

# Chafee Application Form: Section A

Please complete each item. Add extra rows if more space is needed to provide complete responses.

## A. Applicant Organization

Name	Clark County Family Services
Mailing Address	500 South Grand Central Parkway
Physical Address	500 South Grand Central Parkway (and 5 other locations)
City & State	Las Vegas, Nevada                      Zip (9-digit) 89155
Federal Tax ID #	88-600028
DUNS #	08-378-2953

**B. Organization Type**     Government Agency     501(c)(3) Nonprofit

**C. Geographic Area of Services Delivery.** Check applicable boxes and provide a brief narrative of the service area

<input type="checkbox"/> City <input type="checkbox"/> County <input type="checkbox"/> Region <input type="checkbox"/> Statewide	Clark County Nevada including cities of Las Vegas, North Las Vegas, Henderson and Mesquite
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**D.** Indicate projected number of youth or young adults to be served:

Youth: ages 14-17: 400-500      Young Adults: ages 18-20: 275-300

## E. Program Point of Contact

Name	Judy Tudor
Title	Assistant Director
Phone	(702) 455-1328
Email	Judy.tudor@clarkcountynv.gov

**F. Fiscal Officer**

Name & Title	Barbara Straight, Management Analyst
Phone & Email	(702) 455-4718 <a href="mailto:Barbara.Straight@Clarkcountynv.gov">Barbara.Straight@Clarkcountynv.gov</a> or <a href="mailto:BSC@clarkcountynv.gov">BSC@clarkcountynv.gov</a>

**G. Subcontracts**

Does your organization subcontract its services?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Some services
If yes, complete information below.			
IL classes			
Subcontractor <b>Shining Star</b>			
Mailing Address 5420 West Sahara Ave #100			
Physical Address 4580 S. Eastern Ave #33			
City	Las Vegas, Nevada	Zip (9-digit)	89119
Federal Tax ID # 46-3072276			

Does your organization subcontract its services?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Some services
If yes, complete information below. FAAYT services			
Subcontractor Children Advocacy Alliance			
Mailing Address 5258 South Eastern Ave Suite 151			
Physical Address			
City	Las Vegas, Nevada	Zip (9-digit)	89131
Federal Tax ID # 88-0394078			

**H. Key Personnel**

Name	Title	Resume included?
Judy Tudor	Assistant Director	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Lisa Martinez	Manager	<input type="checkbox"/> Yes <input type="checkbox"/> No
Shuuannidy Alvarez	Supervisor	<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

**I. Current Funding List.** List all revenue for the agency/organization.


Funding Source	Pending/Secured	Time Period	Amount (\$)
Federal plus Grant Federal PassThrough	Secured	19-20	59,070,962
State plus Grant State Funding	Secured	19-20	52,091,778
Local	Secured	19-20	70,344,675

**J. Funding Request.** List funding requested for the one-year award period.

Funding	SFY21 Award	SFY22 Request	Difference
Chafee Program	\$ 828,836.00	\$ 892,335.00	+ \$ 63,499

**K. Certification by Authorized Official**

As the authorized official for the applying agency, I certify that the proposed project and activities described in this application meet all requirements of Chafee legislation governing the grant as indicated by DCFS and the certifications included in the application packet; that all the information contained in the application is correct; that the appropriate coordination with affected agencies and organizations, including subcontractors, took place; and that this agency agrees to comply with all provisions of the applicable grant program and all other applicable federal and state laws, current or future rules, and regulations. I understand and agree that any award received as a result of this application is subject to the conditions set forth in the Notice of Subaward and accompanying documents.

Name (type/print)	Phone
Margaret LeBlanc	702-455-1959
Title	
Assistant Director Human Services	Email: Margaret.LeBlanc@clarkcountynv.gov
Signature	Date
	6/10/2021

# Application Narrative: Section B

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## Application Narrative (80 points)

The complete questions are listed on pages 10 and 11 of the NOFO. Begin typing below each question header.

- **Organization's goals and objectives**

The Clark County Independent Living program (ILP) assists youth in goal setting and planning for their transition out of foster care in order to attain self-sufficiency as adults. The primary target population is foster youth, ages 14 to 18.

- **Plan to achieve your goals and objectives**

ILP provides various forms of financial assistance (and referrals to our network of community partners) to assist youth ages 14-18 including educational assistance, employment assistance, transportation, resources, and case management. This includes funds for rental assistance, graduation incentive, monthly 30-day bus passes, and other resources.

Youth participating in the program will be paired with a qualified case manager who will assist them in their journey to become self-sufficient. Together, they will work on individualized case plan goals and the youth will have access to someone who will be their advocate and help guide them.

- **Transitional services**

The youth accessing voluntary jurisdiction services will be transitioning to a specialized young adult program with Clark County Social Services known as the Step-Up program. Step-Up, operated by Clark County Social Service under an agreement with Clark County Family Services, is a Young Adult Program for youth who have "aged out" of foster care in Nevada aged 18 to 21. Step-Up operates under the Funds to Assist Former Foster Youth (FAFFY) and Voluntary Court Jurisdiction statutes. Our goal is to assist young adults in making the transition from foster care to economic self-sufficiency in their own independent setting. This includes providing programs and services specifically related to homeless prevention.

- **Determine individualized needs**

ILP continues to utilize the Casey Life Skills Assessment to create a baseline of youth skills and areas where improvement is needed along with identifying goals with each youth. Youth are referred to the Independent Living classes hosted by a community provider.

- **Objective criteria to determine eligibility**

The primary target population is foster youth, ages 14 to 18. However, a portion of these federal funds will be allocated to serve young adults (ages 18 to 21) who have aged out of foster care in coordination with Clark County Social Services' Step-Up program. Age or developmentally appropriate activities, positive youth development, and experiential learning.

Activities related to preparing youth for work world, including assessment (interest and skills), interview skills, resume writing, career exploration, work habits and work dress, relationship with coworkers and supervisors, income tax preparation, budgeting and mobility training, and youth advisory activities that promote the above are provided. ILP staff are also required to complete training in positive youth development and utilize this approach in their interactions with youth, engaging stakeholders, and program activities.

- **Services to children who have left foster care for kinship guardianship or adoption**

Youth who have exited foster care due to guardianship or adoption after the age of 16 are eligible to access Chafee funding and Independent Living services through Clark County DFS ILP.

- **Demonstrate continued flexibility**

Youth have access to Chafee funding to support various activities related to employment, education, housing, and normalcy. Young people can request these funds themselves or these funds can be requested by the case manager to support a youth in achieving their goals. Examples of how funding is utilized are obtaining a driver's license, attending prom, and obtaining a tutor to assist a young person in various school subjects.

- **Positive peer to peer relationships**

Due to the varying needs and situations of individual clients, the topic of positive peer-to-peer relationships would be discussed at the individual level between case manager and youth. Youth are encouraged to participate in positive peer groups such as our local youth advisory board. Depending on the needs of the individual client, case managers will link and/or refer clients to additional programs and services that support positive peer to peer relationships.

- **Promote positive risk-taking**

Due to the varying needs and situations of individual clients, the topic of positive peer-to-peer relationships would be discussed at the individual level between case manager and youth. Youth are encouraged to participate in positive peer groups such as our local youth advisory board. Depending on the needs of the individual client, case managers will link and/or refer clients to additional programs and services that support positive peer to peer relationships.

- **Public Information**

Information about our IL program is available on our agencies website for youth to access while they are in care or for after care services. Packets of information outline information about the program are provided to youth and foster parents.

- **Collaboration with the child welfare agency and the juvenile justice system**

DFS has a specific unit that work with youth who are in foster care and juvenile justice services to ensure teaming and collaboration for meeting the needs of our young adults.

- **Track client interactions and collecting service data**

DFS utilizes reports internally to identify youth eligible for IL services and to track the services they are receiving through Chafee.

- **Assess to Nevada's ETV program**

Youth who are eligible for and desire to access the Educational Training Voucher (ETV) program are referred to the appropriate contact at the Children's Cabinet. The current Children's Cabinet contact is Wendy Figueroa at (775) 348-6785 office cel (775) 830-0397. Case managers discuss the ETV program with youth who would benefit from the financial assistance in acquiring vocational and technical training to attend a college or university. Case managers help in completing the ETV application with the youth.

Youth are referred to the ETV resource page (<http://dcfs.nv.gov/Programs/CWS/IL/ETV/>) to obtain the latest updates and most current version of the ETV application. Case managers work collaboratively with youth and ETV staff as needed to ensure applications are completed correctly and are submitted with the necessary documents (court order, budget, copy of class schedule, etc.). Case managers also assist youth with applying for Federal Financial Assistance via the PELL Grant at <http://www.fafsa.ed.gov>, which is also a pre-requisite to qualify for ETV funding. Case managers document ETV related efforts in UNITY case notes.

- **Evaluate youth satisfaction**

Satisfaction surveys will be sent to young adults to provide input about the services they are receiving. The Youth advisory board also provides feedback on a regular basis to improve IL services. Youth are also informed of the Ombudsman process if they need to file any kind of complaint regarding the services they have received.

- **Statement indicating that you will cooperate in any national evaluation**

DFS would be happy to participate in a national evaluation of IL services in order to make improvement to better serve foster youth.

**DIVISION OF CHILD AND FAMILY SERVICES  
NOTICE OF SUBAWARD**

SUBAWARD #: \_\_\_\_\_  
PROGRAM: \_\_\_\_\_

**SECTION B**

**Description of Services, Scope of Work and Deliverables  
June 11, 2021**

Clark County Department of Family Services Independent Living Program serves approximately 600 youth per year. There are approximately 100 youth in each age group from ages 14-18. 20-25 youth who are 18 and 19 years of age remain in care or are pending final transition out of care. Approximately 100 youth transition out of care annually to the Clark County Social Service Step Up Program. For the purpose of this scope the eligible IL population consists of foster youth age 14 -19 years of age who have not yet transitioned to the Step Up Program.

Of the youth who do not transition out of care, most youth are reunified with their parent(s), or have Guardianship or Adoption established. A small percentage of youth decline services, and of these some decide to resume services with the IL Program at a later time. IL remains assigned to youth who have reunified, if the youth chooses. IL remains eligible to youth who have Guardianship or Adoption established at the age of 16 and 17, if the youth chooses. For the purpose of this Scope, Participating IL Youth are those who are eligible and have opted to participate in IL Services.

Clark County Department of Family Services also provides administrative oversight and assistance as needed to the Step Up program which is designed as a transitional program for youth who have aged out of foster care, ages 18 – 20. There are approximately 300 youth served annually through the Step Up program.

Clark County Department of Family Services Independent Living Program, hereinafter referred to as Subrecipient, agrees to provide the following services and reports according to the identified timeframes:

**Scope of Work for CCDFS**

**Goal 1: Help youth transition to self-sufficiency:**

**DIVISION OF CHILD AND FAMILY SERVICES  
NOTICE OF SUBAWARD**

<b>Objective</b>	<b>Activities</b>	<b>Due Date</b>	<b>Documentation Needed</b>	<b>How will this Goal be measured (quantitative)</b>
<p>Objective 1: 60% of Participating IL Youth will receive work preparation, life skills training or vocational assessments.</p> <p>Objective 2: 75% of Participating IL Youth will have credit reports provided or will be advised on steps to obtain annually.</p> <p>Objective 3: 30% of Participating IL Youth will learn about financial capability.</p> <p>Objective 4: 60% of Participating IL Youth and will have an initial or updated ILTP developed and completed annually.</p> <p>Objective 5: Maintain or attempt to maintain contact with 75% assigned IL youth.</p>	<p>Activities for Objective 1: Staff will complete the Casey Assessment and Independent Living Transition Plan and refer youth who desire to attend Life Skills Training to service providers including Workforce Connection agencies.</p> <p>Activities for Objective 2: Staff will provide assigned IL youth a copy of their credit report on an annual basis.</p> <p>Activities for Objective 3: Staff will refer youth to service providers that will teach financial capability including, budgeting, saving, managing credit, etc.</p> <p>Activities for Objective 4: Youth as participants - Staff will develop and update an ILTP with youth on an annual basis.  Youth as planners – Youth will complete survey at the end of the ILTP meeting to provide feedback to the agency about youth involvement during this process.  Youth as providers – Youth will have the opportunity to have active input on their ILTPs and input on changes to meeting development as a result of youth surveys.</p> <p>Activities for Objective 5: Staff will attempt to contact youth via phone/text/email on a monthly basis and face to face contact will be completed/attempted once every 90 days.</p>	<p>July 1, 2021 to June 30, 2022</p>	<p>UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes</p> <p>Case plan and intake assessment will be on file in each young adult's case file.</p> <p>Case managers will maintain a comprehensive "client tracker excel tool" to track completed intake assessments and ILTP annual due dates.</p>	<p>1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").</p> <p>2. Measured data will be provided from UNITY data entry and reports, where applicable.</p>



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<p>Objective 6: 80% of Participating IL Youth aged 17 through 19 will be provided information on transitional services and support.</p>	<p>Activities for Objective 6: Youth as participants: Youth will be provided with information and referrals by IL staff.  Youth as planners – Youth will decide the option that is best matched for them, to include transitional housing programs, living with fictive kin, roommates, or family members.  Youth as providers – Youth will have opportunity to complete surveys and provide feedback about the efficacy of the programs and transition process.</p>			
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**Goal 2: Help youth receive education, training, and services necessary to obtain employment:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
<p>Objective 1: 70% of participating IL high school seniors, will graduate from high school or obtain their high school equivalency program by June 2020.</p> <p>Objective 2: 60% of Participating IL Youth will receive work/vocational preparation and/or referrals.</p>	<p>Activities for Objective 1: Youth aged 14-18 will be identified as interested and in need of assistance in accessing high school diploma/GED. IL Supervisor and staff will monitor available educational records for youth. IL will collaborate with primary case manager, youth attorney, and educational Decision Maker to ensure that youth has an educational advocate, 504/IEP, access to tutoring as needed.</p> <p>Activities for Objective 2: Youth will be identified as interested and in need of assistance in accessing vocational training/resources and referred to Independent Living classes, Workforce Connections or be given one to one guidance by staff.</p>	<p>July 1, 2021 to June 30, 2022</p>	<p>Verification of graduates through transcript and/or diplomas, master list of graduating youth</p> <p>UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes</p>	<p>1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").</p> <p>2. Measured data will be provided from UNITY data entry and reports, where applicable.</p>

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**Goal 3: Help youth prepare for and enter post-secondary training and educational institutions:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
<p>50% of Participating IL Youth will receive assistance in pursuit of secondary education.</p>	<p>Staff will provide information on and/or assistance with accessing resources and the completion of forms for college applications and relevant scholarship/financial aid.</p> <p>Youth will attend Financial Aid Workshops and complete surveys.</p>	<p>July 1, 2021 to June 30, 2022</p>	<p>UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes</p>	<p>1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").</p> <p>2. Measured data will be provided from UNITY data entry and reports, where applicable.</p>

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**Goal 4: Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
<p>Annually, 50% Participating IL Youth leaving foster care will have a self-identified adult/familial connection.</p>	<p>Staff will utilize diligent search and interviews with IL youth to identify adult/family connections for youth prior to leaving foster care. Staff/Supervisor will attend Permanency Roundtable meetings for youth. Identify youth with no connections and provide youth opportunity for referral to Big Brothers/Big Sisters or another mentoring agency.</p>	<p>July 1, 2021 to June 30, 2022</p>	<p>Documentation of PRT, referrals to mentor agencies. UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes</p>	<p>1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").</p> <p>2. Measured data will be provided from UNITY data entry and reports, where applicable.</p>

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**Goal 5: Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster youth between the ages of 18 and 21 to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their person responsibility for preparation/transition into adulthood:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
<p>Objective 1: For youth, aged 18-21, identified as needing assistance from other states, 70% of them will be provided with direct assistance on an as needed basis to attain self-sufficiency.</p> <p>Objective 2: NYTD survey will be requested of the selected 17, 19, and 21 year old foster youth and incentives to complete the NYTD survey will be provided.</p> <p>Objective 3: Assist with the oversight, administration of, and transition to the Step Up Program for Participating IL Youth aging and aged out of care, ages 18-20.</p>	<p>Activities for Objective 1: Youth as participants - IL workers will counsel youth in active contact regarding their case plan, identifying areas of need and providing assistance for general need and/or critical need to maintain the youth's self-sufficiency and welfare. Youth as planners – Youth will inform staff of their goals and resources needed to meet their goals. Youth as providers – Youth Advisory Boards will be able to contact youth needing assistance from other states as needed.</p> <p>Activities for Objective 2: All attempts to locate and incentivize specified youth to complete the National Youth in Transition Database Survey will be made and documented by staff.</p> <p>Activities for Objective 3: IL and Step Up staff shall meet with youth prior to transition to facilitate the aging out process.  Ongoing assistance shall be provided to assist and incentivize youth to earn their high school diploma or equivalency.  IL and Step Up staff shall meet quarterly to discuss and address the needs of both the Independent Living and Step Up participating youth.</p>	<p>July 1, 2021 to June 30, 2022</p>	<p>Verification of IL assignments, UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes</p> <p>NYTD data submitted to DCFS including emails etc.</p> <p>Verification of case transfers to Step Up. Emails, appointment verification.</p>	<p>1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").</p> <p>2. Measured data will be provided from UNITY data entry and reports, where applicable.</p>

**DIVISION OF CHILD AND FAMILY SERVICES  
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**Goal 6: Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
60% of Participating IL Youth ages 17-19 will receive information regarding the Educational Training Voucher, per year.	Staff will provide information on ETV during the development of their ILTP as the youth are transitioning into the young adult program. ETV is administered through the Children's Cabinet. Staff will encourage youth to participate in ongoing financial aid workshops for hands on assistance in completion of financial aid and ETV.	July 1, 2021 to June 30, 2022	Verification youth received ETV referral. UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes	1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").  2. Measured data will be provided from UNITY data entry and reports, where applicable.

**Goal 7: Provide Services to youth who after attaining 16 years of age, have left foster care for kinship guardianship or adoption:**

<u>Objective</u>	<u>Activities</u>	<u>Due Date</u>	<u>Documentation Needed</u>	<u>How will this Goal be measured (quantitative)</u>
Identify and assist 60% of eligible youth who have left foster care for kinship, guardianship or adoption after attaining the age of 16.	Youth as participants – Staff will remain assigned or be assigned to youth needing services. Youth as planners – Youth will state their desire to continue with IL services. Youth as providers – Youth will be given the opportunity to participate in FAAYT and complete surveys to improve outcomes.	July 1, 2021 to June 30, 2022	UNITY case notes and files. Case managers, will compile client records of activities/services provided in case notes	1. Objectives will be measured from Monthly Program Reports (which includes a compilation of all case manager "client tracker excel tools").  2. Measured data will be provided from UNITY data entry and reports, where applicable.

# Budget: Section C

Budget (20 points)

1. Proposed Project Budget

<b>CATEGORY</b>	<b>Amounts Requested</b>
<b>Personnel</b>	\$ 739,435.00
<b>Travel/Training</b>	\$ -
<b>Operating</b>	8,900.00
<b>Equipment</b>	\$ -
<b>Contractual/Consultant</b>	\$ 44,000.00
<b>Other Expenses</b>	\$ 100,000.00
<b>Indirect</b>	\$ -
<b>Total Funding Requested</b>	\$ 892,335.00

**BUDGET  
NARRATIVE -  
SFY22**

Applicant Name: Clark Co. Family Services		Funding Source	Chafee			Form 1	
<b>Total Personnel Costs</b>		*revise this formula as needed to include each position if Including Fringe Total:					\$ 739,435.00
		List Staff, positions, percent of time to be spent on the project, rate of pay, fringe rate, and total cost to this grant.					
		<b>Annual Salary</b>	<b>Fringe Rate</b>	<b>% of Time</b>	<b>Months</b>	<b>Amount Requested</b>	
		County budgets insurance at same flat rate for everyone					
Turner-Mosley, Robin Family Service Assistant PID# 10009127 Filled Opening 12/29/20 Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.		\$ 34,569.20	50%	100%	12	\$ 51,850.00	
Treants, Kathy Family Services Assistant PID# 10009406 Since 7/8/13 Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.		\$ 49,716.09	50%	100%	12	\$ 74,574.14	
		rounding 3.80					
Alcantara, James Family Services Assistant PID# 10009910 Since 5/6/19 Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.		\$ 38,075.13	50%	100%	12	\$ 57,112.70	
Hughes, Deangelo Family Services Assistant PID# 10010266 Filled Opening 12/13/20							

Applicant Name: Clark Co. Family Services	Funding Source	Chafee		Form 1
Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.	\$ 34,569.20	50%	100%	12 \$ 51,853.80
Thomas, A'Shari Family Services Assistant PID #10010267 Since 11/6/17 Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.	\$ 38,801.70	50%	100%	12 \$ 58,202.55
Green, David Family Services Assistant PID# 10042544 Since 12/3/18 Duties: Assist youth with developing and implementing transitional living plan, including obtaining necessary educational, employment and social skills to successfully transition to adulthood. Includes facilitation of Chafee/IL requirements including youth contact, referrals to outside agency services, documenting youth needs, case file completion, and transportation of youth as needed. Position will assist in the completion of all goals & objectives, with the exception of the YVLife Set Program.	\$ 38,726.11	51%	100%	12 \$ 58,476.43
PAULA JOHANA FELICIANO Family Services SPECIALIST PID# 10141473 Since 12/14/19 Duties: Assist youth with developing and implementing transitional living plan and provide referrals as necessary. Case management. May attend court hearings or other meetings where upper level staff may be required for youth advocacy. May be assigned to more youth determined to need a higher level of assistance. Will participate in the YVLife Set Program for youth ages 17 and older. Position assists in the completion of all Goals & Objectives in the Scope of Work.	\$ 60,140.35	51%	100%	12 \$ 90,811.93
Robinson, Mellicia Family Services Specialist PID#10144047 Filled 12/26/20				



Applicant Name: Clark Co. Family Services		Funding Source	Chafee			Form 1
Duties: Assist youth with developing and implementing transitional living plan and provide referrals as necessary. Case management. May attend court hearings or other meetings where upper level staff may be required for youth advocacy. May be assigned to more youth determined to need a higher level of assistance. Will participate in the YVLife Set Program for youth ages 17 and older. Position assists in the completion of all Goals & Objectives in the Scope of Work.		\$ 55,229.57	50%	100%	12	\$ 82,844.36
Clark, David Office Specialist PID# 10009097 Fill 11/30/20						
Duties: Office/Clerical duties to include completion and processing of forms, record retention, update of files, and maintaining data for grant reporting requirements. Position maintains data on all Goals and Objectives in the Scope of Work.		\$ 34,569.20	51%	100%	12	\$ 52,199.49
Name of Employee: Vacant Title of position: Family Services Supervisor & Position Control Number: TBD Length of time in Position: plan fill June 2021 Supervise Independent Living staff	new approved FY21					
		\$ 86,342.41	50%	100%	12	\$ 129,513.61
PENNY HOUSTON PTH MANAGEMENT Assistant PID# 10006467 Since 11/21/18 - return lay off						
Duties: Assist full time employees/management to fulfill Chafee Scope Requirements as assigned by performing routine tasks, such as office/clerical, retention of records, data entry, and transportation of youth. Assists in the completion of all goals & Objectives in the Scope of Work.		\$ 15,585.00	2.65%	100%	12	\$ 15,998.00
ARLEEN VIANO PTH MANAGEMENT Assistant PID#10056966 Filled						
Duties: Assist full time employees/management to fulfill Chafee Scope Requirements as assigned by performing routine tasks, such as office/clerical, retention of records, data entry, and transportation of youth. Assists in the completion of all goals & Objectives in the Scope of Work.		\$ 15,585.00	2.65%	100%	12	\$ 15,998.00
*Insert new row for each position funded or delete this row.						
<b>Total Fringe Cost</b>		<b>\$ 61,593.21</b>				<b>Total: \$ 199,534.83</b>
<u>Travel/Training</u>		<b>ded to include costs of multiple trips.</b>			<b>Total:</b>	<b>\$ -</b>

Applicant Name: Clark Co. Family Services		Funding Source	Chafee	Form 1
<u>In-State Travel</u>	ded to include costs of multiple trips.			\$ -
<u>Operating</u>	Total:			\$ 8,900.00
<p>List tangible and expendable personal property, such as office supplies, program supplies, etc. Unit cost for general items are not required. Listing of typical or anticipated program supplies should be included, if providing meals, snacks, or basic nutrition, include these costs here.</p>				
Office supplies: IL Program Supplies Ave \$200 per month			\$ 2,400.00	
Occupancy - Administrative Costs (Not to Exceed 10% of grant) to assist Step Up Program with Drop In Center costs such as rent, utilities, supplies, cleaning, etc.			\$ 5,000.00	
FAAYT(Former and Adoptive Youth Together Teen Group) Events/Supplies, etc.			\$ 1,500.00	
			\$ -	
<p><b>Justification:</b>  Under FAAYT, youth shall elect how to spend the funding to offer opportunities to all Foster and Foster/Adopt youth eligible for IL and/or Step. Small amounts of food may be purchased for FAAYT meetings, as the meetings are normally held during the dinner hour. Meetings shall be held in accordance with governmental health issued guidelines.</p>				

Applicant Name: Clark Co. Family Services		Funding Source	Chafee		Form 1
<b>Equipment</b>					Total: \$ -
Describe equipment		List Equipment purchase or lease costing \$1,000 or more, and justify these expenditures. Also list any computers or computer-related equipment to be purchased regardless of cost. All other equipment costing less than \$5,000 should be listed under Supplies.			\$ -
<b>Contractual</b>		<b>*Revise this formula as needed to include each Contractor listed</b>			Total: \$ 44,000.00
<p><b>Name of Contractor/Subrecipient: Shining Star</b></p> <p>Method of Selection: Quote per Clark County Purchasing Guidelines</p> <p>Period of Performance: July 1, 2021 - June 30, 2022</p> <p>Scope of Work: Contractor will provide referred IL Youth Independent Living Classes. Contractor works with youth to devise a plan for successful transition and provides classes to benefit</p> <p>*Sole Source Justification: Quote - Competitive bid not required per Clark County Purchasing Guidelines for amount of contract</p> <p>Method of Accountability:</p> <p>Define - Contractor shall maintain case files &amp; provide monthly progress reports, sign in sheets and youth surveys to be sent monthly for management review. Fiscal staff verifies invoices</p>					\$ 30,000.00
<p><b>Name of Contractor/Subrecipient: Children Advocacy Alliance</b></p> <p>Method of Selection: Sole Source</p> <p>Period of Performance: July 1, 2021 - June 30, 2022</p> <p>Scope of Work: Contractor, under Clark County DFS guidance, shall operate the FAAYT youth, including meeting organization, preparation and facilitation. Contractor shall also provide</p> <p>*Sole Source Justification: N/A</p> <p>Method of Accountability:</p> <p>Define - IL management shall monitor the FAAYT program through monthly review of contractor reports. IL management shall also approve activities as requested. Clark County</p>					\$ 14,000.00
*Add additional Contractor/Subrecipients here with justification or delete this row.					
Other					Total: \$ 100,000.00

Applicant Name: Clark Co. Family Services		Funding Source	Chafee	Form 1
<p>Identify and justify these expenditures, which can include virtually any relevant expenditure associated with the project, such as audit costs, car insurance, client transportation, etc. Stipends or scholarships that are a component of a larger project or program may be included here, but require special justification.</p>				
<p>DIRECT TO YOUTH (14 to 20 in care)- Per CC IL Policy, this includes all items paid directly on behalf of IL youth to further the goals appropriate under Chafee objectives. Such items would include financial assistance for school fees/extracurricular activities, ID, Work Permits, driving lessons, fitness classes. IL participation and graduation incentives, bus passes, laptops, cell phones/prepaid cell phone service cards, work clothing, items of assistance to youth on IL agreements, etc.. This category would also include items deemed appropriate to assist youth who have transitioned to step Up such as move in items, beds, assistance and incentive to finish high school/GED, hygiene times, etc..</p>			\$ 100,000.00	
<p>DIRECT TO YOUTH STEP UP (18 to 21 yrs.)- Items paid directly to or on behalf of youth in the Step Up Program and Funded under the FY 21 FAFFY Grant Program - State Funded. Such items include rent, utilities, monthly stipends, educational incentives, move in assistance, etc., and administrative costs for Step Up Facility.</p>			\$ -	
<p>Justification: Include narrative to justify any special budget line items included in this category, such as stipends, scholarships, marketing brochures, or public information. Tie budget piece to project deliverables.</p>				
<b>TOTAL DIRECT CHARGES</b>				<b>\$ 892,335.00</b>
<u>Indirect</u>			<b>Total:</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>			<b>Total:</b>	<b>\$ 892,335.00</b>

APPENDIX \_\_\_\_\_ : AGENCY SELF-ASSESSMENT

**DEPARTMENT OF HEALTH & HUMAN SERVICES  
ANNUAL SUBRECIPIENT QUESTIONNAIRE**

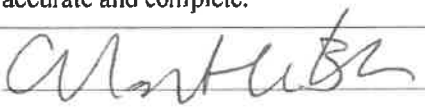
This questionnaire is used for monitoring fiscal and program compliance requirements as well as determining risk of our subrecipients. Please complete and return within the next 5 business days.

Section A: GENERAL INFORMATION		
Organization Name <b>Clark County Family Services</b>		
Fiscal Point of Contact		
Name: <b>Barbara Straight</b> Title: <b>Management Analyst</b>		
Address: <b>500 South Grand Central Parkway 5th Floor, La</b>		
Phone: <b>702-455-4718</b> Email: <b>bsc@clarkcounty</b> Fax:		
Program Point of Contact		
Name: <b>Judy Tudor</b> Title: <b>Assistant Director</b>		
Address: <b>500 South Grand Central Parkway 5th Floor, La</b>		
Phone: <b>702-455-1328</b> Email: <b>Judy.Tudor@Cl</b> Fax:		
Organization Info		
DUNS #: <b>08-3782953</b> EIN #: <b>88-6000028</b> URL: <b>https://ww</b>		
State Vendor #: # of Employees: <b>1000</b>		
Registered with SAM.gov? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Expiration Date: <b>08/13/2021</b>		
Is your organization or its principles presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from transactions by any federal department or agency? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If yes, please skip the rest of questionnaire, sign and return)		
1. Type of Organization (check all that apply):		
<input type="checkbox"/> University <input type="checkbox"/> Foundation <input type="checkbox"/> Private, Non-Profit <input type="checkbox"/> Private, For-Profit <input type="checkbox"/> Government Entity – City <input type="checkbox"/> Government Entity – District <input checked="" type="checkbox"/> Government Entity – County <input type="checkbox"/> Government Entity – State <input type="checkbox"/> Other: _____		
2. Organizational Fiscal Year (Month and Year): <b>July 2022</b>		
3. Name of Cognizant Federal Agency (if applicable): <b>See Single Audit</b> Approved Indirect Rate <b>no</b>		
4. Approximate total organization-wide annual operating budget		
	Previous Fiscal Year	Current Fiscal Year
Federal Funds	\$ <b>65,895,709</b>	\$ <b>69,070,982</b>
Non-Federal Funds	\$ <b>124,436,398</b>	\$ <b>122,436,453</b>

5. Did your organization expend more than \$750,000 annually in Federal funds combined? <input checked="" type="checkbox"/> YES NO <input type="checkbox"/>
6. Has your organization annual financial statements been audited by an independent audit firm? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
7. Has your organization received funds for activities which are like, or the same as the currently proposed subaward? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
8. Has your organization managed federal or state funds in the last 5 years? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
9. Organization Director has been in place for: <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-2 years <input checked="" type="checkbox"/> 3-5 years <input type="checkbox"/> 5+ years
10. Fiscal key personnel have been in place for: <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-2 years <input checked="" type="checkbox"/> 3-5 years <input type="checkbox"/> 5+ years
11. Program key personnel have been in place for: <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-2 years <input checked="" type="checkbox"/> 3-5 years <input type="checkbox"/> 5+ years
12. Certify that checked policies and procedures exist within your organization: <input checked="" type="checkbox"/> Personnel (including Time and Attendance, Pay Rate & Benefits, Time and Effort, Discipline and Conflict of Interest) <input checked="" type="checkbox"/> Travel <input checked="" type="checkbox"/> Financial Management (including Purchasing, Receivables, and Payables) <input checked="" type="checkbox"/> Internal Controls <input checked="" type="checkbox"/> Equipment & Inventory <input checked="" type="checkbox"/> All National Policy Regulations (i.e., Civil Rights, Disability etc.)
<b>Section B: BUDGET FORMATION &amp; ADMINISTRATION</b>
1. Does the organization have an operating budget for each of its grants? (UG §200.302) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
2. Who are the people responsible for developing and reviewing the budget(s) for your organization? Names and titles: Margaret LeBlec, Assistant Director; Vicki Malone, Assistant Manager; Pamela Kowalski, Financial Analyst; Barbara Straight, Management Analyst
3. Does the organization have fiscal controls that result in (UG §200.303): a. Control of expenditures within the approved operating budget? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO b. Management review and approval prior to issuing budget amendments or incurring obligations or expenditures that deviate from the operating budget? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
4. Is there timely, periodic financial reporting to management that permits (UG §200.308): a. Comparison of actual expenditures with the budget for the same period? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO b. Comparison of revenue estimates with actual revenue (including program income, if applicable) for the same period? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
5. Is the responsibility for maintain budget control established at all appropriate levels? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
6. What steps are taken if projected revenues were insufficient to cover actual expenditures? Describe: Contracts have clauses to terminate if lost of funding. Personnel hired with grant funding sign letters stating they employment could end based on lack of funding.
<b>Section C: INTERNAL CONTROLS</b>
1. Describe your organization-wide segregation of responsibilities in context of checks and balances and advise where they reside within your policies or procedures regarding segregation of responsibilities: <small>Fiscal Directives for Grant Management/Accounting provide for checks and balances for proper documentation and multi level oversight. Purchasing Fiscal Directive provides for oversight of expenditures in accordance with terms of grant. Fiscal P&amp;P provide for n</small>
2. Are specific officials designated to approve payrolls and financial transactions at various dollar levels? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
3. Do the procedures for cash receipts and disbursements include the following safeguards? a. Receipts are promptly logged, restrictively endorsed and deposited in an insured bank account. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO b. Bank statements are promptly reconciled to the accounting records and are reconciled by someone other than the individuals handling cash, disbursements and maintaining accounting records. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

c. All disbursements (except petty cash and electronic disbursements) are made with pre-numbered checks. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
d. Supporting documents (e.g., purchase orders, invoices, etc.) accompany the checks submitted for signature, and are marked paid or otherwise prominently noted after payments are made. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
e. Checks drawn to "cash" and advance signing of checks are prohibited. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
f. Multiple signatures are required on checks. <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
4. Are individuals of trust required to take leave and delegate their duties to others while on leave? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
<b>Section D: ACCOUNTING</b>	
1. Does the organization have written accounting policies and procedures to assure uniform practice in the following areas?	
a. Procurement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Contract Administration	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
c. Payroll	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
d. Records to justify costs of salaries and wages	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
e. Inventory	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
f. Vendor payments	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
g. Federal draws	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
h. Grants budgeting and accounting	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
i. Cash management	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
j. Audit resolution	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
k. Cash receipts	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
l. Disbursements	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
m. Records retention	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
2. Does the organization use the same policies and procedures for accounting for, and expending federal funds as it does for its organization funds? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
3. Are all appropriate accounting staff trained on current federal policies, procedures and instructions on accounting for, and expending, federal funds? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
4. What accounting system does your organization use (e.g. QuickBooks, Peachtree, Socrates Media or custom)? Describe: <b>SAP Governmental accounting system</b> How long has it been in use? <b>10 years</b>	
5. Which accounting basis is used by your organization? <input type="checkbox"/> Cash basis <input type="checkbox"/> Accrual basis <input checked="" type="checkbox"/> Modified Accrual	
6. Are grant funds accounting for separately in your financial management system? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO Describe. <small>Grant funds and expenditure are maintain in a separate fund. Within that fund each grant is labeled and tracked separately. this label is also used in the payroll system and purchase order/payment system.</small>	
7. Does your organization use a chart of accounts and accounting manual? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
8. For each grant, does the accounting system provide the following information?	
a. Authorizations	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Obligations	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
c. Funds received	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
d. Program income	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
e. Subawards	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
f. Outlays	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
g. Unobligated balances	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
9. Are obligations records by:	
a. Funding source	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Object codes	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

10. Are accounting records supported by source documentation (e.g. canceled checks, paid bills, payrolls, contract and subaward documents, etc.) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
11. Are purchasing and payment functions separate? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
12. Do accounting staff review the following items prior to entry into the system:	
a. Authorizations	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Purchase Orders	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
c. Payments	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
13. Are there controls to preclude:	
a. Over-obligation	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Under-or overstatement of unliquidated obligations	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
c. Duplicate payments	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
d. Inappropriate charges to grants	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
14. Does the organization have effective control over, and accountability for, all funds, property and other assets? The organization must adequately safeguard all assets and assure they are used solely for authorized purposes (UG §200.302) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
15. Does the organization reconcile bank statements (at least) monthly? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
16. Are vouchers or supporting documents identified by grant, number, date and expense classifications? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
17. Are checks submitted for signature accompanied by supporting documents? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
18. Are invoices and vouchers approved in advance by authorized officials, prior to payment? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	
19. For credit cards:	
a. Does the bank provide the subrecipient with a list of credit-card users?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
b. Are the balances of credit cards capped?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
c. Are credit card purchases used for business purposes only?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

Organization Authorized Representative	
By signing below, the authorized representative certifies, all information submitted on this form is accurate and complete.	
	<u>6/10/2021</u>
(Signature)	(Date)
Margaret LeBlanc, Assistant Director Human Services	
(Printed Name & Title)	

For DHHS Use Only	
Risk Level Determination	<input type="checkbox"/> Low <input type="checkbox"/> Moderate <input type="checkbox"/> High



## Section E: Past Performance with DCFS Grant Management Unit

2019 or 2020 Single Audit or Financial Opinion attached

Clark County Nevada Single Audit.

[https://www.clarkcountynv.gov/government/departments/finance/financial\\_reporting/comptroller/single\\_audit\\_reports.php](https://www.clarkcountynv.gov/government/departments/finance/financial_reporting/comptroller/single_audit_reports.php)

## **JUDY L. TUDOR**

7429 SUZANNE ELAINE COURT  
LAS VEGAS, NV 89131  
702.245.3770  
[JLTUDOR@GMAIL.COM](mailto:JLTUDOR@GMAIL.COM)

### **EDUCATION**

*Bachelor of Social Work (BSW)*, University of Nevada, Las Vegas, 1994  
*Masters of Social Work (MSW)*, University of Nevada, Las Vegas, 1997

### **LICENSURE**

Licensed Social Worker (LSW)  
State of Nevada Board of Examiners for Social Workers  
License Number: 01867-S

### **PROFESSIONAL EXPERIENCE**

#### **CLARK COUNTY DEPARTMENT OF FAMILY SERVICES (DFS) LAS VEGAS, NEVADA**

##### **ASSISTANT DIRECTOR – (JANUARY 2019 TO PRESENT)**

- Assists in the development and implementation of goals, objectives, policies, procedures and work standards for the department
- Coordinates the preparation and administration of the department's budget.
- Plans, organizes, administers, reviews and evaluates the activities of professional, technical and office support staff through subordinate managers and supervisors.
- Contributes to the overall quality of the department's service provision by developing and coordinating work teams and by reviewing, recommending and implementing improved policies and procedures.

#### **UNIVERSITY OF NEVADA, LAS VEGAS (UNLV) LAS VEGAS, NEVADA**

##### **CHILD WELFARE WORKFORCE DEVELOPMENT MANAGER – (SEPTEMBER 2017 TO PRESENT)**

- Manage the Nevada Partnership for Training programs to include pre-service training, ongoing training, and workforce development programs for the child welfare workforce in Clark County.
- Supervise and support training staff in delivery of various training efforts.
- Collaborated with the Department of Family Services to develop and implement a workforce development plan to address recruitment, screening, retention, and succession planning for the Department of Family Services.

##### **CHILD WELFARE TRAINING SPECIALIST - (JULY 2013 to SEPTEMBER 2017)**

- Write curriculum and deliver training for public child welfare and community agencies through the Title IV-E University, state child welfare agency, and the Nevada Partnership for Training.
- Implemented coaching model for the Department of Family Services Training Team to utilize with new employees.
- Train newly hired child welfare workers in how to assess safety, achieve permanency, and assess and monitor child well-being.
- Re-designed new worker training academy to become more skill based in the Safety Intervention Permanency Services (SIPS) model.
- Partnered with Action for Child Protection to become a subject matter expert in SIPS model.
- Collaborated with Department of Family Services to develop simulation experiences for new worker training academy that provide real life environment training for initial contact and interviewing families.

**SOCIAL WORK INSTRUCTOR – (AUGUST 2013 to PRESENT)**

- Develop curriculum and teach various social work topics such as supervision in social work (SW 768) and field seminar (SW 419 and SW 429) to undergraduate and graduate students on line and in person.

**FACULTY FIELD LIAISON – (AUGUST 2013 to PRESENT)**

- Provide the link between the School of Social work, the Agency Field Instructor and the Social Work Student.
- Consult with all parties to provide the structure of the Field Education Program, problem solve, and address any question or concerns.
- Review weekly journals and provide feedback to enhance and support Social Work Field Practice.

**CLARK COUNTY DEPARTMENT OF FAMILY SERVICES (DFS)**

LAS VEGAS, NEVADA

**MANAGER - (JULY 2006 TO JULY 2013)**

- Manage and lead staff in the following child welfare programs: Child Protective Services (CPS), In Home, Foster Care, Interstate Compact for the Placement of Children (ICPC), Adoptions, Independent Living, Training and Policy and Procedures;
- Served as the DFS representative on the Clark County Child Fatality Task Force, Statewide Policy Review Team, Clark County Committee on Youth, Citizen Advisory Committee, and Community We Will;
- Developed a Child Welfare Training Curriculum for new staff and supervisors prior to statewide training program being implemented;
- Train DFS staff and community stakeholders on an array of child welfare topics as well as agency policies and practice;
- Supervise and coach staff to achieve on Federal, State and agency performance measures and benchmarks;
- Provide program oversight and management of the *John H. Chafee Foster Care Independence and Adoptive Incentive* grants;
- Authored Request for Proposals (RFPs, Provider Contracts, Memorandums of Understanding (MOU), and Interlocal agreements for DFS Child Welfare programs;
- Monitor and refine agency policy and procedural changes to ensure department programs reflect current state laws and regulations;
- Led the development, training and implementation of DFS Policy and Procedures for Foster Care, Adoption, and Independent Living Programs;
- Provide expert consultation and technical assistance on the development and revisions of DFS Policies and Procedures for CPS, In Home, and Placement and Receiving;
- Implemented and continue to monitor Quality Assurance Program Reviews of contracted providers;
- Co-authored and secured on behalf of DFS a multi-year, 2.5 million dollar Federal grant entitled, "*Improving Services to Youth in Foster Care*" in partnership with UNLV and the Lincy Institute;
- Implemented a technology pilot project to inform budget justifications that secured laptop technology for DFS field staff;
- More than doubled the number of adoption finalizations from 290 children to 719 children during the period of 2007 -2011;
- Increased child contacts by 20% from 2006 to 2011 for children placed in foster care;
- Revised Performance Factors for the Family Service Specialist, Senior Family Service Specialist, and Supervisor positions;
- Developed agency criterion and standards for "Supervisory Expectations" in Permanency and Adoptions;

- Served as the lead collaborator with *Casey Family Programs* and *the National Alliance to End Homelessness* in the establishment of the Housing Coalition for Adolescents in Foster Care;
- Facilitated the development of our Foster And Adopted Youth Together (FAAYT) youth advisory board;
- Hosted and launched the first statewide Foster Youth Conference that was adopted by the State of Nevada to occur annually;
- Partnered with the Southern Nevada Housing Authority to create a Section 8 Voucher program targeting young adults aging out of foster care; and
- Led design and implementation of the Clark County Permanency Roundtables, a national best practice aimed at expediting legal permanency for youth in foster care.

**ASSISTANT MANAGER (JULY 2004 – 2006)**

- Managed eight CPS and Permanency units for Clark County DFS South and Central sites;
- Developed the DFS Independent Living Program in collaboration with *Casey Family Programs* and community stakeholders;
- Developed DFS Staff Recognition program for the DFS Central site to improve staff morale, productivity and performance;
- Assisted with the integration and transition of Department of Children and Family Services (DCFS) staff into Clark County Department of Family Services;
- Served on the Homestretch Adoption Review Team (HART)
- Trained and evaluated staff performance;
- Developed Performance Improvement Plans to address staff performance; and
- Assisted in the coordination for the Child and Family Service Review conducted by the Children's Bureau.

**CPS SUPERVISOR (JUNE 2003 - JULY 2004)**

- Supervised of five (5) CPS Specialists, two (2) In-Home Workers, and an administrative staff;
- Coached and evaluated staff in their assigned areas of responsibility; and
- Reviewed CPS Investigations to ensure reliability, validity and compliance with Federal, state and agency policies and procedures.

**STATE OF NEVADA DIVISION OF CHILD AND FAMILY SERVICES**  
LAS VEGAS, NEVADA

**SOCIAL WORK SUPERVISOR (FEBRUARY 2000 - MAY 2003)**

- Supervised a child welfare unit of six (6) social workers, a family support worker, and clerical staff;
- Implemented the utilization review team to review all higher level of care placements, Basic Skills Treatment (BST), and Psycho Social Rehabilitation (PSR) for youth in foster care;
- Developed the community resource teams for the South Neighborhood Care Center to partner with the community to improve services for children and families in the Henderson community;
- Resolved client complaints and staff grievances;
- Designed and launched the DFS North Office Foster Care programs and facilitated team development among staff across child welfare programs; and
- Represented the Division of Child and Family Services in Family Court on a regular basis to achieve permanency for children.

**ADOPTION SOCIAL WORKER III (JUNE 1997 - FEBRUARY 2000)**

- Delivered adoption services to agency and private clients;
- Counseled birth parents regarding their decision to place their child for adoption;
- Assessed and evaluated potential adoptive families as part of the agency home study process;

- Matched approved adoptive families to children legally free for adoption; and

### **SOCIAL WORKER III (JUNE 1994 - JUNE 1997)**

- Managed caseload of sixty (60) institutionalized foster youth;
- Led team members in a proposal to reorganize the institutional unit;
- Designed and implemented a pilot project to site a neighborhood care center in Henderson, NV;
- Conducted family assessments to inform case plan goals and progress measures;
- Collaborated with child and family team members to ensure service delivery and measure progress outcomes; and
- Facilitated family reunification and legal permanency of children in foster care.

### **ISSUE BRIEFS**

Denby, R., **Tudor, J.**, Henry, D., Wolf, S., Gomez, E., Alford, K. (2017, July). Implementation science and fidelity measurement: A test of the 3-5-7 Model. Social Service Series No. 8. Las Vegas: The Lincy Institute at the University Nevada, Las Vegas.

Cook-Craig, P., Guthrie, J, Sousa, W, Craig, C., Bruner, M., **Tudor, J.**, Word, J., Jacobowitz, M. (2017, November). The State of Youth Homelessness in Southern Nevada. Research in Brief. University of Nevada, Las Vegas, Greenspun College of Urban Affairs.

### **COMMUNITY SERVICE**

- Board of Trustee Member for CASA Foundation in Clark County, Nevada
- Advisor to Alpha Gamma Delta, Delta Omicron Chapter at University Nevada, Las Vegas
- Founding Member of the Nevada Chapter of the Foster Care Alumni of America Association

### **HONORS AND ACCOMPLISHMENTS**

- Bachelor of Social Work Student of the Year 1994
- Master of Social Work Student of the Year 1997
- Court Appointed Special Advocate (CASA) Social Worker of the Year 2006
- Recognized by the Congress of the United States on September 27, 2006 for Service and Dedication to the Children of Southern Nevada
- Alumni of Foster Care System in Nevada 1987-1990
- Court Appointed Special Advocate (CASA) President's Award for 2013
- Greenspun College of Urban Affairs Alumni of the Year for 2018

### **REFERENCES**

*Available upon request*

**Lisa C. Martinez**

9908 Aspen Knoll Court • Las Vegas, NV 89117 • lisacm@cox.net • (702) 339-5472

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**Education**

<b>U.S. Army War College</b> Master of Strategic Studies	Expected July 2021
<b>University of Nevada, Las Vegas</b> Master of Social Work- Child Welfare	May 2004
<b>University of Nevada, Las Vegas</b> Bachelor of Social Work	December 1996

**Licenses**

State of Nevada Board of Examiners for Social Workers, License 02335-S

**Professional Experience**

**Clark County Department of Family Services**  
**Family Services Manager** May 2013 – Present

- Previously managed Investigation, Out of Home Permanency and After-Hours units.
- Currently manages, coordinates and leads staff in Adoption, Independent Living, Interstate Compact for Placement of Children and Guardianship program areas.
- Provides program oversight to Title IV-B, Victims of Crime Act, Chafee and Adoption Incentive grant awards.
- Oversees Guardianship and Home study/Social Summary contracts for the agency.
- Delivers training and guidance to staff on a variety of pertinent topics in the area of child welfare.
- Develops, reviews, implements and evaluates policy and procedures.
- Ensures coordination of communication with staff and stakeholders to enhance quality of services to children and families.
- Supports the professional development of staff through education, coaching, mentoring and training.
- Works with community stakeholders, regulatory agencies and clients to resolve concerns/issues.

**Clark County Department of Family Services**  
**Social Work Supervisor** September 2006 – May 2013

- Provided direct supervision to line staff to ensure the delivery of quality services to foster children, foster/adoptive parents and biological families within Clark County's Adoption and Adoption Subsidy Programs.
- Assisted with the development of agency policy.
- Developed adoption training curriculum and provided delivery to adoption staff.
- Ensured case compliance with statutory requirements, agency policy and timelines.
- Collaborated with stakeholders to meet the agency's mission.
- Provided consultation to foster and adoptive families.

**Clark County Department of Family Services  
Social Work Specialist**

April 2004 – September 2006

- Facilitated Clark County's Adoption Subsidy Program.
- Negotiated with adoptive parents in order to meet the needs of the child and family, made final recommendations as to financial and medical subsidies
- Prepared reports and provided testimony for Administrative Fair Hearings.
- Ensured compliance with all applicable Federal, State and Medicaid requirements.
- Provided community referrals and support to adoptive parents, adoptees and birthparents.

**State of Nevada, Division of Child and Family Services  
Social Worker III**

March 1997 – April 2004

- Conducted fact-finding interviews with adoption applicants; assessed strengths and abilities with respect to special needs adoptions.
- Prepared adoption home studies, social summaries and confidential reports for the process of finalization of a special needs adoption.
- Assisted adoptive parents with the adoption subsidy application process.
- Counseled birth parents on the relinquishment and adoption process.
- Assessed child safety, abuse/neglect, client strengths and capability; family functioning.
- Identified specific issues that prevented placement of a child with a family of origin and developed a reunification plan.
- Provided case management directed towards case goals and objectives; identified resources to meet client needs.
- Prepared and presented oral/written recommendations to Family Court.

**Military Experience**

**United States Army, Nevada National Guard  
Colonel, Military Police Officer**

August 1992 – Present

Key roles and assignments include:

- Regimental Commander of the 421<sup>st</sup> Regional Training Institute.
- Company Commander of the 72<sup>nd</sup> Military Police Company.
- Adjunct faculty member of the University of Nevada, Las Vegas Army ROTC Military Science department.
- Served in the following operations: Operation Noble Eagle, Operation Iraqi Freedom.

## **Barbara Lyn Straight**

**3900 Aspencrest Drive, Las Vegas, Nevada 89108 (702) 281-3252**

### **Experience**

*Management Analyst II* Clark County, Family Services, Las Vegas, NV 12/2003 to present

- Managed conversion and cash for Children Trust Fund currently
- Assisted with the development of Department policies procedures for several programs
- Developed procedures for Children Trust Fund
- Revised credit card handling procedures for Department
- Assist with contracts for supervision on children placed out of state with adoption agencies.
- Managed the State Child Welfare Integration Budget for the department for 9 years
- Managed Federal IVE claiming for 9 years.
- Assisted Executive Management in developing State Child Welfare Integration \$60 million budget for 9 years
- Assisted Executive Management in developing DFS Special funding budget for 5 years

*Accountant II*, Clark County, Family Services, Las Vegas, NV 7/2002 to 12/2003

Formerly part of Family & Youth Services, Las Vegas, NV 8/94 to 6/2002

40-50 hours per week

- Assisted Division Managers in developing and administering annual budgets of over \$15,300,000
- Managed TANF/EA Federal reimbursement program of over \$3,020,000 for eight years. Working closely with the administrating State agencies.
- Managed the Departments the Medicaid Targeted Case Management for six years reimbursement program for Child Protective Services and Juvenile Probation
- Assisted Department Managers in developing performance measures for Department various functions.
- Assisted the Accounting Supervisor for five years in developing and monitoring account procedures for several federal and state receivable
- Coordinated conversion manual accounts receivable accounting system to Blackstone computer system
- Financial cost analysis of several Department programs

*Internal Auditor*, First Western Bank, F.S.B., Las Vegas, NV, 6/90 to 8/94.

Hours worked per week: 40

- Audited the loan processing function, loan portfolio, customer check and saving accounts and Bank's investments for compliance with federal banking regulations.
- Tested department procedures for controls to protect organization assets.
- Flow-charted business processes for efficiency and to maintain compliance.

### **Education**

**Bachelors of Science in business & industry with a concentration in accounting.**

- Mississippi State University, Meridian, Mississippi - May 1990.



- Performance Measurement Seminars, University of Texas at Austin November 1995
- Performance Measurement Seminars, GFOA, November 1994

### **Computer Skills**

- Over 25 year of daily use of Microsoft Office software including Excel and Word
- Work with SAP software on a daily basis
- Competent in use of UNITY computer software application

### **Honors and Personal**

- Young Careerist Award, Nevada Federation of Business & Professional Women's 1993
- Dean's list, fall 1989, Grade point of 3.5 (scale of 4.0) for semester.
- President of the Las Vegas Business and Professional Women's club 1994-1995