

---

---

2013 Annual Report

# NEVADA Court Improvement Program



# Table of Contents

	2013 Annual Self-Assessment Report	1
	Appendix:	
Quality	1. Draft Court Order Templates and Benchguide	25
	2. Community Improvement Council 2013 Summit Agenda	52
	3. Judicial Districts' Data Sheets (Sample)	57
	4. Roadmap for Educational Success for Foster Children	69
Safety	5. Gap Analysis	82
	6. Senate Bill 31	86
	7. Interlocal Cooperative Agreement	102
	8. Integrated CQI Process	113
Well-Being	9. CQI Model Complements Nevada CIP Business Process	115
	10. ICWA eNoticing Project Charter	117
	11. 2 <sup>nd</sup> Judicial District Dependency Mediation Program Evaluation	130
	12. 8 <sup>th</sup> Judicial District Dependency Mediation Program Evaluation	160
Permanency	13. Pro Bono Recruitment Project Data Report	183
	14. CIP CQI Implementation Guide and Self-Assessment Tool	185
	15. Judicial Districts' Data Summary 2011-2012	234
	16. Case Linkage Analysis Report	238
Stability	17. Centralized Case Index Project Charter	245
	18. CQI-ing the Process Training Packet	261
	19. Community Improvement Council 2013 Summit Evaluation	275
	20. 4 <sup>th</sup> Judicial District Community Improvement Council Attorney Training Agenda	291

# Nevada Court Improvement Program 2013 Annual Self-Assessment Report

December 23, 2013

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)

- 1. Provide a list of the workgroups, committees or planning groups your CIP currently participates in with the child welfare agency, tribes, and other important partners. Concisely summarize the purpose of each group and the role of the CIP in that group.**

**Statewide Collaborative on Dependency Court Order Templates:** CIP facilitates

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 courts' portion of the PIP and IV-E corrective action plan; and reports regularly on implementation progress (CIP Outcome #3). For example although the State of Nevada was found to be in substantial compliance during the IV-E Review, several areas needing improvement were identified. One such area recommended for corrective 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 on a case-by-case basis and so stated in the court order. As a result the Collaborative on Dependency Court Order Templates was convened.

The responding DCFS IV-E Corrective Action Plan identified court order deficits. CIP contracted with the National Center 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 provide court orders that 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 worked with the Statewide Collaborative including the judiciary from throughout the State to develop the court order templates to include language around the Interstate Compact on the Placement of Children (ICPC) and the Indian Child Welfare Act (ICWA). A draft of the hearing templates and a bench guide were introduced during the 2013 Community Improvement Council (CIC) Summit (Appendix 1). CIP has requested additional input before these documents are finalized and submitted to the Nevada Supreme Court for its review and approval.

In its recent Annual Progress and Service Report (APSR) the Division of Child and Family Services (DCFS) states, "The Nevada court system has been a critical partner the last year focusing many of its 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."

**Judicial Community Improvement Councils (CIC) in each of the 10 Judicial Districts: CIP supports and participates in the meetings of these CICs**

In the recent APSR, the DCFS reported that the “The Court Improvement Program has worked collaboratively with DCFS on reducing the barriers to TPR and adoption in efforts to achieve timely permanency. As a result, Nevada has shown improvement in timeliness to adoptions. CIP convened workgroups (the CICs) by jurisdiction to identify barriers to TPR and adoption, and solutions to those barriers. CIP continues to implement a plan to improve permanency planning across the life of the case. The most recent CFSR data profile provided on April 3, 2013 indicates that Exits to Adoption in less than 24 months is trending positively reflecting that improvement has occurred in the timeliness to adoptions. The national median is 26.8%, and the 75<sup>th</sup> percentile is 36.6%. Nevada’s is 25%. The data also indicate that children are exiting to adoption in 30.7 months. The national median is 32.4 months.”

<b>TIMELINESS OF ADOPTIONS DISCHARGED FROM FOSTER CARE</b>	<b>FFY 2010</b>	<b>FFY 2011</b>	<b>FFY 2012</b>
Exits to Adoption in less than 24 Months ( <b>national median 26.8%, 75<sup>th</sup> percentile = 36.6%</b> )	14.6%	18.1%	25.0%
Exits to Adoption, median length of stay( <b>national median 32.4 months, 25<sup>th</sup> percentile = 27.3 months</b> )	Median=36.3 months	Median=35.4 months	Median=30.7 months

Source: CFSR data profile dated 4/3/2013

DCFS is using the CIC meetings to train on the Safety Model, focusing on how to read the Nevada Initial Assessment, identifying impending danger, safety plan determination, conditions for return, and safety planning.

**CIP Conference Planning Subcommittee: CIP facilitates**

In collaboration with the National Council of Juvenile and Family Court Judges (NCJFCJ), the CIP Conference Planning Subcommittee planned and CIP hosted the 2<sup>nd</sup> Annual CIC Summit at the University of Nevada, Reno. All ten judicial districts had teams attending the 1½ days of training, team building, and action planning. Florida District Court Judge Elizabeth Krier and Florida and Nevada child welfare administrators taught the teams how they and the legal community can assist with the implementation of the Child Safety Model to ensure safety, well-being, and timely permanency for children (Appendix 2). The CICs then developed action plans for implementing the Safe Model in their districts. Court timeliness data were distributed and data interpretation guidance was provided to help the CICs begin to measure the impact their previous actions have had on court timeliness (Appendix 3).

**CIP Attorney Training Subcommittee: CIP facilitates, National Council of Juvenile and Family Court Judges staffs**

This Subcommittee planned the development, content, and platform for this web-based specialized attorney training series. Initially there will be 4 registration-required sessions during which pre and post testing will take place to demonstrate whether the registrant has gained a better understanding of the subject matter. Following completion, there will be a consumer satisfaction survey, as well.

The initial sessions will include one on federal and State of Nevada child welfare legislation such as Adoption and Safe Families Act; Fostering Connections; Title IV-E and IV-B; and Nevada Revised Statutes Chapters 127, 128, and 432B. The subjects will be covered by a Nevada Supreme Court Justice, district



court judge, deputy attorney general, deputy district attorney, public defender, child's attorney, and parent's attorney. Another session presented by a child welfare expert and public defender will provide the attorneys a legal perspective on the Child Safety Model. Another session will discuss the role of the attorney in dependency cases, and the final session, facilitated by Jennifer Renne, will revolve around the ethical role and responsibilities of the attorney involved in dependency cases.

**The Statewide Collaborative on Education, Child Welfare, and the Courts: CIP facilitates and wrote technical assistance request**

As the steering committee of this Collaborative, the Policy and Planning Group (P&P) meets monthly. It has finalized a comprehensive strategic plan, the Roadmap (Appendix 4), and a Gap Analysis (Appendix 5). The Collaborative spearheaded Senate Bill (SB) 31 (Appendix 6) in the 2013 Session of the Nevada State Legislature. SB31 is forcing paradigm shift compelling child welfare and the schools work together while sharing information and data. As part of the Collaborative, CIP worked with the American Bar Association to bring technical assistance to Nevada to improve educational stability among foster youth.

**Interlocal Cooperative Agreement Collaborative: CIP facilitated**

This collaborative included representatives from DCFS, the Nevada Attorney General's Office, the 6<sup>th</sup> Judicial District (JD) including the Judicial Officers, the Nevada Supreme Court, and CIP. The purpose was to develop and implement an Interlocal Cooperative Agreement between DCFS and the 6<sup>th</sup> JD to allow the court to assist with training and supporting foster and adoptive families, and to address diligent recruitment of these homes (Appendix 7). In so doing, the Court is addressing one of its identified barriers to timely termination of parental rights and adoption: sufficient foster and adoptive homes.

**Statewide Quality Improvement Committee (SQIC): facilitated by DCFS, CIP is a contributing member and is a member of the Data Quality Subcommittee**

The purpose of the SQIC is to develop a formalized statewide quality improvement framework which identifies a systematic method for incorporating quality into child welfare agency practice. It integrates monitoring efforts and change initiatives into the existing system while providing for review of all aspects of agency service delivery. The SQIC is utilizing the continual quality improvement model developed by the National Child Welfare Resource Center. Consequently, CIP integrated this model into its CQI and business processes (Appendices 8 and 9).

The Data Quality Subcommittee is focusing on developing a system to evaluate the accuracy, validity, completeness, and timeliness of data elements used in quality analysis of child welfare outcomes. It is also evaluating the current use of existing data reports. Some of the major tasks include developing a compliance based supervision tool and a methodology to generate data reports regarding statewide performance measures. The Subcommittee also plans to analyze statewide performance on regularly tracked measures and interpret results into accurate, informative, and timely reports for dissemination to relevant stakeholders.

**Children's Justice Act (CJA) Task Force: CIP participates**

CJA was established by DCFS to benefit and enhance children's lives by reviewing child abuse and neglect laws, policies, and programs. The CJA produces a comprehensive report every three years to recommend improvements to the State's systems related to the assessment, investigation, and prosecution of child abuse and neglect cases, child sexual assault, and cases involving children with disabilities.

**Indian Child Welfare Committee (ICWC): CIP is a contributing member**

The purpose of ICWC is to provide a forum for discussion and recommendation for improving the welfare system where policies, procedures, and practice interface with or relate to Indian children/families (Child Abuse Prevention and Treatment Act (CAPTA) Section 107). Membership of this Committee includes State/tribal/county social workers, the Bureau of Indian Affairs, tribal courts, the Inter-Tribal Council of Nevada, and CIP.

**Inter-Tribal Council of Nevada (ITCN): CIP presents at the ITCN meetings at the Chairman's pleasure**

The ITCN is a tribal organization serving member reservations and colonies in Nevada. The Chairmen of Nevada's 26 Tribes are members of ITCN's executive board which acts as the governing body. The ITCN serves as the political body for Nevada Tribes. It also promotes health, education, economic and employment opportunities by administering such global programs as the Bureau of Indian Affairs Court of Appeals, Administration of Aging, Head Start, Native American Workforce, Women, Infants and Children, and Inter-Tribal Emergency Response Commission for all the State's Tribes.

**National Center for State Courts ICWA eNotice Project Committee: NCSC facilitates, CIP is a contributing member**

Because of the work on data exchange Nevada CIP is doing, the National Center for State Courts (NCSC) invited Nevada CIP to bring a team to be interviewed to participate in an ICWA e-Noticing pilot project. The team includes the Washoe Tribe's assistant general counsel, DCFS ICWA Specialist, DCFS SACWIS Manager, and CIP Coordinator.

Collaboration and information-sharing with tribal communities needs to occur at federal, state, and local levels to ensure compliance with the Indian Child Welfare Act (ICWA) and eliminate the disproportionate representation of Native children in the child welfare system. When a state or local agency has reason to believe that a child in its care has native heritage, the Indian Child Welfare Act requires that notice be provided to any and all tribes that may have a right to intervene. Today, ICWA notice is transmitted in hard copy, using United States Postal Service registered mail with return receipt requested. The process is expensive, slow, and is well-documented in its failures to accomplish effective notice and/or communication between state courts and tribes. The result is miscommunication between state courts and tribes and disruption of child placements.

By working with partners with the knowledge and readiness to enable electronic information-sharing between states, social services, tribes, and tribal courts; NCSC intends to provide the technical assistance to map the data exchange, and limited financial support to 2-3 partners to implement the data exchange. In so doing, NCSC hopes to facilitate and enable communication provide a point of entry for increased information-sharing and improved efficiencies between state actors and Tribes.

**Phase 1:** NCSC convened subject matter experts (both in ICWA and in information-sharing) to consider how and what information would need to be exchanged to effectuate electronic notification of potential tribal involvement. NCSC would apply the Global Service Specification Guidelines to develop a national reference model for an ICWA notification service that meets tribal, state, and local stakeholders' business needs. The service's information model will conform to the National Information Exchange Model.

**Phase 2:** NCSC plans to provide assistance to implement the ICWA notification service with two pilots, capturing the case study, business benefits, lessons learned, and technical feedback.

**Phase 3:** NCSC plans to (1) revise the ICWA notification service; (2) submit the ICWA notification service to the Global Standards Council for review and inclusion in the national service registry; (3) promote implementation of the ICWA notification service with multiple outreach tactics; (4) present the extension schema to the NIEM CYFS domain governance team for consideration in inclusion of a future domain update; (5) engage tribal partners in the NIEM CYFS domain governance team (Appendix 10) .

- 2. List all projects that involved assessments or evaluations completed in federal FY 2013 (Oct 2012-September 2013). Briefly explain: 1) the purpose of each evaluation or assessment; 2) action steps taken; 3) data collected or generated; and 4) how the information will be used to inform continuous quality improvement.**

#### **Project and Impact Evaluation of CIP funded Mediation Programs**

CIP has contracted with the NCJFCJ to conduct impact and process evaluation of the four CIP funded mediation programs in the 2<sup>nd</sup> (Washoe County), 5<sup>th</sup> (Nye County), and 8<sup>th</sup> (Clark County) Judicial Districts (JDs), and the Washoe Tribe. Two evaluations have been completed and three are in process. Three types of assessments are involved:

*Process Evaluation:* NCJFCJ conducted a process evaluation to examine stakeholder perceptions of, and basic descriptive information about, the mediation programs. A structured online survey explored 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 was also collected in order to better describe and compare the programs. Follow-up telephone interviews with mediators and key stakeholders took place as needed. The programs in the 2<sup>nd</sup> and 8<sup>th</sup> JD were compared to determine similarities and differences in implementation 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 evaluated. The study sought to answer the following questions: what were the challenges and successes with program implementation; what could have improved the program implementation process; is the mediation program successfully engaging parents and stakeholders; does mediation save court time/reduce workload; and in what way could the program be improved?

*Satisfaction Evaluation:* NCJFCJ designed a satisfaction survey to be given to all mediation participants (including parents and professional stakeholders). This survey asks all participants about their satisfaction with the mediation process, including perception of most and least helpful parts of mediation. This survey supplements the process evaluation by providing perceptions of program effectiveness and utility which the program may use to inform their parent and stakeholder educational efforts.

*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 cases that can be used for comparison. Using a standardized case file review instrument, NCJFCJ coded the total population of mediated cases and a sample of matched cases that were eligible for mediation, but did not participate. NCJFCJ compared cases on the number of hearings, number of continuances, presence and engagement of parties (where applicable), case timeliness, and case outcomes.

The 2<sup>nd</sup> JD's process and first impact evaluation have been completed, and a second impact/outcome evaluation has begun. The assessment in the 2<sup>nd</sup> JD included process, satisfaction, and outcome evaluations. Key findings from this assessment indicate that there is a general perception that mediation is successful. Stakeholders agreed that mediation lessened their workload in preparation and hearings, and is a good alternative to court. The majority of the mediations (78%) resulted in agreement, and parents felt heard, respected, and treated fairly. Mediated cases had fewer default orders in the 2<sup>nd</sup> JD. Based on the 44 cases that had been mediated when the assessment began, there appears to be an association between mediation and an increased number of continuances, and mediation and a decreased number of vacated settlement conferences and trials (Appendix 11).

The 2<sup>nd</sup> JD's mediation program is using the observations and recommendations from the independent evaluation conducted by NCJFCJ to improve its on-going program. These include: ongoing education and outreach to stakeholders; parent education; consistent domestic violence screening and treatment; reducing the number of no-shows by parents; ensuring all parties have the same understanding concerning the agreement reached in mediation; and more widespread sharing of mediation project reports to increase stakeholder buy-in and support. The next chapter for Dependency Mediation in Washoe County will focus on four primary areas:

1. Reviewing and making project improvements as recommended by NCJFCJ,
2. Creating "best practice" documents,
3. Continuing an ongoing self-review and independent evaluation of project processes and outcomes,
4. Developing a long term program sustainability plan.

As part of CIP's long-term business plan, CIP is using continual quality improvement (CQI) to help sustain projects. By holding them accountable, CIP is ultimately providing them with the tools to demonstrate their value to funding sources in addition to CIP.

The dependency mediation program in the 8<sup>th</sup> JD launched in early 2013, and only had completed 10 mediations at the time the assessment began. Consequently, this assessment only included process and satisfaction evaluations. It was too early to be able to assess the program's impact. As in the 2<sup>nd</sup> JD, there is a general perception in the 8<sup>th</sup> JD that mediation is successful and that parents feel heard, respected, and treated fairly during the process. The majority (84%) of the mediations have resulted in agreement. Most stakeholders feel that mediation is successful in increasing cooperation among parties and in engaging parents (Appendix 12).

The process and satisfaction evaluations for both the 5<sup>th</sup> JD's and the Washoe Tribe's mediation programs are planned for the next fiscal year. The process and outcome evaluations for the 2<sup>nd</sup> and 8<sup>th</sup> JDs will be used to inform not only new mediation programs, but also inform data collection procedures in the 5<sup>th</sup> JD and the Washoe Tribe.

#### **Data Exchange Feasibility Assessed**

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 electronic data exchange could improve timeliness and due process. As a result, Court Event Notification data exchange is being undertaken in the 8<sup>th</sup> JD and a proof of concept for a Centralized Case Index to enable near real-time timeliness reporting through an integrated dashboard is being undertaken in the 2<sup>nd</sup> JD. The data exchange

projects' implementation will include a fidelity check to ensure that the process has been implemented appropriately via stakeholders' survey regarding the data exchange.

Court event notification data exchange projects in both 2<sup>nd</sup> and 8<sup>th</sup> 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.

#### **Impact of Court Order Templates and Bench guide**

The NCSC has been 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 the forms, a survey of the judiciary will be conducted concerning 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.

#### **Education, Child Welfare, and the Courts Gap Analysis**

Enhancing the educational stability of foster children per Fostering Connections to Success and Increasing Adoptions Act of 2008 began in 2011 in Nevada. A gap analysis (Appendix 5) was recently conducted to evaluate the next steps to be taken by the Statewide Collaborative working on this effort. Child welfare and the Department of Education are developing a school enrollment form for foster children to ensure that, among other things, foster children are flagged for McKinney-Vento services. It is anticipated that the impact of these new collaborative efforts among education, child welfare, and the courts will be assessed to identify changes overtime in the educational stability of foster children.

#### **Pro Bono Children's Attorney Training Project**

The purpose of this 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.

This program had identified quantifiable goals, but had been reporting quarterly in a narrative format. To help them collect and report the data in an easily readable and comparable manner, CIP created a data collection tool (Appendix 13) and completed it using the information they had already provided in their first narrative report. Future quarterly reports contained all the data needed to conduct the future impact evaluation in a tabular format. It is very easy to see at a glance if they are attaining their goals.

#### **CASA in the 6<sup>th</sup> Judicial District**

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.

#### **Web-based Specialized Attorney Training for those handling 432B cases**

The purpose of this evaluation will be to determine if the participants have increased knowledge of the subject matter and where the training can be improved. This can be examined in two ways utilizing the internal pre and post testing and the follow-up customer satisfaction survey.

#### **CIP CQI Implementation Guide and Self-Assessment Tool**

The Guide and Tool were developed in cooperation with NCJFCJ. The Guide outlines the work that CIP has been doing the past several years to implement CQI, including developing the foundational business plan and modifying our subgrant application to include measurable goals, as well as next steps on the CQI path such as creating a data collection plan and tools, using data effectively, and impactfully disseminating findings. The self-assessment tool will be administered biannually to ensure that CQI continues to be a CIP focus. By providing an action plan for improvement in areas of weakness, the CIP Strategic Plan will also be informed. The information collected on the tool regarding the progress CIP has made implementing CQI internally will be used to plan the next steps to be taken (Appendix 14).

### **3. Identify and describe any projects currently underway that are utilizing child welfare administrative data (i.e., SACWIS, AFCARS, NCANDS, NYTD, or other data reports that may be provided by the title IV-B/IV-E agency).**

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, the Nevada SACWIS or State Automated Child Welfare Information System) manager to pull the timeliness statistics quarterly for each of the judicial districts. Initially, only four of the five timeliness measures were provided. However DCFS added a screen for the date the TPR petition is filed in order to provide the final timeliness measure once sufficient historical data has been accumulated. Baseline data reports were first distributed at the CIC Summit the week of September 24, 2012 where the CICs were taught to read and understand them. During the 2013 CIC Summit a district by district comparative analysis of the 2011 and 2012 data was shared with the CIC teams (Appendix 15). These were the subject of considerable discussion and comparison.

In its APSR, DCFS reported that “CIP has worked collaboratively with DCFS on improving the timeliness and appropriateness of permanency planning across the life of the case,” specifically in the area of ensuring that all parties in a case are properly and consistently notified of hearings. To assist with this effort CIP embarked on the Court Event Notification Data Exchange project which is explained more fully below. This project requires that the 8<sup>th</sup> JD’s court case management system push court event dates into UNITY to be accessed by child welfare and district attorney’s office.

The Centralized Case Index project involves another use of UNITY data, specifically timeliness and ASFA related data, as will be explained more fully below.

A Memorandum of Understanding with the Division of Child and Family Services has been negotiated to enhance Nevada’s data in the Chapin Hall data warehouse to include court dates from which the court timeliness measures can be generated. This involves a one-time fee, and Chapin Hall has offered to provide \$17,000 in formula development at no additional cost. This will allow all judicial officers to access the Chapin Hall web-tool to pull out their own data and compare to other judicial districts

throughout Nevada and the country. These data elements are being uploaded into Chapin Hall database in December 2013.

The AFCARS data are used to measure overall impact of improvements in specific court processes on timeliness from year to year. Because these data have been cleaned by DCFS to ensure their accuracy, they are considered most reliable.

**4. Summarize your current capacity on the below technology and data topics. With respect to the required timeliness measures, please explain how the measures are or will be used by your statewide multi-disciplinary task force to promote CQI:**

**a. the required timeliness (toolkit) measures;**

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 with Waterhole Software; and the AOC Research and Statistical Unit to begin to identify the best data source for these timeliness measures. It was concluded that the best source is the 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.

The DCFS AFCARS and NCANDS Specialist 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.

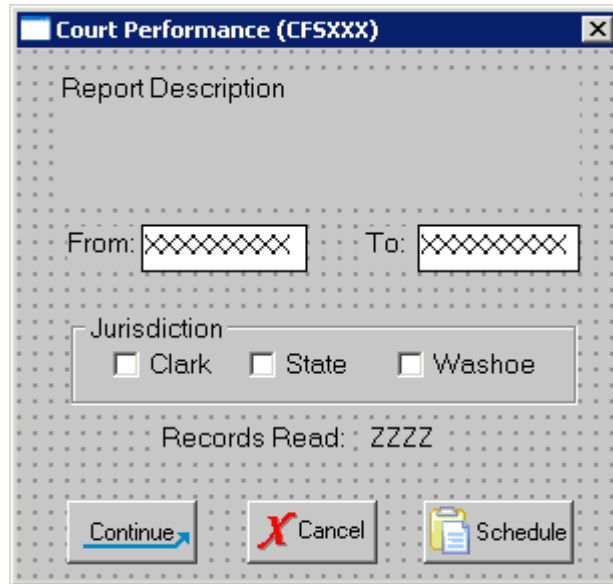
With the DCFS Information Management Services (IMS) programmer and in consultation with our Region IX contacts, CIP defined the parameters for each of the timeliness measures. It was agreed that CIP would use an exit survey-type approach for all those children who are in custody and have reached whichever point in time (first, second permanency hearing, or 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 and 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.

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

Please see the example on the next page for the report logic, format, and access screen in UNITY. This is the Nevada plan to provide the required timeliness measures. 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’ Information Management Systems (IMS) has been working to upload UNITY data to Chapin Hall, some potential modifications were identified. A TPR petition date filed screen was developed and a program was to be written by September 2013 to provide the timeliness measure from removal to the date the TPR petition is filed. However, a delay was encountered when another project took longer than expected. IMS resources will not be available to begin this project until January 2014. Nonetheless, the historical data will not be entered into UNITY immediately, so reports cannot be run on the time from removal to TPR petition filed until some data on current cases has been entered. 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	752	357	182	182	280	350	364	248	598	180	578	428	595
2 <sup>ND</sup> JD/ WASHOE	752	357	182	182	280	350	364	248	598	180	578	428	595

**2ND/WASHOE**

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	96	4.04	94753	921
AGED OUT	11	10.00	14873	918
DEATH OF CHILD	1	2.00	1611	1611
GRDNSHPRELATIVE	8	4.75	5830	700
RTNTOCARETAKER	79	3.30	59187	654
RTNTOOTHRPRNT	15	2.93	10821	534

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.

These charts are forwarded to the CICs each quarter to help inform their efforts to improve timeliness. Annually, they receive a comparative analysis of the timeliness measures (Appendix 15) by year to help them determine the impact of their efforts and if and where they need to modify they efforts to improve timeliness. These analyses are also provided to the CIP Select Committee to help identify the areas judicial districts require assistance.

**b. data sharing and data exchange between the child welfare agency and the courts, the department of education, or other relevant stakeholders (where applicable list any regular data reports that are run for interested parties and how those reports are used);**

During the 2013 Nevada Legislative Session the Supreme Court sponsored a bill to ensure that foster children's educational information is shared (Senate Bill 31). Policies and procedures to implement the legislation are being developed.

In 2010, CIP began assessing data exchange feasibility in Washoe County, followed by a similar assessment in Clark County in 2011. Electronic 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. NRS Chapter 432B mandates that proper notification of court hearings and court reviews regarding the status of a child in custody of a child welfare agency must be provided and that it is necessary to ensure active involvement and participation of parents, foster parents, guardians, pre-adoptive parents, and relative caregivers in the child's safety, permanency, and well-being. However there has been no direct entry of court hearing dates into UNITY. Because entry of this information has been manual following email or paper notification from the courts, it can be delayed, particularly in the case of change of hearing dates; resulting in the potential for improper notification. CIP has embarked on the Court Event Notification project in Clark using the National Information Exchange Model (NIEM).

The 8<sup>th</sup> Judicial District Court's IT Manager has been actively involved and supportive of this project, immediately allocating resources to proceed. He has confirmed that the UNITY case number has been entered into Odyssey, the court's case management system, since October 7, 2013. The 8<sup>th</sup> JD now has the ability to export real-time data from Odyssey per the specifications. They have made the transformation to the National Information Exchange Model format, and they have examples sitting in the Secure File Transfer Protocol (SFTP) site they created for testing this project. They have completed testing and are ready to begin exchanging messages with UNITY. DCFS IMS is prepared to begin their portion of the project January 2014. IMS has already examined the 8<sup>th</sup> JD's SFTP.

Once the data exchange is implemented in Clark County, significant portions of the technical architecture can be utilized in Washoe County, and ultimately statewide. Not only will Clark County's information sharing accomplish more efficient, more accurate notice, it will establish an environment of data-sharing and help build the foundation for a more sophisticated data exchange statewide.

In Washoe County the data exchange focus has been on person identity and case linkage to help with cross referencing people and cases in UNITY and the requirements analysis for court event notification (Appendix 16). It was found that 94% of the cases can be matched based on either case number or case party name. While there is certainly some room for improvement in terms of data quality, this analysis clearly indicates that cases and parties can be combined across both systems. This ability to combine cases will allow unique insight into the life of a child from various perspectives represented in the dependency and neglect system. It also indicates both ASFA and Court Performance Measures that rely on information from both domains (child welfare and family court) can be calculated without additional burden on case workers or court clerks.

From a quality assurance perspective, the ability to identify discrepancies in information between the child welfare and court case management systems is likely to be beneficial to both organizations and yield better results for children. This study found that the date of birth for the same person can vary

between systems by as much as one year. Arguably, this degree of difference could significantly impact the case and result in different decisions by the judge or management by the case worker.

From a case management perspective, there is significant benefit that could be achieved by extracting the capabilities in Washoe County's ASFA system and making them available to jurisdictions around the state. This capability could be duplicated through a Centralized Case Index (CCI) that would combine information from the child welfare system (UNITY) with local court case management systems. A separate report identifying these capabilities is currently undergoing development.

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

Access to an enhanced Chapin Hall data warehouse via a web tool, that includes court dates from which the court timeliness measures can be generated, will allow the judicial officers to pull their own data whenever they wish. The CIP Coordinator is working with interested judges on how to access and use the Chapin Hall web tool. The fact that Chapin Hall will create formulas to pull these measures will make this data access easier. Nonetheless, these remain historical data that are updated every six months, very useful for trend and comparative analysis, but not for those situations requiring real-time information.

The Centralized Case Index (CCI) is another long-term project that is underway to enable near real-time timeliness reporting through an integrated dashboard (Appendix 17). Information from UNITY and the court case management system will be blended into a single reporting database to facilitate this capability. Five timeliness measures will be implemented by January 31, 2014 in a proof of concept using 2<sup>nd</sup> JD data only. These metrics are measured from the time of removal to the hearings or court events specified below:

- Permanency hearing
- Subsequent permanency hearing(s)
- Permanent placement
- Filing of Termination of Parental Rights Petition
- Completion of the termination of parental rights

To support both the 2<sup>nd</sup> JD and CIP timeliness reporting requirements, these measures will be available for both OPEN and CLOSED cases. In addition to the CIP timeliness measures above, the 2<sup>nd</sup> JD's ASFA Compliance System is currently used to report timeliness on the following hearings:

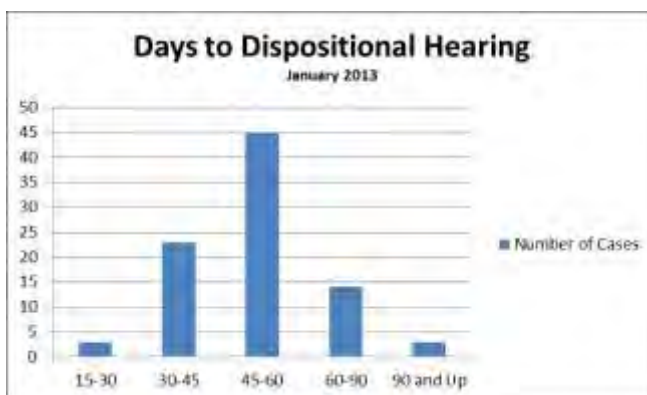
- Protective Custody
- Petition for Hearing
- Dispositional Hearing
- Hearing on Petition

In addition to the hearings above, the 2<sup>nd</sup> JD's ASFA Compliance System also allows court clerks to enter information regarding placement, permanency, and court findings for the child. It is envisioned that the productionalized version of the CCI will import this information directly from UNITY along with the performance threshold alerts.

Four timeliness reports will be implemented for the proof of concept. Each of these reports is described below. Additional capabilities such as user supplied filters or interactive functionality are explained in detail.

- User-Supplied Filter: Additional criteria that the user can provide to reduce the resulting data set based on any combination of criteria.
- Interactive Functionality: Functionality embedded within the chart that will allow the system or user to perform additional action(s) on the chart.

The hearing report, displayed below, will contain aggregate information regarding the number of days (based on a range) that elapsed from removal of a child to the selected hearing type.



For the hearing report above the:

**Interactive Functionality:** User will be able to click on bar to drill into the metrics and understand which cases are included in the metric.

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria:

- Hearing Type (dropdown)
- Judge (dropdown)
- Hearing Date Range
- Case Status (Open/Closed/Both)

At a glance, the timeliness report card, displayed below, will advise the user on timeliness across all measured court events. Measures that fall below the minimum required threshold will be highlighted in yellow or red, depending on severity.

Hearing Type	Goal (Days)	Current Month		Compliance		Last Month		Last 12 Months	
		Met	Total	Met	Within 5 Days	Met	Total	Met	Total
Protective Custody	3	9	10	90%	100%	5	6	132	135
Petition for Hearing	10	9	9	100%	100%	5	6	117	127
Hearing on Petition	40	7	9	78%	93%	7	7	131	142
Dispositional Hearing	55	6	7	86%	92%	3	5	67	73
Semi-Annual Review	183	11	12	92%	92%	4	4	215	234
Permanency Review	365	13	15	87%	90%	5	5	299	325

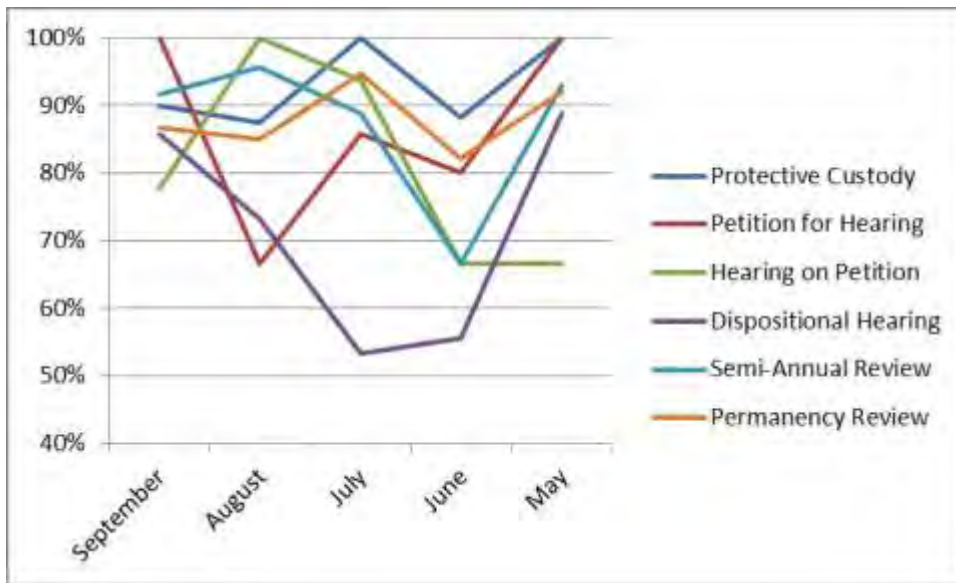
For the timeliness report card above the:

**Interactive Functionality:** User will be able to click on bar to drill into the metrics and understand which cases are included in the metric.

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria:

- Case Status (Open/Closed/Both)
- Hearing Judge

The purpose of the longitudinal time to hearing chart, below, is to provide the user with a longitudinal study of the percent of cases that meet the timeliness requirements by hearing type.



For the longitudinal time to hearing chart above the:

**Interactive Functionality:** None

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria:

- Date/Time Range
- Hearing Judge
- Case Status (Open/Closed/Both)

The individual case detail screen can be accessed in one of two ways:

- Drill-Down from Aggregate Report: Two of the three reports above will allow the user to retrieve the list of cases that make up the metric. For example, clicking on the “90 and Up” vertical bar in the Time to Hearing will return a list of the three cases that are represented by the bar chart. From this list, the user may further drill into individual cases to view the screen below.
- Individual Case Lookup: The system will implement a separate search screen that allows the user to query the system based on either the UNITY or Court Case Number. They will then access the case detail screen by clicking on one of the results. Note that additional details will be available

at the case detail level if the decision is made to move forward with including permanency, placement and court findings details in to the system.

<b>Name (First Name Only):</b> Jorge DOB: 1/12/2001			
<b>UNITY Case Number/Person ID:</b> 161910/234050			
<b>CMS Case Number/Person ID:</b> JV01-00530/90093129			
	<b>Removal Date:</b>	5/20/2012	
<b>Hearing Type</b>	<b>Compliance Date</b>	<b>Actual Date</b>	<b>Days from Compliance</b>
Protective Custody	5/23/2012	6/12/2012	(20.00)
Hearing on Petition	7/13/2012	7/8/2012	5.00
Hearing on Petition	7/13/2012	7/16/2012	(3.00)
Hearing on Petition	7/13/2012	8/27/2012	(45.00)
Semi-Annual Review	1/25/2013	1/7/2013	18.00
Semi-Annual Review	7/24/2013	6/3/2013	51.00

NCJFCJ has been contracted to help facilitate discussion of CQI and data interpretation with the CICs and to identify potential areas for assessment. The CIC Summit session on court timeliness measures helped the key decision-makers in each judicial district better understand how their data are generated, how to interpret the information into action plans to improve their local systems, and how to measure the impact of implemented action plans. The research director at NCJFCJ provided the CIC teams her contact information so as questions arise they can receive individual help.

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

As mentioned previously, 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. The various 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. The NCJFCJ is assisting the Education Collaborative to integrate CQI principles into its work.

The court order templates and bench guide offer a measure of hearing quality (at least discussion) if they are implemented and assessed in that manner.

**5. Identify and describe your efforts to implement CQI to ensure measurable outcomes in the below areas, including a description of methodologies used, instruments developed, and any relevant performance measurements:**

**a. timely, thorough, and complete court hearings;**

The UNITY and Chapin Hall data reports showing the court timeliness measures can be used to track 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, etc.) 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 the assessment 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.

**b. high quality legal representation for parents, children and the title IV-B/IV-E agency;**

Both the CIP sponsored web-based specialized attorney training 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 specialized attorney training project will train attorneys on child welfare practice, procedures; and mandates and is 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 pro bono attorneys training 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, the number who are actually trained, the number 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 is 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 difficult 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 web-based specialized attorney training project will focus on the training itself. Participant reaction and whether they actually learned something will be assessed via a survey. Interviews with training project participants will help ascertain how the training has affected the way they perform their jobs. The attorney training project will initially be assessed to determine the numbers of attorneys being required by their counties to become trained 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 trained attorney or how quickly an attorney is appointed affects 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.

**c. engagement of 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 guardian ad litem (GAL) to generate a percentage of cases with a CASA or GAL.

Dependency mediation pilot projects are funded by CIP in both urban judicial districts (2<sup>nd</sup> JD and 8<sup>th</sup> JD), one rural judicial district, and a tribal community, with several other rural judicial districts expressing an interest. NCJFCJ has been contracted to conduct process, satisfaction, and outcome evaluations of all the pilot programs as discussed above (Appendices 11 and 12). These evaluations include an examination of parents' participation in not only mediation, but in subsequent court hearings, as well as their compliance with case planning following mediation. Further, the satisfaction surveys assess parents' sense of engagement in the mediation process in terms of feeling like they were treated with respect or helped make decisions on their cases.

Party engagement 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, the family is more likely to reunify faster. These are ideas for more outcome focused work as time and resources become available in the future following implementation.

**d. 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 4). At this point, subcommittees are just being formed and no projects have been undertaken. Technical assistance is being provided by the National Resource Center on Legal and Judicial Issues. Progress was discussed previously.

**e. Indian, Child Welfare Act (ICWA) compliance;**

The DCFS Deputy Administrator is supporting CIP's TA request to have NCJFCJ conduct an ICWA implementation study in Nevada. CIP has discussed this possibility with several dependency court judges, all of whom were supportive of the project.

**f. Interstate Compact on the Placement of Children (ICPC) work; and other CQI projects or activities not mentioned above that you would like to highlight.**

**ICPC**

During the 2013 CIC Summit, Stephen Pennypacker, Esq., Florida's ICPC Deputy Compact Administrator and Shannon Foster, Nevada's ICPC Deputy Compact Administrator presented the new changes to ICPC, specifically focusing on regulation 7. During the 2012 Nevada Family Jurisdiction Judges Annual Conference, Ms. Foster was part of a panel discussion on ICPC. Other than the trainings evaluation results, no other measurable outcomes have been identified. DCFS's ICPC Deputy Compact Administrator advises that she tracks the timeliness of processing ICPC requests (the length of time her office takes to process the requests in and out of the office). If ICPC cases can be separated in UNITY, time to placement and time to permanency could be measured and compared to non-ICPC cases. In the 2012 Quality Improvement Case Reviews for Clark County, part of requirements of Nevada's Performance Improvement Plan, it was recommended that they develop practice guidelines regarding communication and documentation from receiving states in ICPC cases.

**CIP Business Plan**

During the last year, each quarterly CIP Select Committee Meeting included a CQI lesson, culminating with the introduction of the CIP Foundational Business Process (Appendix 18) and the Integrated CQI Model (Appendix 8). CQI has been integrated into the CIP business in the strategic plan, the subgrant application, the data collection tools, the subgrantee quarterly reports, and it informs the Foundational CIP Business Process. The CIP Select Committee learned how the strategic plan has been retrofitted to include CQI. They were reminded of the revisions that were made to the subgrant application and why. Data collection and reporting were stressed. CIP subgrantees need to set measureable goals and plan to begin to collect data immediately.

The final retrofit is the CIP Foundation Business Process. The business process has been designed to ensure sustainability of CIP in Nevada and to integrate CQI into the entire process while institutionalizing the manner in which business is conducted. Part of this plan is to encourage proven best practices to self-perpetuate. CIP is using CQI to help sustain projects proven to be best practices that are having the desired systemic impact on their courts. By holding projects accountable (requiring quantifiable

reporting on goals and evaluations) CIP is ultimately providing them with the tools to demonstrate their value to other funders.

### **Community Improvement Councils**

The Judicial Districts' Community Improvement Councils (CICs) have been previously mentioned, 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.

**6. Describe the methods you are using to evaluate the effectiveness of CIP training activities. Where possible, provide one specific example of an evaluation effort that was helpful in understanding the success of a training event.**

The initial assessment of the CIC Summit included participant reaction and degree of learning. Only via the additional written responses to the evaluation, oral reporting during the Summit, and the CIP Coordinator's site-visits has behavior change been ascertained (Appendix 19). Participant perceptions of the content, trainer performance, satisfaction with the particulars such as the handouts and room arrangement, and overall satisfaction were measured via the after session evaluations. Everyone (100%) was pleased with the Summit. The degree of learning was determined by measuring increased 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, approximately 86% of the participants believed that they learned something new from all the sessions. As a result of the action planning, 93% felt that what they learned would cause them to incorporate new ideas into their practice and 98% believed that what they had learned would influence dependency cases in their jurisdiction.

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 all CICs plan to continue regular meetings to maintain the momentum gained during the team action planning and to implement their action plans. Most CICs are meeting monthly and several expressed a desire to emulate the CIC superstar, the 7<sup>th</sup> Judicial District. Four CICs have already had DCFS Safety Model experts present child safety decision-making to a larger audience in their districts. Two judicial districts have joined forces to work with DCFS on fine-tuning implementation of the Safety Model in their courts. Another CIC conducted an all-day attorney training on practicing in dependency court as a precursor to the CIP developed web-based specialized attorney training (Appendix 20).

**7. Describe your largest challenges in implementing CQI into the overall approach of your statewide multi-disciplinary team and any particular challenges you may have experienced with CQI in specific projects or activities.**

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 for dependency. 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, but it is extremely costly. Dashboard development for the dependency court judges is badly needed. The CCI will address this need, but only if the courts have case management systems.

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 many applicants to complete without assistance. The CIP Select Committee has received CQI instruction at each quarterly meeting for the last 1½ years.

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.

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 and 2013 Strategic and Funding Plans. For example, one CIC Action Plan identified dependency mediation as a means to improve the timeliness to permanency as well as to TPR. CIP piloted the first dependency mediation program in Washoe County, and a dependency mediation program in Clark County was piloted in February 2013 and another in the 5<sup>th</sup> Judicial District in May 2013. The Washoe Tribe began their mediation program in September 2013. To improve the timeliness to permanency, 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.

**8. Identify the types of technical assistance that would be most helpful in supporting your CQI efforts. Provide specific examples of projects or activities for which TA would be most helpful.**

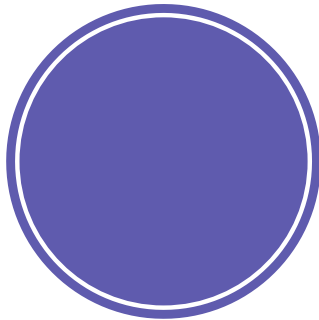
Nevada's CIP could use assistance in the following areas at this point in time:

- Designing and implementing court systems/processes to improve efficiency and timeliness and building data collection into the design upfront;
- Assessing the impact of the court order templates, the electronic data exchanges, the pro bono attorneys training project, the web-based specialized training, the educational stability efforts, the CASA programs in the 1<sup>st</sup>, 2<sup>nd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>, and 8<sup>th</sup> JDs, and the CIP CQI implementation efforts;
- ICWA implementation study;
- Integrating the Safe Model into the dependency courts' processes;
- Addressing other well-being measures;

- 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; designing CQI based projects and activities to address the barriers identified in the CICs' action plans;
- 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;
- 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;

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



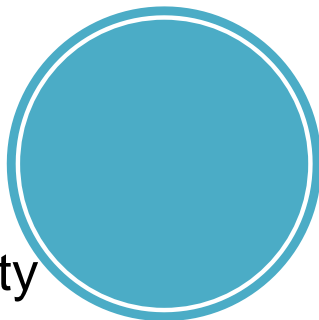
Well-Being



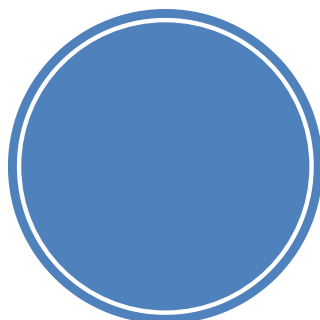
Quality




Safety



Stability



Permanency



Draft Court  
Order  
Templates  
and  
Benchguide

**IN THE FAMILY  
DIVISION  
OF THE [] JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA  
IN AND FOR THE COUNTY OF []**

IN THE MATTER OF:

CASE NO.

DEPT. NO.

Minor Child(ren)

**PROTECTIVE CUSTODY**

<b>Preliminaries</b>	<p>This matter came before the Court on (DATE) with the following persons appearing: (MOTHER), represented by (ATTORNEY); (FATHER), represented by (ATTORNEY); (CHILD WELFARE AGENCY), represented by (ATTORNEY); (OTHER).</p> <p>The Court has advised each party of their right to be represented and to present evidence. Having heard the evidence and good cause appearing, the Court hereby makes the following findings and orders:</p>
----------------------	--

<b>Jurisdiction</b>	This court has jurisdiction in this matter pursuant to NRS Chapter 432B.
---------------------	--

<b>IV-E</b>	<p>The Court finds that the children were placed into protective custody on ____.</p> <p>The court finds that it is contrary to the welfare for the child(ren) to remain in the home based on these facts: _____. (NRS 432B.480(b))</p> <p><b>-or-</b></p> <p>The court finds that it is not contrary to the welfare for the child(ren) to remain in the home and the child should be returned home.</p> <p>The court finds that it is in the best interest of the child to be placed outside the home/continue the out of home placement based on these facts: _____. (NRS 432B.480(b))</p> <p><b>-or-</b></p> <p>The court finds that it is not in the best interest of the child to be placed outside the home/continue the out of home placement and the child should return home.</p> <p>It is ordered that the child welfare agency provide for the placement, care and supervision of the above named minor(s) until further order of the Court.</p> <p><b>-Finding must be made within 60 days of child's removal from home:-</b></p> <p>The Court finds that reasonable efforts to prevent removal were not possible because the Safety Assessment indicated that the child(ren) needed immediate placement.</p> <p><b>-or-</b></p>
-------------	--



	The Court finds that reasonable efforts to prevent or eliminate the need to remove the child from the home have been made as evidenced by: _____ (NRS 432B.393(1)).
--	---

<b>ICWA</b>	<p>The child is/is not Indian as defined in the ICWA and 25 USC 1912.</p> <p>Full documentation about who was asked about ICWA applicability is contained in removal reports /case plans/other.</p> <p>Whether, at the time of removal, the child was already a ward of a tribal court thereby depriving the state of court jurisdiction. 25 U.S.C. 1911(a).</p>
-------------	--

<b>Child Safety Decision-Making</b>	<p>What present danger threats were identified, i.e., why was the child unsafe?</p> <p>What efforts were made to locate relatives/fictive kin and or create an in home Present Danger Plan?</p>
---	---

The Court hereby orders as follows:

The \_\_\_\_\_ (child welfare agency) may consent to any and all necessary and/or emergency medical treatment for the above-named minor child(ren) while the child(ren) remain in its custody. The parents or legal guardians shall reimburse [**County**        **department of SS**] for the costs of care as provided in NRS 4328.560(2).

A \_\_\_\_\_ hearing shall be held on \_\_\_\_\_, 20\_\_ at \_\_:00 a.m./p.m.

All orders previously entered herein shall remain in full force and effect.

Dated: \_\_\_\_\_

\_\_\_\_\_  
District Judge

**IN THE FAMILY DIVISION  
OF THE [ ] JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA  
IN AND FOR THE COUNTY OF [ ]**

IN THE MATTER OF:

CASE NO.

Minor Child(ren)

DEPT. NO.

**ADJUDICATION/DISPOSITION HEARINGS**

<b>Preliminaries</b>	<p>This matter came before the Court on (DATE) with the following persons appearing: (MOTHER), represented by (ATTORNEY); (FATHER), represented by (ATTORNEY); (CHILD WELFARE AGENCY), represented by (ATTORNEY); (OTHER).</p> <p>The Court has advised each party of their right to be represented and to present evidence. Having heard the evidence and good cause appearing, the Court hereby makes the following findings and orders:</p>
<b>Jurisdiction</b>	<p>The allegations contained in the (MOTION/PETITION) are/not sustained as follows: The children are in need of protection pursuant to NRS Chapter 432B in that they are: This court has jurisdiction in this matter pursuant to NRS Chapter 432B.</p>
<b>IV-E</b>	<p>The court finds by a preponderance of the evidence that the child(ren) were in need of protection at the time of removal from the home.</p> <p><b>-or-</b></p> <p>The Court finds that the allegations in the petition have not been established by a preponderance of the evidence and the petition should be dismissed.</p> <p>It is ordered that the child welfare agency provide for the placement, care and supervision of the above named minor(s) until further order of the Court.</p> <p><b>-Finding must be made within 60 days of child's removal from home:-</b></p> <p>The Court finds that reasonable efforts to prevent or eliminate the need to remove the child from the home have been made as evidenced by: _____ (NRS 432B.393(1)).</p>
<b>ICWA</b>	<p><b>Inquiry</b></p> <ol style="list-style-type: none"> <li>1. The child is/is not Indian as defined in the ICWA and 25 USC 1912.</li> <li>2. Full documentation about who was asked about ICWA applicability is contained in removal reports /case plans/other.</li> <li>3. Whether, at the time of removal, the child was already a ward of a tribal court thereby depriving the state of court jurisdiction. 25 U.S.C. 1911(a)</li> </ol>
<b>ICWA (cont.)</b>	<p><b>Notice/Jurisdiction</b></p> <ol style="list-style-type: none"> <li>1. The State of Nevada has provided the required notice and advice of rights to the parents and the children's Indian Tribe pursuant to 25 USC 1911 and 1912.</li> <li>2. Notices were sent registered mail, return receipt requested.</li> <li>3. The court finds that timely notice was/was not provided to the tribe and all parties.</li> </ol> <p><b>Evidentiary Standards for Removal:</b></p> <ol style="list-style-type: none"> <li>1. The court finds that the child welfare agency did/not implement active efforts</li> </ol>

	<p>prior to the removal of the child to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts:_____ . 25 USC 1912(d)</p> <p>2. By clear and convincing evidence, including testimony of a qualified expert witness under ICWA, the court finds that continued custody by the parent or Indian custodian is likely to result in serious emotional or physical damage to the child, based on these facts:_____ . 25 USC 1912(e).</p> <p>3. Specify whether the child is to be placed in a home that meets the placement preferences mandated by 25 USC 1915(b).</p>
--	---

<b>ICPC</b>	<p>The court orders that in-state and out-of-state placement options be considered.</p> <p>The child's current placement is appropriate and in the best interests of the child.</p> <p><i>See also</i> REGULATION 7 FORM ORDER FOR EXPEDITED PLACEMENT DECISION PURSUANT TO THE ICPC</p>
-------------	--

<b>Child Safety Decision-Making</b>	<p>What are the specific Impending Danger threats identified and how do these affect the child's safety?</p> <p>What are the diminished Caregiver Protective Capacities identified?</p> <p>What decisions were made to rule in or rule out an in home/out of home safety plan and or a relative/fictive kin placement?</p> <p>What is the safety plan and how is it sufficient to control the identified Impending Danger threats?</p> <p>If an out of home safety plan is chosen, what are the Conditions for Return that would make an in home safety plan possible?</p>
-------------------------------------	--

<b>The Court hereby orders as follows:</b>	<p>The _____ (child welfare agency) may consent to any and all necessary and/or emergency medical treatment for the above-named minor child(ren) while the child(ren) remain in its custody. The parents or legal guardians shall reimburse [<i>County department of SS</i>] for the costs of care as provided in NRS 4328.560(2).</p> <p>A _____ hearing shall be held on _____, 20__ at __:00 a.m./p.m.</p> <p>All orders previously entered herein shall remain in full force and effect.</p>
--	--

IT IS SO ORDERED

Dated: \_\_\_\_\_

\_\_\_\_\_  
District Judge

**IN THE FAMILY DIVISION  
OF THE [] JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA  
IN AND FOR THE COUNTY OF []**

IN THE MATTER OF:

CASE NO.

DEPT. NO.

Minor Child(ren)

**REVIEW HEARINGS**

<b>Preliminaries</b>	<p>This matter came before the Court on (DATE) with the following persons appearing: (MOTHER), represented by (ATTORNEY); (FATHER), represented by (ATTORNEY); (CHILD WELFARE AGENCY), represented by (ATTORNEY); (OTHER).</p> <p>The Court has advised each party of their right to be represented and to present evidence. Having heard the evidence and good cause appearing, the Court hereby makes the following findings and orders:</p>
----------------------	--

<b>Jurisdiction</b>	<p>The allegations contained in the (MOTION/PETITION) are/not sustained as follows: The children are in need of protection pursuant to NRS Chapter 432B in that they are: This court has jurisdiction in this matter pursuant to NRS Chapter 432B.</p>
---------------------	--

<b>IV-E</b>	<p>The Court finds continuing necessity for and appropriateness of the placement as follows:</p> <p>The Court finds the following factors indicating extent of compliance with the service plan by the parents/agency:</p> <p>The Court finds the following elements indicating progress made in alleviating the problem which resulted in the placement of the child:</p> <p>The Court establishes <u>(date)</u> as the date by which the child may be returned to and safely maintained in, the home or placed for adoption or under a legal guardianship. (<a href="#">NRS 432B.580</a>)(9).</p>
-------------	---

<b>ICWA</b>	<p>Whether the agency has identified the child's tribe.</p> <p>Whether the agency sent proper notice of the hearing to the parents, Indian custodians, and child's tribe by registered mail, return receipt. 25 USC 1912(a).</p> <p>Whether the tribe has been afforded a full opportunity to participate in proceedings. 25 USC 1911(c and d).</p> <p>The court finds that the child welfare agency did/not implement active efforts to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts: _____.</p>
-------------	--

<b>ICPC</b>	<p>The court orders that in-state and out-of-state placement options be considered.</p> <p>The child's current placement is appropriate and in the best interests of the child.</p> <p><i>See also</i> REGULATION 7 FORM ORDER FOR EXPEDITED PLACEMENT DECISION PURSUANT TO THE ICPC</p>
-------------	--

<b>Child Safety Decision-Making</b>	<p>Based on analysis of the current situation is the safety plan sufficient and has the level of intrusiveness changed?</p> <p>What has changed regarding Impending Danger threats and Caregiver Protective Capacities?</p> <p>If the child is out of home, has the Confirming Safe Environments assessment been completed and what were the results regarding safety and well-being?</p> <p>How do the case plan tasks enhance diminished Caregiver Protective Capacities and mitigate identified Impending Danger threats?</p> <p>Is there sufficient progress towards reunification? If not, what efforts toward implementation of the concurrent plan has the agency made?</p> <p>Consider discussing ASFA timelines with parents on the record (reasonable efforts to finalize a permanency plan (12 months from entry into foster care) and mandatory filing of a petition to Terminate Parental Rights (15 of the last 22 months in care)</p>
-------------------------------------	--

<b>The Court hereby orders as follows:</b>	<p>The _____ (child welfare agency) may consent to any and all necessary and/or emergency medical treatment for the above-named minor child(ren) while the child(ren) remain in its custody. The parents or legal guardians shall reimburse [<i>County department of SS</i>] for the costs of care as provided in NRS 4328.560(2).</p> <p>A _____ hearing shall be held on _____, 20__ at __:00 a.m./p.m.</p> <p>All orders previously entered herein shall remain in full force and effect.</p>
--	--

IT IS SO ORDERED

Dated: \_\_\_\_\_  
 \_\_\_\_\_

District Judge

**IN THE FAMILY DIVISION  
OF THE [] JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA  
IN AND FOR THE COUNTY OF []**

IN THE MATTER OF:

CASE NO.

DEPT. NO.

Minor Child(ren)

**PERMANENCY/POST-PERMANENCY HEARINGS**

<b>Preliminaries</b>	<p>This matter came before the Court on (DATE) with the following persons appearing: (MOTHER), represented by (ATTORNEY); (FATHER), represented by (ATTORNEY); (CHILD WELFARE AGENCY), represented by (ATTORNEY); (OTHER).</p> <p>The Court has advised each party of their right to be represented and to present evidence. Having heard the evidence and good cause appearing, the Court hereby makes the following findings and orders:</p>
----------------------	--

<b>Jurisdiction</b>	<p>The allegations contained in the (MOTION/PETITION) are/not sustained as follows: The children are in need of protection pursuant to NRS Chapter 432B in that they are: This court has jurisdiction in this matter pursuant to NRS Chapter 432B.</p>
---------------------	--

<b>IV-E</b>	<p>The Court has reviewed the plan for the permanent placement of the child pursuant to <a href="#">NRS 432B.553</a> and determined:</p> <ul style="list-style-type: none"> <li>• Whether the agency with legal custody of the child has/not made the reasonable efforts required by subsection 1 of <a href="#">NRS 432B.553</a> as follows: _____</li> <li>• That the child should/not be returned to the parents of the child or placed with other relatives on <u>(date)</u></li> <li>• The permanency plan for the child(ren) is reunification/adoption/guardianship/another permanent living arrangement and the agency has made reasonable efforts to facilitate this plan as evidenced by _____</li> <li>• That it is in the best interests of the child to:             <ul style="list-style-type: none"> <li>○ Initiate proceedings to terminate parental rights pursuant to <a href="#">chapter 128</a> of NRS so that the child can be placed for adoption; <b>or</b></li> <li>○ Initiate proceedings to establish a guardianship pursuant to <a href="#">chapter 159</a> of NRS; <b>or</b></li> <li>○ Establish a guardianship in accordance with <a href="#">NRS 432B.466</a> to <a href="#">432B.468</a>, inclusive; <b>or</b></li> <li>○ The agency with legal custody of the child has produced documentation of its conclusion that there is a compelling reason for the placement of the child in another permanent living arrangement.</li> </ul> </li> </ul> <p>(The court shall prepare an explicit statement of the facts upon which each of its determinations is based, pursuant to NRS 432B.590).</p>
-------------	--

<b>ICWA</b>	<p>Proper notice of the hearing and a copy of the petition and advice of rights has been sent to the parents, Indian custodian, and child's tribe by registered mail, return receipt. 25 USC 1912(a).</p> <p>Whether the tribe has been afforded a full opportunity to participate in proceedings. 25 USC 1911(c and d).</p> <p>The court finds that the child welfare agency did/not implement active efforts to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts: _____.</p>
-------------	---

<b>ICPC</b>	<p>The court orders that in-state and out-of-state placement options be considered.</p> <p>The child's current placement is appropriate and in the best interests of the child.</p> <p><i>See also</i> REGULATION 7 FORM ORDER FOR EXPEDITED PLACEMENT DECISION PURSUANT TO THE ICPC</p>
-------------	--

<b>Child Safety Decision-Making</b>	<p>Based on analysis of the current situation is the safety plan sufficient and has the level of intrusiveness changed?</p> <p>What has changed regarding Impending Danger threats and Caregiver Protective Capacities?</p> <p>If the child is out of home, has the Confirming Safe Environments assessment been completed and what were the results regarding safety and well-being?</p> <p>How do the case plan tasks enhance diminished Caregiver Protective Capacities and mitigate identified Impending Danger threats?</p> <p>Are there compelling reasons not to move toward Termination of Parental Rights?</p>
<b>The Court hereby orders as follows:</b>	<p>The _____ (child welfare agency) may consent to any and all necessary and/or emergency medical treatment for the above-named minor child(ren) while the child(ren) remain in its custody. The parents or legal guardians shall reimburse [County department of SS] for the costs of care as provided in NRS 4328.560(2).</p> <p>A _____ hearing shall be held on _____, 20__ at __:00 a.m./p.m.</p> <p>All orders previously entered herein shall remain in full force and effect.</p>

IT IS SO ORDERED

Dated: \_\_\_\_\_

\_\_\_\_\_  
District Judge

**IN THE \_\_\_\_\_ COURT OF THE STATE OF \_\_\_\_\_**

**IN RE: CHILD'S NAME    DOB**

**REGULATION 7 FORM ORDER FOR EXPEDITED PLACEMENT DECISION PURSUANT TO THE ICPC**

**THIS CAUSE** came on to be heard on \_\_\_\_\_ before the court on the motion/petition of \_\_\_\_\_ (party making request) seeking the entry of this order for compliance with Regulation 7 of the Interstate Compact on the Placement of Children (ICPC); and the court, hearing evidence and/or the parties being in agreement, does find as follows:

A. The name and date of birth of each child noted below on this date is as follows:

\_\_\_\_\_ (Name of child, date of birth)

\_\_\_\_\_ (Name of child, date of birth)

\_\_\_\_\_ (Name of child, date of birth)

B. This court has jurisdiction over each child noted pursuant to Articles II, III and V(a) of the ICPC to invoke the Compact for the purpose of requesting one or more home study assessments and expedited placement decisions on potential resource families living in one or more receiving states.

C. Pursuant to Article III(d) of the Compact, this court may only place, or authorize the department/agency to place, each child above in an approved placement in a receiving state, including a provisional placement as authorized by Regulation 7 of the ICPC, after receipt of written notification from the receiving state that the proposed placement does not appear to be contrary to the interests of the child.

D. If any child above is placed pursuant to paragraph C above, this court will retain Article V(a) jurisdiction over that child sufficient to determine all matters in relation to the custody, supervision, care and disposition of him/her, which it would have if the child had remained in this state; and this court will not terminate jurisdiction over said child or terminate the supervisory responsibility of the department/agency having custody of the child during the period of placement in the receiving state until the child is adopted, reaches the age of majority, becomes self-supporting, or is discharged with concurrence of the appropriate authority in the receiving state.

E. This court expressly finds that its jurisdiction over said child includes the power to effect or cause the return of the child to this state or its transfer to another location or custodian pursuant to law within five (5) business days of receipt of written notification from the receiving state Compact Administrator that placement authorization will not be approved or that previous placement approval has been withdrawn by the receiving state, and that the sending state has and will continue to have financial responsibility for support and maintenance of the child during the period of placement in the receiving state.

Further, this court order provides sufficient authority and direction for the sending agency to immediately return said child(ren) within five (5) working days of receipt of written notification from the receiving state Compact Administrator that placement authorization will not be approved, or that previous placement approval has been withdrawn by the receiving state for reasons determined by the receiving state.



F. If any child noted above is sent, or allowed to go, to a provisional placement in a receiving state, this court finds that any such placement must be in compliance with Regulation 7 of the ICPC of which this court takes judicial notice, including its purpose in defining and regulating a provisional placement under the Compact.

**AND THE COURT** having heard testimony and argument of counsel and any unrepresented parties and reviewed documents as permitted by law and Regulation 7 of the ICPC, the undersigned makes the following findings of fact by

- ( ) clear and convincing evidence
- ( ) a preponderance of the evidence

that paragraphs 5, 6, and 7 of Regulation 7 of the ICPC apply regarding each child noted above:

G. \_\_\_\_\_ (relative's name) is the proposed placement resource in the receiving state of \_\_\_\_\_ and is the

- a. \_\_\_ Mother
- b. \_\_\_ Father
- c. \_\_\_ Stepparent
- d. \_\_\_ Grandparent
- e. \_\_\_ Adult brother or sister
- f. \_\_\_ Adult uncle or aunt
- g. \_\_\_ Guardian

of \_\_\_\_\_(child noted above); and

H. Each child noted above is under the jurisdiction of the court as a result of action taken by a child welfare agency.

I. The child \_\_\_\_\_ referenced in A. meet(s) one or more of the following requirements pursuant to paragraph 5 of Regulation 7:

1. The court has the authority to determine custody and placement of each child or has delegated said authority to the child welfare agency, and each child is being considered for placement in another state with a parent, stepparent, grandparent, adult brother or sister, or adult aunt or uncle, or guardian of the child named in A, and the child in A above meets the following criteria:

a. ( ) **unexpected dependency** due to sudden or recent incarceration, incapacitation or death of a parent or guardian; incapacitation means a parent or guardian is unable to care for a child due to an unexpected medical, mental or physical condition of a parent or guardian, or

b. ( ) at least one of the children sought to be placed is four **years of age or younger**, including older siblings sought to be placed with the same proposed placement resource; or

c. ( ) the court finds that \_\_\_\_\_ (child's name), is one of the **children in a sibling group sought to be placed and has a substantial relationship** with the proposed placement resource; substantial relationship means the proposed placement has spent more than cursory time with the child, is known to the child, and has established more than a minimal bond with the child; or

d. ( ) the child(ren) is/are currently in an emergency placement.

J. The department/agency has provided the court with a signed statement(s) from the potential placement resource(s) or the assigned case manager in the sending state that following a conversation with the potential placement resource, the potential placement resource confirms/meets the minimum requirements as required under Paragraph 7a of Regulation 7.

K. The sending agency has completed and is prepared to send all required paperwork to the sending state ICPC office, including the statement from the prospective placement resource or the assigned case manager under Paragraph 7a of Regulation 7, ICPC 100A and ICPC Form 101.

**IN CONSEQUENCE OF THE FOREGOING, IT IS, THEREFORE, ORDERED AND ADJUDGED AS FOLLOWS:**

1. This court, having jurisdiction over the above referenced child(ren), invokes the use of the Interstate Compact on the Placement of Children and authorizes and directs this state's department/agency having custody of the child(ren) to be the sending agency in this/these matter(s) and directs it to complete, execute, and file all necessary forms and carry out and effectuate all obligations and responsibilities as the sending agency under the Compact.

2. The department/agency shall seek the following:

a. ( ) Approval for a provisional placement of each child noted above in the receiving state pending a more comprehensive home assessment of the potential placement resource by the receiving state and an expedited placement decision regarding final placement of the child(ren), or

b. ( ) A comprehensive home assessment of the potential placement resource in the receiving state and an expedited placement decision without a provisional placement of the subject child(ren), or

c. ( ) Approval for a provisional placement with a parent from whom the child was not removed and concurrence to relinquish jurisdiction upon final approval.

3. The transmission of any documentation or request for information in this case/these cases or decisions made shall be sent by overnight mail, FAX or as an attachment to an e-mail if approved by receiving state or such other equally expedient method as may in the future become available.

4. The court designates the following person to send copies of this and other orders needed to comply with Regulation 7 of the ICPC to the sending department/agency within two (2) business days of the entry of this and other orders entered in this case:

a. name \_\_\_\_\_

b. mailing address \_\_\_\_\_

c. e-mail address \_\_\_\_\_

d. telephone number \_\_\_\_\_

e. FAX number \_\_\_\_\_

5. The person designated to receive communication regarding the progress of the ICPC process in this/these matter(s) is:

- a. name \_\_\_\_\_
- b. mailing address \_\_\_\_\_
- c. e-mail address \_\_\_\_\_
- d. telephone number \_\_\_\_\_
- e. FAX number \_\_\_\_\_

6. The sending department/agency shall transmit, within three (3) business days of receipt of this signed order, a completed Form 100A and 101 (Request for Placement), and if not already sent, all required documentation for compliance with Regulation 7 and any supporting documentation pursuant to ICPC Article III, to the sending state Compact Administrator.

7. Within a time not to exceed two (2) business days after receipt of a complete Regulation 7 request, the sending state Compact Administrator shall transmit the complete request for the assessment and for any provisional placement to the receiving state Compact Administrator. The request shall include a copy of this Order of Compliance. In the event the sending state Compact Administrator finds that the ICPC documentation received is substantially insufficient, he or she shall specify to the sending agency what additional information is needed and request such information from the sending agency.

8. When a provisional placement sought by the sending state is approved by the receiving state for the subject child(ren), the receiving state Compact Administrator shall immediately notify the sending state Compact Administrator of that fact in writing through expedited means. Said person designated shall then seek an early hearing by this court to determine if said placement is in the best interests of the child(ren).

The person designated to receive communication in Paragraph 4 above shall maintain contact with the sending state's Compact Administrator to assist this court in determining the status of the ICPC process and shall report in writing to the court, the parties, and their counsel regarding said status no later than 7 days prior to any scheduled court hearing and provide any updates closer to the hearing date as may come to his/her attention. The sending state's Compact Administrator shall cooperate with and work with the above designated person and provide him/her with information and assistance regarding the progress of the ICPC process for the cases of the subject child(ren).

9. This case/these cases is/are continued to \_\_\_\_\_ at \_\_\_\_\_ a.m./p.m. for further hearing on the status of the ICPC process to which the parties present and their counsel are recognized to appear.

ENTERED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Judge/Judicial Officer

## **Regulation No. 7**

### **Expedited Placement Decision**

The following regulation adopted by the Association of Administrators of the Interstate Compact on the Placement of Children as Regulation No. 7, Priority Placement, as first adopted in 1996, is amended to read as follows:

1. Words and phrases used in this regulation shall have the same meanings as those ascribed to them in the Interstate Compact on the Placement of Children (ICPC). A word or phrase not appearing in ICPC shall have the meaning ascribed to it by special definition in this regulation or, where not so defined, the meaning properly ascribed to it in common usage.

2. This regulation shall hereafter be denoted as Regulation No. 7 for Expedited Placement Decision.

3. Intent of Regulation No. 7: The intent of this regulation is to expedite ICPC approval or denial by a receiving state for the placement of a child with a parent, stepparent, grandparent, adult uncle or aunt, adult brother or sister, or the child's guardian, and to:

(a) Help protect the safety of children while minimizing the potential trauma to children caused by interim or multiple placements while ICPC approval to place with a parent or relative is being sought through a more comprehensive home study process.

(b) Provide the sending state court and/or sending agency with expedited approval or denial. An expedited denial would underscore the urgency for the sending state to explore alternative placement resources.

4. This regulation shall not apply if:

(a) the child has already been placed in violation of the ICPC in the receiving state, unless a visit has been approved in writing by the receiving state Compact Administrator and a subsequent order entered by the sending state court authorizing the visit with a fixed return date in accordance with Regulation No. 9.

(b) the intention of the sending state is for licensed or approved foster care or adoption. In the event the intended placement [must be parent, stepparent, grandparent, adult aunt or uncle, adult brother or sister, or guardian as per Article VIII(a)] is already licensed or approved in the receiving state at the time of the request, such licensing or approval would not preclude application of this regulation.

(c) the court places the child with a parent from whom the child was not removed, the court has no evidence the parent is unfit, does not seek any evidence from the receiving state the parent is either fit or unfit, and the court relinquishes jurisdiction over the child immediately upon placement with the parent.

5. Criteria required before Regulation No. 7 can be requested: Cases involving a child who is under the jurisdiction of a court as a result of action taken by a child welfare agency, the court has the authority to determine custody and placement of the child or has delegated said authority to the child welfare agency, the child is no longer in the home of the parent from whom the child was removed, and the child is being considered for placement in another state with a parent, stepparent, grandparent, adult uncle or aunt, adult brother or sister, or the

child's guardian, must meet at least one of the following criteria in order to be considered a Regulation No. 7 case:

- (a) unexpected dependency due to a sudden or recent incarceration, incapacitation or death of a parent or guardian. Incapacitation means a parent or guardian is unable to care for a child due to a medical, mental or physical condition of a parent or guardian, or
- (b) the child sought to be placed is four years of age or younger, including older siblings sought to be placed with the same proposed placement resource; or
- (c) the court finds that any child in the sibling group sought to be placed has a substantial relationship with the proposed placement resource. Substantial relationship means the proposed placement has a familial or mentoring role with the child, has spent more than cursory time with the child, and has established more than a minimal bond with the child; or
- (d) the child is currently in an emergency placement.

6. Provisional approval or denial:

- (a) Upon request of the sending agency and agreement of the receiving state to make a provisional determination, the receiving state may, but is not required to, provide provisional approval or denial for the child to be placed with a parent or relative, including a request for licensed placement if the receiving state has a separate licensing process available to relatives that includes waiver of non-safety issues.

Upon receipt of the documentation set forth in Section 7 below, the receiving state shall expedite provisional determination of the appropriateness of the proposed placement resource by:

- (1) performing a physical "walk through" by the receiving state's caseworker of the prospective placement's home to assess the residence for risks and appropriateness for placement of the child,
  - (2) searching the receiving state's child protective services data base for prior reports/investigations on the prospective placement as required by the receiving state for emergency placement of a child in its custody,
  - 3) performing a local criminal background check on the prospective placement,
  - (4) undertaking other determinations as agreed upon by the sending and receiving state Compact Administrators, and
  - (5) providing a provisional written report to the receiving state Compact Administrator as to the appropriateness of the proposed placement.
- (b) A request by a sending state for a determination for provisional approval or denial shall be made by execution of an Order of Compliance by the sending state court that includes the required findings for a Regulation No. 7 request and a request for provisional approval or denial.

(c) Determination made under a request for provisional approval or denial shall be completed within seven (7) calendar days of receipt of the completed request packet by the receiving state Compact Administrator. A provisional approval or denial shall be communicated to the sending state Compact Administrator by the receiving state Compact Administrator in writing. This communication shall not include the signed Form 100A until the final decision is made pursuant to Section 9 below.

(d) Provisional placement, if approved, shall continue pending a final approval or denial of the placement by the receiving state or until the receiving state requires the return of the child to the sending state pursuant to paragraph 12 of this regulation.

(e) If provisional approval is given for placement with a parent from whom the child was not removed, the court in the sending state may direct its agency to request concurrence from the sending and receiving state Compact Administrators to place the child with the parent and relinquish jurisdiction over the child after final approval is given. If such concurrence is not given, the sending agency shall retain jurisdiction over the child as otherwise provided under Article V of the ICPC.

(f) A provisional denial means that the receiving state cannot approve a provisional placement pending the more comprehensive home study or assessment process due to issues that need to be resolved.

7. Sending agency steps before sending court enters Regulation No. 7 Order of Compliance: In order for a placement resource to be considered for an ICPC expedited placement decision by a receiving state, the sending agency shall take the following minimum steps prior to submitting a request for an ICPC expedited placement decision:

(a) Obtain either a signed statement of interest from the potential placement resource or a written statement from the assigned case manager in the sending state that following a conversation with the potential placement resource, the potential placement resource confirms appropriateness for the ICPC expedited placement decision process. Such statement shall include the following regarding the potential placement resource:

(1) s/he is interested in being a placement resource for the child and is willing to cooperate with the ICPC process.

(2) s/he fits the definition of parent, stepparent, grandparent, adult brother or sister, adult aunt or uncle, or his or her guardian, under Article VIII(a) of the ICPC.

(3) the name and correct address of the placement resource, all available telephone numbers and other contact information for the potential placement resource, and the date of birth and social security number of all adults in the home.

(4) a detail of the number and type of rooms in the residence of the placement resource to accommodate the child under consideration and the number of people, including children, who will be residing in the home.

(5) s/he has financial resources or will access financial resources to feed, clothe and care for the child.

(6) if required due to age and/or needs of the child, the plan for child care, and how it will be paid for.

(7) s/he acknowledges that a criminal records and child abuse history check will be completed on any persons residing in the home required to be screened under the law of the receiving state and that, to the best knowledge of the placement resource, no one residing in the home has a criminal history or child abuse history that would prohibit the placement.

(8) whether a request is being made for concurrence to relinquish jurisdiction if placement is sought with a parent from whom the child was not removed.

(b) The sending agency shall submit to the sending state court:

(1) the signed written statement noted in 7a, above, and

(2) a statement that based upon current information known to the sending agency, that it is unaware of any fact that would prohibit the child being placed with the placement resource and that it has completed and is prepared to send all required paperwork to the sending state ICPC office, including the ICPC-100A and ICPC Form 101.

8. Sending state court orders: The sending state court shall enter an order consistent with the Form Order for Expedited Placement Decision adopted with this modification of Regulation No. 7 subject to any additions or deletions required by federal law or the law of the sending state. The order shall set forth the factual basis for a finding that Regulation No. 7 applies to the child in question, whether the request includes a request for a provisional approval of the prospective placement and a factual basis for the request. The order must also require completion by the sending agency of ICPC Form 101 for the expedited request.

9. Time frames and methods for processing of ICPC expedited placement decision:

(a) Expedited transmissions: The transmission of any documentation, request for information under paragraph 10, or decisions made under this regulation shall be by overnight mail, facsimile transmission, or any other recognized method for expedited communication, including electronic transmission, if acceptable. The receiving state shall recognize and give effect to any such expedited transmission of an ICPC-100A and/or supporting documentation provided it is legible and appears to be a complete representation of the original. However, the receiving state may request and shall be entitled to receive originals or duly certified copies if it considers them necessary for a legally sufficient record under its laws. Any state Compact Administrator may waive any requirement for the form of transmission of original documents in the event he or she is confident in the authenticity of the forms and documents provided.

(b) Sending state court orders to the sending state agency: The sending state court shall send a copy of its signed order of compliance to the sending state agency within two (2) business days of the hearing or consideration of the request. The order shall include the name, mailing address, e-mail address, telephone number and FAX number of the clerk of court or a designated court administrator of the sending state court exercising jurisdiction over the child.

(c) Sending agency sends ICPC request to sending state ICPC office: The sending state court shall direct the sending agency to transmit to the sending state Compact Administrator within three (3) business days of receipt of the signed Order of Compliance, a

completed ICPC-100A and Form 101, the statement required under Paragraph 7 above and supporting documentation pursuant to ICPC Article III.

(d) Sending State ICPC office sends ICPC Request to Receiving State ICPC office: Within two (2) business days after receipt of a complete Regulation 7 request, the sending state Compact Administrator shall transmit the complete request for the assessment and for any provisional placement to the receiving state Compact Administrator. The request shall include a copy of the Order of Compliance rendered in the sending state.

(e) Timeframe for receiving state ICPC office to render expedited placement decision: no later than twenty (20) business days from the date that the forms and materials are received by the receiving state Compact Administrator, the receiving state Compact Administrator shall make his or her determination pursuant to Article III(d) of the ICPC and shall send the completed 100-A to the sending state Compact Administrator by expedited transmission.

(f) Timeframe for receiving state ICPC office to send request packet to receiving local agency: The receiving state Compact Administrator shall send the request packet to the local agency in the receiving state for completion within two (2) business days of receipt of the completed packet from the sending state Compact Administrator.

(g) Timeframe for receiving state local agency to return completed home study to central office: The local agency in the receiving state shall return the completed home study to the receiving state Compact Administrator within fifteen (15) business days (including date of receipt) of receipt of the packet from the receiving state Compact Administrator.

(h) Timeframe for receiving state ICPC Compact Administrator to return completed home study to sending state: Upon completion of the decision process under the timeframes in this regulation, the receiving state Compact Administrator shall provide a written report, a 100A approving or denying the placement, and a transmittal of that determination to the sending state Compact Administrator as soon as possible, but no later than three (3) business days after receipt of the packet from the receiving state local agency and no more than twenty (20) business days from the initial date that the complete documentation and forms were received by the receiving state Compact Administrator from the sending state Compact Administrator.

10. Recourse if sending or receiving state determines documentation is insufficient:

(a) In the event the sending state Compact Administrator finds that the ICPC request documentation is substantially insufficient, s/he shall specify to the sending agency what additional information is needed and request such information from the sending agency.

(b) In the event the receiving state Compact Administrator finds that the ICPC request documentation is substantially insufficient, he or she shall specify what additional information is needed and request such information from the sending state Compact Administrator. Until receipt of the requested information from the sending state Compact Administrator, the receiving state is not required to continue with the assessment process.

(c) In the event the receiving state Compact Administrator finds that the ICPC request documentation is lacking needed information but is otherwise sufficient, s/he she shall specify what additional information is needed and request such information from the sending state Compact Administrator. If a provisional placement is being pursued, the



provisional placement evaluation process shall continue while the requested information is located and provided.

(d) Failure by a Compact Administrator in either the sending state or the receiving state to make a request for additional documentation or information under this paragraph within two (2) business days of receipt of the ICPC request and accompanying documentation by him or her shall raise a presumption that the sending agency has met its requirements under the ICPC and this regulation.

11. Failure of receiving state ICPC office or local agency to comply with ICPC Regulation No. 7: Upon receipt of the Regulation No. 7 request, if the receiving state Compact Administrator determines that it will not be possible to meet the timeframes for the Regulation No. 7 request, whether or not a provisional request is made, the receiving state Compact Administrator shall notify the sending state Compact Administrator as soon as practical and set forth the receiving state's intentions in completing the request, including an estimated time for completion or consideration of the request as a regular ICPC request. Such information shall also be transmitted to the sending agency by the sending state Compact Administrator for it to consider other possible alternatives available to it.

If the receiving state Compact Administrator and/or local state agency in the receiving state fail(s) to complete action for the expedited placement request as prescribed in this regulation within the time period allowed, the receiving state shall be deemed to be out of compliance with this regulation and the ICPC. If there appears to be a lack of compliance, the sending state court that sought the provisional placement and expedited placement decision may so inform an appropriate court in the receiving state, provide that court with copies of relevant documentation and court orders entered in the case, and request assistance. Within its jurisdiction and authority, the requested court may render such assistance, including the holding of hearings, taking of evidence, and the making of appropriate orders, for the purpose of obtaining compliance with this regulation and the ICPC.

12. Removal of a child: Following any approval and placement of the child, if the receiving state Compact Administrator determines that the placement no longer meets the individual needs of the child, including the child's safety, permanency, health, well-being, and mental, emotional, and physical development, then the receiving state Compact Administrator may request the sending state Compact Administrator arrange for the immediate return of the child or make alternative placement as provided in Article V (a) of the ICPC. The receiving state request for removal may be withdrawn if the sending state arranges services to resolve the reason for the requested removal and the receiving and sending state Compact Administrators mutually agree to the plan. If no agreement is reached, the sending state shall expedite return of the child to the sending state within five (5) business days unless otherwise agreed in writing between the sending and receiving state Compact Administrators.

13. This regulation as first effective October 1, 1996, and readopted pursuant to Article VII of the Interstate Compact on the Placement of Children by action of the Association of Administrators of the Interstate Compact on the Placement of Children at its annual meeting of April 1999, is amended pursuant to Article VII of the Interstate Compact on the Placement of Children by action of the Association of Administrators of the Interstate Compact on the Placement of Children at its annual meeting of May 1, 2011; the regulation, as amended was approved on May 1, 2011 and is effective as of October 1, 2011.

## Nevada Interstate Compact on the Placement of Children (ICPC)

### REQUIREMENTS FOR A NEVADA ICPC REFERRAL (FPO-0701C)

Include two (2) hard copies of all required documents in your referral in the following order.

Complete this document, sign and place it **after** your cover letter.

	A	B	C	D	E	F
<b>Items that are <span style="color: red;">REQUIRED</span> to process the ICPC referral</b> If the required items are not included, your file will be returned. Please check off each item as required ensuring that your file is complete. (*Private Adoptions, Foster Home Studies, Reg. 1, Reg. 6, and Reg. 7, see special guidelines for additional information)	Expedited Home Study (Reg. 7)	Relative Home Study	Foster Home Study*	Adoptive Home Study	Residential Treatment Home	Relocation of Family (Reg. 1)*
<b>Forms:</b>						
▪ ICPC 100A - Completed and signed (One for each child)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ ICPC 101 - Completed and signed (Only for Reg. 7)	<input type="checkbox"/>					
▪ ICPC 100B - Completed and signed (One for each child)						<input type="checkbox"/>
<b>Cover Letter:</b>						
▪ Address to Deputy Compact Administrator – ICPC Deputy Compact Administrator – ICPC Division of Child and Family Services 4126 Technology Way, 3 <sup>rd</sup> Floor, Carson City, NV 89706	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Identify child(ren)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Identify proposed placement: Name Address Telephone Number Relationship to child(ren)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
▪ Placement Resource Statement of Confirmation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
▪ Provide Brief Statement of Legal Status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Provide Reason for Proposed Placement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Provide Long Term Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Request that all information be forwarded to receiving state.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Explain any special considerations or circumstances regarding the placement, the child(ren) or the request, if not clearly addressed in attachments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
<b>Court Orders</b>						
▪ Current Custody Court Order (Signed showing agency has legal custody of the child(ren))	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Expedited Order of Compliance (Court order must be received in the Central ICPC office within three (3) business days of the date of signature)	<input type="checkbox"/>					
▪ Termination of Parental Rights Court Order (Child must be ½ free)				<input type="checkbox"/>		
<b>Documents:</b>						
▪ Yerington Tribal ROP ( Approved for Placement)					<input type="checkbox"/>	
▪ Prior Medical Authorization (Approval)					<input type="checkbox"/>	
▪ Letter of Acceptance from residential facility					<input type="checkbox"/>	
▪ Financial/Medical plan (One for each child)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ IV-E Eligibility Documentation (Explanation of current status)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Child's case/social history (May be found in the initial/dispositional court report and/or current court report)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Child's case/services/permanency plans (Include any supplements)						<input type="checkbox"/>
▪ Progress reports for the last six months						<input type="checkbox"/>
▪ Home Study (Recent home study and any updates)						<input type="checkbox"/>
▪ Licenses, certification or approval (Showing status of qualifications)						<input type="checkbox"/>
<b>Additional Documents: These items are required to be supplied before final approval of placement.</b>	A	B	C	D	E	F
▪ Copy of birth certificate or proof of application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Copy of social security card or proof of application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Immunization record	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ School records if child is of school age.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Psychological evaluations, if available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
▪ Medical records, if available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

Verification of complete Nevada ICPC referral file:

Signature of Worker

Date

Signature of Supervisor

Date

# Nevada Interstate Compact on the Placement of Children (ICPC)

## Additional Information and Instructions

Complete this checklist document, sign and place it **after** your cover letter.

E-mail to [NVICPC@dcs.nv.gov](mailto:NVICPC@dcs.nv.gov)

or

Mail two (2) copies of all required documents to:

Nevada ICPC, Division of Child and Family Services, 4126 Technology Way, 3<sup>rd</sup> Floor, Carson City, NV 89706.

**Electronic Files:** Nevada is a paperless state. All referrals are scanned and then forwarded electronically to the receiving party when at all possible. The paper copies are being forwarded on to the entities that do not accept electronic requests. You will be copied in the e-mail when we send the documents to the receiving state electronically. Please be sure to print or archive the email when you receive it as we will not be sending paper backup.

**Incomplete Packets:** **NV ICPC will no longer be able to keep incomplete packets in this office due to the high volume of referrals. The referral will be held for 5 business days from that date of notification. If missing documents are not received within that time frame the referral will be returned in its entirety.**

### Special Guidelines:

#### *Private Adoptions:*

- Please complete form FPO-0701D.

#### *Foster Home Placements:*

- If you want your placement resource to get paid, you must request a foster home study.
- If your relative placement resource is outside the fifth level of consanguinity you must request a foster home study.

#### *Expedited Home Studies (Reg. 7)*

- The request must be for a relative home study, not foster or adoptive, and the child may not be already placed in the receiving state in violation of ICPC.
- The child must be in an emergency shelter **OR** be four years of age or younger **OR** have a substantial relationship with the proposed placement resource **OR** experienced an unexpected dependency.

#### *Relocation of Family Units (Reg. 1)*

- 100A and all accompanying information shall clearly state that a relocation of a family unit is involved and supervision needs to start within the 30 days of placement.

### **Regulation No. 6 (.Permission to Place Child: Time Limitations, Re-application)**

1. Permission to place a child given pursuant to Article III (d) of the Interstate Compact on the Placement of Children shall be valid and sufficient to authorize the making of the placement identified in the written document ICPC-100A, by which the permission is given for a period of six (6) months commencing on the date when the receiving state compact administrator or his duly authorized representative signs the aforesaid ICPC-100A.
2. If the placement authorized to be made is not made within the six (6) months allowed therein, the sending agency may reapply. Upon such reapplication, the receiving state may require the updating of documents submitted on the previous application, but shall not require a new home study unless the laws of the receiving state provide that the previously submitted home study is too old to be currently valid.
3. If a foster care license, institutional license or other license, permit or certificate held by the proposed placement recipient is still valid and in force, or if the proposed placement recipient continues to hold an appropriate license, permit or certificate, the receiving state shall not require that a new license, permit or certificate be obtained in order to qualify the proposed placement recipient to receive the child in placement.
4. Upon reapplication by the sending agency, the receiving state shall determine whether the needs or conditions of the child have changed since it initially authorized the placement to be made. The receiving state may deny the placement if it finds that the proposed placement is contrary to the interests of the child.

# Nevada Child Protection Abbreviated Bench Guide

## Desk Reference of Essential Findings and Citations

DRAFT

### IV-E and Nevada Revised Statutes Elements

<p><b>Title IV-E Social Security Act, 42 U.S.C. 670 et seq.</b></p>	<p><b>If no finding...</b></p>	<p><b>Essential Findings and Nevada Revised Statutes Citations</b>  <i>Findings and orders must be based on sufficient supporting evidence presented to the court by the agency, must be made on a case-by-case basis and these factual findings must be clearly communicated in the court order to inform parties why the order was made.</i></p> <p><i>Note: Certain findings must be made in order to obtain Federal funding for children in foster care. If these findings are not made then the child will not be eligible for Title IV-E foster care reimbursement.</i></p>	<p><b>When</b></p>
---	--------------------------------	---	--------------------

### Protective Custody/Adjudication/Disposition Hearings

<p>Under 45 C.F.R. 1356.21(c)), the court must make a finding in the <b>first</b> court ruling, authorizing even temporary removal of the child from the home that continuance in the home would be contrary to the child's welfare or that a placement agreement has been entered (42 U.S.C. 672(a)(1)-(2)).</p>	<p><b>Never</b> eligible for Title IV-E funding (45 C.F.R. 1356.21(c)).</p>	<p>The court finds that it is contrary to the welfare of the above named minor(s) to reside in the home of _____, based on these facts: _____ (<a href="#">NRS 432B.480(b)</a>).</p> <p style="text-align: center;"><b>-or-</b></p> <p>The court finds that it is not contrary to the welfare for the child(ren) to remain in the home and the child should be returned home.</p> <p><i>Note: When a child is physically removed from a relative or other person responsible for the welfare of the child under NRS 432B.330, the contrary to the welfare findings must be towards that person (and may also include the parents). For all other situations, the contrary to the welfare findings must be toward the parents.</i></p>	<p>A hearing is required within 72 hours after removal of the child excluding Saturdays, Sundays, and holidays under NRS 432B.470 and NRS 432B.480.</p>
---	---	---	---

<p>For children who entered care by a voluntary placement agreement signed by the parent or legal guardian, there must be a <b>court ruling within 180 days</b> of placement that it is in the best interest the children to continue the out of home placement. (42 U.S.C. 672)(e).</p>	<p>Lose IV-E funding after 180 days of placement for the remainder of the placement.</p>	<p>The court finds that it is in the best interest of the child to be placed outside the home/continue the out of home placement based on these facts: _____. (<a href="#">NRS 432B.480 (b)</a>).</p>	<p>A hearing within 180 days of the voluntary placement.</p>
<p>Court must order that placement and care are the responsibility of the state agency or any other public agency with which the state agency has an agreement. (42 U.S.C. 672(a) (1)-(2); 45 C.F.R. 1356.71(d) (1) (iii)).</p>	<p>No IV-E funding until findings are made.</p>	<p>It is ordered that the child welfare agency provide for the placement, care and supervision of the above named minor(s) until further order of the Court.</p>	
<p>Court must make a finding that reasonable efforts have been made to prevent or eliminate the need for removal. (42 U.S.C. 671(a) (15), 672(a) (1)-(2); 45 C.F.R. 1356.21(b) (1)).</p> <p>This finding must be made within <b>60 days</b> of the date of removal. (45 C.F.R. 1356.21(b) (1)).</p>	<p>Never eligible for title IV-E funding (45 C.F.R. 1356.21(b) (1) (ii)).</p>	<p>The Court finds that reasonable efforts to prevent or eliminate the need to remove the child from the home have been made as evidenced by: _____. (<a href="#">NRS 432B.393(1)</a>).</p>	<p>NRS 432B.550 (7) requires the reasonable efforts finding within 60 days of removal.</p>
<p><b>SemiAnnual/Status Review Hearings</b></p>			
<p>Court must review child's status and safety no less frequently than once every six months from the date the child entered foster care, in order to make the recommended legal findings. (42 U.S.C. 671(a) (16), 675(5) (B); 45 C.F.R. 1355.20, 1355.34(c) (2) (ii)).</p>	<p>Failure to make findings will have financial consequences due to noncompliance with the state plan. <i>If a previous hearing found a Lack of Reasonable Efforts to Finalize a Permanency Plan, this hearing can restore the Reasonable Efforts and IV-E funding can start again.</i></p>	<p>The Court finds continuing necessity for and appropriateness of the placement as follows: _____.</p> <p>The Court finds the following factors indicating extent of compliance with the service plan by the parents/agency:_____.</p> <p>The Court finds the following elements indicating progress made in alleviating the problem which resulted in the placement of the child: _____.</p> <p>The Court establishes <u>(date)</u> as the date by which the child may be returned to and safely maintained in, the home or placed for adoption or under a legal guardianship. (<a href="#">NRS 432B.580</a>)(9).</p>	<p>The Court must conduct a review of the child's placement at least semiannually, and within <b>90 days</b> after a request by any parties of prior proceedings. (<a href="#">NRS 432B.580</a>).</p>

## Annual Permanency Hearings

Court must hold a permanency hearing to select a permanency plan no later than 12 months from the date the child entered foster care, and must hold subsequent permanency plan hearings every 12 months thereafter. (45 C.F.R. 1355.20, 1356.21(b)(2)(i); 42 U.S.C. 675(5)(C), (F)).

For a case in which no reunification services are offered, the permanency hearing must be held within 30 days of disposition. (45 C.F.R. 1356.21 (h)(2)).

In the case of a child who will not be returned to the parent, the hearing shall consider in-State and out-of-State placement options. In the case of a child placed out of the State in which the home of the parent(s) of the child is located, the hearing shall determine whether the out-of-state placement continues to be appropriate and in the best interest of the child.

In the case of a child who has attained age 16, the hearing shall determine the services needed to assist the child to make the transition from foster care to independent living. (1356.21(b)(3); 475(5)(C); 471(a)(15)(E)(i).

IV-E Funding stops unless findings are made.

The Court has reviewed the plan for the permanent placement of the child pursuant to [NRS 432B.553](#) and determined:

- Whether the agency with legal custody of the child has/not made the reasonable efforts required by subsection 1 of [NRS 432B.553](#) as follows: \_\_\_\_\_:
- That the child should/not be returned to the parents of the child or placed with other relatives on (date);
- The permanency plan for the child(ren) is reunification/adoption/guardianship/another permanent living arrangement and the agency has made reasonable efforts to facilitate this plan as evidenced by \_\_\_\_\_.
- That it is in the best interests of the child to:
  - Initiate proceedings to terminate parental rights pursuant to [chapter 128](#) of NRS so that the child can be placed for adoption;
  - Initiate proceedings to establish a guardianship pursuant to [chapter 159](#) of NRS; **or**
  - Establish a guardianship in accordance with [NRS 432B.466](#) to [432B.468](#), inclusive; **or**
  - The agency with legal custody of the child has produced documentation of its conclusion that there is a compelling reason for the placement of the child in another permanent living arrangement.

(The court shall prepare an explicit statement of the facts upon which each of its determinations is based, pursuant to NRS 432B.590).

See ICPC template.

For child 16 years of age or older: The court finds that the services set forth in the case plan include those needed to assist the child in making the transition from foster care to independent living (pursuant to [NRS 432B.595](#)).

The court shall hold a hearing concerning the permanent placement of a child not later than 12 months after the initial removal of the child from the home of the child and annually thereafter.

Upon a finding of aggravated circumstances pursuant to [NRS 432B.393](#), a hearing shall be held within 30 days.

## Best Practice Elements

### Protective Custody Hearings

#### ICWA Compliance -- Inquiry

1. The child is/is not Indian as defined in the ICWA and 25 USC 1912.
2. Full documentation about who was asked about ICWA applicability is contained in removal reports /case plans/other.
3. Whether, at the time of removal, the child was already a ward of a tribal court thereby depriving the state of court jurisdiction. 25 U.S.C. 1911(a).

#### Child Safety Decision-Making (See Nevada's Child Safety Guide Benchcards for more detail and specific questions)

1. Gather information about the family, the extent of maltreatment, surrounding circumstances, child functioning, adult functioning, parenting and discipline.
2. Apply the information gained about the family to criteria for an impending threat of danger: specific and observable, immediate, out-of-control, or severe consequences.
3. Assess the child's vulnerability.
4. Assess the parents' protective capacities.
5. Use information gained above to make a safety decision. The child is un/safe in the home.
6. What present danger threats were identified, i.e., why was the child unsafe?
7. What efforts were made to locate relatives/fictive kin and or create an in home Present Danger Plan?

### Adjudicatory/Disposition Hearing

#### ICWA Compliance

##### Inquiry

1. The child is/is not Indian as defined in the ICWA and 25 USC 1912.
2. Full documentation about who was asked about ICWA applicability is contained in removal reports /case plans/other.
3. Whether, at the time of removal, the child was already a ward of a tribal court thereby depriving the state of court jurisdiction. 25 U.S.C. 1911(a).

##### Notice/Jurisdiction

1. The State of Nevada has provided the required notice and advice of rights to the parents and the children's Indian Tribe pursuant to 25 USC 1911 and 1912.
2. Notices were sent registered mail, return receipt requested.
3. The court finds that timely notice was/was not provided to the tribe and all parties.

**Evidentiary Standards for Removal:**

1. The court finds that the child welfare agency did/not implement active efforts prior to the removal of the child to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts: \_\_\_\_\_. 25 USC 1912(d).
2. By clear and convincing evidence, including testimony of a qualified expert witness under ICWA, the court finds that continued custody by the parent or Indian custodian is likely to result in serious emotional or physical damage to the child, based on these facts: \_\_\_\_\_. 25 USC 1912(e).
3. Specify whether the child is to be placed in a home that meets the placement preferences mandated by 25 USC 1915(b).

**Interstate Compact for the Placement of Children (ICPC).** Consider in-state and out-of-state placement options. The child's current placement is appropriate (if out-of-state placement, this placement continues to be appropriate and in the best interests of the child). See ICPC template.

**Child Safety Decision-Making** (See Nevada's Child Safety Guide Benchcards for more detail and specific questions)

To determine reasonable efforts to prevent removal:

1. Ask questions to determine whether the child can be kept safe with an in-home safety plan.
2. What are the specific Impending Danger threats identified and how do these affect the child's safety?
3. What are the diminished Caregiver Protective Capacities identified?
4. What decisions were made to rule in or rule out an in home/out of home safety plan and or a relative/fictive kin placement?
5. What is the safety plan and how is it sufficient to control the identified Impending Danger threats?
6. If an out of home safety plan is chosen, what are the Conditions for Return that would make an in home safety plan possible?
7. Establish the key components of a safety plan.

**SemiAnnual/Status Review Hearing****ICWA Compliance**

1. Whether the agency has identified the child's tribe.
2. Whether the agency sent proper notice of the hearing to the parents, Indian custodian, and child's tribe by registered mail, return receipt. 25 USC 1912(a).
3. Whether the tribe has been afforded a full opportunity to participate in proceedings. 25 USC 1911(c and d).
4. The court finds that the child welfare agency did/not implement active efforts to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts: \_\_\_\_\_.

**ICPC** (See above)



**Child Safety Decision-Making** (See Nevada's Child Safety Guide Benchcards for more detail and specific questions)

1. Evaluate progress on in-home or out-of-home safety plan.
2. Determine visitation, if appropriate.
3. Establish conditions for return to home, if appropriate.
4. Collect safety information needed to determine whether to reunify.
5. Based on analysis of the current situation is the safety plan sufficient and has the level of intrusiveness changed?
6. What has changed regarding Impending Danger threats and Caregiver Protective Capacities?
7. If the child is out of home, has the Confirming Safe Environments assessment been completed and what were the results regarding safety and well-being?
8. How do the case plan tasks enhance diminished Caregiver Protective Capacities and mitigate identified Impending Danger threats?
9. Is there sufficient progress towards reunification? If not, what efforts toward implementation of the concurrent plan has the agency made?
10. Consider discussing ASFA timelines with parents on the record (reasonable efforts to finalize a permanency plan (12 months from entry into foster care) and mandatory filing of a petition to Terminate Parental Rights (15 of the last 22 months in care).

**Annual Permanency Hearing; Post Permanency Hearings**

**ICWA Compliance**

1. Whether the agency has identified the child's tribe.
2. Whether the agency sent proper notice of the hearing to the parents, Indian custodian, and child's tribe by registered mail, return receipt. 25 USC 1912(a).
3. Whether the tribe has been afforded a full opportunity to participate in proceedings. 25 USC 1911(c and d).
4. The court finds that the child welfare agency did/not implement active efforts to provide remedial services and rehabilitative programs designed to prevent the break-up of the family and said efforts were unsuccessful, based on these facts: \_\_\_\_\_.

**ICPC** (See above).

**Child Safety Decision-Making** (See Nevada's Child Safety Guide Benchcards for more detail and specific questions)

1. Evaluate progress on in-home or out-of-home safety plan.
2. Determine visitation, if appropriate.
3. Establish conditions for return to home, if appropriate
4. Collect safety information needed to determine whether to reunify.
5. Based on analysis of the current situation is the safety plan sufficient and has the level of intrusiveness changed?
6. What has changed regarding Impending Danger threats and Caregiver Protective Capacities?
7. If the child is out of home, has the Confirming Safe Environments assessment been completed and what were the results regarding safety and well-being?
8. How do the case plan tasks enhance diminished Caregiver Protective Capacities and mitigate identified Impending Danger threats?
9. Are there compelling reasons not to move toward Termination of Parental Rights?



Community  
Improvement  
Council 2013  
Summit  
Agenda



## **Nevada Community Improvement Council 2013 Conference**

**Hosted by  
Nevada Court Improvement Program  
&  
National Council of Juvenile and Family Court Judges**

**UNIVERSITY OF NEVADA, RENO  
CONTINUING EDUCATION BLDG  
RENO, NV  
OCTOBER 10-11, 2013**

---

### **Principles of Child Safety Decision-Making**

**Thursday: October 10, 2013**

---

**Noon – 1:00**                      **Registration & Lunch**

**1:00 – 1:15**                      **Welcome & Opening Remarks**  
*Mari Kay Bickett, JD*  
*Chief Executive Officer, National Council of Juvenile and Family Court Judges*

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

**1:15 – 2:15**                      **Principles of Child Safety Decision-Making: A Review of 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.

*Honorable Elizabeth Krier*  
*Circuit Court of Florida's Twentieth Judicial Circuit*  
*Collier County, Florida*

*Stephen Pennypacker, Esq.*  
Deputy Director and Training Director, Children's Legal Services  
ICPC Deputy Compact Administrator  
Gainesville, FL

\* 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].

*Andrea Tulloch, Esq.*  
Director of the Office of Child Welfare  
Florida Department of Children & Families  
Tallahassee, FL

**2:15 – 3:15**

**Moving from Theory to Practice— A Model for Safety Decision-Making Implementation**

The presenters will discuss steps that have been employed in implementing the Safety Decision-Making Methodology.

*Honorable Elizabeth Krier*

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

**3:15 – 3:30**

**Break**

**3:30 – 4:30**

**Moving from Theory to Practice — A Model for Safety Decision-Making Implementation, Continued**

*Honorable Elizabeth Krier*

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

\* 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].

# Principles of Child Safety Decision-Making

Friday: October 11, 2013

---

**8:30 – 9:45**

**Moving from Theory to Practice— A Model for Safety Decision-Making Implementation, Continued**

*Honorable Elizabeth Krier*

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

**9:45 – 10:30**

**Action Planning**

Community Improvement Councils will develop a safety decision-making action plan for their judicial district. How can the court assist with safety decision-making implementation?

*Franz J. Braun and NCJFCJ staff*

*Honorable Elizabeth Krier*

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

**10:30 – 10:45**

**Break**

**10:45 - Noon**

**Action Planning continued**

Community Improvement Councils will develop a safety decision-making action plan for their judicial district. How can the court assist with safety decision-making implementation?

*Franz J. Braun and NCJFCJ staff*

*Honorable Elizabeth Krier*

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

**Noon – 1:00**

**Lunch (provided)**

**1:00 – 2:15**

**Action Planning continued**

Community Improvement Councils will develop a safety decision-making action plan for their judicial district. How can the court assist with safety decision-making implementation?

*Franz J. Braun and NCJFCJ staff*

*Honorable Elizabeth Krier*

\* 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].

*Stephen Pennypacker, Esq.*

*Andrea Tulloch, Esq.*

**2:15 – 2:30**

**Interpreting Timeliness Measure Data**

Faculty will distribute timeliness packets to each Community Improvement Council with their median timeliness measures.

*Alicia Summers, PhD*

**2:30 – 3:15**

**Interstate Compact on the Placement of Children (ICPC) Update**

This session will discuss the new changes to ICPC, specifically focusing on regulation 7

*Stephen Pennypacker, Esq.*

**3:15 – 3:30**

**Break**

**3:30 – 4:15**

**Court-Order Templates and Bench Guide**

This session will discuss the new Nevada Court-Order Templates

*Alicia Davis, JD*

*National Center for State Courts*

*Sharon L. Benson*

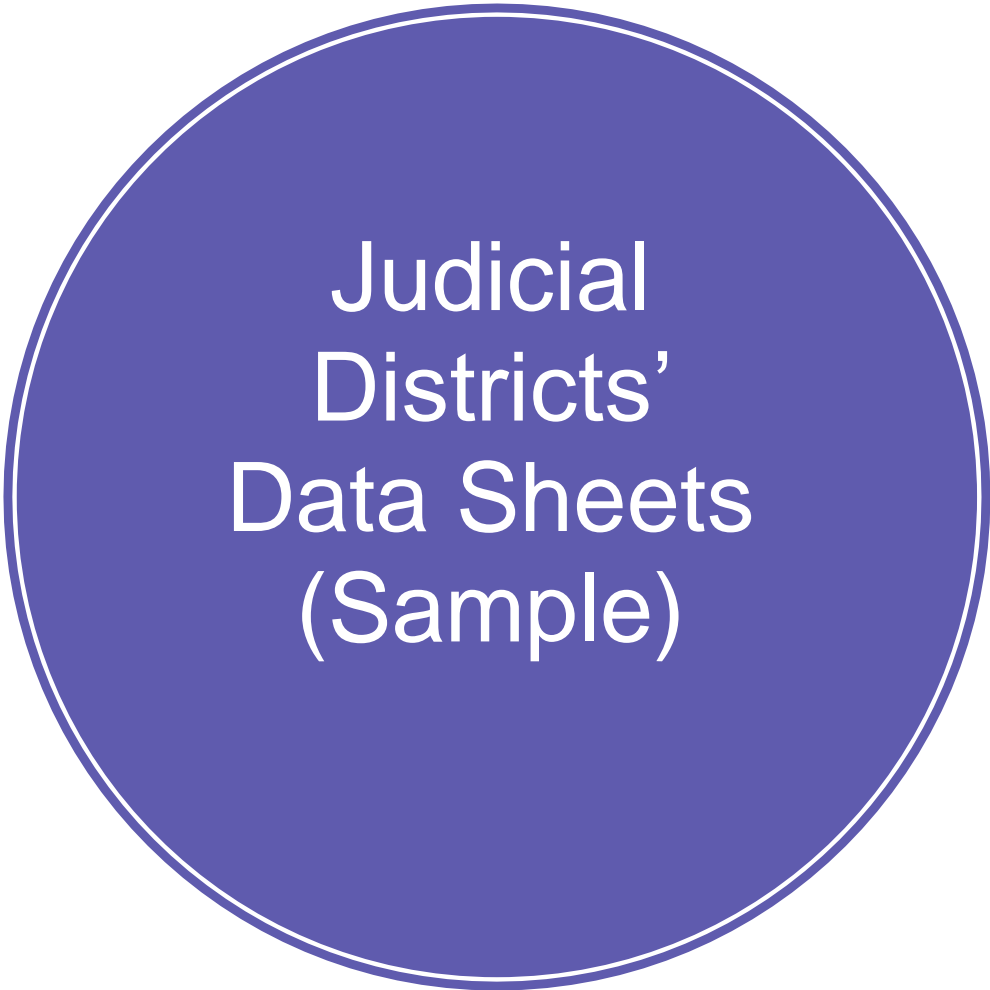
*Senior Deputy Attorney General, Nevada*

**4:15 – 4:30**

**Evaluations, Next Steps, and Closing Remarks**

*Justice Nancy M. Saitta, and Franz J. Braun*

*\* 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].*



Judicial  
Districts'  
Data Sheets  
(Sample)

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	752	357	182	182	280	350	364	248	598	180	578	428	595
2ND/WASHOE	752	357	182	182	280	350	364	248	598	180	578	428	595

**2ND/WASHOE**

End Reason	Nbr of Children	Average Nbr of Placements	Total Days in Custody	Median Days till closure
ADOPTIONLEGAL	96	4.04	94753	921
AGED OUT	11	10.00	14873	918
DEATH OF CHILD	1	2.00	1611	1611
GRDNSHPRELATIVE	8	4.75	5830	700
RTINTOCARETAKER	79	3.30	59187	654
RTINTOOTHPRNT	15	2.93	10821	534



**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
RTINTOCARETAKER	96	2.39	64895	605
RTNTOOTHRPRNT	15	1.93	11727	833
RUNAWAY	4	2.00	4380	1095

# 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 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

# 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%
<b>Exit to Other</b>					
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)

---

Copyright 20012011. Chapin Hall Center for Children. All rights reserved.



# 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)



Roadmap for  
Educational  
Success for  
Foster  
Children

## PHASE I

### STATEWIDE COLLABORATIVE ON EDUCATION, CHILD WELFARE, AND THE COURTS

#### Roadmap for Educational Success for Foster Children – 12/6/13

Timeframe Covered: February 2012 – December 2014

*The roadmap is a living document that is iteratively updated to reflect current progress in relation to outcome data.*

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

**Outcome #1:** *Students remain in their school of origin whenever feasible and in the best interest of the student and when school moves do occur; transitions between schools and/or districts are efficient and effective. (including but not limited to Blueprint for Change Goal #1 and 2, Core Value #1, Educational well-being court performance measure 5A, 5B, C, F, H, N, and Data exchange and collection per Texas Blueprint pp.17-18 and 18E)*

**Measurable Objective(s):**

Protocol developed for making best interest decisions related to school placement

Protocol developed for supporting school transportation; Decrease the number of foster youth who change school of origin (SOO) because of lack of transportation

Protocol developed for ensuring seamless transitions between schools, including transfer of school records

**Subcommittee Co-Chairs:** Marcia Calloway, NDE ,Karen Stephens, NDE, and Dorothy Pomin, DCFS

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 a protocol to ensure students remain enrolled in their same school unless it is in their best interest to change schools						

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
1. Best Interest Decision making process (checklist with factors, individuals involved, documentation, dispute procedure)						
<p>2. Develop protocol for ensuring school transportation to maintain school of origin.</p> <p>Explore federal funding streams to analyze reimbursement criteria for foster care provider and school district (hard dollars) (1-C)</p> <p>Connect transportation services to existing services (ex. McKinney Vento route contract services, i.e. Ely Bus, Boys &amp; Girls Club) (1-D)</p>	<p>School District, Nevada Department of Education (NDE), Clark County Department of Family Services (CCDFS), Department of Children and Family Services (DCFS) Washoe County Department of Social Services (WCDSS)</p>	<p>120 days out from the formation of a subcommittee and identification of chair</p>	<p>Revised federal reimbursement Plan and clarification of fund availability; Transportation plan for youth to stay in school of origin</p>	<p>Increase the number of students who receive transportation services</p>	<p>Title IV-E plan SACWIS Student info system; SACWIS Student info system, LEAs and transportation depts.</p>	<p>A copy of the Statewide Academic Plan to the Education Committee</p>
<p>Develop a written protocol/checklist form for use by CW and schools that identifies the specific action steps needed for foster youth to be immediately enrolled in a new school and to begin classes promptly (2-A) (2-B) (2-C)</p>	<p>NDE, DCFS,</p>	<p>120 days out from the formation of a subcommittee and identification of chair</p>	<p>CW/School Enrollment protocol</p>	<p>Decrease enrollment time by (Jan 2015) <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></p>	<p>Copy of enrollment protocol/checklist; sign in sheets from training; and copy of training materials  <i>(Need to gather data on enrollment time frames based</i></p>	<p>Copy of the protocol/checklist form</p>

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
					on entry into foster care or change of placement while in foster care.)	
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)	School Districts; administrators, NDE, school IT; teachers; CCDFS, WCDSS, DCFS; Board of Education; and courts	120 days out from the formation of a subcommittee and identification of chair	Ensure youth receives full credit for course work and is appropriately placed in correct classes	Timely exchange of information to facilitate the appropriate placement in appropriate academic placements.	Report generated from schools given to DFS; DSS, DCFS; and courts	A copy of the policy and a presentation will be given to the Education committee.
Development of academic plans in both elementary and secondary schools.	School Districts; administrators, NDE, school IT; teachers; CCDFS, WCDSS, DCFS; Board of Education; and courts	120 days out from the formation of a subcommittee and identification of chair	Academic Plan Template generated by the Nevada Department of Education (NDE).  Roadmap exploring possibility of data warehousing and/or exchanging	Timely exchange of information to facilitate the appropriate placement in appropriate academic placements	Report generated from schools given to DFS; DSS, DCFS; and courts	A copy of the policy and a presentation will be given to the Education committee.
Train teachers, administrators, social workers, CASAs, foster parents, and school staff on new enrollment protocol (2-A) (2-B) (2-C)  Create an enrollment protocol/checklist form for use by social workers, foster parents, and CASAs. Form should contain	School District(s); Board of Education; NDE, CCDFS, DCFS, WCDSS, and the Courts;	120 days out from the formation of a subcommittee and identification of chair	Factsheet		Copy of the protocol/checklist form.	Submit a copy of the protocol/checklist form. to the 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
information for the designated school liaison that will assist with immediate enrollment timeline						
Homeless liaison to serve as the school's foster child advocate	Education Committee, Board of Education, NDE, WCDSS, CCDFS, and DCFS Include the Local Education Agencies (LEAs) and their transportation departments to assistance in providing transportation to maintain school stability.	July 2013	Each school will have a designated foster child advocate	Promote and monitor the educational outcomes of students in foster care.	List of designated homeless liaisons.	

RED Type Indicates Questions for Committee

**Outcome #2:** Improve data collection and information-sharing between child welfare and education agencies. *When school moves do occur, transitions between schools and/or districts are efficient and effective (including, but not limited to Blueprint for Change Goal#1, Core Value #2, Educational Well-Being Court Performance Measure 5B, C, F, H, N, and Data exchange and collection per Texas Blueprint pp.17-18)*

**Measurable Objective(s):**

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

**Subcommittee Co-Chairs):**

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 a joint letter between School District & Child Welfare Agencies for info sharing (1-C).	School District, NDE, CCDFS, WCDSS, DCFS	120 days out from the formation of a subcommittee and identification of chair	Joint letter template developed	Increase the number of joint letters by improving partnerships and collaboration.	Copies of joint letter template and joint letters	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 joint letters for School District, NDE, and DFS, DCFS, DSS and other

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
						participants involved in the MOU
<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 CCDFS, WCDSS 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, WCDSS, CCDFS, 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, CCDFS, WCDSS, DCFS; foster parents; children attorneys; judges; and CASAs</p>
<p>Other data goals identified</p> <p>1) Student/Case Level 2) Aggregate data</p>						

RED Type Indicates Questions for Committee

## PHASE II

**Outcome #3:** *Youth have the opportunity and support to fully participate in all aspects of the school experience (including, but not limited to Blueprint for Change Goal #4, Core Value #4, Educational well-being court performance measures 5 I, J, K, L, N, and Data exchange and collection per Texas blueprint p 17 & 18)*

**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 Collaborative Initiative to Improve Educational Outcomes with Foster Children and Youth *(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>
Train teachers, administrators, school staff and courts regarding foster youth who have experienced abuse and neglect and school curricula. (4-G)  (This goal seems to address the use of Positive Behavioral Intervention and Supports (PBIS) or other	School Districts; NDE, DSS, DCFS; DFS; Courts; PEP (Parents Engaging Parents); CIT Team, 2nd JD’s Model Court Education Subcommittee	Prior to start of the academic year (Aug 2013)	Integrate into Professional Development Days!  Clerical staff; Teachers; Support; Administrators; and school board members	Local Courts, Child Welfare, and Education Collaborative Model expandable to entire state	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
<p>trauma informed practices with regard to children who have experienced trauma. 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.)</p>						

RED Type Indicates Questions for Committee

**Outcome #4:** Responsible and caring adult mentors the students’ education during and after county or state care *(including, but not limited to Blueprint for Change Goal #7, Core Value #7, and Texas Blueprint p 18 F&G)*

**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, Judge Schumacher, and Mark Hinson, NDE *(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

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 training regarding the importance of establishing a permanent connection for foster youth who are going to age-out. A resource toolkit must also be developed and provided to the adult foster youth and their mentor. Training will be provided to CFT's and other stakeholders involved in the youth's life. (7-A) (7-B) (7-C) (7-D)</p> <p>Develop a recruitment strategy to identify peer mentors, permanent adult connections, and parent volunteers. Train peer mentors and parent volunteers. (4-F) (7-A) (7-B) (7-C) (7-D)</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>Protocols; Procedures; Curriculum; Training</p>	<p>Increase awareness of CFT and other stakeholders by 50%</p> <p>Increase identified adult permanent connections by 20%</p>	<p>Training agenda and sign-in sheets</p>	<p>Feedback from: School Districts, DFS, DCFS, DSS, NDE, Education Committee</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:):**



Gap  
Analysis



Nevada's Child Welfare, Education, and the Courts Committee – Gap Analysis Summary  
 October 3, 2013

AGENCY	POLICY/REGULATION /STATUTE	HIGHLIGHTS	POTENTIAL NEEDS
<b>Court?</b> (Kathie)	(CIP Distributed to Judges) NCJFCJ Technical Assistance Brief – Asking the Right Questions II: Judicial Checklist to Meet the Educational Needs of Children and Youth in Foster Care	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Judicial Rules, Benchbook, Checklist, or other method of systemizing educational questions at court</li> <li>• Pilot?</li> <li>• Training?</li> </ul>
<b>Nevada Department of Children and Family Services</b> (Dorothy)	State Child Welfare Policies and Procedures: Chapter 0204: Case Planning.	<ul style="list-style-type: none"> <li>• Fostering Connections</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
	Statewide Policy Manual – Educational Stability Guideline	<ul style="list-style-type: none"> <li>• Describes importance of school stability</li> <li>• Encourages gathering information from education about best interest decisions</li> <li>• Describes factors to consider</li> <li>• Includes checklist</li> </ul>	<ul style="list-style-type: none"> <li>• Any idea of progress? Data?</li> <li>• Training needed?</li> <li>• Reference School Choice Program application</li> <li>• Discuss transportation</li> <li>• Clarify how to immediately enroll and transfer records</li> </ul>

Nevada's Child Welfare, Education, and the Courts Committee – Gap Analysis Summary  
 October 3, 2013

			<ul style="list-style-type: none"> <li>• Others?</li> </ul>
<b>Nevada Department of Education</b> (Karen/Marcia)	Program of School Choice for Children in Foster Care  NRS 392B.100 NRS 392B.110 NRS 392B.120 NRS 392B.130	<ul style="list-style-type: none"> <li>• The legal guardian or custodian of a child may submit to the Department an application to participate in the Program</li> <li>• Written notice provided to parent or guardian</li> <li>• No requirement to provide transportation</li> <li>• Right to remain even when returned home until 21 years of age or graduates from high school</li> </ul>	<ul style="list-style-type: none"> <li>• How many have been received?</li> <li>• Reference this process in the DCFS Policy?</li> </ul>
	SB 31	<ul style="list-style-type: none"> <li>• Requires records be shared?</li> <li>• Clarifies agencies providing child welfare services shall be deemed to be the legal guardian of a child who is in the custody of the agency for the purposes of FERPA (USA)</li> <li>• A child who is in the legal and physical custody of child welfare agency shall be deemed to be homeless for the purposes of McKinney-Vento</li> </ul>	<ul style="list-style-type: none"> <li>• Joint letter re: USA?</li> </ul>
<b>Washoe County</b> (Tom)  Washoe County Department of Social Services (WCDSS) Washoe County School District (WCSD)	Protocol for Serving Children in Foster Care	<ul style="list-style-type: none"> <li>• Comprehensive program including liaisons, enrollment procedures, transportation paid by school, records transfers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Clark County</b> (Jolie)	Policy 245 Assessing the School	<ul style="list-style-type: none"> <li>• Comprehensive description of role of case managers in supporting education</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Nevada's Child Welfare, Education, and the Courts Committee – Gap Analysis Summary  
October 3, 2013

Clark County Department of Social Services	Performance of Children in Out-of-Home Care	including child-find screening, EPSDT screening, contacting school and getting information, including school placement in placement decisions, etc. <ul style="list-style-type: none"><li>• Note: nothing in particular about best interest decisions, arranging transportation, etc.</li></ul>	
--	--	--	--



Senate Bill 31

CHAPTER.....

AN ACT relating to children; revising provisions concerning the release of certain information relating to a child subject to the jurisdiction of the juvenile court; revising provisions governing the release of certain information maintained by agencies which provide child welfare services; revising provisions concerning certain federal educational assistance for homeless children; and providing other matters properly relating thereto.

**Legislative Counsel’s Digest:**

**Section 1.2** of this bill authorizes directors of juvenile services, chief juvenile probation officers and the Chief of the Youth Parole Bureau, or his or her designee, to release, upon written request and good cause shown, certain information concerning a child who is within the purview of the juvenile court to certain other persons involved in the juvenile justice system. Under **section 1.2**: (1) any information released must be kept confidential by the recipient of the information and be provided only to a person authorized by **section 1.2** to receive the information; and (2) the information may not be used to deny a child access to any services for which the child would otherwise be eligible.

**Section 1.2** also authorizes the release of certain information concerning a child who is within the purview of the juvenile court for the purposes of: (1) certain research concerning juvenile justice services if the information is provided in the aggregate and without the inclusion of personal identifying information; and (2) for the purposes of oversight of an agency, department or office providing services relating to juvenile justice. **Section 1.4** of this bill authorizes the inspection of sealed juvenile justice records for research purposes.

**Sections 2 and 4** of this bill enact provisions governing the application of the federal McKinney-Vento Homeless Assistance Act of 1987 to children in the protective custody of an agency which provides child welfare services.

**Sections 4.4, 4.6 and 4.8** of this bill authorize an agency which provides child welfare services to release certain information concerning reports or investigations of the alleged abuse or neglect of a child to certain agencies, persons and entities and provide for the confidentiality of such information. **Section 4.8** also authorizes an agency which provides child welfare services to charge a fee for processing costs reasonably necessary to prepare the information for release.

EXPLANATION – Matter in *bolded italics* is new; matter between brackets ~~omitted material~~ is material to be omitted.

---

THE PEOPLE OF THE STATE OF NEVADA, REPRESENTED IN  
SENATE AND ASSEMBLY, DO ENACT AS FOLLOWS:

**Section 1.** (Deleted by amendment.)

**Sec. 1.2.** Chapter 62H of NRS is hereby amended by adding thereto a new section to read as follows:

*1. Juvenile justice information must be maintained in accordance with federal law, and any provision of federal law*



*authorizing the release of juvenile justice information must be construed as broadly as possible in favor of the release of juvenile justice information.*

*2. For the purpose of ensuring the safety, permanent placement, rehabilitation, educational success and well-being of a child, a director of juvenile services or the Chief of the Youth Parole Bureau, or his or her designee, may, upon written request and good cause shown, share appropriate juvenile justice information with:*

- (a) A director of juvenile services or his or her designee;*
- (b) The Chief of the Youth Parole Bureau or his or her designee;*
- (c) A district attorney or his or her designee;*
- (d) An attorney representing the child;*
- (e) The director of a state agency which administers juvenile justice or his or her designee;*
- (f) A director of a state, regional or local facility for the detention of children or his or her designee;*
- (g) The director of an agency which provides child welfare services or his or her designee;*
- (h) A guardian ad litem or court appointed special advocate who represents the child;*
- (i) A parent or guardian of the child if the release of the information to the parent or guardian is consistent with the purposes of this section; or*
- (j) The child to whom the juvenile justice information pertains if the child has reached the age of majority.*

*3. A written request for juvenile justice information pursuant to subsection 2 may be made only for the purpose of determining the appropriate placement of the child pursuant to the provisions of chapter 432B of NRS, the appropriate treatment or services to be provided to the child or the appropriate conditions of probation or parole to be imposed on the child. The written request must state the reason that the juvenile justice information is requested. A written request for juvenile justice information may be refused if:*

- (a) The request does not demonstrate good cause for the release of the information; or*
- (b) The release of the information would cause material harm to the child or would prejudice any court proceeding to which the child is subject.*

*↳ A refusal pursuant to this subsection must be made in writing to the person or entity requesting the information not later than 3*



*days after receipt of the request, excluding Saturdays, Sundays and holidays.*

*4. Any juvenile justice information provided pursuant to this section is confidential, must be provided only to those persons listed in subsection 2 and must be maintained in accordance with any applicable laws and regulations.*

*5. Any juvenile justice information provided pursuant to this section may not be used to deny a child access to any service for which the child would otherwise be eligible, including, without limitation:*

- (a) Educational services;*
- (b) Social services;*
- (c) Mental health services;*
- (d) Medical services; or*
- (e) Legal services.*

*6. A director of juvenile services or the Chief of the Youth Parole Bureau, or his or her designee, may release juvenile justice information:*

*(a) In the aggregate and without personal identifying information included, to a person engaged in bona fide research that may be used to improve juvenile justice services or secure additional funding for juvenile justice services.*

*(b) As deemed necessary by a legislative body of this State or a local government in this State to conduct an audit or proper oversight of any department, agency or office providing services related to juvenile justice.*

*7. As used in this section, "juvenile justice information" means any information maintained by a director of juvenile services or the Chief of the Youth Parole Bureau, or his or her designee, which is directly related to a child in need of supervision, a delinquent child or any other child who is otherwise subject to the jurisdiction of the juvenile court.*

**Sec. 1.4.** NRS 62H.170 is hereby amended to read as follows:

62H.170 1. Except as otherwise provided in this section, if the records of a person are sealed:

(a) All proceedings recounted in the records are deemed never to have occurred; and

(b) The person may reply accordingly to any inquiry concerning the proceedings and the acts which brought about the proceedings.

2. The juvenile court may order the inspection of records that are sealed if:



(a) The person who is the subject of the records petitions the juvenile court to permit the inspection of the records by the persons named in the petition;

(b) An agency charged with the medical or psychiatric care of the person who is the subject of the records petitions the juvenile court to permit the inspection of the records by the agency; ~~for~~

(c) A district attorney or an attorney representing a defendant in a criminal action petitions the juvenile court to permit the inspection of the records to obtain information relating to the persons who were involved in the acts detailed in the records ~~for~~; or

*(d) The juvenile court determines that the inspection of the records is necessary to:*

*(1) Perform bona fide outcome and recidivism studies;*

*(2) Further bona fide research to determine the effectiveness of juvenile justice services;*

*(3) Improve the delivery of juvenile justice services; or*

*(4) Obtain additional resources for the delivery of juvenile justice services.*

*↳ Personal identifying information contained in records inspected pursuant to this paragraph must remain confidential in a manner consistent with any applicable laws and regulations.*

3. Upon its own order, any court of this State may inspect records that are sealed if the records relate to a person who is less than 21 years of age and who is to be sentenced by the court in a criminal proceeding.

**Sec. 1.6.** NRS 218G.555 is hereby amended to read as follows:

218G.555 1. Except as otherwise provided in subsections 2 and 3, upon request, the Legislative Auditor or the Legislative Auditor's designee shall provide data and information obtained pursuant to NRS 218G.550 concerning a child who suffered a fatality or near fatality who had contact with or who was in the custody of an agency which provides child welfare services. The data or information which must be disclosed includes, without limitation:

(a) A summary of the report of the abuse or neglect of the child and a factual description of the contents of the report;

(b) The date of birth and gender of the child;

(c) The date that the child suffered the fatality or near fatality;

(d) The cause of the fatality or near fatality, if such information has been determined;





(e) Whether the agency which provides child welfare services had any contact with the child or a member of the child's family or household before the fatality or near fatality and, if so:

(1) The frequency of any contact or communication with the child or a member of the child's family or household before the fatality or near fatality and the date on which the last contact or communication occurred before the fatality or near fatality;

(2) Whether the agency which provides child welfare services provided any child welfare services to the child or to a member of the child's family or household before or at the time of the fatality or near fatality;

(3) Whether the agency which provides child welfare services made any referrals for child welfare services for the child or for a member of the child's family or household before or at the time of the fatality or near fatality;

(4) Whether the agency which provides child welfare services took any other actions concerning the welfare of the child before or at the time of the fatality or near fatality; and

(5) A summary of the status of the child's case at the time of the fatality or near fatality, including, without limitation, whether the child's case was closed by the agency which provides child welfare services before the fatality or near fatality and, if so, the reasons that the case was closed; and

(f) Whether the agency which provides child welfare services, in response to the fatality or near fatality:

(1) Has provided or intends to provide child welfare services to the child or to a member of the child's family or household;

(2) Has made or intends to make a referral for child welfare services for the child or for a member of the child's family or household; and

(3) Has taken or intends to take any other action concerning the welfare and safety of the child or a member of the child's family or household.

2. The Legislative Auditor or his or her designee shall not disclose information pursuant to subsection 1 unless the person making the request has requested such information from the agency which provides child welfare services and has been denied access to such information or has not received the information in a timely manner.

3. The Legislative Auditor or his or her designee shall not disclose the following data or information pursuant to subsection 1:

(a) Except as otherwise provided in ~~subsection 3 of~~ NRS 432B.290, data or information concerning the identity of the person



responsible for reporting the abuse or neglect of the child to a public agency;

(b) The name of the child who suffered a near fatality or the name of any member of the family or other person who lives in the household of the child who suffered the fatality or near fatality;

(c) A privileged communication between an attorney and client; or

(d) Information that may undermine a criminal investigation or pending criminal prosecution.

**Sec. 1.8.** NRS 392B.110 is hereby amended to read as follows:

392B.110 1. The legal guardian or custodian of a child may submit to the Department an application to participate in the Program if:

(a) The child has been placed in a foster home; and

(b) The child is enrolled in a public school or is not enrolled in a school because the child has not attained the age required for enrollment.

2. A legal guardian or custodian of a child, as applicable:

(a) Must include in the application the name of the public school in which the child is enrolled, if applicable, and the name of the school in which the legal guardian or custodian of the child wishes to enroll the child. The public school in which the child wishes to enroll does not have to be located in the school district in which the child resides.

(b) May include in the application a statement describing the reason for requesting that the child participate in the Program.

3. Upon receipt of an application pursuant to subsection 1, the Department shall notify the school district in which the child resides and the school district in which the child wishes to enroll, if applicable, that an application to participate in the Program has been submitted on behalf of the child.

4. The Department shall approve an application if the application satisfies the requirements of subsections 1 and 2.

5. Upon approval of an application, the Department shall provide a written statement of approval to the legal guardian or custodian of the child, as applicable, and the public school in which the child will be enrolled. Upon denial of an application, the Department shall provide a written statement of denial to the legal guardian or custodian of the child indicating the reason for the denial.

6. In determining whether to accept or deny an application submitted pursuant to subsection 1, the Department, in coordination with the board of trustees of the school district in which the child



resides and the board of trustees of the school district in which the child wishes to attend school, if applicable, shall consider the best interests of the child in continuing the child's education in the public school in which the child was enrolled before the child was placed in a foster home or in transferring to another public school within this State. Every effort must be made to enroll the child in the public school requested by the legal guardian or custodian of the child pursuant to subsection 2.

7. Neither the board of trustees of the school district in which the child resides nor the board of trustees of the school district in which the child attends school, if applicable, is required to provide transportation for the child to attend a public school which the child is not zoned to attend.

***8. A child who is under the care, or in the legal or physical custody, of an agency which provides child welfare services, as defined in NRS 432B.030, is exempt from the provisions of this section and shall attend school in accordance with the federal McKinney-Vento Homeless Assistance Act of 1987, 42 U.S.C. § 11301 et seq., and any regulations adopted pursuant thereto.***

**Sec. 2.** Chapter 432B of NRS is hereby amended by adding thereto the provisions set forth as sections 2.5, 3 and 4 of this act.

**Sec. 2.5.** *“Information maintained by an agency which provides child welfare services” means data or information concerning reports and investigations made pursuant to this chapter, including, without limitation, the name, address, date of birth, social security number and the image or likeness of any child, family member of any child and reporting party or source, whether primary or collateral.*

**Sec. 3.** (Deleted by amendment.)

**Sec. 4. 1.** *A child who is in the legal or physical custody of an agency which provides child welfare services and is awaiting foster care placement shall be deemed to be homeless for the purposes of the federal McKinney-Vento Homeless Assistance Act of 1987, 42 U.S.C. § 11301 et seq., and any regulations adopted pursuant thereto. If a child is legally adopted or ordered by a court of competent jurisdiction to a permanent placement, the child is no longer deemed homeless for the purposes of the federal McKinney-Vento Homeless Assistance Act of 1987, 42 U.S.C. § 11301 et seq., and any regulations adopted pursuant thereto.*

**2.** *For the purpose of this section, “awaiting foster care placement” means the period during which a child is removed from his or her home until he or she is legally adopted or enters a permanent placement.*



**Sec. 4.2.** NRS 432B.010 is hereby amended to read as follows:  
432B.010 As used in this chapter, unless the context otherwise requires, the words and terms defined in NRS 432B.020 to 432B.110, inclusive, *and section 2.5 of this act* have the meanings ascribed to them in those sections.

**Sec. 4.4.** NRS 432B.175 is hereby amended to read as follows:  
432B.175 1. Data or information concerning reports and investigations thereof made pursuant to this chapter must be made available pursuant to this section to any member of the general public upon request if the child who is the subject of a report of abuse or neglect suffered a fatality or near fatality. Any such data and information which is known must be made available not later than 48 hours after a fatality and not later than 5 business days after a near fatality. Except as otherwise provided in subsection 2, the data or information which must be disclosed includes, without limitation:

(a) A summary of the report of abuse or neglect and a factual description of the contents of the report;

(b) The date of birth and gender of the child;

(c) The date that the child suffered the fatality or near fatality;

(d) The cause of the fatality or near fatality, if such information has been determined;

(e) Whether the agency which provides child welfare services had any contact with the child or a member of the child's family or household before the fatality or near fatality and, if so:

(1) The frequency of any contact or communication with the child or a member of the child's family or household before the fatality or near fatality and the date on which the last contact or communication occurred before the fatality or near fatality;

(2) Whether the agency which provides child welfare services provided any child welfare services to the child or to a member of the child's family or household before or at the time of the fatality or near fatality;

(3) Whether the agency which provides child welfare services made any referrals for child welfare services for the child or for a member of the child's family or household before or at the time of the fatality or near fatality;

(4) Whether the agency which provides child welfare services took any other actions concerning the welfare of the child before or at the time of the fatality or near fatality; and

(5) A summary of the status of the child's case at the time of the fatality or near fatality, including, without limitation, whether the child's case was closed by the agency which provides child



welfare services before the fatality or near fatality and, if so, the reasons that the case was closed; and

(f) Whether the agency which provides child welfare services, in response to the fatality or near fatality:

(1) Has provided or intends to provide child welfare services to the child or to a member of the child's family or household;

(2) Has made or intends to make a referral for child welfare services for the child or for a member of the child's family or household; and

(3) Has taken or intends to take any other action concerning the welfare and safety of the child or any member of the child's family or household.

2. An agency which provides child welfare services shall not disclose the following data or information pursuant to subsection 1:

(a) Except as otherwise provided in ~~subsection 3 of~~ NRS 432B.290, data or information concerning the identity of the person responsible for reporting the abuse or neglect of the child to a public agency;

(b) The name of the child who suffered a near fatality or the name of any member of the family or other person who lives in the household of the child who suffered the fatality or near fatality;

(c) A privileged communication between an attorney and client; and

(d) Information that may undermine a criminal investigation or pending criminal prosecution.

3. The Division of Child and Family Services shall adopt regulations to carry out the provisions of this section.

4. As used in this section, "near fatality" means an act that places a child in serious or critical condition as verified orally or in writing by a physician, a registered nurse or other licensed provider of health care. Such verification may be given in person or by telephone, mail, electronic mail or facsimile.

**Sec. 4.6.** NRS 432B.280 is hereby amended to read as follows:  
432B.280 1. Except as otherwise provided in NRS 239.0115, 432B.165, 432B.175 and 439.538 and except as otherwise authorized or required pursuant to NRS 432B.290, *information maintained by an agency which provides child welfare services, including, without limitation, reports and investigations* made pursuant to this chapter, ~~as well as all records concerning these reports and investigations thereof, are~~ *is* confidential.

2. Any person, law enforcement agency or public agency, institution or facility who willfully releases ~~data~~ or ~~information~~



~~concerning~~ disseminates such ~~[reports and investigations,]~~ information, except:

(a) Pursuant to a criminal prosecution relating to the abuse or neglect of a child;

(b) As otherwise authorized pursuant to NRS 432B.165 and 432B.175;

(c) As otherwise authorized or required pursuant to NRS 432B.290;

(d) As otherwise authorized or required pursuant to NRS 439.538; or

(e) As otherwise required pursuant to NRS 432B.513,

↪ is guilty of a *gross* misdemeanor.

**Sec. 4.8.** NRS 432B.290 is hereby amended to read as follows:

432B.290 1. *Information maintained by an agency which provides child welfare services must be maintained by the agency which provides child welfare services as required by federal law as a condition of the allocation of federal money to this State.*

2. Except as otherwise provided in ~~[subsections 2 and 3]~~ this section and NRS 432B.165, 432B.175 and 432B.513, ~~[data or]~~ information ~~[concerning reports and investigations thereof made pursuant to this chapter]~~ *maintained by an agency which provides child welfare services* may, *at the discretion of the agency which provides child welfare services*, be made available only to:

(a) A physician, if the physician has before him or her a child who the physician has reasonable cause to believe has been abused or neglected;

(b) A person authorized to place a child in protective custody, if the person has before him or her a child who the person has reasonable cause to believe has been abused or neglected and the person requires the information to determine whether to place the child in protective custody;

(c) An agency, including, without limitation, an agency in another jurisdiction, responsible for or authorized to undertake the care, treatment or supervision of:

(1) The child; or

(2) The person responsible for the welfare of the child;

(d) A district attorney or other law enforcement officer who requires the information in connection with an investigation or prosecution of the abuse or neglect of a child;

(e) Except as otherwise provided in paragraph (f), a court ~~[ ]~~ *other than a juvenile court*, for in camera inspection only, unless the court determines that public disclosure of the information is necessary for the determination of an issue before it;



(f) A court as defined in NRS 159.015 to determine whether a guardian or successor guardian of a child should be appointed pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468, inclusive;

(g) A person engaged in bona fide research or an audit, but information identifying the subjects of a report must not be made available to the person;

(h) The attorney and the guardian ad litem of the child [REDACTED], *if the information is reasonably necessary to promote the safety, permanency and well-being of the child;*

(i) A person who files or intends to file a petition for the appointment of a guardian or successor guardian of a child pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468, inclusive, if the identity of the person responsible for reporting the abuse or neglect of the child to a public agency is kept confidential [REDACTED] *and the information is reasonably necessary to promote the safety, permanency and well-being of the child;*

(j) The proposed guardian or proposed successor guardian of a child over whom a guardianship is sought pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468, inclusive, if the identity of the person responsible for reporting the abuse or neglect of the child to a public agency is kept confidential [REDACTED] *and the information is reasonably necessary to promote the safety, permanency and well-being of the child;*

(k) A grand jury upon its determination that access to these records *and the information* is necessary in the conduct of its official business;

(l) A federal, state or local governmental entity, or an agency of such an entity, *or a juvenile court*, that needs access to the information to carry out its legal responsibilities to protect children from abuse and neglect;

(m) A person or an organization that has entered into a written agreement with an agency which provides child welfare services to provide assessments or services and that has been trained to make such assessments or provide such services;

(n) A team organized pursuant to NRS 432B.350 for the protection of a child;

(o) A team organized pursuant to NRS 432B.405 to review the death of a child;

(p) A parent or legal guardian of the child and an attorney of a parent or guardian of the child, including, without limitation, the parent or guardian of a child over whom a guardianship is sought pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468,



inclusive, if the identity of the person responsible for reporting the abuse or neglect of the child to a public agency is kept confidential [REDACTED] *and the information is reasonably necessary to promote the safety, permanency and well-being of the child and is limited to information concerning that parent or guardian;*

(q) The child over whom a guardianship is sought pursuant to chapter 159 of NRS or NRS 432B.466 to 432B.468, inclusive, if:

(1) The child is 14 years of age or older; and

(2) The identity of the person responsible for reporting the abuse or neglect of the child to a public agency is kept confidential [REDACTED] *and the information is reasonably necessary to promote the safety, permanency and well-being of the child;*

(r) The persons *or agent of the persons* who are the subject of a report [REDACTED], *if the information is reasonably necessary to promote the safety, permanency and well-being of the child and is limited to information concerning those persons;*

(s) An agency that is authorized by law to license foster homes or facilities for children or to investigate persons applying for approval to adopt a child, if the agency has before it an application for that license or is investigating an applicant to adopt a child;

(t) Upon written consent of the parent, any officer of this State or a city or county thereof or Legislator authorized [REDACTED] by the agency or department having jurisdiction or by the Legislature, acting within its jurisdiction, to investigate the activities or programs of an agency which provides child welfare services if:

(1) The identity of the person making the report is kept confidential; and

(2) The officer, Legislator or a member of the family of the officer or Legislator is not the person alleged to have committed the abuse or neglect;

(u) The Division of Parole and Probation of the Department of Public Safety for use pursuant to NRS 176.135 in making a presentence investigation and report to the district court or pursuant to NRS 176.151 in making a general investigation and report;

(v) Any person who is required pursuant to NRS 432B.220 to make a report to an agency which provides child welfare services or to a law enforcement agency;

(w) The Rural Advisory Board to Expedite Proceedings for the Placement of Children created pursuant to NRS 432B.602 or a local advisory board to expedite proceedings for the placement of children created pursuant to NRS 432B.604;

(x) The panel established pursuant to NRS 432B.396 to evaluate agencies which provide child welfare services;





(y) An employer in accordance with subsection 3 of NRS 432.100; or

(z) A team organized or sponsored pursuant to NRS 217.475 or 228.495 to review the death of the victim of a crime that constitutes domestic violence.

~~[2]~~ **3.** An agency investigating a report of the abuse or neglect of a child shall, upon request, provide to a person named in the report as allegedly causing the abuse or neglect of the child:

(a) A copy of:

(1) Any statement made in writing to an investigator for the agency by the person named in the report as allegedly causing the abuse or neglect of the child; or

(2) Any recording made by the agency of any statement made orally to an investigator for the agency by the person named in the report as allegedly causing the abuse or neglect of the child; or

(b) A written summary of the allegations made against the person who is named in the report as allegedly causing the abuse or neglect of the child. The summary must not identify the person responsible for reporting the alleged abuse or neglect ~~[-~~

~~—3. An agency which provides child welfare services shall disclose the identity of a person who makes a report or otherwise initiates an investigation pursuant to this chapter if a court, after reviewing the record in camera and determining that there is reason to believe that the person knowingly made a false report, orders the disclosure.] or any collateral sources and reporting parties.~~

*4. Except as otherwise provided by subsection 6, before releasing any information maintained by an agency which provides child welfare services pursuant to this section, an agency which provides child welfare services shall take whatever precautions it determines are reasonably necessary to protect the identity and safety of any person who reports child abuse or neglect and to protect any other person if the agency which provides child welfare services reasonably believes that disclosure of the information would cause a specific and material harm to an investigation of the alleged abuse or neglect of a child or the life or safety of any person.*

*5. The provisions of this section must not be construed to require an agency which provides child welfare services to disclose information maintained by the agency which provides child welfare services if, after consultation with the attorney who represents the agency, the agency determines that such disclosure would cause a specific and material harm to a criminal investigation.*



6. *A person who is the subject of an unsubstantiated report of child abuse or neglect made pursuant to this chapter and who believes that the report was made in bad faith or with malicious intent may petition a district court to order the agency which provides child welfare services to release information maintained by the agency which provides child welfare services. The petition must specifically set forth the reasons supporting the belief that the report was made in bad faith or with malicious intent. The petitioner shall provide notice to the agency which provides child welfare services so that the agency may participate in the action through its counsel. The district court shall review the information which the petitioner requests to be released and the petitioner shall be allowed to present evidence in support of the petition. If the court determines that there is a reasonable question of fact as to whether the report was made in bad faith or with malicious intent and that the disclosure of the identity of the person who made the report would not be likely to endanger the life or safety of the person who made the report, the court shall provide a copy of the information to the petitioner and the original information is subject to discovery in a subsequent civil action regarding the making of the report.*

7. *If an agency which provides child welfare services receives any information that is deemed confidential by law, the agency which provides child welfare services shall maintain the confidentiality of the information as prescribed by applicable law.*

8. *Pursuant to this section, a person may authorize the release of information maintained by an agency which provides child welfare services about himself or herself, but may not waive the confidentiality of such information concerning any other person.*

9. *An agency which provides child welfare services may provide a summary of the outcome of an investigation of the alleged abuse or neglect of a child to the person who reported the suspected abuse or neglect.*

10. Any person, except for:

(a) ~~[(The subject of a report;~~

~~—(b)]~~ A district attorney or other law enforcement officer initiating legal proceedings; or

~~[(e)]~~ (b) An employee of the Division of Parole and Probation of the Department of Public Safety making a presentence investigation and report to the district court pursuant to NRS 176.135 or making a general investigation and report pursuant to NRS 176.151,



↳ who is ~~[given access, pursuant to subsection 1, to]~~ *provided with information [identifying the subjects of a report] maintained by an agency which provides child welfare services and further disseminates this information, or* who makes this information public, is guilty of a *gross* misdemeanor.

~~[5.—The Division of Child and Family Services]~~

*11. An agency which provides child welfare services may charge a fee for processing costs reasonably necessary to prepare information maintained by the agency which provides child welfare services for release pursuant to this section.*

*12. An agency which provides child welfare services shall adopt rules, policies or regulations to carry out the provisions of this section.*

**Sec. 5.** This act becomes effective on July 1, 2013.





Interlocal  
Cooperative  
Agreement

INTERLOCAL COOPERATIVE AGREEMENT REGARDING  
FOSTER/ADOPTIVE HOMES

This Interlocal Cooperative Agreement (Agreement) entered into this this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2013, by and between the STATE OF NEVADA, DIVISION OF CHILD AND FAMILY SERVICES, hereinafter referred to as "DCFS", Party of the First Part, and the SIXTH JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA, by and through the respective Boards of County Commissioners of Humboldt, Pershing and Lander Counties, hereinafter referred to as "COUNTIES", Party of the Second Part;

WITNESS THAT:

WHEREAS, DCFS presently under the laws of the State of Nevada has the legal responsibility to recruit, license, and provide training for adoptive and foster homes within the State of Nevada;

AND WHEREAS, the Sixth Judicial District Court and the COUNTIES wish a further level of services as it relates to foster and adoptive homes than the DCFS budget currently provides for;

AND WHEREAS, it is the desire of the COUNTIES to assist by using current COUNTIES' personnel in the recruitment, training, assisting in licensing standard compliance and retention of adoptive and foster homes without incurring additional financial burdens upon the COUNTIES;

AND WHEREAS, all the parties wish to cooperate in order to improve the recruitment, training, licensing standard compliance and retention of adoptive and foster homes within the Sixth Judicial District Court for the best interest of the children residing within those COUNTIES;

AND WHEREAS, under the Interlocal Cooperation Act as set forth in NRS 277.080 to 277.180, inclusive, it provides that public agencies of the State of Nevada may enter into agreements with other public agencies, which includes political subdivision of the State of Nevada, including COUNTIES, to carry out joint or cooperative actions in exercising their responsibilities;

AND WHEREAS, it is the desire of DCFS and the COUNTIES to enter into such an interlocal cooperation agreement;

NOW, THEREFORE, IT IS HEREBY AGREED as follows:

I. AGREEMENT REGARDING FOSTER/ADOPTIVE HOMES.

It is hereby mutually agreed that DCFS and the COUNTIES shall work together to provide improved services in recruiting, providing training, assisting with licensing standard compliance and retention support for adoptive and foster homes with the respective parties agreeing to provide the respective services as follows:

A. Duties of COUNTIES:

1. The COUNTIES hereby agree that the Sixth Judicial District Youth and Family Services Agency shall be responsible to assign one individual in each of the three

COUNTIES of the Sixth Judicial District Court to be designated as a "Foster/Adoption Specialist" to coordinate recruitment, training and retention services with the DCFS and the Juvenile Department. It is understood that the COUNTIES will not be hiring additional personnel, but that this designation as a Foster/Adoption Specialist will be done together with their usual assignments as directed by the Chief Juvenile Probation Officer, and the COUNTIES will not be obligated to provide any additional financial service to carry out the purpose of this Agreement.

2. It is further understood that the COUNTIES may coordinate and pay for COUNTY respite care using appropriately licensed homes, but that any and all respite care to be paid for by DCFS must be approved by DCFS prior to placement in compliance with DCFS policy and practice on respite care and babysitting.

3. It is further understood that prior to any recruitment activities taking place, the COUNTIES will notify the DCFS licensing recruitment supervisor of the planned recruitment activities. The COUNTIES shall also provide the DCFS licensing recruitment supervisor with a monthly accounting of foster licensing inquiries, recruitment activities, training activities, orientation sessions and monthly support group meetings.

B. Duties of Foster/Adoption Specialist:

1. The Foster/Adoption Specialist in each county shall act at the direction of the Chief Probation

Officer of the Sixth Judicial District Youth and Family Services, and with the consent and direction of the Chief Juvenile Probation Officer, be allowed to involve other employees of the Juvenile Department to assist in recruiting, training, assisting with licensing standard compliance and providing retention support services to foster and adoptive parents in collaboration with the DCFS. It is contemplated that such Foster/Adoption Specialists shall coordinate with schools, service organizations, ministerial associations and other groups and individuals for the purpose of recruiting and identifying appropriate foster and adoptive homes.

2. It is further understood that the Foster/Adoption Specialist, in collaboration with DCFS, shall assist in the recruiting, training and compliance with licensing standards of prospective adoptive and foster homes under the direction and with the assistance of DCFS. Prior to initiating any training classes, the Foster/Adoption Specialist shall be trained in the curriculum approved by DCFS. It is further understood that the Foster/Adoption Specialist will be trained in licensing compliance standards that the licensing pre-screen process. It is anticipated that the resource development process shall be carried out with the object of being more accommodating to prospective foster and adoptive parents by accommodating such parents' schedules and, if necessary,



providing the necessary licensing training over a longer period of time.

3. It is understood that the final home inspection, the home study and the licensing of such homes must be done by DCFS. The Foster/Adoption Specialist will assist and help provide the necessary training for the licensing process. It is further understood that all recruitment and training activities shall support the local DCFS recruitment and retention plan and that DCFS shall remain the responsible entity. DCFS shall have the final decision making authority with regards to all licenses.

4. It is understood that in collaboration with DCFS, the Foster/Adoption Specialists shall be responsible to carry out monthly support group meetings with all licensed and prospective foster and adoptive parents for exchanging ideas and information, to provide support for and training to such parents and to assist in coordinating respite care for such parents in compliance with DCFS policy and practice on respite care and babysitting.

C. Duties of DCFS.

1. It is understood that DCFS shall provide those personnel currently charged with the responsibility to locate and license foster homes, without incurring additional obligations or financial burden, as determined by the DCFS supervisors, to assist the county Foster/Adoption Specialists and to provide to such specialists the necessary training and coordination in the process of recruitment,

training, assisting with licensing standard compliance and retention of adoptive and foster homes. DCFS will not be hiring additional personnel and will not be obligated to provide any additional financial service to carry out the purpose of this Agreement.

2. It is understood that the DCFS Recruitment and Licensing Unit and the County Foster/Adoption Specialists will work together in the licensing process in order to license adoptive and foster homes with the object to license such homes giving deference to the time schedules and needs of prospective adoptive and foster parents, but that DCFS will retain the duties and conducting the final home inspection and preparing the home study for each home as well as retain the ultimate decision making authority with regards to all licenses.

3. The DCFS recognizes the rights of all foster children as identified in NRS 432.530 and further recognizes the Adoptions and Safe Families Act regarding the placement of children in their community or origin. DCFS agrees to make best efforts to use homes located in the communities of the Sixth Judicial District Court for those cases from the Sixth Judicial District Court, but all efforts must be consistent with the best interest of each child placed, the best interest of all children in the DCFS custody and must be made in compliance with all licensing requirements.

///

///

II. Goal and intent of Agreement.

A. DCFS and the COUNTIES agree that it is the goal in recruiting and licensing foster and adoptive homes to provide a pool of such homes in each county wherein such homes would be licensed as much as possible for both adoptive and foster care in order to minimize children being relocated from one foster home to another; and, if possible, place children in foster homes that will be dual licensed for adoption as well.

B. DCFS and the COUNTIES agree that it is the intent also to recruit and license foster homes for those individuals who are willing to be licensed only for foster care, those who are willing to be licensed only for adoption purposes, therapeutic foster homes, emergency foster homes and respite care providers.

C. DCFS and the COUNTIES agree that the recruitment, training and licensing of therapeutic homes is not anticipated by or part of this Agreement and that any agreement regarding such therapeutic homes will be made under a separate written document.

III. Term of Agreement.

The term of this Agreement is for a period of six (6) months, unless terminated as hereinafter set forth. It is contemplated that this Agreement is a temporary agreement and will be replaced by a finalized one year contract at the end of the six (6) months. This Agreement commences upon

the approval of the authorized agents of DCFS, as well as the three Boards of County Commissioners located in the Sixth Judicial District, and with the concurrence of the two District Court Judges of the Sixth Judicial District Court. It is also contemplated that the Agreement will be reviewed by the State of Nevada Attorney General's Office of the State of Nevada as to its form and compliance with law.

IV. Termination of Agreement.

Either party to this Agreement may terminate this Agreement without cause by giving 30-day written notice of such intent. It is fully understood that during both the term of this Agreement or in the event of termination of this Agreement, there is no exchange of any monetary matters contemplated to be due from one party to the other.

V. Limited Liability.

The parties will not waive and intend to assert available NRS Chapter 41 liability limitations and all immunities to limit liability pursuant to the law in all cases.

///

///

VI. Confidentiality.

The COUNTIES shall keep confidential all information, in whatever form, produced, prepared, observed or received by the COUNTIES to the extent that such information is confidential by law.

VII. Contacts for the COUNTIES.

The primary contact person for the COUNTIES relating to this Agreement is:

EDWARD SAMPSON  
Chief Juvenile Probation Officer  
6<sup>th</sup> Judicial District Youth & Family Services  
737 E. Fairgrounds Road  
Winnemucca, Nevada 89445  
Telephone: (775) 623-6382  
Facsimile: (775) 623-6386

The Foster/Adoption Specialist for Humboldt County is:

SANDIE GLEIXNER  
737 E. Fairgrounds Road  
Winnemucca, Nevada 89445  
Telephone: (775) 623-6382  
Facsimile: (775) 623-6386

The Foster/Adoption Specialist for Lander County is:

MICHELE SCOVIL  
190 W. 3<sup>rd</sup> Street  
Battle Mountain, Nevada 89820  
Telephone: (775) 635-2117  
Facsimile: (775) 635-2146

The Foster/Adoption Specialist for Pershing County is:

LISA SCHWARZENBERG  
795 Western Avenue  
P.O. Box 501  
Lovelock, Nevada 89419  
Telephone: (775) 273-2769  
Facsimile: (775) 273-5113

VIII. Contact for DCFS.

The primary contact person for DCFS relating to this Agreement is:

Licensing Recruitment Supervisor  
Nevada Division of Child & Family Services

4126 Technology Way, 3<sup>rd</sup> Floor  
Carson City, Nevada 89706  
Telephone: (775) 684-4400  
Facsimile: (775) 684-4455

THIS AGREEMENT made and entered into the day and  
year first above written.

\_\_\_\_\_  
Amber Howell, Administrator  
Division of Child and Family Services

\_\_\_\_\_  
Date

\_\_\_\_\_  
Pat Irwin, Chairman  
Pershing County Board of County Commissioners

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jim French, Chairman  
Humboldt County Board of County Commissioners

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean Bullock, Chairman  
Lander County Board of County Commissioners

\_\_\_\_\_  
Date

\_\_\_\_\_  
Richard A. Wagner, District Judge  
Sixth Judicial District Court

\_\_\_\_\_  
Date

\_\_\_\_\_  
Michael R. Montero, District Judge  
Sixth Judicial District Court

\_\_\_\_\_  
Date

APPROVED as to form and compliance with the law:

By: \_\_\_\_\_  
Deputy Attorney General for Attorney General,  
State of Nevada

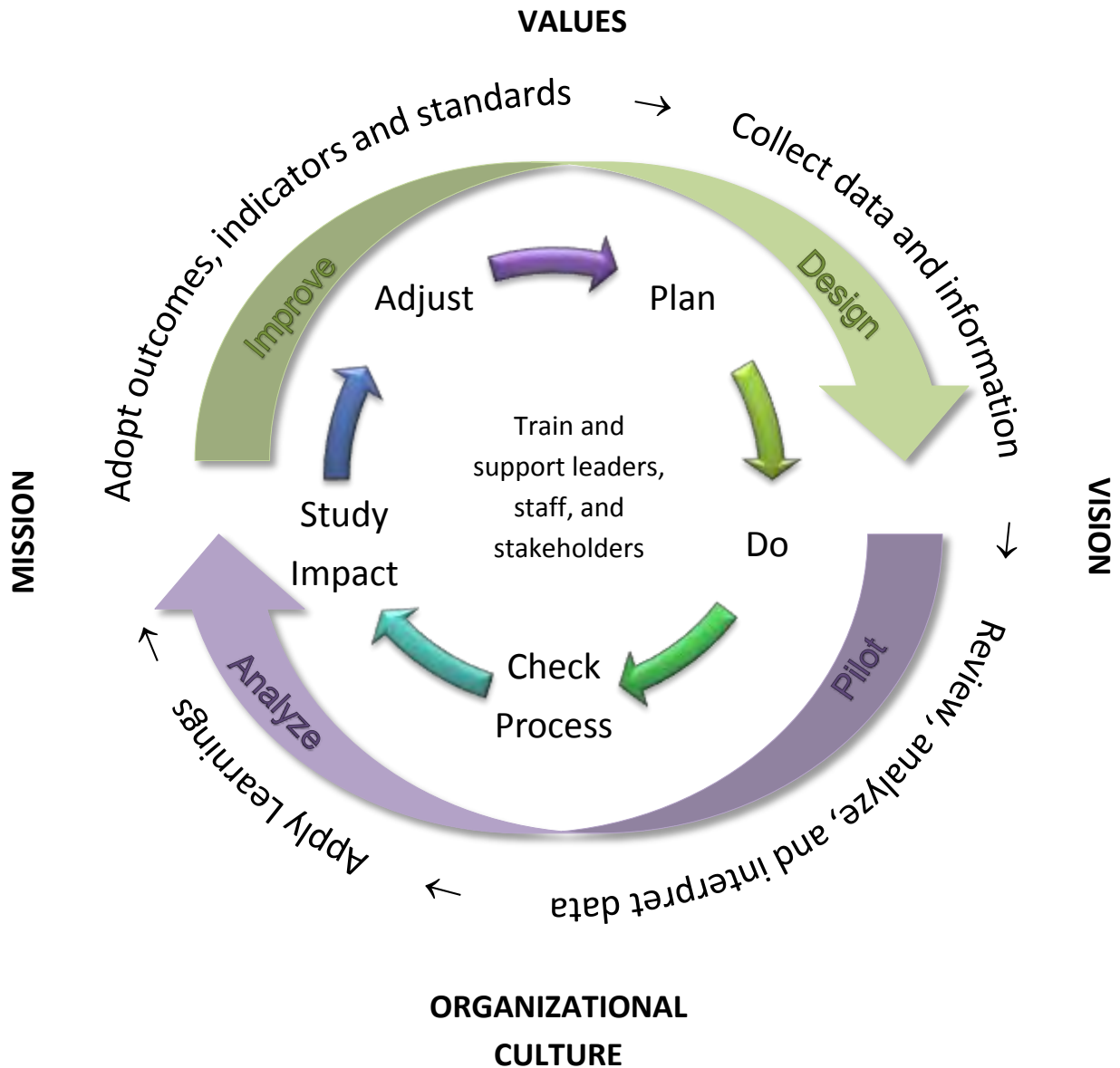
\_\_\_\_\_  
Date



Integrated CQI  
Process

# NEVADA COURT IMPROVEMENT INTEGRATED CONTINUAL QUALITY IMPROVEMENT PROCESS

October 1, 2013

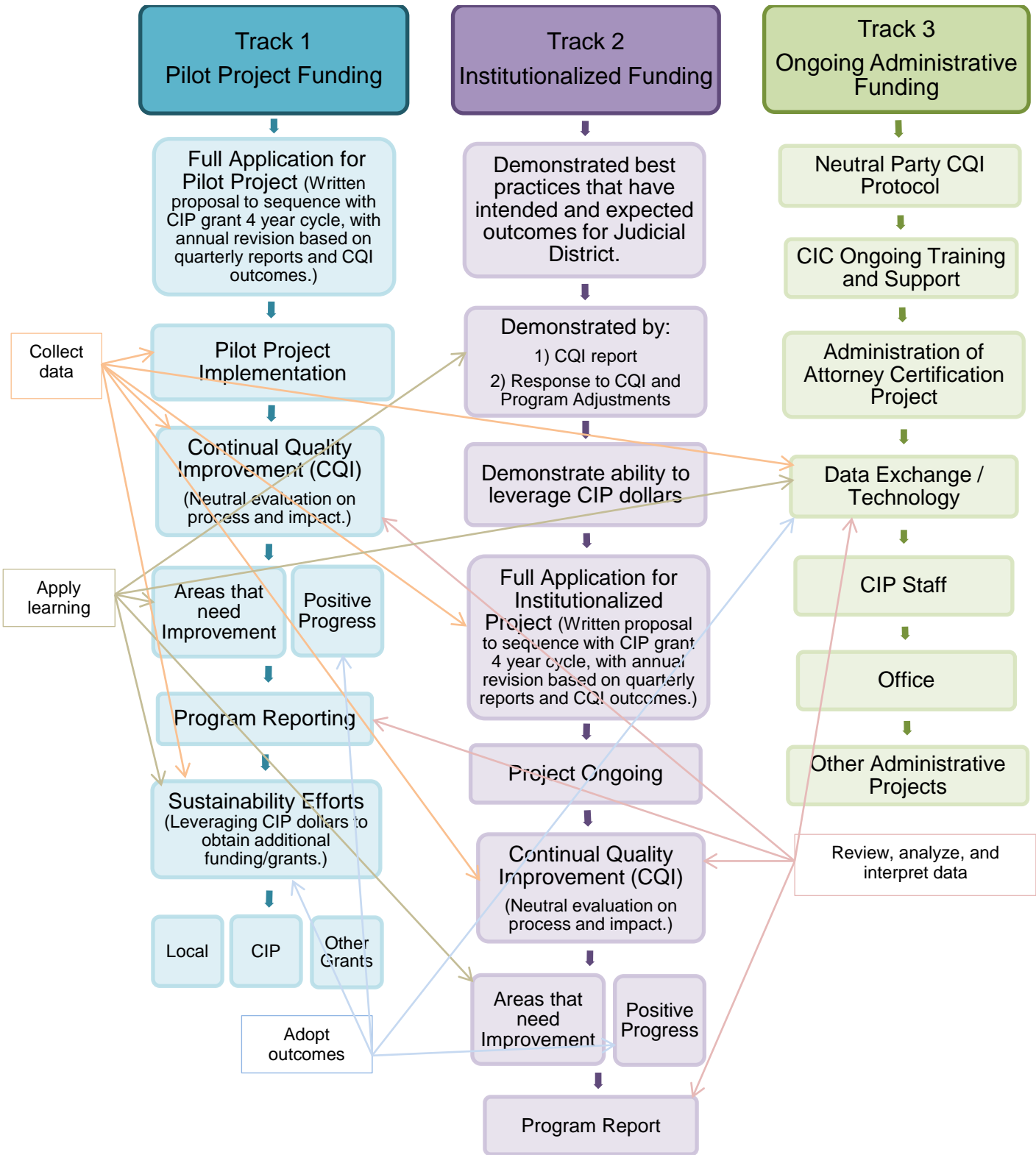







CQI Model  
Complements  
Nevada CIP  
Business  
Process

# INTEGRATED CQI MODEL COMPLEMENTS FOUNDATIONAL NEVADA CIP BUSINESS PROCESS





ICWA  
eNoticing  
Project Charter

NATIONAL CENTER FOR STATE COURTS

# ICWA eNotice

---

## Project Charter

6/11/2013

## 1 REVISION HISTORY

This section contains the history of document revisions.

Version	Date	Reviewed By	Description
<b>Draft 1</b>	5/21/2013	Aaron Gorrell	Initial Draft
<b>Draft 2</b>	6/3/2013	Aaron Gorrell	Incorporate edits from Alicia Davis into draft
<b>Draft 3</b>	6/4/2013	Aaron Gorrell	Incorporate edits from Di Graski and Paul Embley
<b>Draft 4</b>	6/11/2013	Aaron Gorrell	Incorporate changes from call on 6/4. Major changes involve the following sections: <ul style="list-style-type: none"><li>- Definition of Indian Child and Indian Tribe</li><li>- Project Goals and Objectives</li><li>- Project Stakeholders</li></ul>

## 2 TERMINOLOGY

This section defines the basic terminology used in this document

Term	Definition
<b>ICWA</b>	The <i>Indian Child Welfare Act (ICWA)</i> is a federal law that seeks to keep American Indian children with American Indian families. Congress passed <i>ICWA</i> in 1978.
<b>Indian Child</b>	Per ICWA 21 U.S.C. §1903: "Indian child" means any unmarried person who is under age eighteen and is either (a) a member of an Indian tribe or (b) is eligible for membership in an Indian tribe and is the biological child of a member of an Indian tribe;
<b>Indian Tribe</b>	Per ICWA 21 U.S.C. § 1903: "'Indian tribe" means any Indian tribe, band, nation, or other organized group or community of Indians recognized as eligible for the services provided to Indians by the Secretary because of their status as Indians, including any Alaska Native village as defined in section 1602(c) of title 43;"

**3 TABLE OF CONTENTS**

1 Revision History ..... 1

2 Terminology ..... 2

3 Table of Contents ..... 3

4 Purpose of this Document ..... 4

5 Executive Summary ..... 4

6 Project Charter ..... 4

    6.1 Project Goals and Objectives ..... 4

    6.2 Project Scope ..... 5

    6.3 Project Approach ..... 5

    6.4 Risk Assessment ..... 5

    6.5 Roles and Responsibilities ..... 6

    6.6 Project Stakeholders ..... 7

7 Functional Requirements ..... 7

8 High-Level Architecture ..... 8

    8.1 Architecture Details ..... 8

    8.2 Data Requirements ..... 9

## 4 PURPOSE OF THIS DOCUMENT

The purpose of this document is to provide high-level information about the project goals, architecture, scope, risks, approach and roles. Participants in the eNotice project may use this document as a mechanism to determine their own ability to participate in the implementation phase of the eNotice project.

## 5 EXECUTIVE SUMMARY

On September 6<sup>th</sup> and 7<sup>th</sup> 2012, representatives from numerous states and tribes met in Burbank, California to discuss the process for sharing information between tribes and state and local agencies. ICWA requires that proper notification occur to an Indian Tribe when a child that is believed to be either enrolled or eligible to be enrolled to be an Indian Child (defined within Act) is involved in an involuntary custody proceeding. Many jurisdictions have adopted the leading practice of notifying the Indian Tribe well before the case has been filed with the court. The critical, sometime complicated nature of this process combined with the desire for timely adjudication of these cases, implies the potential for a high return on investment if the communication can be automated.

## 6 PROJECT CHARTER

### 6.1 PROJECT GOALS AND OBJECTIVES

The objective of this pilot is to facilitate electronic exchange of the ICWA notification and response between state and tribal systems. Successful notification to an Indian Tribe is essential in a dependency and neglect case. Failure to properly notify the Tribe is not in the best interest of the child and in fact, can result in the dependency and neglect case being overturned. There are many challenges in ensuring proper notification.

#### Commonly Cited Notification Challenges

**Because of the complexities involved in notification, the responsible case party does not have sufficient training or knowledge in order to ensure proper notice.**

**The case party responsible for notification varies from jurisdiction to jurisdiction.**

**Determining enrollment status is oftentimes challenging. Sufficient information to establish enrollment status is often not provided and as a consequence, the majority of responses from an Indian Tribe are requests for additional information.**

**Up-to-date contact information for an Indian Tribe or bands within a tribe is not always available.**

**Tribes require different person identifying information to determine tribal enrollment.**

**The case party responsible for notifying the tribe often does not have sufficient knowledge of tribal organization/structure to ensure that the proper person or entity is contacted.**

**Notice can be very expensive-especially when the specific band an Indian Child is enrolled within is not known. In this case, all bands within the tribe must be notified by registered mail.**

**Attempts to notify the tribe, especially when tribe does not respond, must be carefully documented in order to ensure that the case cannot be later overturned based improper notification.**

**It is often difficult for Indian Tribes to access court records such as the Dependency Petition and Adoption Records. These documents are critical in ensuring that accurate enrollment information is captured and maintained.**



## 6.2 PROJECT SCOPE

This initiative will involve all children who have been identified as an Indian Child. The exchanges will include:

- Initial notification of one or more Indian Tribes
- Response from the Indian Tribe either requesting additional information or confirming/refuting tribal membership

## 6.3 PROJECT APPROACH

The overall project utilizes a four phase software development lifecycle:

- Phase I, Envision (Completed 9/2012): On September 6-7, a number of state, Tribal, and local representatives from Courts and child welfare agencies convened in the Burbank office of the California Administrative Office of the Courts to discuss information exchange opportunities with regards to ICWA notification. 52 participants joined the meeting by web. This meeting focused on developing the business requirements for a NIEM-based data exchange service to ensure that Tribes can receive notice and respond in a way that is not a burden on Tribes.
- Phase II, Assess (Current Phase): The project charter is the key deliverable for the assessment phase. The purpose of the charter is to allow jurisdictions involved during Phase I of the eNotice project to ascertain their ability to participate in a pilot. This will be done by clearly articulating the project dependencies, pre-conditions and expectations.
- Phase III, Architect: The high-level architecture defined in the Assessment phase will be refined to accommodate the system capabilities for the selected jurisdictions.
- Phase IV, Deploy: This phase involves implementation and testing of the pilot system software and any related hardware.



Figure 1 - Development Lifecycle

## 6.4 RISK ASSESSMENT

Risk assessment and management is an ongoing process that continues through the life of a project. It includes processes for risk management planning, identification, analysis, monitoring and control. Many of these processes are updated throughout the project lifecycle as new risks can be identified at any time. It's the objective of risk management to decrease the probability and impact of events adverse to the project.

Risk Factors	Why is it a risk?	Risk Rating (High, Medium, Low)
<b>Funding</b>	Only limited funding is available from the project to assist jurisdictions in the actual implementation of the eNotice interface	High
<b>Technology</b>	The ability of the tribe to adequately support a technology project involving XML-based web services is unknown	High

<b>Technology</b>	Ability of state and local systems to adequately support technology project involving XML-based web services is unknown. This concern is especially related to the use of NIEM substitution groups.	Medium
<b>Legislation</b>	ICWA requires registered mail notification and viability of electronic processes is uncertain	High
<b>Security</b>	All messages between the agency and tribe should be encrypted	Medium
<b>Administrative Burden</b>	It is critical that any implemented system not add undue burden to either the tribe or the state	Medium
<b>Legislation</b>	Ability to track and ensure compliance to ICWA notification requirements	High

## 6.5 ROLES AND RESPONSIBILITIES

This section identifies the project stakeholders and their anticipated responsibilities to the project.

Role/Title	Responsibilities
<b>National Center for State Courts (NCSC)</b>	<ul style="list-style-type: none"> <li>• Provide a comprehensive Service Specification Package (SSP) that will define the interfaces between the systems</li> <li>• Provide resources to assist in evaluating legislation</li> <li>• Provide project management resources</li> <li>• Provide facilitation resources to aid in the drafting of MOU across organizations</li> <li>• Provide a middleware based solution for electronic routing of the notification messages</li> <li>• Limited funding may be provided to offset a portion of the implementation costs</li> </ul>
<b>Indian Tribe</b>	<ul style="list-style-type: none"> <li>• Provide an end-point for the notification exchange. This end point might be a facsimile machine, email, case management system or a web-based portal.</li> <li>• Provide any additional software or hardware to receive the data exchange.</li> <li>• Implement the data exchanges as specified in the SSP</li> <li>• Provide feedback to the NCSC regarding the SSP and implementation challenges</li> <li>• Provide ongoing maintenance and support of their local system.</li> </ul>
<b>State or Local Child Welfare Agency</b>	<ul style="list-style-type: none"> <li>• Provide a case management system to act as the start-point of the notification exchange</li> <li>• Provide any additional hardware or software necessary to implement the data exchange.</li> <li>• Implement the data exchanges as specified in the SSP</li> <li>• Provide feedback to the NCSC regarding the SSP and any implementation challenges</li> <li>• Provide ongoing maintenance and support of their local system.</li> </ul>

<b>Project Managers (NCSC, State/Local Agency, Tribal)</b>	<ul style="list-style-type: none"> <li>• Serve as the primary point of contact for the project</li> <li>• Provide oversight of the project</li> <li>• Provide project status on a monthly basis</li> </ul>
--	--

## 6.6 PROJECT STAKEHOLDERS

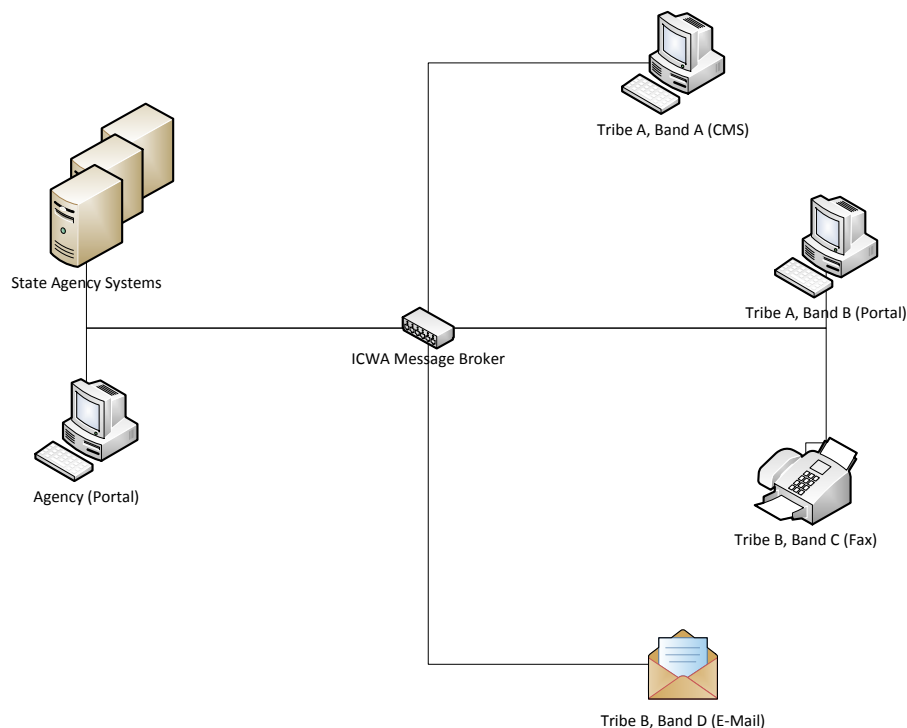
Stakeholder	Areas of Interest	Approach
<b>Project Managers (NCSC, Agency, Tribal)</b>	<ul style="list-style-type: none"> <li>• Project Timeline</li> <li>• Meeting Minutes</li> <li>• Project Budget</li> <li>• Issues/Change Management</li> <li>• Accountability</li> <li>• Risk Mitigation</li> <li>• Project Management Log</li> <li>• Payment Milestone</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of email, phone calls, webinar and in-person meetings. Emails will reflect the stakeholder impacted by the contents.</li> <li>• Waterhole hosted SharePoint site. This site will be used as the 'official' repository for project information. Email will be used to share documents and provide feedback.</li> <li>• Meeting minutes</li> </ul>
<b>Social Workers</b>	<ul style="list-style-type: none"> <li>• Project Timeline</li> <li>• Business Process</li> <li>• System Portal Requirements</li> <li>• Data Requirements</li> <li>• Change Management</li> <li>• Policy Issues</li> <li>• Risk Mitigation</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Combination of email, phone calls, webinar and in-person meetings. Emails will reflect the stakeholder impacted by the contents.</li> </ul>
<b>Technical Personnel</b>	<ul style="list-style-type: none"> <li>• GRA Service Specification Development</li> <li>• Data Requirements</li> <li>• Database Definition</li> <li>• IEPD Development</li> <li>• Infrastructure (i.e., Network, Updates)</li> </ul>	<ul style="list-style-type: none"> <li>• Waterhole hosted SharePoint site</li> <li>• Combination of email, phone calls, webinar and in-person meetings. Emails will reflect the stakeholder impacted by the contents.</li> </ul>
<b>Attorney and other Legal Personnel</b>	<ul style="list-style-type: none"> <li>• Business Process</li> <li>• Data Requirements</li> <li>• Policy Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Waterhole hosted SharePoint site</li> <li>• Combination of email, phone calls, webinar and in-person meetings. Emails will reflect the stakeholder impacted by the contents.</li> </ul>

## 7 FUNCTIONAL REQUIREMENTS

- The system is loosely coupled which minimizes system dependencies. It minimizes assumptions about the level of technology on the tribal side.
- This design is based on Service Oriented Architecture. One of the most critical capabilities offered through SOA is that the systems use standardized interfaces.

- The system must be capable of facilitating communications between the agency system and the tribe through a centralized message switch. This routing mechanism would identify the bands within a tribe as well as their preferred communications protocol (i.e., portal, case management system, fax, email) and addressing/delivery information (i.e., IP address, email address, fax number). In the event that a specific band is not known, the system should be able to facilitate communications to multiple tribal bands.
- The system must incorporate the ability to act as a standalone portal that would be used to initiate and respond to tribal notifications as well as interface with case management systems on either side of the exchange.
- The system shall have the ability to capture an audit log of all communications between the state and tribe that passed through the eNotice system.
- The system shall encrypt all exchanges between the state system and tribal system.

## 8 HIGH-LEVEL ARCHITECTURE



### 8.1 ARCHITECTURE DETAILS

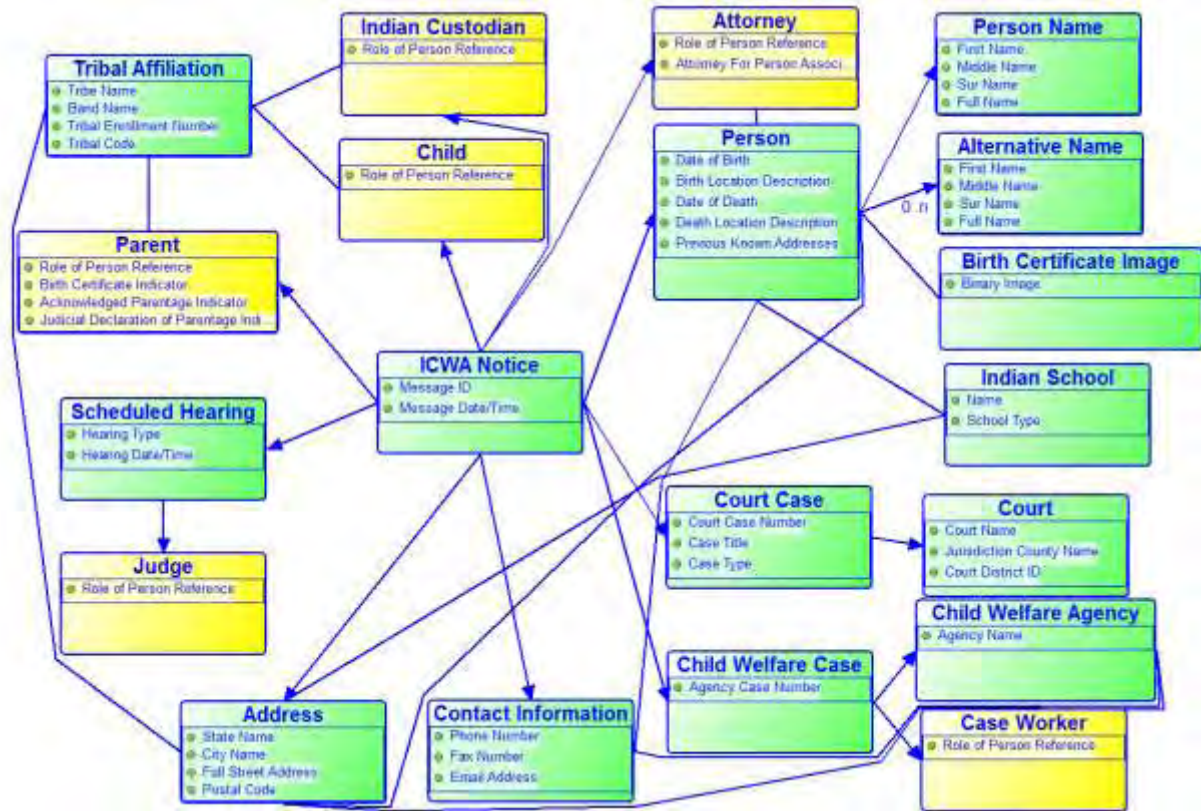
- State or Local Systems:
  - The state case worker or ICWA specialist would document possible tribal eligibility and trigger the electronic notification
  - Functionality would be embedded within the state system to create the ICWA Notification message and call the ICWA Notification service
- ICWA Switch:

- The ICWA Exchange switch is managed and maintained by a third party entity that is not specifically associated with any particular party
- The switch is responsible for the correct routing of notices to the appropriate tribe based on the tribal enrollment information included in the message from the state system
- The switch manages messages regardless of the source or target systems
- The system is sophisticated enough to transform messages to the tribes' preferred format. For example, if a tribe currently uses a case management system, the message transmitted from the switch would use the standardized XML interface. On the other hand, the system would also know to generate an appropriately formatted (and secured) message for delivery by email.
- Tribal Systems
  - Wide differences exist in the technological capabilities of tribes. The message end-point may consist of a COTS case management system, custom case management system, email system or facsimile machine.
  - Depending upon the tribal system, the tribe's response regarding a child's enrollment eligibility and the tribe's case participation would be transmitted back to the state system (the ICWA Response service)

## 8.2 DATA REQUIREMENTS

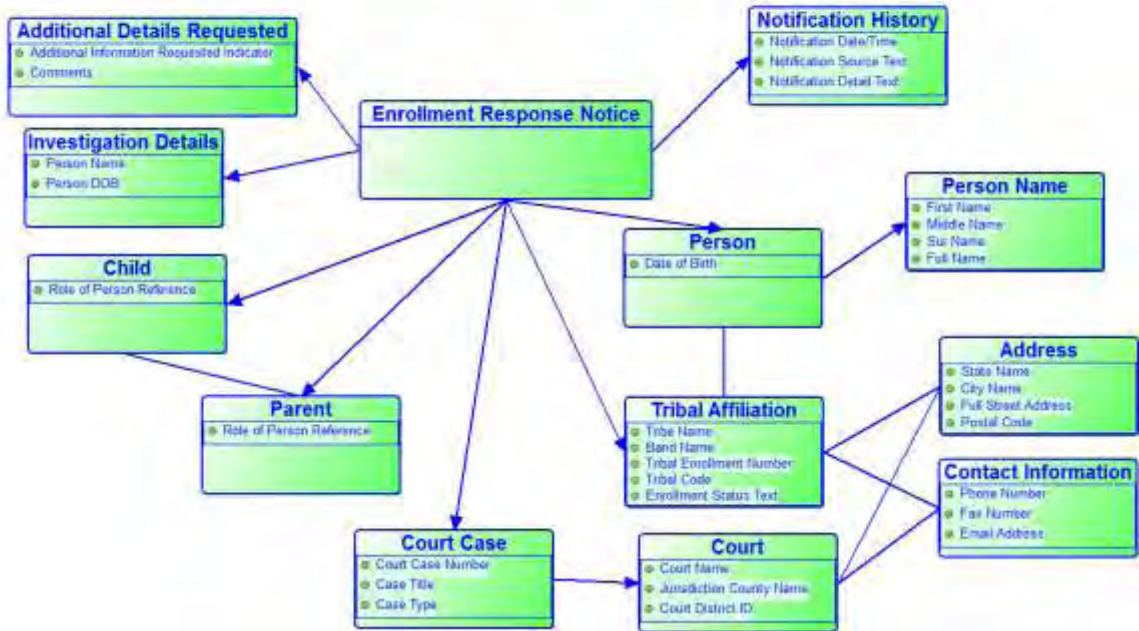
### 8.2.1 NOTIFICATION

Notification will be triggered either through an on-line portal or an electronic message directly from a state case management system. Depending on the capabilities of the tribe receiving the message, it may be directly consumed by a tribal case management system, or rendered into either an electronic fax or electronic mail message.



### 8.2.2 ICWA RESPONSE

A response from the tribe will either confirm the child’s enrollment, report the child’s tribal enrollment eligibility, or request additional information for further research. The Tribal Enrollment Number is the critical field that will be returned when the child is a confirmed member of a tribe.





2<sup>nd</sup> Judicial  
District  
Dependency  
Mediation  
Program  
Evaluation



2013

RESEARCH REPORT  
ASSESSING MEDIATION IN WASHOE COUNTY,  
NEVADA



National Council of Juvenile and  
Family Court Judges

Juvenile Law Programs

June 24, 2013

The National Council of Juvenile and Family Court Judges® (NCJFCJ) headquartered on the University of Nevada campus in Reno since 1969, provides cutting-edge training, wide-ranging technical assistance, and research to help the nation's courts, judges, and staff in their important work. Since its founding in 1937 by a group of judges dedicated to improving the effectiveness of the nation's juvenile courts, the NCJFCJ has pursued a mission to improve courts and systems practice and raise awareness of the core issues that touch the lives of many of our nation's children and families.

For more information about the NCJFCJ or this report, please contact:

National Council of Juvenile and Family Court Judges  
Juvenile Law Programs  
University of Nevada  
P.O. Box 8970  
Reno, Nevada 89507  
(775) 327-5300  
[www.ncjfcj.org](http://www.ncjfcj.org)  
[caninfo@ncjfcj.org](mailto:caninfo@ncjfcj.org)

©2013, National Council of Juvenile and Family Court Judges

Mari Kay Bickett, J.D., Chief Executive Officer, NCJFCJ

## Report Contributors

Stephanie Macgill, MPA, Research Associate, Juvenile Law Programs

Alicia Summers, PhD, Senior Research Associate, Juvenile Law Programs

Steve Wood, MS, Research Assistant, Juvenile Law Programs

Theresa Bohannon, MPH, Research Associate, Juvenile Law Programs

## Executive Summary

### Washoe County Mediation

In late 2011, the Second Judicial District of Nevada (Washoe County) implemented a mediation program for parents and stakeholders who are in the midst of the child abuse and neglect court system. The goal of mediation is to avoid further litigation through voluntary case resolution, which can enhance case processing and improve outcomes in juvenile dependency cases. Parties can come together in a neutral setting to address the issues surrounding the case and what options are available given the status of the case, through the assistance of an impartial third-party.

The Nevada Administrative Office of the Courts (AOC) contracted the National Council of Juvenile and Family Court Judges (NCJFCJ) to conduct an assessment of the juvenile dependency mediation program. The assessment included a process evaluation, a satisfaction evaluation, and an outcome evaluation. As part of these evaluations, the NCJFCJ reviewed satisfaction surveys completed by parents and stakeholders at the conclusion of the mediation session, surveyed stakeholders about the implementation process, conducted key-informant interviews, and reviewed cases files to examine timeliness and case outcomes. Surveys and interviews were analyzed to examine common themes, level of satisfaction with the current mediation practice, and areas of improvements suggested.

#### Key Findings

Key findings from the *process* evaluation included:

- *General perception that mediation is successful;*
- *Perceived decreased workload for stakeholder;*
- *Need for ongoing education and outreach of system stakeholders; and*
- *Problem with “no-show” parents.*

Key findings from the *satisfaction* survey included:

- *The majority of mediations (78%) result in agreement, but parties do not also have consensus as to the actual agreement level;*
- *Mediation creates an environment where parents felt heard, respected, and treated fairly during the process; and*
- *Mediators clearly explaining the process and parents being part of the decision-making both predicted agreement in mediations.*

Key findings from the *outcome* evaluation included:

- *Mediated cases had fewer default orders for mothers and fathers;*
- *Mediated cases were related to longer time for case outcomes for mothers but no difference for fathers;*
- *An association between mediation and an increased number of continuances; and*
- *An association between mediation and vacated settlement conferences and trials.*

Based on these findings, the following lessons learned and recommendations emerged.

### Implementation Lessons Learned

1. *Education & Outreach Are Important.* Program startup should include education and outreach to all stakeholders who may/should be involved in the mediation.
2. *Buy-In From All Stakeholders Will Help Encourage Mediations.* Even if project partners are educated about the benefits of mediation, mediation may not be successful if key professional stakeholders do not believe the program is beneficial and useful.
3. *The Referral Process Makes a Difference.* Mediations were much less common when they were on a referral basis. Court ordered mediation increased the number of mediations and ensured stakeholder participation.
4. *Parent Education is Necessary.* Parents should learn about mediation prior to attending a mediation session. Protocols or practices should be developed to identify how to best educate parents about this process.

### Recommendations for Improving Process & Next Steps

5. *Ensure All Parties Understand the Agreement.* Satisfaction surveys revealed that the parties involved did not always have the same perception of the level of agreement that was reached. It is important that *all* persons understand whether full agreement was reached. In particular, this is important for parents, to ensure that they know what occurred at the mediation and what the next steps are in the case.
6. *Ongoing Education & Outreach.* Education and outreach should not stop with implementation. Continuing education and outreach efforts will ensure that new stakeholders are familiar with the program. One potential outlet in Washoe for this continued education may be the Model Court collaborative meetings that occur monthly.
7. *Consistent Domestic Violence Screening & Treatment.* There did not seem to be consistency among mediators as to how the cases were screened, or how they treated cases when domestic violence did occur. At a minimum, all cases should be screened using a standard tool (across mediators), where parents are directly asked.
8. *Decrease No-Show Rate.* If parents do not show up for mediation, the mediation cannot occur. Consider making mediation information available (such as the mediation brochure) to parents when they are at court hearings.
9. *Identify Areas for Improved Efficiency.* A few stakeholders mentioned that mediation is too lengthy. System participants should consider what other efficiency strategies may help with this process.
10. *Share Results.* A summary of the mediation reports might be useful to share with system stakeholders in order to increase buy-in and to demonstrate the positive results of mediation. At a minimum, identifying the number of the mediations held, the agreement rate, and the percentage of time mediation results in vacated hearings would be interesting to stakeholders and could help with outreach and buy-in of other stakeholders in the process.

## Table of Contents

<b>Introduction.....</b>	<b>1</b>
<b>Study Overview .....</b>	<b>4</b>
<b>Process Evaluation .....</b>	<b>5</b>
<b>Satisfaction Evaluation.....</b>	<b>14</b>
<b>Outcome Evaluation.....</b>	<b>17</b>
<b>Discussion &amp; Recommendations .....</b>	<b>17</b>
<b>Conclusions.....</b>	<b>17</b>

### Introduction

When a child is removed from a home by child protective services (CPS), this child has entered the child dependency system where an adversarial relationship between parents and CPS may develop. Distrust and confusion about the child dependency system can arise for parents and there is need for collaboration and resolution. Mediation is an option to avoid further litigation, which has been used for decades to catalyze case processing and improve outcomes in juvenile dependency cases.<sup>1</sup> This alternative dispute resolution practice is a method that brings together all concerned parties to negotiate and resolve issues with the assistance of a neutral third party (mediator). The main objective of mediation is to facilitate a discussion where parties voluntarily resolve the issues that brought a family into the dependency system and produce a written agreement, in lieu of a traumatic contested hearing.<sup>2</sup> The mediation can include parents, CPS, attorneys, and all others that may be involved in the case (e.g., guardian ad litem, Court Appointed Special Advocates (CASA), foster parents, other family members, etc.).

The topics discussed depend largely on what issues are contested. If the mediation occurs pre-adjudication, topics may include petition allegations. Other contested issues that often arise and are discussed at mediation may include: case planning, custody, visitation, shared parental responsibility, temporary and long-term placement, foster care, relative placement, non-relative placement, shelter care, family dynamics, parent education, available services to families, family reunification, termination of parental rights, and/or adoption.<sup>3</sup> Mediation should focus on the family's strengths, create an environment where parents are incorporated in decision making about their children, and prevent any further abuse or neglect for the child.<sup>2</sup> There are several potential benefits to mediation in child dependency cases which can include, but are not limited to: time savings, efficiency, parent engagement, and improved outcomes for children involved.

---

<sup>1</sup> Giovannucci, M., and Largent, K. (2009). A guide to effective child protection mediation: Lessons from 25 years of practice. *Family Court Review*, 47, 38-52.

<sup>2</sup> Superior Court of California, County of Alameda. *Dependency Mediation*. Retrieved from: <http://www.alameda.courts.ca.gov/Resources/Documents/Dependency%20Mediation.pdf>

<sup>3</sup> Eighth Judicial Circuit of Florida. *Frequently Asked Questions: Juvenile Dependency*. Retrieved from: <http://circuit8.org/mediation/dependency-mediation>

Time-savings may occur for courts, attorneys, and social workers. This time-savings can produce a potential lightened workload through the avoidance of further litigation and the trial preparation.<sup>4</sup> Although mediation can take up to three hours (in Washoe County), if resolution occurs, this can save the courts countless hours and provide more time for other cases to be processed. The mediation process is also advantageous because of parent engagement. A parent may come into mediation feeling angry, distrustful, and confused, but leave feeling empowered with a better understanding of the child welfare agency and the dependency process. Mediation is conducted by an experienced professional, in a confidential and respectful place.<sup>2</sup> Confidentiality can foster an environment where parents feel they can be honest because what they say will not be used against them in court. Because interested parties are at the table, resolution (either full or partial) can be quite common and this can result in faster case progression, and ultimately may result in shorter times to permanency for children and families.

Although there are benefits to mediation, it does come with limitations. These include no-show parents, disjointed buy-in from stakeholders, and lack of facilitation skills on the part of mediators. With careful evaluation of each court's mediation process, many of these limitations can be mitigated with improved outcomes for the dependency system. For this reason, it is important to assess mediation programs, both in terms of the process of mediation, determining if it is being implemented as expected, and the outcomes of evaluation in terms of how it may meet case goals.

### *Program Background*

In August of 2011, the Second Judicial District of Nevada (Washoe County) established a juvenile dependency mediation program. Modeled after a mediation program that ran in the district in the early 2000s, the new program is funded by the Court Improvement Program (CIP), a U.S. Department of Health and Human Services program designed to support court initiatives related to improving outcomes for maltreated children involved in the court system.<sup>5</sup> To secure the funding, the lead juvenile dependency judge in Washoe County worked with the state CIP Coordinator to identify mediation as a goal for the jurisdiction and apply for grant funds. Three mediators with years of experience mediating a

---

<sup>4</sup> Summers, A., Wood, S. and Russell, J. (2011) Assessing Efficiency and Workload Implications of the King County Mediation Pilot. *OJJDP Journal of Juvenile Justice*, 1, 48-59. Retrieved from: <http://www.ncjfcj.org/sites/default/files/King%20County%20Mediation%20Pilot%20Article.pdf>

<sup>5</sup> Crowley, M. (2012). Dependency Mediation. *Nevada Family Law Review*, 25, 12-17.

variety of issues were recruited for the program, and the program is administered by staff of the Second Judicial District.

In Washoe County, juvenile dependency cases are automatically ordered to mediation by the court if there is a contested termination of parental rights (TPR) petition, contested permanency planning hearing, or other contested case issues. The date and time of the mediation session is set by the court, and formalized through a court order; participation by all parties to the case is mandatory. Three hours are set aside for each mediation session.

On the day of mediation, the mediator provides a mediation orientation for the parents and parties new to mediation. Recently, mediators have started staggering arrival times so that social workers and attorneys are not sitting idly in the waiting room. The mediators give each parent a brief overview of the mediation process and parents then sign a confidentiality statement. Additionally, all parties sign a confidentiality statement prior to the mediation.

Mediators in Washoe County use a facilitative model of mediation, a style of mediation that emphasizes the neutrality of the mediator. A facilitative mediator does not present his or her own views of the case or of the agreement, and is instead focused on ensuring that all parties have an opportunity to be heard and that parties reach an agreement that meets everyone's needs.<sup>6</sup>

At the conclusion of a mediation session, the mediators use a laptop to write the agreement while all parties are in the same room. The agreement is printed, signed by those who have authority to do so, and each party receives a copy. The agreement is then entered into the electronic case management system and forwarded to the judge, who has to then sign the agreement and file a court order. All participants are then asked complete a short survey regarding their perceptions of the mediation, the outcome and how they were treated.

---

<sup>6</sup> Imperati, S.J. (1997). Mediator practice models: The intersection of ethics and stylistic practices in mediation. *Willamette Law Review*, 33, 703.



The Nevada Administrative Office of the Courts (AOC) contracted the National Council of Juvenile and Family Court Judges (NCJFCJ) to conduct an assessment of the juvenile dependency mediation program in Washoe County. The assessment goals were threefold: to evaluate the implementation process of the program; to evaluate satisfaction with the program; and to assess what impact the mediation program might have on outcomes for maltreated children. Along these lines, the current study seeks to answer the following questions:

### Process Evaluation

1. What were the challenges and successes with program implementation?
2. What could have improved the program implementation process?
3. Is the mediation program successfully engaging parents and stakeholders?
4. Does mediation save court time/reduce workload?
5. In what ways could the program be improved?

### Satisfaction Evaluation

6. How are parents treated during mediation sessions?
7. Do parents' perceptions of treatment affect agreement rates?
8. Do stakeholders and parents perceive that mediation is helpful?
9. What did participants find most and least helpful about the mediation session?

### Outcome Evaluation

10. Does mediation result in different outcomes for children and families?
11. Does mediation result in timelier outcomes for children and families?
12. Does mediation result in time savings in terms of vacated trials, hearing hours, and case continuances?

For the process evaluation, an online survey was sent to stakeholders involved with the juvenile dependency mediation program to learn more about successes and challenges with program implementation, how the program is currently functioning, mediation utilization barriers, how mediation affects workload, and how the program can be improved in the future. Follow-up interviews with the mediators, program administrator and stakeholders were conducted to gain a full understanding of program implementation and functioning.

As part of ongoing efforts to gauge program satisfaction, mediators give all mediation participants—parents and stakeholders—a survey after each mediation session. The survey asks participants whether an agreement was reached, if participants had opportunities to voice their opinions and be a part of problem resolution, if participants felt like they had been ignored, treated with respect and truly listened to, if the mediation session was conducted fairly, if they believed the mediated agreement would work, and what they found the most and least helpful. A sample of the satisfaction surveys (n = 44) was given to NCJFCJ researchers to explore differences in perceptions between parents and stakeholders and answer the research questions.

In Washoe County, enough cases had been mediated to assess the program’s effect on case outcomes and timeliness of case processing. Using a standardized case file review instrument, researchers coded a sample (n = 44) of cases that had been referred to mediation and a sample of cases (n = 47) that were not mediated for. Because the majority of mediations occur at the TPR phase, the sample focused only on cases that had filed a petition to terminate parental rights.

## Process Evaluation

To assess the mediation process, researchers administered an online survey to system stakeholders and conducted follow-up in-depth interviews with key mediation participants (i.e., mediators, attorneys, etc.). The online survey was sent to child welfare stakeholders and mediators in February, 2013. Seventeen responded to the online survey. Fourteen respondents indicated their role (Table 1).

Table 1. Role of Respondents		
	N	%
Administrator	1	7
Attorney	6	43
Social Work Supervisor	2	14
Child Advocate	1	7
Mediator	4	29
<b>Total</b>	<b>14</b>	<b>100</b>

Fourteen respondents indicated how many mediation sessions they attend per month on average. Half of the respondents (50%) said they attend one to two mediation sessions per month, while 29% attend three to four. The remaining 21% indicated they never attend mediation sessions.

## *Implementation*

To understand how the mediation program was implemented, stakeholders involved in the implementation process answered the following questions in the online survey:

- What were the barriers or challenges in implementation?
- What were the strengths in implementation?
- Were there things that you believe could have been done to expedite the implementation or improve the implementation process?

## *Implementation Barriers*

In Washoe County, program start up activities lasted about one month; the program was funded to begin in July of 2011, and the first mediation occurred in August of 2011. The small delay was due to several reasons: extra time needed to update the program forms, procedures, and protocols; training mediators and stakeholders; and hiring a third mediator. Respondents said that barriers included a need for more start up activities and training than anticipated, push back from some stakeholders because they felt mediation consumed time they did not have, lack of knowledge of how mediation could help move cases forward, and resistance to mediating rather than litigating. These challenges carried into the first few months of the mediation program; few cases were mediated until the court mandated that certain types of cases be sent to mediation.

## *Implementation Strengths*

Participants were also asked what worked well during project start up. Several respondents cited the initial outreach to the stakeholders groups—child welfare agency, public defenders, district attorneys, children’s counsel, and CASA—in introducing the program and educating them on the mediation process as a crucial step in implementation success. Other elements important to program implementation success were judicial leadership, mediators with enough experience to jump in and apply mediation principles to the child protection arena, and staff assistance and support.

## *Improving Implementation Process*

Participants were asked what could have been done to improve the implementation process. Responses varied from “introduce the program to stakeholders weeks in advance to implementation” to “there

needs to be someone in place who organizes and guides the project [implementation] from the start.” Additionally, several stakeholders said that it would have been better to start out the program with court ordered mediations rather than relying on people to volunteer.

### *Program Goal*

When asked what the goal of the dependency mediation program is, several respondents said the primary goal of the program is to engage in non-adversarial dispute resolution to save time and eliminate the need for court. Respondents also said that the goal of the program is to give parties, and especially parents a voice in the dependency process; to help move cases forward to permanency; to help everyone look to the best interests of the children; and to get parties communicating and problem solving.

### *Program Functioning*

Survey participants<sup>7</sup> were asked to rate their level of agreement on several response items related to implementation, participation, and effects of mediation. Table 2 presents the results for all responses along a five-point scale, with 1 being “strongly disagree” and 5 being “strongly agree.” Higher numbers, therefore indicate more agreement with the statement.

<b>Table 2. Average Response Ratings</b>	
The implementation of the mediation program was a success (n=13)	4.6
All stakeholders who are invited attend mediation sessions (n=12)	4.2
Parents, who are invited, attend mediation sessions (n=12)	3.9
Mediation sessions are successful in reaching agreements (n=12)	4.7
Parents at mediation sessions are engaged in the process (n=12)	4.7
Mediation reduces the time to case resolution (n=11)	4.6
All stakeholders at mediation sessions are prepared (n=13)	4.2
All stakeholders at mediation sessions work toward reaching agreement (n=12)	4.3
Parents at mediation sessions work toward reaching agreement (n=13)	4.2
Mediation is a good alternative to court (n=13)	4.8
All stakeholders get a voice at mediation sessions (n=12)	4.7
Parents get a voice during mediation session (n=12)	5
Age appropriate children are invited to attend mediations (n=13)	3.3

---

<sup>7</sup> The n’s reflect the total number of participants who answered the question. While there were 14 participants overall, not all completed the entire survey.

As shown in the above table, the average response for most items ranged between somewhat agree and strongly agree. Some notable exceptions are that respondents indicated less agreement with “Parents, who are invited, attend mediation sessions” and “Age appropriate children are invited to attend mediations.” All survey participants who answered the question “Parents get a voice during mediation sessions” strongly agreed.

Participants were also asked several open ended questions:

- What are the barriers to utilizing mediation for parents?
- What are the barriers to utilizing mediation for stakeholders?
- In moving forward with the mediation program, what are some ways in which the program could be improved?

### Utilization Barriers: Parents

In terms of barriers for parents, one respondent noted that scheduling can be a barrier depending on parent’s employment and/or child care situation. Also, early morning sessions (i.e. 9am) have been a barrier for parents sometimes due to work schedules, lack of established daily routine, or other issues.

The circumstances of parents’ lives can also act as barriers and prevent parents from attending mediation sessions. Several participants said that parents are often unemployed, unsettled and have a lack of resources, including transportation and telephone services. As a result, parent’s attorneys are often unable to reach the parents to remind them or tell them of the mediation appointment. These factors contribute to the rate of no shows.

### Utilization Barriers: Stakeholders

Barriers for stakeholders include time and competing demands. Attorneys, social workers, and mediators are very busy and scheduling all parties for 3-hour blocks is a challenge. Another significant challenge for stakeholders is buy-in and satisfaction with the mediation process. One stakeholder noted that mediation is a court-ordered time investment that does not consistently result in an agreement.

## Program Improvement

Areas for improvement broadly included: providing parents with more information ahead of time on the mediation process; more feedback to stakeholders regarding mediation; better trained mediators in the area of dependency law; and more proactive mediation. One participant also said that more visible court support of the program would be useful, while another suggested that there should be some “focus on ways to have the mediations occur sooner in the case. So much time is lost [in terms of legal timelines] before the parents come to agreement and get to work on their reunification tasks.”

In terms of providing parents with more information ahead of time on mediation, one respondent suggested providing an instruction sheet or appointment reminder at the hearing in which mediation is ordered. The reminder could include the date, time, and place of the scheduled mediation, along with the mediation department's contact information, and be provided to the parties along with the program's brochure.

Several respondents noted that more feedback from the mediators and more contact with the stakeholders would be beneficial. This includes providing information and statistics regarding the agreement rate, and time and costs savings associated with mediation. This also includes follow up training with stakeholders to enhance engagement, and more frequent stakeholder meetings in order to better understand their perception of mediation. One participant said that a feedback process that allows all participants to feel comfortable in giving honest opinions would also be an improvement.

Another participant indicated that training in the area of dependency law would be of great benefit to the mediators. This opinion was seconded by another respondent who indicated that “if the mediators were better educated on the procedural status of any given case and what must really be mediated at any given session...much less time would be wasted.” In terms of mediation style, another participant said that the mediation sessions need to stick to the relevant issues being mediated and that, at times, the mediator needs to take better control over the session.

## Workload

Survey participants were asked how mediation affected their workload. The answers are reported in Table 3.

<b>Table 3. Mediation and Workload</b>	
Mediation reduces my workload (n=11)	3.64
Mediation requires the same amount of time as going to court (n=12)	2.36
Mediation adds to my workload (n=12)	2.82

As shown above, the average answer from participants regarding reduction of workload was between “neither agree nor disagree” and “somewhat agree.” Conversely, the average answer regarding increases to workload was between “neither agree nor disagree” and “somewhat disagree.” The respondents “somewhat disagreed” that mediation requires the same amount of time as going to court.

Additional Comments regarding workload included:

- When all the parties come to the table in good faith with a collaborative attitude and are prepared, mediation often results in an agreement, which reduces the stakeholders' workload.
- Mediation actually increases my workload because I typically am not required to testify in trials. Mediation requires me to do a lot of preparation and meet with the workers and attorney in advance of the session, and then the session itself is set for 3 hours. In my opinion there is a lot of time wasting that occurs in the 3 hours. It doesn't feel like there is ever a sense of urgency to get the work of the meeting completed.

### Follow Up Interviews

In-depth interviews were conducted with eight mediators and juvenile dependency stakeholders to get a better sense of how the program was implemented, how it is currently working, and any areas for improvement. Interview participants were asked specifically about the barriers and successes related to program implementation, challenges, improvement areas, parent and stakeholder engagement, and benefits of the program. (Questions are listed below in blue.) The themes that arose from the interviews were similar to the responses found in the online survey and although there were several different questions asked, the same issues seemed to appear in different questions.

*What did you see as barriers to implementing the mediation program?*

- *Buy-in from stakeholders.* Most interview participants noted that after attending several mediations and seeing the results, opinions began to shift about mediation. It was no longer

seen as “just one more thing to do” but is now seen, by most, as a time savings investment by ultimately preventing days-long trials.

- *Voluntary mediations.* In the beginning of project implementation, mediations were voluntary; however they are now court-ordered. When the mediations were voluntary, there was little buy-in from stakeholders who already felt over-worked, so this made success difficult to attain.
- *Parent attendance issues.* Although mediation is now court-ordered in dependency cases, there is no enforcement when parents do not show up. Some respondents felt there should be some consequences for not attending mediation.
- *Fragmented framework.* Some participants stated that the inadequate framework in the beginning was a barrier, because this created confusion about the process and expectations. Many people proceeded and felt they couldn’t wait for others to “get on board”; this may have created discomfort for some who may have been new to the process.

*What did you see as successes to implementing the mediation program?*

- *Good communication.* It was noted that communication among mediators and the court was good. This helped to smooth out the referral process.
- *Outreach and passion.* Initial outreach by mediators to educate stakeholders about mediation was successful. Many of the mediators are very passionate about mediation and know how successful it can be.
- *Transition to court-ordered mediation.* As stated above, when the program was initially implemented the mediation was voluntary but that has since moved from voluntary to court ordered mediations.

*What are the biggest challenges to reaching an agreement?*

- *Adversarial propensity.* Some in the mediation process still have the desire to litigate rather than reach an agreement outside of court. There can be unwillingness to compromise and some participants are coming into mediation very positioned.



- *Juvenile dependency timelines (Adoption and Safe Families Act of 1997)*. Some parents may still be trying to reunify, even though it may be a termination case. This may leave parents feeling like they are not part of the process and parties come to mediation with different agendas.
- *No shows*. This was an issue that appeared many times throughout the interviews and there was a level of frustration with this. Some participants felt that there may be a communication issue, with some parents being transient and difficult to get a hold of, and others felt that parent's attorneys did not clearly communicate the mediation date to them.
- *New to the process*. Unclear understanding of juvenile dependency on part of mediators was discussed as an issue, because they lack a clear understanding of the law. Also, new or private attorneys can create a challenge because they may be new to the dependency system and the mediation process and are unclear as to the goals of mediation.
- *Parents*. Parents themselves can sometimes pose the biggest challenge in mediation because for them so much is at stake and often times they may have "dug their heels in" before they reach mediation.

*What do you see as areas of the program that need improvement?*

- *Education about the benefits of the process*. Several stakeholders acknowledged that more information about the program's results would be beneficial to all stakeholders, especially for those who do not frequently attend mediations or who are new to juvenile dependency and may still be skeptical. Sharing statistics on agreement rates and time saved would help stakeholders understand mediation within a larger context.
- *Strategies for dealing with no-show parents*. This would be up to court ultimately but possible consequences could be default if they don't show to the settlement conference. Currently, there are no ramifications if parents don't show to mediation. Some participants suggested that if there was more of an enforcement of parents showing up to mediation this might address this issue.
- *Quality assurance of survey process*. Post-mediation surveys need to truly allow honest and anonymous feedback for the mediators.

- *Increased skilled mediators and fidelity to a mediation model.* Some participants noted that mediators should be more pro-active and less passive mediators. Also noted was that all the mediators should use the same style of mediation and techniques.

#### *How parent engagement with the mediation process could be improved?*

- *Better education for parents.* Prior to their mediation session, it is essential to educate parents so they can learn how mediation is different from court—the parents don't know the process and don't know what to expect. It is not uncommon for the "regular players" to speak before mediation but there is a need to reach the parents as well.
- *Improved communication.* It is currently the parent attorneys' responsibilities to notify their clients of the mediation time and date and to prepare them for the mediation. This can be problematic with a highly mobile population and many attorneys do not have a chance to meet with their clients before mediation. This contributes to the no show rate and also confusion by the parents as to the purpose of mediation.
- *Empowering parents.* Making certain that the parents are heard and that their attorneys don't do all the talking is important. One participant noted that it is important not to demonize parents during mediation. If there was an education piece prior to mediation, parents might come to a session with an understanding that this is different from court and this is their chance to be heard and to engage.

#### *How could stakeholder engagement with the mediation process be improved?*

- *Development of stakeholder buy-in.* In order to improve stakeholder engagement with the mediation process, every interview participant discussed the importance of buy-in and the need for a consistent feedback loop between the mediators and the stakeholders. The mediators want to improve buy-in and recognize the need to share the program's impact with stakeholders but don't necessarily know how to best go about that.
- *Improved reporting system and information sharing.* The stakeholders also want to know more about the program and would like to see data that demonstrates time savings. All participants noted that "the proof is in the pudding," meaning that most people change their perspective of mediation after attending a few and seeing the results. But that is an inefficient way of getting

buy-in, especially since many stakeholders don't attend much mediation (especially social workers). Quarterly reports that could be easily adapted and disseminated to stakeholders were suggested.

- *Relationship building.* A closer relationship between mediators and stakeholders should be developed for future success. Exploration of mediators becoming part of the Model Court was suggested.

#### *What they find the most beneficial about mediation?*

- *Creation of cooperative relationships.* Having people come to better working relationships is invaluable. Mediation especially improves relationship between parents and social workers and creates more cooperation between parents and agency.
- *Conflict resolution.* Less stressful than hearings for parents, mediation is a better way to problem solve, especially for parents and children. Mediation gets all players involved and allows them an opportunity to talk and listen to each other
- *Time-savings.* Time saving frees up judge's and lawyers' calendars and takes pressure off the workload.
- *Encouraging environment.* Gives parents a different venue for being heard and it is an alternative that can be conducive to moving case forward. Mediation is a great opportunity for people to find their voice, which is often lost in the court process

## Satisfaction Evaluation

After a mediation session, all participants are given satisfaction surveys. The surveys ask parents and other family members to indicate their perceptions of how they were treated and involved during the mediation session, along with the level of agreement. The surveys ask stakeholders to indicate where the case stands in the dependency process, their perceptions of how they were treated and involved and whether the session was conducted fairly. The surveys ask all participants to note what was most and least helpful about the mediation session.

Surveys for 44 mediation sessions were given to researchers. Parent and stakeholder responses were matched, allowing researchers to assess whether perceptions differ.

### *Level of Agreement*

The surveys asked participants to indicate whether the mediation session resulted in full, partial or no agreement. It is difficult to report the agreement rate from the satisfaction surveys. Out of the 44 mediations, all participants indicated the same level of agreement in only 14 sessions (32%). In the remaining mediations, participants marked different levels of agreement. For example, in one session, five participants marked “no agreement,” one participant marked “partial agreement” and one participant marked “full agreement.” The discrepancy in agreement levels indicates a breakdown in communication as to the formal level of agreement in the majority of mediation sessions. Despite the discrepancy, 50% of mediation participants indicated that the mediation resulted in full agreement (see below).

	<b>N</b>	<b>%</b>
<b>No</b>	62	22
<b>Partial</b>	76	27
<b>Full</b>	140	50
<b>Missing</b>	3	1
<b>Total</b>	<b>281</b>	<b>100</b>

### *Parental treatment and participation during mediation sessions*

Sixty-four of the 281 mediation participants were biological parents, extended family members, children, foster parents or guardians. All were asked if the mediator explained the process so they knew what to expect. The majority “strongly agreed” with that statement (59%). Participants were also asked if they had a chance to voice their opinion and if they were treated with respect. A majority of respondents “strongly agreed” that they had a chance to voice their opinion and were treated with respect (56% and 58%, respectively). There was no substantive difference when biological parents’ responses were analyzed separately. All parents were also asked if they felt listened to during the mediation. The majority of respondents either agreed or strongly agreed (45% and 41%, respectively). In terms of feeling ignored or unimportant, a majority of respondents disagreed or strongly disagreed (48%

and 36%, respectively). Parents were asked if they were a part of finding answers to problems discussed; 47% agreed and 41% strongly agreed. Finally, when asked if the mediator treated everyone fairly, 64% of parents strongly agreed. See Table 5, below.

<b>Table 5. Parental Treatment and Involvement (Percent)</b>					
	No, Strongly Disagree	No, Disagree	Yes, Agree	Yes, Strongly Agree	Missing
<b>The mediator explained the mediation process clearly</b>	0	2	33	59	6
<b>Did you have chance to voice your opinion?</b>	0	2	38	56	5
<b>Were you treated with respect?</b>	2	3	38	58	0
<b>Were you really listened to?</b>	2	8	45	41	5
<b>Did you feel ignored or unimportant?</b>	36	48	8	2	6
<b>Were you able to be a part of finding answers to problems?</b>	0	3	47	41	9
<b>Did the mediator treat everyone fairly?</b>	0	0	31	64	5

*Do parents’ perceptions of having a voice and being part of the decision-making process affect agreement rates?*

A linear regression analysis was calculated to determine if the above variables affected parents’ reported agreement rates. Two variables were significantly related to higher agreement rates: the mediator clearly explaining the mediation process so the participants knew what to expect ( $B = 0.52, SE = .25, p = .04$ ) and parents feeling as though they were able to be a part of finding answers to problems ( $B = 0.60, SE = .27, p = .03$ ). The overall  $R^2$  of the model was .31, indicating that these variables explain 31% of the variance. For each of these variables, higher agreement with the variable was related to higher probability of reaching full agreement in the mediation.

*Do stakeholders and parents perceive that mediation is helpful?*

Even in instances where no agreement was reached, many stakeholders and parents indicated that mediation was helpful. The survey asked parents if they thought the agreement would work. Forty-three (67%) parents answered the question. The majority of respondents (65%) said yes, while 33% were unsure or hoped so. Only one parent said the agreement would not work, and that was in an instance where no agreement was reached. There were no statistically significant differences between

perceptions of voicing an opinion, being listened to, or being treated with respect by stakeholders and parents.

### *Most and least helpful about mediation*

Across the board, what participants found most helpful about mediation was the opportunity for all parties to gather at the same table, share information and talk openly in a neutral, non-hostile environment. Other benefits to mediation were learning about the positions of other parties, receiving updates on the case and child placement, engaging in problem solving, reaching compromises, and allowing parties, especially parents, to express their opinions—all within an environment that is less stressful than court.

What participants found least helpful about mediation were instances where discussion would get off topic or too focused on irrelevant issues, tension between parties, parties unwilling to compromise, and unprepared parties.

## Outcome Evaluation

For the outcome evaluation, researchers employed a systematic review of the court case files using a structured data collection instrument. Three coders collected data on 91 cases that had filed a termination of parental rights (TPR) petition; 44 cases had been referred to mediation at the TPR phase and 47 that had not been referred to mediation. Although 44 cases were referred to mediation, only 30 were mediated. To be considered a mediated case, it had to meet two criteria. First, the mediation could not be vacated. Second, one or both parents must have attended the mediation. If both parents did not attend the mediation, but the parties reached an agreement via their legal counsel, this would be considered a mediated case. Using these criteria, 30 mediated cases and 61 non-mediated cases were used to answer the following research questions:

- Does mediation result in different outcomes?
- Does mediation result in timelier outcomes for children and families?
- Does mediation result in time savings in terms of vacated trials, hearing hours, and case continuances?

## Outcomes

Several chi-square tests of independence were conducted to examine the relationship between mediation and parent outcomes. As only termination of parental rights cases were examined, these outcomes included whether parents defaulted, relinquished their parental rights, had their parental rights terminated by the court, or had the termination petition against them dismissed. Overall, 29% (N = 26) of mothers and 35% (N = 32) of fathers defaulted.<sup>8</sup> Forty-five percent (N = 41) of mothers and 33% (N = 30) of fathers relinquished their parental rights. Seven percent (N = 6) of mothers and 15% (N = 14) of fathers had their parental rights terminated by the court. Finally, 7% (N = 6) of mothers and 4% (N = 4) of fathers had the petition against them dismissed. The remaining cases had not yet terminated parental rights.

The analyses indicated that mediation was significantly related to default orders against the mother,  $\chi^2(1, N = 91) = 5.09, p = .02$ . In 13% (N = 4) of mediated cases the mother defaulted, compared to 36% (N = 22) of non-mediated cases. Mediation was also significantly related to default orders against the father,  $\chi^2(1, N = 91) = 4.51, p = .03$ . In 20% (N = 6) of mediated cases the father defaulted, compared to 43% (N = 26) of non-mediated cases. There were no differences in mediated and non-mediated cases in terms of relinquishment, the court ordering termination, or in the dismissal of the termination petition.

## Timeliness

Removing children from their homes is traumatic for all involved parties. Moreover, federal and state legislation (e.g., ASFA) exists to ensure timeliness to final case outcomes. For these reasons, several independent samples t-tests were conducted to examine mediated and non-mediated cases with regard to differences in timeliness to case outcomes (i.e., time from initial removal to final TPR order, time from initial removal to dismissal, time from TPR filing to final TPR order, and time from TPR filing to dismissal) of the dependency petition) for mothers and fathers. See Table 6 for the average number of days for mothers and fathers for each timeliness measure.

---

<sup>8</sup> Default cases are those in which the parent(s) did not show up for the termination of parental rights petition hearing to enter a plea of admit or deny. Mediated cases should be less likely to result in default as parents are often referred to mediation at this hearing. If the parents are not present, they would not be referred to mediation.

<b>Table 6. Timeliness Measures for Mothers and Fathers Across All Cases (Average Number of Days)</b>		
	Mothers	Fathers
<b>Initial Removal to Final TPR Order</b>	671	663
<b>TPR Filing to Final TPR Order</b>	165	157
<b>TPR Filing to Petition Dismissal</b>	318	284
<b>TPR Filing to Mediation</b>	185	
<b>Mediation Referral to Mediation Occurrence</b>	61	
<b>TPR Filing to Settlement Conference</b>	170	

There was a significant difference between mediated and non-mediated cases in the amount of days from initial removal and the mother’s final TPR order,  $t(56) = 2.16, p = .04$ . For mothers, cases that were mediated averaged 816 days, while non-mediated cases took 586 days from initial removal to final TPR order. For fathers, cases that were mediated and non-mediated did not differ on the amount of days from initial removal to their final TPR order.

This difference is likely due, at least in part, by the difference in time from TPR filing to relinquishment of parental rights. For mothers, the cases that were mediated were shorter if they did not relinquish parental rights, but were longer if the mother did relinquish parental rights. The table below illustrates these times.

<b>Table 7. Timeliness from TPR Petition to Final TPR Order</b>		
<b>Mothers</b>	Mediated	Non-Mediated
Mother did not relinquish	74	140
Mother relinquished parental rights	249	168
<b>Fathers</b>		
Father did not relinquish	180	134
Father relinquished parental rights	173	207

There were also no significant differences between mediated and non-mediated cases for overall time from TPR filing to final TPR order or time from TPR filing to petition dismissal for mothers or fathers.

### Time Savings

A final series of analyses were conducted to examine whether mediation provides a time savings to the court over non-mediated cases. With court dockets becoming crowded and resources becoming limited, the ability to save time is increasingly important. Areas where mediation may save time are in the number of trial hours scheduled, continuances, and hearings vacated. In the current sample, the average



number of trial hours scheduled across all cases was 10.63. The average number of continuances was less than one (.40). The average number of hearings vacated was 1.78.

Mediated cases significantly differed from non-mediated cases on the number of trial hours scheduled,  $F(1,72) = 19.75, p < .001$ . Mediated cases were scheduled, on average, for 15 hours, which was significantly more than non-mediated cases, which were scheduled for 8 hours, on average. There was a significant difference between mediated and non-mediated cases on the number of case continuances,  $F(1,89) = 5.80, p = .02$ . Mediated cases were continued an average of .7 times in the case, while non-mediated cases were continued .3 times. There was also a significant difference in the number of hearings vacated between mediated and non-mediated cases,  $F(1,89) = 26.60, p < .001$ . Mediated cases averaged 2.9 vacated hearings, compared to non-mediated cases, which averaged 1.3. There was no significant difference between mediated and non-mediated cases on the number of hearings held.

Additional chi-square tests of independence were conducted to examine the relationship between mediation and whether several hearings (i.e., settlement conference, first TPR trial, and last TPR trial) were vacated across the life of the case. Mediation was significantly related to vacating the settlement conference,  $\chi^2(1, N = 66) = 4.07, p = .04$ . Mediated cases had the settlement conference vacated 34% (N=10) of the time, compared to 14% (N=5) of the time for non-mediated cases.

### Limitations of Case File Review

It should be noted that the results of the case file review only show associations of mediation with case outcomes. The study design does inhibit causal inference. That is, we cannot draw cause and effect conclusions, or say that mediation causes changes. In particular, time may be the biggest indicator of change. The pre-mediation group had TPR petitions filed in late 2009, 2010, or early 2011, compared to the post-mediation group, which was late 2011, early 2012. Practice may have changed over time, resulting in the scheduling of longer hearings or more continuances. Indeed, the cases that had TPR petitions filed later (late 2011, early 2012) and did not go to mediation, looked more like the mediated cases than the comparison group. Another limitation of this research is that TPR cases are separate from their juvenile dependency cases, making it impossible to determine what the case outcome was, including whether and when the child was adopted.

## Discussion

Overall, mediation in dependency cases (in Washoe County) is successful with some lessons learned during the implementation phase. In general, both parents and stakeholders agreed that mediation generally speaking is successful. Stakeholders agreed that mediation lessened their workload in preparation and hearings and is a good alternative to court. Parents also agreed that they felt heard, respected, and treated fairly during the process. When parents felt part of the process and when the mediators clearly explained the process, this was associated with a higher level of agreement. In terms of outcomes, mediation appeared to reduce the number of default orders for mothers and fathers. For mothers, mediated cases resulted in longer time for case outcomes for mothers but no difference for fathers. There was also an association between mediation and an increased number of continuances and vacated settlement conferences and trials.

There are some areas of improvement, such as addressing so-called no-show parents. This may be an issue of communication, where an innovative approach to scheduling may need to be explored by stakeholders. As stated by interview participants, this population can be problematic because they are transient in nature, but there needs to be an understanding that parents may not understand what mediation will accomplish for them and what barriers exist for them to attend mediation. Barriers might include transportation, time-off work, child-care, or not knowing where they (parents) need to be. A discussion of any barriers and the benefits of mediation with parents before mediation is scheduled may alleviate this attendance issue. Another area of improvement is education of parents and stakeholders. For parents, an orientation of mediation before their session would be extremely helpful for them to understand how mediation is different than a hearing. There also needs to be education for stakeholders about the results that are seen through mediation in terms of time-savings.

### Recommendations for Program Improvements

The findings of this process, satisfaction and outcome evaluation allowed for generation of some recommendations for program improvements. These recommendations are meant to help guide discussions of ways that the program could be improved, but are also important to provide context and useful information to new sites that may be struggling with or in the process of establishing their own mediation programs. The recommendations listed below include the areas of implementation and startup as well as considerations for improving current practice.

## Implementation Lessons Learned & Recommendations

1. *Education & Outreach Are Important.* Program startup should include education and outreach to all stakeholders who may/should be involved in the mediation. The Washoe mediation program did a good job of outreaching to partners. Enhancing this educational piece by discussing the benefits and goals of mediation at collaborative meeting and ensuring follow-up with all stakeholders sites will be important to any program starting out.
2. *Buy-In From All Stakeholders Will Help Encourage Mediations.* Even if project partners are educated about the benefits of mediation, mediation may not be successful if key professional stakeholders do not believe the program is beneficial and useful. Engaging in meaningful discussions about the benefits of mediation may help to improve buy-in.
3. *The Referral Process Makes a Difference.* Mediations were much less common when they were on a referral basis. Court ordered mediation increased the number of mediations and ensured stakeholder participation.
4. *Parent Education is Necessary.* Parents should learn about mediation prior to attending a mediation session. Protocols should be developed that address how to best educate parents. Some ideas generated from these findings suggest that providing parents with a brochure that describes mediation or having attorneys discuss the benefits of mediation with their clients prior to the scheduled hearing may help facilitate parent involvement in mediation.

## Improving Process & Recommendations for Next Steps

5. *Ensure All Parties Understand the Agreement.* Satisfaction surveys revealed that the parties involved did not always have the same perception of the level of agreement that was reached. It is important that *all* persons understand whether full agreement was reached. In particular, this is important for parents, to ensure that they know what occurred at the mediation and what the next steps are in the case.
6. *Ongoing Education & Outreach.* Education and outreach should not stop with implementation. There is a high rate of turnover for many of the professional stakeholders involved in the child welfare system. Continuing education and outreach efforts will ensure that new stakeholders are familiar with the program. One potential outlet in Washoe for this continued education may be the Model Court collaborative meetings that occur monthly.

- 7. *Consistent Domestic Violence Screening & Treatment.*** Although domestic violence screening was not a focus of the review, researchers noted several court referrals that indicated that domestic violence was involved in the case. There did not seem to be consistency among mediators as to how the cases were screened, or how they treated cases when domestic violence did occur. At a minimum, all cases should be screened using a standard tool (across mediators). Parents should be asked the questions directly to ensure the mediators are accurately able to identify concerns with coercive or threatening behavior by the perpetrator, in order to inform a safe mediation where all parties feel like they have a voice.
- 8. *Decrease No-Show Rate.*** If parents do not show up for mediation, the mediation cannot occur. Many stakeholders noted the “no-show” rate as a barrier. Consider making mediation information available to parents when they at court hearings. A pamphlet that explains what mediation is, includes contact information for the mediation administrator, and has the time, date, and location of the scheduled mediation would be useful for both orienting parents to the purpose of mediation and serving as a reminder for when they are supposed to be there. Increasing parent’s understanding of the benefits of mediation prior to attending or being referred to mediation may also help increase parents’ attendance. Other sites have also had success with playing a video that describes their mediation program. This may be effective played at Family Services, so parents better understand the process.
- 9. *Identify Areas for Improved Efficiency.*** A few stakeholders mentioned that mediation is too lengthy. The mediation program has implemented some efficient practices, such as staggering arrival times to ensure professional stakeholders are not kept waiting, and ensuring a laptop is on site for immediate documentation of the agreement for distribution. System participants should consider what other efficiency strategies may help with this process.
- 10. *Share Results.*** A summary of the mediation reports might be useful to share with system stakeholders in order to increase buy-in and to demonstrate the positive results of mediation. At a minimum, identifying the number of the mediations held, the agreement rate, and the percentage of time this results in vacated hearings would be interesting to stakeholders and could help with outreach and buy-in of other stakeholders in the process.

## Conclusion

Overall, the mediation program is successful in meeting several of its goals. Parents who attend mediation are engaged. They feel that they have a voice in the system and they believe it is helpful. Stakeholders also believe the process is helpful, although they did express some concerns with no-show parents and time commitments. Mediation also results in agreement the majority of the time, which facilitates communication and collaboration among system stakeholders. Mediated cases were also related to more hearings vacated than the comparison group. This information should be interpreted with caution, however, and the number of trial hours scheduled (and vacated) appeared to increase over time.

Mediation was not related to timeliness of case processing. This may be because researchers only examined termination of parental rights cases and the majority ended in relinquishment by one or both parties. It may be that mediation does not result in timelier case processing at the TPR phase, but it may still result in better outcomes. For example, the relinquishment agreements in mediated cases may result in more opportunities for parents to negotiate the adoption language and future contact with the child. Future research can examine a more qualitative perspective of mediation to determine if it is better meeting the needs of the parents. Future research should also examine cases where mediation occurred at different times in the process to determine if mediation is related to timely case progression and outcomes when it is held earlier in the case.



8<sup>th</sup> Judicial  
District  
Dependency  
Mediation  
Program  
Evaluation

2013

RESEARCH REPORT  
ASSESSING MEDIATION IN CLARK COUNTY,  
NEVADA



**NCJFCJ**  
*est. 1937*  
WWW.NCJFCJ.ORG

National Council of Juvenile and  
Family Court Judges

Juvenile Law Programs

August 2013

The National Council of Juvenile and Family Court Judges® (NCJFCJ) headquartered on the University of Nevada campus in Reno since 1969, provides cutting-edge training, wide-ranging technical assistance, and research to help the nation's courts, judges, and staff in their important work. Since its founding in 1937 by a group of judges dedicated to improving the effectiveness of the nation's juvenile courts, the NCJFCJ has pursued a mission to improve courts and systems practice and raise awareness of the core issues that touch the lives of many of our nation's children and families.

For more information about the NCJFCJ or this report, please contact:

National Council of Juvenile and Family Court Judges  
Juvenile Law Programs  
University of Nevada  
P.O. Box 8970  
Reno, Nevada 89507  
(775) 327-5300  
[www.ncjfcj.org](http://www.ncjfcj.org)  
[caninfo@ncjfcj.org](mailto:caninfo@ncjfcj.org)

©2013, National Council of Juvenile and Family Court Judges

Mari Kay Bickett, J.D., Chief Executive Officer, NCJFCJ

### **Report Contributors**

Alicia Summers, PhD, Senior Research Associate, Juvenile Law Programs

Steve Wood, MS, Research Assistant, Juvenile Law Programs

Theresa Bohannon, MPH, Research Associate I, Juvenile Law Programs



### Clark County Mediation

In early 2013, the Eighth Judicial District of Nevada (Clark County) began implementation of a mediation program for parents and stakeholders who are in the midst of the juvenile dependency system. The goal of mediation is to avoid further litigation through voluntary case resolution, which can enhance case processing and improve outcomes in juvenile dependency cases. Parties can come together in a neutral setting to address the issues surrounding the case and what options are available given the status of the case, through the assistance of an impartial third-party.

The Nevada Administrative Office of the Courts (AOC) contracted the National Council of Juvenile and Family Court Judges (NCJFCJ) to assess the juvenile dependency mediation program. The assessment includes review of satisfaction surveys given to parents and stakeholders at the end of mediation and surveys and interviews with key system stakeholders. Surveys and interviews were analyzed to examine common themes, level of satisfaction with the current mediation practice, and areas for improvements.

*Key findings from the surveys and interviews included:*

- *There is a general perception that mediation is successful;*
- *The program is still new and working out issues as they come, keeping the process fluid; and*
- *Mediation provides an environment where parents felt heard, respected, and treated fairly during the process.*

*Areas of improvement included:*

- *Increasing stakeholder buy-in through education about the results that are seen through mediation in terms of time-savings;*
- *Exploring the idea of limiting how many parties are attending mediation sessions and limiting it to only necessary parties.*

The study was somewhat limited by the low number of survey respondents for the stakeholders and number of total mediations that have occurred to date. With low numbers, it is difficult to assess overall satisfaction with the program, as this report is limited to the views of those who participated in the survey and phone interviews. In addition to those limitations, long-term case outcomes were not determined in Clark County. Without this piece, it is difficult to determine the long-term outcomes of mediated cases or whether mediation results in timelier case processing. However, the current evaluation is the first step in this process. An outcome evaluation is planned for a future date, at a time in which the number of mediated cases is large enough to make adequate comparisons to non-mediated cases.

## Introduction

When a child is removed from a home by child protective services (CPS), this child has entered the child abuse and neglect court system where an adversarial relationship between parents and CPS may develop. Distrust and confusion about the system can arise for parents in a time when there is a need for collaboration and resolution. Mediation is an option to avoid further litigation, which has been used for decades to catalyze case processing and improve outcomes in juvenile dependency cases.<sup>1</sup> This alternative dispute resolution practice is a method that brings together all concerned parties to negotiate and resolve issues with the assistance of a neutral third party (mediator). The main objective of mediation is to facilitate a discussion where parties voluntarily resolve the issues that brought a family into the dependency system and produce a written agreement, in lieu of a traumatic contested hearing.<sup>2</sup> The mediation can include parents, CPS, attorneys, and all others that may be involved in the case (i.e. guardian ad litem, Court Appointed Special Advocates (CASA), foster parents, other family members, etc.).

The topics discussed depend largely on what issues are contested. If the mediation occurs pre-adjudication, topics may include petition allegations. Other contested issues that often arise and are discussed at mediation may include: case planning, custody, visitation, shared parental responsibility, temporary and long-term placement, foster care, relative placement, non-relative placement, shelter care, family dynamics, parent education, available services to families, family reunification, termination of parental rights, and/or adoption.<sup>3</sup> Mediation should focus on the family's strengths, create an environment where parents are incorporated in decision making about their children, and prevent any further abuse or neglect for the child.<sup>2</sup> There are several potential benefits to mediation in child dependency cases which can include, but are not limited to: time savings, efficiency, parent engagement, and improved outcomes for children involved.

---

<sup>1</sup> Giovannucci, M., & Largent, K. (2009). A guide to effective child protection mediation: Lessons from 25 years of practice. *Family Court Review*, 47, 38-52.

<sup>2</sup> Superior Court of California, County of Alameda. (n.d.). *Dependency mediation*. Retrieved from: <http://www.alameda.courts.ca.gov/Resources/Documents/Dependency%20Mediation.pdf>

<sup>3</sup> Eighth Judicial Circuit of Florida. (2013). *Frequently asked questions: Juvenile dependency*. Retrieved from: <http://circuit8.org/mediation/dependency-mediation>

## *Program Background*

In October of 2012, the Eighth Judicial District of Nevada (Clark County) established the Dependency Mediation Program (DMP). DMP is funded by the Court Improvement Program (CIP), a U.S. Department of Health and Human Services program designed to support court initiatives related to improving outcomes for maltreated children involved in the child abuse and neglect court system.<sup>4</sup> To secure the funding, the lead juvenile dependency judge in Clark County worked with the state CIP Coordinator to identify mediation as a goal for the jurisdiction and apply for grant funds. Three mediators with years of experience mediating a variety of issues were recruited for the program, and a contracted mediator of the Eighth Judicial District administers the program.

As part of the implementation process, systems stakeholders began convening monthly meetings to discuss and develop the program's goals, vision, protocols, and next steps. These discussions involved many key stakeholders, including: the lead juvenile dependency judge in Clark County; Department of Family Services personnel (staff, managers, and supervisor); the District Attorney; the Special Public Defender; Children's Attorney Project (CAP) attorneys; court appointed special advocates (CASAs); DMP mediators and administrator; a domestic violence consultant; and community service providers.

At the initial meeting, the lead judge explained that the DMP is the next step in bringing the Court's programs closer to nationally recognized "best practices." In addition, the desired outcomes of the DMP, the specific goals of the DMP, and the need for stakeholder training were discussed; draft mediation process documentation was provided; a glossary defining acronyms was proposed; and other areas of discussion (e.g., documents to be provided to mediators and staff participants, process of mediation, and level of mediation agreement) were addressed. At follow-up, pre-implementation meetings, topics included: potential start date; days, times, and locations for mediation; the process for providing case records to the mediator, as well as other pertinent documents to the other involved parties; training for mediators; revisions to informational brochures; issues to be mediated (e.g., petition language, visitation, case plan, and placement); and status checks. The meetings served as opportunities to examine what was and was not working and allowed the DMP administrator to make necessary adjustments, both to the implementation process, and to the mediation program as it progressed. For

---

<sup>4</sup> Crowley, M. (2012). Dependency mediation. *Nevada Family Law Review*, 25, 12-17.

example, mediation was originally slated to start with termination of parental rights cases, but was adjusted to begin earlier in the cases (pre-adjudication).

One of the primary goals of these monthly, pre-implementation meetings (as well as the subsequent monthly post-implementation meetings) was to ensure that the program was poised to meet its six specific goals:

1. Mediate 65 cases during the initial year;
2. Achieve full or partial agreement in 75% of mediations;
3. For mediated cases, reduce the average time from petition to a permanency outcome that includes reunification, adoption or guardianship, to 18 months or less;
4. Ensure that 80% of the mediated cases in which agreement is reached come to a permanency outcome that includes reunification, adoption or guardianship;
5. Create a 33% reduction in the number of TPR actions awaiting trial;
6. For those cases in which the petition is denied, reduce the amount of time mediated cases spend in the subsequent court hearing or trial by at least 50%, from the current average of 3 hours.

At present, only one judge is ordering cases to mediation. All of the cases being ordered to mediation are early in the case process, and primarily include cases where parents deny the petition allegations. The date and time of the mediation session is set by the court, and formalized through a court order; participation by all parties to the case is mandatory. Three hours are set aside for each mediation session. The first mediation occurred February 2013.

On the day of mediation, the mediator provides an orientation for the parents and any parties new to process. The mediators give each parent a brief overview of the mediation process and parents then sign a confidentiality statement. Additionally, all parties sign a confidentiality statement prior to the mediation.

Mediators in Clark County use a facilitative group mediation model of mediation, a style of mediation that emphasizes the neutrality of the mediator. A facilitative mediator does not present his or her own

views of the case or of the agreement, and is instead focused on ensuring that all parties have an opportunity to be heard and that parties reach an agreement everyone can agree on.<sup>5</sup>

At the conclusion of a mediation session, the mediators use a laptop to write the agreement while all parties are in the same room. The agreement is printed, signed by those who have authority to do so, and each party receives a copy. The agreement is then entered into the electronic case management system and forwarded to the judge, who has to then sign the agreement and file a court order. All participants are then asked complete a short survey regarding their perceptions of the mediation, the outcome and how they were treated.

## Study Overview

To assess the implementation and current functioning of the mediation program, an evaluation was conducted of the Clark County Mediation Program. The evaluation had several components, including a process evaluation that examined the implementation of the mediation program as well as its current functioning and a satisfaction evaluation that assess users' perceptions of the mediation program.

### Process Evaluation

For the process evaluation, an online survey was sent to stakeholders involved with the juvenile dependency mediation program to learn more about implementation and current functioning. The survey was sent in March 2013. Follow-up interviews were conducted with key stakeholders to gain a more in-depth understanding of the program and provide additional context to the online survey results. The follow-up interviews were conducted in April – June of 2013. The process evaluation examines five research questions:

1. What were the challenges and successes with program implementation?
2. What could have improved the program implementation process?
3. Is the mediation program successfully engaging parents and stakeholders?
4. Does mediation save court time/reduce workload?
5. In what ways could the program be improved?

---

<sup>5</sup> Imperati, S. J. (1997). Mediator practice models: The intersection of ethics and stylistic practices in mediation. *Willamette Law Review*, 33, 703-745.

## Satisfaction Evaluation

As part of ongoing efforts to gauge program satisfaction, mediators give all mediation participants—parents and stakeholders—a survey after each mediation session. Participants are provided an envelope into which they are asked to place the completed survey. The sealed envelope is given to the lead judge’s judicial assistant and later mailed to NCJFCJ. This is to ensure confidentiality of responses. The satisfaction evaluation addresses four research questions:

1. How are parents treated during mediation sessions?
2. Do parents’ perceptions of treatment affect agreement rates?
3. Do stakeholders and parents perceive that mediation is helpful?
4. What did participants find most and least helpful about the mediation session?

Project staff provided NCJFCJ researchers with all of the satisfaction surveys collected from the first 10 mediations. This resulted in a sample of 77 surveys that were used to explore differences in perceptions between parents and stakeholders and answer the research questions.

## Results

### Process Evaluation

Twelve stakeholders (60%) responded to the online survey. Eleven respondents indicated their role (Table 1).

<b>Table 1. Role of Respondents</b>		
	<b>N</b>	<b>%</b>
Administrator	0	0.0
Attorney	4	36.4
Social Work Supervisor	0	0.0
Child Advocate	3	27.3
Mediator	3	27.3
Judge	1	9.1
<b>Total</b>	<b>11</b>	<b>100.00</b>

Eleven respondents indicated how many mediation sessions they attend per month on average. Sixty-three percent of the respondents (n=7) said they attend one to two mediation sessions per month,

18.2% (n=2) attend three to four, and 9.1% (n=1) attend 5 or more per month. The remaining 9.1% (n=1) indicated they never attend mediation sessions.

### *Implementation*

To understand how the mediation program was implemented, stakeholders involved in the implementation process answered the following questions in the online survey:

- What were the barriers or challenges in implementation?
- What were the strengths in implementation?
- Were there things that you believe could have been done to expedite the implementation or improve the implementation process?

***Barriers to Implementation.*** In Clark County, program start up activities lasted approximately four months; the program was funded to begin in October of 2012 and the first mediation occurred in February of 2013. The delay was due to several reasons: another transition in the juvenile court, concerns from community partners about the sustainability of the program, initial lack of staffing and resources, resistance from stakeholders, disagreements about mediation timing in a case, logistical and administrative issues, engagement and creating buy-in, and conflicting priorities in Family Court.

***Strengths of Implementation.*** Participants were also asked what worked well during project start up. Respondents cited the communication and initial outreach between mediators and stakeholders played a key role. Stakeholders and partners were able to express their concerns openly which allowed for a flexible and dynamic situation. This created a state where the program could be fluid and change as stakeholders saw it appropriate. It also fostered an environment for buy-in, and allowed an opportunity to educate partners on the benefits of a mediation program. Other elements important to program implementation success were stakeholder buy-in, collaboration, team building, judicial leadership, commitment to the program, and shadowing Washoe County mediation program.

***Areas of Improvement.*** Participants were asked what could have been done to improve the implementation process. Respondents cited bad timing and slow start-up as things that could have improved the implementation process. Other suggestions included starting meetings with partners earlier, introducing the program to stakeholders prior to implementation, and more concrete start dates to keep all parties accountable to the start date.

### *Program Goal*

When asked what the goal of the dependency mediation program is, several respondents said the primary goal of the program is to achieve permanency for families and children in the child welfare court system in an expedited manner, which is safe and best for the children involved. Others said that mediation acted as an alternative to court and a way to engage families. Survey participants indicated that mediation gave a forum for all parties to negotiate and resolve conflicts in a “solution-oriented” process with improved outcomes. Participants also noted that mediation saves the court time and resources. The quote below is from one respondent and the statement describes the objective of the mediation program.

*“To change the ‘culture’ of the child welfare system from the traditional litigation mindset to a family-driven, family-supportive mindset in order to achieve permanency for the children in a more timely manner.”*

### *Program Functioning*

Survey participants were asked to rate their level of agreement on several response items related to implementation, participation, and effects of mediation. Table 2 presents the results for all responses along a five-point scale, with 1 being “strongly disagree” and 5 being “strongly agree.” Higher numbers, therefore, indicate more agreement with the statement.

<b>Table 2. Average Response Ratings</b>	
The implementation of the mediation program was a success (n=10)	2.9
All stakeholders who are invited attend mediation sessions (n=10)	4.1
Parents, who are invited, attend mediation sessions (n=10)	4.3
Mediation sessions are successful in reaching agreements (n=10)	4.2
Parents at mediation sessions are engaged in the process (n=10)	4.9
Mediation reduces the time to case resolution (n=10)	3.2
All stakeholders at mediation sessions are prepared (n=10)	3.7
All stakeholders at mediation sessions work toward reaching agreement (n=10)	3.9
Parents at mediation sessions work toward reaching agreement (n=10)	4.3
Mediation is a good alternative to court (n=10)	4.2
All stakeholders get a voice at mediation sessions (n=10)	4.8
Parents get a voice during mediation session (n=10)	4.9
Age appropriate children are invited to attend mediations (n=10)	4.6

As shown in the above table, the average response for most items ranged between somewhat agree and strongly agree. Some notable exceptions are that respondents indicated less agreement with “The implementation of the mediation program was a success” and “Mediation reduces the time to case



resolution.” Most of the survey participants who answered the question “Parents get a voice during mediation sessions” strongly agreed.

Participants were also asked several open ended questions, which are answered below.

#### *What are the barriers to utilizing mediation for parents?*

In terms of barriers for parents, one respondent noted that adequate attorney representation is critical. Many respondents noted that time and transportation are issues for parents who are typically low income, lacking resources, or possibly incarcerated. It may be hard for them to take three hours off work or find child care to attend mediation and therefore choose not to attend. One respondent noted that caseworkers do not always locate and offer transportation to reluctant parents. Some respondents noted that parental education of mediation is important so that parents understand the purpose of mediation. Many respondents noted that they did not see any immediate barriers for parent engagement at this time.

#### *What are the barriers to utilizing mediation for stakeholders?*

Barriers for stakeholders included lack of resources, time, and a commitment to the program. Some respondents said that there is a shortage of staff at agencies and this can make it difficult to balance caseloads with mediation. Other stakeholders believe that mediation creates duplicate work and actually adds to workload. Another barrier cited was a lack of cooperation and willingness to mediate as opposed to litigate. For instance, one respondent noted that when the Safety Assessment Tool by the Department of Family Services (DFS) was mentioned in mediation, it is often ignored and is viewed negatively by other stakeholders. A second respondent indicated that the DA’s office may discourage their client from taking a particular position, making it difficult for CPS workers to fully participate.

#### *In moving forward with the mediation program, what are some ways in which the program could be improved?*

Areas for improvement included reducing the amount of time for stakeholders in mediation, training and engagement of stakeholders, and continuing to modify the process as necessary. A few respondents felt that most, if not all, dependency cases should be referred to mediation, which would demonstrate the courts’ commitment to the mediation and not litigation of these cases. Some also felt that mediation should not be in *addition to*, but *instead of* court, which would reduce overall time for the case. One respondent would like to see a shorter time between ordering the mediation and when it occurs.

Training and education for all stakeholders was cited as a strategy for ongoing improvement, as it would help attorneys who may be more comfortable litigating. One respondent felt that the mediators should be more involved during the mediation process. The need to continue to adjust the program as concerns are raised was pointed out by a few respondents. Some felt the program is still very new and did not know exactly how the program could be improved at this time. One respondent thought the program should be discontinued.

### *Workload*

Survey participants were asked how mediation affected their workload. The answers are reported in Table 3.

<b>Table 3. Mediation and Workload</b>	
Mediation reduces my workload (n=10)	2.6
Mediation requires the same amount of time as going to court (n=10)	2.5
Mediation adds to my workload (n=10)	3.9

As shown above, the average answer from participants regarding reduction of workload was between “neither agree nor disagree” and “somewhat disagree.” The average answer regarding increases to workload was “somewhat agree.” The respondents “somewhat disagreed” that mediation requires the same amount of time as going to court. This indicates most responded felt that mediation increased their workload.

Additional Comments regarding workload included:

- I have no doubt that mediation, in the long run, will definitely lower my workload and result in better outcomes for the children by engaging the family and others in arriving at solutions instead of being told what the family needs to do in order to have the children returned.
- When all the parties come to the table in good faith with a collaborative attitude and are prepared, mediation often results in an agreement, which reduces the stakeholders' workload.

### *Follow Up Interviews*

Six in-depth interviews were conducted with mediators and other juvenile dependency stakeholders to get a better sense of how the program was implemented, how it is currently working, and any areas for improvement. Interview participants were asked specifically about the barriers and successes related to program implementation, challenges, improvement areas, parent and stakeholder engagement, and

benefits of the program. (Questions are listed below in blue.) The themes that arose from the interviews were similar to the responses found in the online survey and although there were several different questions asked, the same issues seemed to appear in different questions.

*What did you see as barriers to implementing the mediation program?*

- *Inadequate buy-in from stakeholders.* The mediation program is new and may be seen as time consuming compared to going to court. Initially, there was resistance from attorneys about mediation and some see it as time wasted. There was a previous mediation program in Clark County and they did not successfully demonstrate the long term benefits to families and the system, therefore this program may be seen in the same light. There may be “initiative fatigue” on the part of stakeholders in the system.
- *Fragmented framework.* Some participants stated that the unclear framework in the beginning was a barrier because this created confusion about the process and expectations. A number of the mediations have many social workers in attendance and there is some role confusion between investigators and permanency workers. There may need to be an exploration of who needs to attend and who does not.
- *Adversarial environment.* Although the purpose of mediation is to create a non-adversarial environment, in some situations this still exists. Stakeholders noted they felt the purpose of mediation is to get children out of the system faster and that all parties need to be reasonable in their expectations. This confrontational style can create walls between parties and unnecessarily lengthen the process.

*What did you see as successes to implementing the mediation program?*

- *Successful outcomes.* In the short time that mediations have occurred in Clark County, they have been relatively successful. The large majority of cases have reached either full or partially agreement. The informal feedback from stakeholders involved in those cases has been positive.
- *Dynamic and flexible environment.* This program continues to improve through meetings with all partners. At these meetings concerns are brought up and addressed, which keeps this program fluid in nature and ever-adjusting for quality improvement.

*What are the biggest challenges to reaching an agreement?*

- *Lack of cooperation of parties.* The juvenile dependency system in Clark County has functioned

in its capacity for many years and this mediation program can create a situation that may challenge some parties' old way of dealing in the child welfare system. All parties need to understand each other roles in order to work together as a team to get the families the help they need. All parties also need to come to the table willing to compromise.

- *Large number of people at mediation, possibly not appropriate for facilitative model.* As stated previously, there are many individuals at the mediation table, each with their own roles and responsibilities. Having so many stakeholders involved makes reaching an agreement difficult. Stakeholders have different visions for the case, all with competing interests. This can create a chaotic environment that can result in a breakdown in the agreement. Based on the model of mediation used, this may not be the best scenario. Some respondents noted that there are issues brought to mediation that cannot be mediated, such as placing a child back home with a parent who still has major safety issues to address.
- *Adversarial propensity.* Some in the mediation process still have the desire to litigate rather than reach an agreement outside of court. There can be unwillingness to compromise and some participants are coming into mediation very positioned.

*What do you see as areas of the program that need improvement?*

- *More directive mediators.* Some participants noted that mediators should be more pro-active and less passive mediators. Stakeholders would like to see the mediators move the conversations and enhance their skills. It would also be beneficial for mediators to understand the role of all stakeholders.
- *Systematic approach to improving mediation.* The Clark County mediation program is currently working and engaging partners in how to tighten up mediation. As discussed previously, there are many people at the mediation table and this creates a challenging and chaotic environment.
- *Limiting the number of attorneys present.* A proposed idea to mediation is limiting the role of the attorneys to just the legal issues, such as petition language. The idea is that parties may engage the family faster if they are more selective in what the attorneys are included in. The Clark County mediation program is exploring a similar model that is used in Santa Clara, CA.
- *Solution-focused problem solving approach.* It was suggested that parties be more sensitive toward parents and their approach to mediation. The primary focus should be on problem solving.

*How could parent engagement with the mediation process be improved?*

- *Less accusatory environment.* To ensure that parents stay engaged in the mediation process, it is important to create an environment that is less accusatory towards the parents. It is important to be aware of body language and the words used. A wall goes up with parents when you use words like “You did this or that.”
- *Current satisfaction with parent engagement.* Some stakeholders noted that parent engagement was a current strength of the program and did not feel as if this area needed strong attention. The parents are encouraged to invite people in their lives to the process.
- *Chaotic environment can impact families.* As noted several times, there are many people at the table during mediation and that can create a chaotic environment that is not linear in nature. This can impact the parents’ experience with mediation. It may be necessary to identify the decision makers at the table and limit the discussion role to these individuals.
- *Better education for parents.* Prior to their mediation session, it is essential to educate parents so they can learn how mediation is different from court—parents do not know the process and do not know what to expect. Helping these parents initially in the process is important.

*How could stakeholder engagement with the mediation process be improved?*

- *Development of stakeholder buy-in.* In order to improve stakeholder engagement with the mediation process, participants discussed the importance of buy-in and the need for a consistent feedback loop between the mediators and stakeholders. Stakeholder understanding of the long-term goals of the program could use some improvement.
- *Invite additional community partners to the table.* Some respondents felt it would be helpful to have drug treatment partners available during these discussions. In addition, respondents suggested that it would be useful to have some peer model programs available for parents to advocate their position better.
- *Improved reporting system and information sharing.* Stakeholders would like to know more about the mediation program and would like to see data that demonstrates time savings. Positive results from mediations would encourage stakeholders to stay vested in the program. There have been similar programs in Clark County that were unsuccessful, so there is a fear that

this program may not work out either. Quarterly reports that could be easily adapted and disseminated to stakeholders were suggested.

- *Current satisfaction with stakeholder mediation.* Some participants said they are happy with the engagement by family services, CASA, and domestic violence (DV) partners.

#### *What they find the most beneficial about mediation?*

- *Creation of cooperative relationships.* Having people come to better working relationships is invaluable. Mediation especially improves relationship between parents and social workers, and creates more cooperation between parents and agency.
- *Early engagement with family.* Engaging the family early in the case can alleviate issues later. Some people noted that working with DFS early in the case benefits their clients and keeps all parties accountable to the agreement reached in mediation. Social workers also like seeing the families early in the case and being able to ask them non-confrontational questions.

## **Satisfaction Evaluation**

After a mediation session, all participants are given satisfaction surveys. The surveys ask parents and other family members to indicate their perceptions of how they were treated and involved during the mediation session, along with the level of agreement. The surveys ask stakeholders to indicate where the case stands in the dependency process, their perceptions of how they were treated and involved and whether the session was conducted fairly. The surveys ask all participants to note what was most and least helpful about the mediation session.

### *Level of Agreement*

The surveys asked participants to indicate whether the mediation session resulted in full, partial, or no agreement. It is difficult to report the agreement rate from the satisfaction surveys. Out of the 10 mediations, all participants indicated the same level of agreement in only 3 sessions (30%). In the remaining mediations, participants marked different levels of agreement. For example, in one session, four participants marked “no agreement” and one participant marked “partial agreement.” The discrepancy in agreement levels could indicate a breakdown in communication as to the formal level of agreement in the majority of mediation sessions. Despite the discrepancy, 39% of participants indicated that the mediation resulted in full agreement (see Table 4).

<b>Table 4. Level of Agreement</b>		
	<b>N</b>	<b>%</b>
<b>No</b>	12	16
<b>Partial</b>	35	45
<b>Full</b>	30	39
<b>Missing</b>	0	0
<b>Total</b>	<b>77</b>	<b>100</b>

### *Parental treatment and participation during mediation sessions*

Twenty-four of the 77 mediation participants were biological parents, extended family members, or children. All were asked if the mediator explained the process so they knew what to expect. The majority “strongly agreed” with that statement (56.5%). Participants were also asked if they had a chance to voice their opinion and if they were treated with respect. A majority of respondents “strongly agreed” that they had a chance to voice their opinion and were treated with respect (57% and 62%, respectively). There was no substantive difference when biological parents’ responses were analyzed separately. All parents were also asked if they felt listened to during the mediation. The majority of respondents either agreed or strongly agreed (42% and 54%). Parents were asked if they were a part of finding answers to problems discussed; 59% agreed and 36% strongly agreed. Finally, when asked if the mediator treated everyone fairly, 54% of parents strongly agreed. See Table 5, below, for percentages across all questions and response categories.

<b>Table 5. Parental Treatment and Involvement (Percent)</b>					
	No, Strongly Disagree	No, Disagree	Yes, Agree	Yes, Strongly Agree	Missing
<b>The mediator explained the mediation process clearly</b>	0.0	0.0	43.5	56.5	0
<b>Did you have chance to voice your opinion?</b>	0.0	4.2	54.2	41.6	0
<b>Were you treated with respect?</b>	0.0	0.0	41.7	58.3	0
<b>Were you really listened to?</b>	0.0	4.2	45.8	50	0.0
<b>Were you able to be a part of finding answers to problems?</b>	0.0	4.5	59.1	36.4	0.0
<b>Did the mediator treat everyone fairly?</b>	0.0	0.0	41.7	54.2	4.2

### *Do stakeholders and parents perceive that mediation is helpful?*

Even in instances where no agreement was reached, many stakeholders and parents indicated that mediation was helpful. The survey asked parents and stakeholders if they thought the agreement would work. Forty-three (67%) answered the question. The majority of respondents who answered the question said “yes,” while 22% were “unsure” or “hoped so.” No party said the agreement would not work.

### *Most and least helpful about mediation*

What participants found most helpful about mediation was the opportunity for all parties to gather at the same table, share information and talk openly in a neutral, non-hostile, and respectful environment. Other benefits to mediation were learning about the positions of other parties, having a DV advocate present, visitation discussions, engaging in problem solving, reaching compromises, and allowing parties, especially parents, to express their opinions—all within an environment that is less stressful than court.

What participants found least helpful about mediation were instances where discussion would get off topic or too focused on irrelevant issues, tension between parties, parties unwilling to compromise, and unprepared parties.

Overall, mediation in dependency cases (in Clark County) is positive with some lessons learned during the implementation phase. In general, both parents and stakeholders agreed that mediation is successful. Stakeholders agreed that mediation lessened their workload in preparation and hearings, and is a good alternative to court. Parents also agreed that they felt heard, respected, and treated fairly during the process. When parents felt part of the process and when the mediators clearly explained the process, this was associated with a higher level of agreement.

## Discussion

The mediation program in Clark County, NV had some delays with implementation. While the program was slated to begin in October of 2012, the first mediation was not held until February of 2013. The delay was due to logistical concerns, transitions in the juvenile court, and inadequate buy-in from system stakeholders. While mediation did finally begin, it appears that some of these concerns persist within the system. Responses from stakeholders do indicate that there is insufficient buy-in to the program, with many believing it will not be effective in meeting its goals, and others believing it actually adds to their workload. These implementation barriers may be contributing to the low number of mediations that have occurred. Further, changes in the child abuse and neglect court system may also



be serving as system barriers. The lead judge was the only judge referring to dependency mediation and this was occurring when the parents entered a plea regarding the petition allegations. Recent structural changes to the court process have changed so that the lead judge now does not oversee this portion of the case. The result is that between May 4 and June 30, only three cases were referred to mediation, one of which was cancelled.

It does appear that once cases are sent to mediation, that the result is primarily positive. According to stakeholder perceptions, 84% of mediations have resulted in full or partial agreement. Stakeholders indicated that the mediation is beneficial in engaging parents in the system. Survey responses support this, as parents who participated felt that they had a voice in the system, were treated with respect, and were listened to. Overall, the system seems to be effective in engaging parents and creating cooperative relationships between parties.

The program also appears to be doing well in terms of continuous quality improvement (CQI). The program administrator has definitely embraced a CQI focus and has worked diligently to make needed modifications to the program as concerns arise. As evidenced by the monthly meetings (which are still ongoing), several issues have arisen which required changes to the program, either logistics, or program implementation. The program administrator has followed up with key system stakeholders whenever concerns arose and worked with the entire committee to come up with timely and effective resolutions. While there are still kinks in the system, many improvements have already been made to ensure that mediation began and was meeting the needs of the parents *and* the stakeholders. The program should be commended for its flexibility and desire to make the necessary adjustments to improve implementation and functioning. These efforts should continue until the program is fully embraced and meeting all of its goals.

### **Recommendations for Program Improvements**

The findings of the process and satisfaction evaluation allowed for the generation of some recommendations for program improvements. These recommendations are meant to help guide discussions of ways that the program could be improved, but are also important to provide context and useful information to new sites that may be struggling with or in the process of establishing their own mediation programs. The recommendations listed below include the areas of implementation and startup as well as considerations for improving current practice.

## Implementation Lessons Learned & Recommendations

1. *Education and Outreach Are Important.* Program startup should include education and outreach to all stakeholders who may/should be involved in the mediation. Clark County did a good job of bringing multiple systems stakeholders to the table for the monthly meetings. An additional educational piece might be effective in helping stakeholders to understand the importance of mediation. This may include a one-page research summary of the benefits of mediation in child abuse proceedings and/ or dissemination of a report of findings from a similar jurisdiction that has implemented a mediation program.
2. *Buy-In From All Stakeholders Will Help Encourage Mediations.* Even if project partners are educated about the benefits of mediation, mediation may not be successful if key professional stakeholders do not believe the program is beneficial and useful. Engaging in meaningful discussions about the benefits of mediation may help to improve buy-in.
3. *Referrals to Mediation Need To Be Consistent.* While Clark County is a large jurisdiction, very few referrals to mediation have occurred in the project period. Judges and Masters who are committed to the program need to ensure that referrals are consistently being made. If the plan of the program is that all parents who deny petition allegations are referred to mediation, then judicial officers who oversee these hearing types must consistently make these referrals. Again, this will be critical in evaluating the effectiveness of the program. Without a sufficient number of mediations, comparisons cannot be made to determine effectiveness.

## Improving Process & Recommendations for Next Steps

4. *Ensure All Parties Understand the Agreement.* Satisfaction surveys revealed that the parties involved did not always have the same perception of the level of agreement that was reached. It is important that *all* persons understand whether full agreement was reached. In particular, this is important for parents, to ensure that they know what occurred at the mediation and what the next steps are in the case.
5. *Ongoing Education & Outreach.* Education and outreach should not stop with implementation. There is a high rate of turnover for many of the professional stakeholders involved in the child welfare system. Continuing education and outreach efforts will ensure that new stakeholders are familiar with the program. One potential outlet in Clark for this continued education may be the Model Court collaborative meetings that occur periodically.

6. *Generate Buy-In & Stress Importance for Research Efforts.* Project partners should be made aware of the necessity of buy-in as an important piece in ensuring the program can be evaluated. Resistance may be because stakeholders do not believe in the program or feel that it will add to their workload. If stakeholders understand that research can provide these answers to them, *but only* if they give the program a real chance to work, this could increase buy-in. Further, the lack of buy-in reduces the overall number of mediations and may reduce its effectiveness. Better buy-in from stakeholders can help to ensure program fidelity.
7. *Continue with CQI Efforts.* The program administrator has done a good job of trying to identify challenges to successful implementation of the mediation program. Problems with the program still exist and must be addressed to ensure necessary adjustments are being made that will make mediation successful in Clark County.
8. *Share Results.* A summary of the mediation reports might be useful to share with system stakeholders in order to increase buy-in and to demonstrate the positive results of mediation. At a minimum, identifying the number of the mediations held, the agreement rate, and the amount or percentage of time this results in vacated hearings would be interesting to stakeholders and could help with outreach and buy-in of other stakeholders in the process.

## Conclusion

Although the Clark County DMP was delayed in implementation and has held very few mediations to date, it does appear to be successful in meeting some of its goals. Eighty-four percent of mediations have resulted in full or partial agreement (per perceptions of users). The parents appear to be engaged in the system. Parents feel like they have a voice and are part of the decision-making process. Most stakeholders also feel that mediation is successful in increasing cooperation among parties and engaging parents.

The program, however, does have areas for improvement. In particular, stakeholder buy-in and the referral process could be improved to ensure that cases are being referred and that all parties involved believe that the mediation process can be helpful. It is difficult to draw broader conclusions as this study was limited in scope by the number of mediations that have occurred and the limited stakeholder perspectives (as some had only been to 1 or 2 mediations). This research could easily be expanded when more cases have been mediated. The expanded research could help to confirm or clarify the current findings and provide additional context. Future research should also examine the outcomes of

the case to determine if workload is higher for mediated cases and if mediation is successful in improving outcomes for the child and families involved.




Pro Bono  
Recruitment  
Project Data  
Report

LACSN CAP PRO BONO RECRUITMENT PROJECT DATA

For Reporting Period: Final Report 11/1/12 - 10/31/13

Date (There should be a date for every entry)	Type of Recruitment Effort and Number of Attorneys Recruited				Type of Trainings and Number of Recruited Attorneys Trained			First Cases Taken and Number of Children Impacted			Additional Cases Taken and Number of Children Impacted		
	Number of Law Firm Visits	Number of Electronic News Letters	Number of Articles in Bar Journals	Number of Attorneys Recruited	Orientation & CLE Training	Additional Trainings for Volunteers with an Open CAP Case	Number of Recruited Attorneys Trained	Number of Trained Recruits That Took Cases	Court Case Number	Number of Children Impacted per case	Number of Trained Recruits That Took Additional Cases	Court Case Number	Number of Children Impacted per case
Nov. 2012	2	4	0	9	2	2	12	0	See Attached Supp.	0	8	See Attached Supp.	14
Dec. 2012	1	4	0	19	2	0	6	1	See Attached Supp.	1	21	See Attached Supp.	34
Jan. 2013	0	4	0	17	2	1	6	4	See Attached Supp.	7	12	See Attached Supp.	22
Feb. 2013	0	3	0	16	2	0	6	5	See Attached Supp.	11	11	See Attached Supp.	20
Mar. 2013	0	0	2	10	2	1	4	4	See Attached Supp.	9	7	See Attached Supp.	13
Apr. 2013	0	1	2	19	1	0	13	10	See Attached Supp.	18	8	See Attached Supp.	13
May. 2013	1	3	0	21	2	2	12	14	See Attached Supp.	23	7	See Attached Supp.	12
Jun. 2013	1	4	1	16	2	0	12	6	See Attached Supp.	10	10	See Attached Supp.	23
Jul. 2013	1	3	2	24	1	2	30	9	See Attached Supp.	16	15	See Attached Supp.	26
Aug. 2013	0	2	2	5	2	1	11	3	See Attached Supp.	5	2	See Attached Supp.	2
Sept. 2013	1	3	1	9	1	1	7	3	See Attached Supp.	3	6	See Attached Supp.	11
Oct. 2013	1	1	2	18	1	1	18	8	See Attached Supp.	19	9	See Attached Supp.	26
Totals	8	32	12	183	20	11	137	67		122	116		216



CIP CQI  
Implementation  
Guide and Self-  
Assessment  
Tool



# CONTINUAL QUALITY IMPROVEMENT IMPLEMENTATION GUIDE

FY 2013

*This is a step-by-step guide to integrate the concepts of continual quality improvement into the daily functioning of the Court Improvement Project.*



# TABLE OF CONTENTS

## Contents

Understanding and Implementing Continual Quality Improvement (CQI) _____	1
Step 1: Train CIP Staff on CQI _____	2
Step 2: Review the Current Strategic Plan with a CQI Lens _____	3
Step 3: Identify Ways to Collect (or Find Existing) Data _____	4
Step 4: Create a Data Collection Plan & Tools _____	5
Step 5: Ensure Application Process Has CQI Focus _____	7
Step 6: Review of the Funding Application by CQI-trained Staff _____	8
Step 7: Using Data Effectively in Reporting _____	9
Step 8: Implement Change _____	10
Step 9: Disseminate Findings _____	11
Step 10: Build a Plan for Sustainability _____	12
General Recommendations for CQI'ing the CIP _____	13

# IMPLEMENTING CQI INTO CIP PRACTICE

## Understanding and Implementing Continual Quality Improvement (CQI)

Continual quality improvement has been defined as “the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions.” In an age of accountability, it is important for programs to be able to describe *how* they are functioning, to identify the strengths and weaknesses associated with program implementation and functioning, and to make efforts to improve their process to ensure that the program is meeting its goals. Only then can programs and practices be evaluated to determine if they are positively improving outcomes for children and families involved in the system. For the CQI process to be effective, it needs to include strong leadership, buy-in from systems stakeholders, a culture that is receptive to continual learning and change, and a concrete plan for how CQI can be woven into existing frameworks to ensure it is not only understood, but becomes a foundational part of practice.

The *Continual Quality Improvement (CQI) Implementation Guide* is meant to serve as a reference for integrating the concepts of continual quality improvement into Court Improvement Program practice. This *Guide* identifies concrete steps and recommendations to ensure the CQI principles are part of the CIP process.



# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 1: Train CIP Staff on CQI

As noted above, integrating CQI into practice requires strong leadership, buy-in from systems stakeholders, and a culture that is receptive to continual learning and change. As part of this, it will be important to have staff that understand the importance of CQI and have the time and dedication to integrate it into daily practice. It will be up to the CIP to determine what this may look like, but it is recommended that as many members of the staff as necessary are trained on CQI. Staff training on CQI could include topics such as the basics of evaluations, different perspectives on CQI (e.g., quality assurance or quality improvement work), or strategies on how to develop training and evaluation tools. In addition to training of staff, the CIP may also want to ensure that they have identified a neutral third party (who does not work for the CIP or child abuse and neglect court system) who is an expert in CQI, to advise on projects and make recommendations for enhancing CQI efforts.

The CQI-trained staff are important as they will be tasked with identifying the current CQI needs of the CIP; identifying the programs and practices that are a priority for evaluation; identifying data sources available; helping facilitate development of data collection tools; reviewing applications from a CQI focus; and working with sites to ensure reporting requirements are met and appropriately useful to continually improve the program. Training for the staff should occur periodically to continually improve knowledge and understanding of the CQI process, as well as to better understand recent developments, findings and methodologies that may affect systems change efforts.

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 2: Review the Current Strategic Plan with a CQI Lens

While it would be optimal to begin implementing CQI into a new program or practice, the reality is that the process often involves retrofitting CQI to something that already exists. The Court Improvement Programs already have some of the foundation pieces that would facilitate the CQI process. For example, all CIPs have a strategic plan that includes the programs, trainings, and practices that have been implemented or are in the process of being implemented in the hopes of creating systems change. A review of the strategic plan by the CQI-trained staff is a good first step in the process.

The goals of the current strategic plan should be reviewed to identify areas of interest or in need of evaluation. It is important to consider that while CQI of all components is the goal, there will be many projects, and it will be important to identify programs/activities to begin this process. Once these goals have been identified, they must be conceptualized into measurable components. For example, if one of the goals is increased timeliness of case processing, what factors could be examined to identify whether this has been achieved? More specifically, what constitutes timeliness? Before proceeding with an evaluation, these questions must be answered clearly. Some questions to think about for the activities identified in the strategic plan include:

- Is the target improvement clearly defined? Is it measurable?
- Is there an identified data source? If not, how will (can) data be collected?
- How often will progress be tracked?
- How/when will feedback be given to the program?
- When will the program make adjustments to practice?
- When will the re-evaluation of the program begin?

Contracting with an expert who knows how to do research or program evaluation can be helpful in this step, as they will be able to identify the strengths and weaknesses of the current plan, help transition goals into something measurable, and conceptualize plans for evaluation.

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 3: Identify Ways to Collect (or Find Existing) Data

After identifying the programs, practices, and activities that need to evaluate, it will be important to identify data sources. Identification of ways to obtain data that allows for the measurement of goals is vital in CQI'ing a process. This should include conversations with all systems stakeholders to determine the currently available data systems. The agency, for example, will have a data system in place, and may collect data on information that will be useful in assessing the current functioning of specific programs. Further, the agency reports the data to the Adoption and Foster Care Reporting System (AFCARS), which will have state level data (and larger jurisdiction data). Courts may also have their own case management systems that track specific variables of interest.

If data is not already available, it will be important to design a plan to collect data. This may include the collection of quantitative or qualitative data. Quantitative data involves collecting numerical information from various primary sources (e.g., court records or stakeholder surveys) or secondary sources (e.g., Adoption and Foster Care Analysis and Reporting System, the National Child Abuse and Neglect Data System, and the Statewide Automated Child Welfare Information Systems).

Qualitative data does not focus on numbers, but rather on descriptive information. Qualitative data gives a richer, more detailed description of the situation and can often be collected through parent or stakeholder interviews; open-ended survey questions; and parent or stakeholder focus groups. This information can help determine the perception of stakeholders and users regarding how well the program is working and what needs to be adjusted.

### **In Nevada, identified sources of data include:**

- Agency Data
  - Chapin Hall
- Adoption and Foster Care Reporting System (AFCARS)
- Court Management System

### **Data can also be collected through:**

- Case file review
- Court observation
- Surveys
- Focus groups
- Interviews

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 4: Create a Data Collection Plan & Tools

After projects have been identified that should be assessed and data sources have been identified, it will be important for the CQI-trained staff to create a plan for collection of data. The *outcomes* and *impacts* columns of the strategic plan will help to identify the ways the activities have been conceptualized. If the outcome identified includes words like increase or decrease, it will be important to collect baseline data (before the intervention) and follow-up data (after the intervention) to determine if there was change. If the outcome is related to acquiring a skill or learning or exhibiting a behavior, this may be measurable once, at the conclusion of the intervention. Resources, like the *Training and Evaluation Guide* can be used to better understand data collection methods and facilitate creation of data collection tools. Larger evaluation projects can be outsourced to evaluation experts.

**Agency Data.** Agency data includes case level information on the children and families served, including some timeliness data, such as those requested by the Children's Bureau. Agency data may be useful in collecting pre and post data on a project.

**Case File Review.** For data that are not available in agency (or court) dataset, case file review may be ideal. Case file review includes examining the legal and/or social files of the cases. This will include information on petitions, and each hearing type, including parties present, dates, services ordered, and case outcomes.

**Court Observation.** Court observation allows for observation of current court practice, which can be useful in assessing the breadth of conversation, parental engagement in the process, or other areas of court practice that may not be reflected in a file.

**Surveys.** Surveys are ideal for assessing perceptions of stakeholders. This can include attitudinal measures, as well as assessments of current practice, changes in practice, or questions related to how effectively a program has been implemented. Online surveys are cost-efficient and can reach a broad range of stakeholders.

**Interviews.** Interviews require asking specific questions of stakeholder or program participants, and can provide more in-depth information and additional context to any quantitative data collected.

## IMPLEMENTING CQI INTO CIP PRACTICE

**Focus Groups.** Focus groups can be used to gather together a small group of persons to discuss their perceptions of practice or practice change.

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 5: Ensure Application Process Has CQI Focus

As part of CQI'ing the process, it will be important to ensure that all new requests for funding clearly articulate how they will measure their progress and make changes. This can be achieved through an application process that requires potential fundees to include a plan for assessing the program, identify measurable outcomes and data sources, and articulate how the program will use information to continually improve the process. The application process for CIP funding in Nevada was recently modified to include these provisions. The application (available [here](#) and as an appendix to this guide) asks participants, among other requirements, to create a logic model with measurable goals, an evaluation plan, and a sustainability plan. Fundees should be required to CQI themselves, in order to receive funding.

### **Logic Model:**

Describe the link between the funding request and the requested *measurable* and *quantifiable* outcomes.

### **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.

### **Sustainability Plan:**

Describe any other source of funding for the project and how the initiative will be sustained when CIP grant funding expires.



## IMPLEMENTING CQI INTO CIP PRACTICE

### Step 6: Review of the Funding Application by CQI-trained Staff

After potential fundees have completed the application, it should be reviewed by the CQI-trained staff with a CQI focus. Important questions to consider are:

- Does the proposal identify measurable goals?
- Does the proposal identify data sources?
- Is the evaluation plan feasible?
- What data will they collect? How does the data relate back to the program goals?
- How will they measure the fidelity of program implementation?
- What mechanisms are in place for continued improvements to the program?

The proposal can also be sent to the neutral CQI-expert to review the CQI components. This individual should examine the application for several aspects, such as feasibility (e.g., is the evaluation plan doable) accuracy (e.g., is the language in the application accurate), and measurability (e.g., are the identified measures and data collection procedures appropriate for examining the goal). The CQI-expert should identify strengths and weaknesses of the application, help identify potential data sources, and make recommendations for improving the application, including how to collect and report data.

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 7: Using Data Effectively in Reporting

As data collection is an integral part of the CQI process, it will be important to ensure that the data is being used in an efficient manner. Data will be collected by any CIP program fundees, the CQI-trained staff, and any organization that has been hired to evaluate programs and practices. Again, data can include qualitative and quantitative information about the programs. The data can be used for different purposes and should be reported in a way that is useful for the program and the CIP. Data reporting purposes include:

1. Identifying the strengths and weaknesses of a program. Both new and current programs can benefit from a process evaluation to examine how the program was implemented. This data can be used to identify both challenges to implementation and successful strategies that facilitated implementation of a program. Further, this is an essential first step necessary for documenting the program's development and identifying systems change needs.
2. Identifying the gaps between the expectations and performance. As with a process evaluation, it is important to determine how a program is performing, and whether it is meeting its goals. For example, a mediation program may have a goal of a 75% agreement rate and, but current rate is only 50% agreement. Data can be used not only to determine the current percentage of agreement, but may also be able to reflect why the program is not performing.
3. Examining the effects of the program on outcomes for children and families. After determining if the program was successfully implemented, and whether it is meeting its goals, data can be used to determine whether a program is successfully impacting outcomes for children and families involved in the system. For example, assuming a mediation program was fully implemented, and is meeting its goal of a 75% agreement rate, it will be important to determine if agreed mediations result in better outcomes for children and families, such as less time in foster care or increased reunification.

These data reports can be in multiple forms. Project fundees are required to submit quarterly reports to the CIP. These quarterly reports should report data collected during the reporting period, as well as a narrative of how the data is being used to inform practice. Other types of reporting may include reports from larger evaluations, and final reports. The CQI-trained staff can use these reports to work with project fundees to enhance their understanding of CQI and ensure they are using the information efficiently.

## Step 8: Implement Change

After data has been identified and reported in a way that identifies the strengths and weaknesses of the program, the gaps between expectations and performance, and/or the outcomes of the program on children and families, it will be important to consider any needed changes to the program. Ideally, program staff should convene a committee that includes a variety of key stakeholders (e.g., judicial leadership, Child Protective Service staff, parent attorneys, child attorneys, and program staff). This committee should discuss the findings, including problem areas of the program, and brainstorm possible solutions. If a committee is not available, this can be done locally by the program administrative staff. After vetting the solutions and agreeing upon a course of action, the changes to the program should be introduced to all stakeholders. A timeline should be created for when these changes will be implemented and any additional resource needs (e.g., staff) should be identified. As soon as the changes are implemented to the program, the CQI process begins anew.

## Step 9: Disseminate Findings

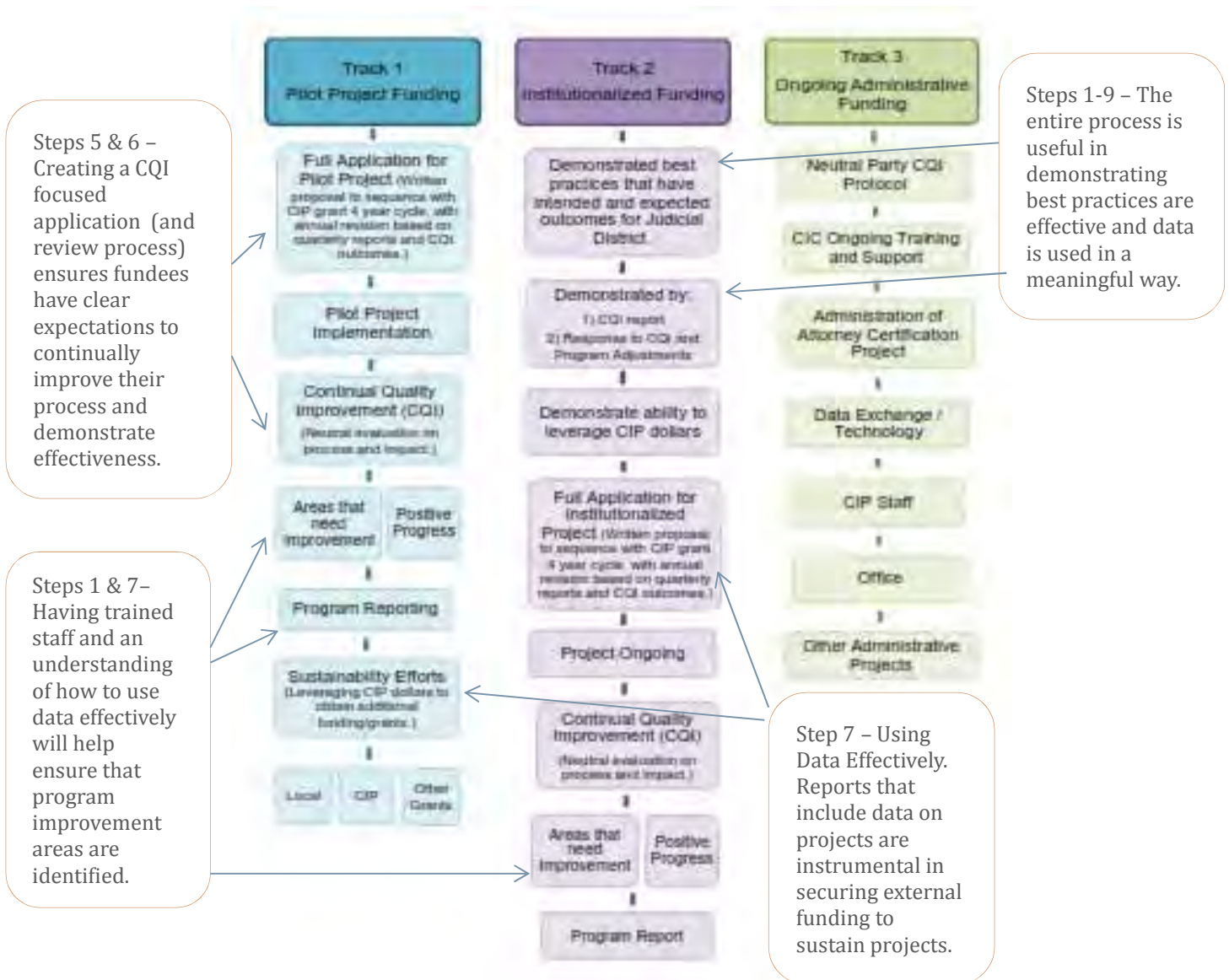
It will be important, as part of the larger CQI process, to disseminate findings from the CQI process. Data reports can be most effective if they are shared by multiple stakeholders so that others who wish to implement a similar program can learn from their challenges and successes. Data reports can also help to inform the larger stakeholder community about the effects of such programs, so that programs implemented on a local level may have national implications. Further, dissemination will allow programs to illustrate their positive outcomes to potential funders, which will be necessary if programs wish to achieve sustainability.

After reviewing the data reports and ensuring the accuracy, consistency, and clarity of the findings, the results should be disseminated to stakeholders and other interested parties (e.g., researchers and policymakers). The medium through which the findings are disseminated should reach a wide audience. This includes creating reader-friendly reports (e.g., one-page synopsis of the program, the program's goals, and the outcomes of the analysis); publishing the findings on a public website; and presenting the findings at local, state, and national conferences.

# IMPLEMENTING CQI INTO CIP PRACTICE

## Step 10: Build a Plan for Sustainability

Steps 1 through 9 of the process involve integrating CQI into current CIP practice. These steps are vital for ensuring that the process is continually improving and efforts are being made to track data and systems outcomes for the future of this work. These steps are also foundational and necessary for building a plan for sustainability of projects. Drawing from steps 1-9, a plan can be created to ensure forward movement. The NV CIP Business Process (see Appendix B for a larger version) can be used to illustrate the important CQI components and how they are influencing process and sustainability.



# IMPLEMENTING CQI INTO CIP PRACTICE

## General Recommendations for CQI'ing the CIP

This guide provides recommendations for a 9-Step process for CQI'ing the CIP. This includes how a CIP may retrofit the current strategic plan to include a CQI focus, as well as how to integrate CQI into new programs and practices that are funded by the CIP to improve outcomes for children and families involved in the child abuse and neglect court system. Some general recommendations for the CIP to facilitate CQI'ing of the process are:

1. **Training of CIP Staff.** Continuous quality improvement may be a new concept to some. As such, it will be important that all persons involved with decision-making related to CQI should be trained so that they have a basic understanding of the importance of CQI, and, when appropriate, a more in-depth understanding of evaluation. Training should be ongoing and discussions of CQI should occur at CIP Committee meetings to ensure all stakeholders understand its importance.
2. **Generating Buy-In with Committee Members and System Stakeholders.** The importance of CQI should be stressed to all stakeholders involved in the child abuse and neglect court system. Integrating the CQI components into the application process and expressing the need for measurement in systems change are both important ways to generate buy-in. This illustrates to stakeholders that measuring progress and making needed changes are important to the CIP.
3. **Ensuring CIP Application Process has a CQI Focus.** Ensuring that all applicants know what is expected of them is vital in the CQI process. By informing fundees early on of the requirements and expectations, they will be better able to track data and report as needed to facilitate a smooth CQI process.
4. **Working with an Expert on CQI (or Evaluation).** Training on CQI provides a basic understanding of the importance of CQI and some of the fundamental framework vital to facilitating CQI of a program. However, there are components of evaluation, data collection, and reporting that may be trickier and require some additional assistance. Building a relationship with a CQI expert, such as someone highly trained in evaluation and knowledgeable of the child welfare system, can help in ensuring the effective CQI'ing of the CIP. The expert can answer questions and advise as needed on projects.
5. **Hiring Evaluation Team for Large Project.** Some projects may be able to collect their own data, but not have the capacity for a larger evaluation that would help them identify processes and outcomes impacted by the program. It may be necessary to hire an independent evaluator to do larger evaluation, or even research with some of the key programs/activities identified by the CIP-trained staff.

# 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: \_\_\_\_\_

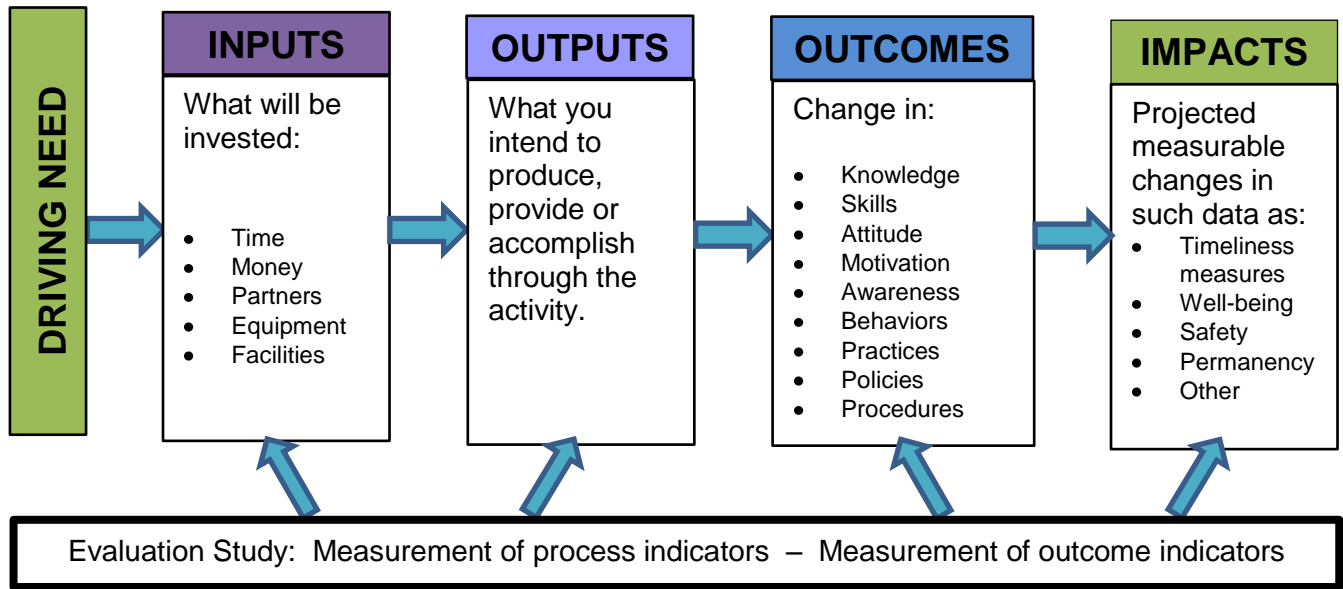
**PROJECT INFORMATION**

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: \_\_\_\_\_

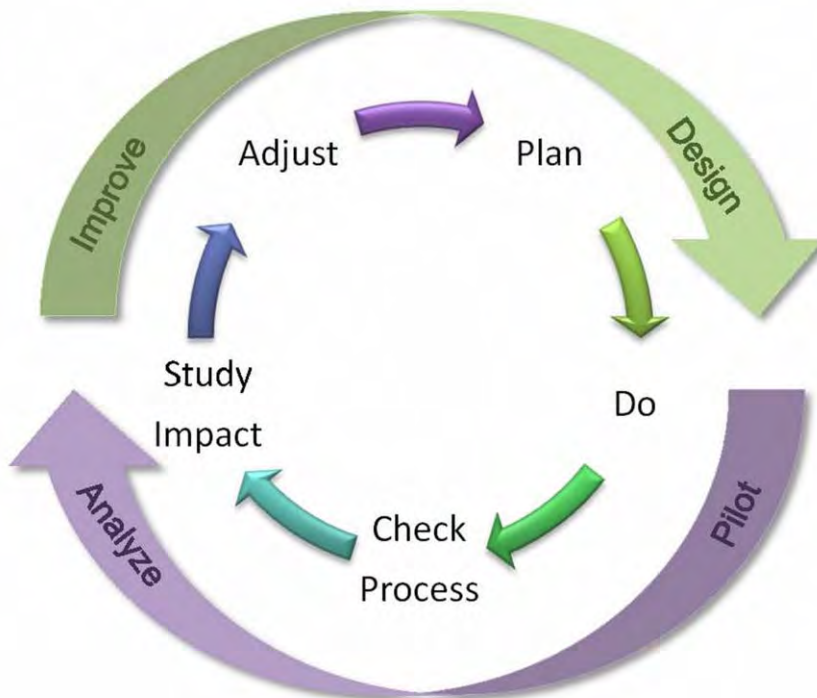
\_\_\_\_\_  
**Signature of Authorizing Official** **Date**

## 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 (Contract Services)				
Personnel Costs				
Rent / Utilities / Telephone				
Technology / Equipment				
Copy / Printing				
Postage				
Supplies				
Other Expenses (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

## 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]

---

Signature

---

Title

---

Grantee Legal/Corporate Name

---

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.

---

Signature

---

Title

---

Grantee Legal/Corporate Name

---

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.

---

Signature

---

Title

---

Grantee Legal/Corporate Name

---

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/fbc/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.

---

Signature

---

Title

---

Grantee Legal/Corporate Name

---

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 <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>		Name of State agency contact & phone number:
Primary 1099 Vendor <input type="checkbox"/> 1099 Indicator <input type="checkbox"/> Yes <input type="checkbox"/> No	Entered By _____ Date _____	
		Comments

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.

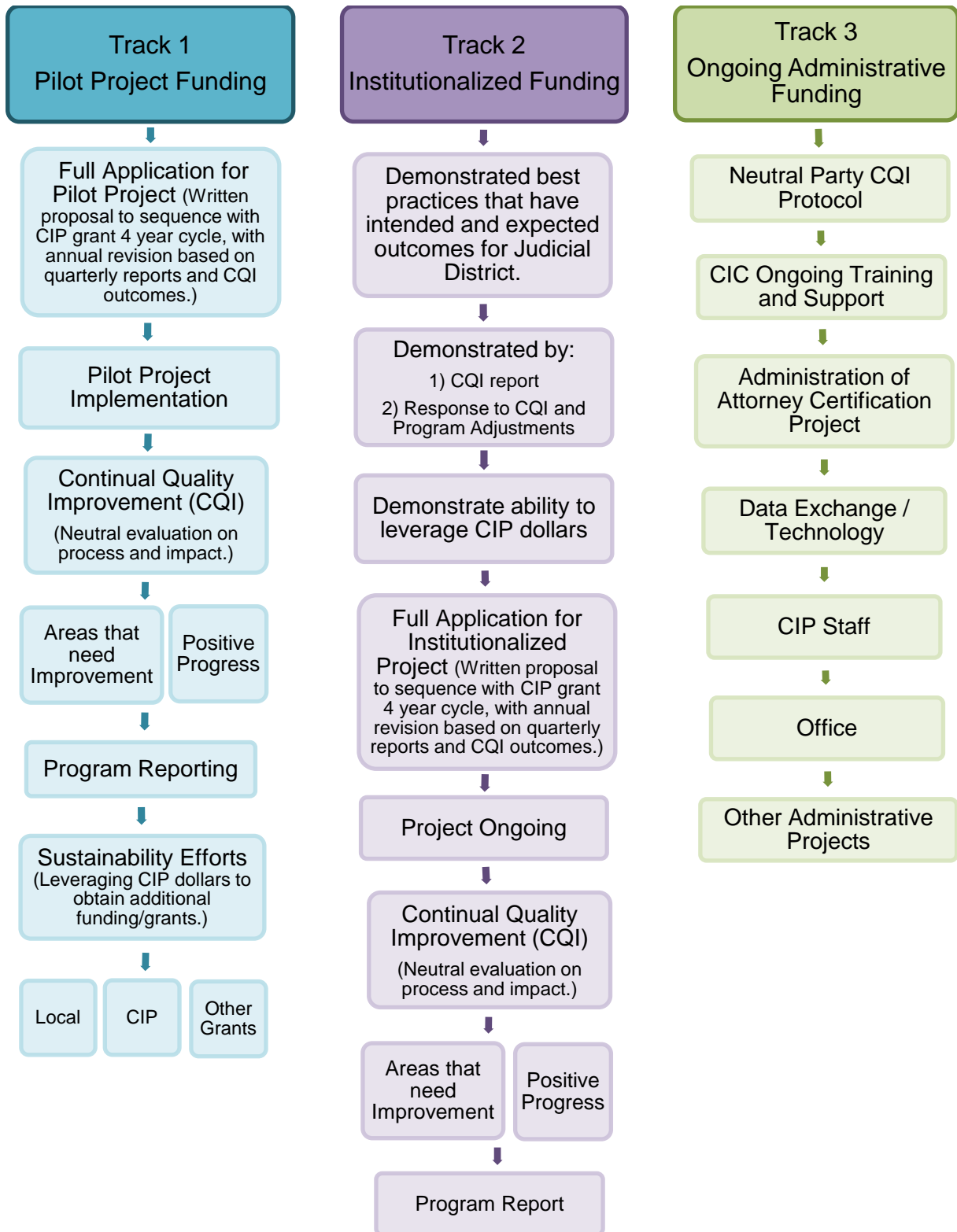
---

Print Name Title

---

Signature Date

# FOUNDATIONAL NEVADA CIP BUSINESS PROCESS



# CIP CQI Self -Assessment

Item	Rating Strong → Weak				Strengths	Weaknesses	Action Plan
<b>1. Knowledge/ Understanding of CQI principles</b>							
1.1 All staff are trained to the appropriate level on CQI <i>Percent of staff trained # trained/#needing trained</i>							
1.2 Trained staff have sufficient knowledge to apply CQI principles in practice in their specific duties <i>What topic areas are known? What else does staff need to know?</i>							
1.3 CIP Coordinator works to educate dependency court personnel, community, and other systems stakeholders on importance and usefulness of CQI.							
1.4 CIP Select Committee participants have sufficient understanding of CQI. <i>Current level of understanding of group.</i>							
<b>2. Program Grantees</b>							
2.1 Program grantees have a good understanding of CQI principles. <i>Percentage of grantees who have been trained on CQI/are able to understand discuss CQI</i>							
2.2 All accepted program applications include measurable goals. <i>Percentage of funding applicants who include measurable goals in original funding application. Percentage of applicants with measureable goals in the final application.</i>							

Item	Rating Strong → Weak				Strengths	Weaknesses	Action Plan <i>Steps to improvement?</i>
<b>Program Grantees Continued</b>							
2.3 All program grantees report meaningful data to CIP. <i>Percentage of grantees who report meaningful data to CIP.</i>							
2.4 All program grantees demonstrate/articulate an understanding of CQI by identifying how they will use data to improve practice/make changes. <i>Percentage of grantees that identify in reports how they will use data to improve practice.</i>							
<b>3. Strategic Planning</b>							
3.1 All goals on strategic plan are related to needs expressed from data findings (e.g., results from CFSR, Title IV-E review), the NV PIP, or discussions with SQIC. <i>Percentage of goals directly related to findings or improvement plans.</i> <i>Percentage of goals indirectly related to findings or improvement plans.</i>							
3.2 All activities on strategic plan include a measurable goal or identified measurable outcome. <i>Percentage of activities on strategic plan with measurable goals.</i>							
3.3 All activities on strategic plan include a mechanism for feedback and change where appropriate. <i>Percentage of activities that include feedback information.</i>							

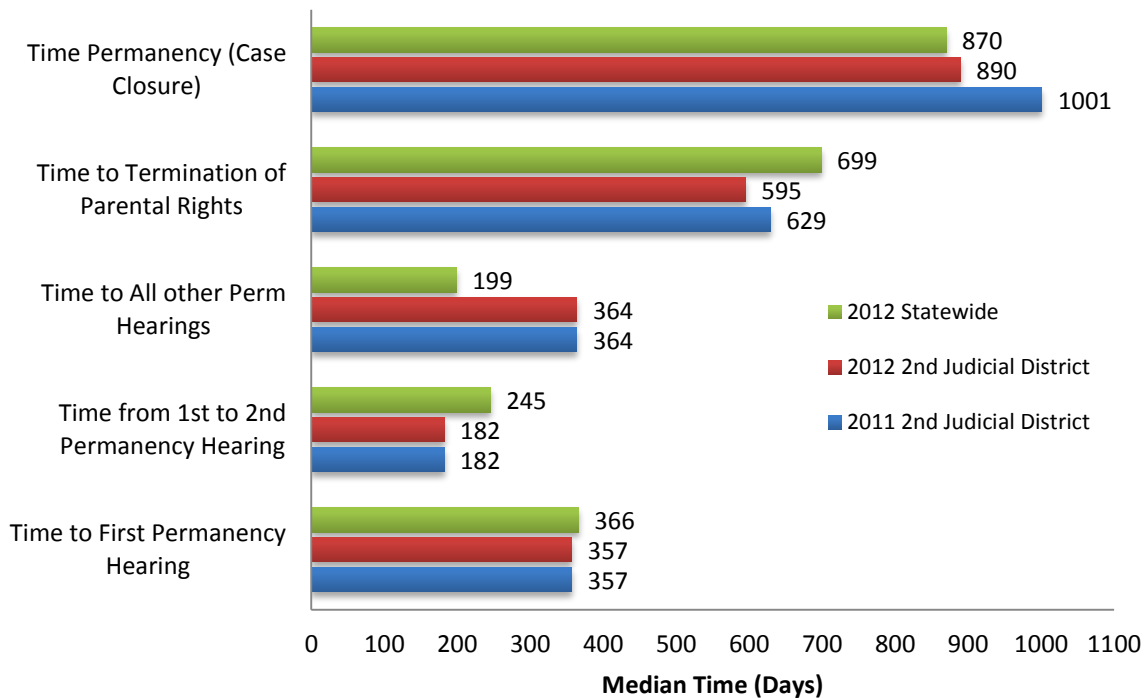
Item	Rating Strong → Weak				Strengths	Weaknesses	Action Plan
<b>Strategic Planning Continued</b>							
3.4 All activities on strategic plan are reviewed from CQI lens prior to submission to Children’s Bureau.							
<b>4. Data Capacity</b>							
4.1 CIP staff can report all required court performance measures to Children’s Bureau <i>Percentage of required court performance measures able to report in full.</i>							
4.2 CIP Coordinator has a good understanding of available data sources in state/community to increase CQI capabilities. <i>Number of other data resources aware of. Collaborative efforts with data yielding agencies.</i>							
4.3 CIP Staff are able to collect data on other relevant measures.							
<b>5. Dissemination</b>							
5.1 Data and findings from research projects and CQI reports are shared in a meaningful way to encourage/improve CQI process.							



Judicial Districts'  
Data Summary  
2011-2012



## 2nd Judicial District Timeliness Measures 2011, 2012 and Statewide

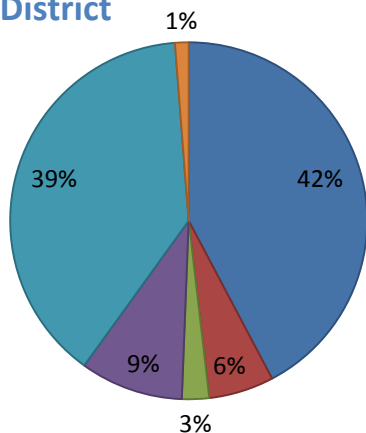


**96% of first permanency hearings met statutory requirements in 2012.**

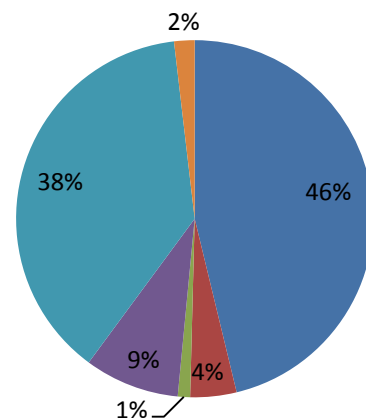
**95% of first permanency hearings met statutory requirements in 2011.**

## Outcomes for Children Who Entered Foster Care in 2011 and Exited by the end of 2012

### 2nd District



### Statewide

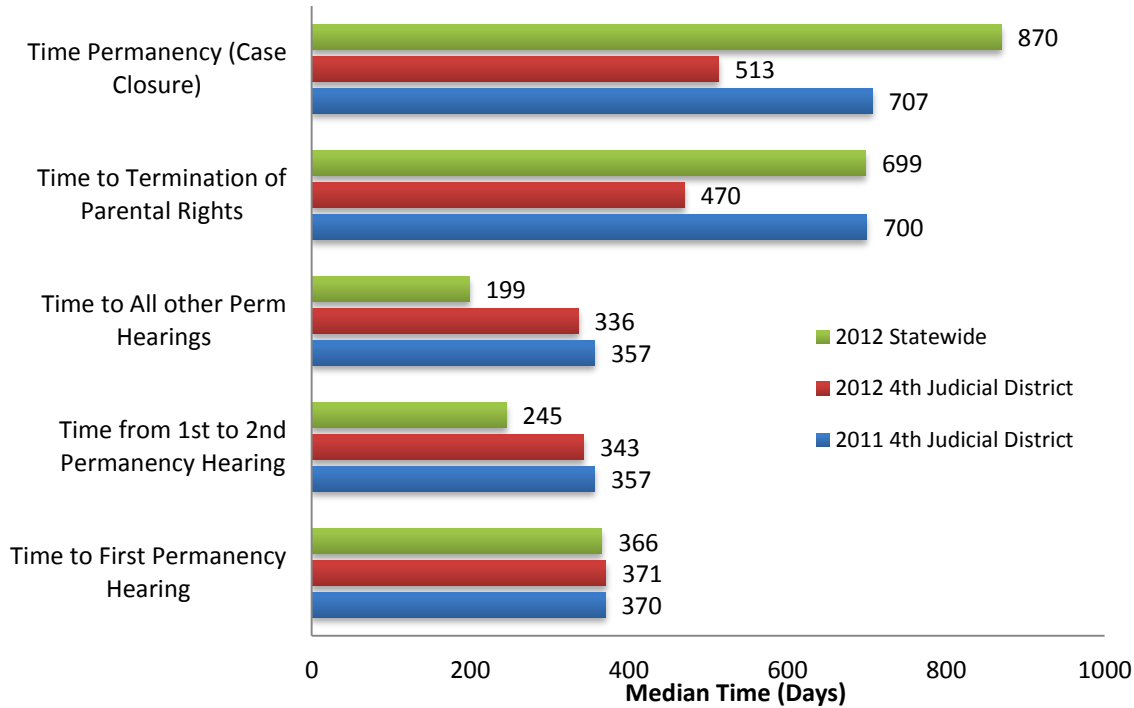


### Placement Stability, For New Entries for 2011, 2012 and Statewide, % of Placement Moves

	No movement	One movement	2 to 3 movements	4 to 10 movements	More than 10 movements
<b>2011</b>	28%	27%	20%	20%	4%
<b>2012</b>	35%	31%	21%	12%	2%
<b>Statewide 2012</b>	38%	33%	22%	7%	0%

Data for placement stability was retrieved from the Center of State Child Welfare Database (<https://fcda.chapinhall.org/>). Response options for placement stability were re-coded since last year, and therefore, percentages will differ from the Data Summary 2011.

## 4th Judicial District Timeliness Measures 2011, 2012 and Statewide

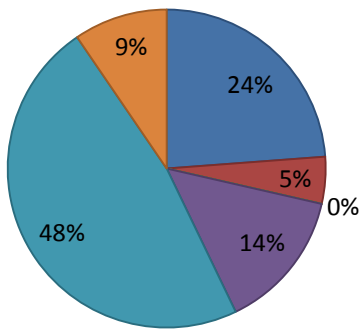


**79% of first permanency hearings met statutory requirements in 2012.**

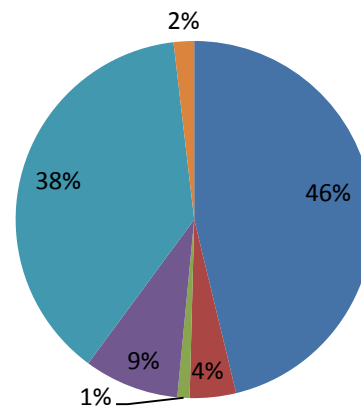
**45.5% of first permanency hearings met statutory requirements in 2011.**

## Outcomes for Children Who Entered Foster Care in 2011 and Exited by the end of 2012

### 4th District



### Statewide

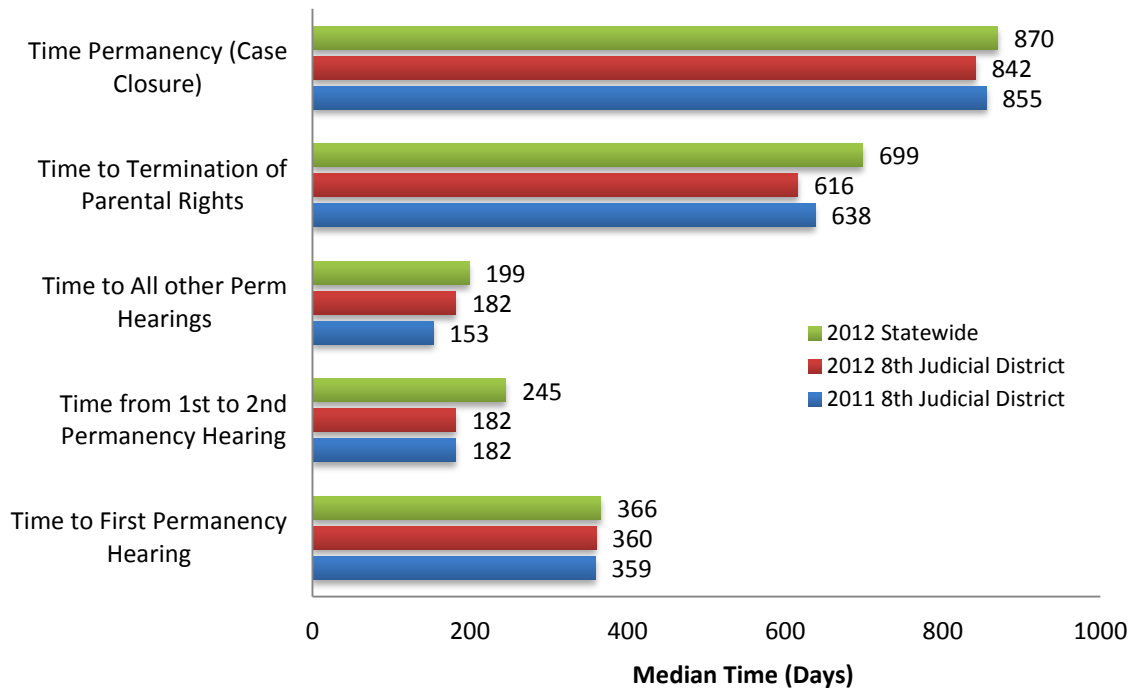


### Placement Stability, For New Entries for 2011, 2012 and Statewide, % of Placement Moves

	No movement	One movement	2 to 3 movements	4 to 10 movements	More than 10 movements
<b>2011</b>	24%	33%	24%	19%	0%
<b>2012</b>	23%	38%	31%	8%	0%
<b>Statewide 2012</b>	38%	33%	22%	7%	0%

Data for placement stability was retrieved from the Center of State Child Welfare Database (<https://fcda.chapinhall.org/>). Response options for placement stability were re-coded since last year, and therefore, percentages will differ from the Data Summary 2011.

## 8th Judicial District Timeliness Measures 2011, 2012 and Statewide

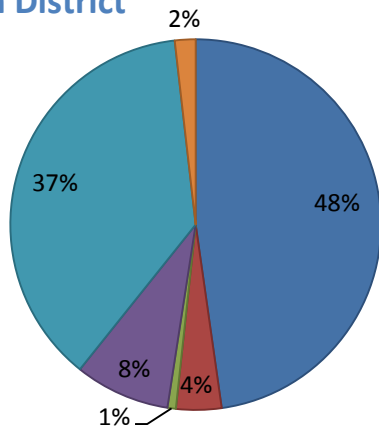


**61.5% of first permanency hearings met statutory requirements in 2012.**

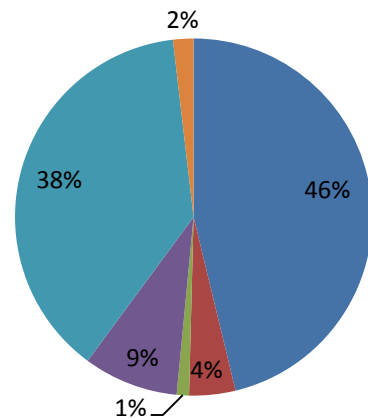
**60% of first permanency hearings met statutory requirements in 2011.**

## Outcomes for Children Who Entered Foster Care in 2011 and Exited by the end of 2012

### 8th District



### Statewide



- Reunification
- Adoption
- Relative
- Other Exits
- Still in Care
- Missing

Placement Stability, For New Entries for 2011, 2012 and Statewide, % of Placement Moves					
	No movement	One movement	2 to 3 movements	4 to 10 movements	More than 10 movements
<b>2011</b>	24%	32%	31%	13%	1%
<b>2012</b>	37%	34%	22%	6%	0%
<b>Statewide 2012</b>	38%	33%	22%	7%	0%

Data for placement stability was retrieved from the Center of State Child Welfare Database (<https://fcda.chapinhall.org/>). Response options for placement stability were re-coded since last year, and therefore, percentages will differ from the Data Summary 2011.



Case Linkage  
Analysis  
Report

NEVADA  
ADMINISTRATIVE  
OFFICE OF THE  
COURTS

## REVISION HISTORY

<u>Date</u>	<u>Version</u>	<u>Who</u>	<u>Description</u>
8/1/2013	1.0	Aaron Gorrell	Initial Document

## CONTENTS

Revision History .....	1
Contents .....	2
Executive Summary .....	3
Approach .....	3
Data Overview .....	4
Findings.....	4
Case Matching .....	4
Case Party Matching .....	4
Conclusion .....	5

## EXECUTIVE SUMMARY

Historically, case management systems used to facilitate the management of dependency and neglect cases have not effectively shared information across their respective digital boundaries. Consequently, information that is gathered and/or created by the child welfare agency tends to be available on only a limited basis to the family court and vice versa. This is the situation in Clark County, Nevada where the Family Court and Department of Family Services maintain separate information technology systems.

There are several initiatives currently underway to begin sharing and extracting information from these systems. However, a critical component for successfully sharing or extracting information is the ability to link system data through common identifiers. Once cases are linked across systems, reports that blend information from multiple perspectives can reveal information and trends that is otherwise not apparent.

## APPROACH

In May 2013, acting on the behalf of the Nevada Administrative Office of the Courts - Court Improvement Project, Waterhole Software requested case-level information from the Second Judicial District Court (Washoe County) and the Nevada Department of Child and Family Services. In early July, the AOC and DCFS provided this information for those cases initiated from Jan 1, 2012 – July 1, 2012.

The Adoption and Safe Families Act Compliance System (ASFA) provided the case-level data from the perspective of the Family Court. The ASFA was created approximately 11 years ago by the Family Court to provide a means to capture, measure and enforce case timeliness requirements. Much of the basic case information in ASFA is replicated from information stored in Contexte – the court case management system. After entering the case number and removal date, the ASFA copies case information from Contexte and calculates the difference between the removal date and hearing dates to determine compliance against the case timeline guidelines stipulated by the Act.

The Unified Nevada Information Technology for Youth (UNITY), is the Statewide Automated Child Welfare Information System (SACWIS) for Nevada and provided case level data from the perspective of the Washoe County Department of Social Services (DSS). It is used to record foster care, adoption, child protective services, licensing, and other Child Welfare activities. UNITY is used statewide by approximately 1,600 staff and has been operational since 2003.

Both data sources provided information through an Excel spreadsheet. Information was then imported into a Microsoft SQL Server database to enable more sophisticated analysis of the information. A Java-based software application was also developed to provide additional analytical capabilities.



## DATA OVERVIEW

The following data was provided from ASFA and UNITY:

Source System	Database Rows	Unique Case Parties	Unique Cases
UNITY	14,540	11,354	2,705
ASFA	719	122	86

There is a clear disparity between the number of cases in UNITY and the number of cases in ASFA. This was anticipated since UNITY is used to capture much more information than just dependency and neglect cases.

## FINDINGS

### CASE MATCHING

Of the 86 ASFA cases, 71 cases (80%) were able to be linked to a corresponding case in UNITY. This linkage was based on the court case number as entered into UNITY. Of the remaining 15 cases, 10 could be linked based on the first and last name of at least one case party. In these situations, the court case number indicated in UNITY did not correspond to a court case number in ASFA. The final five cases could not be matched to a case in UNITY based on either the court case number or case party names.

### CASE PARTY MATCHING

Our second pass attempted to match case parties from the 71 successfully matched cases. To accomplish this, we develop a custom software application to compare three key fields and generate a score to represent the confidence level. For the 71 cases, the final score ranged from a low of 62 (of 100) to a high of 100 out of 100. The three fields were:

- **Last Name:** Name comparisons leveraged SOUNDEX technology that is embedded within Microsoft SQL Server. SOUNDEX allows the user to compare two names based on a phonetic algorithm that encodes homophones in the name to the same representation so that they can be matched despite minor differences in spelling. SQL Server rates a match from 1 to 4 with 4 being the best score. For example, a SOUNDEX comparison between 'MACKENZIE' and 'MACKENZIE' returns a score of 4 since the two names sound the same despite the different spellings. This SOUNDEX score was multiplied by 12.5 to calculate this portion of the matching confidence score. A 'perfect' match would receive 50 points.
- **First Name:** First name comparisons used the same SOUNDEX technology described in the last name comparison above. This SOUNDEX score was multiplied by 6.25 to determine how many points should be assigned in this category. A 'perfect' match would receive 25 points.
- **Date of Birth:** An exact match on the date of birth across both system resulted in a 'perfect' score of 25 in this category. Each day of difference will reduce the perfect score by half. For example, a difference of two days would receive 12.5 point whereas three days would receive 8.3 points.

Using the algorithm described above, 100 of the 110 case parties indicated in ASFA were perfectly matched to a person in the UNITY case (90% success rate). The most common reasons for a reduced level of confidence were either significant differences in the date of birth (3 instances) or the inclusion of a hyphenated last name (4 instances). The remaining case parties (3) were so dissimilar that there was no reason to think they represented the same person.

## CONCLUSION

94% of cases can be matched based on either case number or case party name. Likewise, 90% of case parties could be matched with high confidence. While there is certainly some room for improvement in terms of data quality, this analysis clearly indicates that cases and parties can be combined across both systems. This ability to combine cases will allow unique insight into the life of a child from various the perspectives represented in the dependency and neglect system. It also indicates both ASFA and Court Performance Measures that rely on information from both domains (child welfare and family court) can be calculated without additional burden on case workers or court clerks.

From a quality assurance perspective, the ability to identify discrepancies in information between the child welfare and court case management systems is likely to be beneficial to both organizations and yield better results for children. This study found that the date of birth for the same person can vary between systems by as much as one year (i.e., case number JV12-00055A). Arguably, this degree of difference could significantly impact the case and result in different decisions by the judge or management by the case worker.

From a case management perspective, there is significant benefit that could be achieved by extracting the capabilities in Washoe County's ASFA system and making them available to jurisdictions around the state. This capability could be duplicated through a Centralized Case Index (CCI) that would combine information from the child welfare system (UNITY) with local court case management systems. A separate report identifying these capabilities is currently undergoing development.



Centralized  
Case Index  
Project Charter

NEVADA ADMINISTRATIVE OFFICE OF THE COURTS

# Centralized Case Index Performance Measures Dashboard

---

## Project Charter and System Design

9/20/2013

## 1 REVISION HISTORY

This section contains the history of document revisions.

Version	Date	Reviewed By	Description
<b>Draft 1</b>	9/16/2013	Aaron Gorrell	Initial Draft
<b>Draft 2</b>	9/20/2013	Aaron Gorrell	<ul style="list-style-type: none"><li>• Incorporate edits recommended by Kathy Malzahn-Bass</li><li>• Add Reporting Requirements Section</li></ul>

## 2 TERMINOLOGY

This section defines the basic terminology used in this document

Term	Definition
<b>ASFA</b>	ASFA Compliance System created and used in Washoe County to provide case level information regarding timeliness, permanency, and placement.
<b>CCI</b>	Centralized Case Index
<b>Contexte</b>	Court case management system used by the Washoe County 2 <sup>nd</sup> Judicial Court
<b>RDW</b>	Reporting Data Warehouse
<b>Reporting Data Warehouse</b>	A database specifically designed to support high-performance data reporting
<b>UNITY</b>	Statewide dependency and neglect case management system used by the Washoe Department of Social Services

**3 TABLE OF CONTENTS**

1 Revision History ..... 1

2 Terminology ..... 2

3 Table of Contents ..... 3

4 Purpose of this Document ..... 4

5 Executive Summary ..... 4

6 Project Charter ..... 4

    6.1 Project Goals and Objectives ..... 4

    6.2 Project Approach ..... 5

    6.3 Risk Assessment ..... 5

    6.4 Project Stakeholders ..... 6

7 Business Requirements ..... 7

    7.1 CIP Timeliness Measures ..... 7

    7.2 Washoe ASFA Compliance System Timeliness Measures ..... 7

8 Reporting Requirements ..... 8

    8.1 Time to Hearing ..... 8

    8.2 Timeliness Report Card ..... 9

    8.3 Longitudinal Time to Hearing ..... 9

    8.4 Individual Case Detail ..... 10

    8.5 Data Requirements ..... 10

9 Technical Architecture ..... 11

    9.1 Staging Table ..... 12

    9.2 Database – Logical Data Model ..... 12

## 4 PURPOSE OF THIS DOCUMENT

The purpose of this document is to provide high-level information about the project goals, requirements, architecture, scope, risks, approach and roles. Participants and stakeholders in the CCI Performance Measures project may use this document as a mechanism to determine their own ability to participate in the implementation phase of the project.

## 5 EXECUTIVE SUMMARY

State courts handling neglect and abuse cases are federally required to follow the Adoption and Safe Families Act (ASFA) and/or NRS time requirements between time child is removed from the home and the several court appearances during the life of a case. Tracking the timeliness of each case is difficult for the courts to manage. Significant deviations from these time requirements can result in loss of federal funding, not to mention the detrimental impact on the children hanging in limbo without permanent homes.

No later than December 2013, the Nevada Court Improvement Program (CIP) is required as part of their federal grant to provide these court timeliness measures to the U.S. Health and Human Services' Children's Bureau. CIP has worked with Division of Child and Family Services (DCFS) to obtain the information from their case management system, UNITY. This information is historical only and the quality is dependent upon caseworker data entry. The information is aggregate data and there is no ability to drill down to the specific case to explain why there was a delay and if the delay was acceptable and reasonable. CIP is also working with Chapin Hall, University of Chicago, to use their web tool to obtain reports from DCFS's CMS data that has been uploaded into the Chapin Hall database. Again, the reliability of the data is dependent upon overworked caseworkers. Furthermore, the data is only uploaded every six months. Once again, we have only historical data.

This document explores the feasibility of developing a standardized architecture for combining information from the Court Case Management System (i.e., court events) with information from UNITY (i.e., child removal date) to provide this capability to all implementing jurisdictions. It further explores the implementation of a reporting data warehouse and accompanying tools to facilitate real-time reporting.

## 6 PROJECT CHARTER

### 6.1 PROJECT GOALS AND OBJECTIVES

The objective of this project is to enable near real-time timeliness reporting through an integrated dashboard. Information from UNITY and the court case management system will be blended into a single reporting database to facilitate this capability

The goals and objectives of this charter include:

- Define the scope of the initial proof-of-concept;
- Define the proof-of-concept architecture and design;
- Provide multiple options for an implementation platform;
- Provide multiple options for report generation software.



## 6.2 PROJECT APPROACH

There are three phases envisioned for this project:

- **Define Scope, Architect and Design:** This document is the primary deliverable for this phase of the project. The document should define the scope, system requirements, reporting requirements and architecture/design for the reporting data warehouse and dashboard.
- **Proof-of-Concept:** The proof of concept will implement the measures identified during the definition.
- **Productionalize:** Once the proof-of-concept is accepted, we will work with Nevada to permanently host the RDW and develop a highly automated process for ongoing export of data from production systems into the reporting data warehouse with information from production systems.



If the decision is made to productionalize the system, additional capabilities and reports may be added by following the same process.

## 6.3 RISK ASSESSMENT

Risk assessment and management is an ongoing process that continues through the life of a project. It includes processes for risk management planning, identification, analysis, monitoring and control. Many of these processes are updated throughout the project lifecycle as new risks can be identified at any time. It’s the objective of risk management to decrease the probability and impact of events adverse to the project.

Risk Factors	Why is it a risk?	Risk Rating	Mitigation Strategy
<b>Governance</b>	While points of contact have been established at each of the agencies, robust governance for the data warehouse has not yet been established. It is important to the long-term viability of the project to ensure that all stakeholders are aware of the capabilities and limitations of the data warehouse.	High	<p>Upon completion of the proof-of-concept, we recommend that the AOC begin to form a governance structure with stakeholder agencies.</p> <p>An advisory board consisting of court representatives has been convened for the proof-of-concept to ensure that business requirements are identified and implemented successfully.</p>
<b>Personally Identifiable Information</b>	Personally Identifiable Information (PII) is information such as a driver license number, name or social security number that would help identify an individual. Both source systems contain extensive PII. Combined with	High	PII is not needed for the generation of the timeliness or other court performance measures. This information will be stripped and not retained within the centralized case index.

<b>Data Quality</b>	The ASFA software used in Washoe County performs significant data cleansing processes on information imported from the Contexte case management system. This data cleansing will need to be replicated in the CCR.	Medium	Use the ASFA database as the data source for the data warehouse. This will ensure that all checks for data quality continue to be available.
<b>System Maintenance</b>	Modifications to either source database (Contexte and UNITY) may require software modifications in the data warehouse.	High	Contract with a software engineer for ongoing maintenance and upkeep of the system. If the decision is made to productionalize the system, a roadmap should be developed. This roadmap will include the maximum time that should be spent implementing new reporting capabilities during a fiscal year. Maximum dollars and hours will be negotiated during the roadmap development phase.
<b>System Hosting</b>	The options for on-site hosting include the AOC, DCFS and the Washoe District Court. However, the IT organizations in each of these agencies are understaffed and we can anticipate resistance to accepting additional hardware for them to maintain.	High	Working with a managed provider that has implemented cloud-based computing may offer a reasonable alternative to on-site hosting of the application. Given the sensitivity of the data, the hosting provider will need to offer a secured environment and a secured mechanism for communicating with that server.
<b>Report Maintenance</b>	As users become familiar with the capabilities of the data warehouse, they are likely to request additional reports and features added to existing reports.	High	An annual contract with a report writing engineer might be established. However, a max number of hours will need to be negotiated with this contract.

#### 6.4 PROJECT STAKEHOLDERS

Stakeholder	Areas of Interest	Approach
<b>AOC CIP Program</b>	<ul style="list-style-type: none"> <li>Ability to generate CIP Timeliness measures</li> </ul>	<ul style="list-style-type: none"> <li>Reliability of data is essential. Generating the information from multiple systems that focus on the specific data points is likely to result in higher data quality.</li> </ul>
<b>2<sup>nd</sup> Judicial District Court, Dependency and Neglect Judges</b>	<ul style="list-style-type: none"> <li>Ability to generate timeliness reports across both CIP and ASFA measures</li> </ul>	<ul style="list-style-type: none"> <li>Understand current ASFA System capabilities and ensure nothing is lost when transitioning to statewide RDW solution</li> <li>Establish reporting on permanency and placement information</li> </ul>

Stakeholder	Areas of Interest	Approach
<b>2<sup>nd</sup> Judicial District Court, Court Clerks</b>	<ul style="list-style-type: none"> <li>Minimize manual data entry of dependency information</li> </ul>	<ul style="list-style-type: none"> <li>Blend CMS information with UNITY information to eliminate duplicate data entry</li> </ul>
<b>DCFS UNITY Support Staff</b>	<ul style="list-style-type: none"> <li>Ability to generate timeliness reports across both CIP and ASFA measures</li> </ul>	<ul style="list-style-type: none"> <li>Ability to meet user needs and minimize need for 'one-off' solutions</li> </ul>

## 7 BUSINESS REQUIREMENTS

The timeliness measures identified below will be implemented upon completion of the proof-of-concept.

### 7.1 CIP TIMELINESS MEASURES

Five timeliness measures will be implemented by January 31, 2014. These metrics are measured from the time from removal to the hearings or court events specified below:

- Permanency hearing
- Subsequent permanency hearing(s)
- Permanent placement
- Filing of Termination of Parental Rights Petition
- Completion of the termination of parental rights

To support both the 2<sup>nd</sup> Judicial District Court and Nevada CIP court reporting requirements, these measures will be available for both OPEN and CLOSED cases.

### 7.2 WASHOE ASFA COMPLIANCE SYSTEM TIMELINESS MEASURES

In addition to the CIP timeliness measures above, the ASFA Compliance System is currently used by the 2<sup>nd</sup> Judicial District Court to report timeliness on the following hearings:

- Protective Custody
- Petition for Hearing
- Dispositional Hearing
- Hearing on Petition

In addition to the hearings above, the ASFA Compliance System also allows clerks to enter information regarding placement, permanency, and court findings for the child. It is envisioned that the productionalized version of the CCI will import this information directly from UNITY along with the performance threshold alerts.

## 8 REPORTING REQUIREMENTS

We anticipate implementing four timeliness reports for the proof of concept. Each of these reports is described below. Additional capabilities such as user supplied filters or interactive functionality are explained in detail.

- **User-Supplied Filter:** Additional criteria that the user can provide to reduce the resulting data set based on any combination of criteria.
- **Interactive Functionality:** Functionality embedded within the chart that will allow the system or user to perform additional action(s) on the chart.

### 8.1 TIME TO HEARING

This report will contain aggregate information regarding the number of days (based on a range) that elapse from removal of a child to the selected hearing type.

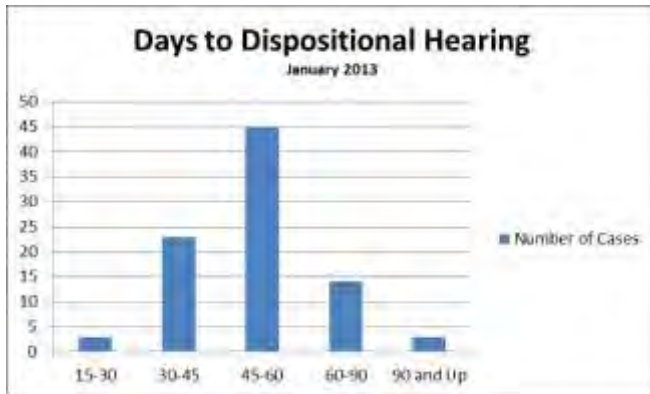


Figure 1 - Time to Hearing (Aggregate)

**Interactive Functionality:** User will be able to click on bar to drill into the metrics and understand which cases are included in the metric.

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria.

- Hearing Type (dropdown)
- Judge (dropdown)
- Hearing Date Range
- Case Status (Open/Closed/Both)

## 8.2 TIMELINESS REPORT CARD

At a glance, the timeliness report card will advise the user on timeliness across all measured court events. Measures that fall below the minimum required threshold will be highlighted in yellow and red – depending on severity.

Hearing Type	Goal (Days)	Current Month		Compliance		Last Month		Last 12 Months	
		Met	Total	Met	Within 5 Days	Met	Total	Met	Total
Protective Custody	3	9	10	90%	100%	5	6	132	135
Petition for Hearing	10	9	9	100%	100%	5	6	117	127
Hearing on Petition	40	7	9	78%	93%	7	7	131	142
Dispositional Hearing	55	6	7	86%	92%	3	5	67	73
Semi-Annual Review	183	11	12	92%	92%	4	4	215	234
Permanency Review	365	13	15	87%	90%	5	5	299	325

Figure 2 - Timeliness Report Card

**Interactive Functionality:** User will be able to click on bar to drill into the metrics and understand which cases are included in the metric.

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria.

- Case Status (Open/Closed/Both)
- Hearing Judge

## 8.3 LONGITUDINAL TIME TO HEARING

The purpose of this chart is to provide the user with a longitudinal study of the percent of cases that meet the timeliness requirements.

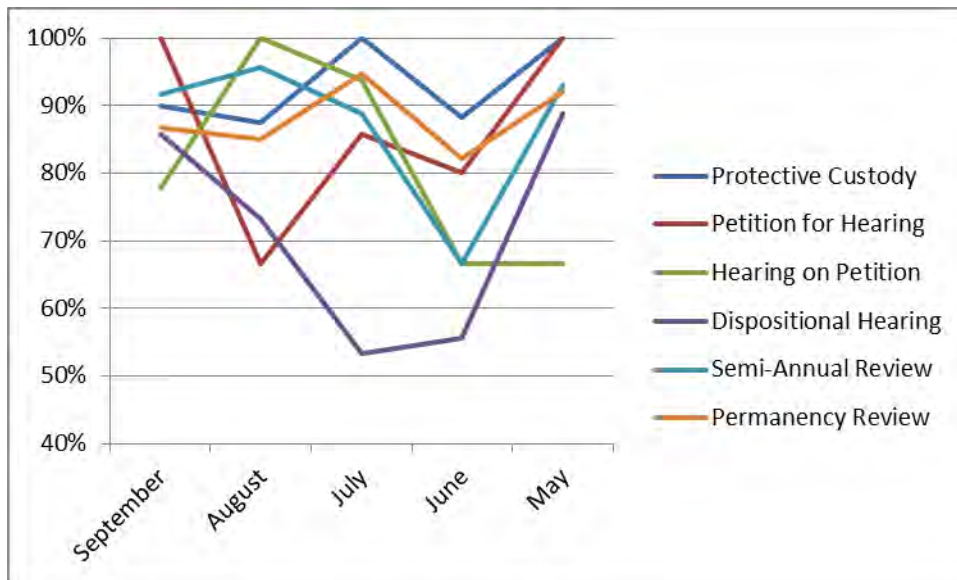


Figure 3 - Longitudinal Study

**Interactive Functionality:** None

**User-Supplied Filters:** The user will be able to further refine the report based on any combination of the following criteria.

- Date/Time Range
- Hearing Judge
- Case Status (Open/Closed/Both)

## 8.4 INDIVIDUAL CASE DETAIL

The individual case detail screen can be accessed in one of two ways:

- Drill-Down from Aggregate Report: Two of the three reports above will allow the user to retrieve the list of cases that make up the metric. For example, clicking on the “90 and Up” vertical bar in the Time to Hearing will return a list of the three cases that are represented by the bar chart. From this list, the user may further drill into individual cases to view the screen below.
- Individual Case Lookup: The system will implement a separate search screen that allows the user to query the system based on either the UNITY or Court Case Number. They will then access the case detail screen by clicking on one of the results.

Note that additional details will be available at the case detail level if the decision is made to move forward with including permanency, placement and court findings details in to the system.

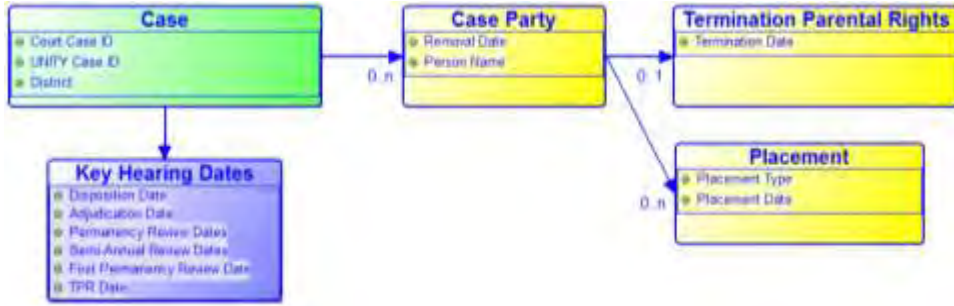
<b>Name (First Name Only):</b> Jorge DOB: 1/12/2001			
<b>UNITY Case Number/Person ID:</b> 161910/234050			
<b>CMS Case Number/Person ID:</b> JV01-00530/90093129			
<b>Removal Date:</b>		5/20/2012	
<b>Hearing Type</b>	<b>Compliance Date</b>	<b>Actual Date</b>	<b>Days from Compliance</b>
Protective Custody	5/23/2012	6/12/2012	(20.00)
Hearing on Petition	7/13/2012	7/8/2012	5.00
Hearing on Petition	7/13/2012	7/16/2012	(3.00)
Hearing on Petition	7/13/2012	8/27/2012	(45.00)
Semi-Annual Review	1/25/2013	1/7/2013	18.00
Semi-Annual Review	7/24/2013	6/3/2013	51.00

Figure 4 - Case Detail

## 8.5 DATA REQUIREMENTS

### 8.5.1 TIMELINESS MEASURES

The following diagram represents the logical data requirements for the calculation of timeliness measures:



Legend:

- Yellow: Data derived from UNITY
- Blue: Data derived from Contexte
- Green: Data blended from both UNITY and Contexte

## 9 TECHNICAL ARCHITECTURE

The technical architecture is visually depicted below. The following sections describe each of the major architectural components.

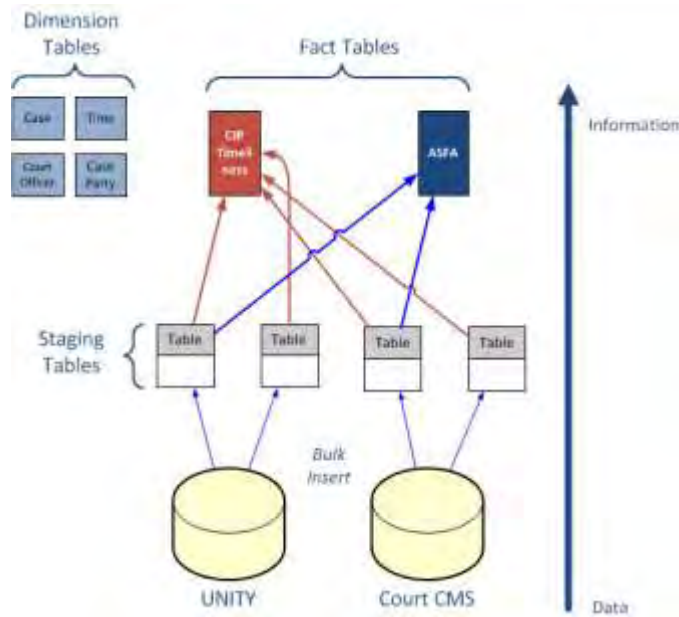


Figure 5 - Centralized Case Index Physical Database Design

## 9.1 STAGING TABLE

As information is pushed into the data warehouse from the two systems (bottom of the diagram), it is bulk inserted directly into staging tables. These staging tables are direct representations of the data provided by the source systems. No data edits or blending of information is attempted during the bulk insert of information into these tables. Table names and columns remain exactly as they are provided from the source systems.

## 9.2 DATABASE – LOGICAL DATA MODEL

For the proof of concept, we anticipate that two data marts will be established:

- **ASFA:** This logical database will provide the information reporting capabilities available in the current Washoe ASFA Compliance database at both a case and aggregate level.
- **CIP Timeliness:** This logical database will provide the capabilities required by both the Children’s Bureau. Timeliness from removal to each of the hearings indicated below will be included:
  - Permanency hearing
  - Subsequent permanency hearing(s)
  - Permanent placement
  - Filling of Termination of Parental Rights Petition
  - Completion of the termination of parental rights
  - Protective Custody
  - Petition for Hearing
  - Dispositional Hearing
  - Hearing on Petition

The database structures will be built using a star schema strategy which consists of two primary constructs: a fact table and one to many dimension tables.

### 9.2.1 FACT TABLE – PHYSICAL DATA MODEL

A fact table contains the raw facts and aggregations (i.e., days elapsed, averages, etc.) for a database. For our timeliness database, we anticipate the following data structure in the fact table. Each row in the fact table represents a single instance of a hearing. The fact table will be populated based by custom software code that extracts pertinent information from the staging tables, applies any data quality measures on that information and inserts the information into the fact table.

Case Fact Table	
PK,FK5	<u>PartyID</u>
PK,FK4	<u>ElapsedDaysID</u>
PK,FK1	<u>HearingTypeID</u>
PK,FK3	<u>JudicialOfficialID</u>
PK,FK2	<u>CaseID</u>
PK	<u>SurrogateKey</u>
	RemovalDate
	Case Closed Date
	HearingDate
	MetGoalIndicator

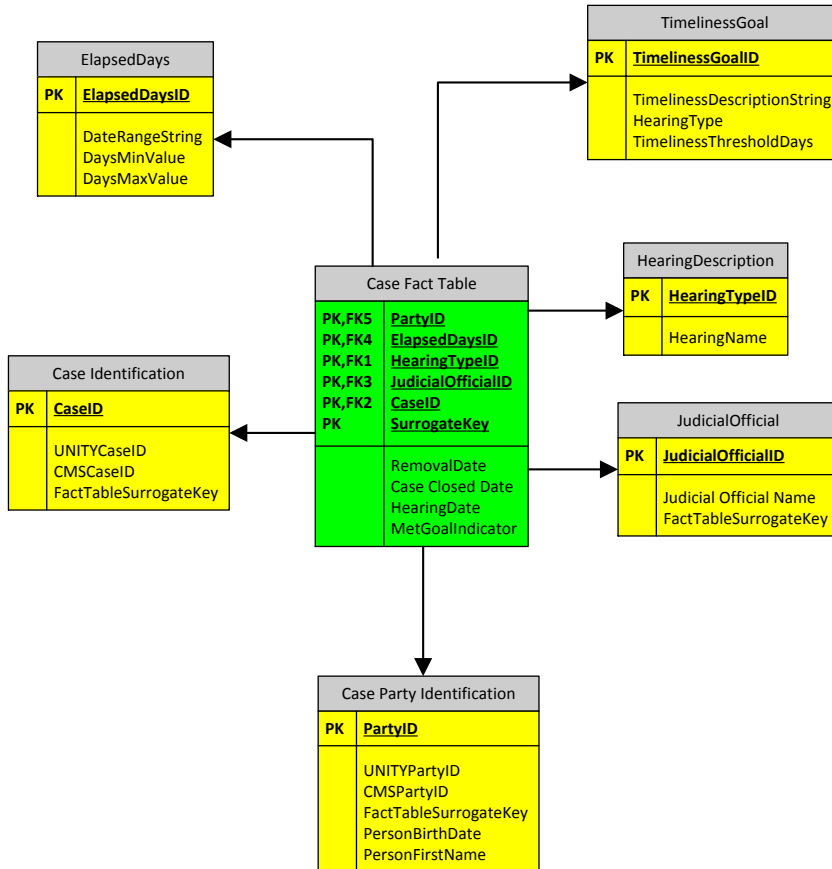
- Surrogate Key: Randomly assigned number that uniquely identifies a row in the table.
- Removal Date: From UNITY, the date the child was removed from their home
- Hearing TypeID: A reference to the type of hearing (i.e., Protective Custody, Permanency Hearing)
- Hearing Date: A timestamp indicating the date for the hearing. This will allow the user to filter the report based on hearings that occurred in the current month, past month or past 12 months.




- Elapsed Days ID: A foreign key to link the fact table row to a range for the number of days that have elapsed from the removal date to the hearing date.
- Met Goal Indicator: Yes indicates that the elapsed days fell within the 'success' criteria indicated by the jurisdiction (and documented in the TimelinessGoal dimension table. This will allow us to generate aggregate reports on how many cases during a given period achieved the indicated timeliness goal.
- Case ID: A foreign key to link the row in the fact table to the corresponding row in the Case Identification table. This table contains the case numbers within UNITY and the court case management system. This will allow users to drill into report segment and determine which specific cases are included in that segment.
- Party ID: A foreign key to link the fact table row to the corresponding row in the Case Party table. The Case Party Table contains non Personally Identifiable Information about the case party such as their age. This will allow us to filter the results based on the demographics of the case party.
- Judicial Official ID: A foreign key to link the fact table row to the corresponding row in the Judicial Official table. This will allow us to generate reports specific to a judge.

9.2.2 DIMENSION TABLE – PHYSICAL DATA MODEL

The seven yellow tables below are the dimension tables referenced from rows within the fact table (green). These tables are generally static and the information does not change with each table load. The fields in the green fact table are described in 9.2.1.





CQI-ing the  
Process  
Training Packet

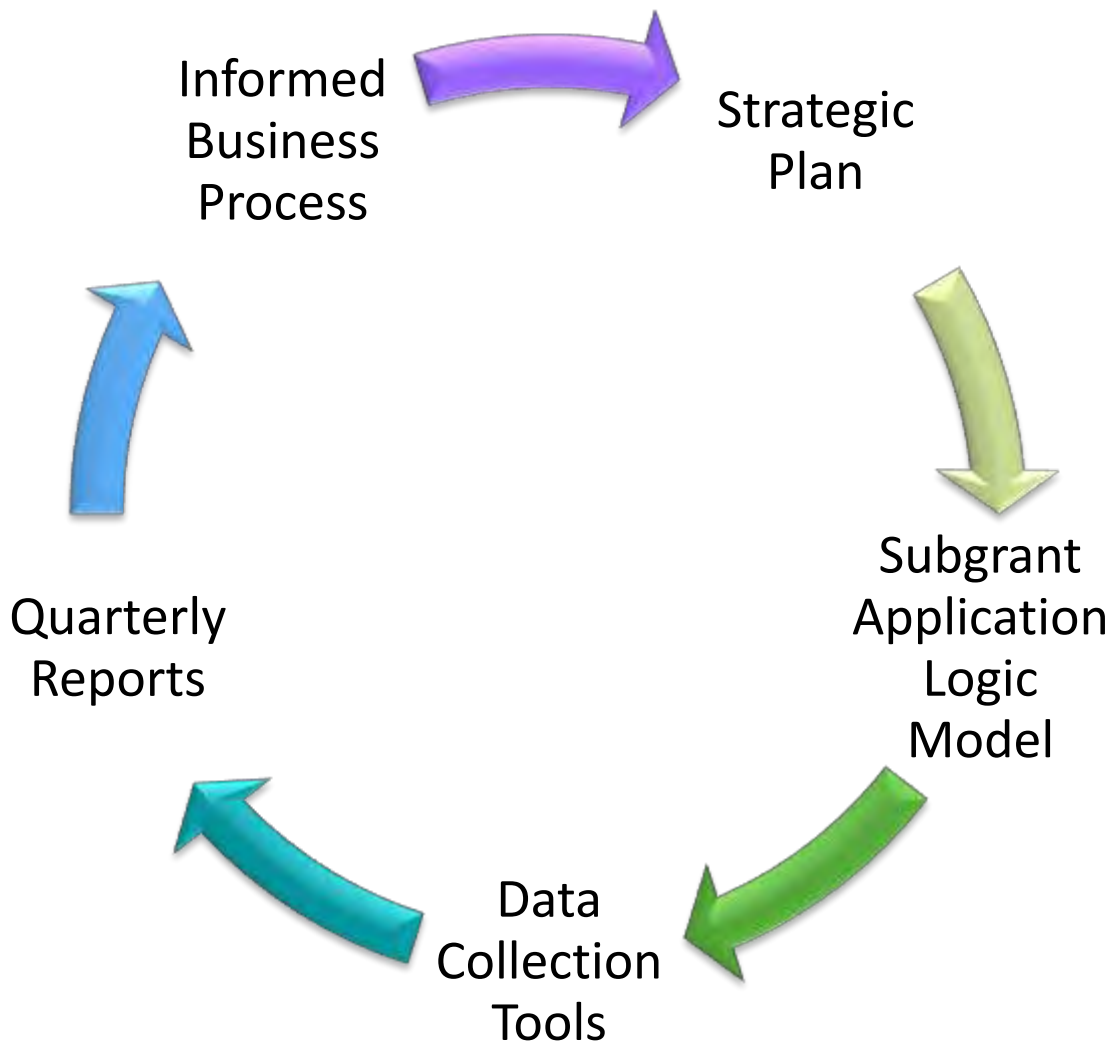
# NEVADA

## Court Improvement Program

### CQI-ing the Process



# INTEGRATION OF CONTINUAL QUALITY IMPROVEMENT INTO THE CIP PROCESS



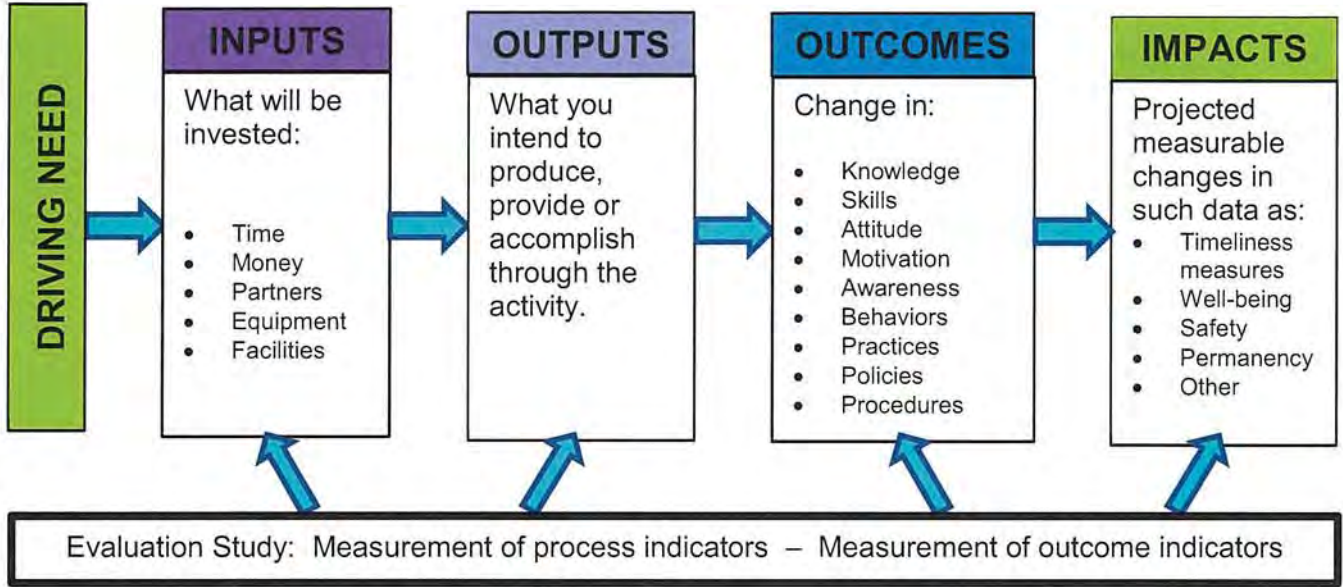
# State Examples: Retrofitting

Activity or Project Description	Name	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Evaluate process implementation, customer satisfaction, and impact	Evaluate process implementation, customer satisfaction, and impact	Apply performance outcomes to system	The average time from petition to reunification, guardianship, or adoption for mediated cases will be 18 months or less		
Evaluate process implementation, customer satisfaction, and impact	Mediation Staff Judiciary & Staff NCJFCJ	Continued and marked outcome improvement	30 dependency mediations conducted per year		
			70% of cases reach agreement		
			80% of mediated cases in which agreement is reached come to a permanency outcome		The average time from petition to reunification for mediated cases will be 18 months or less.



# 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



# State Example: Child Advocates

- ▶ Require reports with specific information
- ▶ Create a reporting system that tracks the data in a usable way

Date	Type of Recruitment Effort and Number of Attorneys Recruited	Type of Trainings and Number of Recruited Attorneys Trained	First Cases Taken and Number of Children Impacted		Additional Cases Taken and Number of Children Impacted			
(There should be a date for every entry)	Number of Law Firm Visits Number of Electronic News Letters Number of Articles in Bar Journals Number of Attorneys Recruited	Orientation Training Additional Trainings for Volunteers with an Open CAP Case Number of Recruited Attorneys Trained	Number of Trained Recruits That Took Cases	Court Case Number	Number of Children Impacted per case	Number of Trained Recruits That Took Additional Cases	Court Case Number	Number of Children Impacted per case





## NEVADA COURT IMPROVEMENT PROGRAM

### QUARTERLY PROGRAM REPORT

**PROGRAM NAME:** Juvenile Dependency Mediation Program

**Second Judicial District Court**

**Contract #** A12-41

**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.

During this reporting period, January 1, 2013 – March 31, 2013, project activities continued to focus on expanding the number of mediation referrals in child protection cases, integrating “front end” mediation of contested petitions into the overall program design, continuing the process of “culture change” to a collaborative model for resolving child protection disputes, adding an additional dependency mediator, and finally providing mediated and non-mediated case data to researchers contracted by CIP to do an independent evaluation of the Dependency Mediation Project in the 2<sup>nd</sup> and 8<sup>th</sup> Judicial Districts.

As we approach the 18 month mark of program implementation, the opportunity to move beyond the pilot phase and build involvement and ownership of this program across a number of agencies, stakeholders and the Court speaks to the next challenge for dependency mediation in the Second Judicial District. As researcher Nancy Thoennes concludes in *What We Know Now: Findings From Dependency Mediation Research*, “One of the most consistent findings across the studies is that mediation is successful in producing agreement....settlement rates are important because dependency mediations operate in the real world of court, where few judges, attorneys or caseworkers will be supportive of an intervention that costs them time and does not produce agreement.” She goes on to further note, “As important as the overall settlement rate is, so too is the fact that mediation results in agreements across a wide range of case types. Research has shown that mediation produces settlement at all stages of case processing.....At the beginning of a case, “Mediation allows for a discussion of the consequences of the petition, before an agreement on the petition can be reached”. Cases at the other end of the case – processing spectrum raise a different set of issues. “The issues open for discussion at TPR can range from open adoption discussions with adoptive parents to discussions of other permanency alternatives. Many programs have stories of mediation sessions taking place at TPR that have resulted in unexpected outcomes such as a relative coming forward to provide permanent care. (Family Court Review, Vol. 47, No. 1, January 2009).”

This reporting period we continued to build the case that mediation is a viable option for resolving disputes across the life of a case. Indeed, significantly more cases were referred this quarter where the disputed issue was the initial petition. With this broader experience, we are



now better positioned to evaluate project impact over a wider range of child protection matters.

In addition, our experience with dependency mediation is consistent with the research findings from other court-based dependency mediation programs described by Ms. Thoennes in her 2009 report. She reports survey results showing most programs experience some initial resistance to mediation resulting in slow start up, the mediation referral process must be clear and unambiguous to produce a continuing flow of cases and judicial support is a key factor impacting overall program success. We have continued to make adjustments throughout the implementation of our pilot project to ensure success in meeting project goals. For example, early on in the project the self-referral process was not producing a consistent flow of cases. A decision was made with strong judicial support that mediation would *automatically* be set for all cases set for a contested Termination of Parental Rights trial, all contested permanency plan hearings, all contested placement hearings, and cases where jurisdiction is disputed (petitions for hearing). This demonstrates the importance of ongoing assessment of procedures and practice and fine tuning the referral process to ensure mediation is the preferred alternative when a disputed child protection issue arises.

Just to restate the project goals as defined in the original CIP grant:

- The Second Judicial District Juvenile Dependency Mediation program will mediate at least 30 sibling group cases during the initial year.
- Seventy percent (70%) of the mediations that take place will result in full, partial, or verbal agreement.
- The average time from petition to any form of permanency for mediated cases will be 18 months or less.
- Eighty percent (80%) of the mediated cases in which agreement is reached come to a permanency outcome.

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.

One of the key indicators of progress in meeting the objectives of the grant is the growth in mediation referrals. Though the program got off to a slow start in the fall of 2011, now we are consistently getting 25 – 30 case referrals a quarter. For this reporting period, a total of 28 cases were referred to mediation, up from 24 the previous quarter. Of the 28 referrals, 4 cases settled prior to mediation and 2 cases were unable to mediate as the parents failed to show. This leaves 22 cases that went to mediation. Note: One challenge to date has been a high number of no shows by parents either because they weren't aware of the mediation or there was a lack of buy-in and/or engagement. Last quarter there were 5 cases which couldn't mediate because the parents didn't attend; this quarter only two cases that were referred by the Court couldn't proceed because of an absent parent.

Research on the effectiveness of child protection mediation has focused on settlement rates as a main indicator of success. During this quarter, 73% of the cases reached full or partial agreement, consistent with the benchmark of 70% set as one of the four key program goals in this grant. Please note: In one of the cases reaching agreement, there was an agreement on the petition and an agreement on placement. In another case there was an agreement reached in the Juvenile case and an agreement in the related TPR case. Thus the settlement rate is 82% when you add in these related agreements. Of course simply producing agreements is not



the only goal of mediation. There is substantial support across a wide variety of programs that mediation allows parents and other participants an opportunity to talk and discuss the issues they believe are necessary for the family's success. The ability to be heard has been a consistent theme in our participant exit surveys which provide quantitative and qualitative data on non-professional (parents, foster parents, etc) and professional participant's response to mediation. Because participant satisfaction will be addressed more thoroughly and analytically in the upcoming NCJFCJ research findings, we will only note here that participant feedback continues to be favorable.

January 1, 2013 – March 31, 2013

	# Cases
Agreement	15
Partial	1
No Agreement	6
<b>TOTAL</b>	<b>22</b>

With respect to the issues mediated, for this reporting period 8 cases (36%) involved initial petitions, 2 cases (9%) involved contested permanency plans and 12 cases (55%) were contested TPR's. While a case may be referred to mediation at any stage during the legal process, the largest number of referrals has been contested TPR's. Increasingly, however, contested petitions are being referred to dependency mediation out of Master Lu's court so we can expect to see the use of mediation to resolve a broader range of case issues as we move forward. Additionally soon we may have more robust outcome data to see if there are different success rates depending on the *type* of issue mediated.

One of the most compelling arguments in favor of using mediation in child protection cases is the cost savings that result when trial dates and hearing dates are vacated from the court calendar because an agreement was reached. Conservation of judicial resources is a key data element we have tracked for two quarters. To use just one example from this reporting period: in one of the first cases mediated in January an agreement on the petition resulted in vacating the settlement conference set for January 30 and six days set aside for an evidentiary hearing on April 4, 8, 9, 12, 23 and 26. The impact on court calendars and judicial resources is significant. For the cases this quarter that resulted in agreement, the mediators reported 9 settlement conferences vacated and 49.5 trial/evidentiary court dates vacated.

Finally, during this quarter the National Council of Juvenile and Family Court Judge's independent evaluation of the dependency mediation project began. The research team was provided access to case data for mediated and non-mediated cases for a case outcome analysis and a list of key mediation participants was provided so the research team could survey stakeholders. The research findings will not only help guide future changes to policy and practice but also provide empirical data related to Project Goals around permanency: specifically that (1) the average time from petition to any form of permanency for mediated cases will be 18 months or less and (2) 80% of the mediated cases in which agreement is reached come to a permanency outcome.

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.

As part of the research project, we had to navigate how to provide mediation satisfaction surveys (our exit surveys) to the NCJFCJ research team in a way that would preserve the confidentiality of respondents. This was achieved by connecting the professional and non-professional participants who responded to the exit survey by number. As a result, there was no case identifying information but researchers could analyze participant's differential response to the experience of mediation and overall satisfaction with the results.

At the suggestion of a mediation participant, a more confidential process for collecting exit surveys was also instituted this quarter. Now at the conclusion of mediation, participant surveys are deposited in a secure mailbox.

One of the mediators identified the following challenge: When counsel is substituting for counsel, they need to come to the table with the authority to negotiate. In a recent case, mom agreed to relinquish her parental rights in return for post adoptive contact at the request of the teenage child who was in attendance. Prospective adoptive parents agreed to the post adoptive contact to be structured by the son. DA was in agreement, however, substitute counsel did not have authority to agree to a written agreement. There was a verbal agreement reached with the understanding counsel for mom had the final authority to a written agreement. The mediator offered to continue the mediation but it worked out with a written agreement a week later. It could have been completed at the initial mediation session if the substitute attorney for mother could authorize the agreement, saving additional time.

Describe any activities scheduled for the next reporting period.

During the upcoming reporting period we expect to have some preliminary findings from the NCJFCJ program evaluation. While we have been encouraged by the growing use of mediation to resolve case issues, an important research question is whether mediated cases produce better permanency outcomes than non-mediated cases. The research findings should help us move forward more systematically on our dependency mediation project and begin a dialogue on sustainability.

Mary D. Herzik, MA

Family Services Manager

Print Name

Title

Signature

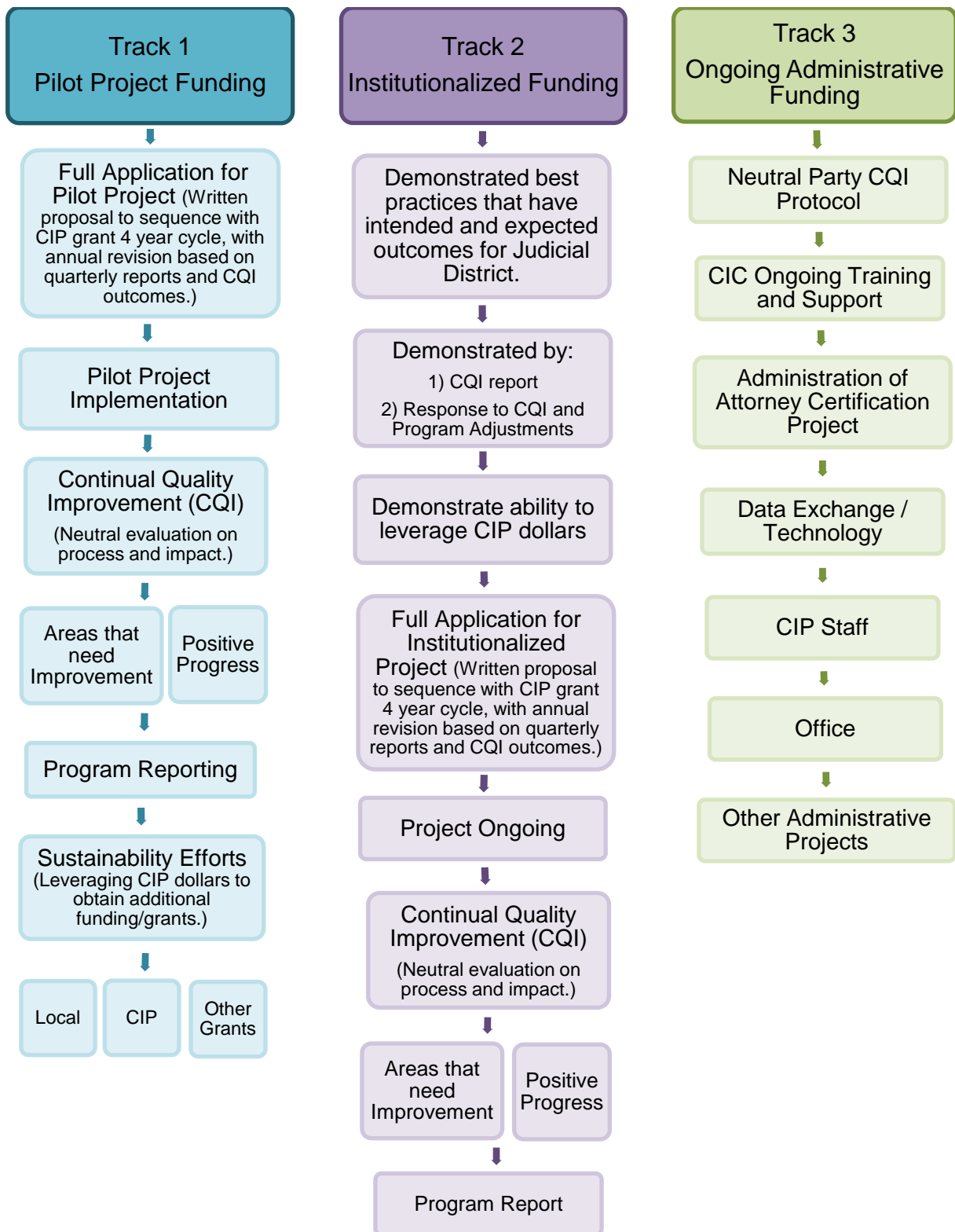
Date

*Mary D. Herzik*

*4/29/13*



# FOUNDATIONAL NEVADA CIP BUSINESS PROCESS



## RATIONALE FOR BUSINESS PROCESS

- Purpose:**
- To redesign the work effort boosting efficiency and quality to accommodate sequestration-driven budget cuts and increased workload demands of U.S. Department of Health and Human Services
  - To allow staff time to work with Community Improvement Council (CICs) to modify and implement their action plans and to communicate CIC accomplishments quarterly (publication)
  - To provide necessary education and training to CICs and Judiciary to facilitate their success
  - To research best practices for statewide implementation as may be appropriate
  - To develop a statewide “model” court format
  - To expend CIP funds appropriately and consistently
  - To reduce the last minute spending scramble and to ensure full expenditure of CIP grants
  - To sequence sub-grant expenditures within the Federal CIP 4 year grant

- Results:**
- Strengths and weaknesses of business practices assessed and select operations reengineered
  - Successful best practice projects organized and executed with the potential to implement statewide
  - Adapt streamlined solutions instituted by other states’ dependency system Court Improvement Programs
  - Fully informed and trained CICs and Judiciary
  - Completely integrated data exchange and data sharing across agencies
  - Centralized case index implemented to provide judiciary with near real-time court timeliness measures and the ability to drill down to case level data
  - Continual quality improvement institutionalized at state, agency, and court levels





Community  
Improvement  
Council 2013  
Summit  
Evaluation

**NEVADA COMMUNITY IMPROVEMENT COUNCIL 2013 SUMMIT**  
**RENO, NEVADA**  
**OCTOBER 10-11, 2013**

***SUMMIT EVALUATION REPORT ALL-INCLUSIVE***  
**DAY ONE REPORT**

***“Moving from Theory to Practice - A Model for Safety Decision-Making Implementation” Session***

**I learned something new about the steps that will need to be employed to implement the Safety Decision-Making Methodology.**

Answer Options	Response Percent	Response Count
Strongly Agree	22.2%	10
Agree	57.8%	26
Neither	8.9%	4
Disagree	11.1%	5
Strongly Disagree	0.0%	0

**This session motivated me to incorporate new ideas into my practice.**

Answer Options	Response Percent	Response Count
Strongly Agree	22.2%	10
Agree	57.8%	26
Neither	11.1%	5
Disagree	8.9%	4
Strongly Disagree	0.0%	0

**This session is likely to influence dependency cases in my jurisdiction.**

Answer Options	Response Percent	Response Count
Strongly Agree	20.0%	9
Agree	60.0%	27
Neither	13.3%	6
Disagree	6.7%	3
Strongly Disagree	0.0%	0

**Please rate the PRESENTER for “Moving from Theory to Practice - A Model for Safety Decision-Making Implementation” Session**

**Knowledge of subject**

Answer Options	Response Percent	Response Count
Very Effective	61.9%	26
Somewhat Effective	38.1%	16
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

**Use of presentation time**

Answer Options	Response Percent	Response Count
Very Effective	54.8%	23
Somewhat Effective	45.2%	19
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

**Answered audience questions**

Answer Options	Response Percent	Response Count
Very Effective	54.8%	23
Somewhat Effective	40.5%	17
Neither Effective nor Ineffective	4.8%	2
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

**Connected concepts to everyday practice**

Answer Options	Response Percent	Response Count
Very Effective	50.0%	21
Somewhat Effective	45.2%	19
Neither Effective nor Ineffective	4.8%	2
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

**Provided resources to obtain additional or follow-up information**

Answer Options	Response Percent	Response Count
Very Effective	46.3%	19
Somewhat Effective	41.5%	17
Neither Effective nor Ineffective	12.2%	5
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

***“Principles of Child Safety Decision-Making: A Review of Key Concepts and Tools” Session***

**I learned something new about approaches to decision-making about child safety.**

Answer Options	Response Percent	Response Count
Strongly Agree	23.5%	12
Agree	56.9%	29
Neither	15.7%	8
Disagree	2.0%	1
Strongly Disagree	2.0%	1

**I learned something new about approaches to decision-making about parental capacity.**

Answer Options	Response Percent	Response Count
Strongly Agree	19.6%	10
Agree	62.7%	32
Neither	13.7%	7
Disagree	3.9%	2
Strongly Disagree	0.0%	0

**I learned something new about the use of *the Child Safety Guide for Attorneys and Judges*.**

Answer Options	Response Percent	Response Count
Strongly Agree	22.0%	11
Agree	56.0%	28
Neither	16.0%	8
Disagree	6.0%	3
Strongly Disagree	0.0%	0

**This session motivated me to incorporate new ideas into my practice.**

Answer Options	Response Percent	Response Count
Strongly Agree	23.5%	12
Agree	66.7%	34
Neither	5.9%	3
Disagree	3.9%	2
Strongly Disagree	0.0%	0

**This session is likely to influence dependency cases in my jurisdiction.**

Answer Options	Response Percent	Response Count
Strongly Agree	22.0%	11
Agree	56.0%	28
Neither	14.0%	7
Disagree	8.0%	4
Strongly Disagree	0.0%	0

**Please rate the PRESENTER for “Principles of Child Safety Decision-Making: A Review of Key Concepts and Tools” Session**

**Knowledge of subject**

Answer Options	Response Percent	Response Count
Very Effective	66.7%	34
Somewhat Effective	33.3%	17
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

**Use of presentation time**

Answer Options	Response Percent	Response Count
Very Effective	52.9%	27
Somewhat Effective	45.1%	23
Neither Effective nor Ineffective	2.0%	1
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Answered audience questions

Answer Options	Response Percent	Response Count
Very Effective	60.8%	31
Somewhat Effective	39.2%	20
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Connected concepts to everyday practice

Answer Options	Response Percent	Response Count
Very Effective	56.9%	29
Somewhat Effective	35.3%	18
Neither Effective nor Ineffective	3.9%	2
Somewhat Ineffective	3.9%	2
Very Ineffective	0.0%	0

### Provided resources to obtain additional or follow-up information

Answer Options	Response Percent	Response Count
Very Effective	52.0%	26
Somewhat Effective	40.0%	20
Neither Effective nor Ineffective	6.0%	3
Somewhat Ineffective	2.0%	1
Very Ineffective	0.0%	0

### What additional comments or recommendations do you have about this session?

- Why are there so few attorney's here?
- Very difficult to sit through 2 hours. Perhaps a 5-minute stretch break after the first hour would be helpful.
- Always use microphone.
- Great!
- Some different state laws. Nevada further along in using safety model. Social workers are trained in child welfare and are the experts.

## DAY TWO REPORT

### *“Action Planning” Session*

**This session helped me to develop an implementation strategy for a Safety Decision-Making action plan for my judicial district.**

Answer Options	Response Percent	Response Count
Strongly Agree	22.5%	9
Agree	75.0%	30
Neither	0.0%	0
Disagree	2.5%	1
Strongly Disagree	0.0%	0

**This session motivated me to incorporate new ideas into my practice.**

Answer Options	Response Percent	Response Count
Strongly Agree	32.5%	13
Agree	60.0%	24
Neither	5.0%	2
Disagree	2.5%	1
Strongly Disagree	0.0%	0

**This session is likely to influence dependency cases in my jurisdiction.**

Answer Options	Response Percent	Response Count
Strongly Agree	27.5%	11
Agree	70.0%	28
Neither	2.5%	1
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**Please rate the PRESENTER for *“Action Planning” Session***

#### **Knowledge of subject**

Answer Options	Response Percent	Response Count
Very Effective	56.4%	22
Somewhat Effective	43.6%	17
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Use of presentation time

Answer Options	Response Percent	Response Count
Very Effective	43.6%	17
Somewhat Effective	53.8%	21
Neither Effective nor Ineffective	2.6%	1
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Answered audience questions

Answer Options	Response Percent	Response Count
Very Effective	56.4%	22
Somewhat Effective	41.0%	16
Neither Effective nor Ineffective	2.6%	1
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Connected concepts to everyday practice

Answer Options	Response Percent	Response Count
Very Effective	48.7%	19
Somewhat Effective	43.6%	17
Neither Effective nor Ineffective	7.7%	3
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Provided resources to obtain additional or follow-up information

Provided resources to obtain additional or follow-up information.		
Answer Options	Response Percent	Response Count
Very Effective	48.7%	19
Somewhat Effective	48.7%	19
Neither Effective nor Ineffective	2.6%	1
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### What additional comments or recommendations do you have about this session?

- Make the first day the longer day and the second day the shorter day.
- Hopefully, our CIC will become more active this year in implementing the Safety Decision-Making Model.
- Good.
- Need more CASA focus!



***“Interstate Compact on the Placement of Children (ICPC)”  
Session***

**I learned something new about the changes to the Interstate Compact on Placement of Children (ICPC).**

Answer Options	Response Percent	Response Count
Strongly Agree	39.5%	15
Agree	50.0%	19
Neither	10.5%	4
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**This session motivated me to incorporate new ideas into my practice.**

This session motivated me to incorporate new ideas into my practice.

Answer Options	Response Percent	Response Count
Strongly Agree	33.3%	13
Agree	43.6%	17
Neither	20.5%	8
Disagree	2.6%	1
Strongly Disagree	0.0%	0

**This session is likely to influence dependency cases in my jurisdiction.**

Answer Options	Response Percent	Response Count
Strongly Agree	30.8%	12
Agree	48.7%	19
Neither	17.9%	7
Disagree	2.6%	1
Strongly Disagree	0.0%	0

**Please rate the PRESENTER for *“Interstate Compact on the Placement of Children (ICPC) Update”* Session**

**Knowledge of subject**

Answer Options	Response Percent	Response Count
Very Effective	59.0%	23
Somewhat Effective	38.5%	15
Neither Effective nor Ineffective	2.6%	1
Somewhat Ineffective	0.0%	0
Very Ineffective	0.0%	0

### Use of presentation time

Answer Options	Response Percent	Response Count
Very Effective	46.2%	18
Somewhat Effective	48.7%	19
Neither Effective nor Ineffective	2.6%	1
Somewhat Ineffective	2.6%	1
Very Ineffective	0.0%	0

### Answered audience questions

Answer Options	Response Percent	Response Count
Very Effective	51.3%	20
Somewhat Effective	38.5%	15
Neither Effective nor Ineffective	7.7%	3
Somewhat Ineffective	2.6%	1
Very Ineffective	0.0%	0

### Connected concepts to everyday practice

Answer Options	Response Percent	Response Count
Very Effective	48.7%	19
Somewhat Effective	38.5%	15
Neither Effective nor Ineffective	7.7%	3
Somewhat Ineffective	5.1%	2
Very Ineffective	0.0%	0

### Provided resources to obtain additional or follow-up information

Answer Options	Response Percent	Response Count
Very Effective	52.6%	20
Somewhat Effective	36.8%	14
Neither Effective nor Ineffective	7.9%	3
Somewhat Ineffective	2.6%	1
Very Ineffective	0.0%	0

### What additional comments or recommendations do you have about this session?

- Good!

## ***“Court-Order Templates and Bench Guide” Session***

### **I learned something new about Nevada Court-Order Templates.**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	16.2%	6
Agree	70.3%	26
Neither	10.8%	4
Disagree	2.7%	1
Strongly Disagree	0.0%	0

### **This session motivated me to incorporate new ideas into my practice.**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	21.6%	8
Agree	59.5%	22
Neither	10.8%	4
Disagree	8.1%	3
Strongly Disagree	0.0%	0

### **This session is likely to influence dependency cases in my jurisdiction.**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	24.3%	9
Agree	62.2%	23
Neither	8.1%	3
Disagree	5.4%	2
Strongly Disagree	0.0%	0

### **Knowledge of subject**

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Very Effective	44.4%	16
Somewhat Effective	52.8%	19
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	2.8%	1
Very Ineffective	0.0%	0

### Use of presentation time

Answer Options	Response Percent	Response Count
Very Effective	37.8%	14
Somewhat Effective	59.5%	22
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	2.7%	1
Very Ineffective	0.0%	0

### Answered audience questions

Answer Options	Response Percent	Response Count
Very Effective	40.5%	15
Somewhat Effective	54.1%	20
Neither Effective nor Ineffective	2.7%	1
Somewhat Ineffective	2.7%	1
Very Ineffective	0.0%	0

### Connected concepts to everyday practice

Answer Options	Response Percent	Response Count
Very Effective	35.1%	13
Somewhat Effective	56.8%	21
Neither Effective nor Ineffective	2.7%	1
Somewhat Ineffective	5.4%	2
Very Ineffective	0.0%	0

### Provided resources to obtain additional or follow-up information

Answer Options	Response Percent	Response Count
Very Effective	37.8%	14
Somewhat Effective	59.5%	22
Neither Effective nor Ineffective	0.0%	0
Somewhat Ineffective	2.7%	1
Very Ineffective	0.0%	0

# OVERALL REPORT

## I am satisfied with the 2013 CIC Summit.

Answer Options	Response Percent	Response Count
Strongly Agree	48.6%	18
Agree	51.4%	19
Neither	0.0%	0
Disagree	0.0%	0
Strongly Disagree	0.0%	0

## I would recommend the 2013 CIC Summit to other jurisdictions.

Answer Options	Response Percent	Response Count
Strongly Agree	45.9%	17
Agree	48.6%	18
Neither	5.4%	2
Disagree	0.0%	0
Strongly Disagree	0.0%	0

## There was sufficient time allocated for each session.

Answer Options	Response Percent	Response Count
Strongly Agree	35.1%	13
Agree	56.8%	21
Neither	8.1%	3
Disagree	0.0%	0
Strongly Disagree	0.0%	0

## There were sufficient opportunities for networking with other judges.

Answer Options	Response Percent	Response Count
Strongly Agree	41.7%	15
Agree	47.2%	17
Neither	11.1%	4
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**The sessions at the 2013 CIC Summit are useful to your daily work.**

Answer Options	Response Percent	Response Count
Strongly Agree	35.1%	13
Agree	62.2%	23
Neither	0.0%	0
Disagree	2.7%	1
Strongly Disagree	0.0%	0

**Your professional objectives for the 2013 CIC Summit were achieved.**

Answer Options	Response Percent	Response Count
Strongly Agree	33.3%	12
Agree	66.7%	24
Neither	0.0%	0
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**My experience at the 2013 CIC Summit will help me to implement the Safety Decision-Making methodology.**

Strongly Agree	32.4%	12
Agree	59.5%	22
Neither	5.4%	2
Disagree	2.7%	1
Strongly Disagree	0.0%	0

**My experience at the 2013 CIC Summit will help me to develop a Safety Decision-Making action plan.**

Strongly Agree	27.0%	10
Agree	64.9%	24
Neither	8.1%	3
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**My experience at the 2013 CIC Summit will help me to understand the update to the Interstate Compact on the Placement of Children (ICPC).**

Answer Options	Response Percent	Response Count
Strongly Agree	27.0%	10
Agree	67.6%	25
Neither	5.4%	2
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**My experience at the 2013 CIC Summit will help me to understand the new Nevada Court-Order Templates.**

Answer Options	Response Percent	Response Count
Strongly Agree	24.3%	9
Agree	70.3%	26
Neither	5.4%	2
Disagree	0.0%	0
Strongly Disagree	0.0%	0

**Was an appropriate amount of material covered during the 2013 CIC Summit? If not, was too much or too little material covered?**

- Yes.
- Just right.
- ICPC presentation left more unanswered questions about impact to current practice.
- Would like to have had the materials and PowerPoint electronically.
- I believe that there were ample materials, resources provided during the Summit.
- Would have like more on Nevada Law, and application of Safety Model.
- Yes.
- Yes.
- Yes.
- Yes, it was!
- I feel there was ample information covered. Very good.
- Review of the Model was a little long. 45 minutes to 1 hour review would have been sufficient.
- Yes, but it will take a long time to get through it all.
- Appropriate.
- Yes. Excellent program.
- Too much.
- Great program.
- OK.
- Yes

**What topic(s) were not covered at the 2013 CIC Summit that you felt you needed?**

- How to obtain the resources to make changes that require additional people to implement.
- Nevada Application – some jurisdictions are more advanced with the model than others.
- All areas needed were covered.

- Court implementation.

**Were there session(s) that were not useful to you? Please explain why.**

- ICPC session needed to be more focused on practice implications.
- No.
- Templates.
- All areas were necessary.
- They were all informative.
- ICPC because I don't deal with it much. See why it was necessary for others though.
- ICPC.
- No.

**Which session/exercise at the 2013 CIC Summit has the greatest potential to influence dependency case processing in your jurisdiction? Please explain why.**

- Action plan.
- Implementing Safety Decision-Making presentation was very helpful and informative.
- Safety Decision-Making methodology as it will help all stakeholders to evaluate the same information as it relates to the cases.
- Action Planning – encourages collaboration.
- Roundtable discussion.
- Our plans for our district.
- Safety planning.
- Action planning is always a good opportunity to evaluate our process and make necessary changes.
- Action plan.
- All good.
- The data relating to timeliness is very motivating and will guide our case planning. Presentation by Betsy Crumrine on how Nevada is implementing the new safety standard table discussion.
- Template checklist.

**What additional comments or recommendations do you have about the 2013 CIC Summit?**

- As a court administrator I gained a lot of understanding of the process.
- Great conference!
- I think the venue, food and materials were fabulous. Very impressed.
- More CASA focus!





4<sup>th</sup> Judicial  
District  
Community  
Improvement  
Council Attorney  
Training Agenda

# **Adoption and Safe Families Act and NRS 432B Seminar**

**Sponsored by the Community Improvement Council**

**Of the Fourth Judicial District Court**

**Special Guest: Justice Nancy Saitta**

**Of the Supreme Court of Nevada**

**Elko, Nevada**

**November 19, 2013**

- 8:45-9:00** Introduction of Special Guest and Faculty—District Judge Nancy Porter
- 9:00-10:00** Adoption and Safe Families Act (ASFA)—Travis W. Gerber, Esq. and Michelle Rodriguez, Esq.
- History and policy of ASFA; overview, procedure, and application of NRS 432B
- 10:00-10:30** NRS 432B from the Elko County District Attorney's Perspective—Kristen McQueary, Elko County Chief Civil Deputy District Attorney
- Perspective and responsibilities of the Elko County District Attorney for NRS 432B proceedings
- 10:30-10:45** Break
- 10:45-11:15** Court Appointed Special Advocates (CASA)—Alana McKinney, Director, CASA Northeastern Nevada
- History, overview, mission, and requirements of CASA
- 11:15-12:00** Fourth Judicial District Family Drug Court—Court Master Andrew Mierins
- History, creation, and practices of the Fourth Judicial District Family Drug Court

- 12:00-1:00**                    **Lunch—sponsored by the Elko County Bar Association**
- 1:00-2:00**                    **Panel Discussion—Justice Nancy Saitta, District Judge Nancy Porter, District Judge Alvin R. Kacin, and Court Master Andrew Mierins**
- Discussion of the panelists’ experience on the bench and bar in NRS 432B matters, as well as an explanation of the Court Improvement Program and Community Improvement Council**
- 2:00-2:45**                    **Ross Armstrong, Deputy Attorney General, Nevada Attorney General’s Office**
- Perspective and responsibilities of the Nevada Attorney General for NRS 432B proceedings**
- 2:45-3:00**                    **Break**
- 3:00-4:30**                    **Family Drug Court—Court Master Andrew Mierins**
- Attendance at Family Drug Court, including the graduation of a participant**
- 4:30-4:45**                    **Closing Remarks—Justice Saitta, Judge Porter, and Franz Braun, NCJFCJ**

**The members of the Community Improvement Council are Judge Nancy Porter, Court Master Andrew Mierins, Jerolyn Cichon, Travis Gerber, Kriston Hill, Alana McKinney, and Michelle Rodriguez.**

*The CIC would like to thank the Elko County Bar Association and Katie McConnell for providing lunch.*