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2012 Annual Report

# NEVADA Court Improvement Program



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# Nevada Court Improvement Program 2012 Annual Self-Assessment Report

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State: **Nevada**

Name and Title of Individual Completing the Assessment: **Katherine R. Malzahn-Bass, CIP Coordinator**

Contact Information (telephone and email): **775.687.9809** [kmalzahn-bass@nvcourts.nv.gov](mailto:kmalzahn-bass@nvcourts.nv.gov)

- I. **Efforts to engage in meaningful and ongoing collaboration with the title IV-B/IV-E agency to identify shared outcomes, participate in federal review and program improvement processes and other agency continuous quality improvement (CQI) activities (see ACYF-CB-PI-12-02, pages 4-6; for additional information on CQI see also ACYF-CB-IM-12-07).**

Nevada's Court Improvement Program (CIP) participates in Child and Family Services Review (CFSR), Program Improvement Plan (PIP), and Title IV-E Foster Care Review meetings, activities, and reports; implements the court's portion of the PIP and IV-E corrective action plan; and reports regularly on implementation progress (CIP Outcome #3). For example, although Nevada was found to be in substantial compliance during the IV-E Review; several areas in need of improvement were identified. One such area of recommended correction action involved the Division of Child and Family Services (DCFS) collaborating with the courts and CIP to ensure that the courts make case specific judicial determinations regarding reasonable efforts is needed on a case-by-case basis and so stated in the court order.

The responding IV-E Corrective Action Plan identified court order deficits. CIP has contracted the National for State Courts (NCSC) to help develop court order templates for each hearing in the dependency process to include case-specific findings of the "contrary to welfare" and "reasonable efforts" factors and to state that court orders clearly indicate that the State has the responsibility for placement and care of each child for whom Title IV-E payments are claimed. The NCSC is working with key stakeholders and the judiciary throughout the State to develop the court order templates to include additional language the rural courts would like, as well as the Interstate Compact on the Placement of Children (ICPC), and the Indian Child Welfare Act (ICWA) language. They will also design a curriculum and communication plan, and conduct a training to ensure that these orders will be used consistently and appropriately for each of the various hearings.

In the recent Annual Progress and Service Report (APSR), the Division of Child and Family Services (DCFS) reported that the "Nevada court system has been a critical partner the last year focusing many of their efforts on our Program Improvement Plan (PIP) and Title IV-E Corrective Action Plan activities. The courts assisted in the implementation of the action steps for our PIP, specifically Strategy #3, *"Improve the Timeliness and Appropriateness of Permanency Planning across the Life of the Case"*, and ensuring that court orders contain appropriate contrary to welfare, reasonable efforts to prevent removal, and reasonable efforts to finalize permanency plan language, including judicial determinations that

reasonable efforts are not required (Nevada IV-E CAP, 2 (J)), reference to State and Tribal law, and safety determination language.”

Within Strategy #3 of the PIP, the courts were asked to identify barriers to permanency, timely adoption, and termination of parental rights (TPR). Work groups or “Community Improvement Councils” (CIC) were created to accomplish this and have proven to be so effective that CIP used the CIC action plans upon which to build CIP’s 2012 Strategic and Funding Plan. For example, one CIC Action Plan identified dependency mediation as a means of improving the timeliness to permanency as well as to TPR. CIP piloted the first dependency mediation program in Washoe County, and the second dependency mediation program in Clark County is expected to be piloted December 2012. To improve the timelines to permanency and TPR both mediation programs focus on the beginning of a case and the end. The program design for the 8<sup>th</sup> Judicial District in Clark County, for example, plans for three mediators, one of whom will work on reducing the TPR backlog while the other two will handle cases ordered to mediation at the plea hearing. Mediation will take place within 30 days and prior to the adjudicatory hearing. Any issue in dispute may be mediated with the intent of reaching a resolution that focuses on the child’s safety and best interests and bringing the family into services early in the process. The goal of mediation is to reduce the average time from petition to any form of permanency for mediated cases to eighteen (18) months or less and reduce the proportion of children who age-out of child welfare.

The need for system players to better understand the principles of child safety was mentioned in several of the CIC action plans and reiterated by the DCFS’s Rural Region Manager. CIP contracted with the National Council of Juvenile and Family Court Judges (NCJFCJ) and obtained technical assistance (TA) from the National Resource Center to invite all the CICs to a 1 ½ day workshop (Appendix 1). During the half day, each CIC reviewed and learned to interpret, and how to improve their timeliness measure data, and created an action plan to improve timeliness in their jurisdictions. The full day was devoted to exploring the principles of child safety and building an action plan to implement some of the principles. CIP’s intention is to institutionalize the CIC process and the action plans as part of a systemic improvement process (Appendix 2).

Since Nevada does not have a unified court system, or a statewide court management system, CIP has been working with the Unified Nevada Information Technology for Youth (UNITY) (SACWIS – State Automated Child Welfare Information System) manager to pull the timeliness statistics out quarterly for each of the judicial districts. Initially, only four of the five timeliness measures were provided. However UNITY has added a screen for the date the TPR petition is filed to provide the final timeliness measure once sufficient historical data has been accumulated. These baseline data reports were first distributed at the workshops the week of September 24, 2012 where the CICs were taught to read and understand them (Appendix 3).

CIP collaborated with DCFS on the Chapin Hall Multistate Foster Care Data Archive (Appendix 4). The courts will be able to access their own data using this data archive. At least one district court judge has learned how to use the data archive. The CIC Chair for the 5<sup>th</sup> Judicial District has requested access to the Data Archive, as well. The Chapin Hall data were used during the CIC workshops in September to help the judicial districts build their baseline data for continual quality improvement (CQI) of their timeliness measures. DCFS is adding court hearing dates to the Chapin Hall database to allow the courts to access their measures at will.

## **Training and Conferences**

On July 21-23, 2011 the Court Improvement Program's Select Committee in collaboration with their child welfare system stakeholders presented the "Focus on Kids" Conference. This conference featured innovations in programming and practice, and provided new opportunities for courts, agencies, and the legal community to improve the outcomes for children, youth and families who enter the children welfare system.

To provide hands-on follow-up on particular topics presented at the CIP Conference, CIP contracted with the National Council of Juvenile and Family Court Judges to conduct a survey of the CICs to identify topics of interest and to conduct regional workshops. The topic most requested was child safety. As a result, CIP and DCFS jointly requested TA from the National Resource Center on Legal and Judicial Issues to present an exploratory on the Principles of Child Safety.

DCFS had been presenting workshops on ICPC throughout the State and asked CIP for help reaching the dependency court judges. As a result, the CIP Coordinator moderated and the DCFS ICPC Deputy Compact Administrator and a Deputy Attorney General presented on the changes in ICPC and how to obtain help on ICPC related issues during a panel discussion at the Nevada's Family Law Jurisdiction Judges Conference on March 1, 2012. This session was well attended and elicited considerable discussion (Appendix 5).

The CIP Coordinator has become an active member of the DCFS Indian Child Welfare Committee and has been working to bring the Los Angeles County ICWA noticing computer program (SNAP, Simple Notice Application) to the child welfare agencies of Nevada. In Los Angeles it has saved \$1,249,104 in salary costs per year. SNAP sorts and organizes tribe names according to both Federal and State lists, matches bands with tribes, checks timeliness, tracks mailing, automatically stops re-noticing once a finding is made, and provides an explanation when data on forms change. Similar use of the SNAP program in Nevada has the potential of saving \$211,159 in salary costs per year among the three child welfare agencies.

As a follow-up to the ICWA session during the CIP Conference, in November 2011 CIP funded Judge William Thorne as the keynote speaker at the Intertribal Council of Nevada Conference. Approximately 70 people attended his speech, "Hope...Looking to the Future for our Children" which was quite insightful from both a Tribal and non-Native perspective. CIP also provided ICWA process flipcharts created by DCFS's ICWA specialist for distribution at the conference (Appendix 6).

To continue the training efforts beyond the CIP Conference, at the request of DCFS, CIP provided 65 sets of the ABA's "Engaging Young Children, Engaging Toddlers & Preschoolers, Engaging School-Age Children, Engaging Adolescents & Older Adolescents" bench cards that had been referenced by one of the presenters, Bob Lewis. They also ordered 2300 of Bob Lewis' post-it notepads, "What's the reason I'm still in foster care?" for caseworkers throughout the state.

CIP invited the Administrators of DCFS, Washoe County Department of Social Service (WCDSS), and Clark County Department of Family Services (CCDFS) to attend the 2012 CIP Annual Meeting the end of June. The Nevada Team considered how elements of the 2012 Strategic Plan may be enhanced and how the courts and agencies can collaborate on continual quality improvement of our joint efforts. This Annual Meeting provided another opportunity to build upon the cooperative alliance that has been developed among the courts and the three child welfare agencies.

**II. Examples of efforts made or currently underway to engage in meaningful and ongoing collaboration with Tribes and Tribal partners including, but not limited to support for and work with Tribal CIP grantees (see ACYF-CB-PI-12-02, pages 4-6).**

Because of the work on data exchange Nevada CIP is doing, the NCSC invited Nevada CIP to bring a team to be interviewed to participate in an ICWA e-noticing pilot project. The team included the Washoe Tribe prosecutor, DCFS ICWA Specialist, DCFS SACWIS Manager, and CIP Coordinator.

The Coordinator is working with Washoe Tribe on the implementation of their CIP Tribal Grant, has been invited to discuss CIP at the Inter-Tribal Council of Nevada meetings, and regularly represents CIP at the state ICWA meetings.

**III. All assessments or evaluations completed in federal FY 2012 (Oct 2011-September 2012) or that are currently ongoing - the purpose of the assessment or evaluation and, for completed work, an overview of the major findings.**

CIP has contracted with the National Council of Juvenile and Family Court Judges to conduct impact and process evaluation of the two CIP funded mediation programs in the 2<sup>nd</sup> (Washoe County) and 8<sup>th</sup> (Clark County) Judicial Districts (JDs). Two evaluations will occur. The first will be a process evaluation that is designed to identify the strengths and weaknesses of program implementation, as well describe the current practice. This can be used to inform implementation of mediation programs in other sites and to help identify and resolve any current barriers to efficient use of the program. The second evaluation will assess the effectiveness of mediation in terms of perception of satisfaction with the program, percentage of successful mediations, perceptions of efficiency of the mediation practice, and timeliness of case processing comparing mediated to non-mediated cases.

Both the 2<sup>nd</sup> and 8<sup>th</sup> JDs document-flow processes among the courts, child welfare agencies, and district attorney's offices have been assessed to identify areas in which data exchange could improve timeliness and due process. Data exchange projects implementation will include a fidelity check to ensure that the process has been implemented appropriately via a stakeholders' survey regarding the data exchange.

The National Center for State Courts is working with Nevada courts and key stakeholders to develop court order templates for each of the dependency court hearings. Following approval by the Nevada Supreme Court to implement, a survey of the judiciary will be conducted to which of the new court order language is being implemented in their judicial district. How to measure the impact these court orders have on outcomes is being determined. It is anticipated that cases will be examined through case file review. Having selected one or two hearing types, files will be checked for specific findings language in the orders prior to and following implementation.

Attempts to enhance the educational stability of foster children per Fostering Connections to Success and Increasing Adoptions Act of 2008 are just beginning in Nevada. However, it is anticipated that the impact of the new collaborative efforts among education, child welfare, and the courts will be assessed to identify changes overtime in the educational stability of foster children. The availability of the data will be dependent upon successful handling of the Family Educational Rights and Privacy Act (FERPA).

Other CIP funded programs such as the Pro Bono Children's Attorney training project, the 6<sup>th</sup> JD's (Humboldt, Lander, and Pershing Counties) Court Appointed Special Advocate (CASA) project and the Washoe County Department of Social Services' e-filing project will be similarly assessed for process and

impact. CIP modified its sub-grantee application process to include a CQI requirement for 2012 funding applications (Appendix 7).

For the Pro Bono Children's Attorney training project, the purpose of the evaluation will be to determine if the number of children's attorneys has increased. This can be examined in two ways, both with a count of the number of trained attorneys before and after the training project, and with an examination of case files for the percentage of time that a child has an attorney appointed and present at the hearings (which can be examined with a simple case file review). These data can, eventually, also be used to further assess the effects of this training project on case outcomes. If more attorneys are present for children, then a case file review can be conducted comparing case processing timeliness and case outcomes (placement, services, permanency, well-being) for cases in which the child had an attorney to cases when the child did not have an attorney.

The CASA project can be examined in a similar way. A count of the number of available CASAs will determine if the program is working for recruitment (process evaluation). A count of the number of cases in which a child has a CASA (or a percentage of cases with a CASA) can be used to determine if the number of trained CASAs increases the number of children appointed a CASA. Further, future assessments can focus on the outcomes related to this process, utilizing case file review methods to examine differences in cases with CASA on key case outcomes identified from performance measures.

The e-filing system in the 2<sup>nd</sup> JD is meant to improve timeliness related to the time it takes judges to receive reports to the court. A process evaluation will compare a sub-sample of cases prior to the e-filing and a small sample of cases after the e-filing to see if the time between submission and acceptance into the court file decreases. In regard to outcomes, in the future an evaluation can examine the number of continuances due to late reports prior to and following the implementation of the program to see if the e-filing project is successful at reducing continuances and thereby improving timeliness.

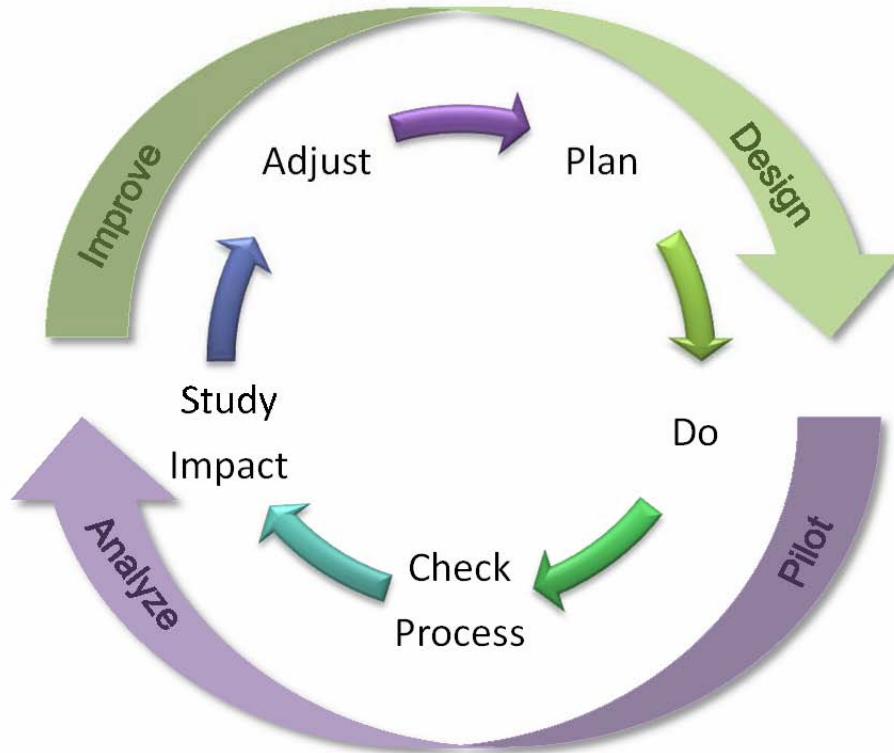
#### **IV. Nevada CIP's overall approach to implementing Continual Quality Improvement principles to identify and implement projects and activities included in our strategic plan, the specific types of data and information that are used in making such decisions, and how decisions are made.**

Nevada's Court Improvement Program projects encompass a myriad of activities at the State and local level with the primary purpose to assess and improve court processes related to child abuse and neglect, and to ensure improved safety, permanence, and well-being related for children. CIP funding has also been used to develop broad-based, systemic reform of courts and court processes related to dependency cases.

For the last several years the Nevada CIP has been utilizing a modified Deming Cycle Model as its continual quality improvement tool to guide strategic and specific planning, strategic plan and project implementation, new process assessment, and evaluation of the impact of the change. Nevada CIP has consciously chosen continual rather than continuous quality improvement. This change is noteworthy as it recognizes that organizational system quality improvement requires significant effort and needs to pause to consolidate and institutionalize the change.

The Deming Cycle typically consists of a logical sequence of four repetitive steps for continuous improvement and learning: Plan, Do, Study or Check, and Act. Because court improvement is social science in motion, Nevada CIP added a fifth step to the cycle: Plan, Do, Check Process, Study Impact, and

Adjust. 'Act' was changed to 'Adjust' because standardized business practices are adjusted to include the improvement.



During the initial phase of **planning**, the problem is identified and analyzed. Specific questions are posed: What is happening? What are the facts? What data supports the need for change? What could be done to improve the situation, process? What do we want? Who needs to do it? These questions are not asked in a vacuum, but through group interaction such as focus groups, CICs, or surveys. Systems mapping, flowcharting, brainstorming, evaluation matrices, cause and effect diagrams are all tools used to ferret out needs and expectations. These questions and techniques naturally lead to gathering information to begin designing solutions to the identified problem.

During the second phase of **doing**, the best of the solutions is fine-tuned by projecting the potential impact of the solutions on the system via such techniques as impact analysis. A pilot project is implemented to test the possible solution. During this phase a decline in efficiency may be anticipated due to the element of change. Staff may require additional training as change can be unsettling. Change management models address several stages of transition as immobilization or shock, denial of change, incompetence, acceptance, testing, internalization, and finally, integration. The fact that people move through these stages at varying speeds must be recognized and managed.



The third and fourth phases of Nevada CIP's CQI Model both involve analyzing if the targeted objective has been accomplished. Pilot implementation involves a shift in **process** to accomplish the **impact**. During the third phase, as staff is transitioning into the change, the business process can be monitored and assessed.

During the fourth phase, the **impact** of the pilot solution can be measured and reviewed to see if the countermeasures had the effect expected, and to ascertain if any negative consequences are associated with them. Ask such questions as: what happened? Was it what was expected? What should be done differently? During this phase, decisions must also be made on how to present and track the data. Check sheets, graphical analysis, key performance indications such as timeliness measures could all be used.

In the final phase, **adjustments** may be made to the pilot in response to the checking and studying of the third and fourth phases. The entire cycle could be re-initiated at any point on the wheel, the pilot processes could be standardized into the business process and inserted into the process map, or the pilot could be abandoned. At this point, if the pilot is deemed successful, formalized training modules could be instituted to help others implement the new process/pilot.

All ten of Nevada's judicial districts utilized the modified Deming Cycle as they pulled together their Community Improvement Councils to identify barriers to permanency and solutions to improve timeliness to termination of parental rights and adoptions. One Judicial District identified as a barrier that fact that attorneys representing parents and children did not understand the ASFA timelines. The solution was to provide a training, which was very well attended except by the target audience. So an adjustment has been made. An attorney training module is being designed for statewide use. It will be in a recorded, webinar format so an attorney may participate in the training at any time. Some judges are asking their counties to include successful participation in this training as part of the contractual requirements for attorneys.

In Nevada, nearly 40 judges and masters have jurisdiction to hear child protection cases in 10 judicial districts and 17 counties across urban and rural jurisdictions, diverse legal cultures and political climates. In the 8 rural districts the judges hear all types of cases: criminal, civil, divorce, child welfare. Because there is no centralized court administrative and funding structure in Nevada, generally, the counties bear the expenses of maintaining the courts within their jurisdictions. Nevada builds best practices and working solutions on a foundation of consensus among key stakeholders.

As a result of the creation of the CICs in response to Strategy #3 of the PIP, statewide CQI was launched in 2010. Each judicial district developed an action plan to identify barriers to permanency, timely adoptions, and termination of parental rights; and solutions to resolve these barriers in their districts. CIP reaches out to each CIC to help them identify best practices that may be applicable in their jurisdictions, technical assistance to move forward on planning their implementation, and other brainstorming support. The CICs each created two additional action plans during the CIC workshops in September 2012 and updated their 2011 action plan using their local data to inform the process. The CICs have proven so effective, the CIP is using them to identify and implement the projects and activities included in the strategic plan.

Nevada CIP's plan for implementing CQI is diverse and the types of data and information used vary depending on the outcome and the activities proposed. The data used to inform the planning, decision-making and evaluation, include that from court management systems, Chapin Hall database and web tool, UNITY (SACWIS), court observation, case file review, and stakeholder surveys/interviews.

During the Community Improvement Council regional conferences in September 2012 each of the judicial district CICs were provided with their local timeliness performance measures from UNITY and information from Chapin Hall web tool. Guidance was provided by NCJFCJ to help them begin assessing where their systems' timeliness measures compared to federal mandates and to the State as a whole. Training the judges and key stakeholders on performance measurement, helping them to think about their goals, and how and what to measure is a good strategy to advance a CQI mindset throughout the State.

The usefulness of AFCARS data is limited in several ways. It is only available for the larger jurisdictions (Clark and Washoe Counties), so it could be used for those counties and for a statewide comparison. Further AFCARS data is typically at least one year behind current practice (2011 data just came out). AFCARS does provide a nice descriptive picture of the age, race, gender of the child, primary allegations, placement type, and can be used to calculate length of time in care and permanency outcomes (whether they exit to reunification, adoption, etc.). There is the potential for it to be useful to the courts if they wish to examine practice in these areas.

**V. Explain how training needs are identified and recent efforts to assess the impact of specific training efforts on targeted behaviors, practices and/or outcomes.**

Training needs are usually identified by the key stakeholder groups in dependency court expressing a significant desire for particular information via surveys or expressed request. For example, in the instance of the recent regional CIC workshops, the DCFS Rural Region Manager contacted the CIP Coordinator to request assistance in educating the judiciary about the new child safety decision – making. At the same time, CIP contracted with the NC JFCJ to conduct a survey of the CICs to identify topics of interest and to conduct regional workshops. The topic most requested was child safety. As a result, CIP and DCFS jointly requested TA from the National Resource Center on Legal and Judicial Issues to present an exploratory on the Principles of Child Safety. The training on understanding and interpreting local timeliness measures was a direct result of the mandate to provide the Children's Bureau with these measures by 2013 and a desire to move CQI into the grassroots.

The initial assessment of the workshops included participant reaction and degree of learning. Only via the additional written responses to the evaluation and the CIP Coordinator's site-visits has behavior change been ascertained (Appendix 8). Participant perceptions of the content, trainer performance, satisfaction with the particulars such as the handouts and room arrangement, and overall satisfaction were measured with the after session evaluations. The degree of learning was accomplished by measuring pre and post training knowledge of the subject matter, as well as questions concerning what outcome is likely to improve as a result of applying the information learned. For example, only 40.4% of the participants felt they were knowledgeable or very knowledgeable about child safety decision-making before the exploratory and 88.3% felt they were knowledgeable or very knowledgeable after the session.

Change in behavior was not expected to be measured following this short-term training session of 1½ days. However, it became clear from the open reporting during the sessions and the comments on the evaluations that most CICs planned to continue regular meetings to maintain the momentum built from all the "important things learned" and to implement their action plans. Most are meeting monthly. One is meeting every other week. One initiated its first meeting within two days of the last session, another within 3. The later meeting resulted in an agreement among the judiciary, the district attorney, and the public defender to adhere to the state and federal timelines. They intend to follow the flow chart of

their ideal process they created at the workshop. A “timelines” form will be included in all neglect and abuse case court files. Dates for all subsequent hearings will be set at the time the 72-hour hearing is set. Attorneys will be appointed at the 72-hour hearing and new Standard Orders included in each file will be completed and sent to all attorneys. This order will include the arraignment hearing date. This CIC plans to meet to discuss the success or problems with the flow chart and modify as needed (Appendices 9, 10, and 11).

**VI. Current efforts to implement CQI to ensure measurable outcomes for activities intended to impact the following:**

**A. Due process of law ( including, but not limited to projects and activities to promote, timely notice to parties, participation of parties, and the right to be heard);**

The video-conferencing project installed in dependency courts throughout the state and in DCFS caseworker desktop computers ensures that parties can be heard remotely through court technology, which should increase the ability to attend hearings and be heard.

A process evaluation to see if the program is working can eventually be conducted via case file review and examination of minute orders to determine how often parties are present. This can be calculated by hearing type and also across the life of the case. So, one will be able to say, for example, that the mother was present in 86% of hearings. Parties’ presence may affect case outcomes. At a minimum, having the caseworker present may *reduce* the number of continuances on the case (“parties not available” is often cited as a reason for continuances). Continuances and continuance reasons can also be found in the case file. Other potential positive outcomes would be timelier permanency (case closure). Calculating these measurable outcomes will occur in the future.

Court event notification data exchange projects in both 2<sup>nd</sup> (Washoe) and 8<sup>th</sup> (Clark) Judicial Districts have the potential to promote both timely notice to parties and their participation, as well. Initially, fidelity checks will be conducted to ensure that implementation has launched properly. To evaluate the process to determine if the notice is actually more timely, how often parties got “timely” notice prior to implementation can be compared to numbers after the change. This could be done by reviewing case files or if possible the court case management system.

Party participation could be defined as whether or not the parties show up at the hearing. The minute order of hearings would be examined to identify who is present. If more timely notice works, then parties should be more likely to attend hearings. This could be calculated by a simple count of who is present at the hearings and a percentage of how often each party attends the hearings. A next step would be to see if parents’ presence at the hearings affects case outcomes. Research suggests that it does. Typically when parents attend the hearings, they are more likely to reunify faster. These are ideas for more outcome focused work as time and resources become available in the future following implementation.

**B. Timely, thorough, and complete court hearings;**

The UNITY data reports showing the court timeliness measures (Appendix 3) and can be used to track trends and compare trends from prior to implementation of a new practice to following implementation.

Development, judicial training, and implementation of the standardized court order templates will provide an avenue to improve court hearings, even if only acting as a reminder for hearing content. Court observation can be used to identify current court practice (what is discussed, what findings are made) and then compared to post-implementation of the court orders. This is especially true for pieces of the court orders that are new or rarely done in current practice (such as ICPC). If it shows an improvement in practice (such as more discussion), a more advanced evaluation can be considered that looks at how hearings with more discussion affect the children/family in terms of placement or service decisions, case timeliness, or outcomes. Again, this would be a future endeavor following implementation. Other CQI related inquiry could revolve around the process of developing the court order templates using the initial targeted core group, followed by the statewide workgroup with training on how to use the templates. This could inform CIP on how best to approach future statewide projects.

### **C. High quality legal representation to parents, children and the Title IV-B/IV-E agency;**

Both the CIP sponsored video attorney certification project and the training of pro bono attorneys to represent children in Clark County are intended to enhance the quality and sheer numbers of attorneys trained to practice in dependency court. The attorney certification project will train attorneys on child welfare practice, procedures, and mandates and is, also, expected to both improve the timeliness of child permanency by engaging all parties in adhering to the AFSA timelines, and promote participation of the parties.

For the training pro bono attorneys' project, the initial process evaluation will focus on the training itself because CIP is interested in developing a model useful throughout the State. The number of attorneys invited to be trained, who are actually trained, who are assigned a case and who continue to accept pro bono cases, as well as the number of trainings per year, will be calculated. A participant survey will be conducted at the end of each training to garner participant perceptions of the training content, relevance to their own practice, quality satisfaction with handouts, information, and trainer. Further, process can be evaluated with a count of the number of children in the dependency court and a count of the number of children with an attorney to generate a percentage of children with an attorney. Next steps could also be discussed in terms of the following questions about impact: If more attorneys are trained and more are available and assigned to cases, what then? How will it affect court practice? Having an advocate on the case for the child may affect child well-being. That can be hard to measure, but some potential areas of inquiry are (1) reported behavior problems, (2) placement moves, or (3) educational achievement. Also, placements could be measured to see if the child is with a relative or fictive kin. Case timeliness and outcomes could also be assessed. Chapin Hall data reports could be used as well to see if increases in the number of attorneys representing children correlates with better permanency outcomes.

Initially, the analysis of the attorney certification project will focus on the training itself because CIP is interested in developing a model useful throughout the State. Participant reaction and whether they actually learned something will be assessed via a survey. Interviews with certification project participants will help ascertain how the training has affected the way they perform their jobs. The attorney certification project will initially be assessed to determine the numbers of attorneys being required by their counties to become certified and the numbers taking the course. As with the pro bono training project, this project's participant reaction and whether they actually learned something will be assessed via a survey and a pre and post-test using random questions. This project has some potential for a future process evaluation just by examining the percentage of parents or children who have an attorney present at the hearing, and when the attorney first appears for the parents or children could be

identified. From an outcomes perspective, whether the percentage of hearings with a certified attorney or how quickly an attorney is appointed effects case processing –timeliness, continuances, or case outcomes (permanency) - could be assessed. A satisfaction survey could be conducted to see if parents are satisfied with their attorney, especially if there is a training to improve their practice.

If, in the future, time and funds allow, attorney performance could be assessed by tracking the attorneys who have had the training and compare their cases to see if they are more efficient (fewer continuances, better timeliness) and if they have better outcomes (timelier permanency); or if the cases with the trained attorney are more likely to have parents who are more engaged in the case (better compliance with case plan, more likely to attend hearings). All of these can be done with case file review, assuming that the attorneys name is documented in the minute order or court file. Looking at this more globally, the Chapin Hall data could be used to see if the sites who have more trained attorneys are also better at achieving permanency. None of these more advanced evaluations have been planned at this point.

#### **D. Engaging the entire family in child welfare proceedings.**

CIP has assisted with and intends to continue to assist with the start-up of rural CASA programs throughout the State. By increasing the number of CASA programs, the number of children with advocates should increase. It could be expected that this increase in child advocacy will increase the engagement of children in the child welfare proceedings. Initial process assessment can be a simple count of the number of CASA volunteers recruited, trained, and assigned a case. Additional process can easily be measured with a count of the number of dependency cases and a count of the number of cases with a CASA or GAL to generate a percentage of cases with a CASA or guardian ad litem (GAL).

Dependency mediation pilot projects are funded by CIP in both the urban judicial districts (2<sup>nd</sup> JD and 8<sup>th</sup> JD) with three rural judicial districts interested in dependency mediation. NCJFCJ has been contracted to conduct process, satisfaction, and outcome evaluations of both pilot programs.

*Process Evaluation:* NCJFCJ will conduct a process evaluation to examine stakeholder perceptions of and basic descriptive information about the mediation programs. A structured online survey will be conducted to explore successes and challenges with program implementation, barriers to full implementation, barriers to utilization of mediation, as well as specific information on project startup (activities and amount of time) and any challenges that the stakeholders encountered post implementation. Program information, such as number of mediators, style of mediation, training, number of mediations, and number of participants will also be collected in order to better describe and compare the programs. Follow-up telephone interviews with mediators and key stakeholders will occur as needed. Both sites will be compared to determine similarities and differences in implementation practice.

*Satisfaction Evaluation:* NCJFCJ will design a satisfaction survey to be given to all mediation participants (including parents and professional stakeholders). This survey will ask all participants about their satisfaction with the mediation process, including perception of most and least helpful parts of mediation. This survey will supplement the process evaluation by providing perceptions of program effectiveness and utility.

*Outcome Evaluation:* Due to the recent implementation of the mediation programs, an assessment of case outcomes is impractical. However, the 2<sup>nd</sup> Judicial District has a mediation program that has been

underway since October 2011, resulting in a number (fewer than 100) cases that can be used for comparison. Using a standardized case file review instrument, NCJFCJ will code the total population of mediated cases and a sample of matched cases that were eligible for mediation, but did not participate. NCJFCJ will compare cases on the number of hearings, number of continuances, presence and engagement of parties (where applicable), case timeliness, and case outcomes.

**VII. Identify and describe any projects and activities that are specifically intended to promote CQI in the priority areas below, how success in such projects is or will be measured and progress to date:**

**A. Physical, social and emotional well-being needs of children and youth;**

CASA programs may improve the well-being of children simply by providing an advocate. This could be measured by a satisfaction survey with the child comparing those with CASAs to those without CASAs, or with well-being indicators in UNITY (SACWIS). Nevada CIP is not planning such a study at this point.

The education collaborative created in Nevada as a result of the November 2011 summit, the *Child Welfare, Education and the Courts: Collaboration to Strengthen Educational Successes of Children and Youth in Foster Care*, hosted by the Children's Bureau, has developed a statewide strategic plan to enhance the educational stability of children and youth in foster care (Appendix 12). At this point, subcommittees are just being formed and no projects have been undertaken.

**B. Indian Child Welfare Act (ICWA) compliance;**

Nevada is being considered for participation in a NCSC pilot project to determine the feasibility of electronic ICWA notification. Nevada CIP is planning an ICWA training for all our dependency court judges to be conducted by the National Indian Justice Center. The intent will be to heighten the judiciary's awareness of ICWA compliance. The court order template project should also increase compliance.

**C. Interstate Compact on the Placement of Children (ICPC) work;**

Although the CIP Coordinator facilitated an ICPC session at the 2012 Family Law Conference in Ely (Appendix 5); at this point there are no plans to follow-up with impact evaluation. However, once the court order templates are in place, as mentioned above, more advanced evaluation may be considered.

**D. Other CQI projects or activities not mentioned above that you would like to highlight.**

The Judicial Districts Community Improvement Councils (CICs) have been mentioned above. But their importance to developing and implementing the CIP Strategic plan cannot be overstated. It is only by educating the judiciary and their CICs that continual quality improvement will be effectuated throughout the State. NCJFCJ has been contracted to help facilitate discussion of CQI with the CICs and to identify potential areas and potential data/measurement strategies to promote CQI.

As the result of 6<sup>th</sup> JD's first CIC action plan developed in 2011, CIP has been facilitating the negotiations between the 6<sup>th</sup> JD and DCFS to develop a memorandum of understanding (MOU) in which the 6<sup>th</sup> JD and DCFS will collaborate on recruiting, training, and supporting foster families in the jurisdiction. This

will be the first such MOU in the State and has the potential to serve as a model for other judicial districts.

#### **VIII. Update and summary of current capacity and progress on the data and technology projects:**

##### **A. The required timeliness (toolkit) measures (see ACYF-CB-PI-12-02, pages 15-16) and how the measures will be or are used by the CIP Select Committee, the statewide multi-disciplinary task force, to promote CQI.**

Nevada CIP has developed and implemented a plan to collect and report on the five timeliness measures mandated to be reported on by 2013: time to first permanency hearing, time to all subsequent hearings, time to permanency, time to filing of termination of parental rights, and time to termination of parental rights.

The CIP Coordinator had several discussions with DCFS; our data exchange consultant, Aaron Gorrell from Waterhole Software; and the AOC Research and Statistical Unit to begin to identify the best data source. Our conclusion was that the best source is our SACWIS, UNITY. During discussions with DCFS, concerning accessing the initial timeliness measures mandated by 2013 from our SACWIS and subsequent research, it became clear that the calculation start date of when the petition was filed was not available in UNITY. There is no screen into which that data is entered. However, UNITY has good, clean data on the date of removal. As we proceed with the court event notification pilot project, date the original petition is filed may become available.

The Toolkit, however, indicates that using the date of removal may actually provide more reliable conclusions than initiating the calculation from the date the petition is filed. “The rationale for using the removal date as the calculation start date is that the time to permanency should relate to the child’s experience of not having a permanent home.” Additionally, the Toolkit continues that “because using the date petition is filed is based on the beginning of the litigation, the measure will include cases in which the child was never removed from the home. And if the child enters foster care long after the petition is filed, the calculated time to permanency will be much longer than the time the child actually spends in foster care”(page 159 of *Court Performance Measures in Child Abuse and Neglect Cases*). DCFS’s AFCARS and National Child Abuse and Neglect Data System (NCANDS) specialist, who attended the 2011 CIP Annual Meeting, spent considerable time reviewing the technical guide from the Toolkit regarding Measure 4G, *Time to First Permanency Hearing*, and advised that Nevada Revised Statutes (NRS) drive the first permanency hearing as follows: NRS 432B.590 states that annual disposition is not later than 12 months after the **initial removal**. So it would appear that, assuming all courts follow Nevada State law, they are setting the permanency hearing from the initial removal, not from the date the petition is filed.

She also explained that the Federal Law defines that date as the earlier of either the date of the first judicial finding that the child has been subjected to child abuse or neglect (this is usually adjudication) or 60 days after the date the child is removed from the home. This is well known in Quality Assurance as the starting count for the 15 out of 22 months for filing of TPR, and is used in IV-E during an IV-E review. Not only will initiating timeliness calculations from the date of removal from home allow us to be consistent with State law, but also with AFCARS and NCANDS.

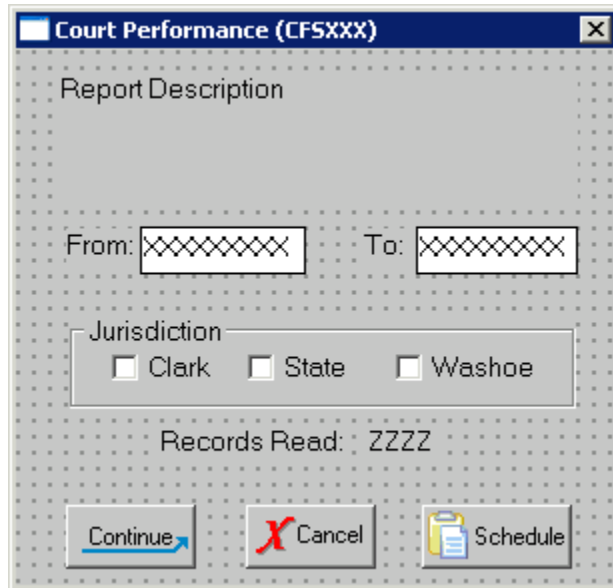
With the DCFS Information Management Services (IMS) programmer and in consultation with our Region IX contacts, CIP defined the parameters for each of the timeliness measures. It was agreed that CIP would use an exit survey-type approach for all those children who are in custody and have reached whichever point in time (first, second permanency hearing, permanent placement) during a particular range of times rather than a snapshot of those in foster care on a particular day. This will allow calculations of a range of dates. Each “exit” will be the end point of each measure.

It was also agreed that the report would include up to the fifth subsequent hearing with the remainder being combined into an “all others” category. This determination was made based upon CFSR data that showed that in most cases children are out of foster care within 2 years. For those who are adopted or aged out of the system it is less than 4 years. By reporting out to the fifth subsequent hearing, details will be reported on approximately 85% of the children. In the Quality Assurance section of the report, each child’s hearings will be listed to allow reporting on those with more than five subsequent hearings. When considering *Time to Permanent Placement*, time to each of the possible permanent situations (reunification, adoption, legal guardianship, and placement with a relative) will be discretely identified as well as the total. In so doing, types of placements that may take longer can more easily be identified. The report will be delineated by each county within each judicial district. For example, the 1<sup>st</sup> Judicial District is composed of two counties. The report will include 1<sup>st</sup> JD – Storey County, 1<sup>st</sup> JD – Carson City. The judicial district of the first permanency hearing will be the driver. In some instances, a case’s children may move from one county to another, but it will be assumed that the case will belong to the initial county.

In calculating the *Time to Termination of Parental Rights* (TPR), relinquishment is being reported separately because a TPR is not filed in all relinquishment cases.

Please see the example below for the report logic, format, and access screen in UNITY. This is the Nevada plan to provide the required timeliness measures by 2013. The fourth timeliness measure, from removal to date TPR petition is filed, cannot yet be calculated. There was no UNITY screen in which to enter the date the TPR petition is filed. As DCFS has been working to upload UNITY data to Chapin Hall, some potential modifications have been identified. A TPR petition date filed screen is now in place and a program is being written to provide the timeliness measure from removal to the date the TPR petition is filed. Nonetheless, the historical data may not in UNITY. The court event notification data exchange project could assist with obtaining this data, at least in the 8<sup>th</sup> JD.





Date Range

State/Clark/Washoe Check boxes

### Population

Pull all children who are in custody/removed anytime between the date range (using the 'report driver' logic)

Ignore children based on their custody when it doesn't match the report parameters

For each child compute the following measures

- 1) Time to First Permanency Hearing – difference of time between when the child was 1<sup>st</sup> removed and when the first 'PERM' hearing occurred.
- 2) Time to all Subsequent Permanency Hearings – difference of time between the child's 1<sup>st</sup> 'PERM' hearing and 2<sup>nd</sup> 'PERM' hearing and 2<sup>nd</sup> and 3<sup>rd</sup> and so on. We will not include PERM Hearings > Today and > Report 'To' date.
- 3) Calculation based on Adult/Child relationships that have been terminated OR Relinquished in the UNITY application.

Time difference between the removal and the termination/relinquishment entered in UNITY

Include the number of parents included in this calculation

- 4) Display by court the end reason as to why a child's custody ended

This information will be similar to CFS721 Foster Care Report

**Court: (followed by the rest of the counties)**

**Notes**

The 'PERM' hearing will be tied to a 'Court Code'

QA option as well so users can look up the supporting data

In Excel sorted by child and hearing dates

Child ID, Child Name, Removal/Hearing Date

| Court                         | Nbr of Children | Median Days to 1st Permanency Hearing | Median Days from 1st to 2nd Permanency Hearing | Median Days from 2nd to 3rd Permanency Hearing | Median Days from 3rd to 4th Permanency Hearing | Median Days from 4th to 5th Permanency Hearing | Median Days for all Subsequent Hearings | Nbr of Parents with Termination | Median Days to Terminate Parental Rights | Nbr of Parents with Relinquishment | Median Days to Relinquishment of Parental Rights | Nbr of Parents with Termination or Relinquishment | Median Days to Termination or Relinquishment of Parental Rights |
|-------------------------------|-----------------|---------------------------------------|--|--|--|--|---|---------------------------------|--|------------------------------------|--|---|---|
| TOTAL                         | 930             | 357                                   | 182  | 196  | 343  | 357  | 364                                     | 378                             | 626                                      | 342                                | 644  | 720   | 629   |
| 2 <sup>ND</sup> JD/<br>WASHOE | 929             | 357                                   | 182  | 192  | 343  | 357  | 364                                     | 378                             | 626                                      | 341                                | 642  | 719   | 629   |

**2ND/WASHOE**

| End Reason      | Nbr of Children | Average Nbr of Placements | Total Days in Custody | Median Days till closure |
|-----------------|-----------------|---------------------------|-----------------------|--------------------------|
| ADOPTIONLEGAL   | 196             | 3.68                      | 206376                | 942                      |
| AGED OUT        | 7               | 6.86                      | 14472                 | 1612                     |
| GRDNSHPNONREL   | 2               | 6.00                      | 2655                  | 1327                     |
| GRDNSHPRELATIVE | 8               | 3.63                      | 5043                  | 595                      |
| RTNTOCARETAKER  | 96              | 2.39                      | 64895                 | 605                      |
| RTNTOOTHRPRNT   | 15              | 1.93                      | 11727                 | 833                      |
| RUNAWAY         | 4               | 2.00                      | 4380                  | 1095                     |

Two additional columns will be added to right side of the top table to provide the actual number of TPR petitions filed and the median days between the removal date and the date the TPR petition was filed.

**B. Data exchange (data sharing, especially efforts to achieve bidirectional, real- time; exchanges/interoperability with the child welfare agency, department of education or other partners)**

In 2010, CIP began assessing data exchange feasibility in Washoe County, followed by a similar assessment in Clark in 2011. Data exchange possibilities were identified in both judicial districts. CIP obtained a \$45,000 technical assistance grant from NCSC to implement the court event notification project in Clark County. CIP contracted with NCSC to develop court minute templates that will be electronically shared with UNITY (SACWIS). Another vendor has been contracted with to develop the capability to e-file the protective custody record with the 2<sup>nd</sup> Judicial District in Washoe County following creation in UNITY (Appendices 13 and 14).

**C. Data interpretation(include efforts to make data more useful to decision-makers, including efforts to make dashboards, graphics and other data displays)**

NCJFCJ has been contracted to help facilitate discussion of CQI with the CICs and to identify potential areas for assessment. The CIC Conference training on court timeliness measures helped the key decision-makers in each judicial district more fully understand how their data are generated, and how to interpret the information into action plans to improve their local systems. The CIP Coordinator is working with interested judges on how to access and use the Chapin Hall web tool. How best to create a dashboard for the 8<sup>th</sup> Judicial District is being investigated.

**D. Additional toolkit measures, child well-being measures, or other process or quality indicators your program has or is working to implement.**

As mentioned above, the educational collaborative among Nevada’s Department of Education, Division of Child and Family Services, and the courts has created a statewide committee with the express mission to improve school placement stability, specifically reducing the number of school moves and ensuring that if a move is necessary that the transition is eased by making certain that the child’s records are readily available to the new school and that the new school is aware that the child is in foster care. This requires information be shared among the child welfare agency, the school district, and the court. Several of the subcommittees have expanded their goals to include such things as mentors to support a youth with educational decisions, appropriate response to the trauma children have endured as a result of having been removed from their home, and court focus on the educational success of children in foster care (Appendix 12). The NCJFCJ is assisting the Education Committee to integrate CQI principles into its work.

**IX. The largest challenges faced or currently experienced in developing the capacity to capture the timeliness (toolkit) measures?**

The lack of a statewide court case management system is a challenge to capturing the timeliness measures, but DCFS has been very helpful in pulling them out of UNITY (SACWIS). The two urban courts have two different court case management systems. Most of the rural courts do not have a court case management system. At this point, they are completely reliant on CIP to forward their five timeliness measures to them quarterly. Some do pull statistics manually as part of their internal CQI process or in response to grant reporting requirements. Work is underway to attempt to remedy this deficiency.

Dashboard development for the dependency court judges is badly needed. A work around is being discussed for the 8<sup>th</sup> Judicial District to help them make use of UNITY (SACWIS) in some manner.

**X. The largest challenges currently faced in implementing CQI into the overall approach of Nevada’s statewide multi-disciplinary team and specific projects and activities.**

The three largest overarching challenges to implementing CQI into the work effort of CIP is time, staff, and funding. Additionally, but no less important, is helping the statewide stakeholders’ understand the CQI concepts and their importance. Nevada CIP has incorporated CQI requirements into the sub-grant funding application which has been difficult for most applicants to complete without assistance (Appendix 7).

**XI. Significant CIP activities conducted that do not meaningfully lend themselves to CQI. How and why these activities are useful and why they do not lend themselves well to CQI.**

Nevada CIP has formulated a comprehensive communication strategy to clearly convey the good work of CIP and to establish CIP as a go-to source for information about best practices in child dependency, and to allow multiple speakers to present the same message regarding CIP throughout the State. A multi-paged speaker’s tool (“One Voice, One Message”) (Appendix 15), a one page hand-out (Appendix 16), and a brochure (Appendix 17) have been developed.

This activity does not lend itself easily to CQI because measuring changes in perceptions statewide is not a manageable undertaking at this time. Although, in less than one year the “One Voice, One Message” tool has been modified twice, the brochure has been modified to compliment the speaker’s tool, and the idea of a one page hand-out has been implemented. CQI efforts have been applied to this activity as it has been implemented by the CIP speaker’s bureau.

Nevada CIP provides support and training to the 10 judicial Community Improvement Councils (CICs) throughout the state. Although the work of the CICs drives the creation and implementation of CIP’s strategic plan, and directly improves the processing of dependency cases in Nevada; the work that CIP does with the CICs does not lend itself to CQI. The various projects implemented as a result of the strategic plan and the work of the CICs does, however, lend themselves to continual quality improvement. Determining if the jurisdiction has implemented the project or practice and how it is working would be the initial process evaluation. This can be accomplished with a survey or discussion with the key stakeholders concerning how often they believe the practice occurs and what the process looks like. Following implementation of the project or program, it should be comparatively easy to track trends in timeliness outcomes using the Chapin Hall database and web tool.

**XII. The types of technical assistance that would be most useful to receive from the National Resource Center on Legal and Judicial Issues and the Children’s Bureau in supporting the CIP strategic plan and meeting CIP requirements.**

Nevada’s CIP could use assistance in the following areas at this point in time:

- Designing and implementing court systems/processes to improve efficiency and timeliness and building data collection into the design upfront;

- Using data to identify and support the development of activities identified in the CICs' action plans;
- Comprehensive review for and reorganizational recommendations for a court's family division;
- Direct assistance with implementation of a particular CIC practice or project, for example, dependency mediation;
- Educating dependency court system players, particularly attorneys, on the principles of child safety decision-making and engaging them in the process as judicial districts begin implementing specific principles;
- Educating dependency court system players on the value of CQI to them (how they can use it) and their jurisdictions, beyond the fact that it is federally required;
- Designing CQI based projects and activities to address the barriers identified in the CICs' action plans;
- Data collection and automation, and how CIC members may be able to support the data collection;
- Identifying sources of data and assistance with the collection;
- Data quality, cleaning, and defining;
- Interpreting data to suggest improvements in the process or to support the continued practice or project or not;
- Court order revisions supporting both legal requirements and best practices.

This is not intended to be a comprehensive all-inclusive list of Nevada's needs because new issues requiring technical assistance arise as implementation of the strategic plan and the CICs' action plans proceeds.

Appendix



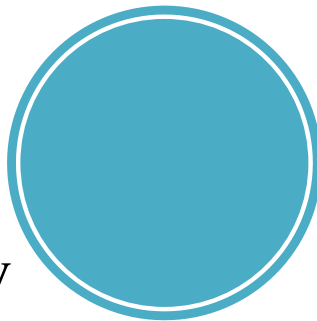
Well-Being



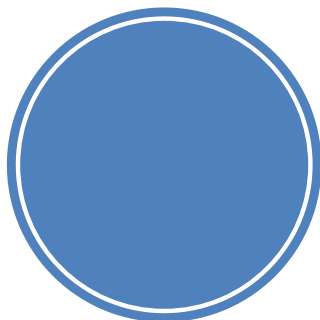
Quality



Safety



Stability



Permanency

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# Appendix 1

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CIC  
Conference  
Press Release



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**Michael A. Cherry**  
Chief Justice  
Supreme Court of Nevada

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**Robin Sweet**  
State Court Administrator  
Administrative Office of the Courts

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Office of Public Information - 702-486-3232

[www.nevadajudiciary.us](http://www.nevadajudiciary.us)

## NEWS RELEASE

# Child Safety, Court Timeliness to be Focus of Reno, Las Vegas Conferences

September 13, 2012

Child safety and court timeliness measures will be the focus of the Nevada Community Improvement Council 2012 Conference being held September 25-26 in Reno and repeated September 27-28 in Las Vegas.

Nevada Supreme Court Justice Nancy Saitta will open the conferences in both cities, followed by presentations from nationally recognized experts on ways to improve the processing of child dependency cases.

“Nothing is more important than the safety of our children,” said Justice Saitta. “When cases involving children who cannot protect themselves come before our courts, it is of paramount importance that those cases are handled as expeditiously as possible. That is the goal of our judges and Nevada’s child welfare professionals.”

The conference is hosted by the Nevada Court Improvement Program (CIP) in collaboration with the National Council of Juvenile and Family Court Judges (NCJFCJ) and the National Resource Center on Legal and Judicial Issues.

Chaired by Justice Saitta, CIP works to improve the effectiveness of the child welfare system in Nevada to ensure that cases involving dependent children are handled appropriately and children are placed into permanent homes as quickly as possible.

CIP advanced its work through Community Improvement Councils (CIC) in each of Nevada’s 10 Judicial Districts. These CICs consider the current processing time frames of dependency cases and identify the challenges to the child welfare system and dependency court operations.

The 2012 conference topics are a result of feedback from the 2011 Nevada CIP “Focus on Kids” conference and a NCJFCJ electronic survey that was distributed to all CICs in January 2012.

The first conference session will deal with how best to make decisions about child safety and parental capacity. Presenters will include Therese Row Lund and Timothy Travis from the National Resource Center on Legal and Judicial Matters.

The following day's sessions will address strategies to improve timeliness in dependency cases in compliance with the Adoption and Safe Families Act and Nevada Revised Statute timelines. Presenters will be Franz J. Braun and Alicia Summers of the National Council of Juvenile and Family Court Judges.

The conferences will end with the participants developing case flow charts and action plans.

The Reno conference will be held at the University of Nevada, Reno Continuing Education Building.

The Las Vegas conference will be held at Clark County Family and Youth Services Zenoff Hall Training Center.

MEDIA CONTACT

Bill Gang  
Public Information Officer  
Nevada Supreme Court  
702-486-3232 office  
702-279-6375 mobile

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# Appendix 2

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## CIC Conference Agenda



## Nevada Community Improvement Council 2012 Conference

Hosted by  
Nevada Court Improvement Program  
&  
Permanency Planning for Children Department

ZENOFF HALL TRAINING CENTER  
651 N. PECOS RD.  
LAS VEGAS, NV  
SEPTEMBER 27-28, 2012

### ABA Exploratory Session—Principles of Child Safety Decision Making

#### Thursday: September 27, 2012

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**8:00 – 8:45**                      **Registration & Breakfast**

**8:45 – 9:00**                      **Welcome & Opening Remarks**

*Honorable Nancy M. Saitta, Associate Justice Supreme Court of Nevada*

*Franz J. Braun  
National Council of Juvenile and Family Court Judges*

*Therese Roe Lund, MSSW  
National Resource Center for Child Protective Services*

*Timothy M. Travis, JD  
National Resource Center on Legal and Judicial Issues*

**9:00 – 10:15**                      **Principles of Child Safety Decision-Making: An Introduction to Key Concepts and Tools**

This session will provide an overview of a logical, sequential approach to making decisions about child safety and parental capacity. The vocabulary and framework of analysis will be demonstrated through the use of bench cards and checklists from *Child Safety: a Guide for Attorneys and Judges* (a collaboration between the National Resource Centers for Child Protective Services and for Legal and Judicial Issues). The discussion will include the use of parts of the *Guide* to support the improvement of shared child welfare outcomes in local courts and agencies.

*Therese Roe Lund, MSSW*

\* This conference has been funded by the State Court Improvement Program grant (CFDA 93.586) through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].

*National Resource Center for Child Protective Services*

*Timothy Travis, JD*

*National Resource Center on Legal and Judicial Issues*

|                      |  |
|----------------------|--|
| <b>10:15 – 10:30</b> | <b>Break</b>   |
| <b>10:30 – 12:00</b> | <b>Principles of Child Safety Decision-Making continued.</b><br><i>Therese Roe Lund, MSSW &amp; Timothy Travis, JD</i>   |
| <b>12:00– 1:00</b>   | <b>Lunch</b>   |
| <b>1:00 – 2:00</b>   | <b>Child Safety Decision-making continued.</b><br><i>Therese Roe Lund, MSSW &amp; Timothy Travis, JD</i>   |
| <b>2:00 – 3:00</b>   | <b>Action Planning: Putting the Child Safety Guide into Practice</b><br>Community Improvement Councils will discuss the following: <ul style="list-style-type: none"><li>• Reactions/ questions/ comments about overview presentation of Safety Guide principles</li><li>• Identify barriers to implementation in your jurisdiction</li><li>• Discuss strategies for integrating safety planning principles into practice</li><li>• Consider additional training and technical assistance from the two Resource Centers for implementation and evaluation</li><li>• Prepare to report out to larger group</li></ul> <i>Therese Roe Lund, MSSW &amp; Timothy Travis, JD</i> |
| <b>3:00 – 3:15</b>   | <b>Break</b>   |
| <b>3:15 – 3:45</b>   | <b>Action Planning: Putting the Child Safety Guide into Practice (continued)</b>   |
| <b>3:45 – 4:15</b>   | <b>Action Planning: Report Outs</b>  |
| <b>4:15 – 4:30</b>   | <b>Next Steps, Evaluations, and Closing Remarks</b><br><i>Justice Nancy M. Saitta, Franz J. Braun, Therese Roe Lund, MSSW, and Timothy M. Travis, JD</i>   |

## **Every Day in Foster Care Counts**

*\* This conference has been funded by the State Court Improvement Program grant CFDA 93.586) through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].*

Las Vegas, NV

- 2 -

## Friday: September 28, 2012

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|                      |   |
|----------------------|---|
| <b>8:00 – 8:45</b>   | <b>Breakfast</b>  |
| <b>8:45 – 9:00</b>   | <b>Welcome &amp; Introductions</b><br><i>Honorable Nancy M. Saitta, Associate Justice<br/>Supreme Court of Nevada</i><br><br><i>Franz J. Braun<br/>National Council of Juvenile and Family court Judges</i><br><br><i>Alicia Summers, PhD<br/>National Council of Juvenile and Family court Judges</i>  |
| <b>9:00 – 10:00</b>  | <b>Interpreting Timeliness Measure Data</b><br>This session is a guided discussion on interpreting timeliness measure data. Faculty will provide each Community Improvement Council with their median timeliness measures.<br><i>Alicia Summers, PhD<br/>National Council of Juvenile and Family court Judges</i>   |
| <b>10:00 – 10:30</b> | <b>The Importance of Timeliness</b><br>This session will be a brief overview of the Adoption and Safe Families Act timelines, the Nevada Revised Statute timelines, and best practices and their importance of timeliness.<br><i>Alicia Summers, PhD &amp; Franz J. Braun</i>   |
| <b>10:30 – 10:40</b> | <b>Break</b>  |
| <b>10:40 – 12:30</b> | <b>Identify Barriers to Permanency</b><br>Community Improvement Councils will: <ul style="list-style-type: none"><li>• Develop a case flow chart.</li><li>• Perform a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.</li><li>• Use the weaknesses and threats to develop an action plan with 3 goals.</li></ul> <i>Alicia Summers, PhD &amp; Franz J. Braun</i> |
| <b>12:30 – 1:15</b>  | <b>Action Planning (Box Lunches will be provided)</b><br>Develop an action plan to improve timeliness and prepare to report out.  |
| <b>1:15 – 1:45</b>   | <b>Action Planning Report Outs</b>  |
| <b>1:45 – 2:00</b>   | <b>Evaluations, Next Steps, and Closing Remarks</b><br><i>Justice Nancy M. Saitta, Franz J. Braun, and Alicia Summers</i>   |

\* This conference has been funded by the State Court Improvement Program grant (CFDA 93.586) through the Department of Health and Human Services, Administration for Children and Families, Administration on Children, Youth and Families. Sec. 438, [42 U.S.C. 629th].

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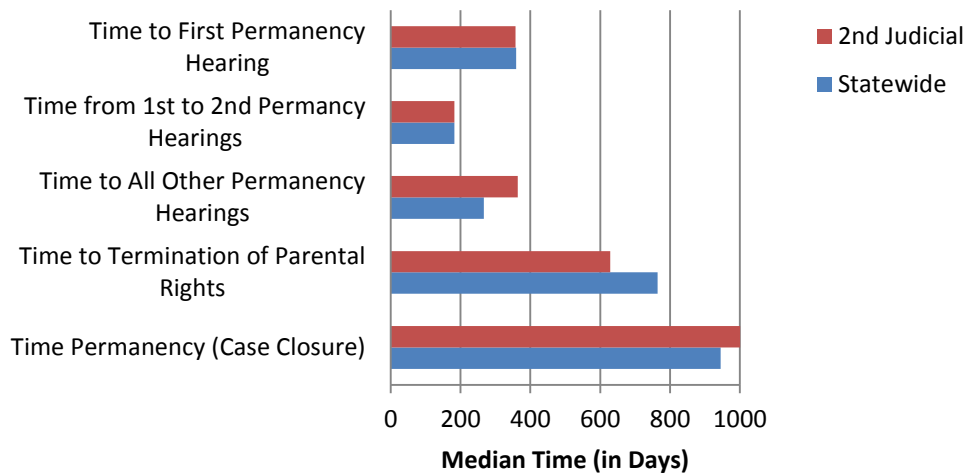
# Appendix 3

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## Court Timeliness Report: 2<sup>nd</sup> Judicial District

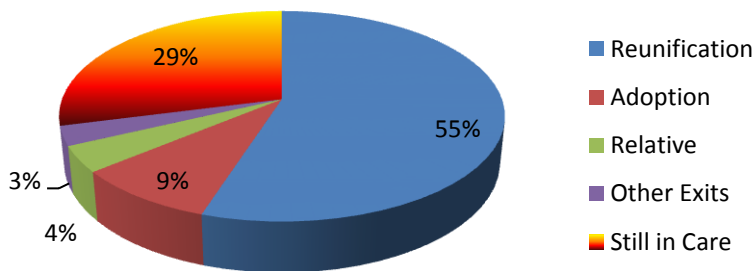
## Timeliness



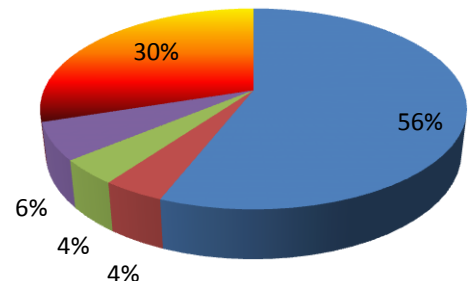
**95%** of first permanency hearings met statutory requirements.

## Outcomes for Children Who Entered Foster Care in 2010 and Exited within 2 Years

### 2<sup>nd</sup> Judicial District



### Statewide



## Placement Stability

|                                   | Median Number of Moves<br>(for cases closed in 2011) | For New Entries in 2011, % of Placement Moves |        |         |          |
|-----------------------------------|--|---|--------|---------|----------|
|                                   |  | 0 Moves                                       | 1 Move | 2 Moves | 3+ Moves |
| 2 <sup>nd</sup> Judicial District | 3.8  | 45%   | 29%    | 10%     | 17%      |
| Statewide                         | 3.5  | 44%   | 33%    | 13%     | 10%      |



**Court Performance Measures**

Washoe

From: 01-01-2011 To: 12-31-2011

| Court      | Nbr of Children | Median Days to 1st Permanency Hearing | Median Days from 1st to 2nd Permanency Hearing | Median Days from 2nd to 3rd Permanency Hearing | Median Days from 3rd to 4th Permanency Hearing | Median Days from 4th to 5th Permanency Hearing | Median Days for all Subsequent Hearings | Nbr of Parents with Termination | Median Days to Terminate Parental Rights | Nbr of Parents with Relinquishment | Median Days to Relinquishment of Parental Rights | Nbr of Parents with Termination or Relinquishment | Median Days to Termination or Relinquishment of Parental Rights |
|------------|-----------------|---------------------------------------|--|--|--|--|---|---------------------------------|--|------------------------------------|--|---|---|
| TOTAL      | 930             | 357                                   | 182  | 196  | 343  | 357  | 364                                     | 378                             | 626                                      | 342                                | 644  | 720   | 629   |
| 2ND/WASHOE | 929             | 357                                   | 182  | 192  | 343  | 357  | 364                                     | 378                             | 626                                      | 341                                | 642  | 719   | 629   |

**2ND/WASHOE**

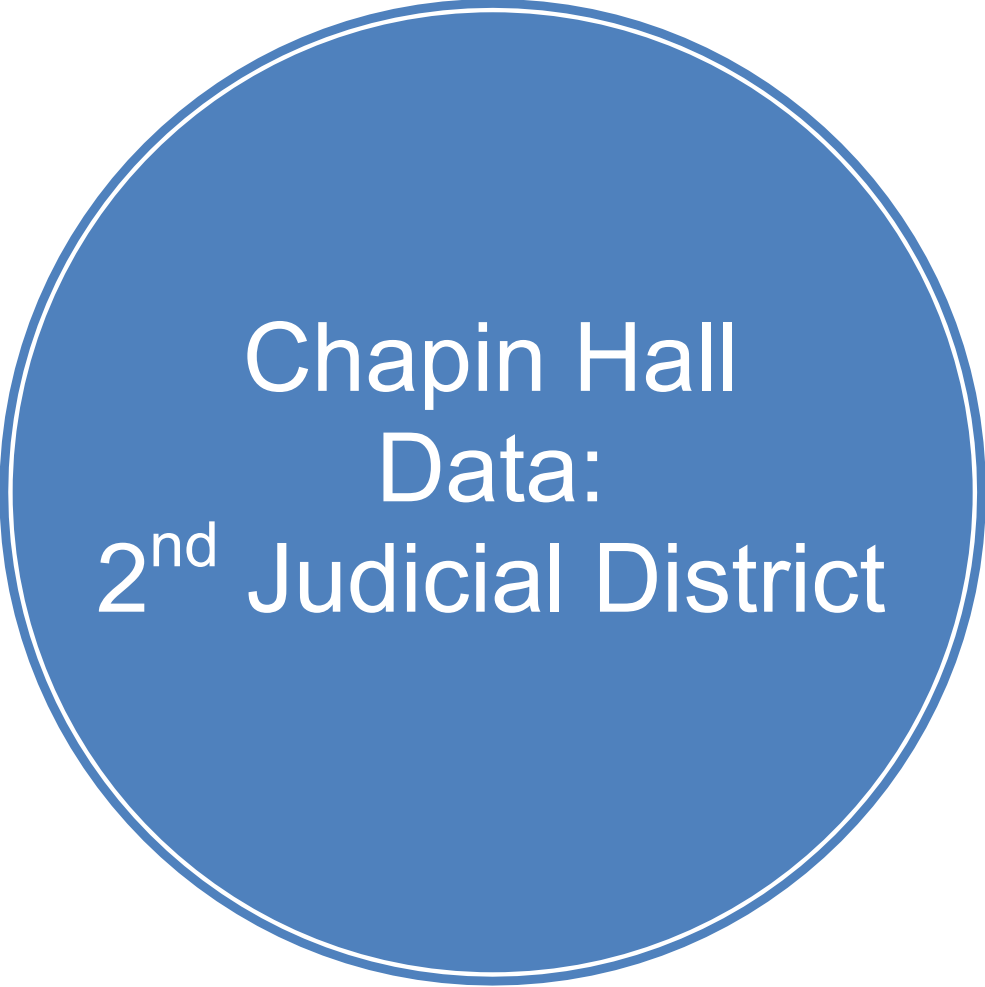
| End Reason      | Nbr of Children | Average Nbr of Placements | Total Days in Custody | Median Days till closure |
|-----------------|-----------------|---------------------------|-----------------------|--------------------------|
| ADOPTIONLEGAL   | 196             | 3.68                      | 206376                | 942                      |
| AGED OUT        | 7               | 6.86                      | 14472                 | 1612                     |
| GRDNSHPNONREL   | 2               | 6.00                      | 2655                  | 1327                     |
| GRDNSHPRELATIVE | 8               | 3.63                      | 5043                  | 595                      |
| RTNTOCARETAKER  | 96              | 2.39                      | 64895                 | 605                      |
| RTNTOOTHRPRNT   | 15              | 1.93                      | 11727                 | 833                      |
| RUNAWAY         | 4               | 2.00                      | 4380                  | 1095                     |

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# Appendix 4

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Chapin Hall  
Data:  
2<sup>nd</sup> Judicial District

# Multistate Foster Care Data Archive

**Table 11: Number and Percents of First Entrants by Entry Year and Exit Destination from First Spell**

(NV, Washoe)

| Number to Each Outcome                   |                   |                                   |         |          |           |                |         |       |                                       |
|--|-------------------|-----------------------------------|---------|----------|-----------|----------------|---------|-------|---------------------------------------|
| Entry Year                               | All First Entries | Total Discharged as of 12-31-2011 | Reunify | Adoption | Relatives | Reach Majority | Runaway | Other | Still in First Spell as of 12-31-2011 |
| 2004                                     | 491               | 488                               | 297     | 99       | 38        | 14             | 14      | 26    | 3                                     |
| 2005                                     | 524               | 521                               | 342     | 100      | 27        | 16             | 11      | 25    | 3                                     |
| 2006                                     | 432               | 413                               | 252     | 87       | 33        | 14             | 17      | 10    | 19                                    |
| 2007                                     | 486               | 471                               | 292     | 106      | 26        | 19             | 14      | 14    | 15                                    |
| 2008                                     | 350               | 336                               | 223     | 78       | 17        | 5              | 5       | 8     | 14                                    |
| 2009                                     | 313               | 274                               | 167     | 71       | 18        | 4              | 7       | 7     | 39                                    |
| 2010                                     | 337               | 238                               | 187     | 29       | 13        | 1              | 5       | 3     | 99                                    |
| 2011                                     | 294               | 125                               | 104     | 4        | 8         | 0              | 6       | 3     | 169                                   |
| Percent (of All Entries) to Each Outcome |                   |                                   |         |          |           |                |         |       |                                       |
| 2004                                     | 100%              | 99%                               | 60%     | 20%      | 8%        | 3%             | 3%      | 5%    | 1%                                    |
| 2005                                     | 100%              | 99%                               | 65%     | 19%      | 5%        | 3%             | 2%      | 5%    | 1%                                    |
| 2006                                     | 100%              | 96%                               | 58%     | 20%      | 8%        | 3%             | 4%      | 2%    | 4%                                    |
| 2007                                     | 100%              | 97%                               | 60%     | 22%      | 5%        | 4%             | 3%      | 3%    | 3%                                    |
| 2008                                     | 100%              | 96%                               | 64%     | 22%      | 5%        | 1%             | 1%      | 2%    | 4%                                    |
| 2009                                     | 100%              | 88%                               | 53%     | 23%      | 6%        | 1%             | 2%      | 2%    | 12%                                   |
| 2010                                     | 100%              | 71%                               | 55%     | 9%       | 4%        | 0%             | 1%      | 1%    | 29%                                   |
| 2011                                     | 100%              | 43%                               | 35%     | 1%       | 3%        | 0%             | 2%      | 1%    | 57%                                   |

(Note: Placement years should only be compared when the Percent Discharged is comparable.)  
 (Most recent database update:12-31-2011)

# Multistate Foster Care Data Archive

**Table 12: Cumulative Number and Percent Discharged to Permanent Exits, All Placement Ages**

(NV, Washoe)

| Entry Year | Number 1st Entries | Cumulative Number Discharged to Reunification, All Entry Ages |               |                |                |                |                | Cumulative Percent Discharged to Reunification, All Entry Ages |               |                |                |                |                |
|------------|--------------------|---|---------------|----------------|----------------|----------------|----------------|--|---------------|----------------|----------------|----------------|----------------|
|            |                    | Within 6 Months   | Within 1 Year | Within 2 Years | Within 3 Years | Within 4 Years | Within 5 Years | Within 6 Months  | Within 1 Year | Within 2 Years | Within 3 Years | Within 4 Years | Within 5 Years |
| 2004       | 491                | 196   | 247           | 286            | 292            | 294            | 294            | 40%  | 50%           | 58%            | 59%            | 60%            | 60%            |
| 2005       | 524                | 199   | 265           | 318            | 331            | 337            | 338            | 38%  | 51%           | 61%            | 63%            | 64%            | 65%            |
| 2006       | 432                | 120   | 177           | 237            | 246            | 251            | 252            | 28%  | 41%           | 55%            | 57%            | 58%            | 58%            |
| 2007       | 486                | 166   | 227           | 280            | 289            | 290            | 292            | 34%  | 47%           | 58%            | 59%            | 60%            | 60%            |
| 2008       | 350                | 121   | 174           | 217            | 223            | 223            | --             | 35%  | 50%           | 62%            | 64%            | 64%            | --             |
| 2009       | 313                | 109   | 142           | 165            | 167            | --             | --             | 35%  | 45%           | 53%            | 53%            | --             | --             |
| 2010       | 337                | 107   | 162           | 187            | --             | --             | --             | 32%  | 48%           | 55%            | --             | --             | --             |
| 2011       | 294                | 95  | 104           | --             | --             | --             | --             | 32%  | 35%           | --             | --             | --             | --             |
|            |                    | Cumulative Number Discharged to Relative, All Entry Ages      |               |                |                |                |                | Cumulative Percent Discharged to Relative, All Entry Ages      |               |                |                |                |                |
| 2004       | 491                | 19  | 22            | 31             | 38             | 38             | 38             | 4%   | 4%            | 6%             | 8%             | 8%             | 8%             |
| 2005       | 524                | 17  | 17            | 26             | 27             | 27             | 27             | 3%   | 3%            | 5%             | 5%             | 5%             | 5%             |
| 2006       | 432                | 11  | 13            | 27             | 32             | 32             | 33             | 3%   | 3%            | 6%             | 7%             | 7%             | 8%             |
| 2007       | 486                | 18  | 18            | 25             | 26             | 26             | 26             | 4%   | 4%            | 5%             | 5%             | 5%             | 5%             |
| 2008       | 350                | 7   | 8             | 13             | 17             | 17             | --             | 2%   | 2%            | 4%             | 5%             | 5%             | --             |
| 2009       | 313                | 10  | 10            | 18             | 18             | --             | --             | 3%   | 3%            | 6%             | 6%             | --             | --             |
| 2010       | 337                | 12  | 12            | 13             | --             | --             | --             | 4%   | 4%            | 4%             | --             | --             | --             |
| 2011       | 294                | 8   | 8             | --             | --             | --             | --             | 3%   | 3%            | --             | --             | --             | --             |
|            |                    | Cumulative Number Discharged to Adoption, All Entry Ages      |               |                |                |                |                | Cumulative Percent Discharged to Adoption, All Entry Ages      |               |                |                |                |                |
| 2004       | 491                | 1   | 9             | 30             | 61             | 79             | 95             | 0%   | 2%            | 6%             | 12%            | 16%            | 19%            |
| 2005       | 524                | 1   | 10            | 41             | 69             | 85             | 94             | 0%   | 2%            | 8%             | 13%            | 16%            | 18%            |
| 2006       | 432                | 0   | 8             | 27             | 61             | 77             | 83             | 0%   | 2%            | 6%             | 14%            | 18%            | 19%            |
| 2007       | 486                | 0   | 4             | 20             | 62             | 95             | 106            | 0%   | 1%            | 4%             | 13%            | 20%            | 22%            |
| 2008       | 350                | 0   | 2             | 22             | 54             | 78             | --             | 0%   | 1%            | 6%             | 15%            | 22%            | --             |
| 2009       | 313                | 0   | 6             | 32             | 71             | --             | --             | 0%   | 2%            | 10%            | 23%            | --             | --             |
| 2010       | 337                | 0   | 4             | 29             | --             | --             | --             | 0%   | 1%            | 9%             | --             | --             | --             |
| 2011       | 294                | 0   | 4             | --             | --             | --             | --             | 0%   | 1%            | --             | --             | --             | --             |
|            |                    | Cumulative Number Discharged to Other Exits, All Entry Ages   |               |                |                |                |                | Cumulative Percent Discharged to Other Exits, All Entry Ages   |               |                |                |                |                |
| 2004       | 491                | 13  | 25            | 33             | 42             | 48             | 50             | 3%   | 5%            | 7%             | 9%             | 10%            | 10%            |
| 2005       | 524                | 20  | 30            | 41             | 46             | 50             | 51             | 4%   | 6%            | 8%             | 9%             | 10%            | 10%            |
| 2006       | 432                | 12  | 15            | 23             | 30             | 37             | 41             | 3%   | 3%            | 5%             | 7%             | 9%             | 9%             |
| 2007       | 486                | 21  | 23            | 32             | 41             | 46             | 47             | 4%   | 5%            | 7%             | 8%             | 9%             | 10%            |
| 2008       | 350                | 10  | 14            | 17             | 17             | 18             | --             | 3%   | 4%            | 5%             | 5%             | 5%             | --             |
| 2009       | 313                | 8   | 13            | 17             | 18             | --             | --             | 3%   | 4%            | 5%             | 6%             | --             | --             |
| 2010       | 337                | 7   | 8             | 9              | --             | --             | --             | 2%   | 2%            | 3%             | --             | --             | --             |
| 2011       | 294                | 8   | 9             | --             | --             | --             | --             | 3%   | 3%            | --             | --             | --             | --             |

(Note: The Detailed Exit Profile contains information on all age groups and exit types. Shaded cells indicate where some but not all possi

*that interval.)*

(Most recent database update:12-31-2011)

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# Multistate Foster Care Data Archive

**Table 20: First Entrants, Number and Percent by Exit Type, All Entry Ages**

(NV, Washoe)

|            |                       | Cumulative Number Discharged to Reunification, All Entry Ages |               |                |                |                |                | Cumulative Percent Discharged to Reunification, All Entry Ages |               |                |                |                |                |
|------------|-----------------------|---|---------------|----------------|----------------|----------------|----------------|--|---------------|----------------|----------------|----------------|----------------|
| Entry Year | Number 1st Placements | Within 6 Months   | Within 1 Year | Within 2 Years | Within 3 Years | Within 4 Years | Within 5 Years | Within 6 Months  | Within 1 Year | Within 2 Years | Within 3 Years | Within 4 Years | Within 5 Years |
| 2004       | 491                   | 196   | 247           | 286            | 292            | 294            | 294            | 40%  | 50%           | 58%            | 59%            | 60%            | 60%            |
| 2005       | 524                   | 199   | 265           | 318            | 331            | 337            | 338            | 38%  | 51%           | 61%            | 63%            | 64%            | 65%            |
| 2006       | 432                   | 120   | 177           | 237            | 246            | 251            | 252            | 28%  | 41%           | 55%            | 57%            | 58%            | 58%            |
| 2007       | 486                   | 166   | 227           | 280            | 289            | 290            | 292            | 34%  | 47%           | 58%            | 59%            | 60%            | 60%            |
| 2008       | 350                   | 121   | 174           | 217            | 223            | 223            | --             | 35%  | 50%           | 62%            | 64%            | 64%            | --             |
| 2009       | 313                   | 109   | 142           | 165            | 167            | --             | --             | 35%  | 45%           | 53%            | 53%            | --             | --             |
| 2010       | 337                   | 107   | 162           | 187            | --             | --             | --             | 32%  | 48%           | 55%            | --             | --             | --             |
| 2011       | 294                   | 95  | 104           | --             | --             | --             | --             | 32%  | 35%           | --             | --             | --             | --             |
|            |                       | Cumulative Number Discharged to Relative, All Entry Ages      |               |                |                |                |                | Cumulative Percent Discharged to Relative, All Entry Ages      |               |                |                |                |                |
| 2004       | 491                   | 19  | 22            | 31             | 38             | 38             | 38             | 4%   | 4%            | 6%             | 8%             | 8%             | 8%             |
| 2005       | 524                   | 17  | 17            | 26             | 27             | 27             | 27             | 3%   | 3%            | 5%             | 5%             | 5%             | 5%             |
| 2006       | 432                   | 11  | 13            | 27             | 32             | 32             | 33             | 3%   | 3%            | 6%             | 7%             | 7%             | 8%             |
| 2007       | 486                   | 18  | 18            | 25             | 26             | 26             | 26             | 4%   | 4%            | 5%             | 5%             | 5%             | 5%             |
| 2008       | 350                   | 7   | 8             | 13             | 17             | 17             | --             | 2%   | 2%            | 4%             | 5%             | 5%             | --             |
| 2009       | 313                   | 10  | 10            | 18             | 18             | --             | --             | 3%   | 3%            | 6%             | 6%             | --             | --             |
| 2010       | 337                   | 12  | 12            | 13             | --             | --             | --             | 4%   | 4%            | 4%             | --             | --             | --             |
| 2011       | 294                   | 8   | 8             | --             | --             | --             | --             | 3%   | 3%            | --             | --             | --             | --             |
|            |                       | Cumulative Number Discharged to Adoption, All Entry Ages      |               |                |                |                |                | Cumulative Percent Discharged to Adoption, All Entry Ages      |               |                |                |                |                |
| 2004       | 491                   | 1   | 9             | 30             | 61             | 79             | 95             | 0%   | 2%            | 6%             | 12%            | 16%            | 19%            |
| 2005       | 524                   | 1   | 10            | 41             | 69             | 85             | 94             | 0%   | 2%            | 8%             | 13%            | 16%            | 18%            |
| 2006       | 432                   | 0   | 8             | 27             | 61             | 77             | 83             | 0%   | 2%            | 6%             | 14%            | 18%            | 19%            |
| 2007       | 486                   | 0   | 4             | 20             | 62             | 95             | 106            | 0%   | 1%            | 4%             | 13%            | 20%            | 22%            |
| 2008       | 350                   | 0   | 2             | 22             | 54             | 78             | --             | 0%   | 1%            | 6%             | 15%            | 22%            | --             |
| 2009       | 313                   | 0   | 6             | 32             | 71             | --             | --             | 0%   | 2%            | 10%            | 23%            | --             | --             |
| 2010       | 337                   | 0   | 4             | 29             | --             | --             | --             | 0%   | 1%            | 9%             | --             | --             | --             |
| 2011       | 294                   | 0   | 4             | --             | --             | --             | --             | 0%   | 1%            | --             | --             | --             | --             |
|            |                       | Cumulative Number who Ran Away, All Entry Ages                |               |                |                |                |                | Cumulative Percent who Ran Away, All Entry Ages                |               |                |                |                |                |
| 2004       | 491                   | 6   | 8             | 9              | 12             | 14             | 14             | 1%   | 2%            | 2%             | 2%             | 3%             | 3%             |
| 2005       | 524                   | 7   | 8             | 10             | 10             | 11             | 11             | 1%   | 2%            | 2%             | 2%             | 2%             | 2%             |
| 2006       | 432                   | 7   | 9             | 12             | 15             | 16             | 17             | 2%   | 2%            | 3%             | 3%             | 4%             | 4%             |
| 2007       | 486                   | 10  | 11            | 12             | 13             | 14             | 14             | 2%   | 2%            | 2%             | 3%             | 3%             | 3%             |
| 2008       | 350                   | 5   | 5             | 5              | 5              | 5              | --             | 1%   | 1%            | 1%             | 1%             | 1%             | --             |
| 2009       | 313                   | 4   | 5             | 7              | 7              | --             | --             | 1%   | 2%            | 2%             | 2%             | --             | --             |
| 2010       | 337                   | 5   | 5             | 5              | --             | --             | --             | 1%   | 1%            | 1%             | --             | --             | --             |
| 2011       | 294                   | 6   | 6             | --             | --             | --             | --             | 2%   | 2%            | --             | --             | --             | --             |
|            |                       | Cumulative Number who Aged Out, All Entry Ages                |               |                |                |                |                | Cumulative Percent who Aged Out, All Entry Ages                |               |                |                |                |                |
| 2004       | 491                   | 0   | 1             | 3              | 5              | 8              | 10             | 0%   | 0%            | 1%             | 1%             | 2%             | 2%             |
| 2005       | 524                   | 1   | 6             | 9              | 11             | 14             | 15             | 0%   | 1%            | 2%             | 2%             | 3%             | 3%             |

|      |     |  |     |     |    |    |    |   |     |     |     |    |    |
|------|-----|--|-----|-----|----|----|----|---|-----|-----|-----|----|----|
| 2006 | 432 | 0  | 1   | 4   | 6  | 11 | 14 | 0%  | 0%  | 1%  | 1%  | 3% | 3% |
| 2007 | 486 | 2  | 3   | 8   | 15 | 18 | 19 | 0%  | 1%  | 2%  | 3%  | 4% | 4% |
| 2008 | 350 | 2  | 2   | 4   | 4  | 5  | -- | 1%  | 1%  | 1%  | 1%  | 1% | -- |
| 2009 | 313 | 1  | 2   | 3   | 4  | -- | -- | 0%  | 1%  | 1%  | 1%  | -- | -- |
| 2010 | 337 | 0  | 0   | 1   | -- | -- | -- | 0%  | 0%  | 0%  | --  | -- | -- |
| 2011 | 294 | 0  | 0   | --  | -- | -- | -- | 0%  | 0%  | --  | --  | -- | -- |
|      |     | <b>Cumulative Number who Exited to Other, All Entry Ages</b> |     |     |    |    |    | <b>Cumulative Percent who Exited to Other, All Entry Ages</b> |     |     |     |    |    |
| 2004 | 491 | 7  | 16  | 21  | 25 | 26 | 26 | 1%  | 3%  | 4%  | 5%  | 5% | 5% |
| 2005 | 524 | 12   | 16  | 22  | 25 | 25 | 25 | 2%  | 3%  | 4%  | 5%  | 5% | 5% |
| 2006 | 432 | 5  | 5   | 7   | 9  | 10 | 10 | 1%  | 1%  | 2%  | 2%  | 2% | 2% |
| 2007 | 486 | 9  | 9   | 12  | 13 | 14 | 14 | 2%  | 2%  | 2%  | 3%  | 3% | 3% |
| 2008 | 350 | 3  | 7   | 8   | 8  | 8  | -- | 1%  | 2%  | 2%  | 2%  | 2% | -- |
| 2009 | 313 | 3  | 6   | 7   | 7  | -- | -- | 1%  | 2%  | 2%  | 2%  | -- | -- |
| 2010 | 337 | 2  | 3   | 3   | -- | -- | -- | 1%  | 1%  | 1%  | --  | -- | -- |
| 2011 | 294 | 2  | 3   | --  | -- | -- | -- | 1%  | 1%  | --  | --  | -- | -- |
|      |     | <b>Number Still In Care, All Entry Ages</b>                  |     |     |    |    |    | <b>Percent Still In Care, All Entry Ages</b>                  |     |     |     |    |    |
| 2004 | 491 | 262  | 188 | 111 | 58 | 32 | 14 | 53%   | 38% | 23% | 12% | 7% | 3% |
| 2005 | 524 | 287  | 202 | 98  | 51 | 25 | 14 | 55%   | 39% | 19% | 10% | 5% | 3% |
| 2006 | 432 | 289  | 219 | 118 | 63 | 35 | 23 | 67%   | 51% | 27% | 15% | 8% | 5% |
| 2007 | 486 | 281  | 214 | 129 | 68 | 29 | 15 | 58%   | 44% | 27% | 14% | 6% | 3% |
| 2008 | 350 | 212  | 152 | 81  | 39 | 14 | -- | 61%   | 43% | 23% | 11% | 4% | -- |
| 2009 | 313 | 186  | 142 | 81  | 39 | -- | -- | 59%   | 45% | 26% | 12% | -- | -- |
| 2010 | 337 | 211  | 151 | 99  | -- | -- | -- | 63%   | 45% | 29% | --  | -- | -- |
| 2011 | 294 | 183  | 169 | --  | -- | -- | -- | 62%   | 57% | --  | --  | -- | -- |

(Note: Shaded cells indicate where some but not all possible discharges have been observed for that interval.)  
(Most recent database update:12-31-2011)

# Multistate Foster Care Data Archive

**Table 8: Number and Percent of Movements Observed**

(NV, Washoe)

| Entry Year | All First Entries | Number By Number Of Moves |           |           |                     | All First Entries | Percent By Number Of Moves |           |           |                     |
|------------|-------------------|---------------------------|-----------|-----------|---------------------|-------------------|----------------------------|-----------|-----------|---------------------|
|            |                   | No Moves                  | One Moves | Two Moves | Three or More Moves |                   | No Moves                   | One Moves | Two Moves | Three or More Moves |
| 2004       | 491               | 163                       | 135       | 75        | 118                 | 100%              | 33%                        | 27%       | 15%       | 24%                 |
| 2005       | 524               | 172                       | 148       | 70        | 134                 | 100%              | 33%                        | 28%       | 13%       | 26%                 |
| 2006       | 432               | 120                       | 136       | 79        | 97                  | 100%              | 28%                        | 31%       | 18%       | 22%                 |
| 2007       | 486               | 167                       | 141       | 76        | 102                 | 100%              | 34%                        | 29%       | 16%       | 21%                 |
| 2008       | 350               | 113                       | 116       | 60        | 61                  | 100%              | 32%                        | 33%       | 17%       | 17%                 |
| 2009       | 313               | 87                        | 94        | 70        | 62                  | 100%              | 28%                        | 30%       | 22%       | 20%                 |
| 2010       | 337               | 122                       | 113       | 44        | 58                  | 100%              | 36%                        | 34%       | 13%       | 17%                 |
| 2011       | 294               | 133                       | 84        | 28        | 49                  | 100%              | 45%                        | 29%       | 10%       | 17%                 |

*(Note: For more recent entry groups, less time will have elapsed to observe movement.)*  
 (Most recent database update:12-31-2011)



# Multistate Foster Care Data Archive

**Table 13: Likelihood of Reentry from Reunification, Relative, Runaway, or Other Exit by Entry Cohort**

(NV, Washoe)

| All Exits (Except Adoption and Reach Majority) |                              |             |                               |                         |                             |                                       |                                     |   |   |
|--|------------------------------|-------------|-------------------------------|-------------------------|-----------------------------|---------------------------------------|-------------------------------------|---|---|
| Entry Year                                     | Total Entries To First Spell | Total Exits | Exits as a Percent of Entries | Total Reentries To Date | Total Reentries w/in 1 Year | Total Reentries as Percent of Entries | Total Reentries as Percent of Exits | Reentries w/in 1 Year as Percent of Entries | Reentries w/in 1 Year as Percent of Exits |
| 2004   | 491                          | 375         | 76%                           | 89                      | 59                          | 18%                                   | 24%                                 | 12%   | 16%                                       |
| 2005   | 524                          | 405         | 77%                           | 115                     | 66                          | 22%                                   | 28%                                 | 13%   | 16%                                       |
| 2006   | 432                          | 312         | 72%                           | 89                      | 59                          | 21%                                   | 29%                                 | 14%   | 19%                                       |
| 2007   | 486                          | 346         | 71%                           | 86                      | 60                          | 18%                                   | 25%                                 | 12%   | 17%                                       |
| 2008   | 350                          | 253         | 72%                           | 41                      | 27                          | 12%                                   | 16%                                 | 8%  | 11%                                       |
| 2009   | 313                          | 199         | 64%                           | 48                      | 39                          | 15%                                   | 24%                                 | 12%   | 20%                                       |
| 2010   | 337                          | 208         | 62%                           | 41                      | 37                          | 12%                                   | 20%                                 | 11%   | 18%                                       |
| 2011   | 294                          | 121         | 41%                           | 21                      | 21                          | 7%                                    | 17%                                 | 7%  | 17%                                       |
| Exit to Reunification                          |                              |             |                               |                         |                             |                                       |                                     |   |   |
| 2004   |                              | 297         |                               | 68                      | 45                          |                                       | 23%                                 |   | 15%                                       |
| 2005   |                              | 342         |                               | 100                     | 59                          |                                       | 29%                                 |   | 17%                                       |
| 2006   |                              | 252         |                               | 73                      | 47                          |                                       | 29%                                 |   | 19%                                       |
| 2007   |                              | 292         |                               | 70                      | 44                          |                                       | 24%                                 |   | 15%                                       |
| 2008   |                              | 223         |                               | 39                      | 25                          |                                       | 17%                                 |   | 11%                                       |
| 2009   |                              | 167         |                               | 41                      | 32                          |                                       | 25%                                 |   | 19%                                       |
| 2010   |                              | 187         |                               | 38                      | 34                          |                                       | 20%                                 |   | 18%                                       |
| 2011   |                              | 104         |                               | 16                      | 16                          |                                       | 15%                                 |   | 15%                                       |
| Exit to Relative                               |                              |             |                               |                         |                             |                                       |                                     |   |   |
| 2004   |                              | 38          |                               | 4                       | 2                           |                                       | 11%                                 |   | 5%  |
| 2005   |                              | 27          |                               | 3                       | 0                           |                                       | 11%                                 |   | 0%  |
| 2006   |                              | 33          |                               | 2                       | 0                           |                                       | 6%                                  |   | 0%  |
| 2007   |                              | 26          |                               | 4                       | 4                           |                                       | 15%                                 |   | 15%                                       |
| 2008   |                              | 17          |                               | 0                       | 0                           |                                       | 0%                                  |   | 0%  |
| 2009   |                              | 18          |                               | 0                       | 0                           |                                       | 0%                                  |   | 0%  |
| 2010   |                              | 13          |                               | 0                       | 0                           |                                       | 0%                                  |   | 0%  |
| 2011   |                              | 8           |                               | 2                       | 2                           |                                       | 25%                                 |   | 25%                                       |
| Exit to Runaway                                |                              |             |                               |                         |                             |                                       |                                     |   |   |
| 2004   |                              | 14          |                               | 10                      | 10                          |                                       | 71%                                 |   | 71%                                       |
| 2005   |                              | 11          |                               | 9                       | 6                           |                                       | 82%                                 |   | 55%                                       |
| 2006   |                              | 17          |                               | 13                      | 12                          |                                       | 76%                                 |   | 71%                                       |
| 2007   |                              | 14          |                               | 11                      | 11                          |                                       | 79%                                 |   | 79%                                       |

|      |   |   |   |     |     |
|------|---|---|---|-----|-----|
| 2008 | 5 | 2 | 2 | 40% | 40% |
| 2009 | 7 | 5 | 5 | 71% | 71% |
| 2010 | 5 | 2 | 2 | 40% | 40% |
| 2011 | 6 | 3 | 3 | 50% | 50% |

**Exit to Other**

|      |    |   |   |     |     |
|------|----|---|---|-----|-----|
| 2004 | 26 | 7 | 2 | 27% | 8%  |
| 2005 | 25 | 3 | 1 | 12% | 4%  |
| 2006 | 10 | 1 | 0 | 10% | 0%  |
| 2007 | 14 | 1 | 1 | 7%  | 7%  |
| 2008 | 8  | 0 | 0 | 0%  | 0%  |
| 2009 | 7  | 2 | 2 | 29% | 29% |
| 2010 | 3  | 1 | 1 | 33% | 33% |
| 2011 | 3  | 0 | 0 | 0%  | 0%  |

(Most recent database update:12-31-2011)

# Multistate Foster Care Data Archive

**Table 14: Likelihood of Reentry from Reunification, Relative, Runaway, or Other Exit by Exit Cohort**

(NV, Washoe)

| All Exits (Except Adoption) |             |                         |                             |                                     |   |
|-----------------------------|-------------|-------------------------|-----------------------------|-------------------------------------|---|
| Exit Year                   | Total Exits | Total Reentries To Date | Total Reentries w/in 1 Year | Total Reentries as Percent of Exits | Reentries w/in 1 Year as Percent of Exits |
| 2005                        | 413         | 103                     | 60                          | 25%                                 | 15%                                       |
| 2006                        | 303         | 99                      | 64                          | 33%                                 | 21%                                       |
| 2007                        | 363         | 95                      | 62                          | 26%                                 | 17%                                       |
| 2008                        | 308         | 70                      | 49                          | 23%                                 | 16%                                       |
| 2009                        | 248         | 54                      | 38                          | 22%                                 | 15%                                       |
| 2010                        | 242         | 57                      | 51                          | 24%                                 | 21%                                       |
| 2011                        | 225         | 37                      | 37                          | 16%                                 | 16%                                       |
| Exit to Reunification       |             |                         |                             |                                     |   |
| 2005                        | 322         | 79                      | 45                          | 25%                                 | 14%                                       |
| 2006                        | 236         | 79                      | 52                          | 33%                                 | 22%                                       |
| 2007                        | 292         | 71                      | 42                          | 24%                                 | 14%                                       |
| 2008                        | 261         | 61                      | 40                          | 23%                                 | 15%                                       |
| 2009                        | 208         | 47                      | 31                          | 23%                                 | 15%                                       |
| 2010                        | 205         | 50                      | 44                          | 24%                                 | 21%                                       |
| 2011                        | 195         | 30                      | 30                          | 15%                                 | 15%                                       |
| Exit to Relative            |             |                         |                             |                                     |   |
| 2005                        | 41          | 3                       | 0                           | 7%                                  | 0%  |
| 2006                        | 28          | 3                       | 0                           | 11%                                 | 0%  |
| 2007                        | 34          | 6                       | 4                           | 18%                                 | 12%                                       |
| 2008                        | 23          | 0                       | 0                           | 0%                                  | 0%  |
| 2009                        | 20          | 0                       | 0                           | 0%                                  | 0%  |
| 2010                        | 24          | 0                       | 0                           | 0%                                  | 0%  |
| 2011                        | 14          | 2                       | 2                           | 14%                                 | 14%                                       |
| Exit to Runaway             |             |                         |                             |                                     |   |
| 2005                        | 20          | 15                      | 13                          | 75%                                 | 65%                                       |
| 2006                        | 15          | 13                      | 11                          | 87%                                 | 73%                                       |
| 2007                        | 21          | 17                      | 16                          | 81%                                 | 76%                                       |
| 2008                        | 15          | 9                       | 9                           | 60%                                 | 60%                                       |
| 2009                        | 6           | 4                       | 4                           | 67%                                 | 67%                                       |
| 2010                        | 9           | 6                       | 6                           | 67%                                 | 67%                                       |
| 2011                        | 9           | 5                       | 5                           | 56%                                 | 56%                                       |
| Exit to Other               |             |                         |                             |                                     |   |
|                             |             |                         |                             |                                     |   |

|      |    |   |   |     |     |
|------|----|---|---|-----|-----|
| 2005 | 30 | 6 | 2 | 20% | 7%  |
| 2006 | 24 | 4 | 1 | 17% | 4%  |
| 2007 | 16 | 1 | 0 | 6%  | 0%  |
| 2008 | 9  | 0 | 0 | 0%  | 0%  |
| 2009 | 14 | 3 | 3 | 21% | 21% |
| 2010 | 4  | 1 | 1 | 25% | 25% |
| 2011 | 7  | 0 | 0 | 0%  | 0%  |

(Most recent database update:12-31-2011)

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# Appendix 5

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2012  
Family Law  
Conference Agenda

# Nevada Family Jurisdiction Judges 2012 Annual Conference

February 29 - March 1, 2012  
Bristlecone Convention Center  
Ely, Nevada

## ◆ ◆ AGENDA ◆ ◆

### WEDNESDAY, FEBRUARY 29, 2012

- 11:00 am - 1:00 pm      Registration
- 1:00 - 1:15 pm          **OPENING OF 2012 CONFERENCE**
- 1:15 - 5:00 pm ~ Education **Session** (3.0 CLE)
- 1:15 - 2:15 pm          **PRO PER TRIALS: A ROUNDTABLE DISCUSSION** (1.00 CLE Hour)  
This hour will be devoted to a chance for Family Jurisdiction Judges to discuss the challenges surrounding, and successful techniques used in Pro Per trials.
- 2:15 - 2:30 pm          Break
- 2:30 - 3:30 pm          **NRCP 16.2 AND FINANCIAL DISCLOSURE FORMS: A PANEL DISCUSSION** (1.00 CLE Hour)  
Justice Mark Gibbons, Nevada Supreme Court, Moderator  
Amber Candelaria, Esq.  
Judge Michael Gibbons, Ninth Judicial District  
Judge Bridget Robb Peck, Second Judicial District  
Judge Sandra Pomrenze, Eighth Judicial District  
The panel will lead a discussion of suggested changes to NRCP 16.2 and the financial disclosure form.
- 3:30 - 3:45 pm          Break
- 3:45 - 4:45 pm          **GUARDIANSHIP: A DISCUSSION** (1.00 CLE Hour) (Ethics)  
*Judge David Gamble, Ninth Judicial District*  
*Judge Michael Gibbons, Ninth Judicial District*  
*John Giomi, Esq., Director of SAFE for Douglas County*  
Judges Gamble and Gibbons, and Mr. Giomi will lead a discussion of guardianship laws, both for adults and minors, concentrating on the major legislative changes from 2009, and SB128 from 2011.

# Nevada Family Jurisdiction Judges 2012 Annual Conference

February 29 - March 1, 2012  
Bristlecone Convention Center  
Ely, Nevada

## ◆ ◆ AGENDA ◆ ◆

### THURSDAY, MARCH 1, 2012

8:30 - 12:00 pm ~ Education **Session** (3.0 CLE)

- 7:00 - 8:00 am Buffet Breakfast (Compliments of the State Bar)
- 8:30 - 9:30 am **CROSS-JURISDICTIONAL ISSUES WITH CUSTODY AND DEPENDENCY** (1.00 CLE Hour)  
Shannon Foster, LSW, ICPC Deputy Compact Administrator  
Trina Dahlin, Esq., Deputy Attorney General, HHS Division of Nevada Attorney General's Office  
Professor Robert G. Spector, Chair and Centennial Professor of Law Emeritus, University of Oklahoma Law Center  
Tom Standish, Esq.  
The panel will lead a discussion and answer questions with particular emphasis on the Interstate Compact on the Placement of Children (ICPC) and the Uniform Child Custody Jurisdiction and Enforcement Act (UCCJEA).
- 9:30 - 9:45 am Break
- 9:45 - 10:45 am **STRATEGIES AND TECHNIQUES FOR EFFECTIVE CHILD INTERVIEWS BY THE BENCH** (1.00 CLE Hours)  
Margaret Pickard, Esq.  
This session will provide Judges an overview of proven strategies and techniques for conducting effective child interviews. Suggested questions for judicial interviews will be offered and red flag responses will be identified. In addition, the practices of other jurisdictions, the rights of the child to be heard, the impact of child interviews on children, and the credibility of the child's voice will be presented. The underlying issue of how to hear the child's authentic voice, rather than that of the parents, will be paramount in the presentation.
- 10:45 - 11:00 am Break
- 11:00 am - 12:00 pm **ESTABLISHING A FAMILY JURISDICTION JUDGES' EDUCATION COMMITTEE** (1.00 CLE Hour)  
This hour will provide a chance for Family Jurisdiction Judges to establish an Education Committee to assist in the development of curricula for their annual conferences.
- 12:00 pm **CLOSE OF 2012 CONFERENCE**  
Lunch (Compliments of the State Bar)

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# Appendix 6

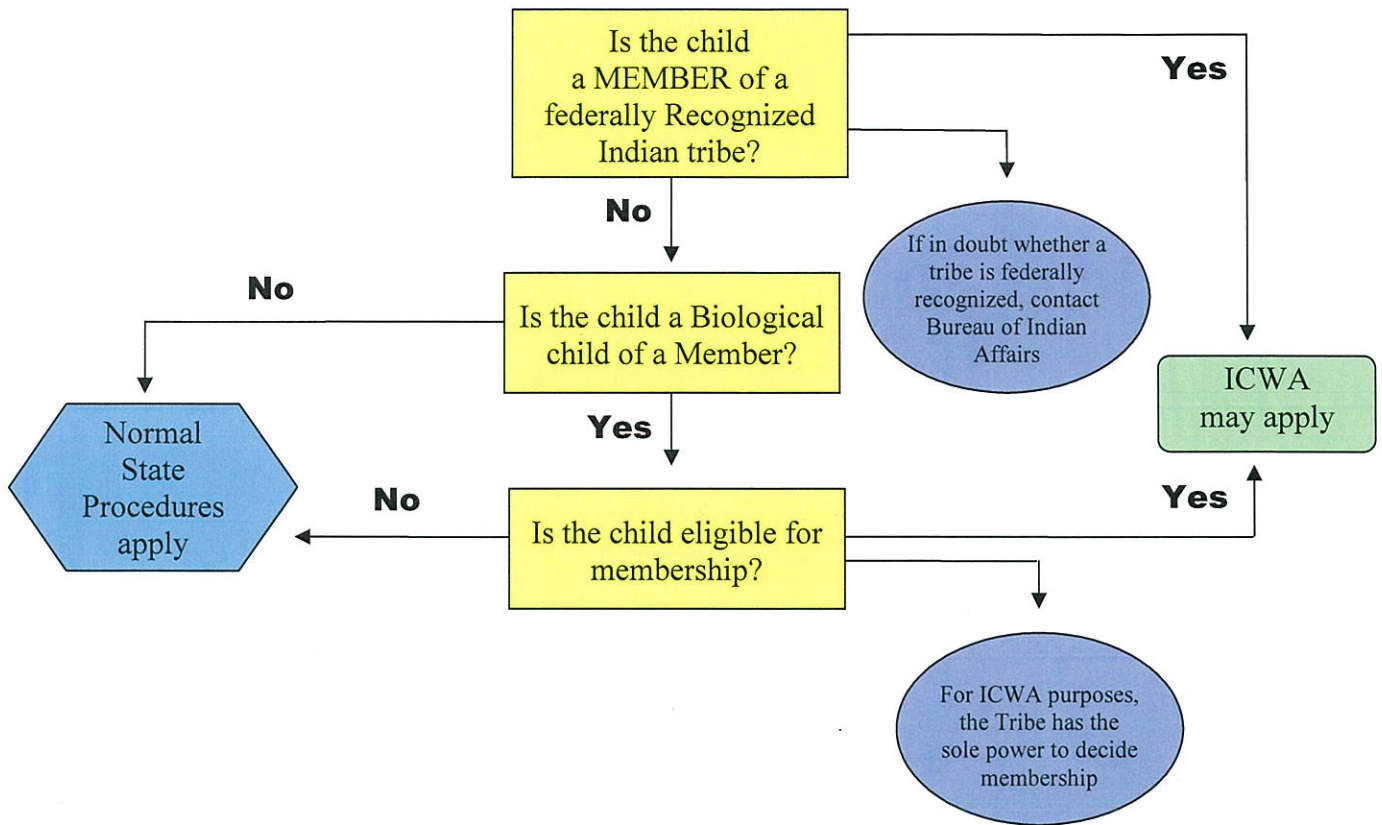
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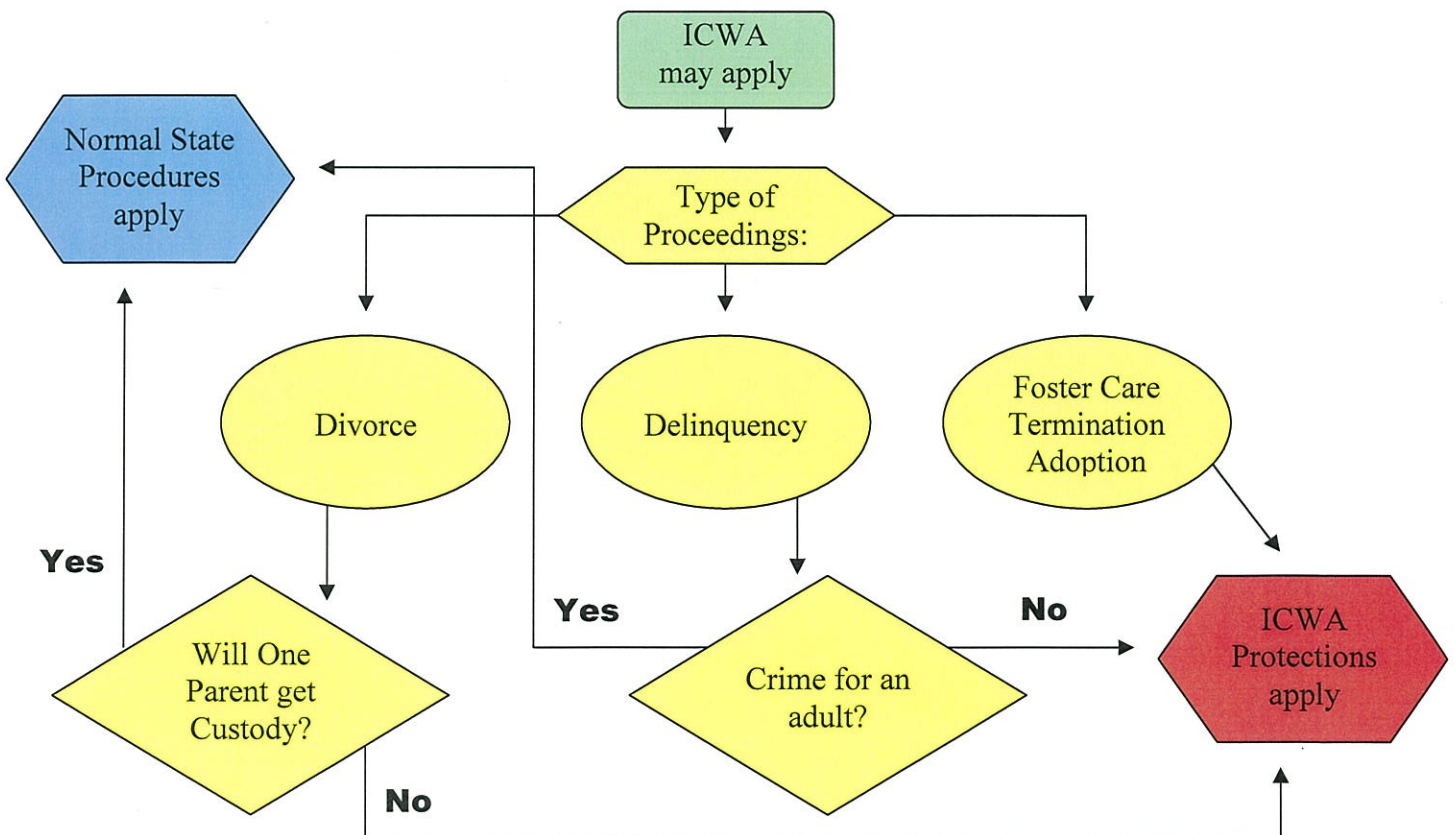
## ICWA Flipchart

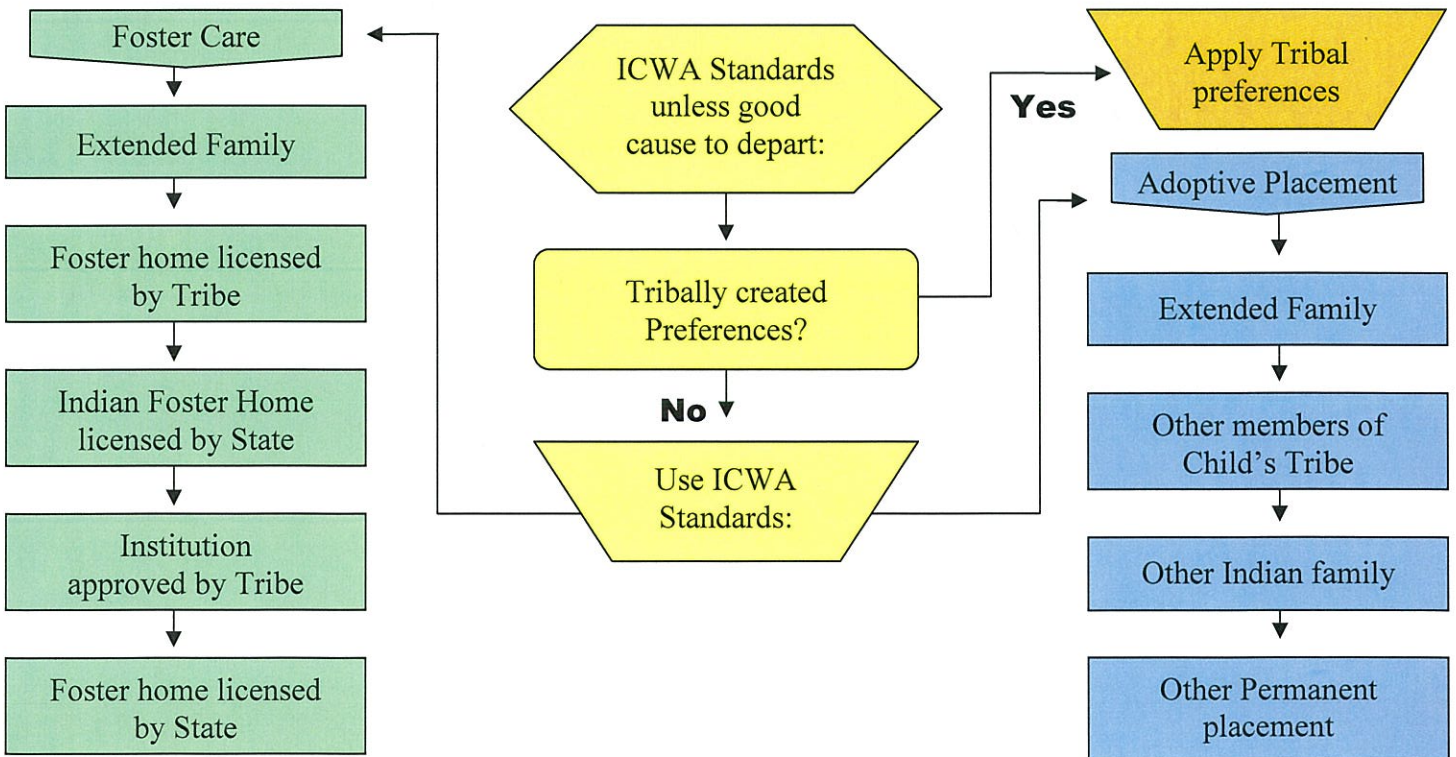
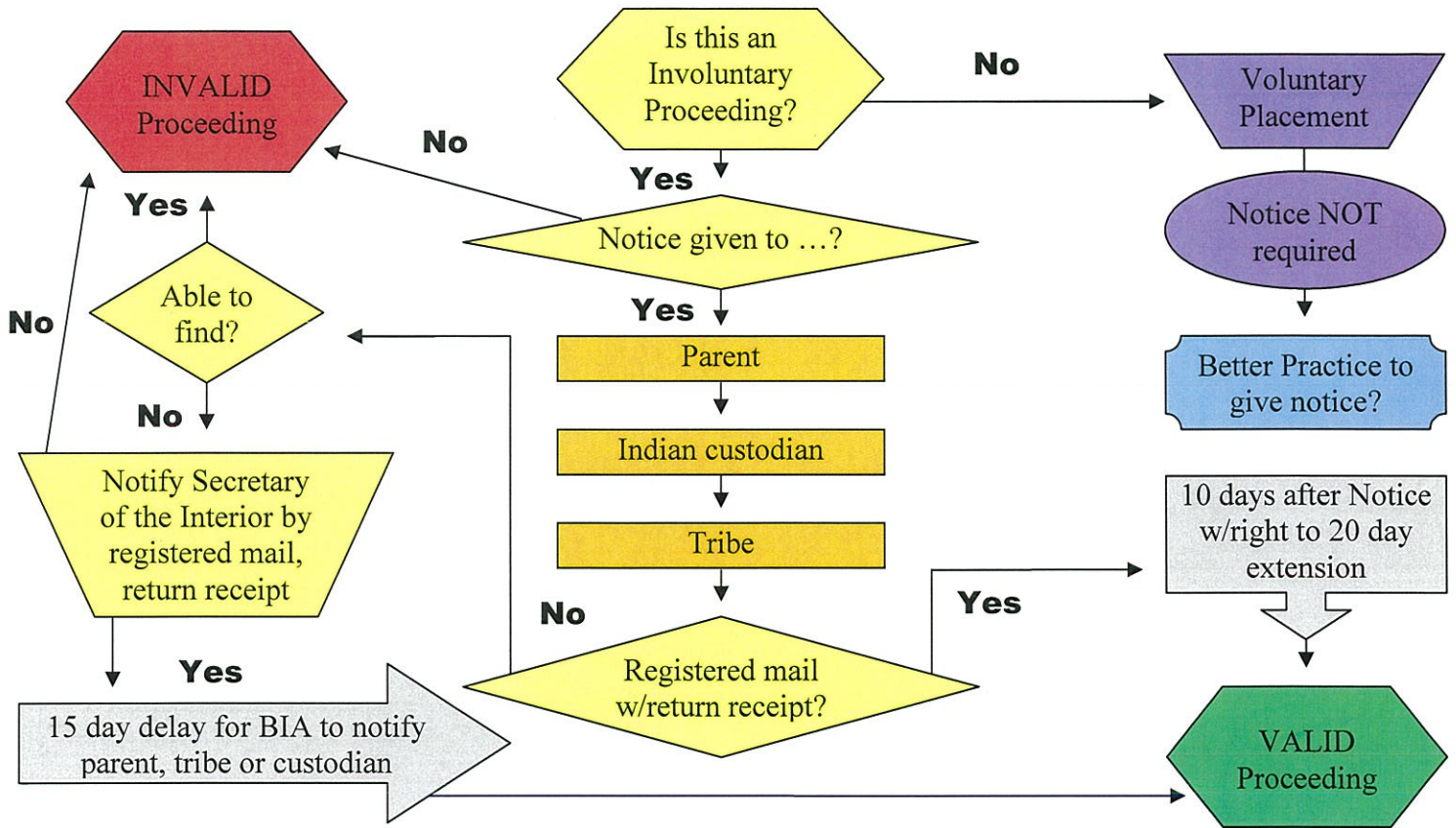


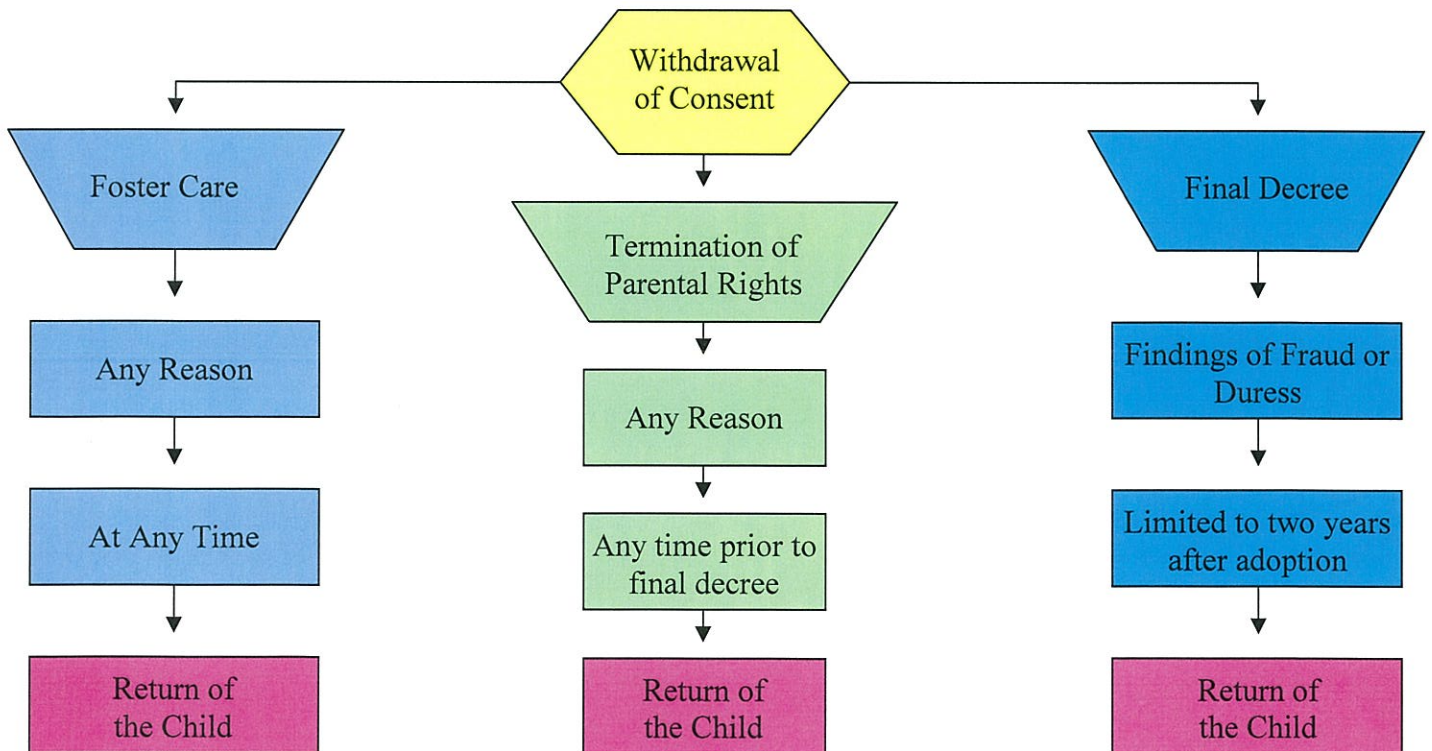
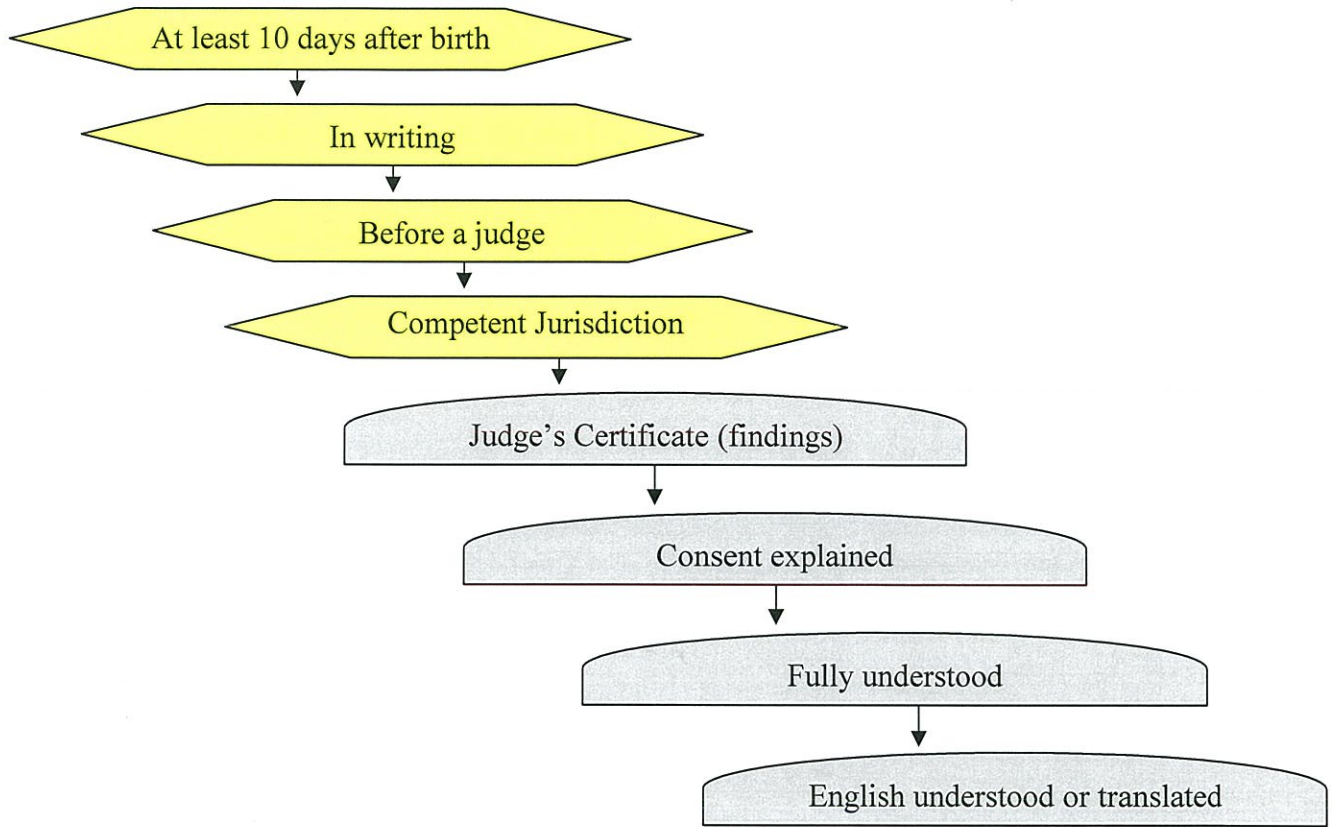
# Will the ICWA apply to this case?

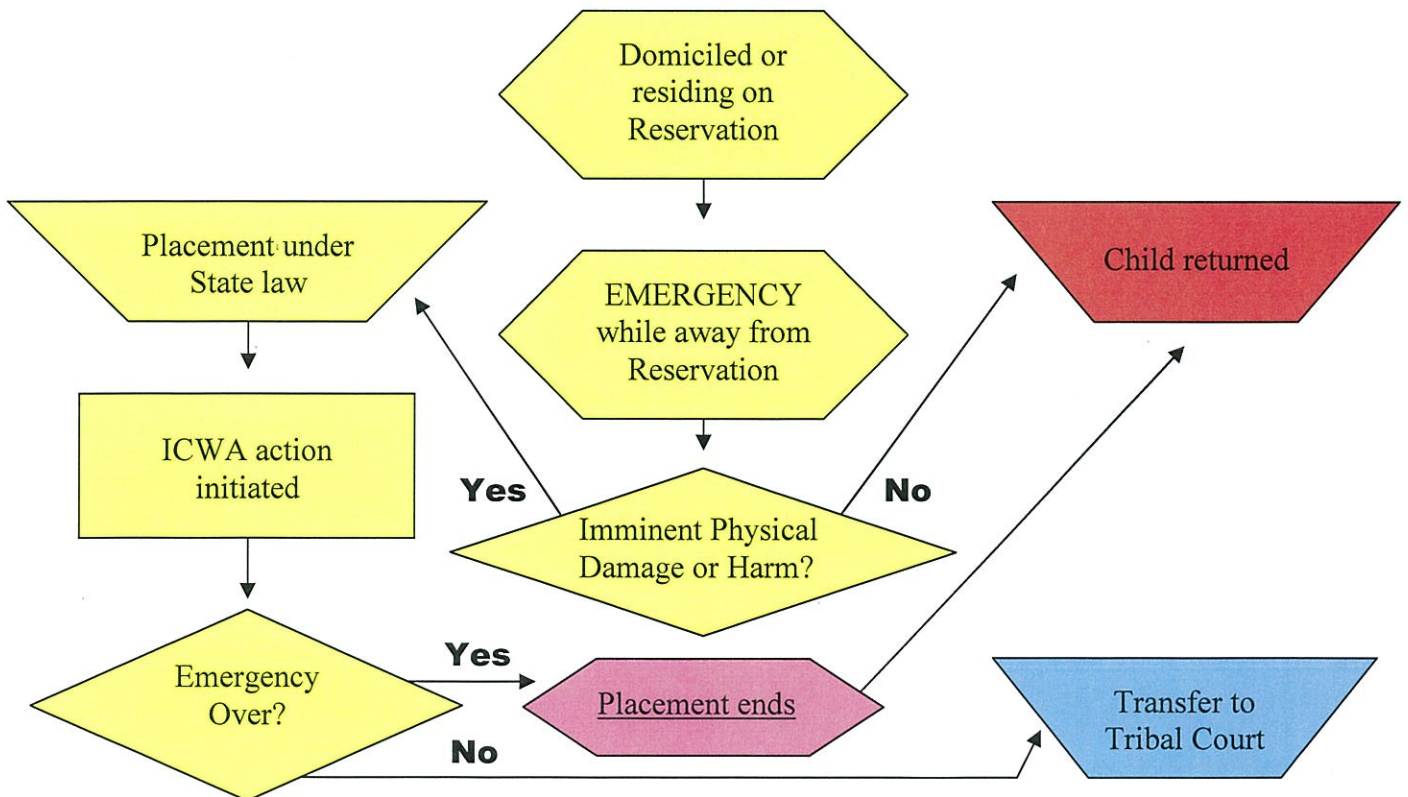
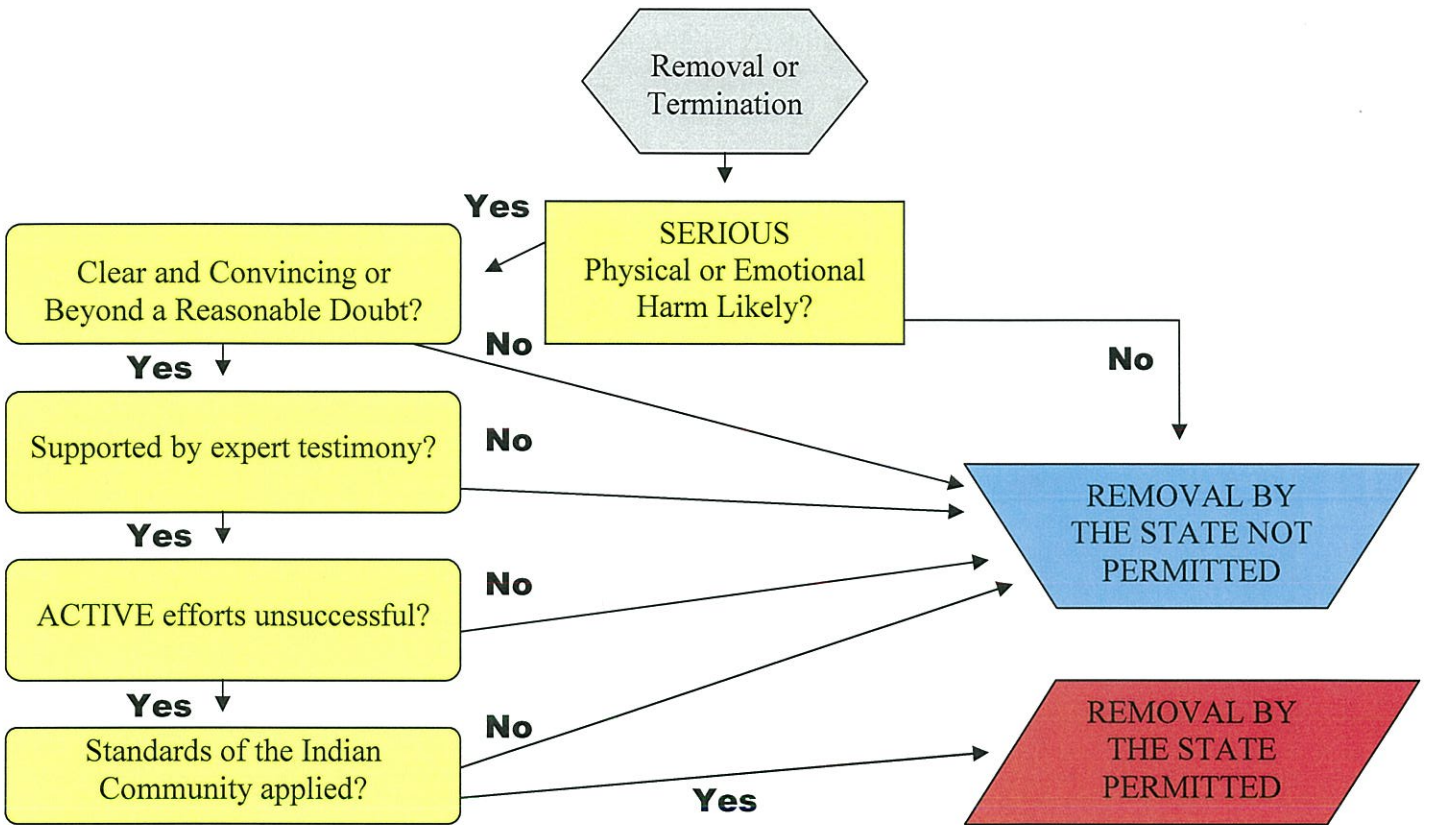


# Will the ICWA apply to this case?









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# Appendix 7

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## NV CIP Funding Application

# NEVADA Court Improvement Program



# Nevada Court Improvement Program

## Funding Notice

The Administrative Office of the Courts (AOC), on behalf of the Nevada Supreme Court and through its State Court Improvement Program (CIP), is currently accepting proposals to fund projects related to the goals and outcomes of the Court Improvement Program as outlined in the CIP current Strategic Plan (see link below). Nevada's Court Improvement Program is a federally funded initiative designed to improve the quality of the court process for children and families involved in abuse, neglect, and dependency proceedings. Attached please find an application for the federal CIP funds administered by AOC. These funds are available to develop and implement data-driven, evidence-based, and outcome-focused best practices that advance meaningful and ongoing collaboration among court, child welfare agency, and other stakeholders to achieve safety, permanency, and well-being for children and families in the child welfare system in a fair and timely manner.

<http://www.nevadajudiciary.us/index.php/viewdocumentsandforms/AOC-Files/Programs/Court-Improvement-Program/>

### Purpose and Background

The CIP was created as part of the Omnibus Budget Reconciliation Act of 1993, Public Law 103-66, which among other things, provided a portion of federal funds to state court systems to conduct assessments of their foster care and adoption laws and judicial processes, and to develop and implement a plan for system improvement. The Basic CIP grant was reauthorized in 1997, 2001, and 2006. Most recently, in October 2011, the Child and Family Services Improvement Act reauthorized CIP through FY 2016.

CIP is administered by the U.S. Department of Health and Human Services, Administration for Children, Youth, and Families. The Nevada Administrative Office of the Courts establishes priorities for, applies for, receives, allocates, disburses, and awards sub-grants or contracts of funds in accordance with federal and state guidelines and provisions.

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

## Eligibility

This solicitation is open to applicants that include, among others, family dependency courts, governmental agencies, educational institutions, and nonprofit organizations and legal services providing child welfare related services. Any applicant that is not a judicial branch agency must have collaborated with, and secured the support of, the affected dependency court presiding judge before proceeding with the application. CIP funding may not be used to supplant existing funding for an on-going project.

## Application Submission Instructions

The application, consisting of the Application Coversheet, Executive Summary and Proposal Narrative, Proposal Budget Summary, and signed Certifications must be submitted as a hard copy with original signatures to:

**Katherine Malzahn-Bass, CIP Coordinator**  
**Administrative Office of the Courts**  
**201 S. Carson St Carson City, NV 89702**  
[kmalzahn-bass@nvcourts.nv.gov](mailto:kmalzahn-bass@nvcourts.nv.gov)

## Application Format

All applications must include a signed coversheet, executive summary, narrative, and budget summary with the proposal narrative in the following format, as well as all completed forms found in the appendix.

- I. **Application Coversheet:** Please complete and sign the coversheet located in the appendix.
- II. **Executive Summary:** Provide a one page summary of the proposed project.
- III. **Proposal Narrative:** Provide a proposal narrative including items A through G described below.
  - A. **Description of Applicant Agency:** Briefly describe the agency's mission, the type of services provided, the number and type of staff working on related projects, and the relationship of the proposed project to other projects operated by the agency (not to exceed ½ page).
  - B. **Program/Issue:** Describe the problem(s) and/or issue(s) to be addressed by the project and how it (they) correspond(s) to specific outcomes in the current CIP strategic plan (not to exceed ½ page). Please include the outcome number, description of activity, and issue from the current strategic plan.



**C. Program Description:** Briefly and clearly describe the proposed program and how it will address the problem. Include any anticipated barriers and strategies to address these barriers. Indicate which existing successful model or recognized best practice the program is based on.

- **Goal(s):** State the overall goal(s) of this project (an overarching statement about what the project expects to achieve logically linked to a problem and its causes). This section should clearly communicate how the goal(s) relate to the stated purpose of the Court Improvement Program and CIP funding by including the outcome number, description of activity, and issue from the current CIP strategic plan. Clearly state the intended outcome(s) and statistical impact of the project on the system.
- **Target Population:** Describe the recipient group to be served by the proposed project. State how many persons will be served and how they will be served.
- **Service Area:** Describe the specific geographic area to be served.
- **Proposed Project Staff:** Describe the staff needed for the proposed project including administrative, direct service, and support positions, as well as volunteers to the extent possible.
- **Collaboration for the Proposed Project:** Describe the current or anticipated collaborative efforts with the affected court, child welfare, and other stakeholders.

**D. Logic Model:** Describe the link between the funding requested and the anticipated measurable and quantifiable outcomes. Using the logic model as an implementation plan, describe the specific activities that will be conducted and the proposed timeframe for completion of the activities and the project. The template to be used is included in the appendix.

**E. Evaluation Methodology:** All proposals must include an evaluation component. Describe the performance indicators for the project and/or the process you will use to evaluate whether the program has met its goals and its impact on the system. Include activities, processes, outputs, and outcomes that are presented in the logic model.

**F. Sustainability Plan:** Describe any other sources of funding for the project and how the initiative will be sustained when CIP grant funding expires.

**IV. Budget Summary and Narrative:** On the budget forms included in the appendix, describe all the project expenditures, how they relate to the project.

A non-Federal share of the budget is required for each proposal submitted at the rate of 33.33% of the total CIP funds awarded as a sub-grant or contract. The 33.33% match may be cash or in-kind contributions. Federal funds may not be used as a match. Thus, if the proposal requests \$900, the applicant must contribute \$300 in non-Federal funds. In accordance with these provisions, funds to be used as the non-Federal share, among other things:

- Must not be Federal grant funds;
- Must not be used to match any other Federal grant;
- Must be used for costs that are otherwise allowable;
- May originate with a third party, public or non-public; and
- May be in-kind contributions of services, property, and/or supplies.

Please record the proposed match funds in the column provided on the Project Budget Summary form.

In the Budget Narrative, please explain the details of your budget, including, but not limited to a description of the match to be provided and details of how and when the funds will be spent.

## **V. Certifications**

The administration of CIP is based on:

- The provisions of Part B of Title IV of the Social Security Act (specifically, §438 of the Act);
- The approved State application and strategic plan, including all assurances, approved amendments or revisions; and
- Applicable Federal regulations, program policies, and instructions.

The applicable Federal regulations are represented in the following certifications:

- Certification 1: Debarment, Suspension, Ineligibility, and Voluntary Exclusion
- Certification 2: Drug-free Workplace Requirements
- Certification 3: Restrictions on Lobbying
- Certification 4: Smoking Prohibitions
- Certification 5: Equal Treatment for Faith-based Organizations
- Certification 6: Assurances

Please sign the six certifications found in the appendix and include with the proposal.

## **Selection Process**

A Grants Award Subcommittee will review applications and make recommendations to the CIP Select Committee, which will make the final decisions. The Subcommittee and Select Committee may consider the extent, to which proposal goals are realistic and measureable, whether the proposal meets the goals of the Court Improvement

Program, demonstration of need, demonstration that the applicant has met application requirements, and the overall quality of the application.

### **Distribution of Grant Funds**

The CIP reserves the right to reduce the grant award or terminate the grant at any time for non-compliance or if it becomes apparent that the grant funds are not being used or will not be expended by the end of the grant term.

### **Budget Adjustments**

Sub-grantees and/or contractors may be asked to submit an adjusted budget if the amount awarded did not equal the amount requested.

### **Reporting Requirements**

Sub-grantees will submit quarterly narrative, fiscal, and in-kind reports within the close of each calendar quarter and a final report within one month of the termination of the contract. All reports must be submitted on the forms provided.

## APPENDIX

### Application Forms:

- Application Cover Sheet
- Logic Model Graphic Explanation
- Logic Model Template
- Budget Summary
- Budget Narrative
- Certifications 1 – 6
- Application Checklist
- Payee Registration - Substitute Form IRS W-9

### Reporting Forms:

- Quarterly Program Report
- Quarterly Fiscal Report
- In-Kind Tracking Report
- Final Program Report

The Payee Registration - Substitute Form IRS W-9 can be found on-line at:  
<http://www.nevadajudiciary.us/index.php/viewdocumentsandforms/func-startdown/569/>

All other forms can be found on the CIP web site under CIP 2012 Funding Announcement:  
<http://www.nevadajudiciary.us/index.php/courtimprovementprogram>

**NEVADA COURT IMPROVEMENT PROGRAM  
APPLICATION COVER SHEET**

**APPLICANT INFORMATION**

Name of Entity: \_\_\_\_\_  
Entity Director: \_\_\_\_\_  
Street Address: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
Legal Status of Entity: \_\_\_\_\_  
Board of Directors: \_\_\_\_\_ Yes (If yes, attach list with names, affiliations, and addresses.) \_\_\_\_\_ No  
Federal Tax ID Number: \_\_\_\_\_

**PROJECT MANAGER CONTACT INFORMATION**

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
Email Address: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

**PROJECT INFORMATION**

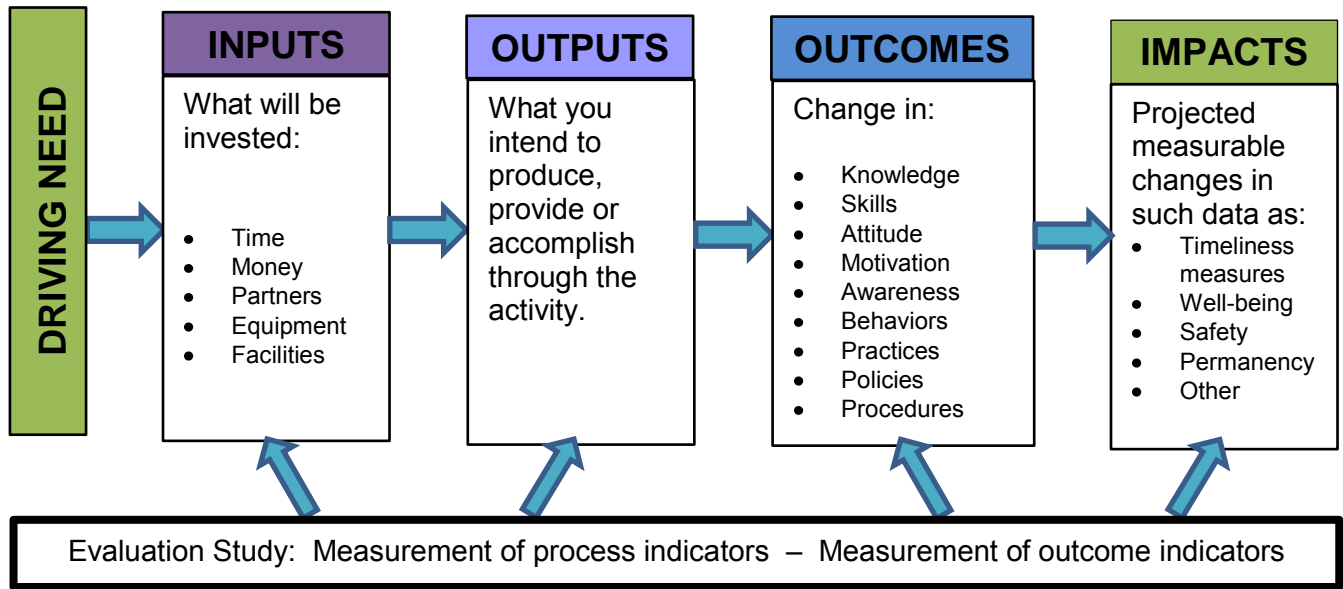
Title of Proposed Project: \_\_\_\_\_  
Is this a new Project? \_\_\_\_\_ Yes \_\_\_\_\_ No (If no, how was this project previously funded, for what time period and for what amount :) \_\_\_\_\_  
Total Amount of CIP Funds Requested: \_\_\_\_\_  
Are There Other Funding Sources For This Project? \_\_\_\_\_ Yes (If Yes, please explain): \_\_\_\_\_ No  
What Outcome Number(s) and Activity/Project Description(s), in the CIP Strategic Plan, does this proposed project help move forward? (List all that apply.)  
Outcome Number: \_\_\_\_\_  
Activity/Project Description: \_\_\_\_\_  
Outcome Number: \_\_\_\_\_  
Activity/Project Description: \_\_\_\_\_  
Outcome Number: \_\_\_\_\_  
Activity/Project Description: \_\_\_\_\_

Signature of Authorizing Official

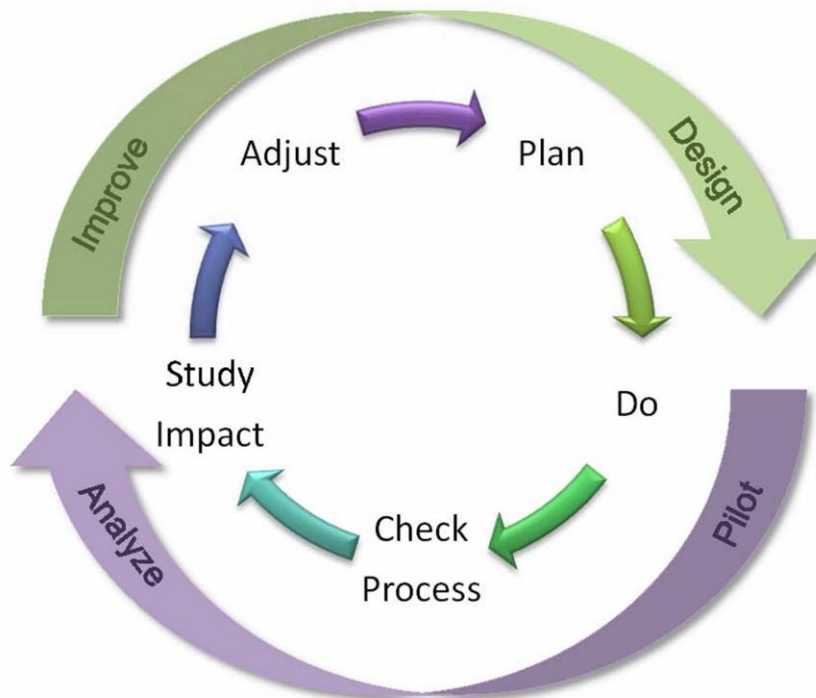
Date

## LOGIC MODEL

Example



## PROJECT CONTINUAL QUALITY IMPROVEMENT (CQI)



# LOGIC MODEL TEMPLATE

**PROGRAM/INITIATIVE NAME:** \_\_\_\_\_

**Driving Need for Project:**

**Measurable Objectives:**

**Target Population:**

Evaluation Study: Measurement of process indicators --- Measurement of outcome indicators

| Project / Activities   | Processes  | Outputs  | Outcomes  | Impacts   |
|--|--|--|---|---|
| <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcomes and impacts</i> | <i>How output is accomplished, by <b>whom</b> and by <b>when</b></i> | <i>What you intend to produce, provide or accomplish through the activity.</i> | <i>Changes in:</i> <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Skills</li> <li>• Attitude</li> <li>• Motivation</li> <li>• Awareness</li> <li>• Behaviors</li> <li>• Practices</li> <li>• Policies</li> <li>• Procedures</li> </ul> | <i>Projected measurable changes in such data as:</i> <ul style="list-style-type: none"> <li>• Timeliness measures</li> <li>• Well-being</li> <li>• Safety</li> <li>• Permanency</li> <li>• Other</li> </ul> Example: From x% to y |
|  |  |  |   |   |

**NEVADA COURT IMPROVEMENT PROGRAM**

**PROPOSAL BUDGET SUMMARY**

**Applicant Name:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_

| Category                                     | Total Project Costs | Funding Amount Requested from CIP | Amount of Cash / In-Kind Match for Each Category * | Revenue Received from Other Funding Sources |
|--|---------------------|-----------------------------------|--|---|
| Consultants<br>(Contract Services)           |                     |                                   |  |   |
| Personnel Costs                              |                     |                                   |  |   |
| Rent / Utilities / Telephone                 |                     |                                   |  |   |
| Technology / Equipment                       |                     |                                   |  |   |
| Copy / Printing                              |                     |                                   |  |   |
| Postage                                      |                     |                                   |  |   |
| Supplies                                     |                     |                                   |  |   |
| Other Expenses<br>(Please specifically list) |                     |                                   |  |   |
|  |                     |                                   |  |   |
|  |                     |                                   |  |   |
|  |                     |                                   |  |   |
| <b>Total Budget</b>                          |                     |                                   |  |   |

\*Approved applications will be required to document a 33.33% match of the CIP funded award amount. This match may be cash or in-kind time contributions.



**NEVADA COURT IMPROVEMENT PROGRAM**

**PROPOSAL BUDGET NARRATIVE**

**Applicant Name:**

**Project Name:**

**Budget Narrative:**

Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION # 1**

**Certification Regarding  
Debarment, Suspension, Ineligibility and Voluntary Exclusion -  
Lower Tier Covered Transactions**

**Instructions for Certification**

1. By signing and submitting this proposal, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective lower tier participant learns that certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms “covered transaction”, “debarred”, “suspended”, “ineligible”, “lower tier covered transaction”, “participant”, “person”, “primary covered transaction”, “principal”, “proposal” and “voluntarily excluded”, as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549: 45 CFR Part 76. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations or the definitions.
5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, the prospective lower tier participant shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this proposal that the clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions” will be included, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon the certification of a prospective participant in a lower tier covered transaction that the prospective participant is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless the participant in a covered transaction knows that the certification is erroneous. A participant may decide the method and frequency of determining the eligibility of the principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under Paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is debarred, suspended, ineligible, or voluntarily excluded from participation in this transaction, in addition to other

remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including debarment and/or suspension.

**Certification Regarding Debarment, Suspension,  
Ineligibility and Voluntary Exclusion –  
Lower Tier Covered Transactions**

- (1) The prospective lower tier participant certifies, by submission of this proposal, that neither the prospective participant or the prospective participant's principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any transaction by any Federal department or agency.
- (2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Suspension. An action taken by a suspending official in accordance with these regulations that immediately excludes a person from participating in a covered transaction for a temporary period, pending completion of an investigation and such legal, debarment, or Program Fraud Civil Remedies Act proceedings as may ensue. A person so excluded is "suspended".

Voluntary Exclusion or Voluntarily Excluded. A status of nonparticipation or limited participation in covered transactions assumed by a person pursuant to the terms of a settlement.

|                              |       |
|------------------------------|-------|
| Signature                    | Title |
| Grantee Legal/Corporate Name | Date  |

Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION # 2**

**Certification Regarding Drug-Free Workplace Requirements**

**Instructions for Certification**

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification set out below.
2. The certification set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, the agency, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. For grantees other than individuals, Alternate I applies.
4. For grantees who are individuals, Alternate II applies.
5. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If grantee does not identify the workplace at the time of the application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in the office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
6. Workplace identifications must include the actual address of buildings (or parts of buildings) or other areas where work under the grant take place. Categorical descriptions may be used (e.g. all vehicles of a mass authority of State highway department while in operation, State employees in each local unemployment office, performance in concert halls or radio studios).
7. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s) if it previously identified the workplaces in question (see paragraph five).
8. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to the certification. Grantee's attention is called, in particular, to the following definitions from these rules:

Controlled substances means a controlled substance in Schedules I through V of the Controlled Substance Act (21 U.S.C. #12) and as further defined by regulations (21 CFR 1308.11 through 1308.15);

Conviction means a finding of guilt (including a plea of Nolo Contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes;

Employee means the employee of a grantee directly engaged in the performance of work under a grant, including: (I) All direct charge employees; (II) All indirect charge employees under their impact or involvement is insignificant to the performance of the grant; and (III) Temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement, consultants or independent contractors not on the grantee's payroll; or employees of sub-recipients or subcontractors in covered workplaces).

**Alternate I - Grantees Other Than Individuals**

The grantee certifies that it will continue to provide a drug-free workplace by:

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee’s workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an ongoing drug-free awareness program to inform employees about:
  - (1) The dangers of drug abuse in the workplace;
  - (2) The grantee’s policy of maintaining a drug-free workplace;
  - (3) Any available drug counseling, rehabilitation, and employee assistance programs;
  - (4) The penalties that may be imposed upon employees or drug abuse violations occurring in the workplace;
- (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
  - (1) Abide by the terms of the statement; and
  - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction.
- (e) Notifying the agency in writing, within ten calendar days after receiving notice under paragraph (d) (2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under paragraph (d) (2), with respect to any employee who is convicted:
  - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by Federal, State, or local health, law enforcement, or other appropriate agency; Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).
- (g) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

**PLACE OF PERFORMANCE:**

|                       |             |               |              |                 |
|-----------------------|-------------|---------------|--------------|-----------------|
|                       |             |               |              |                 |
| <b>STREET ADDRESS</b> | <b>CITY</b> | <b>COUNTY</b> | <b>STATE</b> | <b>ZIP CODE</b> |

Are there workplaces on file that are not identified here?       YES       NO

**Alternate II - Grantees Who Are Individuals**

- (a) The grantee certifies that, as a condition of the grant, he or she will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of controlled substance in conducting any activity with the grant;
- (b) If convicted of a criminal drug offense resulting from a violation occurring during the conduct of any grant activity, he or she will report the conviction, in writing, within 10 calendar days of the conviction, to every grant officer or other designee, unless the Federal agency designates a central point for the receipt of such notices. When notice is made to such a central point, it shall include identification number(s) of each affected grant.

[55 FR 2160, 21702, May 25, 1990]

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Signature

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Title

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Grantee Legal/Corporate Name

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Date

Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION # 3**

**CERTIFICATION REGARDING LOBBYING**  
**Department of Health and Human Services**  
**Administration for Children and Families**

- (1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form 111, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

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

|                                       |                |
|---------------------------------------|----------------|
| _____<br>Signature                    | _____<br>Title |
| _____<br>Grantee Legal/Corporate Name | _____<br>Date  |

Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION #4**

**Certification Regarding Environmental Tobacco Smoke**

Public Law 103-227, Part C – Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (ACT), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision or health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children’s services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per day and/or the imposition of an administrative compliance order on the responsible entity.

By signing and submitting this application, the applicant/grantee certifies compliance with the requirements of the Act. The applicant/grantee further agrees that the language of this certification will be included in any sub-awards which contain provisions for children’s services and that all sub-grantees shall certify accordingly.

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Signature

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Title

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Grantee Legal/Corporate Name

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Date



Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION # 5**

**Certification Regarding  
Equal Treatment for Faith-Based Organizations**

A final rule of the Department of Health and Human Services (DHHS) went into effect on August 16, 2004, which created, among other things, a new Part 87 Equal Treatment for Faith-Based Organizations, and revised the Department's uniform administrative requirements at 45 CFR Parts 74, 92 and 96 to incorporate the requirements of Part 87.

The Administration of Children and Families (ACF) is committed to providing State Administrators, State Grant Managers and subsequently sub grantees with the most accurate and concise information to help guide program activities. This regulation addresses several key Equal Treatment issues that require full compliance by Federally-funded State Programs, sub grantees, grantees and contractors.

Issues include:

- Nondiscrimination against religious organizations;
- Ability of religious organizations to maintain their religious character, including the use of space in their facilities, without removing religious art, icons, scriptures, or other religious symbols;
- Prohibition against the use of Federal funds to finance inherently religious activities, except where Federal funds are provided to religious organizations as a result of a genuine and independent private choice of a beneficiary or through other indirect funding mechanisms, such as certificates or vouchers; and
- Application of State or local government laws to religious organizations.

**NOTE:** Neither the Department (DHHS) nor any State or local government and other intermediate organizations receiving funds under any Department (DHHS) program shall, in the selection of service providers, discriminate for or against an organization on the basis of the organization's religious character or affiliation.

It is imperative that State sub grantees, grantees and contractors policies reflect the Equal Treatment Regulations.

The full text of the final rule may be accessed via the Internet at <http://www.hhs.gov/fbci/regulations/index.html>

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 45 CFR Part 87, Equal Treatment for Faith-Based Organizations as revised in the Department's uniform Administrative requirements identified above. Any organization that fails to file the required certification shall be subject to disqualification of their application.

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Signature

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Title

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Grantee Legal/Corporate Name

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Date

Administrative Office of the Courts/Nevada Supreme Court  
Court Improvement Program (CIP)

**CERTIFICATION # 6**

**Certification of Assurances**

The applicant certifies that: To the best of my knowledge and belief, information in this proposal is true and correct, the document has been duly authorized by the governing body of the applicant and applicant will comply with the following assurances if the assistance is approved.

1. The entity is a non-profit organization, or government agency, incorporated and qualified in the State of Nevada and has filed all required reports with the Secretary of State, **OR**,
2. The entity is an incorporated for-profit organization, qualified to conduct business in the State of Nevada.
3. The non-profit organization is governed by a board of trustees, which reflects the racial, ethnic, economic and social composition of the State of Nevada.
4. The entity has access to and can document a 33.33% match from sources other than the Federal Government, if applicable.
5. The entity requires employees, volunteers and trustees to maintain the confidentiality of any information, which would identify dependent children, parents of dependent children, or foster parents.
6. The entity provides services without any discrimination on the basis of race, religion, color, handicap, age, sex, marital status, national origin or ancestry.
7. The entity will complete required financial reports, as well as a final performance report and will cooperate with the AOC regarding any financial audits or program reviews. The entity has workman's compensation coverage, and other proof of insurance as required, and has supplied the AOC with evidence of this coverage.
8. The entity has a research confidentiality policy that states that dependent children's and parents of dependent children's identity will not be released for research purposes.

\_\_\_\_\_  
Name and Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chairperson of the Board

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**APPLICATION CHECKLIST**

To ensure that you have included all of the following items in your proposal, please place a check mark next to each item listed below. The application should be assembled in the order in which these items are listed. Place this form at the back of the proposal packet.

- Completed and Signed Cover Sheet
- Proposal Executive Summary and Narrative
- Completed Budget Summary and Narrative
- Proof of Liability Insurance
- Signed Certifications 1 thru 6
- Payee Registration - Substitute Form IRS W-9
- One Completed Application with Original Signatures
- Application Checklist

# STATE OF NEVADA

## VENDOR REGISTRATION



**Mail or fax to:**  
**STATE CONTROLLER'S OFFICE**  
 555 E WASHINGTON AVE STE 4300  
 LAS VEGAS NV 89101-1071  
**PHONE: 702/486-3810 or 702/486-3856**  
**FAX: 702/486-3813**

*All sections are mandatory and require completion. IRS Form W-9 will not be accepted in lieu of this form.*

**1. NAME** For proprietorship, provide proprietor's name in first box and DBA in second box.

|   |                         |
|---|-------------------------|
| Legal Business Name, Proprietor's Name or Individual's Name | Doing Business As (DBA) |
|---|-------------------------|

**2. ADDRESS/CONTACT INFORMATION**

Address A – Physical address of

Company Headquarters  Individual's Residence

Is this a US Post Office deliverable address?  Yes  No

Address B

Additional Remittance – PO Box, Lockbox or another physical location.

|                 |       |            |                 |       |            |
|-----------------|-------|------------|-----------------|-------|------------|
| Address         |       |            | Address         |       |            |
| Address         |       |            | Address         |       |            |
| City            | State | Zip Code   | City            | State | Zip Code   |
| E-mail Address  |       |            | E-mail Address  |       |            |
| Phone Number    |       | Fax Number | Phone Number    |       | Fax Number |
| Primary Contact |       |            | Primary Contact |       |            |

**3. ORGANIZATION TYPE AND TAX IDENTIFICATION NUMBER (TIN)** Check only **one** organization type and supply the applicable Social Security Number (SSN) or Employee Identification Number (EIN). **For proprietorship, provide SSN or EIN, not both.**

|   |  |  |
|---|--|--|
| <input type="checkbox"/> Individual (SSN)                 | <input type="checkbox"/> LLC tax classification: | <b>SSN</b>   |
| <input type="checkbox"/> Sole Proprietorship (SSN or EIN) | <input type="checkbox"/> Disregarded Entity      | Name associated with SSN:  |
| <input type="checkbox"/> Partnership (EIN)                | <input type="checkbox"/> Partnership             | <b>EIN</b>   |
| <input type="checkbox"/> Corporation (EIN)                | <input type="checkbox"/> Corporation             | New TIN? <input type="checkbox"/> No <input type="checkbox"/> Yes – Provide previous TIN & effective date. |
| <input type="checkbox"/> Government (EIN)                 |  | Previous TIN: _____ Date: _____  |
| <input type="checkbox"/> Tax Exempt/Nonprofit (EIN)       |  |  |
| <input type="checkbox"/> Trust/estate (SSN or EIN)        |  |  |

**OTHER INFORMATION** Check all that apply.

|   |   |  |
|---|---|--|
| <input type="checkbox"/> Doctor or Medical Facility | <input type="checkbox"/> In-State (Nevada)  | <input type="checkbox"/> Nevada Business License Number: |
| <input type="checkbox"/> Attorney or Legal Facility | <input type="checkbox"/> DBE Certificate #: |  |

**4. ELECTRONIC FUNDS TRANSFER** *Per NRS 227, payment to all payees of the State of Nevada will be electronic.*

Complete the following information **AND** provide a copy of a voided imprinted check for the account. If there are no checks for the account, restate the bank information on company letterhead. Individuals may provide a signed letter. **A deposit slip will not be accepted.** For a savings account, provide a signed letter with the bank information. Information on this form and the support documentation **must match**. Allow 10 working days for activation.

|  |   |  |
|--|---|--|
| The information is for address <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> Both |   |  |
| Bank Name  | Bank Account Type<br><input type="checkbox"/> Checking <input type="checkbox"/> Savings | Provide an e-mail address for receiving Direct Deposit Remittance Advices. |
| Transit Routing Number   | Bank Account Number   |  |

Do not have a bank account.

**5. IRS FORM W-9 CERTIFICATION AND SIGNATURE**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), **and**
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, **and**
- I am a U.S. citizen or other U.S. person (as defined by IRS Form W-9 rev January 2011).

Cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return.

**The Internal Revenue Service does not require your consent to any provision of this document other than the certifications required to avoid backup withholding.**

|           |   |      |
|-----------|---|------|
| Signature | Print Name & Title of Person Signing Form | Date |
|-----------|---|------|

|   |   |   |
|---|---|---|
| <b>FOR STATE CONTROLLER'S OFFICE USE ONLY</b> |   | <b>Name of State agency contact &amp; phone number:</b> |
| Primary 1099 Vendor <input type="checkbox"/>  | 1099 Indicator <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments  |
| Entered By                                    | Date  |   |

KTLVEN-01 Rev 07/11

## Registration Instructions

### General Instructions:

1. The substitute IRS Form W-9 is for the use of United States entities only. Non-US entities must submit an IRS Form W-8.
2. Type or legibly print all information except for signature.
3. All sections are mandatory and require completion.

### Specific Information:

#### 1. NAME

- a. Partnership, Corporation, Government or Nonprofit – Enter legal business name as registered with the Internal Revenue Service (IRS) in first box. If the company operates under another name, provide it in the second box.
- b. Proprietorship – Enter the proprietor's name in the first box and the business name (DBA) in the second box.
- c. Individual – Name must be as registered with the Social Security Administration (SSA) for the Social Security number (SSN) listed in Section 3.

#### 2. ADDRESS/CONTACT INFORMATION

- a. Address A – *If the address is non-deliverable by the United States Postal Service, complete both Address A and B sections.*  
Company – Provide physical location of company headquarters.  
Individual – Provide physical location of residence.  
E-mail – Provide complete e-mail address when available.  
Telephone Number – Include area code.  
Fax Number – Include area code.  
Primary Contact – Person (and phone number or extension) to be contacted for payment-related questions or issues.
- b. Address B – Provide additional remittance address and related information when appropriate.

#### 3. ORGANIZATION TYPE AND TAX IDENTIFICATION NUMBER (TIN)

- a. Individual – A person that has no association with a business.
- b. Proprietorship – A business owned by one person.
- c. Partnership – A business with more than one owner and not a corporation.
- d. Corporation – A business that may have many owners with each owner liable only for the amount of his investment in the business.
- e. LLC – Limited Liability Company. **Must mark appropriate classification – disregarded entity, partnership or corporation.**
- f. Government – The federal government, a state or local government, or instrumentality, agency, or subdivision thereof.
- g. Tax Exempt/Nonprofit – Organization exempt from federal income tax under section 501(a) or 501(c)(3) of the Internal Revenue Code.
- h. Doctor or Medical Facility – Person or facility related to practice of medicine.
- i. Attorney or Legal Facility – Person or facility related to practice of law.
- j. In-state – Nevada entity.
- k. Disadvantaged Business Enterprise (DBE) – A small business enterprise that is at least 51% owned and controlled by one or more socially and economically disadvantaged individuals. **Provide certification number.** See <http://www.nevadadbe.com> for certification information.
- l. Nevada Business License number – Current NV business license number which was issued by the NV Secretary of State.
- m. The Taxpayer Identification Number (TIN) is always a 9-digit number. It will be a Social Security Number (SSN) assigned to an individual by the SSA or an Employer Identification Number (EIN) assigned to a business or other entity by the IRS.  
**Per the IRS, use the owner's social security number for a proprietorship.**

#### 4. ELECTRONIC FUNDS TRANSFER

Per NRS 227, payment to all payees of the State of Nevada will be electronic. Provide a copy of a voided imprinted check or restate bank information on letterhead. **A deposit slip will not be accepted.** Information on this form and the support documentation **must match.**

- a. Bank Name – The name of the bank where account is held.
- b. Bank Account Type – Indicate whether the account is checking or savings.
- c. Transit Routing Number – Enter the 9-digit Transit Routing Number.
- d. Bank Account Number – Enter bank account number.
- e. Direct Deposit Remittance Advice – Direct Deposit Remittance Advices are sent via e-mail when possible. Companies should provide an address that will not change, i.e. [accounting@business.com](mailto:accounting@business.com).

#### 5. IRS FORM W-9 CERTIFICATION AND SIGNATURE

- a. The Certification is copied from IRS Form W-9 (rev. January 2011). See IRS Form W-9 for further information.
- b. The Signature should be provided by the individual, owner, officer, legal representative or other authorized person of the entity listed on the form.
- c. Print the name and title, when applicable, of the person signing the form.
- d. Enter the date the form was signed. Forms over three years old will not be processed.

**Do not complete any remaining areas. They are for State of Nevada use only.**

Mail or Fax signed form to:

NEVADA STATE CONTROLLER'S OFFICE  
555 E WASHINGTON AVE STE 4300  
LAS VEGAS NV 89101-1071  
Fax: 702/486-3813

**Sending to any other location will delay processing.**

Questions can be directed to 702/486-3810 or 702/486-3856 or e-mailed to [vendor@controller.state.nv.us](mailto:vendor@controller.state.nv.us).

**NEVADA COURT IMPROVEMENT PROGRAM**

**QUARTERLY PROGRAM REPORT**

**PROGRAM NAME:**

**Contract #**

- Reporting for:**
- January - March (due April 30<sup>th</sup>)
  - April - June (due July 30<sup>th</sup>)
  - July – September (due October 30<sup>th</sup>)
  - October - December (due January 30<sup>th</sup>)

As outlined in the proposal logic model, describe the project activities during the quarter. For example: the project plan, design and pilot; impact analysis; study of project impact; project improvement and adjustment.

Describe the progress in terms of achieving measurable objectives of the grant award: What specific objective changes have occurred. Please provide data and process of collecting data.

Describe any problems, delays or adverse conditions you have experienced in achieving the stated objectives. Include a statement of action taken, or contemplated and any assistance needed to resolve the situation.

Describe any activities scheduled for the next reporting period.

---

Print Name

Title

---

Signature

Date

**NEVADA COURT IMPROVEMENT PROGRAM**

**QUARTERLY FISCAL REPORT**

**Program Name:** \_\_\_\_\_

**Contract #** \_\_\_\_\_

**Date Report Prepared:** \_\_\_\_\_

Reporting for:

- January - March (due April 30th)
- April - June (due July 30th)
- July - September (due October 30th)
- October - December (due January 30th)

| Category                                  | Total Amount Received from CIP To Date | Total Amount Spent Previous Reporting Periods | Total Amount Spent Current Reporting Period | Total Amount Spent to Date |
|---|--|---|---|----------------------------|
| Consultants (Contract Services)           |  |   |   |                            |
| Personnel Costs                           |  |   |   |                            |
| Rent / Utilities / Telephone              |  |   |   |                            |
| Technology / Equipment                    |  |   |   |                            |
| Copy / Printing                           |  |   |   |                            |
| Postage                                   |  |   |   |                            |
| Supplies                                  |  |   |   |                            |
| Other Expenses (Please specifically list) |  |   |   |                            |
| Misc.                                     |  |   |   |                            |
| <b>Total</b>                              |  |   |   |                            |



**IN-KIND TRACKING REPORT**

Subgrantee Name: \_\_\_\_\_

Contract Number: \_\_\_\_\_

Awarded Amount: \_\_\_\_\_

In-Kind Required: \_\_\_\_\_

- Reporting for:  January - March (due April 30th)  
 April - June (due July 30th)  
 July - September (due October 30th)  
 October - December (due January 30th)

| NAME / DESCRIPTION / CASH MATCH     | MEETING / PROJECT / EVENT | # HRS | Hourly Amount | Date | Total |
|-------------------------------------|---------------------------|-------|---------------|------|-------|
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
|                                     |                           |       |               |      |       |
| <b>TOTAL FOR THIS REPORT PERIOD</b> |                           |       |               |      |       |

**NEVADA COURT IMPROVEMENT PROGRAM**

**FINAL PROGRAM REPORT**

**PROGRAM NAME:**

**Contract #**

- Reporting for:**
- January - March (due April 30<sup>th</sup>)
  - April - June (due July 30<sup>th</sup>)
  - July – September (due October 30<sup>th</sup>)
  - October - December (due January 30<sup>th</sup>)

As outlined in the proposal logic model, describe the project activities during the quarter. For example: the project plan, design and pilot; impact analysis; study of project impact; project improvement and adjustment

Describe evaluations conducted and the results, including all relevant statistics concerning planned outcomes and impact, in the logic model.

1) Outcomes:

2) Impact:

Explain your progress in terms of achieving the project’s stated measurable objectives, in the logic model.

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Print Name Title

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Signature Date

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# Appendix 8

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CIC  
Conference  
Evaluations



NATIONAL COUNCIL OF  
JUVENILE AND FAMILY COURT JUDGES  
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**PERMANENCY PLANNING FOR CHILDREN DEPARTMENT**  
**Nevada Community Improvement Council 2012 Conference**  
**RENO, NEVADA**  
**SEPTEMBER 25, 2012**

# CONFERENCE EVALUATION REPORT

*Prepared by Franz J. Braun*

## Nevada CIC Conference 2012: ABA EXPLORATORY SESSION - Principles of Child Safety Decision Making

| Which one of the following best identifies you? |                  |                |
|---|------------------|----------------|
| Answer Options                                  | Response Percent | Response Count |
| Agency Administrator                            | 9.5%             | 4              |
| Attorney-Agency                                 | 4.8%             | 2              |
| Attorney-Child                                  | 4.8%             | 2              |
| Attorney-Parent                                 | 9.5%             | 4              |
| Attorney-Other                                  | 7.1%             | 3              |
| CASA  | 14.3%            | 6              |
| CIP Director                                    | 0.0%             | 0              |
| CIP Staff                                       | 0.0%             | 0              |
| Community Service Provider                      | 2.4%             | 1              |
| Court Administrator                             | 0.0%             | 0              |
| Court Staff                                     | 16.7%            | 7              |
| Judge/Judicial Officer                          | 16.7%            | 7              |
| Social Worker                                   | 14.3%            | 6              |
| Treatment Provider                              | 0.0%             | 0              |

| Did this training effectively meet your needs? |                  |                |
|--|------------------|----------------|
| Answer Options                                 | Response Percent | Response Count |
| Yes, definitely                                | 81.8%            | 36             |
| Somewhat                                       | 18.2%            | 8              |
| No, not at all                                 | 0.0%             | 0              |

### **Responses:**

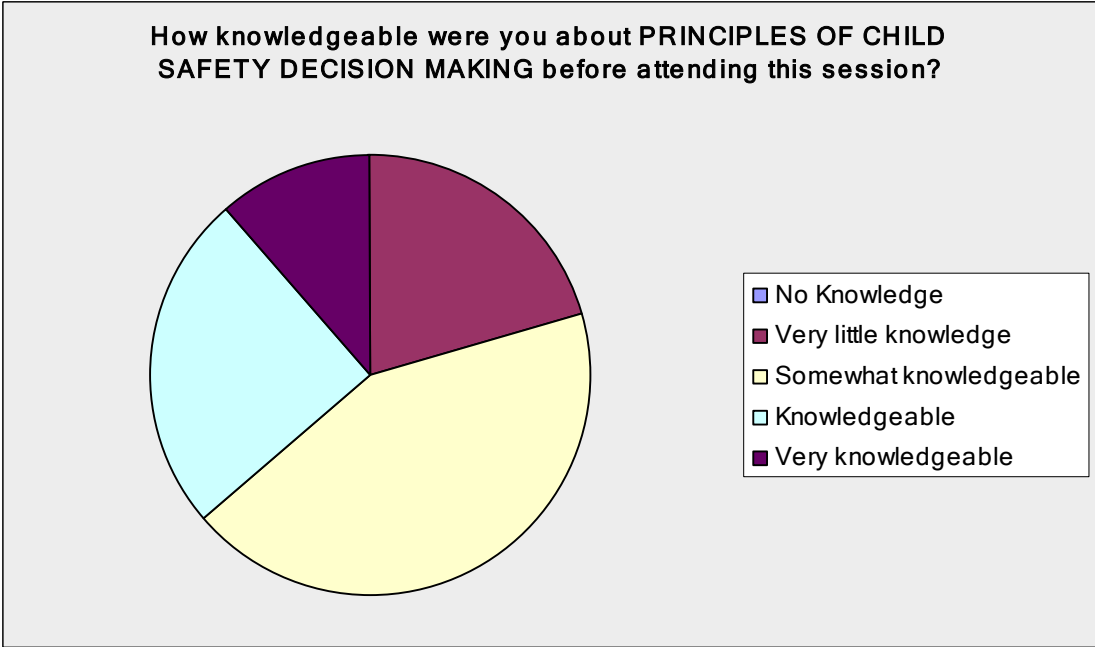
- Good to be here with the rest of the team to hear what they are hearing.
- It helped focus on thoughts in specific required steps.
- The legal overlay was terrific. The SW analysis had always been the only topic covered in the past.
- New info concerning current strategies DCFS is implementing.
- The child safety guide is a fantastic resource for all stakeholders in 432B cases.
- Very informative.
- Eye opening. Made me look at things differently in regards to child advocacy.
- The greatest benefit to me as a CASA is the expanded clarity on 1) safety plan vs. case plan, 2) threat vs. risk
- I will know more after reading the book.
- Thought provoking.
- Gave me better insight into safety planning and child vulnerability.
- Great ideas that required us to review our practices.
- Further helped with learning the new safety model.
- Love the break down!
- It gave us a lot of new ideas to use.
- Practical, real-life tools to utilize (as opposed to just theoretical solutions).
- Trainers provided new thinking ideas and valuable information.
- I am peripherat [sic] to the info. presented and it will be helpful when providing the service I provide.
- Great information.
- Very informative, well organized.
- This is great in aligning teams.
- Helpful to bring district together on same page.
- It will better assist my clients in reunification efforts.
- We were doing it all wrong. This approach will help administer the law efficiently and justly.
- Good identification & explanation of safety investigation questions and plan to return children to home.

| Please rate the presenter (Timothy Travis, JD) using the following scale: |      |      |         |      |           |                |
|---|------|------|---------|------|-----------|----------------|
| Answer Options  | Poor | Fair | Neutral | Good | Excellent | Rating Average |
| Engagement of audience  | 0    | 1    | 2       | 18   | 23        | 4.43           |
| Knowledge of subject matter   | 0    | 1    | 0       | 9    | 34        | 4.73           |
| Content of presentation   | 0    | 1    | 0       | 14   | 29        | 4.61           |

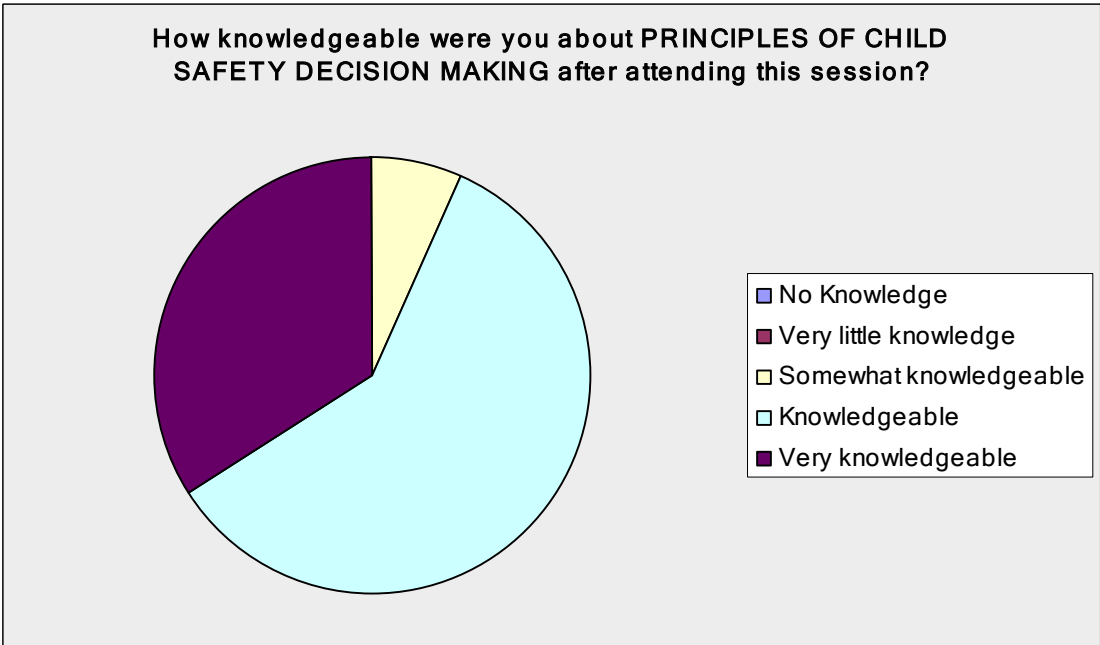
| Please rate the presenter (Therese Rowe Lund, MSSW) using the following scale: |      |      |         |      |           |                |
|--|------|------|---------|------|-----------|----------------|
| Answer Options   | Poor | Fair | Neutral | Good | Excellent | Rating Average |
| Engagement of audience   | 0    | 1    | 1       | 12   | 30        | 4.61           |
| Knowledge of subject matter  | 0    | 1    | 0       | 8    | 35        | 4.75           |
| Content of presentation  | 0    | 1    | 0       | 10   | 33        | 4.70           |

| Please rate your level of agreement with the following statements regarding the PRINCIPLES OF CHILD SAFETY DECISION MAKING session |                   |                   |         |                |                |                |
|--|-------------------|-------------------|---------|----------------|----------------|----------------|
| Answer Options   | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree | Rating Average |
| This session provided useful information   | 0                 | 0                 | 1       | 10             | 33             | 4.73           |
| I am satisfied with the content of the materials provided  | 0                 | 0                 | 0       | 9              | 35             | 4.80           |
| The materials provided were useful   | 0                 | 0                 | 1       | 4              | 39             | 4.86           |
| The topics covered during this session were relevant to my job   | 0                 | 0                 | 1       | 5              | 38             | 4.84           |
| The topics covered during this session will help me do my job better   | 0                 | 0                 | 0       | 8              | 36             | 4.82           |
| I am likely to use the information I learned in this session in my position/daily practice   | 0                 | 0                 | 0       | 8              | 36             | 4.82           |

| How knowledgeable were you about PRINCIPLES OF CHILD SAFETY DECISION MAKING before attending this session? |                  |                |
|--|------------------|----------------|
| Answer Options   | Response Percent | Response Count |
| No Knowledge   | 0.0%             | 0              |
| Very little knowledge  | 20.5%            | 9              |
| Somewhat knowledgeable   | 43.2%            | 19             |
| Knowledgeable  | 25.0%            | 11             |
| Very knowledgeable   | 11.4%            | 5              |



| How knowledgeable were you about PRINCIPLES OF CHILD SAFETY DECISION MAKING after attending this session? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| No Knowledge  | 0.0%             | 0              |
| Very little knowledge   | 0.0%             | 0              |
| Somewhat knowledgeable  | 6.8%             | 3              |
| Knowledgeable   | 59.1%            | 26             |
| Very knowledgeable  | 34.1%            | 15             |

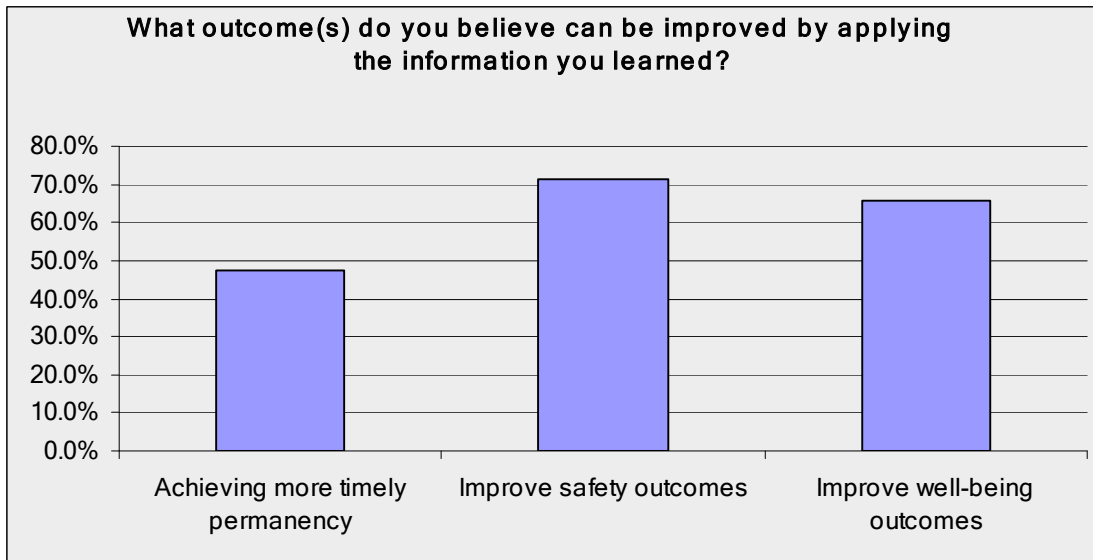




| What outcome(s) do you believe can be improved by applying the information you learned? |                  |                |
|---|------------------|----------------|
| Answer Options  | Response Percent | Response Count |
| Achieving more timely permanency  | 47.4%            | 18             |
| Improve safety outcomes   | 71.1%            | 27             |
| Improve well-being outcomes   | 65.8%            | 25             |

### Other Responses:

- Working better with the rest of the team.
- Improve court process by using principles.
- Focus on least restrictive environment and minimum sufficient level of care.
- Fewer removals.
- Better team cohesion.
- Achieving in home safety plans in more timely fashion, if possible.
- Assisting in case management process.



### What would you change, add or delete from this Program?

- I would change the set up of the room - it made it hard to interact with group and pay attention to presentation.
- NV-specific content (while all applicable, generally, specifics always appreciated).
- Trainers appeared to be somewhat of a commercial for products not model.
- Discussion around how well-being is impacted by safety.



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**PERMANENCY PLANNING FOR CHILDREN DEPARTMENT**  
**Nevada Community Improvement Council 2012 Conference**  
**RENO, NEVADA**  
**SEPTEMBER 26, 2012**

# CONFERENCE EVALUATION REPORT

*Prepared by Franz J. Braun*

**Nevada CIC Conference 2012: EVERY DAY IN FOSTER CARE COUNTS -  
Interpreting Timeliness Measure Data, the Importance of Timeliness, &  
Assessing Your Court Practice**

| Which one of the following best identifies you? |                  |
|---|------------------|
| Answer Options                                  | Response Percent |
| Agency Administrator                            | 13.3%            |
| Attorney-Agency                                 | 6.7%             |
| Attorney-Child                                  | 6.7%             |
| Attorney-Parent                                 | 10.0%            |
| Attorney-Other                                  | 0.0%             |
| CASA  | 13.3%            |
| CIP Director                                    | 0.0%             |
| CIP Staff                                       | 0.0%             |
| Community Service Provider                      | 3.3%             |
| Court Administrator                             | 0.0%             |
| Court Staff                                     | 16.7%            |
| Judge/Judicial Officer                          | 13.3%            |
| Social Worker                                   | 16.7%            |
| Treatment Provider                              | 0.0%             |

| Did this training effectively meet your needs? |                  |                |
|--|------------------|----------------|
| Answer Options                                 | Response Percent | Response Count |
| Yes, definitely                                | 66.7%            | 20             |
| Somewhat                                       | 33.3%            | 10             |
| No, not at all                                 | 0.0%             | 0              |

### Responses:

- Gave a good representation of teams and length of time to permanency.
- Think we already have information.
- This was very informative.
- Very informative - good day and ½.
- Enlightening.
- The speakers were great, some of the information was not relevant for our issues, but the collaboration was very helpful.
- Will be tough to implement strategies without DCRS at the table.
- Please provide copies of power point presentation from 9/26/12.
- Some did not apply to me but was helpful to know when dealing with other agencies.
- Instruction on data was a little too detailed. Case plan flow activity was EXCELLENT.
- Great to work as a team for the district.
- A specific plan was devised which involved everyone at the table, which will better serve our families.
- The opportunity to see the totality of the process is invaluable to my piece of the totality.

Please rate the presenter (Franz J. Braun) using the following scale:

| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 1    | 1       | 18   | 11        | 4.26           |
| Knowledge of subject matter | 0    | 1    | 1       | 15   | 14        | 4.35           |
| Content of presentation     | 0    | 1    | 3       | 15   | 12        | 4.23           |

Please rate the presenter (Alicia Summers, PhD) using the following scale:

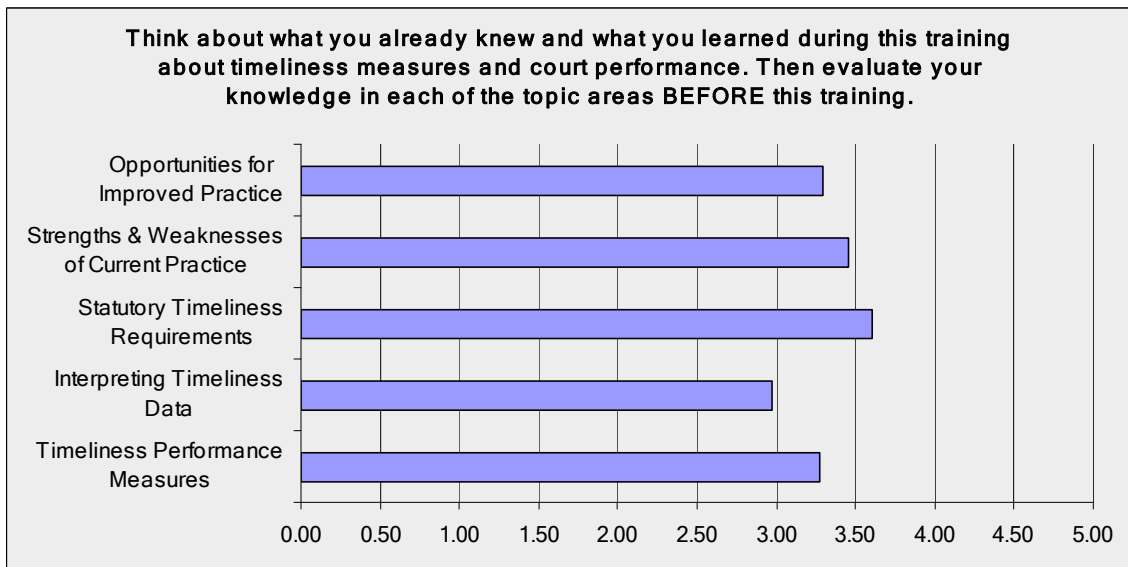
| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 0    | 4       | 15   | 12        | 4.26           |
| Knowledge of subject matter | 0    | 0    | 2       | 10   | 19        | 4.55           |
| Content of presentation     | 0    | 0    | 2       | 15   | 14        | 4.39           |

Please rate your level of agreement with the following statements regarding the Interpreting Timeliness Measure Data, The Importance of Timeliness, & Assessing Court Practice session.

| Answer Options   | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree | Rating Average |
|--|-------------------|-------------------|---------|----------------|----------------|----------------|
| This session provided useful information   | 0                 | 0                 | 2       | 13             | 16             | 4.45           |
| I am satisfied with the content of the materials provided                                  | 0                 | 0                 | 4       | 7              | 18             | 4.48           |
| The materials provided were useful   | 0                 | 0                 | 3       | 10             | 17             | 4.47           |
| The topics covered during this session were relevant to my job                             | 0                 | 1                 | 1       | 9              | 20             | 4.55           |
| The topics covered during this session will help me do my job better                       | 0                 | 0                 | 0       | 10             | 20             | 4.67           |
| I am likely to use the information I learned in this session in my position/daily practice | 0                 | 0                 | 1       | 13             | 16             | 4.50           |

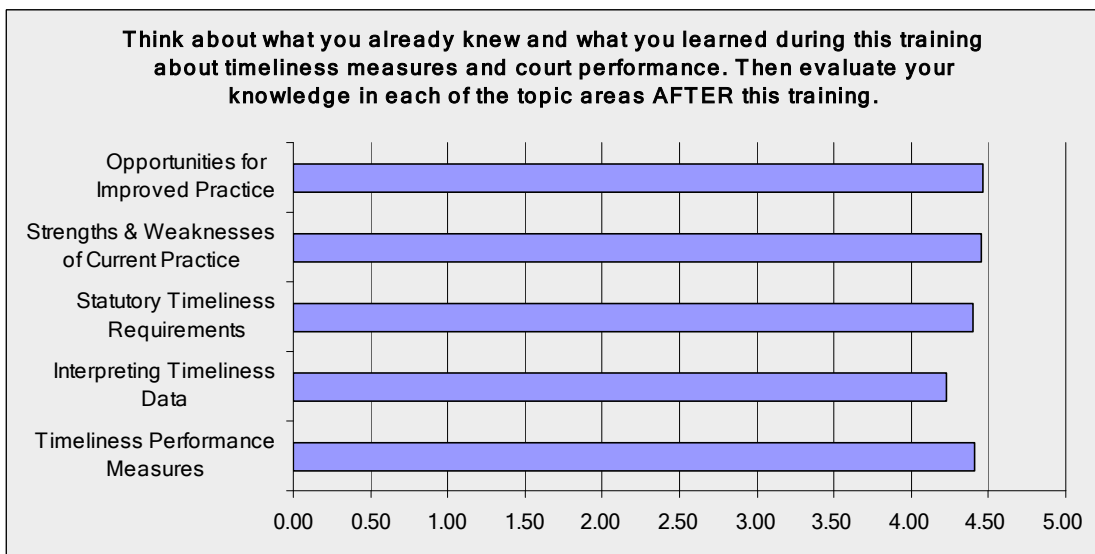
Think about what you already knew and what you learned during this training about timeliness measures and court performance. Then evaluate your knowledge in each of the topic areas BEFORE this training.

| Answer Options                             | No knowledge or skills |   | Some knowledge or skills |    | A lot of knowledge or skills | Rating Average |
|--|------------------------|---|--------------------------|----|------------------------------|----------------|
| Timeliness Performance Measures            | 0                      | 6 | 13                       | 8  | 3                            | 3.27           |
| Interpreting Timeliness Data               | 1                      | 6 | 17                       | 3  | 2                            | 2.97           |
| Statutory Timeliness Requirements          | 2                      | 3 | 7                        | 11 | 7                            | 3.60           |
| Strengths & Weaknesses of Current Practice | 0                      | 3 | 12                       | 12 | 2                            | 3.45           |
| Opportunities for Improved Practice        | 0                      | 6 | 10                       | 10 | 2                            | 3.29           |



Think about what you already knew and what you learned during this training about timeliness measures and court performance. Then evaluate your knowledge in each of the topic areas AFTER this training.

| Answer Options                             | No knowledge or skills | Some knowledge or skills | A lot of knowledge or skills | Rating Average |
|--|------------------------|--------------------------|------------------------------|----------------|
| Timeliness Performance Measures            | 0                      | 0                        | 17                           | 4.41           |
| Interpreting Timeliness Data               | 0                      | 3                        | 17                           | 4.23           |
| Statutory Timeliness Requirements          | 0                      | 2                        | 12                           | 4.40           |
| Strengths & Weaknesses of Current Practice | 0                      | 0                        | 16                           | 4.45           |
| Opportunities for Improved Practice        | 0                      | 0                        | 1                            | 4.46           |



What outcome(s) do you believe can be improved by applying the information you learned?

| Answer Options                   | Response Percent |
|----------------------------------|------------------|
| Achieving more timely permanency | 81.5%            |
| Improve safety outcomes          | 59.3%            |
| Improve well-being outcomes      | 51.9%            |

## **What specific changes (if any) do you plan to make to current practice as a result of the workshop today?**

Responses:

- Increase recruitment efforts.
- enforcement of time lines.
- Provide information prior to the training. Then work on issues at the meeting. Too much time needed.
- A lot of work needs to be done in our jurisdiction.
- Supporting attorneys for parents at 72 hr. hearing. Foster parent recruitment.
- Changes in the way we do our protective custody hearings.
- Meet with stakeholders on a monthly basis to make sure we are moving forward with our action plan & working as a team to address goals of process.
- Monthly Meetings. We need to do it!
- Create forms to gain more info on the family, etc.
- Presumable representation.
- Regular meetings as a district team.

## **What would you change, add, or delete from this program?**

Responses:

- I would love to see a Red Book training.
- Make it mandatory for all social workers.
- Do the same again next year.
- Dr. Summers PowerPoint should have been provided to everyone at the time of her presentation. A copy provided to entire team in data package.



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**PERMANENCY PLANNING FOR CHILDREN DEPARTMENT**

**Nevada Community Improvement Council 2012 Conference  
LAS VEGAS, NEVADA  
SEPTEMBER 27, 2012**

# **CONFERENCE EVALUATION REPORT**

*Prepared by Franz J. Braun*

## **Nevada CIC Conference 2012: ABA EXPLORATORY SESSION - Principles of Child Safety Decision Making**

| <b>Which one of the following best identifies you?</b> |                         |
|--|-------------------------|
| <b>Answer Options</b>                                  | <b>Response Percent</b> |
| Agency Administrator                                   | 16.7%                   |
| Attorney-Agency  | 5.6%                    |
| Attorney-Child   | 5.6%                    |
| Attorney-Parent  | 5.6%                    |
| Attorney-Other   | 11.1%                   |
| CASA   | 11.1%                   |
| CIP Director   | 0.0%                    |
| CIP Staff  | 0.0%                    |
| Community Service Provider                             | 0.0%                    |
| Court Administrator                                    | 0.0%                    |
| Court Staff  | 5.6%                    |
| Judge/Judicial Officer                                 | 33.3%                   |
| Social Worker  | 5.6%                    |
| Treatment Provider                                     | 0.0%                    |



| Did this training effectively meet your needs? |                  |
|--|------------------|
| Answer Options                                 | Response Percent |
| Yes, definitely                                | 100.0%           |
| Somewhat                                       | 0.0%             |
| No, not at all                                 | 0.0%             |

### Responses:

- It was great to have all stakeholders hear the same information.
- I found out more about what DFS looks at in developing a safety plan to return the child - Very important to parents!
- Did not expect to come away from a conference feeling as inspired as I know feel.
- Very informative & helpful to be implemented in future hearings - especially at PC hearing.
- Vocabulary - extremely helpful in helping me understand the terms surrounding "safety".
- It helped me to understand how DCFS is running their cases.
- Much clearer understanding of new child protection model. Discussions were evidence based.
- I felt that the information could actually accomplish change in the court and with the agency.
- A real eye opener - learned things that changed/altered my outlook on the cases I have.
- Now I am thinking about questions differently.
- I've been taught a different way of thinking about reunification process.
- Good opportunity to discuss child protection from different angles.
- Yes, it provided me in my framework to develop precise decision-making
- I thoroughly enjoyed learning about safety decision making and planning to implementing the 6 questions into CASA training.
- Safety plans, court issues/assistance, difference between safety plans & case plans; different roles for different persons and how they can assist each other.

Please rate the presenter (Timothy Travis, JD) using the following scale:

| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 0    | 0       | 4    | 14        | 4.78           |
| Knowledge of subject matter | 0    | 0    | 0       | 1    | 17        | 4.94           |
| Content of presentation     | 0    | 0    | 0       | 2    | 16        | 4.89           |

Please rate the presenter (Therese Rowe Lund, MSSW) using the following scale:

| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 0    | 0       | 2    | 16        | 4.89           |
| Knowledge of subject matter | 0    | 0    | 0       | 1    | 17        | 4.94           |
| Content of presentation     | 0    | 0    | 0       | 1    | 17        | 4.94           |

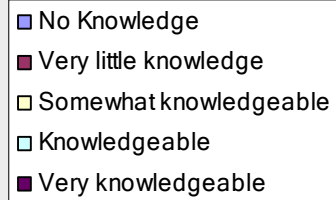
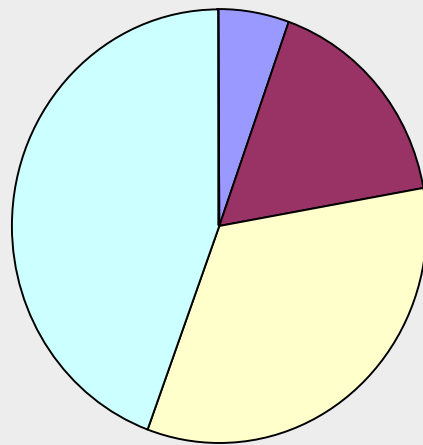
Please rate your level of agreement with the following statements regarding the PRINCIPLES OF CHILD SAFETY DECISION MAKING session

| Answer Options   | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree | Rating Average |
|--|-------------------|-------------------|---------|----------------|----------------|----------------|
| This session provided useful information   | 0                 | 0                 | 0       | 1              | 17             | 4.94           |
| I am satisfied with the content of the materials provided                                  | 0                 | 0                 | 0       | 1              | 17             | 4.94           |
| The materials provided were useful   | 0                 | 0                 | 0       | 0              | 18             | 5.00           |
| The topics covered during this session were relevant to my job                             | 0                 | 0                 | 0       | 2              | 16             | 4.89           |
| The topics covered during this session will help me do my job better                       | 0                 | 0                 | 0       | 1              | 17             | 4.94           |
| I am likely to use the information I learned in this session in my position/daily practice | 0                 | 0                 | 0       | 1              | 17             | 4.94           |

**How knowledgeable were you about PRINCIPLES OF CHILD SAFETY DECISION MAKING before attending this session?**

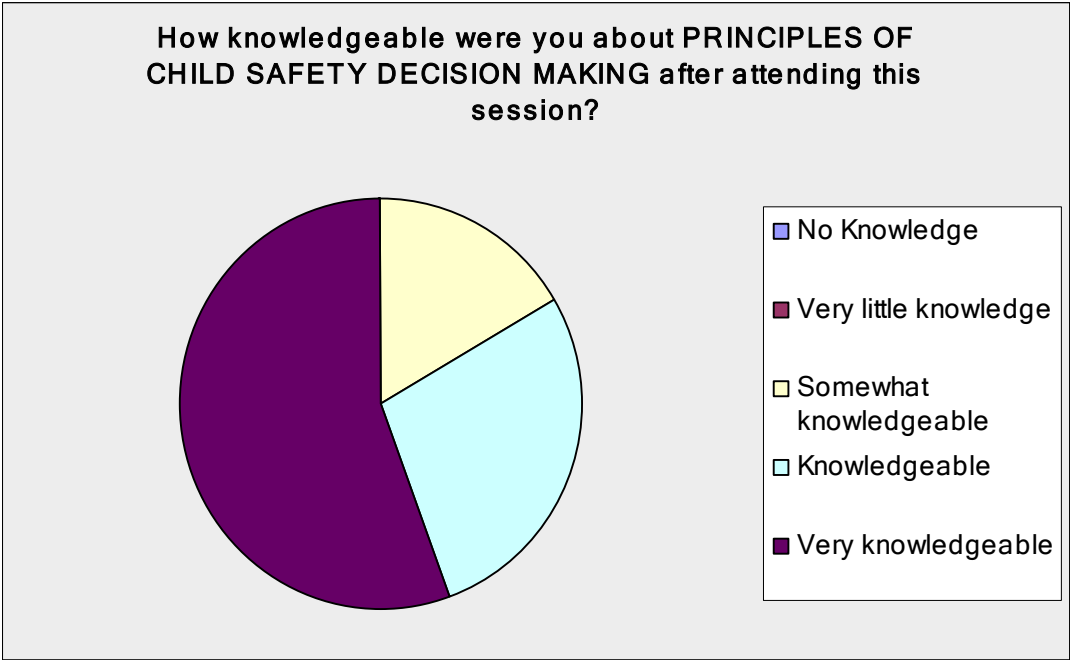
| <b>Answer Options</b>  | <b>Response Percent</b> |
|------------------------|-------------------------|
| No Knowledge           | 5.6%                    |
| Very little knowledge  | 16.7%                   |
| Somewhat knowledgeable | 33.3%                   |
| Knowledgeable          | 44.4%                   |
| Very knowledgeable     | 0.0%                    |

**How knowledgeable were you about PRINCIPLES OF CHILD SAFETY DECISION MAKING before attending this session?**



**How knowledgeable were you about PRINCIPLES OF CHILD SAFETY DECISION MAKING after attending this session?**

| Answer Options         | Response Percent |
|------------------------|------------------|
| No Knowledge           | 0.0%             |
| Very little knowledge  | 0.0%             |
| Somewhat knowledgeable | 16.7%            |
| Knowledgeable          | 27.8%            |
| Very knowledgeable     | 55.6%            |

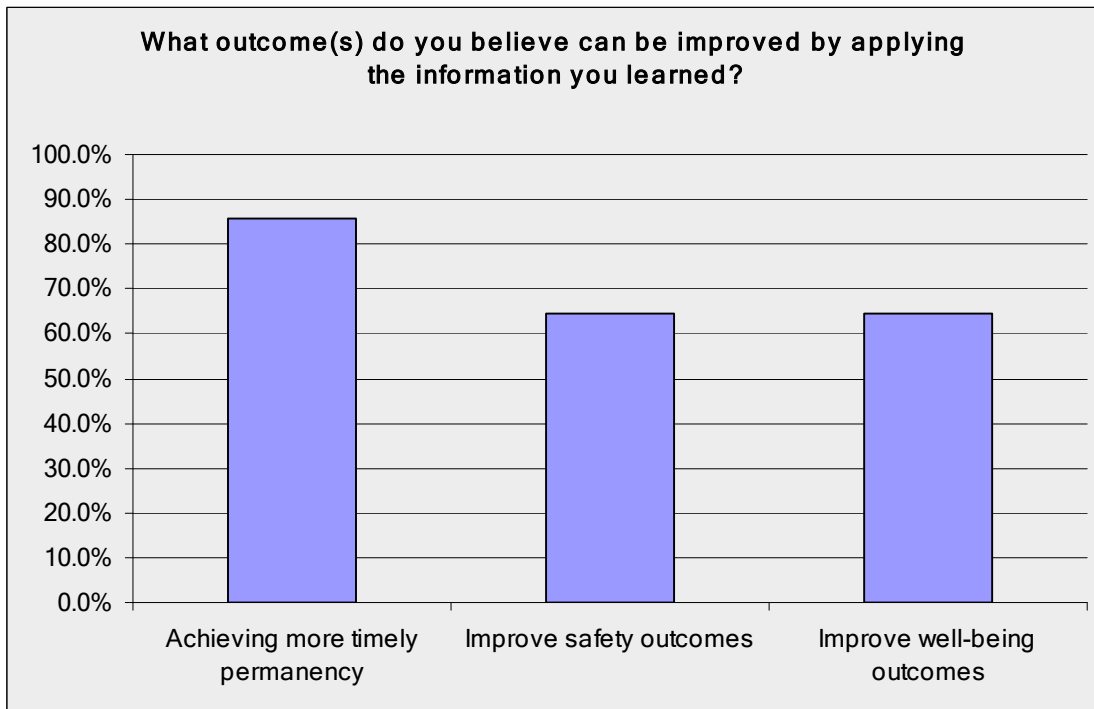


**What outcome(s) do you believe can be improved by applying the information you learned?**

| Answer Options                   | Response Percent |
|----------------------------------|------------------|
| Achieving more timely permanency | 85.7%            |
| Improve safety outcomes          | 64.3%            |
| Improve well-being outcomes      | 64.3%            |
| Other (please specify)           |                  |

**Other Responses:**

- Getting kids home sooner!
- Kids will go home safely.
- Increased collaboration.
- Appropriate placement.
- Much improved correction with CPS agency.
- Better service my kids.
- It will improve every aspect of the child welfare system.
- Reduce the number of children entering the system.



## What would you change, add, or delete from this program?

- Make this conference mandatory for other stakeholders, e.g. conflict
- Bring more stakeholders to the table. Follow-up conference after we've legal cleared to implement new practices.
- Probably more time on courts with their opinion by utilizing the information.
- Program was directly on point and I wouldn't change anything. Excellent and very practical.



NATIONAL COUNCIL OF  
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**PERMANENCY PLANNING FOR CHILDREN DEPARTMENT**

**Nevada Community Improvement Council 2012 Conference  
LAS VEGAS, NEVADA  
SEPTEMBER 28, 2012**

# **CONFERENCE EVALUATION REPORT**

*Prepared by Franz J. Braun*

## **Nevada CIC Conference 2012: EVERY DAY IN FOSTER CARE COUNTS - Interpreting Timeliness Measure Data; The Importance of Timeliness & Assessing Your Court Practice**

| <b>Which one of the following best identifies you?</b> |                         |                       |
|--|-------------------------|-----------------------|
| <b>Answer Options</b>                                  | <b>Response Percent</b> | <b>Response Count</b> |
| Agency Administrator                                   | 14.3%                   | 2                     |
| Attorney-Agency  | 7.1%                    | 1                     |
| Attorney-Child   | 7.1%                    | 1                     |
| Attorney-Parent  | 0.0%                    | 0                     |
| Attorney-Other   | 14.3%                   | 2                     |
| CASA   | 7.1%                    | 1                     |
| CIP Director   | 0.0%                    | 0                     |
| CIP Staff  | 0.0%                    | 0                     |
| Community Service Provider                             | 0.0%                    | 0                     |
| Court Administrator                                    | 0.0%                    | 0                     |
| Court Staff  | 0.0%                    | 0                     |
| Judge/Judicial Officer                                 | 42.9%                   | 6                     |
| Social Worker  | 7.1%                    | 1                     |
| Treatment Provider                                     | 0.0%                    | 0                     |

| Did this training effectively meet your needs? |                  |                |
|--|------------------|----------------|
| Answer Options                                 | Response Percent | Response Count |
| Yes, definitely                                | 100.0%           | 14             |
| Somewhat                                       | 0.0%             | 0              |
| No, not at all                                 | 0.0%             | 0              |

### Responses:

- Assisted us with evaluating where neglect and where we need to be as a system.
- Great insight for me. I'm not directly involved with CPS system but great information that will impact our office in probation.
- I liked that it wasn't a "training" and we were able to interact with our jurisdiction.
- It was good to review state & federal timelines and work as a team.
- Helped me understand where the data is collected from and what certain terms mean and the importance of definition.
- Excellent



Please rate the presenter (Franz J. Braun) using the following scale:

| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 0    | 0       | 2    | 12        | 4.86           |
| Knowledge of subject matter | 0    | 0    | 0       | 1    | 12        | 4.92           |
| Content of presentation     | 0    | 0    | 0       | 1    | 12        | 4.92           |

Please rate the presenter (Alicia Summers, PhD) using the following scale:

| Answer Options              | Poor | Fair | Neutral | Good | Excellent | Rating Average |
|-----------------------------|------|------|---------|------|-----------|----------------|
| Engagement of audience      | 0    | 0    | 0       | 3    | 11        | 4.79           |
| Knowledge of subject matter | 0    | 0    | 0       | 2    | 11        | 4.85           |
| Content of presentation     | 0    | 0    | 0       | 2    | 11        | 4.85           |

Please rate your level of agreement with the following statements regarding the Interpreting Timeliness Measure Data, The Importance of Timeliness, & Assessing Court Practice session.

| Answer Options   | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree | Rating Average |
|--|-------------------|-------------------|---------|----------------|----------------|----------------|
| This session provided useful information   | 0                 | 0                 | 0       | 0              | 14             | 5.00           |
| I am satisfied with the content of the materials provided                                  | 0                 | 0                 | 0       | 0              | 14             | 5.00           |
| The materials provided were useful   | 0                 | 0                 | 0       | 0              | 14             | 5.00           |
| The topics covered during this session were relevant to my job                             | 0                 | 0                 | 0       | 1              | 13             | 4.93           |
| The topics covered during this session will help me do my job better                       | 0                 | 0                 | 0       | 1              | 13             | 4.93           |
| I am likely to use the information I learned in this session in my position/daily practice | 0                 | 0                 | 0       | 1              | 13             | 4.93           |

Think about what you already knew and what you learned during this training about timeliness measures and court performance. Then evaluate your knowledge in each of the topic areas BEFORE this training.

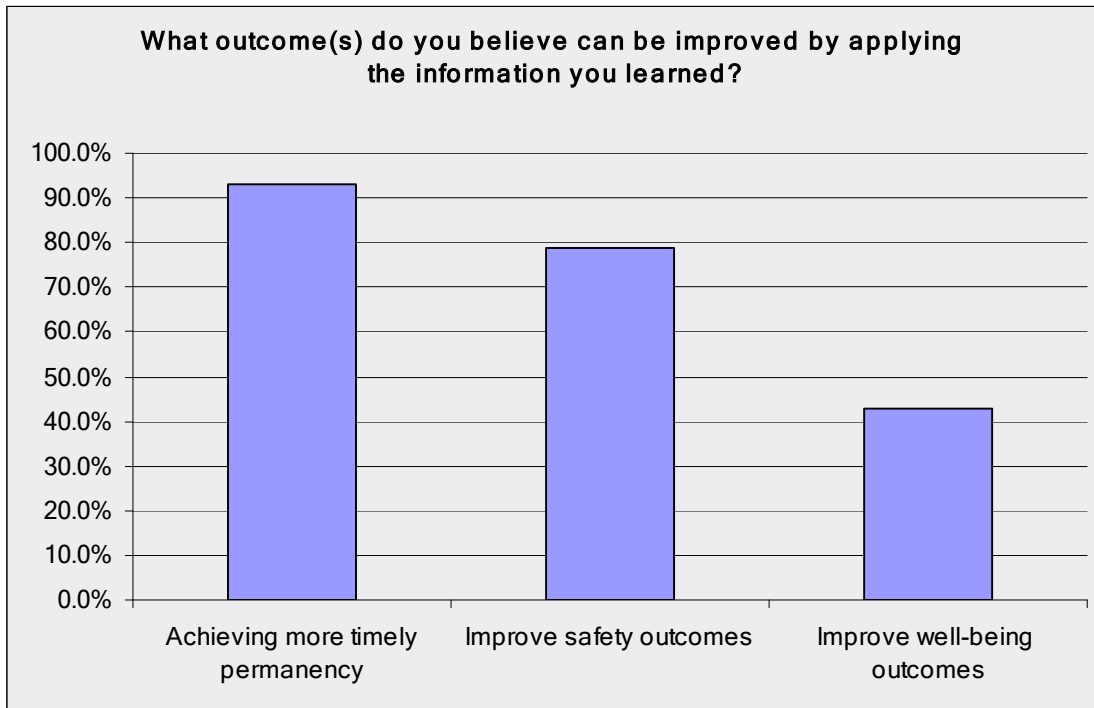
| Answer Options                             | No knowledge or skills | Some knowledge or skills | A lot of knowledge or skills | Rating Average |   |      |
|--|------------------------|--------------------------|------------------------------|----------------|---|------|
| Timeliness Performance Measures            | 2                      | 2                        | 6                            | 2              | 0 | 2.67 |
| Interpreting Timeliness Data               | 2                      | 5                        | 3                            | 2              | 0 | 2.42 |
| Statutory Timeliness Requirements          | 0                      | 3                        | 3                            | 4              | 2 | 3.42 |
| Strengths & Weaknesses of Current Practice | 0                      | 4                        | 4                            | 4              | 0 | 3.00 |
| Opportunities for Improved Practice        | 0                      | 4                        | 5                            | 3              | 0 | 2.92 |

Think about what you already knew and what you learned during this training about timeliness measures and court performance. Then evaluate your knowledge in each of the topic areas AFTER this training.

| Answer Options                             | No knowledge or skills | Some knowledge or skills | A lot of knowledge or skills | Rating Average |    |      |
|--|------------------------|--------------------------|------------------------------|----------------|----|------|
| Timeliness Performance Measures            | 0                      | 0                        | 1                            | 7              | 5  | 4.31 |
| Interpreting Timeliness Data               | 0                      | 0                        | 4                            | 8              | 1  | 3.77 |
| Statutory Timeliness Requirements          | 0                      | 0                        | 0                            | 7              | 6  | 4.46 |
| Strengths & Weaknesses of Current Practice | 0                      | 0                        | 1                            | 5              | 7  | 4.46 |
| Opportunities for Improved Practice        | 0                      | 0                        | 0                            | 3              | 10 | 4.77 |

**What outcome(s) do you believe can be improved by applying the information you learned?**

| <b>Answer Options</b>            | <b>Response Percent</b> |
|----------------------------------|-------------------------|
| Achieving more timely permanency | 92.9%                   |
| Improve safety outcomes          | 78.6%                   |
| Improve well-being outcomes      | 42.9%                   |



## **What specific changes (if any) do you plan to make to current practice as a result of the workshop today?**

- Examining permanency and child safety concerns at every hearing. Gathering more information and more thorough hearings. Seeing the big picture of permanency.
- Continuances issues address; TPR packet filing timely, early recruitment holding family to ASFA
- That our CIC meet monthly to keep the momentum going from ALL the important things we have learned.
- Paying more attention to timelines.
- More client buy-in in both safety and perm. processes; expand client base; encourage to participate in ADR.
- Keep communications open ? thru offices - meeting at least once a month.

## **What would you change, add, or delete from this program?**

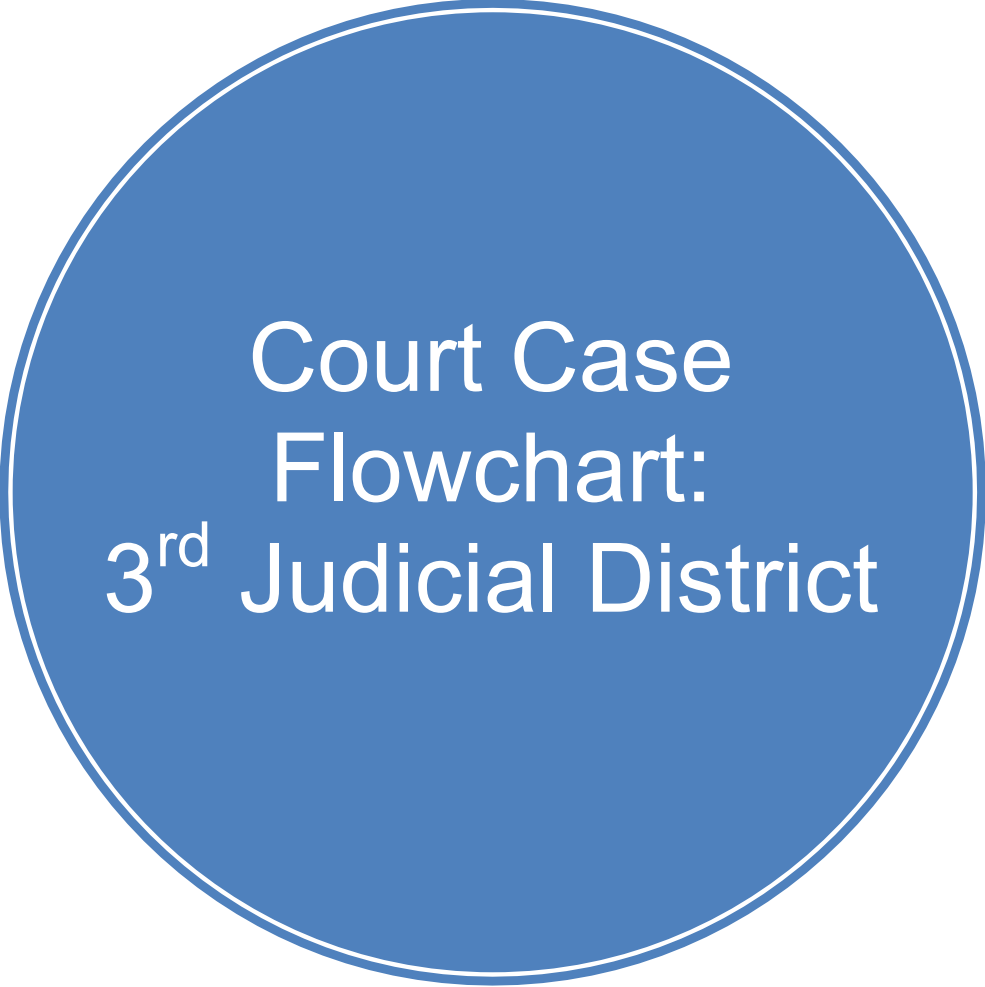
- Add follow-up training to re-assess evaluations as our action plan evolves.
- Probably need more time.

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# Appendix 9

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## Court Case Flowchart: 3<sup>rd</sup> Judicial District

### 3rd JUDICIAL DISTRICT

### CASE FLOW CHART TO IDENTIFY BARRIERS TO PERMANENCY

| HOTLINE CALL & REMOVAL | PROTECTIVE CUSTODY HEARING 72 hr | FILE PETITION / PLEA HEARING | ADJUDICATION / DISPOSITION | 60 DAYS REVIEW | 6 MONTH FIRST REVIEW HEARING | 12 MONTH ANNUAL HEARING | 14 MONTH INITIATE TPR | TPR HEARING | PETITION FOR ADOPTION | ADOPTION HEARING | CASE CLOSED |
|------------------------|----------------------------------|------------------------------|----------------------------|----------------|------------------------------|-------------------------|-----------------------|-------------|-----------------------|------------------|-------------|
|------------------------|----------------------------------|------------------------------|----------------------------|----------------|------------------------------|-------------------------|-----------------------|-------------|-----------------------|------------------|-------------|

|  |  |   |  |  |   |   |   |  |  |  |  |   |  |  |
|--|--|---|--|--|---|---|---|--|--|--|--|---|--|--|
| Assess safety, risk, family strengths & needs  | All parties represented by attorneys at every hearing (yellow/red)                 | Gather family information & social history        | Court tracks continuances (green)                            | Copies of court documents to all parties | Court tracks continuance (green)                            | Inform parents of relinquishment services (blue)      | TPR petition filed timely (yellow)                    |  |  |  | Complete home study of prospective adoptive family |   |  |  |
| Determine ICWA status (blue)   | Planned & purposeful initial visitation between birth family and child             | Court practices time certain calendaring (yellow) | Appoint CASA (green/yellow)                                  |  | Identify child's best placement option                      | Identify child's best placement option                | TPR all parties properly identified and served (blue) |  |  |  |  | Adoptive home - full disclosure to the adopting family of child's circumstances and special needs |  |  |
| Search for relatives (green)   | Court uses a case management system (green/yellow)                                 | File petition (blue)                              | Request assessments for birth parents from community experts |  | Engage older youth in permanency decision (blue)            | Copies of court documents to all parties (red/yellow) | Adoption home study                                   |  |  |  |  |   |  |  |
| If child Native American, engage tribal representative (blue)  |  | DA (red/yellow)                                   | Request an ICPC (blue)                                       |  | Request assessments for child from community experts (blue) | Copies of court documents to all parties              |   |  |  |  |  |   | Adoption/relative-all appropriate subsidies have been identified and all paperwork has been completed (yellow) |  |
| Engage family & their circle of support in case planning to support permanency                               | Court has a no-continuance policy (red)  | Identify alternative permanent plan (blue)        |  |  |   |   |   |  |  |  |  |   |  |  |
| Place siblings together  | Court hearings are thorough and meaningful (red)                                   | PD (red/yellow)                                   |  |  |   |   |   |  |  |  |  |   |  |  |
| Begin paternity determination  | Copies of court documents provided to all parties after each hearing               |   |  |  |   |   |   |  |  |  |  |   |  |  |
| Request copy of child's birth certificate  |  |   |  |  |   |   |   |  |  |  |  |   |  |  |
| Arrange visits with siblings not placed together and contact with other important people in the child's life | Conduct family-centered team decision meeting                                      |   |  |  |   |   |   |  |  |  |  |   |  |  |
| Identify child's best placement option   | Subsequent hearing dates scheduled before the parties leave the courtroom (yellow) |   |  |  |   |   |   |  |  |  |  |   |  |  |

|                        |                                     |                              |                            |                |                              |                         |                       |             |                       |                  |             |
|------------------------|-------------------------------------|------------------------------|----------------------------|----------------|------------------------------|-------------------------|-----------------------|-------------|-----------------------|------------------|-------------|
| HOTLINE CALL & REMOVAL | PROTECTIVE CUSTODY HEARING<br>72 hr | FILE PETITION / PLEA HEARING | ADJUDICATION / DISPOSITION | 60 DAYS REVIEW | 6 MONTH FIRST REVIEW HEARING | 12 MONTH ANNUAL HEARING | 14 MONTH INITIATE TPR | TPR HEARING | PETITION FOR ADOPTION | ADOPTION HEARING | CASE CLOSED |
|------------------------|-------------------------------------|------------------------------|----------------------------|----------------|------------------------------|-------------------------|-----------------------|-------------|-----------------------|------------------|-------------|

|  |  |
|--|--|
| Offer reunification services to all families immediately upon removal of child | Reports and other materials submitted to the court on time<br>(red/yellow) |
|--|--|

The following could occur at any time during the case


|                   |
|-------------------|
| blue=strength     |
| yellow=weakness   |
| green=opportunity |
| red=threat        |

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# Appendix 10

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Court Timeliness  
Form:  
3<sup>rd</sup> Judicial District

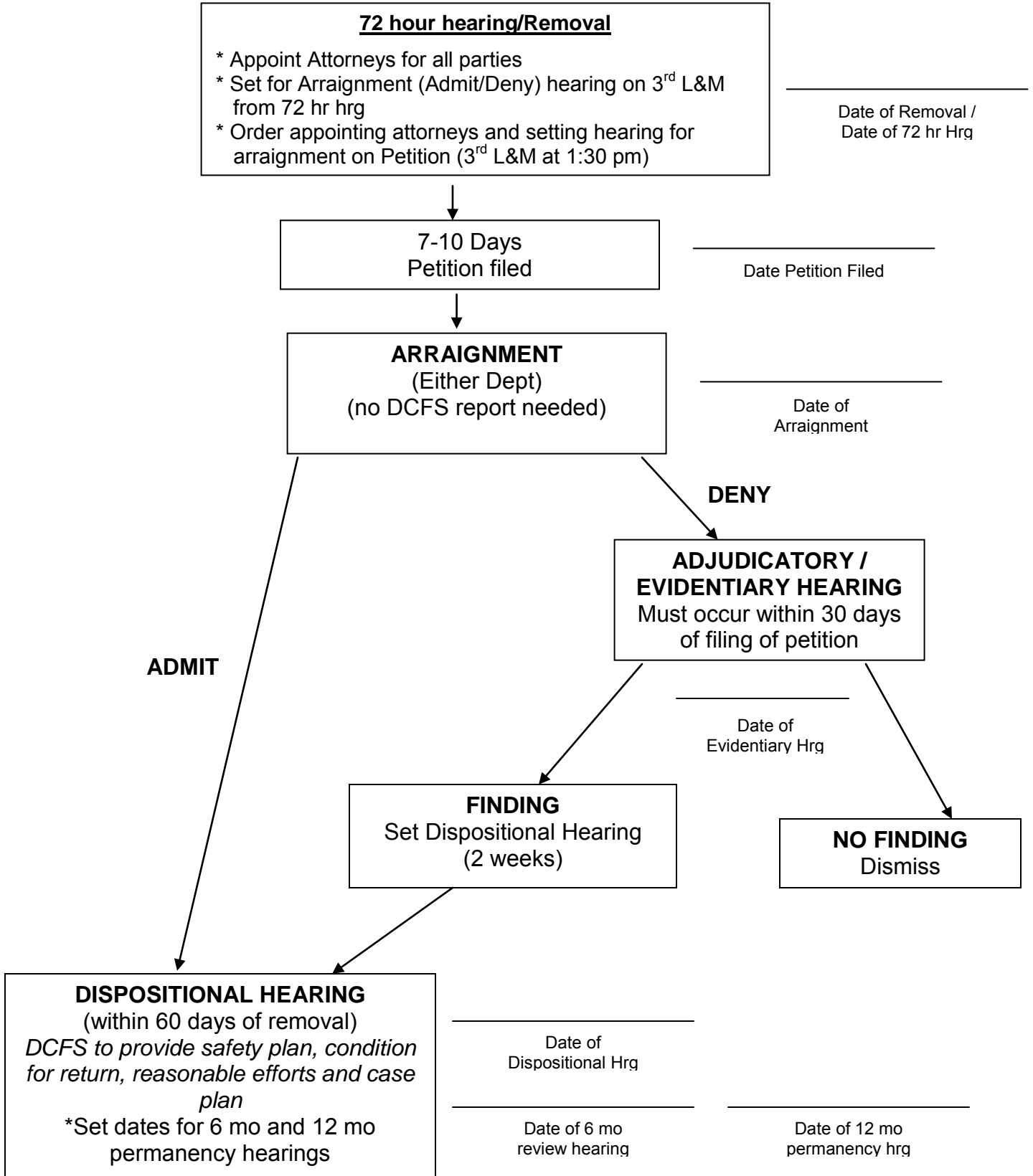


Case No: \_\_\_\_\_

Department: \_\_\_\_\_

Case Name: \_\_\_\_\_

### Timelines



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# Appendix 11

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Standard  
Court Order:  
3<sup>rd</sup> Judicial District

Case No. \_\_\_\_\_

Dept. No. \_\_\_\_\_

IN THE THIRD JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA  
IN AND FOR THE COUNTY OF LYON

IN THE MATTER OF THE

\_\_\_\_\_

**ORDER APPOINTING COUNSEL  
AND SETTING ARRAIGNMENT**

DOB: \_\_\_\_\_  
A Child Under 18 Years of Age.  
\_\_\_\_\_ /

THIS MATTER, came before the Court on this date, good cause appearing therefor;

IT IS HEREBY ORDERED, ADJUDGED AND DECREED that:

\_\_\_\_\_ is hereby appointed as Counsel for the child/children to represent him/her/them in this matter.

\_\_\_\_\_ is hereby appointed as Counsel for \_\_\_\_\_, the mother, to represent her in this matter.

\_\_\_\_\_ is hereby appointed as Counsel for \_\_\_\_\_, the father, to represent him in this matter.

\_\_\_\_\_ is hereby appointed as Counsel for \_\_\_\_\_ to represent him/her in this matter.

An arraignment hearing is set in this matter on the \_\_\_\_\_ day of \_\_\_\_\_, 2012, at 1:30 p.m..

Dated this \_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
WILLIAM G. ROGERS  
DISTRICT JUDGE

**Certificate of Mailing**

I hereby certify that I, \_\_\_\_\_, am an employee of the Third Judicial District Court, and that on this date pursuant to NRCP 5(b), I deposited for mailing at Yerington, Nevada, a true copy of the foregoing document addressed to:

- |   |  |
|---|--|
| <input type="checkbox"/> Wayne A. Pederson, Esq.<br>107 S. Main Street<br>Yerington, Nevada 89447                 | <input type="checkbox"/> Personally Served |
| <input type="checkbox"/> Kenneth V. Ward, Esq.<br>Post Office Box<br>Fernley, Nevada 89408                        | <input type="checkbox"/> Personally Served |
| <input type="checkbox"/> Paul G. Yohey, Esq.<br>Post Office Box<br>Fernley, Nevada 89408                          | <input type="checkbox"/> Personally Served |
| <input type="checkbox"/> Lyon County District Attorney<br>31 South Main Street<br>Yerington, Nevada 89447         | <input type="checkbox"/> Personally Served |
| <input type="checkbox"/> Division of Child and Family Services<br>215 W. Bridge Street<br>Yerington, Nevada 89447 | <input type="checkbox"/> Personally Served |
| <input type="checkbox"/> _____<br>_____<br>_____  | <input type="checkbox"/> Personally Served |

DATED: This \_\_\_ day of \_\_\_\_\_, 2012.

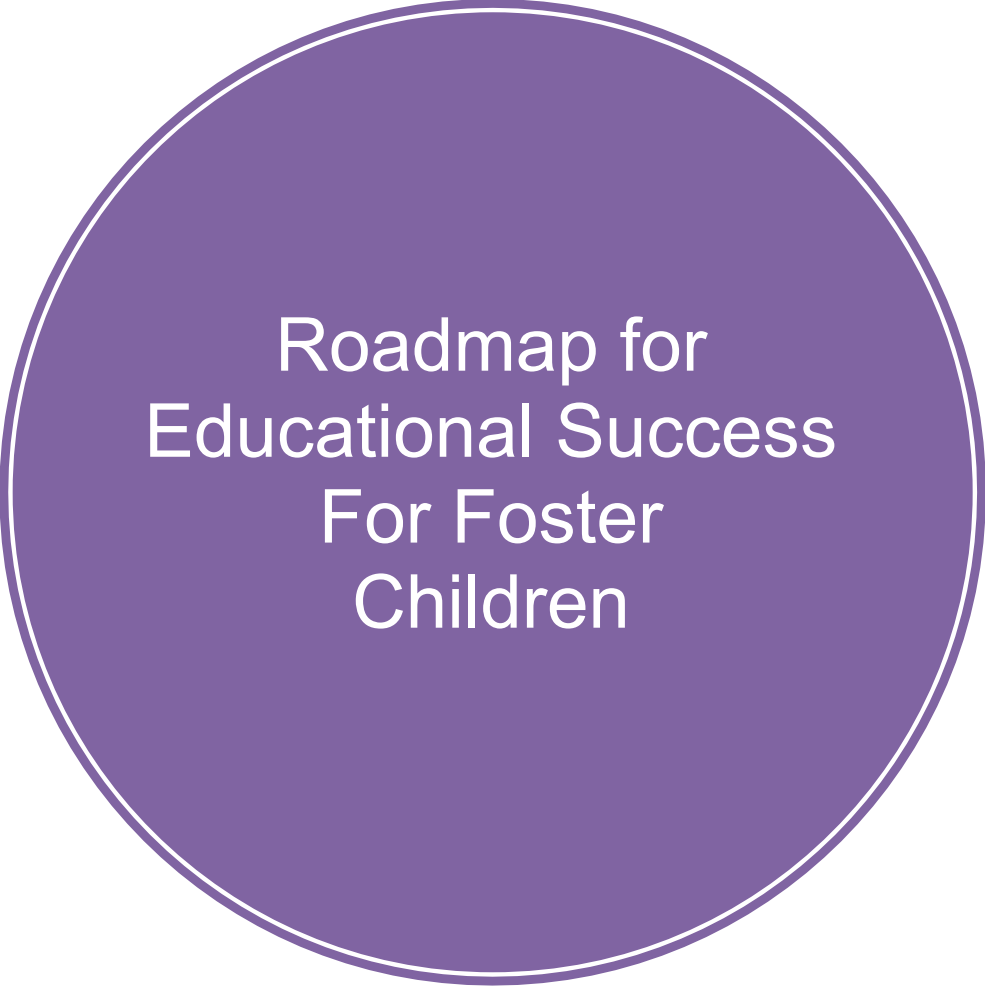
\_\_\_\_\_

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# Appendix 12

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## Roadmap for Educational Success For Foster Children

## Roadmap for Educational Success for Foster Children

Timeframe Covered: February 2012 – December 2014

**Mission Statement:** Strengthening Education Success for Children and Youth in Foster Care

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**Outcome #1:** *Students remain in their school of origin whenever feasible and in the best interest of the student (Blueprint for Change Goal #1) (Core Value #1)*

**Measurable Objective(s):**

*Increase identification of youth who are in foster care*

*Increase compliance of Fostering Connections by working with School Districts to create transportation plans to ensure youth have an opportunity to remain in school of origin (SOO) when feasible*

*Decrease the number of foster youth who change school of origin (SOO) because of lack of transportation*

**Subcommittee Chair(s):** Mark Hinson, NDE *(RED Type Indicates Questions for Committee.)*

| Activity or Project Description   | Collaborative Partners   | Timeframe   | Anticipated Outputs and Results of Activity  | Target Improvement   | Data Source   | Feedback Vehicle  |
|---|--|---|--|--|---|---|
| <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome</i> | <i>Responsible parties and partners involved in implementation of the activity</i> | <i>Proposed completion date or, if appropriate, “ongoing”</i> | <i>What the education committee intends to produce, provide or accomplish through the activity</i> | <i>Provide specific, projected change in data related to activity &amp; timeframe (e.g. 10% increase in compliance by March)</i> | <i>Name the specific sources where data will be drawn to measure anticipated changes due to this activity</i> | <i>Brief description of stakeholders the data will be shared with and methodology / products for dissemination of findings.</i> |

RED Type Indicates Questions for Committee

| Activity or Project Description  | Collaborative Partners  | Timeframe   | Anticipated Outputs and Results of Activity                               | Target Improvement  | Data Source                                | Feedback Vehicle   |
|--|---|---|---|---|--|--|
| Explore federal funding streams to analyze reimbursement criteria for foster care provider and school district (hard dollars) (1-C)                    | School District, Nevada Department of Education (NDE), Department of Family Services (DFS), Department of Children and Family Services (DCFS) Department of Social Services (DSS) | 120 days out from the formation of a subcommittee and identification of chair | Revised federal reimbursement Plan and clarification of fund availability |   | Title IV-E plan SACWIS Student info system | A copy of the Statewide Academic Plan to the Education Committee   |
| Develop MOU between School District & Child Welfare Agencies for info sharing. The MOU will assist with identifying youth who are in foster care (1-C) | School District, NDE, DFS, DSS, DCFS  | 120 days out from the formation of a subcommittee and identification of chair | MOU developed   | Increase the number of MOUs by improving partnerships and collaboration. (What are the components of the MOU? How and what info would be shared under the MOU?) | Copies of MOU                              | Work group to facilitate dialogue and meetings to secure outcomes. Provide copies and conduct an information session for the Education Committee about the provisions of the MOU for School District, NDE, and DFS, DCFS, DSS and other participants involved in the MOU |

RED Type Indicates Questions for Committee

| Activity or Project Description   | Collaborative Partners   | Timeframe   | Anticipated Outputs and Results of Activity   | Target Improvement   | Data Source  | Feedback Vehicle   |
|---|--|---|---|--|--|--|
| Connecting transportation services to existing services (ex. McKinney Vinto route contract services, i.e. Ely Bus, Boys & Girls Club) (1-D) | School District, NDE, DFS, DCFS, DSS   | Ongoing - 120 days out from the formation of a subcommittee and identification of chair | Transportation plan for youth to stay in school of origin   | Increase the number of students who receive transportation services      | SACWIS Student info system, LEAs and transportation depts. | Conduct a presentation on Services Provided Database to DFS, DCFS, DSS, judges, CASAs, attorneys, NDE, and Education Committee.<br>-students utilizing services<br>- SACWIS case plan<br>List of designated foster care advocates distributed to Education |
| Expand NRS requirement that each school designate or use their homeless liaison to serve as the school's foster youth advocate              | Education Committee, Legislature, Board of Education, NDE, DSS, DFS, and DCFS<br>Include the Local Education Agencies (LEAs) and their transportation departments to get buy-in and assistance in providing transportation to maintain school stability. | July 2013   | Present a bill draft to the next legislative session.<br><br>Each school will have a designated foster youth advocate | Promote and monitor the educational outcomes of students in foster care. | List of designated foster youth advocates                  | List of designated foster care advocates distributed to Education Committee, DFS, DCFS, DSS, NDE, foster parents, CASAs, attorneys and judges  |

RED Type Indicates Questions for Committee



| Activity or Project Description   | Collaborative Partners  | Timeframe   | Anticipated Outputs and Results of Activity  | Target Improvement  | Data Source  | Feedback Vehicle   |
|---|---|---|--|---|--|--|
| <p>Identification of foster youth in school to create a database or information sharing system. Note--Data has to be provided in a way that is usable. (1-C)</p> <p>Identification of foster youth through school registration form (1-C)</p> <p>Identification of foster youth with disabilities (1-F)</p> <p>IT service provider MOU between DFS, DCFS, and School District(s).</p> | <p>DFS, DCFS, DSS School Districts, NDE, CASA, LEA,</p> <p>Foster parent(s)</p> | <p>Registration form and database in place prior to the next academic year (Aug 2013)</p> <p>(Jun 2013)</p> | <p>Modification of existing registration form to identify foster youth in school</p> | <p>100% identification / notification of all foster youth in school</p> | <p>School District database/IT system</p> <p>State SYS SAIN; cross-reference UNITY</p> <p>Confirm accuracy between SAIN/DCFS (Numbers integrate correctly)</p> | <p>An updated monthly report from the school district, DSS, DFS, DCFS, NDE, and State System for Accountable Information in NV (SAIN).</p> <p>Report to the Education Committee on the new database.</p> <p>Copy of the new registration form to the Education Committee; NDE, DFS, DSS, DCFS; foster parents; children attorneys; judges; and CASAs</p> |

RED Type Indicates Questions for Committee

**Outcome #2:** *When school moves do occur, transitions between schools and/or districts are efficient and effective (Blueprint for Change Goal #2) (Core Value #2)*

**Measurable Objective(s):**

*Reduce the barriers for enrollment when foster youth have to change from School of Origin*

**Subcommittee Co-Chair:** Tom Murtha, WCDSS, and *(RED Type Indicates Questions for Committee.)*

| Activity or Project Description  | Collaborative Partners   | Timeframe  | Anticipated Outputs and Results of Activity  | Target Improvement  | Data Source   | Feedback Vehicle  |
|--|--|--|--|---|---|---|
| <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome</i>  | <i>Responsible parties and partners involved in implementation of the activity</i>             | <i>Proposed completion date or, if appropriate, "ongoing"</i>  | <i>What the education committee intends to produce, provide or accomplish through the activity</i> | <i>Provide specific, projected change in data related to activity &amp; timeframe (e.g. 10% increase in compliance by March)</i>  | <i>Name the specific sources where data will be drawn to measure anticipated changes due to this activity</i>   | <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i>             |
| Develop protocol that will allow foster youth to be immediately enrolled in a new school and to begin classes promptly (2-A) (2-B) (2-C)<br><br>Train teachers, administrators, social workers, CASAs, foster parents, and school staff on new enrollment protocol (2-A) (2-B) (2-C) | School District(s); Board of Education; NDE, DFS, DCFS, DSS, the Courts; and state legislature | 120 days out from the formation of a subcommittee and identification of chair<br><br>120 days out from the formation of a subcommittee and identification of chair | Enrollment protocol  | Increase enrollment time by (Jan 2014)<br><i>(What does this mean? Are we actually talking about being able to quantify a decrease in enrollment delays? Define the what. Is it the right what? What data is needed?)</i> | Copy of enrollment protocol; factsheet; sign in sheets from training; and copy of training materials<br><br><i>(Need to gather data on enrollment time frames based on entry into foster care or change of placement while in foster care.)</i> | Copy of the protocol, factsheet, and training materials to the Education Committee; school districts; DFS, DSS, DCFS; the courts; and NDE |

*RED Type Indicates Questions for Committee*

| Activity or Project Description   | Collaborative Partners  | Timeframe  | Anticipated Outputs and Results of Activity   | Target Improvement  | Data Source  | Feedback Vehicle  |
|---|---|--|---|---|--|---|
| <p>Create an enrollment protocol factsheet for social workers, foster parents, and CASAs. Factsheet should contain information for the designated school liaison that will assist with immediate enrollment timeline</p>  | <p>School District(s); Board of Education; NDE, DFS, DCFS, DSS, and the Courts;</p>                               | <p>120 days out from the formation of a subcommittee and identification of chair</p> | <p>Factsheet</p>  |   | <p>Copy of the factsheet</p>   | <p>Submit a copy of the factsheet to the Education Committee</p>                        |
| <p>Develop a policy and processes that ensure youth education records are comprehensive and accurate, and promptly follow the youth to any new school or placement. (2-D)</p> <p>(This exists in statute for the development of academic plans in both elementary and secondary schools.)</p> | <p>School Districts; administrators, NDE, school IT; teachers; DFS, DSS, DCFS; Board of Education; and courts</p> | <p>120 days out from the formation of a subcommittee and identification of chair</p> | <p>Ensure youth receives full credit for course work and is appropriately placed in correct classes</p> <p>Academic Plan Template generated by the Nevada Department of Education (NDE).</p> <p>Roadmap exploring possibility of data warehousing and/or exchanging</p> | <p>Timely exchange of information to facilitate the appropriate placement in appropriate academic placements.</p> | <p>Report generated from schools given to DFS; DSS, DCFS; and courts</p> | <p>A copy of the policy and a presentation will be given to the Education committee</p> |

RED Type Indicates Questions for Committee

**Outcome #3:** Youth have the opportunity and support to fully participate in all aspects of the school experience (Blueprint for Change Goal #4) (Core Value#4)

**Measurable Objective(s):**

Increase the number of trained professionals that have knowledge and skills to work with children who have experienced child abuse and neglect

**Subcommittee Chair(s):** 2<sup>nd</sup> Judicial District’s Model Court Education Committee (RED Type Indicates Questions for Committee.)

| Activity or Project Description   | Collaborative Partners  | Timeframe  | Anticipated Outputs and Results of Activity   | Target Improvement   | Data Source   | Feedback Vehicle  |
|---|---|--|---|--|---|---|
| <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome</i>   | <i>Responsible parties and partners involved in implementation of the activity</i>  | <i>Proposed completion date or, if appropriate, “ongoing</i> | <i>What the education committee intends to produce, provide or accomplish through the activity</i>                                      | <i>Provide specific, projected change in data related to activity &amp; timeframe (e.g. 10% increase in compliance by March)</i> | <i>Name the specific sources where data will be drawn to measure anticipated changes due to this activity</i>           | <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i> |
| <p>Train teachers, administrators and school staff regarding foster youth who have experienced abuse and neglect and school curricula. (4-G)</p> <p>(This goal seems to address the use of Positive Behavioral Intervention and Supports (PBIS) or other trauma informed practices with regard to children who have experienced trauma.</p> | School Districts; NDE, DSS, DCFS; DFS; Courts; PEP (Parents Engaging Parents); CIT Team, 2nd JD’s Model Court Education Committee | Prior to start of the academic year (Aug 2013)               | <p>Integrate into Professional Development Days!</p> <p>Clerical staff; Teachers; Support; Administrators; and school board members</p> | <p>Local Courts, Child Welfare, and Education</p> <p>Collaborative Model expandable to entire state</p>                          | Track the number of professionals trained through Sign ins; Agenda; Materials; Power Point; Foster Youth Bill of Rights | Submit a copy of the training curriculum to school district(s), NDE, DSS, DFS, DCFS, & Education Committee                    |

RED Type Indicates Questions for Committee

| Activity or Project Description  | Collaborative Partners | Timeframe | Anticipated Outputs and Results of Activity | Target Improvement | Data Source | Feedback Vehicle |
|--|------------------------|-----------|---|--------------------|-------------|------------------|
| Not sure this is doable unless the school is using a PBIS or similar model system. Otherwise the info that would be given is for awareness purpose with no expectation of follow through.) |                        |           |   |                    |             |                  |

RED Type Indicates Questions for Committee

**Outcome #4:** Responsible and caring adult mentors the students’ education during and after county or state care (*Blueprint for Change Goal #7*) (Core Valve #7)

**Measurable Objective(s):**

- Increase the number of knowledgeable and trained education advocates who are also trained in the legal requirements relating to education decisions for children with and without disabilities*
- Increase the number of adults who can serve as a permanent connection and mentor when the youth exits care*
- Increase the number of foster parents, teachers, attorneys, judges, CASAs, and social workers trained in the importance of education success for foster youth*
- Increase the number of professionals trained on the importance of identifying and establishing permanent adult connection(s) for youth who are going to age-out*
- Increase the number of volunteers who will help foster youth improve their education success through mentoring*

**Subcommittee Co-Chairs:** Justice Nancy Saitta and *(RED Type Indicates Questions for Committee.)*

| <b>Activity or Project Description</b>  | <b>Collaborative Partners</b>  | <b>Timeframe</b>  | <b>Anticipated Outputs and Results of Activity</b>   | <b>Target Improvement</b>  | <b>Data Source</b>  | <b>Feedback Vehicle</b>   |
|---|--|---|--|--|---|---|
| <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome</i> | <i>Responsible parties and partners involved in implementation of the activity</i> | <i>Proposed completion date or, if appropriate, “ongoing”</i> | <i>What the education committee intends to produce, provide or accomplish through the activity</i> | <i>Provide specific, projected change in data related to activity &amp; timeframe (e.g. 10% increase in compliance by March)</i> | <i>Name the specific sources where data will be drawn to measure anticipated changes due to this activity</i> | <i>Brief description of stakeholders the data will be shared with and methodology/products for dissemination of findings.</i> |

RED Type Indicates Questions for Committee

| Activity or Project Description   | Collaborative Partners  | Timeframe  | Anticipated Outputs and Results of Activity                              | Target Improvement                         | Data Source   | Feedback Vehicle   |
|---|---|--|--|--|---|--|
| <p>Convene stakeholder group to develop protocols and curriculum for peer mentoring program, parent volunteer program. (4-F) (7-A) (7-B) (7-C) (7-D)</p> <p>(There is presently statute that requires secondary settings to establish school-based programs. Can we utilize what is required in legislation to satisfy this goal?)</p> <p>Develop the importance of educational outcomes training for foster parents, teachers, attorneys, judges, CASAs, and social workers trained in the importance of education success for foster youth. (7-A) (7-C)</p> | <p>School Districts; DCFS; DFS; DSS, NDE, Education Committee</p> | <p>120 days out from the formation of a subcommittee and identification of chair</p> <p>Project completed by beginning of the 2014 academic year</p> | <p>District and statewide policies; Procedures; Curriculum; Training</p> | <p>Increase educational mentors by 10%</p> | <p>Meeting Agendas; Meeting Minutes; Materials; PP sign-ins; MOU's shared by Washoe</p> | <p>Feedback from: School Districts, DFS, DCFS, DSS, NDE, Education Committee</p> <p>These stakeholders all have vested interest in creating the vehicle to be used as a training tool for mentors!</p> |

RED Type Indicates Questions for Committee





**Narrative:** *Description of status of project as related to the outcome at beginning of January 2012.*

**First Quarter Update (Submission Date: N/A):** *Description of progress, activities, and results of those activities during the reporting time period*

**Second Quarter Update (Submission Date:):**

**Third Quarter Update (Submission Date:):**

**Fourth Quarter Update (Submission Date:):**

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# Appendix 13

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## Data Exchange Roadmap: Washoe County

WASHOE COUNTY

# Recommendations to the CIP Committee

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## Electronic Data Exchange – A Roadmap

Nevada Administrative Office of the Courts

February 22, 2011

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Second Judicial District Court

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Second Judicial District Court

**Rachel Anderline**

Second Judicial District Court

**Paul Bowen**

Nevada Department of Children and Family Services

**Jeffry Radecki**

Nevada Department of Children and Family Services

**George Patterson**

Nevada Department of Children and Family Services

**Kevin Schiller**

Washoe County Department of Family Services

**Otto Lynn**

Washoe County Department of Family Services

**Judith Shumway**

Washoe County Department of Family Services

**Debra Jackins**

Washoe County Department of Family Services

**Scott Sosebee**

Administrative Office of the Courts

**Robin Sweet**

Administrative Office of the Courts

**Katherine Malzahn-Bass**

Administrative Office of the Courts

**Laura Snyder**

Administrative Office of the Courts

**Joyce Kiel**

Administrative Office of the Courts

**Aaron Gorrell**

Waterhole Software, Inc.

**Monika Cline**

Waterhole Software, Inc.

## EXECUTIVE SUMMARY

In June 2010, Waterhole Software, Inc. conducted a series of telephone and on-site meetings with stakeholders from the Nevada Administrative Office of the Courts (AOC), the Second Judicial District Court, the Washoe County Department of Social Services (DSS), and the Division of Child and Family Services (DCFS). The purpose was to evaluate the SACWIS System (Unified Nevada Information Technology for Youth or UNITY), the Court Case Management System (Contexte) and the ASFA Compliance System and determine the feasibility of electronically sharing information between these systems.

These first meetings focused on documenting current business practices starting with the first removal of the child from the home through either Reunification or Termination of Parental Rights. To accomplish this task, Waterhole Software's consultants used a combination of the Justice Information Exchange Methodology (JIEM) and Business Process Modeling Notation (BPMN) to capture and document these information exchanges. Technical specifications were developed using the National Information Exchange Model and are available upon request from the Administrative Office of the Courts.

## INFORMATION DATA EXCHANGE - A PRIMER

An information data exchange describes the circumstances under which information is transferred from one organization to another without specifying the specific technical mechanism. The mechanism used to transmit this information can range from paper forms being sent through the mail, electronic mail with attached documents, or implemented as part of a Service Oriented Architecture. There are a number of benefits to developing an information exchange model including:

- A comprehensive map of inter-agency processes that describes information dependencies between organizations.
- An inventory of documents commonly exchanged between organizations and the circumstances which trigger those exchanges.
- Identification of critical issues that may be resolved through implementation of electronic data exchanges.
- Identification of critical dependencies that may impede the implementation of electronic data exchanges.

An integrated environment seeks to facilitate the electronic exchange of information directly between systems. For this project, exchanges were modeled using the JIEM and Business Process Modeling Notation.

## SERVICE ORIENTED ARCHITECTURE

Service Oriented Architecture (SOA) allows agencies and the court to maintain control over not only the software they are using, but also how information is exchanged with other organizations. The underlying concept in SOA is that each organization involved in a data exchange project exposes computer systems capabilities and corresponding databases through a web service. Communications between systems is accomplished using Extensible Markup Language (XML), a programming language computers use to communicate with each other. A web service is software that acts as the middleman link between two organizations wishing to exchange information. Upon receipt of a XML message, the web service will first ensure that the message conforms to the

technical standard that each organization agreed upon. For Nevada, this standard is expected to be developed using the National Information Exchange Model (NIEM).

## NATIONAL INFORMATION EXCHANGE MODEL

The National Information Exchange Model (NIEM) is part of a wide-ranging federal program that seeks to standardize how data exchanges are implemented throughout the nation. The NIEM defines thousands of XML elements that can be assembled into an Information Exchange Package Definition (IEPD) to facilitate exchange of information between disparate governmental organizations.

NIEM 2.1 is the latest version of the model and was released in October 2009. For the first time ever, the NIEM included data elements that specifically addressed the data needs of the Dependency and Neglect community. These data elements have been captured in the Child, Youth and Family Services (CYFS) domain and consist of over 100 data elements. These data elements were developed by analyzing the requirements of the seven commonly used documents in child welfare. They include:

- Dependency Petition
- Court Findings Order
- Service Plan
- Court Report
- Hearing Notification
- Placement Change Notification
- Representation Notification

In fact, the requirements development workshops for the Service Plan and Court Report were held in early September 2008 and hosted by the Nevada Court Improvement Project. Additional details about NIEM can be found at [www.niem.gov](http://www.niem.gov).

## INFORMATION EXCHANGE PACKAGE DEFINITION (IEPD)

A web service provides an end-point that organizations use to automate business workflow. A web service is organized around a specific business outcome (e.g., request and issue a dependency petition) while an IEPD is typically organized around a specific document or form (the dependency petition). The IEPD is a collection of files that together provide both the specification and documentation for software developers to use when implementing the information exchange. The IEPD defines what information is included in an exchange and how that information is organized.

Each IEPD specification includes the following artifacts:

- **Data Requirements Model (.jpg):** The data requirements model is a visual representation of the information that is exchanged. The data requirements model is a .jpg image contained within the *Supporting Documentation* folder.
- **Mapping Spreadsheet (.xls):** The mapping spreadsheet cross-references each of the elements identified in the data requirements model with an XML element defined in the XML schema. The Excel mapping spreadsheet is contained within the *Supporting Documentation* directory within each IEPD folder.
- **XML Schema (.xsd):** The XML schema is a technical representation of the data requirements and structures described in the data requirements model. A schema is similar to a set of construction blueprints in that they describe, in very concise ways, the rooms, dimensions and layout of a building. Each IEPD contains a number of XML schema files that reference each other and are contained within the *Schema* directory of each IEPD folder.
- **XML Instance (.xml):** An XML instance shows how a sample document with case information would be represented using the XML Schema. Continuing with our blueprint analogy, an instance is the actual building constructed from the blueprints. The XML instance is contained in the *Sample* directory within each IEPD folder.

## BUSINESS PROCESS MODELS

Business process modeling provides a graphical depiction of the workflow steps required to move a case toward disposition. The models depicted below describe the exchange of information and are used during business process analysis to aid in identifying opportunities for business process reengineering. More detailed business process models such as those accompanying the Dependency Petition IEPD will be used by software engineers during implementation. All business process models have been developed using Business Process Modeling Notation (BPMN). BPMN provides a set of graphical symbols to represent organizations, activities, and data exchanges.

### CASE INITIATION

From a data exchange perspective, case initiation is often the most critical phase of the case adjudication process. Exchanges are often triggered following case creation and, in turn, trigger case creation in a receiving system such as the Court Case Management System. Additionally, key identifiers for the case and involved parties are typically shared during this stage thereby establishing cross-references between systems. Our first model below focuses on case initiation starting with the removal of one or more children and concludes with the filing of the dependency petition with the District Court. Often referred to as the “Legal” process, it requires extensive interaction between the agency, the district attorney, and the court.

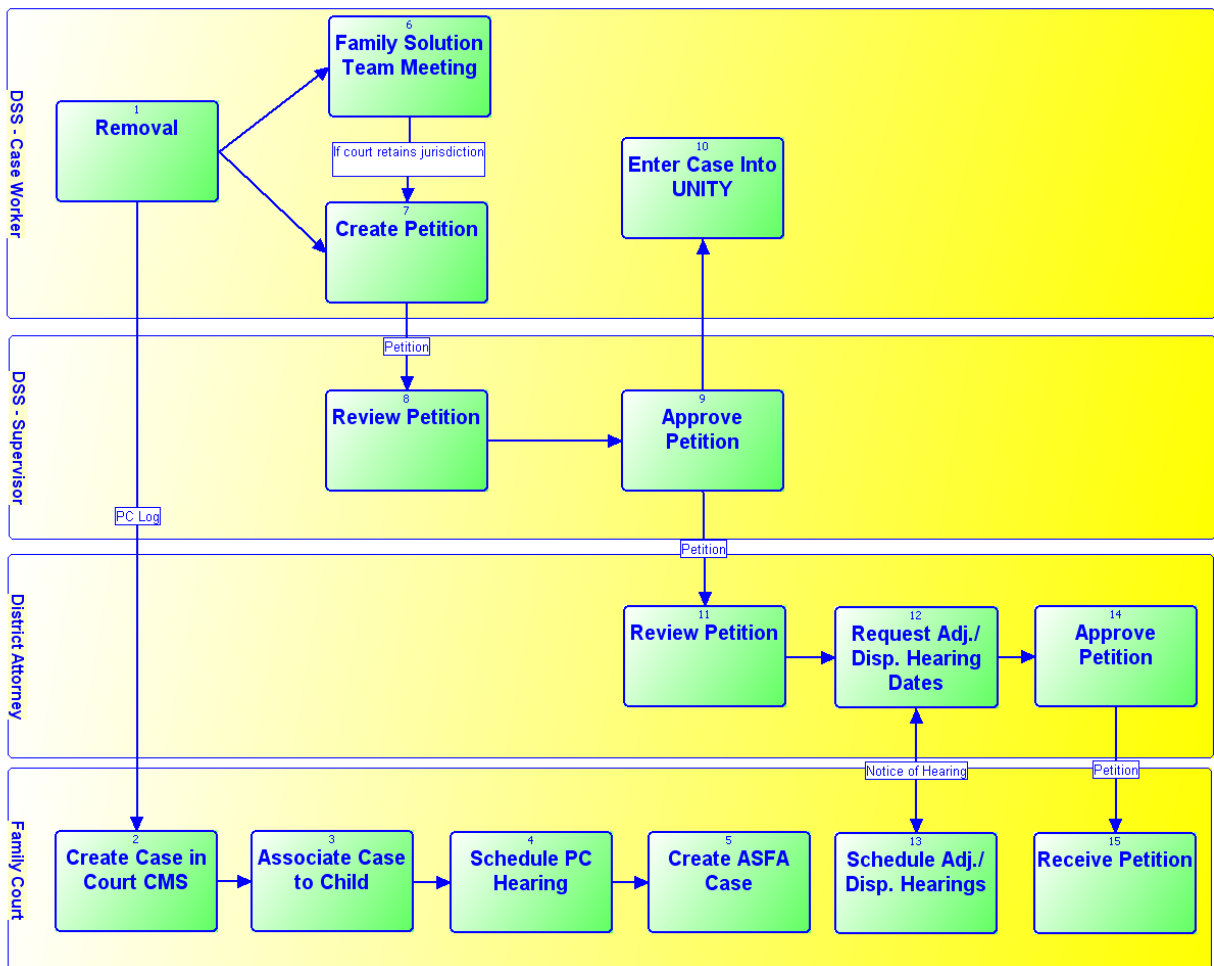
### INTERPRETING THE BUSINESS PROCESS MODEL

As previously indicated, the model uses graphical elements from BPMN. There are four basic elements that make up these BPMN-based diagrams:

- **Swimlane:** Represented as a horizontal yellow rectangle, this symbol represents an organization or a particular role/system within an organization.



- **Activity:** Represented as a green rectangle, an activity is a workflow step that describes the work that is performed during a particular phase of workflow. An activity may trigger a data exchange or be triggered upon receipt of a data exchange.
- **Sequence Flow:** A sequence flow is represented by a solid blue line and indicates either the order in which activities occur or a data exchange if the flow crosses one or more swimlanes.
- **Artifact:** An artifact is captured as text on a sequence line and may reference the condition(s) for an exchange and indicate the documents that are passed as part of the exchange.



## ACTIVITY DESCRIPTION

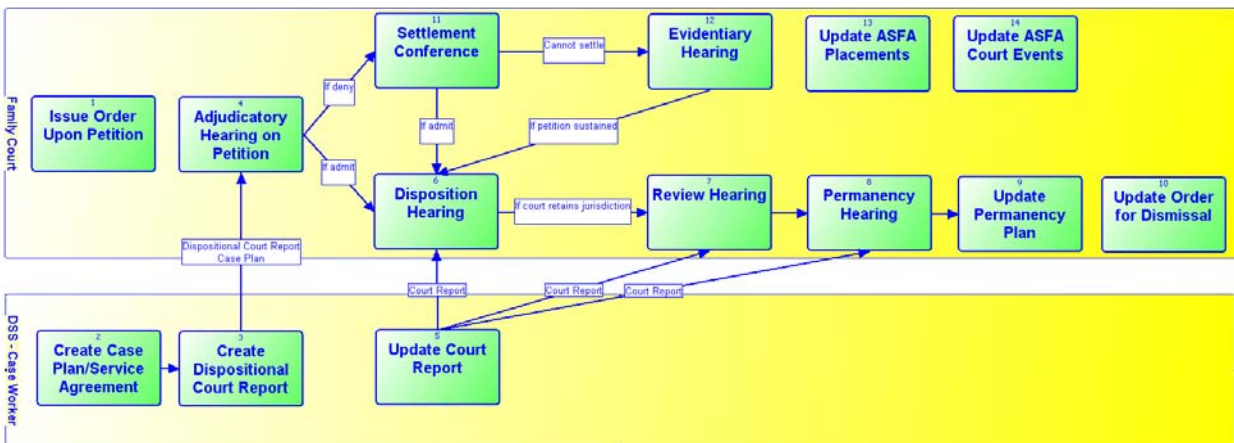
1. **Removal:** The removal of children from their home typically occurs after an investigation by the Washoe County Department of Social Services (DSS or agency). This investigation is typically the result of a report to a child abuse hotline or referral from a law enforcement agency. At their discretion, the case worker may attempt to resolve the issue through Family Solutions Team (FST) meetings. This is an extra-legal process that if successful will prevent the case from being formally filed with the district court. However, if allegations are serious enough or if the family is not willing to cooperate in the FST process, the agency

will request that the court schedule a protective custody (PC) hearing. The hearing is requested by transmitting the Protective Custody Log (PC Log) to the court. The PC Log is an Excel spreadsheet that is prepared and appended to throughout the day as agency cases are created.

2. **Create Case in CMS:** Upon receipt of the PC Log, Family Court Clerks create a new case and indicate the case parties by either associating them with existing people already in Contexte or by building a new person. An associated person is identified based primarily on their name and date of birth. While this method works the majority of the time, sometimes during the removal the case worker will receive inaccurate information. Discrepancies like this are typically resolved during the protective custody hearing and are corrected by the court clerks.
3. **Associate Case to Child:** A court case will involve one or more children and during this activity, the clerk associates the case to the corresponding child or children.
4. **Schedule PC Hearing:** The court clerk works with the case worker to schedule a PC Hearing within 72 hours of removal.
5. **Create ASFA Case:** The ASFA (Adoption and Safe Families Act) Compliance System was created approximately 10 years ago by the Second Judicial District Court to provide a means to capture, measure and enforce case timeliness requirements. Beginning with the removal date, ASFA includes a feature that allows clerks to identify date ranges that fall within case timelines stipulated by the Act. ASFA is written in Java and shares a common database with Contexte. Although new case information is automatically copied to ASFA nightly, the removal date of the child (key to ASFA timeframes) is entered by the clerk from the PC Log.
6. **Family Solution Team Meeting:** The FST meeting was developed in response to a desire to work with family members to resolve dependency and neglect cases without formally involving the District Court. The FST may occur any time up to the filing of a Dependency Petition. If the situation is resolved during the FST, a Petition is not filed with the Court.
7. **Create Petition:** If the agency decides to proceed with formal proceedings, the case worker, their supervisor and appointed counsel from the District Attorney's office will jointly develop the Dependency Petition. It is initially developed using Microsoft Word and is typically shared between the petitioners through email.
8. **Review Petition:** The DSS supervisor is responsible for reviewing the petition.
9. **DSS Supervisor, Approves Petition:** Upon approval, the DSS supervisor submits the Dependency Petition to the appointed counsel from the District Attorney's office.
10. **Enter Case Into UNITY:** Upon approval by the District Attorney's office, a Washoe County DSS clerk enters details of the petition into UNITY.
11. **District Attorney, Reviews Petition:** The assigned attorney typically receives the petition through email. They will review the petition and then request adjudication and disposition hearing dates from the court clerk (see #12 below).
12. **Request Adjudicatory/Disposition Hearing Dates:** The District Attorney requests an adjudicatory hearing date and a dispositional hearing date from the Court and includes these dates on the petition filing.

13. Schedule Adjudication/Disposition Hearing Dates: The clerk assigns the adjudicatory/disposition hearing dates using Contexte. The adjudicatory hearing must be set within 30 days of receipt of the initial filing. The disposition hearing must occur within 15 days of the adjudication hearing.
14. District Attorney, Approves Petition: The DA approves the petition and submits a printed and signed copy to the District Court. The petition must be received by the Court within 10 days of the PC Hearing.
15. Receive Petition: The clerk date/time stamps the petition and documents the date/time received in Contexte.

## CASE DISPOSITION



## ACTIVITIES

1. Issue Order Upon Petition: An Order Upon Petition, much like a Summons, containing the date and time of both the adjudication and disposition hearing is filed with the Petition and a copy of the documents are provided to the parties of the case. The Petition and Order upon Petition are personally served upon the parent(s) / guardian(s). If parent/guardian is unknown, then notice of the hearing is advertised for three consecutive weeks. The notice date is captured in Contexte as a docketed event.
2. Create Case Plan/Service Agreement: A Case Plan and a Service Agreement is prepared by the agency within 60 days of the child's removal date.
3. Create Dispositional Court Report: The Dispositional Court Report and Case Plan are presented to the court and are reviewed by the assigned judge, attorney's and other interested parties at the start of the dispositional hearing.
4. Adjudicatory Hearing on Petition: The adjudicatory hearing must be held within 30 days of the filing of the Dependency Petition. During this hearing, the Court will either sustain or dismiss each of the allegations against the parents. If the parent(s) are found to be indigent and counsel is not appointed during the Probable Cause hearing, they may be appointed at this time. A docket entry is made by the court clerk indicating the following information: date/time of hearing, docket code, Case ID, docket text, clerk name, presiding judge, room number and location, and all participating parties with their relationship to the case.

5. Update Court Report: Prior to each subsequent hearing, the agency updates the Court Report to reflect progress the parent(s) or the child has made toward goals established within the Service Plan.
6. Disposition Hearing: A disposition hearing is held when the Court sustains one or more allegations. This hearing may immediately follow the adjudicatory hearing or may be addressed on a later date. Finally, the Court will establish whether the agency has made reasonable efforts, and determine the future custody of the child. If they are returned to their home, the Court may indicate conditions of the return. If the child remains placed outside of the home, the judge may order services for the parent and indicate mandatory support payments to the custodian. Finally, during the disposition hearing the Court can consider guardianship applications.
7. Review Hearing: If the Court retains jurisdiction over the child, a review hearing or permanency hearing must be held every 6 months from the removal date. The agency must submit an updated Court Report to reflect progress of the involved parties.
8. Permanency Hearing: A permanency hearing must be held 12 months after the child's removal date. During this hearing, the Court must identify a Permanency Plan.
9. Update Permanency Plan: The agency is responsible for updating the Permanency Plan. As per the guidelines, "Parents have 12 months to reunify, and if the plan remains reunification after 12 months, there must be compelling reasons to remain on that path."<sup>1</sup>
10. Update Order for Dismissal: This order is generally prepared by either the agency or the agency's assigned counsel in the District Attorney's office. If Washoe County DSS custody is terminated, the order will reflect the close date and reasons.
11. Settlement Conference: If the parent(s) deny the allegations indicated on the Dependency Petition, the previously scheduled disposition hearing will be cancelled and a settlement conference scheduled. During this conference, the judge will mediate a discussion with all parties, which could result in an amended petition. This settlement conference may roll into a disposition hearing.
12. Evidentiary Hearing: Facts surrounding the case will be presented by the District Attorney and Defense Attorney(s) during this hearing. At the conclusion, the judge will either sustain or reject the petition. If allegations are sustained, a disposition hearing will be scheduled.
13. Update ASFA Placements: At the conclusion of each hearing, the Family Court Clerk manually updates the ASFA System to reflect any changes in placement. This information is updated based on information contained in the agency Court Report.
14. Update ASFA Court Events: The ASFA Compliance System collects information for each child involved in the case. Following a hearing, the clerk will capture the event type, filing date, event code and description, the docket and disposition codes with a description, rescheduled or continued reason, and Court Findings by selecting one or more pre-determined statements, and any compelling reasons presented to the Court.

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<sup>1</sup> (Nevada Second Judicial District Court, 2008)

## WASHOE COUNTY ROADMAP

As discussed during the introduction, the ultimate goal of Washoe County is to share the Dependency Petition electronically between the agency and the Court. Our analysis of the business process and technology currently in place indicates that this goal is achievable. However, given the significant adjustment and resources this will require, we recommend a balanced approach that leverages existing capabilities while methodically advancing Washoe County toward electronic integration. This carefully orchestrated approach seeks to achieve a number of benefits:

- **Incremental Development:** Integration is a complex process that must simultaneously align multiple aspects including organizational culture, business processes, and technological capabilities. This roadmap focuses on identifying intermediate steps (initiatives) that can be taken while maintaining and progressing toward the petition exchange goal. Each of these initiatives positively impacts these aspects and will gradually migrate Washoe County toward electronic data sharing.
- **Leverage Existing Resources:** Washoe County and the State of Nevada have spent considerable resources on developing a number of technological capabilities. This roadmap seeks to leverage many of these capabilities by incorporating their benefits into the recommendations.
- **Prioritization:** Each of the initiatives is prioritized based on identified dependencies and the technological capabilities that exist today. They are presented below in this prioritized order.



## DATA QUALITY

Data quality is typically cited as being the single greatest barrier to successfully implementing data exchange. When one or more systems contain questionable data and that information is shared with another system, it acts as a pollutant by likewise lowering the data quality in these connected systems. Good data quality provides a solid foundation for electronic data exchange. One key to providing high-quality data is to determine data stewardship and identify rules around use and modification of data.

## DATA STEWARDSHIP

In the stove-piped systems typically found in many public organizations, the same information is often stored multiple times across many different databases and systems. Generally, the originator of information provides the best source. Data trace analysis allows us to identify this original source of data. For example, the agency is responsible for the Removal Date because it is created as the result of the removal process initiated by the agency. Likewise, hearing information including the parties in attendance and the next hearing date is maintained by the Second Judicial District Court because entry of that information by Court Clerks caused the information to come into existence.

Moreover, business rules may determine that in order to maintain concurrency across all systems, only the data element steward should be allowed to make modifications to the data. An example of this type of business rule

can already be found in practice in Washoe County. The ASFA Compliance System has been designed so that once a Removal Date has been entered (from the Court Report); it can only be modified through extraordinary measures.

During this phase, key data elements are identified and traced to their 'owning' organization. Additionally, business rules regarding sharing and modification of these data elements are captured and created based on identified business needs. These changes may also result in a series of recommended modifications to either data exchange specifications or to existing systems.

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## PERSON IDENTITY AND CASE LINKAGE

Data linkage establishes how case parties captured in one system (i.e., Contexte) are related to case parties captured in another system (i.e., UNITY). Currently, this link is created manually by the Court Clerk who will associate a case to a person based primarily on their name and date of birth. This linkage is dependent on information that may be incorrect – something which is often not discovered until the protective custody hearing or adjudicatory hearing. The clerk must then contact the technical support group to merge these duplicate identities back into a single identity. This phase of analysis focuses on identifying the best process for establishing and electronically sharing these linkages. A comprehensive business process must allow for correction of linkage in either the Court or the agency systems and allow for the sharing of that updated information.

---

## DATA QUALITY ANALYSIS

During this initiative, information between the two systems will be compared to identify variances in the information stored in these systems. Where possible, recommendations will be developed for changes to information systems that will result in improved data quality without requiring significant additional commitment by either the case worker or court clerk. Additionally, processes will be developed to correct differences in historical case data.

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## PRIVACY

Privacy is an important and often overlooked component in an information exchange effort. Nationally, a number of technologically successful data exchange efforts have been delayed or cancelled because jurisdictions failed to consider privacy implications. Cases involving dependency and neglect are especially vulnerable to this issue because of the volume of sensitive information contained within these systems.

A comprehensive privacy policy must consider a number of different factors in determining when and if information can be shared. These factors include:

- Who is requesting the data?
- What is the status of the case?
- What are the obligations of the requestor?
- What information is being shared?

Privacy requirements must be considered from the beginning and reevaluated throughout the project. During this foundational phase, we will focus on establishing governance around privacy and developing privacy policy statements that are detailed enough to be enforceable. Later during implementation, privacy policy will likely be implemented through the use of privacy policy servers that implement and enforce the policies developed by the team

## CASE DASHBOARD

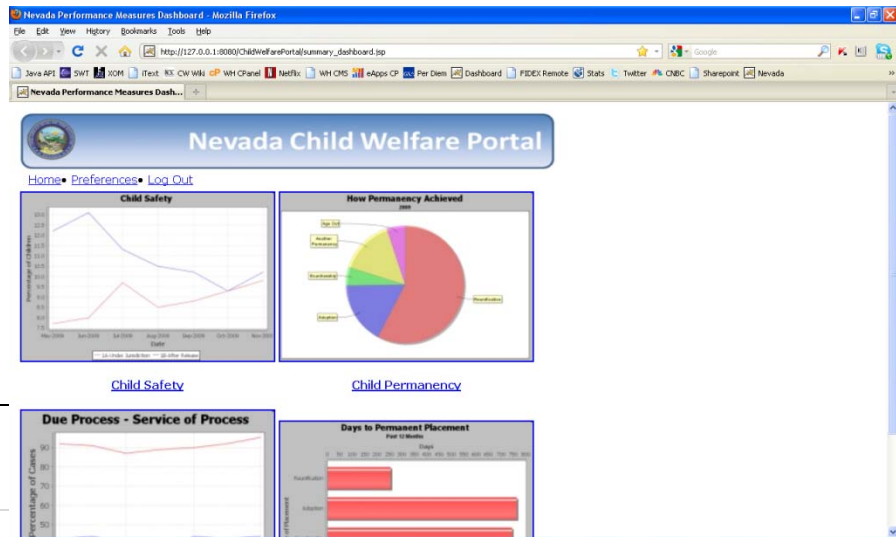
A case dashboard provides near real-time aggregate and case-level information. This system provides the means to combine information from UNITY with information from Contexte and present the user with a consolidated view from both systems. Technically, this information exchange could be enabled through nightly batch transfers of data extracted from each system. Information would be captured in a SQL Server database and presented to authorized users through a web-based application.

It is anticipated that implementation of a case dashboard will result in a significant improvement in data quality. First, it provides an opportunity to compare information contained in the agency and Court systems to identify variances. Secondly, a case dashboard will increase the visibility of information stored within these two systems. Consequently, feedback from users will help identify data issues.

## AGGREGATE CASE DASHBOARD

In 2008, an initiative lead by the American Bar Association developed a series of Court Performance Measures for Child Abuse and Neglect Cases. This series of outcome measures provides a starting point for jurisdictions wishing to evaluate dependency cases across four general areas<sup>2</sup>:

- **Safety:** These two measures evaluate the safety of the child while under Court jurisdiction. It considers situations where additional dependency and neglect investigations are substantiated while the child is in placement.
- **Permanency:** These five measures are closely related to the timeliness measures and consider the effectiveness of placements.
- **Due Process:** These ten measures evaluate the effectiveness of the Court in impartially and thoroughly adjudicating a case.
- **Timeliness:** These 13 measures evaluate how quickly a case moves from the initial removal of a child to achievement of permanency.



<sup>2</sup> (OJJDP, 2008)

The key outcome measures should provide initial guidance toward the measures Washoe County may find informative. In addition, Washoe County should consider how to measure issues that are particular to their jurisdiction. Results from the annual Child and Family Services Review meetings and plans established in the Program Improvement Plan may provide suggestions on the types of measure important to County stakeholders.

## CASE LEVEL DASHBOARD

A case-level dashboard provides a consolidated view of a case based on information from the agency and Court case management systems. This case information will be provided through an intranet-based application to those with appropriate authorization and will be designed to provide key information to case parties regarding historical information and planned court hearings.

A key component of the case level dashboard is the ability to ‘drill-down’ from aggregate measures described

**Nevada Child Welfare Portal**

**Case Summary** | Timeline | Process | Case Parties | Scheduled Events

Case Timeline: **739 Total Days**

Child's Basic Information:

|                          |                          |
|--------------------------|--------------------------|
| Child Name (first, last) | Derek Davis              |
| Sex                      | Male                     |
| Birth Date               | 2008-5-29                |
| Current Goal             | Adoption                 |
| Current Placement        | Non-Relative Foster Home |

Case Information:

|                     |               |                        |               |
|---------------------|---------------|------------------------|---------------|
| Agency Case Number  | 20051881      | TPR Mother Case Number | PTV-09-000007 |
| Neglect Case Number | PNG-08-000422 | TPR Father Case Number | PTI-09-000069 |
|                     |               | Adoption Case Number   | PFA-09-000098 |

Placement:

| Start Date | End Date     | Type       |
|------------|--------------|------------|
| 1/12/2009  | Nov 20, 2009 | Foster     |
| 9/12/2008  | 1/12/2009    | Group Home |
| 3/13/2008  | 9/12/2008    | Relative   |

Associated Parties:

| Child Name     | Child ID | Case Number   |
|----------------|----------|---------------|
| Johnny Davis   | 36732-01 | PNG-09-234564 |
| Jennifer Davis | 36732-02 | PNG-09-856787 |
| Jackie Davis   | 36732-03 | PNG-09-435244 |

Case Information (repeated):

|                     |               |                        |               |
|---------------------|---------------|------------------------|---------------|
| Agency Case Number  | 20051881      | TPR Mother Case Number | PTV-09-000007 |
| Neglect Case Number | PNG-08-000422 | TPR Father Case Number | PTI-09-000069 |
|                     |               | Adoption Case Number   | PFA-09-000098 |

previously into the specific cases that make up the aggregate figures. In other words, this comprehensive system will allow an authorized user to begin with the ‘big picture’ and successively drill down through layers of detail until they reach case-level information. Reviewing the facts surrounding a case such as hearing dates and extenuating circumstances can assist stakeholders in proactively identifying potential timeliness issues in specific court cases.

## ASFA COMPLIANCE SYSTEM REPLACEMENT

The Second Judicial District Court ASFA Compliance System provides critical information to judicial personnel and ensures compliance to timeliness guidelines. Although a portion of initial case information is exported to the ASFA System from Contexte, juvenile court clerks spend a significant amount of time updating the system with filing dates, dispositions, hearing dates, court findings, and placement information. In fact, estimates are that over 700



hours per year are spent maintaining current case information. Furthermore, the ASFA System is tightly coupled to Contexte leaving it highly vulnerable to Contexte system modifications. As confidence grows in the quality and reliability of information maintained on the case dashboard, Washoe County may consider gradually retiring the ASFA System. Certainly, prior to taking this step, a careful analysis will need to be conducted to ensure that capabilities are not lost once the county completes migration. Furthermore, as these benefits are realized, the case dashboard system may provide other Nevada Counties an essential foundation toward helping them meet timeliness goals.

## ELECTRONIC DATA EXCHANGE

The initiatives discussed so far focus on providing the benefits of information exchange through the use of nightly data extracts from databases. Although this process is reliable and well proven, the ultimate goal of this effort is to begin real-time data exchange between systems.

## PROTECTIVE CUSTODY LOG

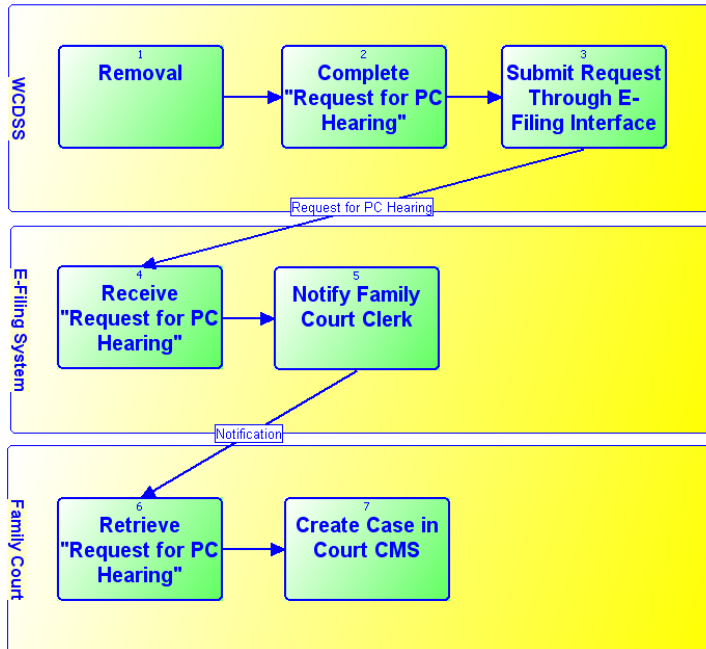
As discussed previously, when a child is removed from the home the agency uses the PC Log to notify the court and request a Protective Custody hearing.

| PROTECTIVE CUSTODY HEARINGS<br>WASHOE COUNTY DEPARTMENT OF SOCIAL SERVICES |         |                    |              |            |            |   |                                  |   |       |                                  |            |        |                           |      |            |                                   |  |
|--|---------|--------------------|--------------|------------|------------|---|----------------------------------|---|-------|----------------------------------|------------|--------|---------------------------|------|------------|-----------------------------------|--|
| No.  | UNITY # | Interpreter needed | Removal Date | Rel. Place | Cont. From | Name of Parent's First Name Last Name         | Parent's D.O.B.                  | Name of Child Name Last Name                            | First | D.O.B.                           | Allegation | Worker | ICWA? if yes, what tribe? | LEA  | Jail?      | Prior Legal? If yes, Court Case # | Were drugs a contributing factor in the placement of the children? |
| 1  | 1515059 | NO                 | 09/20/10     | NO         | N/A        | SALLY SMITH<br>JOHN SMITH                     | 12/01/81<br>09/28/88             | LITTLE SMITH  |       | 05/27/98                         | CN         | JLK    | NO                        | NO   | NO         | NO                                | DRUGS  |
| 2  | 1515123 | NO                 | 09/20/10     | YES        | N/A        | JANE DOE<br>JOHN DOE                          | 09/28/88<br>12/03/88             | LITTLE DOE  |       | 02/09/06                         | CA         | JBA    | NO                        | RPD  | DAD        | NO                                | DRUGS  |
| 3  | 1515078 | NO                 | 09/20/10     | YES        | N/A        | MICHELLE RINGER<br>JOHN RINGER                | 03/30/88<br>08/06/83             | LITTLE RINGER 1<br>LITTLE RINGER 2<br>LITTLE RINGER 3   |       | 07/16/05<br>01/22/07<br>03/16/09 | CN         | JBL    | NO                        | WCOS | MOM<br>DAD | NO                                | DRUGS  |
| 4  | 1515169 | NO                 | 09/20/10     | YES        | N/A        | SALLY JOHNSON<br>DAVID JOHNSON<br>JESS PURPLE | 07/20/70<br>03/22/81<br>12/03/86 | LITTLE JOHNSON 1<br>LITTLE JOHNSON 2<br>LITTLE PURPLE 1 |       | 07/11/99<br>05/30/03<br>04/01/09 | CN & CA    | JCM    | NO                        | RPD  | BOY-FRIEND | NO                                | DRUGS  |

The PC Log contains crucial information that the clerks use to create cases, link to existing identities within Contexte, and schedule a court hearing. This information is manually added and in fact, duplicates information already stored within UNITY. At the very least, this duplication of information creates unnecessary work for the agency clerical staff. At worst, these types of duplicate processes can result in lower data quality and situations where the case management system is updated only as an afterthought. This initiative seeks to eliminate these parallel, duplicate processes, reduce the amount of time that the agency spends preparing the PC Log and standardize the case initiation process across civil, criminal and family cases. We recommend a phased approach that leverages existing organizational capabilities such as the Tybera E-Filing System.

## PHASE I – E-FILE PROTECTIVE CUSTODY HEARING REQUEST

This first phase focuses on aligning the dependency and neglect case initiation process with the Second Judicial District Court civil case initiation process. The diagram below describes how current business practices might be adjusted to leverage e-filing systems that are already in place.



1. Removal: This event marks the initiation of most dependency and neglect cases where a child is removed from the custody of their home.
2. Complete “Request for PC Hearing”: This new form would capture the same information currently being documented in the PC Log Excel spreadsheet but for a single case.
3. Submit Request Through E-Filing Interface: Using the existing Tybera web-based form, agency or district attorney staff would electronically submit the “Request for PC Hearing” form to the Court.

Note that transmissions using this web-based form are encrypted and provide a much greater level of security than the current e-mail based filing process.

4. Receive “Request for PC Hearing”: Once the form has been uploaded using the Tybera web-based form, the system applies a timestamp and sends an acknowledgement to the agency that the document has been received.
5. Notify Family Court Clerk: Once the Tybera receives the document, business rules configured within the system serve to automatically notify Family Court Clerks that a new document has been received.
6. Retrieve “Request for PC Hearing”: Court Clerks access the Tybera system to retrieve the PC Log document image. Note that submitting these requests on a per case basis should benefit the clerk by allowing them to create a new court case throughout the day rather than receiving multiple cases simultaneously.

## PHASE II – GENERATE “REQUEST FOR PC HEARING” DOCUMENT

Although it provides a streamlined approach for initiating court cases, Phase I does not eliminate the parallel and duplicate process involved in creating the Request for PC Hearing. This phase focuses on enhancing and streamlining the process by allowing the case worker to *generate* the form directly from UNITY. From a business perspective, this ensures that the case information entered into UNITY is consistent with the case information transmitted to the Court. Additionally, generating the form should reduce the workload of the agency clerical staff. This generated form would then be submitted to the court following the same process introduced in Phase I.

## PHASE III – SYSTEM TO SYSTEM EXCHANGE

Phase III represents true electronic data exchange. Once critical case information has been entered into UNITY, agency staff would electronically submit the request form directly to Tybera. An electronic message would

transmit the message header and document image directly from UNITY to Tybera. From there, Tybera would instruct Contexte to create a new 'candidate' court case and attempt to automatically associate case parties. Prior to actually incorporating these cases into Contexte, the court clerk would review the candidate case and approve it for creation.

To implement this phase, a number of technical modifications will need to occur within UNITY, Tybera, and Contexte. These technical modifications will be identified during requirements definition for this phase. This analysis would also seek to identify risks and strategies for mitigating these risks as well as calculate a realistic return on investment.

---

## COURT MINUTES

Court minutes are entered into Contexte during and immediately following a court hearing. Minutes include the case parties in attendance, court disposition and findings, and the next court date. Agency clerical staff reenters this hearing information into UNITY and becomes part of the case history. This information is critical not only for day-to-day operational reasons, but also for calculation of dependency and neglect outcome measures. Implementation of electronic information exchange would involve transmitting court minutes directly from Contexte to UNITY to update the case history. Implementation will require modifications to both Contexte and UNITY.

---

## DEPENDENCY PETITION

As with the filing of the Protective Custody Log, we recommend that the Dependency Petition leverage the existing Tybera E-Filing interface into the Court Case Management System. During this implementation, significant benefits will be realized by eliminating the parallel and separate processes of initially creating the petition using Microsoft Word, sharing it through unsecured e-mail and later re-entering the petition details into UNITY. We recommend implementation in two phases.

---

### PHASE I: UNITY IMPLEMENTATION

Phase I focuses on modifying the existing business process by eliminating the separate, manual petition development process. The case worker would enter the petition directly into UNITY and provide a mechanism to allow the supervisor and assigned district attorney to review and modify the petition. Further analysis is required to determine the full scope of changes that will be required to facilitate this process. Once complete, agency clerical staff will export the electronically signed petition as a PDF document and file it through the Tybera interface. Additional research must be conducted to determine the legal status of electronic signatures in Nevada.

---

### PHASE II: E-FILING IMPLEMENTATION

Tybera is capable of accepting documents through its web-based portal or electronically using Extensible Markup Language (XML). Phase II focuses on removing the need for the agency to manually file the electronic petition through the Tybera web-form. Tybera includes an electronic interface that allows external organizations to file documents directly from system to system.

## GLOSSARY OF TERMS

**ASFA System:** A system developed by the Second Judicial District Court to maintain ASFA compliance.

**Business Process Modeling Notation (BPMN):** A standardized way of graphically representing business process within or between organizations.

**Contexte:** Case management system used by the Nevada Second Judicial District (Washoe County) Court.

**Family Services Domain:** The Family Services domain is part of the National Information Exchange Model and focuses on the business terms and issues specific to: dependency and neglect, juvenile delinquency and child support.

**Information Exchange Package Definition (IEPD):** An IEPD is a technical specification based on the National Information Exchange Model that software programmers use to implement data exchanges between systems.

**National Information Exchange Model (NIEM):** The NIEM is a national standard that provides technical specifications to facilitate electronic communications between computer systems. It is a joint effort of the Department of Homeland Security, Department of Justice, and Department of Health and Human Services. The NIEM includes a central repository of terms common to all problem domains. It also includes a number of additional domain-specific dictionaries that focus on defining terms particular to those business areas.

**Protective Custody Log (P.C. Log):** A Microsoft Excel spreadsheet that is sent via email from the agency to the court on a daily basis. The P.C. Log identifies new agency cases where a child has been removed from their home and placed in temporary custody of a foster family.

**UNITY:** Case management system used by the Nevada Department of Family and Child Services and Washoe County Department of Social Services.

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# Appendix 14

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## Data Exchange Roadmap: Clark County

# Recommendations to the CIP Committee

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## Clark County Data Exchange Project

**Nevada Administrative Office of the Courts**

April 16, 2012

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## 1 EXECUTIVE SUMMARY

In June 2011, the 8<sup>th</sup> Judicial District Court (Clark County), the Nevada Administrative Office of the Courts (AOC) and Waterhole Software, Inc. initiated over one hundred hours of discussions with subject matter experts (SME) from the Eighth Judicial District Court, the Clark County Department of Family Services (CCDFS), the Clark County District Attorney (DA) and the Nevada AOC. The objective was to evaluate SME use of the Nevada SACWIS System (Unified Nevada Information Technology for Youth or UNITY) and the Court Case Management System (Odyssey) to determine the feasibility of improving communications and performance measurement through electronic data exchange.

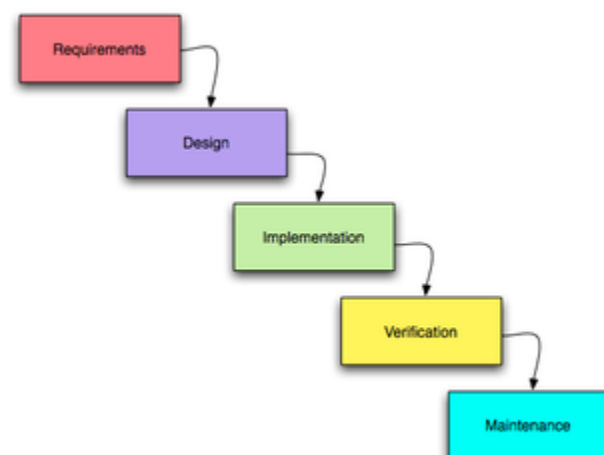
The underlying theme for all changes recommended in this report takes the current economic situation in Nevada into consideration. CCDFS, the DA and the Family Court have all experienced a series of cutbacks as a direct result of the economic downturn that has so impacted the State of Nevada. So far, the Court and agencies have been able to avoid layoffs, however the number of open positions have been dramatically reduced. Consequently, the recommendations described herein seek to lower the workload when the roadmap is considered as a whole. For example, an organization may be asked to add one or two steps to a particular business process. In return, a different exchange should be able to remove 4-5 tasks from another process. A successful project will require that all involved parties commit to improving the Clark County Dependency System in its entirety. Accomplishing this is a careful balancing act in which each organization must realize that their workflow must change. In some cases this will mean that staff undertakes more responsibility and in others, responsibilities might be shared or assumed by a different organization.

## 2 METHODOLOGY/EXCHANGE DEVELOPMENT PROCESS

This Court Improvement Program (CIP) Data Exchange Project can be compared to a software development project. As such, the methodology applied is the standard five phase software development lifecycle. Understanding the development lifecycle is helpful in providing the reader the context to appreciate where we have been (Requirements) and where we are going (Design) in the coming months and years. Note that this process is iterative and becomes increasingly focused as we progress through each of the five phases of the software development lifecycle.

### 2.1 PHASE I - REQUIREMENTS

Identification of business requirements began in June 2011 and culminated with the release of this report in February 2012. Over a period of six months, the Nevada AOC and Waterhole Software met with dozens of representatives from the CCDFS, the DA, and the Family Court. For each organization, a team of subject matter experts (SME) was established and tasked to document the current business process with an emphasis on capturing the points at which workflow crosses organizational boundaries. These business process models are featured in Section 10. Once these interactions were identified, team members were next asked to explore the potential



return on investment (ROI) by prioritizing which exchanges should be implemented first

## 2.2 PHASE II – DESIGN

During the design phase, different options for implementing high priority requirements will be explored. Potential barriers will be identified and various options for implementation will be evaluated based on risk and overall cost. This phase should culminate with a comprehensive technical architecture that balances capabilities with project cost and the desired implementation timeline.

## 2.3 PHASE III – IMPLEMENTATION

Implementation is the realization of the first two phases where the design (based on the identified data exchange requirements) is piloted and information between systems begins to be electronically transmitted with minimal involvement from staff members. Software developers are tasked with writing software code to implement the desired exchange in accordance with the requirements and design specifications identified in the first two phases. Undoubtedly, there will be new and unexpected challenges during this phase – however effective requirements development and design will provide a solid foundation to work through these issues.

## 2.4 PHASE IV – VERIFICATION/TESTING

Verification occurs within a test environment and is most effectively performed by the end-user of the system. During this phase, testers subject the new software to a series of test scripts that simulate real-world situations. Actual results are compared with expected results to determine whether there are issues with the assumptions made during implementation. Software is only moved to the production environment once business experts agree that the minimum criteria for acceptance have been achieved.

## 2.5 PHASE V – MAINTENANCE

Once the software has been tested and placed into production, it enters the maintenance phase. An ongoing program of proactively updating software will help ensure its continued relevance and ability to work across multiple systems that are continually in flux.

# 3 INFORMATION DATA EXCHANGE - A PRIMER

An information data exchange describes the circumstances under which information is transferred from one organization to another without specifying the specific technical mechanism. The mechanism used to transmit this information can range from paper forms being sent through the mail, electronic mail with attached documents, or implemented as part of a Service Oriented Architecture. There are a number of benefits to developing an information exchange model including:

- A comprehensive map of inter-agency processes that describes information dependencies between organizations.
- An inventory of documents commonly exchanged between organizations and the circumstances which trigger those exchanges.
- Identification of critical issues that may be resolved through implementation of electronic data exchanges.
- Identification of critical dependencies that may impede the implementation of electronic data exchanges.

An integrated environment seeks to facilitate the electronic exchange of information directly between systems. For this project, exchanges were modeled using the Justice Information Exchange Model (JIEM) and Business Process Modeling Notation.

### 3.1 SERVICE ORIENTED ARCHITECTURE

Service Oriented Architecture (SOA) allows agencies and the Court to maintain control over not only the software they are using, but also how information is exchanged with other organizations. The underlying concept in SOA is that each organization involved in a data exchange project exposes computer systems capabilities and corresponding databases through a web service. Communications between systems is accomplished using Extensible Markup Language (XML), a programming language computers use to communicate with each other. A web service is software that acts as the middleman link between two organizations wishing to exchange information. Upon receipt of a XML message, the web service will first ensure that the message conforms to the technical standard that each organization agreed upon. For Nevada, this standard is expected to be developed using the National Information Exchange Model (NIEM).

### 3.2 NATIONAL INFORMATION EXCHANGE MODEL

The National Information Exchange Model (NIEM) is part of a wide-ranging federal program that seeks to standardize how data exchanges are implemented throughout the nation. The NIEM defines thousands of XML elements that can be assembled into an Information Exchange Package Definition (IEPD) to facilitate exchange of information between disparate governmental organizations.

NIEM 2.1 is the latest version of the model and was released in October 2009. For the first time ever, the NIEM included data elements that specifically addressed the data needs of the Dependency and Neglect community. These data elements have been captured in the Child, Youth and Family Services (CYFS) domain and consist of over 100 data elements. These data elements were developed by analyzing the requirements of the seven commonly used documents in child welfare. They include:

- Dependency Petition
- Court Findings Order
- Service Plan
- Court Report
- Hearing Notification
- Placement Change Notification
- Representation Notification

In fact, the requirements development workshops for the Service Plan and Court Report were held in early September 2008 and hosted by the Nevada Court Improvement Project. Additional details about NIEM can be found at [www.niem.gov](http://www.niem.gov).

The CYFS domain is expected to release a new version of their model in the coming months. This updated model will include juvenile delinquency and child support data elements.

### 3.3 INFORMATION EXCHANGE PACKAGE DEFINITION (IEPD)

A web service provides an end-point that organizations use to automate business workflow. A web service is organized around a specific business outcome (e.g., request and issue a Dependency Petition) while an IEPD is typically organized around a specific document or form (the Dependency Petition). The IEPD is a collection of files that together provide both the specification and documentation for software developers to use when implementing the information exchange. The IEPD defines what information is included in an exchange and how that information is organized.

Each IEPD specification includes the following artifacts:

- **Data Requirements Model (.jpg):** The data requirements model is a visual representation of the information that is exchanged. The data requirements model is a .jpg image contained within the *Supporting Documentation* folder.
- **Mapping Spreadsheet (.xls):** The mapping spreadsheet cross-references each of the elements identified in the data requirements model with an XML element defined in the XML schema. The Excel mapping spreadsheet is contained within the *Supporting Documentation* directory within each IEPD folder.
- **XML Schema (.xsd):** The XML schema is a technical representation of the data requirements and structures described in the data requirements model. A schema is similar to a set of construction blueprints in that they describe, in very concise ways, the rooms, dimensions and layout of a building. Each IEPD contains a number of XML schema files that reference each other and are contained within the *Schema* directory of each IEPD folder.
- **XML Instance (.xml):** An XML instance shows how a sample document with case information would be represented using the XML Schema. Continuing with our blueprint analogy, an instance is the actual building constructed from the blueprints. The XML instance is contained in the *Sample* directory within each IEPD folder.

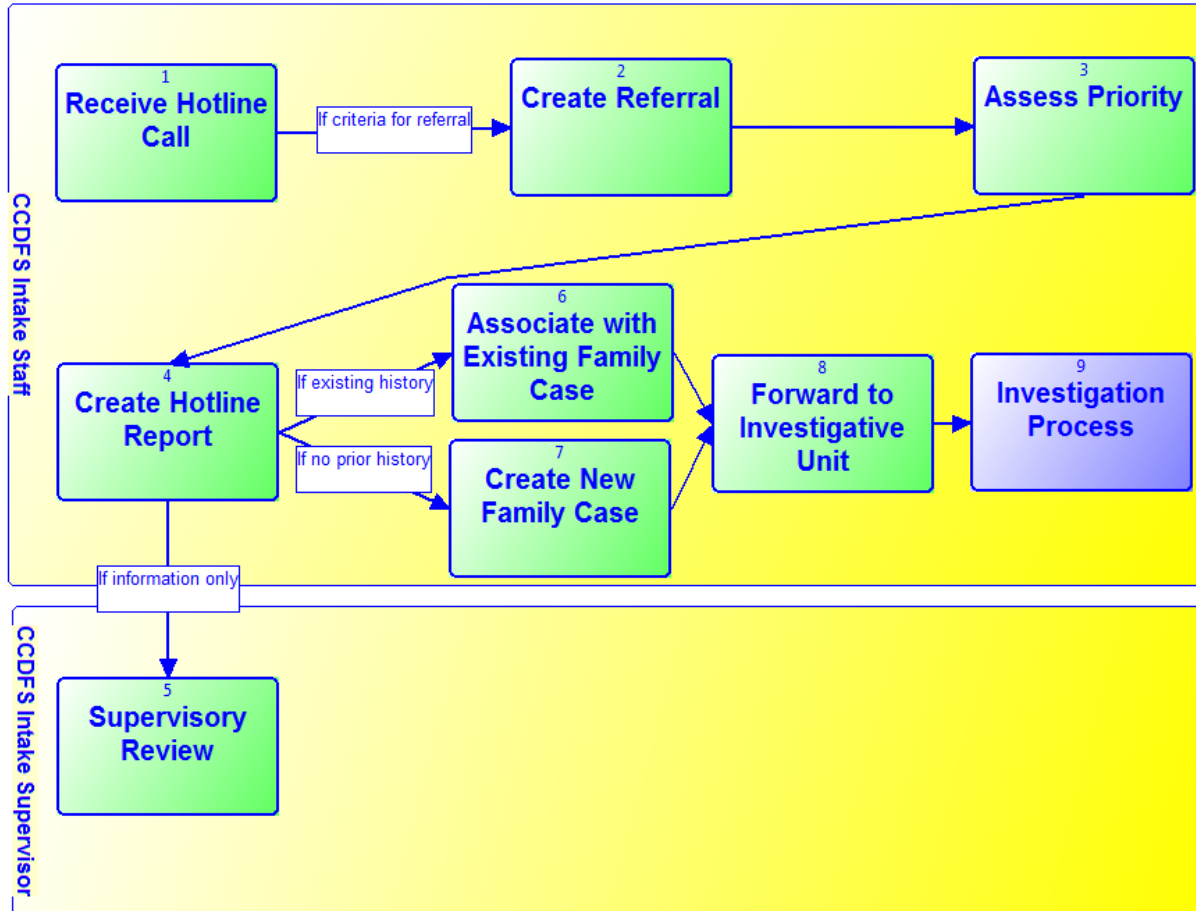
## 4 BUSINESS PROCESS MODELS

Business process modeling provides a graphical depiction of the workflow steps required to move a case toward disposition. The models depicted below describe the exchange of information and are used during business process analysis to aid in identifying opportunities for information sharing and business process reengineering. All business process models have been developed using Business Process Modeling Notation (BPMN). BPMN provides a set of graphical symbols to represent organizations, activities, and data exchanges.

## 5 INTAKE PROCESS MODEL

The section below describes how a call to the Department of Family Services (CCDFS) is transformed into a referral which may result in an investigation.

### PROCESS MODEL



### ACTIVITIES

#### RECEIVE HOTLINE CALL

Calls received on the CCDFS Hotline are processed in the order they are received. The Hotline is the primary reporting mechanism for citizens as well as professionals such as law enforcement, medical and educational personnel. If a certain number of factors concerning abuse or neglect are identified and the call meets the minimum criteria for a referral, then information is captured within the UNITY referral screen. This screen is formatted as a template and prompts the call taker to ask a series of questions and enter caller responses.

During this process, the Call Taker attempts to determine whether the family has been previously investigated by CCDFS by querying UNITY based on either the mother's or children's name. They will use this prior history to uncover whether there is a pattern of abuse and neglect.

---

## CREATE REFERRAL

Since October 2008, allegations have been captured using the Nevada Allegation System (NAS). This system is a highly structured method of documenting abuse and neglect where allegations are broken down into numerous definitions and factors. It should be noted that there is no correlation between the Nevada Allegation System and the Nevada Revised Statute(NRS). Consequently the effort of translating between the NRS and Nevada Allegation System can be a contentious process. Upon completion of the referral, a referral number will be assigned to this incident.

---

## ASSESS PRIORITY

Once the referral is entered, the Call Taker will assign the call a priority from one (highest) to three (lowest). High priority calls will trigger an email and call to the Investigative Supervisor.

---

## CREATE HOTLINE REPORT

The Call Taker ensures that sufficient facts and evidence are documented and determines whether the facts qualify the case for further investigation by CCDFS. One of the following dispositions will be set within UNITY:

- Assigned for investigation
- Assess differential response: lower risk with a specific allegation, contract with other agencies to respond. CCDFS Differential Response Unit, contracted through department
- Information Only

---

## SUPERVISORY REVIEW

If a referral is screened out, a supervisor will review the case details to confirm the disposition. Multiple levels of management may review a case prior to a final disposition.

---

## ASSOCIATE WITH EXISTING FAMILY CASE

The referral will be linked to a UNITY case number which is assigned to family groups based on the mother's last name. If the family has prior history with CCDFS, than the same case number used previously will be applied to the new referral.

---

## CREATE NEW FAMILY CASE

If the family does not have a history with the Nevada CCDFS and a record is not found within UNITY, a new family case will be established. Each family is assigned a unique numeric identification number. Subsequent referrals and reports will be filed under that ID number.

---

## FORWARD TO INVESTIGATIVE UNIT

The assigned Investigative Unit is determined first based on special situations (i.e., sexual abuse) and then based on the residential postal code.

---

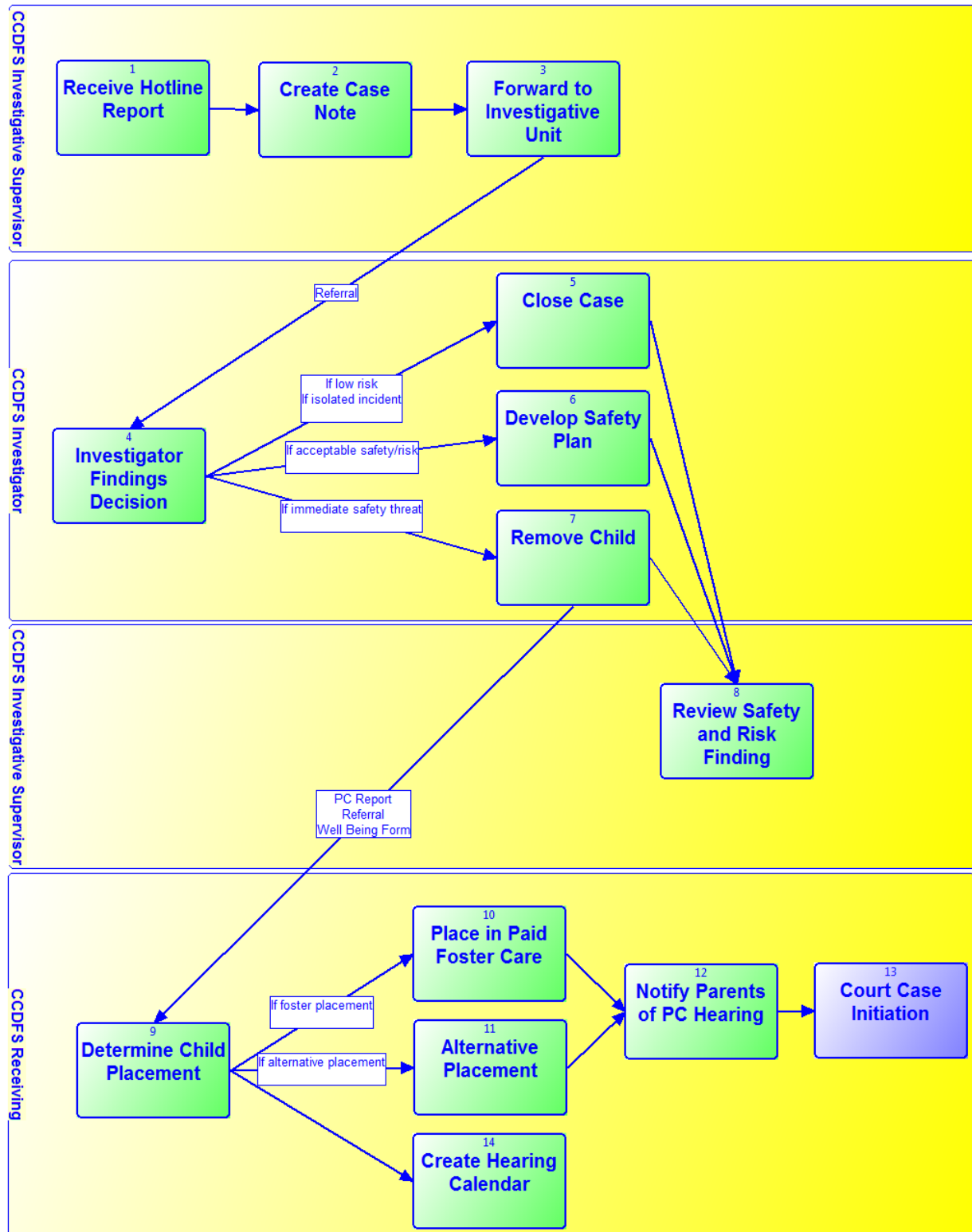
## INVESTIGATION PROCESS

The investigation process is described in greater detail in the next section below.

### 6 INVESTIGATION PROCESS MODEL

During the investigative process, the Case Worker will meet with the family and assess the safety and risk of the child(ren) in the family. This assessment is accomplished by completing a variety of scoring instruments. There may be one of three outcomes: 1) There is not sufficient evidence of abuse or neglect; 2) There is evidence of abuse and neglect but the risk level is low enough to qualify for a safety plan and; 3) There is evidence of abuse and neglect and the safety of the child is at immediate risk.

PROCESS MODEL





## ACTIVITIES

---

### RECEIVE HOTLINE REPORT

The Investigative Unit receives the referral electronically through a UNITY work queue.

---

### CREATE CASE NOTE

The supervisor reviews the prior history and summarizes that history in their case note. This note may also describe the allegation(s), response time, victim, and perpetrator.

---

### FORWARD TO INVESTIGATIVE UNIT

The assigned Investigative Unit is initially determined first based on special situations (i.e., sexual abuse) and then by postal code. Assignment to an individual investigator is accomplished through the UNITY case assignment screen.

---

### INVESTIGATOR FINDINGS DECISION

During this step, the Investigator completes a series of investigative tools to evaluate the risk and safety of the child. These tools include:

- Safety/Risk Assessment: Paper form which is later entered into UNITY
- Nevada Initial Assessment: UNITY template
- ICWA Form: Paper form and a case note is made into UNITY

The outcome from these tools will assist the Investigator in determining their finding. It is the combination of the evaluation of risk and safety that will determine the finding of the Investigator.

---

### CLOSE CASE

If the Investigator determines that there is not sufficient factual evidence to justify further involvement, then the case is disposed within UNITY.

---

### DEVELOP SAFETY PLAN

The safety plan may be created at any time during an investigation when a safety threat is identified and there is not sufficient parental protective capacity. The safety plan may be the outcome from a series of Child, Family Team Meetings (CFT). Once a safety plan is in place, the case cannot be closed until these safety threats are resolved.

In some cases, the safety plan may be in place while a Dependency Petition is being filed. If the family addresses the safety threat which required a safety plan, the Petition may be dismissed.

---

## REMOVE CHILD

A child is considered removed when CCDFS denies access to one or more parents of the child.

If the investigator finds indications of abuse and neglect and that there is a present or impending safety threat that cannot be addressed through a safety plan, then the child will be placed into protective custody. There are a number of forms that will be completed by the Case Worker. Forms that are shared with external organizations are bold and italicized:

- Safety/Risk Assessment: Paper form that is later entered into UNITY
- Nevada Initial Assessment: Entered directly into UNITY
- ***Protective Custody Report***: This document captures the characteristics of the family and the allegations made against the family.
- ***TANF Application for Benefits***
- ICWA Form: Paper form that is later entered into UNITY
- Well-Being Form: Paper form that goes with the Child to Receiving
- Safety Plan: Paper form which is entered into UNITY through a case note
- Social Summary: A 29 page paper document with detailed information about the Child and their family

If the child is a foreign national, removal may require notification of their respective embassy or consulate.

---

## REVIEW SAFETY AND RISK FINDING

The supervisor is responsible for reviewing the Investigator's findings and confirming the disposition.

---

## DETERMINE CHILD PLACEMENT

Upon removal, CCDFS will attempt to place the child with an eligible family member. Alternatively, the child(ren) may be placed overnight at Child Haven and relocated to a foster family as soon as possible. Every effort is made to maintain sibling groups during placement with a foster family.

---

## PLACE IN PAID FOSTER CARE

Children may be placed in a foster home if alternative placement with family is not feasible. The Receiving Team uses a database of eligible foster homes that captures the number of available openings, and any special conditions (i.e., no children under 2 years old). The Receiving Team makes every effort to place sibling groups together. If this is not possible, they will capture their efforts through an Efforts Log which may be requested by the court. The Efforts Log is a template-based document within UNITY.

---

## ALTERNATIVE PLACEMENT

Alternative placement includes placement with a non-offending parent, fictive kin, or a relative. It may also include placement within a medical facility or other institution.

---

## NOTIFY PARENTS OF PC HEARING

The PC Hearing notification to the parents is created within UNITY and sent via certified mail. The UNITY entry indicates who prepared the document, when it was sent, the reason for sending the document and a copy of the notification.

---

## CREATE HEARING CALENDAR

The hearing calendar is prepared by CCDFS Receiving and lists the hearing date and time for children who are in protective custody. The child's name, date of birth and Odyssey case number are also included on the calendar. The calendar is emailed to a distribution list that includes the Calendaring Clerk, Court Clerk, Judicial Assistant and District Attorney's office.

---

## COURT CASE INITIATION

Additional details about the initiation of a court case can be found in the following section.

---

## EXCHANGE DOCUMENTS

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## REFERRAL

The referral captures information about the case that has been reported to the hotline. Allegations identified in the referral are based on the Nevada Allegation Reporting System.

---

## PC REPORT

The protective custody report captures key information about the case participants and the allegations against the alleged perpetrators. It is created through UNITY templates and exported to Microsoft Word for distribution to the District Attorney, Court Clerks and the Judicial Assistant. A sample of the first page of this document is provided below:

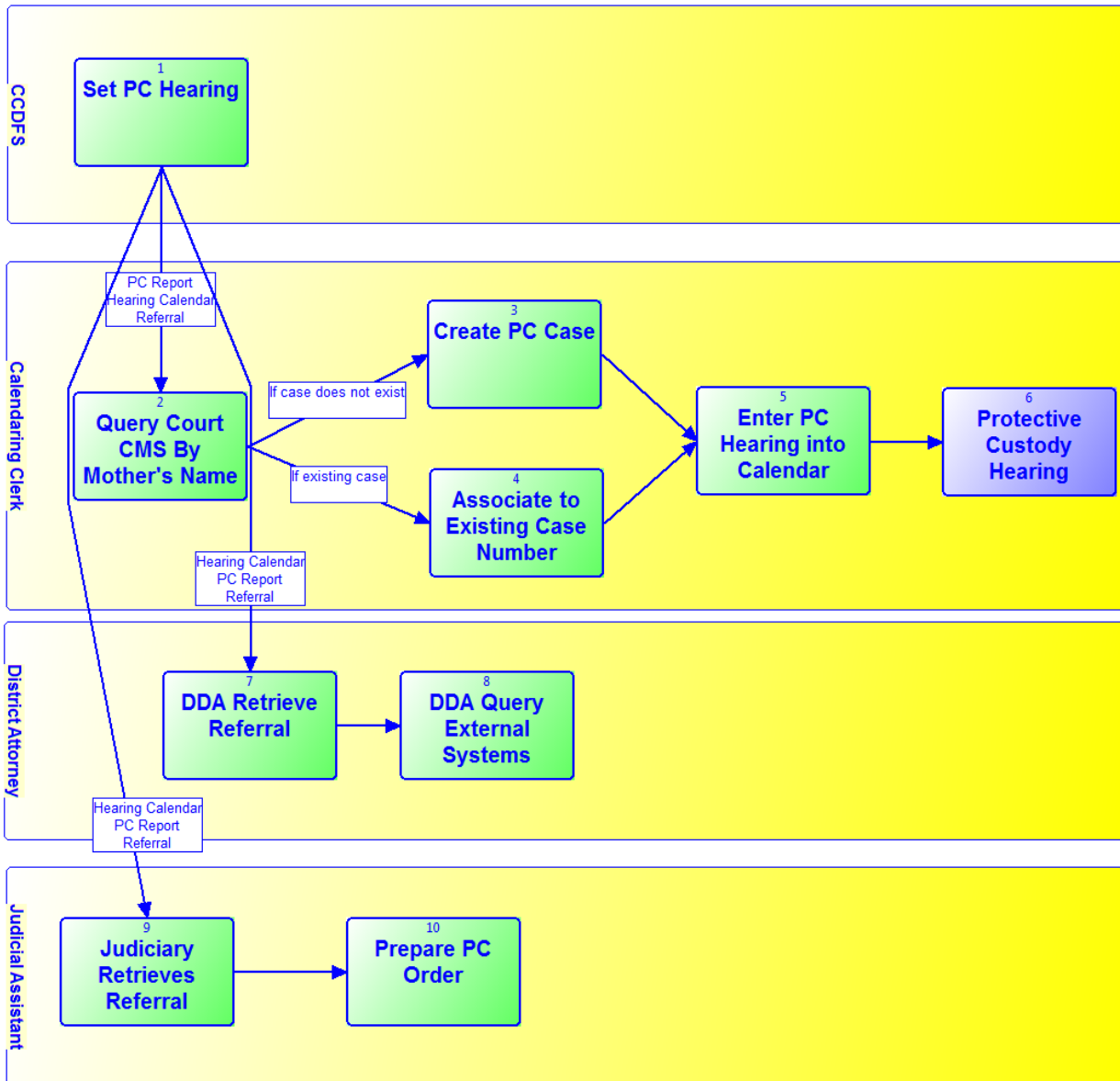
|    |   |
|----|---|
| 1  | Clark County  |
| 2  | Department of Family Services                         |
| 3  | 121 S. Martin Luther King Blvd                        |
| 4  | Las Vegas, Nevada 89106                               |
|    | (702) 455-7200  |
| 5  | <b>EIGHTH JUDICIAL DISTRICT COURT</b>                 |
| 6  | <b>FAMILY DIVISION – JUVENILE</b>                     |
| 7  | <b>CLARK COUNTY, NEVADA</b>                           |
| 8  | In the Matter of:                                     |
| 9  | [REDACTED]  |
| 10 | Date of Birth: 03-10-1997                             |
| 11 | A Minor 14 years, 04 Months of Age                    |
| 12 | [REDACTED]  |
| 13 | Date of Birth: 03-03-1999                             |
| 14 | A Minor 12 years, 04 Months of Age                    |
| 15 | [REDACTED]  |
| 16 | Date of Birth: 04-02-2000                             |
| 17 | A Minor 11 years, 03 Months of Age                    |
| 18 | [REDACTED]  |
| 19 | Date of Birth: 01-01-2004                             |
| 20 | A Minor 7 years, 06 Months of Age                     |
| 21 | COURT CASE NO.: [REDACTED]                            |
| 22 | DEPT. NO.: G  |
| 23 |   |
| 24 | <b><u>CONFIDENTIAL PROTECTIVE CUSTODY REPORT</u></b>  |
| 25 | Date of Hearing: 07-13-2011                           |
| 26 | Time of Hearing: 09:00 AM                             |
| 27 | Courtroom: 23   |
| 28 | Attachment(s):  |
| 29 |   |
| 30 | <b><u>CONCERNING:</u></b>                             |
| 31 |   |
| 32 | Father: [REDACTED]                                    |
| 33 | DOB: 08-30-1963                                       |
| 34 | Address: [REDACTED]                                   |
| 35 |   |
| 36 | Arrest Record: Criminal history identified - Relevant |
| 37 | Attorney:   |
| 38 | Diligent  |
| 39 |   |
| 40 | 1   |

Figure 1 - PC Report

## 7 PREPARE FOR PC HEARING PROCESS MODEL

Receipt of the PC Report, referral and hearing calendar triggers activity across multiple organizations. The District Attorney's office initiates a search for the current location of the parents and researches the history of the alleged perpetrators. Upon receipt of the documents, the Calendaring Clerk checks to determine whether they need to link the PC Hearing to an existing case or a new case.

## PROCESS MODEL



## ACTIVITIES

### SET PC HEARING

Nevada Revised Statute 432B.470 requires that the Protective Custody hearing is set for no more than 72 hours after the child has been removed from the home. A Case Worker will occasionally request the hearing for less than 72 hours, however, the PC Report must be submitted by noon, the day before the PC Hearing.

---

## QUERY COURT CMS BY MOTHER'S NAME

Query is done by name and date of birth. Family Court PC cases are never closed and will be reused in all future allegations of abuse/neglect.

---

## CREATE PC CASE

A case number is assigned with a PC prefix to indicate that the case is pre- Protective Custody hearing. Note that this case will stay open at the conclusion of the PC Hearing and will be reused for any future allegations of abuse.

When creating the case, all participants with the current location and dates of birth should be captured within Odyssey.

---

## ASSOCIATE TO EXISTING CASE NUMBER

If the mother has a prior history with the Clark County Family Court, the Calendaring Clerk will retrieve the J number with a PC suffix.

---

## ENTER PC HEARING INTO CALENDAR

A PC Hearing is scheduled onto the calendar of the assigned Judicial Officer using the corresponding date and time indicated on the Hearing Calendar. A Pre-Calendar is sent out two days prior to the hearing as a courtesy to CASA and CCDFS by the Calendaring Clerk

---

## PROTECTIVE CUSTODY HEARING

See the following section for details about the Protective Custody Hearing

---

## DDA RETRIEVE REFERRAL

The referral and PC report are sent to a common email account for Deputy District Attorneys. It will be assigned to the appropriate unit based on either the case type (i.e., sexual abuse) or the zip code of the mother. The case is then assigned to the attorney assigned to the unit.

---

## DDA QUERY EXTERNAL SYSTEMS

The assigned Deputy District Attorney queries multiple external systems to gather more information about prior CCDFS and criminal history as well as to determine the whereabouts of the parents. External systems include the criminal history system, the Las Vegas Metropolitan Law Enforcement records management systems and multiple jail management systems.

---

## JUDICIARY RETRIEVES REFERRAL

The Judicial Assistant receives the referrals and PC report assigned to their Judicial Officer by email. Paper copies of the report and referral are received later by the court.

## PREPARE PC ORDER

The PC Order is prepared by either the Judicial Assistant or the Deputy District Attorney.

## EXCHANGE DOCUMENTS

## HEARING CALENDAR

The hearing calendar indicates the children and caretakers and corresponding allegations in the case. An example of the hearing calendar is below.

THIS IS CONFIDENTIAL INFORMATION.  
IT IS NOT TO BE DUPLICATED OR RELEASED TO ANOTHER PERSON OR AGENCY.

Date & Time Printed: 2011-07-12  
12:29 PM

Clark County Department of Family Services

|   |                         |                                |
|---|-------------------------|--------------------------------|
| TUESDAY 2011-07-12                      | <b>HEARING CALENDAR</b> | Court Code: 8TH/CLARK          |
| Hearing Type: PROTECTIVE CUSTODY REVIEW |                         | Judge: Frank Sullivan, Dept. O |
| Time: 09:00:00 AM                       |                         | Total Cases: 1                 |

| Primary Caretaker | UNITY Case Number | J.# | Case Manager | Unit         |
|-------------------|-------------------|-----|--------------|--------------|
|                   |                   |     |              | CLARK CPSN B |

| Parents Associated with Case | Parent's ID | Type of Parent | Reported as Alleg Perp |
|------------------------------|-------------|----------------|------------------------|
|                              | 1890956     | Step Parent    | 0                      |
|                              | 1890957     | Parent         | 0                      |

| Child Name | Child's ID | Rmvd | Placement/Location on Hearing Date | HRS Rev Date | Receipts | Return |
|------------|------------|------|------------------------------------|--------------|----------|--------|
| SAMANTHA   | 1890958    |      | PLCMNT NOT ENTERED                 |              |          |        |

| Open Allegation(s) |      |                      |      | Report(s) |            |
|--------------------|------|----------------------|------|-----------|------------|
| Category           | Type | Alleged Perpetrator  | Role | Number    | Date       |
|                    |      | NO ALLEGATIONS FOUND |      | 0         | 0000-00-00 |

End of Hearings at this Time

Figure 2 - Hearing Calendar

## PC REPORT

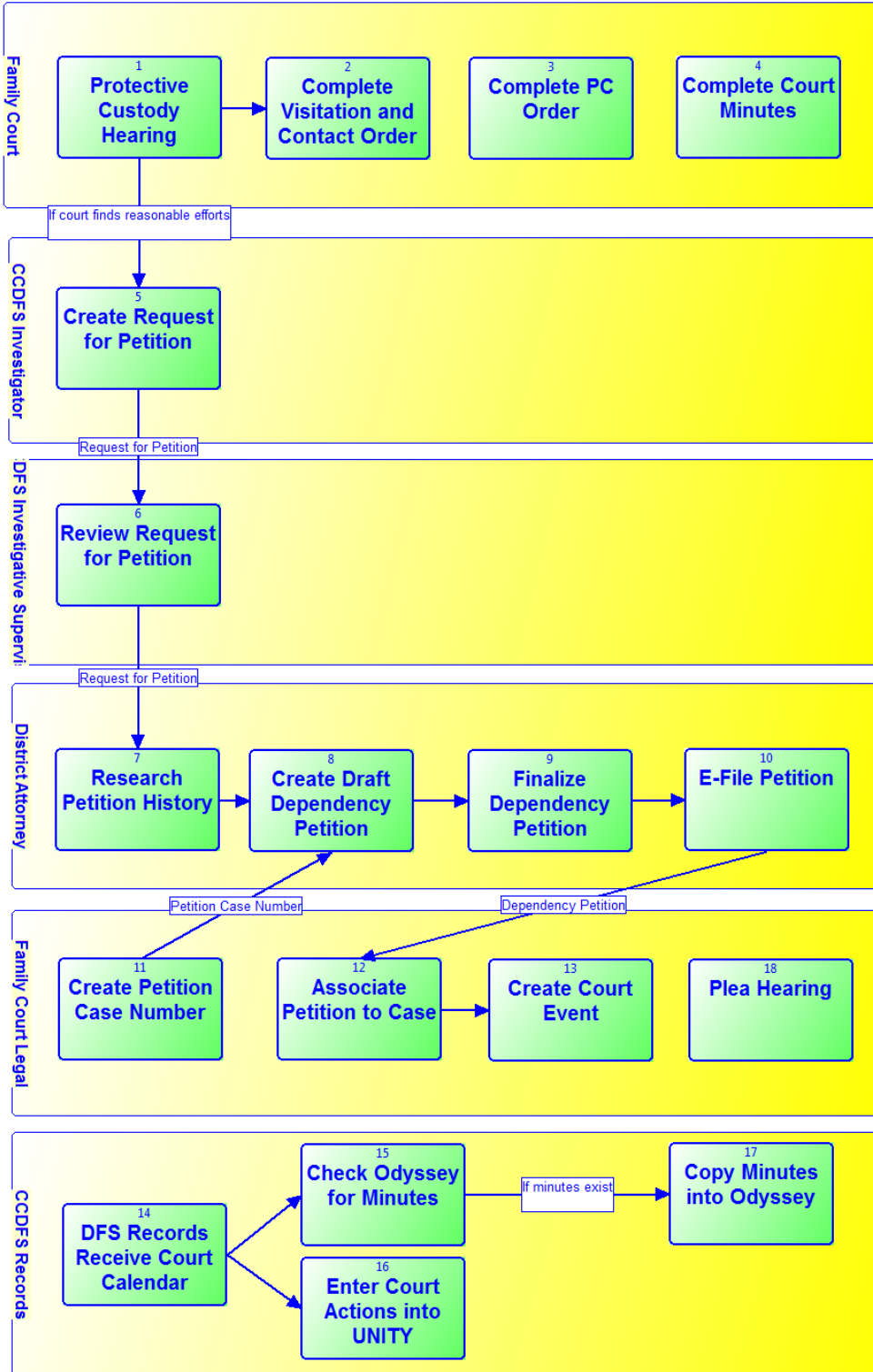
The PC Report is prepared by the Investigative Case Worker and establishes the allegations and factual evidence surrounding the case.

## REFERRAL

The referral captures information about the case that has been reported to the hotline. Allegations identified in the referral are based on the Allegation Reporting System.

## 8 PROTECTIVE CUSTODY HEARING PROCESS MODEL

### PROCESS MODEL





## ACTIVITIES

---

### PROTECTIVE CUSTODY HEARING

During the PC Hearing, the presiding Judicial Officer will determine whether protective custody of the child(ren) was appropriate and will identify whether CCDFS made reasonable efforts to keep the child(ren) with the parents. Bench cards will be used to help Judges/Hearing Masters ask the appropriate questions to evaluate reasonable efforts.

Occasionally, the Judges/Hearing Masters will order a PC Review Hearing if they believe the case might be resolved without further involvement of the court.

---

### COMPLETE VISITATION AND CONTACT ORDER

During the hearing, the Judicial Officer will make a finding regarding visitation and contact instructions. This information is captured on a separate NCR form and distributed to all case participants immediately following the hearing.

---

### CREATE REQUEST FOR PETITION

Ideally, the Request for Petition should be filed by CCDFS within 5-6 business days of the PC Hearing. Provided that the request is received by the District Attorney within this timeframe, it will allow them sufficient time to prepare and review the Petition with the Caseworker. Regardless, the Petition must be filed with the court within 10 days of the PC hearing and by Noon on the day before the plea hearing.

The Request for Petition often contains much of the same information from the PC Report. The following fields are added to the request:

- Siblings, parents excluded from Petition
- Parties notified of hearing
- Plan (in home, out of home guardianship)
- Prior conviction information (homicide, man slaughter)
- Further description if substantial bodily harm on child
- Safe Haven babies section
- History of prior Termination of Parental Rights cases

---

### REVIEW REQUEST FOR PETITION

Although not the current practice, the Investigative Case Worker Supervisor should review the request for Petition to ensure that only factual information has been included. Supervisors should also be involved to ensure that the request has been filed in a timely manner.

As with the PC Report, the Request for Petition is sent to a common DA email address. It may also be distributed to a specific Deputy District Attorney if the assigned unit is known by the Caseworker.

---

## RESEARCH PETITION HISTORY

District Attorney administrative staff reviews the case history to determine if previous Petitions have been filed involving the family. This provides the information necessary to append the appropriate suffix to the case number

---

## REQUEST CASE NUMBER

A new Odyssey case number is requested from the Family Court Legal Department.

---

## CREATE PETITION CASE NUMBER

The Petition case number contains two parts; the core 'J' number followed by a suffix that indicates how many Petitions were previously filed. The core J number is based on the mother's identity (last name and DOB) and will remain the same for all subsequent cases. The suffix either indicates that the case is pre-Plea Hearing (PC suffix) or the number of Dependency Petitions that have been filed involving this family (i.e., P1, P2, P3). The numeric portion of the suffix provides an ongoing count of the number of previous Petitions filed under the family identifier

---

## CREATE DRAFT DEPENDENCY PETITION

Based on the factual evidence presented in the case, the assigned Deputy District Attorney will prepare the Petition either in Microsoft Word or in longhand and provide to DA Administrative Staff.

---

## FINALIZE DEPENDENCY PETITION

The Petition is initially entered through a UNITY template. Once complete, DA Administrative Staff will export the document to Microsoft Word and reformat based on DA standards and legal requirements. This reformatted document is presented to the assigned Deputy District Attorney for final review. If issues are identified, the changes will be made to the Word document. These changes should be updated in UNITY to reflect the adjustments.

Only parties with allegations should be indicated on the Petition. This may create issues in Odyssey with subsequent Petitions (i.e., P2, P3, etc.) if all parties on previous cases are copied into the new case.

---

## E-FILE PETITION

The DA's office uses the WizNet E-Filing interface to file the official Petition with the Family Court. They are then responsible for ensuring that other attorneys involved in the case receive a copy of the Petition.

May be able to leverage WizNet folders and place e-filed copy of the Petition in the folder of opposing counsel.

---

## ASSOCIATE PETITION TO CASE

The Petition is associated to the corresponding case in Odyssey.

---

## CREATE COURT EVENT

A docketing entry is created in the corresponding case to reflect that the petition was filed.

---

## COMPLETE PC ORDER

The Judicial Assistant will complete the PC Order following the hearing. The PC Order is distributed to all attorneys involved in the case.

---

## COMPLETE COURT MINUTES

Practices vary among the Court Clerks in terms of when the court minutes are entered. Some Clerks enter the minutes during the hearing. More typically, the Clerks will capture notes during the hearing and later will enter the minutes into Odyssey. This process takes approximately 7 days – timing depends primarily on caseload and how soon the next hearing is expected to take place.

---

## CCDFS RECORDS RECEIVE COURT CALENDAR

After the PC Hearing, CCDFS Records receives an updated calendar indicating the date of the next hearing (typically the Plea Hearing). For other hearing types, the calendar is emailed by other Clerks. It is not unusual for the next court date to be updated multiple times on a single case. CCDFS Records is then responsible for entering the upcoming court date into the corresponding case in UNITY.

This also triggers a process whereby the CCDFS Records Clerk will access Odyssey on a regular basis to check for updated court minutes.

---

## CHECK ODYSSEY FOR MINUTES

Upon receipt of the court calendar, the CCDFS Record Clerk queries Odyssey based on the court case number to determine whether minutes have been entered.

---

## COPY MINUTES INTO ODYSSEY

If the minutes exist, they are copied into UNITY.

---

## ENTER COURT ACTIONS INTO UNITY

Court actions are entered into the UNITY Court Hearing directory based on what information is available from the court calendar.

These court actions are used by Eligibility Staff and are used extensively for management reporting.

---

## PLEA HEARING

During the Plea Hearing, the alleged perpetrators will be given an opportunity to hear the allegations from the Petition and to either admit or deny the allegations. The Reasonable Efforts Order will be submitted at Plea Hearing in open court.

### 8.1 DOCUMENTS

---

## REQUEST FOR PETITION

The Request for Petition should indicate any updates to the case since the PC Report was filed and include any photographs, drug test results and other evidence that support the allegations.

---

## DEPENDENCY PETITION

The filed Dependency Petition documents the actual court allegations made against the parents. Allegations cited in the Dependency Petition are based on provisions from Nevada Revised Statutes Chapter 432B, "Protection of Children From Abuse and Neglect".

---

## COURT MINUTES

The Court Minutes capture the hearing type, participants and date/time of the court hearing. It also captures the findings of the court.

## 9 CASE NUMBERING

In order to implement data exchange between two systems, we must first be able to establish a cross-reference between case numbers. To accomplish this, it is helpful to understand how and when new case numbers are generated within UNITY and Odyssey.

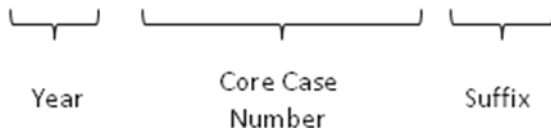
### 9.1 UNITY CASE NUMBERS

Generally, UNITY case numbers identify a family group and are associated with a mother's identity based on her name and date of birth. However, there are instances where the case is associated with a father such as when he has full custody of the child. The case number is six digits long and will be created the first time that the family group has contact with the Department of Family Services and will be reused to document all future interactions.

### 9.2 ODYSSEY CASE NUMBERS

The Odyssey case number serves multiple functions. First it provides a unique identifier that is referenced in any document that is filed with the court. In addition, it also indicates the current case status and the number of petitions previously filed under the family group. The dependency and neglect court case number (often referred to as the "J Number") is structured with three parts and begins with a 'J'.

# J-11-123456-PC



- Year: This is the year that the case was initially filed with the court.
- Core Case Number: An identifying number that represents a family group usually based on the mother’s last name as it has been documented in the court case management system. As with the UNITY case number, this core “J” number, which represents a family group, will be used in all future court interactions with this family.
- Suffix: The suffix value depends on the status of the case. In situations involving the removal of a child, the suffix “PC” (Protective Custody) is used to indicate that a Petition has not been filed in the case. Note that this “PC” case number is never closed and will be reused with each new removal of a child. Once a Petition is filed, the Core Case Number will be assigned a new suffix to reflect the number of Dependency and Neglect Petitions previously filed regarding that family group. For example, when the first petition is filed the case number would be J-11-123456-P1. Subsequent petitions would be J-11-123456-P2, J-11-123456-P3 and so on.

## 9.3 CASE NUMBER SYNCHRONIZATION

Based on the case type, synchronization may need to occur at different points in the workflow.

### 9.3.1 PRE-PLEA SYNCHRONIZATION (EMERGENCY REMOVAL ONLY)

Upon receipt of the PC Hearing Calendar from CCDFS, the Court Clerk will enter the UNITY Case Number indicated on the Calendar as a cross-reference number within Odyssey. Note that this cross-reference will only need to occur the first time a family enters the 8th Judicial District Family Court system. Any subsequent cases involving the core number can be immediately associated to the UNITY case number because there is a one to one relationship between the Odyssey Core Case Number and the UNITY case number. Once associated, the Court and Agency may consider implementing a secondary validation step by having CCDFS Records Staff confirm that the link is correct

### 9.3.2 DIRECT FILE SYNCHRONIZATION

In situations where the case is direct filed (the child is not removed), no PC Hearing Calendar is received. As such, the Calendaring Clerk would create the association between Odyssey and UNITY at the point in which the dependency petition is received from the DA’s office.

## 10 DATA EXCHANGE

There exist a number of opportunities for data exchange between the Family Court, District Attorney and CCDFS. A list of these data exchanges has been compiled into a presentation and SMEs from each of the represented organizations evaluated each exchange across three different categories:

- **Impact:** Describes the degree to which implementation of the indicated data exchange would impact the team member's organization. This is the most important category for evaluating return on investment (ROI).
- **Data Quality:** Describes the overall quality and consistency of the information that would be shared. In general, data quality issues can be resolved if the ROI of an exchange can justify the additional effort. Sometimes data quality issues are so significant that any benefit from the exchange is negated by the bad data.
- **Timeliness:** Describes how quickly the information is entered and made available in the source system. If entry is delayed to the point where the information is of little value to the receiving partner, the overall benefit of implementing the transfer is diminished. As with data quality, timeliness is generally something that can be resolved if sufficient return on investment is anticipated.

Team Members scored each of these categories from 1 to 5 with 5 indicating the 'best' score in each category. For example, a 5 in data quality would indicate that the data is very high quality while a 1 would indicate concerns regarding the accuracy and/or quality of the information. Responses were averaged across all organizations to indicate a cumulative score for each identified data exchange. Certain exchanges were not relevant to particular organizations. For example although Court Order Images originate from Odyssey, the exchange is totally transparent to the court and would have no impact on their operations. Consequently, court representatives were not asked to rate the impact of this exchange.

During the executive steering committee meeting on November 15, 2011, participants were presented with the survey results and also asked to evaluate the impact of each exchange. Their results coincided with the findings of the SME team members. Consolidated results are presented below in descending order based on the relative impact/return on investment anticipated for each exchange.

|  | DFS | DA | Family Court | Ability to save time and create efficiencies | Data quality including validity and accuracy | Timeliness of data entry into source system | Total |
|--|-----|----|--------------|--|--|---|-------|
| <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #4F7942; color: white; padding: 5px; margin: 2px;">High</div> <div style="background-color: #92D050; color: black; padding: 5px; margin: 2px;">Medium</div> <div style="background-color: #D9EAD3; color: black; padding: 5px; margin: 2px;">Low</div> </div> |     |    |              |  |  |   |       |
| Data Exchange Description  |     |    |              |  |  |   |       |
| Set/Vacate Hearing Update (Court -> DFS, DA)   | X   | X  |              | 3.9  | 2.7  | 3.1   | 9.6   |
| Regulation 7 Order On-Line Approval for ICPC (DFS -> DA, Court)  | X   |    |              | 3.8  | 4.0  | 1.6   | 9.4   |
| Setting Slip On-Line Approval (DFS, DA -> DFS, DA, Court)  | X   | X  | X            | 3.8  | 2.3  | 1.5   | 7.6   |
| Court Order Image (Court -> DFS, DA)   | X   | X  |              | 3.8  | 1.9  | 1.8   | 7.5   |
| NOMADS Demographic Import (Nevada HHS -> DFS)  | X   |    |              | 3.5  | 3.6  | 3.4   | 10.5  |
| Change in Case Worker Notification (DFS -> Court, DA)  | X   | X  | X            | 3.5  | 2.7  | 2.2   | 8.4   |
| Efforts Log (DFS -> Court)   | X   | X  |              | 3.3  | 3.2  | 3.4   | 9.8   |
| Request for Dependency Petition (DFS -> DA)  |     |    | X            | 3.3  | 2.8  | 3.0   | 9.1   |
| Dependency Petition (Court -> DFS, DA), After E-Filing Completed   | X   | X  |              | 3.3  | 2.7  | 2.8   | 8.8   |
| Court Minutes (Court -> DFS, DA)   | X   | X  | X            | 3.2  | 2.3  | 2.1   | 7.7   |
| Request for Petition (DFS -> DA)   | X   |    |              | 3.1  | 2.3  | 1.2   | 6.6   |
| Financial Statement (Court -> DFS)   | X   | X  |              | 2.8  | 1.9  | 1.0   | 5.6   |
| Placement Change Notification (DFS -> Court, DA)   | X   |    |              | 2.7  | 2.0  | 2.2   | 6.9   |
| Protective Custody Report (DFS -> Court, DA)   | X   | X  | X            | 2.5  | 2.8  | 3.6   | 8.9   |
| PC Calendar (DFS -> Court, DA)   | X   | X  |              | 2.3  | 2.6  | 3.3   | 8.1   |

The ten exchanges with the greatest impact are further described in the sections below.

### 10.1 SET/VACATE HEARING

The next hearing is typically set at the conclusion of a hearing. The hearing information is entered into Odyssey in real time or shortly thereafter. When setting the hearing in Odyssey, Court Clerks enter the hearing date and time, court room and the hearing type(s). Currently, the upcoming hearing notification is sent by email or fax to CCDFS Records where it is manually reentered into UNITY.

Implementation of this exchange would provide significant improvement by ensuring that upcoming hearing information is available to CCDFS Staff and the assigned Assistant District Attorney in a timely manner. Hearing dates also represent a critical piece of information for calculation of the timeliness court measures.

Calendar information is ideally suited to data sharing because the information is both entered in a timely manner and is generally high quality. Moreover, this exchange will eliminate the errors and time associated with redundant data entry by CCDFS Record Staff and will provide UNITY users with a greater level of detail regarding the hearing type.

This exchange will be triggered each time a hearing is either scheduled or modified in Odyssey. Analysis done during the design phase will determine the precise formatting of the hearing notification message and the method of transmitting the message between the two systems. However, at a minimum, the message content should include:

- Unique identifier for the hearing: Odyssey and UNITY should maintain an identifier that is uniquely associated with a single hearing to enable updates to the hearing

- Action Type (Add/Update/Delete): Determines what action UNITY should take upon receiving the calendar message
- Case identifiers for both UNITY and Odyssey
- Hearing Date/Time
- Courtroom: Text field
- Hearing Type(s): The calendar may be set for more than one hearing type
- All case parties, their relationship to the case and if necessary their relationship to each other

## 10.2 ICPC REGULATION 7 ORDERS

Any time a child who is a ward of the state moves to or from Nevada for the purposes of adoption, an Interstate Compact on the Placement of Children (ICPC) Regulation 7 Order is required. The documents must be signed by multiple case parties over a very short period of time. Failure to obtain all signatures within the allotted 7 day period voids the Order and the process must begin again. This strict timeline requires that the Case Worker managing the ICPC movement personally 'walk' the document between the various signatories to ensure a timely completion.

Although Nevada has adopted digital signature legislation, many other ICPC states have not. Consequently, the option of applying an electronic signature to the order is not likely to be feasible across state lines. Due to this regulatory restriction, implementation of a data exchange involving Regulation 7 Orders is unlikely to be feasible. However, Clark County might consider exploring an expedited business process and technical solution to track the document to allow the Case Worker to monitor the location and status at all times.



### 10.3 SETTING SLIP (NARD)

When a case party needs to add, reset or vacate a hearing, they must distribute a setting slip (often referred to as a NARD) to the other case parties for approval. This highly manual process is time consuming and the setting slip is often lost as it winds its way across multiple organizations. A review of this business process should be considered to determine whether signatures are actually necessary or whether electronic coordination and acceptance is sufficient. A number of commercial, off-the-shelf solutions such as Microsoft Outlook might be used to simplify this process. Once acceptance by all parties has been achieved and the Court Clerk updates Odyssey, updated hearing information would be automatically updated in UNITY through the Set/Vacate Hearing data exchange.

### 10.4 COURT ORDER IMAGES

Many of the documents that are filed with the Court actually originate from within UNITY. However, documents that are created within UNITY are further modified after they are exported to Microsoft Word. As such, documents stored in UNITY are not necessarily an accurate reflection of what was filed with the court. Consequently, Case Workers are often dependent on the District Attorney's office to obtain a filed copy of the document.

As Petitions and Orders are e-filed and associated to a court case within Odyssey, a docketing entry is made that reflects the addition of the document. This entry includes a link to the Tagged Image File (TIF) and information about its content. The exchange will be triggered when the docket entry is made provided that the document type meets the data sharing criteria. At a minimum, the message content should include:

- Case identifiers for both UNITY and Odyssey
- Document type: Based on the docketing code
- Document Add Date/Time
- Binary file

Currently, the UNITY user interface does not support the display of document images. However, on November 29, 2011, the Nevada Division of Child and Family Services (DCFS) released an RFP requesting proposals to implement a web-based user interface to UNITY. We recommend that the Nevada AOC initiate discussions with DCFS to ensure that this enhancement incorporates the ability to view linked documents.

### 10.5 NEVADA OPERATIONS OF MULTI AUTOMATED DATA SYSTEM (NOMADS) DEMOGRAPHIC IMPORT

The NOMADS system is used by the Nevada Department of Health and Human Services to manage TANF, SNAP and child support payments. Due to the nature of the information maintained in this system, it is a highly reliable source of current contact and demographic information that is often used by CCDFS Eligibility Staff.

Currently, UNITY electronically shares information with NOMADS. The extract to NOMADS sends records about children who have been placed into custody. The primary purpose is to send Medicaid eligibility information and includes demographic information (e.g. name, DOB, SSN, address), eligibility data (e.g. start and stop dates), aid code and eligibility code (Nevada defined attributes).

An exchange from NOMADS to UNITY would provide significant improvement by ensuring that Case Workers have access to current phone numbers and addresses information. Certainly prior to implementing an exchange with NOMADS, careful consideration of privacy requirements would need to be addressed.

## 10.6 CHANGE OF CASE WORKER

Case Worker assignments will change both as a part of the business process (i.e., when a child transitions from the Investigative Case Worker to a Permanency Case Worker) and on an as-needed basis such as when a Case Worker leaves CCDFS or is on vacation. Investigator and Permanency Worker assignments may overlap but transition should occur in conjunction with a Transitional Child Family Team (CFT) meeting.

Implementation of this data exchange would provide some process improvement by ensuring that updates to the case worker assignment within UNITY would trigger a data exchange to Odyssey and ensure the current case parties are always reflected in Odyssey.

## 10.7 COURT MINUTES

Once they are available, Court Minutes are retrieved by CCDFS Records Clerks by accessing the Odyssey Court Case Management System. The timeliness of their availability depends on a number of factors including the hearing type and the assigned Court Clerk backlog. Upon retrieval, the CCDFS Records Clerk will attempt to interpret and correlate actions described within the minutes to actions available within UNITY.

Implementation of this data exchange would provide a significant improvement over the current business process. First, it would eliminate the need for Records Clerks to continuously check Odyssey for the availability of Minutes. Court Minutes would be automatically transmitted to UNITY once they have been entered and finalized within Odyssey. Additional process improvement is possible if the exchange is linked to the implementation of a standardized Court Minute template as described in Section 11.1 below. Selected actions from the minutes could be electronically translated to UNITY Court Actions which would minimize the need for CCDFS Records Clerks to interpret court documents.

## 10.8 PLACEMENT CHANGE NOTIFICATION

When a child moves between placements (includes movement to a RUNAWAY status), UNITY is updated to reflect this change. When the movement meets the necessary criteria (i.e., failed trial home placement), the Case Worker will file a Modification of Court Order (MOCO) with the assigned Judicial Officer to ensure they are aware of this change.

Implementation of this data exchange between UNITY and Odyssey would provide enhanced case management capabilities by ensuring that all case parties are aware of child movement. This notification would provide a systematic means to share current placement in near real-time. To minimize the issues associated with 'over-notification', specific criteria could be established to limit notification to specific scenarios. For example, changes involving serial runaways are a known issue in many foster cases and early intervention by the court may help resolve some of these situations. Ex Parte issues will need to be considered with this exchange to ensure that direct notification of the Judicial Officer is acceptable to all case parties.

## 10.9 PC REPORT/PC CALENDAR

The PC Report and Calendar are currently sent to the District Attorney, Court Clerks and Judicial Assistants by CCDCFS Placement after a child is removed from their home. Receipt triggers the Clerk to either create a new Odyssey court case or relate the new removal to an existing Odyssey case number. They then assign the case to a Judge or Hearing Master. When a new case is entered, all involved case participants must be entered into Odyssey. As discussed earlier, upon implementation of the Case Hearing Notification the Court Clerk will need to associate the Odyssey case with a UNITY case number.

Implementation of this data exchange would provide a significant return on investment by simplifying the above process:

- **Create New Court Case:** The UNITY Case Number, father, mother, children and their associated current address information could be directly imported into Odyssey from UNITY. Upon review and approval by the Clerk, a new court case could then be automatically created based on this information.
- **UNITY/Odyssey Case Association:** When creating a new case, Odyssey should be able to automatically associate the UNITY case number with the Odyssey J Number.
- **Case Assignment:** Based on the reason for removal or the postal code associated with the mother, Odyssey could automatically assign the Judicial Officer.

## 10.10 DEPENDENCY PETITION

Currently, Dependency Petitions are created in UNITY, exported to Microsoft Word and edited for formatting. The Petition is then electronically filed into Odyssey.

Implementation of this exchange would eliminate the need to manually print and distribute a copy of the Petition to all case parties. Formatting and electronic signature issues would need to be resolved prior to implementing this data exchange.

# 11 BUSINESS PROCESS IMPROVEMENT

During the process of discussing business workflow, subject matter experts identified a number of methods that if implemented could improve effectiveness of the child welfare system in Clark County. The sections below identify many of these issues and offer potential solutions.

## 11.1 COURT MINUTES

### 11.1.1 CHALLENGE

In Clark County, Court Minutes provide an essential record of court actions. Minutes are captured during the hearing in a number of ways from handwritten shorthand notes to journal entries made directly into Odyssey. The quality of court minutes vary greatly. However, most SME's agree that the most effective minutes highlight the specific actions and findings of the court rather than a blow-by-blow account of the hearing.

Upon receipt, CCDCFS Records captures these Court Minutes as a series of Court Actions within codified lists in UNITY. This work requires that the CCDCFS Records Clerk, who typically has little or no legal training, must interpret

minutes of varying quality and translate them into a series of specific actions. This challenge is compounded in cases involving multiple children with potentially multiple fathers when they attempt to untangle which actions relate to which case parties.

Court actions are an essential part of the work that CCDFS Eligibility Managers review to ensure that the state can be reimbursed for IV-E costs. Moreover, court actions are encapsulated into a series of management reports that CCDFS Executives use to make critical decisions regarding case management and staffing.

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### 11.1.2 RESOLUTION

An approach successfully used by many Courts to improve data quality and timeliness of Court Minutes is to develop highly structured templates that make extensive use of checkboxes and limited text fields. For example, in Rhode Island the Clerk's use Event Hearing Sheets where 80% of the information is indicated through checkboxes.

To develop a checkbox-based court minutes, Clark County would begin by comparing existing minutes with UNITY court action entries to identify patterns of use across all hearing types. Combining the results of this analysis with leading practices from other states would then produce a draft template that would be tested against various scenarios to evaluate efficacy. The objective for the template should be to develop a 1-2 page template that can accurately capture 80% of the actions and findings of the court. In some cases, it may be necessary to develop a template that is specific to a hearing type.

Ultimately, this standardized order should be incorporated into Odyssey so minutes could be completed in real or near-real time. Once entered into Odyssey, these minutes could then be electronically transmitted into UNITY and automatically mapped to court actions.

Specific fields that these minutes should include are:

- Hearing Date/Time and Courtroom
- Hearing Type(s), some hearings end up serving multiple purposes
- Name of Presiding Judge/Hearing Master
- Party Name(s), their case involvement and how they are related to each other
- Clerk Name
- Court Action(s) and Finding(s) and which parties they relate to

## 11.2 DEPENDENCY PETITION

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### 11.2.1 CHALLENGE

The District Attorney's office is responsible for ensuring that the filed Petition accurately reflects the allegations that can be supported by factual information. The Request for Petition filed by the CCDFS Case Worker is an essential part of this process and should contain information that supports particular allegations such as drug test results or photographs.

One of the great challenges in managing Dependency and Neglect cases is in ensuring that allegations against all alleged perpetrators are fully reconciled with a disposition. Dependency Petitions are typically organized by allegation. An allegation may only be directed against multiple parties. However, during case hearings some allegations against the father may be dropped while allegations against the mother might be modified. When the

amended Petition is received, it can be very difficult for the Calendaring Clerk to understand which allegations apply to whom and thereby ensure full reconciliation of allegations.

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### 11.2.2 RESOLUTION

One way to mitigate this issue is to organize petitions by alleged perpetrator and only allow an allegation to pertain to a single perpetrator. If multiple parties are charged with the same allegation, the statute and language may be repeated each time.

## 11.3 CCDFS E-FILING

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### 11.3.1 CHALLENGE

As described previously, the CCDFS Case Worker is responsible for preparing many of the Court Orders and obtaining the Judicial Officer’s signature. Once signed, the Case Worker typically walks the signed Court Order to a DA Administrative Assistant to be e-filed and stored as per state statute. This process occurs over 1,000 times every month.

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### 11.3.2 RESOLUTION

To streamline workflow for their Case Workers, CCDFS should consider whether business centers could assist with e-filing these court orders. Certainly any analysis of this change in workflow must consider whether the business centers have the necessary staffing and hardware to support the change.

## 11.4 IV-E ELIGIBILITY REQUIREMENTS AND COURT ORDERS

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### 11.4.1 CHALLENGE

Eligibility Workers ensure that the State of Nevada is reimbursed for every IV-E eligible case. Accomplishing this is often difficult because of inaccurate, incomplete or missing court minutes or because the Court failed to make a critical finding during a particular hearing.

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### 11.4.2 RESOLUTION

Clark County and the Nevada Administrative Office of the Courts should develop a series of Court Order templates to ensure that these actions are documented at the appropriate times. These templates should prove beneficial to not only high-volume courtrooms such as those in Clark County, but also to rural districts where judges are often on rotating circuits that involve multiple case types.

## 12 COURT MEASURES

The new CIP grant application requires the court system engage in a process referred to as “continuous quality improvement.” The areas of focus for “continuous quality improvement” efforts are:

- Due process of law
- Timely, thorough and complete court hearings, and

- High quality legal representation to parents, children and the child welfare agency, both in and out of court.

Specific measures include:

- **Time to First Permanency Hearing (Toolkit Measure 4G):** The median time from the initial removal of the child to first permanency hearing (how long it takes to complete the first permanency hearing).
- **Time to all Subsequent Permanency Hearings (No Toolkit Measure Available):** The median length of time in days between each subsequent permanency hearing that occurs until final permanency is achieved. For example, the number of days between the first permanency hearing and the second permanency hearing, the second permanency hearing and third, etc., for each hearing that occurs while the child remains in care.
- **Time to Permanent Placement (Toolkit Measure 4A):** The median time from the initial removal of the child to legal permanency (how long it takes for children in abuse and neglect cases to achieve legal permanency, following the filing of the original petition). “Legal Permanency” means that there is a permanent and secure legal relationship between the adult caregiver and the child, including reunification, adoption, legal guardianship or placement with a fit and willing relative.
- **Time to Termination of Parental Rights Petition (Toolkit Measure 4H):** Where reunification has not been achieved, the median time from the initial removal of the child to filing the petition to terminate parental rights.
- **Time to Termination of Parental Rights (Toolkit Measure 4I):** Where reunification has not been achieved, the median time from the initial removal of the child to the termination of parental rights (how long it takes from the date of the initial removal of the child to the date the termination of parental rights proceeding is completed).

A key challenge in calculating court measures is ensuring that the dates required for calculation of these measures are available in a single data source that can be queried to create these measures. Implementation of the court notification data exchange should help ensure that these critical hearing dates are maintained in the same system that also maintains the key start date of removal of the child. The AOC is currently working with DCFS to implement a process that can consistently calculate these measures for each Judicial District and County in Nevada. As the AOC considers implementation of these measures, it should ensure that the measures are available on a real-time basis to authorized personnel. Additionally, the AOC may want to consider whether measures can be calculated on cases that are still active to provide an early-warning system for judicial personnel of cases that exceed time thresholds.

## 13 CONCLUSION

In the process of conducting these interviews, we found that all of the Clark County Agencies were interested and highly motivated toward improving the experience of a family that is involved in a dependency and neglect case. The recommendations highlighted in this report are intended to help Clark County start out on a path to electronic information sharing while improving data quality and the usefulness of information across all of the case management systems used by Clark County Agencies. During the implementation phase, it is common to discover additional data quality issues within these systems. It will be imperative to carefully document and analyze each of these issues and 1) determine whether they will impact the current implementation and if so 2) the best means to remedy the situation. Implementation of the first data exchange can be a time-consuming and challenging

process. However, most organizations find that it is a critical first step toward breaking down artificial barriers that exist between organizations and in fact, can foster a closer and more trusting relationship among all involved partners.

## 14 GLOSSARY OF TERMS

**Business Process Modeling Notation (BPMN):** A standardized way of graphically representing business process within or between organizations.

**Child, Youth and Family Services Domain (CYFS):** The Child, Youth and Family Services domain is part of the National Information Exchange Model and focuses on the business terms and issues specific to: dependency and neglect, juvenile delinquency and child support.

**Clark County Custody:** Court has jurisdiction, only after plea/finding of guilty and the child is either in out-of-home custody (i.e. foster care) or in-home custody.

**Information Exchange Package Definition (IEPD):** An IEPD is a technical specification based on the National Information Exchange Model that software programmers use to implement data exchanges between systems.

**Legal Status:** Can be either Clark County Custody or Protective Custody

**National Information Exchange Model (NIEM):** The NIEM is a national standard that provides technical specifications to facilitate electronic communications between computer systems. It is a joint effort of the Department of Homeland Security, Department of Justice, and Department of Health and Human Services. The NIEM includes a central repository of terms common to all problem domains. It also includes a number of additional domain-specific dictionaries that focus on defining terms particular to those business areas.

**Odyssey:** Case management system used by the Nevada Eighth Judicial District (Clark County) Family Court.

**Protective Custody:** Investigation is on-going and the court does not have jurisdiction. Child will remain in protective custody until formally placed at Plea Hearing. While in this legal status, the child may be either in the custody of the foster (parents access to the child is restricted) or in-home placement.

**SME:** Subject Matter Expert. This is a person who is highly skilled and experienced at their job within their respective organization.

**UNITY:** Case management system managed by the Nevada Division of Child and Family Services and used by the Clark County Department of Family Services



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# Appendix 15

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“One Voice,  
One Message”

# Nevada Court Improvement Program

## One Voice, One Message

November 12, 2012

**Nevada's Court Improvement Program is a federally funded initiative designed to develop and implement data-driven, evidence-based, and outcome-focused best practices that advance meaningful and ongoing collaboration among court, child welfare agency, and other stakeholders to achieve safety, permanency, and well-being for children and families in the child welfare system in a fair and timely manner.**

### Impact of CIP Funds in Nevada:

#### *Talking Points*

- Early Resolution Program (ERP) cases closed an average of 36.8 days earlier than control group
- Processing of discovery took 2.67 fewer days in the facilitated petition program
- Agreement was reached in 85.7% of the juvenile dependency mediated cases in the 2<sup>nd</sup> JD
- CIP assisted with the start-up of CASA programs in the 4<sup>th</sup>, 5<sup>th</sup>, and 7<sup>th</sup> Judicial Districts

#### *Supporting Narrative*

By funding cutting edge pilot projects, providing training to all constituents involved in the child welfare process, or helping fledgling CASAs; CIP has helped improve the safety, timely permanency, and well-being of children and families in the child welfare system.

For example, the Early Resolution Program piloted in Clark County by the Legal Aid Center for Southern Nevada has worked with 87 cases in which services and support were provided very early in the process. Forty-seven of these cases were compared to a control group which followed the usual case-flow process. It was found that simply by facilitating at the front-end of the case, the Early Resolution cases closed or were dismissed an average of 36.8 days earlier than the control group.

In another example, the Clark County District Attorney reports that the CIP funded Facilitated Petition Pilot Program resulted in a reduction in the number of days to process discovery by 2.67 days or 18.2%. Every case in the pilot project resolved and the average number of days to resolution was 23.66 days. None of the cases in the control group resolved and all were set for trial at the time of the study.

As a result of the success of these two programs, the 8<sup>th</sup> Judicial District has combined them into dependency mediation as an alternative to judicial proceedings. These programs are widely recognized to be a more efficient and cost-effective means of safely moving children into permanency. Seventy (70) to 97 percent of mediations result in either full or partial agreement. Studies indicate that a significantly greater proportion of mediated cases achieved permanency (85.2%), than non-mediated cases (51.7%).

The Nevada Revised Statute Code Section 3.225 (1) encourages family court to use alternative dispute resolution wherever appropriate. The 2<sup>nd</sup> Judicial District Court implemented a successful juvenile dependency mediation program in 2006 to 2007 until budget restrictions forced closure. During that time, 41 cases of sibling groups were mediated with an agreement rate of 80.5%. With funding from CIP, the 2<sup>nd</sup> JD reinstated this program in the summer of 2011 with the intention of developing a model program with protocols easily transferable to other jurisdictions. During the first three quarters of 2012, 41 mediations were held. Thirty-five or 86% of those mediations came to agreement.

CIP assisted with the start-up of CASA programs in the 4<sup>th</sup>, 5<sup>th</sup>, and 7<sup>th</sup> Judicial Districts. The 5<sup>th</sup> Judicial District is our newest CASA program. During its first year of operation, the Pioneer Territory CASA trained 20 CASA volunteers who served 27 of the 101 children in foster care in Nye County. With CIP's help, the 6<sup>th</sup> Judicial District is in the process of developing their CASA.

In July 2011, at the CIP *"Focus on Kids"* Summit, 126 representatives from the judiciary, child welfare, the legal community, tribal courts, and CASA were trained by state and national experts on such vital issues as child safety, engaging children in the process, the interstate compact on the placement of children (ICPC), dependency mediation, and co-occurring disorders.

In September 2012, the ten judicial districts' Community Improvement Councils (CIC) attended training on child safety decision-making and dependency court timeliness measures. During the two day conference, each CIC created two action plans to further improve processing of child welfare cases through their dependency courts and to measure this improvement.

Another CIP sub-grant provided support to one of the neediest of our foster care populations: those children with special needs. The Educational Surrogate Parent Program provides training and support to volunteers who are willing to become educational surrogate parents for children with disabilities, ensuring that their schools meet their disability-related needs. Between 2010 and 2012, 120 volunteers have been recruited, trained, and assigned to 135 children who now have an advocate whose sole purpose is to ensure that their academic needs are being met.

## **Court Improvement Program efforts focus on:**

### ***Talking Points***

- Improving court handling of foster care cases
- Emphasizing and supporting children's right to protection from abuse and neglect
- Avoiding unnecessary separation of children from their families
- Furthering timely permanency to children who have come into the court's jurisdiction due to abuse or neglect
- Seeking to protect the due process rights of all parties; not just the children, but the families as well
- Cultivating judicial leadership to ensure that courts provide efficient and timely justice to children and families
- Fostering collaboration among all participants in the child welfare case system

### ***Supporting Narrative***

On any given day in Nevada, judges are called upon to decide issues of vital importance to hundreds of children and their families. Judges must decide whether children can remain at home safely. Where children have been removed from the home, judges oversee social services' efforts to rehabilitate parents or to provide permanent alternative homes for children who cannot be reunited safely with their original families. Courts must make difficult decisions about whether a child's ties to parents and extended family will be forever severed. Judges are required to evaluate the reasonable and adequacy of services to children and their parents, including psychological, counseling, medical, substance abuse and educational services, to ensure timely permanency and the child's well-being with life impacting consequences.

## **Improvement in the Dependency Court System Includes:**

### ***Talking Points***

- Improved case management
- Sufficient resources for the juvenile court
- Competent judges and counsel for all parties trained in child welfare law and knowledgeable about the protective services system.
- Judicial leadership

### ***Supporting Narrative***

Real improvement in the dependency court system requires:

- Improved case management, including the capacity to collect and analyze data relating to judicial performance and case resolution, and the development of alternative dispute resolution processes such as mediation.
- Prioritization of abuse and neglect cases within courts, through appropriate allocation of judges, support staff and the docket time necessary to implement nationally recognized best practices of case handling.
- A highly disciplined process of reviewing cases in a timely and comprehensive manner. Judges must ensure that appropriate notice has been given to entitled parties, key factual and legal findings are made at each hearing, and that adequate progress is being made toward permanency for the child.
- Attorneys and judges involved in abuse and neglect cases must be trained in a highly specialized body of state and federal law to competently carry out their responsibilities.
- Finally, judges must be leaders within court systems to assure that the court system dedicates adequate resources to abuse and neglect cases. They must also be leaders within the community to promote meaningful partnerships to further child safety, permanency and well-being.

## **Origins of the Court Improvement Program:**

### ***Talking Points***

- The Omnibus Budget Reconciliation Act of 1993 (OBRA), the United States Congress appropriated funds to the states for the purpose of improving their courts' handling of child abuse and neglect cases
- State Supreme Courts and their Administrative Offices have been charged with implementing CIP
- CIP has existed in Nevada since 1995
- Skilled attorneys for children, parents, and child welfare agencies who are trained in the ways of dependency court
- Sufficient time and staff to give cases the attention they warrant.

### ***Supporting Narrative***

To accomplish these goals, and pursuant to the Omnibus Budget Reconciliation Act of 1993 (OBRA), the United States Congress appropriated funds to the states as part of a federal initiative to support reform in the handling of child abuse and neglect cases. The State Court Improvement Program (CIP) was enacted because courts had been under intensive pressure to implement a myriad of federal and state laws which imposed new duties on the courts, greatly increasing the complexity of cases. For example, in each case, courts must address a far wider range of issues than in earlier years. There are increasing numbers of hearings per case. More individuals are involved in the case process, and this has placed greater demands not only on judges, but on court staff, attorneys, and agencies in their dealing with the courts.

The Federal CIP grants have been channeled to the highest state courts, i.e., those with the responsibility for administering state court systems. It is expected that the supreme courts and their administrative offices will facilitate collaboration among the key stakeholders to identify and address barriers to achieve safety, permanency, and child and family well-being within the judicial, legal, and child welfare systems in a fair and timely manner.

## **CIP in Nevada:**

### ***Talking Points***

- Since 1995
- Overseen by CIP Select Committee
- Chaired by Justice Nancy Saitta
- Advisory to the Supreme Court

### ***Supporting Narrative***

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

## **How Nevada Uses Its CIP Funds:**

### ***Talking Points***

- To pilot recognized best practices to improve the safety and well-being of children and the timeliness of our dependency court processes
- To educate the judiciary, legal and child welfare communities, CASA, and other stakeholders on the complex issues of child welfare and NRS 432B cases by sending key stakeholders to conferences, providing training tools, and putting on statewide and regional conferences
- To enhance communication within and among the courts and agencies serving the child welfare population
- To develop court order templates that include federally mandated language
- To encourage grassroots input through the Community Improvement Councils (CIC).

## **Supporting Narrative**

Nevada Court Improvement Program projects encompass a myriad of activities at the state and local level with the primary purpose to assess and improve court processes related to child abuse and neglect and to ensure improved safety, permanence, and well-being for children. CIP funding has also been used to develop broad-based systemic reform of courts and court processes related to dependency cases.

CIP has funded such local best practices as juvenile dependency mediation, early resolution of cases, redaction for facilitated petitions, and start-up of local CASA programs.

CIP has provided training opportunities to the judiciary, legal community, child welfare community, and other stakeholders involved with NRS 432B cases.

CIP funded the first computerized case management system in the Second Judicial District and underwrote a Judicial Benchbook for abuse and neglect cases (NRS 432B).

Because communication and sharing information enhances judicial efficiency and is in the best interest of the child, CIP has funded video-conferencing in most of Nevada's dependency courts and is working on data exchange projects among the courts, child welfare agencies, and district attorneys in both the 2<sup>nd</sup> and the 8<sup>th</sup> Judicial Districts (Washoe and Clark Counties).

To help ensure compliance with federal mandates allowing Nevada to continue to receive Title IV-E funds, CIP has asked the National Center for State Courts, with input from our judiciary, to help develop court order templates containing required federal language.

In 2011, Justice Saitta requested that each judicial district create a Community Improvement Council (CIC) with the express purpose to identify barriers to terminating parental rights and adoptions. Each CIC also identified solutions to these barriers and action plans to implement the solutions. As a result each judicial district has informed the Court Improvement process from the grassroots up to develop seamless systems committed to safe, healthy, and thriving children and families in Nevada. These solutions are designed to:

- Protect the rights of the parties, while determining the best interests of the child to safely avoid unnecessary separation of children from their families,
- Make reasonable efforts to enable a child's return to the family, if removed,



- Increase the timeliness of 432B hearings and permanency for the children, and
- When reunification is not possible, ascertain the availability of safe, alternative, permanent homes for children.

**CLOSING:**

Did you realize that childhood is seven times shorter than adulthood? That means that just a 30-day delay is a significant loss of time in a child’s life; a critical time, when they are developing emotionally and socially.

We need to be mindful of the “child’s clock” , as we strive to ensure children’s safety and well-being while finding them safe, permanent families who will love, nurture, protect, and guide them.

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# Appendix 16

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One Page  
Hand-Out

SUPREME COURT OF NEVADA  
NANCY M. SAITTA, JUSTICE  
201 SOUTH CARSON STREET  
CARSON CITY, NEVADA 89701-4702  
(775) 684-1530



## **Nevada Court Improvement Program**

Nevada's Court Improvement Program emphasizes and supports children's right to protection from abuse and neglect. It is committed to develop and implement data-driven, evidence-based, and outcome-focused best practices that advance meaningful and ongoing collaboration among court, child welfare agency, and other stakeholders to achieve safety, permanency, and well-being for children and families in the child welfare system in a fair and timely manner.

### **Community Improvement Councils:**

At the request of the Court Improvement Program (CIP), each judicial district court and its community partners created Community Improvement Councils (CIC). These councils identified barriers and solutions founded in best practices to improve timeliness to permanency, safety, and well-being of children in neglect and abuse cases and put them into action plans. The CICs have proven so effective, that CIP is using them to identify and implement the projects and activities it funds.

### **Court Improvement Program Efforts Focus On:**

- ❖ Improving court handling of foster care cases
- ❖ Emphasizing and supporting children's right to protection from abuse and neglect
- ❖ Avoiding unnecessary separation of children from their families
- ❖ Advancing timely permanency to children who have come into the court's jurisdiction due to abuse or neglect
- ❖ Seeking to protect the due process rights of all parties; not just the children, but the families as well
- ❖ Cultivating judicial leadership to ensure that courts provide efficient and timely justice to children and families
- ❖ Fostering collaboration among all participants in the child welfare case system

### **Examples of How Nevada Uses Its Court Improvement Program Funds:**

- ❖ To pilot recognized best practices to improve the safety and well-being of children and the timeliness of our dependency court processes
- ❖ To educate the judiciary, legal and child welfare communities, CASA, and other stakeholders on the complex issues of child welfare and NRS 432B cases by sending key stakeholders to conferences, providing training tools, and putting on statewide and regional conferences
- ❖ To enhance communication within and among the courts and agencies serving the child welfare population
- ❖ To develop court order templates that include federally mandated language
- ❖ To encourage grassroots input through the Community Improvement Councils (CIC).

### **Examples of the Impact of CIP Funds in Nevada:**

- ❖ Early Resolution Program (ERP) cases closed an average of 36.8 days earlier than control group
- ❖ Processing of discovery took 2.67 fewer days in the facilitated petition program
- ❖ Agreement was reached in 85.7% of the juvenile dependency mediated cases in the 2<sup>nd</sup> JD
- ❖ CIP assisted with the start-up of CASA programs in the 4<sup>th</sup>, 5<sup>th</sup>, and 7<sup>th</sup> Judicial Districts

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# Appendix 17

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# CIP Brochure

## **COURT IMPROVEMENT PROGRAM**

### **2013 SELECT COMMITTEE**

**Justice Nancy M. Saitta, Chair**

*Nevada Supreme Court*

**Kay Ellen Armstrong, Esq.**

*Attorney at Law*

**Sharon Benson**

*Office of the Nevada Attorney General*

**Richard Gammick**

*Washoe County District Attorney's Office*

**James Guthrie**

*Nevada Department of Education*

**Amber Howell**

*Division of Child and Family Services*

**Dashun Jackson**

*State Youth Advisory Board*

**Master Kristin Luis**

*1st Judicial District Court*

**Kathleen M. O'Leary**

*Washoe County Public Defender's Office*

**Shelia Parks**

*8th Judicial District Court CASA Program*

**Judge Nancy Porter**

*4th Judicial District Court*

**Lisa Ruiz-Lee**

*Clark County Department of Family Services*

**Kevin Schiller**

*Washoe County Department of Social Services*

**Judge Deborah E. Schumacher**

*2nd Judicial District Court*

**Master Mason E. Simons**

*4th Judicial District Court*

**Senator Debbie Smith**

*Nevada State Senate*

**Judge Frank Sullivan**

*8th Judicial District Court*

**Robin Sweet**

*Administrative Office of the Courts*

**Erika Pike Turner, Esq.**

*Attorney at Law*

**Janice Wolf, Esq.**

*Legal Aid Center of Southern Nevada*

**Steven Wolfson**

*Clark County District Attorney's Office*

Katherine R. Malzahn-Bass

CIP Coordinator

201 South Carson Street, Ste. 250

Carson City, Nevada 89701

Phone: 775-687-9809

Fax: 775-687-9811

[kmalzahn-bass@nvcourts.nv.gov](mailto:kmalzahn-bass@nvcourts.nv.gov)

<http://www.nevadajudiciary.us/>

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

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

November 2012

## **COURT IMPROVEMENT PROGRAM**



*Nevada Supreme Court*

## Court Improvement Program Efforts Focus On:

- ◆ Improving court handling of foster care cases
- ◆ Emphasizing and supporting children's right to protection from abuse and neglect
- ◆ Avoiding unnecessary separation of children from their families
- ◆ Furthering timely permanency to children who have come into the court's jurisdiction due to abuse or neglect
- ◆ Seeking to protect the due process rights of all parties; not just the children, but the families as well
- ◆ Cultivating judicial leadership to ensure that courts provide efficient and timely justice to children and families
- ◆ Fostering collaboration among all participants in the child welfare case system



## How Nevada Uses Its CIP Funds:

To pilot recognized best practices to improve the safety and well-being of children and the timeliness of our dependency court processes

To educate the judiciary, legal and child welfare communities, CASA, and other stakeholders on the complex issues of child welfare and NRS 432B cases by sending key stakeholders to conferences, providing training tools, and putting on statewide and regional conferences

To enhance communication within and among the courts and agencies serving the child welfare population

To develop court order templates that include federally mandated language

To encourage grassroots input through the Community Improvement Councils (CIC).

## Impact of CIP Funds in Nevada:

Early Resolution Program (ERP) cases closed an average of 36.8 days earlier than control group

Processing of discovery took 2.67 fewer days in the facilitated petition program

Agreement was reached in 85.7% of the juvenile dependency mediated cases in the 2<sup>nd</sup> JD

CIP assisted with the start-up of CASA programs in the 4<sup>th</sup>, 5<sup>th</sup>, and 7<sup>th</sup> Judicial Districts



## Nevada's Court Improvement Program Mission Statement

Nevada's Court Improvement Program emphasizes and supports children's right to protection from abuse and neglect. It is committed to develop and implement data-driven, evidence-based, and outcome-focused best practices that advance meaningful and ongoing collaboration among court, child welfare agency, and other stakeholders to achieve safety, permanency, and well-being for children and families in the child welfare system in a fair and timely manner.

## 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.