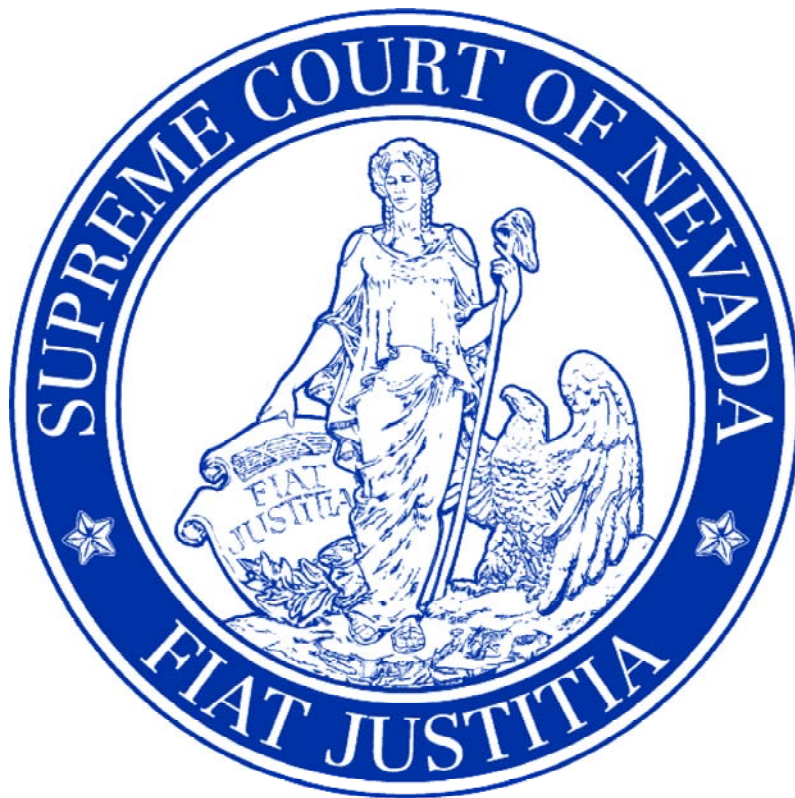


NEVADA'S  
COURT IMPROVEMENT PROGRAM  
FOR THE PROTECTION AND PERMANENCY  
OF DEPENDENT CHILDREN

ANNUAL BASIC ASSESSMENT REPORT  
DECEMBER 2011

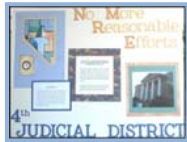


NEVADA SUPREME COURT  
ADMINISTRATIVE OFFICE OF THE COURTS

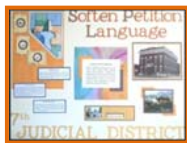
# NEVADA'S COURT IMPROVEMENT PROGRAM

## ANNUAL BASIC ASSESSMENT REPORT DECEMBER 2011

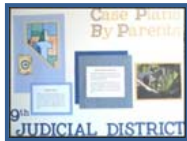
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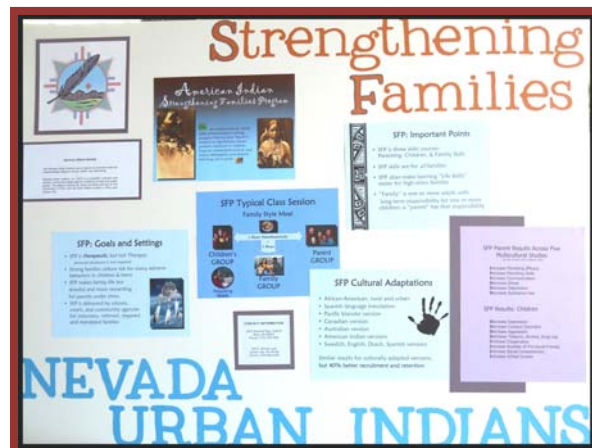


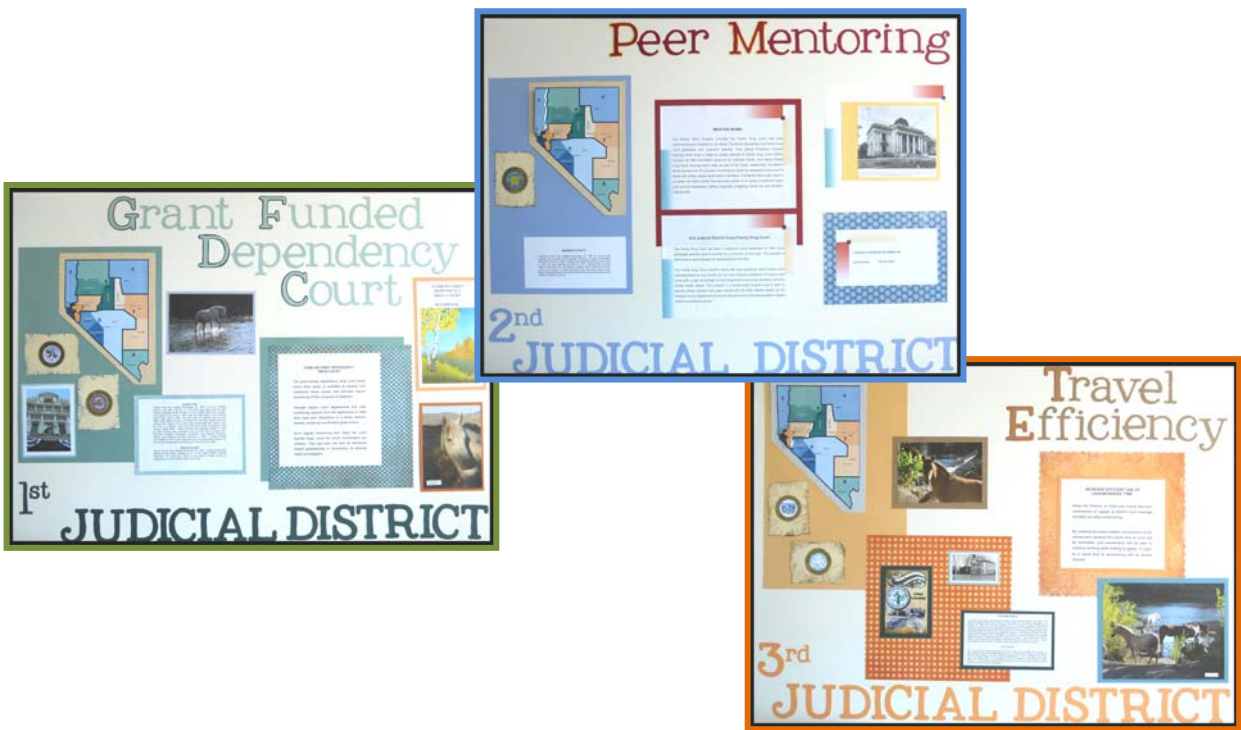
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*"We cannot direct the wind but we can adjust the sails."*  
- Source Unknown





## **COURT IMPROVEMENT PROGRAM MISSION, PURPOSE, AND GOALS STATEMENT**

"The Court Improvement Program is a multidisciplinary project which seeks improvement of interrelated systems that serve children and families who enter the child welfare system. The program operates through team-oriented court and agency initiatives. The goal of the CIP is to make the systems more effective."

# **NEVADA'S COURT IMPROVEMENT PROGRAM ANNUAL BASIC ASSESSMENT REPORT DECEMBER 2011**

The Nevada Court Improvement Program (CIP) is pleased to submit this 2011 Program Assessment Report for the Basic CIP Grant for the period October 1, 2010, to September 30, 2011.

The State Court Improvement Program was created as part of the Omnibus Budget Reconciliation Act of 1993. The grants were designed to help state courts assess their foster care, adoption laws, and judicial processes; and to develop and implement a plan for system improvements. Since then, the CIP has been reauthorized four times: in 1997, under the Adoption and Safe Families Act (ASFA) reauthorized through 2001; in 2001, under the Promoting Safe and Stable Families Act of 2001 (P.L. 107-133) reauthorized through 2006; in 2006, under the Child and Family Services Improvement Act of 2006 (P.L. 109-288) reauthorized through FY 2011; and most recently, in October 2011, the Child and Family Services Improvement Act reauthorized CIP through FY 2016.

CIP has existed in Nevada since 1995 and is overseen by the multi-disciplinary CIP Select Committee (Committee), which is chaired by Supreme Court Chief Justice Nancy Saitta. This group is comprised of family court judges, a tribal court judge, the three child welfare agency administrators, a deputy state attorney general, a legislator, the director of the Administrative Office of the Courts, a public defender active in child welfare, several attorneys who actively represent neglected and abused children, the president of the State's Youth Advisory Board, and the executive director of the Nevada Court Appointed Special Advocates (CASA) Association, Inc. As a standing committee of the Judicial Council of the State of Nevada, the Committee serves in an advisory capacity.

## **Strategy B1: Focus the CIP**

Following the employment of the new CIP Coordinator on July 6, 2010, the focus of CIP was firmly directed toward advancing the outcomes of safety, permanency, and well-being for children and families involved in the child welfare system. As a result the oversight of the Coordinator and CIP, in general, was restructured.

**B1.1**, bi-monthly meetings with the Coordinator, Chair and Vice Chair of CIP were abandoned as new, open communication patterns with the new Coordinator evolved.

**B1.2** was revised to regular meetings with AOC Management and staff assisting with CIP activities. On a quarterly basis, the CIP Chair, Supreme Court Chief Justice Saitta, and the Director of the Administrative Office of



the Courts, Robin Sweet, join the group to discuss the agenda and other pertinent issues concerning the CIP Select Committee.

**B1.3** The CIP Select Committee held its annual in-person meeting during the CIP Conference at John Ascuaga's Nugget, in Sparks, on July 22, 2011. Thirteen members and staff were in attendance and two new members were introduced: Judge Frank Sullivan from the 8<sup>th</sup> Judicial District and Dashun Jackson representing the Statewide Youth Advisory Board. Discussion revolved around the anticipated new Program Instructions and the Community Improvement Councils (CIC), grassroots-driven direction of the Nevada CIP.

**B1.4** Interest in a formal declaration of cooperation among the branches of government active in child welfare has waned. Informal declarations of cooperation have evolved. As work develops around collaboration with the Nevada Department of Education, the need may be revisited.

**B1.5**, CIP Coordinator traveled to every district court in the state as part of the Community Improvement Council (CIC) development. The CIP Chair attended some of the meetings via tele-conference. The initial focus of the CICs has been identifying barriers to and improving timeliness to achieving permanency, adoption, and termination of parental rights. Each CIC (nine judicial districts) submitted an action plan outlining how they intend to resolve the barriers they found to be impediments to the smooth and timely functioning of their system.

**B1.6**, CIP Coordinator met with all the district courts at least once and with all of the sub-grantees during this fiscal year.

## **Strategy B2: CIP Outreach and Public Education**

**B2.1**, public outreach was achieved by members of the Nevada judiciary and subgrantees. For example, the Educational Surrogate Parent Program (ESPP) had at least two news articles published, and the Early Resolution Program regularly publishes their attorney education schedule.

**B2.2**, The entire CIP website was reviewed and revised to be more user-friendly. As a result, the 2011 CIP Conference, *Focus on Kids*, was able to go green. All presenter materials were made available on the CIP website.

**B2.3**, developing a comprehensive list of resources has been abandoned by CIP in favor of the local jurisdictions doing so as is needed. The University of Nevada Cooperative Extension published a compilation of community resources available in Clark County in 2009. It is entitled *Raising Your Relative's Kids: How to Find Help* and is available at [www.unce.unr.edu](http://www.unce.unr.edu). The 8<sup>th</sup> Judicial District's Community Improvement

Council included in their action plan “preparation of a Resource Guideline listing available resources, service providers, contact information which may be distributed to family members and other stakeholders.”

**B2.4**, researching and writing pamphlets, was deferred by the CIP Select Committee in favor of purchasing any educational literature that may be needed rather than producing it in-house. During this fiscal year, the following items were acquired for distribution: laminated Indian Child Welfare Act flow chart for judges and caseworkers statewide, Bob Lewis’ sticky notepads “What’s the reason I’m still in foster care” for judges and caseworkers, *Stand Up, Stand Out: Recommendation to Improve Youth Participation in Permanency Planning* bench card for caseworkers, *Advocating for Nonresident Fathers in Child Welfare Court Cases* for attorneys, *Opening Doors for LGBTQ Youth in Foster Care for Judges and Attorneys*, *Child Safety: A Guide for Judges and Attorneys* to be used in conjunction with training from National Resource Center for Legal and Judicial Issues, *Finding Your Way: Guides for Fathers in Child Protection Cases* for judges, attorneys and caseworkers, *Identifying, Locating and Engaging Fathers in Child Protection Cases* bench cards for Judges and Masters.

**B2.5** supported National Adoption month in November and Prevent Child Abuse month in April by sharing and distributing information.

**B2.6**, work to improve foster care recruitment and training, was abandoned because the Division of Child and Family Services (DCFS), the Washoe County Department of Social Services (DSS), and the Clark County Department of Family Services (DFS) recruit and train foster parents. DCFS is receiving technical assistance from the National Resource Center for Foster Care to develop regional foster family recruitment, training, and support plans. In their CIC Action Plan, the 6<sup>th</sup> Judicial District focused on this issue and recommended “authorizing the locals to locate, license, and provide support and training to foster families.”

**B2.7** was accomplished. The CIP Coordinator, the Chief Dependency Court Judge in the 8th Judicial District in Clark County, and the Social Services Chief III for the Division of Child and Family Services attended the annual CIP Meeting in May 2011.

**B2.8** was completed. The CIP banner was completed and used for the first time on October 7, 2009. It hung in the plenary space for the CIP Conference in July 2011.

**B2.9** was completed. The CIP display board was completed and first used on August 19, 2009. It was prominently used at the registration desk for the 2011 CIP Conference.

**B2.10**, funding development of local Court Appointed Special Advocate (CASA) programs, was accomplished with the very successful implementation of the Pioneer Territory CASA in Pahrump, Nevada (5<sup>th</sup> Judicial District, Nye County). The Program intends to expand into Esmeralda County in year two and into Mineral County in the third year.

**B2.11**, development of public awareness campaign materials, was accomplished with the creation of the CIP brochure (Exhibit A). Little funding was required as materials were printed in house using existing CIP resources.

### **Strategy B3: Collaboration to Improve Safety of Children**

**B3.1** was completed when a CIP Committee on Improving Safety was appointed in March 2008; this committee was later reappointed as the Juvenile Dependency Rules subcommittee in January 2009. This committee has been dormant pending revision of Nevada Revised Statutes (NRS) Chapter 432b.

**B3.2** The CIP Select Committee reviews state law and court rules for conformity with federal child welfare law and regulations as required. Bill draft requests for Nevada's biennial legislature were tracked by agency partners and AOC staff. Pertinent bills were discussed at each of the quarterly CIP meetings during the fiscal year. Please see Exhibit B for a complete listing of bills relevant to child dependency tracked by CIP, and if and when the measures took effect.

**B3.3** is on-going. CIP works with legislators to promote issues related to safety of children and strengthening of families through our interaction with the Speaker Pro Tem of the Nevada State Assembly who serves on the CIP Select Committee. During the 76<sup>th</sup> Legislative Session, CIP Select Committee Chair, members, and partners testified before legislative committees regularly.

**B3.4** is also on-going as reflected in the CIP Select Committee meeting minutes. The CIP Select Committee regularly considers the appropriateness of uniform statewide rules and forms regarding neglect and abuse proceedings, and takes appropriate action. As a result of the IV-E review and the two data exchange projects, standardizing courts orders has been discussed.

**B3.5** was accomplished. The CIP Select Committee voted to endorse the kinship guardianship assistance program bill, AB 110 which was signed

into law and became effective July 1, 2011. This bill was supported at the Legislature by Supreme Court representatives.

**B3.6** is on-going. As a result of regular review of our SACWIS system, United Nevada Information Technology for Youth (UNITY), performance measure-type reports, the UNITY reports were modified so they are more easily understood by non-agency personnel. The Data Exchange projects have brought additional changes needed to the forefront. It is expected that the Chapin Hall project will provide a wider variety of more understandable reports.

#### **Strategy B4: Collaboration to Improve Permanency for Children**

**B4.1**, the survey of courts on appointment practices and policies has been completed. It appears that most courts in the state do advise all parents that they may request the court to appoint counsel for them in these proceedings, if they are financially unable to do so themselves. More than half (53 percent) of the judicial respondents indicated they appoint legal counsel to represent children in every child abuse and neglect case. The majority (68 percent) of these appointments of counsel for children were made at the preliminary protective custody (72-hour emergency removal) hearing. Survey results are posted on the CIP website <http://www.nevadajudiciary.us/index.php/viewdocumentsandforms/AOC-Files/Programs/Court-Improvement-Program/CIP-Surveys/>.

**B4.2**, survey of attorneys on appointment practices and policies has not been accomplished because that was to follow the judicial survey, which was finalized in August 2010. Due to several other large initiatives during FY 2011, this strategy is delayed until January 2012.

**B4.3**, reviewing standards for legal representation adopted in other states and ABA guidelines, has not been accomplished. The original intention was to request technical assistance to conduct a forum. As a result of the CIC process, the 3<sup>rd</sup> Judicial District has requested CIP develop training for attorneys working in the child dependency court. Attorneys unfamiliar with the operations of dependency courts have been identified as a barrier to timely permanency in courts throughout the state. Development of this training is likely to include a review of national standards.

**B4.4** is on-going. As the above process is accomplished, the need for potential legislation to facilitate improved representation may present itself.

**B4.5** is on-going and is incorporated into B4.3. Legal Aid Center of Southern Nevada (LACSN) provides training for pro bono attorneys who represent abused and neglected children. Additionally, LACSN has

developed a guide for attorneys “Representing Infant Victims in Abuse and Neglect Cases” (September 29, 2009).

**B4.6** was projected for completion by June 2113. Nonetheless, Judge Stephen Rubin, through federally funded technical assistance, presented a session on permanency mediation to a group of Clark County attorneys on January 12, 2011.

**B4.7** local barriers to permanency have been identified via each Judicial District’s Community Improvement Council Action Plan. Please see Exhibit C for the complete CIP report to DCFS.

**B4.8** baseline data upon which the CICs could build their action plans was completed September 2010 and distributed November 2010 through February 2011. These were submitted in the 2010 Annual Assessment Report.

**B4.10**, review of UNITY data, began in July 2010 with the initiation of the Data Exchange Project in the 2<sup>nd</sup> Judicial District. The UNITY data for the preceding 12 months on foster care reentry, foster care placement stability, permanency goals and finalization of adoptions were provided and reviewed for the Data Profiles prepared for each of the judicial districts. The regular meetings between CIP and various units of DCFS are occurring at least quarterly.

**B4.11**, recommendations for Court Rule modifications and/or statutes if needed is contained in the CIP minutes. This will be an on-going strategy. The AOC, led by the Judicial Education staff, is studying distance learning throughout Nevada. As these capabilities are developed various web-based training will be made available to the judiciary including on CIP related topics. ICPC (Interstate Compact for the Placement of Children) training has taken place. Additionally, CIP is partnering with the National Council of Juvenile and Family Court Judges to conduct educational workshops.

**B4.12**, training attorneys and CASA volunteers on cross-jurisdictional resources, including ICPC, was incorporated into regularly provided trainings, particularly the multi-disciplinary CIP conference held in July 2011.

**Early Resolution Project (ERP)**

This program, under the auspices of the Legal Aid Center of Southern Nevada, provides attorney and paralegal support for legal representation of children at the initial protective custody hearings and continues education programs for attorneys representing children on best practices to utilize when representing children at the earliest stages. The goal of the

program is to achieve more timely permanency for the children through solution-oriented collaboration by focusing on resolving the safety concerns that resulted in the child's removal. Toward this end, every child and every parent was provided legal representation beginning with the initial protective custody proceeding.

The attorney appears for, represents, and maintains a caseload of 50 children. Additionally, the attorney represents the children at the Safety Team meetings and assists in developing new protocols for the Juvenile/Family Court to utilize in the early resolution project.

The Project has been moved from the East CPS Unit to the North CPS site where there was a higher rate of child removal. Both North CPS and North Department of Family Services' Permanency Units have embraced the ERP vision and have enthusiastically participated in the extensive training required to implement the ERP vision.

Judge Frank Sullivan has been assigning two new cases per week to the project. Referrals now come from the judiciary rather than the CPS unit, assuring a steady flow of appropriate cases to ERP. The Judge has also been proactive about closing old cases as warranted. Community partners and conflict counsel are meaningfully participating in the Safety Team meetings.

Since the inception of the program (May 2009), 138 children have been provided legal representation. Of those 138 children, 85 have been reunified and placed back with their parents/guardians, or adopted and their cases closed. Of the remaining 53 children, 15 have been placed back with their parent(s), 22 are in relative or fictive kin placement, 15 remain in foster care, and 1 is in an Other Planned Permanent Living Arrangement (OPPLA). Since last February, the parents of 4 clients have had their parental rights terminated and termination of parental rights petition was filed in 1 case.

A study was conducted comparing 47 ERP cases to a control group of 228 cases not referred to ERP from 2009-2010. Interestingly, during the life cycle of the cases from the 72 hour protective custody hearing to the adjudicatory hearing, the control group outperformed the ERP group. However, the ERP cases closed an average of 36.8 days sooner than the control cases (Exhibit D).

### **Safety Team Facilitator – Adrienne Cox**

Programs that have successfully addressed at risk families and children from a system's perspective consistently exhibit one key element: facilitated collaboration. The 8th Judicial District identified the need to



include a neutral facilitator at the initial Safety Team meetings to assist collaborative communication among all parties.

The goal of the ERP Safety Team Facilitation Project is to incorporate a trained facilitator in the initial interdisciplinary ERP Safety Team meetings; thus enabling the Safety Team members to expeditiously gather information and determine what additional information is needed, while ensuring the safety of the child. This allows the court to conduct an in-depth inquiry and evaluate whether the need for immediate protective custody placement of the child can be eliminated by providing additional services, and/or by implementing court orders concerning the conduct of the child's caretaker(s). Essential components of this process include an assessment and affirmation of family strengths, a problem solving approach, and a focus on developing and maintaining relationships.

The Safety Team Meeting Model provides for a gathering of family members, friends, service providers, child welfare staff, and other community stakeholders to strengthen the family, and provide support for the family while facilitating the family's participation in the decision-making process. This provides a supportive circle of family, friends, and others whom the family trusts which benefits the child by creating a system of supports that will sustain the family over time; ultimately reducing the risk of future maltreatment, preventing removal, identifying kinship placements, increasing the variety of solution options, matching the family with appropriate services, and reducing the time to permanency.

The introduction of the Safety Team Facilitator has dramatically improved the early resolution process. The facilitator documented and regularly updates the ERP process, developed requisite forms, and located appropriate meeting locations. She conducted trainings in the team decision making model, facilitated petitions, and the safety team process for DFS staff and partner agencies. She has acted as a conduit through which case information is shared among the team members involved in a particular case. Team members (District Attorney, Children's Attorney, Public Defender, Conflict Attorney, Child Protective Services, DFS Permanency Unit, Domestic Violence advocates, Department of Family Services, Judge, and Facilitator) meet monthly to update each other on project progress and planned changes. The Safety Team meetings are held on Tuesdays, Wednesdays, and Thursdays of each week for the cases.

In June, the 11 cases that have been assigned to ERP and a Safety Team since ERP restarted in November 2010 were reviewed. They found that in 9 of the 11 cases, the parents are viewed as cooperatively working on their case plan. In 5 of the 11 cases, wardship was not deemed necessary, and in one instance a petition was not filed at all.

As a result of this facilitation process, the 8<sup>th</sup> Judicial District is considering bundling facilitated petitions, facilitated safety teams, and the second protective custody hearing, all serving the goal of early resolution, into a form of dependency mediation.

### **Second Judicial District's Dependency Mediation Program**

The 2<sup>nd</sup> Judicial District Court's Family Court has implemented dependency mediation as an alternative to judicial proceedings with the intention of developing a model program with protocols easily transferable to other jurisdictions. The program conducted its first mediation in late August 2011.

The widely recognized best practice (Mentaberry, 2000) of court-based mediation in juvenile dependency cases is based on a very simple premise that a confidential conversation among all the parties may result in positive results. It provides both families and professionals with an opportunity to discuss emotional issues openly in a confidential, non-judgmental process facilitated by a trained professional and, then, to begin making decisions about what is best for the children. Juvenile dependency mediation operates in a manner consistent with national and state guidelines. NRS Section 3.225 states that the family court should encourage resolution of disputes through non-adversarial methods wherever practical and appropriate.

Active pre and post-adjudication child abuse and neglect cases from all Child Protection calendars are eligible for mediation. Terminations of parental rights cases from all Family Court calendars are also eligible for mediation. The mediation program focuses on whether or not Court jurisdiction is appropriate, petition language, services for children and parents, visitation, placement options, educational issues, reunification plans, permanency plans, dismissal orders, termination of parental rights, post-adoption contact, post-guardianship contact, and any issues that are barriers to permanency. The issue of domestic violence will never be mediated.

When the court determines that an issue is contested, or otherwise appropriate for mediation, the court may order the case to mediation. Attorneys, social workers, CASA workers, parents, and any other individuals involved in the case may request that the matter be referred to mediation. The court, however, retains authority to grant or deny the request.

Unless the judicial officer determines that mediation is not appropriate, there is a presumption that all contested cases will be automatically referred for mediation. The mediation program will receive referrals when

parents deny the petition and an evidentiary hearing is set; when parents deny the termination of parental rights (TPR) petition and a contested TPR hearing is set; and when cases are set for a contested hearing at any other stage of the court process. Referrals will also be made for finalizing details of a post-adoption contact agreement. If a matter is set for an evidentiary type hearing, mediation will take place prior to settlement conferences.

In addition to the automatic referral of contested cases, cases at any stage of the court process that would benefit from mediation may be referred to the mediation program at the discretion of the judicial officer. Once the matter is ordered to mediation by the court, attendance at mediation is mandatory. Children may be included in the process on a case-by-case basis.

## **Strategy B5: Collaboration to Improve Well Being of Children & Families**

**B5.1** was completed April 2009. An ad-hoc working group of the CIP Select Committee was appointed on January 2009 to study and make recommendations regarding mental health services for children in foster care, specifically the appropriate use of psychotropic medication. The working group reported back to the CIP Select Committee on April 17, 2009. A new committee on education is currently under development.

**B5.2**, survey courts to determine the range of services used in case plans, is in the process. The Community Improvement Councils identified gaps in local services available to children and families involved in the child welfare system. The intention is to move this analysis to the local level where these gaps are most readily apparent (please see B2.3).

**B5.3**, well-being indicators such as education are minimally available at this time. With the upcoming implementation of the Chapin Hall project, these data may be more readily and regularly available.

### **Surrogate Education Advocacy Program**

The Legal Aid Center of Southern Nevada's Surrogate Education Advocacy program (SEAP) provides support to children in the foster care system who need educational surrogates to act as a "parent" to request special education evaluations, identify children with disabilities, and ensure that children with disabilities are provided with a free and appropriate public education as required by Federal law.

The Program recently changed its name to the Educational Surrogate Parent Program (ESPP) and updated the associated materials. (Please see [Exhibit E](#)).

The targeted goals for this year included increasing the representation of foster children with disabilities, particularly increasing the representation of foster children involved with higher level treatment agencies; improving the training and support of the volunteer surrogates; and updating the training and outreach materials.

Between April 1 and October 1, 2011 an additional 28 surrogates were recruited and trained. Of the 28 new surrogates, 20 have been assigned to 31 additional children. The other new surrogates have asked to remain on the list for an assignment in the near future. Of the 31 newly assigned children, 11 needed special education evaluations and qualified for special education services.

To increase the representation of foster children, ESPP has continued its outreach to higher level therapeutic foster homes and care providers.

### **Sexually Exploited Youth Project**

The primary goal of this 8<sup>th</sup> Judicial District Court project is to develop appropriate and adequate services for sexually exploited children in Clark County who are involved in both the juvenile justice and the child welfare systems. These “crossover youth” have no access to treatment for their commercial sexual exploitation while in detention or following their release. To improve the Court’s response to these youths, this project funds a senior level administrator who liaises with stakeholders, develops protocols with community partners, supports the creation of new and evidenced-based programs, improves strategies for securing funding sources such as Medicaid, and fulfills other advocacy roles.

## **Strategy B6: Increase Public Awareness**

**B6.1**, improving educational achievements of children at risk, has become an increased focus for the CIP Select Committee; although education was an area that Nevada passed in the CFSR. The Court and CIP were part of a Nevada team the convened in Arlington, VA at a summit of Department of Education, Child Welfare Agencies, and the Courts to advance the Fostering Connections educational requirements.

**B6.2 and B6.3**, a statewide multi-disciplinary summit, 2011 CIP Conference, *Focus on Kids*, was convened July 21-23, 2011. (Please see Exhibit F, the conference program). The average rating for the conference was 4.29 out of 5 with 89% of the attendees rating the overall value of the conference above average or higher. (Please see Exhibit G, the complete conference evaluation.)

**B6.4**, identify and develop future projects with Nevada’s tribal community, is on-going. The Coordinator met with tribal court judges and court

administrators to discuss barriers to and solutions for permanency; she and the CIP Chair, Chief Justice Saitta, attended ICWA meetings; the Coordinator was invited to introduce CIP to the Inter-Tribal Council; she also participated in the State Attorney General's Interjurisdictional Tribal Colloquium and DCFS' Regional Tribal Roundtable. One of the Tribal Communities has expressed interest in applying for funding to implement the Strengthening Families Program, a recognized best practice.

## **Strategy B7: CFSR, PIP, and Title IV-E Foster Care Eligibility Reviews**

**B7.1**, provide information regarding CFSR, PIP, and IV-E, was started October and November 2010. Chief Justice Saitta and the CIP Coordinator disseminated information regarding the CFSR and the PIP when requesting Judicial Districts convene the Community Improvement Councils (CIC).

**B7.2**, convene appointed workgroups, was accomplished. The CICs were authorized and informed with judicial district specific data in response to the PIP. As a result nine judicial districts convened 10 CICs. One was convened in anticipation of the legislature approving a 10<sup>th</sup> judicial district.

**B7.3**, facilitates legal and judicial participation in CFSR, PIP, and IV-E reviews, was completed, and is also on-going. The CIP regularly participates in the CFSR/PIP and IV-E review processes. In September 2011 both the Chief Justice and the Coordinator participated in the Federal PIP Review meeting where they presented the results of the CIC meetings and action plan implementation.

**B7.4**, participation in the IV-E Review has been accomplished. The CIP Coordinator was included in the initial teleconference concerning the Title IV-E review and participated in the review on March 11-14, 2011, in Las Vegas. As a result, the Coordinator learned about some difficulties with court orders and that standardization of court orders may be helpful.

**B7.5**, judges have been informed of the results of the IV-E Review process during the CIC Action Plan implementation process.

## **On-going Court Improvement Activities**

Basic grant funding is used to fund portions of the two CIP staff support positions, the CIP Coordinator and Assistant. Among the CIP Coordinator activities funded are maintaining and updating the strategic plan, implementation of the strategic plan in collaboration with child welfare and court stakeholders, and better understanding the Nevada family court and child welfare systems. The CIP Coordinator works with sub-grantee applicants to improve their proposals, and also helps project contractors develop appropriate scopes of work. She works with the AOC Legal

Department in writing the contracts, ensuring that they comply with federal terms and conditions. She reviews and approves all narrative reports from subgrantees to ensure that programs are accomplishing the goals of CIP. If programs appear to have difficulty, she works with them to ensure success and compliance. She is an active participant in the CFSR, PIP, and IV-E review processes. She visited all the district courts to offer support with their Community Improvement Councils. She also requests technical assistance whenever necessary. She has been forging working relationships with our Tribal Communities.

The CIP Assistant supports the Coordinator as well as the Select Committee and its Chair under the basic grant. She reviews all list serves and sends to appropriate parties. She tracks all CIP related activities on our internal calendar, which has due dates for all reports, projects, expense reports, certificate #7 reports, etc. She takes and transcribes all meeting minutes, obtaining appropriate support for the final versions. She reviews and updates the CIP website. She tracks agenda items and prepares agenda and all meeting materials for CIP Select Committee quarterly meetings. She makes all necessary arrangements for meeting facilities, including video, phones, food, and beverages. She orders supplies and items required to support projects. She assists with all special projects: letters, handouts, surveys, display boards, etc.



# Exhibit A

***COURT IMPROVEMENT PROGRAM***  
**2011 SELECT COMMITTEE**

*Justice Nancy M. Saitta, Chair*

*Kay Ellen Armstrong*

*Sharon Benson*

*Diane Comeaux*

*William "Bill" E. Fowler*

*Dashun Jackson*

*Kathleen M. O'Leary*

*Lisa Ruiz-Lee*

*Kevin Schiller*

*Judge Deborah E. Schumacher*

*Master Mason E. Simons*

*Assemblywoman Debbie Smith*

*Chief Judge Teresa Sprouse*

*Judge Frank Sullivan*

*Robin Sweet*

*Erika Pike Turner, Esq.*

*Janice Wolf, Esq.*

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[http://www.nevadajudiciary.us/index.php/  
courtimprovementprogram](http://www.nevadajudiciary.us/index.php/courtimprovementprogram)

November 2011

**COURT  
IMPROVEMENT  
PROGRAM**



*Nevada Supreme Court*



## COURT IMPROVEMENT PROGRAM MISSION, PURPOSE, & GOALS STATEMENT

“The Court Improvement Program is a multidisciplinary project which seeks improvement of interrelated systems that serve children and families who enter the child welfare system. The program operates through team-oriented court and agency initiatives. The goal of the CIP is to make the systems more effective.”



## Current Subgrants and Projects

Rural Courts Video Conference  
Equipment

Data Exchange Project

Nevada CASA –  
5<sup>th</sup> Judicial District Court

Surrogate Education Advocacy

Early Resolution Program

Facilitation Services for  
Safety Teams

Sexually Exploited  
Youth Project

Juvenile Dependency  
Mediation Program

Data Updates Project

NCJFCJ Diversity Caucus Luncheon

Data Driven Decision Making

4th Annual Nevada CASA Association  
Conference

JAVS Video Recording  
Replacement/Upgrade

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## Community Improvement Councils

District Courts and community partners identify barriers and solutions founded in best practices to improve timeliness to permanency, safety, and well-being of children in neglect and abuse cases.

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## Sponsored Attendance at Child Welfare Related Trainings/Conferences

2010 Spring NAPCWA Conference  
Partnering for Safety,  
Permanency and Well-Being

2010 Child Advocacy Institute

NADCP 16<sup>th</sup> Annual Drug Court  
Training Conference

Beyond the Bench 20:  
Collaboration Works!

2010 Model Courts All-Sites  
Conference

2011 CIP Annual Meeting

2011 National Pathways To  
Adulthood: A Convening  
on Youth in Transition

NCJFCJ 15th Child Abuse and Neglect  
Institute: The Role of the Judge

ABA National Conference & 2nd  
National Parent's Attorney Conference

34th National Child Welfare, Juvenile,  
and Family Law Conference  
Eliminating Unintended Bias

# Exhibit B



**CIP Bill Tracking List**

76<sup>th</sup> Nevada Legislative Session - 2011

Assembly Bills		Senate Bills	
AB64	<p>This bill authorizes a county to impose an additional \$5 filing fee on child custody actions for deposit into an account for truancy diversion programs with the local school district. This bill also increases the amount of the administrative assessment to \$30 for a defendant for the crime of abuse, neglect or endangerment of a child, and the increased funds are to be deposited in the fund for programs for truancy diversion. This bill also prescribes the actions a juvenile court may take against the parent or legal guardian of a child who has been adjudicated in need of supervision because the child is a habitual disciplinary problem, and requires that a person under 18 must be enrolled in school full time in order for DMV to issue him/her a driver license. This bill reduces from 4 years to 1 year the period which such a license is valid. The bill also makes changes in child labor laws including requiring a person under 18 to be enrolled in school full time in order to be employed. <a href="#">Clark County School District Bill</a>, Concurrent <a href="#">Assembly Education</a> and <a href="#">Assembly Transportation</a> <b>April 16, 2011 (Pursuant to Joint Standing Rule No. 14.3.1, no further action allowed.) FAILED</b></p>	SB23	<p>This bill clarifies the entity responsible for carrying out certain duties relating to the adoption of a child with special needs. <a href="#">Senate Judiciary</a> <b>Senate Judiciary, February 10, 2011, 8:00 am - Do Pass</b> <b>Assembly Judiciary, March 8, 2011, 8:00 am – Do Pass</b></p> <p><b>Signed by Governor, Effective March 21, 2011</b></p>
AB94	<p>This bill authorizes the involuntary court-ordered admission of certain persons with mental illness to programs of community-based or outpatient services under certain circumstances (danger to self or others). <a href="#">Assembly Health and Human Services</a> <b>April 16, 2011 (Pursuant to Joint Standing Rule No. 14.3.1, no further action allowed.) FAILED</b></p>	SB26	<p>This bill revises provisions governing the appointment of an attorney in criminal and juvenile court proceedings; revises provisions governing the collection of delinquent fines, administrative assessments, fees, restitution and other payments imposed in criminal and juvenile court proceedings; authorizes a juvenile court to establish a restitution contribution fund; and authorizes the waiver of all or part of any fine or community service imposed by the juvenile court in exchange for a monetary contribution to a restitution contribution fund. <a href="#">Senate Judiciary</a> <b>February 22, 2011, 8:00 am – Amend and Do Pass as Amended</b> <b>May 21, 2011 (Pursuant to Joint Standing Rule No. 14.3.3, no further action allowed.) FAILED</b></p>
AB106	<p>Existing law provides that living from the earnings of a prostitute is punishable as a category D felony. (NRS 201.320) This bill makes it a category B felony to live from the earnings of a prostitute if the prostitute is a child. Existing law also provides that soliciting a child for prostitution is punishable as a category E felony. (NRS 201.354) This bill enhances the penalties for such an offense based on the age of the child at the time of the offense. <a href="#">Assembly Judiciary</a> <b>April 16, 2011 (Pursuant to Joint Standing Rule No. 14.3.1, no further action allowed.) FAILED</b></p>	SB57	<p>This bill expands the circumstances pursuant to which a court is authorized to issue a warrant to take physical custody of a child, and requires an agency which provides child welfare services to place such a child in certain shelters. <a href="#">Senate Judiciary</a>, <b>February, 22, 2011, Amend and Do Pass as Amended</b> <b>Senate: To Assembly</b> <b>Assembly Judiciary, Friday, May 20, 2011: Amend and Do Pass</b> <b>Senate: Concur Senate: To Enrollment</b> <b>Enrolled and Delivered to the Governor</b> <b>Approved by the Governor</b></p>
AB110	<p>Establishes the Kinship Guardianship Assistance Program (BDR 38-196) <a href="#">Assembly Health and Human Services</a>, <b>Wednesday, March 23, 2011: Amend and Do Pass</b> <b>Assembly: To Senate</b> <b>Senate Health and Human Services, May 12, 2011: Do Pass</b> <b>Signed by the Governor, Effective July 1, 2011</b></p>	SB94	<p>This bill would create a new 10<sup>th</sup> judicial district out of Churchill county with one judge who had previously served in the 3<sup>rd</sup> judicial district. <a href="#">Senate Judiciary</a> <b>February 23, 2011, DO PASS</b> <b>Senate: To Assembly</b> <b>Senate: To Enrollment</b> <b>Enrolled and Delivered to the Governor</b> <b>Approved by the Governor</b></p>
AB111	<p>This bill authorizes certain prospective adoptive parents to attend by telephone hearings concerning a petition for adoption, it revises the residency requirements for certain adoptions, and it revises provisions relating to the hearing required for determining whether to include in a decree of adoption rights to visitation with siblings. <a href="#">Assembly Judiciary</a> <b>Tuesday, April 5, 2011: Amend and Do Pass</b> <b>Senate Judiciary, Wednesday, April 27, 2011, 8:00 9:00 am, Room 2149: Do Pass</b> <b>Senate: To Assembly for Enrollment</b> <b>Signed by the Governor, Effective July 1, 2011</b></p>	SB111	<p>This bill provides an exception from the prohibition on the placement of child under age 6, who is in protective custody, in a child care institution for a child who is placed in a child care institution in a county whose population is less than 100,000. <a href="#">Senate Health and Human Services</a> <b>March 3, 2011, 3:30 pm, Amend and Do Pass as Amended</b> <b>Senate: To Assembly</b> <b>Assembly Health and Human Services</b> <b>Wednesday, May 18, 2011: Do Pass</b> <b>Assembly: To Senate</b> <b>Signed by the Governor, Effective October 1, 2011</b></p>

AB147	<p>This bill provides that the termination of parental rights does not terminate the right of a child to inherit from his or her parent or parents. <a href="#">Assembly Judiciary</a>  <b>Friday, March 11, 2011: Amend and Do Pass</b>  <a href="#">Senate Judiciary</a>, <b>Tuesday, April 19, 2011: Do Pass</b>  <b>Senate: To Assembly for Enrollment</b>  <b>Signed by the Governor, Effective October 1, 2011</b></p>	SB112	<p>This bill requires certain records made by an agency which provides child welfare services to be provided to a juvenile court and it limits the use and disclosure of records provided to a juvenile court by an agency which provides child welfare services. . <a href="#">Senate Health and Human Services</a>  <b>Thursday, March 17, 2011: Amend and Do Pass</b>  <b>Senate: To Assembly</b>  <a href="#">Assembly Judiciary</a>, <b>Thursday, April 28, 2011, 8:00 am, Room 3138</b>  <b>Assembly: To Senate</b>  <b>Signed by the Governor, Effective July 1, 2011</b></p>
AB154	<p>This bill establishes provisions which set forth certain rights of children who are placed in foster homes, it requires notice of those rights to children placed in foster homes, it establishes a procedure for children who are placed in foster homes to report alleged violations of those rights, it prohibits retribution against a child who makes such a report, and provides a penalty. <a href="#">Assembly Health and Human Services</a>  <b>March 21, 2011, 1:30 pm, Amend and Do Pass as Amended</b>  <b>Assembly: To Senate</b>  <a href="#">Senate Health and Human Services</a>, <b>May 12, 2011: Amend and Do Pass as Amended</b>  <b>Signed by the Governor, Effective October 1, 2011</b></p>	SB113	<p>This bill requires a foster home to develop and implement a plan for the care of children in the foster home during disasters and requires the Division of Child and Family Services of the Department of Health and Human Services to prescribe the minimum requirements and procedures for such plans. A violation of the requirement to develop and implement a plan is a misdemeanor. <a href="#">Senate Health and Human Services</a>  <b>Thursday, March 31, 2011: Amend and Do Pass</b>  <b>Exempt, Assembly: To Senate</b>  <b>Senate: To Enrollment</b>  <b>Enrolled and Delivered to the Governor</b>  <b>Approved by the Governor</b></p>
AB313	<p>This bill provides for the expiration by operation of law of certain orders modifying custody and visitation of children for persons who are members of the military; it authorizes a court to delegate the visitation rights of a member of the military to a family member of the member of the military under certain circumstances; and it requires a court, under certain circumstances, to provide an expedited hearing concerning custody or visitation matters to allow participation in such a hearing by affidavit or electronic means, or to both hold an expedited hearing and allow such participation. <a href="#">Assembly Judiciary</a>  <b>Wednesday, April 6, 2011: Amend and Do Pass</b>  <b>Assembly: To Senate</b>  <a href="#">Senate Judiciary</a>, <b>Monday, May 9, 2011: Amend and Do Pass</b>  <b>Senate: To Assembly</b>  <b>Signed by the Governor, Effective October 1, 2011</b></p>	SB128	<p>This bill authorizes a court to require that, as a condition of appointment, a guardian must complete guardianship training; this bill also revises the provisions governing the qualifications, appointment, powers and duties of a guardian ad litem, including a requirement that a guardian ad litem who is not an attorney submit to a background investigation as a condition of his or her appointment; and this bill makes changes to payment and regulation of guardians including prohibiting the removal of a guardian by the court if the sole reason for removal is the lack of money to pay the compensation and expenses of the guardian. <a href="#">Senate Judiciary</a>  <b>Friday, April 8, 2011: Amend and Do Pass</b>  <b>Senate: To Assembly</b>  <a href="#">Assembly Judiciary</a>, <b>Thursday, May 19, 2011: Amend and Do Pass</b>  <b>Signed by the Governor, Effective October 1, 2011</b></p>
AB350	<p>This bill requires a court that orders a child to be placed with someone other than a parent to retain jurisdiction over the child after the child reaches the age of 18 years in certain circumstances, it requires an agency which provides child welfare services to continue to provide services to such a child while the child remains under the jurisdiction of the court, it requires the agency which provides child welfare services and such a child to enter into a written agreement, it requires the agency which provides child welfare services to develop a plan for such a child to assist the child in transitioning to independent living, it revises various provisions relating to a child placed with someone other than a parent to clarify the application of those provisions to persons who remain in foster care beyond the age of 18 years, and it revises provisions governing the placement of children who are taken into protective custody or placed with someone other than a parent. <a href="#">Assembly Health and Human Services</a>  <b>Wednesday, April 13, 2011: Amend and Do Pass</b>  <a href="#">Senate Health and Human Services</a>  <b>Thursday, May 5, 2011: Do Pass</b>  <b>Signed by the Governor, Effective May 18, 2011</b></p>	SB167	<p>Existing law authorizes an agency which provides child welfare services to release data or information concerning reports of the abuse or neglect of a child to certain persons. This bill authorizes such data and information relating to a child over whom a guardianship is sought pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468, inclusive, to be released to: (1) the court which has jurisdiction over the proceeding; (2) the person who filed the petition; (3) the proposed guardian or proposed successor guardian; (4) the parent or guardian of the child; and (5) the child, if he or she is at least 14 years of age. <a href="#">Senate Health and Human Services</a>  <b>March 3, 2011, 3:30 pm, Amend and Do Pass as Amended</b>  <b>Senate: To Assembly</b>  <a href="#">Assembly Health and Human Services</a>, <b>Monday, May 16, 2011: Do Pass</b>  <b>Assembly: To Senate</b>  <b>Signed by the Governor, Effective July 1, 2011</b></p>
		SB284	<p>This bill establishing a presumption concerning child custody and visitation orders for members of the military under certain circumstances; it authorizes a court to delegate the visitation rights of a member of the military to a family member of the member of the military under certain circumstances; and it requires a court, under certain circumstances, to provide an expedited hearing concerning custody or visitation matters or allow participation in such a hearing by electronic means. <a href="#">Senate Judiciary</a>  <b>Friday, April 8, 2011: Do Pass</b>  <b>Senate: To Assembly</b>  <b>May 21, 2011 (Pursuant to Joint Standing Rule No. 14.3.3, no further action allowed.) FAILED</b></p>



		SB370	<p>This bill requires a school district to develop an individualized plan of instruction for foster children to assist such children in achieving academic success through high school, it requires the licensee of a foster home to obtain a written explanation of the need for and effect of any prescription medication provided to a foster child, it provides that placement with a relative or fictive kin must be given priority over other placements when a child is removed from his or her home. it requires the Department of Corrections to allow a prisoner who has a child that has been placed in foster care to maintain contact with the child in certain circumstances, and it requires the State Board of Parole Commissioners to include a plan for reunification with a child who is in foster care as a condition of parole for certain prisoners. <a href="#">Senate Health and Human Services Senate Finance, Thursday, June 3, 2011: Amend and Do Pass</a>  <a href="#">Senate: To Assembly</a>  <a href="#">Assembly Health and Human Services, Monday, June 6, 2011: Do Pass</a>  <a href="#">Assembly: To Senate</a>  <a href="#">Senate: To Enrollment</a>  <b>Enrolled and Delivered to the Governor</b>  <b>Effective: July 1, 2011</b></p>
		SB371	<p>This bill requires the nomination and appointment of a person who is legally responsible for the health care of a child who is placed in the custody of an agency which provides child welfare services, it establishes the duties and responsibilities of such a legally responsible person, it imposes criminal and civil liability on a legally responsible person for certain acts committed by or harm occurring to a child under certain circumstances, it revises provisions governing the provision of mental health care to children in the custody of agencies which provide child welfare services, and it revises provisions relating to the health care records of children who are placed in the custody of such an agency. <a href="#">Senate Health and Human Services Senate Finance, Saturday, June 4, 2011: Amend and Do Pass</a>  <a href="#">Senate: To Assembly</a>  <a href="#">Assembly Health and Human Services, Monday, June 6, 2011: Do Pass</a>  <a href="#">Assembly: To Senate</a>  <a href="#">Senate: To Enrollment</a>  <b>Enrolled and Delivered to the Governor</b>  <b>Effective: October 1, 2011</b></p>
		SB447	<p>This bill revises provisions governing the corrective actions that are required when an agency which provides child welfare services is not in compliance with certain laws, plans or policies; it provides for the Division of Child and Family Services of the Department of Health and Human Services to award block grants and to administer a program to award incentive payments to an agency which provides child welfare services in larger counties; and it requires the Division to submit an annual report to the Governor and the Legislature concerning the block grants and the program to award incentive payments. <a href="#">Senate Health and Human Services, Exempt, Senate Finance, Tuesday, May 31, 2011: Amend and Do Pass</a>  <a href="#">Assembly Ways and Means, Sunday, June 5, 2011: Do Pass</a>  <a href="#">Senate: To Enrollment</a>  <b>Exempt Enrolled and Delivered to the Governor</b>  <b>Approved by the Governor</b></p>
		SB480	<p>This bill requiring certain less populated counties (under 100,000 population) to reimburse the Division of Child and Family Services of the Department of Health and Human Services for the costs of providing child protective services. Allow DCFS/DHHS to bring court action to compel payment. <a href="#">Senate Health and Human Services, Exempt, Senate Finance, May 31, 2011: Amend and Do Pass</a>  <a href="#">Senate: To Assembly - Assembly: To Senate</a>  <a href="#">Senate: To Enrollment</a>  <b>Exempt Enrolled and Delivered to the Governor</b>  <b>Approved by the Governor</b></p>

# Exhibit C

# **Nevada's Community Improvement Councils' Action Plans**

## **Nevada Court Improvement Program Select Committee**

June 6, 2011

### **Introduction**

Because Nevada's district court judges have a unique perspective regarding court operations, the work of system partners, and the overall impact of the system on individuals and the broader community, they have been asked to convene a Community Improvement Council (CIC) in each of their districts. The intent of these CICs is to consider the current functioning and permanency timeframes in dependency cases by identifying the challenges and possible improvements to the child welfare system and dependency court operations.

The initial focus of the CICs has been how to improve timeliness to permanency, adoption, and termination of parental rights. Each of our nine judicial district's CICs has submitted an action plan outlining how they intend to resolve the barriers they have found to be impediments to the smooth and timely functioning of their system. The majority of the strategies outlined in these action plans from across the entire state are within the control of the agencies involved, and for the most part do not require additional resources. Many of the jurisdictions have identified similar barriers, but each has put a creative twist to the solutions.

For example, three courts, an urban, rural and tribal court, all identified the need for peer mentoring to support and guide the family through the process. The 7<sup>th</sup> Judicial District found that upset parents, themselves, could be barriers to moving through the process in a timely manner. The Duckwater Shoshone Tribal Court suggested that parents who had successfully navigated the system could guide other parents through the process. The 8<sup>th</sup> Judicial District determined that such mentoring parents may actually be able to shorten the average number of days an assessment takes to complete.

Both an urban (the 8<sup>th</sup>) and a rural county (the 5<sup>th</sup>) found that court continuances were overused in their courts and decided to implement a no continuance policy. Several other courts found that an insufficient number of appropriate foster families within the area was a barrier. The 1<sup>st</sup> Judicial District suggested that the Division of Child and Family Services (DCFS) increase recruitment efforts. The 6<sup>th</sup> suggested that DCFS partner with the court to allow the district court to locate, license, and support foster families while DCFS provides support to the court.

Timely identification of relatives was determined in both rural and urban areas to delay permanency planning in some instances. The 2<sup>nd</sup> Judicial District recommended a system-wide effort and the 7<sup>th</sup> suggested that the court order the parents to provide all names of relatives both in and out of state to DCFS immediately.

Travel time is a barrier for the rural counties. The 3<sup>rd</sup> Judicial District's CIC in Yerington suggested that document reader and Polycom capabilities between DCFS and the district court would allow the caseworkers to appear at district court hearings remotely.

Lack of sufficient resources were identified as obstacles in several jurisdictions. The 3<sup>rd</sup> Judicial District in Fallon plans to work with county leaders and the legislature to create incentives to encourage psychologists to locate in rural areas. Lack of adequate housing bars reunification efforts in the 7<sup>th</sup> Judicial District, but may soon be resolved when the DCFS applies for housing assistance via a HUD grant.

Nearly every rural court identified the length of time between the termination of parental rights (TPR) and when the case is processed by the adoption unit as an impediment. The adoption unit supervisor had already begun modifications of the unit's processes. The DCFS is moving forward with the adoption process prior to the determination of SSI subsidy. The contract will simply be modified after the determination is received. Most courts plan to incorporate appropriate language into the court order. The once per month HART meetings were slowing down the process, as well. HART meetings will now be scheduled as needed. Additionally, the adoption unit is identifying TPR cases prior to the actual termination, and scheduling pre-transfer meetings and assigning an adoption worker to expedite the process.

A synopsis of these actions plans follows the background information. Attached are all ten of the action plans submitted. The 3<sup>rd</sup> Judicial District submitted two, one from the Yerington Court and one from the Fallon Court.

## **Background**

The 2009 U.S. Department of Health and Human Services' Child and Family Services Review (CFSR) found that Nevada was not in substantial conformity with Permanency Outcome 1 (substantially achieved with only 30%). Permanency Outcome 1 measures the following items: efforts to prevent foster care reentry; efforts to ensure placement stability for children in foster care; efforts to establish appropriate permanency goals in a timely manner, including seeking termination of parental rights in accordance with ASFA; efforts to achieve permanency goals in a timely manner; and efforts to ensure children in an APPLA plan are in stable long-term placements and are adequately prepared for eventual independent living. Four data indicators with established national standards were considered: timeliness and permanency of reunification, timeliness of adoptions, permanency for children in foster care for extended time periods, and placement stability.

Nevada met the national standard in areas of timeliness and permanency of reunification. Nevada did not meet the national standard in areas of timeliness of adoptions, permanency for children in foster care for extended periods of time,

and placement stability. Other issues that were noted included permanency goal was not appropriate and/or not established timely; agency had not sought TPR in accordance with ASFA requirements; lack of concerted effort to achieve adoption timely partly through delays in TPR process and lack of effort to finalize adoption when TPR achieved.

The statewide assessment conducted in 2008 identified the following concerns regarding achieving timely permanency: Worker caseloads; lack of services in community to meet identified child and family needs; lack of understanding of concurrent planning; reluctance of some courts to consider TPR unless child is in adoptive placement; and lengthy substance abuse treatment that extends beyond ASFA timelines. The 2008 statewide assessment identified the following barriers to achieving timely adoption: difficulty recruiting families willing and able to commit to adopting children with special needs; insufficient post-adoption services; high caseloads for permanency workers; delays in filing TPR. Furthermore, stakeholder comments further identified the following issues related to timely adoptions: delay in completing adoption paperwork, including criminal histories and home studies; delays caused by TPR appeals to Supreme Court; court continuances and docketing concerns that delay finalizing TPR; and delay in finalizing the adoption caused by case transfer from permanency worker to adoption worker and practice of transfer only after TPR is final. The conclusions of the 2008 CFSSR resulted in Nevada developing its Program Improvement Plan which was approved in final form in October 2010. Among the improvement strategies, Nevada identified the need to improve the timeliness and appropriateness of permanency planning across the life of the case. The first goal under this strategy is to reduce the number of children in out-of-home care for 18 months or longer and reduce the barriers to adoption and TPR. This strategy, goal, and benchmarks are set out in detail below:

<b>Primary Strategy: 3 Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case</b>		<b>Applicable CFSR Outcomes or Systemic Factors: Permanency Outcome 1 Termination of Parental Rights Notice of Hearings and Reviews to Caregivers</b>			
<b>Goal: 1 Reduce the number of children in out of home care for 18 months or longer and reduce barriers to adoption and TPR</b>		<b>Applicable CFSR Items: 7, 8, 9, 10, 28, 29</b>			
<b>Action Steps and Benchmarks</b>	<b>Person Responsible</b>	<b>Evidence of Completion</b>	<b>Quarter Due</b>	<b>Quarter Completed</b>	<b>Quarterly Update</b>
3.1.1 Collaborate to assess major barriers within the courts and the	CIP Coordinator; DCFS, WCDSS,	Report of identified barriers	Q1		

<b>Primary Strategy: 3</b> <b>Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case</b>	<b>Applicable CFSR Outcomes or Systemic Factors:</b> <b>Permanency Outcome 1</b> <b>Termination of Parental Rights</b> <b>Notice of Hearings and Reviews to Caregivers</b>
<b>Goal: 1</b> <b>Reduce the number of children in out of home care for 18 months or longer and reduce barriers to adoption and TPR</b>	<b>Applicable CFSR Items:</b> <b>7, 8, 9, 10, 28, 29</b>

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
agencies to achieve timely adoption	CCDFS Directors/ Designee				
3.1.2 Convene a workgroup by jurisdiction (60-90 days), led by judges (including stakeholders/partners, GAL's, DA's) and includes a cross representative from another jurisdiction to share experiences and understand lessons learned to improve functioning and efficiency of adoption/TPR process	AOC, DCFS, WCDSS, CCDFS Directors/ Designee	List of Members by jurisdiction	Q2		
3.1.2(A) CIP/Courts and jurisdictions will develop baseline data on TPR/Adoption to inform workgroups	DCFS, AOC, WCDSS, CCDFS	Baseline data	Q1		
3.1.2 (B) CIP will develop and disseminate a letter including a checklist, timeframes and expectations of the charge of the workgroup	AOC	Letter	Q2		



<b>Primary Strategy: 3</b> <b>Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case</b>	<b>Applicable CFSR Outcomes or Systemic Factors:</b> <b>Permanency Outcome 1</b> <b>Termination of Parental Rights</b> <b>Notice of Hearings and Reviews to Caregivers</b>
<b>Goal: 1</b> <b>Reduce the number of children in out of home care for 18 months or longer and reduce barriers to adoption and TPR</b>	<b>Applicable CFSR Items:</b> <b>7, 8, 9, 10, 28, 29</b>

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1.2 (C) Identify barriers and develop a plan to address barriers within 120 days	DCFS, AOC, WCDSS, CCDFS	Plan	Q4		
3.1.3 Each jurisdiction will convene a team to review a sample of cases that have been in out of home for more than 18 months and have a low prognosis of achieving permanency within the next 12 months 3.1.3. (A) <i>Based upon the review of cases, agencies will develop a plan to expedite permanency plans and institute process changes to reduce future and ongoing barriers to permanency</i>	Clark, Washoe & Rural Directors/ designee  Clark, Washoe & Rural Directors/ designee	Reports of reviews  Copy of plans for expedited permanency	Q 4  Q 5		

In response to the Child and Family Services Review (CFSR), the courts were asked to identify barriers to permanency, timely adoption, and termination of parental rights. Issues such as these require thoughtful, comprehensive solutions. One way to encourage meaningful consideration of difficult and such long standing issues is to establish collaborative, policy-focused teams.

Justice Nancy Saitta asked each district court judge involved in child welfare cases in each of Nevada's nine judicial districts to convene a Community Improvement Council (CIC) composed of key local stakeholders and other systems partners such as district attorneys, child welfare agency staff, CASAs, GALs, and other interested parties. Such a team as this can create the opportunity to gain substantial amounts of information from different vantage points, review how the system operates, understand root causes or issues, identify possible areas of change or improvement, and develop and implement solutions that are acceptable to the entire community. Judges are essential to the establishment and operation of these teams or CICs.

The goal of the CICs is to consider the current functioning and efficiency of the permanency timeframes by identifying and assessing the challenges and possible solutions in each jurisdiction. Because such systemic issues often have long and complicated histories, involving the actions and resources of numerous agencies, they are unlikely to lend themselves to easy solutions.

Our judges have a unique perspective regarding court operations, the work of system partners, and the overall impact of the system on individuals and the broader community. By sharing their perspectives and concerns with members of their CICs, the judges are able to create the necessary foundation for the work of the CIC. Participation of our judges in the CICs has the general effect of encouraging critical participation by other stakeholders. The importance of these issues is improved in the eyes of others. The process is imbued with an atmosphere of trust.

To inform the work of the nine CICs, the Court Improvement Program (CIP) staff provided each judicial district with baseline data on the safety, permanency, and well-being of their children. These data illustrated local trends and their relation to state and national standards. A suggested action plan format was provided on which the CIC could report its barriers and solutions. Additionally, each district was asked to share the positive steps being taken in their jurisdiction.

CIP offered to provide a facilitator to guide the CIC discussions. The Eighth and the Fifth Judicial Districts requested and received facilitation help from Judge Stephen Rubin, Pima County, Arizona via technical assistance from the National Council of Juvenile and Family Court Judges.

Once the right team members were involved and there was sufficient trust to speak openly the true nature of the problems were scrutinized, and the importance of developing a better understanding of these issues emerged and a comprehensive effort was made to arrive at mutually agreeable, long-term solutions. All nine of our judicial districts formed Community Improvement Councils. We have received action plans from all nine of our judicial districts (see attached).

The majority of the strategies outlined in these action plans from across the entire state are within the control of the agencies involved, and for the most part do not require additional resources. Many of the jurisdictions have identified similar barriers and/or solutions. Some, of course, have recognized that timeliness has been negatively impacted by reduced staffing.

Under the strong leadership of our judiciary, the Community Improvement Councils statewide have diligently and comprehensively reviewed the child welfare and dependency court processes, and built bridges among the system partners to achieve change. Each CIC recognized that in order to move forward they had to stop doing what was not working. Each worked to determine what was not working, why it was not working and what to do about it. This investment of time and energy by our community leaders throughout the state was essential to achieving the results outlined below.

### **Summary of Findings**

<b>Synopsis of Barriers to and Solutions to Improve Timeliness to Permanency and Termination of Parental Rights</b>		
<b>Compiled from Judicial Districts' Community Improvement Council Action Plans</b>		
<b>Barriers to Permanency</b>	<b>Solutions/Strategies/Recommendations</b>	<b>Judicial Districts</b>
Public Defender is not assigned to handle TPR cases.	Court will assign more children attorneys.	1 <sup>st</sup>
Insufficient families willing to adopt special needs and older children.	DCFS will increase recruitment efforts.  Additional mental and behavioral health resources are needed from the State.	1 <sup>st</sup>
More foster families within the area are needed.  Lack of sufficient and appropriate foster homes for which there is a disconnect between the DCFS licensing unit and the caseworkers.	Increase recruitment by DCFS.  DCFS allow District Court Judges and Juvenile Department to locate, license, and support foster families.  Local person employed by the court will recruit, train, support and continue to educate local foster parents. Additionally, foster parent respite would be provided.	1 <sup>st</sup>  6 <sup>th</sup>
ICPC Failure to adhere to timeliness. Receiving state	DCFS/State will training and provide consistent procedures In its initial report, DCFS will request a court order for an expedited ICPC which will be written by Judge at the Disposition Hearing.	1 <sup>st</sup> 7 <sup>th</sup>

## Synopsis of Barriers to and Solutions to Improve Timeliness to Permanency and Termination of Parental Rights

### Compiled from Judicial Districts' Community Improvement Council Action Plans

Barriers to Permanency	Solutions/Strategies/Recommendations	Judicial Districts
does not respond.	Regulation 7 may be implemented in appropriate situations in which child is less than 5 years. In other cases DCFS local manager will intervene.	
Strident petition language cites parental hostility.	Soften petition language similar to that of the 2 <sup>nd</sup> JD with sufficient information for DA.	7 <sup>th</sup>
Parents must accept or deny accusations.	Court will implement accepting "no contest pleas". Court will substantiate allegations with such a plea.	7 <sup>th</sup>
All parties' attorneys do not communicate early in the process.	Court will appoint attorneys at 72-hour hearing and order exchange of discovery meeting of all counsel.	7 <sup>th</sup>
Protective custody hearings often are not thorough and meaningful. They may not always establish consistent expectations between the Court and its partners.	Implement a second protective custody hearing; Revising the dependency court calendars; distributing the cases among 5 judicial officers – 4 assigned to the front end (pc hearings, pleas, reviews, permanency hearings) and 1 assigned to the back end (trials, TPRs) of the cases; Implementing pre-hearing conferences scheduled at the 1 <sup>st</sup> pc hearing and held immediately preceding the 2 <sup>nd</sup> ; Implementing 2 <sup>nd</sup> pc hearing focusing on family preservation and identifying safety issues to be addressed in order to return children home; Training on the purpose of pc hearings and how to make these hearings thorough and meaningful.	8 <sup>th</sup>
Waiting for permanency plan finalization until 12-month permanency hearing.	Where parents are absent, WCDSS will seek earlier permanency hearings to establish permanency plan and initiate TPR.	2 <sup>nd</sup>
Inadequate collaboration with parents in development of case plans resulting in excessive exceptions and delays in making child's placements.	Parent should write the case plan with DCFS providing guidance and input. Hold parents accountable without exception	9 <sup>th</sup>
Delayed identification of relatives delays permanency	Initiate a system-wide effort to gather relative information to include them in process earlier. Court will order parents to provide all names of relatives both in and out of state to DCFS immediately.	2 <sup>nd</sup> 7 <sup>th</sup>

## Synopsis of Barriers to and Solutions to Improve Timeliness to Permanency and Termination of Parental Rights

**Compiled from Judicial Districts' Community Improvement Council Action Plans**

Barriers to Permanency	Solutions/Strategies/Recommendations	Judicial Districts
planning, and relatives late challenge of placement decisions.		
Waiting until permanency plan is adopted by Court to process the petition to terminate parental rights.	DA will be provided information to draft petition to terminate parental rights by the date of the permanency hearing.	2 <sup>nd</sup>
Difficulty locating parents after permanency hearing.	Expedite filing of TPR, so service of parents occurs closer to permanency hearing before they disengage from WCDSS.	2 <sup>nd</sup>
Time/Resources for rural DCFS caseworkers to appear in Court hearings.	Provide document reader/Polycom capabilities between DCFS and District Court room.	3 <sup>rd</sup> - Yerington
Lack of awareness of federal/state mandates for timeliness and procedures.	Training presented by AG's office for Judges, Attorneys, DAs and Child Advocates.	3 <sup>rd</sup> - Yerington
ASFA and DCFS guidelines difficult to attain given lack of rural resources.	Court and caseworkers fully disclose ASFA and Permanency to parents. Make full use of Benchbook.	3 <sup>rd</sup> - Fallon
Lack of resources in rural areas makes timelines and goals unrealistic. No one in community to do counseling or assessments.	DCFS with court will make case plan pertinent and realistic to the reason children were removed from home.  County leaders with Legislature create incentives to encourage psychologists to locate in rural areas.	3 <sup>rd</sup> - Fallon  3 <sup>rd</sup> - Fallon
Lack of housing or funding for housing bars reunification efforts.	DCFS will apply July 2011 for housing assistance via HUD Grant. DCFS will keep Courts informed.  DCFS will provide \$7 drug tests which they will administer before petition is filed if parent consents.	4 <sup>th</sup>  7 <sup>th</sup>

## Synopsis of Barriers to and Solutions to Improve Timeliness to Permanency and Termination of Parental Rights

**Compiled from Judicial Districts' Community Improvement Council Action Plans**

Barriers to Permanency	Solutions/Strategies/Recommendations	Judicial Districts
Inability to determine parental drug use up-front.		
WIN program is cumbersome and duplicative causing delays.	WIN worker and DCFS caseworker will staff case's monthly meeting. DCFS caseworker will be apprised of status of all providers at CFT.	4 <sup>th</sup>
Teenagers aging out of system are unprepared for adulthood.	Children's attorney, CASA and DCFS will identify community resources, increase collaboration among stakeholders re: Independent Living programs develop partnership with Family Resource Center, Great Basin College, community colleges, and University of Nevada (vocational education opportunities).	4 <sup>th</sup>
Average wait for assessments is 45 days, and to begin treatment is 60 days after completion of the assessment.	Front-load services to parents and children by: Creating a Resource Guideline listing all available service providers with contact information; Streamlining service referral process including purpose/nature of assessment and service needs of family; Developing peer mentoring to support family throughout process (DCFS will develop training with the 7 <sup>th</sup> JD Bar Association to include review of CPS manual with parents, but not offer legal advice – 7 <sup>th</sup> ); Developing 1-page case plan summary for substance abuse and non-substance abuse cases identifying services required and timeframes by which Court expects family to be engaged in service. These will be provided to and discussed with parents and CPS at the 2 <sup>nd</sup> PC hearing.	8 <sup>th</sup>  Duckwater Shoshone Tribal Court 7 <sup>th</sup>
Current contracted court appointed attorneys and their availability.	Review court appointed attorney contracts. Provide attorney training on federal child welfare mandates and NRS 432B.	5 <sup>th</sup>
Over-use of court continuances.	Court develops a no-continuance policy.  Institute a no-continuance policy in TPR proceedings and reduce the backlog of adoption cases by: Developing and training (by Judge Sullivan) a core group of Family Court Judges who are willing and able to conduct TPR proceedings; Identifying (CCDFS) all cases in which parental rights have been terminated and adoption is the permanency plan; Implementing quarterly adoption assessment court calendar reviewing the status of 40 of the longest pending adoption	5 <sup>th</sup>  8 <sup>th</sup>

## Synopsis of Barriers to and Solutions to Improve Timeliness to Permanency and Termination of Parental Rights

**Compiled from Judicial Districts' Community Improvement Council Action Plans**

Barriers to Permanency	Solutions/Strategies/Recommendations	Judicial Districts
	cases and identifying barriers to achieving adoption timely.	
Lack of solution-focused dialogue across disciplines and stakeholders. All stakeholders are not always working collaboratively to ensure efficient movement toward timely permanency and safety.	Develop a mediation/facilitation program. Strengthen Child and Family Team's interface with the court process.  Court will order a pre-admit/deny hearing meeting of all parties similar to Early Resolution Program in the 8 <sup>th</sup> or Juvenile Dependency Mediation in the 2 <sup>nd</sup> .	5 <sup>th</sup>  7 <sup>th</sup>
Availability and resources of DA's office to work with DCFS and DAG.	DA commits to work cooperatively with DCFS and to dedicate an attorney for 432B cases.	5 <sup>th</sup>
Lack of data upon which to base decision making	Develop pilot project to test and evaluate changes.	5 <sup>th</sup>
Size of DCFS caseworkers' caseloads and number and range of responsibilities.	Hire two more competent and committed staff.	7 <sup>th</sup>
Inadequate work on concurrent guardianship or adoption planning during reunification efforts.	Court will order that DCFS' concurrent efforts will be presented during review hearings to assess progress.	9 <sup>th</sup>
Length of time after TPR and case is sent to the adoption unit.	DCFS moving forward w/adoption process prior to determination of SSI subsidy. Court will incorporate appropriate language into court order. Court will order that subsidy negotiations be completed by a "date-certain" HART meetings will be scheduled as needed. Adoption unit will identify TPR cases and schedule pre-transfer meetings and assign an adoption worker.	3 <sup>rd</sup> – Yerington, 4 <sup>th</sup> , 6 <sup>th</sup> , 7 <sup>th</sup> , 9 <sup>th</sup>

**Ten Community Improvement Council Action Plans**  
**from Each of the Judicial Districts**



FIRST JUDICIAL DISTRICT  
COMMUNITY IMPROVEMENT COUNCIL

FINAL ACTION PLAN

First Judicial District Community Improvement Council Meeting:

Date and Time: January 4, 2011

Location: Carson City Juvenile Court Facility

Work Group Topic: Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions

Needs Statement: The Division of Child and Family Services needs to incorporate all relevant parties in the case plan meetings with the goal of achieving an appropriate task oriented case plan for reunification. In addition, a reasonable concurrent case plan should be established. The Court and DCFS need to be clear in setting appropriate timelines for case plan tasks to be completed by the parents, and at the same time, set time frames for concurrent planning. In this manner, all parties are clear about the objectives and the consequences should the case plan not be met, thereby avoiding unnecessary delay.

Outcome: The case plan moves forward in a timely manner.

BARRIERS TO PERMANENCY (ADOPTION AND TPR)	SOLUTIONS RECOMMENDATIONS	RESPONSIBLE PARTY
<p>Significant lapse of time from when court decides TPR is appropriate case plan and when AG's Office can prepare and file TPR documents.</p> <p>The Public Defender is not assigned to handle TPR cases, so often a new attorney must be appointed to learn and handle case.</p>	<p>Need more than one or two attorneys designated to handle these matters for the rural counties.</p> <p>Court will take steps toward concurrent plan of TPR earlier if little or no progress being made on reunification case plan.</p> <p>May also be beneficial to assign an attorney for the child in more cases.</p>	<p>AG</p> <p>Court</p> <p>Court</p>
<p>Preference for reunification case plan, especially when children are bonded with parents and/or siblings and parents make "some" progress toward case plan.</p>	<p>Create set timelines for certain case plan steps to be completed and take steps toward a concurrent case plan earlier if progress is not where it should be.</p>	<p>DCFS/Court</p>
<p>Insufficient and inadequate number of families willing to adopt children with special needs and/or older children</p>	<p>More recruitment efforts are needed.</p> <p>More available mental health and behavioral resources are needed.</p>	<p>DCFS</p> <p>State</p>

Incentives to promote guardianship of child by family member(s), especially where needs of child are significant.	Provide assistance and/or stipends to family willing to be guardians, similar to adoption.	State
More foster families are needed in the area so that children can be placed in close proximity to parents to allow for frequent visitation and encourage case plan efforts	More recruitment efforts are needed.	DCFS
Overworked and underfunded/under-trained social workers who are more crisis driven than focused on appropriate case plan tasks and deadlines.	Increase budget and/or seek grant funding to assist with more training.	DCFS/State
Poor communication and oversight between state agencies regarding ICPC placements and case plan services and monitoring	More training and consistent procedures to facilitate process.	DCFS/States

### Discussion Points

Generally: Parents need to have a clear understandable case plan which sets forth tasks that must be met within a set time frame. Parents must also have a clear understanding of the concurrent case plan, and that the court and DCFS will take steps toward that case plan in order to avoid delays in permanency.

CIC:

Positive Steps Being Taken in Judicial District: Currently, the First Judicial District has a grant-funded Dependency Court which meets every other week and is available to parents with substance abuse issues in order to provide regular monitoring of their case and progress in treatment. Through regular court appearances and case monitoring, parents have the opportunity to meet their case plan tasks in a more timely fashion and achieve reunification goals sooner. Also, this regular monitoring assists the court to identify those cases where reunification is unlikely to be achieved so that we can move to a case plan of guardianship or TPR and adoption.

DCFS is also meeting with the district attorney, defense attorneys and CASAs in cases where permanency has not been achieved in a timely fashion. The goal of these meetings is to communicate about the problems in particular cases in order to streamline progress toward permanency.

Second Judicial District Court  
Family Division  
Court Improvement Project Report

Barriers to Permanency in Dependency Proceedings

The 2009 CFSR found that Nevada was not in substantial conformity with Permanency Outcome 1 (substantially achieved with only 30%; Washoe County was 40%). Permanency Outcome 1 measured the following items: efforts to prevent foster care reentry; efforts to ensure placement stability for children in foster care; efforts to establish appropriate permanency goals in a timely manner, including seeking termination of parental rights in accordance with ASFA; efforts to achieve permanency goals in a timely manner; and efforts to ensure children in an APPLA plan are in stable long-term placements and are adequately prepared for eventual independent living. There were four data indicators for which there are established national standards that were considered: timeliness and permanency of reunification, timeliness of adoptions, permanency for children in foster care for extended time periods, and placement stability.

Nevada met the national standard in areas of timeliness and permanency of reunification. Nevada did not meet the national standard in areas of timeliness of adoptions, permanency for children in foster care for extended periods of time, and placement stability. Other issues that were noted included: permanency goal was not appropriate and/or not established timely; agency had not sought TPR in accordance with ASFA requirements; lack of concerted effort to achieve adoption timely partly through delays in TPR process and lack of effort to finalize adoption when TPR achieved.

The statewide assessment conducted in 2008 identified the following concerns regarding achieving timely permanency: High worker caseloads; Lack of services in community to meet identified child and family needs; Lack of understanding of concurrent planning; Reluctance of some courts to consider TPR unless child is in adoptive placement; and Lengthy substance abuse treatment that extends beyond ASFA timelines. The 2008 statewide assessment identified the following barriers to achieving timely adoption: difficulty recruiting families willing and able to commit to adopting children with special needs; insufficient post-adoption services; high caseloads for permanency workers; delays in filing TPR. Furthermore, stakeholder comments further identified the following issues related to timely adoptions: delay in completing adoption paperwork, including criminal histories and home studies; delays caused by TPR appeals to Supreme Court; court continuances and docketing concerns that delay finalizing TPR; and delay in finalizing the adoption caused by case transfer from permanency worker to adoption worker (and practice of transfer only after TPR is final).

The conclusions of the CFSR resulted in Nevada developing its Program Improvement Plan which was approved in final form in October 2010. Among the improvement strategies, Nevada identified the need to improve the timeliness and appropriateness of permanency planning across the life of the case. The first goal under this strategy is to reduce the number of children in out of home care for 18 months or longer and reduce the barriers to adoption and TPR. This strategy and goal is set out in detail below:

<b>Primary Strategy: 3</b> <b>Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case</b>			<b>Applicable CFSR Outcomes or Systemic Factors:</b> <b>Permanency Outcome 1</b> <b>Termination of Parental Rights</b> <b>Notice of Hearings and Reviews to Caregivers</b>		
<b>Goal: 1</b> <b>Reduce the number of children in out of home care for 18 months or longer and reduce barriers to adoption and TPR</b>			<b>Applicable CFSR Items:</b> <b>7, 8, 9, 10, 28, 29</b>		
<b>Action Steps and Benchmarks</b>	<b>Person Responsible</b>	<b>Evidence of Completion</b>	<b>Quarter Due</b>	<b>Quarter Completed</b>	<b>Quarterly Update</b>
3.1.1 Collaborate to assess major barriers within the courts and the agencies to achieve timely adoption	CIP Coordinator; DCFS, WCDSS, CCDFS Directors/ Designee	Report of identified barriers	Q1		
3.1.2 Convene a workgroup by jurisdiction (60-90 days), led by judges (including stakeholders/partners, GAL's, DA's) and includes a cross representative from another jurisdiction to share experiences and understand lessons learned to improve functioning and efficiency of adoption/TPR process	AOC, DCFS, WCDSS, CCDFS Directors/ Designee	List of Members by jurisdiction	Q2		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1.2(A) CIP/Courts and jurisdictions will develop baseline data on TPR/Adoption to inform workgroups	DCFS, AOC, WCDSS, CCDFS	Baseline data	Q1		
3.1.2 (B) CIP will develop and disseminate a letter including a checklist, timeframes and expectations of the charge of the workgroup	AOC	Letter	Q2		
3.1.2 (C) Identify barriers and develop a plan to address barriers within 120 days	DCFS, AOC, WCDSS, CCDFS	Plan	Q4		

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
3.1.3 Each jurisdiction will convene a team to review a sample of cases that have been in out of home for more than 18 months and have a low prognosis of achieving permanency within the next 12 months	Clark, Washoe & Rural Directors/ designee	Reports of reviews	Q 4		
3.1.3. (A) Based upon the review of cases, agencies will develop a plan to expedite permanency plans <b>and</b> institute process changes to reduce future and ongoing barriers to permanency	Clark, Washoe & Rural Directors/ designee	Copy of plans for expedited permanency	Q 5		

In response to the direction from the Nevada Supreme Court, the Second Judicial District Court convened its Council consisting of several key stakeholders, including: Juvenile Master Buffy Dreiling; Jeanne Marsh, Children’s Services Director, Washoe County Department of Social Services; Shannon McCoy, Coordinator, Washoe County Department of Social Services; Jeffrey Martin, Chief Deputy District Attorney; Kathleen Baker, Deputy District Attorney; Myra Sheehan, Deputy District Attorney; Kathy O’Leary, Chief Deputy Public Defender; Lance White, Deputy Alternate Public Defender; Karen Sabo, Directing Attorney, Washoe Legal Services; and Franz Braun, Model Court Liaison, National Council of Juvenile and Family Court Judges.

This group met over the course of several weeks and first identified barriers to timely TPR and developed several strategies to improve the efficiency of the TPR process, once termination was identified as the appropriate permanency plan. The group does emphasize that care must be taken to ensure that none of the strategies results in “a rush to TPR” when termination is not in the child’s best interest. The most common theme identified throughout the discussions and collaboration was the need to identify and involve family members at the earliest possible time in a dependency case. The barriers and strategies identified are set forth below.

## Establish Permanency Earlier in Appropriate Cases

Barrier: Delayed permanency plan of termination in cases where parents have been absent from the case or substantially disengaged. Previously, permanency plan finalization would wait for the 12-month permanency hearing, although some informal concurrent planning primarily around placement identification was occurring.

Strategy: In cases with absent parents, WCDSS is seeking earlier permanency hearings to establish permanency plan and initiate termination actions. WCDSS is no longer waiting for regularly scheduled permanency hearings and is seeking such hearings at the time when it reasonably appears that the parent will not engage and the best interest of the child will be served by moving forward with permanency. The result is earlier permanency planning and initiation of termination proceedings.

## Relatives

Barrier: Delayed identification of relatives delays permanency planning. Delays come from several sources including: parents refusing to identify relatives believing it will prevent reunification; resource issues in WCDSS limiting staff available to perform relative searches; lack of clarity in policy regarding required follow-up throughout the case with relatives who do not respond to initial contact, sometimes delaying movement toward permanency.

Strategy: All participants in dependency system will work to gather relative information from beginning of case and explain to parents the need for early identification.

Strategy: Clarify policy for workers regarding responsibility to follow-up with relatives throughout the case so permanency decisions can be made timely.

Barrier: Relatives challenging placement determinations late in the case, delaying identification of permanent placement.

Strategy: Develop process for relatives to bring placement issues before the court earlier in the process.

Barrier: Delay in determining permanent placement with relatives delays permanency when a parent is willing to relinquish if placement is with relative.

Strategy: Strategies for timely identification of relatives and assessment of placement with relatives identified above will address this barrier.

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## Termination Process

Barrier: WCDSS does not begin the process of gathering the information for the petition to terminate for the District Attorney until after a permanency plan of termination has been adopted by the Court. Much of this information is the same information WCDSS uses to justify a request to the Court of termination. By waiting until after the permanency plan is adopted by the Court, the process to draft the petition to terminate parental rights is delayed by several weeks to a month.

Strategy: WCDSS will gather the information necessary for the District Attorney's office to draft the petition to terminate parental rights (this process of gathering the information is known as the TPR worksheet) and submit the information to the DA by the date of the permanency hearing.

Barrier: District Attorney's Office has experienced backlog of getting petitions to terminate parental rights drafted and filed.

Strategy: District Attorney's Office will have more active management of case distribution with its deputies to reduce or eliminate any backlog and increase timely filing of petitions.

Strategy: District Attorney's Office will revise their petition format to streamline the information contained in the petitions to make the drafting process less time consuming.

Barrier: Following permanency hearing, many parents disengage with WCDSS and become difficult to locate for service of the TPR petition.

Strategy: By expediting the filing of the TPR petition, service of the parents can occur more closely to the permanency hearing before their whereabouts become unknown.

Barrier: Limited resources exist to complete diligent efforts to locate parents for service of TPR petition to either achieve service or justify publication of summons.

Strategy: Coordinate the timing of the filing of the TPR petition with the diligent search efforts to reduce the need to conduct searches multiple times.

Barrier: Delays in appointment of counsel for parents in TPR cases causes delays in setting trials or negotiating settlement.

Strategy: specific strategies were not identified to expedite appointment of counsel, however, the team agreed to work with the Public Defenders offices and conflict counsel to identify specific strategies.



Barrier: Delays in negotiating open adoption agreements between adoptive parents and natural parents cause delay in settling termination case. Delay can be caused by reluctance or uncertainty of the adoptive parents because they are often unrepresented whereas the natural parent is usually represented by Public Defender's office.

Strategy: Establish pro bono program for attorneys to represent adoptive parents in negotiating open adoption agreements.

The majority of the strategies listed above are all within the control the agencies involved in the daily work of permanency planning and implementation for the children in the dependency system. Additionally, these strategies in large part do not require additional resources which we all realize are not likely to be available. It is anticipated that the combined implementation of these strategies would reduce unnecessary delays in the termination process and expedite permanency for those children whose best interests have been determined to be adoption.

**THIRD JUDICIAL DISTRICT  
COMMUNITY IMPROVEMENT  
COUNCIL**



**ACTION PLAN**

**Third Judicial District Community Improvement Council Meeting:**

**Date and Time:** November 30, 2010

**Location:** Fallon, Nevada Judge Huff's Chambers

**Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions

**Needs Statement:** The Parties and Court need to be informed and clear about expectations and deadlines to create accountability, avoid-delay, and expedite permanency

**Outcome:** The CIC will meet quarterly to ensure that the case plans are moving forward in a timely manner, that solutions identified below are being successfully implemented, and identify new barriers and solutions to timeliness.

**Members:** Honorable David Huff, Kelli Weishaupt, Social Services Manager DCFS, Novia Anderson, DCFS, and Katherine Malzahn-Bass, Court Improvement Program Coordinator

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Length of time after TPR and case is sent to the adoption unit.	Now moving forward with adoption process prior to determination of SSI subsidy. DCFS will adjust the subsidy contract upon receipt of determination.	Michael Cason
	District Court shall incorporate the appropriate language into the court order.	Judge Huff
	Scheduling the HART DCFS meetings when they are required, not just once a month. Michael Cason will be chairing these meetings and	Michael Cason

	<p>reviewing the membership.</p> <p>Identify potential TPR cases (0-5 years who are 50% free, 14 consecutive months out of home or in a pre-adoptive home), and cases where the TPR paperwork is at the AG's office in UNITY and schedule pre-transfer meetings and assign an adoption worker to the case. That worker attends IEP's, CFT, court (via phone if not in person), reviews cases notes and orders.</p>	Michael Cason
<p>DCFS lowered the number of months to permanency from 18 to 12 months which does not take into consideration the challenges in a rural court.</p> <p>ASFA guidelines are too short to recognize some of the problems in the system.</p>	Provide full disclosure to the parents regarding ASFA and Permanency for children.	Caseworkers & Judge Huff
Unrealistic goals may deny the possibility of reunification due to parents' lack of family support and resources.	Case plan must be pertinent and realistic to the reason why children were removed and taken into custody.	Caseworkers with court oversight.
DCFS reports are too overwhelming for the parents. Judge Huff may not approve all the recommendations.	Reports must be pertinent and up to date.	Caseworkers with court oversight.
There is no one in the community to do the counseling or assessments	Need incentives for psychologists. Perhaps could help mental health counselors obtain credentials	County leaders working with the Legislature.

**Discussion Points:**

**Generally:**

**CIC: Positive Steps Being Taken in Judicial District:** An attorney is appointed for every child in 432B cases. The County funds the public defender. Sharon Benson, the Deputy Attorney General, does a good job. Great working relationship between the court and the local DCFS.

**THIRD JUDICIAL DISTRICT  
COMMUNITY IMPROVEMENT  
COUNCIL**



**FINAL ACTION PLAN**

**Third Judicial District Community Improvement Council Meeting:**

**Date and Time:** March 21, 2011

**Location:** Third Judicial District Court  
31 South Main Street  
Yerington, Nevada 89447

**Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions

**Needs Statement:**

**Outcome:**

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Time/Resources for Rural DCFS Caseworkers to appear at District Court Hearings	Document Reader/Polycom capabilities between DCFS & District Court	Judge William G. Rogers
Reluctance by Judges to Terminate Parental Rights	Citizen Review Panel Per 432B.396	Kandee Mortenson, DCFS
Not everyone is aware of timelines, procedures, etc. regarding terminations and adoptions	Meeting/conference presented by AG's office to include Judges, Attorneys, Das, Child Advocates	Debbie Gilmore

**Discussion Points:**

**Generally:**

**CIC: Positive Steps Being Taken in Judicial District:** The committee has met twice to this point and plan on future meetings. The committee members are working well together and are optimistic of accomplishing the goal of reducing the barriers to adoption and TPRs.

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

**Date and Time:** December 3, 2010, 11:30 a.m.

**Location:** Jury Room of the 4<sup>th</sup> Judicial District Court, Department 2 and by video Conference

**Attendance:** Betsey Crumrine, (DCFS Rural Region Manager); District Judge Andrew J. Puccinelli, Family Court Master Mason Simons; Larry Robb (Local DCFS District Manager); Alana McKinney (Northeastern Nevada CASA Director); Michelle Rodriguez, Esq., (Contracted Children’s Attorney); Michael Cason, (Adoption Unit Manager DCFS Carson City); Karen Dickerson, Esq. (Senior Deputy Attorney General); and Kathie Malzahn-Bass, (CIP Coordinator, Administrative Office of the Courts).

**Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and termination of parental rights to achieve timely adoptions.

**Needs Statement:** The Parties and the Courts need to be informed and clear about expectations and deadlines to create accountability, avoid delay and expedite permanency.

**Outcome:** All parties are present for each hearing, the parties and the court are prepared for each hearing, and the case moves forward in a timely manner.

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Social Security Determination – Historically, cases have been left in transition because SSI has not made a determination as to whether the child qualifies for services. We were not able to transfer cases to the adoption unit for finalization and subsidy negotiation until such determination was made.	Now moving forward with subsidy negotiations prior to determination and once get SSI determination is made, DCFS will adjust the subsidy contract.  District Court shall incorporate the appropriate language into Court Orders.	Michael Cason          Judge Puccinelli, Court Master Simons

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

<p>WIN Program: The program is cumbersome, delays the process and is duplicative of the DCFS Caseplans. It is also a strain on the Court's limited resources. There is a question as to whether there have been any positive productive results from the usage of said program in the Elko County area.</p>	<p>WIN worker and DCFS worker should staff case monthly rather than with parties in a WIN monthly meeting. DCFS worker to be apprised of the status of all providers at the CFT and report accordingly.</p>	<p>Joe Prichard, WIN Rural Region/North Region Manager and Larry Robb</p>
<p>Reunification Barrier: Housing not available and funding for housing not available.</p>	<p>In July DCFS will apply for the grant through HUD for housing assistance. DCFS shall keep the Courts involved in the process.</p>	<p>Division of Child and Family Services</p>
<p>Aging out of teenagers: They are not prepared for adulthood. They do not have a grasp on what is necessary to succeed on their own.</p>	<p>Research ILP and identify available community resources, youth serving organizations to promote independent or transitional living arrangements. Coordinate with existing DCFS staff members regarding ILP issues and programs. Increase collaboration between all stake holders regarding Independent Living programs. Develop partnership with local Family Resource Center to establish Independent Living Resources. Possibly partner with Great Basin College, other community colleges and University of Nevada to establish and enhance vocational/educational opportunities.</p>	<p>Michelle Rodriguez and Alana McKinney and appropriate DCFS personnel, FRC personnel and various college personnel.</p>

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

***Positive Steps Being Taken by District:***

The 4<sup>th</sup> Judicial District Court does not have the same time frames as the rest of the State of Nevada establishing permanency, filing and finalizing the Termination of Parental Rights cases and the eventual permanency through adoption or full legal guardianships.

Court Master Simons is very aggressive with providing a ruling of “no more reasonable efforts” when there has not been any positive movement in the caseplan for a period of four months or greater. In addition, Court Master Simons will order DCFS to begin recruitment efforts when appropriate family placements are not available.

Ms. Rodriguez, the children’s attorney regularly prepares and files any needed pleadings to assist in the 432B process. Ms. Rodriguez, the children’s attorney regularly files and pursues, on behalf of the minor child, NRS 126 Petitions for establishment of legal rights for putative fathers. The District Court routinely waives filing fees for said actions. Ms. Rodriguez, the children’s court appointed attorney, files for termination of parental rights if there is not positive movement in the case after 9 months. Ms. Rodriguez also represents adoptive parents at a reduced rate to assist with the adoption finalization process. The CASA volunteers and Directors actively participate in and advocate for the minor children throughout the entire process. In addition, the CASA Director acts as the Petitioner when necessary in filings done by Ms. Rodriguez. See Page 4 for Northeastern Nevada CASA caseload information and Pages 5-9 for Attorney Rodriguez’s caseload information.

Additional CIC program meeting will be scheduled to occur in the spring of 2011 to assure the identified barriers are being addressed and to determine if there are any unidentified barriers that need to be addressed.



**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

**Report Northeastern Nevada CASA Program**

Number of children served by CASA in 2010:	79
Females	42
Males	37
Total number of cases served in 2010:	44
Total number of new children in 2010:	36
Total number of children whose cases closed:	31
Adopted:	13
Reunified:	11
Transferred to other jurisdiction	5
Aged out	2

Time spent in foster care for the kids whose cases closed in 2010

less than 1 mo:	2	1-5 mos:	4
6-11 mos:	8	12-17 mos:	2
18-23 mos:	5	24-29 mos:	3
30-35 mos:	3	3-4 years:	4
over 4 years:	0		

Provided by Alana McKinney  
Northeastern Nevada CASA

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

Caseload Statistics for  
Attorney Michelle Rodriguez  
As of January 5, 2011

No.	Case No.	Custody Date	DOB	Termination Filed	Termination Filed By:	Termination Completed	Adoption Filed	Adoption Completed	Final Order in 432B Case
1		5/12/2008		12/16/09	Michelle Rodriguez	4/12/10	Nov. 2010	-	-
2		5/12/2008		12/16/09	Michelle Rodriguez	4/12/10	Nov. 2010	-	-
3		5/12/2008		12/16/09	Michelle Rodriguez	4/12/10	Nov. 2010	-	-
5		8/3/2007		4/9/09	Michelle Rodriguez	7/13/09	10/7/09	2/8/10	4/14/10
6		8/3/2007		4/9/09	Michelle Rodriguez	7/13/09	10/7/09	2/8/10	4/14/10
7		8/3/2007		4/9/09	Michelle Rodriguez	7/13/09	10/7/09	2/8/10	4/14/10
8		8/3/2007		4/9/09	Michelle Rodriguez	7/13/09	10/7/09	2/8/10	4/14/10
9		6/22/2010		-	-	-	-	-	-
10		12/9/2010		-	-	-	-	-	-
11		9/8/2008		9/18/09	Michelle Rodriguez	12/7/09	1/29/10	3/22/10	3/30/10
12		04/16/09		-	-	-	-	-	-
13		04/16/09		-	-	-	-	-	-
14		04/16/09		-	-	-	-	-	-
15		04/16/09		-	-	-	-	-	-
16		12/15/2010		-	-	-	-	-	-
17		4/2/2010		-	-	-	-	-	-
18		04/15/10		-	-	-	-	-	5/26/10 Returned to Mother
19		04/15/10		-	-	-	-	-	5/26/10 Returned to Mother
20				-	-	-	-	-	-
21		6/27/2008		-	-	-	-	-	Deceased Case closed 10/10/08
22		9/19/2008		-	-	-	-	-	-
23		1/29/2008 1/4/2010		5/7/2010	Michelle Rodriguez	8/16/2010	-	-	-
24		12/22/2005		6/20/08	Michelle Rodriguez	Mother 9/15/08 Father 12/1/2008	4/14/10	7/12/10	8/19/10

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

No.	Case No.	Custody Date	DOB	Termination Filed	Termination Filed By:	Termination Completed	Adoption Filed	Adoption Completed	Final Order in 432B Case
25		12/22/2005		6/20/08	Michelle Rodriguez	Mother 9/15/08 Father Relinquished 8/18/08	4/14/10	7/12/10	8/19/10
26		12/22/2005		6/20/08	Michelle Rodriguez	Mother 9/15/08 Father Relinquished 8/18/08	4/14/10	7/12/10	8/19/10
27		12/6/2006		8/5/08	Michelle Rodriguez	7/28/09	9/9/10	10/11/10	12/1/10
28		10/31/2005		Mother 11/30/07 Father 1/18/08	Michelle Rodriguez	Mother Relinquished 3/21/08 Father 3/13/08	Filed in Douglas County Date Unknown	6/14/10	8/19/10
29		2/18/2010		-	-	-	-	-	-
30		11/19/2007		-	-	-	-	-	-
31		11/19/2007		-	-	-	-	-	-
32		12/19/2006		2/25/09	Michelle Rodriguez	6/9/09	-	-	2/12/10
33		12/19/2006		2/25/09	Michelle Rodriguez	6/9/09	-	-	2/12/10
34		9/11/2008		-	-	-	-	-	10/13/08
35		9/11/2008		-	-	-	-	-	10/13/08
36		9/11/2008		-	-	-	-	-	10/13/08
37		9/11/2008		-	-	-	-	-	10/13/08
38				-	-	-	-	-	Returned to Mother 9/3/08
39		11/15/2005		-	-	-	-	Guardianship Finalized 12/22/08	1/14/09
40		11/15/2005		-	-	-	-	Guardianship Finalized 12/22/08	1/14/09
41		9/8/2010		-	-	-	-	-	-
42		9/8/2010		-	-	-	-	-	-
43		9/8/2010		-	-	-	-	-	-
44		11/27/2007		-	-	-	-	-	Returned to Mother 12/16/08
45		11/27/2007		-	-	-	-	-	Returned to Mother 12/16/08
46		8/11/2010		-	-	-	-	-	-
47		8/11/2010		-	-	-	-	-	-
48		8/11/2010		-	-	-	-	-	-
49		8/11/2010		-	-	-	-	-	-

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

No.	Case No.	Custody Date	DOB	Termination Filed	Termination Filed By:	Termination Completed	Adoption Filed	Adoption Completed	Final Order in 432B Case
50		8/11/2010		-	-	-	-	-	-
51		4/10/2008		-	-	-	-	-	-
52		2/12/2007		-	-	-	-	-	Aged out of Care
53		2/12/2007		-	-	-	-	-	-
54		2/12/2007		-	-	-	-	-	-
55		3/11/2010		-	-	-	-	-	-
56		04/18/09		-	-	-	-	-	9/16/2009 Custody given to Father
57		8/28/2007		5/21/08	Michelle Rodriguez	8/25/08	12/4/09	3/22/10	4/14/10
58		12/4/2009		-	-	-	-	-	10/25/10 Returned to Parents
59		12/4/2009		-	-	-	-	-	10/25/10 Returned to Parents
60		12/4/2009		-	-	-	-	-	10/25/10 Returned to Parents
61		5/25/2007		11/30/07	Michelle Rodriguez	3/13/08	5/1/08	9/15/08	12/9/08
62		9/1/2006		11/30/07	Michelle Rodriguez	Mother Relinquished 3/21/2008 Father 3/13/2008	10/3/08	4/27/09	8/4/09
63		9/1/2006		11/30/07	Michelle Rodriguez	Mother Relinquished 3/21/2008 Father 3/13/2008	10/3/08	4/27/09	8/4/09
64		9/1/2006		11/30/07	Michelle Rodriguez	Mother Relinquished 3/21/2008 Father 3/13/2008	10/3/08	4/27/09	8/4/09
65		5/30/2010		-	-	-	-	-	-
66		5/30/2010		-	-	-	-	-	-
67		5/30/2010		-	-	-	-	-	-
68		3/21/2007		11/30/07	Michelle Rodriguez	3/13/08	5/1/08	4/27/09	6/9/09
69		3/21/2007		Mother 11/30/2007 Father 3/4/2008	Michelle Rodriguez	Mother 3/13/2008 Father Relinquished 5/15/08	3/13/08 By Robert Salyer	December, 2010	-
70		10/14/2010		-	-	-	-	-	-
71		10/14/2010		-	-	-	-	-	-
72		10/14/2010		-	-	-	-	-	-
73		10/14/2010		-	-	-	-	-	-

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

No.	Case No.	Custody Date	DOB	Termination Filed	Termination Filed By:	Termination Completed	Adoption Filed	Adoption Completed	Final Order in 432B Case
74		11/9/2010		-	-	-	-	-	-
75		11/10/2010		-	-	-	-	-	-
76		11/10/2010		-	-	-	-	-	-
77		11/6/2009		-	-	-	-	-	-
78		11/6/2009		-	-	-	-	-	-
79		3/4/2008		-	-	-	-	-	Aged out of Care 6/29/2009
80		10/5/2009		-	-	-	-	-	8/17/2010 Navajo Nation Took Custody
81		10/5/2009		-	-	-	-	-	8/17/2010 Navajo Nation Took Custody
82		10/5/2009		-	-	-	-	-	8/17/2010 Navajo Nation Took Custody
83		10/5/2009		-	-	-	-	-	8/17/2010 Navajo Nation Took Custody
84		10/5/2009		-	-	-	-	-	8/17/2010 Navajo Nation Took Custody
85		7/8/2006		4/29/08	Michelle Rodriguez	7/21/08	9/29/08	1/12/09	2/17/09
86		11/23/2010		-	-	-	-	-	-
87		6/7/2006		-	-	-	-	-	Returned to Mother 4/2/2009
88		6/7/2006		-	-	-	-	-	Returned to Mother 4/2/2009
89		01/30/08		2/25/09	Michelle Rodriguez	7/6/09	12/1/10	12/22/10	-
90		10/23/2008		-	-	-	-	-	Returned to Parents 3/26/2009
91		9/16/2008		-	-	-	-	-	Returned to Mother 10/13/2009
92		8/29/2004		-	-	-	-	-	Aged out of Care 9/18/08
93		11/5/2007		11/12/09	Michelle Rodriguez	3/1/10	-	-	-
94		11/5/2007		-	-	-	-	-	Aged out of Care 4/27/2009
95		9/15/2009		-	-	-	-	-	Returned to Parents 10/5/10
96		9/15/2009		-	-	-	-	-	Returned to Parents 10/5/10

**FOURTH JUDICIAL DISTRICT COMMUNITY IMPROVEMENT COUNCIL  
FINAL ACTION PLAN**

No.	Case No.	Custody Date	DOB	Termination Filed	Termination Filed By:	Termination Completed	Adoption Filed	Adoption Completed	Final Order in 432B Case
97		9/15/2009		-	-	-	-	-	Returned to Parents 10/5/10
98		9/15/2009		-	-	-	-	-	Returned to Parents 10/5/10
99		12/31/2006		2/6/08	Michelle Rodriguez	5/19/08	-	-	Aged out of Care 6/29/2009
100		12/31/2006		2/6/08	Michelle Rodriguez	5/19/08	-	-	Aged out of Care 11/16/10
101		12/31/2006		2/6/08	Michelle Rodriguez	5/19/08	-	-	Aged out of Care 7/10/2008
102		6/1/2007		-	-	-	Guardianship finalized 03/19/2009	-	8/5/09
103		7/12/2010		-	-	-	-	-	-
104		6/18/2007		-	-	-	-	-	Returned to Mother 10/17/07
105		3/1/2007		-	-	-	-	-	Aged out of Care 8/11/08
106		4/27/2007		6/6/08	Michelle Rodriguez	11/10/08	1/13/09	2/23/09	8/4/09
107		05/04/07		-	-	-	-	-	12/2/2010 Custody returned to Natural Father
108		3/3/2008		11/7/08	Michelle Rodriguez	1/16/09	4/30/09	5/29/09	10/13/09
109		6/19/2010		-	-	-	-	-	-
110		9/29/2006		5/12/08	Michelle Rodriguez	Mother 7/21/2008 Father Relinquished 7/23/08	11/6/08	4/27/09	8/4/09
111		2/17/2010		-	-	-	-	-	-
112		3/1/2007		-	-	-	-	-	Aged out of Care 9/8/08
113		9/22/2010		-	-	-	-	-	-
114		11/12/2009		-	-	-	-	-	-
115		10/5/2007		7/22/08	Michelle Rodriguez	10/6/08	Filed by Barbara Torvinen	12/21/09	
116		8/15/2007		3/13/08	Attorney General's Office	10/30/08	Filed in Douglas County Date Unknown	6/14/10	8/19/10

***Fifth Judicial District  
Community Improvement Council***

January 11, 2011

**Action Planning Summary from Pahrump Workgroup**

**Needs Statement:**

The Stakeholders commit to developing increased compliance with federal child welfare guidelines and the NRS to better serve children and families within the rural Nevada child welfare system.

**Outcomes:**

The Stakeholders commit to having regular scheduled meetings with the next meeting scheduled for Tuesday, February 22 at 1:30pm at the District Court Hearing Room in Pahrump, Nevada.

**Summary of the Barriers to Adoption and Termination of Parental Rights:**

1. Identification of stakeholders. Do we have everyone at the table?
2. Commitment of partners to effect change.
3. Availability and resources of DA's office to work with DCFS and DAG.
4. Availability of court appointed attorneys.
5. Current contractual agreements with attorneys.
6. Training and engagement of attorneys.
7. Impact of the federal Child and Family Services Review of Nevada and the subsequent federally mandated Program Improvement Plan.
8. Availability of data to drive decision making.
9. Need for solution-focused dialogue across disciplines and stakeholders.
10. Improved and coordinated scheduling of court cases.
11. Over-use of court continuances.
12. Effectiveness of Child and Family Teams.
13. Socio-economics of community.
14. Under-resourced community.

**Summary of some of the proposed solutions:**

1. Court develops a no-continuance policy.
2. Development of a mediation/facilitation program.
3. Pilot project to test and evaluate changes.
4. Strengthen Child and Family Teams interface with the court process.
5. DA's commitment to work cooperatively with DCFS, and to dedicate attorney for DCFS cases.
6. Review existing court appointed attorney contracts.
7. Training for attorneys in federal child welfare mandates and NRS 432B.

**SIXTH JUDICIAL DISTRICT  
COMMUNITY IMPROVEMENT  
COUNCIL**



**FINAL ACTION PLAN**

**Sixth Judicial District Community Improvement Council Meeting:**

**Date and Time:** on-going meetings within the District

**Location:** Leighton Hall in Winnemucca

**Attendance:** Juvenile probation personnel, DCFS workers, 3 counties Das, County Public Defenders, others

**Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions

**Needs Statement:** When we remove children whose ultimate focus is adoption there are numerous barriers to having children finally adopted

**Outcome:** Focus on the needs of the children to provide stability has quickly as possible.

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Lack of sufficient and appropriate foster homes for which there is a disconnect between the DCFS licensing unit and the caseworkers.	<p>Allow the District Court Judges and the Juvenile Department to be authorized to locate, license, and provide support to foster families.</p> <p>A local person employed the District Court will be charged with recruitment, training, support, and continuing education of local foster parents. Additionally, foster parent respite would be provided by licensing respite families for brief and temporary care to provide short-term relief to the foster families.</p>	DCFS to agree  Judge together with Juvenile Department
Time lag between the final order of the 432B case for termination of parental	Change the practice from having AG's office file all TPR proceedings,	District Attorney



<p>rights and the filing of a termination of parental rights proceeding by the AG's office.</p>	<p>to having the local District Attorney file the petition to terminate parental rights. This would eliminate DCFS having to transfer the file to the AG's office where the Deputy Attorney General reviews huge files to determine the appropriateness of the termination. The local DA is already fully aware of the case and would file for termination immediately. This would eliminate the potential for emotionally damaging the children because of ongoing visits with their natural parents while waiting for the actual termination.</p>	
<p>Length of time after TPR and case is sent to the adoption unit.</p>	<p>Now moving forward with adoption process prior to determination of SSI subsidy. DCFS will adjust the subsidy contract upon receipt of determination.</p> <p>District Court shall incorporate the appropriate language into the court order.</p> <p>Scheduling the HART DCFS meetings when they are required, not just once a month. Michael Cason will be chairing these meetings and reviewing the membership.</p> <p>Identify potential TPR cases (0-5 years who are 50% free, 14 consecutive months out of home or in a pre-adoptive home), and cases where the TPR paperwork is at the AG's office in UNITY and schedule pre-transfer meetings and assign an adoption worker to the case. That worker attends IEP's, CFT, court (via phone if not in person), reviews cases notes and orders.</p>	<p>Michael Cason</p> <p>Judge Wagner</p> <p>Michael Cason</p> <p>Michael Cason</p>

**Discussion Points:**

**Generally:** CIC will reconvene periodically to ensure and guide proper implementation of solutions and to evaluate other possible barriers or solutions needed.

**CIC: Positive Steps Being Taken in Judicial District:** The 6<sup>th</sup> Judicial District has built a strong partnership with the Commissioners in each of the three counties, Humboldt, Lander, and Pershing. The 6<sup>th</sup> Judicial District prioritizes children by expending 80% of its budgets on children, either juvenile justice or child dependency. The judicial philosophy is to emphasize prevention. By prioritizing children crime can be prevented.

Every child in a 432B case is appointed a guardian ad litem. Because mental health services are scarce, the 6<sup>th</sup> has employed a part-time psychologist and pays for counseling, domestic violence counselors, and assessments and evaluations to ensure the timeliness of services provided.

Recognizing that children are lost if they drop out of school, education is emphasized by the court. At the court's suggestion the three County Commissions each provide an alternative education building. Teachers are assigned from the school districts.

**SEVENTH JUDICIAL DISTRICT  
COMMUNITY IMPROVEMENT  
COUNCIL**



**ACTION PLAN**

**7<sup>th</sup> Judicial District Community Improvement Council Meeting:**

- Date and Time:** March 4, 2011 at 9:00 AM
- Location:** Ely, Nevada
- Attendance:** District Judge Dan Papez, District Judge Steve Dobrescu, Michael Cason (Adoption Unit Manager DCFS), Gary Fairman, Esq., Jerolyn Tennyson (DCFS Ely Supervisor), Larry Robb (Local DCFS District Manager), Kelly Brown (White Pine County District Attorney), Steven Bishop (Deputy White Pine County District Attorney), Bill Murphy (State Public Defender), Faye Cavender (DCFS Social Worker II), Shannon Cessford, Director (Great Basin CASA), Shannon Rebiejo (DCFS Social Worker II), Shannon Richards (Deputy Attorney General), Justice Nancy Saitta (Nevada Supreme Court), Kathie Malzahn-Bass (CIP Coordinator, Administrative Office of the Courts).
- Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions
- Needs Statement:** The Parties and the Courts need to be informed and clear about expectations and deadlines to create accountability, avoid delay and expedite permanency
- Outcome:** All parties are present for each hearing, the parties and the court are prepared for each hearing, and the case moves forward in a timely manner

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Inability to immediately involve counsel for the parents upon removal of the children often results in negative parental attitudes and resistance to the process thereby causing delays in reunification plan and efforts.	Provide family mentors who have successfully gone through the system similar to CASA and the 2 <sup>nd</sup> Judicial District's Mentor Moms. These mentors will guide the family through the	Kathie Malzahn-Bass

	<p>system.</p> <p>Investigate resolving cases upfront using a Juvenile Dependency Mediation-type model.</p> <p>Ethical mentors who have been trained to guide, but not offer legal advice.</p> <p>Create Mentor Program to include review of CPS manual with parents.</p> <p>Identify potential mentors.</p>	<p>provide information</p> <p>Kathie Malzahn-Bass provide information</p> <p>Shannon Richards will provide Maricopa County information</p> <p>Faye Cavender and Shannon Rebiejo (DCFS) develop training with members from new 7<sup>th</sup> Judicial District Bar Association identified by Kelly Brown.</p> <p>Larry Robb investigate including mentors in “MDT” training funded by DCFS grant</p> <p>Faye Cavender and Shannon Rebiejo (DCFS) with Judges Papaz and Dobrescu</p> <p>Faye Cavender and Shannon Rebiejo (DCFS)</p>
<p>Inability to determine parental drug involvement up-front.</p>	<p>DCFS will be provide \$7 drug tests which they may administer before the petition is filed if the parent consents.</p>	<p>Larry Robb Faye Cavender and Shannon Rebiejo (DCFS)</p>
<p>Strident petition language that further incites parental hostility.</p>	<p>Soften petition language similar to that of the 2<sup>nd</sup> Judicial District. Ensure that it contains sufficient information for the DA.</p>	<p>DCFS and DA Kelly Brown</p>

Parents must accept or deny accusations.	Implement accepting “no contest pleas.” Court substantiates the allegations even though the parents plead “not contest.”	DA and Judges
Insufficient information about possible relative placements initially	DCFS outline actions taken to locate relatives.  Court orders the parents to provide all names of relatives both in and out of state to DCFS immediately	Faye Cavender and Shannon Rebiejo (DCFS)  Judge Papez  Judge Dobrescu
Attorneys for all parties do not communicate early in the process	Court appoint attorneys at 72 hour hearing and order exchange of discovery meeting of all council.	Judge Papez  Judge Dobrescu
All stakeholders are not always working collaboratively to ensure efficient movement toward timely permanency and safety.	Court order a pre-admit and deny hearing meeting of all parties similar to Early Resolution Program in the 8th or Juvenile Dependency Mediation in the 2nd.	Judge Papez  Judge Dobrescu
Interstate Compact on the Placement of Children (ICPC). Failure to adhere to timeliness. Receiving state does not respond.	In initial DCFS report, request an order from the court for an expedited ICPC that is written by the Judge at the Disposition Hearing.  Regulation 7 may be implemented in appropriate situations in which the child is under 5 years. In others the DCFS local manager will intervene.	DCFS  Judge Papez  Judge Dobrescu  Larry Robb
Size of workers’ caseloads and number and range of responsibilities. The 7 <sup>th</sup> is down two caseworkers	Hire two more competent and committed staff.	Larry Robb
TPR information readily and easily available to the Deputy AG.	Transcripts available helps expedite process for Deputy	Judges will have transcripts prepared and available to

	AG.	the Deputy AG more often.
Length of time after TPR and case is sent to the adoption unit.	<p>Now moving forward with adoption process prior to determination of SSI subsidy. DCFS will adjust the subsidy contract upon receipt of determination.</p> <p>District Court shall incorporate the appropriate language into the court order.</p> <p>Scheduling the HART DCFS meetings when they are required, not just once a month. Michael Cason will be chairing these meetings and reviewing the membership.</p> <p>Identify potential TPR cases (0-5 years who are 50% free, 14 consecutive months out of home or in a pre-adoptive home), and cases where the TPR paperwork is at the AG's office in UNITY and schedule pre-transfer meetings and assign an adoption worker to the case. That worker attends IEP's, CFT, court (via phone if not in person), reviews cases notes and orders.</p>	<p>Michael Cason</p> <p>Judge Papez</p> <p>Judge Dobrescu</p> <p>Michael Cason</p> <p>Michael Cason</p>
Adoptive family may require assistance to ensure timeliness of responses.	Subsidy worker will call on adoptive family one week after the Subsidy Packet is sent by the adoptive worker to assist with timely completion and return.	Michael Cason

**Discussion Points:**

**Generally:** CIC will reconvene periodically to ensure and guide proper implementation of solutions and to evaluate other possible barriers or solutions needed.

**CIC: Positive Steps Being Taken in Judicial District:** The 7<sup>th</sup> Judicial District assigns counsel to all children involved in 432B cases. Hearings are regularly held within 72 hours after removal. At this hearing the facts of the removal are reviewed and the parents' are advised of their rights including right to counsel. Usually Gary Fairman is appointed as council for the children and the State Public Defender is appointed to represent the parents. The Great Basin CASA is also appointed to the case during the 72 hours hearing.

Both Judges have had discussions with the system participants about best practices and moving the family into appropriate services as quickly as possible.

The 7<sup>th</sup> has been ordering drug addicted 432B case parents to participate in drug court. It takes approximately 18-24 months to heal the drug addicted brain which makes it nearly impossible to get the parents back on track and the children back in their home within 14 months.

**Community Improvement Council / Model Court Team Discussion**

**Beginning Your Action Planning: CIC/ Model Court Goal Implementation (One Objective per Form)**

**MODEL COURT TEAM: 8<sup>th</sup> Judicial District Clark County (Las Vegas)**

**CIC/ MODEL COURT GOAL :** Achieve timely permanency for children by actively engaging the family in services by providing timely assessments, timely access to treatment services and case plan summary identifying the services and time frames within which to engage in services.

**OBJECTIVE 1:** Front-loading of services

What activities need to take place to accomplish this CIC/ Model Court objective?	Who is the lead for each activity? Each activity may have a different lead person.	Who else needs to be part of this activity? Do other partner organizations need to be included in this specific activity?	Due Dates	How will you know if your activities have been successful and your CIC /Model Court objective has been reached? What will be your measurement or evaluation strategy?
<b>Community mapping of available service resources from government and non-government service providers, including, but not limited to, non-profit organizations, university entities, faith-based organizations and other community service providers.</b>	Janice Wolf, CAP	DFS, service providers, university representatives, neighborhood resource centers, Courts Catalyzing Change subcommittee, CASA, Community We Will, HACA/Hope Link.	October 1, 2011	Preparation of a Resource Guideline listing available service resources, service providers contact information which will be distributed to family members and other stakeholders.
<b>Review, modify and streamline service referral process to include detailed information, purpose and nature of the assessment, and other information necessary to assist the provider in identifying the service needs of the family.</b>	Mary Brown, Chief D.D.A.	DFS, service providers, neighborhood resource centers.	October 1, 2011	Preparation of a revised version of the existing Community Referral Form.
<b>Development of a parental support and mentoring cadre of parents and other individuals to mentor and support the family in timely engagement in services and to support the family throughout the process.</b>	Sheila Parks, CASA	DFS, neighborhood resource centers, faith-based organizations, Director of UNLV's outreach program.	January 1, 2012.	Development of a cadre of parents and individuals who have been trained and approved through background checks who are ready, willing and able



				to mentor and support the parents throughout the process.
<b>Development and implementation of a CPS/Juvenile Court Case Plan Summary for Substance Abuse and one for Non-Substance Abuse cases identifying services required of the family and time frames by which the Court expects the family to be engaged in such services with the assistance of CPS.</b>	Judge Frank P. Sullivan	DFS, CASA, neighborhood resource centers, deputy district attorneys, special public defenders, and CAP attorneys.	October 1, 2011.	Development of one-page Case Plan Summaries for Substance Abuse and Non-Substance Abuse cases which will be provided to and discussed with the parents and CPS at the second protective custody hearing.
				<p><b>*** The overall success of the front-loading of services will be measured by reducing the current waiting list for assessments, which averages approximately 45 days, to 30 days or less following the second protective custody hearing.</b></p> <p><b>***The overall success of the front-loading of services will be furthered measured by reducing the current waiting list for treatment services, which averages about 60 days, to 30 days or less after the completion of the assessment.</b></p>

**Community Improvement Council / Model Court Team Discussion  
Beginning Your Action Planning: CIC/ Model Court Goal Implementation (One Objective per Form)**

**CIC/ MODEL COURT GOAL (Be as specific as possible):** Achieve timely permanency for children by making the protective custody hearing as thorough and meaningful as possible.

**OBJECTIVE 2:** Implement a second protective custody hearing.

<b>What activities need to take place to accomplish this Model Court objective?</b>	<b>Who is the lead for each activity? Each activity may have a different lead person.</b>	<b>Who else needs to be part of this activity? Do other partner organizations need to be included in this specific activity?</b>	<b>Due Dates</b>	<b>How will you know if your activities have been successful and your CIC/Model Court objective has been reached? What will be your measurement or evaluation strategy?</b>
<b>Revision of dependency court calendars distributing the cases among five (5) judicial officers with four (4) judicial officers assigned to the front end (p.c. hearings, pleas, reviews, permanency hearings, etc.) of cases and one (1) judicial officer assigned to the back end (trials, TPRs, etc.) of cases.</b>	Ron Cordes, D.D.A.	Judges, Hearing Masters, deputy district attorneys, CAP attorneys, special public defenders, and conflict attorneys.	June 15, 2011	Revised court calendars will be implemented.
<b>Implementation of pre-hearing conferences to be scheduled at the initial protective custody hearing and held immediately preceding the second protective custody hearing.</b>	Frank P. Sullivan, District Court Judge	Hearing Masters, parents, deputy district attorneys, special public defenders, CAP attorneys, conflict attorneys, DFS, neighborhood resource centers, HACA/Hope Link.	July 1, 2011	Surveys will be conducted of all participating parties to determine if the pre-hearing conference resulted in an environment that was more family driven and family supportive and focused on problem solving instead of litigation.

<p><b>Implementation of second protective custody hearings focused on family preservation and identifying safety issues which need to be addressed in order for the children to return home.</b></p>	<p>Frank P. Sullivan, District Court Judge.</p>	<p>Hearing Masters, deputy district attorneys, special public defenders, CAP attorneys, conflict attorneys and DFS.</p>	<p>July 1, 2011</p>	<p>Cases will be monitored and compared with existing data to determine if the second protective custody hearing resulted in a reduction of time between removal and adjudicatory hearing, removal and dispositional hearing, and removal and permanency.</p>
<p><b>Training on the purpose of protective custody hearings and making such hearings as thorough and meaningful as possible.</b></p>	<p>Franz J. Braun, Model Court Liaison.</p>	<p>Judges, Hearing Masters, deputy district attorneys, special public defenders, CAP attorneys, conflict attorneys and DFS.</p>	<p>Training completed on April 8, 2011.</p>	<p>Training session was attended by approximately 100 individuals from DFS, judiciary, deputy district attorneys, special public defenders, CAP attorneys, university representatives, and CASA.</p>

**Community Improvement Council / Model Court Team Discussion  
Beginning Your Action Planning: CIC/ Model Court Goal Implementation (One Objective per Form)**

**CIC/ MODEL COURT GOAL (Be as specific as possible):** Achieve timely permanency for children by instituting a firm and effective no continuance policy in TPR proceedings while continuing to reduce the backlog of cases pending adoption as the permanency plan.

**OBJECTIVE 3:** No continuance policy in TPR proceedings and reduction of backlog of adoption cases.

<p><b>What activities need to take place to accomplish this CIC/ Model Court objective?</b></p>	<p><b>Who is the lead for each activity? Each activity may have a different lead person.</b></p>	<p><b>Who else needs to be part of this activity? Do other partner organizations need to be included in this specific activity?</b></p>	<p><b>Due Dates</b></p>	<p><b>How will you know if your activities have been successful and your CIC/Model Court objective has been reached? What will be your measurement or evaluation strategy?</b></p>
<p><b>Development of a core group of Family Court Judges who are ready, willing and</b></p>	<p>Frank P. Sullivan, District Court Judge.</p>	<p>Family Court Judges, deputy district attorneys,</p>	<p>October 1, 2011</p>	<p>Development of a core group of Family Court</p>

able to conduct TPR proceedings.		special public defenders, CAP attorneys, conflict attorneys and DFS.		Judges to hear TPR cases and assignment of TPR cases among the core group of judges.
<b>Training to the core group of judges and attorneys as to the importance of having a firm policy on continuances and the need to achieve permanency in a timely manner by completing TPR proceedings in an expeditious manner.</b>	Frank P. Sullivan, District Court Judge.	Family Court Judges, deputy district attorneys, special public defenders, CAP attorneys, conflict attorneys and DFS.	September 1, 2011	Monitoring of TPR proceedings conducted by the core group of judges and comparing such data with existing data as to time period from filing of the TPR Petition to completion of the TPR proceedings.
<b>Identification of all cases in which the parental rights have been terminated and adoption is the permanency plan for the children.</b>	Paula Hammock, DFS.	DFS information technician personnel.	June 1, 2011	Preparation of a list of all children whose parents have had their rights terminated and who are still pending adoption.
<b>Implementation of a quarterly adoption assessment court calendar reviewing the status of forty (40) of the longest pending adoption cases and identifying the barriers to achieving the adoption in a timely manner.</b>	Steven Jones, District Court Judge.	Ron Kirschenheiter/CAP. and DFS adoption unit..	July 1, 2011	Establishment of a quarterly adoption assessment court calendar.
<b>Implementation of an adoption status check court calendar to be held 60 days following the quarterly adoption assessment calendar to review the forty (40) longest pending adoption cases and determine if reasonable efforts have been made to achieve the permanency goal of adoption.</b>	Steven Jones, District Court Judge.	CAP attorneys and DFS adoption unit.	September 1, 2011	Increase in the amount of adoptions completed over the 2010 calendar year with a targeted goal of 600 adoptions for the year 2011, which would be a 35% increase over calendar year 2010.

## FINAL ACTION PLAN

### Ninth Judicial District Community Improvement Council Meeting:

**Date:** May 31, 2011

**Location:** Judicial and Law Enforcement Building, Minden, NV

**Work Group Topic:** Decrease the time to permanency; reduce barriers to adoption and TPR to achieve timely adoptions

**Needs Statement:** The Court needs more accountability from parties as to the status of progress towards permanency, requiring specific dates from DCFS and parties for completion of tasks leading to permanency.

<b>BARRIERS TO ADOPTION AND TERMINATION OF PARENTAL RIGHTS</b>	<b>SOLUTIONS RECOMMENDATIONS</b>	<b>RESPONSIBLE PARTY</b>
Inadequate collaboration in development of case plan. Parent(s) claims he/she had little/no input to case plan. This leads to excessive exceptions and delays in decision making about child's placement.	Parent should write case plan. DCFS give guidance and provide final input/adjustments. Hold parent(s) to his/her actions without exception.	Parent and DCFS
During reunification efforts little/no work is done on concurrent plan of guardianship or adoption. This leads to delays if/once TPR is ordered.	Court should order that DCFS' efforts/work will presented during review hearings in order to assess that progress.	Court and DCFS
Too much time elapses when TPR is ordered to the actual date TPR Petition is filed.	Set definite date for TPR Petition filing.	DCFS and Attorney General
HART does not meet frequently enough.	Increase meetings from once monthly to twice monthly.	HART
Adoptive families requesting (and eligible for) subsidies for ongoing medical or mental health conditions. DCFS is responsible for these negotiations.	Court should order that DCFS' negotiations should be completed by a 'date-certain'.	DCFS

**Discussion Points:** Barriers are often rooted in tactical mishandling which results in strategic failure. Recommended solutions should be simple and measureable.

# Exhibit D



# Early Resolution Program (ERP)

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Gwen G. Dixon  
Legal Aid Center of Southern Nevada, Paralegal  
(702) 386-1070

Hans Jessup  
Nevada Supreme Court, Research Analyst III  
(702) 486-9333



# Purpose of ERP

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“...adding a sense of urgency to each case to ensure that permanency is attained in a timelier manner.”





# Observations

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- The Early Representation Program reduces the time to case closure.
  - Front loaded efforts takes more time initially but results in earlier case closure.
- Lack of data prevented analysis on permanency outcomes.



# ERP Cases

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- 47 cases were assigned to the ERP program from 2009-2010.
  - Including 12 cases where a petition was not filed.
- Cases under went a front loaded resolution effort.
  - (i.e. Safety Team Meetings, Early Appointment of Counsel)



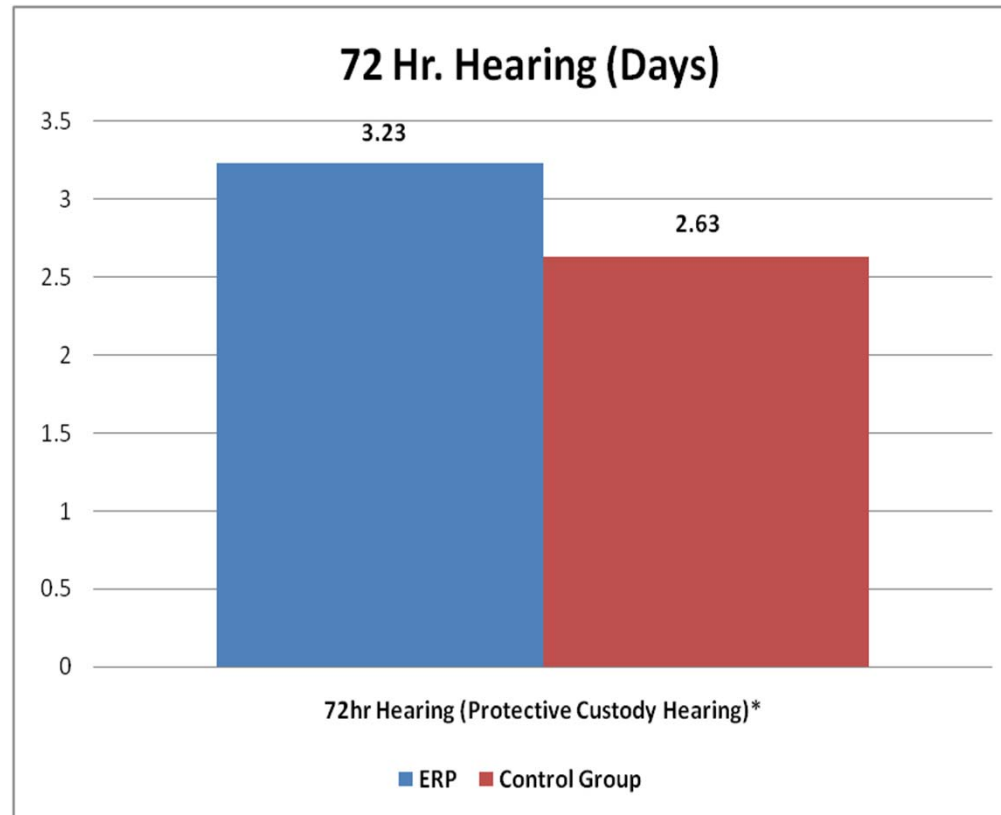
# Control Cases

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- Made up of 228 Cases from January 2009-May 2010<sup>1</sup>
- Did NOT participate in the ERP program.
  - Followed normal case-flow process.

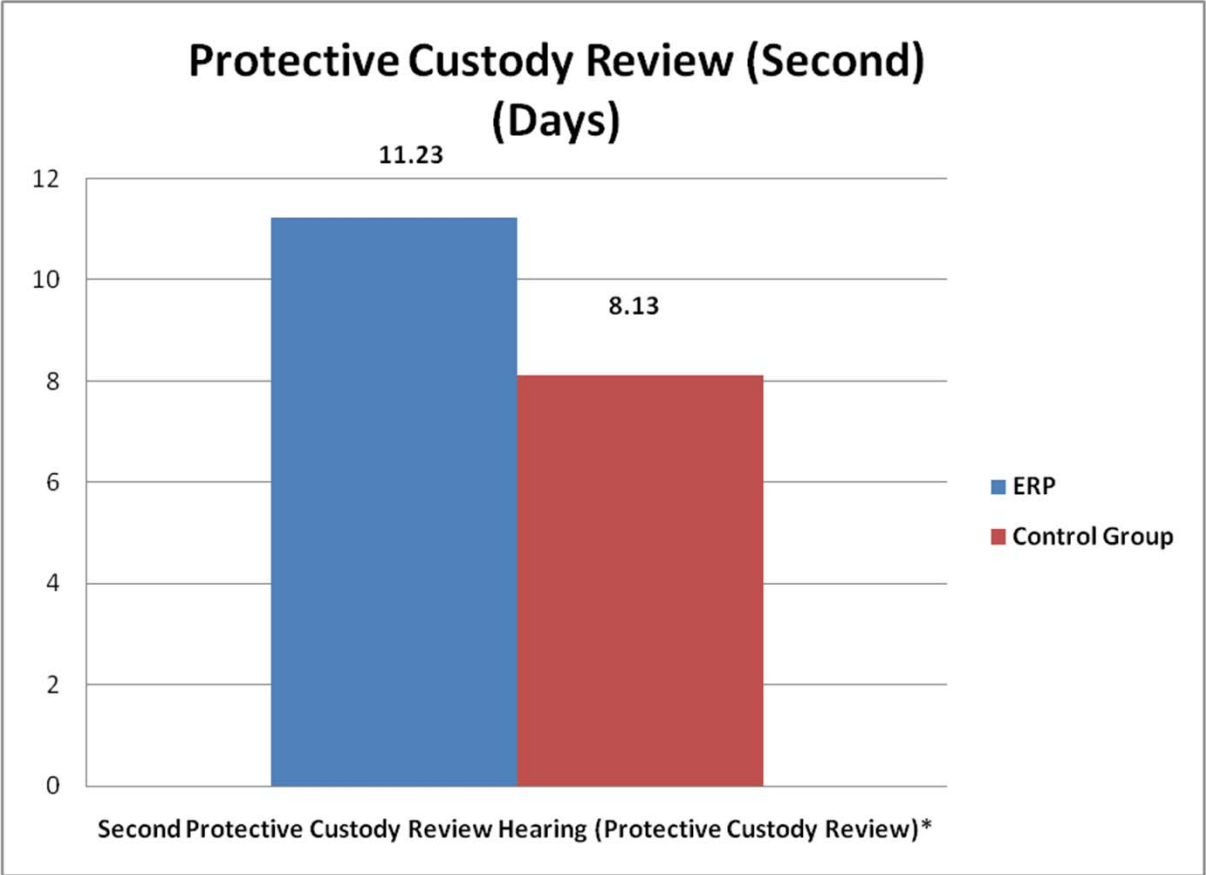
<sup>1</sup>- Data from DCFS

# Average Time to 72 Hr Hearing



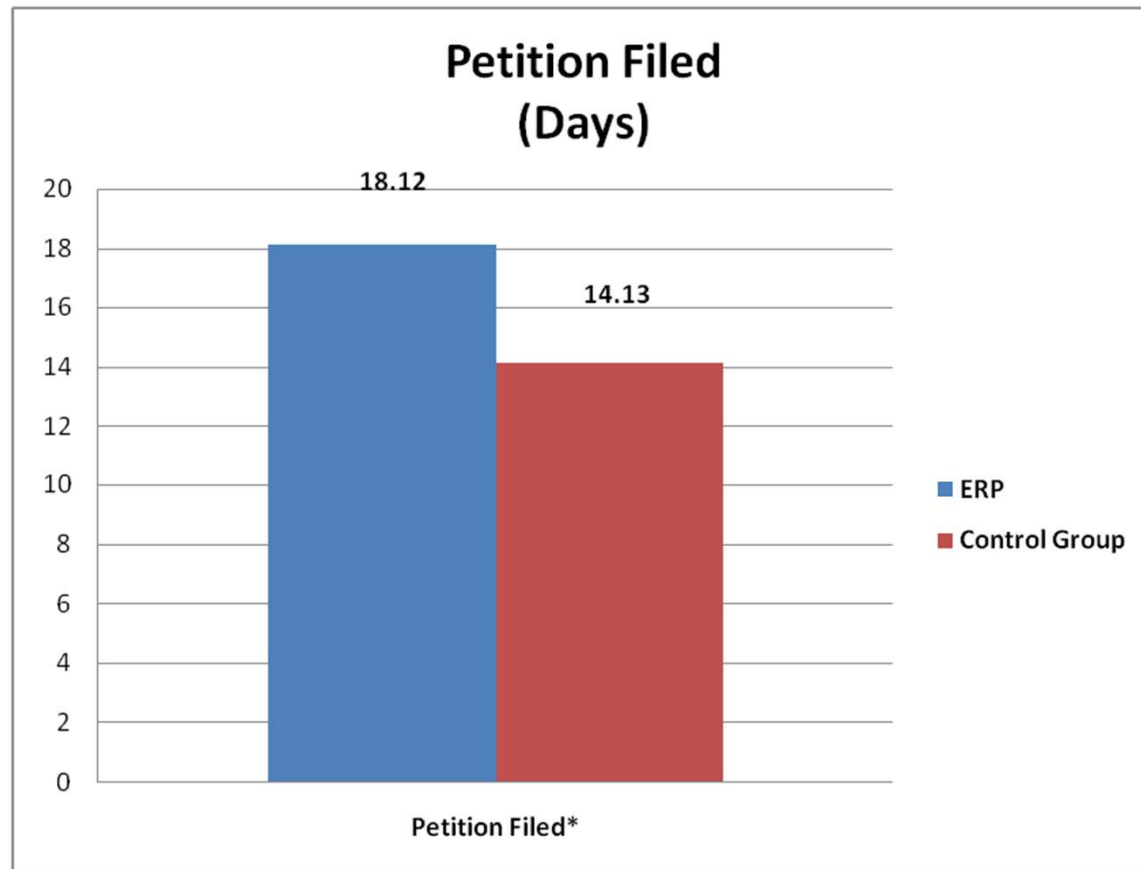
**\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.**

# Average Time To Second Protective Custody Review



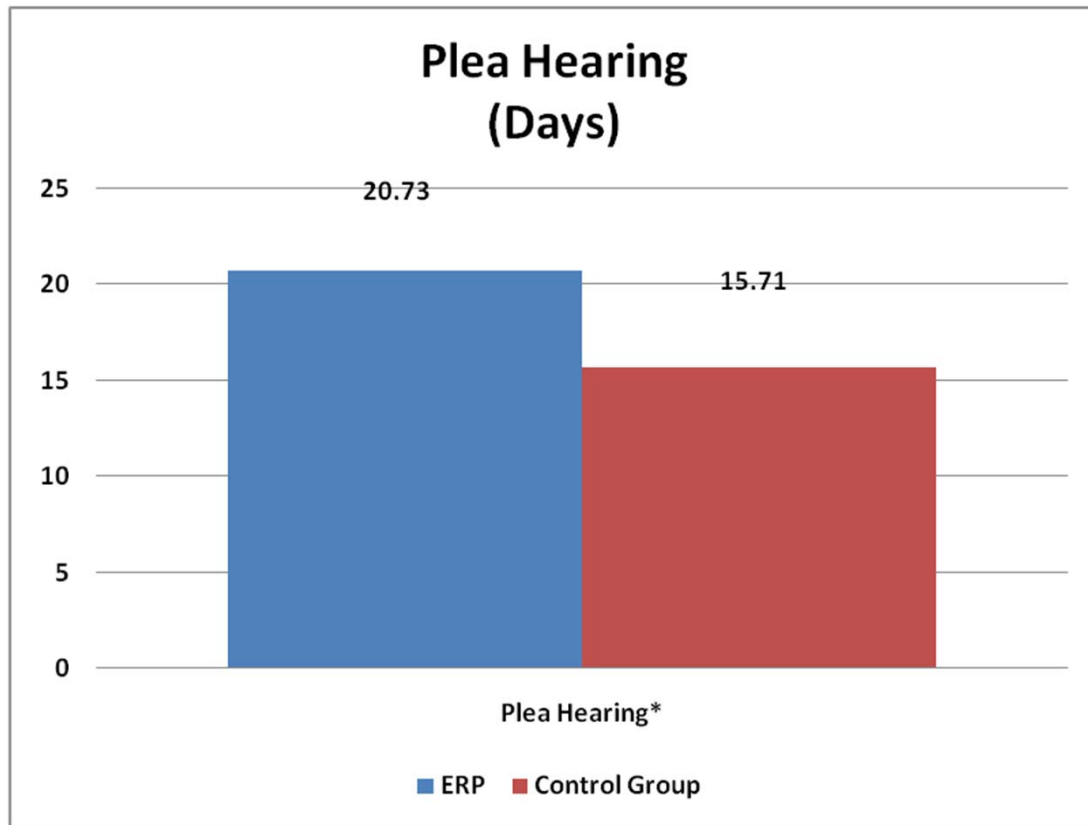
**\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.**

# Average Time to Petition Filing



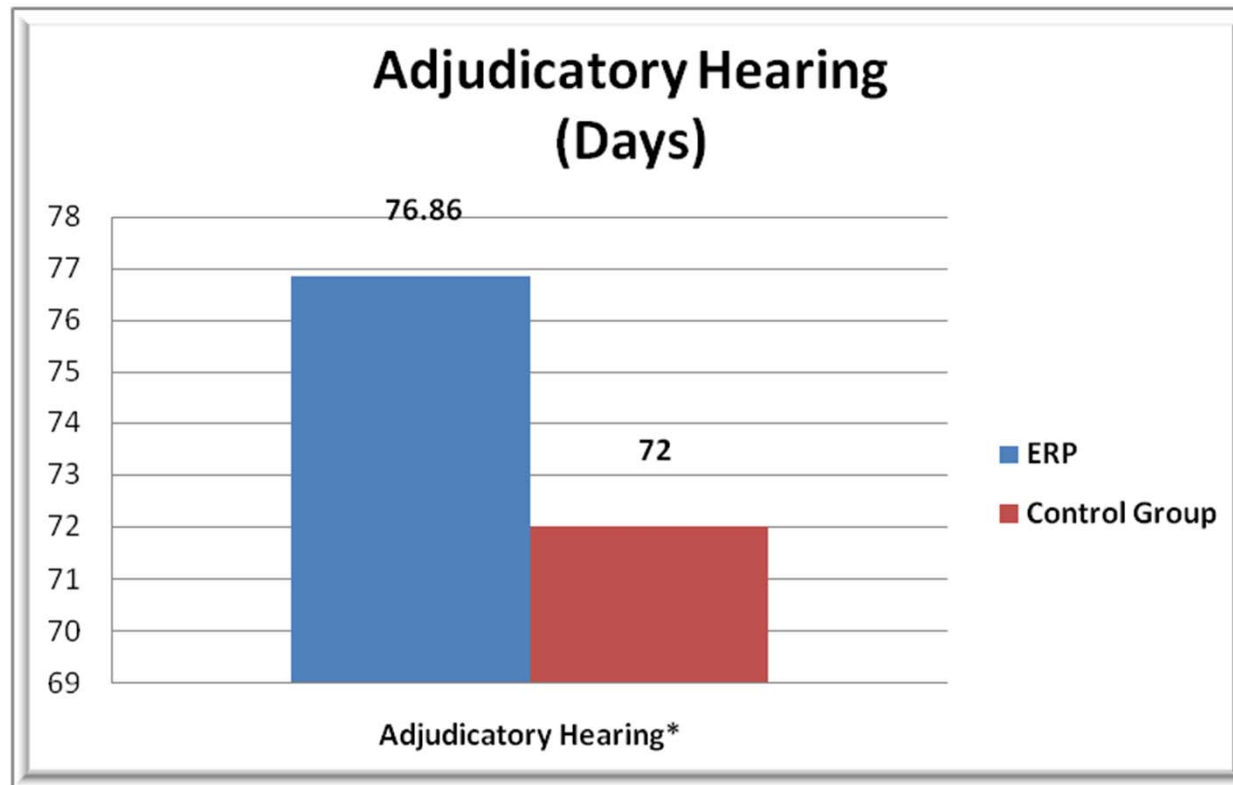
**\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.**

# Average Time to Plea Hearing



**\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.**

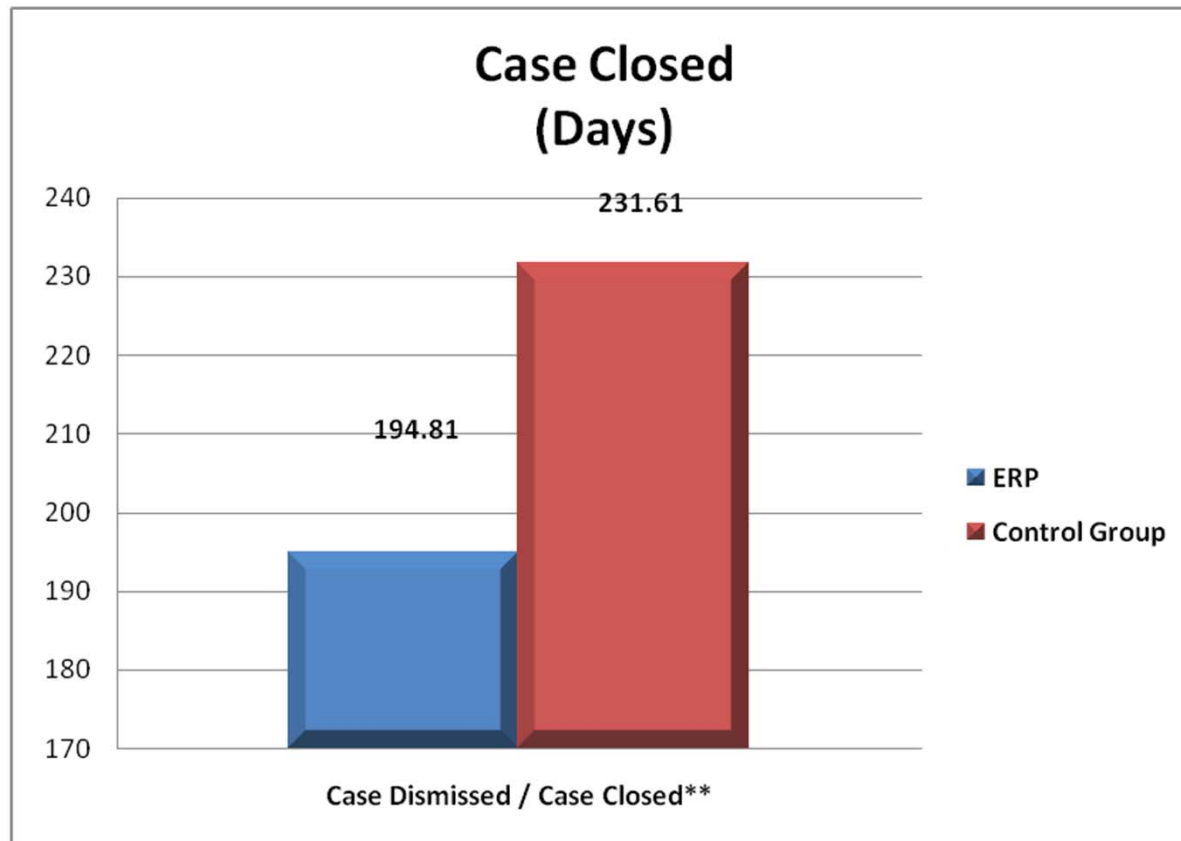
# Time to Adjudicatory Hearing



**\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.**



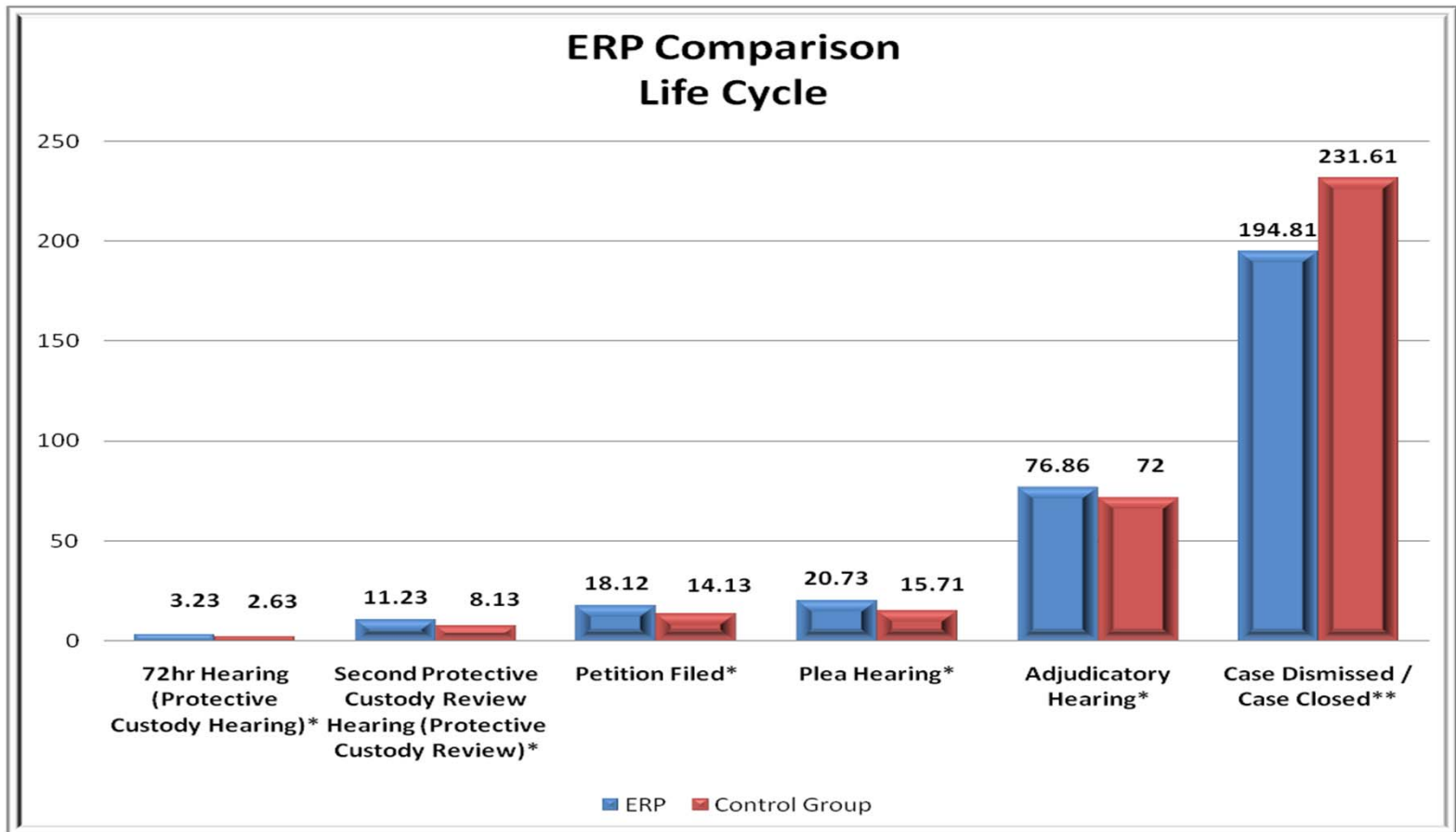
# Average Time to Case Closed



**\*\* This data includes the changes to the ERP (i.e. cases transferred to Judge Sullivan from Master Femiano).**

# Life Cycle Comparisons

(Avg. Days)



\* This data does not include the first three cases that were referred to the ERP. The three cases had their PC hearings and PC reviews prior to the start of the ERP.

\*\* This data includes the changes to the ERP (i.e. cases transferred to Judge Sullivan from Master Femiano).



# Other Possible Factors

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- Changes in the ERP program.
- Small sample sizes and other related data discrepancies.
- Access to resources.
- Selection criteria for ERP cases.



# Further Things to Consider

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- What are the permanency outcomes?

# Exhibit E



QUOTES ABOUT THE EDUCATIONAL SURROGATE  
PARENT PROGRAM

"It is both unnerving and exciting to know what an influential role you can fill in your child's life as an educational surrogate parent. Legal Aid Center staff has given me all the contacts I need to advocate for my child and has helped me to prepare before every meeting I have attended on behalf of my child. The ongoing support opportunities allowed me to ask questions, share stories and learn so much more about procedures that will benefit my child."

– *Educational Surrogate Parent*

"Several of my children have needed educational surrogate parents. As most of my children's home lives and living situations are unstable, the educational surrogate parents I have worked with have provided educational consistency for my children and have gotten them needed services and support they might not have had otherwise. I am very thankful that a program like this exists for our children."

– *Clark County Department of Family Services Caseworker*

"My experience as an educational surrogate parent has been amazing. Legal Aid Center staff is so knowledgeable about special education law, policies and procedures. Legal Aid Center is always there to answer my questions and address my concerns. This is a great program!"

– *Educational Surrogate Parent*

Contact us at 386-1070, ext. 170 or at [surrogates@lacs.nv.gov](mailto:surrogates@lacs.nv.gov) for more information about becoming an educational surrogate parent.

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LEGAL AID CENTER OF SOUTHERN NEVADA, INC.

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Las Vegas, Nevada 89101  
702-386-1070 • 800-522-1070  
TDD 702-386-1029  
[www.lacs.nv.gov](http://www.lacs.nv.gov)  
Hours: Monday – Friday  
8:30 a.m. – 5:00 p.m.



EDUCATIONAL SURROGATE  
PARENT PROGRAM

Since 1958  
**LEGAL AID CENTER**  
of Southern Nevada

Providing civil legal advice and representation  
to low-income Nevadans



## EDUCATIONAL SURROGATE PARENT PROGRAM

The law requires that local school systems include parents in decisions regarding their child's need for special education services. However, under certain circumstances when a parent is unavailable to advocate for a child's special education needs and rights, a surrogate parent is assigned to represent the child and protect the child's special education rights. According to the Individuals with Disabilities Education Act (IDEA) (34 CFR § 300.519) and the Nevada Administrative Code (NAC § 388.283), a school district or a judge must assign a surrogate parent in the following cases when:

- 1) *the child is a ward of the state,*
- 2) *the child's parents are unknown,*
- 3) *the child's parents are unable to be located, or*
- 4) *the child is an unaccompanied homeless youth.*

Legal Aid Center of Southern Nevada provides training and support to volunteers who are willing to become educational surrogate parents for children with disabilities, ensuring that their schools are meeting their disability-related needs.

### WHAT ARE THE DUTIES OF AN EDUCATIONAL SURROGATE PARENT?

An educational surrogate parent represents a child in special education matters related to:

- *identifying children with suspected disabilities,*
- *evaluating children with suspected disabilities to determine if they need special education services,*
- *providing support for children eligible for special education services in the least restrictive educational placement, and*
- *providing children with disabilities a free and appropriate public education.*

Educational surrogate parents have the same rights as natural parents in all aspects of the special education process and can make all of the decisions that are made by a child's parents. These rights include initiating and attending Individualized Education Program (IEP) meetings, disciplinary meetings and due process hearings.

Educational surrogate parents must be notified of all educational decisions for their child and all meetings that pertain to their child's special education services. They are required to keep in touch with the child's Child and Family Team (CFT) (support team for children in the foster care system), the child's school and Legal Aid Center to ensure their child's disability-related needs are being met.

*Educational surrogate parents have no responsibility for the care, maintenance, financial support or physical care of the child and are not liable for actions taken in good faith on behalf of the child in protecting the educational rights of the child.*

### WHAT IS THE TIME COMMITMENT OF AN EDUCATIONAL SURROGATE PARENT?

On average, the time commitment of an educational surrogate parent is 25 hours a year. The educational surrogate parent must be able to commit the time necessary to adequately represent the best interests of the child in the special education process.

### HOW DO I BECOME AN EDUCATIONAL SURROGATE PARENT?

Interested volunteers are required to attend a three-hour training, where they learn about the special education process, the local school district and how to effectively advocate for a child with disabilities. Trained volunteers are then contacted by Legal Aid Center regarding a child in need of an educational surrogate parent.

If a volunteer is interested in becoming an educational surrogate parent for a child after attending the training, Legal Aid Center will submit a court order to be signed by a judge giving the volunteer the authority to be the educational surrogate parent for the child. Legal Aid Center then provides ongoing training and support to educational surrogate parents, including support meetings and topic-led discussions regarding special education policies and procedures.

### WHAT ARE THE CRITERIA FOR BECOMING AN EDUCATIONAL SURROGATE PARENT?

Special education law only recognizes a parent, foster parent, relative or surrogate parent as parties who may advocate for a child's special education needs. A person employed by an agency who is involved in the child's care or education (i.e., anyone working for the local school district, the Department of Education or child welfare agencies) or who cannot represent a child's best interests may not make special education-related decisions for that child, nor become an educational surrogate parent.

# Exhibit F



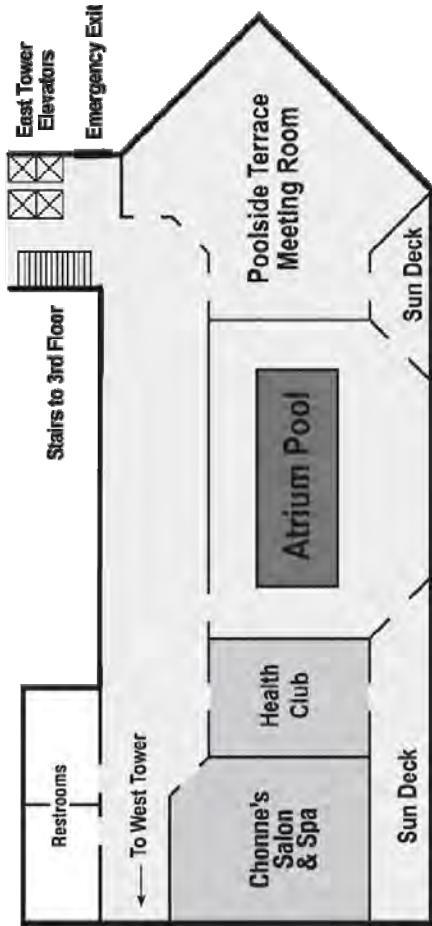
Supreme Court of Nevada  
Court Improvement Program

*“Focus on Kids”*  
2011 Conference

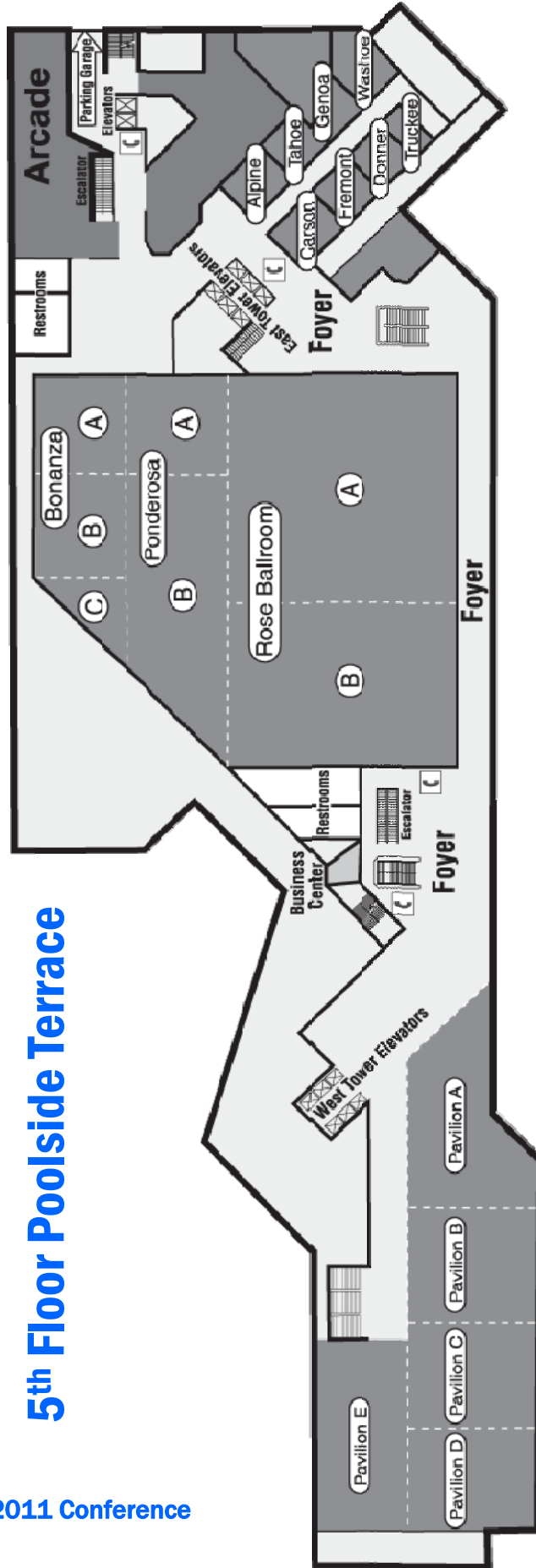


**July 21–23, 2011**  
**John Ascuaga’s Nugget**  
**Sparks, Nevada**

# CONFERENCE PROGRAM



5th Floor Poolside Terrace



2nd Floor Convention Center

Nevada CIP "Focus on Kids" 2011 Conference

# Conference at a Glance

## Thursday, July 21, 2011

11:00 a.m. - 5:00 p.m.	Registration	2 <sup>nd</sup> Floor Convention Center
12:30 - 12:45 p.m.	Welcoming Remarks	
12:45 - 2:15 p.m.	Plenary Session	
2:15 - 2:30 p.m.	— Break —	
2:30 - 4:00 p.m.	Concurrent Session A	
4:00 - 4:15 p.m.	— Break —	
4:15 - 5:00 p.m.	Concurrent Session B	
5:00 - 7:00 p.m.	Welcome Reception	5 <sup>th</sup> Floor Poolside Terrace

## Friday, July 22, 2011

7:30 - 8:30 a.m.	Continental Breakfast (provided)	2 <sup>nd</sup> Floor Convention Center
8:45 - 10:15 a.m.	Plenary Session	
10:15 - 10:30 a.m.	— Break —	
10:30 a.m. - Noon	Concurrent Session C	
Noon - 12:15 p.m.	— Break —	
12:15 - 1:30 p.m.	Luncheon (provided)	5 <sup>th</sup> Floor Poolside Terrace
1:30 - 1:45 p.m.	— Break —	2 <sup>nd</sup> Floor Convention Center
1:45 - 3:15 p.m.	Plenary Session	
3:15 - 3:30 p.m.	— Break —	
3:30 - 5:00 p.m.	Concurrent Session D	
5:00 p.m.	Evening on your own	

## Saturday, July 23, 2011

7:30 - 8:30 a.m.	Continental Breakfast (provided)	2 <sup>nd</sup> Floor Convention Center
8:30 - 10:00 a.m.	Plenary Session	
10:00 - 10:15 a.m.	— Break —	
10:15 - 11:45 a.m.	Plenary Session	
11:45 - Noon	Call to Action	
Noon	Conference Adjourns	

# Welcome

Dear "Focus on Kids" Participants,

Welcome to the 2011 Nevada Court Improvement Program Conference, "Focus on Kids." We are pleased to have you join us, and we hope that you find the educational and networking opportunities beneficial, thought-provoking, and productive.

The goal of this year's conference is to educate, encourage, and coordinate collaboration for an improved child welfare system. We are featuring best practices from throughout Nevada and across the country. We have an outstanding faculty to challenge you. We hope that you will share your local best practices at every opportunity throughout the conference.

As child welfare systems across the country seek to make meaningful and lasting improvements in service to children and families, it is clear that this cannot be done in a vacuum. Courts and child welfare agencies, along with key stakeholders, must coordinate and integrate their goals, approaches, and strategies when serving our children, youth, and families. While resources are always scarce, we are all facing particularly challenging times

I hope that you find this conference full of new information. I hope that what you learn or share will positively impact your system. I hope that what we experience over the course of the conference will serve as a source of renewed energy to build bridges among our system partners so that together we can achieve meaningful change. Please take the time to introduce yourself to someone new. The halls are full of exceptional minds!

I am glad you are here!

Nancy M. Saitta  
Associate Chief Justice  
Supreme Court of Nevada

## **COURT IMPROVEMENT PROGRAM 2011 SELECT COMMITTEE**

*Justice Nancy M. Saitta, Chair*

*Kay Ellen Armstrong, Esq.*

*Sharon Benson*

*Diane Comeaux*

*William "Bill" E. Fowler*

*Dashun Jackson*

*Tom Morton*

*Kathleen M. O'Leary, Esq.*

*Judge Andrew Puccinelli*

*Kevin Schiller*

*Judge Deborah E. Schumacher*

*Master Mason E. Simons*

*Assemblywoman Debbie Smith*

*Chief Judge Teresa Sprouse*

*Judge Frank Sullivan*

*Robin Sweet*

*Erika Pike Turner, Esq.*

*Janice Wolf, Esq.*

# Conference Information

## Conference Registration and Information

The CIP “Focus on Kids” 2011 Conference staff will be available throughout the conference and can be identified by the colored ribbon attached to their name badge. The table will be staffed during the following times for participant and faculty registration and assistance.

Thursday	July 21 from 11:00 a.m. to 6:00 p.m.
Friday	July 22 from 7:30 a.m. to 5:30 p.m.
Saturday	July 23 from 7:30 a.m. to 12:30 p.m.

## Going Green!

The CIP “Focus on Kids” 2011 Conference has gone green! In order to save paper, there will be no printed materials distributed during the conference, unless specifically requested by faculty (e.g., pamphlets). Conference attendees can access presentation materials online at <http://www.nevadajudiciary.us/index.php/cip-2011-conference/presentation-materials>. Name badges, writing pad and pen are made from recycled and biodegradable materials. Recycling opportunities will be located throughout the conference center.

## Housekeeping Items

### Meals and Refreshments

Your name badge is your meal ticket. You will not be admitted to meals (highlighted on p. 3) without it!

### Voice Communication Devices

As a courtesy to all conference participants, please turn all voice communication devices, such as cell phones, pagers and PDAs to off, silent, or vibrate during education sessions.

### Conference Room Temperature

Due to the unpredictability of conference room ventilation systems, we recommend that you dress in layers to ensure your comfort.

## Certificate of Attendance

Certificate of Attendance forms are included in your registration packet. Please return your completed and signed form to the registration table at the conclusion of the conference. Note: CIP will submit Certificate of Attendance documentation to the State of Nevada Continuing Legal Education Board and/or State of Nevada Board of Examiners for Social Workers, as applicable. The completed form is required for all attendees, and to receive reimbursement for expenses, if eligible.

## Conference Evaluation

The conference evaluation will be distributed electronically within 2 business days after the conclusion of the conference. Your opinion about Court Improvement Program education will assist us in improving future educational opportunities. Please respond to the evaluation as soon as possible. All responses will be kept confidential and will be used by the Administrative Office of the Courts for educational purposes only.

# Conference Agenda–Thursday

## Thursday, July 21

11:00 a.m. – 5:00 p.m.    **Registration**    *Rose Ballroom A Foyer*

12:30 – 12:45 p.m.    **Introductory Remarks**    *Rose Ballroom B*

*Hon. Nancy M. Saitta, Chair, Court Improvement Program Select Committee  
Katherine Malzahn-Bass, Court Improvement Coordinator, Supreme Court of Nevada*

12:45 – 2:15 p.m.    **Plenary Session** (1.5 CLE/CEU hours)    *Rose Ballroom B*

**BUT I DID NOTHING WRONG – BALANCING THE RIGHTS OF THE NON-OFFENDING PARENT, THE CHILD, AND THE PARENT FOUND TO BE ABUSIVE OR NEGLECTFUL**

*Vivek S. Sankaran, Clinical Assistant Professor of Law, Child Advocacy Law Clinic, University of Michigan Law School*

This presentation is designed to familiarize participants with the constitutional rights of the non-offending parent. Learn what solutions may be implemented to ensure that the fit parents remain the prime decision-makers in their children’s lives.

2:15 – 2:30 p.m.    **Break**    *Rose Ballroom A Foyer*

2:30 – 4:00 p.m.    **Concurrent Session A** (1.5 CLE/CEU hours)

**A1. BRING BACK THE DADS: ENGAGING FATHERS AND PATERNAL FAMILIES IN DEPENDENCY CASES**    *Ponderosa B*

*Vivek S. Sankaran, Clinical Assistant Professor of Law, Child Advocacy Law Clinic, University of Michigan Law School*

Professor Sankaran, a foster care expert, strategizes on why, when, and how to engage fathers and their families in the dependency proceedings. This session focuses specifically on the reasons for making father engagement, support, and notification a priority.

**A2. THE FUNDAMENTALS OF THE INDIAN CHILD WELFARE ACT**    *Ponderosa A*

*Hon. Cheryl Fairbanks, Justice, Inter-Tribal Court of Appeals of Nevada and Partner, Cuddy & McCarthy, LLP  
Hon. Stephen M. Rubin, Pima County Superior Court Judge (Ret.), and SMR Consulting*

In addition to outlining the ICWA basics including the higher burden of proof at the protective custody hearing, ideas will be shared on how District Courts can reach out to increase communication, cooperation, and collaboration with our tribal communities and courts.



# Conference Agenda—Thursday

## Thursday, July 21 (continued)

2:30 – 4:00 p.m. **Concurrent Session A** (continued)

**A3. RECRUITMENT IS EVERYONE’S BUSINESS**

**Bonanza A**

*Robert G. Lewis, M.Ed., MSW, LICSW, Consultant*

This session will teach you how to expand the home recruitment process beyond the agency and the field. Learn to map connections, engage natural networks, and think outside the box.

4:00 – 4:15 p.m. **Break**

**Rose Ballroom A Foyer**

4:15 – 5:00 p.m. **Concurrent Session B**

**TALK AMONG YOURSELVES – WHAT IS WORKING?**

Facilitated peer discussions sharing what is working in your district. Learn from your colleagues. Discover best practices right here in our own backyard that you can take home and begin implementing.

**B1. DISCUSSION FOR JUDGES AND MASTERS**

**Bonanza B**

*Facilitator: Hon. Stephen M. Rubin, Pima County Superior Court Judge (Ret.) and SMR Consulting*

**B2. DISCUSSION FOR ATTORNEYS**

**Bonanza A**

*Facilitator: Madelyn Shipman, Esq., Laxalt-Nomura, Ltd.*

**B3. DISCUSSION FOR SOCIAL WORKERS**

**Ponderosa B**

*Facilitator: Robert G. Lewis, M.Ed., MSW, LICSW, Consultant*

5:00 – 7:00 p.m. **Welcome Reception**

**Poolside Terrace**

***Unveiling of Nevada’s Best Practices***



*“Reach high, for stars lie hidden in your soul.  
Dream deep, for every dream precedes the goal.”  
— Pamela Vaull Starr*

**Nevada CIP “Focus on Kids” 2011 Conference**

# Conference Agenda—Friday

## Friday, July 22

7:30 – 8:30 a.m. **Continental Breakfast** *Rose Ballroom A*  
*Display of Nevada’s Best Practices*

8:45 – 10:15 a.m. **Plenary Session** (1.5 CLE/CEU hours) *Rose Ballroom B*

### EVOLVING STANDARDS FOR CHILD SAFETY DECISION-MAKING

*Clint Holder, National Resource Center for Child Protective Services*

Hear from an expert in child safety on how to make critical safety decisions based upon a decision-making structure addressing the fundamentals of safety assessments and planning. Learn the questions judges and attorneys can ask to glean specific safety information. Differentiate between risk and safety, and understand the significant information needed to determine when out-of-home placement is needed and when in-home is sufficient.

10:15 – 10:30 a.m. **Break** *Rose Ballroom A*  
*Display of Nevada’s Best Practices*

10:30 a.m. – Noon **Concurrent Session C** (1.5 CLE/CEU hours)

**C1. THE COMPLEX WEB OF DIFFERENTIAL REACTIONS TO PARTNERS BEING ACCUSED OF ABUSE: FAMILY VIOLENCE & REASONABLE EFFORTS** *Ponderosa B*

*Debbie “Sam” Smith, Consultant*

Learn that the non-offending parent can have a range of reactions to his/her child being abused. These reactions can be frightening and are often expressed in a range of ways. They may appear inappropriate, even counter to protecting the child, when they are simply part of the coping process.

**C2. REASONABLE CAUSE VERSUS PREPONDERANCE OF EVIDENCE – WHAT IS THE DIFFERENCE?** *Ponderosa A*

*Hon. Stephen M. Rubin, Pima County Superior Court Judge (Ret.), Consultant*

Judge Rubin will compare and contrast the essential differences between child protective services’ standard of evidence or reasonable cause and the courts’ preponderance of evidence.

**C3. NAVIGATING THE INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN: TIPS FOR CHILD DEPENDENCY JUDGES, ATTORNEYS, AND CASEWORKERS** *Bonanza A*

*Vivek S. Sankaran, Clinical Assistant Professor of Law, Child Advocacy Law Clinic, University of Michigan Law School*

This law professor and foster care expert will outline the issues commonly presented by placement of a child across state lines, which could trigger the application of ICPC.

**Nevada CIP “Focus on Kids” 2011 Conference**



# Conference Agenda—Friday

## Friday, July 22 (continued)

10:30 a.m. – Noon **Concurrent Session C** (continued)

### C4. MEDIATION: A TOOL FOR FAMILIES AND COURTS

**Bonanza B**

*Jeanette K. Belz, J. K. Belz & Associates, Inc.  
Margaret Crowley, Esq., Crowley Mediation*

Mediation is emerging as an effective tool in child welfare to resolve disputes and expedite permanency for children. Learn techniques to help you empower parents to cooperate, give all parties a voice, facilitate communication, make conflict productive, and promote positive working relationships for the welfare of the children.

Noon – 12:15 p.m. **Break** **Rose Ballroom A**  
*Display of Nevada's Best Practices*

12:15 – 1:30 p.m. **Luncheon and Networking** **Poolside Terrace**

1:30 – 1:45 p.m. **Break** **Rose Ballroom A**  
*Display of Nevada's Best Practices*

1:45 – 3:15 p.m. **Plenary Session** (1.5 CLE/CEU hours) **Rose Ballroom B**

### PERMANENCY FOR OLDER YOUTH –TALKING AND LISTENING WITH HEART

*Robert G. Lewis, M.Ed., MSW, LICSW, Consultant*

Become cooperative colleagues, empowering teens to own their permanency process. Learn to make permanency as intuitive as safety. Learn why aging out should never be an option. Learn to listen with respect and speak with understanding and compassion.

3:15 – 3:30 p.m. **Break** **Rose Ballroom A**  
*Display of Nevada's Best Practices*

3:30 – 5:00 p.m. **Concurrent Session D** (1.5 CLE/CEU hours)

### D1. CO-OCCURRING DISORDERS: CHICKENS, EGGS, AND OMELETS

**Bonanza B**

*Melissa Piasecki, M.D., Board-Certified Psychiatrist*

Explore the challenges of co-occurring disorders including system limitations and social stigmas. An overview of psychosis and mood disorder diagnosis is provided and reviewed in context with simultaneous alcohol and drug use. Attention will be given to adolescent co-occurring disorder with focus on developmental impact. Integrated treatment will be considered as well.

# Conference Agenda–Friday

## Friday, July 22 (continued)

3:30 – 5:00 p.m. **Concurrent Session D** (continued)

**D2. ENGAGING CHILDREN IN THE PROCESS** *Ponderosa A*

*Robert G. Lewis, M.Ed., MSW, LICSW, Consultant*

Learn the answers to these and more questions: Why should children be included in the court process? When should they be included? How should children be prepared to participate? How do you ask children the right questions to get the responses you need?

**D3. SAFETY PLANNING IN NEVADA: REASONABLE EFFORTS TO PREVENT REMOVAL** *Ponderosa B*

*Clint Holder, National Resource Center for Child Protective Services  
Master Buffy Jo Dreiling, Second Judicial District Court, Family Division*

Discussion of the implementation of the enhanced Nevada Child Safety Model for Washoe and rural counties, and its impact on removals from home, the mitigation of safety threats, and timeliness to permanency.

5:00 p.m. **Evening on Your Own**



*"Instruction does much, but encouragement does everything."*

# Conference Agenda—Saturday

## Saturday, July 23

7:30 – 8:30 a.m. **Continental Breakfast** *Rose Ballroom A*  
*Display of Nevada’s Best Practices*

8:30 – 10:00 a.m. **Plenary Session** (1.5 CLE/CEU hours) *Rose Ballroom B*

### ADDICTIONS, WITHDRAWAL, AND TREATMENT

*S. Alex Stalcup, M.D., Medical Director, New Leaf Treatment Center—Lafayette (CA)*

Dr. Stalcup will explain what the drug-addicted brain looks like, and how we can recognize the effects of drugs and implement appropriate treatments. He will discuss the impacts of methamphetamine, heroin, pain medications, and synthetic drugs; withdrawal and its management; and the factors affecting tolerance.

10:00 – 10:15 a.m. **Break** *Rose Ballroom A*  
*Display of Nevada’s Best Practices*

10:15 – 11:45 a.m. **Plenary Session** (1.5 CLE/CEU hours) *Rose Ballroom B*

### EMPOWERING OUR YOUTH — A PANEL OF YOUTH DISCUSSING IMPACTS OF FOSTER CARE ON YOUTH

*Moderator: Hon. Nancy Saitta*

Hear from the youth, themselves, about the impact foster care and the child welfare system has had on their lives.

11:45 a.m. – Noon **A Call To Action** *Rose Ballroom B*

*Hon. Nancy Saitta*

Noon **Conference Adjourns**

*"Out of clutter, find Simplicity. From discord, find Harmony. In the middle of difficulty lies Opportunity."*

*— Albert Einstein*

# Presenters' Biographies

## JEANETTE K. BELZ

Jeanette Belz opened her own business in Nevada in 2000. In addition to lobbying in Carson City, she diversified several years ago to offer mediation and facilitation services. Ms. Belz holds several certificates in mediation, including advanced and elder care mediation. She serves as a mediator with the Nevada Foreclosure Mediation Program administered by the Supreme Court of Nevada.

In her spare time, Ms. Belz enjoys promoting alternative dispute resolution. She volunteers at the Neighborhood Mediation Center in Reno and teaches high school students about "peer mediation." She is also a member and volunteer with the Nevada Dispute Resolution Coalition. Her personal motto is "Seek to understand and then be understood."

## MARGARET M. CROWLEY, ESQ.

Margaret Crowley has extensive training and experience as a mediator. In addition to conducting private mediations, she is a Nevada Supreme Court Settlement Judge. She serves as a mediator for the Second Judicial District Court Family Mediation Panel; the Federal District Court Early Mediation Program for Pro Se Inmates; the Nevada Foreclosure Mediation Program administered by the Supreme Court of Nevada; the Neighborhood Mediation Center, where she also provides program services; and mentors new mediators, and the State Bar of Nevada Fee Dispute Committee. Ms. Crowley has served as a speaker on mediation for the National Judicial College, the Nevada Foreclosure Mediation Program, and the Washoe County School District.

For more than 15 years, Ms. Crowley served as a Civil Deputy District Attorney for Washoe County, Nevada. During that time, she practiced in many areas, including labor/employment law, contract law, litigation and administrative law, and in multiple settings such as mediations, arbitrations, administrative hearings, and state and federal courts. Ms. Crowley is a 1987 graduate of the University of Nevada, Reno (B.A., With Distinction), and a 1991 graduate of the University of California, Davis, School of Law (J.D.).

## HON. BUFFY JO DREILING

Buffy Dreiling has been a juvenile and family court master since 2005. Her dockets consist primarily of dependency cases and divorce/custody cases. Prior to becoming a court master, Ms. Dreiling worked as a litigation attorney in private practice, as general counsel for the Nevada Association of Realtors, and as a Deputy District Attorney representing the Department of Social Services. She has been a licensed attorney in Nevada since 1995. She graduated from the University of Nevada, Reno, and then Lewis and Clark College, Northwestern School of Law.

# Presenters' Biographies

## HON. CHERYL DEMMERT FAIRBANKS

Justice Fairbanks is a partner in the firm of Cuddy & McCarthy, LLP. Her practice concentrates in the areas of Indian Law, State-Tribal Relations, Indian Gaming, Tribal Courts, Mediation, Family, School, and Educational Law. Prior to her legal career, Justice Fairbanks served as a teacher for the Albuquerque Public Schools, Zia Day School, as an Administrator for Acomita Day School and the Santa Fe Indian School. Justice Fairbanks worked with the New Mexico Office of Indian Affairs as Senior Policy Analyst in the area of state-tribal relations. She was instrumental in establishing the Indian Child Welfare Desk, New Mexico Office of Indian Tourism, the University of New Mexico Indian Law Clinic, and the passage of the New Mexico Indian Arts and Crafts Act.

Justice Fairbanks' professional associations include the State Bar of New Mexico (Member, Indian Law Section; Co-Director, CLE); Federal Bar Association; New Mexico Indian Bar Association (past President); National American Indian Court Judges Association Family Court Judge, Santa Clara Pueblo, 1992-94; Chief Justice Yavapai Apache, 1995-2005; Associate Justice, Saginaw Band of Chippewa Indians; and Member, New Mexico Center for Dispute Resolution. She currently serves as a Justice for the Inter-Tribal Court of Appeals for Nevada and is adjunct faculty for the National Judicial College. Justice Fairbanks obtained her B.A. from Fort Lewis College in 1969. She obtained her J.D. in 1987 from the University of New Mexico.

Justice Fairbanks is Tlingit-Tsimpshian and was born in Ketchikan, Alaska. Prior to joining the Cuddy & McCarthy law firm, she was a partner with the law firm of Roth, VanAmberg, Rogers, Ortiz, Fairbanks & Yepa, LLP, where she specialized in Indian law.

# Presenters' Biographies

## CLINT HOLDER, MSW

Clint Holder has worked in public child welfare for more than 18 years, 7 of which are as a national consultant and trainer. Currently, he is a Senior Staff Associate with Action for Child Protection and the National Resource Center for Child Protective Services. His expertise is primarily related to safety intervention, which includes assessment and decision making, safety planning effectiveness, and sufficient on-going safety management.

Mr. Holder has provided consultation and technical assistance in numerous states for the development and implementation of their safety intervention models. He has authored numerous professional practice and decision-making curricula; managed and conducted several statewide training projects; and researched case reviews to evaluate quality of practice.

For the last 5 years, Mr. Holder has been involved with Nevada in developing and training the Nevada Initial Assessment (NIA) statewide. He is currently serving as the Implementation Director for the Permanency Innovations Initiative (PII), which is a 5-year Federal grant that was awarded to Washoe County, and ACTION for Child Protection. PII is a demonstration of an evidence based practice to safely reduce the number of children in long-term foster care by using a safety management model.

## ROBERT G. LEWIS, M.ED., MSW, LICSW

Bob Lewis, formerly Assistant Director and Director of the Massachusetts Department of Public Welfare, Group Care Unit, is a consultant, an author, and a strategic thinker who provides training and technical assistance to child welfare organizations. He focuses on the development of social work practices in permanency as well as policy and organizational development in support of permanency.

Mr. Lewis has a special interest and expertise in the area of life-long family connections for adolescents in the child welfare system. He has written training programs for social work supervisors on effective strategies for adolescent permanency, and a workbook for supervisors and workers on how to locate families for teens.

Since 2000, Mr. Lewis has consulted extensively with New York City's Administration for Children's Services (ACS) on adolescent permanency. ACS adopted Adolescents and Families for Life for its agencies and staff that serve teens. Mr. Lewis has a Master of Social Work from the University of Connecticut, School of Social Work, and a Master of Education in Special Education from Fitchburg State College.

# Presenters' Biographies

## MELISSA PIASECKI, M.D.

Dr. Melissa Piasecki is a Professor of Psychiatry at University of Nevada School of Medicine. She teaches and supervises medical students and residents at all levels. Dr. Piasecki completed a fellowship in Forensic Psychiatry at University of Hawaii and provides forensic psychiatry consultation and services. She is also a faculty member at the National Judicial College. Dr. Piasecki is a graduate of Washington University, St. Louis, Missouri.

## HON. STEPHEN M. RUBIN, RET.

Judge Rubin was appointed to the Pima County (AZ) Bench as a Judge Pro Tempore of the Superior Court, Juvenile Division, July 1, 1987. He served in that capacity until 1995. In July 1995, he assumed duties as a Court Commissioner/Judge Pro Tempore of the Superior Court in the Family and Criminal Divisions. In February 2001, Judge Rubin was reassigned to the Juvenile Bench. Judge Rubin retired from the bench effective April 30, 2010. He then returned to the court on a half time basis for a year. Judge Rubin served for 8 years as the lead or co-lead judge of the Pima County Victims Act Model Court Project.

Judge Rubin served as an Adjunct Professor of Law at the University of Arizona College of Law, having written the curriculum for the first class devoted exclusively to Child Abuse and Neglect Law and Practice. He has served as faculty in numerous programs on both a local and national level. He is a co-creator of the Child Abuse and Neglect Institute offered annually by the National Council of Juvenile and Family Court Judges (NCJFCJ) in Reno, Nevada. He served as chairman of the NCJFCJ Continuing Judicial Education Committee for many years and he served for 5 years as a trustee of the NCJFCJ. In July of 2002, Judge Rubin was elected as an officer. He served as President of the Council 2005-06.

Upon his retirement Judge Rubin established SMR Consulting. He has provided consulting services to the National Council of Juvenile and Family Court Judges, the Resource Center on Judicial and Legal Issues, the ABA, and the State of Arizona. Judge Rubin has worked actively with the States of New York, Pennsylvania, Colorado, Texas, Florida, and Nevada to assist them in developing statewide best practice courts and training on Judicial Leadership.

Judge Rubin received his Bachelor of Arts in political science from Oakland University, Rochester, Michigan. in 1971. His law degree was awarded in 1975 from the Detroit College of Law, Detroit, Michigan. He was admitted to the Arizona Bar in 1975. Prior to his appointment to the Bench, he was in private practice with the Law Offices of Rubin & Myers for 12 years.

# Presenters' Biographies

## PROFESSOR VIVEK S. SANKARAN

Vivek Sankaran is a clinical assistant professor of law in the Child Advocacy Law Clinic and director of the new Detroit Center for Family Advocacy. Professor Sankaran's research and policy interests center on improving outcomes for children in child abuse and neglect cases by empowering parents and strengthening due process protections in the child welfare system. Professor Sankaran sits on the Steering Committee of the ABA National Project to Improve Representation for Parents Involved in the Child Welfare System, and chairs the Michigan Court Improvement Project subcommittee on parent representation. He has also authored scholarly pieces and practical resource guides to assist professionals working with parents in the system and he regularly conducts national and state-wide training on these issues. He currently serves on the Board of Trustees of the Detroit Metropolitan Bar Foundation, and is serving a 3-year term with the Child Abuse and Neglect Prevention Board.

Professor Sankaran earned his B.A. magna cum laude from the College of William and Mary. He earned his J.D. cum laude from the University of Michigan Law School, where he was an associate editor on the Michigan Law Review. After law school, he joined The Children's Law Center (CLC) as a Skadden Fellow and became a permanent staff attorney with the CLC in September 2003. Professor Sankaran was named the 2004 Michigan Law School Public Interest Alumni of the Year and, in 2006, was certified as a child welfare specialist by the National Association of Counsel for Children.

## MADELYN SHIPMAN, ESQ.

Madelyn Shipman has practiced law in northern Nevada since she moved here from Minnesota in 1982. Currently employed part-time at Laxalt-Nomura, Ltd., she retired from full-time public law practice in January 2005. Prior to her retirement, she was Assistant District Attorney and chief civil counsel to the Washoe County Commission. Ms. Shipman has appeared before the Second Judicial District Court, the Nevada Supreme Court, the various Nevada federal courts and the 9th Circuit Court of Appeals in her various roles as counsel to the Nevada Department of Transportation, the City of Reno, and Washoe County. She is a Settlement Judge and the Nevada Foreclosure Mediator administered by the Nevada Supreme Court, and she is certified as an arbitrator by the First, Second, and Ninth Judicial District Courts. She has lobbied extensively for the entities she represented, and later for various private interests over 14 sessions of the Nevada Legislature. Ms. Shipman received her B.A. degree from The American University, Washington, D.C., and her J.D. degree from Hamline University College of Law in St. Paul, Minnesota.



# Presenters' Biographies

## DEBBIE "SAM" SMITH

Debbie "Sam" Smith worked with National Council of Juvenile and Family Court Judges (NCJFCJ) coordinating the Greenbook Project, a federal inter-agency initiative that funded six communities across the country to implement the recommendations found in the NCJFCJ's publication *Effective Intervention in Domestic Violence & Child Maltreatment Cases: Guidelines for Policy and Practice* (Greenbook). Ms. Smith provided technical assistance to child welfare agencies, domestic violence agencies, and family courts to work together more effectively to help families that are experiencing violence.

Prior to her work on the Greenbook Project, Ms. Smith was an information specialist with the NCJFCJ Family Violence Department. In 2007, she bridged the efforts of her local child welfare agency and the domestic violence advocacy community by working as a domestic violence specialist. As the only specialist in Nevada housed within the child protection agency, Ms. Smith developed the local collaborative response to domestic violence survivors and their children involved with child services.

She began working directly and actively with families experiencing domestic violence in 1983 when she participated in the launch of the "Child Assault Prevention Project." Ms. Smith then served as the family services director for a local domestic violence program and manager of the emergency shelter. Later, she directed the county protection order project and served as a domestic violence advocate and co-chaired the Washoe County Adult Fatality Review Team. At the local domestic violence program, she worked with survivors and their children in a transitional housing program and facilitated community support groups for battered women.

## ALEX STALCUP, M.D.

Dr. Alex Stalcup is Board Certified in Pediatrics, and in Addiction Medicine. He is certified as a Medical Review Officer by the American Society of Addiction Medicine (A.S.A.M.). Since 1996, he has served as the Medical Director of the New Leaf Treatment Center in Lafayette, Calif.

In 1990, after 3 years as Medical Director, Drug Detoxification, Treatment & Aftercare Project, Haight Ashbury Free Clinic in San Francisco, Dr. Stalcup opened a private practice in addiction medicine.

Dr. Stalcup is a graduate of Whittier College and a graduate of the University of California, San Francisco, School of Medicine.

# Travel & Continuing Education

## Reminder Regarding Travel Claims and Attendance Reimbursement Eligibility

Please refer to the CIP “Focus on Kids” 2011 Conference Brochure, located at <http://www.nevadajudiciary.us/index.php/courtimprovementprogram>, for complete details.

### Travel Claims

The Supreme Court’s Accounting Unit will process travel claims for reimbursement upon receipt. If the travel claim is complete, accurate, and includes the certificate of attendance and required receipts, you should receive your reimbursement within 5 business days (please allow 2 additional days for mail delivery). Please refer to the travel claim procedures and documentation requirements at <http://www.nevadajudiciary.us/index.php/viewdocuments-and-forms/AOC-Files/Travel-Documents-and-Forms/>. A sample travel claim is available at <http://www.nevadajudiciary.us/index.php/courtimprovementprogram>. You can contact the Supreme Court Accounting Unit at 775.684.1718 if you have any questions prior to submitting your claim.

### Payee Registration – Substitute Form IRS W-9

Individual participants who are not state employees or judges, but who will be claiming reimbursement of expenses to attend the conference, will need to complete a Payee Registration – Substitute Form IRS W-9 and submit that Form to the Administrative Office of the Courts with the Claim for Travel Expense. The Payee Registration Form is available at <http://www.nevadajudiciary.us/index.php/viewdocumentsandforms/AOC-Files/Travel-Documents-and-Forms/>.

### Conference Attendance

You must have received a “formal” confirmation of your participation in the conference otherwise, expenses incurred by you to attend, if eligible, will not be reimbursed. Additionally, failure to attend a minimum of 75% (10.25) of the total hours of the conference (12.75) may result in less than full reimbursement of expenses.

### Mileage

Participants must travel at least 30 miles (roundtrip) from their primary work station to receive reimbursement for mileage to and from the conference. Mileage reimbursement will be based on the official State of Nevada Road Map mileage chart located at ([http://www.nevadadot.com/Traveler\\_Info/Maps/State\\_Maps.aspx](http://www.nevadadot.com/Traveler_Info/Maps/State_Maps.aspx)).

# Travel & Continuing Education

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## Reminder Regarding Travel Claims and Attendance Reimbursement Eligibility (continued)

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### Meals

Participants must travel at least 30 miles (roundtrip) from their primary work station to receive reimbursement for meals not provided at the conference. All other meals are reimbursable up to \$7 for breakfast, \$11 for lunch, and \$23 for dinner (receipts not required).

### Lodging/Incidental Expenses

Only those participants who must travel at least 40 miles (one way) from their primary work station and who cannot otherwise travel at reasonable times, are eligible to receive reimbursement for lodging. Only the actual group room rate plus tax are reimbursable by AOC for July 20 – July 22. No internet charges will be reimbursed. Please include a copy of the hotel receipt with your travel claim. Eligible participants will also be reimbursed \$5.00 per day for incidental expenses.

## Continuing Education Hours

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12.75 hours of Continuing Education (CE) credit will be offered for full workshop attendance. Judges and attorneys are eligible for CLE Credit. Licensed social workers are eligible for CEU credit. Continuing Education Units (CEU) and Continuing Legal Education (CLE) authorization is pending.

## In-Kind

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CIP is funded by federal grants through the ACF (Administration for Children and Families). The grant requires an in-kind match of a portion of the funds received. Attendees were required to submit in-kind match information when registering for the conference, which included hourly rate plus fringe benefits. Excluded from this requirement, however, are those attendees whose salary and benefits are funded 100% by federal dollars since federal funding cannot be used to match federal dollars.

# Notes ...

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# Notes ...

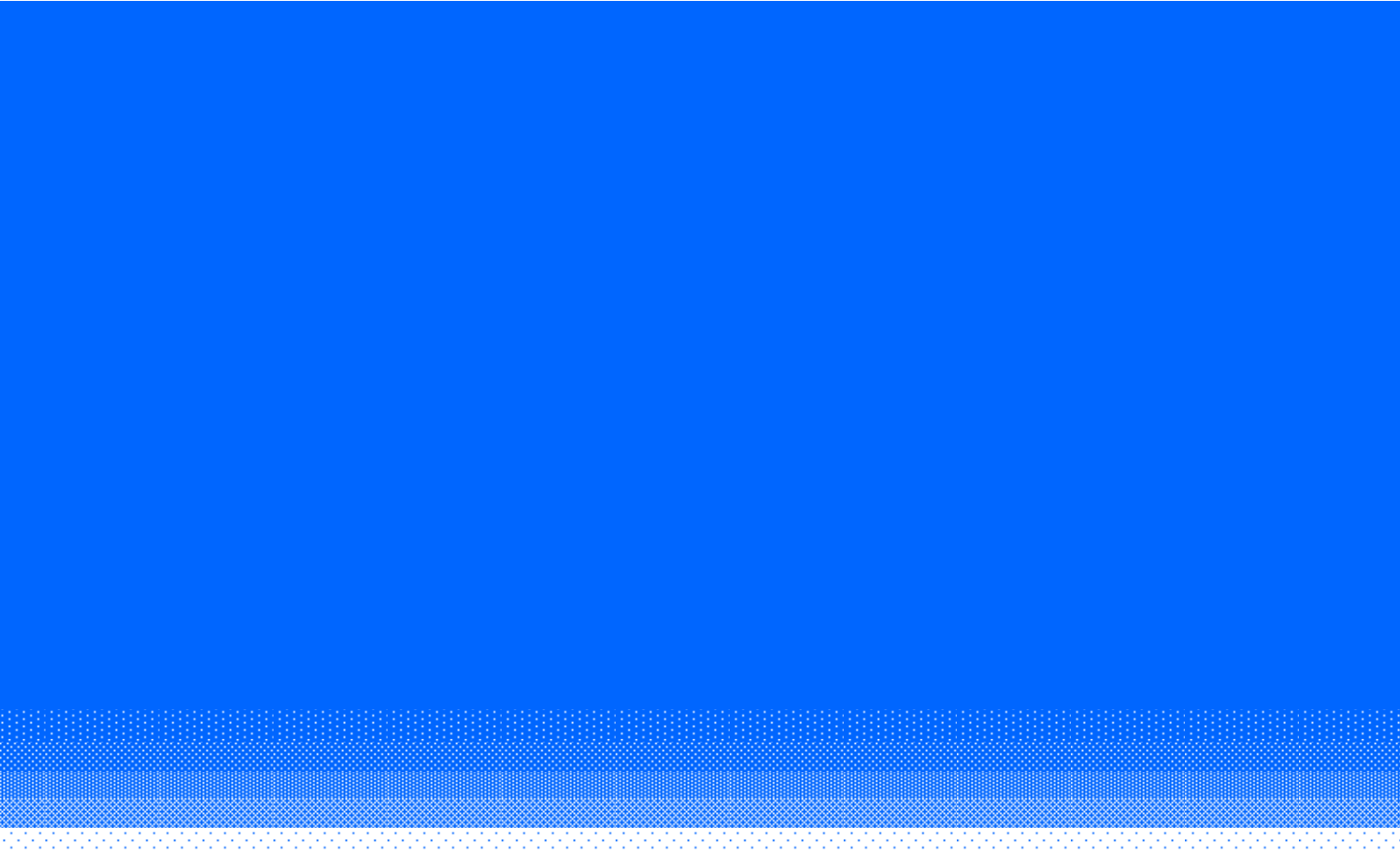
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# Notes ...

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# Notes ...

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**The “*Focus on Kids*” 2011 Conference is funded under  
Nevada CIP Federal Training Grant #93.586  
and  
the Supreme Court of Nevada,  
Administrator of the Grant.**

**Conference Planning Committee: Kay Ellen Armstrong, Amber Howell,  
Kathie Malzahn-Bass, Tom Morton, Kathy O’Leary, Mason Simons,  
Robbie Taft, and Janice Wolf**



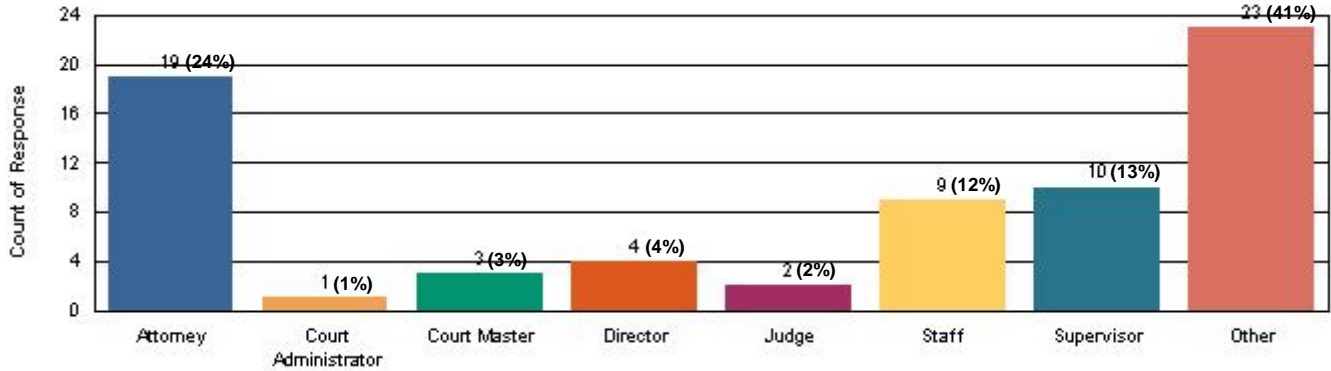
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# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

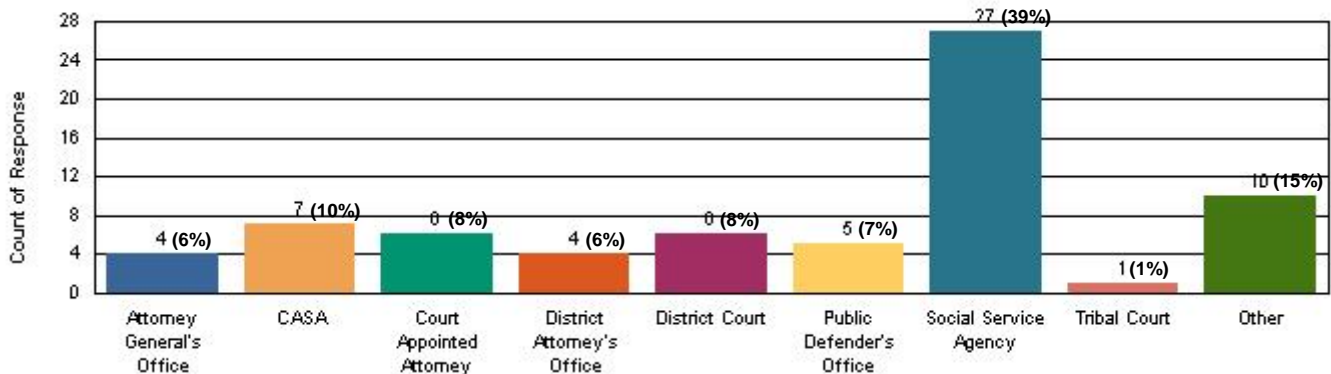
## 1. What is your role in your organization?



If you answered “other” to the question “what is your role in your organization,” please indicate your role on the line below.

- CASA (3)
- Child Welfare Consultant
- Child Welfare Manager
- Coordinator
- Division Director
- Family Court Investigator
- Family Court Investigator - Washoe County Public Defender’s Office
- Indian Child Welfare Worker
- Liaison worker with Judges/stakeholders at difference courts sites across the country.
- Manager
- Mental Health Therapist
- NV ICPC Deputy Compact Administrator
- Program Manager
- Social Services Specialist
- Social Worker (6)
- Washoe Tribal Social Worker

## 2. Please specify your organization.



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

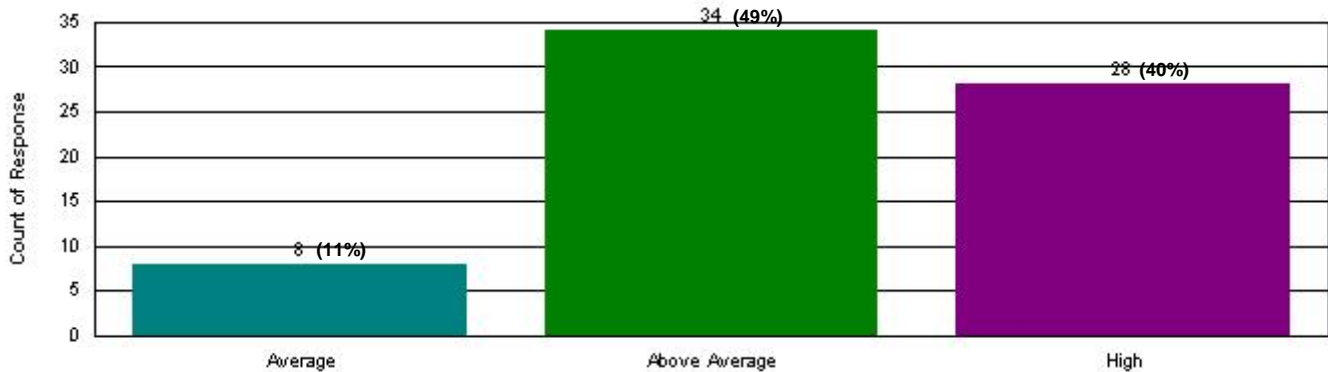
**If you answered “other” to the question “please specify your organization,” please indicate your role on the line below.**

- ACTION for Child Protection
- AOC
- Children's Attorneys Project, Legal Aid Center of Southern Nevada
- Coalition
- Law firm (2)
- NCJFCJ Staff
- NRC for CPS
- Supreme Court AOC
- Tribal Social Services
- Washoe Legal Services
- WCDSS

### 3. Please rate the overall value of the conference:

Total Responses: **70**

Average Rating: **4.29**



### 4. Please comment about Court Improvement Program education and training.

- CIP education and training is important.
- Court Improvement Program education and training is invaluable for the State of Nevada and Clark County specifically. It is imperative that all relevant players be on the same page in reference to law, processes, and procedures. The Safety, permanency, and well-being of youth in foster care depends on all groups working together appropriately.
- Excellent - very much needed.
- Excellent program and much needed. Certainly a mind booster for the individuals that work in this field. Certainly something every person working in the social services field should try to attend at least once in their career.
- Excellent, on point presentation. Interesting and useful information.
- Good conference. Speakers had “hands on” knowledge of their subjects.
- Great mix of speakers. Very relevant. Loved the panel at the end.
- High quality presenters. Good attendance by agency leaders.

# **Nevada Court Improvement Program “Focus on Kids” 2011 Conference**

July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

## **Please comment about Court Improvement Program education and training.** (continued)

- I especially liked the presentation by foster kids and wish it would have been first on program
- I greatly appreciate any and all training!
- I just want to say that I enjoyed the conference very much. The topics were great and I wish I could have attended all of them. I did not like printing the materials myself since many of them caused my computer to freeze up.
- I really enjoyed the conference and came back with new material and ideas that I have immediately implemented and shared with co-workers.
- I received several positive comments from attendees.
- I think it is always valuable to get attorneys, caseworkers, managers, judges, and casars together in the different jurisdictions to discuss issues and ideas.
- I think this was an outstanding conference. It cover major areas that are essential an understanding of the child welfare system. I believe that including both legal and practice issues was enlightening because cross-walking the unique responsibilities of workers, supervisor, attorneys and judges is frequently not done. This results in confusion and those seeking to serve the welfare of children working against each other. Hearing from foster children was really meaningful.
- I thought the presenters were very knowledgeable
- I thought the sessions were very informative and relative to Nevada.
- I thought the topics were timely and relevant.
- I was very interested in many of the breakout sessions. There was a good variety of topics.
- I wish there had been more attorney specific training. The ICWA class was very helpful and I would have benefitted from a longer class. Many of the classes seemed almost irrelevant to an attorney. Listening to the issues raised by other jurisdictions (particularly Clark County) made me feel much better about how these cases are handled in my District. From the reports/complaints of the social workers (only one Clark County attorney even came), I believe the improvement efforts need to be focused there.
- I would like to see CIP provide more specific direction to the local courts so that practices begin to look the same statewide. If this were done, it would force the local CPS agencies to have consistent and fair practices statewide.
- Important practical topics and excellent presenters. A great opportunity to review & refresh.
- It was rejuvenating and positive and I have made a great connection with other court systems as well as CPS staff
- It was very well organized and had excellent speakers and presentations
- Many of the speakers were drown and it made it difficult to get excited and take in the information.
- More workshops I wished to attend than available time to attend.
- Overall, the education and training was good. There was room for improvement with specific presenters, however.
- Presented new information
- Provided useful information that will be used in my daily case management practice.

# **Nevada Court Improvement Program “Focus on Kids” 2011 Conference**

July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

**Please comment about Court Improvement Program education and training.** (continued)

- Thank you for allowing me to attend the conference. I did not fit into the groups the conference was intended for but staff from my organization helped provide recommendations for faculty so I appreciated the opportunity as “professional courtesy.”
- The conference was very well organized and informative. One of the best I have attended locally or nationally!
- The issues were relevant to our cases and the presentation was very educational and helpful
- The program was excellent and helpful. It was disappointing that there were no representatives from the District Attorney or Special Public Defender.
- The program was very good and I met a lot of people
- The sessions were very interesting and much information was shared although some of the sessions could have been cut down to one hour.
- Their identified trainings and education resources are very helpful to the social services agencies
- There were some very interesting parts to the conference. There was one presenter (the non-offending parent presenter) that was very, very biased, but most other presenters gave helpful information.
- This information was valuable and it's nice to see things progressing in an ever changing world
- This program was put together so well
- This was a very good training. Different perspectives on the process was helpful.
- Very good information. Great speakers.
- Very good training
- Very Good....
- Very helpful to have this be a statewide training. It's challenging in our state to have opportunities for meaningful dialogue on child welfare issues. Appreciate CIP taking the lead in organizing this educational training.
- Very well done.
- Well put together and informative
- Were organized and executed good selection of speakers

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

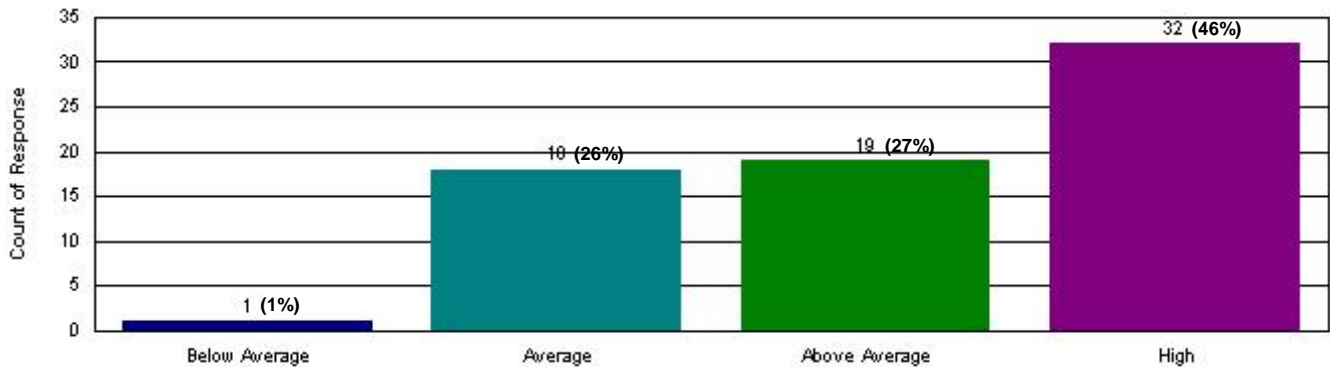
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

## 5. Please RATE and COMMENT on the PRE-CONFERENCE Registration Process.

Total Responses: 70

Average Rating: 4.17



### PRE-CONFERENCE Registration Process Comments:

- Easy and smooth
- Easy to register on-line. User-friendly program.
- Easy to use and navigate
- Everyone made it very easy to register
- Everything to do with Registration was done with professionalism
- Everything went smoothly
- I did not like having the materials in electronic format only. Particularly when the conference cost did not include internet access to allow me to look at the materials during to the classes. I planned to look at the materials during the conference on my laptop, but was unable to do so, because there was no internet access in the hall. So I wound up paying \$5 for internet access and having to print the materials anyway. The electronic format saved no paper and cost me an additional \$5.
- I did not personally handle my registration. However, it is my understanding that it went very smoothly.
- I did not receive anything right away confirming my attendance which made me wonder if I did correctly.
- I do not recall any details so it must have been straightforward and problem free
- I felt the online registration process was easier than paper mail.
- Made it very easy
- no problems
- no problems
- Painless and easy.
- Pre-conference registration was a fairly seamless process. Conference staff were very responsive and made the process very easy to navigate.

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

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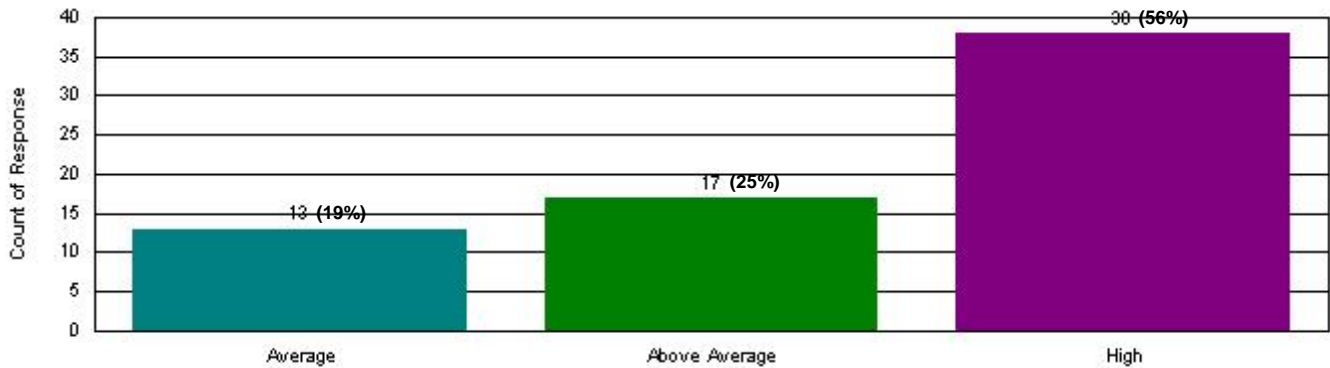
## PRE-CONFERENCE Registration Process Comments (continued):

- Quick and Easy.
- Registration was very easy.
- Simple.
- Someone registered for me; maybe we should have that as an option (N/A?)
- The website was easy to navigate. I really liked the fact it provided course descriptions so you were aware of what you were signing up for. Very user friendly.
- Very easy and efficient
- Very organized.
- Was easy to navigate

## 6. Please RATE and COMMENT on the ON-SITE CONFERENCE Registration Process.

Total Responses: **68**

Average Rating: **4.37**



## ON-SITE CONFERENCE Registration Process Comments:

- A breeze.
- Confusing...
- Easy and efficient
- Easy and quick. Very appreciative of the packet so I was very clear on my schedule each day. The water bottle was also a nice touch.
- Everything was very well operated.
- fast and organized
- Friendly Staff answered questions appropriately.
- Great staff and perfectly smooth process.
- I pre-registered.

# **Nevada Court Improvement Program “Focus on Kids” 2011 Conference**

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John Ascuaga’s Nugget, Sparks, NV

## **ON-SITE CONFERENCE Registration Process Comments (continued):**

- It was a quick sign in and registration so there was not a lot of time spent trying to just get into the conference.
- No problems
- No problems
- No problems
- On-site registration was handled very well. Conference staff were organized and made this process very smooth.
- Organized and efficient.
- Organized, friendly people.
- Registered pre-conference.
- Robbie did a great job and was super organized
- The check-in process was easy and fast.
- The hotel and services were very good.
- Very easy to get my needed packet, etc. upon my arrival.
- Very easy check-in.
- Very easy to register
- Very efficient
- Very organized and friendly
- Well organized
- very straight-forward and easy.

## **7. Please provide COMMENTS and ratings for the following plenary session: “But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child and the Parent Found To Be Abusive or Neglectful”**

- Excellent presenter which generated good discussion.
- Excellent Speaker and a wealth of information was gained from these sessions
- Fantastic - I have several cases where the information provided was applicable. Professor Sankaran was a dynamic speaker whose expertise was obvious.
- good content, speaker
- Good speaker had lots of good info backed up with case law. Thought provoking issues
- Good subject - see this all the time in 432B cases.
- Great information.
- Great speaker and very thought provoking.



# **Nevada Court Improvement Program**

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### **“But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child and the Parent Found To Be Abusive or Neglectful” Comments (continued):**

- He provided good examples of bad practice in his state. I would have found it useful for information specific to Nevada to be presented as well.
- Highlighted the importance of working with the non-offending parent.
- Highly informative and thought-provoking. We will form a workgroup to address some of the issues raised to develop policy and practice guidelines.
- I attended another session
- I found the information that Professor Sankaran presented to be very informative. He was easy to follow and kept my attention.
- I found this insightful and an important idea to remember when I am working with families. There is a fine line to balance the rights of all involved parents with the duty to protect the children.
- I think the constitutional rights of parents are frequently over-looked. In doing so, we also are at-risk of disregarding the importance of the parent-child relationship and what happens to children when they are removed from their parents. I think focusing on these issues was a wise choice and I hope the take away for all participants was this is something each one of us should be concerned with.
- I thought the presenter was articulate and that the examples he gave helped to clarify his standpoint. I greatly enjoyed his presentation.
- I thought the speaker was very well-educated on the topic and it was a very interesting session.
- I thought this would have been better as a workshop. A plenary session should be less detailed and more visionary in scope. Shorter too.
- I was uncertain as to what the next steps for improvement were going to be to include the non-offending parents in the court process or consideration for placement.
- Important subject matter but too much time spent on problem identification and not on problem solving. Additionally, the case scenarios were “bad fact cases” potentially leading to “bad case law.” Regularly occurring case scenarios should have been discussed.
- Speaker was well educated.
- The presenter was quite biased.
- The presenter was very knowledgeable and this is an issue that is important and relevant in our courts
- there should have been more concrete examples of how to apply the concepts in our cases.
- There was some great information in this class. Although, with ICPC requirements it makes it difficult to be able to move kids so quickly to non-offending parents out of State. It would have been helpful to get ideas in that area.
- This was a little difficult to listen to because it seemed so biased and did not seem to balance conflicting ideas.

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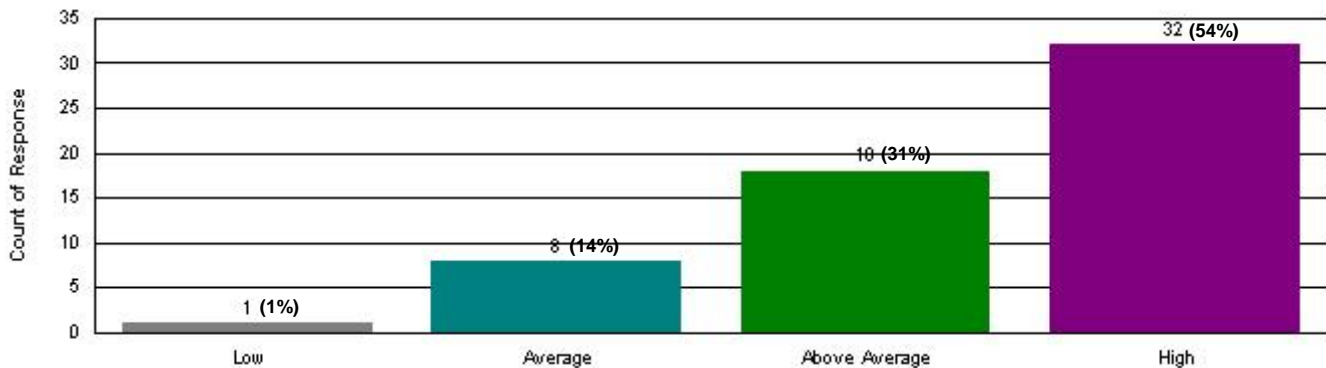
## “But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child and the Parent Found To Be Abusive or Neglectful” Comments (continued):

- This was an excellent session. The speaker was excellent. He had a great deal of knowledge and presented his material in a manner that was very easy to follow.
- Thought it was informational
- Timely and thorough
- Very informative
- Very important subject matter. Good presentation overall, but gave short shrift to balancing the rights of the parent with the rights and mental health issues of the child.
- Very informative - made me realize the importance of including Appellate Court Judges in trainings we arrange for judicial officers & stakeholders at the trial court level - important to have appellate judges exposed to the same information/aspirations about best practices that trial judges are exposed to.
- Very informative as it is a very large part of our jobs. Many of the families we serve consist of non-offending parents. That is always a challenge.
- Very insightful perspective. Interesting to hear what happens in other states. Made me examine the way we do business here.
- Very interesting. Speaker was very knowledgeable. Important information for child welfare workers.
- Very much on point with a case we are currently handling - excellent information.
- Very well presented
- Wonderful...
- Wow, what an experience this was. I felt honored to be a part of it

## Please rate the relevance of the SUBJECT for the following plenary session: “But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child and the Parent Found To Be Abusive or Neglectful”

Total Responses: 59

Average Rating: 4.36



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

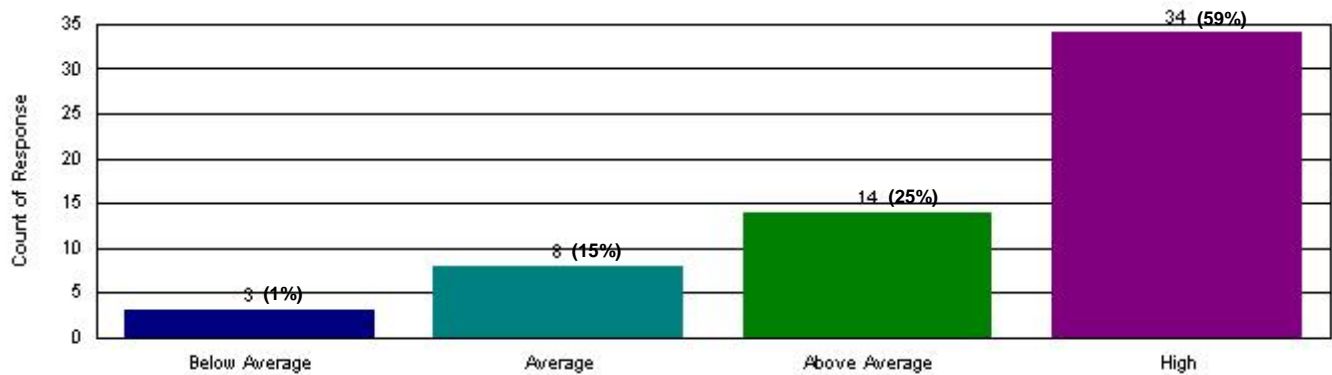
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Please rate the effectiveness of the PRESENTER (Professor Vivek Sankaran) for the following plenary session:  
“But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child and the Parent Found To Be Abusive or Neglectful”

Total Responses: 59

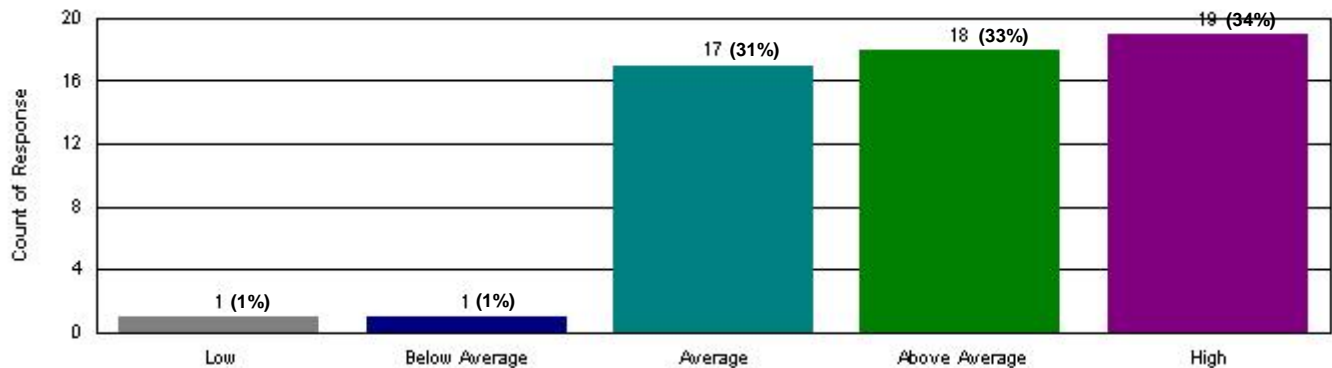
Average Rating: 4.34



Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following plenary session: “But I Did Nothing Wrong - Balancing the Rights of the Non-Offending Parent, the Child, and the Parent Found to be Abusive or Neglectful.”

Total Responses: 56

Average Rating: 3.95



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

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**8. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Bring Back the Dads: Engaging Fathers and Paternal Families in Dependency Cases”**

- Again, I would have liked to have more Nevada specific information presented.
- Again, very informative and well worth the time to attend.
- Another good subject
- As stated before highlighted the importance of working with the non-offending parent, and the importance of the dad's in a child's life.
- Could not attend, as I had to go back to work. However, I did print the handouts prior to the conference. Good information that I have at my desk for reference purposes.
- Did not attend this.
- Excellent!
- Good session.
- Great information.
- Great speaker and addressed an issue that is very often over looked.
- Helpful to hear attendees talk about what they are doing in their jurisdictions with further involvement and to hear what the kids say they are doing. Good job at getting what they would like assistance with.
- I appreciated that CIP highlighted this important issue in child welfare.
- I attended another session
- I think dads are frequently forgotten about. We list cases under the mothers' name regardless of what is going on in a particular case. This tends to make us think that the only parent in a child's life is the mother or the maternal grandmother. Looking at dads differently can expand the options for the safe placement of child within their biological families. I was glad to see this issue presented.
- Informative
- The session did not adequately address specific needs of our jurisdiction.
- This provided some good ideas and information.
- This session did not turn out into what I thought it would be and was more focused on what the presenter did for his clients. It was disappointing.
- This was good information. My feedback was to provide more info regarding teen fathers, as they are a specific population that is underserved.
- Very interesting. I did not pull up the online materials.

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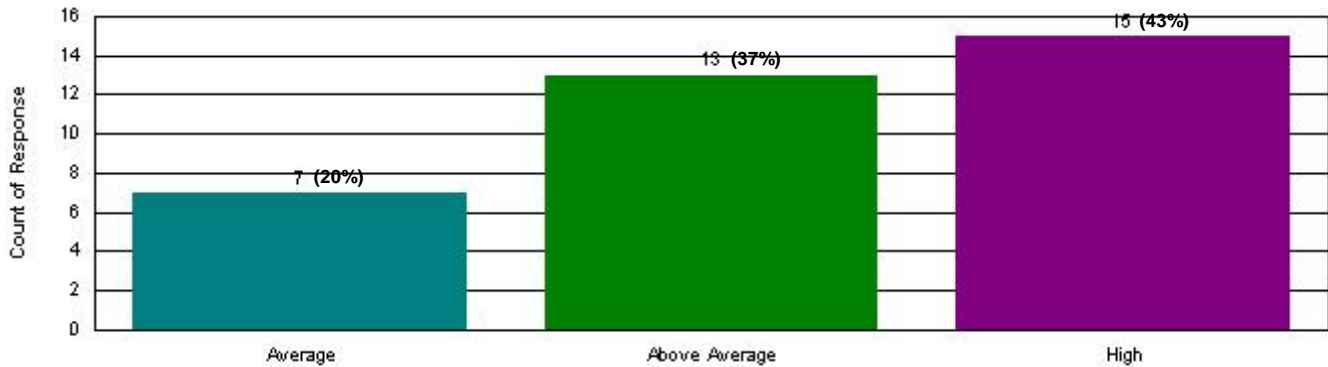
**“Bring Back the Dads: Engaging Fathers and Paternal Families in Dependency Cases” Comments (continued):**

- We already involve fathers, so this was not a new idea, and I did not learn many new things. The presenter did a good job, I just already knew the stuff he was talking about.
- While Professor Sankaran was an effective presenter, the materials and information were a little nebulous and not that useful in my day-to-day practice.
- Wonderful...

**Please rate the relevance of the SUBJECT for the following concurrent session: “Bring Back the Dads: Engaging Fathers and Paternal Families in Dependency Cases”**

Total Responses: 35

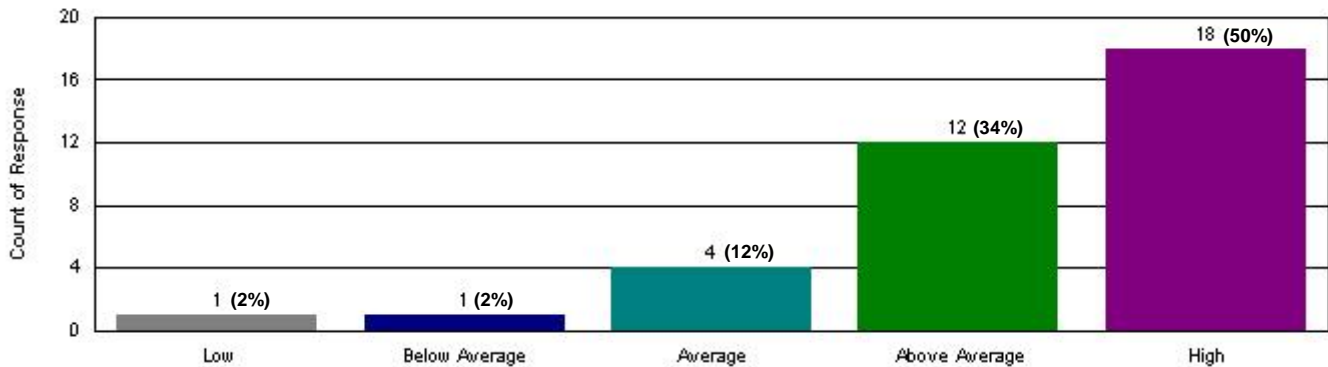
Average Rating: 4.23



**Please rate the effectiveness of the PRESENTER (Professor Vivek Sankaran) for the following concurrent session: “Bring Back the Dads: Engaging Fathers and Paternal Families in Dependency Cases”**

Total Responses: 36

Average Rating: 4.25



## Nevada Court Improvement Program “Focus on Kids” 2011 Conference

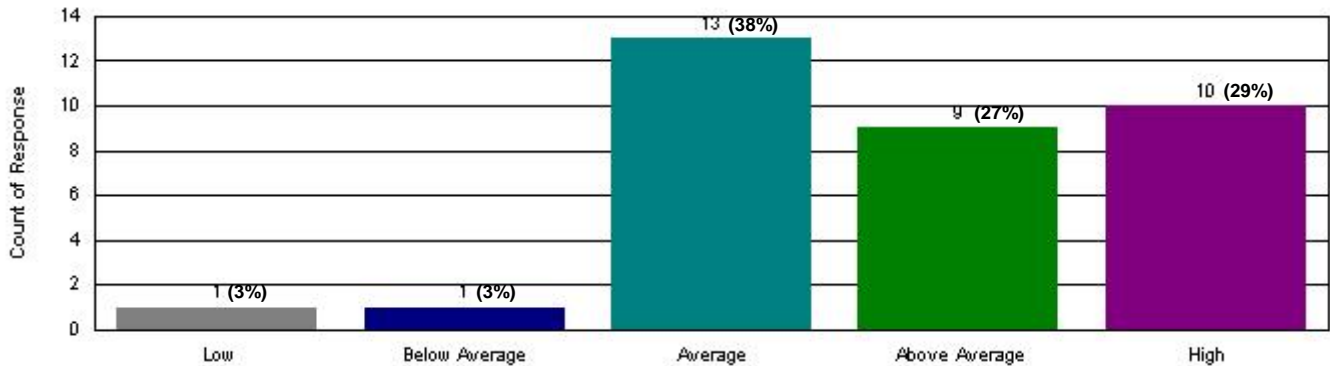
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**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Bring Back the Dads: Engaging Fathers and Paternal Families in Dependency Cases.”**

Total Responses: **34**

Average Rating: **3.76**



**9. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “The Fundamentals of The Indian Child Welfare Act”**

- Again - very good info and speakers.
- Good information. Wish we had more time to flesh out
- I attended another session
- I felt that the Judges presentation was very good and very different than the training I have received in California.
- Interesting perspective on ICWA
- I really enjoyed this one - both speakers had extensive experience with their subject.
- important subject in western state w/ a number of tribes
- The content was great as was the discussion. I think there was too much material packed in for the time allowed though, so the end was a rush.
- This was the most helpful course. I wish it had been expanded for a longer class on the subject.
- This was well prepared, we need more of this because I believe not everyone is on the same page when it comes to ICWA
- Too many stories, I wanted to learn more about the law
- Wonderful...

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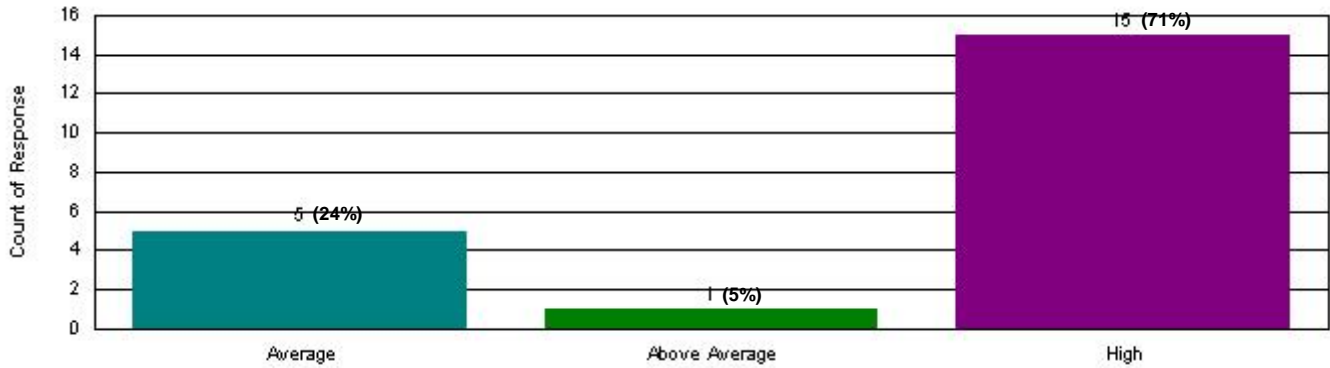
John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following concurrent session:

“The Fundamentals of The Indian Child Welfare Act”

Total Responses: 21

Average Rating: 4.48

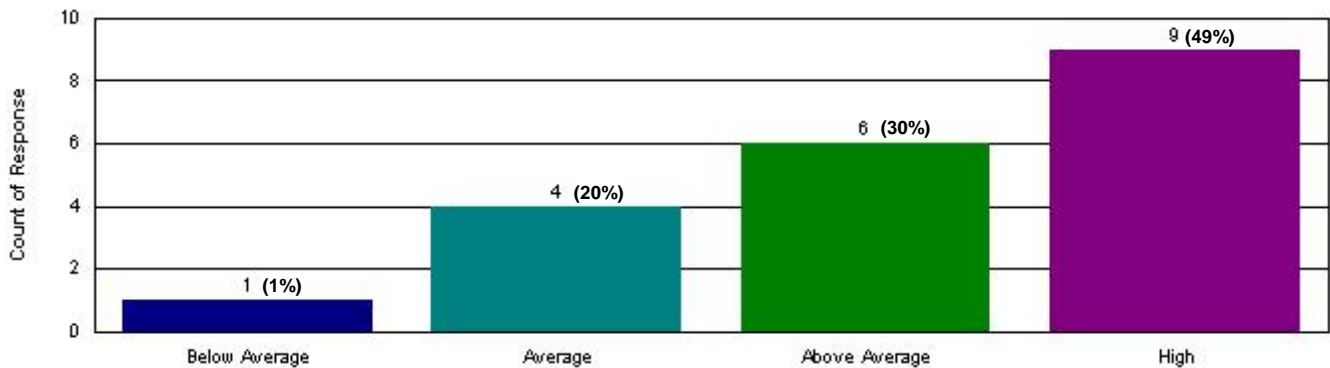


Please rate the effectiveness of the PRESENTER (Justice Cheryl Fairbanks) for the following concurrent session:

“The Fundamentals of The Indian Child Welfare Act”

Total Responses: 20

Average Rating: 4.15



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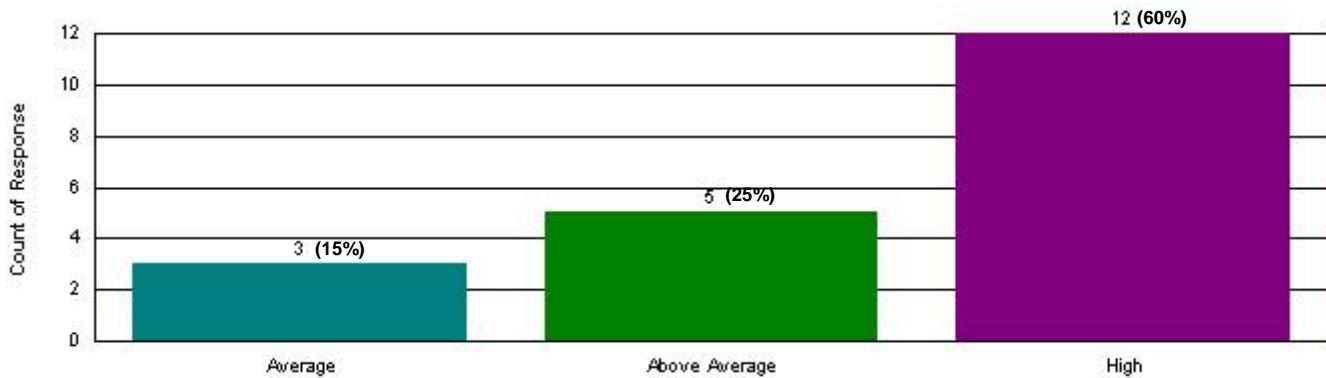
John Ascuaga’s Nugget, Sparks, NV

**Please rate the effectiveness of the PRESENTER (Judge Stephen Rubin) for the following concurrent session:**

**“The Fundamentals of The Indian Child Welfare Act”**

Total Responses: **20**

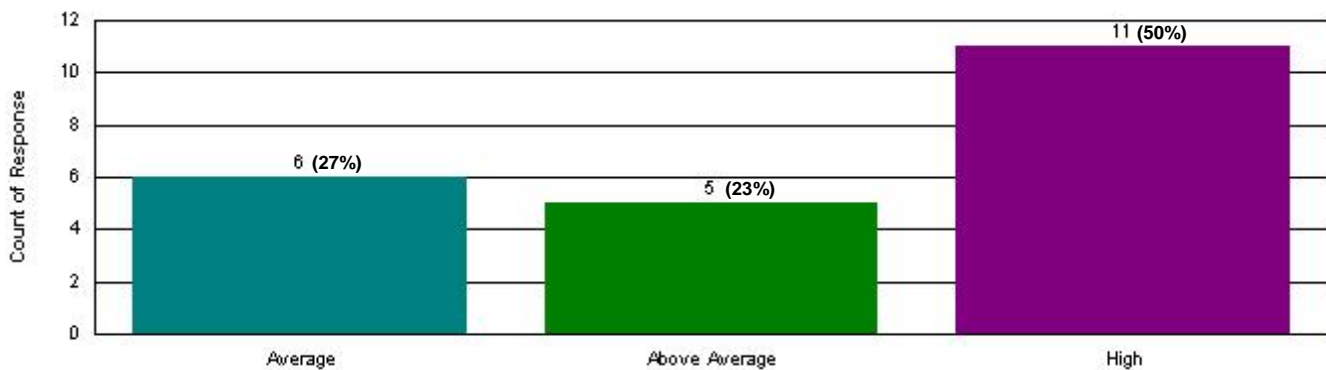
Average Rating: **4.45**



**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “The Fundamentals of the Indian Child Welfare Act.”**

Total Responses: **22**

Average Rating: **4.23**



**10. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Recruitment Is Everyone’s Business”**

- Community Meeting Attendance, CASA involvement, Speaking at Pride Training (foster parenting licensing training)
- Great Presenter!
- Speaker was well educated. Engagement with the audience was well prepared.
- The actual presentation did not live up to the course description. No tangible, useful information was provided.
- The focus of this presentation, in my opinion, was recruitment for the life of the case, particularly to prevent adolescents from aging out of the system. Although of course this issue is very relevant, I thought it was going to be more about recruitment in general for kids of all ages, esp. special needs kids. I guess I was thinking about recruitment more at the concurrent plan stage, as opposed to the APPLA stage. I was just hoping to get more info about how to recruit during the whole case.



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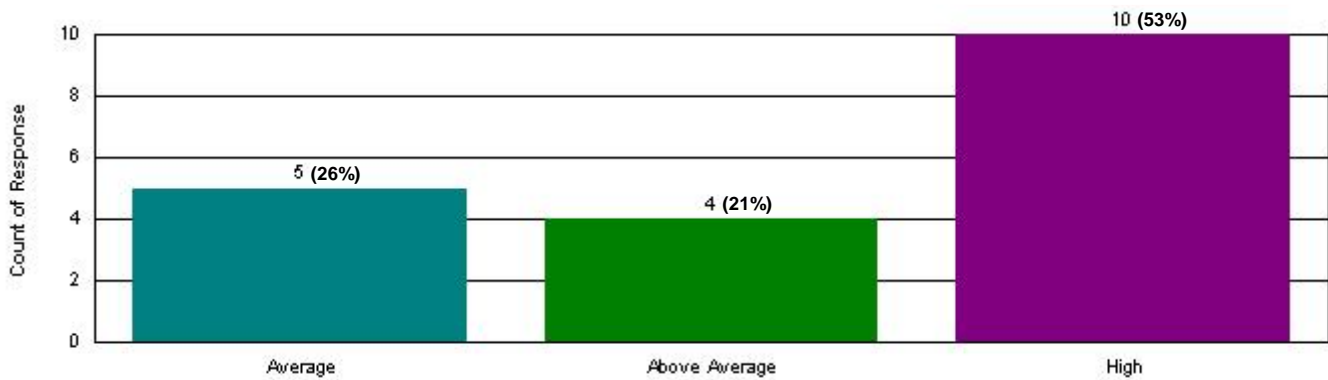
## “Recruitment Is Everyone’s Business”

- This session was very informative.
- This was not what I expected but for the information presented it was well done.
- Very good. Nice balance of new ideas, actual experience.
- Wonderful...

**Please rate the relevance of the SUBJECT for the following concurrent session: “Recruitment Is Everyone’s Business”**

Total Responses: **19**

Average Rating: **4.26**

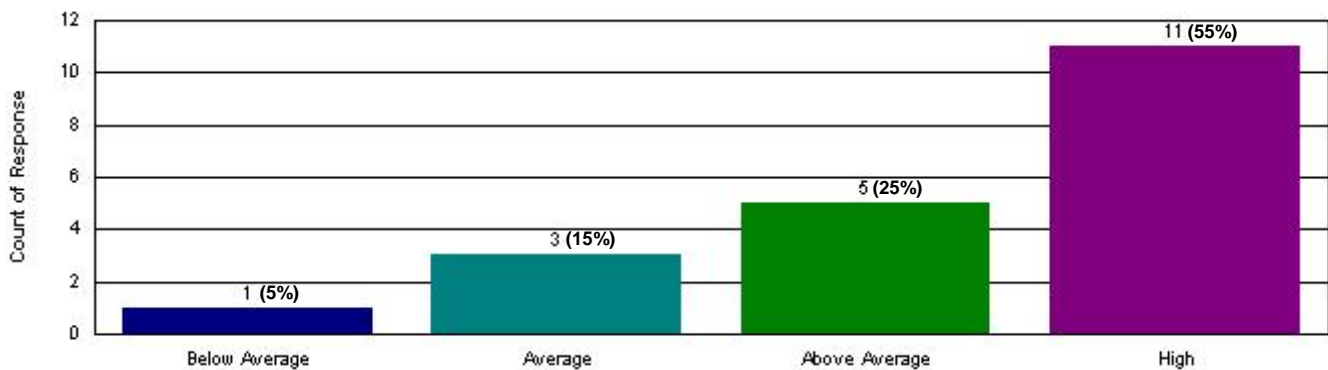


**Please rate the effectiveness of the PRESENTER (Robert G. Lewis, M.Ed., MSW) for the following concurrent session:**

## “Recruitment Is Everyone’s Business”

Total Responses: **20**

Average Rating: **4.30**



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

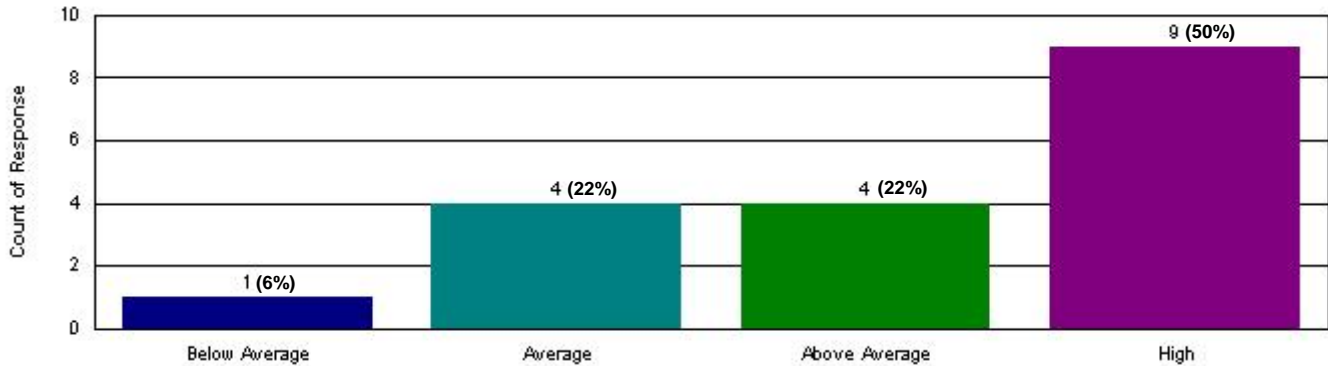
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John Ascuaga’s Nugget, Sparks, NV

Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: **“Recruitment is Everyone’s Business.”**

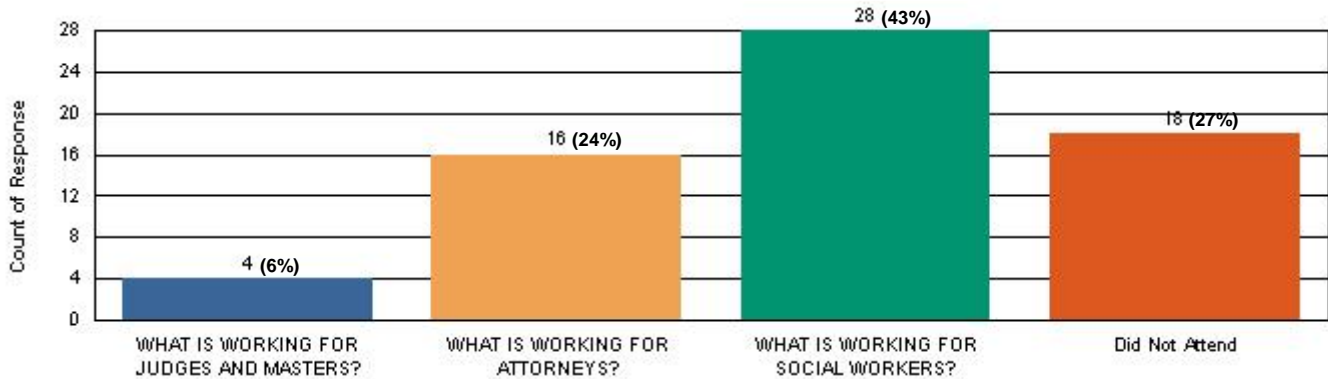
Total Responses: 18

Average Rating: 4.17



## 11. “Talk Among Yourselves”

Concurrent Session B1-B3, Thursday, July 21, 2011, 4:15 - 5:00 p.m., Facilitated peer discussions sharing what is working in your district. Learn from your colleagues. Discover best practices right here in our own backyard that you can take home and begin implementing.



Please provide COMMENTS and ratings for the following concurrent session (if you did not attend one of the “Talk Among Yourselves” sessions, please leave blank):

- Always good to talk with other attorneys to discuss hot topics. The facilitator however was not very helpful.
- B3- This was an excellent session. It was great to be in the room with staff from other jurisdictions. The information sharing was very valuable.
- Facilitator was much better at conveying information than facilitating. The group was difficult to engage and elicit information.
- Facilitator was seemed very frustrated and was, at times, impolite to participants. Session very unorganized.
- Good facilitator drew out experiences from group to engage in good and productive conversation

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John Ascuaga’s Nugget, Sparks, NV

## “Talk Among Yourselves” Comments (continued):

- Good information from other workers
- Good opportunity for networking and collaboration. Got some insight how things work in other jurisdictions.
- Good opportunity to speak with others and share stories about our differing procedures.
- Great discussion!
- I thought this class was not helpful. The discussion topic (“what does your office do to keep kids' best interests in forefront?”) did not work and was not concrete enough to be meaningful. The format was structured in such a way that we were unable to discuss among ourselves or make the connections I would have hoped.
- It could have been good but facilitator was weak & questions passed were not good
- It felt like the session ended just as we were starting to “get going” on some key issues. I thought this session was very useful -- it was just too bad that it was at the end of the day and we ran out of time.
- It was good information to hear from other jurisdictions, I think the way that it was set up could have provided more take-home ideas.
- It was interesting and thought provoking
- It was nice to hear what different areas of Nevada are doing. What is working, what isn't. I heard some new practice ideas that are being used in other jurisdictions that I was able to bring back to my agency.
- It would have been more helpful to mix the group rather than segregate the group into geographic areas.
- No real focus, not my favorite session.
- Not as helpful as I had hoped.
- Not enough Judges attended
- Not helpful at all. Just not enough time
- Not very informative.
- There wasn't an option for CASA so I had planned on going to the Social Workers section however the CASA representatives from the State ended up meeting separately and networking during this session.
- This session had great potential but I do not think we really got into a helpful discussion in the time available.
- This session was a little slow getting started. It might have been more helpful if there had been some pre-written questions/discussion items given to small groups to report out on. Sometimes a little more structure helps people focus better; and once they get started they can continue to expand their discussion.
- This was a tough session. Needed a bit more structure to the discussion.
- This was ok but it was difficult because most of the people were from a few jurisdictions and only a couple from most of the jurisdictions.
- This was the best part for me
- This was useful, especially because administration from my area was in the room.

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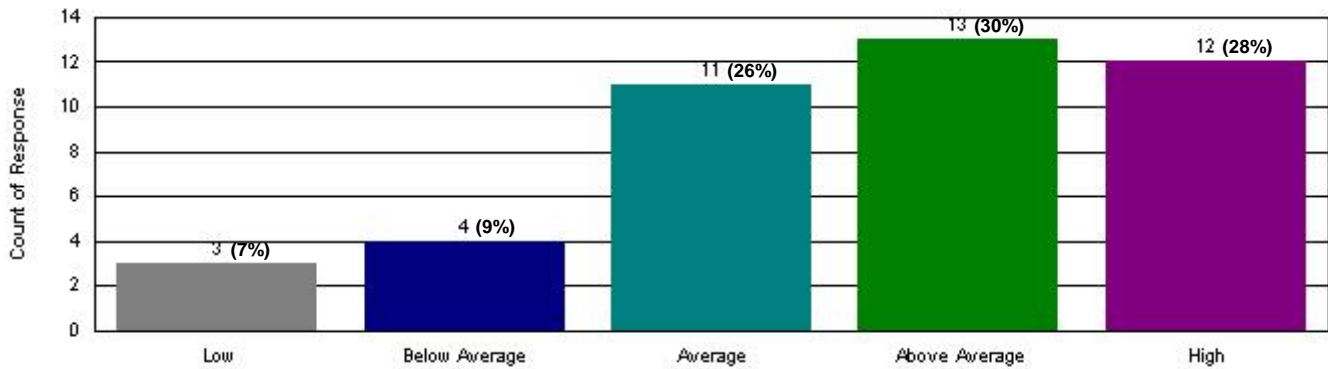
**“Talk Among Yourselves” Comments (continued):**

- Very helpful to hear judges talk about what they are doing, what's working, what they need help with
- We really did not learn anything new. The presenter did a good job trying to facilitate conversation. Perhaps if there were specific questions to answer it may have been more helpful.
- Wonderful...

**Please rate the relevance of the SUBJECT for the following concurrent session “Talk Among Yourselves” sessions:**

Total Responses: **43**

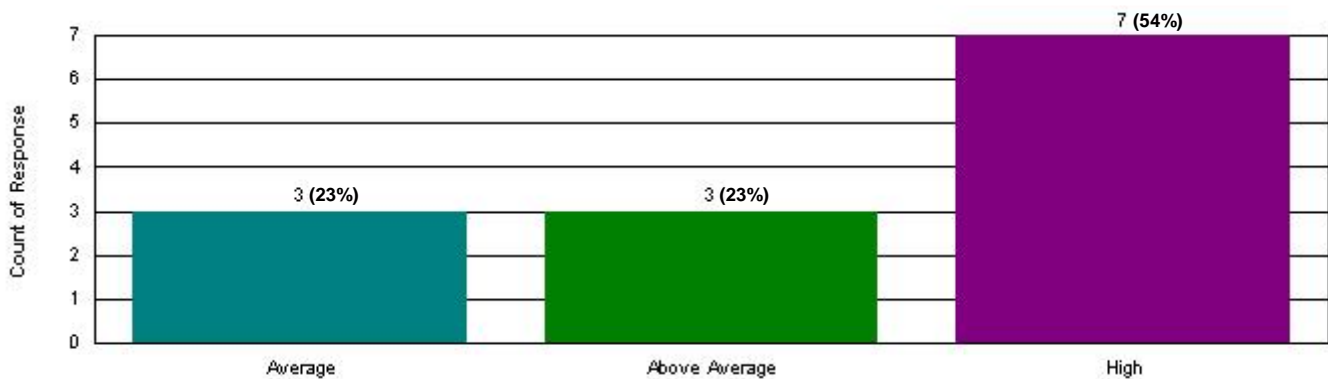
Average Rating: **3.63**



**Please rate the effectiveness of the FACILITATOR (Judge Stephen Rubin) for the following concurrent session: “Talk Among Yourselves - B1 WHAT IS WORKING FOR JUDGES AND MASTERS?”**

Total Responses: **13**

Average Rating: **4.31**



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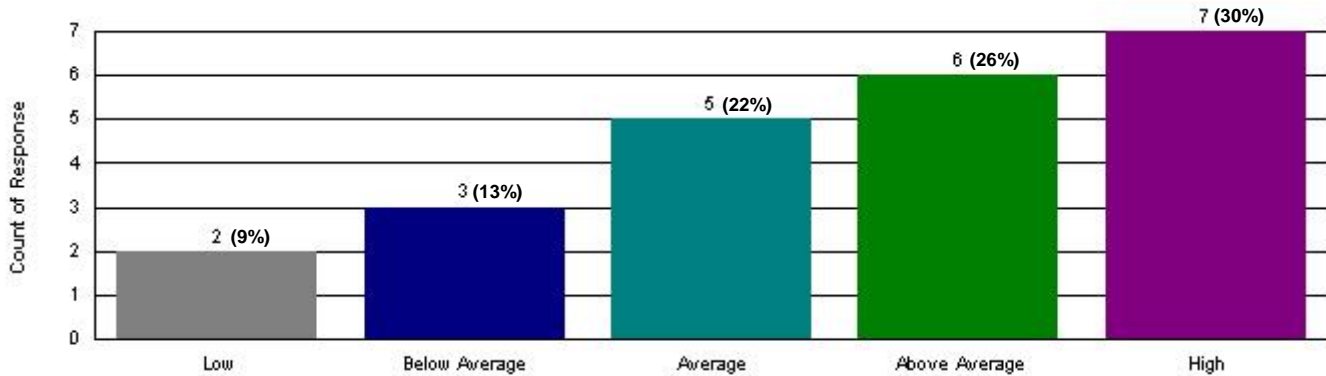
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**Please rate the effectiveness of the FACILITATOR (Madelyn Shipman, Esq.) for the following concurrent session: “Talk Among Yourselves - B2 WHAT IS WORKING FOR ATTORNEYS?”**

Total Responses: 23

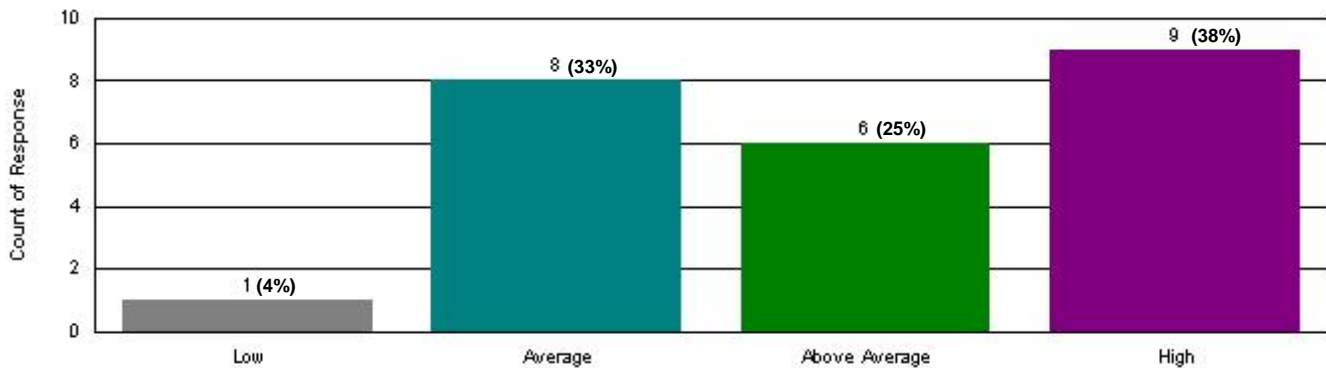
Average Rating: 3.57



**Please rate the effectiveness of the FACILITATOR (Robert G. Lewis, M.Ed., MSW) for the following concurrent session: “Talk Among Yourselves - B3 WHAT IS WORKING FOR SOCIAL WORKERS?”**

Total Responses: 24

Average Rating: 3.92



**12. Please provide RATINGS and COMMENTS for the Welcome Reception and Nevada's Best Practices.**

- Excellent very nicely done
- excellent!
- Good - but a bit long.
- Good reception, Kathie and Justice Saitta shined
- I did not attend the reception, but did read the posters. It is interesting that I have never heard of the “best practice” for our county, Churchill, being used.
- I did think it was appropriate to have the different district's speak about their Issue Posters without giving the speakers prior notice. Particularly when the speaker had no input on the issues described on the posters.

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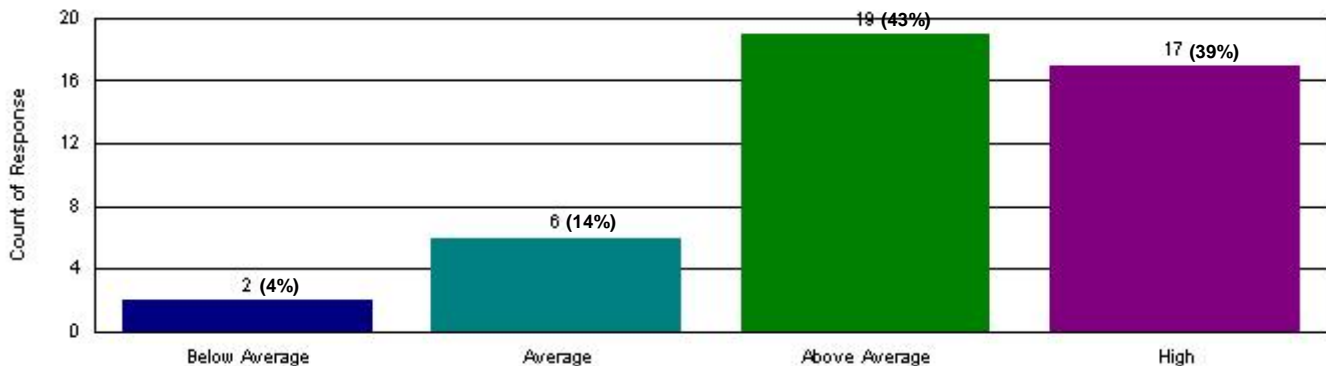
## Welcome Reception and Nevada's Best Practices Comments (continued).

- I enjoyed it very much.
- I liked the best practices a lot. Great to see what others are trying! We need to have more presentation by people in the system across the state to hear what they see and are doing.
- I think it was very well done and it was good to hear about the work that is being done in other Districts.
- I thought it was presented very well. I had one on one discussions with the representative and liked the innovations in each county.
- It appeared the Best-practice portion was a little disorganized- there were people who did not appear prepared to talk about their jurisdictions efforts. Additional information on each effort would have been appreciated.
- It was a great idea to hear the different things that are going on around the State. It was great to hear from the areas that are similar to ours and to hear what they are trying.
- It was nice to hear the other promising practices in the other counties
- Learned a lot from seeing what other jurisdictions are doing.
- Nice opening reception and engaging comments.
- The Facilitator often times talked above us, or did not facilitate what topics participants wanted to talk about.
- The information shared at this session was very interesting. The flow of the presentations for each area could have been organized a bit better as a few jurisdictions were almost forgotten at the end. However, the food and networking set up was very nice.
- This was interesting to hear from other areas of the state and to see what is working for them.
- This was one of my favorite parts of the conference. The food was excellent and the presentations were relevant and enjoyable.
- Too much presentation not enough time to mingle and network
- Very enlightening - enjoyed the posters and comments from other jurisdictions
- Wonderful...

## Please RATE the Welcome Reception and Nevada's Best Practices.

Total Responses: 44

Average Rating: 4.16



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

**13. Please provide COMMENTS and ratings for the following plenary session (if you did not attend this session, please leave blank): “Evolving Standards for Child Safety Decision-Making”**

- Although I have seen a similar presentation by the same speaker, this was still informative and interesting. I wish more prosecutors had been in the audience.
- Attended another session
- Clint is amazing and did a terrific job explaining the safety model
- Excellent presentation with an informed speaker.
- Excellent! Great refresh for prior information received at the agency, especially since it will be the new standard for WCDSS.
- Exciting change for Child Welfare in Nevada!
- Good -
- Good information.
- Good information. Would have liked more in-depth info on developing safety plans.
- Good presentation
- Great speaker and great information.
- He was very energetic and made the subject matter more interesting
- I always can use the refresher on the NIA and NCFAS. Clay is very educated on the information and each time I am in his trainings, I take something new home.
- I felt the presentation was jumbled. It was a lot of information, provided in a short period of time.
- I found this to be very helpful. I do clinical parental capacity assessments and this provides an important framework for these assessments.
- I think Clint Holder always presents valuable information in a way that is clear and easily utilized. I believe that one of the most difficult issues to address is the difference between present and impending danger. I also have found that workers do not do a really good job of documenting and explaining this concept to courts. Therefore, their work can sound more like “I feel it in my bones” rather than something a court can hear, understand and have a legal foundation to rule on.
- Many workers feel as if Mr. Holder’s expectations are unreasonable and out of touch; his tone can be interpreted as condescending towards workers.
- Presentation slides were often too dark to read.
- Really enjoyed speaker
- Speaker was again well educated.
- This session was very informative. Mr. Holder shared some very interesting information.
- This was very good, however, as a DCFS worker, it has been drilled into my head for a long time. I hope it was useful to other audience members.

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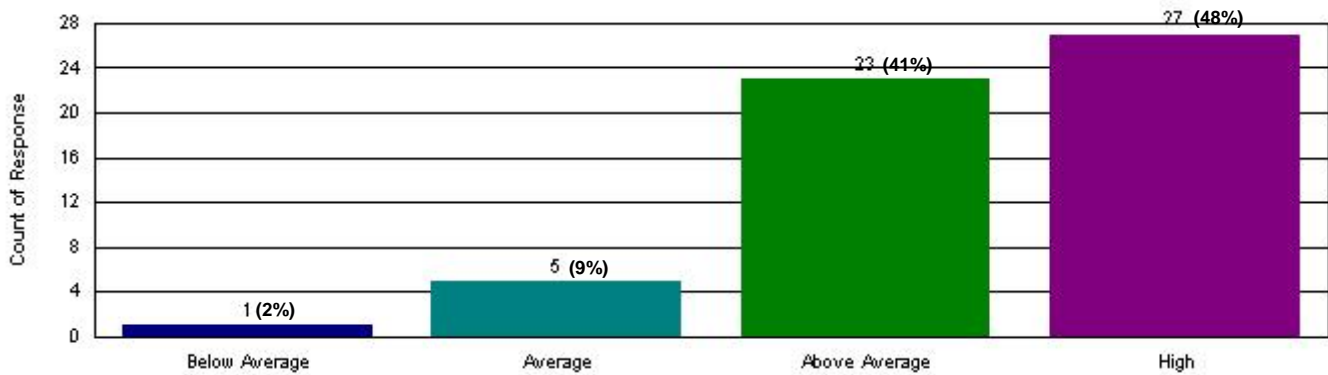
**“Evolving Standards for Child Safety Decision-Making” (continued):**

- Too much information to provide in a small amount of time. Some information was too detailed given the vast differences of disciplines in attendance. More time needed to be given to safety planning so that there is an adequate understanding of safety planning.
- Very good presentation
- Very good presentation of the Safety Model.
- Very useful. Good information, clearly presented.
- Wonderful...

**Please rate the relevance of the SUBJECT for the following plenary session: “Evolving Standards for Child Safety Decision-Making”**

Total Responses: **56**

Average Rating: **4.36**

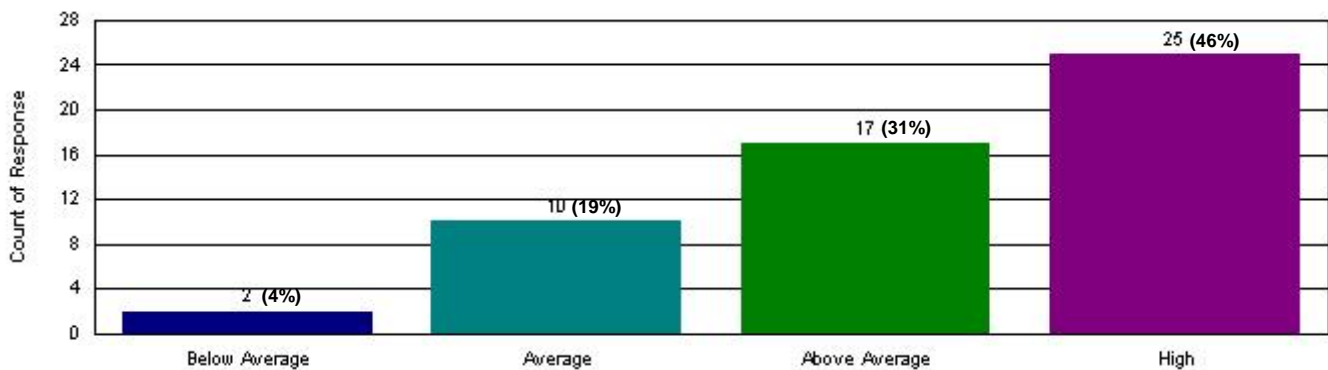


**Please rate the effectiveness of the PRESENTER (Mr. Clint Holder) for the following plenary session:**

**“Evolving Standards for Child Safety Decision-Making”**

Total Responses: **54**

Average Rating: **4.20**





# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

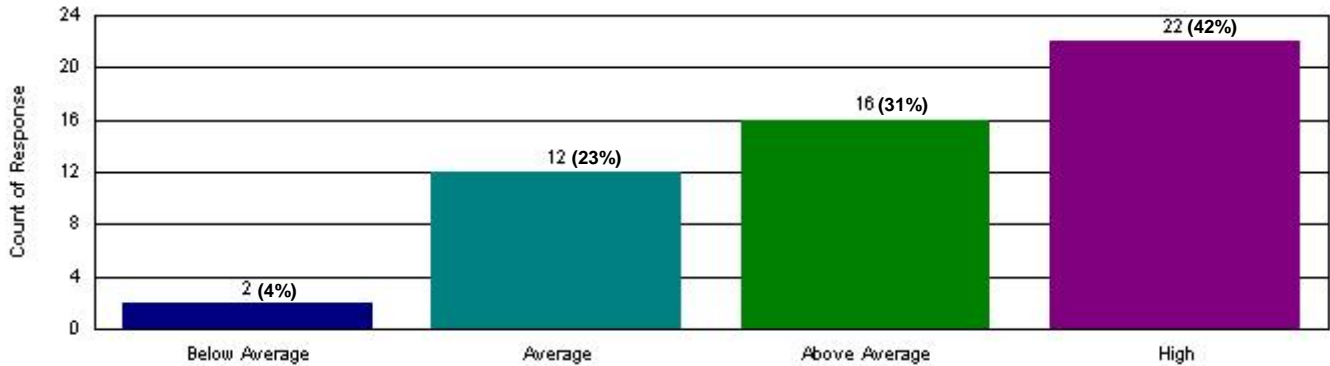
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Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following plenary session:  
“Evolving Standards for Child Safety Decision-Making.”

Total Responses: 52

Average Rating: 4.12



14. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “The Complex Web of Differential Reactions to Partners Being Accused of Abuse: Family Violence & Reasonable Efforts”

- Activity was great- very eye-opening. Really enjoyed this session.
- Engagement with audience was great.
- Good information understanding the non-offending parents’ role is important.
- Good program
- I don't think this was addressed the way I thought it would. The presenter did not talk about “reasonable efforts.” Reasonable efforts are different for Child Welfare vs. the DV world. It would have been nice to talk about the balance between keeping kids safe and keeping the victim of DV safe and how those things do not always go hand in hand. Often we rely on the victim to keep the children safe from violence and she will get blamed sometimes when this does not happen. I think more of a dialogue around that would have been helpful.
- I found the exercise to be useful. Allowed participants to gain an understanding of the non-offenders decision making. I would have liked to have more material on how to better engage the victim as well as local resources.
- I have attended a lot of trainings on domestic violence, and I was hoping this training would address when, say, a father or boyfriend is accused of abusing a child and the mother is accused of being non-protective. I was specifically thinking about cases where a non-offending mom reacts with shock and denial when the accusations surface and about how that's a natural reaction. I feel like CPS doesn't allow the non-offending parent to react with disbelief or grief. So basically, I was a little disappointed that we only covered domestic violence where the mother was clearly a victim along with the kids.
- I left the presentation when the “game” was started
- I really enjoyed this session. It made me realize what women who are abused experience.

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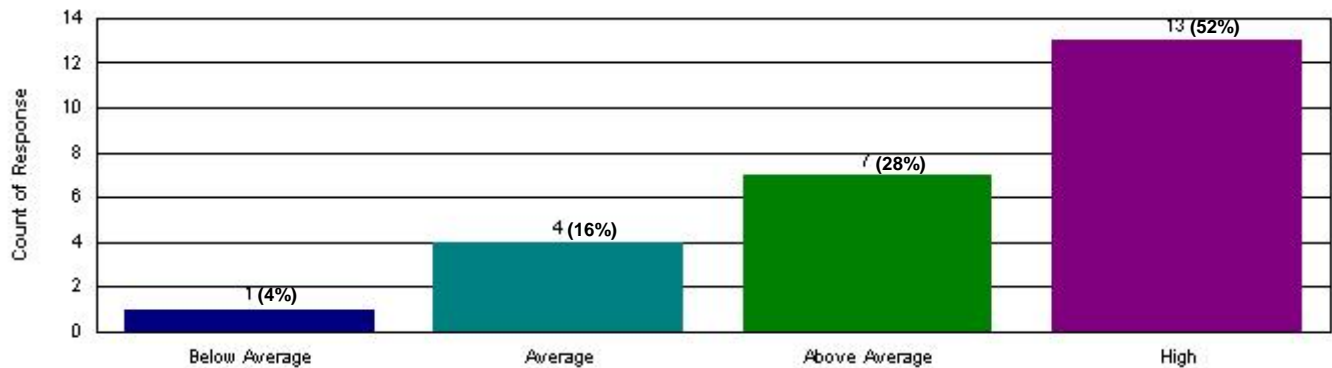
## “The Complex Web of Differential Reactions to Partners Being Accused of Abuse: Family Violence & Reasonable Efforts” (continued):

- It would be helpful to have Mr. Holder give examples of the principles he was trying to communicate. His presentation, as a result, felt abstract rather than practical.
- Not what I expected. The session was mainly about DV and I expected to have a broad discussion of non-offending caretakers. But, info was worthy.
- The exercise was great and provided insight but took too long. As a result, not enough time spent on core objectives.
- The interactive activity was a nice change from lecture format
- This was very helpful, although non-traditional. It changed my perspective about domestic violence and I realize it is much easier to prevent than treat.
- This was very interactive and gave another perspective.
- Thought provoking
- Well done.
- Wonderful...

## Please rate the relevance of the SUBJECT for the following concurrent session: “The Complex Web of Differential Reactions to Partners Being Accused of Abuse: Family Violence & Reasonable Efforts”

Total Responses: 25

Average Rating: 4.28



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

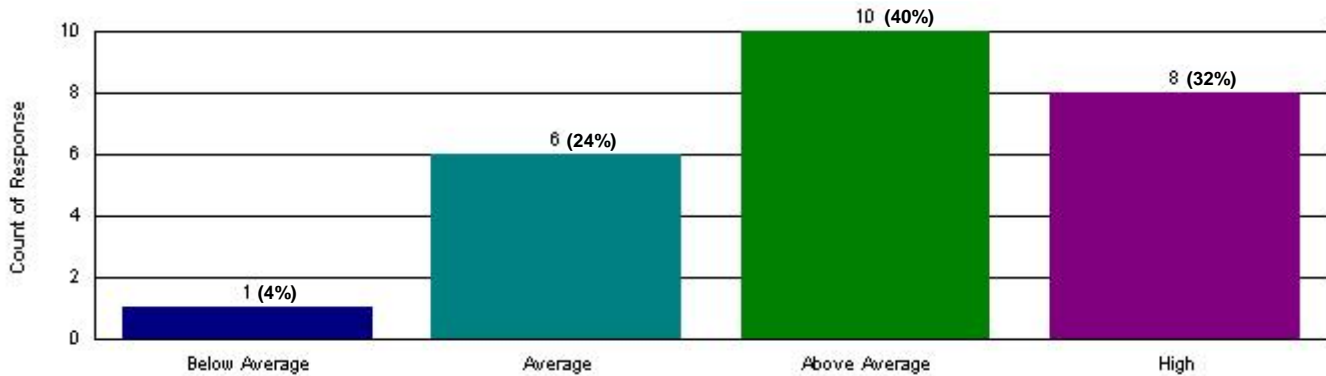
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John Ascuaga’s Nugget, Sparks, NV

**Please rate the effectiveness of the PRESENTER (Ms. Debbie “Sam” Smith) for the following concurrent session: “The Complex Web of Differential Reactions to Partners Being Accused of Abuse: Family Violence & Reasonable Efforts”**

Total Responses: 25

Average Rating: 4.00



**15. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Reasonable Cause versus Preponderance of Evidence - What IS the Difference?”**

- Excellent discussion of a tricky legal question
- Judge Rubin is a thoughtful and engaging presenter. I will take any session from him at any time!
- Judge Rubin's sessions are always thought provoking and helpful
- The difference in legal evidentiary standard is extremely difficult one to understand. I think it creates numerous problem for workers, attorneys and judges. This session tended to bring the issue to the forefront; however, I think there is a need for everyone in child welfare to have opportunities for more training in this area.
- This subject got too bogged down with complaints about Clark County and trying to draw an analogy between reasonable suspicion and reasonable cause.
- It was one of the better sessions, but it could have been very good, if there had been more discussion/instruction on the different standards of proof. It was probably more helpful for non-lawyers.
- This was a great discussion because it highlighted that everyone has a different definition of reasonable cause and highlighted the issues the social workers face, especially given that most social workers work in several jurisdictions with multiple DA's and multiple judges who all have different opinions.
- This was an excellent session. Judge Rubin is a phenomenal speaker that shared some very valuable information. The discussion was thought provoking and very interesting.
- This was great! Really enjoyed Judge Rubin
- Very, very good course! Should be something everyone in the field of social services takes. Great discussion, questions, and overall presentation.
- Was very disappointed did not provide any clear info on distraction or difference - was not helpful - Great topic - not good presenter
- Wonderful...

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

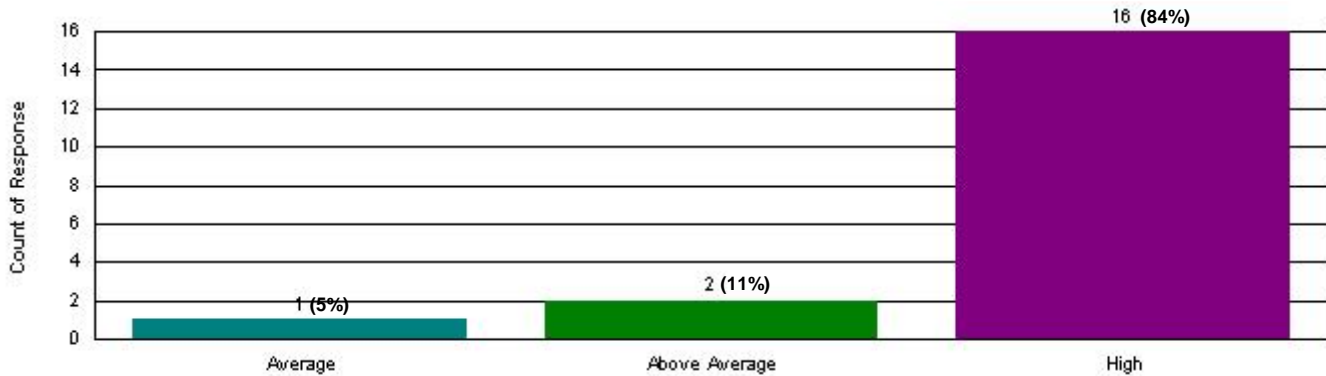
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

**Please rate the relevance of the SUBJECT for the following concurrent session: “Reasonable Cause versus Preponderance of Evidence - What IS the Difference?”**

Total Responses: **19**

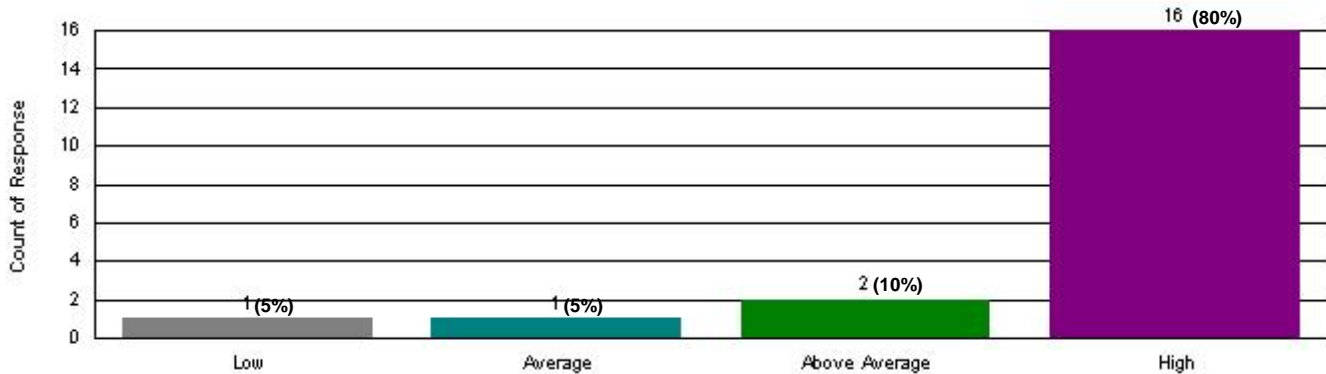
Average Rating: **4.79**



**Please rate the effectiveness of the PRESENTER (Judge Stephen M. Rubin) for the following concurrent session: “Reasonable Cause versus Preponderance of Evidence - What IS the Difference?”**

Total Responses: **20**

Average Rating: **4.60**



**16. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Navigating the Interstate Compact on the Placement of Children: Tips for Child Dependency Judges, Attorneys, and Caseworkers”**

- Addressed the compact only taking the view of the parent and not any agency issues.
- Asking for ICPC submission approval from the judge at the onset of the case
- attended another session
- Interesting presentation. Presenter was well prepared
- N/A
- Not as helpful as it could have been with a different presenter that was more knowledgeable with the Nevada system. He chose to use a lot of examples from his personal law practice.

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

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John Ascuaga’s Nugget, Sparks, NV

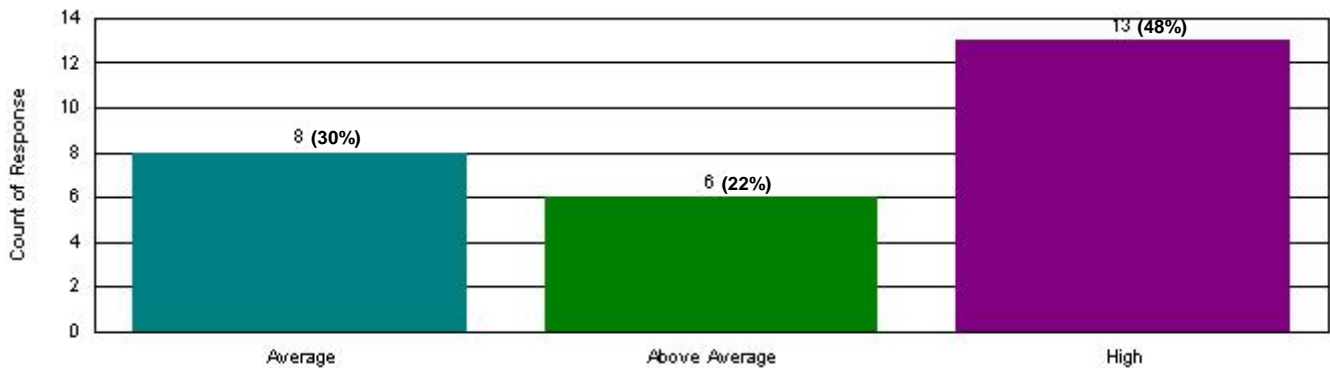
## “Navigating the Interstate Compact on the Placement of Children: Tips for Child Dependency Judges, Attorneys, and Caseworkers” Comments (continued):

- Some good ideas but nothing that I've seen that can work. The AG continues to argue that there are certain standards that have to be met in Nevada. The frustrating part is the different requirements for each State. It would have been helpful to give ideas to address the differences from each State.
- This was the best presentation of the conference. It solidified our struggles.
- Very good. The ICPC is a big part of my work and the presenter brought up issues that I see every day. The practice tips were invaluable.
- Very informative tools.
- Wish I would have attended this.
- Wonderful...

## Please rate the relevance of the SUBJECT for the following concurrent session: “Navigating the Interstate Compact on the Placement of Children: Tips for Child Dependency Judges, Attorneys, and Caseworkers”

Total Responses: 27

Average Rating: 4.19



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

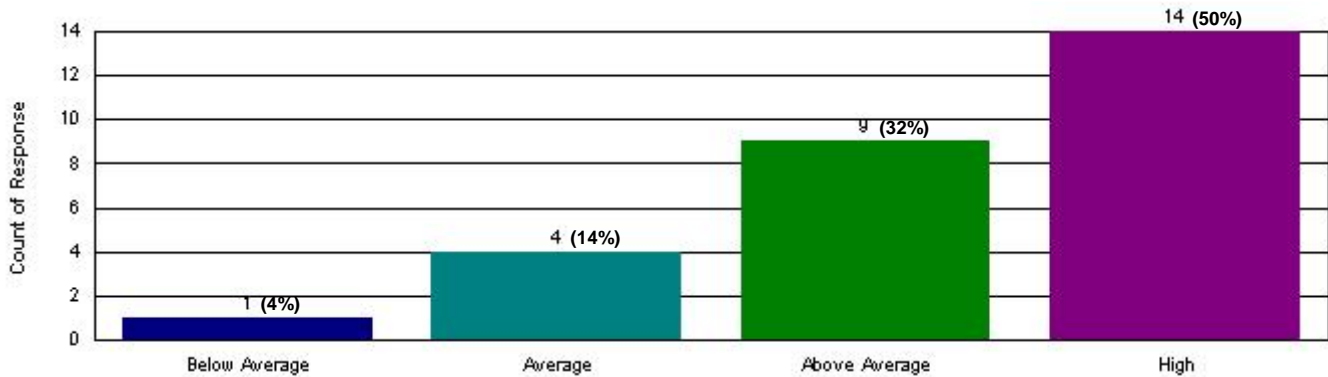
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**Please rate the effectiveness of the PRESENTER (Professor Vivek S. Sankaran) for the following concurrent session: “Navigating the Interstate Compact on the Placement of Children: Tips for Child Dependency Judges, Attorneys, and Caseworkers”**

Total Responses: 28

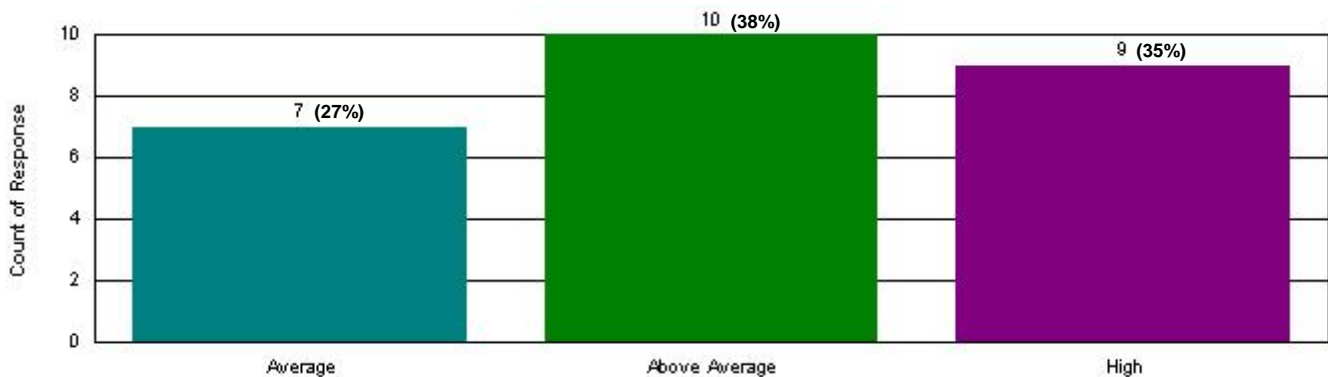
Average Rating: 4.29



**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Navigating the Interstate Compact on the Placement of Children: Tips for Child Dependency Judges, Attorneys, and Caseworkers.”**

Total Responses: 26

Average Rating: 4.08



**17. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Mediation: A Tool for Families and Courts”**

- Did not feel we received techniques, more just an introduction to how it can be beneficial.
- The presenters knew a lot about mediation and presented on it, in general, well. They hadn't yet started doing dependency mediation and so couldn't comment on its unique challenges, which is a major drawback in this context. Not their fault. The underlying context for these kinds of efforts is often family engagement in the dependency case and that was not touched upon.
- Very organized and interesting presentation.
- Wonderful...

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

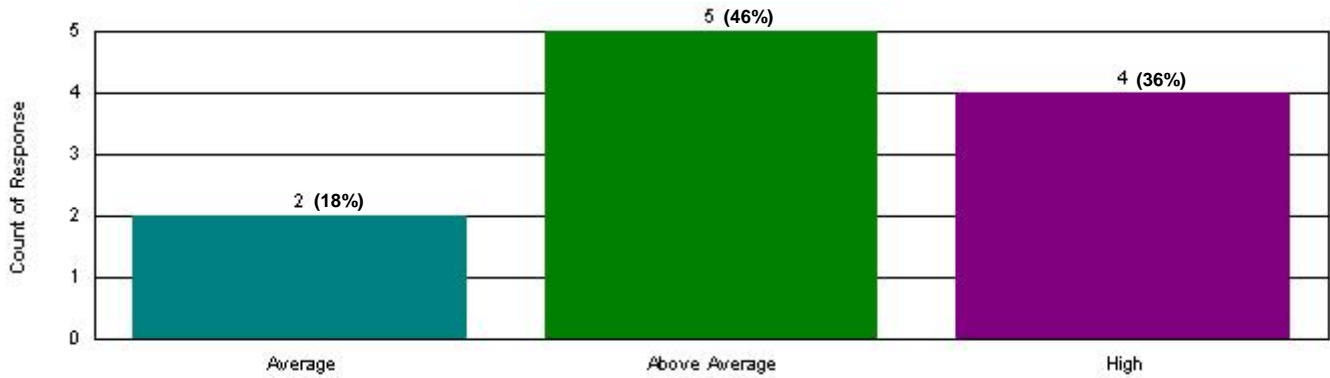
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following concurrent session: “Mediation: A Tool for Families and Courts”

Total Responses: 11

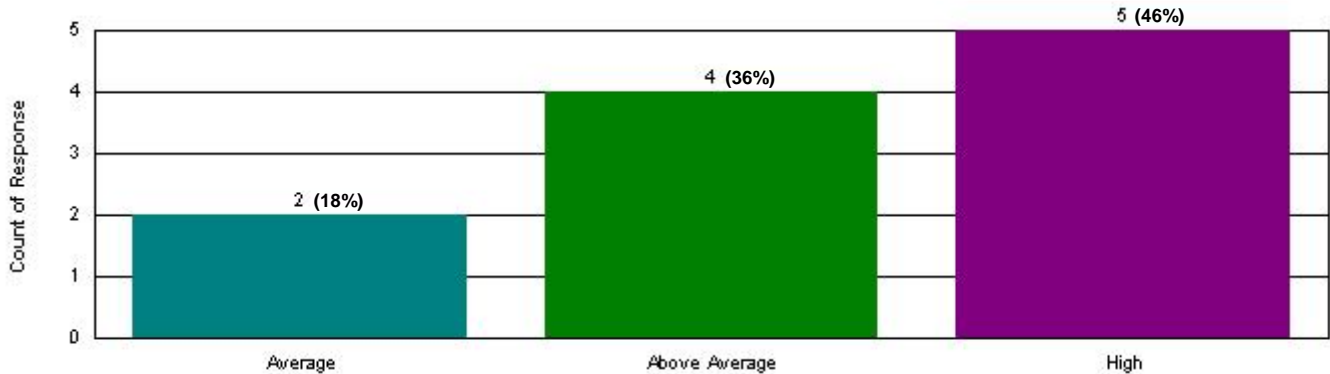
Average Rating: 4.18



Please rate the effectiveness of the PRESENTER (Ms. Jeanette K. Belz) for the following concurrent session: “Mediation: A Tool for Families and Courts”

Total Responses: 11

Average Rating: 4.27



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

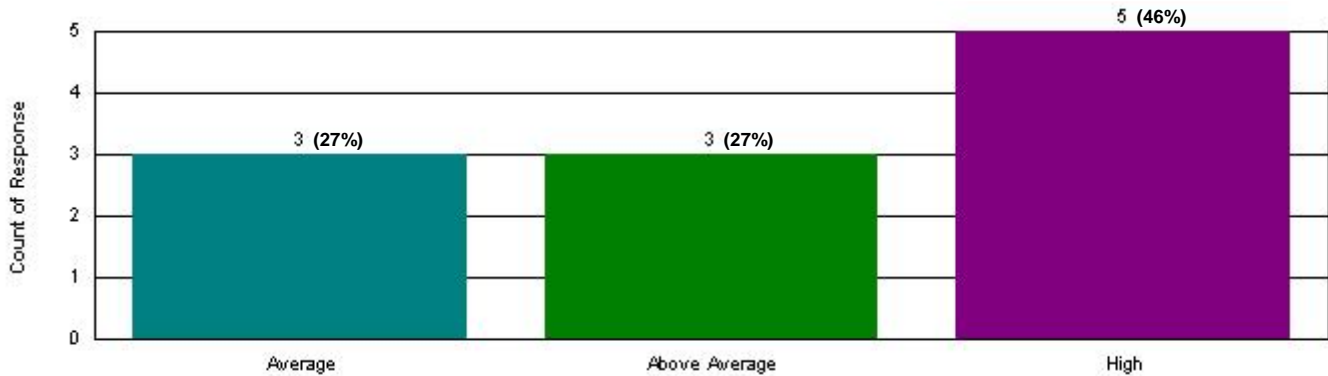
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John Ascuaga’s Nugget, Sparks, NV

**Please rate the effectiveness of the PRESENTER (Margaret Crowley, Esq.) for the following concurrent session:  
“Mediation: A Tool for Families and Courts”**

Total Responses: 11

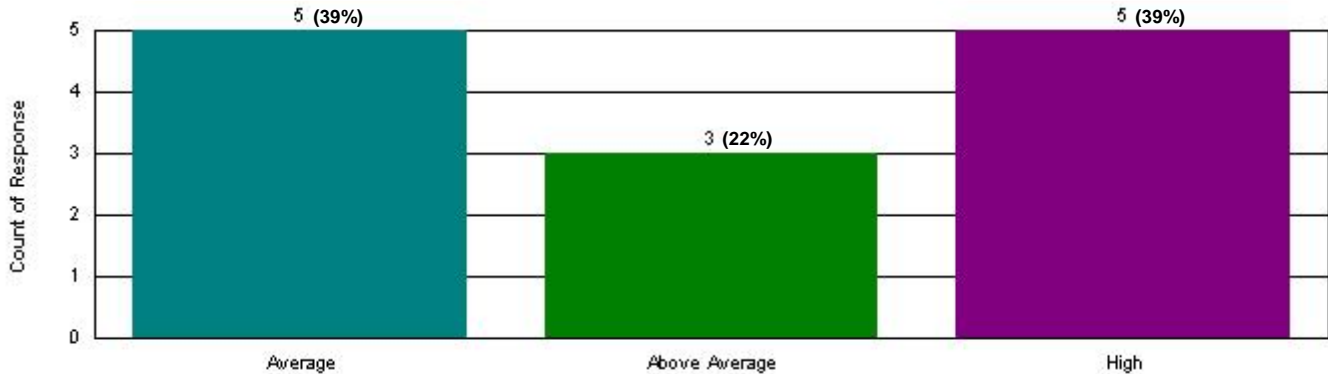
Average Rating: 4.18



**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Mediation: A Tool for Families and Courts.”**

Total Responses: 13

Average Rating: 4.00



**18. Please provide COMMENTS and ratings for the following plenary session (if you did not attend this session, please leave blank): “Permanency for Older Youth - Talking and Listening with Heart”**

- \*Maintaining the same case worker for the teen\* continuing to require despite age\*Asking the right questions and telling the teen what you are doing to find him a home\*Taking the current teen care taker step, by step, until you can ask them to be the forever family for the teen
- Being a children's attorney, I was particularly interested in this session. This didn't provide new information but did confirm our practices in representing older youth.
- Bob was great and did excellent trying to get the materials out and spread the word!
- Dynamic speaker; interesting topic and some good points to ponder.



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John Ascuaga’s Nugget, Sparks, NV

## “Permanency for Older Youth - Talking and Listening with Heart” Comments (continued):

- Excellent! Mr. Lewis is a dynamic and passionate advocate for youth in foster care. We need to continue this dialogue.
- Excellent speaker!
- Great ideas and great information!! Our biggest failure as a system is looking out for and finding resolutions for the teens aging out of the system. This provided some new ideas and a fresh perspective.
- Great presentation
- I had to leave the conference early due to a family emergency
- Informative but boring
- Quite interesting and compelling.
- The presenter was interesting, but the idea was not new to us at DCFS.
- This class was not overly helpful for the State's attorney who has little to no interaction with the children. I imagine it was probably more helpful for children's attorneys and social workers.
- This is always an issue I am concerned about so it was a good discussion.
- This is the area that I work in, so I was very excited. It was good information, but I think I was looking for more in-depth info.
- This provided helpful suggestions for looking at a variety of permanency options for youth.
- This session was another outstanding one. It spoke to the challenge of getting to know our older youth and really talking to them about who they are and who they feel close to. I think this is something that really needs to be better focused on if we are to help create lasting family relationships for older youth in care.
- This was a good session. Mr. Lewis shared some very interesting information. The videos were an interesting addition to his presentation.
- Useful information, suggestions.
- Very good session
- Very good! I really enjoyed Dr. Lewis!
- very informative
- Very informative and emotional. It is very important to consider the needs of older youth in foster care.
- Was similar to the breakout session the day before.
- Well educated speaker
- Wonderful...

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

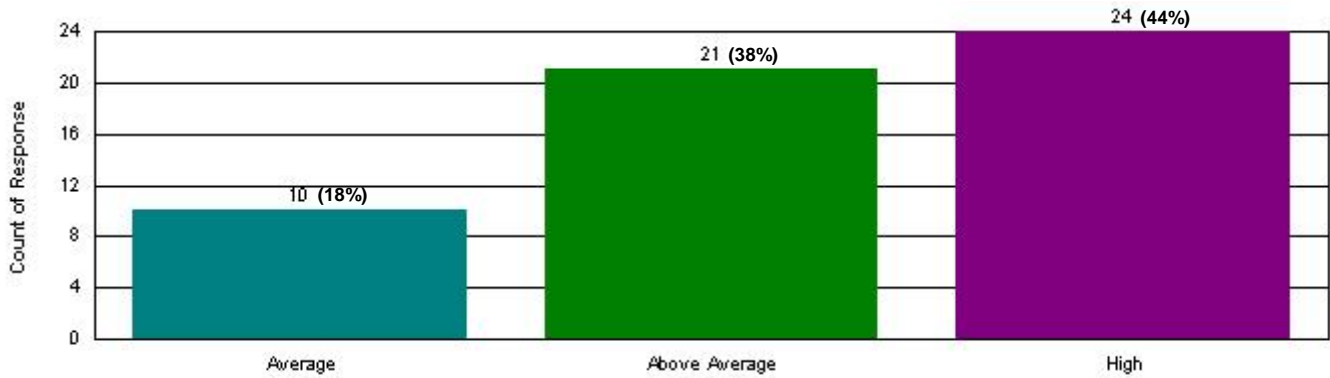
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following plenary session: “Permanency for Older Youth - Talking and Listening with Heart”

Total Responses: 55

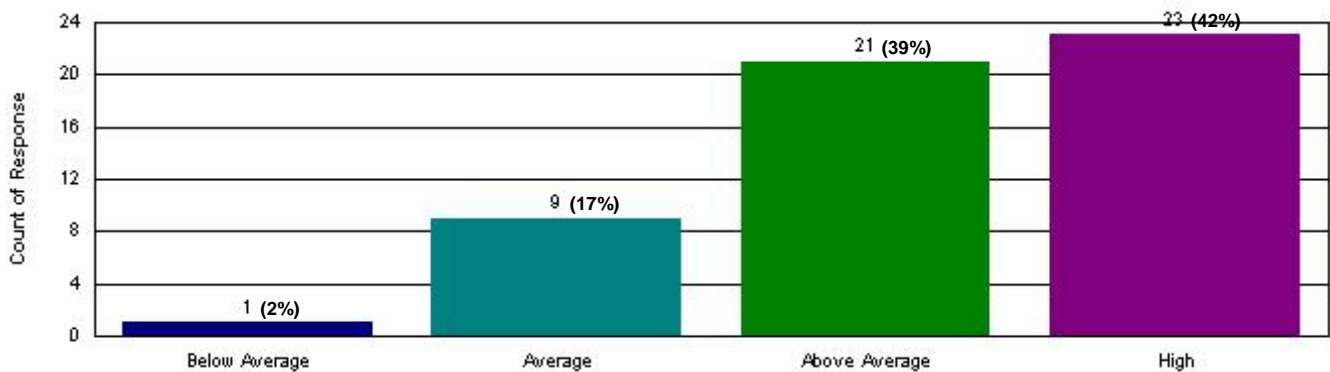
Average Rating: 4.25



Please rate the effectiveness of the PRESENTER (Robert G. Lewis, M.Ed., MSW) for the following plenary session: “Permanency for Older Youth - Talking and Listening with Heart”

Total Responses: 54

Average Rating: 4.22



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

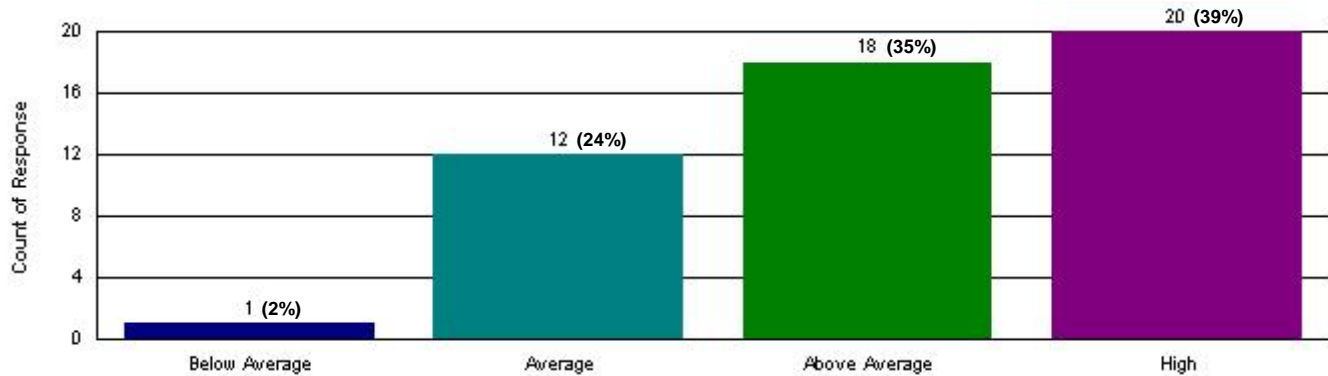
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John Ascuaga’s Nugget, Sparks, NV

Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following plenary session:  
“Permanency for Older Youth - Talking and Listening with the Heart.”

Total Responses: 51

Average Rating: 4.12



19. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Co-Occurring Disorders: Chickens, Eggs and Omelets”

- Again, good refresher
- best co-occurring disorder presentation I have ever attended
- Lots of useful information. Presenter answered questions really well and was engaging.
- Nice to hear the theory. Now if only we had treatment that corresponded with the theory. I like hearing how it should be in conferences...then I have to go back to the real world.
- The discussion was helpful. Being a clinician, I was already familiar with most of the concepts. The presenter did a good job.
- The topic of Bi-Polar & meth intrigued me, because of professionals in the physiological field some can't distinguish between the two.
- This was extremely interesting and I loved the ideas that were put forth. I do not know how widely accepted they are in the medical field, but I hope they become more and more accepted.
- Wonderful...

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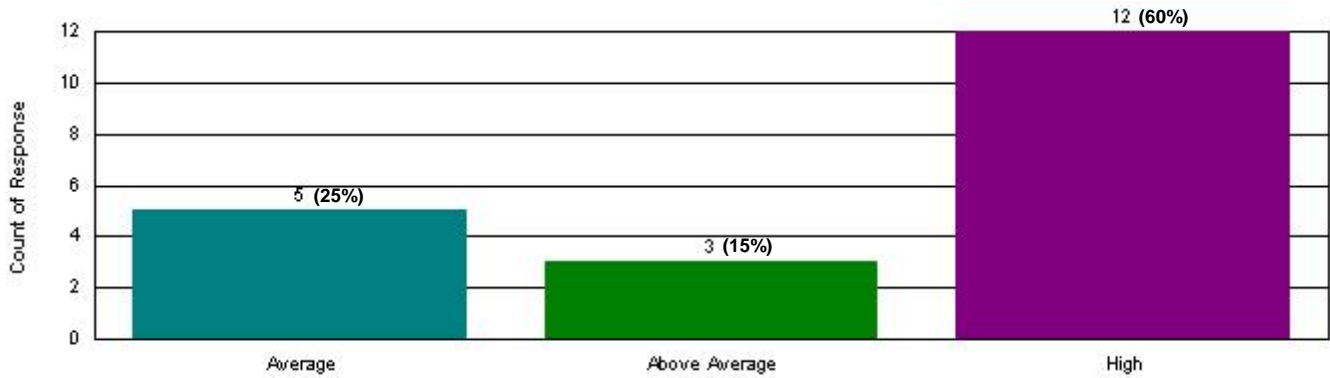
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following concurrent session: “Co-Occurring Disorders: Chickens, Eggs and Omelets”

Total Responses: 20

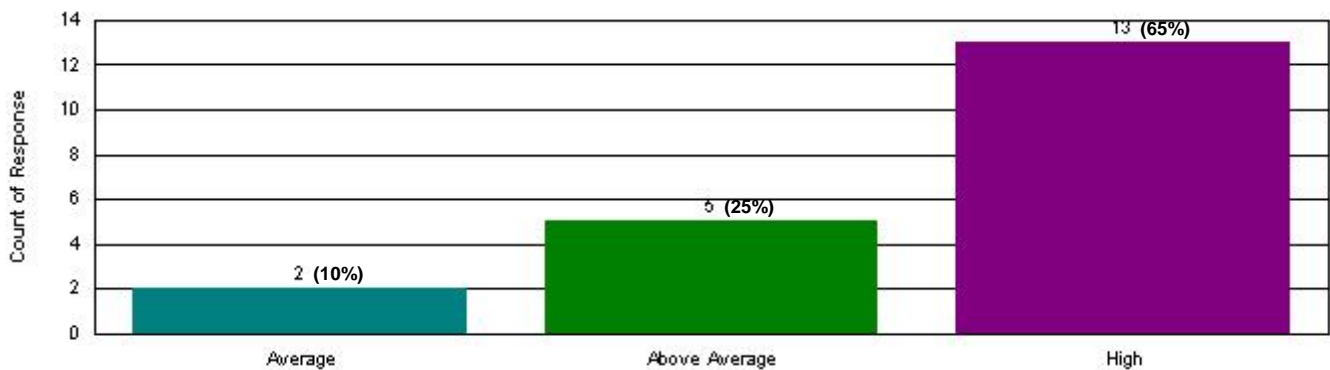
Average Rating: 4.35



Please rate the effectiveness of the PRESENTER (Melissa Piasecki, MD) for the following concurrent session: “Co-Occurring Disorders: Chickens, Eggs and Omelets”

Total Responses: 20

Average Rating: 4.55



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

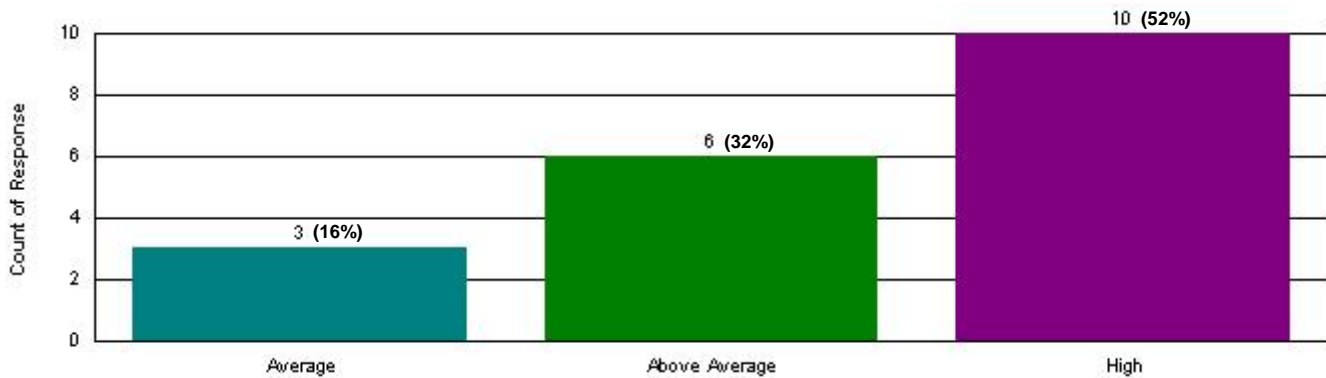
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Co-Occurring Disorders: Chickens, Eggs, and Omelets.”

Total Responses: 19

Average Rating: 4.37



20. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Engaging Children in the Process”

- Best presentation of the whole conference...BY FAR!!!! Lots of interesting ideas.
- Bob was great!
- Good information
- I would have liked to have seen more of the cameo of the boy in Foster care than listen to him present most of the time
- Instructor was unprepared to answer questions regarding children of all ages; “at what age should you begin engaging children?”, “how do you temper the negative vs. positive aspects on a case for the sake of children,” etc.
- Repetition of plenary session - presentation seemed scattered - materials directly related to Engaging Children in the Process - came late in the presentation / presentation description in conference program did not match well with actual presentation  
Mr. Lewis gave
- This was a good session too. I wish that our Court Master would have attended this session. The children's participation in the process is often taken for granted.
- Very informative, new information, very well presented
- Very similar to “Permanency For Older Youth” but also more in depth information provided, and somewhat of an extension of the prior session.
- Wonderful..

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

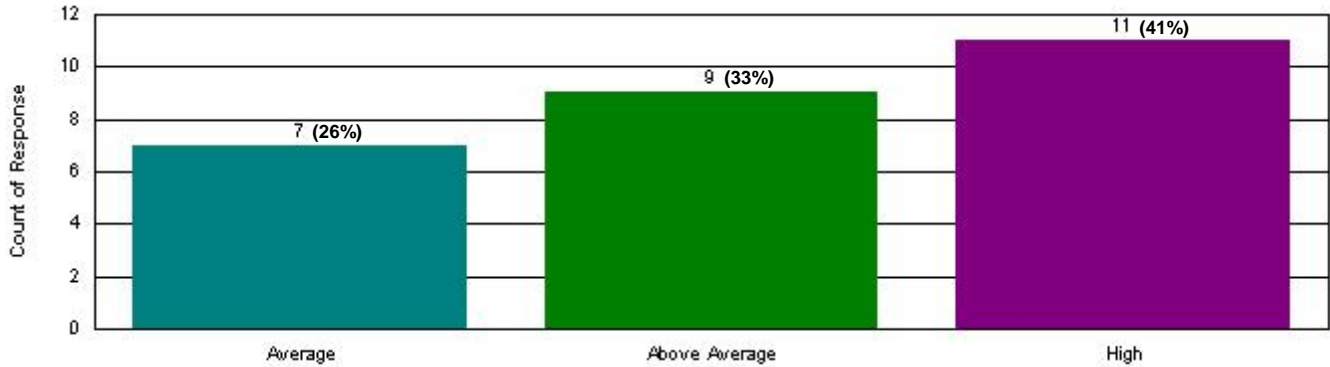
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following concurrent session: “Engaging Children in the Process”

Total Responses: 27

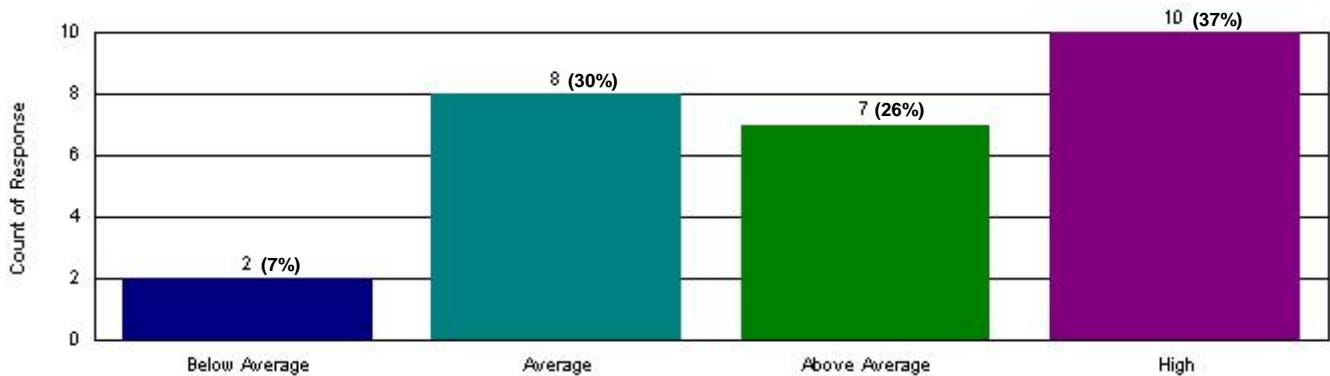
Average Rating: 4.15



Please rate the effectiveness of the PRESENTER (Robert G. Lewis, M.Ed., MSW) for the following concurrent session (if you did not attend this session, please leave blank): “Engaging Children in the Process”

Total Responses: 27

Average Rating: 3.93



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

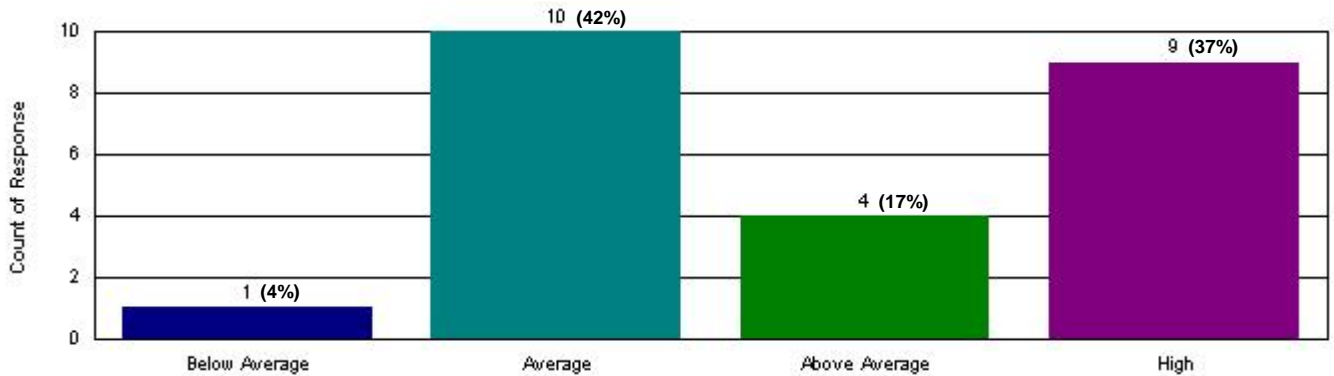
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Engaging Children in the Process.”**

Total Responses: **24**

Average Rating: **3.88**



**21. Please provide COMMENTS and ratings for the following concurrent session (if you did not attend this session, please leave blank): “Safety Planning in Nevada: Reasonable Efforts to Prevent Removal”**

- \*difference between safe and not safe was learned\*Developing an effective safety plan was learned\*Understanding the need to speak the same language & use the same words
- Eye opening and I believe it needs to be evaluated.
- Good presentation. Nice to get the perspective of a judicial officer. Great discussion
- I think the enhanced Nevada Child Safety Model for Washoe and rural counties will really help workers analyze the decisions they make. I believe the tools presented will make for better placements. I hope it will one day be utilized throughout the state.
- Model did not seem to address removal
- Needed to dedicate more time to safety planning
- There was very helpful information and useful materials that helped break down safety and impending danger.
- This was a great session. The information and work currently being conducted in Washoe County and the Rurals is quite interesting.
- Very good training. I liked having a court master help present.
- Very good. Mr. Holder is an excellent presenter. Some good ideas on how to keep kids in their home.
- Very important subject matter, but presentation was confusing. Too theoretical. It would have been nice to have the presenters apply the process to real-life situations
- Very well-done session -- discussion was lively and well-moderated.
- Very well-presented. Interesting, thought-provoking, and engaging. Thoroughly enjoyed this presentation.

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

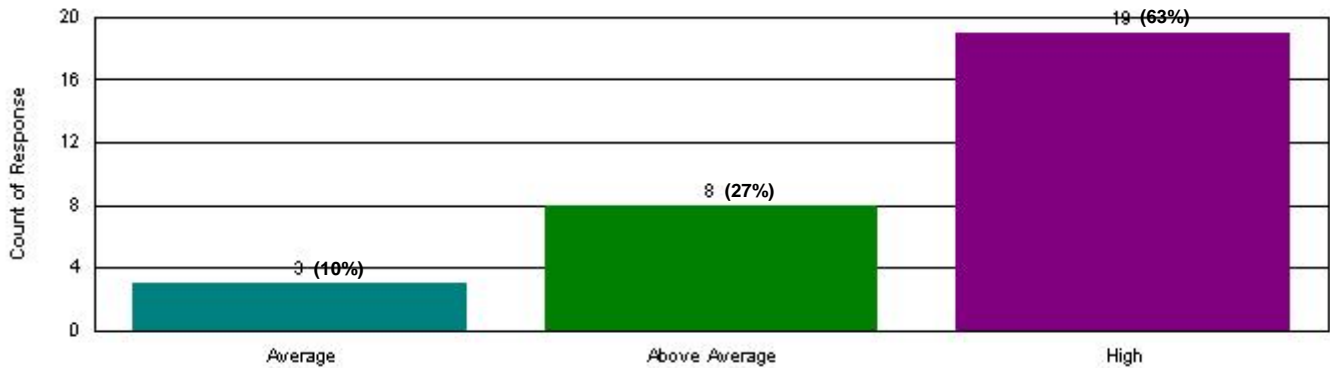
July 21 - July 23, 2011

John Ascuaga’s Nugget, Sparks, NV

Please rate the relevance of the SUBJECT for the following concurrent session: “Safety Planning in Nevada: Reasonable Efforts to Prevent Removal”

Total Responses: 30

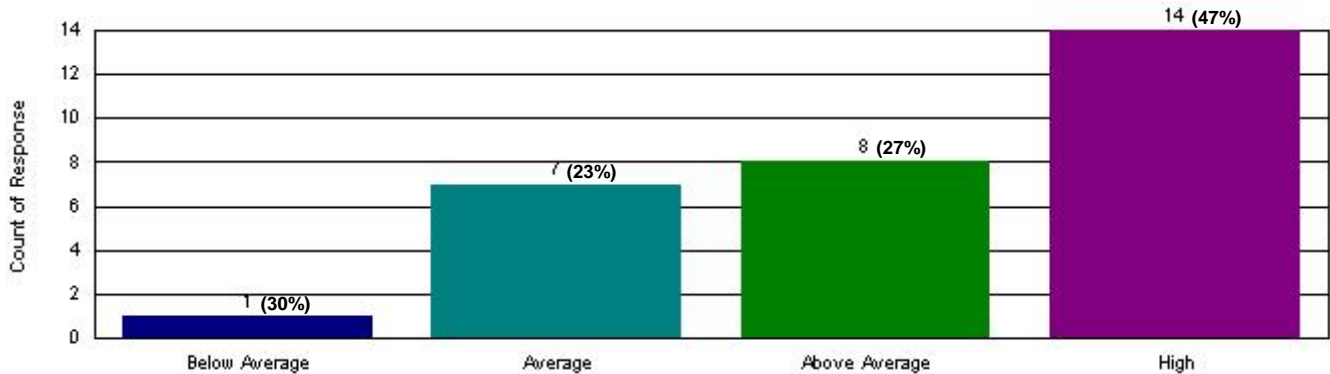
Average Rating: 4.53



Please rate the effectiveness of the PRESENTER (Mr. Clint Holder) for the following concurrent session: “Safety Planning in Nevada: Reasonable Efforts to Prevent Removal”

Total Responses: 30

Average Rating: 4.17





# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

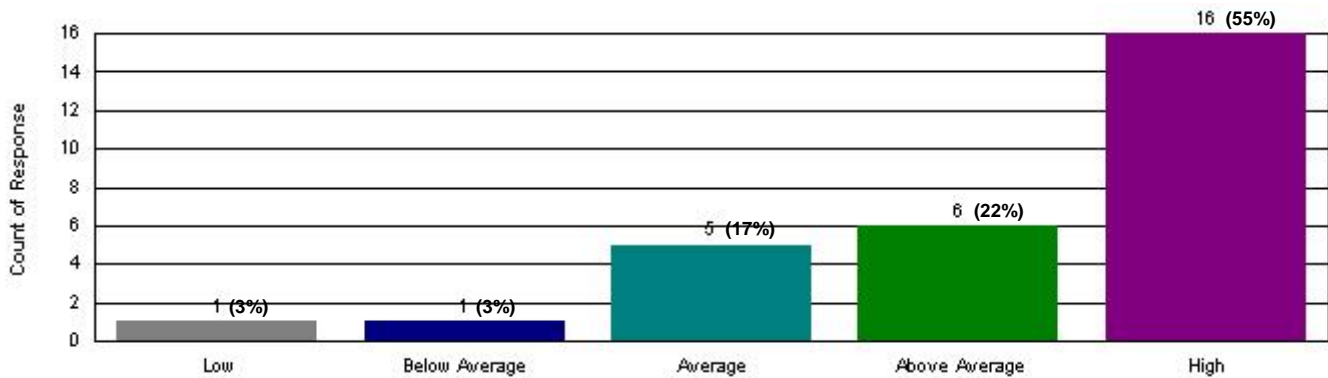
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John Ascuaga’s Nugget, Sparks, NV

**Please rate the effectiveness of the PRESENTER (Master Buffy Drieling) for the following concurrent session:  
“Safety Planning in Nevada: Reasonable Efforts to Prevent Removal”**

Total Responses: **29**

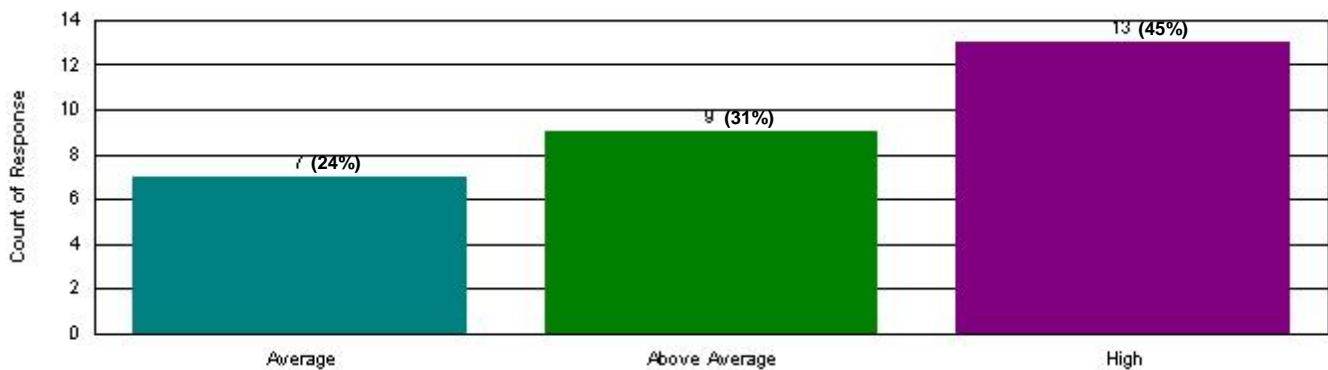
Average Rating: **4.21**



**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following concurrent session: “Safety Planning in Nevada: Reasonable Efforts to Prevent Removal.”**

Total Responses: **29**

Average Rating: **4.21**



**22. Please provide COMMENTS and ratings for the following plenary session (if you did not attend this session, please leave blank): “Addictions, Withdrawal, and Treatment”**

- Dr. Stalcup is wonderful and very caring.. Bravo I loved his speeches...
- Dry, but good information
- Excellent presentation -- wish it could have gone on longer and discussed medical detox a bit more.
- Good materials but the session was too long.
- Good presentation. A bit too much lecture style.
- Great information. The PowerPoint’s were small,/difficult to read.
- Great presenter

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

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John Ascuaga’s Nugget, Sparks, NV

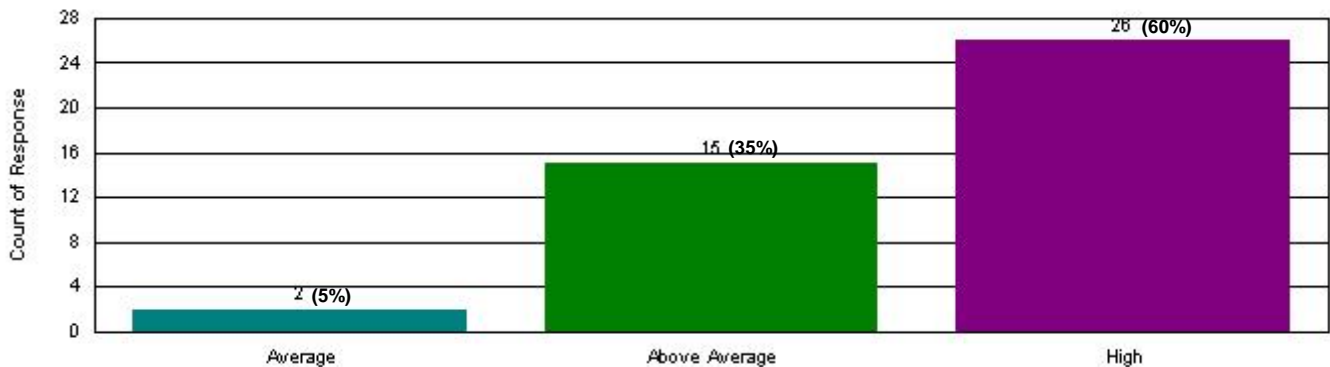
## “Addictions, Withdrawal, and Treatment” Comments (continued):

- Have heard him before, he is a great presenter. Wish we had more time with him.
- I have never had the opportunity to have the impact of drugs on the human brain explained in such a clear and understandable manner. I wish everyone dealing with addiction issues could hear this presentation.
- I have seen him present before and love him. He has a very realistic way of viewing people with Co-occurring disorders and is able to present that information in a way that is understandable to someone without a medical background.
- Informative and timely. Great presentation.
- Instructor was very engaging, informative and reasonable; useful, interesting information.
- Presenter was excellent
- Substance abuse presentations can be pretty dry, but this one was not. Good presentation of interesting material.
- The information shared by Dr. Stalcup was very interesting. He presented addiction information in a way that quite informative.
- This was a wonderful session. The presenter took a very complicated subject and made it very easy to understand. I was quite impressed.
- This was probably the best and most helpful session of the whole conference. Unfortunately a lot of people had already left. Would have been a great kickoff plenary session. I would like to see this one repeated.
- This was very interesting, though I had heard much of it before. It was helpful and enlightening to this attorney who also is a member of a drug court team. I found it to be more applicable to my work in drug court than my work with NRS 432B cases. The speaker should be considered if the Court ever does the drug court conference again.
- Very informative
- very informative and easily able to understand the cycle of addiction process
- Very informative!!

## Please rate the relevance of the SUBJECT for the following plenary session: “Addictions, Withdrawal, and Treatment”

Total Responses: 43

Average Rating: 4.56



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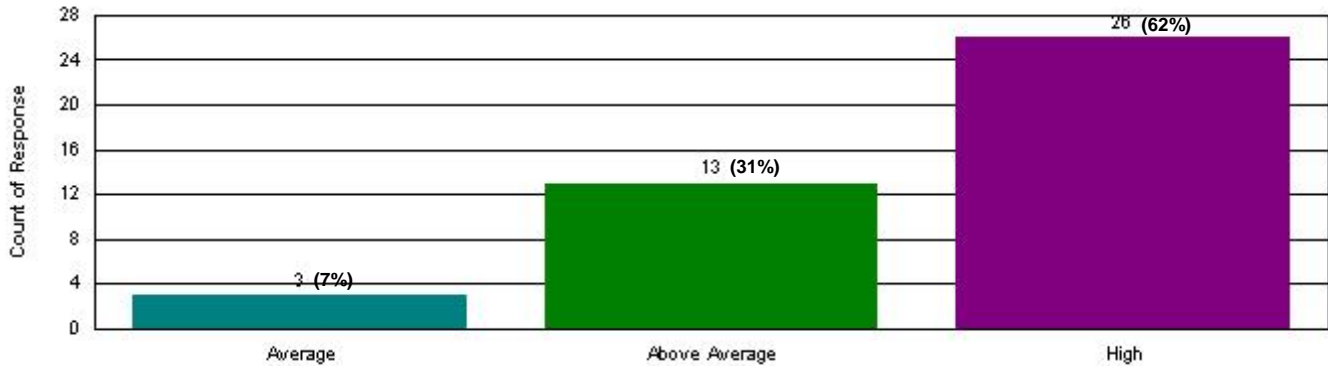
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**Please rate the effectiveness of the PRESENTER (S. Alex Stalcup, M.D) for the following plenary session: “Addictions, Withdrawal, and Treatment”**

Total Responses: **42**

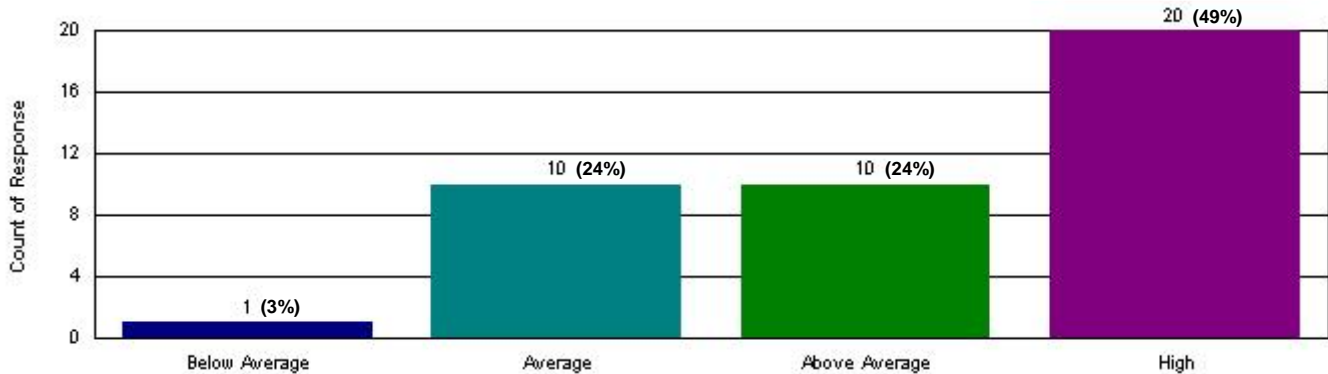
Average Rating: **4.55**



**Please rate the usefulness of the presentation MATERIALS available on the CIP website for the following plenary session: “Addictions, Withdrawal, and Treatment.”**

Total Responses: **41**

Average Rating: **4.20**



**23. Please provide COMMENTS and ratings for the following plenary session (if you did not attend this session, please leave blank): “Empowering Our Youth: A Panel of Youth Discussing Impacts of Foster Care on Youth”**

- Awesome to hear these youth!!!
- Best part of the conference
- Best session
- Excellent. More youth needs to be involved in our conferences.
- I found these youth to be very brave and found the information they shared very helpful and will remember what they said and use it in my daily work.

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## “Empowering Our Youth: A Panel of Youth Discussing Impacts of Foster Care on Youth” Comments (continued):

- I have met all of the young adults and am always greatly impacted when hearing them advocate.
- I think the youth on the panel had amazing stories to tell but our questions did not get to the heart of their stories. next time we should just let the youth talk about what they want us to hear about then answer a few questions at the end.
- It was wonderful and touching.
- Love listening to the kids. Always a highlight of these conferences.
- My most favorite presentation. The opportunity to interact with the youth and I gained more insight from them than some of the presenters that presented this subject matter
- Perfect. Enjoyed the youth speaking.
- So often we leave out the words of those who know more about the system than anyone else--those who have been in it. I thought one of the things that stood out was how hard moving in with people you don't know really is. Many foster children speak highly of their experience at Child Haven. I'm not sure moving them through so quickly is a good idea. I also think allowing children to interact with different foster parents/families prior to placement might be a better way to go.
- The kids did a great job answering Justice Saitta's questions and sharing their stories with the group.
- The youth were well-prepared and this was a wonderful aspect of the program. Should always include this type of topic, thank you.
- This panel was quite inspiring. I am always concerned about whether we are doing the right thing so it was wonderful to hear that sometimes foster care really is the best thing for youth. Also, 2 of the youth had worked with a social worker I represent so it was good to know she was doing her job. I was very impressed with all 4 kids.
- This was a great way to wind up the conference the youth were inspiring and the audience reacted to them in a very positive and supportive way.
- This was an excellent session. The youth did an outstanding job of relaying information and providing feedback to the audience that can be used to help other youth still in the system.
- This was the best part of the conference. The youth were amazing and because they were all at different points in the system and their experiences were so different. I really think that these conferences need to have more from the actual children that have been in the system. They are the ones that have the most insight and the true reason for what we are all doing.
- This would be a great opening and closing plenary session so that all participants remember the purpose of the conference.
- Very powerful session. Beneficial information gained from an “experienced” panel.
- While compelling, the panel of youth is at every conference attended for last few years. A difference approach would be welcomed.
- wonderful selection of youth!!!!

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

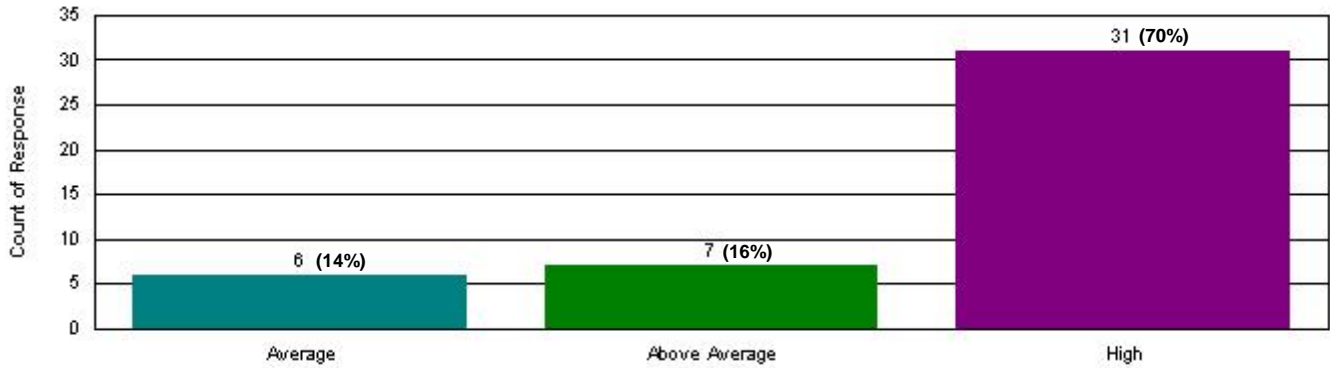
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Please rate the relevance of the SUBJECT for the following plenary session: “Empowering Our Youth: A Panel of Youth Discussing Impacts of Foster Care on Youth”

Total Responses: 44

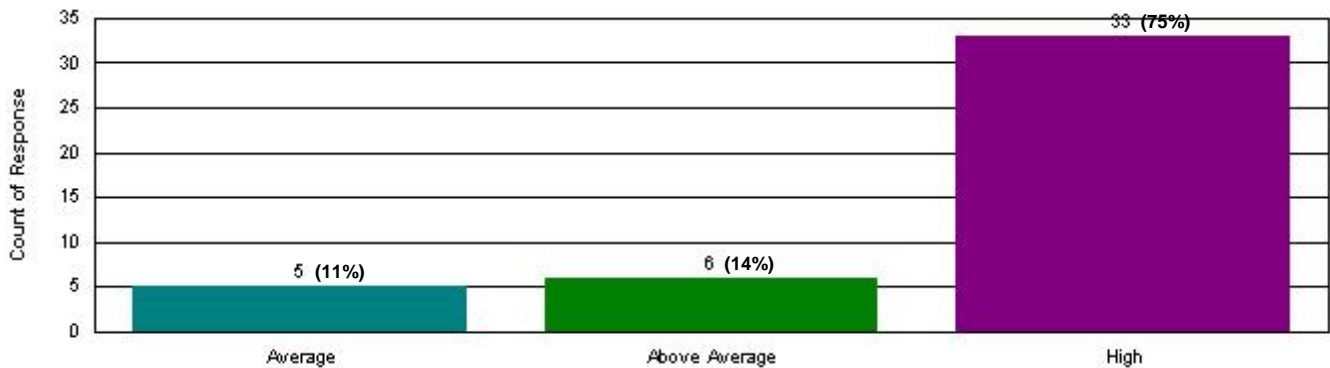
Average Rating: 4.57



Please rate the effectiveness of the PANEL (Youth Advisory Panel) for the following plenary session: “Empowering Our Youth: A Panel of Youth Discussing Impacts of Foster Care on Youth”

Total Responses: 44

Average Rating: 4.64

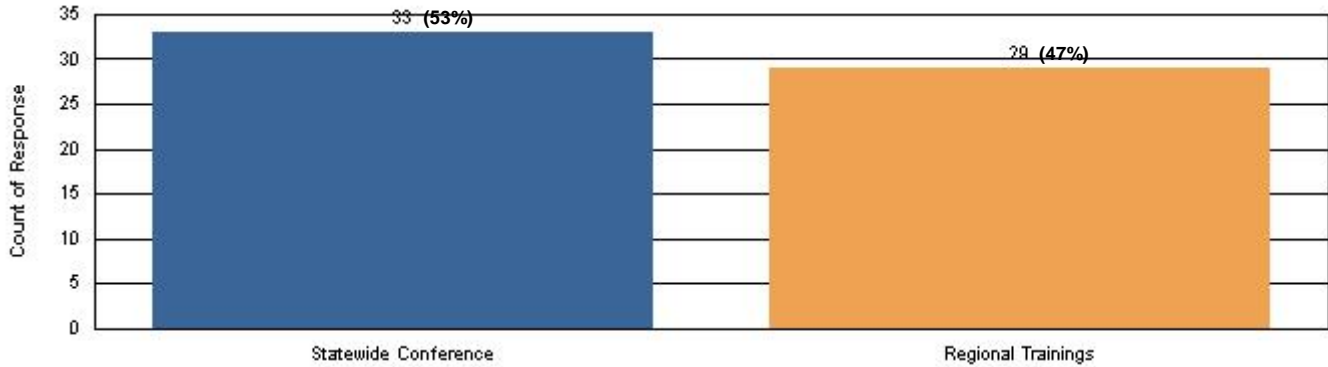


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**24. Which would better accommodate your Court Improvement Program training needs?**



**If regional trainings, please indicate subject areas you would like to see presented:**

- Good program on evidence in dependency cases-Reasonable efforts - defined & applied in dependency cases-Establishing paternity in dependency cases-Balancing familial preferences vs. best interest of children in placement decisions-Parents rights to consent to adoption in dependency case (NRS432B.550) (2)(a)What does it mean?
- Active efforts vs. reasonable efforts
- Addiction, ICWA, ICPC
- Combine substantive and procedural topics
- Court procedures & decision making process
- DCFS 101. It would be nice to know how the agency operates.
- Discussion of how mental health issues affect the Judges recommendations. Training regarding any court ordered clinical assessments.
- drug abuse information and establishing permanency
- drug effects on infants/children fetal alcohol syndrome
- Encouraging case plan co-planning. Effective court reports. Post adoptive contact - best practices
- Engagement; Customer Service; Safety Assessing/Planning
- focus on issues unique to rural jurisdictions
- How ASFA should be working with the Courts and Social Services to get children moving out of the system faster.
- How sw's work together with; Law Enforcement, Public Defenders, etc. on legal cases.
- I think each region has challenges that are unique. In the southern part of the state, I believe more training on evidence, documentation and court presentation would be helpful.
- I would like to see more training to address the rural areas where services are minimal to non-existent.

# **Nevada Court Improvement Program “Focus on Kids” 2011 Conference**

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## **If regional trainings, please indicate subject areas you would like to see presented:**

- I would love to have more training with Dr. Stalcup to better understand how to meet the clients at their level of change in order to facilitate lasting change. Also, more training on how to engage the ICPC issues, court issues, safety planning, where do non offending parents stand.
- It is not that the subjects were bad, it is that some of the trainers were not effective AT ALL!!
- More on options for the teens aging out of the system/ILP's ICPC
- More on youth leaving the system. More on investigations and safety.
- Not applicable to me
- Treating trauma in small children--big issue. Community/Agency partnership--the need to get out of the box. Children are everyone's responsibility. Organized presentation by the Courts, Child Welfare, Law Enforcement, CASA and others--tell us what you are doing, what you see.

## **If regional trainings, what locations across the state would best accommodate your Court Improvement Program:**

- Carson City is centrally located to a variety of rural counties and has facilities.
- Carson City or Reno
- Clark County
- Elko
- Elko or Winnemucca.
- Elko, Carson City, Ely, Tonopah
- Ely, Elko
- I am from Fallon, so anywhere within two hours is reasonable (Reno, Carson, Tahoe, etc.).
- In each of the jurisdictions.
- Las Vegas
- Las Vegas
- Las Vegas
- LV, Reno, Elko
- North
- Other West-Coast regions and regions around the county who may be able to provide “tried and true” ways of working with families, issues, etc.
- Reno
- Reno
- Reno
- Rural areas. Eureka, Lander, Lincoln, Mineral, Esmeralda and White Pine Counties.
- Rural Counties including Carson

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## **If statewide conference, please indicate subject areas you would like to see presented:**

- AB 350. Ethical constraints and issues in representing sibling groups. Sibling contact agreements. Defending sibling rights. Overuse of psychotropic medications for children in foster care. Working with children's therapists. Education advocacy for children in foster care.
- Additional focus on the Court and the Agency working together to support system reform.
- Aging out foster youth and emancipation through the court. More time to spend with the Foster Youth Panel without being interrupted to do check-out in the middle of the panel!
- Challenges for North-South-Rurals---I think we sometimes assume that practice is completely different depending on where you are in the state, we might find more common ground than we think.
- Constitutional Rights of Children
- I would like there to be more discussion regarding how each jurisdictions are succeeding in tasks and allow opportunity for cross-training.
- I'd like to see more information from Judge Rubin around Preponderance of Evidence versus Reasonable Cause. I'd also like to see information regarding court processes in relation to the state statutes.
- It was very frustrating not to being able to attend all the sessions. Often two sessions at the same time both had good subjects.
- More court related or combination plenaries.
- More legal issues since both attys and social workers have to understand NRS 432B and 127
- More presentations on service diverse clientele
- Permanency for Youth, Independent Living, Safety and Risk Assessment, Engaging parents in case planning. Federal Laws on Permanency such as ASFA and CAPTA.
- subject matter covered was great.
- Substantive only b/c procedures vary too much
- This was so good I would hate to change anything!
- This way you can have a holistic view of all parts of what’s going on in the state. Also to get alternative view points from nearby systems



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## 25. Please rate and give us comments about the Supreme Court of Nevada AOC Staff:

- All staff did a super job
- Aloof
- AOC Staff were helpful and attentive.
- Did a great job
- Everyone at the conference was very nice and enthusiastic.
- Excellent
- Excellent - pleasant and informed
- Excellent organization and wonderful people w/ a great cause.
- Great Job, I love that you decided to make it “green”
- Helpful
- Helpful
- I think the AOC staff is really outstanding; and that suddenly so many positive things seem possible. I look forward to ongoing interaction with them.
- Questions were answered, things ran very smoothly
- Staff very engaged! Nice to see real caring and support for the dependency system!
- Staff was very helpful and accommodating.
- The conference was well organized. (The evaluation took much more than five minutes)
- The staff are great. Everyone was very helpful and easy to work with.
- The staff are very professional and helpful. Great Job. I like the “green” emphasis!
- They always do a great job
- They did a marvelous job and it was organized and very informative
- They were wonderful, energetic and very knowledgeable about the subject matter and up on the current trends in CIP
- Very friendly and available to answer questions.
- Very friendly, such a great atmosphere, enjoyed my time.
- Very helpful
- You all rock!
- You guys rock!

# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

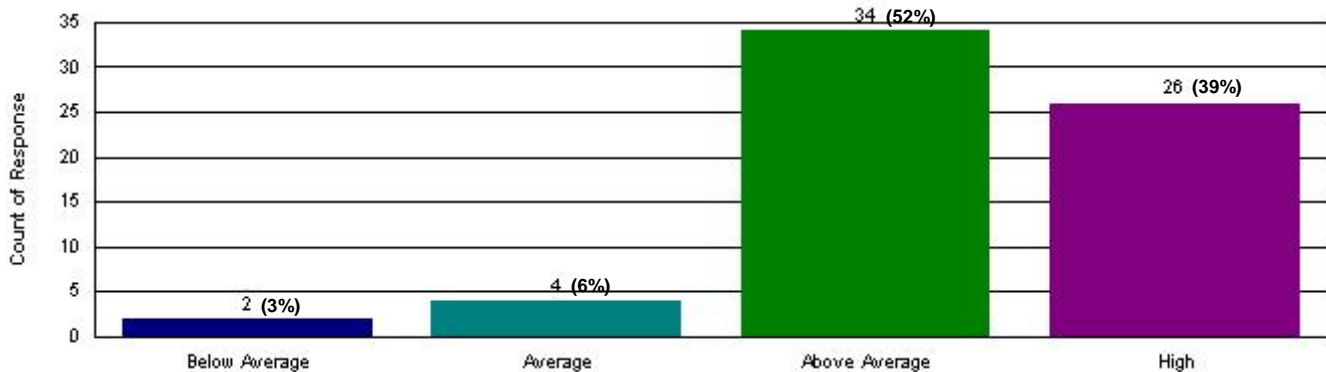
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John Ascuaga’s Nugget, Sparks, NV

## Supreme Court of Nevada AOC Staff

Total Responses: **66**

Average Rating: **4.27**



## 26. Please rate and give us comments about JOHN ASCUAGA’S NUGGET'S CONFERENCE FACILITIES (including food and beverage service, room temperature, ability to see and hear the speakers, etc.) and LODGING ACCOMMODATIONS. Please include any comments about JOHN ASCUAGA’S NUGGET'S customer service.

- A little cool at times!
- A-OK
- Always cold in meeting rooms. Food was good
- Didn't stay, heard it was fine
- Engineering was helpful with slide presentations; rooms were adequate size; JAN is always friendly place.
- Excellent
- Excellent
- Good
- Great service, comfortable rooms, reasonable prices.
- High, nice room, good parking, good snacks
- I think the facilities and accommodations were really great!
- It was way too cold.
- Needed better audio for those of us in the back of the room.
- Nice venue
- Nice, perfect setting for conference.
- No internet access! Good grief.
- No problems
- The Conference rooms were a little chilly.

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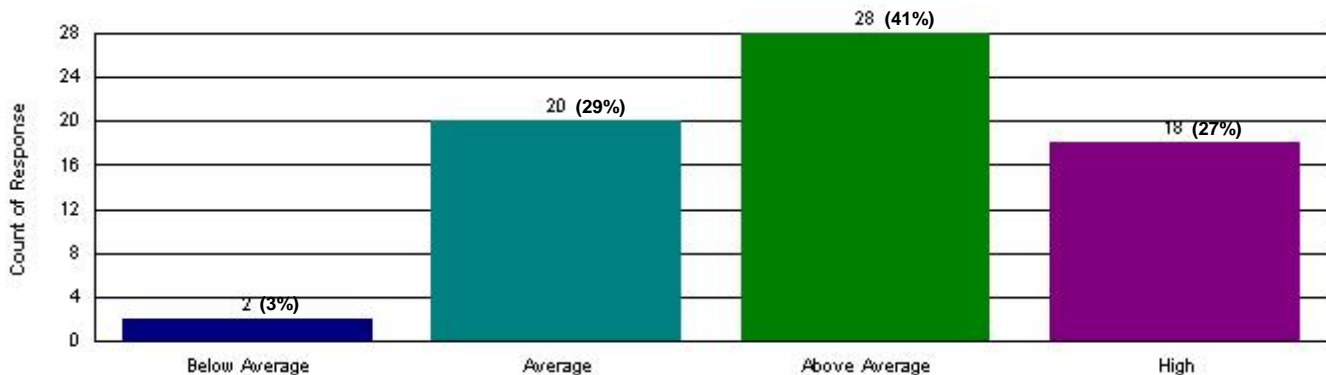
## JOHN ASCUAGA’S NUGGET'S CONFERENCE FACILITIES Comments (continued):

- The conference rooms were freezing throughout the entire conference. The food was very good and the beverages were great. Other than the temperature of the conference halls, everything was really nice. The motel was really clean and comfortable. There were no issues with the rooms!!
- The facilities worked well. We had more space than needed so we could have invited more people, or rented less space to reduce the budget.
- The food and drink provided for breakfasts was passable at best. Many other conferences I have attended have done better. If you are going to have electronic materials only, the Court should spring for electronic access for the attendees. It is pointless to do only electronic materials and then have the attendees have to print them, because you can't get internet access to look at them on your laptop. The way it was done here was the worst of both worlds.
- The lodging accommodations were okay, but were not as clean as I am accustomed to. I had to ask that my bathroom be cleaned upon arrival. However, the food and beverage, room temperature and ability to see and hear the speakers was all very good.
- The room was too cold and I could not hear everything. Lodging accommodations were good.
- They did a great job. No complaints!
- Too cold
- Too cold in the training room. Everything else was FANSTASTIC!
- Wall barriers were weak - could hear speakers in other rooms during workshops

## CONFERENCE FACILITIES (Room temperature, ability to see/hear speaker, etc.):

Total Responses: **68**

Average Rating: **3.91**



# Nevada Court Improvement Program “Focus on Kids” 2011 Conference

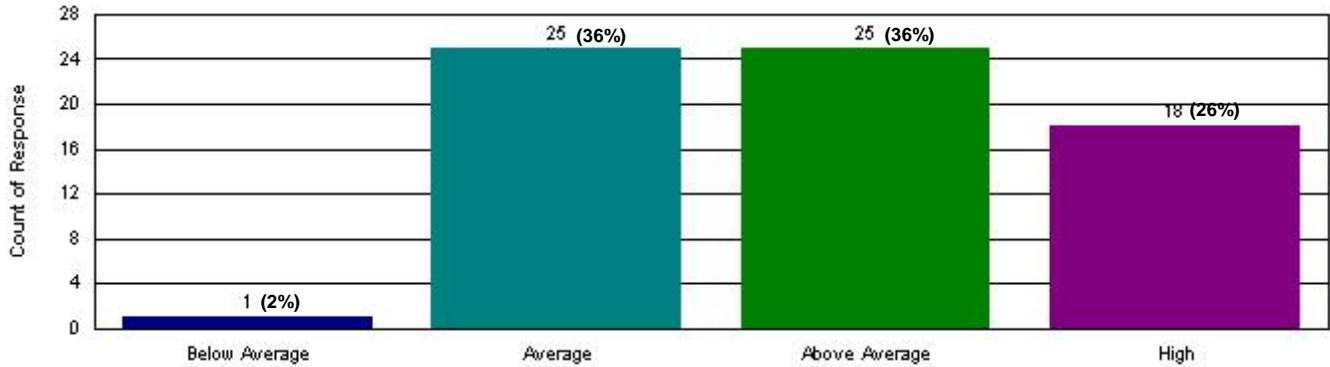
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## FOOD AND BEVERAGE SERVICE:

Total Responses: **69**

Average Rating: **3.87**



## LODGING ACCOMMODATIONS:

Total Responses: **29**

Average Rating: **4.21**

