

State of Colorado

CHILD AND FAMILY SERVICES PLAN

**FY 2005-2009
FIVE YEAR PLAN**

Submitted to

Administration for Children and Families

U.S. Department of Health and Human Services

Colorado's IV-B Five-Year Plan

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CDHS ACRONYM LIST

ACSES – Automated Child Support Enforcement System
ADAD – Alcohol Drug Abuse Division
AEC – Annie E. Casey Foundation
AFCARS – Adoption and Foster Care Analysis and Reporting System
AFRR – Adoptive Family Resource Registry
APS – Adoption Promotion and Support Services
APSR – Annual Progress and Services Report
ARD – Administrative Review Division
ASFA – Adoption and Safe Families Act
BOCES – Boards of Cooperative Education Services
C.R.S. – Colorado Revised Statute
CAC – Colorado Assessment Continuum
CAPTA – Child Abuse Prevention and Treatment Act
CARR – Colorado Adoption Resource Registry
CASA – Court Appointed Special Advocate
CBI – Colorado Bureau of Investigation
CCAR – Colorado Client Assessment Record
CDE – Colorado Department of Education
CDHS – Colorado Department of Human Services
CFCIP – Chafee Foster Care Independence Program
CFMS – Colorado Financial Management System
CFSP – Child and Family Services Plan
CHATS – Child Care Automated Tracking System
CHP+ – Child Health Plan Plus
CKAC – Give Kids a Chance
CMHC – Community Mental Health Center
COIN – Client Oriented Information Network
CPA – Child Placement Agency
CPT – Child Protection Team
CRCP – Central Registry for Child Protection
CWEST – Child Welfare Eligibility and Service Tracking System
RO – Regional Office
CWSA – Child Welfare Settlement Agreement
D&N – Dependency and Neglect
DAAP – Domestic Abuse Assistance Program
DCP – Discrete Case Plan
DYC – Division of Youth Corrections
EPP – Expedited Permanency Planning
EPSDT – Early and Periodic Screening, Diagnosis, and Treatment
FFY – Federal Fiscal Year
FPP – Family Preservation Program
FSP – Family Service Plan
GAL – Guardian ad Litem
ICPC – Interstate Compact on the Placement of Children
ICWA – Indian Child Welfare Act
IDEA – Individuals with Disabilities Education Act
IEP – Individual Education Plan
IL – Independent Living

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MHASA– Mental Health Assessment and Service Agency

MMIS – Medicaid Management Information System

NCANDS – National Child Abuse and Neglect Data System

NCFAS – North Carolina Family Assessment Scale

OPI – Office of Performance Improvement

PAC – Placement Alternative Commission

PIP – Program Improvement Plan

Project UPLIFT* – Understanding Permanency Lessons in Future Teamwork

PSSF – Promoting Safe and Stable Families

RCCF – Residential Child Care Facility

RFP – Request for Proposal

ROC Sheets – Report of Contact Sheets

RTC – Residential Treatment Center

SACWIS – State Automated Child Welfare Information System (*Colorado Trails*)

SDC Survey – Summary Data Component Survey

SFY – State Fiscal Year

SIDMOD – State Identification Module

SHHP – Supportive Housing and Homeless Programs

TANF – Temporary Assistance to Needy Families

TLC – Ten Large Counties

TLR – Time-Limited Reunification Services

TPR– Termination of Parental Rights

*Project UPLIFT differs from the “Adoption Opportunity Uplift Grant”

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I. Introduction

Colorado's Child and Family Services Five-year Plan outlines the goals, actions steps and baseline data to accomplish the outcomes of safety, permanency and well-being for children and families in Colorado. The Plan will be available to interested parties by way of the Colorado Home Page. Colorado developed the following Vision, Mission and Philosophy Statements, which are reflective of the service principals set forth in Section 1355.22 [45 CFR 1357.15(g)]. These will serve to guide our work in Children and Family services through the next five years.

Division of Child Welfare Vision:

Colorado's Children live in a safe, healthy and stable environment.

Division of Child Welfare Mission:

Everything we do enhances the delivery of child welfare services so that Colorado's children and families are safe and stable.

Division of Child Welfare Philosophy:

Child Welfare Services constitutes a specialized set of services that are intended to strengthen the ability of family to protect and care for their own children, minimize harm to children and youth, and ensure timely permanency planning. Services are aimed at stabilizing the family situation and strengthening the family's capacity to care for their children. When safety is not possible within the family, services are focused on the child's need for a stable, permanent home as quickly as possible.

Division of Child Welfare Guiding Principles:

- Children and youth shall have the right to be raised by their families of origin. Families have the responsibility to raise and nurture their own children. Reasonable efforts shall be made to maintain the family unit through the provision of in-home services.
- Placement shall be considered when there is evidence that leaving the child in the home would jeopardize the safety of the child or community. Reasonable efforts shall be made to reunite the family as soon as possible if removal is necessary. When reunification is not possible, adoption and other permanency options shall be aggressively and quickly pursued.
- Appropriate and culturally competent services shall be provided to families, children, and youth in their own homes and in out of home placements.
- Children and youth who have been removed from the care of their parents shall have the right to have extended family members considered as placement resources, to be placed in a safe environment, not to be moved indiscriminately from one placement to another, and to have the assurance of a permanent family.
- Consideration of the child's age, race, ethnicity, culture, language, religion, and special needs shall guide the choice of out of home and adoptive placements.
- Case planning shall involve the family so that relevant services can be provided to promote rehabilitation and reunification.
- Child Welfare Services shall be provided in collaboration with other community agencies on behalf of children, youth and families.

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- Financial and programmatic accountability will be stressed using quality assurance principals to reinforce that the children and their families received all required services.
- Respect and build on staff's strengths so that their expertise can be directed toward those assignments, which will benefit the Division's mission in such areas as technical assistance, consultation, and training others.

Child Welfare Program Areas

Three programmatic areas define the target populations served in child welfare at the county level and one area for resource development.

- Program Area 4 – Youth in Conflict: Services are provided to reduce or eliminate conflicts between youth and their family members or the community when conflicts affect the youth's well-being, the normal functioning of the family, or the well-being of the community. The focus of services shall be on alleviating conflicts, protecting the youth and the community, re-establishing family stability, or assisting the youth to emancipate successfully.
- Program Area 5 – Child Protection: Services are provided to protect children whose physical, mental or emotional well-being is threatened by the actions or omissions of parents, legal guardians or custodians, or persons responsible for providing out-of-home care, including a foster parent, an employee of a residential child care facility, and a provider of family child care or center-based child care. The focus of services shall be on providing for the child's safety, enhancement of family functioning, and addressing the child's need for permanency.
- Program Area 6 – Children or Youth in Need of Specialized Services: Statutorily authorized services to specified children and families when the primary focus of services is no longer protective or youth-in-conflict. These services include children with subsidized adoptions, children with Medicaid only services, and children for whom the disposition is no longer reunification, (i.e. long-term foster care, independent living).
- Program Area 7 – Resource Development: Provides for the development, maintenance and improvement of the resources available to serve children, including recruitment, certification, training, and retention of family foster homes, county operated group homes, and adoptive homes.

Administration

- The Colorado Department of Human Services through the Division of Child Welfare Services is designated to administer the Title IV-B Programs for the State. The Division of Child Welfare Services consists of a group of services intended to protect children from harm and to assist families in caring for and protecting their children. These services are provided directly by the State Department or County Departments of Human/Social Services and by direct contract programs.
- Colorado operates a state supervised, county administered social services system. All protective services are administered by County Departments of Social Services. In addition, the State will monitor County Department outcomes for children and families as identified in county specific program improvement plans.

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Child Welfare Administration was established as a separate line item in FY 2000-01 in response to footnote 78 to SB 99-215. This appropriation provides funding for:

- Positions responsible to provide supervision to the county departments of social services in the provision of all Child Welfare Services as defined in 26-5-101(3), C.R.S.
- Response to legislation defining policy and fiscal issues.
- Coordination and collaboration with other Divisions including Self Sufficiency, ITS, Child Care, Mental Health, Alcohol and Drug Abuse, Youth Corrections, Developmental Disability, Department of Public Health and Environment and Departments including Health Care Policy and Finance, Judicial, and Education. The purpose of this activity is to eliminate service duplication and assure service integration.
- Policy development and subsequent program development and implementation.
- Response to consumers for information as well as follow-up on complaints.

Stakeholder Involvement

Colorado has sought stakeholder guidance to examine the practices, policies and procedures of State and local agencies and to evaluate the extent to which the agencies are effectively discharging their child protection responsibilities. Stakeholders provide for public outreach and comment in order to assess the impact of current procedures and practices on children and families in the community. Recommendations are sought from the stakeholder group to the State and public for improving the child protection services system. These recommendations are reflected in the Child and Family Services Plan as well as the Annual Progress and Services Report.

The Stakeholder Groups are listed below (Stakeholder Names and Titles are in Appendix A)

- Colorado's 3 Citizen Review Panels – the Children's Justice Task Force, the State Institutional Abuse Team, the Pueblo County Child Protection Team.
- Promoting Safe and Stable Families Advisory Council
- Chafee Youth Group
- Tribes

In order to solicit unbiased opinions about the Colorado's Child Welfare system, the general public was asked to complete a survey about various child welfare practices in the areas of safety, permanency and child and family well-being. The electronic survey, Located in Appendix B, was advertised and placed on various human services web pages. From approximately 350 responses, the ratings for the various areas of practice were generally seen as being positive. There were many comments that indicated some areas of concern. These concerns have been examined as to the following: Foster Parents, Legal Community, Consumers and Consumer advocates, Community partners and collateral agencies.

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Legal Representatives

Thirty-two legal Representatives answered the on-line survey. These representatives include Judges and guardian ad litem (GAL).

These are a few of the common quotes found in the survey:

- “Emotional health is often not given enough weight. I have seen the department remove or attempt to remove children from a foster home where they have formed an attachment merely because a relative has shown up at the 11th hour.”
- “I do believe that there is not enough monitoring of the placements. There is a lack of training and provision of services that we are paying for.”
- “For the most part, DSS provides the services they can, given the fiscal limitations at this time.”
- “Don’t usually give many services to relative care givers and almost never to foster parents”
- “Timely permanency is so heavily reliant upon available resources, especially with EPP cases.”
- “We have been hearing a lot of statements that the DSS doesn’t have the manpower to supervise more than two, sometimes three visits a week.”

County and Community Partners

Thirty-one County or Community Partners answered the on-line survey.

These are a few of the common quotes found in the survey:

- “More services are needed to prevent placement”
- “No money for services, long wait times, caseworker turnover”
- “I believe intake staffs are stretched to their limits and therefore the effectiveness of their responses is in question.”
- “There is never enough money to provide service”
- “Court has too unrealistic expectations of workers. Can’t handle a full case load and supervise visits all day. Need case aids for transportation. Contract for visits services”
- “Caseworkers have caseloads that are too high to do this effectively and or consistently.” (visits)

Foster Parents

Fifty-five Foster Parents answered the on-line survey.

These are a few of the common quotes found in the survey:

- “I think the Department always tries to meet health and safety needs of the children. I am not always sure that this is accomplished.”
- “There are never enough individual services for what is needed for each child. Too much bouncing of kids around in order to achieve adult comfort zone.”
- “Resources are limited and interventions are not always available to appropriately prevent removal.”
- “As far as I can tell, almost all the services are directed at birth families. Foster families get very little support, even when they are in crisis.”
- “Need to provide more money for respite.”
- “Too many children continue to have disrupted “permanent” placements”

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Parents of child who have received Social Services, Adoptive Parent, and Family Advocates

Forty Six people in this special category answered the on-line survey.

These are a few of the common quotes found in the survey:

- “Appropriate services” can be defined as anything to anyone. Currently the state does not provide enough proactive support for families who may be at risk for out of home placements. More services are needed.”
- “Removal is almost always the remedy of choice. Error on the side of caution. Less liability. The best interest of the child has little to do with that assessment.”
- “Can only do so when money for services is available.” (Assess the needs of family)”
- “Placements are done where ever there is room. Until foster and adoptive families are considered and treated as vital to the permanency plan and treated accordingly, multiple placements will continue.”
- “Budget restraints have resulted in once a week visits between newborns and their mother. That is terrible.”

These concerns have been taken into consideration in the development of this five year plan. In order to gather trends from year to year, this survey will be provided from January through March each year. Trends will be addressed in the Annual Progress and Services Report.

Child and Family Services to address Safety, Permanency, and Child and Family Well-Being:

The Child Welfare Services allocated block provides the primary funding for County Departments of Social Services to provide child welfare services. Services that are provided through this block may include but are not limited to: Out-Of-Home Placement Including Foster Care, Residential Care, And Treatment; Adoptions; Subsidized Adoptions; Subsidized Adoption Case Services Payments; Child Welfare-Related Child Care And Burials; County Case Management And Administration; And The Administration Of The Interstate Compact On The Placement of Children For children who are either moving to Colorado from another state or are being placed by Colorado in another state. Under 26-5-104(4)(a) C.R.S., county departments are authorized to use their allocation to provide child welfare services without categorical restriction. Per statute, these funds are allocated to counties under a formula developed by the Child Welfare Allocations Committee. Prior to SFY 2001-02 the formula was primarily based upon historical expenditure with increases based upon changes in child population and poverty in each county. Effective SFY 2001-02 the basis for increase was shifted to child welfare caseload. In addition, and also effective SFY 2001-02, the Department and the Allocation Committee have implemented an Optimization Model designed to provide a more equitable, efficient, accountable, and outcome based distribution of the Child Welfare Block Allocation.

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Services Continuum

Prevention and Family Support – services to keep children and families from entering the child welfare system and to promote children remaining with their families in safe and stable homes whenever possible.

- Promoting Safe and Stable Families
- Temporary Assistance for Needy Families (TANF)
- Housing Services
- Early Periodic Screening and Diagnostic Testing (EPSDT)
- Child Care
- Child Support
- Parenting Classes
- Support Groups
- Food Stamps

Early Intervention/Family Preservation – services to address the needs of families at risk or in crisis, which are designed to strengthen and stabilize families and prevent entry into out of home care.

- Special Circumstance Child Care
- Medicaid
- Home based Intervention
- Sexual Abuse Treatment
- Day Treatment
- Life Skills
- Intensive Family Therapy
- Mental Health Services
- Substance Abuse Treatment
- County Designed Programs
- Special Economic Assistance

Child Protective Services – investigation of cases of suspected abuse and neglect as well as provision of treatment services for children and families.

- Colorado Assessment Continuum including, North Carolina Family Assessment Scale
- Team Decision Making
- Family Group Decision Making
- Interstate Compact on Placement of Children
- Concurrent Planning
- Mediation

Foster Care – placement of children in out-of-home care with services designed to meet the child's need for safety, and well-being.

- Kinship care
- Foster homes certified by county departments or child placement agencies
- Group Homes (county and CPAs)
- Children's Habilitation Residential Program
- Residential Child Care Facilities
- Residential Treatment Centers

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Permanency – determining a permanency plan for a child.

- Reunification with the family of origin
- Permanency with kin (adoption/guardianship)
- Permanency with someone other than kin (adoption/guardianship)
- Long term foster care with kin
- Long term foster care with someone other than kin
- Independent living
- Emancipation
- Expedited Permanency Planning

Post-Permanency Services/After care – services to support a permanent placement for a child.

- Post-legal adoption services
- Reunification services
- Alive/E
- Core Services

II. Program Services and Activities

A. Adoption Program

Colorado children's code and Federal law provides statutory authority for adoption services including subsidized adoption, Colorado Adoption Resource Registry (CARR) and the Interstate Compact on Adoption and Medical Assistance (ICAMA).

POST-LEGAL ADOPTION SERVICES

1. A Request for Proposal is being developed to begin the process of implementing post adoption services statewide. The proposal is being funded with \$450,000 from the Promoting Safe and Stable Families (PSSF) grant. A single agency will be contracted with to establish a core group of services statewide for families who have adopted children through Colorado's county departments. The RFP will be issued in the spring of 2004 with implementation of statewide services in October 2004.

Some of the service requirements include:

- Statewide Warm Line and E-mail link
- Enhanced Internet Web Page
- Support Groups
- Newsletter

ADOPTION INCENTIVE PAYMENT

The following outlines how the Colorado Department of Human Services; Division of Child Welfare, utilized the federal adoption incentive monies. In October 2003, Colorado was awarded \$496,000 for increasing adoptions. The Incentive Funds were divided into three categories.

1. A portion of the dollars went to support statewide initiatives on Recruitment and Retention (\$143,840)
2. Funds were returned to the county departments, who increased adoptions above the baseline. Counties are using the money to provide direct post legal adoption support services. (\$176,080).
3. Twelve county departments developed county specific recruitment plans and received funds to address child/sibling specific activities that are moving placements to finalization within the year. (\$176,080).

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B. Coordination with the Tribes

The Department developed policies and procedures to implement the ICWA when the Act was enacted in 1978. Since that time the State has revised its Volume 7 procedures to ensure that all 64 counties meet the requirements to protect the rights of American Indian Families. Since the early 1970's, Colorado has had Tribal Agreements with both the Southern Ute Tribe and the Ute Mountain Ute Tribe. These agreements set forth-working policies that encourage cooperation and collaboration on requirements of the Act. Colorado's Administrative Review Division (ARD) also asks specific ICWA questions for every child who is being reviewed.

Colorado's ARD identifies if a child in out of home care is Native American. If a child is Native American the reviewer establishes if the identified tribe or Bureau of Indian Affairs (BIA) received appropriate notice as required by the Indian Child Welfare Act. As of 2/29/2004 Colorado's compliance on notification to the tribes was 69.6%. The state will utilize ARD and Trails data elements to determine which counties are out of compliance and increase compliance over the next five years.

CDHS also has working relationships with the following entities that serve urban American Indians: the Denver Indian Center, the Denver Indian Health and Family Services and the Denver Indian Family Resource Center. The county departments work collaboratively with the Denver Indian Health and Family Services and the Denver Indian Family Resource Center to serve families in the metropolitan area.

The 2000 census data for Colorado indicates that there are 44,241 residents who identify themselves as American Indian and Alaska Native. Those residents 18 and younger totaled 13,143. Additionally, 28,982 residents reported themselves as primary race Hispanic or Latino and American Indian or Alaska Native, with 7,929 being 18 years or younger. All rights and privileges afforded to other parents and children are applicable to American Indian parents, Indian Custodians and American Indian children under the jurisdiction of county departments of social services.

An Indian Child Welfare Task Force was created in the fall of 2000. The Task Force was formed to address concerns voiced to the United States Justice Department that Colorado was not in compliance with ICWA. Task Force members and other professionals were concerned that because of the turnover of workers and lack of American Indian cases in rural areas, expertise is lacking and there are areas not in compliance with ICWA. Over the last two years Colorado has been updating training and practice materials regarding ICWA. Additionally, there are efforts to develop cross systems training to ensure that attorneys, county staff, court staff and others involved in serving American Indian children and families know what resources are available. Lists of these resources, ICWA trainers and expert Indian witnesses are being developed and shared with county staff. The ICWA Task Force now called the ICWA Team continues to meet and provide directions for counties' compliance with ICWA.

The mission of the Colorado ICWA Team is to promote Colorado's ongoing full compliance with ICWA, in both the letter and spirit of the law. Therefore, in order to enhance the well being of Indian children and families, the mission includes both the technical application of the law and the delivery of culturally responsive services. The

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mission will be facilitated through a collaborative and open process among American Indian community members, state, county, and tribal and community child welfare administrators and providers, judiciary personnel and other child welfare advocacy and service providers.

Regarding Section 422 (b) (10) and based upon agreement between the Tribal Organizations and the State of Colorado through it's Child Welfare Division, the Tribes will provide protection for children on the reservation while the state will provide protection under this section for children off of the reservation. With that in mind, County Departments seek out least restrictive settings for the protection of children. Kinship care settings are utilized whenever this most appropriately meets the child's needs and provides a safe home.

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C. Promoting Safe and Stable Family

Colorado's Promoting Safe and Stable Families Program (PSSF) serves as a catalyst to help local communities find innovative, collaborative ways to deliver services that promote safety, permanency and well-being for three targeted populations; adoptive families and families planning to adopt, time-limited reunification families and other at-risk families and children. The local projects provide or enhance family support networks on behalf of all targeted populations to increase family well-being and family preservation services geared to families in crisis who have children at risk. The goal of the PSSF is to increase the capacity of all families to nurture their children. It was predicated on the belief that families who receive support are more capable of supporting themselves and their children; and that respect for parents is vital in the delivery of services. Local PSSF projects utilize the strengths within their neighborhood, city, county, and/or region, to address the needs of families and children.

Thirty-four (34) Counties and one Indian Reservation were targeted to receive funds through a non-competitive application process. The criteria for selection was based on:

- An existing Promoting Safe and Stable Family site,
- Proximity of a family resource center,
- The number of legalized adoptions,
- The number of children under the age of 18, and
- The number of child welfare cases.

All counties or regions receiving PSSF funding are required to provide family preservation and family support services for the entire county's adoption promotion and support and time-limited reunification populations. Counties receiving \$25,000 will not be held to spend a certain percentage of their funding for time-limited and adoption promotion and support populations, however the local plan must reflect service strategies for these populations. Counties receiving \$100,000 or more must devote 40% of the funding to the time-limited reunification populations and 15% to adoption promotion and support populations. All funds are used to promote partnerships between community based organizations and the local departments of human/social services.

The following 34 counties and one Indian Reservation receive targeted funding: Adams, Arapahoe, Boulder, Delta, Montrose, El Paso, Denver, Fremont, Custer, Chaffee, Huerfano, Las Animas, Jefferson, Kit Carson, La Plata, Archuleta, Montezuma, Larimer, Mesa, Morgan, Otero, Pueblo, Prowers, Bent, Baca, Alamosa, Conejos, Costilla, Mineral, Rio Grande, Saguache, Summit, Washington, Weld, and the Ute Mountain Ute Tribe. Additionally, 15% of all state PSSF dollars is set aside for a statewide post-legal adoption services system.

Individualized family service plans, based on an assessment of family strengths and how those strengths can be built upon, provide families with the tools to effectively deal with their situations. Family advocates and project staff work within the community to seek systemic redesign whereby all families will have access to a system of care. The American Humane Association has shown an inverse relationship between the primary

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caregivers' level of risk for maltreatment and adequacy of resources. Their study's findings suggest that family strengths and family resources can potentially offset or possibly mitigate the risk of harm to children. Thus, Family Preservation and Family Support services can be used indirectly to support Colorado's Child Welfare outcomes of child and community safety, permanency for children, and child and family well-being.

At the local level, Promoting Safe and Stable Families projects are guided by a Community Advisory Council consisting of local departments of human services and mental health, family advocates, community and faith based organizations and parent representatives. Quarterly meetings of a multi-disciplinary, non-profit and governmental State Advisory Council parallels this process at the State level. The State Advisory Council provides perspective, experience and balance to the state administration of the PSSF program and creatively supports the maintenance, expansion and continuance of the program's commitment to Colorado families. The Council has recently recommended adding new target PSSF communities, should funds become available. The funds should be awarded based on a competitive process that rewards those communities who propose the most promising service and best practice models.

D. Staff Training and Technical Assistance Report

Outcome Domain- Safety

1. Statewide, cross-system training will be provided on the Colorado Assessment Continuum.
2. The Department of Human Services will provide joint Child Welfare, Youth Correction, Mental Health and Substance Abuse training in the area of child and family assessment.
3. Training for county caseworkers will be provided on the assessment of child safety and risk factors for children in out-of-home placements.
4. Child Protection caseworkers and supervisors will receive training and technical assistance on issues related to Accurate Safety Assessments.
5. Training will be provided to county Foster Care certification workers and supervisors on the protocols for assessing risk factors in Child Foster Home Studies.
6. Ongoing training for new Child Welfare caseworkers in casework practices, interviewing techniques and substance abuse recognition using the established, computer-based training module.
7. Ongoing joint training provided to Child Welfare caseworkers and Domestic Violence staff to enhance collaboration between the two areas.
8. Training for caseworkers on the guidelines for appropriate intervention in child neglect to improve maltreating parents' abilities to care for their children.

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9. Ongoing training for experienced Child Welfare, sexual abuse caseworkers on advanced sexual abuse interviewing skills.
10. Training provided to Child Welfare caseworkers on ethics and liability, as related to Child Protective Services.
11. Training for experienced Child Welfare caseworkers on Advanced Interdisciplinary Topics in Child Protection.
12. Child Welfare caseworkers will be trained to recognize the medical diagnosis of physical abuse and how to determine when a medical consultation should be utilized.
13. Training for Child Welfare caseworkers on the use of the Structured Assessment Family Evaluation (SAFE) procedure and instrument.
14. Statewide cross systems training for Child Welfare, Substance Abuse and Judicial on the use of a common assessment instrument (Protocol) in determining child safety when substance use/abuse is one of the presenting problems.

Outcome Domain- Permanency

1. Training provided to County Department staff on child and family preparation for adoption.
2. Regional training for County Department Liaisons on the Interstate Compact on the Placement of Children and the Interstate Compact on Adoption Medical Assistance.
3. Training on Subsidized Adoption program rules, regulations, procedures, policies and strategies for negotiating subsidies.
4. Training on the use of Title IV-E Subsidized Adoption Benefits for non-profit, child placement agencies.
5. Regional training provided to county attorneys, state judicial workers and CASA staff on the new regulations for the Adoption and Safe Families Act.
6. Training for County Child Welfare staff, Division of Youth Corrections and Out-of-Home Care Providers in multiple aspects of providing administrative and maintenance service to IV-E eligible children and their families in an annual conference.
7. Ongoing training for County Department and Youth Corrections staff on participating in administrative out-of-home placement reviews on relevant knowledge and skills for case management in the IV-E programs.
8. Ongoing, statewide training for judicial staff in the legal and administrative issues involved in administering the IV-E program.

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9. Ongoing, regional training for those County Department and Youth Corrections staff who serve as IV-E liaisons to the State Office, on relevant knowledge and skills for administering IV-E eligibility determination.
10. Ongoing training provided to certified and licensed Family Foster Care and Group Home providers in the requirements and basic knowledge and skills for providing maintenance services for IV-E eligible children and their families.
11. Ongoing training for State and County Department adoption staff in relevant knowledge and skills needed to successfully implement the Multi-Ethnic Placement Act.
12. Ongoing training provided to State and County Human Services staff on administering Core Services to IV-E eligible children and their families, independent living program youth, and youth in conflict.
13. Ongoing training for Child Welfare caseworkers and family support providers on the use of Kinship Care. Training will focus on the definition of Kinship Care, family assessments and the provision of support services.
14. Ongoing training for Child Welfare and child placement agency staff on the recruitment and retention of minority and therapeutic foster care providers.
15. Ongoing training for Child Welfare caseworkers, foster and adoptive parents, and child placement agency staff on adoption practices. Training will focus on placement practices, the foster care continuum, assuring continuity in the lives of children, working with birth families and cultural diversity and matching of children with parents.
16. Ongoing training for Child Welfare caseworkers, foster parents and contract service providers on using a Common Family Study (CFS). The CFS is an assessment instrument, which is appropriate for resource families (foster, adoptive and kinship care).
17. Ongoing training for Child Welfare caseworkers, private service providers and community members on "core" Quality Standards for service providers.
18. Ongoing training provided to County Department and Youth Services staff on current and proposed Section 422 Federal requirements under Title IV-B to assure that children receive federally mandated protection and safeguards.
19. Training for Child Welfare caseworkers on Reunification Practice and Placement Prevention. The training will focus on concepts of reasonable efforts, separation, attachment and permanency planning.
20. Training provided to Child Welfare caseworkers on the relationship between Child Abuse and Developmental Delays. Training will focus on the assessment of developmental levels and the impact of abuse on these levels.

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21. Training for Child Welfare caseworkers on the use of Outcome Measures in developing family service plans.
22. Training for paraprofessionals working with families of children who meet the out-of-home placement criteria. The training will address parenting skills, interpersonal skills, communication skills, basic health care, job development skills and introductory concepts of infant and child development.
23. Training for Child Welfare caseworkers, child placement agency staff, and foster and adoptive parent groups on the development of permanency planning foster homes.
24. Training for Child Welfare caseworkers and family support providers on the development of services and services linkages for the inclusion of and outreach to fathers.
25. Training for Child Welfare caseworkers on the appropriate use of Other Planned Permanent Living Arrangements (OPPLA).
26. Training for Child Welfare caseworkers on Assessment of Children and Youth for Adoption. This training will also include strategies for preparing children and youth for adoption.
27. Training provided to paraprofessionals and Child Welfare caseworkers on conducting and structuring effective visitation plans for children and youth in out of home placements.

Outcome Domain- Child and Family Well-being:

1. Training will be provided to County Department caseworkers to enhance their ability to empower ethnic, minority parents and children, and to strengthen their family systems.
2. County Department caseworkers and contract services providers will be trained on new health related rules and issues.
3. Child Welfare, Youth Corrections and Residential Treatment Center staff will be trained on the use of the Colorado Client Assessment Record (CCAR) instrument.
4. Training will be provided for Child Welfare staff, collateral agencies, and parents on active parent involvement and participation on advisory boards as well as in treatment planning.
5. Training for Child Welfare staff and collateral agencies on culturally competent practices and the provision of culturally relevant services.
6. Regional training sessions for State, County and Tribal administrators on the Indian Child Welfare Act (ICWA). This training will focus on implications for

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- policy, program management and case practice changes needed to ensure compliance with ICWA.
7. Training for Child Welfare caseworker and placement service providers on Establishing Foster Care Treatment Standards. This training will focus on developing a system for monitoring youth by tracking outcome measures and meeting established requirements for treatment plans.
 8. Training for Child Welfare caseworkers on conducting diligent searches for absent parents. The training will provide county staff with effective strategies to use in gathering information and conducting searches to find and engage absent parents.
 9. Training in Cultural Sensitivity for Child Welfare caseworkers and Out of Home placement providers. The emphasis of the session will be on the development of inter-cultural communication skills, techniques for cultural sensitive family assessment, interviewing, and case planning. Cultural issues related to the placement of children will also be examined.
 10. Training for Judges and Attorneys who hear cases related to IV-E Eligible Children and Their Families. This training will educate Colorado's judiciary regarding issues related to IV-E children and their families.
 11. Training for Child Welfare caseworkers and Educators on developing effective educational plans for children in and out of home placements. The training will provide trainees with an understanding of the relevant educational policies and processes; educational assessments and plans; methods for monitoring outcomes and services; and tools to develop successful inter-agency agreements.
 12. Training for Child Welfare supervisors, administrators and directors on the Adoptions and Safe Families Act (ASFA). This training will provide county directors, administrators, and supervisors with an understanding of effective strategies to use in implementing ASFA standards and requirements to achieve positive result for children and families.

Additional Training

1. Joint training with caseworkers and foster parents: to address their respective roles/responsibilities and to provide strategies to develop respectful and effective working relationships that benefit the child (professional team development)
2. Joint training of foster parents and caseworkers including:
 - Developmental needs of children
 - The dynamics of abused and neglected children
3. Joint foster parent, supervisory and caseworker training: regarding the inclusion of foster parents as an active part of the child's planning team.
4. Training related to allegations of abuse/neglect and the provision of support to foster parents in order to impact retention and recruitment.

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5. Handbook for foster parents regarding allegations of abuse/neglect in foster homes.
6. Foster parent training: to provide information regarding requirements of the investigation process when there are allegations of abuse/neglect regarding a foster child in their home, coping strategies, and ways to receive support.
7. Training in treatment foster care program development, implementation, and quality assurance.
8. Foster parent, caseworker, and supervisor training: regarding educational advocacy for children in foster care, and on caseworkers' caseloads. This would entail caseworkers, foster parents, etc to have some basic knowledge of the laws that impact education and information to assist them to participate on the educational teams and to know what and how to advocate for children's educational needs.
9. Foster/kin/adoption workers: training regarding a universal assessment (home study).
10. Foster/kin parents: standardized pre-service foster care training (up to 27 hours).
11. Foster care workers and caseworkers: Safety in OOH-how to conduct ongoing safety assessments within foster homes during visits to assure safety in the environment, assess foster parent skills/needs, and to address unmet needs or issues to prevent disruption, abuse/neglect or other breaches of safety.
12. FC Program Development: To assist counties and CPAs to develop their foster care programs, focusing on recruitment & retention strategies and the supports needed for specialized types of foster care homes. (FC Audit recommendation #13-provide TA/training to counties re: certification, recruitment, and retention)
13. County on-site reviews: Review 4 county department foster care certification/retention/recruitment programs, Chafee Program, as well as to monitor compliance with issues such as permanency, or other areas identified by the Division for compliance. (The Dept agreed to quarterly on-sites as part of the 2002 FC Audit)

Regional trainings: Provide training regarding FC requirements, certification practice, issues, etc for county FC/Kin staff (who typically are unable to receive TA and training as FC/Kin Coordinators), recruitment, retention and certification (2 West Slope and 2 rural locations annually).

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E. Outcomes, Goals, and Action Steps

The following section comprises the Outcomes, Goals, and Action Steps for Federal Fiscal years 2005-2009. The sections are organized according to the three outcomes of Safety, Permanency and Child and Family Well-Being. Within each of the three sections, the outcomes have been linked with the attendant goals, and actions steps that were used to meet the goals.

Outcome Domain – Safety

To ensure the safety of all children who come to the attention of the Colorado Department of Human Services and/or County Departments of Social Services.

Outcome Measures:

- Fewer children will have a second report of child abuse and/or neglect over time.
Baseline, December, 2003 –3.7% of all children who were victims of substantiated or indicated child abuse an/or neglect had another substantiated or indicated report within six months.

- Colorado will show a reduction in rate of child abuse and/or neglect of children in out-of-home care.
Baseline, December, 2003 - .59% of all children in foster care in the State were the subject of substantiated or indicated maltreatment by a foster parent or facility staff.

Safety Goal A:

Children are first and foremost protected from abuse and neglect.

Safety Goal B:

Children are safely maintained in their homes whenever possible and appropriate.

Program Improvement Plan Action Steps to Achieve Safety Goal A and B:

1. Timeliness of initiating investigations of reports of maltreatment
Goal – **85% of reports will receive a face to face observation of child within assigned timeframe.**
 - a) In order to mandate a face-to-face observance of the child when initiating an investigation on both new referrals and referrals on open cases, State Child Welfare will:
 - i) Submit a rule change request to State Board.
 - ii) Announce the change to counties via Agency letter.
 - iii) Assure that counties implement this practice change.

2. Incidence of child abuse and/or neglect in foster care
Goal – **Children who experience abuse in out of home care will decrease to .57%**
 - a) The 24-hour monitoring team will continue to provide over-sight and technical assistance to facilities that are determined to be at risk or where there has been an

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- allegation of child abuse/neglect in order to correct situations that put children at risk and to increase the level of quality of care.
- i) Receive referrals.
 - ii) Conduct site visits.
 - iii) Document findings and provide to county department and state staff.
 - iv) Provide oversight and technical assistance.
- b) Statewide training will be provided for county staff and child placement agency staff on Confirming Safe Environments (assessing safety of the foster home prior to and during placement).
 - c) Statewide foster parent training curriculum (Core and Advanced) will provide information and suggestions to ensure that needs and behaviors of special needs children are addressed to prevent inappropriate or abusive treatment.
 - i) Review and revise curricula as needed.
 - ii) Begin delivery of revised curricula.
 - iii) Assess training effectiveness via evaluation.
 - d) Foster Family Assessment training will be provided to county and CPA staff to improve their ability to assess and certify appropriate foster homes.
3. Services to family to protect child(ren) in home and prevent removal
Goal – 95% of Family Services Plans contain a description of specific services that address the needs of the child(ren).
- a) In order to insure that appropriate services are provided, County Department's will conduct reliable assessments of families open to child welfare to provide them an appropriate array of prevention, support and Core services to protect children in their own homes and prevent removal.
 - i) Counties have been notified that the use of the Colorado Assessment Continuum (CAC) is now required to be completed in Trails.
 - ii) State will provide technical assistance to counties on the use of the CAC upon request.
 - b) Use of Team Decision Making (TDM) to consider removal decisions will be expanded beyond Denver and El Paso counties.
 - i) Present Family to Family strategies (including use of TDM) to Metro Child Welfare Administrators and County Directors.
 - ii) Conduct statewide forum to provide information regarding implementation and support for Family to Family strategies.
 - iii) Additional counties self-select to implement these strategies (Projected: three additional counties).
 - iv) The State will provide technical assistance and support to counties as they implement TDM for this purpose.
4. Risk of Harm to children
Goal – 75% of Safety plans will address the issues identified in the Safety Assessment.
- a) Core Caseworker statewide training will provide training on how to incorporate the Safety Assessment into a Safety Plan.
 - i) Review and revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation and/or supervisor surveys.

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Additional Action Steps to achieve safety Goal A and B:

Children's Habilitation Residential Program (CHRP) Program Goal

Goal:

To assure that children in CHRP out of home care placement are receiving appropriate services to keep them safe, and protect them from abuse or neglect.

Activities:

- 5 Train and educate County Department Case Workers to recognize and assess service needs as early as possible for children with developmental disabilities in out of home placement.
- 6 Give providers the opportunity for training and technical assistance to address areas of deficiency.
 - a) Monitor providers giving care to Children's Habilitation Residential Program (CHRP) waiver children with a risk-based approach. Monitoring of providers will occur when there are critical incidents involving child health and welfare.
 - b) Monitor county departments to determine appropriate use of Children's Habilitation Residential Program (CHRP) funding and appropriate referrals. Monitor county departments to assess how they are monitoring as to safety of placements and service provision.

Child Welfare Fatality Review Team

Goal:

Program Service/Strategy: Child Fatality Review Team will review all deaths in which the death is suspected to be the result of child abuse and/or neglect and the family received child welfare services within the past five years.

Activities:

- 7 The Child and Family Review Team will review child death cases to assess county casework and administrative practices and identify whether actions are consistent with statutory and policy requirements.
 - a) Conduct the initial fatality review through review of the case file.
 - b) Conduct on-site interviews with county and community personnel.
 - c) Complete and disseminate child fatality review findings to the county and the public.
- 8 The Child Fatality Review Team will provide technical assistance and oversight to county departments concerning out-of-compliance case practices identified during the review.
 - a) Briefing to county departments.
 - b) Provide a summary of required actions to county departments.
 - c) Oversee county development and implementation of actions.
- 9 Child Fatality Review Team will identify casework practices that need improvement statewide and disseminate this information regularly via agency letter.

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- 10 Members of the Child Fatality Review Team will participate in a multidisciplinary child death review process to improve cross-systems measures designed to reduce the rate of preventable child deaths in Colorado.

Foster Care Program

Goal:

Children in certified foster care homes placements are safe, free of risk of harm with risk of harm minimized.

Activities:

- 11 Provide forums for foster parents and caseworkers to determine the stressors that place children at risk of abuse/neglect in foster homes.
- 12 Research successful safety models and assessments in other states particularly those with a state supervised governance for replication.
- 13 Research and pilot a standardized assessment for foster/kin/adoptive homes.
- 14 Provide technical assistance to county department foster care workers and ongoing/intake caseworkers to recognize and assess the risk indicators and to provide timely response.
- 15 Team with the Colorado State Foster Parent Association, the Colorado Association of Family and Children's Agencies, Inc. and the Child Placement Agency (CPA) network to provide technical assistance to foster parents to recognize and assess the risk indicators and provide timely response.
- 16 Provide quarterly onsite monitoring of county department foster care programs.
- 17 Provide consistent and timely monitoring of foster care homes using a risk-based model.
- 18 Provide quarterly meetings for county foster care resource workers and community partners to provide ongoing technical assistance regarding the certification of foster homes, support, and best practice models.
- 19 Research and convey national models of best practice in foster care, using resources including the National Foster Care Manager's Board, Child Welfare League of America, the Administration of Children and Family, and other states to county departments and community partners.

Promoting Safe and Stable Families

Goals:

Ninety percent (90%) of all children served through PSSF will not have a confirmed report of abuse/neglect or a confirmed repeat report of maltreatment during the 12 month grant period.

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Activities:

21. PSSF will provide family advocacy, counseling, respite care, parent education and support, emergency assistance, and other services to 15,000 individuals in families each year.
22. Two thousand individuals will be provided family preservation services to prevent the removal of children from their families.
23. Thirteen thousand individuals will be provided family support services to protect and maintain children in their homes.

Goal:

Ninety-five percent (95%) of at-risk children receiving PSSF services will not enter a child welfare placement during the twelve month reporting period.

Activities:

24. PSSF will provide family support and preservation services to 5,000 at-risk children annually.
25. PSSF will provide family support and preservation services to 10,000 individuals and families.
26. Community Advisory Councils composed of local service agencies, community leaders, family advocates and parents will operate in each PSSF project to identify family needs, gaps in services, and implement strategies for strengthening families and preventing the out-of-home placement of children.

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Outcome Domain – Permanency

Children will be in a permanent living situation in a timely fashion.

Outcome Measures:

- Over time, the number of children re-entering foster care will be reduced.
Baseline, December, 2003 –13.84% of all children in the State who left an out-of-home setting re-entered foster care within a 12 month period.
- Over time, the percentage of children in out-of-home care that have 2 or more placements in a 12 month period will be reduced.
Baseline, December, 2003 – 71.6 % of all children who have been in foster care less than 12 months have had no more than two placement settings.
- The number of children to achieve reunification with their birth families or caretakers within 12 months will increase.
Baseline, December, 2003 –77% of all children who were reunified with their parents or caretakers at the time of discharge from foster care, achieved reunification within 12 months from the latest removal from home.
- The number of children who exit foster care into adoptive placements within a 24-month period will be increased.
Baseline, December, 2003 – 39.58% of all children who exited foster care to a finalized adoption did so within 24 months from the time of the latest removal from home.

Permanency Goal A:

Children have permanency and stability in their living situation.

Permanency Goal B:

The continuity of family relationships and connections is preserved for children.

Program Improvement Plan Action Steps to achieve Permanency Goal A and B:

1. Foster care re-entries – **No more than 17% of children will experience re-entry into foster care within a 12-month period. (Baseline 19.3%)**
 - a) Post-reunification services will be available for families statewide:
 - i) County Departments submit Core Services and PSSF plans that address the post-reunification needs of a family.
 - b) Family to Family Practice of Team Decision-Making (TDM) will occur in Denver and El Paso Counties (Child Welfare/County Departments):
 - i) Denver and El Paso counties expand current use of Team Decision Making to include delivering a TDM meeting prior to return of a child home. These TDMs will address post-reunification needs of the family. The current staff in these county TDM units will manage this expansion.

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- ii) Additional counties will be identified to deliver TDM meetings when a child returns home.
 - iii) The State will provide technical support to the additional counties
 - iv) NCFAS-R's two validated reunification domains will be increasingly used in counties to assist with determining when it is safe/appropriate to return children/youth home (Child Welfare).
 - (1) Use of NCFAS-R will be expanded beyond the three pilot counties. (Denver, Mesa, and Morgan) to assist with determining when it is safe/appropriate to return children/youth home.
 - (2) State will provide technical assistance with counties re: effective use of NCFAS-R.c. State will submit a request for the two new reunification domains to be integrated into Trails.
 - (3) NCFAS-R integrated into Trails
2. Stability of foster care placement - **For 76% of children who experience change of placement, the change will be directly related to helping the child achieve his/her goals in the case plan. (Baseline from July/August Data was 72%)**
- a) Training and technical assistance in Family Group Decision Making and Team Decision Making to plan for each move made by a child in foster care will be expanded to other counties.
 - b) Recruitment and retention of foster parents will be community- based to better meet the needs of children in their neighborhood home environment.
 - i) Family to Family Counties will develop and implement community recruitment strategies.
 - ii) Strategies will be documented and shared with other counties.
 - c) Partner with CO State Foster Parent Association (CSFPA) to provide mentoring and supportive services to foster families to minimize the likelihood of placement disruption.
 - i) Inform foster parents of process for requesting a mentor.
 - ii) Develop survey to distribute to sample of foster parents to determine adequacy/quality of services.
 - iii) Analyze data and provide feedback.
 - iv) Identify specific service needs and work.
 - d) Denver and El Paso Counties will decrease the use of congregate care for children and increase the use of family kinship and family foster homes.
 - i) Counties will utilize TDM practices and safety planning.
 - ii) Child Welfare will provide T/A and support around use of TDM.
 - e) Best practices for recruitment, retention and support for placement stability that were identified in the 14 county foster care review will be shared statewide. (Child Welfare)
 - i) Information shared at statewide conferences and meetings of county directors.
 - ii) Information will be posted on the Child Welfare Website.
 - iii) Bi-monthly foster care coordinator meeting will highlight best practices and identify barriers to implementation.
3. Permanency goal for child - **96% of children in foster care will have an appropriate permanency goal (Baseline 95%). 50% of children in foster care will have a permanency goal established in a timely manner (Baseline 14%).**

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- a) Ensure that Statewide Core Caseworker training includes the need to establish an appropriate permanency goal in a timely manner and to consider use of concurrent planning when appropriate.
 - i) Review/revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
 - b) Judges and magistrates will participate in “Stepping Up To Juvenile Court” – a training on the proper handling of Dependency and Neglect cases (including the timeliness of permanency determination)
 - c) Agency letter will be sent to reinforce timelines for establishing permanency goal.
4. Adoption
- a) Statewide Caseworker Core and ongoing training on adoption issues/practice will emphasize timelines and efforts to find adoptive homes for all children with a goal of adoption. (Staff Development/Child Welfare)
 - i) Review and revise curricula as needed.
 - ii) Begin delivery of revised curricula.
 - iii) Assess training effectiveness via training evaluation and/or survey.
 - b) Adoptive families will be informed on the process for negotiation of subsidies.
 - i) Handouts and website links regarding the negotiation of subsidies will be provided to adoptive families.
 - c) Adoption caseworkers will be trained on resolving challenging issues including: working with children refusing adoption and children being labeled as “unadoptable”.
 - i) State Child Welfare will request technical assistance/training from National Resource Center or AdoptUSKids.
 - ii) State will work in partnership with above-listed entities to provide training on working with children refusing adoption.
 - d) ARD will establish a measure to determine effectiveness of county adoption efforts.
 - i) Review questions will be added to Q/A instrument.
 - ii) Baseline will be established.
 - iii) Goal will be negotiated with RO.
5. Permanency goal of other planned permanent living arrangement - **18% of cases will have OPPLA as a permanency goal (Baseline 22%)**.
- a) State staff will form a cross-system Child Welfare Child Placement Advisory workgroup to assist in gaining insight into current practices regarding permanency with children/youth.
 - i) Cross System workgroup will review AFCARS data and the use of and the processes that counties follow before use of OPPLA.
 - ii) If needed, focus groups will be held statewide to gain information on barriers in securing permanency, barriers in maintaining permanency, the role of termination of parental rights in permanency, policy issues which create barriers and practice issues which create barriers.
 - iii) State policies that have been identified as barriers will be reviewed and if possible revised to meet the outcome of maintaining permanency.
 - iv) TTT that focuses on preparing children and youth for permanency and adoption will be provided to state and county staff (especially focusing on those Counties with high use of OPPLA goals or high numbers of children/youth awaiting adoption).

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- v) A written document outlining the CDHS policy regarding permanency and the use of OPPLA, barriers to achieving permanency and revisions made to state policy that creates barriers to permanency will be drafted and distributed to state, county and local agencies.
 - b) Best practices learned from Adolescent Connections Project for establishing life-long connections for youth in care will be shared statewide
 - i) Information shared at statewide conferences and meetings.
 - ii) Information will be posted on Child Welfare Web site.
 - c) Diligent search will be improved to better connect youth with paternal side of their family.
 - i) State/County workgroup formed.
 - ii) Request for funding for training.
 - iii) Design and delivery of video/teleconference statewide training.
6. Permanency goal of other planned permanent living arrangement- **93% of the IL cases will reflect diligent efforts to prepare youth for emancipation (Baseline 89%)**.
- a) In order to make diligent efforts to prepare youth for emancipation, State Child Welfare will:
 - i) Review the county on-site review reports from ARD to ascertain that cases are compliant in the following areas:
 - (1) Does FSP contain adequate IL Plan?
 - (2) Are IL services being provided sufficient to address youth's IL needs?
 - (3) Is there any indication that the youth has been involved in IL planning?
 - ii) State staff will provide TA to county departments found not in compliance.
 - iii) State staff will participate in ARD quarterly forum to discuss data and implications.
7. Visiting with parents and siblings in foster care- **94% of visitation plans address permanency goal and are of sufficient frequency with each parent. (Baseline 90%)**.
- a) Statewide Core and ongoing caseworker training will provide opportunities to increase knowledge and understanding regarding familial contact, including:
 - i) Developing visitation plans that take into account the child's permanency needs.
 - ii) Assuring parent's visitation plans are of sufficient frequency.
 - iii) Maintaining parent/sibling contact.
 - iv) The importance of parent/sibling contacts including after Termination of Parental Rights.
 - (1) Review and revise curriculum.
 - (2) Deliver revised curriculum.
 - (3) Measure training effectiveness via evaluation and/or supervisor survey.
 - b) Joint training (via video conferencing) will be provided for judges and child welfare staff regarding visitation issues (including frequency of contact) for children in foster care.
8. Preserving connections- **96% of case records address maintaining familial and cultural connections (Baseline 95%)**.
- a) Family Service Plans, as well as services delivered, will take into account the child's cultural and family connections.
 - i) Rule change to clarify state policy and expectation.
 - ii) Agency letter distributed advising of rule change.

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- b) Statewide Caseworker Core and ongoing training will emphasize the importance of maintaining connections in all areas such as neighborhood, community, faith, family, friends, school, and sports activities.
 - i) Review and revise curricula as needed.
 - ii) Begin delivery of revised curricula.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
- 9. Relationship of child in care with parents **Refer to Goals for PIP Items 13 (Outline Number 7: Page Number 30) and PIP Item 17 (Outline Number 1: Page Number 34) as measures for this item.**
 - a) State CPS expert consultants will provide case-specific technical assistance regarding visitation and family contact issues.
 - i) A document regarding consultant availability will be developed and sent to counties via a mass e-mail list of county staff.
 - ii) Document will be sent to e-mail list quarterly as a reminder of consultant availability.
 - iii) County use of consultants will be monitored.
 - iv) Outcomes and satisfaction results will be shared with counties.
 - b) Joint training will be provided for judges and child welfare staff to increase understanding children's developmental needs regarding visitation.
 - c) Caseworkers will be trained on the visitation rights of fathers.
 - i) Coordinate efforts with Office of Self Sufficiency to provide training.
 - ii) Develop a training outline.
 - iii) Begin training delivery.
 - iv) Prepare training proposal to continue training beyond June 2004.

Additional Action Steps to achieve Permanency Goal A and B:

Foster Care

Goals:

Children in certified foster care home placements have stability of placement.

Activities:

- 10. Research models of standardized core foster care training and implementation strategies used by other states, particularly those with state supervised governance for use in Colorado.
- 11. Provide technical assistance and training to county departments, foster parents, and private providers regarding support of foster families during investigations of abuse/neglect in the foster home.
- 12. Provide a foster parent satisfaction survey online, compile the data in order to determine support, training, and practice needs.
- 13. Research and convey national models of best practice in foster care; using resources including the National Foster Care Manager's Board, Child Welfare League of America, the Administration of Children and Family, and other states; to county departments and community partners.

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14. Provide technical assistance and training to county departments, foster care providers, and community partners regarding a model of treatment foster care with standards that can be implemented.

Adoption

Goal:

Children with the goal of adoption will have a finalized adoption within 24 months of the most recent entry foster care.

Activities:

15. Colorado is working with State Judicial to reduce the time for appeals of termination of parental rights. State and National resources are being utilized to locate adoptive families at the time a petition to terminate parental rights is filed for children who do not have an identified permanent family.
16. Colorado will continue to use practices including concurrent planning, Expedited Permanency Planning, Family Group Decision Making and Team Decision Making to ensure that adoptions occur within 24 months of entering out of home care.

Promoting Safe and Stable Families

Goals:

Ninety-five percent (95%) of at-risk children receiving PSSF services will not enter a child welfare placement during the twelve-month reporting period.

Activities:

17. PSSF will provide family support and preservation services to 5,000 at-risk children annually.
18. PSSF will provide family support and preservation services to 10,000 individuals and families.
19. Community Advisory Councils, composed of local service agencies, community leaders, family advocates and parents will operate in each PSSF project to identify family needs, gaps in services, and implement strategies for strengthening families and preventing the out-of-home placement of children.

Goal:

Each year PSSF will serve 400 children who have been reunited with their families (Time-Limited Reunification) and ninety percent (90%) of these children will not re-enter foster care during the annual report period.

Activities:

20. Family support services such as family advocacy, home visitation, case management and referral and information will be provided to 800 family members to avoid the re-entry of children into foster care.
21. Family preservation services such as case management, mental health counseling, and strength-based family support plans will be provided to 600 family members to avoid foster care re-entry.

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Goal:

Each year 400 children in foster care (Time Limited Reunification population) will receive PSSF family support or preservation services allowing seventy-five percent (75%) of them to be reunified with their parent(s) or kin. No more than 18% of these reunified children will re-enter foster care in the annual reporting period.

Activities:

22. PSSF will collaborate with intensive family preservation and early permanency planning efforts to increase reunification through educating and training staff in best practices and evidence-based reunification strategies and the provision of technical assistance from the National Center for Foster Care and Permanency Planning.
23. PSSF projects will receive training and technical assistance in how to support foster families and birth families in developing a working relationship that improves the probability of successful reunification.
24. Supervised visitation, parenting classes, help in negotiating systems including the court and legal system, case management, housing and other emergency assistance as well as other family support and preservation services will be used to reunite families and keep them together.
25. Projects will be trained to incorporate the value of a child maintaining connections to his/her neighborhood, community, faith, family (including non-custodial parent) and friends.
26. PSSF project's curricula for parent, foster parent and adoptive parent education and support groups will incorporate cultural sensitivity awareness training.
27. "Bone Deep: Family and Community Advocacy Training" will be provided for 30 PSSF Family Advocates, county staff, and community partners, emphasizing the need for cultural sensitivity and family connections.
28. PSSF sites that provide Parent, Foster Parent, and Adoptive Parent Education and Support groups will incorporate in their curricula the value of, and strategies for, maintaining a child's connections to his/her community, faith, family (including non-custodial parent), and friends.
29. PSSF sites will employ bilingual staff or volunteer workers, and establish collaborative arrangements with other service providers that allow them to adequately outreach to and serve Spanish-speaking clients.
30. At least one member of the Native American community will serve on the PSSF State Advisory Council to ensure the project's responsiveness to tribal concerns.
31. PSSF sites will provide education and support groups, family advocacy, family strengthening activities, and flexible funding for basic needs to build the capacity of kin to care for their relative children when the child's biological parents are unable to safely maintain them in the home.

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Outcome Domain – Child and Family Well-Being:

Children and families will live in safe and stable environments with access to a continuum of quality services appropriate to their needs.

Well-being Goal A:

Families will have the enhanced capacity to provide for their children's needs.

Well-being Goal B:

Children will receive appropriate services to meet their educational, physical and mental health need.

Program Improvement Plan Action Steps to achieve Well-being Goal A and B:

1. Needs and services of child, parents, foster parents- **95% of the time, mothers' needs as related to the child will be addressed through services, 91% of the time, fathers' needs as related to the child will be addressed through services, 95% of the time, childrens' needs will be addressed through services.**
 - a) Core caseworker training will emphasize the link between adequate assessment and more successful outcomes for children and families; the value of the CAC instruments in use with families, in court reports, and in working with other professionals; and the importance of communication between protection, foster care, and adoption caseworkers regarding the assessment and resulting treatment plan and services.
 - i) Review and revise curricula as needed.
 - ii) Begin delivery of revised curricula.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
 - b) Counties will use the Child Protection Expert Consultants for case-specific assistance in identifying needs/services for child, parents, and foster parents.
 - i) Reminder sent to counties regarding availability of consultants and process for requesting use of consultant.
 - ii) Monitor use of consultant by counties.
 - iii) Outcomes from consultant will be documented and advertised for counties.
 - iv) Counties will be kept informed of satisfaction rates of use of consultant.
 - c) County Department records will reflect the use of the Colorado Assessment Continuum in the planning and provision of services for families and children.
 - i) State will provide T/A regarding use of the CAC upon county request.
 - d) Caseworkers will be trained on the identification and delivery of services to estranged fathers.
 - i) Coordinate efforts with Office of Self Sufficiency to provide training.
 - ii) Develop a training outline.
 - iii) Begin training delivery.
 - iv) Prepare training proposal to continue training beyond June, 2004.
 - e) Develop a protocol for substance abuse screening, assessment, engagement and retention of families within CW, TANF and court systems. The protocol will become an MOU.

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- i) Conduct needs assessment of AOD, CW and court constituents across state.
 - ii) NCSACW issues a monograph on screening, assessment, engagement, and retention.
 - iii) Convene regional meetings to share learnings.
 - iv) If second year of T/A is requested and approved, identify at least five pilot counties for implementation of protocol/MOU.
 - v) Implementation and monitoring of pilot counties.
 - f) A measure will be developed to establish a baseline for foster parents' needs being met.
 - i) Questions added to the review instrument.
 - ii) Baseline established.
 - iii) Goal and improvement negotiated with RO.
2. Child and family involvement in case planning- **97% of parents and children interviewed will be involved in case planning. (Baseline 96%)**
- a) Family Involvement practices will be utilized.
 - i) Denver and El Paso Counties will utilize TDM strategies to involve child and family in case planning.
 - ii) Strategies will be documented and shared with other counties.
 - b) Opportunities for training in Family Group Decision Making will be provided for County Departments statewide.
 - i) Counties will be notified of resources available to attend FGDM conferences and trainings.
 - ii) County requests will be received and approved by State staff.
3. Worker visits with child- **95% of monthly visits with the child will be face to face. Baseline 92%**
- a) Volume 7 rule changes that requires agency staff to have monthly face-to-face contact with the child in his/her home or in placement.
 - i) Rule change to clarify state policy and expectation.
 - ii) Agency letter distributed advising of rule change.
 - b) After rule change is implemented, Colorado will negotiate new baseline and goal with R.O. Statewide Caseworker Core Training will emphasize the purpose of visitation and effective strategies for workers to use in conducting visits with children.
 - i) Review and revise curricula as needed.
 - ii) Begin delivery of revised curricula.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
 - c) State Child Welfare has added a new CPS Consultant to be available on case-specific situations to support increased effective communication and engagement with children and their parents.
 - i) Information sent to counties regarding availability of consultant and process for requesting use of consultant.
 - ii) Monitor use of consultant by counties.
 - iii) Outcomes from consultant will be documented and advertised for counties.
 - iv) Counties will be kept informed of satisfaction rates of use of consultant.
4. Worker visits with parent(s) - **72% of the time, caseworkers will meet face-to-face at least every other month with parent or guardian to whom the child will return.**

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- a) Volume 7 rule change that requires face-to-face contact by agency staff at least every other month with parents or guardian to whom child will return. Include expectations if the child is not to return to the parents or guardian.
 - i) Rule change to clarify state policy and expectation.
 - ii) Agency letter distributed advising of rule change.
 - b) After rule change is implemented, Colorado will negotiate new baseline and goal with RO.
 - c) See Item 11(Outline Number 3.c): Page Number 35) action step b for use of CPS consultants.
5. **Physical health of the child- 86% of initial health assessments of children in foster care are done in a timely manner (Baseline 82%), 94% of children in foster care will have health needs identified and services provided. (Baseline 90%)**
- a) Statewide Core Training for foster parents will emphasize the importance of scheduling the child's health assessment and dental examination in a timely manner and documenting the dates which these occurred.
 - i) Review and revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation.
 - b) State staff will develop an Agency Letter to encourage the use of an assessment continuum, reiterate the requirements regarding the initial health assessment, and timelines for on-going health and dental examinations.
 - c) As a basis for information required in the child's case record, a state/county work group has been formed to revise the "Health Passport" to make it easier to use and understand.
 - i) Health Passport will be reviewed and revised.
 - ii) Passport will be sent to all counties.
 - d) Counties will receive current information on community health resources. Child Welfare, in conjunction with Health Care Policy and Finance, will work with community resources to make available to counties a list of EPSDT sites, community health agencies, and other options available to children in need of health care.
 - i) List compiled.
 - ii) List distributed to all counties.
 - e) ARD will develop a baseline of the number of children receiving in-home services who have medical needs identified in Assessment, Safety Plan, or Family Service Plan that are having their physical needs addressed through identified services.
 - i) Review questions will be added to Q/A instrument.
 - ii) Baseline will be established.
 - iii) Goal will be negotiated with RO.
6. **Mental health of the child – 84% of children with identified mental health needs will have services provided (Baseline 80%).**
- a) Statewide Core training will emphasize the need for the use of NCFAS, CCAR and EPSDT in order to determine and document the need for initial and ongoing mental health services.
 - i) Review and revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.

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- b) Remind counties of the availability of the Child Protection Expert Consultant who specializes in children's mental health issues.
 - i) A letter will be sent to county directors to inform counties of the availability and method to engage a CW consultant in regard to children's MH issues.
- 7. Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.
 - a) Refer to PIP Item 10 (Outline Number 5: Page Number 29) (to address action steps, methods of measurement, benchmarks and dates of achievement for this item).
- 8. Provides a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter- **88% of the 12-month permanency hearings are held in a timely manner (Baseline was 84%)**.
 - a) Caseworker Core and ongoing training will emphasize the timeframes of permanency planning and the Dependency and Neglect Court processes.
 - i) Review and revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
 - b) Judicial officers around the state will be trained regarding appropriate handling of the D&N cases (including timeframes, termination, appropriate development of treatment plans).
 - i) Court Improvement will produce an interactive CD ROM presentation for dissemination to court facilitators.
 - ii) This CD will be viewed under the guidance of the Court Facilitators in each judicial district.
 - c) DYC youth will have a permanency hearing in a qualified court or administrative body no later than 12 months from the date the youth entered foster care.
 - i) Waiver submitted and denied.
 - ii) Reconvene stakeholder group to outline options.
 - iii) Submit request for '04 legislation to legislative liaison.
 - iv) Survey judicial for workload and fiscal impact.
 - v) Executive director provided information and makes decision on option to pursue.
 - vi) Paper submitted to Fed Office for approval.
 - vii) Legislative change.
 - viii) Rule change.
 - ix) Compliance with Fed requirement of separation.
- 9. Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act- **75% of children who have been in FC 15/22 will either have a TPR filed or compelling reason documented (Baseline 25%)**.
 - a) Data entry requiring TPR according to ASFA guidelines is incomplete.
 - i) CW will request a Trails revision to require entry of TPR-related fields.
 - ii) Required Fields Document will be amended to incorporate changes.
 - iii) Counties will be advised of requirements change.
 - iv) ARD will revise oversight process to address this issue.
 - b) Refer to Action Step 1 in Item 10 (Outline Number 3.a) Page Number 29) regarding permanency (including TPR) for adolescents.

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- c) Refer to Action Step 2 in Item 27 (Outline Number 8.b): Page Number 37) regarding Judicial training focused on the appropriate handling of D&N cases, including TPR).
- d) Project Uplift will coordinate with the Court Improvement Project to change the Supreme Court Rule for Procedural Timeframes for Dependency and Neglect cases being heard for appeal.
 - i) Language for proposed change will be written.
 - ii) Meeting with Court of Appeals.
 - iii) Statewide symposium to present rule change.
 - iv) Present rule change to Appellate Rules Committee.
 - v) Incorporate public comment.
 - vi) Supreme Court Approval.

Additional Action Steps to achieve Well-Being Goal A and B:

Core Services

Goal:

To assure that Core Services, such as Home Based Intervention, Intensive Family Therapy, Life Skills, Day Treatment, Sexual Abuse Treatment, Special Economic Assistance, Mental Health Services, Substance Abuse Treatment, Aftercare Services and County Designed Programs are available to every eligible child, parent and family state-wide.

Activities

- 10. Offer statewide diagnostic and/or therapeutic services to assist in the development of the family service plan that best meet the needs of the family.
- 11. Assist counties in offering Core Services that improve family communication, functioning and relationships.
- 12. Prevent future out-of-home placement of the child by providing Home Based Intervention, Intensive Family Therapy, Life Skills, Day Treatment, Sexual Abuse Treatment, Special Economic Assistance, Mental Health Services, Substance Abuse Treatment, Aftercare Services and County Designed Programs.
- 13. Ensure each county has resources available to offer and provide programs as mandated through the Core Services Program.
- 14. Seek other funding sources to enhance each counties Core Service Program and/or to offer services not covered by the Core Services Program.
- 15. Develop and distribute Commissions Report that indicates current service and funding gaps for all of the Core Services Program.
- 16. Offer technical assistance to counties in order to involve other stakeholders including ADAD, the court system, TANF, community based programs and non-profit organizations with regard to serving families needing Core Services.

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17. For FY03, the Commission reported dispositions on 18,485 children. Of those, 12,780 children were reported as being in the home with case closed, receiving caseworker services, or other Core Services. One outcome measure of success is preventing out-of-home placement. The Core Services program was successful in preventing out-of-home placement in 70 % of the reported cases.
18. The FY03 statewide monthly average cost for providing Core Services was \$131. The statewide monthly average cost in out-of-home placement was \$1,945. The cost efficiency on a per case basis shows the potential cost of avoidance is \$1,814 per month per client.

Goal:

Adequate Mental Health Services are available to every eligible child, parent and family statewide.

Activities:

19. Offer statewide Mental Health diagnostic and/or therapeutic services to assist in the development of the family service plan that best meet the mental health needs of the family.
20. Assist counties in offering Mental Health services that improve family communication, functioning and relationships.
21. Prevent future out-of-home placement of the child by providing Mental Health Services through the Core Services Program.
22. Ensure each county has Mental Health resources available to offer and provide programs as mandated through the Core Services Program.
23. Seek other funding sources to enhance each counties Core Service Mental Health Program and/or to offer services not covered by the Core Services Program.
24. Develop and distribute Commissions Report that indicates current service and funding gaps with regard to Mental Health Services.
25. Review four counties per year to determine if appropriate mental health services are available and being provided. Conduct follow up with Mental Health Assessment and Service Agencies (MHASA) when needed.
26. Offer technical assistance to counties in order to involve other stakeholders including Mental Health Centers, the court system, TANF, community based programs and non-profit organizations with regard to serving families needing Mental Health Services.
27. For FY03, there were 3,374 children who received Mental Health Services in the Core Services Program. Seventy nine percent of those children remained in the home and averted out-of-home placement.

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28. The FY03 statewide monthly average cost for providing Core Services was \$131. The statewide monthly average cost in out-of-home placement was \$1,945. The cost efficiency on a per case basis shows the potential cost of avoidance is \$1,814 per month per client.

Residential Treatment Center Program

Goal:

To assure that children in Residential Treatment Center (RTC) placements receive mental health services and treatment that will reduce mental disabilities and restore the child to his or her best possible functional level.

Activities:

29. Train and educate county department case workers to recognize and assess mental health needs as early as possible for children in out of home placement.
30. Develop outcomes and performance measures for children placed in Residential Treatment Centers. Utilize data gathered via the Colorado Client Assessment Record (CCAR) to measure progress on specified outcomes.
31. Develop Clinical Standards to evaluate the mental health treatment services provided to children placed in a RTC.
32. Collaborate with stakeholders such as County Departments of Human Services, Division of Youth Corrections, RTC providers and other interested parties to address issues and share information related to service provision to children in RTC settings.

Foster Care Program

Activities:

33. Conduct a forum with school districts, Boards of Cooperative Education Services (BOCES), and county department of human/social services to identify the barriers and solutions for meeting the educational needs of children in foster care.
34. Provide training and technical assistance to county departments, Child Placement Agencies, and foster parents to assist them to participate on the educational teams and to advocate for children's educational needs for the children/youth they serve including:
- The Identification of the educational needs of the child(ren) and what services are/were being provided to address the child(ren)'s educational needs and functioning in school, including but not limited to:
 - The Identification of the appropriate services provided related to identified needs, such as those stemming from developmental delays or learning disabilities.
 - Training on testing/evaluation to determine the educational needs of the child(ren).
 - The minimization the occurrences of changes of school placement when a child moves into foster care.

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35. Provide training and technical assistance to county departments, and foster care providers regarding the continuum of educational placements such as private and public alternative and online training.

Promoting Safe and Stable Families

Activities:

36. PSSF Family Advocates will use Family Group Decision Making, Family Support practices and Strength-Based Case Planning to engage all family members (including the child) in case planning.
37. PSSF Family Advocates will be receiving training and technical assistance in Family Group Decision Making, wraparound service provision, and Family Support practice

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Outcome Domain- Systemic Factor- Case Review System

Program Improvement Plan Action Steps

1. Provides a process that ensures that each child has a written case plan to developed jointly with the child's parent(s) that includes the required provisions
 - a) Refer to PIP item 18 (Outline Number: 2 : Page Number 35) to address action steps, methods of measurement, benchmarks and dates of achievements for this item.
2. Provides a process that ensures that each child in foster care under the supervision of the state has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter. - **18% of the 12 month permanency hearings are held in a timely manner. (Baseline was 84%)**
 - a) Caseworker Core and ongoing training will emphasize the timeframes of permanency planning and the Dependency and Neglect Court Process.
 - i) Review and revise curriculum.
 - ii) Deliver revised curriculum.
 - iii) Assess training effectiveness via evaluation and/or supervisor survey.
 - b) Judicial officers around the state will be trained regarding appropriate handling of the D&N cases (including timeframes, termination, and appropriate development of treatment plans).
 - i) Court Improvement will produce an interactive CD ROM presentation for dissemination to Court facilitators.
 - ii) This CD will be viewed under the guidance of the Court Facilitators in each judicial district.
 - c) NYC youth will have a permanency hearing in a qualified court or administrative body no later than 12 months from the date the youth entered foster care
 - i) Waiver submitted and denied.
 - ii) Reconvene stakeholder group to outline options.
 - iii) Submit request for 2004 legislation to legislative liaison.
 - iv) Survey Judicial for workload and fiscal impact.
 - v) Executive director provided information and makes decision on option to pursue.
 - vi) Paper submitted to Fed Office for approval.
 - vii) Legislative change.
 - viii) Rule change.
 - ix) Compliance with Fed requirement of separation.
3. Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoptions and Safe Families Act. - **75% of children who have been in FC 15/22 will either have a TPR filed or compelling reason documented. (Baseline: 25%)**
 - a) Data entry requiring TPR according to ASFA guidelines is incomplete.
 - i) CW will request a Trails revision to require entry of TPR-related fields.
 - ii) Required Fields Document will be amended to incorporate changes.
 - iii) Counties will be advised of requirements change.
 - iv) ARD will revise oversight process to address this issue.
 - b) Refer to Action Step 1 in PIP Item 10 (Outline Number 5.a): Page Number 29) regarding permanency (including TPR) for adolescents.

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- c) Refer to Action Step 2 in PIP Item 27 (Outline Number 2.a): Page Number 42) regarding Judicial training focused on the appropriate handling of D&N cases, including TPR).
- d) Project Uplift will coordinate with the Court Improvement Project to change the Supreme Court Rule for Procedural Timeframes for Dependency and Neglect cases being heard for appeal.
 - i) Language for proposed change will be written.
 - ii) Meeting with Court of Appeals.
 - iii) Statewide symposium to present rule change.
 - iv) Present rule change to Appellate Rules Committee.
 - v) Incorporate public comment.
 - vi) Supreme Court Approval.

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III. CAPTA State Plan

2005-2009 - CHILD ABUSE PREVENTION TREATMENT ACT (CAPTA) FIVE-YEAR STATE PLAN

Colorado has selected the following program areas from CAPTA (42 U.S.C. 5101 et seq.), section 106 (a) (1) through (14), for improvement:

1. "The intake, assessment, screening, and investigation of reports of abuse and neglect;"
2. (A)"Creating and improving the use of multidisciplinary teams"
3. "Case management, including ongoing case monitoring and delivery of service and treatment provided to children and their families;"
4. "Enhancing the general child protective system by developing, improving and implementing risk and safety assessment tools and protocols,"
5. "Developing, strengthening, and facilitating training opportunities including –(A) training regarding research-based strategies to promote collaboration with the families; (B) training regarding the legal duties of such individual overseeing and providing services to children and their families through the child protection system; and (C) personal safety training for caseworkers."
6. "Developing, and facilitating training protocols for individuals mandated to report child abuse or neglect;"

The following are the activities to be carried out with Basic State Grant Funds, including the training to be provided under the Basic State Grant:

1. Provide modified training to caseworkers on substantiation of abuse and neglect cases for statewide consistency related to the requirements of CAPTA & HB03-1211 – Achieve consistency and standardization in:
 - a. Investigating reports of child abuse or neglect and advising the individual of the complaints or allegations made against the individual at the initial time of contact.
 - b. Reporting confirmed incidents of child abuse or neglect into the State Department's automated tracking system (TRAILS);
 - c. Preparing documents related to records and reports of child abuse or neglect;
 - d. Entering data into the TRAILS system; and,
 - e. State requirements related to the review and/or appeal of a confirmed report of child abuse or neglect.
 - f. Maintaining confidentiality of data.
 - Enhance the State Department's existing policy and procedures to clarify the required activity and documentation requirements related to initial contact, legal duties, notification of confirmation and the new appeal review process related to confirmed incidents of child abuse or neglect.
 - Expand the State Department's contract with training institutes to modify and enhance CORE training to incorporate these new and/or revised requirements. Training will be offered to new worker as well as to county departments or regions of county departments in the State to retrain veteran caseworkers.

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Objectives:

These modifications are intended to ensure that the state department is able to provide reliable, consistent, accurate, and timely information concerning records of and reports of child abuse and neglect.

Measure of Progress:

Reduced number of complaints from those involved in the investigation(s) of child abuse or neglect.

2. Provide training and case specific consultation to County Department intake staff and going CPS staff on assessing safety and developing safety plans.
 - Contract with Action for Child Protection to provide expert consultation and technical assistance to child protection intake units to improve the workers' capacity to provide accurate assessments of safety and to develop effective safety plans. Action for Child Protection will go to the individual County Departments and work with groups and individuals to consult and train around specific cases. The technical assistance will be provided to 300 child protection intake workers and supervisors.

Objective:

To improve the capacity of the County Departments to help children who come to their attention to remain safe from serious harm.

Measure of Progress:

Reduced number of fatalities on open cases and reduced number of incidents of serious abuse/neglect on open cases.

3. Publish and disseminate guidelines developed at a statewide consensus conference for investigation of child abuse and neglect in out-of-home care. Provide easy to read reference books for all Child Welfare caseworkers, supervisors, administrators and out-of-home care providers.

Objective:

Improved investigations to assure safety and protection of children in out-of-home care.

Measure of Progress:

Improved investigations determined by review of State Institutional Abuse Team.

4. Conduct training conference for county staff and other entities designated to investigate abuse or neglect allegations in 24hr out-of-home care settings to improve their knowledge and skills in investigating and assessing for safety issues and safety planning for children in the care and custody of the Department of Human Services.
 - Provide two days of training for 130 casework staff and other entities designated to investigate allegations of institutional abuse.

Objective:

Improve the skills of county staff and other entities designated to investigate institutional abuse. Provide accuracy and consistency in the manner in which investigations are to occur in order to assure the safety of children in 24hr out of home care.

Measure of Progress:

95% of children alleged to be victims of institution abuse or neglect will be seen by the investigating entity within 24hrs.

90% of completed investigative reports will be submitted to the Institutional Abuse Review Team within 60 days of the referral being made.

5. Provide training on assessing safety in out-of-home care to 1000 caseworkers and supervisors involved in the placement and supervision of placements of children in out-of-home care.

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- Action for Child Protection will provide two-day training sessions for small groups of 20 to 25 workers and supervisors on assessing the safety of children in foster care.

Objective:

Assure the safety of children in out-of-home care.

Measure of Progress:

Reduced number of substantiated reports of abuse of children in foster homes.

6. Institutional Abuse Review Team will review all reports of investigation of abuse of children in 24-hour out-of-home care settings to determine adequacy of investigations and recommend needed corrective action. This team is designated as one of the State's Citizen Review Panels.

Objective:

Assure safety of children in out-of-home care

Measure of Progress:

Corrective Action Implemented on cases identified by Team.

7. Conduct training conference for Child Protection Team members to improve their knowledge and skills in reviewing cases for safety issues and safety planning.
 - Provide two days of training for 300 multidisciplinary professionals who are members of child protection teams statewide. The Pueblo County Department of Social Service's Child Protection Team is designated as one of the State's Citizen Review Panels.

Objective:

Improve the capacity of 60 community based child protection teams to assure the safety of children reported to the County Departments of Social Services.

Measure of Progress:

Reduce the number of child fatalities and serious abuse incidents on children whom are under the supervision of the County Departments.

8. Conduct training at Satellite downlink sites for 350 professionals mandated by law to report child abuse and neglect.
 - Provide four hours of training based on the Recognizing Child Abuse and Neglect, A Guide for the Concerned. The training will be conducted by the author of the book at a studio at the University of Maryland. The training will be open to other States who can arrange for their own down link sites.
9. Provide Child Protection Legal & Ethical Training for county staff on direct examination and testifying as required by county departments.
 - Contract for sessions to be provided at the local county department of human/social services for small groups of 20 to 25 county caseworkers and supervisors on direct examination and testifying as required by the county department.

Objective:

Develop and strengthen the requirements for casework staff charged with overseeing and providing services to children and their families.

Measure of Progress:

Child Welfare practice will assure that services for children and families will follow the identified needs.

10. The 3 teams designated to be the State's Citizen Review Panel (Institutional Abuse/Neglect Review Team, Children's Justice Task Force and Pueblo

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Department of Human Service's Child Protection Team) will continue to be a stakeholder for the Departments Child and Family Services Plan by:

- examining the practices, policies and procedures of the State and local agencies;
- providing public outreach and comment;
- making recommendations to the State and public on improving the child protective services system at the State and local level.

Objective:

Assure protection, safety, permanency and well-being of children

Measure of Progress:

Improved performance of child protective system.

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IV. Chafee program

Colorado's Child Welfare Services system is state supervised and county administered. The Colorado Department of Human Service has been designated the sole state agency responsible for programs funded under Title IV-E. The Department administers the Chafee Foster Care Independence Program (CFCIP) as provided for in Section 477(b). The Division of Child Welfare Services is the responsible administrative unit for the program. CFCIP services for current and former foster youth is available through County Departments of Social Services. In addition, County Department of Social Services, Runaway and Homeless Youth Shelters (RHYS) and private providers provide CFCIP aftercare and room and board services for youth who have left foster care because they have attained 18 years of age, and who have not attained 21 years of age.

The Colorado Department of Human Services agrees to cooperate in national evaluations of the effects of the programs implemented to achieve its purposes. Each county plan will also include a list of assurances of their intent to comply with Federal Regulation and State rules related to the delivery of services, expenditure of funds and evaluations of the effects of the programs implemented to achieve its purposes.

Education and Training Vouchers Program

1. Expand and Strengthen Post-Secondary Education and Assistance:
 - a. Child Welfare will continue to provide training to statewide staff that emphasizes the importance for the development of a youth's educational and employment plan.
 - b. Child Welfare will continue discussions with Colorado Department of Education, Department of Higher Education, Colorado Community College System and the Office of Work Force Development and others to ensure adequate referral processes are in place to ensure maximum service delivery to the highest number of youth.
 - c. Child Welfare will continue to monitor and evaluate program services and activities provided to youth to ensure a level of quality that will support youth in the areas of education and employment.

Colorado's ETV General Eligibility Requirements:

A youth is eligible if they:

1. Currently are in foster care and are at least 16 years old, a citizen or qualified non-citizen. Youth may not have personal assets of more than \$10,000.
2. Were adopted from foster care after attaining age 16.
3. Are 17, 18, and 19 or 20 years old, have obtained a GED or High School Diploma and be entering into or enrolled in vocational or college level training.
4. Are a youth that is enrolled in a post secondary education or training program (college, university, technical certificate or other accredited program at a college university) or vocational school on or before their 20th birthday. These individuals

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are eligible to receive the vouchers until age 23, as long as they are showing progress towards that degree or certificate.

5. Must be enrolled a minimum of 9 credit hours for freshman in the first semester with a gradual increase to 18 maximum credits per semester and minimum of 3 credit hours if enrolled for a summer session.
6. Must maintain at least a 2.0 GPA to remain eligible for the program.

Operation and Program efficiency:

1. Colorado currently contracts with the Orphan Foundation to administer the ETV's:
 - a) Ninety one Percent of the funds are awarded to eligible youth as mandated by HHS and State regulations.
 - b) OFA administers Colorado's ETV Program for 9% of the total amount made available for vouchers.
 - c) All data submitted to Colorado by OFA will comply with APSR and AFCAR requirements.
 - d) Each foster youth is able to access the ETV program via the IL plan in which he/she is an integral, developmental partner. The IL plan will spell out the costs and conditions of the funding. ETV funds are issued through an ETV fund application.
 - e) Youth apply for all financial aid available, i.e, Pell, OFA Scholarships, etc.
 - f) Once the youth has received available financial aid and is applying for the ETV voucher, the individual will submit a copy of his/her financial aid award letter, which includes: the estimated academic expenses (tuition, fees, books and living expenses and a listing of private scholarships, school scholarships, and federal student aid including loans). This covers unmet need and reduces as much as possible the need for student loans. If additional information is required, OFA, will contact the school directly to insure that each student receives the appropriate amount of funding.
 - g) OFA considers social, emotional and educational factors and ranks them accordingly. With the assistance of the Chafee Counselor or Caseworker, OFA assesses whether the student has realistic goals and the student's ability to access resources and stay on track with appropriate support.

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Strengthen the Program Goals

1. Help youth transition to self-sufficiency
2. Help youth receive the education, training and services necessary to obtain employment.
3. Help youth prepare for and enter post secondary training and education institutions.
4. Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults.
5. Provide financial, housing counseling, employment, education and other appropriate support and services to former foster care recipients between 18-21 years of age.
6. Make available vouchers for education and training, including post-secondary education to youth who have aged out of foster care.

Child Welfare receives plans from county departments and RHYS describing how they plan to provide services to youth ages 14-21 and those youth transitioning from foster care. These plans vary from each other because of the uniqueness of each county, its constituents, resources available and the needs of youth served. There are underlying values and principles that guide all of the Chafee programming that the Department supports, including those provided by county departments and RHYS.

Core Principles/Values for all Colorado Chafee Funded Programs

1. Youth have the right to define their own vision for success, and have this vision shared with others who are supporting them through their transition from foster care.
2. Services must be provided in a manner that recognizes the uniqueness of each community, the availability of services and support to youth and families.
3. Services must be provided to youth and families in a manner that truly recognizes, supports and values their uniqueness.
4. Preparation for transition must begin early to allow for the acquisition of knowledge, skills and experience over time. Out of home care providers, including relative caregivers, foster parents, group home parents and other placement staff are critical to this process.
5. Recognition of a youth's values and their identity in the context of their culture, spiritual beliefs, family, and community are fundamental to successful emancipation.
6. Services for youth cannot be given in isolation and must be given through a variety of service providers within the youth's community to ensure continuity of supports into adulthood.
7. Youth have a right, and a need to be provided an opportunity to explore and determine the role of their birth parents and significant others, as it relates to their identity, history and future.

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County Department/State Department Strategies:

Based upon input from Stakeholders Child Welfare staff will revise the current plan format that County Departments use to apply for CFCIP funds. Therefore county departments will submit a proposal that addresses the following areas:

1. A description of the county's plan to provide independent living services for youth transitioning from care, ages 14-16, 16-21 and those youth emancipated from foster care on or after their 18th birthday through age 21.
2. A description of how the county plans to establish an accountability measure for all transitioning youth.
3. Establish permanent supportive connections for youth.
4. Establish a process to engage Chafee counselors with Residential Treatment Centers (RTC).
5. How the county will establish community partners to assist in the provision of independent living skills.
6. How the county plans to educate and increase awareness with foster parents on strategies to support youth in successful transition.
7. How the county will ensure that all youth know how to access all available community and government resources after leaving foster care.
8. How the county will educate and develop partnerships to improve services to 18-21 after care populations.
9. How the county plans to increase the number of youth receiving high school diplomas, GED's or participating in post-secondary educational institutions.
10. How the county plans to increase the access of job skill training to youth transitioning from care.

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Statewide Initiatives:

1. CWS will provide additional statewide activities and initiatives to promote increased public and private partnerships in meeting the needs of transitioning youth:
 - a) Child Welfare will further the work of the “Adolescent Connections” pilot project. The Adolescent Connections pilot project was in five Colorado counties in FFY 2001-2002 with the goal of finding permanent connections for adolescents in care who had parental rights terminated. The project was successful in many cases and in numerous cases resulted in a significant number of re-connections with family or other connections from the youth’s past. The program demonstrated that there are approaches that can be used to address adolescent permanency issues more innovatively and successfully than traditionally believed.
 - b) Child Welfare staff will continue to develop and provide trainings to county departments around the proper use of Other Planned Permanent Living Arrangements.
 - c) Child Welfare will incorporate the use of the Ansell Casey Life Skills Assessment Tool (ACLSA) in the trainings of foster parents and residential treatment providers. The tool has been developed to provide a developmentally based assessment of a child or young adult’s study; money management and work skill level. These skills are considered fundamental ingredients essential to one’s ability to function effectively in the community.
 - d) Child Welfare will continue to audit for program compliance in county departments and staff will survey programs on a more intensive basis to assess program design, determine consumer satisfaction, identify barriers to program success, identify new resources and make an overall evaluation of the program’s effectiveness and efficiency.
 - e) Child Welfare will expand participation of Colorado’s Fatherhood Initiative supported by Annie E. Casey Foundation to include adolescent fathers participating in the Chafee Program.
 - f) Child Welfare will encourage and support county departments in the implementation of the Jim Casey Youth Opportunity Initiative (JCYOI). The JCYOI initiative seeks to insure that youth transitioning out of foster care will have increased opportunities for successful transition.
 - g) The Statewide Annual Chafee Program Teen Conference will continue.
 - h) Child Welfare will continue to coordinate with Developmental Disabilities Services (DDS) and local Community Centered Boards (CCB) in referring youth (age 18-21) who have developmental disabilities and are transitioning out of foster care to ensure continuity of service provision.
 - i) Child Welfare will continue to assist county departments in referring youth to the Orphan Foundation and public and private scholarships that offer funding for

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- educational programs beyond high school to current and former youth in foster care.
- j) Celebration of Educational Excellence that acknowledges youth in foster care that have obtained a GED or high school diploma or vocational certificate will continue.
 - k) County Departments and other IL service providers will continue to receive training to enhance their knowledge and skills in providing support to youth in transition.
 - l) Child Welfare will monitor implementation of culturally competent IL services to meet the needs of youth of color transitioning from care.
 - m) Child Welfare will continue to increase awareness of the difficulties encountered by the Lesbian, Gay Bisexual and Transgender youth in care.
 - n) Child Welfare will continue to collaborate with Supportive Housing and Homeless Programs (SHHP) to administer the Family Unification Vouchers for youth that have transitioned from foster care and are homeless.
 - o) Child Welfare will continue to collaborate with the Division of Vocational Rehabilitation for employment and vocational services to all eligible youth transitioning from care.
 - p) Continue to pursue the development of a Memorandum of Understanding (MOU) between child welfare, mental health and the alcohol and drug abuse divisions about how services should be provided to current and former foster care youth.
 - q) Continued monitoring of Colorado's Core Training for caseworkers, supervisors, foster parents, out of home care providers, and other youth serving entities to ensure adequate training on the needs of youth emancipating from foster care, and methods by which these entities can enhance the transitional services for youth under their care.
 - r) Continued discussions with Health Care Policy and Financing (HCPF) regarding the availability of Medicaid coverage for youth transitioning from foster care.

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Chafee Program Goals and Outcomes:

The program goals and outcomes for the Chafee program for 1999-2005 were to

- Increase the number of youth that complete their secondary education
- Youth in the program obtain employment while in the Chafee program and
- Youth have at least one friend or support person who can support them during difficult times after they have left the program.

For the next five years the Chafee Programs goals are:

1. The Chafee program will establish accountability measure for all emancipated youth
 - i) In 5 years 85% of all county departments and caseworkers will incorporate accountability measures into case planning.
 - ii) One hundred percent of all resources and services for emancipated youth will have an accountability plan attached.
 - iii) Fifty percent of all youth will demonstrate increased independence.
 - iv) Fifty percent of all youth will demonstrate decreased dependency on the system.
2. The Chafee program will establish a process to engage Chafee workers with Residential Treatment Centers
 - i) By 2005 a clear action plan will be designed to increase collaboration between RTC's and the Chafee program.
 - ii) Eighty percent of Chafee eligible clients in RTC's will have established a relationship with a Chafee worker 90 days before exiting.
 - iii) Sixty percent of Chafee eligible clients will include Chafee worker as an identified member of their support services.
3. The Chafee program will ensure all youth know how to access all available community and government resources after leaving foster care.
 - a) One hundred percent of all Chafee program participants will be provided with written resources.
 - b) One hundred percent of all Chafee program participants will be provided with verbal information. Via either individually or group training.
 - c) One hundred percent of all Chafee program participants, upon completion, will know how to access community and government resources for both emergency and ongoing assistance.
 - d) One hundred percent of all Chafee program participants will complete the Chafee pre/post test and show a measurable improvement.

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4. The Chafee program will educate and develop partnerships to improve mental health services to 18-21 aftercare participants:
 - a) Ten percent of youth ages 18-21 will report that mental health services are easily available.
 - b) Ten percent of youth ages 18-21 will have access to mental health and treatment services.
5. The Chafee program will establish partnership collaborations to assist in providing independent living skills:
 - a) Seventy percent of providers will teach appropriate independent living skills.
 - b) Eighty five percent of Chafee program participants will have a concrete transition plan that identifies partners and their role in teaching life skills.
 - c) Eighty five percent of Chafee program participants will have regular meetings with providers to review youth's progress towards IL skills.
 - d) Seventy percent of youth will have follow up for one year on their progress and problem solve challenges.
 - e) One hundred percent of youth will have a completed assessment in RTC or Foster home.
 - f) One hundred percent of Chafee program participants who have a completed assessment will have monthly progress reports that have a simple checklist at the five areas in assessment.
 - g) Seventy percent of youth who have completed assessment will show measurable improvement.
6. The Chafee program will educate and increase awareness with foster parents on strategies to support youth in successfully emancipating:
 - i) Seventy percent of foster parents will receive training to support them with emancipation needs of youth.
 - ii) Thirty percent of foster parents will report greater support from county departments in assisting youth in developing emancipation skills.
 - iii) Sixty five percent of all county departments will develop guidelines that include emancipation skills.
 - iv) Thirty percent of all foster parents will have youth complete on-line assessment (Ansel Casey Life Skills Assessment).
 - v) Thirty percent of all foster parents will teach IL skills to youth.
 - vi) Thirty percent of youth will show improvement in IL skills through skill development received from foster parent.

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- vii) Sixty five percent of all county departments will include monthly/regular tip in foster parent newsletters.
7. The Chafee program will continue to increase the number of youth receiving high school diploma or GED:
 - i) Chafee program will see a yearly increase of 5% of youth obtaining GED or High School diploma.
 - ii) Seventy five percent of county departments that receive a Chafee program allocation will develop strategies by FY 2005 to support youth in receiving GED and High School diplomas (ie. Transportation, day care).
 8. The Chafee program will assist youth in establishing permanent connections for youth:
 - i) Fifty percent of youth will have at least one supportive adult in their community.
 - ii) Seventy percent will be able to identify supportive adults in their life.
 - iii) Seventy percent will have linkages to either community involvement, family, faith or former foster youth.
 9. The Chafee program will see an increase in job skill training and employment for youth that participate in the program:
 - i) Seventy five percent of youth will participate in employment training while in Chafee.
 - ii) Fifty percent of youth will be employed after leaving the program.
 10. The Chafee program will increase services provided to youth ages 14-16 to create better transition outcomes:
 - i) The Chafee program will provide five county trainings each year for foster parents and caseworkers to assist them in supporting youth in training.
 - ii) Thirty percent of 14 year olds with OPPLA goals are referred to Chafee Program.
 - iii) Sixty percent of trained foster parents can identify skills necessary to achieve self-sufficiency and teach these skills to youth.
 - iv) Fifty percent of 16 year olds with an OPPLA goal will know of basic community resources and have essential life skills.

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Outreach:

Child Welfare staff and county staff will continue to look for creative ways to outreach to former foster youth. The following methods will continue:

1. Chafee program counselors to make follow-up contact at 90 days, 6 months and one year after case closure accomplish outreach to former foster youth through efforts.
2. Referrals from Caseworkers.
3. Connecting with and educating the community agencies that provide services to adolescent youth.
4. Communicate to articles to various newsletters that support youth in foster care.
5. Encourage youth to sustain relationships with Chafee counselors even after emancipation.
6. To develop services to youth that has emancipated and are homeless through the Transitional Living Program/Family Unification program (TLP/FUP). The TLP/FUP will provide Section 8 vouchers to eligible youth between the ages of 18-21. The TLP's provide youth with stable; safe living accommodations and services that help them develop the skills necessary to further integrate into their communities. Living accommodations may be scattered site apartments, which are single-occupancy apartments rented directly by the youth with support of Child Welfare and the Runaway Homeless Youth Shelters.
7. Collaboration with Colorado Department of Education, Department of Higher Education, Colorado Community College System and the Office of Work Force Development and others to provide knowledge of services available to these youth.

Colorado's Education and Training Voucher Program:

Colorado's Education and Training Voucher Program is available to emancipated youth 18-23 without a direct referral from the State or county departments of human services by accessing Colorado's ETV website at www.statevoucher.org. This site contains information pertinent to:

- Specific eligibility requirements.
- Listings of four-year colleges and universities, community colleges and vocational and technical schools.
- Other financial aid information for students, caseworkers and foster parents.
- Time management, career links and study tips.

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An emancipated youth interested in applying for the ETV's must be:

- 17, 18, and 19 or 20 years old, have obtained a GED or High School Diploma and be entering into or enrolled in vocational or college level training.
- A youth that is enrolled in a post secondary education or training program (college, university, technical certificate or other accredited program at a college university) or vocational school on or before their 20th birthday. These individuals are eligible to receive the vouchers until age 23, as long as they are showing progress towards that degree or certificate.
- Must be enrolled a minimum of 9 credit hours for freshman in the first semester with a gradual increase to 18 maximum credits per semester and minimum of 3 credit hours if enrolled for a summer session.
- Must maintain at least a 2.0 GPA to remain eligible for the program.
- Child Welfare works with county departments to identify all youths adopted from foster care after attaining age 16.
- Child Welfare staff from the Chafee Program and Promoting Safe and Stable Families (PSSF) grant work together with Post Legal Adoption Services, PSSF sites, Adoption Agencies i.e Colorado Coalition for Adoptive Families and Adoption Exchange.
- Child Welfare staff will continue discussions with Colorado Department of Education, and the Office of Work Force Development and others to ensure that adequate referral processes are in place to ensure maximum outreach and service delivery to the highest number of youth.
- Information regarding the Educational Training Vouchers (ETV's) Child Welfare web page.

Room and Board:

Room and board is defined as costs associated with provision of rental deposits, food, clothing and shelter for emancipated youth 18-21.

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Service of Stages of Achieving Independence:

Colorado has defined “youth at risk of aging out of foster care are as those of any age who have a goal of other planned permanent living arrangement through relative and non-relative foster care and youth ages 16 and older with a permanency goal of other planned permanent living arrangement through emancipation.

The goal of other planned permanent living arrangement through relative and non-relative long term foster care for these younger youth suggests that there continues to be barriers to more permanent solutions as adoption, guardianship, or return home. For this reason it is imperative that transitional planning begins as early as 14 years of age to provide as much time and intensity as these youth may need to get the requisite skills to successfully transition from care. The process in Colorado is for these goals to be chosen only after a permanency planning staffing by the county department in which all of these goals are reviewed, the needs of the youth are formally assessed and barriers to permanency addressed and it has been determined that other planned permanent living arrangement is in the youth's best interest. Planning for the transitional services should begin at this permanency planning staffing.

Stakeholders:

1. In February 2004 Child Welfare staff included in the IV-B questionnaire questions regarding independent living service provision to consumers in the state of Colorado. Colorado Stakeholders could access this via internet or hardcopy.
2. In April 2004, Colorado conducted a statewide stakeholders meeting in which foster youth and representatives from various disciplines identified the needs for youth in care and emancipated youth. The group reviewed the past five years and discussed goals for the next five years:
3. Where are we now
4. State Initiatives Current Status and Progress
5. County and Community Context
6. What changes we have seen
7. What have been our greatest successes
8. What have been our challenges
9. What is the impact of the relationship between resources and service provision
10. What has been the impact of serving the expanded population
11. What have we learned about helping youth 14-21 in care
12. On April 28, 2004 Chafee Counselors presented questions to youth in the after care programs. Youth provided input on the following issues:
13. Outreach

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14. Service Needs

15. Community Connections

16. In May 2004, Colorado's draft 2005-2009 Chafee Foster Care Independence Program Plan was placed on the Colorado Department of Human Services' Website for public review.

Other Federal and State Programs for Youth

1. Child Welfare continues to maintain connections with the Ute Mountain Ute and Southern Ute Tribes. These tribes receive services through their local county departments of human services for Chafee services. Due to this, Child Welfare staff continues to provide trainings on the rights and specific services available to Indian children and youth. These trainings will continue to be open to all adolescent care provides within the State of Colorado.
2. Child Welfare staff will continue memberships on the following councils and committees: Colorado Juvenile Justice and Delinquency Prevention Council; Minority Over Representation, Girls, ETC. This will allow for collaboration and information sharing between Child Welfare and county departments of human services and other youth serving agencies.
3. Child Welfare will continue its work with Office of Work Force Development, the Division of Vocational Rehabilitation and other employment agencies to share knowledge of all services, grants and employment opportunities available to youth transition from care.
4. Child Welfare will continue working to expand services to emancipated youth by continuing the relationship with Runaway and Homeless Youth Shelters.
5. Child Welfare will continue to work closely with Colorado's Court Improvement Program to provide training to judges and magistrates.
6. Child Welfare will continue membership on the State Advisory Council on Adolescent Health.

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Coordination of Efforts to Utilize, the Option of Expanding Medicaid:

1. Colorado has not made special accommodations for emancipated youth to receive health insurance through Medicaid specifically to emancipated youth. However, Child Welfare continues to research other methods of affordable health care for emancipated youth. County departments of human services continue to provide financial support to youth who lack health insurance. In addition to the use of Chafee funds for health care, Colorado intends to offer health care both mental and physical through the Jim Casey Youth Opportunities Initiative (JCYOI)
2. County departments continue to refer youth to Colorado Health Plan (CHP). CHP is a state subsidized health insurance policy designed for families with low incomes, but who are not eligible for Medicaid. It is available for eligible to emancipated youth, at a minimal cost up to age 19.
3. Kaiser Permanent also offers a low cost insurance program to meet the needs of the medically uninsured. It offers full Kaiser Permanente benefits at a greatly reduced rate for up to 24 months to eligible individuals and families. This health plan can be used when CHP coverage ends at age 19.
4. Child Welfare staff participates on the Transitions Subcommittee of the Child and Family Committee Mental Health Planning and Advocacy Council (MHPAC). The role of the Transitions Subcommittee of (MHPAC) is to investigate publicly funded mental health services to young
5. Adults, defined as individuals between the ages of 16-23 and to guide the mental health community on how young adults with severe emotional disabilities can best be served by the state health system.

Eligibility for Benefits and Services

Eligibility for Colorado's CFCIP program is based upon the federally identified permanency goals. Eligibility requirements for Colorado Chafee Foster Care Independence Program are listed in the Colorado Staff Manual, Volume 7 and are:

1. Youth in out-of-home care under the age of 16, who have current permanency goal of other planned permanent living arrangement through relative and non-relative care.
2. Youth in out-of-home care, age 16-21, with permanency goal of other planned permanent living arrangement through emancipation.
3. Youth in out-of-home care, age 16-21, with goal of other planned permanent living arrangement through relative and non-relative care.
4. Young adults, ages 18-21, who were in out of home care on their 18th birthday.

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Fair and Equitable Treatment of Benefits Recipients:

1. Child Welfare staff not only monitor to program compliance but also to consumer satisfaction. Youth and foster parents are surveyed about the level of quality of IL services received, availability of service, and if information regarding new services and rules is provided, and when provided is the information presented in a clear and consistent manner.
2. Runaway and Homeless Youth housing providers are required to provide a satisfaction survey to both pre/post emancipated participants.

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V. Estimated Expenditures

CFS-101, Part I: Annual Budget Request For Title IV-B, Subpart 1 & 2 Funds, CAPTA, Chafee Foster Care Independence Program (CFCIP) and Education and Training Vouchers (ETV): Fiscal Year 2005, October 1, 2004 through September 30, 2005.

1. State or ITO: Colorado	2. EIN: 840644739
3. Address: Colorado Department of Human Services 1575 Sherman Street Denver, CO 80203-1714	4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision
5. Estimated Federal title IV-B, Subpart 1 Funds.	\$ 4,019,549
6. Total Estimated Federal title IV-B, Subpart 2 Funds. (This amount should equal the sum of lines a – f.)	\$ 3,184,015
a) Total Family Preservation Services.	\$ 716,403
b) Total Family Support Services.	\$ 716,403
c) Total Time-Limited Family Reunification Services.	\$ 716,403
d) Total Adoption Promotion and Support Services.	\$ 716,403
e) Total for Other Service Related Activities (e.g. planning).	\$ 70,050
f) Total Administration (not to exceed 10% of estimated allotment).	\$ 248,353
7. Re-allotment of Title IV-B, Subpart 2 funds for State and Indian Tribal Organizations	
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the Promoting Safe and Stable Families program. \$ <u>0</u>	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the State or Tribes is requesting. \$ <u>0</u>	
8. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required)	
Estimated Amount \$ <u>346,374</u> , plus additional allocation, as available.	
9. Estimated Chafee Foster Care Independence Program (CFCIP) funds.	\$2,184,202
10. Estimated Education and Training Voucher (ETV) funds.	\$712,785
11. Re-allotment of CFCIP and ETV Funds:	
a) Indicate the amount of the State's allotment that will not be required to carry out CFCIP \$ <u>0</u> .	
b) Indicate the amount of the State's allotment that will not be required to carry out ETV \$ <u>0</u> .	
c) If additional funds become available to States, specify the amount of additional funds the State is requesting for CFCIP \$ <u>600,000</u> for ETV \$ <u>50,000</u> .	
12. Certification by State Agency and/or Indian Tribal Organization. The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant and CFCIP, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the ACF Regional Office, for the Fiscal Year ending September 30.	
Signature and Title of State/Tribal Agency Official	Signature and Title of Regional Office Official
Date	Date

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State or IT Colorado

For FFY OCTOBER 1, 2004 TO SEPTEMBER 30, 2005

SERVICES/ACTIVITIES	TITLE IV-B		(c) CAPTA*	(d) CFCIP*	(e) TITLE IV- E	(f) TITLE XX (SSBG)	(g) TITLE IV-A (TANF)	(h) Title XIX (Medicaid)	(i) Other Fed Prog	(j) State Local Donated Funds	(k) NUMBER TO BE SERVED	(l) POP. TO BE SERVED	(m) GEOG. AREA TO BE SERVED
	(a) I-CWS	(b) II-PSSF									(x) Families (x) Individuals		
1) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	482	716	-			3,174	3,576	-	-	24,995	13,500	All Eligible Children	Statewide/Reservation
2) PROTECTIVE SERVICES	2355		346			15,084	16,390	-	-	18,534	21,000	Reports of abuse/neglect	Statewide/Reservation
3) CRISIS INTERVENTION (FAMILY PRESERVATION)	-	-	-			-	-	-	-	-			
(A) PREPLACEMENT PREVENTION	442	717	-			2,909	3,278	-	-	12,592	2,500	All Eligible Children	Statewide/Reservation
(B) REUNIFICATION SERVICES	41	-	-			5,006	6,465	39,707	-	116,194	40,000	Children in Foster Care	Statewide/Reservation
4) TIME-LIMITED FAMILY REUNIFICATION SERVICES	-	717	-			280	91	-	-	1,962	1825	Children in Foster Care	Statewide/Reservation
5.) ADOPTION PROMOTION AND SUPPORT SERVICES	-	716				-	-	-	-	5,081	2,818	All Eligible Children	Statewide/Reservation
6) FOSTER CARE MAINTENANCE: (A) FOSTER FAMILY & RELATIVE FOSTER CARE	350-				11,000		-	-	-	7,125	15,000	All Eligible Children	Statewide/Reservation
(B) GROUP/INST CARE	-				4,102		-	-	-	2,276	5,000	All Eligible Children	Statewide/Reservation
7) ADOPTION SUBSIDY PMTS.	350				15,170					9,375	10,000	All Eligible Children	Statewide/Reservation
8) INDEPENDENT LIVING SERVICES	-	-		2,184	-					437			
9) ADMIN & MGMT	-	318			35,402					37,482			
10) STAFF TRAINING	-	-	-	-	1,450	-			-	2,810			
11) FOSTER PARENT RECRUITMENT & TRAINING	-		-		32	-			-	131			
12) ADOPTIVE PARENT RECRUITMENT & TRAINING	-		-		32	-			-	130			
13) CHILD CARE RELATED TO EMPLOYMENT/TRAINING	-				-				57,043	24,392	30,000	Eligible Families	Statewide
14) TOTAL	4,020	3,184	346	2,184	67,188	26,453	29,800	39,707	57,043	263,516			

* States Only, Indian Tribes are not required to include information on these programs

VI. Assurances

Title IV-B Child and Family Services Plan: Assurances

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B sections 422(b)(10), 422(b)(12), section 422 (b) (14), section 432(a)(4), 432 (a)(7) and 432(a)(9). These assurances will remain in effect during the period of the current five-year CFSP.

1. The State assures that it will participate in any evaluations the Secretary of HHS may require.
2. The State assures that it will administer the CFSP in accordance with methods determined by the Secretary to be proper and efficient.
3. The State assures that it has a plan for the training and use of paid paraprofessional staff, with particular emphasis on the full-time or part-time employment of low-income persons, as community service aides; and a plan for the use of non-paid or partially paid volunteers in providing services and in assisting any advisory committees established by the State.
4. The State assures that standards and requirements imposed with respect to child care under title XX shall apply with respect to day care services, if provided under the CFSP, except insofar as eligibility for such services is involved.
5. the State assures that it is operating, to the satisfaction of the Secretary:
 - a statewide information system from which can be readily determined the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care;
 - a case review system (as defined in section 475(5) for each child receiving foster care under the supervision of the State;
 - a service program designed to help children—where safe and appropriate, return to families from which they have been removed; or be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be appropriate for a child, in some other planned, permanent living arrangement; and
 - a preplacement preventive services program designed to help children at risk of foster care placement remain safely with their families; and
 - The State assures that it has implemented policies and administrative and judicial procedures for children abandoned at or shortly after birth that are necessary to enable permanent decisions to be made expeditiously with respect to the placement of such children.
6. The State assures that plans will be developed for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.

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7. The State assures that it will collect and report information on children who are adopted from other countries and who enter State custody as a result of the disruption of an adoptive placement, or the dissolution of an adoption. Such information will include the reasons for disruption or dissolution, the agencies who handled the placement or adoption, the plans for the child, and the number of children to whom this pertains.
8. The State assures that no more than 10 percent of expenditures under the plan for any fiscal year with respect to which the State is eligible for payment under section 434 of the Act for the fiscal year shall be for administrative costs and that the remaining expenditures shall be for programs of family preservation services, community-based family support services, time-limited reunification services and adoption promotion and support services, with significant portions of such expenditures for each such program.
9. The State assures that Federal funds provided to the State for title IV-B, Subpart 2 programs will not be used to supplant Federal or non-Federal funds for existing services and activities.
10. The State assures that, in administering and conducting service programs under this plan, the safety of the children to be served shall be of paramount concern.

Effective Date and State Officials Signature

I hereby certify that the State complies with the requirements of the above assurances.

Certified by: _____

Title: _____

Agency: _____

Dated: _____

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

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STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATIONS FOR THE CHAFEE FOSTER CARE INDEPENDENCE PROGRAM

As Chief Executive Officer of the State of Colorado, I certify that the State has in effect and is operating a Statewide program relating to Foster Care Independent Living and that the following provisions to effectively implement the Chafee Foster Care Independence Program are in place:

1. The State will provide assistance and services to youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(A)];
This requirement is in place X
2. Not more than 30 percent of the amounts paid to the State from its allotment for a fiscal year will be expended for room and board for youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(B)];
This requirement is in place X
3. None of the amounts paid to the State from its allotment will be expended for room or board for any child who has not attained 18 years of age [Section 477(b)(3)(C)];
This requirement is in place X
4. The State will use training funds provided under the program of Federal payments for foster care and adoption assistance to provide training to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living, and will, to the extent possible, coordinate such training with the independent living program conducted for adolescents [Section 477(b)(3)(D)];
This requirement is in place X
5. The State will adequately prepare prospective foster parents with the appropriate knowledge and skills to provide for the needs of the child before a child, under the supervision of the State, is placed with prospective foster parents and that such preparation will be continued, as necessary, after the placement of the child. [Section 471(a), as amended];
This requirement is in place X
6. The State has consulted widely with public and private organizations in developing the plan and has given all interested members of the public at least 30 days to submit comments on the plan [Section 477(b)(3)(E)];
This requirement is in place X

STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATIONS—Continued

7. The State will make every effort to coordinate the State programs receiving funds provided from an allotment made to the State under subsection (c) with other Federal and State programs for youth (especially transitional living youth projects funded under part B of title III of the Juvenile Justice and Delinquency Prevention Act of 1974); abstinence education programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies [Section 477(b)(3)(F)];

This requirement is in place X

8. Each Indian tribe in the State has been consulted about the programs to be carried out under the plan; there have been efforts to coordinate the programs with such tribes; and benefits and services under the programs will be made available to Indian youth in the State on the same basis as to other youth in the State [Section 477(b)(3)(G)];

This requirement is in place X

9. Adolescents participating in the program under this section will participate directly in designing their own program activities that prepare them for independent living and the adolescents will be required to accept personal responsibility for living up to their part of the program [Section 477(b)(3)(H)];

This requirement is in place X

10. The State has established and will enforce standards and procedures to prevent fraud and abuse in the programs carried out under the plan [Section 477(b)(3)(I)].

This requirement is in place X

Signature of Chief Executive Officer

Date

**STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATION
for the
EDUCATION AND TRAINING VOUCHER PROGRAM
Chafee Foster Care Independence Program**

As Chief Executive Officer of the State of Colorado, I certify that the State has in effect and is operating a Statewide program relating to Foster Care Independent Living and that the following provisions will be implemented as of September 30, 2003:

1. The State will comply with the conditions specified in subsection 477(i).

This requirement is in place X

2. The State has described methods it will use to:

- ensure that the total amount of educational assistance to a youth under this and any other Federal assistance program does not exceed the total cost of attendance; and
- avoid duplication of benefits under this and any other Federal assistance program, as defined in section 477(3)(b)(J).

This requirement is in place X

Signature of Chief Executive Officer

Date

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State Chief Executive Officer's Assurance Statement for The Child Abuse and Neglect State Plan

As Chief Executive Officer of the State of Colorado, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a Statewide program, relating to child abuse and neglect which includes:

- 1) provisions or procedures for reporting known or suspected instances of child abuse and neglect (section 106(b)(2)(A)(i));
This requirement is in place X

- 2) policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born and identified as affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition in such infants (section 106(b)(2)(A)(ii));
This requirement is in place X

- 3) the development of a plan of safe care for the infant born and identified as being affected by illegal substance abuse or withdrawal symptoms (section 106(b)(2)(A)(iii));
This requirement is in place X

- 4) procedures for the immediate screening, risk and safety assessment, and prompt investigation of such reports (section 106(b)(2)(A)(iv));
This requirement is in place X

- 5) triage procedures for the appropriate referral of a child not at risk of imminent harm to a community organization or voluntary preventive service (section 106(b)(2)(A)(v));
This requirement is in place X

- 6) procedures for immediate steps to be taken to ensure and protect the safety of the abused or neglected child, and of any other child under the same care who may also be in danger of abuse or neglect; and ensuring their placement in a safe environment (section 106(b)(2)(A)(vi));
This requirement is in place X

- 7) provisions for immunity from prosecution under State and local laws and regulations for individuals making good faith reports of suspected or known instances of child abuse or neglect (section 106(b)(2)(A)(vii));
This requirement is in place X

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- 8) methods to preserve the confidentiality of all records in order to protect the rights of the child and of the child's parents or guardians, including requirements ensuring that reports and records made and maintained pursuant to the purposes of CAPTA shall only be made available to--
- a) individuals who are the subject of the report;
 - b) Federal, State, or local government entities, or any agent of such entities, as described in number 9 below;
 - c) child abuse citizen review panels;
 - d) child fatality review panels;
 - e) a grand jury or court, upon a finding that information in the record is necessary for the determination of an issue before the court or grand jury; and
 - f) other entities or classes of individuals statutorily authorized by the State to receive such information pursuant to a legitimate State purpose (section 106(b)(2)(A)(viii));

This requirement is in place X

- 9) provisions to require a State to disclose confidential information to any Federal, State, or local government entity, or any agent of such entity, that has a need for such information in order to carry out its responsibility under law to protect children from abuse and neglect (section 106(b)(2)(A)(ix));

This requirement is in place X

- 10) provisions which allow for public disclosure of the findings or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality (section 106(b)(2)(A)(x));

This requirement is in place X

- 11) the cooperation of State law enforcement officials, court of competent jurisdiction, and appropriate State agencies providing human services in the investigation, assessment, prosecution, and treatment of child abuse or neglect (section 106(b)(2)(A)(xi));

This requirement is in place X

- 12) provisions requiring, and procedures in place that facilitate the prompt expungement of any records that are accessible to the general public or are used for purposes of employment or other background checks in cases determined to be unsubstantiated or false, except that nothing in this section shall prevent State child protective services agencies from keeping information on unsubstantiated reports in their casework files to assist in future risk and safety assessment (section 106(b)(2)(A)(xii));

This requirement is in place X

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- 13) provisions and procedures requiring that in every case involving an abused or neglected child which results in a judicial proceeding, a guardian ad litem, who has received training appropriate to the role, and who may be an attorney or a court appointed special advocate who has received training appropriate to that role (or both), shall be appointed to represent the child in such proceedings—
- a) to obtain firsthand, a clear understanding of the situation and needs of the child; and
 - b) to make recommendations to the court concerning the best interests of the child (section 106(b)(2)(A)(xiii));

This requirement is in place X

- 14) the establishment of citizen review panels in accordance with subsection 106(c) (section 106(b)(2)(A)(xiv));

This requirement is in place X

- 15) provisions, procedures, and mechanisms –

- a) for the expedited termination of parental rights in the case of any infant determined to be abandoned under State law; and
- b) by which individuals who disagree with an official finding of abuse or neglect can appeal such finding (section 106(b)(2)(A)(xv));

This requirement is in place X

- 16) provisions, procedures, and mechanisms that assure that the State does not require reunification of a surviving child with a parent who has been found by a court of competent jurisdiction--

- a) to have committed a murder (which would have been an offense under section 1111(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) of another child or such parent;
- b) to have committed voluntary manslaughter (which would have been an offense under section 1112(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) of another child or such parent;
- c) to have aided or abetted, attempted, conspired, or solicited to commit such murder or voluntary manslaughter; or
- d) to have committed a felony assault that results in the serious bodily injury to the surviving child or another child of such parent (section 106(b)(2)(A)(xvi));

This requirement is in place X

- 17) provisions that assure that, upon the implementation by the State of the provisions, procedures, and mechanisms under number 16 above, conviction of any one of the felonies listed in number 16 above constitute grounds under State law for the termination of parental rights of the convicted parent as to the surviving children (section 106(b)(2)(A)(xvii));

This requirement is in place X

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- 18) provisions and procedures to require that a representative of the child protective services agency shall, at the initial time of contact with the individual subject to a child abuse and neglect investigation, advise the individual of the complaints or allegations made against the individual, in a manner that is consistent with laws protecting the rights of the reporter (section 106(b)(2)(A)(xviii));
This requirement is in place X
- 19) provisions addressing the training of representatives of the child protective services system regarding the legal duties of the representatives, which may consist of various methods of informing such representatives of such duties, in order to protect the legal rights and safety of children and families from the initial time of contact during investigation through treatment (section 106(b)(2)(A)(xix));
This requirement is in place X
- 20) provisions and procedures for improving the training, retention and supervision of caseworkers (section 106(b)(2)(A)(xx));
This requirement is in place X
- 21) provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under part C of the Individuals with Disabilities Education Act (section 106(b)(2)(A)(xxi));
This requirement is in place X
- 22) **not later than June 25, 2005 (2 years after the enactment of Public Law 108-36)**, provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household (section 106(b)(2)(A)(xxii));
This requirement is in place X
- 23) procedures for responding to the reporting of medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions), procedures or programs, or both (within the State child protective services system), to provide for--
- a) coordination and consultation with individuals designated by and within appropriate health care facilities;
 - b) prompt notification by individuals designated by and within appropriate health-care facilities of cases of suspected medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions); and
 - c) authority, under State law, for the State child protective services system to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, as may be necessary to prevent the withholding of medically indicated treatment from disabled infants with life-threatening conditions (section 106(b)(2)(B));
This requirement is in place X

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24) authority under State law to permit the child protective services system of the State to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, to provide medical care or treatment for a child when such care or treatment is necessary to prevent or remedy serious harm to the child, or to prevent the withholding of medically indicated treatments from disabled infants with life-threatening conditions (section 113).

This requirement is in place X

Signature of Chief Executive Officer:

Date: _____

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

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Appendix A

Listing of Names and Titles of Stakeholders:

Children's Justice Task Force Members 2004

Ms. Kittie Arnold, MSW
CPS Consultant

Ms. Pamela Gorden-Wakefield
Chief Deputy District Attorney
Arapahoe County Office of District Attorney

Ms. Jill Jordan, BS
Colorado Department of Human Services

Dr. Clare Haynes-Seman Ph.D.
Mental Health Professional

Ms. Lorin Weiser,
Assistant Denver City Attorney
Denver Department of Human Services

Dr. Larry Matthews, M.D.
Pediatric Consultant
Colorado Department of Human Services

Ms. Vivian Burgos
Guardian Ad Litem

Ms. Jennifer Richardson, LPC, CAC III
(Parent Group Representative)
Families First

Detective Walt Parsons (Law Enforcement)
Arvada Police Department

Ms. Kim Slaughter, Director,
Victim-Witness Assistance Unit
Jefferson County District Attorney's Office

Ms. Barbara Mattison, Executive Director
Colorado CASA

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Mr. Pat Sweeney
Administrator, Intake and Intensive Treatment
Adams County Department of Social Services

Ms. Elizabeth Turner, JD
Deputy State Public Defender
Arapahoe County Public Defender's Office

The Honorable Anthony F. Vollack
Senior Judge Program

The Honorable Dana Wakefield
Denver Juvenile Court

Mr. Daniel Gallagher,
Policy Analyst & Court Improvement Project Coordinator
Colorado State Court Administrator's Office

Ms. Diana Goldberg, Executive Director
Sungate, Children's Advocacy and Family Resource Center, Inc.

Ms. Mary McGhee, Director
Colorado State Department of Human Services

Ms. Jamie Gladish, Special Projects Director
Colorado Coalition Against Domestic Violence

Ms. Shirley Mondragon, MSW
Task Force Chair, Children's Justice Act Grant
Child Protection Grant Programs Administrator, Division of Child Welfare
Colorado Department of Human Services

Ms. Bev Dodds, MSW ,LCSW
Children's Justice Act Grant Task Force – Coordinator,
Colorado Department of Human Services

State Institutional Child Abuse Review Team Members 2004

Michael Gallegos, MSW, LCSW
Program Manager, 24-hour Monitoring Unit
Division of Child Welfare

Wade Livingston, JD
First Assistant Attorney General

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Larry Matthews, MD

Shirley Mondragón, MSW
Task Force Chair, Children's Justice Act Grant
Child Protection Grant Programs Administrator, Division of Child Welfare
Colorado Department of Human Services

Karen Peregoy, MA
Investigator, Attorney General's Medicaid Fraud Control Unit

Mary Griffin
Foster Care Program Administrator
Division of Child Welfare

Paul Targoff, MPA
Director of Quality Assurance
Division of Youth Corrections

Bev Dodds, MSW, LCSW
Consultant to the Institutional Child Abuse Review Team

Kittie Arnold, MSW
Executive Director, Human Services Managing Enterprises.

Ed Lowery
Child Protection Intake supervisor
Denver Department of Human Services.

Joe Sprague
Executive Director, Center for Governmental Training and Community Learning Centers.

Patrick Sweeney, MSW, LCSW
Administrative Manager, Child Welfare Intake and Intensive Treatment Programs
Adams County Department of Social Services

Bonnie McNulty
Executive Director, Presidio, Inc.

Lawrence Marsh
Residential Treatment Center Liaison
Colorado Department of Human Services.

Gayle Ziska Stack
Director Administrative Review Division
Colorado Department of Human

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Sue McDonald, MA
Child Welfare Coordinator, Child Protection Intake and Placement Evaluation
Jefferson County Department of Human Services

Corinne Parisi, MA
Intake Supervisor
El Paso County Department of Human Services

Child Protection Team – Pueblo

Diana Bellarde- Chairperson
Lay Community- Minority Representative

Jim Cardinal
Lay Community- El Pueblo Boys and Girls Ranch

Det. Darren Cortese
Pueblo County Sheriff's Department

Sgt. Troy Davenport
Pueblo Police Department

Debra Eyster
10th Judicial Court Representative

Linda Gonzales
Pueblo School District #60

Ed Hill
Pueblo School District #70

Elizabeth Hoglund
Mental Health- Spanish Peaks Mental Health Center

Patty Kester
Lay Community- Pueblo Child Advocacy Center

Dr. Rona Knudsen
Physician Community

Mike Mitchell
Mental Health Community-Colorado Mental Health Institute at Pueblo

Janet Nevins
Lay Community- Foster Parent

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Lynn Procell
Pueblo City- County Health Department

Karl Tamerl
10th Judicial Court District Attorney

Annette Zimmer
CPS Intake Administrator
Pueblo County Department of Social Services

CHAFEE

John Belts, Chafee Counselor
Denver County Department of Human Services

Valerie Varan-Court House Inc,
Beacon Center

Anne Powley, Chafee Counselor
Jefferson County Department of Human Services

Crystal Nelson-Youth
Denver County Department of Human Services

Brandy Darling, TLP Coordinator
Colorado Department of Human Services

Brooke Davidson, Director, Family Tree

Nicole Sherwood, Family Tree

Vanessa Oldham-Chafee Counselor
Broomfield County Department of Human Services

Leslie Sakato-Chafee Counselor
Adams County Department of Human Services

Holly Haman-Marcum-Chafee Counselor
Jefferson County Department of Human Services

Tamy Ingram, Chafee Counselor
Weld County Department of Human Services

Tracy Trujillo, Chafee Counselor
Weld County Department of Human Services

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Robin Thielemier, Chafee Counselor
Pueblo County Department of Human Services

Dale Falini-Chafee Counselor
El Paso County Department of Human Services

Lee Patke-Emily Griffith Center

Tami Lack-Third Way Center

David Fisher-Youth Ventures, CPA

Tanya Hammar-Amicus Joint Action in Community Service

Richard Kendall-Shiloh Home

Sherri Adams, Adolescent Supervisor
Adams County Department of Human Services

Rebecca Green-Youth
Arapahoe County Department of Human Services

Melody Barnes, Chafee Counselor
Arapahoe County Department of Human Services

Susan Adams, Chafee Counselor
Adams County Department of Human Services

Joel Green, Urban Peak Denver

Cathy Pierce, Adolescent Supervisor
Larimer County Department of Human Services

Franquell Quarles-Youth
Arapahoe County Department of Human Services
Andrea Falvey-Urban Peak Colorado Springs

Nancy Gettler-Chafee Counselor
Fremont County Department of Human Services

Vanessa Collins-Adoption Alliance

Maureen Margevanne-Chafee Counselor
Denver County Department of Human Services

Rachel Josephson-Volunteers of America

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Adam Molzer-Americorps
Boulder County Department of Human Services

Brenda Redding, Chafee Counselor,
Larimer County Department of Human Services

Melanie Czeponis, Youth
Adams County Department of Human Services

Tracy Smith, Youth
Adams County Department of Human Services

Donald Rusler, Youth
Adams County Department of Human Services

Anthony Birdsill, Youth
Adams County Department of Human Services

Promoting Safe and Stable Family

Cerise Hunt, Community Liaison
Denver Department of Human Services

Art Rimando, Program Officer
Mile High United Way

Deborah Cave, President
Colorado Coalition of Adoptive Families

Claudia Zundel, Early Childhood Mental Health Specialist
CDHS, Division of Mental Health

Jerri Spear, Director
Washington County Dept. of Human Services

Margaret Booker, Administrator
Denver Department of Human Services

Heidi Hendricks, Regional Director, Mountain Plains Region
Child Welfare League of America

Kayla Hatch, Department of Social Service Director
Ute Mountain Ute Tribe

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Susan Ludwig, Child Protection Intake Program Administrator
CDHS Child Welfare

Terri James-Banks, Director of Social Work, Senior Instructor
Kempe Children's Center

Bunny Nicholson, Chief Executive Officer
Nicholson, Spencer & Associates

Robert Slay, Administrator, The Family Center
Metropolitan State College of Denver

Connie Linn, Resource Development Program Manager
Adams County Department of Social Services

Cheryl Jacobson, Adoptions Program Administrator
CDHS Child Welfare

William Bane, Program Administrator
CDHS, Division of Mental Health

Shelli Benson, Child and Family Advocacy Coordinator
Jefferson Center for Mental Health

Scott Bates, Program Director,
Colorado Children's Trust Fund and Family Resource Centers
Colorado Department of Public Health and Environment

David Carson, Assistant Director
La Gente

Sherry Bethurum, Former President
Colorado State Foster Parents Association

Tribal

Kayla Hatch, Department of Social Service Director
Ute Mountain Ute Tribe

Dan Ukestine, Department of Social Services
Southern Ute Tribe

Appendix B

Child and Family Services Plan Survey - 2004

Thank you for your willingness to complete the survey for the Colorado Department of Human Services. This survey should only take you about 15 minutes to complete. We appreciate the time and effort that you are putting forth.

INTRODUCTION

The Colorado Department of Human Services (CDHS) through the Division of Child Welfare is designated to administer the Title IV-B Programs for the State. The Division of Child Welfare Services consists of a group of services intended to protect children from harm and to assist families in caring for and protecting their children. Colorado's Child and Family Services Five-year Plan will outline the goals, strategies, and performance indicators to accomplish the outcomes of safety, permanency and well-being for children and families in Colorado. Colorado's Vision, Mission and Philosophy Statements are reflective of the service principals and serve to guide the work in child and family services through the next five years. Colorado operates a state supervised, county administered social services system. All direct services are administered by County Departments of Social Services and monitored by the State. The State also provides technical assistance, training and policy development.

Division of Child Welfare Vision: Colorado's Children and families live in a safe, healthy and stable environment.

Division of Child Welfare Mission: Everything we do enhances the delivery of child welfare services so that Colorado's children and families are safe and stable.

Division of Child Welfare Philosophy: Child Welfare Services constitutes a specialized set of services that are intended to strengthen the ability of families to protect and care for their own children, minimize harm to children and youth, and ensure timely permanency planning. Services are aimed at stabilizing the family situation and strengthening the family's capacity to care for their children. When safety is not possible within the family, services are focused on the child's need for a stable, permanent home.

Division of Child Welfare Guiding Principles:

1. Safety – children's safety, with consideration of community safety, is central to all system decisions.
2. Focused services – services are designed to build on parent and family strengths rather than emphasizing problems and weaknesses, and are culturally relevant, child-centered, family-focused, community-based, and focused on children's

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developmental needs and issues, permanency, and reduced need to separate children from families.

3. Seamless – the system is comprised of an integrated array of services to ensure that the child and family receive the most appropriate services when they need them.
4. Permanency – systems and processes are designed to achieve a permanent living situation for the child as rapidly as possible. Services promote the healthy development of children/youth, promote permanency for all children and help prepare youth emancipating from the foster care system for self-sufficiency and independent living.
5. Outcomes Based – services are organized as a continuum designed to ensure that children and families are able to get the services they need to achieve their goals.
6. System accountability – a well organized service delivery system, accountable to specific performance standards and time frames. Services are community-based and are accountable to the communities and to the families served.
7. Access – services are timely, flexible, coordinated, accessible and strength-based, building upon the strengths of the community and cultural groups.

Child Welfare Survey

The following survey asks for your opinion on 20 different items with regard to Child Welfare practice. Please review Colorado's Outcomes and Goals around Safety, Permanency and Child and Family Well-Being. Then read the statements and rate the local department of social services with which you are most familiar. This survey will be completed statewide and provide information to be included in the Child and Family Services Five Year Plan.

Outcome Domain – Safety

To ensure the safety of all children who come to the attention of the Colorado Department of Human Services and/or County Departments of Social Services.

Safety Goal A: Children are first and foremost protected from abuse and neglect.

Safety Goal B: Children are safely maintained in their homes whenever possible and appropriate.

The Department of Social/Human Services Agency:

1. Addresses health and safety as the primary concerns in out of home placement and reunification decisions.

Never 1 2 3 4 5 Always

Comments:

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2. Addresses the safety of children in foster care placement.

Never 1 2 3 4 5 Always

Comments:

3. Assesses risks of harm for the child and provides appropriate services, including foster care, to appropriately address those risks.

Never 1 2 3 4 5 Always

Comments:

4. Responds to reports of child maltreatment in a timely and effective manner.

Never 1 2 3 4 5 Always

Comments:

5. Provides appropriate services and interventions that protect children in the home and prevents removal.

Never 1 2 3 4 5 Always

Comments:

6. Assesses the needs of children, parents, foster parents, or relative care givers and provides appropriate services to address those needs.

Never 1 2 3 4 5 Always

Comments:

Outcome Domain – Permanency

Children will be in a permanent living situation in a timely fashion.

Permanency Goal A: Children have permanency and stability in their living situation.

Permanency Goal B: The continuity of family relationships and connections is preserved for children.

The Department of Social Services Agency:

1. Limits the number of foster placements a child experiences and assures that moves are in accordance with the child's permanency plan.

Never 1 2 3 4 5 Always

Comments:

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2. Assures that all placements are in accordance with the child's permanency plan.

Never 1 2 3 4 5 Always

Comments:

3. Makes efforts to limit the number of life changes a child experiences when going into foster care. (i.e. placement with siblings, staying in the same school, attending the same church, placement with relatives, etc.)

Never 1 2 3 4 5 Always

Comments:

4. Simultaneously prepares children and families for both reunification and other permanency outcomes (i.e. adoption, kinship care). This is also known as concurrent planning.

Never 1 2 3 4 5 Always

Comments:

5. Provides services to help children in care achieve their permanency plan in a timely manner.

Never 1 2 3 4 5 Always

Comments:

6. Effectively addresses issues that present barriers to adoption.

Never 1 2 3 4 5 Always

Comments:

7. Makes visitation efforts for children in foster care to adequately maintain strong, emotionally supportive relationships with both parents.

Never 1 2 3 4 5 Always

Comments:

8. Provides appropriate services for youth (ages 14-21) to prepare them to live successfully within their community.

Never 1 2 3 4 5 Always

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Comments:

Outcome Domain – Child and Family Well-Being:

Children and families will live in safe and stable environments with access to a continuum of quality services appropriate to their needs.

Child and Family Well-Being Goal A: Families will have the enhanced capacity to provide for their children's needs.

Child and Family Well-Being Goal B: Children will receive appropriate services to meet their educational, physical and mental health needs

The Department of Social Services Agency:

1. Effectively engages children, parents, and/or guardians in case planning activities.

Never 1 2 3 4 5 Always

Comments:

2. Visits with the child and both parents to sufficiently assess progress on the family services and permanency plan and provides feedback on this progress.

Never 1 2 3 4 5 Always

Comments:

3. Has measures in place to ensure that the physical health and medical needs of children in their care are identified and addressed.

Never 1 2 3 4 5 Always

Comments:

4. Address the educational needs of children in their care through case planning or collaboration with the schools.

Never 1 2 3 4 5 Always

Comments:

5. Has measures in place to ensure that the emotional and mental health needs of children in their care are identified and addressed.

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Never 1 2 3 4 5 Always
Comments:

6. Adequately prepares youth (ages 14-21) to transition from foster care.

Never 1 2 3 4 5 Always
Comments:

Please give us any other comments you may want us to know here.