jurisdiction is intended to provide former foster youth the opportunity to gain their education and/or vocational skills with minimal hardships that may exist when all supports are withdrawn.

2.3 Funds to Assist Former Foster Youth - FAFFY (NV AB 94 2001 71st Legislature)

AB 94 services assist former Nevada foster youth and Nevada tribal foster care recipients between the ages of 18 and 21 attain & maintain economic self-sufficiency, as described by NRS 432.017. Resources should be provided to the youth by complementing the youth's own efforts to make the transition from adolescence to adulthood. Assistance may include areas such as the provision of food, clothing, necessary personal expense, housing assistance, counseling, services to reduce high risk behaviors, child care and parenting needs, employment readiness, personal and professional readiness, educational assistance, transportation, medical & dental assistance and other appropriate supports and services.

3. OBLIGATION OF CONTRACTOR

The Contractor shall work collaboratively with the County to provide a variety of services as outlines in Sections 3.1, through 3.13.

3.1 John H Chaffee Foster Care Independence Program

Contractor will provide full service, youth centered, case management and Independent Living skill building for any case involved in the child welfare system where the youth is 16 or older and their permanency plan or proposed plan is Another Planned Permanent Living Arrangement. There are a series of important services that

promote functional independence of youth in Washoe County custody. The Contractor will address all of these services either as a service directly provided to Washoe County clients or as a service that is arranged for the client through a formal referral process.

3.1.1 Referral: Contractor will accept referral of a child welfare case beginning at the age of 16 on any youth that has a court ordered or pending permanency plan of Another Permanent Planned Living Arrangement. Youth will be assigned a case manager within 3 business days of the referral. Estimated number of referrals for this population is 45 youth. The County will provide a summary of the child similar to a social summary to transfer the case to provide the Contractor with the needed information to case manage the youth.

3.1.2 Transfer: A transfer staffing will need to occur within 5 business days of case manager assignment to facilitate exchange of information and formal transfer of the case.

3.1.3 Assessment of Need: Contractor will conduct a life skills assessment within 45 days of the referral and will utilize that assessment information in teaming with the youth and his/her support team to update their current independent living plan. The independent living plan will need to be updated within 90 days of the referral, and every six months thereafter for inclusion with all applicable court reports.

3.1.4 Client Contact: Contractor will make face to face contact with youth at a minimum of once a month. At least 7 of 12 contacts will occur in the youth's residence and will comply with all provisions listed in the Statewide Caseworker Contact Policy. The purpose of the monthly contact will be to review the youth's Independent Living plan goals and progress or barriers to those goals. In addition, information should be collected and shared regarding the youth's medical, dental, and therapeutic needs, the youth's school progress, the stability of the youth's placement, review of normalcy activities and visitation with appropriate family or informal supports. Many youth have a multi-disciplinary team assigned to them and the contractor will attend those team meetings on a monthly basis as well.

3.1.5 Case Management Expectations:

3.1.5.1 Placement: Contractor will be responsible to collaborate with the County's placement resources to ensure continued appropriate placement and the stability of that placement. Management of placement stability is critical to the long term success of a teen aging out of foster care. The case manager will also ensure that youth has access to normal activities that are aligned with the County's current normalcy policy.

3.1.5.2 Court: Contractor will be responsible to write a report to the court at least 2 times a year. The County will maintain the e-filing responsibility. Contractor will present their court report and any updates to the judge at the review and

permanency hearings. Additional court appearances may be necessary if the youth becomes involved with the juvenile justice system, placement hearings, and/or commitment hearings.

3.1.5.3 Physical and Mental Health: Contractor will ensure that each youth's medical needs are met as needed and dental needs (checkup and cleaning every six months) are met each year. In addition, most youth will have mental health needs that will need to be monitored through communication with their therapist and/or psychiatrist. The Person Legally Responsible to make psychotropic medication decisions will be maintained by the County and information about the appointments and medication management will be shared with the case manager. The case manager will be responsible to complete a medication spot check in the foster home on a quarterly basis.

3.1.6 Vital Life Documents Prior to Emancipation: All youth with a permanency goal of Another Planned Permanent Living Arrangement shall be provided with the following documents:

1. A certified birth certificate or, when applicable, an alien registration card (green card);
2. Tribal affiliation information for Native American youth, when applicable;
3. A Social Security card;
4. A state identification card or a state driver's license;
5. A Health Passport and other pertinent health-related records to include health care decision-making information; and,
6. Educational records.

For all male youth with a permanency goal of Another Permanent Planned Living Arrangement, the Contractor shall facilitate registration for the Selective Service System.

3.1.7 Documentation: Contractor will be trained to use the current child welfare SACWIS system, UNITY. All case notes will be entered into UNITY, as well as documentation of health related services in the medical passport, and Independent Living service windows. Documentation of monthly youth contact is required to be input within 5 business days of the contact. Medical passport and independent living service windows should be update at a minimum of every 30 days.

3.1.8 Reporting Requirements: In addition to the case note documentation and independent living service windows, a fiscal tracking system need to be in place to capture any expenses outlined in Section 3.12 and broken down by name and age of youth served.

3.1.9 Transition Services: At the age of 17.5 a youth must be scheduled to attend the first of several collaborative transition planning meetings, to include additional professional meetings for youth with significant special needs (Mohave, NNAMHS,

SRC). The youth should be encouraged to be the primary facilitator for these meetings. The collaborative meeting needs to include the youth, their support system, any relevant after care contractors the youth may need past 18, the County, and the youth's attorney.

3.1.10 Collaboration: The County will remain available for monthly case staffing and review/clarification of policy requirements to continue to meet the outcomes for youth as required by the Administration of Children and Families. The County will assist in the development and implementation of new directives and service refinement as prescribed by best case practices as well as federal and state mandates.

3.1.11 Individual Case Files: The Contractor shall maintain in its principal office a written record of all services provided pursuant to this Agreement. Contractor shall maintain an individual case file on each client served. The case file must be organized and include all reports, plans, assessments, contacts, services provided, date service provided and by whom, and case notes related to the client.

If a client's identity or other information is confidential by any federal, state, or local law, or subject to a privilege, this information must be kept in a separate but secure location in the Contractor's office. The County may inspect all such reports, records and/or case files with a 48-hour prior notice to the Contractor.

Upon case closure, all reports, records and/or case files dated from date of transfer to case closure shall be turned over to the County to be archived in accordance with the County's records retention requirements.

3.2 Court Jurisdiction Program Case Management (AB 350)

The Contractor will provide Independent Living services to youth who remain under the jurisdiction of the court beyond 18 and up to age 21 to assist them with their transition to self-sufficiency.

3.2.1 Referral: As part of the series of transition meetings held for all youth aging out of foster care, the youth will determine if they want to continue receiving services under a Court Jurisdiction Oversight (AB350) agreement. If the youth agrees, they will be provided with a case manager from the contractor and an oversight manager from the child welfare office, aka: County Independent Living liaison. Estimated number of referrals for this population is 45 youth.

3.2.2 Client Contact: During the six months of a youth's transition, face to face contact requirements will be every other month. For the remaining time that the youth continues on the court jurisdiction program, quarterly contact, preferably face to face, should be made.

3.2.3 Independent Living Skill Development: Prior to youth aging out of foster care, Contractor will provide to the youth educational opportunities post high school, career preparation/job training programs, vocational opportunities, budgeting/financial management, and health education and family planning to successfully transition to the Court Jurisdiction Program (AB 350) status.

3.2.4 Service Provision: The intent of the court jurisdiction program is to empower youth to make smart choices and live within their means. Contractor should help youth identify a realistic budget based on the monthly payment amount of approximately \$762/month. Additional expenses need to be covered through employment earnings or excess educational scholarship dollars. AB350 youth maintain eligibility for FAFFY dollars, but this should be a last resort and in agreement between the contractor case manager and County Independent Living liaison.

3.2.5 Reporting Requirements: Contractor shall be responsible to maintain case contact notes in the UNITY system, as well as record service delivery in the related independent living service windows. Monetary services expended under the Chafee or FAFFY grant will continue to be recorded in the ODES reporting system.

3.3 Funds to Assist Former Foster Youth – FAFFY (AB 94)

The Contractor will provide case management, referral, and disbursement of fund services to youth who are 17 years of age who have a plan of aging out of the foster care system and youth who remain under the jurisdiction of the court beyond 18 and up to age 21 to assist them with their transition to self-sufficiency.

3.3.1 Referral: All youth aging out of foster care will be provided with a referral to seek service from the FAFFY program, when eligible. Former Nevada foster youth and former Nevada tribal foster youth means a person who attained the age of 18 years, while in the custody of a Contractor which provides child welfare services in Nevada or in foster care provided by an Indian tribe in Nevada, and who has not attained the age of 21 years.

3.3.2 Eligibility: Contractor must obtain a signed release from the former Nevada foster youth and tribal foster youth, authorizing the Contractor and County to verify his/her former foster care status. Contractor shall not provide goods and services to an individual unless his/her status as a former Nevada foster youth and/or Nevada tribal foster youth is verified. In addition, Contractor will verify the youth's status on the Court Jurisdiction program, to ensure informed and unduplicated service delivery. Any service delivery to a youth that is active on the Court Jurisdiction program must be provided in consultation and collaboration with the County's liaison for this population.

3.3.3 Self Sufficiency Program: Contractor shall operate a self-sufficiency program for eligible clients. A self-sufficiency program means a program established pursuant to Nevada Revised Statutes, Chapter 423 and the Nevada Administrative Code, Chapter 423, for the purpose of assisting clients attain economic self-sufficiency by providing

goods and services to him/her. Services shall include, without limitation, room and board; housing assistance; job training; vocational services, including job placement assistance; educational assistance; medical insurance; services to reduce high-risk behaviors in the client. Not less than ninety percent (90%) of the money disbursed by the Contractor for the Former Nevada Foster Youth & Tribal Foster Youth Self-Sufficiency Program shall be used for direct services to clients.

3.3.4 Assessment of Need: Contractor shall conduct an assessment of each client's needs to enable him/her to live independently outside of foster care and integrate him/her into the community.

3.3.5 Client Centered Approach: Contractor shall ensure that each client participates directly in designing his/her program activities and accepting responsibility for achieving self-sufficiency. Contractor shall request that each client who wishes to obtain goods or services from the self-sufficiency program sign an agreement stating that he will participate in any evaluations or other studies conducted pursuant to the self-sufficiency program. However, the Contractor must not deny goods or services to a client based on his/her failure to sign an agreement.

3.3.6 Case Management Services: Contractor shall have frequent contact with the clients, at a minimum of once a month contact that can be either in person, on the phone, or via text messaging. Contact shall be meaningful enough that the Contractor shall assess the client's progress on his/her self-sufficiency program activities and provide the guidance, support and resources directed at the client achieving stabilization in the community. An individual case file will be maintained on each client served and subject to review by the Contractor upon request. This file will be organized and contain all reports, plans, assessments, contacts and case noting related to the youth served. Budget information must be gathered from the youth prior to approval and must demonstrate that the intervention will stabilize the youths housing issue longer than the total dollar amount provided the youth. Determination must be made of what the youth can afford and mapping out weekly, monthly, and yearly expenses.

3.3.7 Direct Disbursement of Funds to Clients: Contractor shall develop a request/approval process for the direct disbursement of funds to a client, so that a client's access to funds is easy and quick. The process must allow for the disbursement of funds as either a payment to every client who exits foster care to promote self-sufficiency and/or as requested by the client for critical need of specific goods and services. The process must be flexible and allow for the disbursement of funds to a client to address an emergency or unexpected need essential to the client becoming or maintaining self-sufficiency. Any disbursement of funds must take into consideration the clients circumstances and his/her ability to meet future financial needs.

Due to the estimated number of youth served each year by this program youth will be eligible for approximately \$4,000 per year in service needs. This amount can be exceeded with prior written approval by the County.

3.3.8 Life Skills Training & Support: Services to be provided on a case-by-case basis as determined by the Contractor.

3.3.9 Housing Assistance/Room and Board: Assistance should be viewed as emergency or “stop gap” focused at preventing the youth from becoming homeless. Monies should be used primarily to pay deposits, utilities and first and last month’s rent.

3.3.10 Food, Miscellaneous Personal Items: Assistance with food etc. should be provided only after exploring community resources.

3.3.11 Job Training, Vocational Services including, without limitation, Job Placement Assistance: Assistance to provide youth with the skills needed for employment purposes. Services may be provided directly by the Contractor using approved curriculum or through accessing services by an existing “job training” Contractor such as Nevada Works. Services/purchases should be directed at ensuring that the youth has necessary documentation to secure employment. These include but are not limited to: photographs; legal information/documentation; work cards, appropriate or necessary clothing, listings of community resources; names, addresses, and phone numbers of extended family and friends; resume; letters of recommendation; and references for employment (may include food handling card and TB test).

3.3.12 Mental Health and Treatment Services: Assist the youth with overcoming emotional obstacles to independence associated with family connections and personal relationships and establish activities to help youth come to terms with these connections and relationships.

3.3.13 Medical Services: Assistance with “co-pay” to access emergency medical services or prescription assistance. Community resources should be explored and links to appropriate medical agencies should be pursued.

3.3.14 Educational Incentives: Washoe County youth that exit foster care with a high school diploma or a certificate of high school equivalency (GED) are eligible to receive a stipend to assist with their efforts to achieve self-sufficiency. The Contractor will maintain a \$250 incentive payment to each youth as they achieve their diploma or GED.

3.3.15 Educational Support: Fees associated with applications for continuing education, preparation for educational/vocational testing, books, lab fees, activity cards, school parking permits etc.

3.3.16 Emergency Services: Emergency child care, car payment, car insurance, vehicle repair, travel cost, utility payment, etc., paid directly to the service provider.

3.3.17 Services to Reduce High-Risk Behaviors in the Former Foster Youth: Referral or direct service for issues related to high-risk behavior such as substance abuse, pregnancy etc.

3.3.18 Liaison/Advocacy: Liaison/advocate with other community Contractors when necessary to obtain specific services for identified youth issues related to independent living i.e. housing, utilities, jobs etc.

3.3.19 Information & Referral: Assist with providing eligible youth with a listing of community resources to address their identified needs. The Contractor should develop strategies which motivate the youth to secure needed services and should take responsibility to ensure that necessary services such as food, utilities and adequate housing are in place so as not to place the youth at risk of physical harm.

3.3.20 Reestablishing Family/Community Ties: Develop strategies to support a bridge to the youth's family of origin and/or significant others, and incorporate the role of these significant others in service plan development and management. Services should be focused on improving functioning and developing long-term links between the youth and appropriate family/community resources. Emphasis should be given to stabilizing and/or reestablishing the youth with appropriate relatives and in the community. The Contractor should explore any support systems identified and agreed upon by the youth as not posing a risk to the youths' safety. The Contractor shall strive to re-establish connections between the youth and the family members. This issue should be revisited with the youth regularly given that many youth that have aged out of care return to their family for assistance.

3.4 Policy Adherence: The Contractor will comply with the provisions set forth in the applicable Statewide Policies:

- Chapter 0200 Case Management
- Chapter 0600 Documentation
- Chapter 0800 Independent Living for Youth
- Chapter 1500 Disaster Response

The County will provide the Contractor with a link to the State's Child Welfare Policies and Procedures Manual.

3.5 Multi-Disciplinary Team Meetings: Contractor will attend all multi-disciplinary team meetings when required.

3.6 WAYCUP Support and Mentoring: Contractor will provide adult support and mentoring to the local youth advisory board, so named: WAYCUP, Washoe Advocates for Youth Council Uplift Program.

3.7 Coordination with Tribes: The Contractor will coordinate the programs with area tribes; and benefits and services under the programs will be made available to Indian children in the State on the same basis as to other children in the State.

3.8 Reporting: Contractor shall measure the "outcomes" of its intervention within the guidelines developed by the Secretary of Health and Human Services; Contractor shall

establish outcome guidelines at the time of the contract award. Contractor shall establish and maintain a record for each former foster youth served pursuant to the program. Contractor shall maintain sufficient information as part of a record to allow the County to monitor spending and any information that is required to be reported to the Division of Child and Family services.

3.8.1 Contractor shall submit a report relating to Section 3.3 of the self-sufficiency program on a monthly basis. This report must include, without limitation, information relating to:

- a) The number and characteristics of former foster youth who received goods or services pursuant to the self-sufficiency program;
- b) The type, and quantity of goods or services provided to the former foster youth;

3.8.2 Monetary services expended under the Chafee or FAFFY grant will continue to be recorded in the ODES reporting system

3.8.3 Timelines for submitting reports: Contractor shall submit reports to the County by the 1st Monday of the month, and comply with the contractually stipulated data collection requirements. Contractor may be called upon to alter the type of statistics gathered in the course of the contract year. The County will assist with this data collection as necessary.

3.8.4 Communication: The Contractor will meet with the independent living liaison on a monthly basis to review program lessons learned, reviewing spending and trouble shoot any problems that either party encounters.

3.9 Invoices: Contractor shall submit monthly invoices for goods or services provided pursuant to Sections 3.1 through 3.13 to the County. The Contractor shall also submit monthly invoices to the County.

3.9.1 The invoices for each program must include, without limitation, information relating to:

- Case management activities
- The number and characteristics of clients who received goods or services;
- The type and quantity of goods or services provided to the client;
- The amount of money spent pursuant to the John H. Chaffee Foster Care Independence Program and the Former Nevada Foster Youth & Tribal Foster Youth Self-Sufficiency Program as reported by type of good or service provided; and,
- Such additional information as the County may require.

3.9.2 Contractor shall report the amount of money spent pursuant to each part of the self-sufficiency program by type of good or service provided; and the Contractor shall provide to County such additional information as the County may require. The County may audit the records of the Agency providing self-sufficiency services to determine compliance with the provisions of chapter 432 of NRS and 42 U.S.C. § 677, the Foster Care Independence Act.

3.10 Contractor shall submit invoices/reports to the County no later than 30 days after the end of each month and must be executed under penalty of perjury by an official of the Contractor who is empowered by the Contractor to enter into Agreements on its behalf.

3.11 Failure to timely submit a quarterly invoice/report in accordance with this section is a material breach of this Agreement and is grounds for nonpayment of an invoice/report, in whole or in part, or termination of the entire Agreement.

3.12 Fiscal Management: Contractor shall develop and implement an internal fiscal management system which will document and account for expenditures/disbursements of funds provided pursuant to Sections 3.1 through 3.13, and other funding sources. The Contractor shall allow County access to its fiscal records so the County can verify that the Contractor is meeting each program's specific eligibility and disbursement requirements in accordance with federal and State laws.

3.13 Contractor shall make every effort to coordinate funds received for services provided pursuant to Sections 3.1 through 3.13 with other federal and State of Nevada programs for youth, including programs funded under part B of Title II of the Juvenile Justice and Delinquency Prevention Act of 1974.

3.14 Contractor will comply with the Anti-Lobbying Certification in Exhibit B.

4. WORKER CASELOAD STANDARDS

Contractor shall maintain a minimum staffing ratio of 15:1 for all case management services provided pursuant to Section 3.1 through 3.13.

5. INDEMNIFICATION/HOLD HARMLESS

The County has established specific indemnification and insurance requirements for agreements/contracts to help ensure that reasonable insurance coverage is maintained. Indemnification and hold harmless clauses are intended to ensure that these agencies accept and are able to pay for the loss or liability related to their activities. Exhibit A, pages 1-4, is attached hereto and incorporated herein by reference. All conditions and requirements identified in Exhibit A shall be completed prior to any payment under this Agreement.

6. DISCRIMINATION

In connection with the performance of its obligations under this Agreement, the Contractor shall not discriminate against any of its employees, agents or any person applying to the Contractor for its services because of race, religion, color, sex, age or national origin, except that the Contractor may limit or restrict the provision of its services to one or more specific groups of persons in accordance with the services described in Sections 3.1 through 3.13.

7. OBLIGATIONS OF COUNTY

7.1 Transitional Independent Living Plan (TILP): The County will provide to the Contractor a copy of the client's TILP for any client referred by the County for services.

7.2 Records Check: The County will complete a records check for any former foster youth requesting services pursuant to Section 3.18.

8. FUNDING AVAILABILITY

An estimated total of \$425,000 is available for the initial proposal period (\$225,000 in John H. Chaffee funding, and \$200,000 in AB 94 Services to Former Foster Youth). The Contractor will be limited to 10% administrative fees to help cover the cost of case management, referral, and disbursement of fund services for AB 94 Services to Former Foster Youth.

Final funding amounts for the 2nd and 3rd year will not be known until State/Federal notice for each respective year. Monies will be distributed on a quarterly basis, with an advance at the beginning of the first period or on a monthly basis based upon contractual agreement.

9. REVIEW OF INVOICES/REPORTS; APPROVAL

The County shall timely review each monthly invoice/report submitted by the Contractor pursuant to Section 3.96 and shall approve or disapprove payment in full or in part within 30 days after it is received. If an invoice/report is approved in full, the County shall pay to the Contractor an amount in accordance with the provisions set forth in Section 10.

If an invoice/report is approved in part, the County shall pay to the Contractor the portion of the maximum amount set forth in Section 10 which represents the approved portions of the report, and the County shall have no obligation to pay the remainder unless it subsequently approves the disapproved portions of the invoice/report. The total payments made by the County to Contractor shall not exceed the maximum amount set forth in Section 10 of this Agreement.

The County shall not unreasonably withhold approval of payment of monthly invoices/reports; however, the County has the right to request the Contractor provide more specific information about the services provided.

If the invoice/report submitted by the Contractor lacks specificity regarding services provided, or lacks evidence supporting the claimed provision of services by the Contractor, or if the Contractor has failed to submit a written report, the County shall have the authority to withhold approval of payment of all or part of that invoice/report. The County will inform the Contractor in writing of the specific reasons for disapproval and the Contractor shall have 10 days in which to provide the County with the requested information.

10. PAYMENT

During the initial term of this Agreement and subject to all terms and conditions of this Agreement, the County shall pay the Contractor for services rendered pursuant to Section 2 and

Section 3.1 through 3.13 an amount not to exceed \$425,000.00. Payment shall be made in monthly installments based on costs incurred for goods and/or services provided. Payment of any portion of that amount may be made by the County only after the County has approved the monthly invoice in accordance with Section 9, except that the first invoice may be a request for advance payment and will not include a program report. The Contractor understands and agrees that failure to comply with any term or condition of this Agreement is a valid reason for the County to refuse to make any payment.

11. TERMINATION

The County or the Contractor may terminate this Agreement with or without cause. Termination shall become effective 15 days after a written Notice of Termination is sent via United States Postal Service by either party addressed to the other party. Actual notice means receipt of a written Notice of Termination. The Notice must be served at the following addresses:

COUNTY: Washoe County Department of Social Services
Attn: Amber Howell
P O Box 11130
Reno, NV 89520-0027

CONTRACTOR: Children's Cabinet
1090 S. Rock Blvd.
Reno, NV 89502

12.1 If a termination is made pursuant to this Agreement, a final invoice/report of the services described in Sections 1.1 through 3.13 must be immediately prepared by the Contractor within seven days after the effective date of the termination setting forth all services provided by the Contractor after its last invoice/report and before the effective date of the cancellation.

12.2 After approval of the final invoice/report in the manner provided in Section 9, the County shall pay to the Contractor any amounts owed under Section 10 for services actually provided prior to the effective date of termination.

12. INDEPENDENT CONTRACTOR

The Contractor shall have the status of a "Contractor" and not be entitled to any of the rights, privileges, benefits, and emoluments of either an officer or employee of the County. It is intended by the parties hereto that the Contractor perform its obligations hereunder as an independent contractor and not as an agency or employee of the County. The Contractor is responsible for providing Industrial Insurance for its employees, withholding amounts of its employees' income tax and performing all other functions relative to its status as an independent contractor.

13. BACKGROUND INVESTIGATION AND CERTIFICATION

The Contractor agrees to submit to a background investigation, for each employee, volunteer or subcontractor providing direct services to any client, which may include, but is not limited to, fingerprinting, a criminal history check and a check for information relating to sexual offenses as defined in NRS 179A.073 pursuant to the provisions of NRS 179A.180 to NRS 179A.230. The Contractor agrees to assume the cost for each employee, volunteer or subcontractors' fingerprinting and criminal history check. The County will be informed by the Contractor of any addition or termination of a direct service employee, volunteer or subcontractor within 5 working days of employment or termination. The Contractor agrees to provide proof of initiating the background investigation to the County prior to initiating any services under this Agreement and proof of compliance with the provisions of this section once the Contractor obtains the results of the background investigation. The Contractor agrees to cooperate with the signing of any necessary release of information or the provision of any other information necessary to conduct the background investigation.

13.1 The terms of this section apply to the Contractor, its employees, subcontractors or any volunteer who is in a position to exercise supervisory or disciplinary control over, or have direct access to or contact with, clients referred to the Contractor under this Contract, or has access to information or records maintained by employer relating to such children.

13.2 The Contractor hereby certifies that none of its employees, subcontractors or volunteers performing duties as described in the above paragraph have been convicted of any felony crime, any crime involving a sexual offense or any crime involving a child. The Contractor hereby agrees and certifies that any employee, subcontractor, or volunteer who has not initiated a background check will have no contact with such client. The discovery of an undisclosed criminal conviction is grounds for immediate termination of this Agreement without prior notice by the County. The conviction of the Contractor during the term of the Agreement of any criminal offense is also grounds for immediate termination of this Agreement without prior notice by the County.

13.3 Professional License. The Contractor certifies that he/she has disclosed to the County any disciplinary action against the Contractor by any professional licensing board related to his/her competency or capacity to perform professional services. Discovery of any such disciplinary action taken against the Contractor by any professional licensing board, either prior to or during the term of this Agreement, is grounds for immediate termination of this Agreement without prior notice by the County.

14. ASSIGNMENT/DELEGATION

The rights and obligations of each party to this Agreement are not assignable. An assignment or delegation of any rights or obligations hereunder is a material breach of this Agreement.

15. WAIVER

A waiver of any breach of any provision of this Agreement shall not be construed to be a waiver of any preceding or succeeding breach.

16. MERGER/AMENDMENT

This Agreement, together with the attached Exhibit embodies the entire understanding of the parties and there are no terms, covenants or conditions other than those set forth herein. Any modification of the terms of this Agreement must be in writing executed by other parties with the same formality with which this Agreement was executed.

17. FUNDING OUT CLAUSE

In the event no funds or insufficient funds are appropriated and budgeted or are otherwise unavailable by any means whatsoever in any fiscal year for payments due under this Agreement, County will immediately notify the Contractor or its assignees of such occurrence and this Agreement shall without penalty or expense to County of any kind whatsoever, except the portions of payments herein agreed upon for which funds shall have been appropriated and budgeted or are otherwise available. Both parties expressly understand that the term of this Agreement requires such a provision pursuant to NRS 244.320.

18. AUTHORITY

The person executing this Agreement on behalf of the Contractor certifies that he/she has the power and authority to bind the Contractor to the terms and conditions of this Agreement.

19. COMPLIANCE WITH LAWS

The Contractor agrees at all times to comply with all applicable laws, ordinances and regulations of the governmental entities having jurisdiction over matters that are the subject of this Agreement.

20. GOVERNING LAW/MISCELLANEOUS

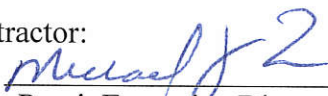
This Agreement shall be governed, interpreted and construed in accordance with the laws of Nevada. Any action brought pursuant to this Agreement shall be brought in Washoe County. If any provision of this Contract shall be held or declared void or illegal for any reason, all other provisions of this Agreement which can be given effect without such illegal provision shall nevertheless remain in full force and effect. The section headings in this Agreement are intended solely for convenience; they are not part of this Agreement and shall not affect its construction.

IN WITNESS WHEREOF, the parties hereto or a representative of either have set their hands and subscribed their signatures as of the date and year indicated.

BOARD OF COUNTY COMMISSIONERS

By: 
Chair
Washoe County Commission

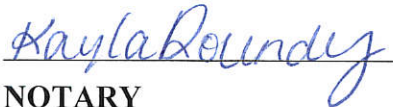
Date: 8-8-17

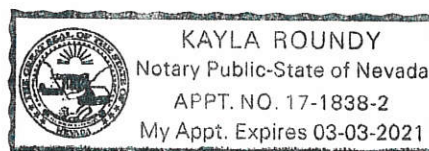
Contractor:
By: 
Mike Pomi, Executive Director
The Children's Cabinet

Date: 9-11-2017

State of Nevada)
County of Washoe)

This instrument was acknowledged before me on 9th day of September 2017 by Mike Pomi as Executive Director of The Children's Cabinet.


NOTARY



**EXHIBIT A
CHILDREN'S CABINET
NONPROFIT AGENCY**

INTRODUCTION

Washoe County has established specific insurance and indemnification requirements for nonprofit Contractors contracting with the County to provide services, use County facilities and property, or receive funding. Indemnification and hold harmless clauses and insurance requirements are intended to assure that a nonprofit Contractor accepts and is able to pay for a loss or liability related to its activities.

ATTENTION IS DIRECTED TO THE INSURANCE REQUIREMENTS BELOW. IT IS HIGHLY RECOMMENDED THAT CONTRACTORS CONFER WITH THEIR RESPECTIVE INSURANCE CARRIERS OR BROKERS TO DETERMINE THE AVAILABILITY OF INSURANCE CERTIFICATES AND ENDORSEMENTS AS PRESCRIBED AND PROVIDED HEREIN. IF THERE ARE ANY QUESTIONS REGARDING THESE INSURANCE REQUIREMENTS, IT IS RECOMMENDED THAT THE AGENT/BROKER CONTACT THE COUNTY'S RISK MANAGEMENT COUNTY DIRECTLY AT (775) 328-2665.

INDEMNIFICATION AGREEMENT

CONTRACTOR agrees to hold harmless, indemnify, and defend COUNTY, its officers, agents, employees, and volunteers from any loss or liability, financial or otherwise resulting from any claim, demand, suit, action, or cause of action based on bodily injury including death or property damage, including damage to CONTRACTOR'S property, caused by the omission, failure to act, or negligence on the part of CONTRACTOR, its employees, agents, representatives, or Subcontractors arising out of the performance of work under this Agreement by CONTRACTOR, or by others under the direction or supervision of CONTRACTOR.

In the event of a lawsuit against the COUNTY arising out of the activities of CONTRACTOR, should CONTRACTOR be unable to defend COUNTY due to the nature of the allegations involved, CONTRACTOR shall reimburse COUNTY, its officers, agents, and employees for cost of COUNTY personnel in defending such actions at its conclusion should it be determined that the basis for the action was in fact the negligent acts, errors or omissions of CONTRACTOR.

GENERAL REQUIREMENTS

CONTRACTOR shall purchase Industrial Insurance, General Liability, and Automobile Liability as described below. The cost of such insurance shall be borne by CONTRACTOR. CONTRACTOR may be required to purchase Professional Liability coverage based upon the nature of the service agreement.

INDUSTRIAL INSURANCE

It is understood and agreed that there shall be no Industrial Insurance coverage provided for CONTRACTOR or any Sub-consultant by COUNTY. CONTRACTOR agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of the COUNTY to make any payment under this Agreement to provide COUNTY with a certificate issued by an insurer in accordance with NRS 616B.627 and with a certificate of an insurer showing coverage pursuant to NRS 617.210 for CONTRACTOR and any sub-consultants used pursuant to this Agreement.

Should CONTRACTOR be self-funded for Industrial Insurance, CONTRACTOR shall so notify COUNTY in writing prior to the signing of this Agreement. COUNTY reserves the right to approve said retentions and may request additional documentation financial or otherwise for review prior to the signing of this Agreement.

It is further understood and agreed by and between COUNTY and CONTRACTOR that CONTRACTOR shall procure, pay for, and maintain the above-mentioned industrial insurance coverage at CONTRACTOR'S sole cost and expense.

MINIMUM LIMITS OF INSURANCE

CONTRACTOR shall maintain limits no less than:

1. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury, and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to each project or location.
2. Automobile Liability: \$500,000 combined single limits per accident for bodily injury and property damage. No aggregate limits may apply.
3. Professional Liability: N/A

DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the COUNTY Risk Management Division. COUNTY reserves the right to request additional documentation, financial or otherwise, prior to giving its approval of the deductibles and self-insured retention and prior to executing the underlying agreement. Any changes to the deductibles or self-insured retentions made during the term of this Agreement or during the term of any policy, must be approved by the COUNTY Risk Manager prior to the change taking effect.

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. COUNTY, its officers, employees and volunteers are to be covered as insureds as respects: liability arising out of activities performed by or on behalf of CONTRACTOR, including COUNTY'S general supervision of CONTRACTOR; products and completed operations of CONTRACTOR; premises owned, occupied or used by CONTRACTOR; or automobiles owned, leased, hired, or borrowed by CONTRACTOR. The coverage shall contain no special limitations on the scope of protection afforded to COUNTY, its officers, employees or volunteers.
2. CONTRACTOR'S insurance coverage shall be primary insurance as Respects COUNTY, its officers, employees and volunteers. Any insurance or self-insurance maintained by COUNTY, its officers, employees or volunteers shall be excess of CONTRACTOR'S insurance and shall not contribute with it in any way.
3. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to COUNTY, its officers, employees or volunteers.
4. CONTRACTOR'S insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
5. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled or non-renewed by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to COUNTY except for nonpayment of premium.

ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. COUNTY, with the approval of the Risk Manager, may accept coverage with carriers having lower Best's Ratings upon review of financial information concerning CONTRACTOR and insurance carrier. COUNTY reserves the right to require that CONTRACTOR'S insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

VERIFICATION OF COVERAGE

CONTRACTOR shall furnish COUNTY with certificates of insurance and with original endorsements affecting coverage required by this exhibit. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. **All certificates and endorsements are to be addressed to the specific COUNTY contracting County and be received and approved by the COUNTY before work commences.** COUNTY reserves the right to require complete, certified copies of all required insurance policies, at any time.

SUBCONTRACTORS

CONTRACTOR shall include all Subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each Subcontractor. All coverages for Subcontractors shall be subject to all of the requirements stated herein.

MISCELLANEOUS CONDITIONS

1. CONTRACTOR shall be responsible for and remedy all damage or loss to any property, including property of COUNTY, caused in whole or in part by CONTRACTOR, any Subcontractor, or anyone employed, directed or supervised by CONTRACTOR.
2. Nothing herein contained shall be construed as limiting in any way the extent to which the CONTRACTOR may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any Subcontractor under it.
3. In addition to any other remedies COUNTY may have if CONTRACTOR fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, COUNTY may, at its sole option:
 - a. Order CONTRACTOR to stop work under this Agreement and/or withhold any payments which become due CONTRACTOR hereunder until CONTRACTOR demonstrates compliance with the requirements hereof;
 - b. Purchase such insurance to cover any risk for which COUNTY may be liable through the operations of CONTRACTOR if under this Agreement and deduct or retain the amount of the premiums for such insurance from any sums due under the Agreement;
 - c. Terminate the Agreement.


EXHIBIT B

ANTI- LOBBYING CERITIFICATION

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contact, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at the all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.

Signature 
Contractor/Subcontractor: Authorized Official

7.11.17
Date

Attachment B Washoe County Human Service Agency
Independent Living and AB 350 Fidelity Reviews
Period Under Review: May 31, 2016-May 31, 2017

Introduction

In August 2017 the Continuous Quality Improvement (CQI) Unit performed reviews of the Washoe County Independent Living Program (ILP) and the AB 350 Program. ILP provides foster youth, aged 14 and older, ongoing opportunities to learn and gain familiarity with various Independent Living (IL) activities. Ultimately, the program is meant to enhance a youth's ability to make adult decisions and to act in a self-reliant manner. Participation in ILP provides youth the foundation necessary to successfully transition out of the foster care system into independence and adulthood. AB 350 is a Nevada law which allows former foster youth to remain under the jurisdiction of the court beyond the age of 18 and up to the age of 21. While under court jurisdiction, these former foster youth are eligible to receive financial support¹ and Independent Living Services to assist them with their transition to self-sufficiency.

Beginning in July 2017, The Children's Cabinet, a local non-profit agency, was awarded a contract to provide services to Washoe County Human Services Agency (WCHSA) youth aged 16 or older with a permanency plan of Another Planned Permanent Living Arrangement (APPLA) as well as AB 350 youth. The work of Children's Cabinet staff to these youth will be evaluated by the CQI Unit annually. In order to provide a baseline against which to measure the work of Children's Cabinet, a review of WCHSA's work with these youth was conducted. While Children's Cabinet currently provides some services to both Independent Living youth (i.e. youth aged 14-18) and to AB 350 youth, these fidelity reviews focused on the work done by WCHSA staff. WCHSA work with foster youth between the ages 16-18 as well as aged out youth part of the AB 350 program (18-21) was assessed. Youth between 14-16 were not assessed at this time as this cohort will remain with WCHSA workers once Children's Cabinet takes over the IL contract. WCHSA also provides financial assistance to aged out foster youth through the Financial Assistance to Former Foster Youth Program (FAFFY). This program is not assessed as part of this review.

The ILP fidelity review assessed 50% of all active cases during the Period Under Review (PUR) which was May 31, 2016- May 31, 2017. The ILP review analyzed 28 cases, while 31 AB 350 cases were reviewed. Unique assessment tools were created to review the work of WCHSA workers' ILP and AB 350 caseloads.² For certain areas of the review, because specific actions took place before the review, the "not applicable" responses are excluded from analysis and the numbers referred to reflect only cases that were eligible for review under a specific question. All cases that were pulled for this review remain eligible for review under the annual federal Child and Family Services Review (CFSR).

¹ Youth on the AB 350 program receive a monthly subsidy of \$788. The payment does not start accruing until the youth moves from the licensed foster home, treatment center, detention, etc. A youth who resides in a free placement such as Job Corp or has a full scholarship to include housing receives a payment for months when the dorm is closed.

² The complete review tool can be seen at: J:\Fidelity Reviews\Reviewer Tools\Independent Living and AB 350

The aim of the fidelity reviews was to ensure all programs are in compliance with Nevada's Division of Children's and Family Services (DCFS) policies as well as wider policies mandated by the federal Administration on Children and Families (ACF) through Child and Family Services Reviews (CFSR)³.

Unlike other fidelity reviews (i.e. Intake Assessment or PCFA/PCPA reviews) the Independent Living and AB 350 reviews did not have point values assigned to each question meaning that each worker did not receive a score. As this is the first fidelity review of these processes, the CQI Unit wanted to understand what the work flow associated with Independent Living and AB3 350 youth was. In this way, clarification and feedback can occur between IL workers and CQI staff until both parties agree on what the process should look like and values can be attached to future fidelity review responses.

This report includes an overview of the findings from this first review of ILP and AB 350 data. A list of all the responses to the review can be found at: J:\Fidelity Reviews\Fidelity Review Responses\ILP and AB 350

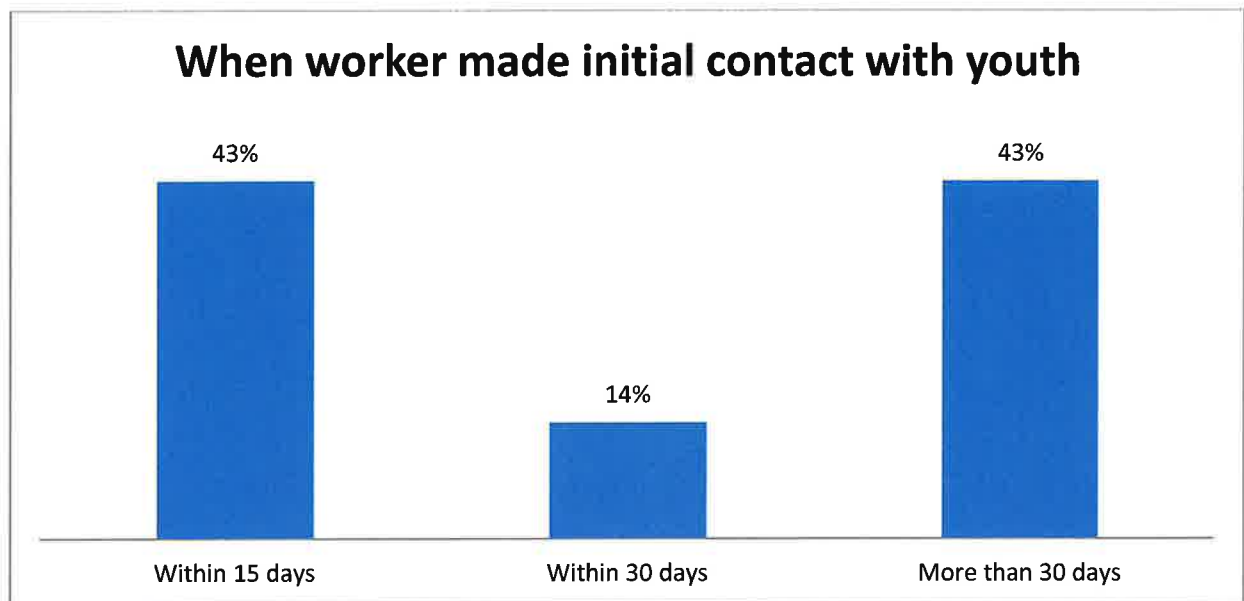
Opening an Independent Living Case

A youth is referred for ILP services within 45 days of turning 14 years old. State policy states that the IL worker will meet with the youth and the youth's caregiver face-to-face to explain the Independent Living Program, answer any questions they may have, and conduct a developmentally appropriate assessment. The Casey Life Skills Assessment is used by WCHSA; this must be conducted within 45 days of the youth's referral to IL services.

For cases that were applicable (i.e. new cases or cases where the youth became eligible for ILP services), reviewers were asked to note when workers made initial contact with the youth. There is currently not a policy outlining when a worker must make initial contact with a youth. IL youth, however, like all youth in foster care must be seen at least monthly. Below, in Chart 1 is a breakdown of the timeframe for the initial contact. As can be seen, 43% of youth were seen outside of 30 days, meaning that the monthly child contact requirement was not met.

³ The ACF mandates 18 items be reviewed for each state annually. Items include: timeliness of investigations, services to prevent removal, risk and safety assessment, stability of foster care placement, permanency goal for the child, achievement of permanency, placement with siblings etc.

Chart 1: Initial Contact with Youth

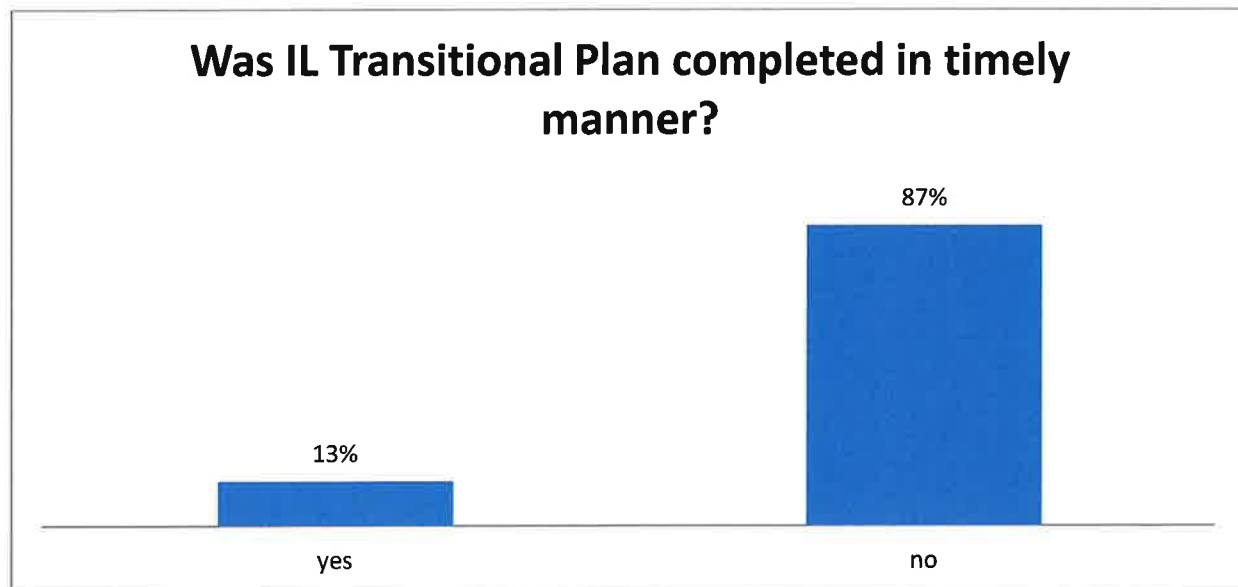


Reviewers were then asked if a Casey Life Skills Assessment was completed within 45 days of the ILP worker's assignment. For applicable cases, the Assessment was completed in 25% of cases and was not completed in a timely manner in 75% of cases. Cases were applicable for assessment in this item if the youth became part of the IL program during the PUR, this referred to 59% of all cases reviewed.

After this initial period, workers collaborate with the youth to come up with the Independent Living Transitional Plan. The Independent Living Transitional Plan includes preparation for transition to adulthood in the areas of permanency, education, employment, parenting (if applicable), health management, money management, housing, life skills development, family and community connections, leadership development, enrichment activities and obtainment of personal documents. ILP activities are meant to be selected to help the youth meet her/his goals and include structured events and individual, youth-driven activities. Workers must consider the youth's emotional permanency, specifically, the youth having a healthy and positive relationship with at least one caring adult in their life. When it is possible and appropriate, the worker must assist the youth in identifying and developing healthy family connections and developing or maintaining their connections with siblings.

The Independent Living Transitional Plan must be completed within 30 days following completion of the Casey Life Skills assessment. Chart 2 below documents whether or not workers completed the IL plan within this time period. In many instances, the Plan was completed outside of this 30 day period.

Chart 2: Timeliness of IL Transitional Plan.



As the Independent Living Transitional Plan is meant to be collaborative between worker and youth, reviewers are asked if the youth is included in the case planning process and if the youth attends the Independent Living Transitional Plan meeting. Reviewers believed that workers involved youth in case planning 63% of the time. Youth attended the case plan meeting in 69% of cases. Despite this, reviewers believe that youth's needs were appropriately identified in only 57% of IL Transitional Plans.

Safety

Like other child welfare cases, workers must ensure youth are safe in their placements. Workers are required to conduct Confirming Safe Environments (CSE) Assessments every 6 months in order to formally assess for safety. This requirement is waived in cases where youth are in group homes. Workers also must assess for safety when they are conducting their monthly home visits. This includes seeing the youth in her placement location for at least 7 of 12 yearly contacts, seeing the youth alone, speaking to the youth about the environment/safety concerns, and observing the environment for safety. Table 1 below outlines to what extent workers complied with these requirements. The compliance with CSE was only measured in applicable cases (i.e. if the youth was placed in a non-group home setting). Workers had higher compliance rates in conducting formal assessments than informal assessments. Rates for completion of both are low.

Table 1: Completion Rates for Formal and Informal Safety Assessments

Assessment Type	Completed	Not completed
Confirming Safe Environments	46%	54%
Informal Safety Assessments	29%	71%

Visits between caseworker and youth are meant to be used as opportunities to assess safety, permanency goals, as well as promote the youth's achievement of their Independent Living Plan.

Reviewers judged that the frequency of visits were not adequate to meet these goals in 54% of cases. Likewise, reviewers concluded that the quality of visits was not sufficient in 71% of cases. Reviewers pointed to a lack of substantive case note documentation regarding the quality of visits.

The CQI Unit, in collaboration with the Training Unit held several presentations this summer and fall regarding child contacts. It is hoped that a renewed focus on what is required from child contact as well as ways to document those meetings will lead to improvement in areas related to youth safety. The trainings focused on:

- Explaining the Child and Family Services Review (CFSR), Federal, CQI Team and Supervisor expectations for documentation of monthly child contacts.
- Using a uniform approach to child case note documentation.
- Sharing best practice ideas for collecting information during youth contacts to document goals of child contacts are being met.

Children in foster care are 2.5 times as likely to exhibit runaway behavior as children of the same age in the general population.⁴ Youth in foster care who run away are at an increased risk for problems ranging from drug and alcohol abuse, severe emotional and conduct disorders, school failure, criminal behavior and victimization. Running away from foster care settings not only places young people in harm's way, but frequently jeopardizes their current placement, potentially resulting in a more restrictive placement, and interrupting their learning opportunities at school.⁵

WCHSA tracks how many children run away from their placements. During the PUR for this fidelity review, 33% of the youth whose cases were pulled for review were runaways at some point. This represents 9 youth. For context, on a random pull of placement settings on September 19, 2017, 9 youths in this age group (14-18) were on runaway status. This represents 7% of all youth in that age group. For runaway youth during the fidelity review, WCHSA runaway policies were followed in 44% of cases.⁶

Runaways are particularly vulnerable to child sex trafficking. According to the Victims of Trafficking and Violence Protection Act of 2000, all children under the age of 18 who are induced to engage in commercial sex are victims of sex trafficking.⁷ Youth who have had contact with the child welfare system are at a higher risk for commercial sexual exploitation than children who have not had involvement in the child welfare system. During the Period Under Review, 11% of youth whose cases were pulled for review were either victims of child sex trafficking or suspected by reviewers to be victims of child sex trafficking. This represents three youth. Of these three youth, reviewers believed workers took the appropriate steps to keep two of the youth safe while reviewers believed appropriate steps were not taken with regards to the final youth.

⁴ Study reveals that it's more common for youth to run away who have parents that binge drink, April 2014. Available at: <https://goo.gl/qd1OXu>

⁵ Kimberly Crosland and Hewitt Clark; Reducing Runaways and Stabilizing Foster Placements for Adolescents: Study findings and Best Practice Model' Research Highlights: Excerpts from the 23rd Annual Children's Mental Health Research and Policy Conference; August 2010.

⁶ This is the link to the WCHSA runaway policy:

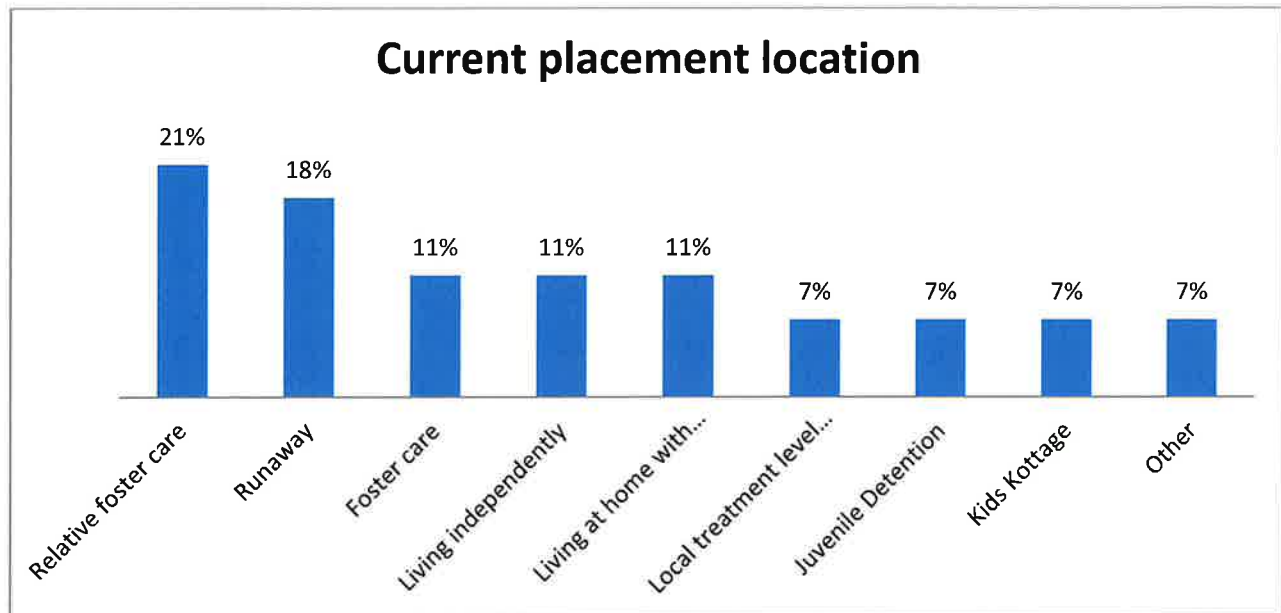
<http://wcsharepoint/socialservices/ss/Policies/CPS%20Policies%20and%20Procedures/Runaways/Runaway%20Protocol.pdf>

⁷ Child Welfare and Human Trafficking; Issue Brief; Child Welfare Information Gateway; July 2015; p. 2

Placement Setting

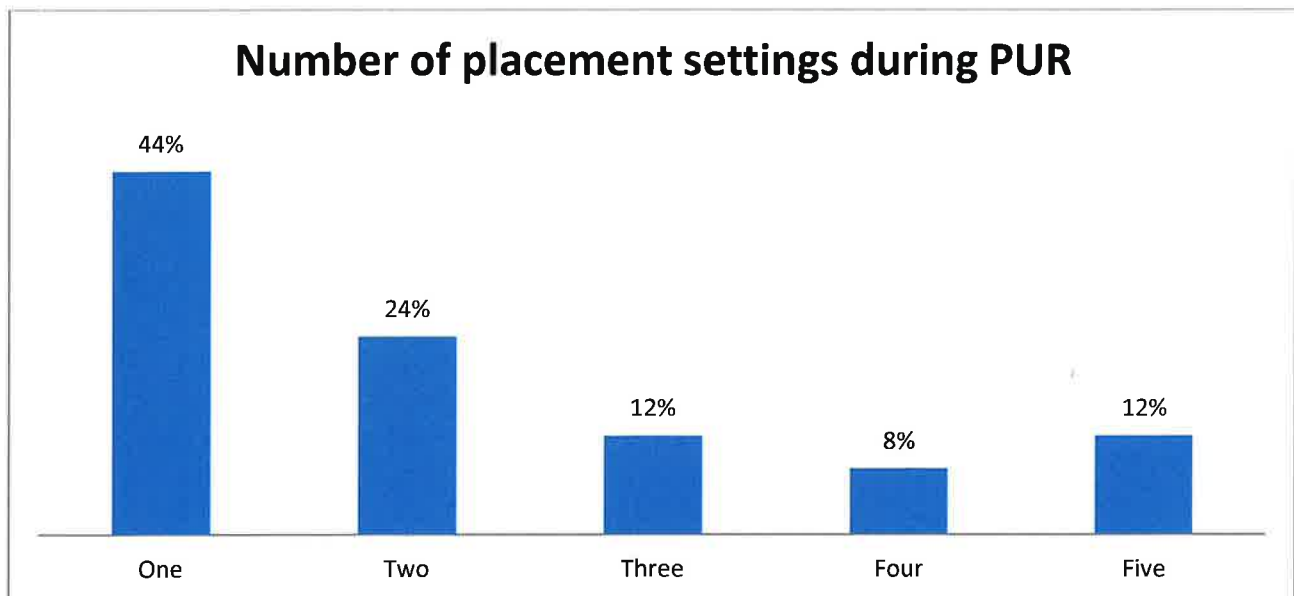
The majority of youth whose were placed out of the home were placed in relative foster care. The next highest category was runaway. The remainder of placement settings can be seen in Chart 3.

Chart 3: Placement Location



The majority of youth (44%) only had one placement change during the PUR. The overall number of placement settings can be seen in Chart 4.

Chart 4: Number of Placement Settings



In cases where placement changes occurred, reviewers believed that in 71% of cases these changes were made in order to achieve the youth's case goals or to meet the youth's needs. However, reviewers believed that 56% of placements were not stable. Reviewer comments regarding instability of the placement setting can be categorized in the following ways:

- Youth has unaddressed/unmet mental health needs that affect the stability of the placement
- Youth is in juvenile detention.
- Youth is a runaway.
- There is a lack of documentation to support whether placement is stable or not.

Youth needs

The majority of youth did not have siblings in foster care during the PUR.⁸ Of those that did have siblings, the Agency made concerted efforts to ensure visitation among siblings in 67% of cases. In terms of other relationships and connections (i.e. to school of origin or extended family), the Agency made efforts to maintain those connections in 41% of cases.

The Agency is also required to assess for and meet a youth's educational, medical, dental, and mental health needs. Below, in Table 2 is a breakdown of whether the Agency appropriately assessed and met the youth's various needs. As can be seen in the table, workers did a better job assessing youth's needs than meeting them. When asked regarding the gap between assessing and meeting needs, reviewers noted that there was a lack of documentation to confirm needs were being met. This was an issue both for case note documentation and for the Independent Living and Medical Passport screens in UNITY.

Table 2: Percentage of cases in which children's needs were accurately assessed and met

Month	Accurately Assessed	Accurately Met
Physical and dental health	59%	37%
Mental/behavioral health	64%	50%
Educational needs	71%	61%

Aging out of foster care

Youth are able to remain under the jurisdiction of the court beyond the age of 18 and up to the age of 21. While under court jurisdiction, these former foster youth are eligible to receive financial support and Independent Living Services to assist them with their transition to self-sufficiency. Court jurisdiction is meant to be a support or safety net for youth as they make this transition. Good-faith efforts must be made by WCHSA and/or the Agency's designee to engage the former foster youth and assist with the transition. Court jurisdiction is intended to provide former foster youth the opportunity to gain their education and/or vocational skills with minimal hardships that may exist when all supports are withdrawn.

In order to determine if a youth will remain under court jurisdiction past their 18th birthday, workers must meet with youth 120 days prior to their 18th birthday to ask about the youth's plans. In 80% of

⁸ Of the 28 cases reviewed, 6 cases (or 21%) had siblings in foster care.

cases, workers met with youth during this time frame. In 90% of cases, youth took part in a transition meeting 30 days prior to turning 18.

The Independent Living Transitional Plan is personalized at the direction of the youth and is as detailed as the youth chooses. The Independent Living Transitional Plan must include specific options regarding all of the following:

1. Housing.
2. Health insurance.
3. Education.
4. Local opportunities for mentors and continuing support services.
5. Work force supports and employment services.
6. Health care power of attorney.

Below, in Table 3, is a breakdown of the different components of the Plan and how workers were able to engage youth, focus on finances and address youth needs. As can be seen, workers engaged youth in nearly 75% of cases. Budgets were also developed in nearly all cases. However, there were very low instances of documentation that the youth had a plan to save enough money to cover three months of expenses.

Table 3: Independent Living Transitional Plan Components

Action	Yes	No
Worker sought youth input for Plan	73%	27%
Monthly budget developed for Plan	94%	6%
Documentation re: youth saving enough money for 3 months of expenses	32%	68%
Youth's educational needs/goals addressed in Plan	68%	32%
Youth's employment goals addressed in Plan	68%	32%

On the whole, reviewers noted that where a Plan was available for review it was not updated in a timely manner and did not always reflect a youth's current situation. Reviewers were also asked to assess whether the goals in the IL Transitional Plan were appropriate to the youth. Reviewers believed goals were appropriate in 45% of cases, partially appropriate in 26% of cases and were inappropriate in 29% of cases.

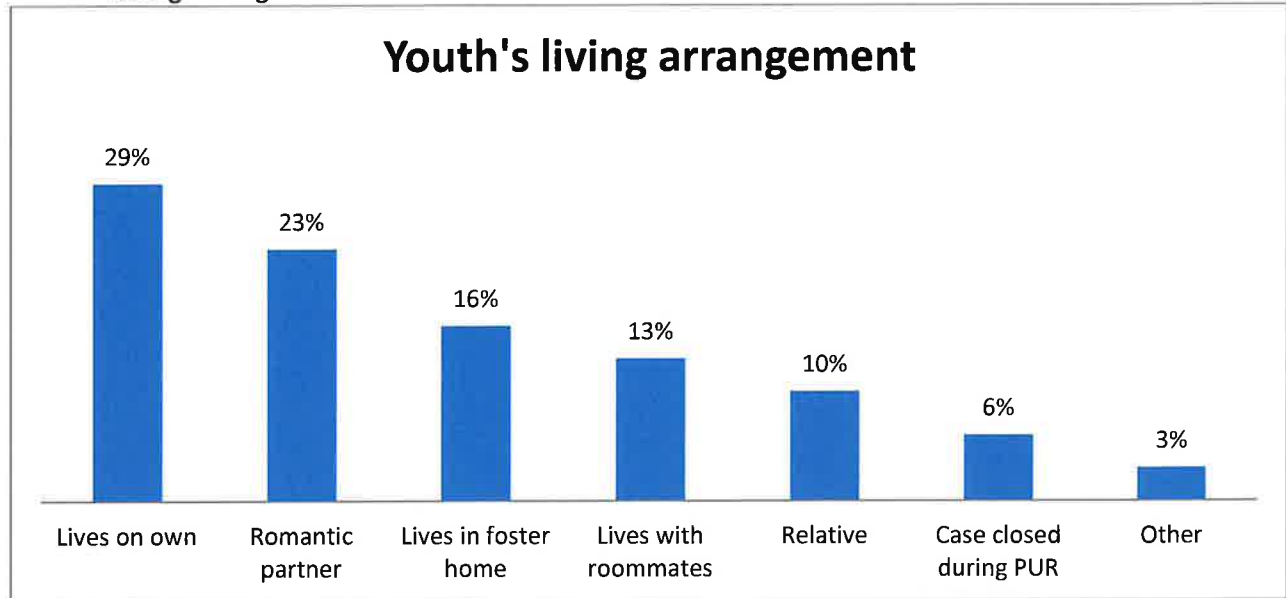
Once the Plan is created it must be submitted to the Court. Reviewers saw evidence of the Plan being submitted to the Court in 50% of cases.

To continue to receive services and financial assistance a youth must enter into a Post-18 Services Agreement in addition to the Independent Living Transitional Plan. The Agreement can only be terminated if the child welfare agency, the youth, and the youth's court-appointed attorney agree to terminate the agreement and jurisdiction. WCHSA would have cause to terminate the Agreement if the youth was not complying with the terms of the Independent Living Transitional Plan.

Stability

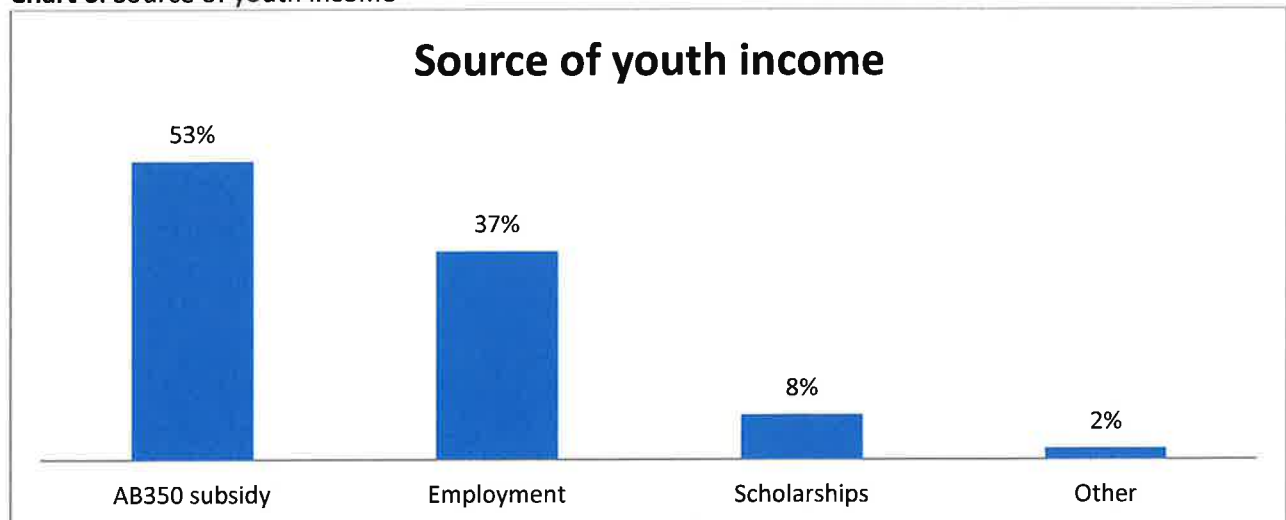
The majority of youth (87%) secured housing upon aging out of foster care. Below in Chart 5 is information on type of living arrangement. The top two categories for type of living arrangement were youth living on her own or with a romantic partner. Of the below living arrangements, 71% were deemed stable by reviewers. Reasons for lack of housing stability include youth not following through on their mental health needs, lack of income other than the AB350 subsidy, living with unstable roommates etc.

Chart 5: Living Arrangement



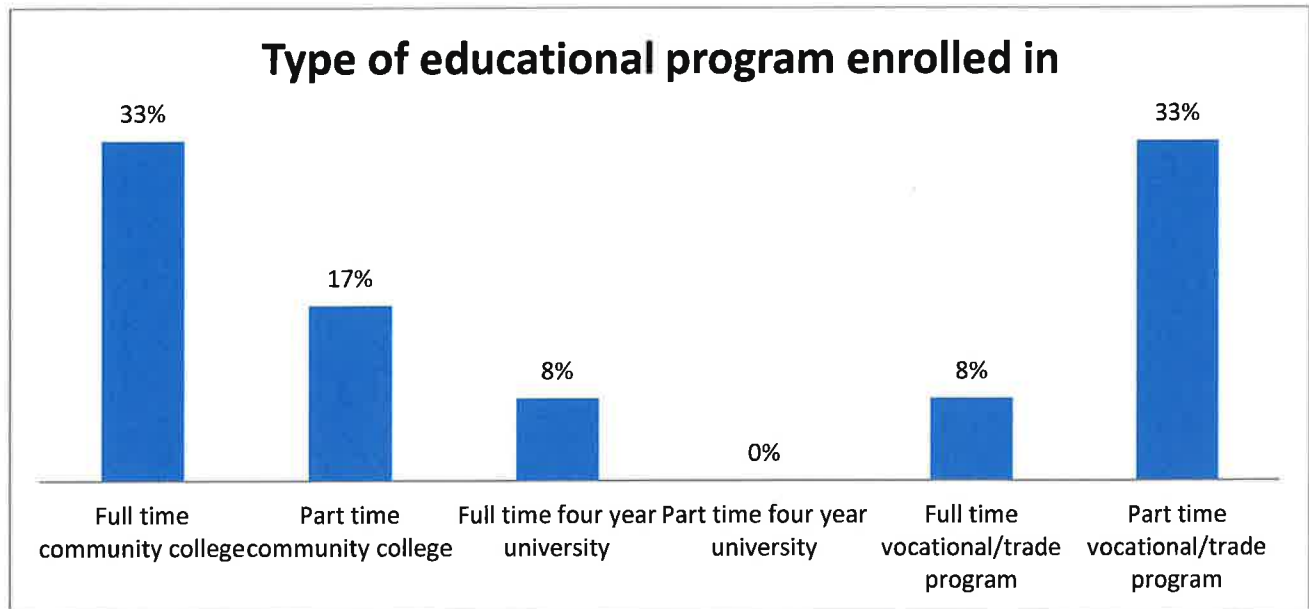
As part of their Independent Living Transitional Plan youth are meant to create a budget which documents their income and expenses. As can be seen in Chart 6, the AB 350 monthly stipend was the sole source of income for the majority of youth.

Chart 6: Source of youth income



Of the 31 cases reviewed, 12 (or 39%) had youth enrolled in educational programs. Below in Chart 7 are the types of educational programs.

Chart 7: Type of Educational Program Enrolled in Following High School



In addition to housing, employment and educational stability, reviewers are asked to look at a youth's socio-emotional stability. This is in compliance with Statewide IL policy. To that end, reviewers asked if a youth is able to identify a supportive adult in their lives. In 77% of case notes/case files there is reference to a supportive adult. Reviewers were likewise asked if the youth was established with supportive services to meet their mental health needs, if applicable. In 59% of cases youth were connected to these services. In the other 41% of cases, there is either no reference to mental health services or the youth is not following up on meeting her/his mental health needs.

Caseworker obligations

Per Statewide policy, caseworkers must contact the aged out youth by phone at least once monthly and in-person at least quarterly. According to case note documentation, workers met this requirement in only 16% of cases. This contact is meant to ensure that the youth is safe, is meeting the goals of her/his Independent Living Transitional Plan, is connected to appropriate services to meet her/his needs etc.

Reviewers were asked if reviewers believed the youth had outstanding service needs that needed to be addressed. In 43% of cases reviewers believed workers appropriately addressed all outstanding needs; in 43% of cases not all needs were addressed; while in 14% of cases reviewers believed that workers missed identifying a youth's outstanding needs.

In order to ensure the youth is meeting their Independent Living Transitional Plan goals, workers must ask youth for documentation to certify goal progress. During the Period Under Review, workers asked for documentation in 77% of cases. In 74% of cases, youth were meeting their Plan goals.

When a youth is not meeting their obligations under their Post-18 Services Agreement for 60 days, workers are required to send notice to the youth and the youth's court appointed attorney informing the youth that s/he has 15 days in which to request an informal administrative review of their case. This notice was sent in 50% of cases.⁹ Of the eight cases in which a youth was not meeting her/his obligations under the Agreement, an Administrative Review was documented in two cases (or 25%). It is not clear from the case file if the Review occurred or not. In the two cases in which a Review occurred, in neither case did the youth return to compliance with the AB350 requirements and the youth was subsequently terminated from the program.

Case closure

Regardless of whether the youth is exiting care or is remaining under court jurisdiction at age 18, the child welfare case in UNITY needs to reflect case closure. If remaining under court jurisdiction, a legal status change to "Washoe voluntary >18" and the removal must be end-dated in the legal status window.

The case closure activities and UNITY summaries need to be completed in either instance. These activities include:

1. An exit interview with the youth 30 days prior to exit or no later than 30 days after exit.
2. Ensure that the youth has been given their certified birth certificate, social security card, identification card, any medical or educational records they request as well as their aged-out letter. If the youth is unavailable for an in person interview, the worker must ensure the youth provides an address where their final order and any other documentation can be sent.
3. Ensure referral and connection has been made with the Chafee/FAFFY after-care provider.
4. Ensure youth's application for aged-out Medicaid has been submitted.
5. Complete closing summary note in UNITY. The summary is to include the following:
 - a. Discharge status;
 - b. Education status;
 - c. Employment status;
 - d. Financial status;
 - e. Mental health;
 - f. Criminal activity;
 - g. Substance abuse;
 - h. Family functioning; and
 - i. Referrals.

In 4 of the cases reviewed, the youth turned 21 during the PUR and aged out of the program. An Exit Interview occurred in 2 of the 4 cases according to the case file. All 4 youth who aged out were referred to a Chafee/FAFFY after-care provider as well as applying for aged out Medicare.

Conclusion

Fidelity reviews are a useful tool to ensure social workers are working within the policies set forth by WCHSA, DCFS and ACF and in so doing, are ensuring safety for children. The review process is both an

⁹ This represents 4 of a total of 8 cases.

opportunity to inform staff, supervisors and agency leadership regarding staff performance and adherence to policies as well as a coaching opportunity for both supervisors and staff to continuously improve their practice. Subsequent reviews will primarily focus on Children's Cabinet delivery of IL services.

As this was the first review of the Independent Living and AB 350 programs by the CQI Unit, a feedback loop between the CQI Unit and IL staff will be especially helpful to continue to expand knowledge of policies and processes as well as any barriers to worker compliance. This information will be especially important in working with Children's Cabinet staff as they have become the primary service provider for these populations as of July 1, 2017.

As there has only been one review of the IL and AB 350 programs, one can only cautiously draw conclusions and speak about trends. Further reviews are needed to look for patterns. Below are some observations from this first review:

1. Timeliness appears to be an issue. This was the case for the following items:
 - a. Initiating contact with youth
 - b. Completing the Case Life Skills Assessment
 - c. Completing the Independent Living Transition Plan
2. There is a low instance of compliance with both formal and informal safety assessments
3. Services are needed to stabilize youth's placements
4. Workers appear to be better at assessing youth's needs than meeting their needs
5. There is a high rate of aged out youth who only have the AB 350 subsidy as income
6. There is a low rate of enrollment in educational programs for aged out youth
7. Case workers are not meeting the minimum child contact requirements

The CQI Unit will share the results of this review with IL workers and will use the data from this review to inform supervision of the Children's Cabinet IL contract to ensure appropriate policies are followed and that the appropriate resources are in place to ensure staff are aware of policy obligations to these youth.

Based on the above observations, it is important that WCHSA work with Children's Cabinet staff so that CC staff are aware of policy requirements regarding IL youth. This extends not only to DCFS and WCHSA policies, but also to annual CFSR reviews.

Attachment C

Children's Cabinet Independent Living

Period Under Review: July 1, 2017- January 1, 2018

In January 2018 the Continuous Quality Improvement (CQI) Unit performed a review of the Children's Cabinet (CC) Independent Living (IL) and the AB 350 Programs. Children's Cabinet took over the IL Program for APPLA youth from Washoe County Human Services Agency (WCHSA) in July 2017. Children's Cabinet took over case management services for these youth and became responsible for the same outcomes WCHSA had been responsible for previously. As some cases were already ongoing, all the data in this report refers to instances that took place during the period under review (PUR) by Children's Cabinet staff. The PUR for this review was July 1, 2017- January 1, 2018. Actions outside the PUR are not included in responses throughout and are excluded from analysis. If fewer than 13 cases are being reviewed for a particular item, there will be a note on the graph explaining how many cases are being referred to.

Number of cases reviewed: 13	Recommendations based on data to date:
This represents half of all active Children's Cabinet IL cases.	<ul style="list-style-type: none"> Workers must document attending a transfer staffing/initial meeting with the youth. Casey Life Skills Assessments must be completed for all youth and entered into the website lifeskills.casey.org The Independent Living Transitional Plan must be kept up to date and available for review.
When Children's Cabinet was assigned an IL case, 50% of CC workers attended a transfer staffing . CC workers met with the youth within 15 days of case assignment in 86% of cases . In the remaining one case, the worker met with the youth more than 30 days following case assignment.	<ul style="list-style-type: none"> There is a low instance of compliance with formal safety assessments being documented to include Confirming Safe Environments and NAC milestones. Workers must document monthly private conversations with youth in order to meet the monthly child contact requirement. Youth's health needs must be met and documented. Workers must meet and document meeting with youth 120 days prior to the youth aging out of foster care. Workers must consistently enter youth contacts in UNITY and upload relevant documents into the CC client management system.

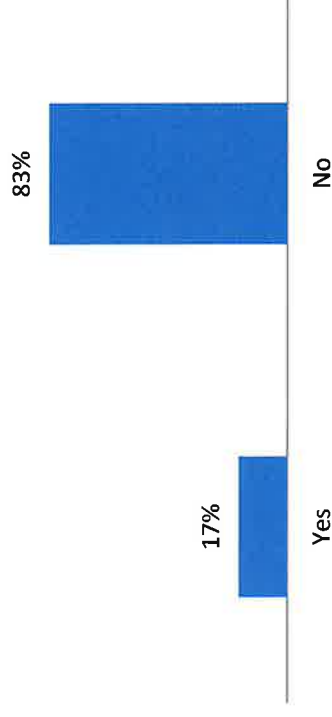
Assessment and IL Plan

a1

A Casey Life Skills Assessment must be completed within 45 days of the youth becoming eligible for IL services and updated annually. A worker must also collaborate with the youth to create an Independent Living Transitional Plan, this plan must be updated every 6 months. This collaboration is not a one time event, but must continue through the life of the case. The Independent Living Transitional Plan includes preparation for transition to adulthood in the areas of permanency, education, employment, parenting (if applicable), health management, money management, housing, life skills developments, family and community connections, leadership development, enrichment activities and obtainment of personal documents. ILP activities are meant to be selected to help the youth meet her/his goals and include structured events and individual, youth-driven activities. Workers must consider the youth's emotional permanency, specifically, the youth having a healthy and positive relationship with at least one caring adult in their life. When it is possible and appropriate, the worker must assist the youth in identifying and developing healthy family connections and developing or maintaining their connections with siblings.

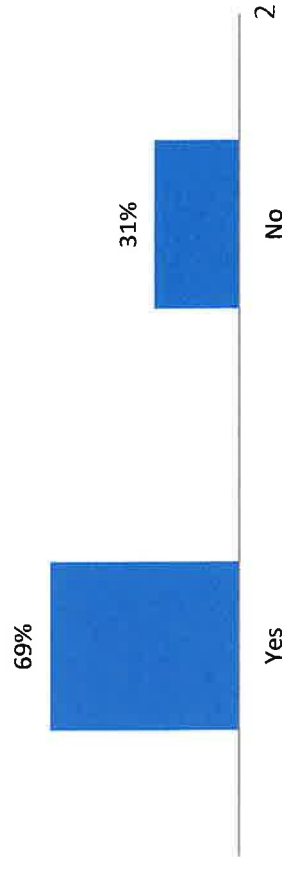
Was IL Plan Completed within 30 Days of Assignment (6 cases)

Twelve cases required an updated IL Plan during the PUR. Of those 12, 7 or **58%** were **not completed timely**.



Was the Youth Involved in the Case Planning Process

77% of youth had needs identified in their IL Plan met through services.



Slide 2

a1

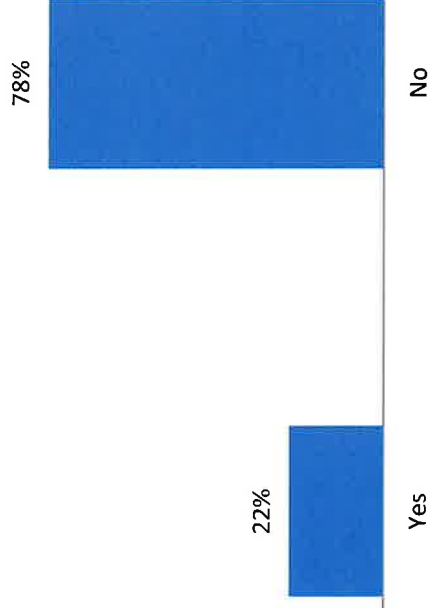
Statewide Policy indicates that an IL Referral must be completed within 45 days of the youth turning 14 or entry into care (0801.5.1). The Casey Lifeskills Assessment must be completed 45 days from the date of the IL Referral (0801.5.2). The IL case plan must be completed within 30 days of the Casey Lifeskills Assessment (0801.5.3).

[http://dcfs.nv.gov/uploadedFiles/dcfsvnv.gov/content/Policies/CW/0801_Youth_Independent_Living_Program_09162016_with_MTL.p](http://dcfs.nv.gov/uploadedFiles/dcfsvnv.gov/content/Policies/CW/0801_Youth_Independent_Living_Program_09162016_with_MTL.padmin, 3/23/2018)

Safety

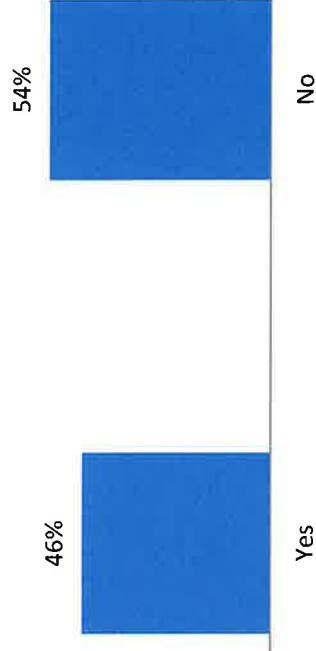
Like other child welfare cases, workers must ensure youth are safe in their placements. Workers are required to conduct Confirming Safe Environments (CSE) Assessments every 6 months in order to formerly assess for safety. During this PUR, 9 of 13 cases required a CSE. This requirement is waived in cases where youth are in certain types of group homes. Workers also must assess for safety when they are conducting their monthly home visits. This includes seeing the youth in her placement location for at least 7 of 12 yearly contacts, seeing the youth alone, speaking to the youth about the environment/safety concerns, and observing the environment for safety. In several instances, CC workers only documented a child contact during a Family Solutions Team (FST) meeting, there was no documentation to indicate the worker had spoken to the youth privately regarding issues of safety and their placement.

Ongoing Formal Safety Assessments (CSE) Occurred (9 cases)



When workers did meet with youth, reviewers judged the quality of these visits to be **sufficient in 15% of cases**, they were partially sufficient in 49% of cases, and insufficient in 38% of cases.

Ongoing Informal Safety Assessments Occurred



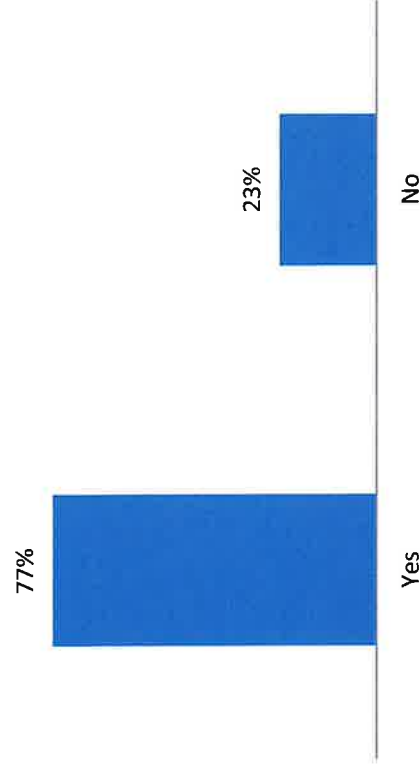
In cases where a youth was a runaway (5 of 13 cases) at some point during the PUR, workers followed WCHSA runaway protocol in **60% of cases**.

For the one youth (of 13) who had been sex trafficked/or suspected of being sex trafficked, the WCHSA sex trafficking protocol was **appropriately followed**.

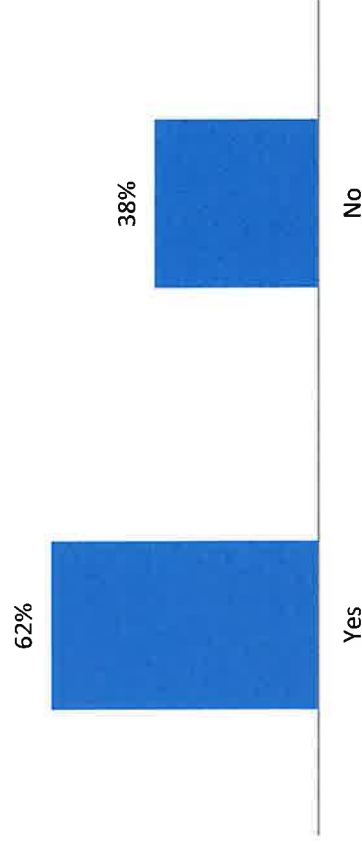
Placement and Placement Stability

Of the 13 cases reviewed, nearly two thirds were placed in local treatment level homes, nearly a third were in detention with the remaining few split among living independently or Kids Kottage. 77% of youth (or 10) had one placement change during the PUR. One youth had more than 5 placement changes during the six month PUR. Of all of the placement changes, 67% were planned.

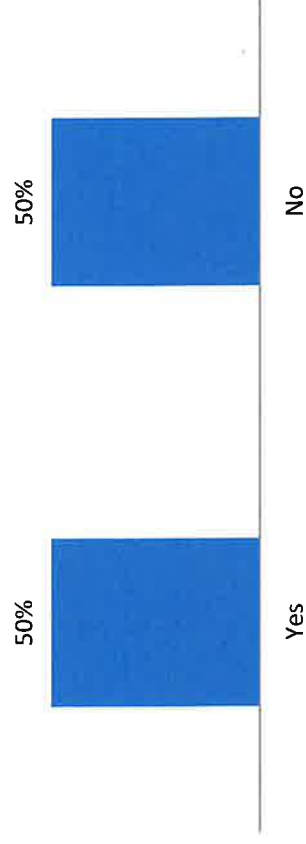
Is Youth's Current Placement Stable?



Were Placement Resource's Needs Continuously Assessed?



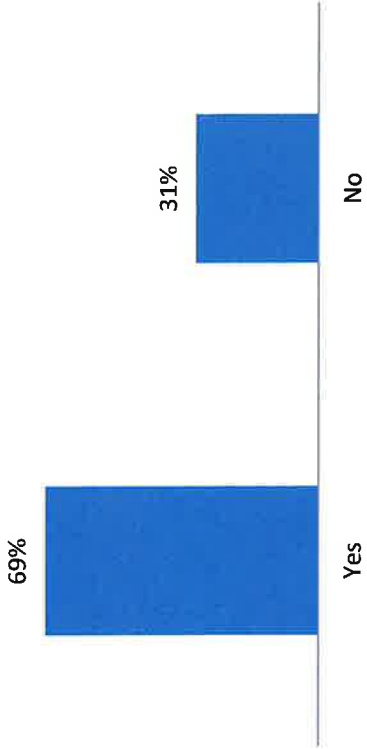
Did Placement Resource Receive Required Services? (6 cases)



Assessing Youth Needs

The Agency is also required to assess for and meet a youth's educational, medical, dental, and mental health needs. This occurs on an ongoing basis and must be documented.

Was Frequency of Visits Sufficient to Address Permanency and Well-being?



Reviewers were asked to assess the quality of visits. Reviewers assessed that **only 38% of cases** had visits that were sufficient to address questions of permanency and well-being.

Percentage of cases in which children's needs were accurately assessed and met

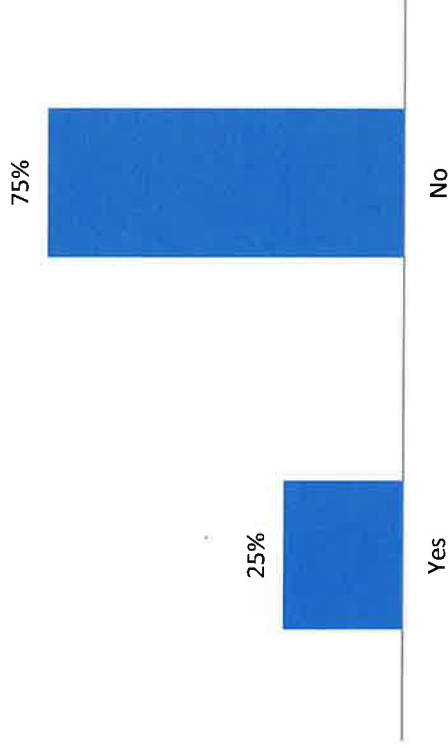
	Needs Assessed	Needs Met
Health Needs	85%	62%
Educational Needs	85%	83%
Mental Health Needs	85%	83%

In cases where youth take prescription medications for their physical health (4 cases), they received appropriate oversight in **100% of cases**. In cases where youth took mental health medication (8 cases), they received proper oversight in **50% of cases**.

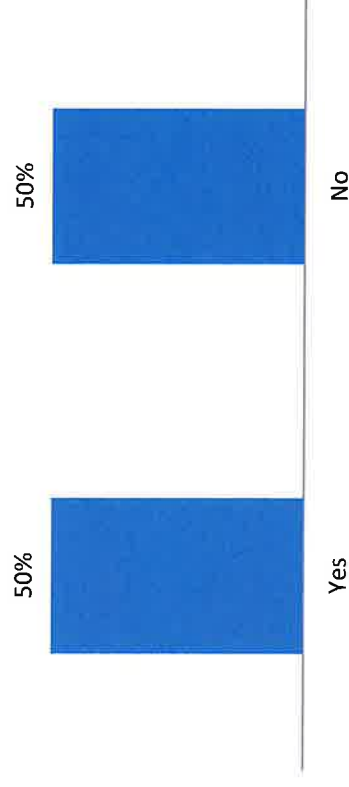
Aging Out

Youth are able to remain under court jurisdiction beyond the age of 18 and up to the age of 21. While under court jurisdiction, former foster youth are eligible to receive financial support and Independent Living Services to assist them with their transition to self-sufficiency. Court jurisdiction is meant to be a support or safety net for youth as they make this transition. Good-faith efforts must be made by the Children's Cabinet worker to engage the former foster youth and assist with the transition. Court jurisdiction is intended to provide former foster youth the opportunity to pursue educational and/or vocational skills with minimal hardships that may exist when all supports are withdrawn. CC workers had low rates of meeting with youth prior to transition. This could be an issue of inadequate documentation.

Worker Met with Youth 120 Days Prior to Aging Out (4 cases)



Was a Transition meeting Held Prior to Youth Turning 18? (4 cases)



Children's Cabinet AB 350 Fidelity Reviews

Period Under Review: July 1, 2017- January 1, 2018

Children's Cabinet workers had been co-case managing AB 350 youth alongside WCHSA staff prior to July 2017. In July 2017 Children's Cabinet took over case management responsibilities for this group. Despite this change, the fidelity review shows that the WCHSA liaison continues to be involved in case management activities. Like with the IL youth, as some cases were already ongoing, all the data in this report refers to instances that took place during the PUR by Children's Cabinet staff. Actions outside the PUR are not included in responses throughout and are excluded from analysis. If fewer than 21 cases are being reviewed for a particular item, there will be a note on the graph explaining how many cases are being referred to.

During the PUR, two new youth became part of the AB 350 program. At that time the youth and case manager develop the Independent Living Transitional Plans. This is personalized at the direction of the youth and is as detailed as the youth chooses. The Independent Living Transitional Plan must include specific options regarding all of the following: 1. Housing 2. Health insurance 3. Education 4. Local opportunities for mentors and continuing support services 5. Work force supports and employment services 6. Health care power of attorney. Because only two cases (of 21) were available for review, the data analyzing the IL Transitional Plan is not included in this report as it is not representative. As more youth age into the AB 350 program and are case managed exclusively by Children's Cabinet staff, more data will be available for analysis.

Number of cases reviewed: 21

This represents half of all active Children's Cabinet AB 350 cases.

This review was somewhat challenging as 62% of cases did not have an Independent Living Transitional Plan in the file to reference when evaluating the work of CC workers.

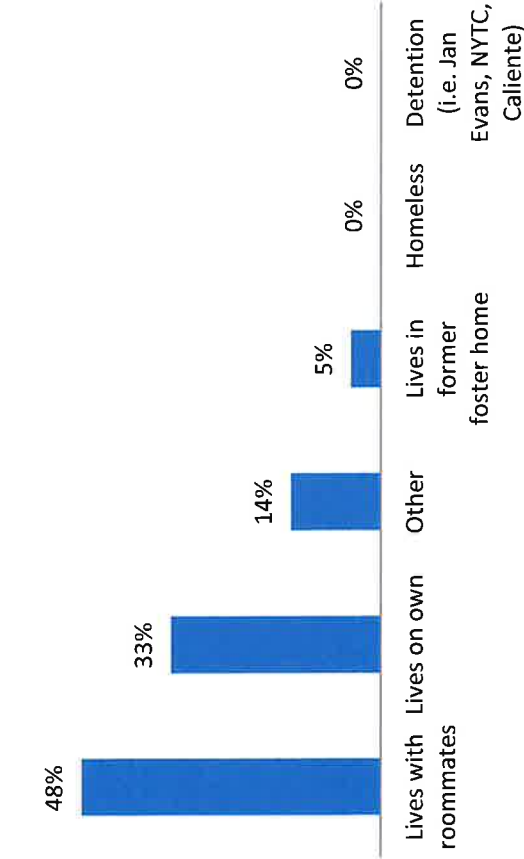
Observations and recommendations based on data to date:

- The majority of youth in the program appear to be in a stable housing situation.
- Documentation is lacking regarding the youth's financial well-being.
- More than one third of cases do not have documented contact as mandated by policy.
- When youth have identified needs, workers are generally documenting assisting youth to meet those needs.
- As IL Plans are missing from youth's files, and workers are not asking for documentation of youth meeting their IL Plan goals, it is difficult for reviewers to know if youth are meeting their goals.
- Case plan policy should be revised to require case plans and budgets be updated every 6 months or as needed.
- Policy should be updated to require the Casey Life Skills assessment be conducted annually following the youth's aging out.

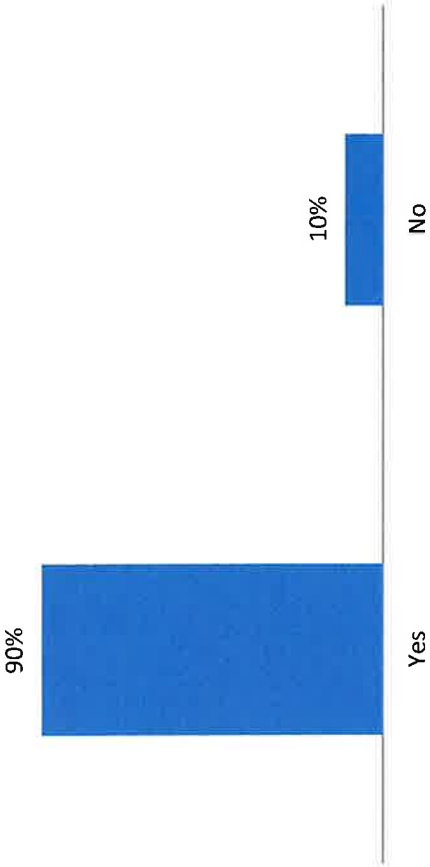
Living Arrangements and Stability

All of the youth enrolled in the AB350 program had secured housing prior to aging out of foster care. As can be seen below, the majority of youth either resided on their own or with roommates (including a romantic partner). “Other” living arrangements included fictive kin, college dorms, and the Cottage for Change. Reviewers were asked whether based on documentation in the case file, the youth’s living arrangement seemed stable. For 19 of 21 youth (or 90%) were thought to be in stable arrangements.

Youth's Most Recent Living Arrangement



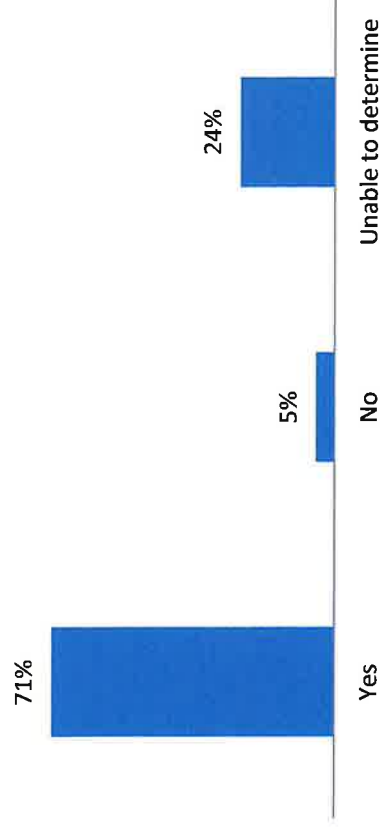
Is the Youth's Living Arrangement Stable?



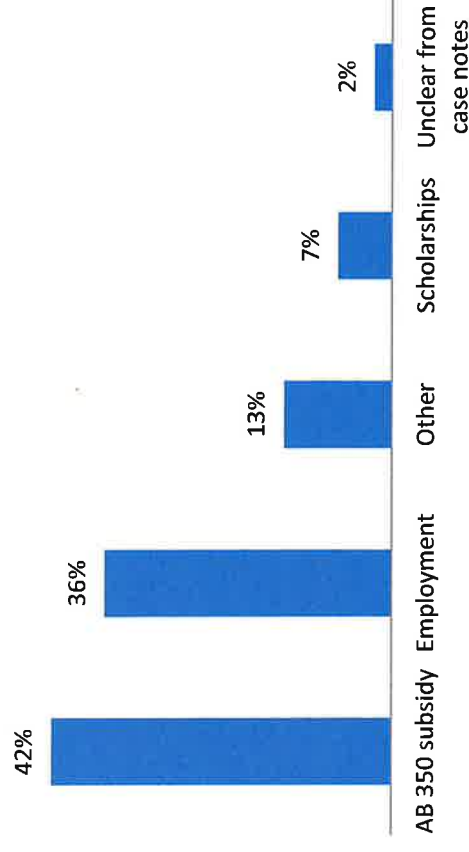
Education and Employment

As part of their Independent Living Transitional Plan youth are meant to create a budget which documents their income and expenses. In nearly a quarter of cases, it was unclear if youth had the funds necessary to meet their monthly expenses, this appears to be an issue of Children's Cabinet workers not adequately documenting conversations with youth regarding finances. Prior to this review workers were not required to update budgets. During the review, several reviewers noted that as youth's financial circumstances changed, it would have been appropriate to update the budget to reflect the youth's current financial situation. This has since been changed in policy, and budgets must be updated quarterly.

Does Youth Have Adequate Income to Meet Monthly Expenses?



Sources of Youth Income



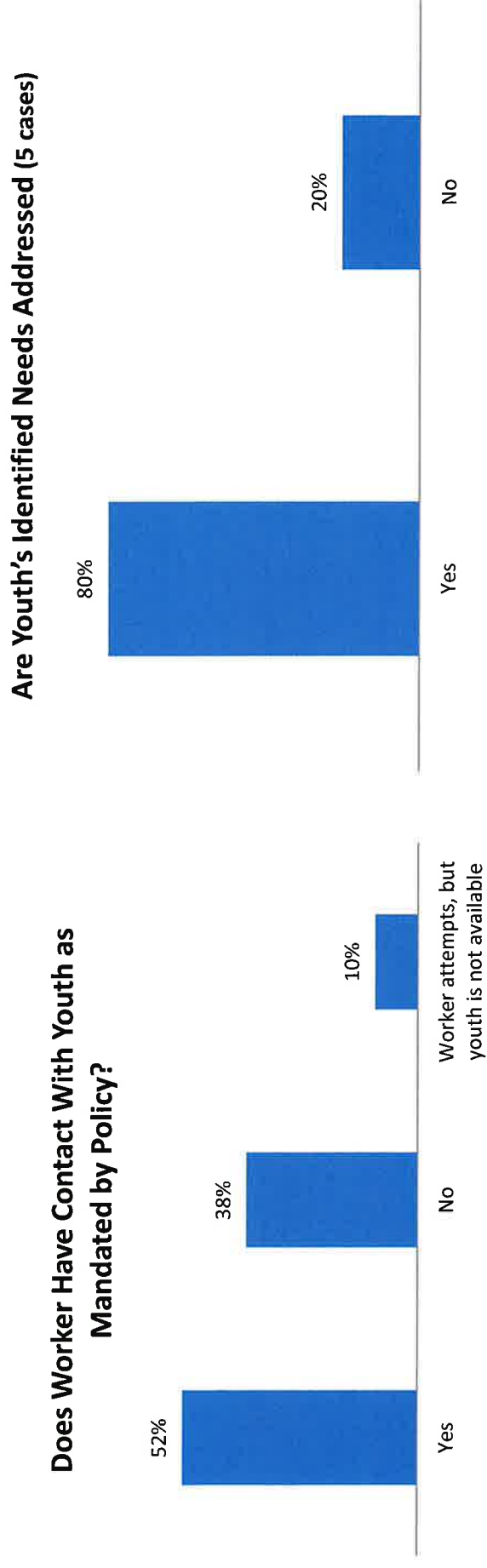
Youth's Type of Employment

Type of employment	Percentage
Full-time	35%
Part-time	29%
Youth not employed	35%

39% of youth are enrolled in some type of educational program. Nationally, only 46% will earn a high school or GED diploma and less than 3% will obtain a bachelor's degree. (source: <http://bit.ly/2BV0WkF>)

Contact with Youth

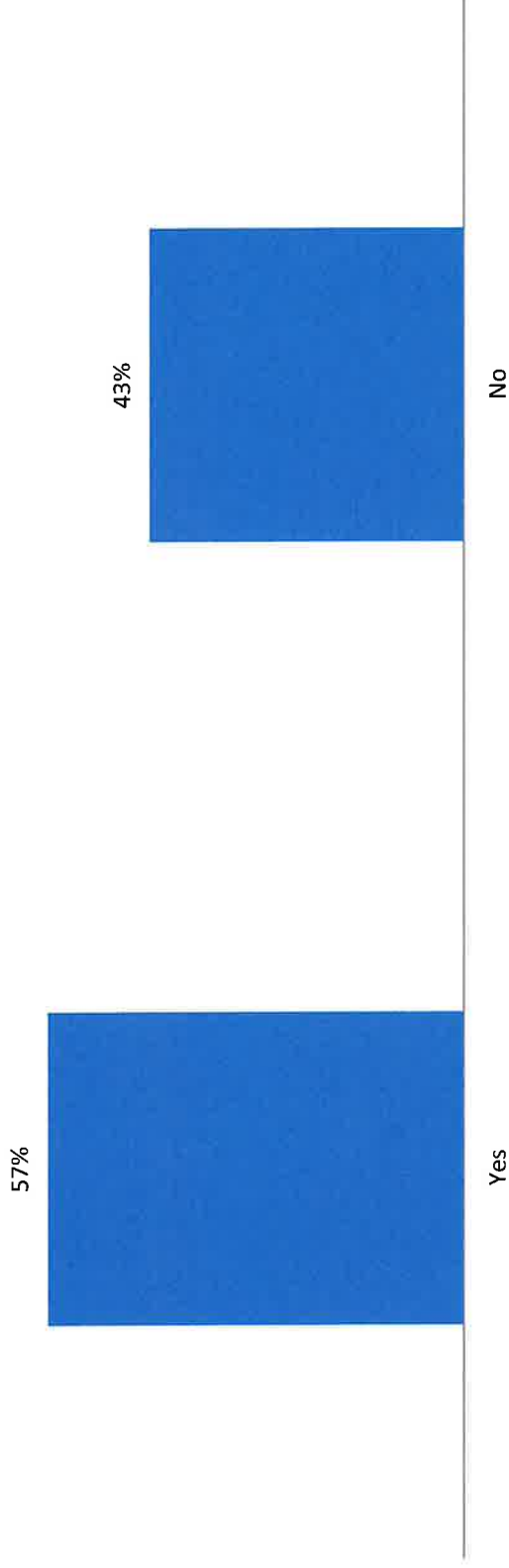
Per Statewide policy, caseworkers must contact the aged out youth by phone at least once monthly and in-person at least quarterly. The WCHSA contract with Children's Cabinet requires face to face contact every other month for the youth's first six months after the youth initially ages out. This contact is meant to ensure that the youth is safe, is meeting the goals of her/his Independent Living Transitional Plan, is connected to appropriate services to meet her/his needs etc. In more than a third of cases, workers are not meeting their mandated youth contact requirements.



Compliance with IL Plan

In order to ensure the youth is meeting their Independent Living Transitional Plan goals, workers must ask youth for documentation to certify goal progress. When a youth is not meeting their obligations under their Post-18 Services Agreement for 60 days, workers are required to send notice to the youth and the youth's court appointed attorney informing the youth that s/he has 15 days in which to request an informal administrative review of their case. Two cases closed during the PUR. One closed due to the youth aging out, it was not clear from case notes why the other case closed.

Does Worker Ask For Documentation of Youth Meeting Goals?



Though Children's Cabinet are not consistently asking for documentation of the youth meeting his/her IL goals, reviewers concluded that **100% of youth** were meeting these goals. This was based on available case note documentation of conversations with youth which covered their employment and/or educational involvement. Reviewers did note in their comments, however, that they were assuming youth were meeting their IL Plan goals as there was not clear documentation to support ongoing conversations about this topic in the majority of case notes.

Conclusion

Following the conclusion of this review, the CQI Unit met with the Independent Living supervisor from Children's Cabinet to share results of the review and brainstorm on ways to improve IL/AB 350 services and the working relationship between WCHSA and Children's Cabinet. Below is a recap of what was discussed.

- There were several areas where Children's Cabinet staff need additional training. These areas include:
 - Child contacts (i.e. what is required in terms of documentation of these meetings).
 - Formal safety assessments (i.e. Confirming Safe Environments and NAC required safety assessments in UNITY).
 - Amber Cummins will coordinate between Children's Cabinet and WCHSA to ensure CC staff have access to these trainings and are familiar with these policy areas.
- The need to document all casework was discussed, this includes:
 - The transfer staffing/initial contact with the child.
 - Child contacts.
 - Conversations with foster parents to document foster parents' needs are being met.
 - Instances when meetings with youth are cancelled/do not occur as scheduled.
 - Requests for proof of income for youth on AB 350.
- Youth are currently providing documentation of their employment/education etc. for the AB 350 program to the WCHSA IL liaison. The CQI Unit will address this issue to ensure youth are working directly with their CC worker as opposed to the WCHSA worker.
- Children's Cabinet staff will share the need for training with the CQI Unit and the CQI unit will coordinate trainings and/or shadowing WCHSA staff opportunities.

CC Independent Living Fidelity Review

Jan 2018

Start of Block: Default Question Block

Q1 Name of reviewer

▼ Amber Cummins ... Kim Martin

Q2 Case number (PUR is 07.01.2017 through 01.01.2018)

Q3 Case name



Q4 Date case assigned to Children's Cabinet caseworker (HINT: use format 09/15/2016)

Q5 Who is the assigned Children's Cabinet caseworker? (Please write in)

Q6 Was transfer staffing held within 5 days of worker assignment (HINT: for case assignment date look in UNITY under Case Assignment/Person Transfer window)

- ☐ Yes
- ☐ No
- ☐ N/A - open prior to the PUR

Q7 Did Children's Cabinet worker attend transfer staffing? (HINT: Look for case note documentation, if there is no documentation in case notes, please mark as "no")

- ☐ Yes
- ☐ No
- ☐ NA- Open prior to PUR

Q8 When did the worker make initial contact with the youth upon assignment? (Calendar Days)

- ☐ Within 15 days
- ☐ Within 30 days
- ☐ More than 30 days
- ☐ NA- open prior to PUR

Q9 If the worker did not make face to face contact with the youth within 30 days of being assigned the case, is there documentation why this did not occur?

- ☐ Yes
 - ☐ No
 - ☐ NA - open prior to PUR
-

Q10 Was the Casey Life Skills Assessment completed within 45 calendar days of case assignment? (HINT: please reference State Policy)

- ☐ Yes
 - ☐ No
 - ☐ NA- Assessment was completed prior to worker being assigned
 - ☐ NA- Done prior to PUR
-

Q11 Was the Independent Living Plan completed within 30 calendar days of completion of Casey Life Skills Assessment or, if Assessment was not completed, within 30 days of case being assigned to worker? (HINT: please reference State Policy)

- ☐ Yes
 - ☐ No
 - ☐ NA- done prior to case transfer
 - ☐ NA- done prior to PUR
-

Q12 Was Independent Living Plan updated by Children's Cabinet worker every 6 months?
(HINT: please reference State Policy)

- ☐ Yes
- ☐ No
- ☐ NA- IL Plan did not require updating within PUR
- ☐ NA- done prior to Children's Cabinet worker assignment

Q13 Did the youth attend the Independent Living case plan meeting?

- ☐ Yes
- ☐ No

Q14 If the youth did not attend the Independent Living case plan meeting please explain why?
(HINT: if it is not in the record, make note of that as well indicating "no information was found regarding this...")

Q15 During the PUR, did the agency make concerted efforts to actively involve the child in the case planning process (HINT: this is the IL Plan **AND** ongoing, documented conversations with youth focusing on goals. If youth refuses to engage, worker must document attempts to engage youth. If these attempts by worker are not documented, pick "no")?

- ☐ Yes
- ☐ No
- ☐ NA- youth on runaway during entire PUR

Q16 Were the needs that were identified in the Independent Living plan **addressed appropriately and services provided** to the youth? (HINT- focus on youth needs other than educational, mental, dental, visual or physical health needs, i.e. social, emotional, IL, attachment, self-esteem, coping skills, employment prep, budgeting etc.)

☐ Yes

☐ No

Q17 Please comment on the case transfer process, caseworker meeting with child, Casey Life Skills Assessment (if applicable), Independent Living Plan and efforts to involve the youth in case planning throughout the PUR. Please focus on strengths and areas for improvement. (for Legal cases speak to the ILP plan and the Casey Life Skills Assessment)

Q18 During the PUR, did the agency conduct **formal** ongoing assessments (Confirming Safe Environments) that accurately assessed all of the risk and safety concerns for the youth in foster care/or in the child's home if non legal ? (NOTE: CSE is located in case file. Must be done every six months and/or within 30 days if youth changes placement. CSE not required for placements at West Hills, CBS, Willow Springs, KK, out of state RTC, ATC, youth who are 17+ and under an Independent Living Agreement).

☐ Yes

☐ No

☐ NA- youth is at placement where CSE not required

Q19 **Frequency:** During the PUR, did the agency conduct informal ongoing assessments (monthly child contacts) that accurately assessed all of the risk and safety concerns for the child in foster care?

☐ Yes

☐ No

Q20 **Quality:** Was the quality of monthly child contacts sufficient to accurately assess all of the safety threats for the child in foster care/placement (i.e. worker saw youth alone, had documented conversation regarding safety)?

☐ Yes

☐ Partially

☐ No

Q21 Did worker identify new safety threats during the PUR?

☐ Yes

☐ No

Q22 If there were newly identified safety threats during the PUR, did the agency develop an appropriate plan to address the safety threats?

☐ Yes

☐ No

Q23 Please comment on the case transfer process, Case Life Skills Assessment, IL Plan (including youth's input in process), services provided to youth, formal and informal safety assessments, and/or safety threats identified during the PUR.

Q24 Was the youth identified as a runaway during the PUR?

- ☐ Yes
- ☐ No

Q25 If a youth was identified as a runaway youth, is there documentation that proper protocols/policies were followed? (This is the link to the runaway policy: <http://wcsharepoint/socialservices/ss/Policies/CPS%20Policies%20and%20Procedures/Runaways/Runaway%20Protocol.pdf>)

- ☐ Yes
- ☐ No

Q26 Was the youth identified by worker or are there indications from case record that youth was a sex trafficked youth during the PUR?

- ☐ Yes
- ☐ No

Q27 If there were indications that youth was sex trafficked, is there indication in the case record that worker took appropriate steps to keep youth safe?

☐ Yes

☐ No

Q28 If the youth was a runaway and/or sex trafficked youth, please comment on how the agency addressed the situation. Please focus on strengths and areas of improvement. (N/A if not applicable)

Q29 What is the youth's current placement setting?

☐ Relative foster care

☐ Foster care

☐ Local treatment level home

☐ Out-of state treatment level facility

☐ Juvenile Detention (i.e. Jan Evans, NYTC, Caliente)

☐ Runaway

☐ Living Independently

☐ KK

☐ Other

Q30 If you picked "other" please write in living arrangement.

Q31 How many placement settings did the youth experience during the Period Under Review - 07.01.2017-01.01.2018? (HINT: If youth was in the same placement during entire PUR please select "1")

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5+

Q32 Were all placement changes during the PUR planned by the agency in an effort to achieve the youth's case goals or meet the needs of the youth?

- ☐ Yes
- ☐ No

Q33 Is the youth's placement setting stable (i.e. there are no concerns with the caregiver's ability to care for the youth, there are no problems in the placement threatening stability, youth is not in runaway, youth is not residing in a temporary shelter (KK) etc.)?

- ☐ Yes
- ☐ No

Q34 During the PUR, did the agency adequately **assess the needs** of the placement resource on an ongoing basis (with respect to services they need in order to provide appropriate care and supervision to ensure the safety and well-being of the children in their care. This must be documented in case notes. Reference Stability Group spreadsheet)?

- ☐ Yes
- ☐ No
- ☐ NA- youth is on runaway status during the entire PUR

Q35 During the PUR were did the agency adequately **provide with appropriate services** to the placement resource to address identified needs that pertained to their capacity to provide adequate care and supervision of the children in their care?

- ☐ Yes
- ☐ No
- ☐ NA- youth is on runaway status during the entire PUR
- ☐ NA- no services required

Q36 Did the agency make concerted efforts to place the youth in a living arrangement that can be considered permanent until discharge from foster care? HINT: is youth in her/his "forever home" and if not in "forever home", is the agency making efforts for eventual discharge/plan from current living situation (i.e. if youth is in jail or treatment level home. If you cannot tell there was thoughtful discussion from case notes choose "no")

- ☐ Yes
- ☐ No

Q37 Is the youth living under an Independent Living Agreement (living outside of foster care in another approved arrangement i.e. living alone, with a roommate, renting a room from a family etc. Youth must be 17 years or older)

☐ Yes

☐ No

Q38 If youth is living under an Independent Living Agreement does the worker have contact as mandated by State Policy? (During first month- 1 contact per week (2 contacts at youth's residence). After 1st month- a minimum of 2 contacts per month (1 contact at youth's residence).)

☐ Yes

☐ Partially

☐ No

Q39 If youth is living under an Independent Living Agreement, does the worker perform a 3-month **and** 6 month review with the youth and in conjunction with the IL supervisor to determine suitability of ILA? (if both reviews do not occur, check "no")

☐ Yes

☐ No

☐ NA- timing of review is outside of PUR

Q40 Please comment on youth's placement, was it stable? were placement changes planned? were services provided to placement location if applicable? Please focus on strengths and areas for improvement.

Q41 Does the youth have siblings?

☐ Yes

☐ No

Q42 If applicable, during the PUR, were concerted efforts made to ensure visitation between the youth and their siblings were of sufficient **frequency** to maintain or promote the continuity of the relationship?

☐ Yes

☐ Partially

☐ No

☐ NA- not in youth's best interest to have visits

Q43 What was the usual frequency of visits between the youth and their siblings in foster care during the PUR?

- ☐ More than once a week
 - ☐ Once a week
 - ☐ Less than once a week, but at least twice a month
 - ☐ Less than twice a month, but at least once a month
 - ☐ Less than once a month
 - ☐ Never
 - ☐ NA- not in youth's best interest to have visits
-

Q44 During the PUR, were concerted efforts made to ensure that the **quality** of visitation between the youth and their siblings in foster care were appropriate to promote the continuity of the relationships (i.e. did the visits take place in a comfortable atmosphere, were of appropriate length, did the visits allow for the parent/caregiver to interact with each youth individually if there were parents visiting as well)?

- ☐ Yes
 - ☐ No
 - ☐ NA- not in youth's best interest to have visits
-

Q45 Please comment on youth's visitation with her/his siblings in foster care. Please focus on strengths and areas for improvement.

Q46 Did the agency make concerted efforts to maintain relationships for the child? (school, church, relatives, extra curricular activities etc. HINT: If all relationships were not maintained please pick "no")

☐ Yes

☐ No

☐ NA- youth does not have connections that need to be maintained

Q47 Did the agency provide and/or have a discussion regarding vital life documents with the youth? (i.e. certified birth certificate or green card, tribal affiliation information, social security card, state ID or Driver's License, health records, educational records, selective service registration)

☐ Yes

☐ No

Q48 During the PUR, did the worker make monthly face to face contact with the child, with 7 out of the last 12 months in the youth's residence? HINT: this question refers to Statewide Policy regarding required child contacts. NOTE: contact with children is required monthly.

☐ Yes

☐ No

☐ NA- Youth is under Independent Living Agreement

Q49 Were the **frequency** of visits between the caseworker and the child sufficient to address issues pertaining to the **permanency and well being** of the child and promote achievement of the Independent Living Plan (if the ILP Plan is applicable include)?

☐ Yes

☐ No

Q50 Were the **quality** of visits between the caseworker and the child sufficient to address issues pertaining to the **permanency and well** being of the child and promote achievement of the Independent Living Plan (if the ILP Plan is applicable include)?

☐ Yes

☐ No

Q51 Please comment on the frequency and quality of caseworker visits with youth and whether they contributed to youth's permanency, and well-being. Please focus on strengths and areas for improvement.

Q52 During the PUR, did the agency make concerted efforts to accurately **assess** the youth's educational needs?

☐ Yes

☐ No

Q53 During the PUR, did the agency engage in concerted efforts to accurately address the youth's educational needs?

- ☐ Yes
- ☐ No
- ☐ NA- the child did not have unmet educational needs

Q54 During the PUR, did the agency make concerted efforts to accurately assess the youth's health, dental and vision needs?

- ☐ Yes
- ☐ No

Q55 During the PUR, did the agency ensure appropriate services were provided to accurately address the youth's health, dental, and vision needs? (HINT- this includes well child check ups if youth had no other health needs. If there is no documentation that youth received well child check up or 6 month dental cleanings, please mark no)

- ☐ yes
- ☐ No
- ☐ N/A - periodically required exams fall outside of the PUR

Q56 Did the agency provide appropriate oversight of prescription medication for physical health issues?

- ☐ Yes
- ☐ No
- ☐ NA- youth did not take prescription medication for physical health issues

Q57 During the PUR, did the agency make concerted efforts to accurately **assess** the youth's mental health care needs?

☐ Yes

☐ No

Q58 During the PUR, did the agency ensure appropriate services were provided to accurately **address** the youth's mental health care needs?

☐ Yes

☐ No

☐ NA- youth did not have any mental health needs

Q59 Did the agency provide proper oversight of prescription medications for mental/behavioral health issues? (This means quarterly spot checks in foster care)

☐ Yes

☐ No

☐ NA- youth did not take prescription medications

Q60 Did the caseworker document services provided in the Independent Living screens in UNITY?

☐ Yes

☐ No

Q61 Did the caseworker document services provided in the Medical Passport

- ☐ Yes
- ☐ Partial- some, but not all services are documented
- ☐ No
- ☐ N/A - physical health needs were not addressed as it was not the reasons for the Agency's involvement

Q62 Please comment on assessment of youth's medical, dental, vision, mental health, and educational needs. Please comment on what services were provided to meet the youth's medical, dental, vision, mental health, and educational needs. If youth was on medication, please comment as to whether appropriate oversight was in placePlease focus on strengths and areas for improvement.

Q63 Is the youth part of Project 1? (HINT- this refers to youth in the child welfare system who are also receiving probation services. There may be a court order.)

- ☐ Yes
- ☐ No

Q64 Did caseworker attend Crossover meetings between child welfare and probation every 6 months (HINT: this is facilitated and there is a form in the file)

☐ Yes

☐ No

Q65 Did the youth turn 17.5 years old during the PUR?

☐ Yes

☐ No

Q66 Did worker meet with youth and youth's attorney at least 120 days prior to the youth aging out of foster care to determine whether youth intends to remain under court jurisdiction? (This meeting is facilitated.)

☐ Yes

☐ No

☐ NA- 120 day time period does not fall within PUR

Q67 Was a transition meeting **scheduled** to prepare for the youth to turn 18 at least 30 days prior to youth turning 18? (This meeting is facilitated. If cannot determine from case record, please check "no")

☐ Yes

☐ No

Q68 Was a transition/opt in meeting **conducted** within 30 days of the youth turning 18?

☐ Yes

☐ No

Q69 Was a Transition Plan completed **and** information provided to the Court? (This plan should include the youth's input, a budget, education plan, post secondary education program, job readiness program or employment, housing, adequate income, personal supports, services to address mental health needs) HINT: information regarding this transition plan developed will be found in the court report

☐ Yes

☐ No

Q70 If the youth is being transitioned to SRC, NNAMHS, or Mojave mental health at 18 years old, was a mental health meeting conducted prior to the youth's 18th birthday? (HINT: Documentation of this meeting is printed from the facilitator)

☐ Yes

☐ No

☐ Not Applicable to youth

Q71 Did youth age out of foster care **AND** opt-out of AB 350 services/funding during the PUR?

☐ Yes

☐ No

☐ Unclear from case notes

Q72 Did worker ensure a referral was made to Chafee/FAFFY after care provider? (HINT: Independent Living Provider Referral form should be found in the file)

☐ Yes

☐ No

Q73 Was an exit interview completed with the youth 30 days prior, but no later than 30 days after exiting care?

☐ Yes

☐ No

☐ Attempted, youth did not show up to meeting

Q74 Did worker ensure youth applied for aged out Medicaid?

☐ Yes

☐ No

Q75 Was case closed during the PUR?

☐ Yes

☐ No

Q76 This is the last survey question

☐ OK

End of Block: Default Question Block

CC AB 350/Court Jurisdiction Fidelity Review Jan 2018

Start of Block: Default Question Block

Q1 Name of reviewer

▼ Amber Cummins ... Kim Martin

Q2 Case number (PUR is 07.01.2017 through 01.01.2018)

Q3 Case name



Q4 Date case assigned to worker (HINT: use format 09/15/2016)

Q5 Who is assigned Children's Cabinet worker? (Please write in)

Q6 Did Children's Cabinet worker meet with youth and youth's attorney at least 120 days prior to the youth aging out of foster care to determine whether youth intends to remain under court jurisdiction?

- ☐ Yes
 - ☐ No
 - ☐ NA- 120 day period prior to youth's birthday is outside of PUR
 - ☐ NA- WCHSA worker met with youth prior to PUR
-

Q7 Is there an Independent Living Transitional Plan in the youth's file?

- ☐ Yes
 - ☐ No
-

Q8 Did youth sign the Independent Living Transitional Plan and Post-18 Services Agreement with the agency?

- ☐ Yes
 - ☐ No
 - ☐ NA- this occurred outside of the PUR by CC
 - ☐ NA- youth signed outside of PUR with WCHSA
-

Q9 Did Children's Cabinet worker develop the Independent Living Transitional Plan with the youth's input? (If worker attempted and youth did not engage, check "yes". If youth is at meeting, check "yes". If no indication in notes that youth was at meeting mark "no")

- ☐ Yes
- ☐ No
- ☐ NA- Plan developed outside of PUR by CC
- ☐ NA- youth signed outside of PUR with WCHSA

Q10 Was a monthly budget developed as part of the Independent Living Transitional Plan? (There should be a budget form in the file)

- ☐ Yes
- ☐ No
- ☐ NA- budget developed outside of PUR by CC
- ☐ NA- budget developed outside of PUR with WCHSA

Q11 Did the youth get a copy of the budget that was developed for future reference and assistance? (Must have accompanying case note indicating that youth received budget)

- ☐ Yes
- ☐ No
- ☐ NA- budget developed outside of PUR by CC
- ☐ NA- budget developed outside of PUR with WCHSA

Q12 Is there documentation in the Independent Living Transitional Plan about youth saving enough money to pay for her/his monthly expenses for 3 months? (HINT: could be a goal)

- ☐ Yes
 - ☐ No
 - ☐ NA- IL Plan developed outside of PUR by CC
 - ☐ NA- IL Plan developed outside of PUR with WCHSA
-

Q13 Were youth's educational needs/goals addressed as part of Independent Living Transitional Plan?

- ☐ Yes
 - ☐ No
 - ☐ NA- youth does not have educational needs/goals
 - ☐ NA- IL Plan developed outside of PUR by CC
 - ☐ NA- IL Plan developed outside of PUR with WCHSA
-

Q14 Were youth's employment goals addressed as part of Independent Living Transitional Plan?

- ☐ Yes
 - ☐ No
 - ☐ NA- youth does not have employment goals
 - ☐ NA- IL Plan developed outside of PUR by CC
 - ☐ NA- IL Plan developed outside of PUR with WCHSA
-

Q15 Are Independent Living Transitional Plan goals appropriate to youth? (Reference page 8 section E 1-8 in the State Policy for information to determine what "appropriate" means in order to answer this question)

- ☐ Yes
- ☐ Partially
- ☐ No
- ☐ NA- IL Plan developed outside of PUR by CC
- ☐ NA- IL Plan developed outside of PUR with WCHSA

Q16 Was Independent Living Transitional Plan submitted to the Court? (HINT: this should be attached to the most recent court report and also referenced in the most recent court report)

- ☐ Yes
- ☐ No
- ☐ NA- Plan submitted outside of PUR by CC
- ☐ NA- IL Plan developed outside of PUR with WCHSA

Q17 Please comment on the case transfer process (post 18 AB350 process), Independent Living Transitional Plan. Please detail budget, educational aspects of Plan. Please focus on strengths and areas for improvement.

Q18 Did youth secure housing prior to transition out of foster care?

☐ Yes

☐ No

Q19 What is the youth's most recent/current living arrangement?

☐ Lives in former foster home

☐ Lives with roommates

☐ Lives on own

☐ Homeless

☐ Runaway

☐ Detention (i.e. Jan Evans, NYTC, Caliente)

☐ Other

Q20 If other living arrangement, please write in

Q21 Is the youth's living arrangement stable? (this refers to both safety and financial stability of housing arrangement. Examples of a non-stable arrangement include: couch surfing, homeless shelter, unmitigated conflict with person youth living with)

☐ Yes

☐ No

Q22 Does youth have adequate income to meet monthly expenses?

- ☐ Yes
- ☐ No
- ☐ Unable to determine

Q23 If youth does not have adequate income, or if it is not clear from case notes if youth's income is inadequate to meet monthly expenses, does worker attempt to address this with youth and assist the youth with finding alternative financial resources?

- ☐ Yes
- ☐ No
- ☐ Unable to determine

Q24 What is source of youth's income (please check all that apply)

- ☐ Employment
- ☐ AB 350 subsidy
- ☐ Scholarships
- ☐ Unclear from case notes
- ☐ Other

Q25 If other, please write in

Q26 If youth is employed, what type of employment is it?

- ☐ Full time
 - ☐ Part time
 - ☐ NA- youth is not employed
-

Q27 Is youth enrolled in educational program?

- ☐ Yes
 - ☐ No
-

Q28 What type of educational program is youth enrolled in?

- ☐ Full time Community College
 - ☐ Part-time Community College
 - ☐ Full-time four year University
 - ☐ Part-time four year University
 - ☐ Full time vocational/trade program
 - ☐ Part-time vocational/trade program
-

Q29 Is the youth able to identify an adult who will be available to provide them support?

- ☐ Yes
 - ☐ No
-

Q30 If applicable, has the youth established supportive services to address any mental health or developmental needs?

- ☐ Yes
- ☐ No
- ☐ NA- youth does not have mental health needs

Q31 Please comment on the youth's living situation, employment, education, supportive adults and/or services. Please focus on strengths and areas for improvement.

Q32 **FREQUENCY**: Does worker have contact with youth as mandated by policy? (HINT- contact must be at least monthly by phone (email, text) and in person at least quarterly. If youth is out of state, video conference contact may be substituted for in-person contact)

- ☐ Yes
- ☐ No
- ☐ Worker attempts, but youth is not available

Q33 Quality: Was the frequency of visits between the worker and the youth sufficient to address independent living skill development? (If there is indication from case notes that youth has needs that are not met with frequency of meetings, check "no")

- ☐ Yes
- ☐ No
- ☐ NA- youth is not available

Q34 Are there service needs concerning youth (i.e. safety, service need etc) that needed to be addressed during PUR? (This refers to service needs outside those addressed by the IL Transition plan)

- ☐ Yes
- ☐ No

Q35 If there were identified service needs for the youth, did the Agency provide assistance to help address them?

- ☐ Yes
- ☐ No
- ☐ There are issues, worker does not identify
- ☐ NA- no service needs identified

Q36 Does the worker ask for documentation of youth meeting goals/obligations of Independent Living Transitional Plan? (HINT- this includes both working on stated goals in Plan and providing documentation to worker every 3 months of educational/work requirements i.e. transcripts, paycheck stubs)

☐ Yes

☐ No

Q37 Is youth meeting the goals of the Independent Living Transitional Plan?

☐ Yes

☐ No

Q38 If youth is not complying with the goals in the Independent Living Transitional Plan for 60 days, did the Agency send notice to the youth and to the youth's court-appointed attorney, informing them that the youth has 15 days in which to request an informal administrative review?

☐ Yes

☐ No

Q39 Does an Administrative Review occur?

☐ Yes, youth is present

☐ Yes, youth is **not** present for Review

☐ No

☐ No documentation

Q40 What is reason for Administrative Review not occurring

Youth refused

Attorney refused

Cannot determine from case record

Q41 At the Administrative Review, is a plan of action developed to address barriers and/or assist youth in establishing goals to return to compliance with Independent Living Transitional Plan?

☐ Yes

☐ No

Q42 If a plan is not developed at the Administrative Review, did the youth or attorney request a hearing before the court?

☐ Yes

☐ No

Q43 Does youth return to compliance with Independent Living Transitional Plan goals within 30 days of Administrative Review?

☐ Yes

☐ No

Q44 If the youth is not in compliance with Independent Living Transitional Plan within 30 days is court jurisdiction terminated?

☐ Yes

☐ No

Q45 If youth was terminated, was a referral made to a Chafee/FAFFY after-care provider?

☐ Yes

☐ No

Q46 Please comment on whether or not youth is meeting goals of Independent Living Transitional Plan. If youth is not in compliance, please comment on steps taken by worker, up to and including Administrative Review. Please focus on strengths and areas for improvement.

Q47 Did youth turn 21 during PUR?

☐ Yes

☐ No

Q48 If youth turned 21 during PUR was an exit interview with youth conducted 30 days prior to exit and no later than 30 days after exit?

- ☐ Yes
- ☐ No
- ☐ Meeting scheduled but youth did not show up

Q49 Did the agency provide and/or assist in obtaining documentation regarding vital life documents with the youth? (i.e. certified birth certificate or green card, tribal affiliation information, social security card, state ID or Driver's License, health records, educational records, selective service registration)

- ☐ Yes
- ☐ No
- ☐ NA- provided prior to PUR

Q50 Was case closed during the PUR?

- ☐ Yes
- ☐ No

Q51 If case did not close, please provide any additional comments.

Q52 Was a closing summary note created in UNITY?

☐ Yes

☐ No

Q53 If closing note was created in UNITY did it include: discharge status, education status, employment status, financial status, mental health, criminal activity, substance abuse, family functioning, referrals?

☐ Yes

☐ No

Q54 Please comment on closing of case. Was youth connected to services? Was exit interview conducted? Was documentation in UNITY sufficient? Please focus on strengths and areas for improvement.

Q55 This is the last survey question

☐ OK

End of Block: Default Question Block

INDEPENDENT LIVING FIDELITY REVIEW SUMMARY

Introduction

In August 2017 the Continuous Quality Improvement (CQI) Unit performed reviews of the Washoe County Independent Living Program (ILP). ILP provides foster youth, aged 14 and older, ongoing opportunities to learn and gain familiarity with various Independent Living (IL) activities. Ultimately, the program is meant to enhance a youth's ability to make adult decisions and to act in a self-reliant manner. Participation in ILP provides youth the foundation necessary to successfully transition out of the foster care system into independence and adulthood. AB 350 is a Nevada law which allows former foster youth to remain under the jurisdiction of the court beyond the age of 18 and up to the age of 21. While under court jurisdiction, these former foster youth are eligible to receive financial support and Independent Living Services to assist them with their transition to self-sufficiency.

Beginning July 1, 2017, the Children's Cabinet, a local non-profit agency, was awarded a contract to provide services to Washoe County Human Services Agency (WCHSA) youth aged 16 or older with a permanency plan of Another Planned Permanent Living Arrangement (APPLA). Attachment A is the Children's Cabinet Independent Living Agreement. In anticipation of the transfer of the APPLA youth, a training curriculum was developed for the Children's Cabinet supervisors and case managers. Training topics included, among other things, writing court reports, presenting in court, what is a PLR, what is the commitment process, documentation protocol, addressing youth well-being, how to serve Project One crossover cases and collaboration with Juvenile Services, placement resources-how to access support and licensing, court, safety, medical passport, and notes. All relevant policies were provided to the Cabinet supervisor and staff. Additionally, the Children's Cabinet workers attended the Training Academy provided to all WCHSA case managers.

In preparation of the transition, monthly meetings were held with the staff and supervisor regarding any questions or clarifications from prior trainings. All relevant policies were provided to the Cabinet supervisor and staff. Additionally, the Children's Cabinet workers attended the Training Academy provided to all WCHSA case managers from January 1, 2017 through June 30, 2017. Monthly meetings were held with staff and supervisors to address any questions or needed clarification regarding the training.

The first of 28 cases were transferred to the Cabinet on June 1, 2017. For the first 30 day period, all cases were co-managed by the original WCHSA IL case manager and the new CC worker. During the first 3 months of service delivery, WCHSA's prior supervisor remained available on a daily basis to staff to help respond to questions the CC staff had regarding the process.

Ongoing, WCHSA provided monthly meetings with the program manager to discuss specific areas of opportunities for improvement, questions about court procedures and process, UNITY documentation, court presentation and WCHSA's ongoing expectations of the contract providers to meet fidelity and the outcomes for the youth around safety, permanency and well-being. The following supports and trainings were provided as needed to ensure a successful transition:

- Comprehensive transfer staffing for each case transferred to a Children's Cabinet worker
- Achievements Unlocked Educational Excellence Advocates provided training and presentation and met monthly with the Children's Cabinet for education support
- Washoe Legal Services training and presentation
- Juvenile Services training and presentation
- Deputy District Attorney Jeff Martin provided training and presentation
- During the initial phase Melony accompanied workers to court for support and guidance.

Additionally, the Agency's CQI unit through the Contract Coordinator and the CQI lead met with both Agency Leadership and the Contract Leadership to include the Program Manager in February, 2018. Discussed in February was the fidelity review report and to provide follow up information policies, guidance and support for the contracted case managers. The following policies and Information Memorandums (IM's) were over the counter medication log, psychotropic medication log, over the counter and prescription medication consent form, education manual section and another copy of the statewide IL policy and the following IM's:

- Medical/Dental Appointment Attendance
- Cost of Care Waivers
- Child Attendance in Court and Caregiver Notification of Court Hearings
- Emailing Confidential Information
- Mobile Device Policy
- Over the Counter and Prescription Medical Consent and Log
- Placement
- Placement and Permanency Planning
- Home Stretch Adoption Recruitment Team
- Placement Support Team
- Safe Sleep Education

The CQI lead provided information on the NAC safety assessment milestones that are required, child contact training during the first six months of the grant and again in May 2018 for new staff hired. The program manager had access to the contract coordinator and the CQI lead for ongoing questions, support, guidance and information as needed.

All relevant policies were provided to the Cabinet supervisor and staff. Additionally, the Children's Cabinet workers attended the Training Academy provided to all WCHSA case managers from January 1, 2017 through June 30, 2017. Monthly meetings were held with staff and supervisors to address any questions or needed clarification regarding the training.

All 28 APPLA cases were transferred to the Cabinet on June 1, 2017. For the first 30 day period, all cases were co-managed by the original WCHSA IL case manager and the new CC worker. During the first 3 months of service delivery, WCHSA's prior supervisor remained available on a daily basis to staff to help respond to questions the CC staff had regarding the process.

Ongoing, WCHSA provided monthly meetings with the program manager to discuss specific areas of improvement, questions about court procedures

Fidelity Review

The contract requires that the work of Children's Cabinet staff to these youth to be evaluated by the CQI Unit annually. In order to provide a baseline against which to measure the work of Children's Cabinet, a review of WCHSA's work with these youth was conducted. While Children's Cabinet currently provides some services to both IL youth (i.e. youth aged 14-18) and to AB 350 youth, the baseline fidelity review focused on the work done by WCHSA staff, who work with foster youth between the ages 16-18. Youth between the age of 14 and 16 were not assessed at this time as this cohort will remain with WCHSA workers once Children's Cabinet takes over the IL contract. WCHSA also provides financial assistance to aged out foster youth through the Financial Assistance to Former Foster Youth Program (FAFFY). This program was not assessed as part of this review.

The baseline fidelity review completed initially in August 2017 looked solely at the Agency's Independent Living caseworkers. The time frame was a one year period under review to make sure the fidelity review completed the number of cases that needed to be assessed for the baseline. The period under review was May 31, 2016 through May 31 2017. Attachment B is a copy of the full report for the WCHSA Independent Living and AB350 Fidelity Review.

The second fidelity review completed was the first fidelity review of the Children's Cabinet case workers who were assigned to the case load of teens that were over 16 years old and had the permanency goal of APPLA. This review was a six month time period as the CQI team did not want to wait a full year prior to completing a fidelity review of the contract providers. The PUR was July 1, 2017 through January 1, 2018. Attachment C is a copy of the full report for the Children's Cabinet's Independent Living Fidelity Review.

The fidelity review instrument tool used captured the same information in the baseline review and the second review. The focus of the review included the completion of the Casey Life Skills Assessment, the Independent Living case plan development and services delivery, as well as the CFRS outcomes- safety, permanency and well-being. These specific questions in the fidelity review included monthly child contacts, case note documentation, formal and informal safety assessments, ongoing discussion of the teen's permanency goal and their well-being (education, medical health, mental health, social health and behavior health) were also included directly from the CFRS instrument used in the federal review.

Due the fact that the fidelity review had to be completed within six months of the contract's start date, the IL caseworkers from Children's Cabinet had a shorter period under review.

Attachment D is a copy of the Independent Living Program Assessment tool that was utilized for the baseline assessment and the six month review of the Children's Cabinet staff in January 2018. WCHSA provided a much more comprehensive assessment and measurement of the data to be captured within the fidelity review. This provided a more rigorous assessment and evaluation. The CQI review completed half of the target population in the review.

Program Goals

The initial review was used to establish baseline performance in 10 areas, as indicated below:

- Timeliness of initial contact with youth
- Timely completion of a Casey life skills assessment
- Timely completion of independent living case plan
- Youth Involvement with case plan
- Timely completion of confirming safe environments assessment
- Completion of ongoing informal safety assessment
- Placement stability
- Assessing and meeting youth's education, health, and mental health needs
- Transition plan completed
- Monthly worker visits with youth

The established goal for the second fidelity review was for the Children's Cabinet to demonstrate improvement in six of the ten areas evaluated. The Children's Cabinet successfully met this goal, demonstrating improvement in eight of the ten areas evaluated.

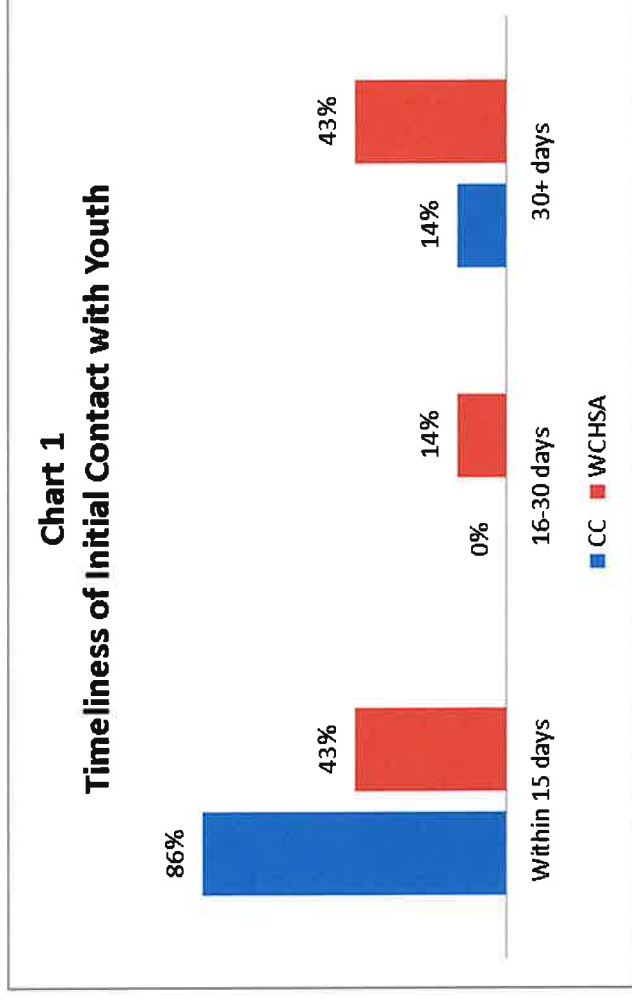
Evaluation Results

TIMELINESS OF INITIAL CONTACT WITH YOUTH

A youth is referred for ILP services within 45 days of turning 14 years old. State policy states that the IL worker will meet with the youth and the youth's caregiver face-to-face to explain the Independent Living Program, answer any questions they may have, and conduct a developmentally appropriate assessment. The Casey Life Skills Assessment is used by WCHSA; this must be conducted within 45 days of the youth's referral to IL services. As was mentioned previously, the Children's Cabinet did not receive cases until youth were 16 and their permanency plan had changed to APPLA.

For cases that were applicable (i.e. new cases or cases where the youth became eligible for ILP services), reviewers were asked to note when workers made initial contact with the youth. There is currently not a policy outlining when a worker must make initial contact with a youth. IL youth, however, like all youth in foster care must be seen at least monthly. Below is a breakdown of the timeframe for the initial contact.

Chart 1 below documents the timeframe for the initial contact with youth.



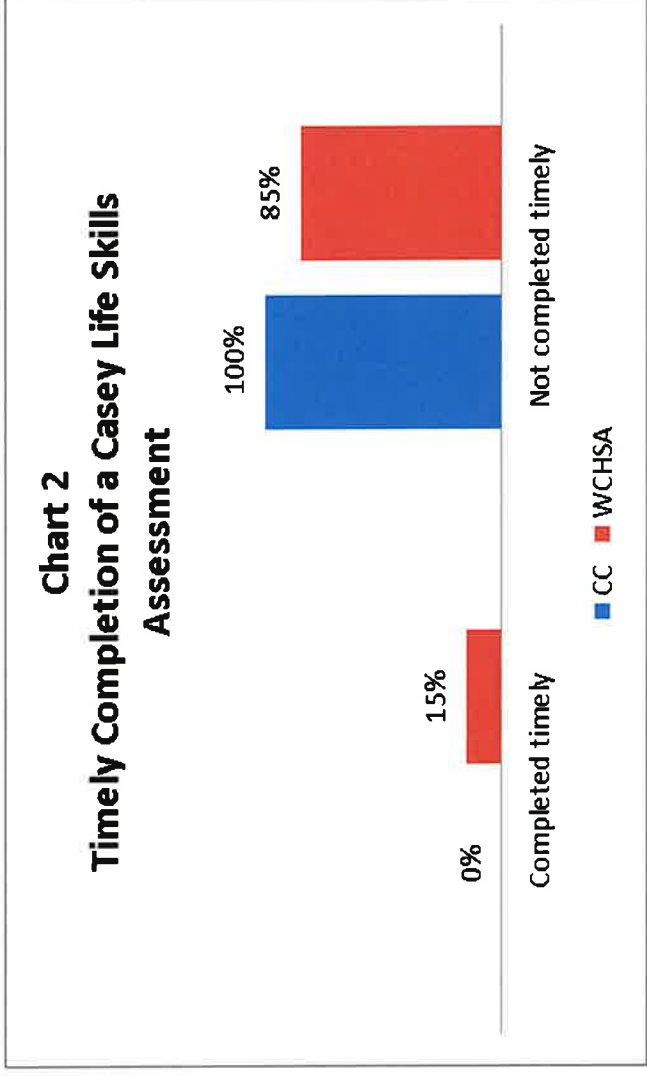
Results: Improvement Achieved

Timely Completion of a Casey Life Skills Assessment

The Casey Life Skills Assessment must be completed 45 days from the date of the IL Referral (0801.5.2).

Once a youth is referred for IL services, the IL worker meets with the youth and the youth's caregiver to complete the Casey Life Skills Assessment. The Casey Life Skills assessment is completed yearly with the youth to ensure that their needs and goals are assessed and met. The Casey Life Skills Assessment informs their IL case plan.

Chart 2 below documents whether or not a Casey Life Skills Assessment was completed within 45 days of the ILP worker's Assignment.



Results: Improvement Not Achieved

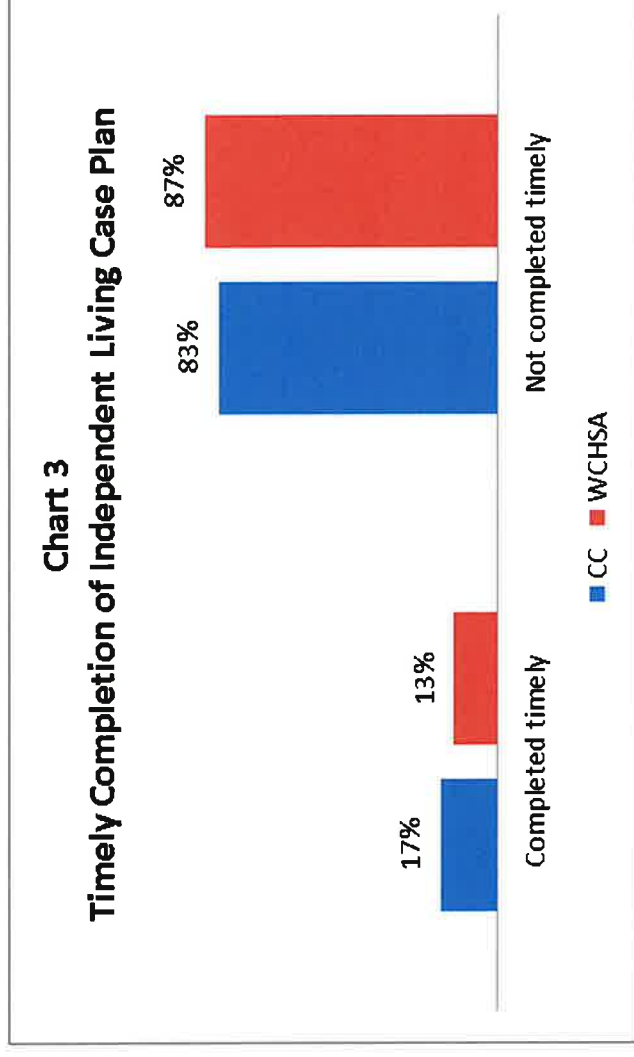
Timely Completion of Independent Living Case Plan

The Independent Living case plan must be completed within 30 days of the Casey Lifeskills Assessment (0801.5.3)

Cases plans are developed in conjunction with the youth and their identified support system and are updated every six months. All youth are appointed a child advocacy attorney who helps the youth advocate for their rights and options for after care support. Additionally, IL staff must have a multi-disciplinary transition meeting with their team (including their social worker, child advocacy attorney, therapist, foster parent, WIN worker etc.). The IL case plan includes preparation for transition to adulthood in the areas of permanency, education, employment, parenting (if applicable), health management, money management, housing, life skills development, family and community connections, leadership development, enrichment activities and obtainment of personal documents. ILP activities are meant to be selected to help the youth meet her/his goals and include structured events and individual, youth-driven activities. Workers must consider the youth's emotional permanency, specifically, the youth having a healthy and positive relationship with at least one caring adult in their life. When it is possible and appropriate, the worker must assist the youth in identifying and developing healthy family connections and developing or maintaining their connections with siblings.

Chart 3 below documents whether or not the Independent Living Transitional Plan was completed within 30 days following completion of the Casey Life Skills assessment.

Chart 3
Timely Completion of Independent Living Case Plan



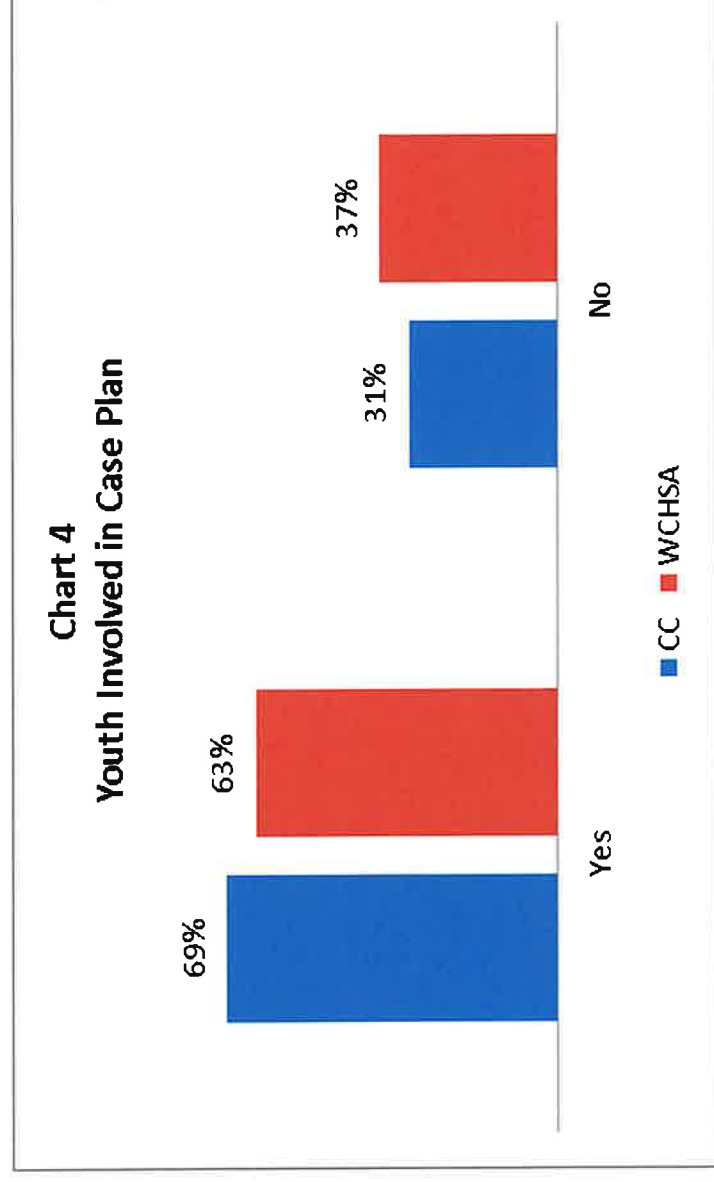
Results: Improvement Achieved

Youth Involvement with Case Plan

The youth is involved with their worker to write their case plan, specifically their goals and tasks. Research suggests that youth participation in the decision-making process can be an effective approach in promoting self-esteem, a greater sense of control, and the acquisition of new skills.

The data informing whether the youth is involved in their case plan is captured in case notes which indicate the youth attended the case plan meeting.

Chart 4 below documents whether or not the youth was involved in developing their case plan.



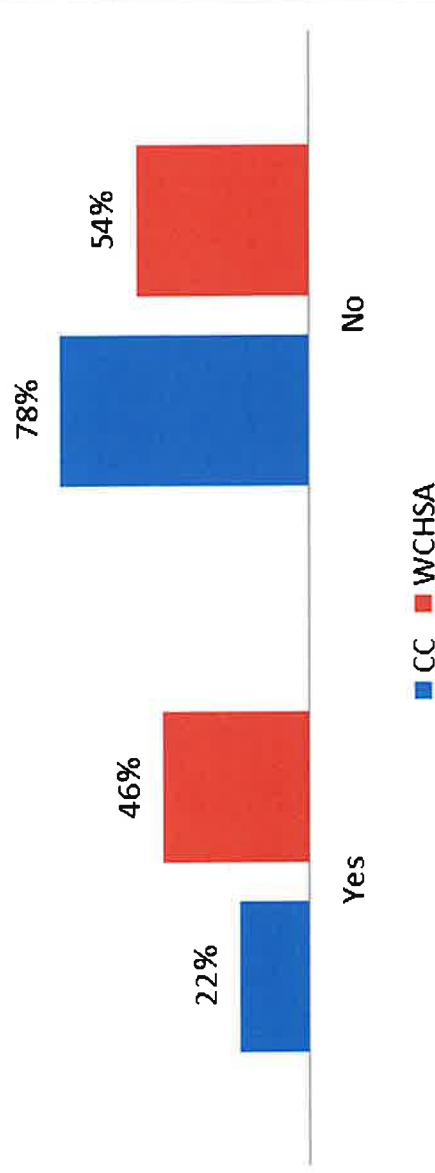
Results: Improvement Achieved

Timely Completion of Confirming Safety Assessments (CSE)

Like other child welfare cases, workers must ensure youth are safe in their placements. Workers are required to conduct Confirming Safe Environments (CSE) Assessments every 6 months in order to formerly assess for safety. This requirement is waived in cases there youth are in group homes.

Chart 5 below documents whether or not the worker conducted a Confirming Safe Environments Assessment within six months of the date of the previous assessment.

Chart 5
Timely Completion of Confirming Safety
Assessment (CSE)



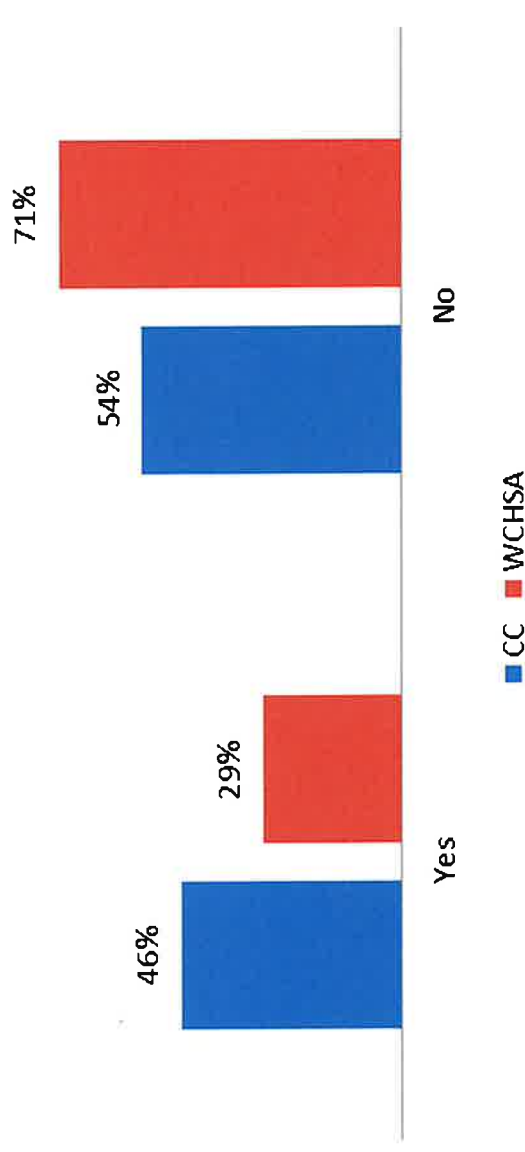
Results: Improvement Not Achieved

Completion of Ongoing Informal Safety Assessment

Workers also must assess for safety when they are conducting their monthly home visits. This includes seeing the youth in her placement location for at least 7 of 12 yearly contacts, seeing the youth alone, speaking to the youth about the environment/safety concerns, and observing the environment for safety.

Chart 6 below documents whether or not the worker conducted an informal Safety Assessment when conducting their monthly home visit.

Chart 6
Completion of Ongoing Informal Safety Assessment

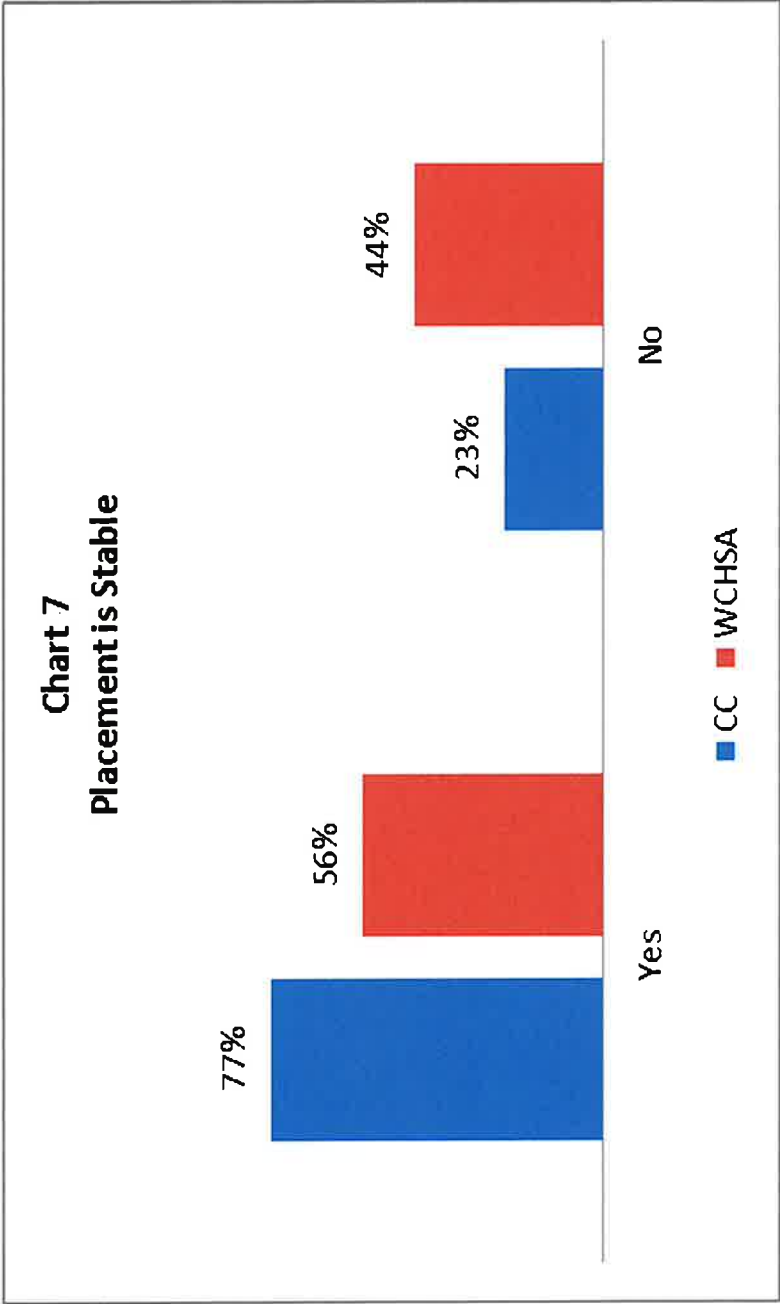


Results: Improvement Achieved

Placement Stability

Stability for all children and youth is an essential component of promoting well-being. Children need and thrive in stable, permanent, loving homes, and in this publication, we focus on strategies to make that happen. Frequent placement changes can interfere with a child’s path to permanence.

Chart 7 below documents whether or not placements were stable.

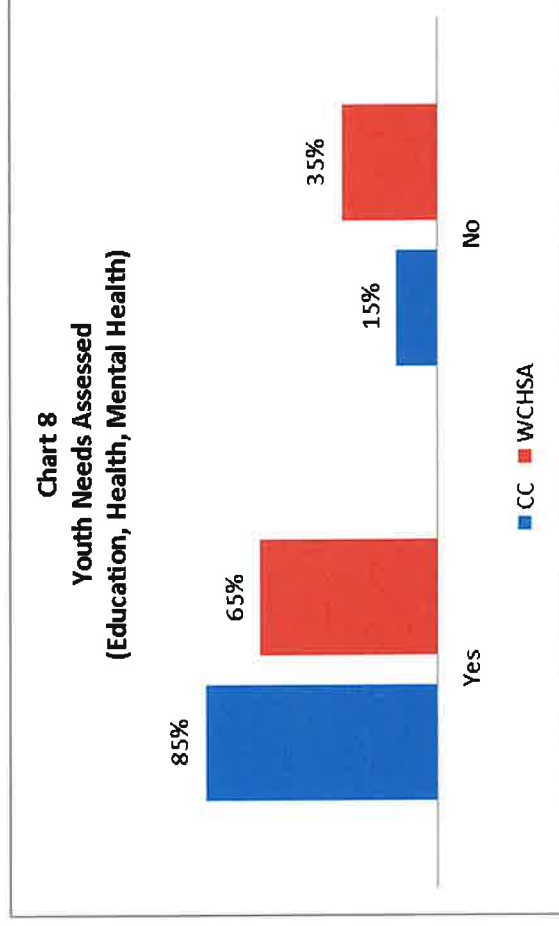


Results: Improvement Achieved

ASSESSING AND MEETING YOUTH'S EDUCATION, HEALTH, AND MENTAL HEALTH NEEDS

The agency is required to assess for and meet a youth's educational, medical, dental, and mental health needs.

Chart 8 below documents whether or not the Youth's Education, Health and Mental Health needs were assessed.



Percentage of cases in which children's needs were accurately assessed and met

The table below is a breakdown of whether the agency appropriately assessed and met the youth's various needs.

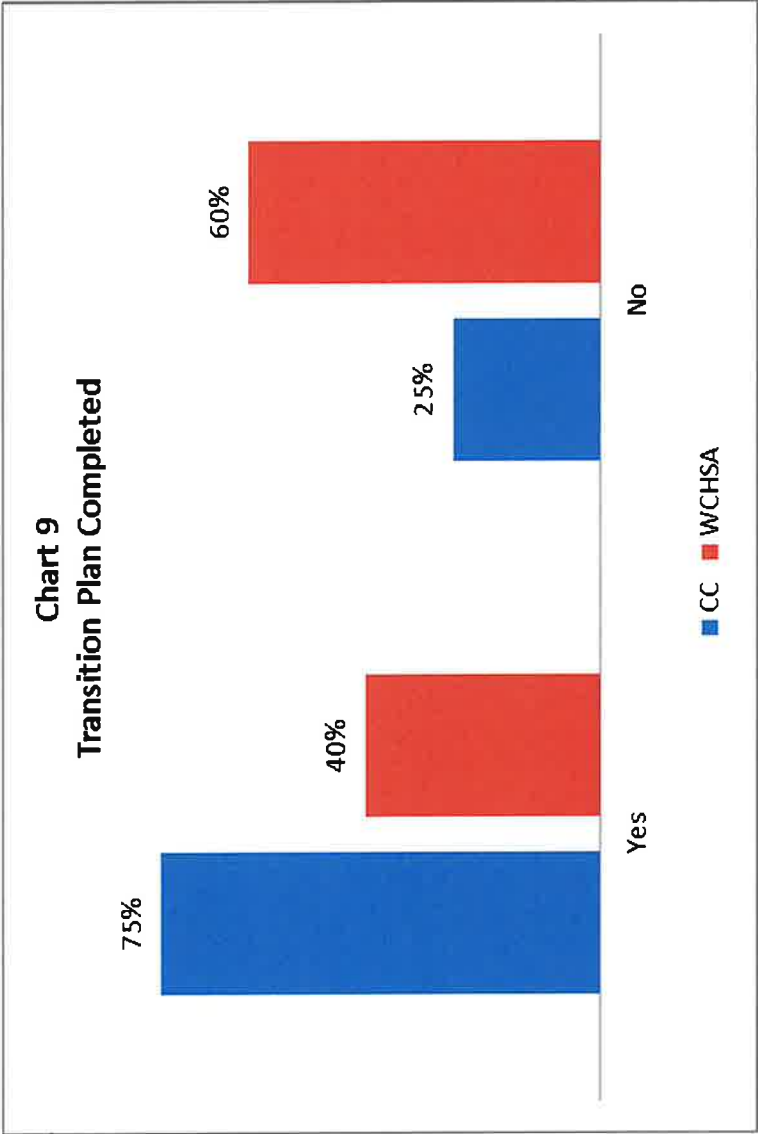
CC	Accurately Assessed	Accurately Met	WCHSA	Accurately Assessed	Accurately Met
Physical and dental health	85%	62%	Physical and dental health	59%	37%
Mental/behavioral health	85%	83%	Mental/behavioral health	64%	50%
Educational needs	85%	83%	Educational needs	71%	61%

Results: Improvement Achieved

TRANSITION PLAN COMPLETED

As the Independent Living Transitional Plan is meant to be collaborative between worker and youth, reviewers were asked if youth was included in the case planning process and if the youth attended the Independent Living Transitional Plan meeting.

Chart 9 below documents whether or not the youth was involved in developing the Independent Living Transitional Plan

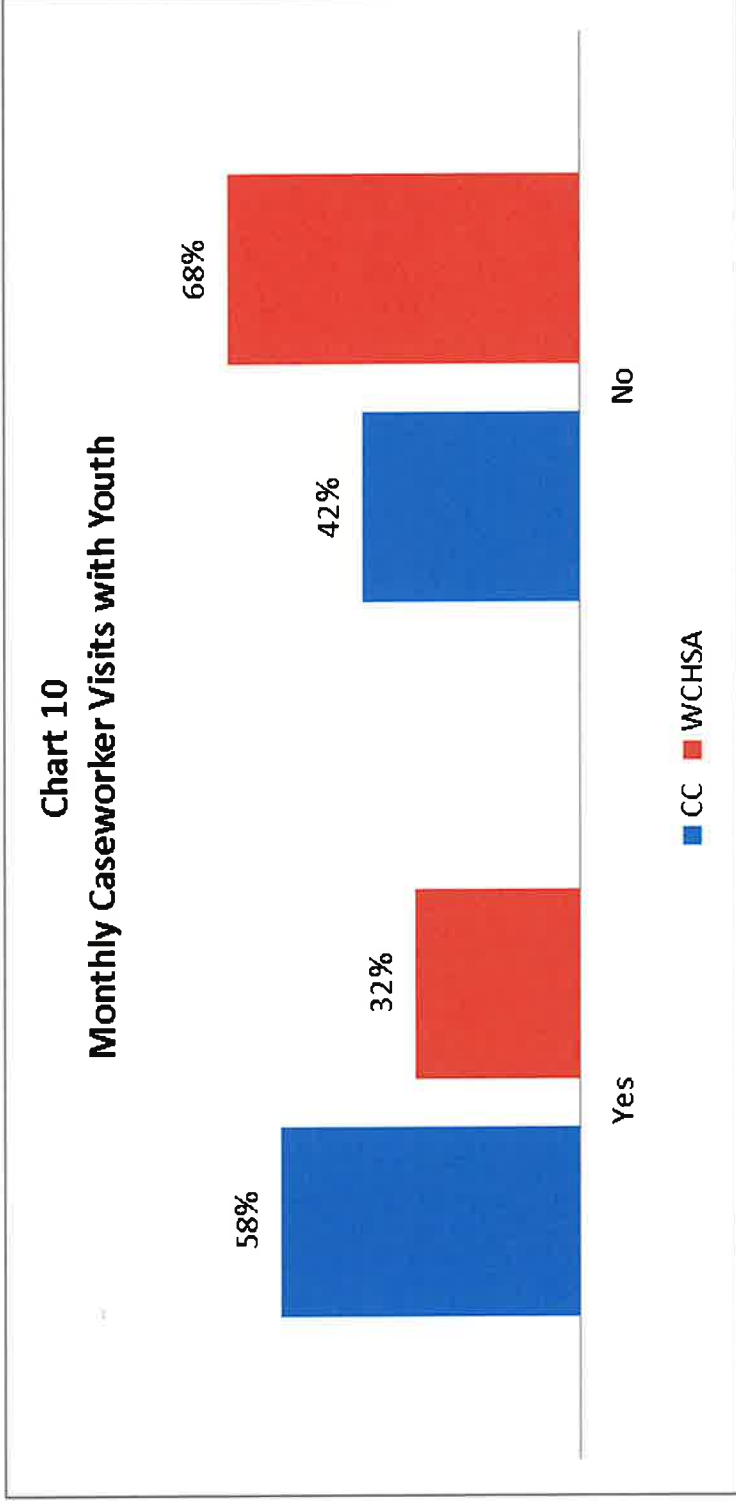


Results: Improvement Achieved

Monthly Caseworker Visits with Youth

Per Statewide policy, caseworkers must meet with youth monthly in person and follow the agency's child contact policy. Seven out of the twelve months must be in the youth's placement location.

Chart 10 below documents whether or not the caseworker met this requirement.



Results: Improvement Achieved

STATE OF NEVADA
Department of Health and Human Services
Division of Child and Family Services



Biennial Agency Improvement Plan
Rural Region

Performance Improvement Period
01/01/2017 to 01/01/2019

2018 Year End Report (Updates in blue font)

Reesha Powell, Deputy Administrator
Betsey Crumrine, Rural Region Manager
Laurie Jackson, Rural Region Manager
Division of Child and Family Services
Carson City, NV 89706

Introduction

Nevada Revised Statutes (NRS) 432B.216-218 require that Child Welfare Agencies submit a biennial Agency Improvement Plan (AIP) and report on progress on the AIP annually thereafter. AIPs are to be submitted on or before January 1st of each odd-numbered year.

Each Child Welfare Agency is required to set specific performance targets for improving the safety, permanency and well-being of the children in the care of the agency and include specific strategies that will be used to achieve indicated targets.

On or before December 31st of each year, the DCFS Rural Region submits as required pursuant to NRS 432B.216 data demonstrating the progress that the agency has made towards meeting these specific performance targets.

For the Performance Improvement Period of January 1, 2017 to January 1, 2019 the DCFS Rural Region is working towards outcome improvement in the areas of permanency and well-being.

Methodology-Public Input

Public stakeholder input was solicited through Focus Groups conducted with the Judiciary, foster and relative caregivers, biological parents, foster youth and DCFS casework staff June 4 - 6, 2018 and with various stakeholder groups throughout the SFY 2017-SFY18. These groups included well over 300 community members, including but not limited to; consumers, foster parents, Court Appointed Special Advocates (CASAs), Guardian Ad Litem (GALs), child attorneys, parent attorneys, judges, and hearing masters. The Community Improvement Councils (CICs), the Citizens' Review Panel (CRP), the Children's Justice Act Taskforce and the Quality Parenting Initiative (QPI) groups are the four primary established stakeholder groups where feedback on child welfare practice and systems issues are identified as areas needing improvement. UNITY data reports are utilized for data collection, to monitor progress and analyze trends. Consideration of Federal CFSR measures in which DCFS has not yet achieved the target goal were accounted for as well. The following is a description of those areas identified as needing improvement and chosen for the 2017-2019 DCFS Agency Improvement Plan.

Timeliness to Permanency:

- Timeliness to permanency has been a topic of training and conversation with Nevada courts at past Court Improvement Annual Summits, sponsored by the Nevada Supreme Court. In 2016 stakeholder Focus Groups commented that Termination of Parental Rights (TPR) petitions were not being filed or heard in a timely manner. Focus groups attributed factors included; vacancies within the child welfare agency and the Office of the Attorney General, incarcerated parents; courts allowing parents extended amounts of time to complete their case plans; child welfare agency not expediting TPR in cases where the

abuse or neglect is serious/significant enough to warrant immediately moving to TPR, and the courts misunderstanding of the purpose of concurrent planning and the need to run both the permanency and the concurrent plans simultaneously. The impact of these delays was observed to negatively impact the children's behavioral and emotional stability because:

- The children were not free for adoption causing the prospective adoptive parents to not move forward in the adoption process.
- The children languish in care while permanent placement options are sought and/or recruitment efforts are made.
- Children are without permanency for lengthy periods of time after the 1-year timeframe for reunification.
- The children may experience trauma due to the lack of permanency (multiple placements, unanswered questions, feeling unwanted, lack of attachment)

Improving Timeliness to Permanency requires a collaborative effort between parents, the Judiciary, District Attorneys, the Deputy Attorney Generals and the child welfare agency. A multifaceted approach is needed to move the bar on this target performance measure, three different data sets will be targeted for improvement in this area. They are; 1) Permanency Goals current in all cases; 2) Timely Filing of TPR petitions with the court and 3) Improved Timeliness to Permanence through adoption or guardianship.

1) Permanency Goals: The first Permanency Goal must be established no later than 60 days from the date of the child's entry into foster care, consistent with the Federal requirement. A final permanency goal must be adopted by the court on or before the 12th month in care.

Tracking permanency goals over time will help us determine where we are and are not making appropriate changes and adjustments in permanency plans. By doing so, we can identify court jurisdictions/district offices/supervisory work groups/individual staff that may need support and training associated with making adjustments in case plan goals in order to achieve timely permanence.

Timely permanency goal entry is also important to ensure that the state is maximizing Title IV-E reimbursement. Our eligibility for reimbursement is compromised if a case does not reflect current permanency plan goals.

2) Timely Filing of TPR Petitions: NRS 432B.590 (4) If the child has been placed and resided outside of his/her home for 14 months of any 20 consecutive months, the best interests of the child must be presumed to be served by the termination of parental rights.

Three years ago, DCFS began regularly staffing permanency cases and tracking the progression of cases for children who have been in out of home care for 12 or more months. This has led to the identification of individual and systemic barriers that the permanency team has worked collaboratively to resolve in an effort to achieve permanency for children.

In an effort to identify systemic barriers specific to timely filing of TPR petitions, each District Office will maintain a TPR Tracking Spreadsheet that includes; the date TPR is ordered by the court, the date the TPR packet is sent to the AG's office, the date the TPR petition is filed and the date of the TPR Finalization. Data from TPR Tracking Spreadsheets will be analyzed biannually to assess for systemic factors that could contribute to the untimely filing of TPR petitions.

3) Improved Timeliness to Permanency Through Adoption or Guardianship: Data will continue to be tracked through the next biennium or until DCFS has achieved satisfactory progress in this area.

Quality Case Planning:

Most stakeholders expressed the opinion that a case plan is developed for each child and that the caseworkers generally are effective in engaging parents in case planning, primarily through the use of the Child and Family Team (CFT) process. Some rural stakeholders expressed concern that case plan goals are not always tied directly to reasons for removal and/or impending danger safety threats and that in some areas that parents are not always as involved in case planning as they should be.

Parent engagement in the case plan process is critical to the successful completion of case plan activities which should result in mitigation of safety threats and timely reunification. While DCFS has made great strides over the past three years, we believe percentages related to this item should be in the 90th percentile. Therefore, we have opted to revise this item and continue tracking efforts in Parent Engagement and Quality Case Planning.

DCFS Rural Region Agency Improvement Plan

01/01/2017 to 01/01/2019

Timeliness to Adoption	Baseline 2016	<u>Performance Targets</u>	<u>2017</u>	2018
1) Permanency Goals current in all cases	85%	95%	76.94%	87.56%
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Establish benchmarks for each district office, with expectations that offices at or above 90% performance will minimally maintain that performance, and, offices below this 90% goal will have benchmarks established, minimally, for 10% improvement per quarter, up to the 90% goal for 2017 and 95% for 2018. 2. Reports will be run approximately the 10th business day of the month, showing all child case permanency goal status by office, work group, and worker, detailing compliant (current permanency goal) and non-compliant (not current permanency goal) for each child. These reports will be distributed to district office managers and supervisors for their review. Cases that are not current will be expected to be brought into compliance/current permanency goal status, by the last business day of the month. 3. By the end of the first full week of the following month, the report will be run again, and monthly totals, by entire rural region, district office, supervisory work group and case 4. District office performance and supervisory performance will be reported in managers and supervisor's annual performance reviews. 	<p>Baseline - For the three months between September and November of 2016, DCFS rural region child case permanency goal in UNITY showed an overall rate of 85% "current" and 15% "not current"; monthly totals varied across district offices, with one office consistently performing in the mid-90% range and another performing in the mid-60% range.</p> <p><u>2017</u> Used Monthly Permanency Report for September, October, and November 2017. RR 1 - Elko is 88.24%, RR 2 - Carson is 89.49%, RR 3 - Fallon is 75.96%, and RR 4 - Pahrump is 54.09%. This report is generated using CFS712.</p> <p><u>2018</u> Used Monthly Permanency Report for September, October, and November 2018. RR 1 - Elko is 81.61%, RR 2 - Carson is 94.96%, RR 3 - Fallon is 85.98%, and RR 4 - Pahrump is 83.33%. This report is generated using CFS712.</p> <p>*Note: data source from UNITY Report CFS 712</p>			

DCFS Rural Region Agency Improvement Plan

01/01/2017 to 01/01/2019

Timeliness to Adoption	Baseline 2016	<u>Performance Targets</u>	2017	2018
2) Timely Filing of TPR Petitions.	30% N=3/10	60%	48%	unknown
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Consistently recommend TPR at the 12th month Permanency Hearing each time a parent has not reunified on or about the Permanency Hearing date, unless a compelling reason exists. 2. New procedure: Agency staff to complete TPR packet and submit to DAG within 30 days of receipt of the order to proceed with TPR. 3. Bimonthly District Office Permanency staffing's to discuss the status/progress of or barriers to TPR. 4. Each District Office will maintain a TPR Tracking Spreadsheet that includes; the date TPR is ordered by the court, the date the TPR packet is sent to the AG's office, the date the TPR petition is filed and the date of the TPR Finalization. 5. Data from TPR Tracking Spreadsheets will be analyzed biannually to assess for systemic factors that could contribute to the untimely filing of TPR petitions. 	<p>Method of Measurement and Updates: <u>Statewide Data</u></p> <p>Table 6.5 In May 2018 Nevada FPO office, conducted a sampling of 40 children using UNITY data from Report 721, as it related to the compliance with timely filing of TPR's or allowable compelling reason not to file being identified in the case record. Baseline data PUR is SFY 2016.</p> <p>2017 Report out- 40 random cases pulled. 19out of 40 had a petition filed or parents relinquished prior to 16-month mark.</p> <p>2018 Report out- Data for this measure was calculated in 2017 by the statistician, who no longer works for DCFS. Due to the data for 2018 being unavailable a determination of an increase or decrease in performance for this measure could not be made.</p>			

DCFS Rural Region Agency Improvement Plan
01/01/2017 to 01/01/2019

Timeliness to Adoption	Baseline 2016	<u>Performance Targets</u>	2017	2018
3) Improved Timeliness to Permanence through Adoption or Guardianship	AdoptbyFP 27.03 AdoptbyREL 32.01 AdoptbyUnREL 53.32	24 months 26 months 35 months	37.72 24.94 36.83	32.90 23.32 42.50
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Permanency Round Tables (PRT) now occurring Quarterly in all DCFS offices. Any child who has been in care for 12 months or longer and with no identified permanent placement is referred. 2. If reunification is not likely achieved by 12th month, recommend TPR at the twelve month Permanency Hearing, unless a compelling reason exists. 3. Bimonthly Permanency Staffing's with ongoing Permanency staff, the Adoption and Quality Assurance unit. Progress / barriers to permanency and transfer to the adoption unit discussed. DCFS was staffing cases that were 14 months or older and we are now staffing cases that are 9 months or older. QA runs a case load report prior to each quarterly staffing to identify cases that have been open for 9 months or longer and adds any new cases to the list of cases to be staffed. 4. DCFS updated all profiles (biography's and photos) on the Adopt-us-kid's website, for children in custody who do not yet have an identified permanent home. 5. From July1, 2017- October 1, 2017, each child still awaiting a permanent home, was featured on either Wednesday's Child or the equivalent in Vegas and/or Salt Lake City. 6. DCFS created a supervisory review tool for Substitute Care cases as a means for supervisors to track child permanency and ensure adherence to ASFA guidelines. Implement Supervisory Review Process at 5th, 10th and 14th month to ensure efforts toward permanency goals are diligent. 	<p>Method of Measurement and Updates: Data for this measure is taken from UNITY RPT721. Baseline data PUR is 11/1/2013 – 12/01/2014.</p> <p>2018 UPDATE: PUR 11/1/2017 – 12/01/2018 Outcomes for this PUR show a significant improvement in the timeliness to Foster Parent and relative adoptions. While the data for the Unrelated Caregivers appear to show diminished performance due to increases. We believe this data reflects a strength for the agency overall. During the 2018 PUR a total of 13 children were adopted by unrelated persons with 12 of those 13 children having been in care from 2 years to 4 years. 93 children were legally adopted during the 2018 PUR.</p>			

DCFS Rural Region Agency Improvement Plan
01/01/2017 to 01/01/2019

Parent Engagement in Quality Case Planning: 35 cases –Quality Assurance Review by QA unit.	December 2016 Baseline	<u>Performance Targets</u>	2017	2018
1. Parents are involved in development of their case plan goals. 2. Case plan goals are directly related to reasons for removal and/or safety threats.	1. 75% 2. 87.5%	90% 95%	93% 90%	60% 70%
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Implement PCFA and PCPA by June 2017. 2. Training and Technical Assistance in roll out of PCFA/PCPA. Training will include Parent Engagement strategies and SMART Goal writing. 3. Evidence of SAFE practice model techniques being utilized. Motivational Interviewing and Stages of Change Theory are two evidenced based practices, expected to enhance family engagement and improve timeliness to permanency for children in state custody. 	<p>Method of Measurement and Updates: Baseline data for this measure is taken from Agency Case Reviews. Baseline data PUR is 11/1/2015-12/1/2016</p> <p>2018 Update PUR 11/01/2017 – 12/01/2018 Used 35 cases-15 from CFSR and 20 QA Review. This decrease in data is expected due to transitioning to a new model and updating the UNITY system.</p>			

STATE OF NEVADA
Department of Health and Human Services
Division of Child and Family Services



Biennial Agency Improvement Plan
Rural Region

Performance Improvement Period
01/01/2019 to 12/31/2020

Reesha Powell, Deputy Administrator
Betsey Crumrine, Social Services Manager V
Laurie Jackson, Social Services Manager V
Division of Child and Family Services
Carson City, NV 89706

Introduction

Nevada Revised Statutes (NRS) 432B.216-218 require that Child Welfare Agencies submit a biennial Agency Improvement Plan (AIP) and report on progress on the AIP annually thereafter. AIPs are to be submitted on or before January 1st of each odd-numbered year.

Each Child Welfare Agency is required to set specific performance targets for improving the safety, permanency and well-being of the children in the care of the agency and include specific strategies that will be used to achieve indicated targets.

On or before December 31st of each year, the DCFS Rural Region submits as required pursuant to NRS 432B.216 data demonstrating the progress that the agency has made towards meeting these specific performance targets.

For the Performance Improvement Period of January 1, 2019 to January 1, 2021 the DCFS Rural Region is working towards outcome improvement in the areas of permanency and safety.

Methodology-Public Input

Public stakeholder input was solicited through various stakeholder groups from SFY 2017-SFY18. These groups included well over 400 community members, including but not limited to; consumers, foster parents, foster youth, biological parents, caseworkers, management, Court Appointed Special Advocates (CASAs), Guardian Ad Litem (GALs), judges, attorneys, and hearing masters. The Community Improvement Councils (CICs), the Citizens' Review Panel (CRP), the Children's Justice Act Taskforce and the Quality Parenting Initiative (QPI) groups are the four primary established stakeholder groups where feedback on child welfare practice and systems issues are identified as areas needing improvement. UNITY data reports are utilized for data collection, to monitor progress and analyze trends. Consideration of Federal CFSR measures in which DCFS has not yet achieved the target goal were accounted for as well. The following is a description of those areas identified as needing improvement and chosen for the 2019-2021 DCFS Agency Improvement Plan.

Performance Target 1

Timeliness to Permanency:

The first permanency goal should be established no later than 60 days from the date of the child's entry into foster care, consistent with the Federal requirement. A final permanency goal must be adopted by the court on or before the 12th month in care. Many stakeholders have expressed concern that it takes too long to achieve permanency for children in care. While there are many factors that contribute to timeliness of adoption, the child welfare agency must be diligent in its efforts to ensure all participants are doing everything in their power to ensure timeliness to permanency.

Timeliness to permanency has been a topic of training and conversation with Nevada courts at past Court Improvement Annual Summits, sponsored by the Nevada Supreme Court. Heightened awareness of both Federal and State mandates regarding timeframes to termination of parental rights and to achieving permanency for children has helped raise the courts awareness in the role they have in ensuring permanency is achieved timely.

Originally the Permanency Roundtable (PRT) stemmed out of the 2009/2010 federal performance improvement plan (PIP) focusing on the permanency barriers for children and youth that had been in care for 18 months or longer. Following the completion of that PIP the Division continued to implement this process. The criteria to admission was expanded beyond the 18 months in care to also include children/youth that had identified barriers to achieving permanency in accordance with federal requirements (sibling groups, mental health needs, dual custody, interstate arrangements). DCFS has used the PRT process for approximately three years in all 4 District offices. We believe when committed to the process the PRT has proven to be successful in achieving permanency for some youth whose length of stay in foster care far exceeded 18 months. Collaboration with the Attorney General and the Rural Region Courts has also improved permanency outcomes. DCFS has made progress over the last three years in this area and are continuing to develop and implement new strategies/procedures to expedite permanency for children.

Performance Target 2

Caseworker Visits with Caregivers and Children:

Stakeholders commenting on this item expressed different opinions regarding the frequency and quality of caseworker visits with caregivers and children. Many stakeholders suggested that caseworker visits with parents and children occur at least once per month, but the quality of these visits are seriously compromised depending on caseworker vacancies and workload. While data indicates that DCFS Rural Region staff complete the required caseworker visits with children 95.50% of the time, further data analysis and case review is required to understand the quality of visits with children and both quality and quantity of visits with caregivers. As well as assess barriers to meeting the Federal requirement of 95% consistently in all situations. Quality contacts with both children and caregivers at minimum of once per month is vital in assessing for safety, well-being, and timely reunification/permanency of children and families.

Performance Target 3

Quality Case Planning:

Court stakeholders have long expressed frustration with the statewide nonuser friendly format of the Case Plan template, which was reviewed, revised and is being deployed in UNITY over the next 2-3 months. The Case Plan deployment will also include deployment of the Protective Capacity Family Assessment (PCFA) and the Protective Capacity Progress Assessment (PCPA) templates. The PCFA utilizes the evidenced based practice Motivational Interviewing to engage parents prior to case plan development, expected outcomes include;

increased parental engagement, parent driven behavioral change-based case plan goals that are directly linked to deficient protective capacities which should ultimately improve timeliness to permanency for children in state custody.

The changes in case practice take the focus off of the traditional compliance-based goals. The focus is now on the caregivers and the enhancement of the caregiver protective capacities through changed based practice and services. The caregivers are the driving force with the support of the agency and community stakeholders in identifying what needs to change through strategic and focused parent caseworker conversations. The hope is that DCFS will see a drastic increase in quality case planning and the engagement of caregivers and children as staff become more competent in the Safe Model. DCFS anticipates an increase in caregiver engagement, increase in quality case plan goals tied directly to diminished capacities/impending dangers, and an increase in timelier reunification of families who have made lasting changes. This strategy focuses on engagement and understanding while working with caregivers as they navigate through stages of change on their own volition which will decrease the likelihood of recidivism.

DCFS Rural Region Agency Improvement Plan
01/01/2019 to 01/01/2020

	Baseline 2018	<u>Performance Targets</u>	<u>2019</u>	<u>2020</u>
Timeliness to Adoption	AdoptbyFP 32.90 AdoptbyREL 23.32 AdoptbyUnREL 42.50	30 months 20 months 35 months		
Strategies: <ol style="list-style-type: none"> 1. Quarterly Permanency staffing for all children in out-of-home placement for longer than 7 months continue until permanency is achieved. This strategy has proven successful in identifying systemic or casework barriers to timeliness to adoption. 2. Ensure Permanency Hearings occur on or before the 12th month. 3. If reunification is not achieved by 9th month, the recommendation to change the Permanency goal to either adoption or guardianship and to proceed with TPR should be made at the 12-month Permanency Hearing. 4. Obtain data reports which will enable accurate analysis of barriers to timely adoption. 	Method of Measurement and Updates: Data for this measure is taken from UNITY RPT721. Baseline data 2018 PUR is 11/01/2017 -12/01/2018.			

DCFS Rural Region Agency Improvement Plan
01/01/2019 to 01/01/2020

	Baseline 2018	<u>Performance Targets</u>	<u>2019</u>	<u>2020</u>
Monthly Caseworker Visits with 1. Child 2. Caregivers	1. 88.68% 2. 34.37%	95% 75%		
Strategies: 1. Complete an analysis of caseworker visit compliance at the local office level to understand trends and develop localized strategies to increase caregiver contacts and maintain child contacts. 2. New worker training, coaching on quality contacts with caregiver and child, coaching and refresher training on contact documentation will be offered ongoing to staff. 3. ALL staff will be retrained on the appropriate case note type to use for optimum data collection of Caseworker/Caregiver monthly visits.	Method of Measurement and Updates: Data for measure 1. Child monthly visits is taken from UNITY RPT7D7 which shows the regions compliance rate for monthly child contacts for the selected PUR. Data for measurement 2. Caregiver contacts is taken from the annual case review (CFSR) data item 15 for the 15 cases reviewed for the rural region and QA review of 20 random cases (legal and non legal cases) using UNITY report COG 118 for a list of applicable cases. Case notes in UNITY documenting caregiver contacts are also utilized to determine contact. Baseline data PUR is 11/1/17 – 10/31/18			

DCFS Rural Region Agency Improvement Plan

01/01/2019 to 01/01/2020

	December 2018 Baseline	<u>Performance Targets</u>	<u>2019</u>	<u>2020</u>
<p>Quality Case Planning: 35 cases –Quality Assurance Review and CFSR data for:</p> <p>1. PCFA process is utilized to engage parents in the development of their case plan goals.</p> <p>2. Case plan goals are directly related to diminished caregiver protective capacities.</p> <p>3. PCPA events are consistently occurring every 90 days as a method of tracking parental progress in achievement of case plan goals.</p>	<p>1.15.38%</p> <p>2. 70%</p> <p>3. no data currently exists</p>	<p>1. 75%</p> <p>2. 85%</p> <p>3. 75%</p>		
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Implement PCFA and PCPA in all district offices by February 2019 2. All current DCFS caseworkers will become proficient in the back end of the SAFE child welfare practice model which includes; PCFA, PCPA, case plan SMART goal writing and change focused contacts requirements by 2021. 3. Training and Technical Assistance will continue to support the implementation of the PCFA/PCPA. 	<p>Method of Measurement:</p> <p>Baseline data for this measure is taken from Agency Case Reviews and CFSR data. Baseline data PUR is 11/1/2017-12/1/2018 13 of the 15 cases reviewed in CFSR were applicable and 2 of the 13 involved and engaged the parents in development of their case plans. 14 of 20 cases reviewed by QA had sufficient case plan goals. #3 No baseline data due to implementation of PCFA and PCPA.</p>			