

BUILDING THE EVIDENCE FOR FOSTER KINSHIP'S
NAVIGATOR PROGRAM



In partnership with



In response to:
Family Connection Grants: Building the Evidence for Kinship Navigator Programs
HHS-2021-ACF-ACYF-CF-1903
Application Due Date: 06/01/2021

Table of Contents

Project Summary.....	3
Objectives and Need for Assistance.....	4
Unique Needs of Formal Vs Informal Family Types.....	6
Kinship Navigator Intervention.....	9
Foster Kinship Navigator Service History.....	11
Geographic Location	14
Foster Kinship Navigator Program Measurables & Outcomes	15
Summary of Previous Evaluations	16
Need for Three Year Evaluation	18
Objectives.....	19
Approach.....	19
Foster Kinship Model	20
Program Elements & Outcome Goals.....	20
Program Outputs	22
Short-Term Program Outcomes.....	22
Long-Term Program Outcomes	23
Meeting Section 427(a)(1) of the Social Security Act.....	24
Target Population and Referrals.....	26
Kinship Navigator Manual Summary.....	29
Collaboration & Dissemination	30
Project Timeline and Milestones.....	32
Funded Activities Evaluation Plan & Study Design	33
Organizational Capacity.....	37
Logic Model & Theory of Change	42
Legal Status.....	47
Sustainability	47
Protection of Sensitive and/or Confidential Information	48
Plan for Oversight of Federal Award Funds & Activities.....	53
Line Item Budget and Budget Justification	55

Building the Evidence for Foster Kinship's Navigator Program
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Project Summary

The Clark County Department of Family Services (DFS), in partnership with Foster Kinship, proposes the implementation and evaluation of Foster Kinship's Kinship Navigator Program Model.

Foster Kinship's practice model is grounded in research that points to the overall benefits of kinship care compared to stranger care for children who can't live with their parents. The kinship family provides safety, familiarity, and love to a child who has experienced the trauma of parental separation. The family also helps children identify who they are on the deepest, most essential levels.

The foundation of Foster Kinship's work is the recognition of the kinship bond coupled with the understanding that kinship caregivers are often more vulnerable and have limited access to traditional foster families' support. Critically, kinship families do not know how other systems define them, what resources are available, or how to access them. Without help, children in kinship families may not have access to the resources shown to improve short and long-term outcomes related to child safety, permanency, and well-being.

Foster Kinship provides the guidance and assistance necessary for the families to access available resources to improve outcomes related to the children's safety, permanency, and social-emotional well-being.

Foster Kinship's Navigator Program is the only of its kind in Nevada. The model meets the needs of all kinship families- formal and informal. The model has a program manual for each kinship population with fidelity checklists.

An external outcome evaluation of the Navigator Program, completed in February 2021, on the formal kinship population in Clark County, provides evidence that the program decreases the likelihood of disruption, preventing children from entering the traditional foster care system, and increases the connection to vital resources, like kinship licensing to kinship caregivers and families. An external fidelity evaluation showed a 93% fidelity to the intake and assessment portion of the model and 96% fidelity to the case management portion of the model.

DFS has maintained a close partnership with Foster Kinship since 2014. Together, with Foster Kinship and the support of the Children's Bureau, it is our goal to demonstrate the Foster Kinship's Kinship Navigator Program Model meets criteria and standards to be rated in the Title IV-E Services Clearinghouse as a "supported" or "well-supported" practice.

Objectives and Need for Assistance

Approximately 38,000 children in Nevada cannot live with either of their parents¹. These children have experienced tremendous early adversity and face overwhelming odds compared with children who live with one or more parent and are 332 times more likely to experience a dangerous level of adverse childhood experiences [ACEs]².

The majority of Nevadan children in nonparental care, approximately 30,000, reside in kinship care³, cared for by relatives or close family friends. At any given time, it is estimated that about 1,890 of those kinship children are formal kinship care in the foster care system⁴. The remaining 28,110 children are considered to be in informal kinship care. The remaining children in nonparental care are in traditional foster care, group homes, or other non-kin child welfare supervised settings (Figure 1).

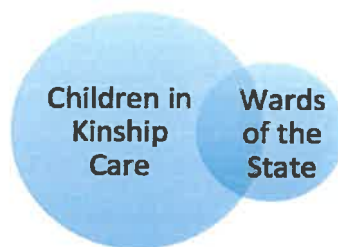


Figure 1: Children in Nonparental Care in Nevada

¹ <https://datacenter.kidscount.org/data/tables/111-children-living-with-neither-parent?loc=30&loct=2#detailed/2/30/false/1729.37.871.870.573.869.36.868.867.133/any/439.440>

² Adverse Family Experiences Among Children in Nonparental Care, 2011–2012 by Matthew D. Bramlett, Ph.D., National Center for Health Statistics; Laura F. Radel, M.P.P., Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation

³ <https://datacenter.kidscount.org/data/tables/10455-children-in-kinship-care?loc=30&loct=2#detailed/2/30/false/1985.1757/any/20160.20161>

⁴ <https://cwoutcomes.acf.hhs.gov/cwodatasite/pdf/nevada.html>

There are often less supportive services available to formal and informal kin compared to traditional foster and adoptive parents⁵. Kinship families who cannot access support and resources for the child in their home may be less likely to provide safe, stable, and nurturing homes for the child, despite their love for and connection to the child⁶. Unsupported kinship families may be more likely to disrupt placement- meaning children enter the traditional foster care system with non-kin placements⁷.

Although children in kinship care face challenges similar to children in traditional foster care, kinship caregivers face far more challenges than traditional foster parents. Children in formal and informal kinship care are more likely to live in families with less social support, fewer baseline resources, and more significant challenges accessing available resources.

For example, one common need expressed by kinship families is financial support. Family members often do not hesitate to agree to step in and raise a relative's child when the parents are unable or unwilling to do so. However, families are not always prepared financially to take on the expense of raising additional children. Research shows an alarming number of kinship families are poor or living below the federal poverty line⁸. Many kinship caregivers rely solely on retirement or disability income. Few caregivers work full time and those that do are often forced to cut back their hours to care for children. Without financial help, they may be

⁵ Annie E. Casey Foundation (2012). Stepping up for kids: What government and communities should do to support kinship families.

⁶ Lin, C.H. (2013). Evaluating services for kinship care families: A systemic review. *Children and Youth Services Review*, 36, 32-41

⁷ Data from Clark County DFS Disruption Survey

⁸ Alliance for Children's Rights (2014). The kinship care paradox: Changing systems to leverage support for children in the placements where they thrive

more likely to raise children in poverty⁹. Children who grow up in poverty are more likely to have less education, lower earnings, and increased health issues as adults¹⁰.

Besides a need for financial support, kinship families are often unclear about what legal options are available and the short- and long-term implications of those legal decisions. For example, to many caregivers, the difference between temporary guardianship, legal guardianship, KinGAP, and adoption is unclear. This can lead to confusion after a legal decision has been made.

Caring for children who have experienced abuse and neglect, or who may have been exposed to drugs and alcohol in utero can also be difficult. Without an understanding of trauma and how it impacts a child's development at each stage, kinship caregivers may parent vulnerable children in ineffective ways¹¹. Without emotional and peer support, caregivers may not have the resilience to keep providing care during the hard times. Without access to trauma-informed healing and parenting strategies, caregivers may not have the tools to help vulnerable children overcome the tremendous odds they face based on their early traumatic experiences.

For all these reasons, not supporting kinship families leads to poor long-term well-being outcomes for children with costly public health price tags.

Unique Needs of Formal Vs Informal Kinship Family Types

As discussed, most children in kinship care are living in informal kinship care. While keeping children in their families- and out of foster care- decreases the burden on our child

⁹ Geen, R. (2004). The evolution of kinship care: Policy and Practice. *Children, Families and Foster Care*, 14(1), 131-149

¹⁰ Alliance for Children's Rights (2014). The kinship care paradox: Changing systems to leverage support for children in the placements where they thrive.

¹¹ Neito, M., Fuller, T., and Testa, M. (2009). The license states of kinship foster parents and the safety of children in their care. Children and Family Research Center. University of Illinois Chicago School of Social Work.

welfare system, these informal kinship families are not eligible for the resources, training, or financial support made available to formal families and provided to traditional foster families. Instead, Informal kinship families have very little access to financial support and training, meaning their households are more likely to be in poverty and caregivers may not be trained to deal with the issues that abused/neglected/traumatized children face.

On the formal side, children in kinship foster care make up the largest share of children in Nevada's foster care system (Table A). While kinship placements in foster care make up the largest share of foster placements, they are arguably the least supported financially, with approximately 60% of children in kinship foster care remaining in unlicensed formal kinship homes¹².

Placement Category	Children in Placement Type	
Kinship Foster Care (licensed and unlicensed relatives and fictive kin)	3880	36%
Traditional Foster Care	2886	27%
Parental Placement	1333	12%
Other* Placement	2631	25%
TOTAL	10730	
*Other includes Child Haven, Detention, Hospital, ICPC, Independent Living, Pre-Adoptive Home, Runaway, and Voluntary Jurisdiction		

Table A: Placement types for children in Nevada's foster care system.

One of the most complicated issues facing kinship families is that there are different legal, financial, and community support options available to them depending on systemic factors outside of their control. The most fundamental structural difference is the level of involvement of

¹²

<https://files.clarkcountynv.gov/clarknv/Family%20Services/Statistical%20Overview/2020/DFS%20Statistical%20Overview%20-%20December%202020.pdf?t=1610642152589&t=1610642152589>

the child welfare system. Kinship family types can be broken down further based on the family's interaction with the child welfare system shown in Figure 3 and Table B.

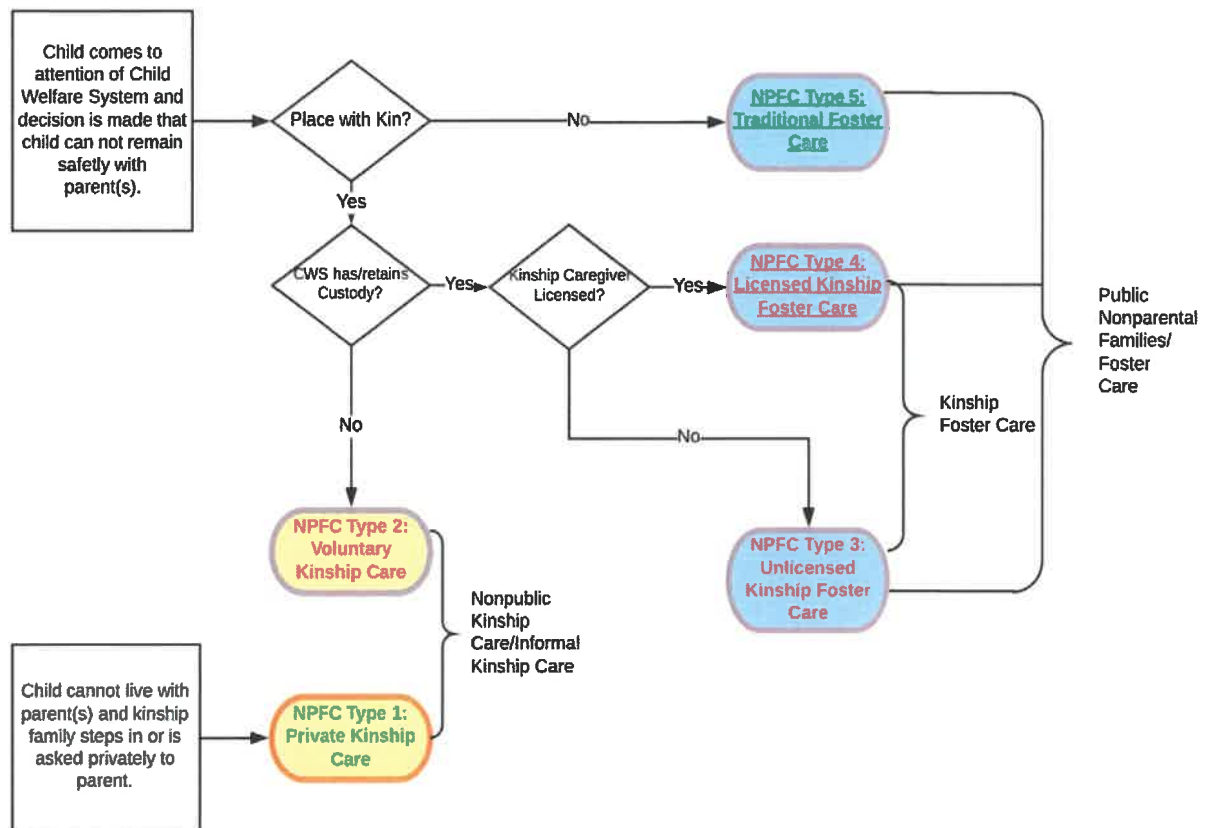


Figure 3: Kinship Family Types based on Child Welfare involvement in Nevada

Nonparental Family Type	Group Name	Broader Category	Child related/pre-existing relationship to caregiver?	CWS made placement decision	CWS oversight of child (Safety)	CWS Reunification Services for Birth Parents (Permanency)	CWS Training for caregiver	CWS financial support for caregiver	Child in Kinship Care?	Child in Foster Care?
1	Private Kinship Care	Informal/Nonpublic Kinship Care	Yes	No	No	No	No	No	Yes	No
2	Voluntary Kinship Care		Yes	Yes	No	No	No	No	Yes	No
3	Unpaid/unlicensed Kinship Foster Care	Formal/Public Kinship Care	Yes	Yes	Yes	Yes	No	No	Yes	Yes
4	Paid Kinship Foster Care (fully approved/licensed)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5	Traditional Foster Care (Licensed Stranger Care)	Foster Care	No	Yes	Yes	Yes	Yes	Yes	No	Yes

Table B: Nonparental families and Child Welfare Involvement

The resources available to kinship families are first structurally different depending on if the child is in the foster care system or not. There are different resources allocated and available to nonparental care families based on the level of the child welfare system's intervention. Resources include caregiver training, access to funding, reunification services, increased permanency options, safety and oversight, and access to medical and mental health services. The level of resources provided or available to a family will have critical ramifications on the child's safety, permanency, and well-being outcomes. Critically, both formal and informal kinship families do not know how other systems define them, what resources are available, or how to access them. Therefore, it is imperative that any intervention for kinship families first understands these structural and systemic differences and can provide accurate assessment of the kinship family type. Policy analysts, social workers, child welfare advocates, state policy makers, and kinship researchers disagree on the extent to which kinship families should be supported, but nearly all studies on kinship care conclude that kinship families need more resources. For both formal and informal kinship care to be a beneficial alternative to traditional foster care, targeted services to stabilize each unique kinship family type are critical.

Kinship Navigator as Intervention

Foster Kinship's Kinship Navigator Program provides targeted information, referral, support, basic needs, and case management activities exclusively to all kinship families to meet the children's needs. Established in 2011, the 501c3 nonprofit was formed to exclusively serve kinship families and remains solely dedicated to the kinship population. The organization has grown over the past decade and now provides Navigator, Training, and Respite Care services to over 2,000 kinship families across the state of Nevada each year. Foster Kinship operates with a

staff of 20 and an annual operating budget of just over a million dollars. Their core service is the Kinship Navigator Program.

Each Navigator service provided by Foster Kinship connects formal and informal kinship families to social support networks, provides tangible resources, and increases baseline resources by ensuring understanding and access to available resources by kinship family type. Foster Kinship focuses on reducing uncertainty for new caregivers by connecting caregivers to accurate information at the right time. They provide tangible and technical support to achieve the family's goals.

Foster Kinship's Kinship Navigator Program model is grounded in research that points to kinship care's overall benefits compared to stranger care for children who cannot live with their parents. Foster Kinship's Kinship Navigator Program is theory-based, specifically grounded in Social Support and Transaction Cost theories. The program is designed to both increase the amount of support for kin while reducing the uncertainty about what resources are available to them. The program helps kinship families with information, support, emergency assistance, and referrals to community resources while these families wait for the more sustainable supports for which Foster Kinship helps them apply.

The Navigator program reduces both search and acquisition costs on the caregiver, which increases the caregiver's perception of control, ultimately increasing the safety, stability, and nurturing capacity of the kinship home and caregiver. Children in safe, stable, and nurturing homes are more likely to overcome early childhood trauma challenges to experience typical adulthood.

Foster Kinship is adept at providing services to all kinship caregiver types and understands there are emotional and social differences between each type in addition to a deep

understanding of the systemic and structural barriers different types of kinship families face in Nevada.

Foster Kinship Navigator Service History

In 2020, Foster Kinship served 1,333 unique kinship families with Kinship Navigator Services according to their precise model. Navigator services were provided for an average of 93 days with an upper limit of six months (Table C). Informal families utilized more services and slightly more case time to complete a case than did formal families, highlighting a potential difference between the populations.

Kinship Family Type	Number of Families Served	Number of Total Navigator Activities Provided	Average Number of Services per Family	Average Days to Case Closure
Formal	896	6577	7.34	88
Informal	437	3552	8.13	100
Total	1333	10129	7.60	93.00

Table C: Navigator Service Provision- 2020 Kinship Navigator Clients

Based on social support theory, Foster Kinship's Navigator services are provided in the following support domains: emotional support, technical instrumental support, tangible instrumental support, and information and referral support. Formal families require slightly more information and referral services and informal families slightly more technical support (Figure 4), showing another potential difference between the formal and informal populations.

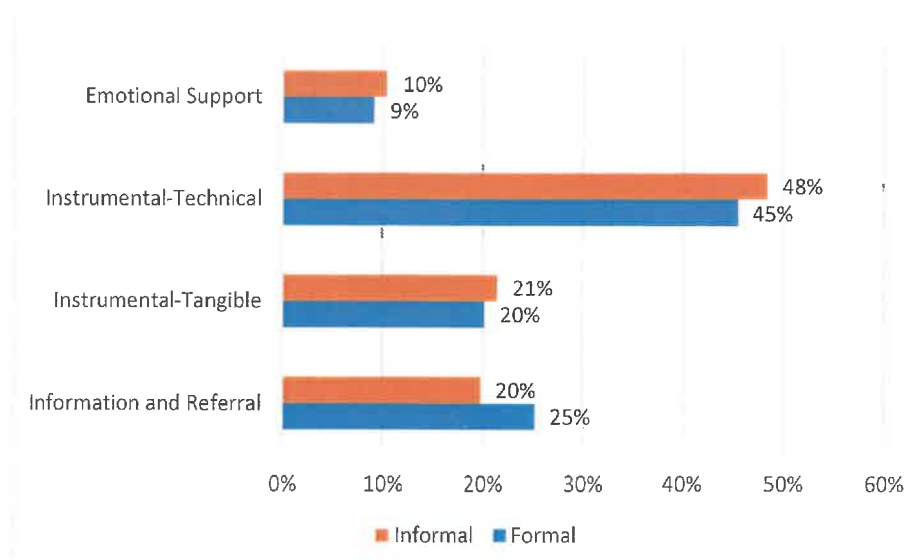


Figure 4: 2020 Navigator Service Usage by Formal and Informal Families

Primary caregiver demographics for formal and informal families served by Foster Kinship in 2020 show additional slight differences between the two populations, although in both, most of the primary caregivers are single females in their late forties (Table D). Formal caregivers are slightly younger and more likely to be married or partnered than informal caregivers.

Gender	Formal	Informal	Total
Female	86.8%	88.9%	87.7%
Male	13.2%	11.1%	12.3%
Age	Formal (mean 46.70)	Informal (mean 48.39)	Total (Mean 47.47 years)
21-30	13.2%	10.0%	11.8%
31-40	16.9%	16.5%	16.7%
41-50	30.3%	24.5%	27.9%
51-60	22.8%	29.1%	25.4%
61-70	13.8%	17.6%	15.4%
70+	3.0%	2.3%	2.7%

Race	Formal	Informal	Total
Asian	3.7%	4.2%	3.9%
Black/African American	29.8%	34.5%	31.8%
Caucasian	58.1%	54.4%	56.6%
Native American	0.5%	0.0%	0.3%
Pacific Islander	3.1%	1.5%	2.4%
2 or More	4.2%	5.4%	4.7%
Unknown	0.5%	0.0%	0.3%
Ethnicity	Formal	Informal	Total
Hispanic	27.0%	24.1%	25.8%
Non-Hispanic	72.5%	75.9%	73.9%
Unknown	0.5%	0.0%	0.3%
Marital Status	Formal	Informal	Total
Single	54.5%	58.2%	56.1%
Married/Partnered	45.5%	41.8%	43.9%

Table D: 2020 Primary Caregiver Demographic Information of Kinship Families Served

The largest share of caregivers receiving services are grandparents, most often single grandmothers (Figure 4).

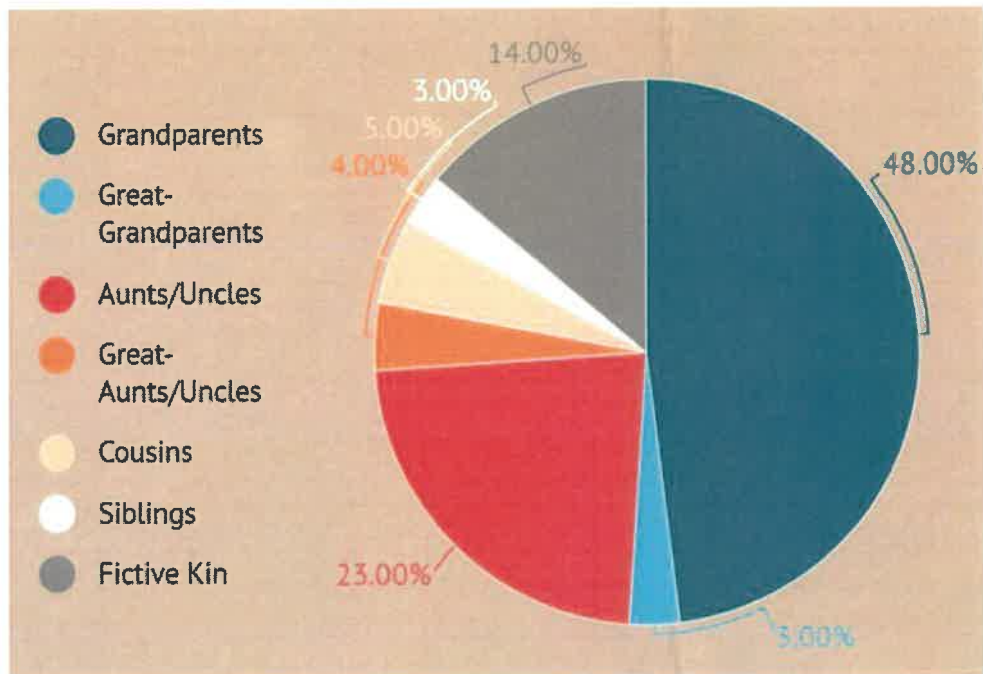
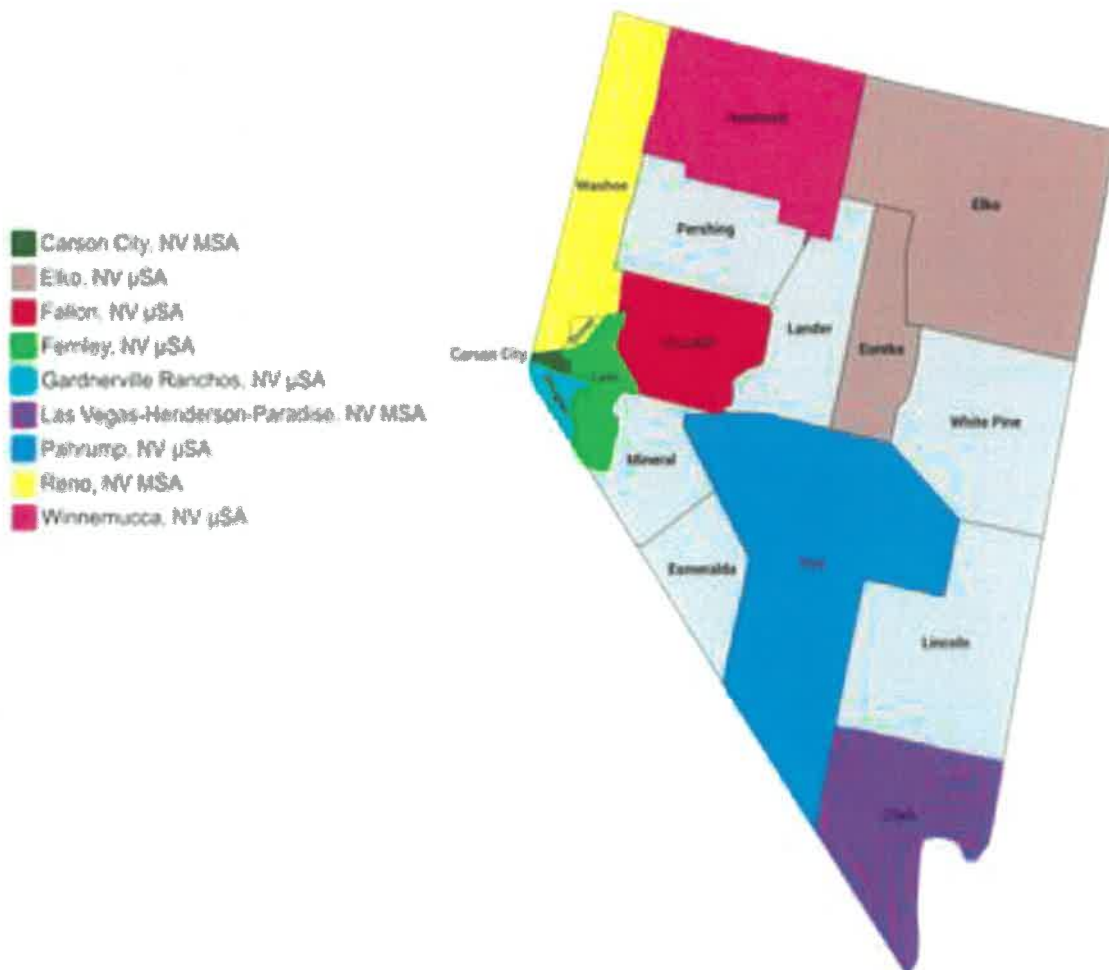


Figure 4: Kinship Caregiver Relationship to Child

Geographic Location

Foster Kinship operates Nevada's Statewide Kinship Navigator Program and has offices in both Clark County and Washoe County with DFS serving the entire population of Clark County. Washoe County consists of an estimated population of 500,000 people while Clark County consists of an estimated population of 2.25 million (United States Census Bureau). The two counties together (2.75 million) make up the majority of Nevada's total population (3 million). The following map outlines the two counties and geographical zones Foster Kinship Navigators serve. Washoe County in yellow; Clark County in purple.



Foster Kinship Navigator Program Measurables & Outcomes

Foster Kinship measures the number of unique services provided to each kinship family- for example, the number of legal, financial, and permanency sessions, support groups, helpline calls, emergency resources distributed, or units of respite care provided, while tracking when a family has achieved a key outcome, such as legal custody, securing financial resources, or other indicators of positive change related to safety, stability, or well-being. At the close of services through Foster Kinship, the percentage of families who met their short-term outcome goals are tracked in four areas: *community connection, legal capacity, financial stability, and emotional support*.

In 2020 successes, 93% of kinship families met legal and financial case plan goals such as having guardianship granted and of accessing child-only TANF or kinship licensing funds (Model goals=80%). Nearly 100% were connected to tangible and emotional support (Model goals= 90%).

With support from an external evaluator, Preston Management & Organization Consulting (PMOC), Foster Kinship is measuring results stemming from families meeting their *community connection, legal capacity, financial stability, and emotional support goals* to create safer, more stable, and more nurturing homes. They have operationalized safety, stability, and nurturing in the following ways- disruption into traditional foster care, allegations of abuse/neglect in the kinship home, kinship families lifted from poverty, and child health and well-being outcomes.

Summary of Previous Evaluations

As part of their strategic growth plan, the nonprofit agency, Foster Kinship, partnered with the State of Nevada's Division of Child and Family Services and Clark County's Department of Family Services (DFS) with the goal of accessing federal funds from the Families First Prevention Services Act (FFPSA) for their kinship navigator program. The FFPSA allows states to use Title IV-E funds to pay for social services designed to keep children from entering the foster care system. Payments include a 50% match for kinship navigator programs that meet the Act's evidence-based requirements for promising practice. To date, no navigator program in the United States has met the minimum standard for promising practice as outlined by the FFPSA.

Preston Management & Organizational Consulting (PMOC) was awarded a contract to evaluate Foster Kinship's Navigator Program for formal families. The evaluation contract involved conducting two separate but interrelated, empirically-based evaluation studies. The first was an observational evaluation that sought to ascertain Foster Kinship staff's level of fidelity to its Kinship Navigator Program manual for formal kinship families. The second was a quantitative evaluation designed to determine whether Foster Kinship's navigator program for formal kinship families met the minimum standard for promising practice under FFPSA's evidence-based requirements.

With respect to the first study, two unique fidelity rubrics were created, one for job tasks performed by the intake unit and a second for the case management unit. Each unit's staff was observed on two separate occasions. Observations were documented on the corresponding fidelity rubric and judged against the protocol tasks listed in the Foster Kinship Navigator Program Manual. Findings uncovered an overall fidelity percentage of 95% across both units.

The intake unit's level of fidelity was 93%, whereas the level of fidelity for the case management unit was 96%.

In the second study, secondary data from DFS and Foster Kinship were analyzed within the framework of a quasi-experimental research design. Equivalent intervention and comparison groups were generated using propensity score matching. Secondary data were analyzed using generalized least squares logistic regression. Findings revealed a statistically significant difference between the groups for the study's two outcomes, *access to services* and *placement stability*. More specifically, the intervention group, relative to the comparison group, was:

1. **3.40 times** more likely to become licensed by Clark County DFS (*access to services*)
2. **2.99 times** more likely to not experience a placement disruption (*placement stability*)

Additionally, the Cohen's *D* for each outcome was substantially large at .68 for *access to services* and .60 for *placement stability*.

In conclusion, results from this evaluation study not only support fidelity to Foster Kinship's Kinship Navigator Program Manual, but also offer rigorous preliminary evidence that Foster Kinship's Kinship Navigator Program would meet the minimum standard for promising practice as outlined by the Handbook of Standards and Procedures for the FFPSA's evidence-based requirements¹³.

A second impact evaluation, looking at connection to child-only TANF, will be completed in August of 2021. Lessons learned from the evaluations to date will be incorporated into the three-year evaluation. As Foster Kinship works to build evidence to "well-supported" for

¹³ <https://www.fosterkinship.org/wp-content/uploads/2021/03/Navigator-Evaluation-2021.pdf>

both formal and informal target populations, it is imperative to invest in a three-year evaluation plan.

Need for Three Year Evaluation

Based on the data gathered from first three years of external evaluation, Foster Kinship believes it is critical to evaluate the effectiveness of their Kinship Navigator Services with an understanding of the structural and systemic differences between formal and informal kinship family types. It is critical that any intervention for kinship families considers the family in the context of their kinship family type. Both Foster Kinship's Kinship Navigator Program and the proposed evaluations deeply understand how to support the kinship family based on these fundamental differences in available resources.

Without a dependable investment of increased evaluation funding, it will be nearly impossible for external evaluations to reach the level of rigor required by the FFPSA to further evaluate the Foster Kinship Navigator Program model for both formal and informal families. Due to the known differences between the two populations, separate studies will be required for each target population. To that end, an evaluation team composed of the current external evaluator Mark Preston, Executive Director of Foster Kinship Dr. Ali Caliendo, and DFS leadership propose the following four studies for the three-year evaluation period: a Randomized Control Trial (RCT) on formal families with six month follow up to reach "supported", an RCT on informal families with a six month follow up to receive a "supported" designation, adding 12 month follow up data to the existing study on formal families to extend the analysis for "well-supported" and the necessary process and fidelity evaluations. As an innovative, established Kinship Navigator program, with over a decade of experience serving informal and formal families, and over eight years of formal partnership with DFS, Foster Kinship is well poised to

complete multiple evaluations covering both formal and informal target populations with a goal of achieving supported or well-supported designation for both populations by the end of the three-year grant period. This will not just benefit kinship families in Nevada but in every other jurisdiction that may be interested in implementing the Foster Kinship Navigator model.

Objectives

Considering the unique needs of the various family types of kin caregivers, weighed against the Foster Kinship Navigator interventions and measurable outcomes, the objectives to building the evidence for Foster Kinship's Navigator Program are to:

- Provide comprehensive Navigator Services to formal and informal families in Clark County using the established Foster Kinship Navigator Model
- Build evidence for kinship navigator 4-part evaluation including:
 - process/fidelity evaluation
 - 12-month follow up data added to the initial QED study completed in 2020
 - Randomized Control Trials (RCTs) to look at child permanency, access to services, and satisfaction with services for the informal kinship population, including 6-month follow up data
 - RCTs to look at child permanency, access to services, and satisfaction with services for the formal kinship population, including 6-month follow up data
- Widely disseminate information for use by other jurisdictions

Approach

DFS will work with Foster Kinship, building on eight years of partnership, existing evaluation work, and programs that have been mutually strengthened through years of partnership on behalf of kin. DFS will contract with Foster Kinship to provide Navigator

Services for formal and informal families during the evaluation period, and contract with an outside evaluator, PMOC to evaluate the Navigator Program for both formal and informal target populations.

Foster Kinship Model

Foster Kinship operates Nevada's Kinship Navigator Program. The target population for the navigator intervention are the caregivers of children in kinship care in Clark County and Washoe County, Nevada, including formal and informal kinship families.

Foster Kinship's Kinship Navigator Program model is grounded in research that points to kinship care's overall benefits compared to stranger care for children who can't live with their parents. When biological parents cannot raise a child, this child should live with their family in a kinship home. The family provides safety, familiarity, and love to a child who has experienced parental separation trauma. Family also helps children identify who they are on the deepest, most essential levels.

Program Elements & Outcome Goals

Foster Kinship's Navigator program is designed to meet safety, stability, and nurturing goals through the following objectives:

- a. **Legal Capacity (LC):** Families are given tools to increase the stability of the placement through legal means such as kinship licensing, guardianship, or adoption.
- b. **Financial Stability (FS):** Families are assisted with applications for financial support such as child-only TANF or kinship foster parent licensing, and may be eligible for emergency resources like food, clothing, cribs, and car seats.
- c. **Community Connection (CC):** Families are connected with resources, including transportation, to increase knowledge of and access to supportive programs. Foster

Kinship continues to maintain partnerships with many agencies across the state through MOUs to ensure stabilized families access long-term support.

- d. **Emotional Support (ES):** Foster Kinship provides one on one connection, support groups, caregiver education classes, respite care, and family events with other kinship families.

Case plan goals in each category do look different depending on if the kinship family is formal or informal. This is because Foster Kinship has a deep understanding of the structural supports available to each kinship family type and has identified “ideal” goal outcomes for both formal and informal families in each category. For example, research shows that children in licensed kinship foster care, have the same or better outcomes in safety, stability and well-being as children in traditional foster care¹⁴, but that unlicensed kinship care is less stable and less safe than kinship foster care and traditional foster care¹⁵. Therefore, one of the financial and legal goals for formal kinship caregivers is to explain the kinship licensing process and case management to licensing completion. For informal kinship families, licensing is not an option, therefore a financial goal might be accessing child-only TANF benefit and a legal goal might be to receive guardianship under the Nevada Revised Statutes 159A. Foster Kinship’s model goals are for at least 80% of families to meet legal permanency and financial stability goals, and for at least 90% to meet community connection goals and emotional support goals. These are identified as the short-term goals outlined in the logic model. Mid-term outcomes are to increase the safety, stability, and nurturing capacity of the kinship caregiver, and these are the outcomes that will be specifically operationalized and measured in the three-year evaluation. The long-term impact of

¹⁴ e.g. Benedict, Zuravin & Salltings, 1996; Jonson-Reid, 2003; Koh & Testa, 2011

¹⁵ e.g. Nieto, Fuller & Testa, 2009; Rolock et al., 2009

this work is for children in kinship care to break generational cycles and to achieve outcomes in adulthood typical with the general population.

Program Outputs: Foster Kinship measures the number of unique services provided to each kinship family- for example, the number of legal, financial, and permanency sessions, support groups, helpline calls, emergency resources distributed, or units of respite care provided. In an average 12 month period, Foster Kinship serves 1,200 unduplicated families with nearly 12,000 services tracked as outputs, such as a helpline call, distribution of an emergency resource, an application session, or a class.

Short-Term Program Outcomes: Foster Kinship measures when a family has achieved a key outcome, such as custody, securing financial resources, or other indicators of positive change related to safety, stability, or well-being. At the close of services, the percentage of families who met their short-term outcome goals in the following four areas is tracked: community connection, legal capacity, financial stability, and emotional support.

Based on 2020 outcomes, Foster Kinship estimates 93% of these families are anticipated to meet legal and financial case plan goals such as having guardianship granted and of accessing child-only TANF or kinship licensing funds (Model goals=80%). It is estimated that nearly 100% will be connected to tangible and emotional support (Model goals= 90%).

Long-Term Program Outcomes: With support from an external evaluator, Foster Kinship has been measuring results stemming from families meeting their community connection, legal capacity, financial stability, and emotional support goals to create safer, more stable, and more nurturing homes since 2018. They have operationalized safety, stability, and nurturing in the following ways- disruption into traditional foster care, allegations of

abuse/neglect in the kinship home, kinship families lifted from poverty, and child health and well-being outcomes.

An outcome evaluation, published in 2021 covering the period 2017-2019, found that formal kinship families who used the Foster Kinship Navigator Program were nearly four times more likely to be connected to financial support and three times less likely to disrupt the placement into traditional foster care¹⁶.

Families work with Foster Kinship for an average of 90 days, but no longer than six months, to meet their community connection, legal capacity, financial stability, and emotional support goals. At case closure, they have the information and resources needed to care for their family, although they are always welcomed at support groups, family events, parenting classes, and respite care opportunities after case closure. Foster Kinship works to build a community of caregivers and create a container for them to connect with and support each other for the long parenting roads ahead.

Family Advocates document outcome data from the baseline and follow-up interviews and note when a kinship family has achieved a key case plan outcome, such as custody, securing financial resources, or other indicators of positive change related to the measurement of community connection, legal capacity, financial stability, or emotional support.

Foster Kinship uses two pre/post tests in addition to a specified model of work that tracks when and how a family has reached their legal, financial, community connection, and emotional support goals, how long it took, and how many distinct services were provided.

¹⁶ <https://www.fosterkinship.org/wp-content/uploads/2021/03/Navigator-Evaluation-2021.pdf>

In 2020, Foster Kinship clients exceeded model goals for short-term outcomes, with 100% of families meeting their community connection and emotional support goals, and 93% of families meeting their legal and financial goals.

Meeting Section 427(a)(1) of the Social Security Act

Kinship navigator programs eligible for an evidence-based designation are those that: (1) assist kinship caregivers in learning about, finding, and/or using navigator services to meet the needs of the children placed in their home or their own needs; and (2) promote effective partnerships among public and private agencies to ensure kinship caregivers have access to and use appropriate supportive services. Foster Kinship meets the 427(a)(1) requirements for a Navigator program, outlined in Table E.

Sec. 427. [42 U.S.C. 627] (a) Requirement	Foster Kinship Model Component(s)
(1) a kinship navigator program to assist kinship caregivers in learning about, finding, and using programs and services to meet the needs of the children they are raising and their own needs, and to promote effective partnerships among public and private agencies to ensure kinship caregiver families are served, which program—	
(A) shall be coordinated with other State or local agencies that promote service coordination or provide information and referral services, including the entities that provide 2–1–1 or 3–1–1 information systems where available, to avoid duplication or fragmentation of services to kinship care families;	501c3 operated in coordination with DCFS (TITLE IV-E Agency for Nevada) as well as Clark County DFS, Washoe County Human Services Agency, 2-1-1, and multiple local organizations (evidenced by contracts/MOUS).
(B) shall be planned and operated in consultation with kinship caregivers and organizations representing them, youth raised by kinship caregivers, relevant government agencies, and relevant community-based or faith-based organizations;	K.A.N. (Kinship Advocacy Network) meets monthly to advise Foster Kinship on current direction; Foster Kinship board members include kinship caregivers, MOUs with over 30 Nevada organizations
(C) shall establish information and referral systems that link (via toll-free access) kinship caregivers, kinship support group facilitators, and kinship service providers to—	Toll Free phone number, www.FosterKinship.org and https://www.fosterkinship.org/resource-locator/

(i) each other;	Nevada Kinship Caregivers online group, support groups, family events, Family Advocates with lived experience
(ii) eligibility and enrollment information for Federal, State, and local benefits;	Child-Only TANF, SNAP, Medicaid, State programs, local programs, Kinship Foster Care (when applicable)
(iii) relevant training to assist kinship caregivers in caregiving and in obtaining benefits and services; and	Case management for all benefits available to caregivers
(iv) relevant legal assistance and help in obtaining legal services;	Partnership with Legal Aid; Case management assistance with guardianship, temp guardianship, private TPR/Adoption, kinship licensing, KinGAP, Public Adoption
(D) shall provide outreach to kinship care families, including by establishing, distributing, and updating a kinship care website, or other relevant guides or outreach materials;	www.FosterKinship.org, RoadMap documents, marketing materials distributed statewide
(E) shall promote partnerships between public and private agencies, including schools, community based or faith-based organizations, and relevant government agencies, to increase their knowledge of the needs of kinship care families and other individuals who are willing and able to be foster parents for children in foster care under the responsibility of the State who are themselves parents[98] to promote better services for those families;	Contracts with DCFS, DFS, MOUS with multiple government and community-based organizations covering legal, financial, childcare, and other resources for kin families
(F) may establish and support a kinship care ombudsman with authority to intervene and help kinship caregivers access services; and	Foster Kinship has established high level relationships via contracts and MOUS with child welfare and welfare to intervene when necessary on available services.
(G) may support any other activities designed to assist kinship caregivers in obtaining benefits and services to improve their caregiving;	Case Management

Table E: Foster Kinship components compared to Section 427(a)(1)

Eligible supportive services identified by FFPSA include any combination of: (1) financial support; (2) training and education; (3) support groups; (4) referrals to social,

behavioral, or health services; and (5) case management assistance. Foster Kinship provides all these activities as part of their comprehensive and established Kinship Navigator model.

The strong existing program and evaluation partnership between DFS and Foster Kinship, in addition to Foster Kinship's history of serving a high volume of formal and informal kinship families, established Navigator model with a detailed manual, and experience with process, fidelity, and impact evaluations, make this the right partnership to be invested in for the three-year process and impact study. Based on initial evaluation results to date, DFS and Foster Kinship are prepared to work with the external evaluator and the Children's Bureau to design an RCT measuring impact for formal families and an RCT measuring impact on informal families with 6-month follow up data to meet the definition of "supported." In addition, due to the established workflow from previous evaluations, DFS will provide the evaluator with 12-month follow up administrative data in order to build on the two earlier QED studies with a goal of reaching a "well-supported" designation for the formal population.

Target Population and Referrals

Identification of kinship families for the evaluations will come from the Clark County Department of Family Services (DFS). DFS empowers families and relative care providers to make the best decisions for their family by providing them with information, resources, consistency, and empathy. All relative, fictive kin and Interstate Compact on the Placement of Children (ICPC) caregivers are encouraged by DFS to apply for foster care licensure and are assisted throughout the process by DFS NIA Specialists (CPS Investigators), DFS Permanency Specialists, DFS Placement staff, DFS ICPC staff and the DFS Relative Kinship Unit.

Licensure is a voluntary mutual selection process in which at any time an applicant is able to select out of the process. Relative and/or fictive kinship care is the primary out-of-home

placement option within Clark County. Not all relative and fictive kin caregivers pursue licensure; however, relatives must be informed of the process and benefits of becoming licensed. DFS utilizes forensic assessments to evaluate and document required information, and support relative, fictive kin, and ICPC caregivers throughout the licensing process established within the departments policies and procedures.

DFS retains the right to deny licensure to caregivers based on NAC/NRS regulations. A caregiver may provide any explanatory statement of background history to the Resource Specialist as needed, if it is deemed that a caregiver is recommended for denial of licensure, the DFS policies and procedure guidelines to deny a request for licensure will be followed.

For formal families, Foster Kinship will receive all new kinship placements from the DFS Kinship Emergency Response Team. Currently, they provide contact information and placement letters to the Kinship Navigator program for all Priority 1 (P1) placements (requires contact within 24 hours), which currently average 24 kinship families each week. The study would expand the existing referral process and include referrals from all P2 and P3 placements (based on priority response time) who would be sent from the placement team, an additional 5 each week. Formal referrals would be randomly assigned into families who receive Navigator Services and families who receive services as usual, and recruitment would run for 12 months, for an estimated 1500 families recruited into the two conditions.

For informal families, Foster Kinship will receive referrals from the Intake Hotline, NIA Specialists and Permanency Case Managers for all relatives and fictive kin who take over caring for children without requiring the intervention of the formal foster care system. Currently, DFS does not specifically track this population, but will begin data collection on these families for the evaluation based on the study design and continue to track them moving forward. It is estimated

that up to 5-10 families a week would meet these criteria. Recruitment would run for 12 months, for about 250-500 total families enrolled into the study.

Families will be provided study information by DFS staff and once consented into the study will be sent to the Foster Kinship Data Manager who will randomly assign families to a treatment condition of Kinship Navigator Services or continue with services as usual. Foster Kinship Family Advocates will not know which families have been assigned to the condition, so if a control family contacts the Navigator program as a self-referral, they will provide services as usual and the family will be excluded from the study.

It is not anticipated there will be challenges meeting the target population size for formal families, due to the existing referral system, data collection, and partnership. However, there may be challenges meeting the target population size for informal families since this will be a new referral process for DFS and Foster Kinship. This will be addressed first by refining the study design to potentially incorporate informal families from other referral sources. Foster Kinship does serve hundreds of informal families each year, but the challenge with evaluating this population to data has been defining the population and having adequate comparison groups. In addition, recruitment for the informal study can remain open for longer than 12 months if needed to reach the target numbers. Finally, if it appears in the planning phase that the RCT may be challenging with regards to robust group sizes, a QED study design will be explored that mirrors the existing QED study already performed on formal families.

Kinship Navigator Manual Summary

The Navigator Program manual details the model's two core components: *information, referral & support*, and *case management*. These components work together to ensure families can increase the safety, stability, and nurturing capacities for children.

Foster Kinship's Navigator Program manual covers the organizations theory of change and logic model, describes the job and training requirements of each staff position, and details the model for serving both formal and informal kinship families including length of service, types of service activities, roles and responsibilities, tools, and data entry and reporting. The fidelity rubric is included in the manual.

All Foster Kinship services are free and provided by professional, trauma-informed Family Advocates via in-person, in-home, and/or virtual delivery depending on the needs of the kinship family. Foster Kinship's diverse Family Advocates also bring lived experience in foster, adoption, or kinship care to be able to provide a peer support model during service delivery. Services are readily available in English and Spanish, and additional languages can be served through an existing partnership with the Clark County Interpreter's office.

Key navigator leadership positions (attached in Appendix) outlined in detail include:

- the Family Advocate Supervisor, who ensures that Family Advocates are providing accurate and appropriate services with compassion according to the Navigator Model;
- the Operations Manager provides regular fidelity checks that the Navigator Model is being adhered to and all data is made available publicly on a monthly basis;
- the Program Support Manager is responsible for grant and fiscal reporting; and,
- The Executive Director developed the Navigator model and oversees the entire Navigator program including its growth and sustainability.

All of these key leadership positions also provide at least 10% of direct case management to ensure constant model fidelity, quality assurance, hear from kinship families directly, and remaining ahead of the many changes that affect kinship families across the state.

Collaboration and Dissemination

DFS, Foster Kinship, and the external evaluator are eager to partner with the Children's Bureau (CB) during the six-month planning phase to further define and refine the proposed evaluation plan and logic model and throughout the 3-year evaluation to ensure the studies are designed to meet all the criteria in the FFPSA evidence-based handbook. Care will be taken to ensure the research questions are supported by a well-developed theory of change and logic model, and that the proposed target outcomes are clearly defined and permissible per the FFPSA handbook. All measures will meet outcome standards as defined by FFPSA handbook. The most difficult target population will be for the informal families and it will be a priority of the team to partner with the CB to ensure the RCT for informal families is designed to meet all the required standards and that known limitations have been addressed at the outset.

Foster Kinship's Executive Director has always been open with other jurisdictions about their model and sharing as much learning as possible with those first starting programs or working to expand their program to serve more families. In an effort to be as transparent as possible for the good of all kinship professionals, Foster Kinship freely outlines their model and shares all their outcomes on their website (<https://www.fosterkinship.org/model-research/>) and also provides training to other professionals serving kinship families to ensure the knowledge is widely available (<https://www.fosterkinship.org/training-institute/>).

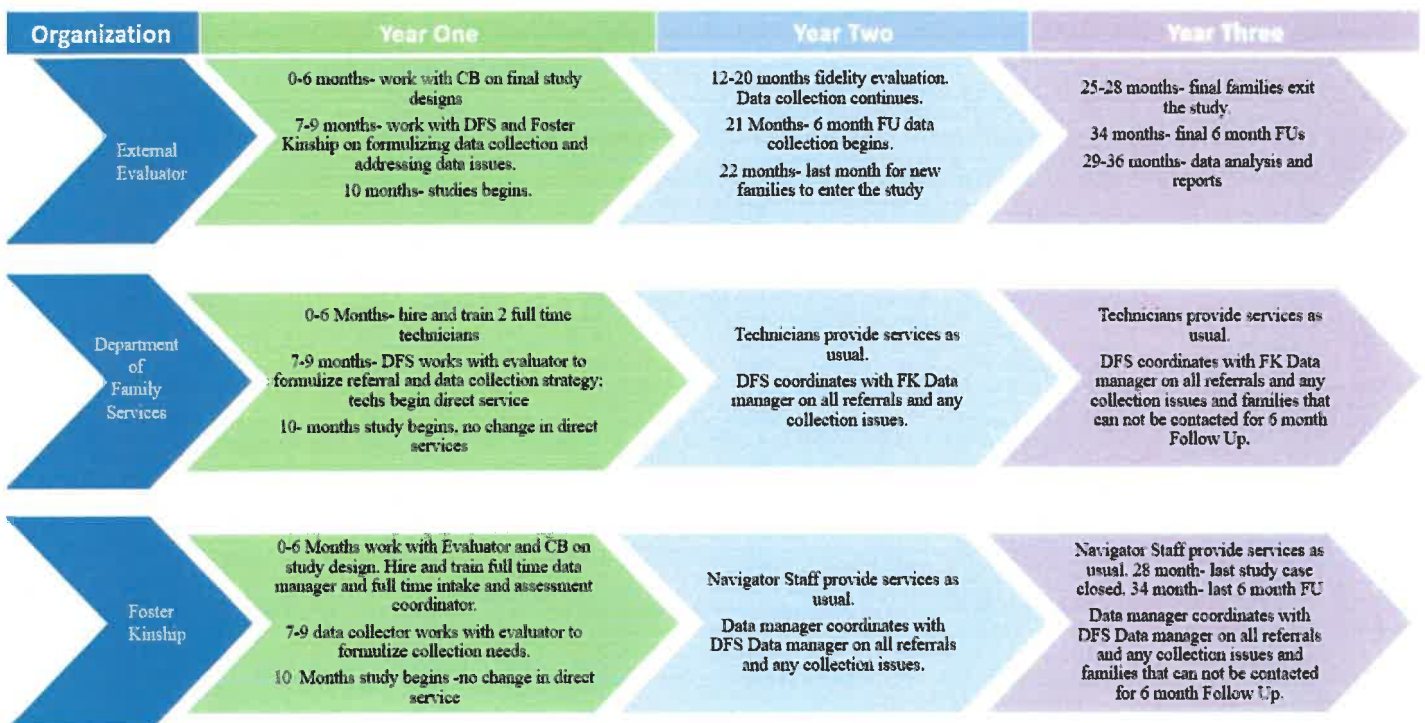
Foster Kinship has provided information and assistance to kinship caregivers and those serving them so families can access relevant federal and state benefits and have always recognized the value of partnership and synergy, which is one of their founding values. Foster Kinship believes in the power of collective impact and breaking down traditional siloes to improve outcomes for children.

There is no other agency in the state of Nevada that provides Kinship Navigation. Foster Kinship is the only non-profit agency in Nevada serving kinship families, and as such, are also the only recipient of the FY18, FY19 and FY20 Federal Kinship Navigator IVB-2 funds made available to each state in preparation for the implementation of the FFPSA.

Foster Kinship and DFS plan this evaluation project to strengthen partnerships and enhance resources to relative and fictive kin caregivers by the opportunity for additional IV-E funding to Clark County and the state of Nevada. This plan can be reached by proper dissemination of the semi-annual reports to our partners as well as posted on the DFS public website (www.clarkcountynv.gov/family-services). Previous evaluation reports and updates for past demonstration projects such as the IV-E Waiver Demonstration Project have been and continue to be provided at this website. Other dissemination activities included in the plan include:

- Quality reports posted on government and Foster Kinship websites
- Publishing results in peer reviewed journals
- Presenting at Conferences
- Sharing on Social media and in virtual trainings
- Informal meetings with other kinship and navigator programs

Project Timeline & Milestones



Funded Activities Evaluation Plan & Study Design

The study is three-part with the goal of measuring effectiveness of the program for both formal and informal kinship populations and adding to the existing evaluation and ensuring continued fidelity to the navigator model. During the 6-month planning phase, PMOC will compile existing data about the selected populations living in this region of Clark and Washoe counties, as well as primary data collection from community partners and service providers in the area through surveys and key informant interviews.

1. Using administrative data from DFS, collect follow-up data from the first evaluation, completed in February 2021 on formal kinship families. This data will provide 12-month follow-up data to look at disruption from the kinship placement, re-entry into foster care, and substantiated child abuse or neglect. Adding 12-month follow-up data and running the new analysis will provide additional support to the first study, which used a QED to add to the evidence of effectiveness.
2. Conduct a process evaluation for the model for both formal and informal kinship families. The process evaluation will include:
 - a. A comprehensive description of the Kinship Navigator Program;
 - b. Fidelity to the model for formal and informal families;
 - c. A description of children and caregivers served including the number of formal families and the number of informal families and any differences between the families;
 - d. The system of care surrounding the Navigator program that shows how the Navigator program links families with a variety of needed services in the community;

- e. Describe ideal conditions for the Kinship Navigator program model and any factors that help or hindered the implementation during the study period.
3. Conduct an RCT on all formal families looking at additional variables not measured in the first study and 6-month follow up. This will add to the first study with a goal of a "supported" rating for the formal population and increase the evidence of effectiveness by looking at additional variables, including caregiver satisfaction, which could not be done with a QED. Outcomes will be in the domains of child permanency, access to services, and satisfaction with programs and services.
 4. Conduct an RCT on informal families looking at disruption, entry into foster care, and connection to resources. Include 6-month follow-up data with a goal of a "supported" rating for the informal population. Outcomes will be in the domains of child permanency, access to services, and satisfaction with programs and services.

Included in the evaluation will be focus groups to engage our target audiences. The feedback from these focus groups will help Preston Management, DFS, Foster Kinship, and the CB's TA assess if we are servicing and meeting the needs of the appropriate target population, and if the services provided show effectiveness in producing better outcomes of children and youth in achieving and sustaining permanency with their kinship caregivers.

For the two RCT study designs, Foster Kinship will hire a full time Study and Data Manager who will receive all referrals from multiple DFS units and will randomly assign them to the condition of Navigator Services or Services as Usual (DFS/ training only). If a family assigned to the control group reaches out independently for Navigator Services, they will be dropped from the study, so services are not denied. An analysis will be conducted to ensure no

difference in control group families who do not reach out for independent assistance and those who do.

It is anticipated that there will be more formal families referred than informal referrals, therefore the 6-month follow up data will only be done if there are enough entries to the informal study within the first year. If there are fewer than 100 families in each group enrolled in the informal study, the study enrollment period will continue past 12 months to have enough robust data to analyze.

Foster Kinship has an ongoing and strong partnership with Preston Management & Organizational Consulting (PMOC). To evaluate the implementation of the proposed Kinship Navigator model, PMOC will work with DFS and Foster Kinship to implement a rigorous comprehensive evaluation plan using qualitative data methods and quantitative data collection methods to be included in a formative evaluation, outcome evaluation, and ongoing implementation evaluation.

PMOC works to improve the quality of human and social services delivered to children, youth, families, and adults by working with and supporting agencies through cost-effective analysis. PMOC has been providing such services to Nevada for over six years. Additionally, PMOC will conduct the following activities in support of the commitments to implement a clear and comprehensive evaluation of the Foster Kinship Navigator Program:

- 1) Review relevant legislation, programmatic materials, and evidenced-based research.
- 2) Meet with Foster Kinship to identify data needed to conduct impact evaluation.
- 3) Clean secondary data received from Foster Kinship.
- 4) Develop testable hypothesis(es).

- 5) Conduct diagnostic tests on secondary data.
- 6) Analyze data using descriptive statistical methods.
- 7) Analyze data using inferential statistical methods.
- 8) Test for possible interactive relationships.
- 9) Write a draft report on the impact evaluation.
- 10) Have appropriate parties review and provide feedback on the draft report.
- 11) Finalize draft report.
- 12) Participate in regular meetings with the partnering agencies.
- 13) Report and disseminate evaluation findings.
- 14) Comply with the provisions of the MOU.

It will be critical to continue to monitor and review data regarding this evaluation.

Recognizing barriers and finding solutions for quality improvement will also be needed. This ongoing process evaluation will include monitoring program outputs including data sharing agreements and MOUs for partners, number of referrals, and number of families and children served. This component of the evaluation will also document the modification or updates of policies and procedures for tracking and referring families, collecting data, and assessing communication between agencies within the partnership.

DFS has a designated Continuous Quality Improvement (CQI) team to identify, analyze strengths and problems, and assist in the implementation and revising of solutions. CQI at DFS is not just a team but provides a system of practice that permeates the entire agency. The CQI team

supports practices, programs, and policies by ensuring regular assessment of where and how improvements need to be made, in addition to, development and implementation of Program Improvement Plans, case reviews, COA accreditation processes, and other critical initiatives.

The CQI team provides routine evaluations for the department. This consists of managing and maintaining the data and conducting Child and Family Services Reviews (CFSRs). CFSRs are the method used by the Federal Government to ensure there is continuous quality improvement in Child Welfare. This evaluation is made up of an on-Zone evaluation of outcomes for children and families along with an evaluation of systemic factors, evaluation of data entered into the State's Statewide Automated Child Welfare Information System (CWIS), an agency's responsiveness to the community, and the breadth and depth of employee training. Some of the outcomes evaluated by CFSRs are Safety, Permanency, Well-being, and Systemic Factors.

Data collection and evaluation are ongoing, and the CQI team is more than ready and able to ensure proper adherence to providing the ongoing collection of long-term outcomes for the Foster Kinship Navigator Program Model. With existing data collected in the CWIS system, DFS is prepared to provide the most rigorous requirements and expectations to ensure fidelity will and can be met. With the long lasting relationship that DFS has built with the University of Nevada Las Vegas (UNLV), the evaluation impact and study overview along with any defined risks, confidentiality guidelines to be taken, and referral processes, can be submitted directly to them through DFS for Institutional Review Board (IRB) approval as required.

Organizational Capacity

The Clark County Department of Family Services (DFS) is the local public child welfare agency whose role is to help keep children safe from abuse and neglect. The agency was formed

in July 2002 in response to the merger of state and county child welfare services and serves an estimated population of 2.25 million people in Clark County, NV (United States Census Bureau). DFS currently has over 900 staff including child welfare workers, administrators, IT professionals, fiscal staff, clerical and support staff, and Quality Control responsible for intake and assessment of investigations of child abuse and neglect as well as permanency case management for children in foster care, foster home licensing, independent living services, parenting project, and adoptions.

In an average month, DFS receives 2,476 referrals resulting in 971 assessments or investigations. DFS coordinates services with other local government agencies such as the Southern Nevada Health District, Las Vegas Metropolitan Police, Social Services, Juvenile Justice Services, the District Attorney, United Way, Salvation Army, and various additional community providers. DFS has developed and maintains many diverse local nonprofit agency support services, and receives and administers resources from Federal, State, and local funding sources in a consistent and responsible manner as evident by the Internal Auditor's Report.

In July of 2015, DFS began implementing the Title IV-E Waiver Demonstration Project. The demonstration project involved the use of a standardized, criteria driven approach to ongoing safety management, which utilized community-based safety services to prevent the placement of children and/or reduced the length of time for children in out-of-home care and kept children safe at home.

The demonstration project focused service delivery for families where children were identified as unsafe and in need of protection, which, historically, often required children being removed from their home. The purpose for safety intervention, as described in the IV-E Waiver, was to advance individualized safety management for families and determine the least intrusive

Safety Plan for sufficiently controlling Impending Danger. The establishment of least intrusive Safety Plans occurred through the use of the safety management intervention components of the DFS Safety Model, part of a systematic intervention process.

The demonstration project allowed DFS to use flexible IV-E dollars to implement Safe@Home, purchase in-home safety services from contracted community providers who received specialized training to identify indications of present danger, monitor and prevent impending danger from becoming active, oversee the management of in-home Safety Plans, and directly provide in-home safety services.

By the end of the demonstration project, September 30, 2019, and to date, there remains a total of 5 contracted community agencies able to respond to families where children are unsafe to effectively mitigate impending dangers and provide in-home safety services through the Safe@Home program. Under the Title IV-E demonstration program from 2015 to 2019, with the collective partnerships of six community agencies, Clark County served 2,068 children in 810 families with time-limited in-home safety services focused on enhancing caregiver's protective capacities and the ability to keep their children safe and preventing them from entering foster care.

Established in 2011, Foster Kinship is a community-based non-profit agency that is the only one of its kind in providing comprehensive kinship navigator services in Nevada. To implement its mission of strengthening kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children, Foster Kinship focuses on the following four core values:

Self-Sufficiency: Foster Kinship aims to provide caregivers with options, knowledge, and tools to advocate for their children so they can make the best decision for their families.

Openness: Foster Kinship provides services to individuals who identify as kinship caregivers regardless of the child's foster care status or custody status, or the caregiver's age or formal relationship to the child.

Synergy: Foster Kinship will honor and acknowledge the remarkable efforts of existing organizations by first acting as an umbrella over all resources locally and nationally available to kinship caregivers.

Standing in the Gap: As a private nonprofit, Foster Kinship seeks to partner with existing programs. If necessary and when possible, we close the gap between available government and private sector services and the individual needs of caregivers.

Foster Kinship has made efficient use of IVB-2 Kinship Navigator dollars appropriated to Nevada for the past three years and have both expanded services and completed critical evaluations. Foster Kinship is an innovative, established Navigator program, with over a decade of experience serving informal and formal families, over eight years of formal partnership with the Clark County Department of Family Services, and is well poised to complete multiple evaluations covering both formal and informal target populations with a goal of achieving supported or well-supported designation for both populations by the end of the three-year grant

period. This will not just benefit kinship families in Nevada but in every other jurisdiction that may be interested in implementing the model.

Foster Kinship is responsive, personal, and knowledgeable regarding the unique issues of kinship families. Studies have indicated that this kind of support gives children the best chance for long-term success.

A few examples of how Foster Kinship works together with other agencies in the community on behalf of kinship families:

1. Foster Kinship has created an online resource locator tool that other Nevada agencies can access to ensure they are providing accurate information to kinship families who may come through their systems (<https://www.fosterkinship.org/resource-locator/>).
2. Foster Kinship provides free training to child welfare workers and other professionals on the unique needs of children in kinship care and the complex issues caregivers face (<https://www.fosterkinship.org/training-institute/>).

Foster Kinship has developed strong collaborative working relationships with groups and agencies involving kinship families including, but not limited to:

1. Nevada 2-1-1
2. Clark County Family Law Self Help Center;
3. Clark County School District and the Title 1 Program;
4. Division of Welfare and Supportive Services;
5. Department of Family Services; Washoe Human Services Agency, and DCFS
6. Family Resource Centers;
7. Other non-profits e.g. Boys Town, SAFY, Foster Change, Communities in Schools in Southern and Northern Nevada, Project 150, Hannah's Closet North and South, F.I.S.H.;

8. Several churches including Canyon Ridge Christian Church and the LV Center for Spiritual Living;
9. The court system including the CASA program;
10. Nevadans for the Common Good;
11. The Attorney General's Opioid Crisis Task Force;
12. National partners such as Zero to Three, Generations United, the Child Welfare League of America, National Foster Parent Association, and the former National Kinship Alliance
13. Partners in other states who are working to serve kinship families.

As the local child welfare agency, DFS in partnership with Foster Kinship, has the bandwidth and established resources and support from profit and nonprofit community agencies to conduct a rigorous three-year impact evaluation. It is in the best interest of Washoe and Clark County children, youth, and families for DFS to be awarded the funds to implement a 36-month project that will build credible evidence of the effectiveness of the Foster Kinship's Kinship Navigator Model.

Appendix include the Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards for Clark County, MOU signed by partnering agencies, Staff and Position Data (DFS Organizational Chart, Foster Kinship Organizational Chart, resumes and job descriptions of key project staff).

Logic Model and Theory of Change

Problem: Although children in kinship care face challenges similar to children in traditional (stranger) foster care, they are more likely to live in families with less social support,

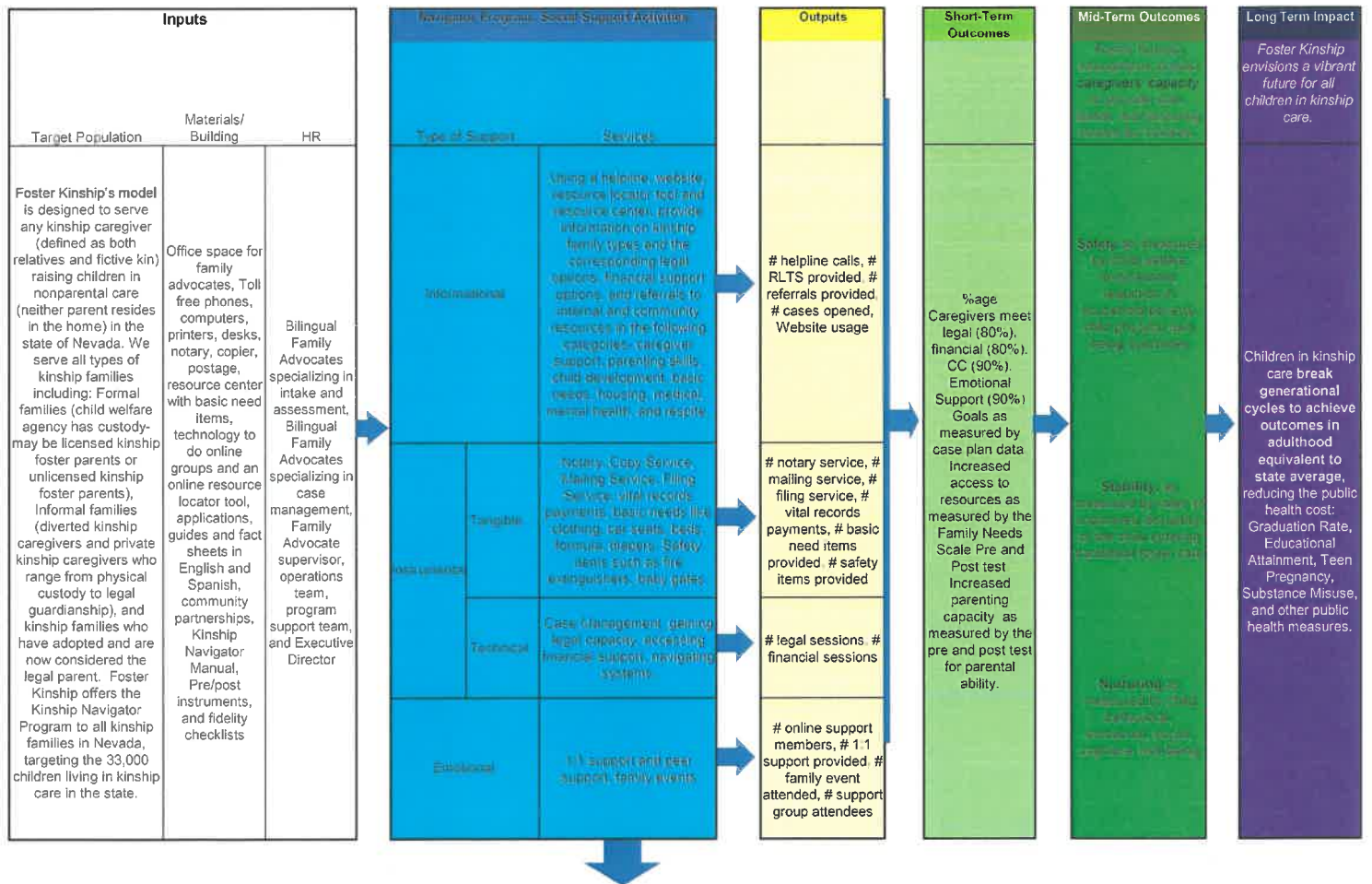
fewer baseline resources and greater challenges accessing available resources due to lack of knowledge as well as systemic barriers. Kinship families who are unable to access support and resources for the child in their home are less likely to provide safe, stable, and nurturing homes for the child- more likely to disrupt placement, to raise children in poverty, and to parent vulnerable children in ineffective ways- leading to poor long-term well-being outcomes with costly public health price tags.

Theoretical Assumption: Foster Kinship's Navigator model is grounded in research that points to the overall benefits of kinship care compared to stranger care for children who cannot live with their parents. We believe that when biological parents cannot raise a child, this child should live with their family in a kinship home and supporting kinship families is necessary for the child's well-being. The family provides safety, familiarity, and love to a child who has experienced the trauma of parental separation. The family connection also helps children identify who they are on the deepest, most essential levels.

The foundation of Foster Kinship's work is the recognition of the benefit of this kinship bond, coupled with the understanding that kinship caregivers are often more vulnerable- more likely to be older, single female caregivers such as grandmothers- who live on a fixed income and have limited access to the financial support received by traditional foster families.

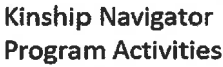
Without help, caring for children can push kinship families into poverty. In addition, they may not have the tools to help children overcome trauma. Critically, kinship families do not know how other systems define them, what resources are available, or how to access them.

Foster Kinship Navigator Program: Logic Model

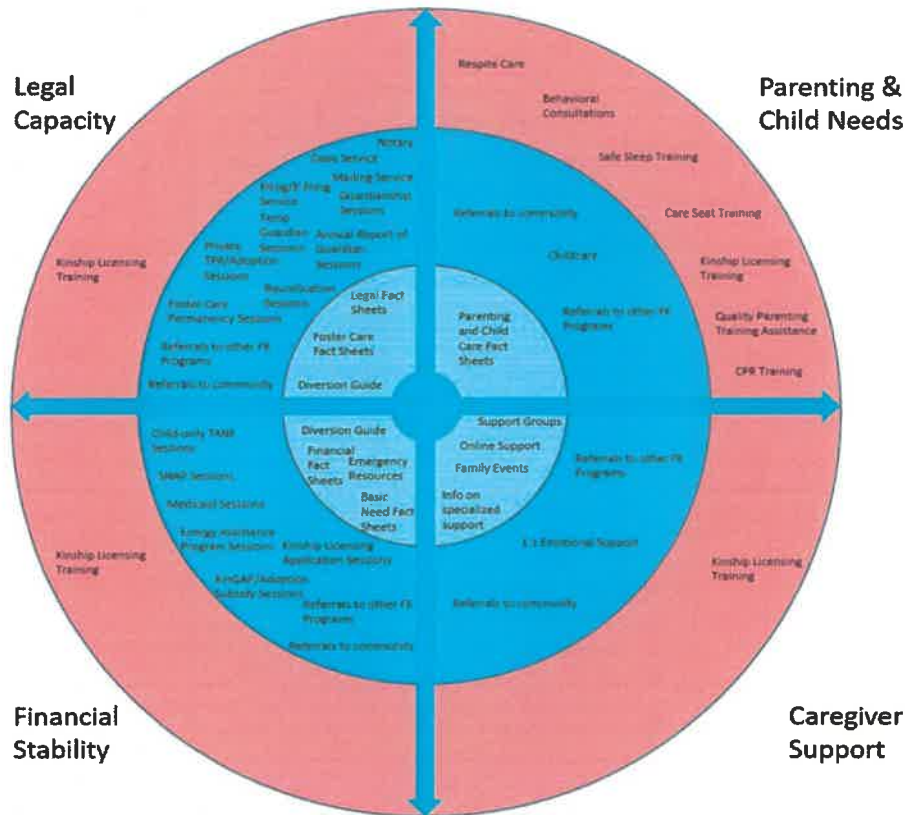


Theory of Change: The theory of change, underpinning the Navigator model, draws from social support theory and transaction cost theory. Foster Kinship's Kinship Navigator Program provides targeted information, referral, support, basic needs, and case management activities. Services connect kinship families to social support networks, provide tangible resources, and increase baseline resources by ensuring understanding of and access to available resources. Foster Kinship focuses on reducing uncertainty for new caregivers by connecting caregivers to accurate information at the right time and providing tangible and technical support to achieve goals.

Foster Kinship's Kinship Navigator Program provides wrap-around services for vulnerable families. First, they directly meet the basic needs by providing food, clothing, childcare & housing assistance, and items such as car seats, diapers, and formula. Concurrently, they work with the family to ensure they access the long-term supports necessary to sustain their basic needs, such as ongoing financial assistance, Medicaid, and legal guardianship. Finally, they provide emotional support through support groups, peer mentoring, and respite care to ensure kin families will thrive.



-  Kinship Navigator Information, Referral & Support
-  Kinship Navigator Case Management & Referral
-  Other Foster Kinship Programs



Theory of Change: Foster Kinship's Kinship Navigator Program uses social support theory to provide targeted information, referral, support, basic needs, and case management activities. Each service is designed to connect kinship families to networks of social support, provide tangible resources, and to increase baseline resources by ensuring understanding of and access to available resources. Foster Kinship focuses on reducing uncertainty for new caregivers by connecting caregivers to accurate information at the right time, providing tangible and technical support to achieve goals. The Navigator program reduces both search and acquisition costs on the caregiver, which increases the caregiver's perception of control, ultimately increasing the safety, stability, and nurturing capacity of the kinship home and caregiver. Children in safe, stable, and nurturing homes are more likely to overcome the challenges of early childhood trauma to experience typical adulthood.

Legal Status of Applicant Entity

Clark County Department of Family Services (DFS) is the Clark County Nevada local public agency administering Child Welfare Services; not a non-profit organization.

Sustainability

Foster Kinship's key staff is committed and has grown with the organization as the organization has grown. Executive Director Dr. Alison Caliendo founded Foster Kinship in 2011 with just a few hundred dollars and has grown the organization into a mid-size nonprofit with a million-dollar annual budget and 18 staff members. As a nationally recognized expert in kinship care, she remains committed to seeing Foster Kinship through to well-supported evidence-based designation by the FFPSA Clearinghouse.

The Operations Manager, Family Advocate Supervisor, and Program Support Manager were among the first hires of Foster Kinship in 2015-2016 and are similarly passionate about kinship care and committed to the growth and sustainability of the Navigator program.

Foster Kinship relies on diverse sources of funding including a mix of government contracts and private foundations, substantial in-kind donations, and cash support from individuals. The five-year strategic plan requires growth in private foundations equal to growth in governmental funds to ensure sustainability in uncertain times.

DFS is overseen by Tim Burch, Administrator of Human Services, with the support of 5 assistant directors and 14 managers, all of whom share the same values and degree of commitment and loyalty to serving the children and families of southern Nevada in alignment with the department's mission statement. In the event of administrative changes and movement, the balance in leadership and priority of maintaining the mission statement with new like-minded individuals is the primary focus of those selected to join this executive management team. The

Clark County Office of Human Resources (CCHR) is committed to an environment of innovation and creativity for learning and development, employee relations, internal/external recruitment, and employee retention. Together, DFS and CCHR develop and implement a comprehensive recruitment to manage and sustain DFS employees in specified areas related to the family services system. The sustainability of the Foster Kinship Navigator program as it relates to leadership and oversight will be maintained as a permanent extension to supportive services and care of the DFS working model.

Protection of Sensitive and/or Confidential Information

DFS has a strict Background Check policy to ensure the safety of all child, youth and adult victims and a confidentiality clause surrounding all DFS employees, part time and full time, as well as all contracted agencies and their staff. All computer files and methods for sharing data are password protected and on a privately secured network. DFS is governed by NRS 432B:

2270. Confidentiality

a. General Provisions

Both the law (NRS Section 432B) and ethical practice require that the confidentiality of families undergoing CPS investigations be protected. The family's right to confidentiality must, however, be balanced with the Department's responsibility for the safety of children.

All Department staff are obligated to protect the confidentiality of children and families.

As often as is reasonably possible, the CPS investigator must obtain releases of information signed by family members before releasing family information. In addition to

protecting the family's confidentiality, this will improve the in-home case manager's ability to engage the family.

During the course of a CPS investigation, the CPS investigator:

- May only divulge information about families in furtherance of his/her responsibility for the protection of involved children. Information about any family receiving in-home services may never be released for any other reason.
- Must furnish any providers of services included in the transitional case plan with information about the reason for the need for in-home services (e.g., the nature of substantiated allegations and the presence of any identified safety/risk factors) to enable them to effectively participate in the child protection effort.

b. Who May Receive Information

Release of information is permitted only per NRS Section 432B.290.

CCDFS Contract Language includes: Confidential Treatment of Information

“PROVIDER shall preserve in strict confidence any information obtained, assembled or prepared in connection with the performance of this Contract.”

CCDFS Policy and Procedures reads:

During the course of work, an employee may become aware of confidential information about Foster Kinship's business, including but not limited to information regarding company finances, products and new product development, software and computer programs, marketing strategies, suppliers, clients and potential clients, and knowledge, skills and abilities of personnel. An employee also may become aware of similar confidential information belonging to

the company's clients. It is extremely important that all such information remain confidential, and particularly not be disclosed to our competitors. Any employee who improperly copies, removes (whether physically or electronically), uses or discloses confidential information to anyone outside of the Company may be subject to disciplinary action up to and including termination. Employees are required to sign a Confidentiality Agreement reiterating these obligations.

Foster Kinship Confidentiality Policy & Procedures:

Respecting the privacy of our clients, donors, members, staff, volunteers and of Foster Kinship itself is a basic value of Foster Kinship. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the executive director. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Employees, volunteers, and board members of Foster Kinship may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of Foster Kinship that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including board members, are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Foster Kinship expects you to respect the privacy of clients and to maintain their personal and financial information as confidential. All records dealing with specific clients must be treated as confidential. Staff members are responsible for maintaining the confidentiality of information relating to other staff members and volunteers, in addition to clients.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal.

It is the policy of Foster Kinship to protect personally identifiable information (PII) of employees, clients, and volunteers. The electronic restrictions and safeguards outlined in this policy provide guidance for employees, clients, contractors, and volunteers that have access to PII retained by Foster Kinship to ensure compliance with state and federal regulations.

Personally Identifiable Information (PII) is any information pertaining to an individual that can be used to distinguish or trace a person's identity. Some information that is considered PII is available in public sources such as telephone books, public websites, etc. This type of information is considered to be Public PII and includes:

1. First and Last name
2. Address
3. Work telephone number
4. Work e-mail address
5. Home telephone number
6. General educational credentials
7. Photos and video

In contrast, Protected PII is defined as any one or more types of information including, but not limited to:

1. Social security number
2. Username and password

3. Passport number
4. Credit card number
5. Clearances
6. Banking information
7. Biometrics
8. Data and place of birth
9. Mother's maiden name
10. Criminal, medical and financial records
11. Educational transcripts
12. Photos and video including any of the above

All electronic files that contain Protected PII will reside within a protected information system location. All physical files that contain Protected PII will reside within a locked file cabinet or room when not being actively viewed or modified. Protected PII is not to be downloaded to personal or organization-owned employee, volunteer, or contractor workstations or mobile devices (such as laptops, personal digital assistants, mobile phones, tablets, or removable media). PII will also not be sent through any form of insecure electronic communication e.g. E-mail or instant messaging systems. Significant security risks emerge when PII is transferred from a secure location to a less secure location or is disposed of improperly. When disposing of PII the physical or electronic file will be shredded or securely deleted.

The Executive Director must be informed of a real or suspected disclosure of Protected PII data within 24 hours after discovery. E.g. Misplacing a paper report, loss of a laptop, mobile device, or removable media containing PII, accidental email of PII, possible virus, or malware infection or a computer containing PII.

Periodic audits of organization-owned equipment and physical locations may be performed to ensure that protected PII is stored in approved information systems or locations. The purpose of the audit is to ensure compliance with this policy and to provide information necessary to continuously improve practices.

An employee found to be in violation of this policy may be subject to disciplinary action as deemed appropriate based on the facts and circumstances giving rise to the violation.

Records containing personal data are to be disposed of so as to prevent inadvertent compromise of data. Paper records are disposed of by shredding (Shred-it box in copy room) or other method approved of by the National Institute of Standards and Technology. The disposal method will render all personal data unrecognizable and beyond reconstruction.

To allow for communication between agencies for implementing services and tracking client progress within the Foster Kinship Navigator program, a client consent form will be provided (included in Appendix).

Plan for Oversight of Federal Award Funds & Activities

DFS provides two levels of grant oversight. DFS Manager, Jennifer Erbes is assigned to provide program oversight and liaison for all agencies or parties involved in the development and sharing of evaluation data and implementation. Coupled with the DFS Grant Coordinator, Brenda Barnes, who has extensive experience in working with previous grant programs (including Title IV-E Waiver 5-year Demonstration Project) as well as overseeing and managing grant programs for the department, the evaluation will be implemented and all performance and management will be carried out successfully and assure project activities and timelines are adhered to and all elements of the approved grant proposal are monitored, supervised, and kept

within budget. The Project Director, Foster Kinship Executive Director, Alison Caliendo, will provide direct oversight to the data collection and ensure accuracy in data collection and tracking. The Project Director will also be the key point of contact for all agency partners to course correct or establish improved changes to meet evaluation outcome goals and will spearhead relationships with the designated TA, evaluator and DFS.

The second level of oversight is the fiscal oversight. DFS has a designated grants manager, Debbie Watson, for fiscal oversight at an Accountant level position who has experience working in this capacity for over 12 years and has extensive experience in managing grant funds for the department as well as preparing for and passing all audits (over the last 6 years). Allocap is the cost allocation system DFS uses to track and demonstrate effective control over and accountability of grant funds. Both positions will report to the Assistant Director as needed to keep them apprised of the progress of the project and defer for any higher-level decisions concerning the evaluation.

Line Item Budget and Budget Justification

Because of its vast infrastructure, Clark County is uniquely equipped to quickly initiate and sustain a rigorous evaluation, without requesting grant funds to operate, equip or maintain administrative or direct program costs other than the cost of additional Family Support Technicians for the DFS Foster Kinship Licensing Team. DFS has accounted for the cost rates for program administration, office space, transportation for staff and/or clients, supplies, or any other charges which may be anticipated and requested for the implementation of an evaluation of this nature.

Personnel: There will be two Family Services Technicians hired to support the two DFS Foster Kinship Teams with the additional referrals that will be received and increased case management. The Family Services Technicians are responsible for managing caseloads consisting of reviewing case notes, background check case notes, create and enter caregiver into UNITY; work directly with relative or fictive kin caregiver; conduct licensing overview with relative or fictive kin caregiver; register caregiver for necessary and recommended trainings; and maintain case management for relative or fictive kin caregivers.

The Family Services Technicians play a key role in licensing kinship caregiver placements and report directly to one of the two Family Services Supervisors overseeing the Foster Kinship Teams and reporting directly to Family Services Manager, Jennifer Erbes.

Fringe Benefits: DFS personnel assigned to the project will receive the standard benefits package at the same percentage rate each year for the 3 years of the project. For two positions: Insurance (Medical & Dental) \$22,600, Medicare (1.45% of salary) \$1,262 the first year, Retirement (29.25% of Salary) \$25,903 the first year, Unemployment Insurance (0.20% of salary) \$174 the first year, Workmen's Compensation (1% of salary) \$871 the first year. The dollar amounts listed are the starting rate amounts, inflection for each year is displayed on the chart below.

Travel: The Family Services Manager overseeing the program and the designated DFS data support staff will travel from Las Vegas, Nevada to Washington D.C. to attend the Kick-Off meeting in the first year of the grant award. Two staff will be sent for an estimated cost of \$2,300. The Project Director and agency staff will also travel from Las Vegas, Nevada for the following annual 3-day grantees meetings in years two and three for an estimated total cost of \$7,800. A visual breakdown of the costs for airfare, hotel accommodations, transportation, and per diem for all projected travel are disclosed in the following chart.

Equipment: DFS is prepared to provide all necessary equipment; additional equipment costs will not be incurred for this evaluation project.

Operating Supplies: DFS is prepared to provide all operating supplies; additional operating supply costs will not be incurred for this evaluation project.

Contractual: DFS will contract with Preston Management & Organizational Consulting to provide a third-party objective and valid impact evaluation of the Foster Kinship Navigation Program Model (PMOC). PMOC will provide both process and outcome evaluations to break down how the project has been implemented, including the policies and procedures that have been put in place; the program manual, the types, and quantity of strategies, practices, and activities delivered, as well as, the characteristics/demographics of the population serviced and

the numbers of families served. Outcome evaluations will examine the extent to which implementing the primary prevention strategies, practices and activities were successful in improving the of time in formal foster care for children and reentry into DFS formal system involvement or prevention of DFS formal system involvement and enhancing the overall well-being outcomes of children and families in the kinship network. PMOC will provide data points to evaluate outcomes for both the families and children involved as well as the system processes with DFS Foster Kinship. During the 6-month planning phase, and throughout the project period, PMOC will work in collaboration with the Children's Bureau Technical Assistant, Foster Kinship, and DFS in formalizing the full evaluation study. The program evaluation, all assessments, training and software, and travel costs to initial kick-off meeting and annual grantees meetings will be contracted for \$95,000 each year of the project period.

DFS will contract with Foster Kinship to provide the Kinship Navigator Services Program Model to both formal and informal kinship caregivers. Foster Kinship is responsible for providing kinship navigation services designed to support formal (caregivers involved with DFS) and informal (caregivers who are providing private care not initiated by child welfare involvement) kinship families; Kinship Navigator Services include but are not limited to: ERT referrals, Child-only TANF applications, Fictive Kin TANF apps, Case management for licensing, licensing applications, Resource Locator Tool, peer support, emergency resources, family mediation, legal documents, application filing, helpline. Provide Childcare when needed during required training classes for caregivers. Case Management such as application assistance, support at Family Court, 1:1 follow-up and supportive services, financial assistance, home visits, and transportation services.

Foster Kinship will hire a Data Manager to support the evaluation and serve as data liaison for Foster Kinship, DFS, and the third-party evaluator. The Foster Kinship Team consists of an Executive Director (providing 30% of their time), two Managers (50% of their time), one Supervisor (20% of their time), two Family Advocates (50% of their time), an Operations Specialist (30% of their time) and an Intake Coordinator 50%. The Data Manager will be designated to this project at 100% of their time, the other staff will all be working towards the implementation and success of the evaluation including services as described above. Included in the contracted amount are travel costs for Foster Kinship to send the Project Director, Data Management, and Program/Operational Manager to the kick-off meeting in Washington, DC as well as the two following three-day annual grantee meetings. Foster Kinship will be contracted for \$350,000 each year of the project period.

A visual breakdown of the annual contractual costs is listed in the following chart.

Other: No other costs will be incurred for this evaluation project.

This project will have no construction or indirect costs.

Match: DFS will contribute 25% cash match of the non-federal share of the total project cost for the first two years, and will cover 50% cash match of the non-federal share of the total project cost for year three in accordance with Section 427 of the Social Security Act (42 U.S.C. 627). Match funds will be utilized to cover part of the contractual cost to Foster Kinship. A visual breakdown of the annual match contributions is listed in the following chart.

Line Item Budget- Building the Evidence for Foster Kinship's Navigator Program

PROJECT BUDGET	Year 1	Year 2	Year 3	Total
A. PERSONNEL				
Family Serices Technician (x2)	\$87,069	\$90,552	\$94,174	\$271,794
TOTAL PERSONNEL	\$87,069	\$90,552	\$94,174	\$271,794
B. FRINGE BENEFITS				
Insurance (Medical Dental)	\$22,600	\$22,600	\$22,600	\$67,800
Medicare (1.45% of salary)	\$1,262	\$1,313	\$1,366	\$3,941
Retirement (29.75% of salary)	\$25,903	\$26,939	\$28,017	\$80,859
Unemployment Ins (.20% of salary)	\$174	\$181	\$188	\$544
Workmen's Compensation (1% of salary)	\$871	\$906	\$942	\$2,718
TOTAL FRINGE BENEFIT	\$50,810	\$51,939	\$53,112	\$155,861
C. TRAVEL				
Agency staff will travel from Las Vegas, NV to Washington DC to attend kick-off meeting.				
Airfare (\$750 x 2 staff x 1 trip)	\$1,500	\$0	\$0	\$1,500
Hotel (\$250 x 2 staff x 1 days x 1 trip)	\$500	\$0	\$0	\$500
Per Diem (\$150 x 2 staff x 1 days x 1 trips)	\$300	\$0	\$0	\$300
TOTAL TRAVEL	\$2,300	\$0	\$0	\$2,300
Agency staff will travel from Las Vegas, NV to Washington DC to attend annual 3 day grantees meetings (yrs 2 & 3).				
Airfare (\$750 x 2 staff x 1 trip)	\$0	\$1,500	\$1,500	\$3,000
Hotel (\$250 x 2 staff x 3 days x 1 trip)	\$0	\$1,500	\$1,500	\$3,000
Per Diem (\$150 x 2 staff x 3 days x 1 trips)	\$0	\$900	\$900	\$1,800
TOTAL TRAVEL	\$0	\$3,900	\$3,900	\$7,800
D. EQUIPMENT				
Computer and Monitor (1 ea)	\$0	\$0	\$0	\$0
Furniture Set Up (1 ea)	\$0	\$0	\$0	\$0
TOTAL EQUIPMENT	\$0	\$0	\$0	\$0
E. OPERATING SUPPLIES				
Software	\$0	\$0	\$0	\$0
Office Supplies (\$150 mo x 12 months)	\$0	\$0	\$0	\$0
Occupancy (1000 sq ft x \$1.50 sq ft X 12)	\$0	\$0	\$0	\$0
TOTAL SUPPLIES	\$0	\$0	\$0	\$0
F. CONTRACTUAL				
Evaluation Consulatat	\$95,000	\$95,000	\$95,000	\$285,000
Foster Kinship	203,705	\$202,152	\$51,907	\$457,764
TOTAL CONTRACTUAL	\$298,705	\$297,152	\$146,907	\$742,764

Line Item Budget- Building the Evidence for Foster Kinship's Navigator Program

PROJECT BUDGET	Year 1	Year 2	Year 3	Total
G. OTHER				
Printing Costs (Envelopes & Mailings)	\$0	\$0	\$0	\$0
Food & Event Cost	\$0	\$0	\$0	\$0
TOTAL CONTRACTUAL	\$0	\$0	\$0	\$0
TOTAL FEDERAL REQUEST	\$438,884	\$443,542	\$298,093	\$1,180,519
H. CCDFS CASH MATCH				
Cash towards Foster Kinship Contract	\$146,295	\$147,848	\$298,093	\$592,235
TOTAL PROJECT BUDGET	\$585,179	\$591,390	\$596,186	\$1,772,755

Appendix

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM; REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND REPORT ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE

To the Honorable Board of County Commissioners
and the County Manager
Clark County, Nevada

Report on Compliance for Each Major Federal Program

We have audited Clark County, Nevada's (the County's) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the County's major federal programs for the year ended June 30, 2020. The County's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

The County's basic financial statements include the operations of the University Medical Center of Southern Nevada, which received \$2,308,270, respectively, in federal awards which are not included in the County's schedule of expenditures of federal awards (schedule) during the year ended June 30, 2020. Our audit, described below, did not include the operations of the University Medical Center of Southern Nevada because this entity engaged other auditors to perform an audit in accordance with the Uniform Guidance.

The County's basic financial statements include the operations of the Regional Transportation Commission of Southern Nevada, which received \$81,487,163, respectively, in federal awards which is not included in the schedule during the year ended June 30, 2020. Our audit, described below, did not include the operations of the Regional Transportation Commission of Southern Nevada because they were audited separately in accordance with the Uniform Guidance.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the County's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and

(Continued)

perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the County's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the County's compliance.

Opinion on Each Major Federal Program

In our opinion, the County complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

Report on Internal Control Over Compliance

Management of the County is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the County's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the County's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We identified a deficiency in internal control over compliance, as described in the accompanying schedule of findings and questioned costs as item 2020-001, that we consider to be a material weakness.

The County's response to the internal control over compliance findings identified in our audit are described in the accompanying corrective action plan. The County's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

(Continued)

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the governmental activities, business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the County as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the County's basic financial statements. We issued our report thereon dated January 25, 2021, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.



Crowe LLP

Costa Mesa, California
March 23, 2021

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) has been created and entered into on **May 17, 2021** by and between the following parties in relation to their request for assistance under the Family Connection Grants: Building the Evidence for Kinship Navigator Program opportunity and the requirements of Notice HHS-2021-ACF-ACYF-CF-1903. While non-binding, the purpose of this MOU is to clearly identify the roles of each party (collectively known as “Parties”) as they relate to establishing a collaborative effort to build credible evidence of the effectiveness of the Foster Kinship Navigator Program Model.

Public Child Welfare Agency	Clark County Department of Family Services (CCDFS) 121 South Martin Luther King Boulevard Las Vegas, NV 89106
Third Party Evaluator	Preston Management and Organizational Consulting 2761 Willow Basket Lane Las Vegas, NV 89135
Kinship Services Agency	Foster Kinship 3925 West Cheyenne Ave. Suite 401 North Las Vegas, NV 89032

It is important to note that this MOU does not supersede previous and current agreements related to supportive services or other already established programs, between the Parties. All other agreements will continue as determined by the Parties.

I. INTRODUCTION AND GOALS

1. This MOU clarifies Clark County Department of Family Services (CCDFS), Foster Kinship, and Nevada Institute for Children’s Research and Policy’s commitments to implement a clear and comprehensive evaluation of the Foster Kinship Navigator Program.
2. The Parties goals and standards of success in administering the program include:
 - a) To build a foundation of safety for children by meeting immediate needs of the kinship family.
 - b) To provide the most permanent home for children by stabilizing the kinship family.
 - c) To meet the well-being needs of children by increasing the caregivers’ capacity for nurturing care.
 - d) Meet well-supported criteria rating in the Title IV-E Prevention Services Clearinghouse.
3. Program leads are identified as follows. Should the person(s) identified below no longer be assigned to this role, the respective organizational partner will identify a new liaison and notify the Parties of the new assignment within ten (10) business days of initial vacancy.

MEMORANDUM OF UNDERSTANDING

Public Child Welfare Agency	Clark County Department of Family Services <i>Jennifer Erbes, Family Services Manager</i>
Kinship Services Agency	Foster Kinship <i>Alison Caliendo, Executive Director</i>
Third-Party Evaluator	Preston Management and Organizational Consulting <i>Mark Preston, Consultant</i>

II. STATEMENT OF COOPERATION

The Parties listed above agree to cooperate with the Children's Bureau and its evaluation Technical Assistance provider to ensure that the evaluation plan meets all of the provisions in the Handbook of Standards and Procedures in order for the program to be eligible for review by the Title IV-E Prevention Services Clearinghouse

III. PUBLIC CHILD WELFARE AGENCY

CCDFS empowers families and relative care providers to make the best decisions for their family by providing them with information, resources, consistency and empathy. All relative, fictive kin and Interstate Compact on the Placement of Children (ICPC) caregivers are encouraged by CCDFS to apply for foster care licensure and are assisted throughout the process by NIA Specialists, Permanency Specialists, Placement staff, ICPC staff and the Relative Kinship Unit. Licensure is a voluntary mutual selection process in which at any time an applicant is able to select out of the process. Relative and/or fictive kinship care is the primary out-of-home (OOH) placement option within Clark County. Not all relative and fictive kin caregivers pursue licensure; however, relatives must be informed of the process and benefits of becoming licensed. CCDFS utilizes forensic assessments to evaluate and document required information, and support relative, fictive kin, and ICPC caregivers throughout the licensing process. CCDFS will conduct the following activities in support of the commitments to implement a clear and comprehensive evaluation of the Foster Kinship Navigator Program:

- 1) Provide background check, licensing and placement of formal kinship caregivers based on CCDFS Policy and Procedure guidelines.
- 2) Submit appropriate referrals based on specified target populations Foster Kinship.
- 3) Implement and conduct a detailed process and impact evaluation of the Kinship Navigator Program in partnership with Foster Kinship, Evaluator, and Children's Bureau.
- 4) Case Management- ongoing contact with CCDFS in person, over the phone and through email; home visits conducted at least every 90 days; announced or unannounced visits as needed; continually assess homes to meet licensing standards as required in NAC and NRS; support caregivers with placement preservation or disruptions.
- 5) CQI team to coordinate and provide monthly, quarterly and required ongoing data reports; share data and information between participating parties as allowed through confidential processes.
- 6) Provide monthly data collection to evaluator; as frequently as required per evaluation plan or upon additional requests; respond to any concerns regarding submitted data.
- 7) Report and disseminate evaluation findings.
- 8) Participate in regular meetings with the partnering agencies.
- 9) Comply with the provisions of the MOU.

MEMORANDUM OF UNDERSTANDING

IV. KINSHIP SERVICES AGENCY

Foster Kinship is responsible for providing kinship navigation services designed to support formal (caregivers involved with the CCDFS) and informal (caregivers who are providing private care not initiated by child welfare involvement) kinship families; additionally Foster Kinship will conduct the following activities in support of the commitments to implement a clear and comprehensive evaluation of the Foster Kinship Navigator Program:

- 1) Kinship Navigator Services include but are not limited to:
 - a) ERT referrals, Child-only TANF applications, Fictive Kin TANF apps, Case management for licensing, licensing applications, Resource Locator Tool, peer support, emergency resources, family mediation, legal documents, application filing, helpline.
- 2) Provide Childcare when needed during required training classes for caregivers.
- 3) Implement and conduct a detailed process and impact evaluation of the Kinship Navigator Program in partnership with CCDFS, Evaluator, and Children's Bureau.
- 4) Expand and describe referrals and target populations of children and families served beyond scope of any previous and current agreements related to supportive services or other already established programs; all other agreements will continue as determined by the Parties.
- 5) Describe and define the linkages between Parties.
- 6) Case Management such as application assistance, support at Family Court, 1:1 follow up and supportive services, financial assistance, home visits and transportation services.
- 7) Review draft report for first evaluation for the purpose of identifying any misinterpretations of background and/or programming information.
- 8) Provide monthly data collection to evaluator; as frequently as required per evaluation plan or upon additional requests; respond to any concerns regarding submitted data.
- 9) Participate in regular meetings with the partnering agencies.
- 10) Report and disseminate evaluation findings.
- 11) Comply with the provisions of the MOU.

V. EVALUATOR RESPONSIBILITIES

Preston Management and Organizational Consulting (PMOC) works to improve the quality of human and social services delivered to children, youth, families and adults by working with and supporting agencies through cost effective analysis; additionally PMOC will conduct the following activities in support of the commitments to implement a clear and comprehensive evaluation of the Foster Kinship Navigator Program:

Year 1, Study #1. Fidelity Evaluation Plan

- 1) Implement and conduct a detailed process and impact evaluation of the Kinship Navigator Program in partnership with CCDFS, Foster Kinship and Children's Bureau.
- 2) Review pertinent background and programmatic data.
- 3) Meet with CCDFS and Foster Kinship to distinguish system processes for the two separate target groups and develop/create a flow chart of how the two separate target populations work.
- 4) Develop tools for evaluation project (e.g. activity records, project update forms, spreadsheets).

MEMORANDUM OF UNDERSTANDING

- 5) Interview all Navigator Program staff for purpose of identifying protocol tasks; observe Navigator Program staff providing navigator services to kinship caregiver(s); clarify with Navigator Program staff any discrepancies interviews and observations.
- 6) Review Foster Kinship's Navigator Program manual.
- 7) Clarify any discrepancies between Navigator Program manual and field observations.
- 8) Develop unique fidelity rubrics for the Navigator Program's intake and case management units.
- 9) Work with Navigator Program staff and Project Director (FK Executive Director) to review drafts of fidelity rubrics; revise fidelity rubrics based on feedback from Navigator Program staff.
- 10) Observe Navigator Program staff's adherence to Foster Kinship's program manual.
- 11) Calculate Navigator Program's staff's level of fidelity to Foster Kinship's Navigator Program manual.
- 12) Write-up a draft fidelity evaluation report.
- 13) Work with appropriate Parties to review and provide feedback on draft report
- 14) Define and describe linkages between the Parties.
- 15) Observe and conduct focus group sessions with families receiving Foster Kinship Program (Training and Navigator Program).
- 16) Conduct focus groups with staff conducting kinship programs.
- 17) Establish data collection flow with Parties, detailed plans for conducting a summative evaluation of the interventions including evaluation implementation and achievement of short and long-term identified outcomes.
- 18) Assess activities and progress towards evaluation goals and objectives.
- 19) Analyze and test data to measure the extent to which the model is being practiced with fidelity.
- 20) Participate in regular meetings with the partnering agencies.
- 21) Report and disseminate evaluation findings.
- 22) Comply with the provisions of the MOU.

Year 1, Study #2. Quasi-Experiment Using Secondary Data

- 1) Review relevant legislation, programmatic materials, and evidenced-based research.
- 2) Work with Foster Kinship, Children's Bureau TA and CCDFS to identify data needed to conduct impact evaluation.
- 3) Clean secondary data received from Foster Kinship and pertinent Parties.
- 4) Develop testable hypothesis(es).
- 5) Conduct diagnostic test on secondary data.
- 6) Analyze data using descriptive statistical methods.
- 7) Analyze data using inferential statistical methods.
- 8) Test for possible interactive relationships.
- 9) Write-up a draft fidelity evaluation report.
- 10) Work with appropriate parties to review and provide feedback on draft report; finalize draft report.
- 11) Participate in regular meetings with the partnering agencies.
- 12) Report and disseminate evaluation findings.

MEMORANDUM OF UNDERSTANDING

13) Comply with the provisions of the MOU.

Year 2, Study #3. Randomized Control Trial (RCT)- Formal Kinship Families

- 1) Review Evidence Based Research
- 2) Meet with CCDFS and/or Foster Kinship to develop RCT protocol; write-up RCT protocol.
- 3) Develop relevant checklists, worksheets, timelines, due dates.
- 4) Run small pilot to test RCT protocol; revise RCT protocol accordingly.
- 5) Receive RCT data from Foster Kinship
- 6) Clean secondary data received from Foster Kinship.
- 7) Develop testable hypothesis(es).
- 8) Conduct diagnostic test on secondary data.
- 9) Analyze data using descriptive statistical methods.
- 10) Analyze data using inferential statistical methods.
- 11) Test for possible interactive relationships.
- 12) Write a draft final report.
- 13) Work with appropriate parties to review and provide feedback on draft report; finalize draft report.
- 14) Participate in regular meetings with partnering agencies.
- 15) Report and disseminate evaluation findings.
- 16) Comply with the provisions of the MOU.

Year 3

- 1) Review Evidence Based research.
- 2) Meet with CCDFS and/or Foster Kinship to develop continued RCT protocol; write-up RCT protocol.
- 3) Develop relevant checklists, worksheets, timelines, due dates.
- 4) Run small pilot to test RCT protocol; revise RCT protocol accordingly.
- 5) Receive RCT data from Foster Kinship.
- 6) Clean secondary data received from Foster Kinship.
- 7) Develop testable hypothesis(es).
- 8) Conduct diagnostic test on secondary data.
- 9) Analyze data using descriptive statistical methods.
- 10) Analyze data using inferential statistical methods.
- 11) Test for possible interactive relationships.
- 12) Write a draft final report.
- 13) Work with appropriate parties to review and provide feedback on draft report; finalize draft report.
- 14) Participate in regular meetings with partnering agencies.
- 15) Report and disseminate evaluation findings.
- 16) Comply with the provisions of the MOU

Clark County Department of Family Services (CCDFS), Foster Kinship, and Preston Management & Organizational Consulting understand the requirements of this program and agree to work in

MEMORANDUM OF UNDERSTANDING

coordination and collaboration with the Children's Bureau designated Technical Assistance Provider towards making the Foster Kinship Navigator Program evaluation successful.

Signed By:



Tim Burch, Administrator of Human Services, CCDFS
05/17/2021
Date

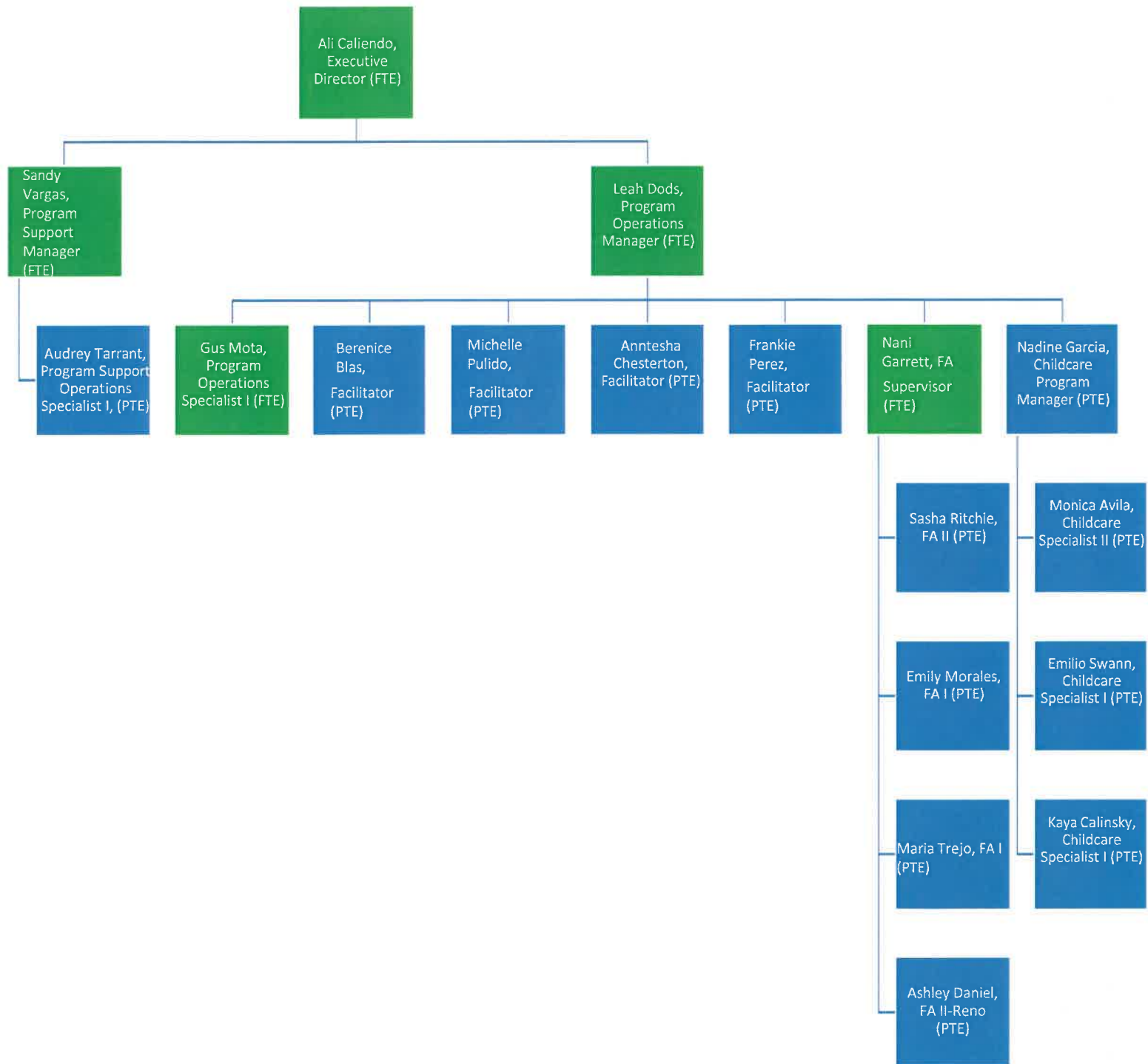


Alison Caliendo, Executive Director, Foster Kinship
5/17/21
Date



Mark Preston, Consultant, PMOC
5/17/21
Date

Foster Kinship Organizational Chart- 2021



Curriculum Vitae

Laura Alison Caliendo

Ali@FosterKinship.org

Education

Ph.D. in Public Affairs, May, 2019

University of Nevada Las Vegas, Las Vegas, Nevada Cumulative

GPA: 4.0

Dissertation Topic: State Law and Child Welfare Policy Role in Nonparental Family Composition

M.A. in Organizational Systems Renewal, June 2009 Seattle

University, Seattle, Washington

Cumulative GPA: 4.0

Thesis: A Biopsychosocial Perspective of Early Childhood Trauma and Implications for Systemic Healing

B.A. in Psychology, June 2004 University of

Chicago, Chicago, Illinois Cumulative GPA:

3.8

Deans List 2002-2004

Academic Experience Spring

2020- Present

Part Time Instructor, Doctorate of Public Policy Program, Greenspun School of Urban Affairs, University of Nevada, Las Vegas

- Designed and delivered curriculum for PPY 712 Sources Policy Alternatives.
- Designed and delivered curriculum for PPY 734 Strategic Planning for Policy Implementation.

August 2014-April 2016

Graduate Assistant, Department of Public Affairs, University of Nevada, Las Vegas

- Designed and managed an annual statewide survey of registered voters.
- Collected data for the State of the State Survey: Nevada via phone, mail, and Internet surveys.
- Conducted literature reviews and prepared data for publication.
- Performed data analysis using SPSS, STATA.
- Website design and data presentation www.sossnv.org.

August 2007-June 2009

Curriculum Design and Delivery, Seattle University

- Designed curriculum for Organizations: At Work in the World, delivered to Masters Level student cohort.
- Designed curriculum for Personal Mastery, delivered to Masters Level student cohort.

June 2004-June 2005

Research Coordinator, Center for Cognitive Medicine, University of Illinois at Chicago

- Primary coordinator of NIMH funded study on first episode schizophrenia and key personnel on NIMH funded studies of autism and electrical injury.
- Performed neuro-physiological and cognitive testing and fMRI scans on over 100 patients and healthy subjects and scored research data for analysis and eventual publication.
- Through targeted recruitment strategies, dramatically increased enrollment of healthy control subjects from 2003.

Professional Experience January

2009-Present

Founder and Executive Director, Foster Kinship

Las Vegas, Nevada

- Researched, founded, funded and designed critical programs for kinship families in Nevada.
- Oversee all aspects of non-profit organization and management, including program management, people management, fundraising and grant writing, community engagement, and government relations.
- With a growing team and strategic partnerships, provide end-to-end services including case management, support groups, family events, helpline, emergency support, and a kinship center for over 5,000 families and nearly 10,000 children.
- Provide regular informational sessions and kinship licensing training classes for all new kinship placements with the Clark County Department of Family Services.
- Expanded program statewide and implemented an rigorous 3-year outside evaluation process in 2018 through a partnership with DCFS and the federal government.

June 2006-September 2009

Human Resources Business Partner, Microsoft

Redmond, Washington

- Managed and integrated HR business policies and programs for a team of 350 in a \$74B high tech organization.
- Designed employee curriculum for Difficult Conversations and Giving Effective Feedback.
- Through manager coaching and employee counseling, led HR team with 90% positive attrition rate for underperforming employees and very low risk terminations.
- Planning team member for largest reduction-in-force in company history.

Foster Kinship Executive Director Job Description

Title: Executive Director (ED)

Responsible to: The direct supervisor of the ED shall be the chairman of the board, but the ED is responsible to the board for fulfillment of board-approved job objectives.

Key responsibilities: The ED shall be responsible for, or cause to be implemented, all internal and external operations of the nonprofit and the fulfillment of all board approved policies, including:

- Management and General – Oversight of the staff or volunteers in charge of all internal operations of the nonprofit, such as financial controls; accounting; adherence to legal requirements and reports; payroll; staff supervision, strategic planning, technology development; facilities and equipment, risk management, etc.;
- Volunteer/Board Management – Oversight of the staff or volunteers responsible for the implementation of all volunteer recruitment, recognition, training and dismissal procedures which will utilize the skills and expertise of the volunteers in the most effective manner possible for all aspects of the nonprofit; Understands the differences in roles, responsibilities and lines of authority for board members, committee volunteers and program volunteers;
- Program Management – Oversight of the staff or volunteers responsible for the development and implementation of all programs approved by the board;
- Community Involvement – Oversight of the volunteers or staff responsible for all aspects of community involvement and community collaboration;
- Marketing – Oversight of staff or volunteers responsible for the development and implementation of a year-round marketing plan, publicity campaigns, and all aspects of building brand identity and positive public relations;
- Resource Development – Oversight of the volunteers or staff involved in all aspects of resource development, fundraising and planned giving for the nonprofit.

Skills Required: Scores high in all of the core competencies (Addendum A); ability to work effectively with the board and volunteers; excellent communicator (both verbal and written); working knowledge of resource development, financial management, and program development;

Education Required: Bachelor's degree or master's degree equivalent with emphasis on nonprofit management; business administration, human resources management or similar. 3-5 years experience in non-profit management.

Salary Range: \$38,000 to \$75,000, depending on experience.

Operations Program Manager Job Description

Reports to: Executive Director

Reporting Positions: Family Advocate Supervisors, Childcare Program Manager, Operations Specialist

Career Ladder Levels: Program Manager I, Program Manager II, Sr Program Manager

Classification: Exempt full-time.

MISSION STATEMENT: Foster Kinship strengthens kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children.

RESPONSIBILITIES:

- Create and managing the onboarding process for program functions
- Train and oversee the scheduling of all staff, contractors, volunteers, interns to meet organizational needs
- Ensure programs model fidelity: Navigator, Training, and Childcare/Respite
- Provide regular feedback to program managers and direct reports via 1:1 meetings and written reports
- Produce regular program reports for multiple uses, including grant reporting, program monitoring, performance management, and marketing
- Schedule and train staff, interns, and volunteers for community outreach events
- Manage interns- partner with supervisors for day to day intern operations
- Manage to funding streams associated with program(s)
- Provide regular reporting to ED on program and staff performance
- Work closely with Program Support Manager as a key member of the Leadership team, involved in all aspects of program development and decision making.
- Marketing and outreach including social media and Kinship Month Activities
- Develop strong relationships and community partnerships in the social services, nonprofit and governmental sectors
- Fill in FA roles as needed- approach mastery of FA role at PM level
- Per the Navigator Model, provide intake or case management level services to any kinship family
- During assign shift, have the ability to manage phone calls, emails, walk-ins, appointments, and scheduled follow-ups
- Strong understanding of all resources available to kinship families, develop an understanding of the difference between types of kinship families (formal, informal, diversion)
- Ability to assess families using Foster Kinship assessment tools
- Maintain detailed records by creating and reviewing case notes, logging events and processes using Foster Kinship tools
- Regularly staff cases with all Family Advocates to conduct fidelity checks and share performance feedback
- Ensure families are supported as they work their case plan, including providing support for classes
- Regularly teach one or more training classes, including CPR, Car Seat, Classroom QPI, and/or Kinship Licensing Training
- Facilitate support groups, DFS info sessions, KAN meetings as necessary and assigned
- Maintain positive and professional relationships with community partners (such as DFS, welfare, family court) and follow up regularly and respectfully with partners
- Attend community partner and outreach events as scheduled
- Assist with planning and attend family events for kinship families as scheduled

SKILLS AND QUALIFICATIONS

- Ability to prioritize needs and help clients reach their goals in the most reasonable time frame.
- Connect with community partners and create lasting connections for clients
- Compassionate and nonjudgemental approach in communication with adults and children of all backgrounds and experiences; approaches families from a trauma-informed framework
- Creative problem solver with exceptional research skills (online, phone, field)

Program Support Manager Job Description

Reports to: Executive Director

Reporting Positions: N/A

Career Ladder Levels: Program Manager I, Program Manager II, Sr Program Manager

Classification: Exempt full-time.

MISSION STATEMENT: Foster Kinship strengthens kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children.

RESPONSIBILITIES:

- Provide administrative assistance to the Executive Director
- Provide administrative assistance to Program Managers, include supply management and ordering, in line with the budget
- Oversee the following support functions:
 - Bookkeeping and budget management
 - Facilities
 - Payroll
 - Accounting
 - HR, including the annual review process
 - Payroll
 - Grant Billing
 - Donor Tracking
 - Grant Tracking
- Fill in FA roles as needed- approach mastery of FA role at PM level
- Per the Navigator Model, provide intake or case management level services to any kinship family
- During assign shift, have the ability to manage phone calls, emails, walk-ins, appointments, and scheduled follow-ups
- Strong understanding of all resources available to kinship families, develop an understanding of the difference between types of kinship families (formal, informal, diversion)
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- Maintain positive and professional relationships with community partners (such as DFS, welfare, family court) and follow up regularly and respectfully with partners
- Attend community partner and outreach events as scheduled
- Assist with planning and attend family events for kinship families as scheduled
- Participate in other Foster Kinship initiatives, as requested and as time and interest allow

SKILLS AND QUALIFICATIONS

- Ability to prioritize needs and help clients reach their goals in the most reasonable time frame.
- Connect with community partners and create lasting connections for clients
- Compassionate and nonjudgmental approach in communication with adults and children of all backgrounds and experiences; approaches families from a trauma-informed framework
- Creative problem solver with exceptional research skills (online, phone, field)
- Attention to detail in documentation, data analysis, and reporting
- Clear written and verbal communication
- Skilled in conflict resolution

Family Advocate Supervisor Job Description

Reports to: Operations Program Manager

Reporting Positions: Family Advocates

Career Ladder Levels: Supervisor I, Supervisor II, Sr Supervisor

Classification: Exempt full-time.

MISSION STATEMENT: Foster Kinship strengthens kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children.

RESPONSIBILITIES:

- Provide training and guidance to family advocates, ensuring all interactions with the kinship family are in line with the Foster Kinship Navigator model
- Ensure that all casework for the team is accurately reflected in SF; regularly monitor cases and process with the team through weekly case staffing meetings
- Provide training plan and performance goals to each member of the team
- Monitor training plans/performance goals via regular feedback to staff via 1:1 meetings and written reports
- Provide regular reporting to the Operations Manager on personnel needs
- Conduct annual performance reviews
- Recommend hire/fire/promotions decisions to operations manager
- Fill in FA roles as needed- approach mastery of FA role at Supervisor level
- Per the Navigator Model, provide intake or case management level services to any kinship family
- During assign shift, have the ability to manage phone calls, emails, walk-ins, appointments, and scheduled follow-ups
- Strong understanding of all resources available to kinship families, develop an understanding of the difference between types of kinship families (formal, informal, diversion)
- Ability to assess families using Foster Kinship assessment tools
- Maintain detailed records by creating and reviewing case notes, logging events and processes using Foster Kinship tools
- Regularly staff cases with all Family Advocates to conduct fidelity checks and share performance feedback
- Ensure families are supported as they work their case plan, including providing support for classes
- Regularly teach one or more training classes, including CPR, Car Seat, Classroom QPI, and/or Kinship Licensing Training
- Facilitate support groups, DFS info sessions, KAN meetings as necessary and assigned
- Maintain positive and professional relationships with community partners (such as DFS, welfare, family court) and follow up regularly and respectfully with partners
- Attend community partner and outreach events as scheduled
- Assist with planning and attend family events for kinship families as scheduled
- Participate in other Foster Kinship initiatives, as requested and as time and interest allow

SKILLS AND QUALIFICATIONS:

- Ability to prioritize needs and help clients reach their goals in the most reasonable time frame.
- Connect with community partners and create lasting connections for clients
- Compassionate and nonjudgemental approach in communication with adults and children of all backgrounds and experiences; approaches families from a trauma-informed framework
- Creative problem solver with exceptional research skills (online, phone, field)
- Attention to detail in documentation, data analysis, and reporting
- Clear written and verbal communication
- Skilled in conflict resolution
- Work with integrity and honesty
- Advocate for children and families

Family Advocate Job Description

Reports to: Family Advocate Supervisor

Reporting Positions: None

Career Ladder Levels: FA I, FA II, Sr FA

Classification: Non-exempt hourly, part-time to full-time.

MISSION STATEMENT

Foster Kinship strengthens kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children.

MINIMUM REQUIREMENTS

High School Diploma or Equivalent

Nevada Drivers License

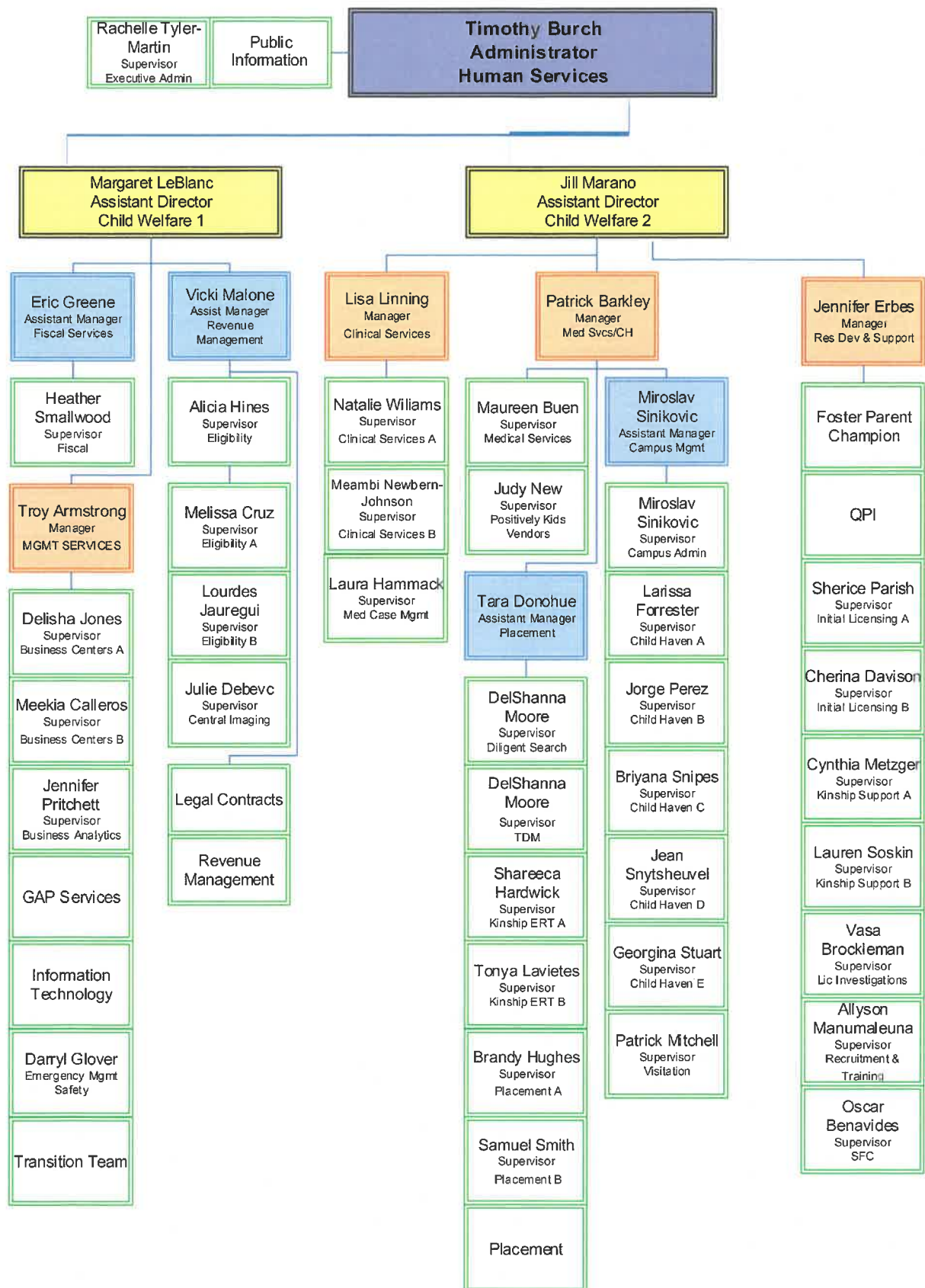
Employment is contingent upon the results of a background investigation. Must not have any qualifying offense that violates the standards required by NRS 43B.198 and/or NRS 432B.199.

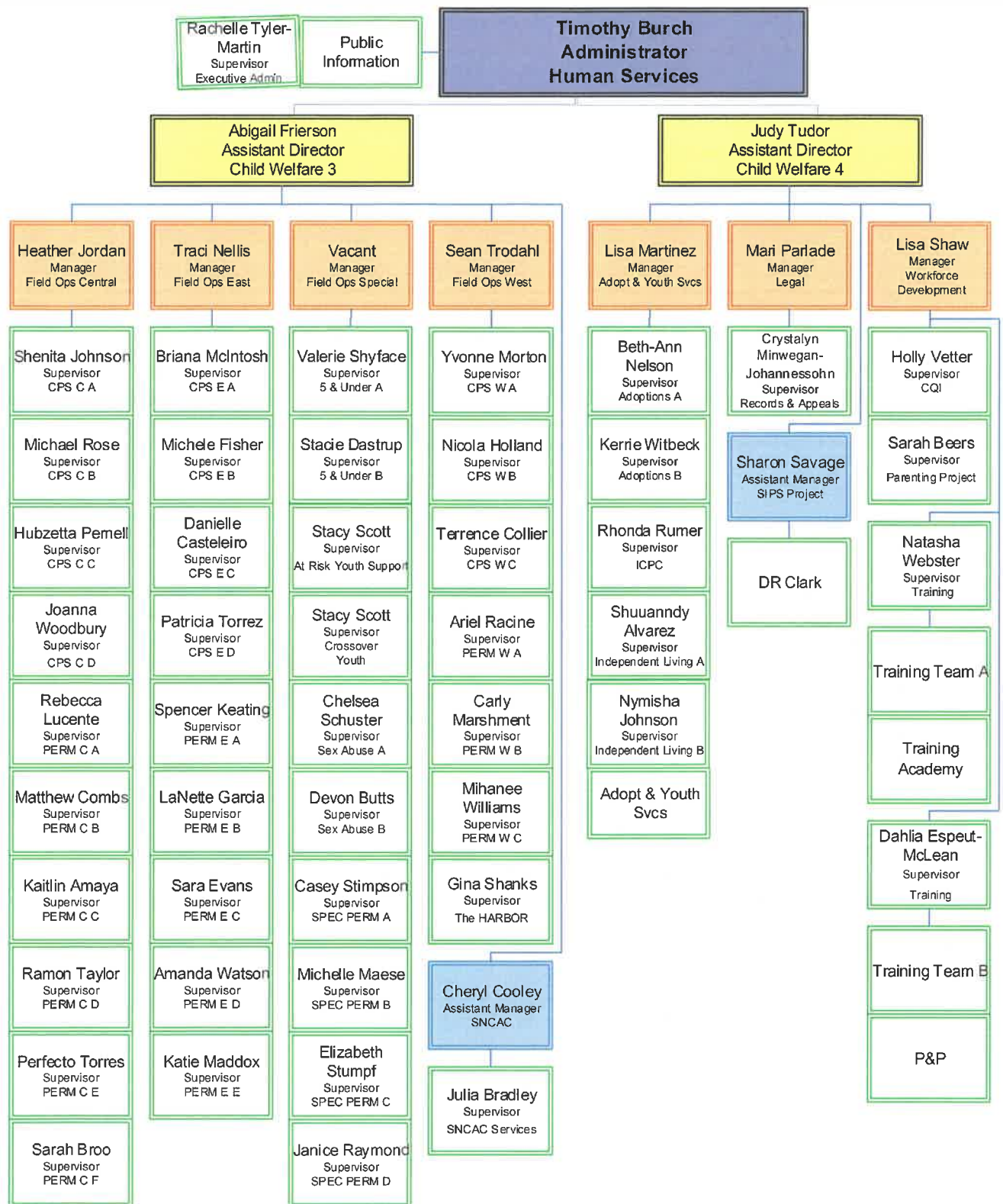
RESPONSIBILITIES:

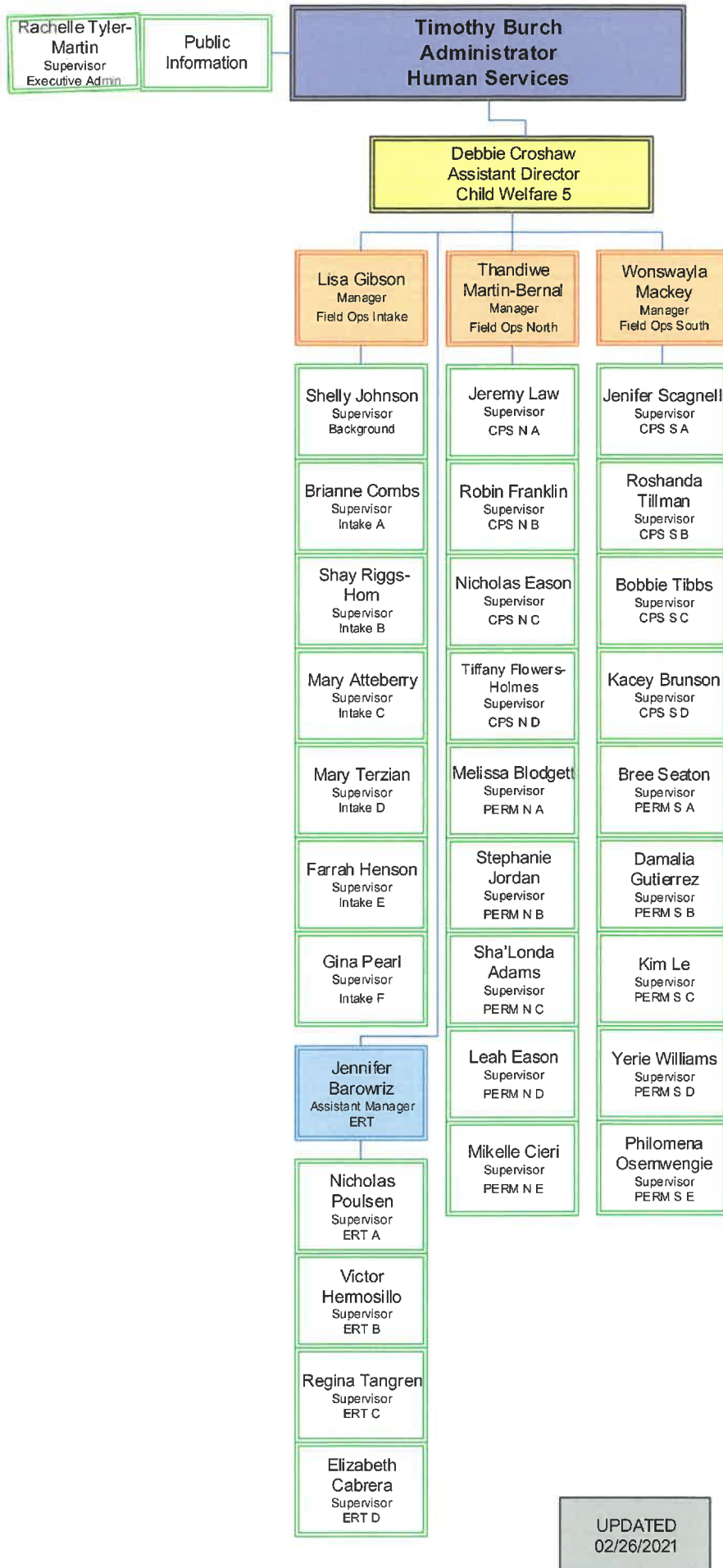
- Per the Navigator Model, provide intake or case management level services to any kinship family
- During assign shift, have the ability to manage phone calls, emails, walk-ins, appointments, and scheduled follow-ups
- Strong understanding of all resources available to kinship families, develop an understanding of the difference between types of kinship families (formal, informal, diversion)
- Ability to assess families using Foster Kinship assessment tools
- Maintain detailed records by creating and reviewing case notes, logging events and processes using Foster Kinship tools
- Regularly staff cases with all Family Advocates to conduct fidelity checks and share performance feedback
- Ensure families are supported as they work their case plan, including providing support for classes
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- Attend community partner and outreach events as scheduled
- Assist with planning and attend family events for kinship families as scheduled
- Participate in other Foster Kinship initiatives, as requested and as time and interest allow

SKILLS AND QUALIFICATIONS

- Ability to prioritize needs and help clients reach their goals in the most reasonable time frame.
- Connect with community partners and create lasting connections for clients
- Compassionate and nonjudgemental approach in communication with adults and children of all backgrounds and experiences; approaches families from a trauma-informed framework
- Creative problem solver with exceptional research skills (online, phone, field)
- Attention to detail in documentation, data analysis, and reporting
- Clear written and verbal communication
- Skilled in conflict resolution
- Work with integrity and honesty
- Advocate for children and families
- Professional and positive attitude and appearance







Tim Burch, MPA

Timothy Burch is a two-time alumnus of the University of Nevada – Las Vegas with a B.A. in Criminal Justice and a Masters in Public Administration as well as a member of Pi Alpha Honor Society. He has invested over 20 years in improving health and human services systems of care while working in the private, public, and non- profit sectors. 18 of those years have intersected with local, regional, and state governments in a variety of capacities, including 7 years in executive leadership roles. He has served as Director for two County Departments, CEO for a provider of innovative hosted solutions for public sector clients in health, human services, justice, and child welfare verticals, and the Chief Strategy Officer for a boutique consultancy firm. He takes those lessons and successes into his role as Human Services Administrator and provides them to the students in his master's level courses.

EXPERIENCE

Human Services Administrator of Clark County NV

July 2018 - Present

Provide leadership and oversight to the County Departments of Family Services and Social Service. Family Services is a 630+ employee regional child welfare agency with a \$180M budget that serves 3,500 children in care at any given day.

Social Service is a 180+ employee regional indigent services agency with a \$150M budget that includes Community Resource Management division responsible for \$20M/yr of capital projects and serves as the Collaborative Applicant for the HUD Continuum of Care.

Chief Strategy Officer at Strategic Progress, LLC

October 2017 - July 2018

Serve as Strategy Architect for a business and policy strategy firm that specializes in designing, implementing and evaluating large scale, data driven, policy initiatives and projects for state, county and local governments, universities and colleges, and foundations as well as other coalitions and community organizations. Direct contributor with clients in areas of strategic planning, program and policy development, organization development, culture management initiatives, and leadership/employee development approaches.

Associate Graduate Faculty at University of Nevada Las Vegas

June 2015 - Present

PUA 792 - Executive Leadership

ULD 750 - Leading and Nurturing Teams ULD 722 – Urban Issues

Chief Executive Officer at SPIRIT, Inc.

August 2016 - October 2017 (1 year 3 months)

2X increase in revenue - 2 new products to market - positioned company for sustainable growth by adding secondary sales revenue stream. Spirit Inc. is more than a software as a service provider. It is a group of people committed to using innovative solutions to help those in need be connected with those who can offer help. Each member of our team embodies this principle because to them this is so much more than a job; it's their calling. Our solutions are built on the principals of Connectivity, Communication, and Accountability. Our hosted solutions support end to end processes; from recruitment, triage, intake, screening, assessment through case planning and managing for outcomes and reporting for data driven decision making.

Director of Clark County Department of Family Services

July 2015 - July 2016 (1 year 1 month)

I was honored to serve as interim and appointed lead the team dedicated to protecting children from abuse and neglect by: - partnering with our community to build safe, nurturing and stable families, - supporting family preservation when possible, -providing permanent families for those children who cannot safely return home -ensuring the well-being of children in our care. Led organization through difficult key leadership transitions and NV Blue Ribbon Panel of Child Welfare review process. Launched initiatives focused on employee morale and well-being, and foster parent/adoptive parent recruitment and retention, as well as engagement of the faith community.

Director of Clark County Department of Social Service

February 2011 - February 2016 (5 years 1 month)

Backbone Agency (fiscal agent/planning/support) for Regional Committee to End Homelessness - Achieved Functional Zero for Homeless Veterans -Led transition of regional indigent medical services to the State payer method under the Affordable Care Act - Increased grant revenue by 300% -Oversaw the IBM rescue of a failing CURAM software implementation project.

Lead a regional social service agency with 180+ staff and an annual budget in excess of \$185 million that serves as the safety net organization for financial and medical assistance for the indigent. I Lead the policy, operations, and business functions; drive planning, organizing and administration of a comprehensive programs of direct, referral and advocacy services for County residents requiring social and related support services. Oversaw the development and implementation of goals, objectives, policies, procedures and work standards for the department; direct the preparation and administration of the department's budget. Guided 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. Conferred with County management and elected officials regarding regional social service

provision; collaborate with service providers in various public and private organizations to ensure that resources are appropriately utilized and that all clients receive the most effective provision of service. Represented the agency and the community in local, state, and national forums; made presentations before the legislature and federal representatives; oversaw the best interests of the County and its clients in the areas of service provision and funding. Ensured staff had comprehensive training and professional development; ensured effective morale, productivity and discipline of department staff.

Assistant Director

March 2008 - February 2011 (3 years)

Assisted the Director in the operation of a regional social service agency with 200+ staff and an annual budget of \$185 million that serves as the safety net organization for financial and medical assistance for the indigent. Operational and business functions attended to on a day to day basis; assist in planning, organizing and administering a comprehensive program of direct, referral and advocacy services for County residents requiring social and related support services. Assist in the development and implementation of goals, objectives, policies, procedures and work standards for the department; direct the preparation and administration of the department's budget. Plan, organize, administer, review and evaluate the day-to-day activities of assigned professional, technical and office support staff through subordinate managers. Contribute 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. Confer with agency management staff and County management regarding assigned areas of responsibility; coordinates assigned activities with service providers in various public and private organizations to ensure that resources are appropriately utilized and that all clients receive the most effective provision of service. Represent the agency and the community in local and state-wide forums; make presentations before the legislature and federal representatives; oversee the best interests of the County and its clients in the areas of service provision and funding. Selects staff and provides for their training and professional development; interprets County policies and procedures to employees; ensures effective morale, productivity and discipline of department staff.

Social Services Manager

March 2007 - March 2008 (1 year 1 month)

Planned, organized, administered, reviewed and evaluated the work of staff through subordinate supervisors. Oversaw the selection, training, professional development and discipline of staff. Developed and implemented goals, objectives, policies, procedures and work standards for the division to which assigned; prepared and administered the division's budget; participated in departmental strategic planning activities. Contributed to the overall quality of the division's and department's service provision by developing and coordinating work teams and by reviewing, developing and implementing improved policies and procedures. Surveyed the community and the potential client service base; determined service needs; developed, reviewed and implemented new programs; publicized programs throughout the community. Reviewed proposed legislation; prepared written recommendations and testifies at legislative hearings as appropriate. Monitored client service delivery for goal attainment and client access; implemented changes as required for maximum effectiveness. Conferred with inter- and intra-departmental managers regarding service provision and coordination; represented the department in meetings with service providers and other public and private organizations.

Change Management Lead for SAP/ERP Project

January 2005 - February 2007 (2 years 2 months)

Oversaw a team of 10 staff/consultants responsible for developing and delivering change communication and training materials to 18,000+ end-users as a part of a 3-year, multi- phase implementation of SAP. Provided complex and sensitive management and programmatic support to the Project Management team. Assisted in developing goals, objectives, policies, procedures, and work standards for the project. Developed and implemented staffing requirements for the change management analyst assigned to my team and ensured that all programmatic and reporting requirements were met. Planned, organized and directed complex administrative, operational, and change readiness studies. Reviewed and analyzed alternatives and made recommendations regarding such matters as organizational structure, team and quality improvement alternatives, staffing, facilities, productivity, policy, procedure, and implementation. Provided liaison and staff support to a variety of departments and agencies. Directed the work of professional, technical or support staff on a project or day-to-day basis; provided training to staff and may was responsible for such supervisory functions as performance evaluation and discipline. Prepared a variety of technical, statistical and narrative reports, correspondence and other written materials.

Neighborhood Services Supervisor

January 2003 - December 2004 (2 years)

Oversaw 7 County Commission District Liaisons and 2 Community Outreach Specialists responsible for design and delivery of community improvement initiatives, the Community Enhancements Projects Fund, and community involvement training, in addition to rapid response to Commissioner requests, and constituent issue troubleshooting. Skills included budgeting, research, analysis, strategic planning, grant writing, grant fund issuance and oversight, program monitoring, project evaluation and audit

Administrator of Human Services

Salary Range: \$123,136.00 - \$190,881.59 Annually

Job Summary: Plans, organizes, coordinates and administers, through management staff, specified County operating departments and functions related to Human Services; specifically the Department of Family Services and Social Services. Develops and implements comprehensive programs direct, referral and advocacy services for child welfare, children and families requiring child protective, foster and adoption services, County residents requiring social services, and related support services. Provides expert professional assistance to County management staff in areas of expertise including child welfare, social services, and related matters.

Class Characteristics: This class leads and ensures the efficient coordination and operation of child welfare, social services, and social welfare throughout Clark County. The class plans, oversees and directs a comprehensive social services, family services and child welfare system and manages all County activities related to the provision of child welfare and social services. Responsibilities include oversight of recruiting and licensing foster homes, and coordinating with public and private service providers to ensure the effective utilization of available resources. Responsibilities also include coordination with other public and private service provision agencies throughout the service area for the effective utilization of available resources. The incumbent is accountable for accomplishing department goals and objectives and for furthering County goals and objectives within general policy guidelines.

Minimum Requirements: Education and Experience: Bachelor's Degree in Social Work, Child Development, Behavioral Science, Education or Special Education, Health Science, Human Services, Business or Public Administration, or a field related to the work AND six (6) years of full-time senior level management experience in a public agency with the delivery of a comprehensive child or social welfare system, such as child protection, foster care, adoptions, social services, or the direct delivery of therapeutic services. Possession of an advanced degree in appropriate field preferred. Equivalent combination of formal education and appropriate related experience may be considered.

Examples of Duties: Plans, develops, implements, and directs a comprehensive social services, family services and child welfare system that earns public trust and confidence. Creates a vision for the agency that employees share, value, and implement. Develops and directs the implementation of goals, objectives, policies, procedures and work standards that support a strengths and needs-based system of care. Evaluates operational performance and develops and implements changes in work processes to improve the effectiveness and efficiency of programs. Directs the preparation and administration of the department's budget; ensures the department is managed in a fiscally sound manner that focuses on client services. Plans, organizes, administers, reviews and evaluates the activities of professional, technical and office support staff through subordinate level supervisors. Contributes to the overall quality of the department's service provision by ensuring appropriate levels of staffing and financial support. Ensures the department's actions are fair, responsible, timely and service-oriented. Evaluates programs and program workloads, assessing program accomplishments and needs, and makes recommendations for improvement. Reviews the most complex or sensitive cases or complaints; may preside at hearings or investigate as appropriate. Confers and maintains liaison with County management regarding major departmental activities or challenges. Confers and coordinates departmental activities to ensure that resources are appropriately utilized and that all clients receive the most effective provision of service. Provides for program development and implementation, ensuring compliance with Federal and State Statutes and County Ordinances. Represents the County in meetings with representatives of governmental agencies, professional and business organizations, law enforcement, Clark County School District, the Courts and social, medical and community service agencies, employee organizations and the public. Represents the department and the County in responding to various media requests. Develops new resources and partnerships, and builds strong partnerships with State, County and non-profit organizations. Makes presentations before various advisory committees, legislative and community groups as well as the Board of County Commissioners. Represents the agency and the community in local and state-wide forums; makes presentations before the legislature and federal representatives. Oversees the assessment of community needs and the development of programs to meet their needs. Ensures the department communicates

well with employees and community partners. Directs the selection of staff and provides for their training and professional development; ensures cultural diversity. Interprets and explains County and Department policies and procedures. Creates and maintains a working climate that helps employees achieve professionalism, excellence in performance and service to the public, and invites high morale. Ensures employees receive needed training, and oversees their productivity and discipline. Directs the conduct of analytical studies; develops and reviews reports of findings, alternatives and recommendations. Directs the maintenance of accurate records and files. Prepares and directs the preparation of a variety of written correspondence, reports, procedures and other written materials. Monitors developments, legislation and funding source availability related to child welfare; evaluates their impact on County operations and recommends and implements necessary policy and procedural changes. Uses standard office equipment, including a computer, in the course of their work; may drive a motor vehicle or arrange for appropriate transportation to and from various job sites and other County locations in order to attend meetings, respond to incidents and conduct other department and County business.

Knowledge Of: Principles and practices of transitional and change management; principles, practices and resources for the provision of social, family and child welfare services in an urban community, principles and practices of case management; socioeconomic, cultural and community factors related to the provision of social, family and child welfare services; legal procedures, practices and requirements related to Child Protective, Foster Care, Adoption, Child Care Licensing and Social Service Programs; development and administration of grants and alternative funding sources and their requirements for social, family and child welfare programs; social, psychological and economic factors and trends affecting families; administrative principles and practices, including goal setting, program development, implementation and evaluation, and the management of employees through multiple levels of supervision; principles and practices of developing teams, motivating employees and managing in a team environment; principles and practices of budget development and administration; applicable laws, codes and regulations; computer applications related to the work; record management principles and practices; principles and techniques of making effective oral presentations; techniques for dealing with a variety of individuals from various socioeconomic, ethnic and cultural backgrounds, often in situations which may be stressful.

Skill In: Managing, leading, and directing an agency through significant organizational changes and transition. Planning, organizing and administering a comprehensive family services and child welfare system and social service delivery program, which includes institutional, off-site, intervention, therapeutic and related services and programs; administering programs and staff through multiple levels of supervision; negotiating service agreements and contracts; developing and implementing goals, objectives, policies and effective casework procedures and work standards; developing effective work teams and motivating individuals to meet goals and objectives and provide customer services in the most cost effective and efficient manner

Jennifer Erbes

1819 Giant Pine Ave North Las Vegas, NV 89031 | 702-325-1080 | Jennifer.erbes@clarkcountynv.gov

Objective: To progress within the Department by contributing to the vision, that we are child focused and development of DFS being a leading child welfare agency

Work History:

Manager for Resource Development and Support

2019 – present

Clark County Department of Family Services

- I am currently responsible for ten (10) programs under Resource Development and Support.
- Weekly, bi-weekly, monthly supervision of staff. Discussions regarding pending licenses, closed homes, referrals, placements, open beds.
- Set expectations for new Policy and Procedures to all supervisors have accountability for consistency in implementation
- Complete evaluations for all direct report staff.
- Coordinates with training team B/ UNLV to enhance licensing workers skills in assessments through new training modules
- Complete investigatory meetings and follows through with any recommended discipline
- Licensing investigation decisions regarding safety, revocations, required action plans, substantiations.
- QPI initiatives that have a direct impact on every department
- Peggy's Attic – staff oversight, donation coordination, and management of policy for service delivery to the community. Work with other community providers to coordinate services.
- Identified needs for change in Specialized foster care worked with national experts to develop contracts updated with performance matrix. Reviewed with the District Attorney to submit in 2020
- Assessed and revised the Recruitment Campaign that partners with community entities, marketing firm, and enabled further education to the community to better meet needs assessments (Presentation to the County Commissioners, articles in Commissioner's newsletters, Facebook, radio ads, and movie theaters, community events and activities)
- Recognized the need to be data driven and updated data/ Cognos reports for accurate information on foster homes, types, of homes, number of beds, closures, pending licenses

Family Services Supervisor

2016 - Present

Clark County Department of Family Services

- Supervision of 5 Family Services Specialists and one (1) Family Services Assistant.
- Weekly supervision to staff cases, permanency goals, review stage of change of parents, objectives for parent and children contacts, and intervention strategies for families with goals of reunification.
- Review specialists court reports, Safety assessments, Protective Capacity Family Assessments (PFCA), case plans, Protective Family Progress Assessments (PCPA), Termination of parental rights referrals, adoption referrals.
- Complete payroll responsibilities regarding time off, overtime, and time sheets

Child Haven Over Time

2016 – 2017

Clark County Department of Family Services

- Assisted Child Haven Staff with needed tasks such as bathing, food preparation, bedtime, playtime, and housekeeping.
- Completed needed trainings and certifications to be on campus

Program Director – Project Independence

2015 (June – December)

Olive Crest

- Supervision of 3 staff - 1 employment specialist and 2 case managers
- Program supervision of foster care youth 18-21

- Budget completion in compliance with Workforce Connections and federal guidelines
- Policy and Procedure updates for Project Independence and new policy and procedure for Transitional Housing Program (THP+)
- Billing for the program and payroll

Treatment Specialist

2015 (March – June)

Olive Crest - Las Vegas NV

- Responsible for 10 foster families and the foster children placed in their homes
- Supervision, support and advocacy of families and children
- After hours crisis support
- Compliance of foster parents with Olive Crest Policies, licensing regulations (state and county)
- Complete Treatment plans related to any diagnosis

Foster Care Supervisor

2010 – 2015

Maple Star Nevada – Las Vegas NV

- Supervision of 4 Foster Care Coordinators – responsible for service coordination for foster families and the children.
- Placement coordination with DFS to any open beds in the licensed homes
- Managing recruitment efforts for new foster homes
- Participation in Community Provider Meetings to find solutions and work as a team to provide appropriate services to the children.
- Billing

Case Manager

2006- 2010

Maple Star Nevada – Las Vegas NV

- Responsible for the service coordination of services for families and children referred to Maple Star.
- Responsible for assigned case load and deliver services singly or as part of a team
- Coordinates the implementation of a mutually developed treatment plan for clients on case load.
- Completion of Prior Authorization for Medicaid Services

Adoption Consultant

2004-2005

Kids Crossing Child Placement Agency- Colorado Springs, CO

- Responsible for all adoptions for Placement Agency
- Completed all paperwork for court and filed all documentation

Team Coordinator Supervisor/Placement Coordinator

2004 – 2005

Kids Crossing Child Placement Agency- Colorado Springs, CO

- Supervised six Team Coordinators and their foster homes.
- Ensured that licensing requirements were met.
- Implemented a new Wraparound Program, with a focus on engaging birth parents and facilitating team meetings to ensure parents' involvement in the process.
- Responsible for incoming placements from the Department of Human Services and other agencies; on call 24 hours a day.

Caseworker/Casework Supervisor/Placement Coordinator (The agencies merged in 2003)

1999 – 2004

Kids Crossing/New Outlook Child Placement Agency- Colorado Springs, CO

- Through a contract with the El Paso County Department of Human Services, supervised child welfare caseworkers.
- Reviewed court reports, treatment plans and other essential paperwork.
- Met with individual caseworkers regularly to monitor case progress and compliance.
- Carried a caseload to provide services to families whose children were placed in foster care within the agency.

- As a caseworker, responsible for developing treatment plans, ensuring safety of the children in placement and at home, identifying resources and services for families and children, monitoring progress toward reunification.

Intern Project Redirect

1998 – 1999

El Paso County Department of Human Services – Colorado Springs, CO

- Collected data for the Youth Crime Prevention and Intervention Grant for the program, which worked with high-risk youth.
- Scheduled activities for the youth participating in the program.
- Worked with a family under the direct supervision of a caseworker.

Intern Community Mentor Center

1998 – 1999

Colorado Springs, CO

- Collected data for a prevention grant to continue funding for the program
- Educated various agencies and companies about the Community Mentor Center.
- Interviewed mentors for the program.
- Responsible for ensuring caseworkers utilized the program.
- Matched mentors and youth

Education:

Bachelor of Arts with a major in Psychology and minor in Sociology
1995 – 1999
University of Colorado in Colorado Springs

Manager Family Services

Salary Range: \$80,620.80 - \$124,924.80 Annually

Job Summary: Manages, coordinates and directs staff and activities for one or more divisions within the Department of Family Services.

Class Characteristics: This class provides second-level supervision over supervisory, professional, technical, and office support staff required to implement a major programmatic area for the provision of abused, neglected, abandoned, or otherwise dependent youth and their families. In addition to the oversight of staff, the work involves assisting in such administrative functions as developing and implementing procedures and work standards and assisting with the budget for the program. This class is distinguished from Manager of Family Services in that the latter has division-level management responsibilities for multiple programs and services.

Minimum Requirements: Education and Experience: Bachelor's Degree in one of the following areas: Behavioral Science, Child Development, Communications, Counseling, Criminal Justice, Early Childhood, Education or Special Education, Health Science, Human or Social Services, Law, Marketing, Nursing, Psychology, Public or Business Administration, Social Work, Sociology or a related field AND five (5) years of full-time professional level experience providing protective casework/counseling services, assessments or treatment services or performing administrative, managerial, organizational analysis or budgetary experience in a child welfare, education, social service, juvenile justice and/or residential setting; three (3) years of which were at the supervisory or managerial level in one or more elements of a comprehensive child welfare, education, social service, juvenile justice and/or residential system. OR five (5) years of supervisory or managerial experience in one or more elements of a comprehensive child welfare, education, social service, juvenile justice and/or residential system. Possession of an advanced degree in appropriate field preferred.

Examples of Duties:

In the Department of Family Services (DFS), the Manager Family Services position provides oversight to staff assigned in one or more of the following divisions:

**Child Protective Services (CPS), Hotline,
Child Receiving/Placement
Shelter/Family Visitation Service
Medical Services
Permanency Case Management (Out-of-Home, In-Home or Adoptions)
Foster Parent Recruitment and Licensing
Fiscal Services and/Eligibility
Quality Assurance/Improvement
Administrative Services**

General Child Welfare and Administrative Services Tasks

- Plans, organizes, administers, reviews and evaluates the work of staff in the assigned areas of responsibility;
- Recommends selection of staff;
- Trains staff and provides for their professional development;
- Administers discipline as required;
- Writes and reviews staff performance evaluations;
- Develops and implements goals, objectives, policies, procedures and work standards for the division;
- May prepare and administer the division's budget;
- Contributes to the overall quality of the division's service provision by developing and coordinating work teams and by reviewing, recommending and implementing improved policies and procedures;

- Develops comprehensive programs based upon community and/or department needs and assesses such needs through assessment techniques;
- Coordinates the work of the division with that of other divisions in the Family Services Department;
- Ensures that programs offered accommodate the needs of families in the community;
- Initiates and confers with departmental staff regarding facility and program development and marketing;
- Develops grant projects and writes grants that generate revenue;
- Organizes and participates in program coalitions and partnerships with other local, state, private and public agencies;
- Develops, publicizes and implements special programs and activities;
- Prepares, negotiates, reviews and administers contracts for program execution;
- Ensures that budgetary guidelines are followed;
- Responds to and resolves sensitive citizen inquiries and complaints;
- Directs the conduct of and conducts analytical studies;
- Develops and reviews reports of findings, alternatives and recommendations;
- Directs the maintenance of accurate records and files;
- Prepares and directs the preparation of a variety of written manuals, procedures, correspondence and periodic and special reports regarding work performed;
- Attends and participates in professional meetings;
- Stays abreast of new trends and innovations in the field of the assigned areas of responsibility;
- Monitors and interprets changes in laws and regulations related to division activities;
- Recommends and implements procedural modifications to ensure that activities reflect current legal requirements;
- Uses standard office equipment, including a computer, in the course of the work; drives a motor vehicle to conduct work site inspections;

Knowledge Of: Administrative principles and practices, including goal setting, program development, implementation and evaluation, and the management of employees through multiple levels of supervision; principles and practices of developing teams, motivating employees and managing in a team environment; principles and practices of budget development and administration; principles, practices and techniques of program development, provision and evaluation in the areas of protective, foster and adoption services, intervention and psychological treatment, as related to area(s) of assignment; concepts and practices of the family systems, community resources and programs available to clients with identified needs; applicable laws, codes and regulations; computer applications related to the work; standard office practices and procedures, including filing and the operation of standard office equipment; record keeping principles and practices; techniques for dealing with a variety of individuals from various socioeconomic, ethnic and cultural backgrounds, in person and over the telephone, often where relations may be strained; principles and techniques of preparing effective written materials.

Skill In: Administering programs and staff through subordinate supervision; developing and implementing goals, objectives, policies, procedures and work standards; developing effective work teams and motivating individuals to meet goals and objectives and provide customer services in the most cost effective and efficient manner; developing and administering the division's budget; interpreting, applying and explaining complex laws, codes, regulations and procedures; using initiative and independent judgment within established policy guidelines; preparing clear and concise reports, correspondence and other written materials; dealing successfully with a variety of individuals from various socioeconomic, ethnic and cultural backgrounds, in person and over the telephone, often where relations may be confrontational or strained; making effective oral presentations to large and small groups.

Brenda V. Barnes

Career Summary

- 5+ years working in child welfare
- 14.5 years working in Juvenile Justice/ Juvenile Public Defender-Paralegal

Qualifications

- 9+ years in Supervisor/Lead roles
- 5+ years of in-depth experience designing child welfare programs and initiating processes to include data collection and tracking for program improvements
- 17+ years communicating and establishing effective relationships with community agencies as well as national organizations
- 5+ years of grant writing and grant management, training & experience

Employment History

2017- present	Management Analyst II	Department of Family Services	Las Vegas, NV
2016- 2017	Administrative Specialist	Department of Family Services	Las Vegas, NV
2015-2016	Legal Secretary	Juvenile Public Defender	Las Vegas, NV
2008-2015	Legal Office Specialist	Department of Juvenile Justice	Las Vegas, NV
2006-2008	Administrative Specialist	Department of Juvenile Justice	Las Vegas, NV
2005-2006	Administrative Secretary	Department of Juvenile Justice	Las Vegas, NV
2003-2005	Legal Office Assistant	Department of Juvenile Justice	Las Vegas, NV

Education

- Snow College, Ephraim, UT
- Everest College, Henderson, NV
- Completed/Received Paralegal Associates Degree

Skills

- Typing 70+w.p.m., 10 Key, Excel, FamilyTracs, Odyssey, Justware, Westlaw, Microsoft Word, Microsoft Excel, Word Perfect, PowerPoint, Microsoft Publisher, SAP Purchasing Software, SAP Payroll Software, SAP Training Software, HRMS

Management Analyst II

Salary Range: \$58,281.60 - \$90,417.60 Annually

Job Summary: Learns and performs professional level administrative, organizational, systems, budgetary and related analysis for division, department, County Manager and/or Board of Commissioners programs and activities.

Class Characteristics: Management Analyst II is the experienced level in this series, fully competent to perform a wide variety of professional level duties. This class is distinguished from Senior Management in that the latter typically has multiple project or program responsibilities in a large department or provides support to the County Manager and/or the Board of Commissioners that involves multiple departments, programs or projects.

Examples of Duties: Plans and organizes administrative, operational, budgetary or other studies related to the activities or operational area to which assigned. Determines analytical techniques and data gathering processes and obtains required information for analysis. Analyzes alternatives and makes recommendations regarding such matters as organizational structure, team and quality improvement alternatives, budget development and administration, staffing, facilities, productivity, and policy and procedure development and implementation. Oversees ongoing departmental areas such as directing departmental capital improvement inventories, developing departmental funding sources and accounting and project control systems. Confers with management and operational staff and assists in implementing changes resulting from such studies and analyses. Assists with and performs specific management support activities such as coordinating and preparing Board agenda items, coordinating departmental budget development and administration, reviewing and assessing proposed legislation, coordinating the development of departmental automated systems and representing the department head and others as specified. Confers with and represents the department and the County in meetings with staff from other departments, representatives of governmental, community, business, professional and public agencies and the public. Provides liaison and staff support to a variety of committees and commissions. Negotiates and administers a variety of agreements and service contracts. Maintains accurate records and files related to the areas of assignment. Prepares a variety of technical, statistical and narrative reports, correspondence and other written materials. Contributes to the efficiency and effectiveness of the unit's service to its customers by offering suggestions and directing or participating as an active member of a work team. Completes informational surveys; prepares and submits reports to various regulatory agencies, funding sources and other organizations. May direct the work of professional, technical or office support staff on a project or day to day basis.

Knowledge of: Management Analyst II - In addition to the above: Operational principles and concepts related to the department or functional area to which assigned; project management and analytical techniques; principles and practices of contract administration; applicable laws, codes and regulations.

Skill in: Management Analyst II - In addition to the above: Independently performing professional analytical and programmatic work in the area(s) to which assigned; carrying assigned analytical project through, from data gathering to completion; using initiative and independent judgment within general policy guidelines; planning, directing and reviewing the work of others on a project or day-to-day basis; using tact, discretion and prudence in dealing with those contacted in the course of the work; dealing successfully with a variety of individuals from various socioeconomic, ethnic and cultural backgrounds.

Deborah Watson
358 Sunward Drive
Henderson, NV 89014
(702) 419-2506

EXPERIENCE

2015 – Present ACCOUNTANT II, CLARK COUNTY DEPT OF FAMILY SERVICES, LAS VEGAS, NV

- Forecast revenues and expenditures to prepare and monitor Department grant annual budget approximately \$5 - \$10 million
- Maintain detailed record of grant expenditures, prepare and submit financial reports for reimbursement and for management review
- Analyze budget to actual expenditures in SAP, prepare and submit appropriation adjustment and transfer journals as necessary
- Analyze grant contract budget to actual expenditures, prepare and submit budget and/or scope of work modifications as necessary to ensure maximum return to the County
- Audit grant expenditures for compliance with Agency and County contracts
- Ensure departmental grant expenditure compliance with federal and state regulations and county fiscal directives
- Assist with grant applications and reporting requirements
- Facilitate state, local independent and internal audits of departmental grant funding

2012-2014 ACCOUNTANT – GREENSPUN CORP, 6760 SURREY ST, LAS VEGAS, NV

- Prepare, maintain and reconcile receivables, payables, cash, general journal and all other financial information for multiple broadcast stations
- Create and maintain financial reports for senior management information and review
- Implement and manage policies for credit applications, terms of credit and collections to substantially lower uncollectible debt
- Create and maintain records and reports to ensure compliance with FCC/EEO regulations
- Support other departments in contract development, database management and interaction with clients and agencies

1984 – 1994 STAFF ACCOUNTANT – COUNTY OF ERIE PLANNING DEPT., ERIE, PA

- Financial administration and accounting of more than 40 federal and state grant programs and county general funds including the maintenance and reconciliation of accounts payable, accounts receivable, cash and general ledger through Post Closing Trial Balance in accordance with GAAP and Governmental Accounting Standards
- Design and implement Microsoft Access cost accounting database program to maintain grant funding detail
- Forecast revenues and expenditures to prepare, present and monitor departmental annual budget \$3-\$4 million annually
- Recommend and develop policies to ensure financial compliance with federal and state regulations

EDUCATION

Bachelor of Science in Accounting, Western Governors University, Nevada

Associate of Arts in Business Administration/Accounting, Erie Business College, Pennsylvania

ACCOUNTANT II

Salary Range: \$53,976.00 - \$83,699.20 Annually

Job Summary: Performs routine to complex accounting work related to the preparation and maintenance of financial records, the audit of financial transactions and the production of reports and statements in a centralized or departmental setting.

Class Characteristics: Accountant II - is the experienced level in this series, fully competent to perform the full range of professional duties. Successful performance of the work requires a thorough knowledge of governmental accounting procedures and the ability to exercise sound independent judgment within established guidelines. This class is distinguished from Senior Accountant in that the latter is the working lead level of the series, responsible for directing the work of others and well as performing the most complex accounting work, including the production of annual financial statements.

Minimum Requirements:

Accountant I - Bachelor's Degree in Accounting, Finance or related field. Experience in a full-time professional accounting role, which has provided the skills and knowledge to perform all job functions at this level may be substituted for the education on a year-for-year basis to a maximum of two (2) years.

Accountant II - In addition to the above: Minimum of one (1) year of full-time professional accounting experience.

Examples of Duties: Reviews accounting and financial documents to ensure accuracy of information and calculations and makes correcting entries; examines supporting documentation to establish proper authorization and conformance with contracts and other agreements, policies and appropriate regulations. Prepares and maintains control and subsidiary accounting records; prepares trial balances and financial reports. Compiles and prepares journal entries and periodic reconciliations of general ledger, journal, subsidiary accounts and bank statements; makes correcting entries as required; compiles and prepares financial reports and supporting schedules and documentation. Maintains expenditure and budgetary control accounts; may compile departmental operational and/or capital improvement figures and review and authorize expenditures; prepares cash transfers among funds. Maintains financial records for various funding sources, including grants and capital improvement projects; prepares reports for such funding agencies. Reviews invoices, ensures proper documentation, balances against requisitions, purchase orders and contracts and authorizes payment; maintains records of leases and applicable payments; audits various accounting and financial documents for accuracy and appropriateness. Confers with operating staff, vendors, contractors and others regarding invoices.

Knowledge of: Accountant II - In addition to the above: Principles and practices of governmental accounting; principles and practices of budget development and administration; principles and practices of auditing financial documents and records; basic supervisory principles and practices.

Skill in: Accountant II - In addition to the above: Planning, directing and reviewing the work of others on a project or day-to-day basis; instructing others in work procedures; interpreting, explaining and applying requirements, rules and regulations related to various funding sources; interpreting, explaining and applying principles and practices of general, fund and governmental accounting; using initiative and independent judgment within established procedural guidelines.



Help Keep Home in the Family

(702) KIN-9988 | www.FosterKinship.org

3925 W Cheyenne Suite 401, North Las Vegas, NV 89032

KINSHIP NAVIGATOR INFORMATION AND CONSENT FOR SERVICES

Thank you for choosing to enter into a relationship with Foster Kinship. We want to thank you for your dedication to your family and the role you have taken on as a kinship caregiver. This is an opportunity to acquaint you with information relevant to our services, as well as our confidentiality, record keeping and visit policies.

AIMS AND GOALS

The mission of Foster Kinship is to strengthen kinship caregivers' capacity to provide safe, permanent, and nurturing homes for children by providing kinship caregivers with resources, guidance and community support. To do so, we have the following free services available to all kinship caregivers in Nevada. Services are not limited by caregiver age, relationship to the child or the custody status of the child. All services start with detailed, individualized and compassionate assessment of each family, which will enable us to match available resources with identified needs and provide ongoing, customized support:

- Kinship Helpline available Monday-Saturday during Foster Kinship business hours
- General guidance to community, county, state and federal resources that may be available to you and your family through our Kinship Resource Locator Tool [RLT].
- Monthly Support Groups for kinship caregivers (free childcare provided), and online support group access.
- Benefit (Child-Only TANF, SNAP, EAP, Licensing, etc) Application Sessions
- Legal (Guardianship, Adoption) Application Sessions
- Regular Family Events for kinship families.
- Access to emergency resources and community referrals
- Classes and training free of charge for kinship caregivers such as Nurturing Parenting.
- Case Management
- Respite and childcare services

DATA COLLECTION AND RECORD KEEPING

Foster Kinship collects demographic data as well as usage data regarding use of our programs and services. Our goal is to better understand variables that may affect the safety, stability, and well-being of the kinship placement. The Department of Family Services (DFS) and the Division of Welfare (DWSS) may share with us final disposition data regarding your placement or benefits received. In addition, Foster Kinship collects the following data:

1. If you attended any classes
2. If you received a follow up with kinship locator tool by email/mail and/or phone.
3. If you utilized Benefit Application Support
4. If You attend Support Groups (offered monthly) or Family events (offered quarterly)
5. If you received Case Management Support (type of support and length of time)
6. If you received emergency resources such as a car seat or diapers

A record of visits, services provided, financial and physical resources distributed and notes describing the need for each is kept on file per state and federal law. General reporting on services provided and demographic data will be done on a regular basis. Data will be also used to evaluate the program, market the program, and to procure funding. Personally identifiable information will not be disclosed without your written consent. Data is reported in the aggregate.

NAVIGATOR PROGRAM SUMMARY

Our Family Advocacy/Case Management program accepts clients on an ongoing basis. Each qualified family receives a customized case plan with community referrals, assistance with TANF and guardianship applications, transportation, some financial assistance, and access to the kinship resource center.

Foster Kinship's programs are designed to meet goals through the following objectives:

- **Legal Status:** Families are given tools to increase the stability of the placement through legal means such as guardianship.
- **Financial Resources:** Families are assisted with applications for financial support and may be eligible for a small amount of cash assistance from Foster Kinship.
- **Community Connection:** Families are connected with emergency resources, including transportation, to increase knowledge of and access to supportive programs.
- **Emotional Support:** Families have access to free support groups, caregiver education classes, and family events with other kinship families.

ELIGIBILITY

In order to be eligible for Navigator services caregivers must:

1. Be the primary caregiver of a relative or fictive kin's child full time, without the biological parent(s) in the home;
2. Be residents of Nevada;
3. Complete a family intake and evaluation, including a pre/post survey instruments;
4. Demonstrate a specific short-term need and the capability to provide a long term, stable home for the child(ren);
5. Be willing to actively participate in Foster Kinship's Navigator program.

PROGRAM AND PARTICIPATION REQUIREMENTS

Kinship caregivers who complete the application and qualify for the Case Management program will be asked to participate for approximately 60-90 days **but no more than 180 days (6 months)** to ensure they receive support, education and community referrals so vital to long term family stability. After the family evaluation, each caregiver will receive an individualized family case plan with recommendations, referrals and required participation activities. In addition to working on the family case plan, program participants will be supported each month through phone calls and support groups.

Willingness to participate is required. Not participating in the case plan and services may be grounds to discontinue services.

Each family is different and determination of any potential financial support received will be made individually to meet the needs of particular families based on funds and resources available to Foster Kinship. Foster Kinship retains the right to make the final decision on program acceptance and financial assistance.

CLIENT FEES

There are no fees for any Foster Kinship service, including the case management, resource guidance, classroom, and community meeting services provided to you by Foster Kinship. Foster Kinship may also provide you with free or discounted vouchers for health care, mental health care, educational services, or needed resources. Clients are still responsible for fees associated with state and county services they may be receiving unless written arrangements have been made with Foster Kinship to provide financial assistance in those specific cases.

CERTIFICATION OF INCOME

In order to keep our services free, Foster Kinship receives grants from private funders as well as government organizations. You may be asked to provide proof of income and residency in order to ensure that Foster Kinship can comply with all grants and funding sources. You agree to provide complete and accurate information. Choosing not to comply with certification of income does not disqualify you from services, but it will limit the range of services we may be able to provide.

FINANCIAL ASSISTANCE

Foster Kinship cannot promise financial support to any client, and to be eligible for any financial, voucher or physical resource assistance clients must consent to a full evaluation with a Foster Kinship case manager of Foster Kinship. However, in situations where financial assistance from Foster Kinship is deemed appropriate and money is available, the assistance will be made available for specific purposes and paid directly to the necessary party (for example, to your landlord if rental assistance has been approved), or vouchers will be provided (for food, clothing, tutoring, doctors, etc). In no circumstance will cash or checks be written directly to the client. In general, financial assistance will be one-time support and then reviewed on an ongoing basis as needed.

APPOINTMENTS/HOME VISITS

Appointments will be scheduled based on the availability of the case manager and we will do our best to accommodate your schedule, so evening and weekend hours will be made available to you. A home evaluation may be a required part. In addition, we may ask to meet the children at any time.

CONFIDENTIALITY

Issues discussed during visits and meetings to determine need and support are important and generally legally protected as both confidential and privileged. However, there are limits to the privilege of

confidentiality. Mandatory reporting is required by our agency if there is 1) suspected abuse or neglect of a child, elderly person or disabled person, 2) your caseworker believes you are in danger of harming yourself or another person or you are unable to take care of yourself or 3) if you report that you intent to physically injure someone. In these cases the law requires the worker to inform that person as well as the legal authorities. In addition, there are other situations which may require Foster Kinship to release information: 4) if ordered by a court to release information as part of a legal matter, 5) in situations of natural disasters whereby protected records may become exposed or 6) as otherwise required by law.

RECORD KEEPING

A record of visits, certification of household composition and income, services provided, financial and physical resources distributed and notes describing the need for each is kept on file per state and federal law. Certification of income and residency may be provided to grant administrators upon request. General reporting on services provided and demographic data will be done on a regular basis. We also use survey instruments at case commencement and closure to track outcomes. Please be assured that individual responses to this survey instrument will be kept completely anonymous and confidential and only aggregated results will be used.

PRIVACY POLICY

Foster Kinship values the privacy of our clients. It is our policy to collect and store only personal information that is knowingly provided to us. We do not share personal information. Through our client database, Foster Kinship collects and stores contact information from individuals as it is knowingly provided to us, including email addresses. Foster Kinship does not distribute personal information or email addresses to third parties. We use this information to contact individuals via email and mail with additional resources that might be of interest, including upcoming events and trainings, new publications, or other resources. You may choose at any time not to provide personally identifiable information, although this may restrict our ability to provide requested services or information.

DIVERSITY STATEMENT

We believe that the diversity of families in our community is our strength. Foster Kinship demonstrates the commitment, knowledge and ability to work effectively with and advocate for individuals and families with a variety of identities, cultures, backgrounds and ideologies. We serve kinship caregivers without regard to caregiver age, disability status, economic circumstances, ethnicity, gender, race, religion, sexual orientation, relation to the child or custody status of the child.

COMPLAINTS

You have a right to have your complaints heard and resolved in a timely manner. If you have a complaint about the services you have received through Foster Kinship, please inform the Executive Director, Alison Caliendo, at Ali@fosterkinship.org or (702) 546-9988 immediately.

CONSENT FOR SERVICES

I have read the above. I believe I am eligible for the program as defined by the eligibility criteria.

I accept, understand, and agree to abide by the contents and terms of this agreement and further, consent to receive services from Foster Kinship. I understand that I may withdraw at anytime.

By entering this agreement I understand Foster Kinship is not bound to provide a discrete financial amount, but will provide case management and resource provision if I qualify.

I agree to participate in the family evaluation and to have my personal data collected.

I understand that if I am accepted into the case management program, I will be required to be an active participant in my case plan and suggested activities.

By signing below, you are stating that you have read and understood this policy statement.

Primary Caregiver Signature

Name

Date