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**Manual Transmission Letter (MTL)
Family Programs Office: Statewide Child Welfare Policy Manual**

MTL # 1602-09192016

09/19/2016

TO: Paula Hammack Interim Director - Clark County Department of Family Services
Betsey Crumrine, Social Services Manager V - DCFS – District Offices
John Bradtke, Social Services Manager V-DCFS-District Offices
Amber Howell, Director - Washoe County Department of Social Services

FROM: Reesha Powell, Deputy Administrator, Division of Child and Family Services

POLICY DISTRIBUTION:

Enclosed find the following policy for distribution to all applicable staff within your organization:

- **Child Welfare Agency Incentive Funds**

This policy is/was effective: 09/02/2016

- This policy is new. Please review the policy in its entirety
- This policy replaces the following policy(s): MTL # _____ - _____ Policy Name: _____
- This policy has been revised. Please see below for the type of revision:
 - This is a significant policy revision. Please review this policy in its entirety.
 - This is a minor policy revision: (List page number & summary of change):
 - A policy form has been revised: (List form, page number and summary of change):
 - _____

NOTE:

- Please read the policy in its entirety and note any areas that are additionally required by your agency to be in compliance with the policy enclosed.
- This is an **All STAFF MEMO** and it is the responsibility of the person listed above to disseminate the policy enclosed to appropriate staff within his/her organization and to ensure compliance.
- The most current version of this policy is posted on the DCFS Website at the following address: <http://dcfs.nv.gov/Policies/>. Please check the table of contents on this page for the link to the chapter you are interested in.

Child welfare agencies in Nevada believe families are the primary providers for children's needs. The safety and well-being of children is dependent upon the safety and well-being of all family members. Children, youth and families are best served when staff actively listens to them and invite participation in decision-making. We support full implementation of family centered practice by engaging families in child and family teams and offering individualized services to build upon strengths and meet the identified needs of the family.

1602.0 Child Welfare Agency Incentive Funds

1602.1 Policy Approval Clearance Record

<input checked="" type="checkbox"/> State Policy	This policy supersedes:	Number of pages in Policy: 5
DCFS Administrator Approval Signature:	Date: July 1, 2013 Revised: June 1, 2016	Date Policy Effective: July 1, 2013 Policy Lead: Jan Fragale, Social Services Chief III
Review by Representative of the Office of the Attorney General:	June 13, 2016	

1602.2 Statement of Purpose

1602.2.1 Policy Statement:

The Division shall administer a program to award incentive payments to a child welfare agency in a county whose population is 100,000 or more.

1602.2.2 Purpose:

To provide to the child welfare agencies clarification of the statute and to create a process and procedure for DCFS to receive, review and approve incentive applications. The Nevada Revised Statute (NRS) was amended from the 2011 Legislative session to support a fiscal incentive program designed to stimulate and support performance improvement in child welfare practice.

1602.3 Authority

NRS 432B.2165, NRS 432B.217, NRS 432B.2175

1602.4 Definitions

1602.4.1 Administrator: Division of Child and Family Services Administrator.

1602.4.2 Agency which provides child welfare services (for this policy only): means in a county whose population is 100,000 or more the agency of the county which provides or arranges for necessary child welfare services. May also be referred to as "Agency" or "Child Welfare Agency"

1602.4.3 Baseline Data: A minimum or starting point used for comparisons.

1602.4.4 Benchmark: A standard or point of reference against which things may be compared or assessed.

1602.4.5 CCDFS: Clark County Department of Family Services

1602.4.6 Deputy Administrator (DA): Deputy Administrator for the Division of Child and Family Services

- 1602.4.7 Director:** Child welfare agency Director in a county whose population is 100,000 or more
- 1602.4.8 Division:** The Division of Child and Family Services (DCFS)
- 1602.4.9 Fiscal:** The fiscal unit located within the Division of Child and Family Services
- 1602.4.10 Goal:** An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.
- 1602.4.11 NAC:** Nevada Administrative Code (regulations promulgated by the Nevada Revised Statutes)
- 1602.4.12 NRS:** Nevada Revised Statutes (as enacted by the Nevada Legislature)
- 1602.4.13 WCDSS:** Washoe County Department of Social Services
- 1602.4.14 State:** The Family Programs Office (FPO) at the Division of Child and Family Services

1602.5 Procedures

1602.5.1 Child Welfare Agency Application Submission

On or before May 1st of each year, an agency which provides child welfare services may submit an application to the Division of Child and Family Services (DCFS) for an incentive payment. The application for an incentive payment, if submitted, must include the following information:

- A.) A description of the specific goal or goals, that the agency, which provides child welfare services, agrees to achieve by June 30th of the following year, if the incentive payment is awarded;

Each goal must clearly describe:

1. The objectives of each goal;
2. The target population (if applicable);
3. Definitions of relevant data elements/terms;
4. The proposed intervention strategies to improve performance;
5. The date ranges the Agency plans to implement the intervention strategy;
6. The methods used to measure performance toward each goal; and,
7. The benchmark that the agency will use to verify the goal is met.

- B.) Baseline data, supporting the need to achieve the identified goals. For the purposes of this policy, the “baseline data” must include:

1. Description of what was measured;
2. Definitions of relevant terms and/or data elements;
3. A description of methods used to calculate performance (if applicable);
4. The source of data used to measure the baseline;
5. The date ranges used to establish the baseline;
6. Goals that use prospective baseline data will not be accepted.

- C.) The amount requested by the agency which provides child welfare services as an incentive payment.
- D.) An estimate of the percentage of the goals established in the prior application that will be achieved by the agency which provides child welfare services by June 30th of the current State Fiscal Year.

1602.5.2 DCFS Administration Responsibilities

- A.) The application MUST be received by the DCFS Administrator
- B.) In addition to the date of receipt, the Administrator will place their initials on the bottom right corner of the application.
- C.) The Administrator will forward the entire application to the Child Welfare Deputy Administrator for review and assessment.
 - 1. If the application is not approved, as a result of needed clarification or missing critical information, the Child Welfare Deputy Administrator will notify the Agency which provides child welfare services in writing of the specific deficiencies in the application. The Child Welfare Agency will have 30 days from the written notice to resubmit the application.
 - 2. If the application is approved, the DCFS Deputy Administrator will send the application with the completed invoice to the Fiscal Deputy Administrator along with the Administrator's memo, indicating the application has been approved.
- D.) Upon approval of the application, DCFS shall, to the extent that money has been made available for that purpose award an incentive payment to the Agency which provides child welfare services for the fiscal year beginning on July 1st of the year. The award will follow the year in which the application is submitted in an amount not to exceed a percentage of the amount awarded for the current fiscal year as determined by the following formula:

The amount of an incentive payment that may be awarded for the next fiscal year must be determined by multiplying the amount awarded for the current fiscal year by the percentage point of completion of the goal established for the current fiscal year, up to a maximum of 100 percent of the amount of the incentive payment awarded for the current fiscal year. Once the amount is determined, the Fiscal Deputy Administrator will release the approved incentive funds to the appropriate Child Welfare Agency.

F.) The Fiscal Unit, under no circumstances, may release the incentive payment without the Administrator's memo accompanied with an approved application, approved amount and the completed invoice from the Fiscal Deputy Administrator.

G.) **APPLICATIONS WILL NOT BE ACCEPTED IF RECEIVED AFTER MAY 1ST OF EACH YEAR.**

1602.5.3 Child Welfare Agency responsibilities to provide evidence of goal achievement

On or before September 1st, of each year, the child welfare agency shall submit to DCFS Administrator, a report that demonstrates if the goal established for the prior fiscal year was achieved, and if not, the percentage of the goal that was achieved by June 30th of the fiscal year in which incentive payment was awarded.

For the purpose of this policy, the report should include the following:

1. The objectives of each goal;
2. The target population (if applicable);
3. Baseline data;
4. Description of what was measured;
5. The methods used to measure performance of each goal;
6. The benchmark that the agency used to verify the goal is met;
7. The total performance toward each goal;
8. The source of data used to measure the performance.

1602.5.4 DCFS Administration Responsibilities to measuring progress achieved for previous fiscal year

A.) The Administrator will forward to the DCFS Deputy Administrator, the entire Agency report packet. The Deputy Administrator may at his or her discretion, assign staff to determine if the project was successfully achieved or not. If the project was not achieved completely, the percentage of completion will be evaluated.

1. If the report is missing critical information, or if clarification is needed, the Child Welfare Deputy Administrator will notify the Agency which provides child welfare services in writing of the specific deficiencies in the report and allow the Child Welfare Agency to provide additional information/clarification within 30 days of receipt of the written notice.

B.) The DCFS Deputy Administrator will ensure the validity of the data is authenticated.

C.) The DCFS Child Welfare Deputy Administrator will send notification to the Fiscal Deputy Administrator indicating the findings of the analysis and the incentive amount earned.

1. FY 2013: the amount if the incentive payment is 100%.
2. FY2014: The incentive payment is equal to one and half times the percentage point of completion to the goal.
3. FY 2015 and future years:
 - a. If a greater percent than estimated was achieved, DCFS will increase the incentive up to 100%, if 100% was not requested in the approved application.
 - b. If a lower percent than estimated was achieved, the child welfare agency shall reimburse DCFS comparable to the percentage not achieved.

1602.5.5 Timelines:

Requirement	Deadline	Responsible Party	Actions to be Taken
**Application submission	May 1 st of each year	Child welfare agencies	N/A
Measure of success	September 1 st of each year	County child welfare agencies and DCFS	N/A
Governor's report	January 31 st of each year	DCFS Administration	N/A

***The timeframes established in this policy assumes the applications from the child welfare agencies will be received timely. If the Division of Child and Family Services does not approve the application, the Division must notify the agency which provides child welfare services of the specific deficiencies in the application and allow the agency to resubmit the application within 30 days of the written notice. The timeframe is triggered by receipt of the application. The DCFS Administrator may extend the time for application resubmission per his or her discretion.*

1602.6 Policy Cross Reference

1602.6.1 Policies: N/A

1602.7 Attachments

1602.7.1 A – Incentive Payment Program Chart (PDF)