

State of Nevada
Division of Child and Family Services
Child and Family Services Program Improvements
Summary of Progress January 2006 through September 2006

Part I: Introduction and Background

A. Introduction

This report summarizes Nevada's activities from January 2006 through September 2006 on its federally-approved Child and Family Services Program Improvement Plan (PIP) and its federally-approved Child Abuse Prevention and Treatment Act (CAPTA) Corrective Action Plan (CAP).

Nevada's Child and Family Services PIP was approved by the Administration for Children and Families (ACF), Region IX, effective March 1, 2005. Three quarterly reports were submitted in calendar 2005, and an additional three quarterly reports have been submitted thus far in 2006. Two quarters remain in this PIP cycle which ends February 28, 2007. To date, ACF has declared ten goals, sixty-seven action steps, and 189 benchmarks to have been completed and twenty-six ongoing benchmarks to have been completed for the period. Seven benchmarks were deleted through negotiation with ACF.

In September 2006, ACF recommended the addition of additional action steps and benchmarks. DCFS submitted a modified PIP which included the addition of ten new action steps and seventy-three benchmarks. These received ACF approval in mid-October.

The CAP was submitted to ACF in March 2005 and received final approval effective September 12, 2006. The first quarterly report on the CAP was submitted December 30, 2005, and accompanied the third PIP quarterly report. Three additional reports have been submitted in calendar 2006.

B. Background

In Nevada three agencies provide child welfare services on non-tribal lands. The State Division of Child and Family Services is the oversight agency for county-operated child welfare services delivered across the State, and it directly administers child welfare services to Nevada's fifteen rural counties. Clark County Department of Family Services provides child welfare services to Southern Nevada's Clark County. Washoe County Department of Social Services serves Northern Nevada's Washoe County.

Initial phases of the PIP focused on building the structure and collaborations necessary for improvement to occur in Nevada's child welfare system. Two groups were formed to provide oversight and support PIP implementation. These are the Decision-Making Group (DMG) and the Policy Approval Review Team (PART). The DMG is composed of the heads of each of the three child welfare agencies and holds final approval authority over policies developed for statewide implementation and for inter-agency interaction. The DMG also serves as the major vehicle for the three agencies to discuss other important issues related to child welfare and develop strategies. The DMG initially met monthly face-to-face and weekly by telephone. It currently meets two times per month and more frequently as circumstances warrant.

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The PART is made up of the three child welfare agencies' second-level administrators. Its purpose is to review the plans, work products, and policies developed by the benchmark task groups and to troubleshoot any barriers to the task group's work product prior to submission to the DMG. The PART initially maintained a twice-monthly meeting schedule but now meets on an as-needed basis.

Each action step in the PIP and CAP was assigned to teams composed of subject matter experts from within the State. Generally, a lead person from each of the three state service-delivery regions (Clark County, DCFS Rural Region, and Washoe County) and a Statewide lead from the DCFS Administrative Office were assigned to collaborate on each action step. Additional stakeholders were included on teams when the benchmark involved their area of interest. In matters involving the courts teams were organized consisting of a DCFS administrator and a representative of the Court Improvement Project (CIP).

Part II – Analysis of Progress Toward PIP Target Improvement Goals

A. Overview

Activities during the period focused on

- Policy development and standardization,
- Quality assurance,
- Supervisory reviews,
- Collaboration with the courts and other State agencies,
- Supervisory training,
- Training,
- Stability of foster care placement,
- Adoption,
- Permanency goal of another planned living arrangement,
- Mental Health
- UNITY
- Youth,
- PIP Communication Plan
- Collaboration with ACF toward addition of action steps and benchmarks

B. Policy and Procedures Development

A collaborative Policy Development and Approval Process was established calling for creation of a charter for each policy team, approval by the PART and DMG, and delivery to the policy team. Policy teams are composed of subject matter representatives from each regional service area as well as internal and external stakeholders. After review of State statutes and federal requirements, the team develops draft policy which is submitted to the PART for review and possible revision. The DMG then reviews and adopts or revises the policy.

PIP policy teams this period continued work on statewide policies and produced a body of standardized DMG-approved policies addressing the following subjects:

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- caseworker visits with the child, parents, siblings and foster parents;
- diligent search and assessment of absent biological fathers and other relatives;
- independent living relating to youth 15 ½ years and older;
- independent living transition plans;
- addressing adoption with children age 14 and above;
- adoption subsidy negotiation;
- the social summary process;
- TPR and relinquishments; and
- documenting educational and medical services.

All three service regions (Clark and Washoe counties and the DCFS Rural Region) updated revisions to their regional recruitment plans for bilingual foster / adoptive parents.

C. Quality Assurance and Improvement

The qualitative component of Nevada's Quality Improvement process was fully implemented by the close of first quarter 2006. On-site case reviews have been conducted in the two urban counties and two rural region offices. The supervisory review tool continues to be utilized, and data from it was compiled into a statewide report of findings and recommendations for improvement. In addition, the Quality Improvement Unit generates recommendations for improvement in accordance with the continuous quality improvement model.

D. Supervisory Reviews

The Quality Improvement Office compiled supervisory review data from each child welfare unit and office. Preliminary data was collated for Clark County and the Rural Region. At the end of 2005, Washoe County's data was in the process of being collated. Analysis of the preliminary data suggested several trends:

- More training is necessary for supervisors regarding justifications for the overall rating to be more complete.
- Changes in the instrument need to provide additional instructions and more concise definitions.
- The QI Team must ensure that in conducting a review only file materials from the period under review are referenced.

The final report was presented to the DMG on January 31, 2006 and details how each office performed on the various items from the instrument. The report also included recommendations to improve overall performance in the key areas being measured in the review.

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Benchmarks utilizing supervisory reviews as a method of measurement were deleted from the PIP as the result of discussions with ACF in April 2006 because it was determined that the supervisory review as a method of measurement did not apply.

E. Collaboration with the Courts and Other State Agencies

AOC/CIP: The State continued its collaboration with the courts via a series of continuing inter-agency meetings and with the formation of multidisciplinary workgroups to examine and recommend any needed revisions to court processes involving permanency planning, termination of parental rights and legal representation, and court oversight. During Winter 2006 the workgroups' recommendations were provided to the CIP Advisory Committee which presented them to the CIP Select Committee. The Select Committee is now part of the Judicial Council and includes the Chief Justice of the Nevada Supreme Court. His support and participation has been a valuable adjunct to this process.

The monthly schedule of meetings between AOC/CIP and DCFS continues, and issues requiring a collaborative approach are discussed and items of mutual concern identified. CIP continues to maintain the PIP as a standing item on its quarterly agenda in addition to the CIP Communication Plan. Collaboration regarding judicial training related to child welfare and domestic violence was most recently discussed as well as the ongoing development of a judges' "bench book" which includes child welfare topics.

MHDS: Progress in collaborating with the Division of Mental Health and Developmental Services (MHDS) on a revised memorandum of understanding (MOU) was delayed in 2005 after the MHDS representative representing children's disabilities retired. Subsequently, the Statewide Collaboratively Served Youth Committee (CSY) held monthly meetings and identified issues to be addressed in order to begin the work of writing a comprehensive MOU between DCFS (including Washoe and Clark counties) and MHDS. These issues included funding, full participation of adult mental health in the development of the MOU, cross-agency training, Clark's and Washoe's involvement as full partners in the MOU, and articulation of respective agency missions.

The CSY recognized the need for members to consult with their agencies regarding collaborative budget building in the coming legislative biennium. Because of complications related to revising budgets for the biennium legislative session meant that execution of the MOU would be delayed. In May 2006, ACF granted deferral of the due date for benchmarks around this issue to January 31, 2007. The agencies have continued to operate under the existing MOU.

Medicaid: In October 2006, ACF approved the State's plan to monitor the behavioral health redesign through the Behavioral Redesign Steering Committee and to report on progress annually in the APSR.

UNSONM: DCFS holds quarterly meetings with the University of Nevada School of Medicine (UNSONM) toward establishing a child psychiatry internship program in Nevada. (Funding for this position was not included in the 2005-2007 Governor's Recommended Budget submitted to the Nevada Legislature and was not funded.) The first of these

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meetings was held in May, and potential projects for the CMHS block grant were discussed. A sub-grant to help fund the psychiatric fellowship was developed, and two psychiatric fellows commenced employment July 1, 2006. Ongoing progress in establishing a child psychiatry internship program in Nevada will be reported annually in the APSR.

F. Supervisory Training

Supervisory training utilizing a jurisdictional model to develop learning labs for Washoe County and Clark County jurisdictions was initiated during the third quarter of 2006. This approach had been piloted in the Rural Region. The process involves a self-assessment of workers, supervisors, and managers as well as a determination of training needs and collaborative development of "Learning Labs" which focused on prioritized topic areas. Feedback will be provided to individuals and supervisors, and a comprehensive written report detailing agency strengths and weaknesses was provided to each agency's administrator. It is anticipated that these series of learning labs will be completed in eight months.

G. Training

Training provided thus far in 2006 has included training on

- intake policies and procedures,
- dealing with multiple reports of abuse and neglect,
- substantiation of reports of maltreatment,
- case closure policies and procedures,
- case planning process including concurrent case planning,
- visitation policies relating to caseworker visits with child, parents, siblings, and foster parents,
- diligent search (web-based training),
- roles and responsibilities relating to court (advanced training for foster parents),
- adoption of older children,
- adoption subsidy negotiation process,
- social summary process, and
- independent living transition plans.

New worker training was offered through the Child Welfare Academy in June 2006. Additionally, DCFS provided make-up training for staff who missed training sessions and for newly-hired staff. For newly-hired staff, these classes supplemented training provided through the Child Welfare Academy. The make-up / supplementary classes consisted of:

- Conducting Risk Assessment
- Collaborative Case Management and Ongoing Assessment
- Permanency Services Delivery
- Visitation to Promote Placement Stability and Permanency
- Intake Response, Decision-Making, and Case Closure.

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Training staff have also worked closely with each public child welfare agency to provide remediation for workers who did not pass the post-tests following Conducting Risk Assessment and/or Case Management courses.

All of the training delivery has been jurisdiction-focused. The standardized training curricula, as designed, provide a consistent framework with established competencies for all jurisdictions, yet allow for the enhancement of policy and curriculum to meet each agency's unique needs due to jurisdictional differences. In addition, local legal counsel have co-trained on specific court-related content such as reporting procedures and testimony.

H. Stability of Foster Care Placement

A survey of foster parents was completed and the data analyzed by the State's university partners. A report published in February 2006 identified global areas of strength and weakness in the foster care program across the State and individually in each service region. The State and each region are now utilizing this information to formulate strategies for increasing foster parent retention. The State requested and received ACF approval to report progress on retention efforts in the Annual Progress and Services Report (APSR).

I. Adoption

During the period under review issues involving adoption were fortified. These included developing policies, protocols, and training on diligent search, adoption of older children, adoption subsidy negotiation process, and the social summary process. In addition, regional recruitment plans were revised in collaboration with Adoption Exchange staff and focused on improving plans based upon demographics of children in care in each region.

J. Permanency Goal of Another Planned Living Arrangement

The State requested funding for additional positions to support the Performance Based Contracting and Monitoring Unit, which oversaw treatment residential care providers (aka higher levels of care) providers. Six additional FTEs were approved by the 2005 Legislature. In January 2006 as the result of an Attorney General's opinion that retaining this function within DCFS constituted a conflict of interest, responsibility for oversight of higher levels of care passed to the Division of Health Care Financing and Policy. The six FTE positions assigned to DCFS were re-deployed to recruitment, training, and quality assurance of treatment homes. The Action Step dealing with the DCFS role in the Utilization Review process was deleted from the PIP with ACF approval.

K. Mental Health of Child

Mental health issues include funding, full participation of adult mental health in the development of an MOU with MHDS and Clark and Washoe County's involvement as full partners in the MOU, cross-agency training, articulation of respective agency missions and recruiting new Medicaid providers.

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The CSY Committee created a workgroup, with representation from all regions and all committee stakeholders, to draft the MOU.

DCFS attends monthly meetings with Nevada Medicaid (HCFP) and several other stakeholders. SAMSA SIG staff coordinated statewide training events regarding the behavioral health redesign and new Utilization Management process. The Provider Support Team focuses on recruitment of new providers (treatment homes and non-residential rehab services) and development of training to build capacity to serve children in Nevada. This team created a recruitment brochure and has traveled with it to national children's mental health training events in Orlando, Florida and Pittsburgh Pennsylvania.

In an effort to increase mental health providers for DCFS clients, DCFS formed a workforce development group that includes representatives from across DCFS programs. This group developed strategies to streamline the hiring process and make it "user-friendly" for more applicants. Beginning September 5, 2006, the Department of Personnel will accept on-line employment applications. This system allows potential employees to apply for job openings on-line, store applicant profile information, and submit applications electronically.

DCFS will conduct a salary comparison to submit to the State DHHS and to State Personnel for consideration toward increased salaries for mental health professionals.

Additionally, DCFS and UNSOM developed a collaborative psychiatric residency program that exposes psychiatry students to work (8 hours per week) in a child welfare treatment facility and options for employment with DCFS.

CSY member agencies agreed to "collaborative budget building" for the coming legislative biennium. The result of these consultations will provide direction to each agency's administration for the purpose of insuring funding.

L. UNITY

During the fourth quarter Nevada put in place standardized policy and practice guidelines for caseworker visits with the child, parents, siblings, and foster parents. Methods for tracking caseworker visits were identified and the UNITY system was modified to accommodate this need.

In the sixth quarter UNITY was modified to reflect improved case management practices by collecting information on assessment, family engagement, and case planning. Specifications to incorporate concurrent case planning format into UNITY were developed, as was UNITY documentation of children's educational and medical records

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M. Youth

In December 2005 a group of Independent Living internal and external stakeholders met with the National Resource Center on Youth Development (NRCYD) to develop a preliminary plan to develop youth advisory boards in Nevada. During this meeting, concerns regarding the geographical distance as well as disproportionate representation in larger counties surfaced. It was suggested by the NRCYD facilitators that Nevada stakeholders develop a plan to address these concerns prior to attempting the organization of the boards.

Additionally, the Independent Living Specialist was vacant for several months and was filled only in March 2006. As a result of the geographic and staff challenges, DCFS requested and received approval of modifications to the PIP dealing with the development of youth advisory boards. Under the new plan, a youth advisory board will be developed in a pilot area by January 31, 2007, and will be reported on in the APSR.

N. PIP Communication Plan

Numerous community meetings were held throughout the State to inform community members and external stakeholders of PIP progress and current status and to elicit feedback. Participants in the Rural Region were offered the opportunity to develop strategic action plans based on community-identified needs.

Suggestions Statewide to improve practice and service delivery included:

- Add professional and support staff to assist families, to lessen incidence of “crisis mode” in professional staff, and to give professional staff more time to work directly with birth and foster families.
- Implement strategies to promote increased flexibility in scheduling time and place for child-family visits.
- Increase availability of specialists offering services through Medicaid.
- Augment support to youth receiving Independent Living Program services.
- Keep large sibling groups together via increased funding and recruitment efforts.
- Increase number of African American foster and adoptive homes.
- Improve preparation of children for adoption.
- Through training and other preparation, improve foster parents’ ability to facilitate services and transitions between children and birth families.

The PIP Communication Plan Committee made the following recommendations:

- Increase community awareness and promote stakeholder involvement.
 - Post flyers for PIP presentations and related meetings at family resource centers and other stakeholder locations.
 - Conduct presentations with UNR/UNLV child welfare classes.
 - Attend and participate in Sierra Association of Foster Families meetings and trainings and include foster care licensing in the distribution list for invitations.

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- Invite representatives from the faith community to external PIP stakeholder meetings.
- Improve responsiveness and communication to the community by providing a global e-mail address for citizens to request information, make recommendations, and provide feedback.

O. Requests for Addition of Action Steps

In collaboration with ACF, in September 2005 DCFS developed ten new action steps consisting of 73 benchmarks and submitted these to ACF with the sixth quarter report for approval. Approval with revisions was granted on October 20, 2006.

The new action steps address issues involving:

- establishment of differential response systems,
- establishment of round-the-clock child protection response systems,
- revision of safety and risk criteria and tools,
- analysis of placement moves within Child Haven,
- Clark County's foster care recruitment plan and foster parent training,
- agency improvement plans Statewide,
- development of strategies for improved safety, permanency, and well-being of children in Clark County,
- training for all child welfare agencies on those ASFA provisions calling for reasonable efforts to prevent children's removal from their homes of origin,
- development of relationships with community partners toward improving the service array in Clark County,
- and identification of strategies for funding family preservation and family support services in Clark County.

Details of these new action steps are found in Appendix A.

P. Other Requests to ACF

Action Step 6.5 calling for DCFS to revise and review the Utilization Review Process was deleted with ACF approval after responsibility for higher levels of care was moved from DCFS to another division of DHHS, HCFP, which has responsibility for Medicaid.

During the period under review 17 benchmarks were revised with ACF approval to language or requirement changes. Among these, reporting requirements for six benchmarks were moved to the APSR for annual or ongoing reporting.

The State requested revisions to Action Step 35.1 which calls for State activity to promote access to appropriate services for children and families to meet physical service needs. ACF approved modification but proposed deletions and additions which it believes will provide greater clarity than contained in the State's original submission.

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Part III: Progress Toward Achieving Target CAP Goals

A. Introduction

Since June 2005 Nevada developed and initiated its corrective action plan to bring the State into compliance with the CAPTA. Efforts over the second, third, and fourth CAPTA CAP quarters, which ended August 31, 2006, focused on documenting child fatalities and achieving NRS compliance with CAPTA. All benchmarks with due dates in these quarters were completed.

B. CAPTA CAP Activities

In the first quarter training related to UNITY documentation of child fatalities and near fatalities was completed via informational memo and each jurisdiction provided roster information on training they provided within their individual jurisdictions.

In April 2006 Howard Davidson, Director, ABA Center on Children and the Law, 2006 provided technical assistance to analyze existing Nevada law, practice related to that law, and the development of statutory language, regulations or policies needed to achieve compliance with CAPTA.

During the fourth quarter statute, regulation, policy, and other report recommendations were reviewed and discussed and justification developed. A bill draft request was completed using this information. Statute language was developed and included in the BDR. The BDR was submitted to DHHS and approved for submission to the Governor's Office and LCB.

C. Child Fatality Policy Update

The State's Child Fatality Policy provided to ACF in the December 2005 report has been reviewed both by ACF and by the Nevada State Attorney General's Office. A draft policy incorporating both ACF and AG recommendations is included for ACF review with this document.

D. Action Planning for the Clark County Child Death Review Recommendations

An "Independent Child Death Review Panel For Clark County" was convened in March 2006 and a "Report of Findings and Recommendations Child Deaths 2001-2004" compiled in April 2006. This report was presented to the Director of DHHS, and a Blue Ribbon Panel was appointed by the Director. In response to the report, the State met with all agencies involved in the "Report of Findings and Recommendations Child Deaths 2001-2004" by developing an "Action Plan for the Clark County Child Death Review Recommendations". The State has the responsibility of monitoring the action plan and reporting and posting this information on the DCFS web site.

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E. Blue Ribbon Panel for Clark County and Child Fatality Policy Update

The effect of the Blue Ribbon Panel Action Plan time frames on the CAPTA Corrective Action Plan was to reinforce the development of state statute through the Bill Draft Request (BDR) process. Recommendations from the CAPTA Corrective Action Plan regarding public disclosure of child fatality and near fatality and recommendations from the Blue Ribbon Panel on Child Death were combined into one BDR. The time frame in the CAPTA Corrective Action Plan was matched to the Blue Ribbon Panel on Child Death recommended dates of completion of the BDR and submission to the DHHS. Next steps are to work with the Legislative Counsel Bureau before the Legislative Session begins to ensure that the BDR language captures the intent of the recommendations.

Although the Blue Ribbon Panel on Child Death in Clark County will end January 31, 2007, there is an ongoing implementation plan contained in the CAPTA Corrective Action Plan to ensure that if the legislation is passed, there will be appropriate training provided to child welfare staff and a subsequent plan to review the Nevada Administrative Code and make corresponding adjustments with statute as needed.

Appendix A – Request for Addition of Action Steps

The following action steps and benchmarks were developed during the period under review and added to the PIP with ACF approval granted October 20, 2006.

1. Safety Outcome 2, Well Being Outcome 1 and Systemic Factor VII

A) ACF Recommendation #1:

Institute a differential response system to support families and prevent unnecessary removals with the assistance of the National Resource Centers for Family Centered Practice, and Permanency Planning and Child Protection.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
3.2 The State will initiate a pilot differential (alternative) response system in Clark County to support families and prevent unnecessary removals.	Statewide: Nancy O'Neill Rural: Pat Hedgecoth designee Southern: Tom Morton Northern: Mike Capello or designee DHHS: Laura Hale or designee	Policy implemented	3.2.1 Revise existing policies in Washoe County and DCFS Rural Region for statewide application. The policy and development and approval process will result in the development and implementation of the policy: A) Facilitator reconvenes the policy team B) Policy team meets to develop or revise policy and all related documents, protocols, tools. C) Decision Making Group reviews and approves the policy.	12/31/06
		Training Completed	3.2.2 Clark County will provide training to Hotline staff and intake supervisors on the policy and protocols for differential response.	1/31/07
		MOU	3.2.3 Clark County and DCFS will enter into an MOU establishing agreement, and protocols to use the Family Resource Centers (FRC) for differential (alternative) response.	11/30/06

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Pilot program initiated and referral tracking system in place.	3.2.4 Implement a pilot program for differential response in two locations that have the capacity to accept referrals, the south and east Las Vegas	2/28/07
		Meeting Minutes and draft referral protocols	3.2.5 Collaborate with DHHS and the “Steering Committee for FRC Expansion to Provide Alternative (differential) Response” and establish referral protocols.	Meeting Minutes BY 9/10/06 and ongoing Draft Referral Protocols 2/1/07
		Two FTE positions funded	3.2.6 Obtain funding through DHHS for two FTE differential (alternative) response coordinators for the two pilot locations in Clark County to facilitate use of FRCs by child welfare staff in Clark County, monitor use of the FRCs by children and families referred and the Clark County staff making referrals, troubleshoot barriers identified; evaluate the effectiveness of the referral protocols; evaluate the appropriateness of the service array available in the FRCs and develop a quarterly report for the DMG including findings and recommendations for improvement to meet the needs of child welfare children and families in Clark County.	2/1/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Technical assistance provided	3.2.7 Request and receive technical assistance from the National Resource Centers for Family Centered Practice, Permanency Planning and Child Protection and collaborate with internal stakeholders (Steering Committee) to evaluate and improve the existing response system on an ongoing basis.	BY 2/28/07
		Statewide Phase In Plans for Child Welfare Agency Responsibilities	3.2.8 State to develop a statewide plan for child welfare agency responsibilities in collaboration with the DHHS Steering Committee for FRC Expansion to expand the alternative (differential) response system for implementation of a pilot in the FRCs in the remaining areas of Clark County, revising the system in the FRC in Washoe County, revising the system in the FRC in Elko and initiating the pilot in the FRC in Laughlin.	BY 2/28/07 Preliminary draft plans
		Meeting attendance	3.2.9 The state and internal and external stakeholders will attend the national conference on deferential (alternative) response to obtain further insights into addressing this benchmark.	1/31/07

Appendix A – Request for Addition of Action Steps

B) ACF Recommendation #2:

Institute a 24-hour-a-day, seven-day-a-week child protection response system, staffed by caseworkers to respond to hot line calls.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
<p>3.3 The State will have in place a mechanism for a 24 hour, seven day a week child protection response system, staffed by caseworkers to respond to hotline calls in Clark County</p>	<p>Statewide: Hayley Jarolimek</p> <p>Rural: Pat Hedgecoth or designee</p> <p>Southern: Tom Morton or designee</p>	<p>Policy and protocol completed</p>	<p>3.3.1 Clark County to develop county policy and protocol for a 24 hour, seven day a week child protection response system, staffed by Caseworkers to respond to Hotline calls and upon finalization of a statewide policy, revise county policy and protocols that may contradict statewide policy.</p>	<p>Clark County BY 12/15/06</p>
	<p>Northern: Mike Capello or designee</p>	<p>IFC Minutes</p>	<p>3.3.2 Obtain TANF/EA funding to help support additional 24/7 intake response plan.</p>	<p>BY 9/12/06</p>
		<p>Approved Cost Allocation Plan</p>	<p>3.3.3 State to request and receive additional budgetary authority to transfer additional funds to Clark County and amend the Clark County Cost allocation plan to include TANF/EA as a funding source for investigative case management services</p>	<p>BY 9/28/06</p>
		<p>Amended Contract</p>	<p>3.3.4 Amend interlocal agreement between DHHS, Division of Welfare and Support Services and Clark County DFS to increase TANF/funding.</p>	<p>BY 12/31/06</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Clark County Board of Commissioners Meeting Minutes	3.3.5 Clark County DFS to present the intent of the 24/7 intake response plan and request funding for staffing to add 3 units of the Emergency Response Team to Clark County Board of Commissioners for approval;	BY 10/03/06
		Clark County Board of Commissioners Meeting Minutes	3.3.6 Clark County DFS to present a request to the Clark County Board of Commissioners for additional staff, including 4 CPS investigative units to reduce the worker caseload size.	BY 10/17/06
		Recruitment flyers and staff hired	3.3.7 Clark County will recruit and hire staff to provide a 24 hour, seven day a week emergency response system.	Clark County: BY 1/1/07
		Training will be completed and report of staff training submitted.	3.3.8 Clark County DFS will have completed staff training on policy and protocol for a 24 hour, seven day a week child protection response system.	Clark County: BY 2/1/07
		Emergency Response Team Staffing Schedule	3.3.9 Clark County DFS will implement a 24 hour, seven days a week child protection response system to accept child abuse and neglect reports and will respond using Emergency Response Team staff.	Clark County: BY 2/1/07
		State Case Review Process	3.3.10 The state QI instrument will be revised to assess the 24/7 protection response system.	2/28/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		MOU Draft	3.3.11 Clark County DFS to develop Memorandums of Understanding with all Clark County law enforcement agencies that outline the protocol for joint responses to reports of child abuse and neglect and protocols for the use of the Children's Advocacy Center for sensitive forensic interviewing.	BY 2/28/07
		Placement Protocols Completed	3.3.12 Establish a policy and protocol for the 24/7 emergency placement process for children who can be placed directly with relatives that includes locating available relatives and approving temporary placement rather than admitting them to Child Haven or shelter care.	BY 12/15/06
		Policy and Procedure Developed	3.3.13 Develop a policy and protocol for a 24/7 foster family placement location capacity in Clark County, concurrent with relative searches, to place children directly in a foster home rather than admitting them to Child Haven or shelter care (see Permanency Plan Recommendation 2).	BY 2/28/07
		CAC Monthly Report	3.3.14 Facilitate and monitor the increased use of the Children's Advocacy Center (CAC) and use of sensitive forensic interviewing protocols for children in Clark County and submit monthly report to the DMG.	BY 2/28/07

Appendix A – Request for Addition of Action Steps

D) ACF Recommendation #4:

Provide all staff training on the reasonable efforts and pre-placement preventive services provisions in ASFA and the service array currently available within the community.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
<p>33.5 The state will provide training to all child welfare agency staff on ASFA provisions regarding reasonable efforts to prevent removal, including pre-placement preventive service array available in the community.</p>	<p>Statewide: Ellen Westphal</p> <p>Southern: Tom Morton or designee</p> <p>Northern: Mike Capello or designee</p> <p>Rural: Pat Hedgecoth or designee</p> <p>Other stakeholders as identified</p>	<p>DMG Meeting Minutes</p>	<p>33.5.1 Develop statewide policy on implementation of ASFA provisions requiring reasonable efforts to prevent removal.</p> <p>The policy and development and approval process will result in the development and implementation of the policy: A) Facilitator convenes the policy team B) Policy team meets to develop or revise policy and all related documents protocols, tools. C) Decision Making Group reviews and approves the policy.</p>	<p>BY 11/28/06</p>
		<p>Practice Guidelines established</p>	<p>33.5.2 Develop practice guidelines on workers' provision and documentation of reasonable efforts to prevent removal from the home.</p> <p>The policy and development and approval process will result in the development and implementation of the policy: A) Facilitator reconvenes the policy team B) Policy team meets to develop or revise policy and all related documents, protocols, tools. C) Decision Making Group reviews and approves the policy.</p>	<p>BY 12/31/06</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Training completed and report submitted.	<p>33.5.3 Training Development and Delivery Process; to include information on accessing pre-placement prevention services in each region.</p> <p>Training development and delivery process: A) Collaboration between internal and external stakeholders B) Develop training curriculum C) Train the trainers D) Execute staff and supervisory child welfare training.</p>	BY 2/28/07
		State Case Review Process	<p>33.5.4 Initiate State Quality Improvement System.</p> <p>The State Quality Improvement Group, including participation from internal and external stakeholders developed the QI process as follows: A) Adopt Outcomes B) Develop and Conduct the Case Review Process C) Compile Data and develop reports D) Analyze data and information to develop corrective action.</p>	BY 2/28/07

Appendix A – Request for Addition of Action Steps

E) ACF Recommendation #5:

The State will revise the Safety and Risk assessment criteria and implement a valid risk assessment tool.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
<p>3.4 The State will revise the Safety and Risk assessment criteria and implement a valid risk assessment tools.</p>	<p>Statewide: Marjorie Walker, Caroline Thomas</p>	<p>Revision meeting minutes and draft revisions.</p>	<p>3.4.1 The safety, risk assessment and FRAP will be submitted for the policy revision process.</p>	<p>BY 7/1/06</p>
	<p>Southern: Tom Morton or designee</p>	<p>Written request</p>	<p>3.4.2 Request technical Assistance from the National Resource Center for Child Protective Services</p>	<p>BY 10/1/06</p>
	<p>Northern: Mike Capello or designee</p>	<p>Policy Team minutes And other correspondence</p>	<p>3.4.3 Convene the policy team to initiate and revise draft safety, risk and FRAP policy; protocol; practice guidelines and tools.</p>	<p>BY 10/15/06</p>
	<p>Rural: Pat Hedgecoth or designee</p>	<p>Technical assistance received</p>	<p>3.4.4 Initiate technical assistance process and finalize revised draft safety, risk and FRAP policy; protocol; practice guidelines and tools.</p>	<p>11/15/06</p>
		<p>Draft revisions ready for submission to DMG; DMG Meeting Minutes</p>	<p>3.4.5 Submit revised draft safety and FRAP policy; protocol; practice guidelines and tools to DMG for initial review and comment.</p>	<p>11/30/06</p>
		<p>Technical assistance received final revisions completed and ready for resubmission to DMG, as necessary.</p>	<p>3.4.6 Reconvene NRC technical assistance team and policy team to review any DMG feedback for changes to draft FRAP policy; protocol; practice guidelines and tools.</p>	<p>12/15/06</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		<p>DMG Meeting Minutes</p> <p>Policy approved and implemented</p>	<p>3.4.7 Submit revised draft FRAP policy; protocol; practice guidelines and tools to DMG for approval.</p> <p>The policy and development and approval process will result in the development and implementation of the policy: A) Facilitator reconvenes the policy team B) Policy team meets to develop or revise policy and all related documents, protocols, tools. C) Decision Making Group reviews and approves the policy.</p>	<p>12/31/07</p>
		<p>Training completed</p>	<p>3.4.8 Training Development and Delivery Process completed for all supervisors;</p> <p>Training development and delivery process: A) Collaboration between internal and external stakeholders B) Develop training curriculum C) Train the trainers D) Execute staff and supervisory child welfare training as indicated.</p>	<p>1/31/07</p>
		<p>Revised State Case Review Instrument and Supervisory Review Tool</p>	<p>3.4.9 Revise State QI instrument and Supervisory Review Tool as necessary to assess understanding of the policy, protocol and tools and compliance with policy.</p>	<p>2/28/07</p>

Appendix A – Request for Addition of Action Steps

F) ACF Recommendation #6:

Work with community partners and the NRC for Organizational Improvement to assess service array gaps related to prevention and family support/family preservation services and to develop steps to address the gaps.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
<p>35.7 The state will ensure development of collaborative working relationships with “community partners” and consult with the National Resource Center (NRC) to address gaps in service array related to placement prevention, family support and family preservation services and develop steps to address gaps in Clark County.</p>	<p>Statewide: Chris Lovass-Nagy</p>	<p>List of known critical family support and family preservation service array needs.</p>	<p>35.7.1 Conduct a focused assessment and identify immediately known critical service array needs in Clark County.</p>	<p>Clark /County: BY 10/16/06</p>
	<p>Southern: Tom Morton or designee</p>	<p>NOGA amendments</p>	<p>35.7.2 Determine the availability of current IV B subpart 2 funds to support increased funding of existing Clark County sub grantees to expand services related to the immediately known critical service array needs.</p>	<p>BY 11/30/06</p>
	<p>Northern: Mike Capello or designee</p>	<p>Amended CCDFS IV B subpart 2 NOGA</p>	<p>35.7.3 Reallocate \$95,000 of IV B Subpart 2 funds for the specific purpose of funding in home family support services to provide pre-placement prevention activities.</p>	<p>BY 11/30/06</p>
	<p>Rural: Patricia Hedgecoth or designee</p> <p>Other Internal and External Stakeholders as identified</p>	<p>Determination of IV B, Subpart 2 funding split between Clark County, Washoe County and balance of the state.</p>	<p>35.7.4 Evaluate IV B Subpart 2 funding and funds that can be allocated for Clark County in the next grant cycle beginning in SFY 2008.</p>	<p>BY 11/30/06</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Request for Proposal	35.7.5 Develop request for proposal for IV B Subpart 2 funds with targeted emphasis for service provision in Clark County for immediately known critical service array needs.	BY 11/30/06
		Meeting minutes from the FPO Grants Management Unit meetings and NOGAs awarded.	35.7.6 Expand FPO Grants Management Unit sub grantee review process to include collaboration with FRC coordinators to assess public child welfare agency referrals to FRCs, child and family use of FRCs, and changing service array needs identified in coordinator reports.	BY 2/15/07
		Technical Assistance Requested	35.7.7 Request and receive initial technical assistance from the National Resource Center for Organizational Improvement to determine technical assistance needs for short term and long term planning. Utilize technical assistance as appropriate for short term needs.	BY 2/15/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
			Develop a family preservation model, assess service array gaps in Clark County, with involvement of internal and external stakeholders, utilizing survey tools or other assessment processes to identify a family preservation model and develop a short term plan and initiate the development of long term planning strategies.	
		One FTE position	35.7.8 Establish a position for one FTE service array analyst to coordinate service array assessments and evaluation initially focusing on Clark County, and expanding to statewide, ongoing service array assessments, planning, monitoring, reporting and coordination of activities.	2/28/07
		Short Term Plan Completed; Long term strategies identified; Model development initiated.	35.7..9 Develop a short term plan and long term strategies for analysis of ongoing service array needs in collaboration with all accountable persons and other internal and external stakeholders.	Short Term Plan and long term strategies identified for Clark County: BY 2/15/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
<p>35.8 The state and Clark County, during the PIP period, will identify joint strategies for funding family preservation and family support services.</p>	<p>Statewide: Chris Lovass-Nagy and DCFS Fiscal Representative</p> <p>Southern: Tom Morton or designee and CC Fiscal Representative</p> <p>Other Internal and External Stakeholders as identified</p>	<p>Memorandum submitted to Clark County Manager</p>	<p>35.8.1 In collaboration with the State, Clark County will determine county funds needed to support immediately known critical service array needs and long term service array needs that cannot be met by IV B subpart 2 funds and other existing community services resources and develop a short term and long term funding plan to address these needs.</p>	<p>BY 2/28/07</p>
		<p>Strategies Developed</p>	<p>35.8.2 In collaboration with Clark County, the state will assess existing funding sources for immediately known critical service array needs and long term service array needs and develop a short term and long term funding plan, utilizing state and county funds, to address these needs.</p>	<p>BY 2/28/07</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Budget Request	35.8.3 Request State funding for additional staff, including family support positions, drug and alcohol counselor positions and intervention specialists, to address visitation needs and requirements, provide increased in home family preservation and family support services, including specialized support for families with substance abuse and clinical service needs and out of home family support services, in Clark County.	BY 9/1/06
		Written Analysis of Funding Needs.	35.8.4 Clark County to prepare a written analysis of funding needs in order to request County funding for additional staff to address in home family preservation and family support services needs for their next June 30, 2006 budget cycle.	2/28/07

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ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCH-MARK PROJECTED DATES
		Memorandums of Understanding	35.8.5 Collaborate with the Division of Mental Health and Developmental Services and the Division of Health Care Financing and Policy to develop protocols and support timely access to psychiatric services and provision of medications for parents of children in the foster care system.	BY 1/31/07
		Mental Health Services Liaison	35.8.6 The state will collaborate with the Division of Mental Health and Developmental Services to establish a mental health services liaison who will collaborate and provide liaison activities between CCDFS, the state and adult mental health service delivery systems in Clark County for the purpose of troubleshooting and increased collaborative activities.	11/15/06
		Child and Family Profile	35.8.7 Create a quantitative data profile of child welfare children and their families in Clark County	2/28/07

2. Permanency Outcome 1

Appendix A – Request for Addition of Action Steps

A) ACF Recommendation #1:

The analysis of placement moves (Item 6.2.3) will include the moves within Child Haven, the moves from Child Haven to family foster care and reunification of children with their parents.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
6.8 The State will analyze placement moves within Child Haven	Statewide: Amber Vestbie Southern: Tom Morton or designee Northern: N/A	Protocol	6.8.1 Develop a protocol to be followed by Clark County Department of Family Services to count daily and report number of kids per cottage and placement moves within Child Haven, to family foster care, and reunification with parents, via UNITY.	BY 11/26/06
	Rural: N/A	Report	6.8.2 Develop monthly report capability via UNITY.	BY 12/31/06
		Move Analysis Report	6.8.3 Analyze placement moves within Child Haven, moves from Child Haven to family foster care and reunification of children with their parents on a monthly basis and develop a report of findings.	BY 1/31/07 and monthly
		DMG meeting minutes	6.8.4 Develop feedback loop to Clark County, ACF and the Decision Making Group for administrative analysis and action.	2/28/07 and monthly

Appendix A – Request for Addition of Action Steps

B) ACF Recommendation #2:

Clark County will revise the recruitment plan developed under the PIP (Item 9.5) to target foster parents who can meet the needs of the children in care; e.g., foster parents who are willing to work with biological parents to facilitate reunification, obtaining training on the developmental need of young children and infants.

State Response:

ACTION STEPS	ACCOUNT ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
<p>9.11 The state will ensure Clark County revises their recruitment plan to target foster parents who can meet the needs of the children in care who are willing to work with biological parents to facilitate reunification and to obtain training on developmental needs of young children and infants</p>	<p>Statewide: Wanda Scott South: Tom Morton or designee</p>	<p>Recruitment Plan Monitoring Reports</p>	<p>9.11.1 CCDFS will revise the community-centered foster family recruitment plan and strategy that targets specific populations of children and involves proactive outreach to community groups and neighborhoods.</p>	<p>BY 10/1/06 Monitoring of planned activities and status report BY 2/28/07</p>

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
			<p>9.11.2 CCDFS Recruitment Plan will be Monitored during the PIP period by the State to ensure Clark County follows their Plan. The following activities will be monitored:</p> <ol style="list-style-type: none"> 1. Recruitment and development of 500 new beds by September 30, 2007. 2. One additional Recruitment Specialist, approved by the BCC in July 2006, will be added to the Recruitment Team beginning October 1, 2006 3. Request two additional Recruitment Specialist Positions to address the targeted and general recruitment needs of DFS. The Targeted Recruitment Specialist will also be responsible for recruitment activities within identified areas of Clark County, or for recruitment of resources for specially identified populations currently in need of out-of-home care. 4. A new foster parent training coordinator to provide additional training courses in PRIDE, and other trainings identified for foster parents. 	

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
			<p>5. Four Neighborhood Service Centers would have a Foster Parent Liaison to serve foster parents in their respective geographic area.</p> <p>6. General Recruitment strategies that are intended to reach the entire community:</p> <ul style="list-style-type: none"> • Development and printing of the Recruitment Inquiry Booklet. • Development and printing of the Resource Family Recruitment brochure. • Development and printing of the Resource Family Media and Training folder • Development and printing of the Resource Family Recruitment Referral Cards. • Increase accessibility of resource family training for Spanish speaking applicants • Printing of Spanish-language training materials for use in resource family training. • Purchase of educational literature, magnets, pens, cups, pencils, bags, child thermometers, etc. for recruitment display tables • Purchase of radio, billboard, Magazine and newspaper advertisements. • Purchase of awards, certificates, and or trophies for licensed resource families in order to demonstrate agency appreciation. 	

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNTABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
		Funding allocated	<ul style="list-style-type: none"> • Dissemination of program brochures to libraries, community centers, hospitals, doctor offices, grocery stores, and other businesses. • Continued recruitment efforts at the local malls by presenting a booth at Back-to-School fairs sponsored by local television station KVBC Channel 3. • Continued recruitment efforts by presenting booths at local hotels and other interested businesses. • Participation in community fairs held by local non-profit organizations. • Participation within the faith-based community by requesting the opportunity to present booths and other recruitment materials. • Utilization of governmental websites such as the Clark County and State of Nevada website addresses that refer potential parents to the program. • Recruitment and Licensing Clinic • Enhanced Reimbursement for a new Family Receiving Care program (24/7 Receiving Care) • Respite-Only Program • Recruitment Bonus Program for Foster Parents • Sibling Programs • Retention and Support Team, with accompanying programs and services • Mentor (Master) Foster Parent Program <p>7. The Recruitment Office will regularly evaluate the effectiveness of its recruitment activities</p>	BY 11/1/06

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
		Funding allocated	9.11.3 The State will Identify and allocate \$50,000 to CCDFS for specific foster parent recruitment activities including the development of brochures and other marketing activities as approved by the state.	BY 11/1/06
		Budget Request Submitted for temporary Clark County Funding	9.11.4 CCDFS to present to BCC a request to fund additional full-time equivalent positions to 1) support foster care licensing, recruitment and training 2) to expand recruitment, training and retention of foster homes; 3) to support the expected increase in the number of new licensed homes; 4) to provide support, mentoring and retention of additional foster care beds; 5) to enhance the Placement Team to facilitate the direct placement of children into family foster care homes on a 24/7 basis.	10/17/06
		List of new employees; report of the effectiveness of training; report of staff who completed training.	9.11.5 Clark County to recruit, hire and train foster care licensing, recruitment and training staff.	By 1/1/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
		Budget Request	9.11.6 Budget request submitted for inclusion in State budget for State legislative consideration and approval: Additional staff 1) to expand recruitment, training and retention of foster homes; 2) to support the expected increase in the number of new licensed homes; 3) a foster parent liaison positions to provide support, mentoring and retention of additional foster care beds; 4) to enhance the Placement Team to facilitate the direct placement of children into family foster care homes on a 24/7 basis.	By 9/1/06
		Clark County Foster Parent Association established	9.11.7 Establish a Clark County Foster Parent Association and collaborate with the state funded statewide foster parent association coordinator to facilitate ongoing foster parent support.	BY 2/28/07
		Policy revision process initiated.	9.11.8 Review the Case Planning Policy on concurrent planning and the Nevada Concurrent Planning Guide for any revisions needed.	10/16/06
		Instructional Memo	9.11.9 Revise policy and protocol and provide a written instructional memo to clarify changes and reinforce the complete implementation of concurrent planning for children identified by the Nevada Concurrent Planning Guide for children remaining in out of home care.	BY 2/28/07

Appendix A – Request for Addition of Action Steps

ACTION STEPS	ACCOUNT ABLE PERSON	METHODS OF MEASURING IMPROVEMENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
		Unit by Unit Training completed	9.11.10 Initiate Supervisory training on a unit by unit basis on the instructional memo on Case Planning Policy on concurrent planning and the Nevada Concurrent Planning Guide	BY 2/28/07
		Academy Curriculum	9.11.11 Academy training will include concurrent planning.	By 11/30/06
		Foster Parent Curriculum	9.11.12 Collaborate with the statewide foster parent coordinator and trainers to ensure training on the developmental needs of young children and infants is included regularly in the foster parent training curriculum.	BY 2/28/07

Appendix A – Request for Addition of Action Steps

3. Systemic Factor VI, Quality Improvement

A) ACF Recommendation #1:

The Agency Improvement plan (31.5.2) will include action steps necessary to meet the safety, permanence and well-being needs of children and families not simply compliance issues. The State and County will develop this jointly in conjunction with the Regional Office. The plans will include measures of improvements and data sources.

State Response:

ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVE-MENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
31.8 Agency Improvement Plans (AIP) will be comprehensive and include action steps and benchmarks, accountable persons and due dates necessary to meet the safety, permanency and well-being needs of children and families.	Statewide: Amber Vestbie Rural: Pat Hedgecoth or designee Southern: Tom Morton or designee Northern: Mike Capello or designee	Revised AIP letters	31.8.1 QI staff will initiate an AIP letter to each jurisdiction outlining “ areas in substantial conformity “ and areas “needing improvement” based on the findings from the on-site case reviews; identify training needs and other actions and recommendations; include action needed to meet the safety, permanence, and well-being of children and families.	1/31/07 Thereafter, within 30 days of the conclusion of each jurisdictional case review. (Continuous schedule)
		Revised AIP format	31.8.2 Collaboration with ACF and state in the development of AIPs that include action steps necessary to meet the safety, permanence and well being needs of children and families in addition to compliance issues.	BY 12/31/06
		DMG Minutes	31.8.3 Verbal reports from each jurisdiction will respond to the letter by developing an AIP that specifically and thoroughly addresses the findings and areas needing improvement.	Within 60 days of the conclusion of each jurisdictional case review. (Continuous schedule)
		Written Status Reports and DMG Meeting Minutes	31.8.4 Each jurisdiction will provide a written AIP status report and overview to the DMG for monitoring purposes.	Monthly (Continuous Schedule)

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ACTION STEPS	ACCOUNT-ABLE PERSON	METHODS OF MEASURING IMPROVE-MENT	BENCHMARKS TOWARD ACHIEVING GOAL	BENCHMARK PROJECTED DATES
<p>31.9 The state will ensure Clark County DFS develops strategies to improve the safety, permanency and well-being of Clark County children and families at risk of child maltreatment</p>	<p>Statewide: Amber Vestbie</p> <p>Southern: Tom Morton or designee</p>	<p>Monthly State QI Reports</p>	<p>31.9.1 The state will monitor the DCFS “Safe Futures” document that outlines strategies to improve the safety, permanency and well-being of Clark County children and families at risk of child maltreatment and objectives that fall within the PIP period. The state will provide technical assistance as necessary.</p>	<p>BY 11/1/06 and monthly</p>

Appendix B – List of Documents Submitted to ACF

As part of its verification process, ACF requires submission of all documents developed in the course of completing PIP benchmarks or CAP goals. The following is a list by computer file name of all such documents submitted since January 1, 2006.

#	Document FileName
1.	ACGME Response July 2005001.jpg
2.	ACGME Response July.doc
3.	Action Plan--Clark Co Child Death Rev Recs FINAL 6-14-06
4.	Action Plan Grid 09 11 2006 Aug Updates 2
5.	Action Plan to FP Survey Recommendations March 17 2006
6.	Agenda CIP Meeting 6-9-06
7.	Agenda IL.doc
8.	Agenda Minutes 3/22
9.	Agenda Statewide Advisory Board.doc
10.	AgendaJanuary202006meeting.doc
11.	AIPClark
12.	Appendix A Youth Plan for IL 7 18 06
13.	Appendix B Suggested Objectives and Activities for the IL plan final 7 18 06
14.	Appendix C Well being Questions for Youth Plan for IL final 7 18 06
15.	Approved Report CCDO review
16.	CAPTA CAP Item 6 Bill Draft Request to DHHS 8
17.	CAPTA Corrective Action Plan Completion Chart Updated 9-15-06
18.	Caregiver Matching Form Clark.doc
19.	Caregiver Matching Form Washoe
20.	Case Planning Policy Final
21.	Caserevdesc
22.	CCDFS
23.	Charter for Diversity Committee 4-25-06
24.	Child and Family Team Practice Guidelines
25.	Child Fatality Documentaiton.cc.xls
26.	Child Fatality Documentaiton.rr.xls
27.	Child Fatality Documentaiton.wc.xls
28.	CIP Agenda March 24, 2006
29.	CIP Meeting Minutes 3/2/06 corrected
30.	CIP Meeting Minutes 4/14/06 Final
31.	CIP Meeting Minutes 5/18/06 Final
32.	CIP Meeting Minutes 6/1/06
33.	CIP Meeting Minutes 8/7/06
34.	CIP Meeting Minutes 9/7/06
35.	CIP Phase I Report 03 10 06.pdf
36.	CIP UNITY Report Clark 8 11 06
37.	CIP UNITY Report State 8 11 06
38.	CIP UNITY Report Statewide 8 11 06
39.	CIP UNITY Report Washoe 8 11 06
40.	CIP Workgroups Strategies and Recommendations FINAL 3-17-06.doc
41.	Clark County Case Review Final
42.	Clark County Recruitment Plan v. 2 1-30-06.doc

Appendix B – List of Documents Submitted to ACF

#	Document FileName
43.	Clark Placement Strategies
44.	Clark Plan.doc
45.	Clark Recruitment Plan 6 30 06
46.	Clark Recruitment Plan.doc
47.	Collaboratively Served Youth Meeting 11-4-05
48.	Collaboratively Served Youth Meeting Updated 10-4-05.doc
49.	Collaboratively Served Youth Meeting Updated 11-28-05.doc
50.	Concurrent Case Plan JAD Minutes
51.	Court Notification Compliance Report
52.	Court Notification MTL 9-18-06
53.	Court Notification Policy Revised 9-18-06
54.	DCFS CFT Consultants Reportfinal 06 12 06
55.	DILIGENT SEARCH handbook final 8-31-05.doc
56.	Diligent Search Policy Final 8-31-05.doc
57.	Diversity Committee charter edited 72006
58.	Diversity Committee charter edited 72006
59.	DMG Meeting Minutes 10-25-05
60.	DMG Meeting Minutes 11-8-05
61.	DMG Meeting Minutes 12-20-05
62.	DMG Meeting Minutes 1-31-05
63.	DMG Meeting Minutes 3-14-06
64.	DMG Meeting Minutes 4-11-06
65.	DMG Meeting Minutes 4-25-06
66.	DMG Meeting Minutes 5-20-05
67.	DMG Meeting Minutes 5-9-06
68.	DMG Meeting Minutes 6-7-05
69.	DMG Meeting Minutes 7-18-06
70.	DMG Meeting Minutes 8-1-06
71.	Documentation Policy Final DMG Approved
72.	Draft 7 Policy on Disclosure of Child Fatality Near Fatality Information to the Public 5-4-06
73.	Educational and Medical Records Checklist DMG Approved
74.	EPSDT As Approved by DMG 5.9.06
75.	EPSDT IM
76.	EPSDT MTL
77.	ExecSummary CIP Meeting 6-9-06
78.	EXECUTIVE SUMMARY 1-20-06.doc
79.	Executive Summary for Steering Committee
80.	Executive Summary Mar 24 2006
81.	Family History Checklist
82.	FRAP Guidelines 6-9-05.doc
83.	FRAP Screen Print and Worsheet from UNITY
84.	IM Notification Policy
85.	Initial Socsummary Oct05 DMG doc.doc
86.	Legal Representation Workgroup Minutes.doc
87.	Lessons Learned Kinship Care May 2006 2
88.	Letter Discharge Request

Appendix B – List of Documents Submitted to ACF

#	Document FileName
89.	LO1-1-06 Rural Region Caseload
90.	Medical Conditions of Child and Family
91.	Meeting Notes -- Case Planning & Visitation
92.	Meeting notes Case planning Visitation
93.	Memo Authorization for Medicaid Rehabilitation Services 12-05.doc
94.	Memorandum Child Fatality Screens.doc
95.	Minutes Child Haven Meeting 11-21-05.doc
96.	Minutes DCFS CIP 10-6-05
97.	Minutes DCFS CIP 1-12-06 Corrected
98.	Minutes DCFS CIP 11-3-05 Corrected
99.	Minutes DCFS CIP 9-1-05
100.	Minutes Matching Strategies Workgroup 11-1-05.doc
101.	Minutes Medicaid Provider 1-30-06
102.	Mission Statement
103.	MISSION STATEMENT Psych Fellowship.doc
104.	Notification Policy Final
105.	NVCP Guide Final
106.	Older Child Adoption Policy Final
107.	Plan for Licensing of Child Haven.doc
108.	Policy Assessment Final
109.	Policy Case Management Practice Model Final
110.	Policy Caseworker Contact Final 7-18-05
111.	Policy Caseworker Visits.doc
112.	Practice Guidelines Child Parent Sibling Final 7-18-05.doc
113.	Prenatal Exposure Checklist
114.	Q3 Training Plan Update.xls
115.	Q4 Training Plan Update
116.	Q5 Training Plan Update.xls
117.	Q6 Training Plan Update
118.	QI Case Review Instrument [DMG approved]
119.	Recruitment Powerpoint
120.	Relinquishment Policy DMG Final 3 14 06
121.	Report from Consultant Coaching Supvs.doc
122.	Report QI Updated 3-29-06
123.	ReportStatewideQIAnalysis3.doc
124.	ReportStatewideQIAnalysis4
125.	ReportSupervisorRevJulythruSept05.doc
126.	ReportSupervisorRevOct-Dec05
127.	ReportWashoeCountyReview.doc
128.	Residence Acceptance Letter Arlien.doc
129.	Residence Acceptance Letter Sorensen.doc
130.	Resident Acceptance Letter Arlien
131.	Resident Acceptance Letter Sorensen
132.	rpt SpecialtyCourtFundingReport.pdf
133.	Rural Plan.doc
134.	Rural Recruitment Plan FY 2005-2006.rtf

Appendix B – List of Documents Submitted to ACF

#	Document FileName
135.	Rural Recruitment Plan FY 2006 2007 2 revised
136.	Rural Strategy Plan
137.	Saul Singer Clark Co CFT Report final edited 2
138.	Social Summary Policy Final Approved
139.	Specifications for New Safety Assessment Windows
140.	Steering Comm 1-04-06 minutes.doc
141.	Steering Committee min 11-02-05.doc
142.	Steering Committee minutes 12-07-05.doc
143.	Steering Committee Minutes 2-1-06
144.	Steering Committee Minutes 3-8-06
145.	Steering Committee Minutes 4-5-06
146.	Steering Committee Minutes 6/7/06
147.	Steering Committee Minutes 8/2/06
148.	Strategy Washoe
149.	strategy washoe FINAL.doc
150.	Subsidy Policy Final DMG Approved
151.	Suprevdesc
152.	Survey Foster Parent Final.doc
153.	TPR Checklist Final
154.	TPR Guidelines 12 20 05
155.	TPR Policy Final
156.	Transition Planning for Youth Policy
157.	UNITY Documentation Protocol DMG Approved
158.	UNITY screen Visitation.doc
159.	UNLV fostercareresponse
160.	UNR-DCFS Meeting notes for SOW 8-8-06
161.	URT Workgroup 7-28-05 agenda
162.	Verification Doc Agenda
163.	Verification Doc Recommendations
164.	Washoe County Recruitment Plan FY 2005-2006 final.doc
165.	Washoe FY 2006 2007 recruitment plan
166.	Washoe Plan.doc
167.	WashoeCountyCaseRev
168.	WCDSS Consultant Reportfinal redacted by mc6/15/061
169.	WKGRP 1 Meeting Notes 11 16 05.pdf
170.	WKGRP 2 Meeting Notes 11/17/05.pdf
171.	WKGRP 3 Meeting Notes 11/21/05.pdf
172.	Worker Visitation for PIP
173.	Youth Plan for IL Policy Final 7 18 06

Appendix C – Acronyms and Abbreviations

The following acronyms and abbreviations are used in this document.

1. ACF – Administration for Children and Families of the United States Department of Health and Human Services
2. ACGME – Accreditation Council for Graduate Medical Education
3. AFCARS -- Adoption and Foster Care Analysis and Reporting System of ACF
4. AG – the Attorney General of the State of Nevada
5. AIP – Agency Improvement Plan
6. AOC – Administrative Office of the Courts, the administrative arm of the Nevada Supreme Court; provides support services such as training and assistance with policy development to the trial courts across the State.
7. APSR – Annual Progress and Services Report of the CFSP
8. ASFA – Adoption and Safe Families Act
9. BDR – Bill Draft Request
10. CAC -- Children's Advocacy Center
11. CAP – Child Abuse Prevention and Treatment Act Corrective Action Plan for Nevada
12. CAPTA – the federal Child Abuse Prevention and Treatment Act
13. CASA – Court Appointed Special Advocate
14. CCDFS – Clark County Department of Family Services
15. Central Registry – the Nevada Statewide Central Registry for the Collection of Information Concerning the Abuse or Neglect of a Child
16. CFSP – Child and Family Services Plan
17. CFSR – The Child and Family Services Review of Nevada child welfare programs conducted by ACF in February 2004.
18. CFT – Child and Family Team
19. CIP – Court Improvement Project
20. CSY – Collaboratively Served Youth (Committee)
21. CWLA – Child Welfare League of America
22. DCFS – Division of Child and Family Services of the State of Nevada Department of Human Resources
23. DHHS – Department of Health and Human Services
24. DMG – Decision-Making Group
25. EPSDT – Early Periodic Screening, Diagnosis and Treatment
26. FHSC -- First Health Services
27. FPO – Family Programs Office of the DCFS
28. FRAP – Family Risk Assessment Protocol
29. FTE – Full Time Equivalent staff positions
30. FRC – Family Resource Center

Appendix C – Acronyms and Abbreviations

31. HCFP – Division of Health Care Financing and Policy of the Nevada Department of Human Resources
32. IMS – Information Management Systems of the DCFS
33. JAD – Joint Application Design
34. LCB – Legislative Counsel Bureau
35. MHDS – Division of Mental Health and Developmental Services of the State of Nevada Department of Human Resources
36. MOU – Memorandum of Understanding
37. NAC – Nevada Administrative Code
38. NCFJCJ – National Council of Family and Juvenile Court Judges
39. NNCAS – Northern Nevada Child and Adolescent Center
40. NRCFCPPP – National Resource Center for Family Centered Practice and Permanency Planning
41. NRC for Youth Development – National Resource Center for Youth Services of the University of Oklahoma
42. NRCOI – National Resource Center for Organizational Improvement
43. NRCYD – National Resource Center for Youth Services of the University of Oklahoma
44. NRS – Nevada Revised Statutes
45. NCWRCYD – National Child Welfare Resource Center for Youth Development
46. PART – Policy Approval Review Team
47. PEP – Parents Encouraging Parents
48. PIP – Nevada’s Child and Family Services Program Improvement Plan
49. PRIDE – Parent Resources for Information, Development and Education
50. QI – Quality Improvement
51. SAFE – Structured Analysis Family Evaluation
52. SAMSHA – Substance Abuse and Mental Health Services Administration of the U. S. Department of Health and Human Services
53. SIG – SAMHSA Children’s Mental Health State Infrastructure Grant
54. SOAR – Solutions for Online Activity Reporting, a web-based child welfare tracking system
55. SOC – Systems of Care
56. TOT – Training of Trainers
57. TPR – Termination of Parental Rights
58. UNITY – Unified Nevada Information Technology for Youth (Nevada’s child welfare computer tracking system)
59. UNLV – University of Nevada, Las Vegas
60. UNR – University of Nevada, Reno
61. UNSOM – University of Nevada School of Medicine

Appendix C – Acronyms and Abbreviations

62. URT – Utilization Review Team

63. WCDSS – Washoe County Department of Social Services

64. WIN – Wrap-around in Nevada