

**2000 - 2004**  
**CHILD AND FAMILY SERVICES PLAN**  
**SUMMARY**

**Submitted to**

**Administration for Children and Families**

**U.S. Department of Health and Human Services**

**FY 2000 – 2004**

**Child and Family Services Plan**

**CHILD AND FAMILY SERVICES PLAN – 2000-2004**

Colorado's Child and Family Services Five-year Plan outlines the goals, strategies, and performance indicators to accomplish the outcomes of safety, permanency and well-being for children and families in Colorado. Colorado developed the following Vision, Mission and Philosophy Statements, and guiding principles that will serve to guide the Division's work through the next five years.

***Vision***

Colorado's Child Welfare Division will partner with families, communities, providers and other agencies in developing and implementing an integrated continuum of services respecting the diversity and strengths of families and assuring that Colorado children grow up in safe,

healthy and stable environments.

### ***Mission***

The Division of Child Welfare Services provides leadership, program development and implementation, quality assurance, training and oversight to County Departments, and communities in order to assure quality services focused on safety, permanency, and well-being for Colorado's children and families.

### ***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.

### ***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 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 Program Areas***

Four programmatic areas define the target populations served in child welfare at the county level:

- 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.

### ***Planning Process***

Colorado's planning process for the Child and Family Services Five-Year Plan included broad involvement and consultation with a wide range of public and private agencies, community-based organizations, parents, including those who have had past or present involvement with the Child Welfare system and youth currently involved in the System. The process also included input from representatives of other federal and federally funded programs such as Colorado Children's Trust, homeless programs, the Department of Housing, the Division of Criminal Justice, the Department of Education, Public Health, Child Care, Colorado Works, Law Enforcement, and the Judicial and Legislative Branches. In order to gain consensus, input was obtained prior to the planning, during and after the focus groups, as well as receiving feedback from a statewide Advisory Committee.

An extensive community consultation process was initiated to ensure the participation of a broad spectrum of community stakeholders in the development of this Children and Family Services Plan. Community input was obtained through three primary methods: the Planning Advisory Committee, ten focus groups convened in communities throughout Colorado and individual input from program staff.

The broad nature of the focus group process allowed community members the opportunity to express their concerns for families. In most cases, thoughtful, active and open discussions resulted in clearly identified community strengths, weaknesses, areas of need, training requests and creative approaches to working with and around the changes and limitations of the current systems.

All communities demonstrated gains that had been made in the past five years in areas of increased services and capacities, enhanced awareness and sensitivity to issues of cultural diversity, creative and economical use of the more flexible funding sources. Some communities attributed enhanced and more comprehensive service delivery and access to increased collaboration among community agencies and service providers. This collaboration served as a means to deal with the problems presented by the uncertainties of grant funding.

Community cohesiveness and leadership were identified across the state as the key factors in determining whether an environment will be responsive to families and whether a stigma is attached to service utilization. Distinctions between urban and rural communities were identified along these lines, with increased responsiveness and community cohesion found in the more rural communities.

The most pressing community needs centered around issues of basic needs such as affordable housing and child care, lack of activities for youth, inadequate medical and dental care due to a lack of affordable health insurance, insufficient transportation services, and a lack of respite care resources, especially for families with special needs children. Additional issues of domestic violence and problems experienced with both private and public managed care efforts throughout the state were raised frequently. The issues of domestic violence and the need for greater collaboration between Child Welfare and Domestic Violence programs proved to be some of the most ardently discussed issues. Although employment was not raised as a specific need, the other identified issues present significant barriers to adequate and consistent employment.

Other issues raised dealt with the problems of service accessibility and delivery. Many communities expressed concerns that the lack of a "single point of entry" provided a significant barrier to comprehensive service accessibility. Another commonly raised issue dealt with the difficulties involved in obtaining and /or providing services for undocumented citizens.

### ***Outcomes, Goals, Strategies and Indicators (Measures of Progress)***

The indicators have been entered into the Children, Youth and Families Automation Project (CYF) so that they can be tracked and monitored. The following section comprises the Outcomes, Goals, Strategies and Indicators for the Fiscal Years 2000-2004. 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, indicators, and the strategies that will be used to meet the goals; along with the five-year timelines for each strategy.

## Outcome 1: 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.

**Goal 1A:** Children in the Child Welfare system are secure and protected from harm as evidenced by reduced recurrence of child abuse and/or neglect in all settings, including home, kinship care, out-of-home placement, adoption, independent living and guardianship.

### Goal 1A Strategies:

1. Colorado Assessment Continuum – This consists of 1) safety assessment and plan; 2) risk assessment; and 3) the North Carolina Family Assessment Scale (NCFAS) to assess the safety of children in their own homes.
  2. Foster Care, Kinship Care and Adoption services will be focused on safety, with the utilization of risk factors in the home studies.
  3. Promote integrated services among Colorado Works, Housing Authority, Domestic Abuse Programs and the Alcohol and Drug Abuse Division (ADAD) to promote safe living environments for children and families.
  4. Increased Recruitment Efforts – Child Welfare will request information from the CYF System on the number of foster home and adoptive studies that are denied and the reasons for denial.
  5. Integrated Monitoring – Statewide Multidisciplinary Team consisting of Child Welfare, Mental Health, Youth Corrections, Child Care Licensing, Developmental Disabilities and ADAD will conduct monitoring reviews of out-of-home facilities when identified risk factors are present.
  6. Rapid Response Team – Statewide Multidisciplinary Team consisting of Child Welfare, Mental Health, Youth Corrections, Child Care Licensing, Developmental Disabilities and ADAD will immediately respond to facilities where critical incidents have occurred and concerns exist regarding the immediate safety of the children.
  7. Institutional Abuse Review Team – Statewide Multidisciplinary Team consisting of Child Welfare, Mental Health, Youth Corrections, Child Care Licensing, Developmental Disabilities and ADAD will review the investigation report findings on all incidents of child abuse and neglect in out-of-home placements to assess the presence of overall safety on licensing concerns.
  8. Revise and disseminate guidelines for the "Investigations of Abuse and Neglect in Out-of-Home Care" – These guidelines will provide the policies and procedures for investigations of abuse and neglect in out-of-home placements to enhance the County Departments' ability to ensure the safety of children in out-of-home care.
  9. Child Fatality Review Team will review all deaths suspected to be the result of child abuse and/or neglect occurring in out-of-home care facilities in which a County Department has had involvement within the past year, and in which other Colorado Department of Human Services entities have custody or responsibility of a child.
  10. State will monitor Interstate Placement information collected from County Departments and private agencies to reduce the number of out-of-state placements in violation of the Compact.
  11. Integrated safety protocols will be developed with Developmental Disabilities, Child Care, Mental Health, Alcohol and Drug Abuse, Youth Corrections and Direct Services for the purposes of earlier detection or coordination of interventions.
  12. Managed Care
    - a. Counties will develop stronger protocols to match children with services resulting in safer and more effective placements through the use of managed care tools.
    - b. Performance based agreements between the State and counties will use safety indicators to measure effectiveness of managing care.
    - c. Managed care counties will meet negotiated safety indicators in order to keep their savings and reinvest dollars towards early intervention.
1. Governor's Task Force on Children's Issues will investigate problems in the areas of children's safety and services, identify critical issues and propose remedial actions to build a service delivery system that is accountable, responsive to children and families, integrated, coordinated and focused on children and community safety.

### Goal 1A Indicators:

1. Of all children who were victims of substantiated child abuse and/or neglect, the percentage that had another substantiated report within a twelve-month period will stay the same or decrease.
2. Of all children who were victims of substantiated child abuse and/or neglect, who were not placed in foster care, and whose families received services from the agency, the percentage which had another substantiated report within a twelve-month period will stay the same or decrease.

3. Of all children who were victims of substantiated child abuse and/or neglect, who were not placed in foster care, and whose families did not receive services from the agency, the percentage that had another substantiated report within a twelve-month period will stay the same or decrease.
4. Reports of substantiated abuse/neglect for children in out-of-home care will remain the same or decrease. Baseline data – In FY 98, there were 66 reports of substantiated abuse involving children in out-of-home care, and 32 in which the findings were inconclusive.

**Goal 1B:** Families will have access and links with resources and support in order to minimize the risk of harm to children living in at-risk situations.

**Goal 1B Strategies:**

1. Promoting Safe and Stable Families (PSSFP) local projects will assure that adoptive families and families planning to adopt will be provided with referrals and resources for respite services and crisis intervention services.
2. PSSFP local projects will work with the local department of social services to assure that families reuniting with their children will have access to community-based supports, intervention and advocacy services.
3. PSSFP local projects will coordinate the local Domestic Violence Programs with the local departments of social services to provide families with referrals and resources regarding domestic abuse.
4. PSSFP local projects will link families with crisis intervention services within their homes and/or local community.
5. PSSFP local projects will connect families with organized and natural support networks provided in conjunction with County Department of Social Services treatment plans.

**Goal 1B Indicators:**

1. PSSFP sites will provide 80% of services and referrals that are in-home and/or within the neighborhood or community as reported in the Quarterly Report.
2. PSSFP sites will link with DSS in joint cases to provide wraparound services in all sites as indicated in the Quarterly Report.
3. PSSFP sites will provide Family Advocacy services in conjunction with local Domestic Violence Agencies for at least 25 families across the state as reported in the Quarterly Report.
4. PSSFP sites will provide family preservation services to adoptive families and families planning to adopt, reuniting families and families at-risk who are in crisis as reported in the Quarterly Report.

**Outcome 2: Permanency**

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

**Goal 2A:** Safe, permanent and nurturing living environments will be obtained for all children for whom the County Departments of Social Services have custody.

**Goal 2A Strategies:**

1. Administrative Review and Quality Assurance – A statewide comprehensive system for assessing all children/youth placed in licensed, out-of-home community settings will assure compliance with Title IV-B and IV-E requirements.
  2. County Departments shall file for termination of parental rights for any child who has been in foster care under the responsibility of the State for 15 of the last 22 months unless there is a compelling reason approved by the court for not doing so.
  3. Families who have achieved permanency following out-of-home placement will have permanency preserved through access to treatment and/or support services provided through either Core Services or PSSFP.
  4. Recruit new adoptive and foster families through the updating and piloting of a recruitment manual that focuses on specialized recruitment for populations that reflect the ethnic and racial diversity of the children for whom foster and adoptive homes are needed.
  5. Managed Care –
    - a. Performance-based agreements with counties will use permanency achievement to measure the effectiveness of managed care.
    - b. Managed Care counties will meet negotiated permanency measures in order to keep their savings and reinvest in early intervention.
1. Training forums will be provided to County Departments in order to expand and integrate Expedited Permanency Planning (EPP) strategies into routine county practice to assure effective permanence for children. Tools will include Mediation, Concurrent Planning, Kinship Care, Family Group Decision Making (FGDM) and Family Advocacy.
  2. Whole Family Placement will place some entire families as a unit with a Whole Family Placement provider to ensure that they can

live independently through the use of new skills and supports, and without further family disruption.

3. The Interstate Compact Process will ensure timely permanency by expediting kinship adoptions or out-of-state parental placements.

### **Goal 2A Indicators:**

1. Of all children in foster care who were reunified with their parents or caretakers, increase or maintain the percentage reunified in less than 12 months from the time of latest removal from the home.
2. For children entering foster care, increase or maintain the percentage who achieve permanency in less than 24 months.
3. For children in foster care who exited care, maintain or decrease the median length of time in care for African American, American Indian/Alaska Native, Asian and Pacific Islander, Caucasian, and Hispanic children.

**Goal 2B:** Families will be connected to resources and supports to achieve permanent living environments or permanent connections.

### **Goal 2B Strategies:**

1. Adoptive families and families planning to adopt will be able to utilize non-traditional funds to provide services through PSSFP to support adoption that would otherwise be a barrier to permanence.
2. PSSFP will assist public/private adoption agencies in adoption promotion activities.
3. PSSFP will be involved in Kinship care training will be provided in selected local communities.
4. PSSFP Family Advocates will involve reuniting families in the FGDM process.
5. PSSFP Family Advocates will involve reuniting families in strengths-based Individual Family Service Plans.
6. Families will receive advocacy services through their local PSSFP and be linked to needed services (i.e., substance abuse, mental health) to successfully complete their Individualized Family Service Plans at the point their child(ren) enter child welfare placement.
7. Reuniting families will be connected to natural supports in their communities through their local PSSFP when their children return home.
8. Families will receive respite, intervention, emergency assistance and support during crisis situations through their local PSSFP to promote permanency.

### **Goal 2B Indicators:**

1. The number of Strength-Based Individual Family Service Plans (IFSP) completed by PSSFP Family Advocates for families they serve on an on-going basis are indicated in Quarterly reports. Colorado Foundation of Children and Families (CFCF) will conduct random sample review and will report results to the State.
2. PSSFP sites will provide 80% of services and referrals that are in-home and/or with the neighborhood or community as reported in the Quarterly Report.
3. Family Preservation (crisis intervention) efforts are provided as indicated in local PSSFP plans and reported in the Quarterly Report.
4. Connections with organized and natural support networks provided in conjunction with treatment will be demonstrated as indicated in the local PSSFP plan and reported in the Quarterly Report.
5. Families reuniting with their children will receive community-based support and advocacy through their local PSSFP which will be reported in the Quarterly Report.
6. Each year three new PSSFP sites will begin FGDM jointly with DSS and each site will link referred child welfare cases to community-based supports.
7. PSSFP sites will link with DSS – adoption unit and/or private adoption agencies and in other joint cases to support families with wraparound services with non-traditional funds as indicated in the local plan and reported in the Quarterly Report.
8. Yearly, three additional PSSFP sites will provide kinship care training in conjunction with DSS.
9. Each PSSFP site will engage in adoption promotion activities as reflected in the PSSFP local plan and reported in the Quarterly Report.

### **Outcome 3:**

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.

**Goal 3A:** Children will have safe, stable, permanent and nurturing living environments that are respectful of their needs.

**Goal 3A Strategies:**

1. Following placement, Core Services and PSSFP (if present in the community) will be available to children and their families, according to their needs, in order to preserve reunification.
2. Multi-Ethnic Parenting Training – a violence prevention curriculum will be used with families to enhance parenting skills to maintain children in their own homes.
3. North Carolina Family Assessment Scale (NCFAS) – a measure of improved child and family functioning will be implemented statewide and integrated in to the CYF Automated System.
4. PSSFP Family Advocates will link families with support networks at time of reunification.
5. Joint planning with Community Center Boards (CCB) and County Departments will increase permanency for developmentally disabled children within the home community when placement is appropriate.
6. Cross system coordination of services for families with multi-system needs will ensure integrated efforts with other family serving agencies including Colorado Works, Housing and the Children’s Health Plan.
7. The Colorado Juvenile Justice Plan will provide grants and funding for mentoring programs, wraparound services and mental health programs.

**Goal 3A Indicators:**

1. Children and family functioning will be improved from case opening to case closure as measured by changes reported on the North Carolina Family Assessment Survey, when implemented in Children, Youth, and Families Automation Project.
2. Maintain or increase the number of children who are receiving independent living services.
3. For 80% of Child Welfare children in RTC placement, functioning will be maintained or improved during the course of stay as measured by the Colorado Client Assessment Record.
4. Maintain or decrease the number of public agency adoptions that are disrupted.

**Goal 3B:** Families will have enhanced capacity to provide for their children’s needs and to promote healthy family functioning.

**Goal 3B Strategies:**

1. In local PSSFP sites, adoptive families and families planning to adopt will receive community-based support services.
2. Reuniting families will receive community-based support services through their local PSSFP.
3. Families will receive parent education or linked to agencies providing culturally relevant classes through their local PSSFP.
4. Kinship care families will receive community-based support services through their local PSSFP.
5. Outreach to at-risk fathers will occur in selected local PSSFP to provide linkages to supports, resources and services in the community.
6. Prevention efforts like home visitation and mentoring will be available through local PSSFP.
7. Families will be able to access respite services through their local PSSFP.
8. Families will be connected to literacy programs through their local PSSFP.
9. Families will be linked to child care and before-and-after school programs through their local PSSFP.
10. Families will have access to recreational programs through their local PSSFP.
11. Families will be connected to early intervention programs, like Part C, Head Start, Community Center Boards (CCBs) and mental health through their local PSSFP.
12. Families will be linked to Child Health Plan and immunization clinics through their local PSSFP.
13. Families will receive housing information, assistance and support through their local PSSFP.

**Goal 3B Indicators:**

1. The array of services available in the local communities will be expanded as reported in Quarterly PSSFP reports.
2. Culturally relevant services are provided based on the local community’s cultural composition as indicated by the local PSSFP

Community Advisory Council (CAC) reports and reported in the Quarterly Report.

3. PSSFP will provide both Family Preservation (crisis) and Family Support (prevention) services as indicated in the local PSSFP plans and reported in the Quarterly Report.
4. Fathers will have resources and services that are accessible. Over the next three years, ten PSSFP sites will provide or link services to fathers.
5. PSSFP sites will provide 80% of services and referrals that are in-home and/or within the neighborhood or community as reflected in the PSSFP local plan and reported in the quarterly report.
6. Organized and natural support networks provided in conjunction with treatment as indicated in the PSSFP local plan and reported in the Quarterly Report.
7. Families reuniting with their children will receive community-based support and advocacy as reported in the PSSFP Quarterly Report.
8. PSSFP sites will link with other community agencies in joint cases to provide wraparound services as indicated in the PSSFP local plan and reported in the Quarterly Report.
9. PSSFP sites will increase parent involvement over the next 3 years as reported in the PSSFP Quarterly Reports.
10. Comprehensive community-based partnerships provide a forum to address community needs and concerns. The Community Advisory Council (CAC) will report to the state and local county commissioners on a yearly basis, accessibility and barriers to services with an action plan to address those issues.
11. Through local PSSFP's, parents will be involved in decision-making in their communities as indicated by the local plan and reported in the Quarterly Report.

### ***Services Coordination***

Colorado's Child Welfare System provides a complex continuum of services to children and families, including child protective services through County Departments, community mental health services, county and private foster care homes, intensive residential services, hospitalizations and youth corrections. The Department of Human Services has a critical role in planning and managing these services, including program funding, facility licensing and certification, promulgation of program policies, rules and regulations, staff training, contract monitoring, and program evaluation.

The counties were mandated through HB 94-1005 to develop Integrated Service Plans for local Human Services. Other legislation has provided grants for programs which demonstrate a coordinated and collaborative approach to service delivery. Relationships among agencies and service providers will be enhanced through increased understanding, cross-jurisdictional training, co-location and multi-disciplinary teams. Service coordination will also be enhanced through the utilization of the Children, Youth and Families (CYF) Automation Project, Colorado Trails.

### ***Colorado Trails***

CYF will implement Colorado's Statewide Child Welfare Information System (SACWIS) system. This Child Welfare information management system will meet SACWIS, Adoption, Foster Care Reporting System (AFCARS), and National Child Abuse and Neglect Data System (NCANDS) requirements. All SACWIS required interfaces with other automated systems will be incorporated. Fiscal processes will be included and linked to the new County Financial Management System (CFMS). Agencies and departments involved with the CYF project include the Divisions of Child Welfare, Youth Corrections, and Child Care; Information and Technology Services; Mental Health; Staff Development; and County Departments of Social Services.

### ***Child Welfare Services***

Colorado, through the Core Services program offers family preservation programs in 63 Counties for families with children who are at risk of placement because of abuse and/or neglect. In the 35 areas where Promoting Safe and Stable Family funding is available, family preservation and family support services are enhanced specifically for families with children in out-of-home placement (Time-limited Reunification) and families planning to adopt or who have adopted a child. Although many of the gaps and needs that families have expressed fall outside the mandates of Child Welfare, (i.e. child care, employment, transportation, housing, etc.), the Division works toward coordinated efforts and linkage with other systems, such as Child Care, Mental Health, Self-Sufficiency, Developmental Disabilities, etc.



These efforts to create a more comprehensive array of services have been extended to include the full range of programs administered by the State to benefit children and families. These include Title IV-B, subparts 1 and 2; the Child Abuse Prevention and Treatment Act (CAPTA); the Independent Living Program; Title XX Social Services Block Grant; Title IV-E and other Federal Grants to the State, as well as ongoing state-level efforts to enhance these services. Core Services have created a matrix of county administered programs. The array of publicly funded Child and Family Services, are administered by the Department of Human Services, is depicted below.

### Child and Family Services Continuum

<b>SAFETY</b>	<b>ASSESSMENTS</b>	<b>INTERSTATE COMPACT ON PLACEMENT OF CHILDREN</b>
<b>PERMANENCY</b>	<b>FAMILY GROUP DECISION MAKING</b>	<b>MEDIATION</b>
<b>WELL-BEING OF CHILD AND FAMILY</b>	<b>EXPEDITED PERMANENCY PLANNING</b>	<b>CONCURRENT PLANNING</b>
<b>MANAGED CARE</b>		

### Array of Services

#### Prevention Services

<b>Home Visitation</b>	<b>Family Centers</b>	<b>EPSDT</b>	<b>Home Visitation</b>
<b>Support Groups</b>	<b>CHIP</b>	<b>Child Support</b>	<b>Support Groups</b>
<b>Food Stamps</b>	<b>TANF</b>	<b>Child Care</b>	<b>Food Stamps</b>
<b>Medicaid</b>	<b>Housing Services</b>	<b>Parenting Classes</b>	<b>Medicaid</b>

#### Child Protection Services

<b>Central Registry</b>	<b>Special Circumstances Daycare</b>
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#### Core Services

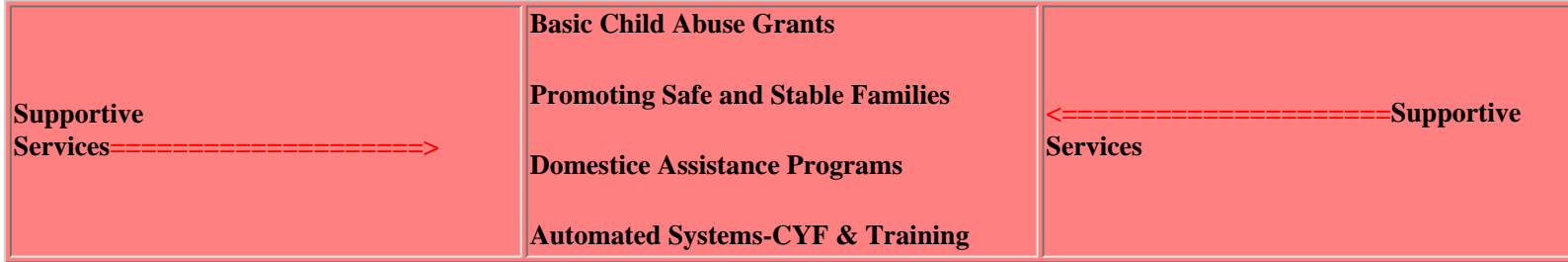
<b>Sexual Abuse Treatment</b>	<b>Life Skills</b>	<b>Substance Abuse Treatment</b>
<b>Day Treatment</b>	<b>Intensive Family Therapy</b>	<b>County Designed</b>
<b>Home Based Intervention</b>	<b>Mental Health Services</b>	<b>Special Economic Assistance</b>

#### Out of Home Care

<b>Child Placemenr Agency</b>	<b>Independent Living</b>	<b>Residential Treatment Centers (RTC)</b>
<b>Foster Homes</b>		
<b>Group Homes</b>		
<b>County Foster Homes</b>	<b>Children's Residential Habilitation (CHRP)</b>	<b>Adoption, Pre-legalization</b>
<b>Kinship Homes</b>		
<b>Group Homes</b>		
<b>Residential Child Care Facilities (RCCF)</b>		

## After Care

<b>Adoption, Post Legalization</b>
<b>Alive/E</b>
<b>After-Care Services</b>



### *Promoting Safe and Stable Families Program*

Colorado’s Promoting Safe and Stable Families Program (PSSFP) 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 PSSFP 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 PSSFP projects utilize the strengths within their neighborhood, city, county, and/or region, to address the needs of families and children.

The following 34 counties and one Indian Reservation will receive PSSFP funding through a non-competitive application process: 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. All counties or regions will be required to provide family preservation and family support services for the entire county’s adoption promotion and support and time-limited reunification populations. Funds will be used to promote partnerships between existing PSSFP projects and/or state funded family centers with the local departments of social services.

### Expediting Permanency

Permanency planning for children is supported under the Child and Family Services Plan through the option given to communities to offer specific services that help families, including adoptive families and families who need time-limited reunification services, to access the supports that they need to achieve a stable home environment for their children. These services include specific supports such as respite/crisis care, supports for families with children at risk of maltreatment, or children with a disability, and post-adoptive service to maintain permanency.

Other Colorado initiatives related to permanency include:

1. Colorado established its 2002 Adoption targets by evaluating the number and kinds of children currently in out-of-home care and by reviewing the children who are available for adoptions. Additionally, out of a total of 53 counties, Colorado has increased from six to 32, the number of counties who are participating in EPP. Colorado anticipates that within the next five years, EPP will be implemented statewide, thus proportionately increasing the number of children benefiting from adoption.
2. Colorado has emphasized Concurrent Planning and the use of Family Group Decision Making (FGDM) to expeditiously identify

permanency resources for children and adolescents, including kinship and relative care.

3. The Expedited Permanency Planning initiative has demonstrated permanency at twelve months can be accomplished without an increase in disruptions. The practice changes have demonstrated that a focused, aggressive approach with time frames, clarity of communication and careful attention to expedited court hearings are essential to making permanency decisions in a timely way. The need for enhanced support for caregivers and structured decision making and assessment was highlighted.
4. Through the use of Family Advocates in PSSFP sites, access to services is improved. Families are better able to connect with needed supports earlier, allowing for caseworkers to better assist families and children in meeting required permanency planning requirements.
5. The Colorado legislature passed HB 99-1299, which will enhance the placement of children by reducing the barriers to cross-jurisdictional placement. HB 99-1299 establishes a standardized home study for all agencies, an automated tracking system of families that have an approved study, a vendor list of approved individuals who can conduct home studies, and it requires County Departments to refer families to the Adoptive Family Resource Tracking System for listing.
6. The Department passed rules requiring County Departments to list a child on the Internet for National Recruitment if the county has not been able to identify an adoptive resource for a child with 90 days of the child becoming available for adoption.
7. The Colorado Adoption Exchange and County Departments of Human Services are developing a procedure for out-of-state referrals. County Departments must document the recruitment activities and potential resources that have been identified for a child. A review system has been developed to ensure that all valid resources are considered.

### Adoption Incentive Payment

The following outlines how the Colorado Department of Human Services; Division of Child Welfare, plans to utilize the federal adoption incentive monies. This plan has been submitted to the Executive Director for approval.

1. Use part of the funds for the new Adoptive Family Resource that will identify families (HB 1299) looking to adopt county children - \$35,000.
2. Establish seed monies, with accountability back to Child Welfare for training mental health clinicians in the clinical skills enhancement since all subsidized adoptive children receive Medicaid - \$60,000.
3. Establish seed money, with accountability to Child Welfare, for the Parent Support group being developed via the Adoption Forum - \$50,000.
4. Public Service Announcements targeting prospective adoptive parents for children in the custody of public agencies.
5. Utilize the Adoption Exchange to expand the services they provide for County Departments.
6. Establish seed monies, with accountability to child welfare for clinical consultation for child protection supervisors to address adoption disruption and placement safety issues - 75,000.

### Indian Child Welfare Act

The State Department, through its Child Welfare Division, continues to meet with the Tribal Organizations on a regular basis and participate in joint planning regarding the Indian Child Welfare Act (ICWA). The provisions of the Act continue to be implemented and its requirements continue to be followed. The State Department will strive to see that all Indian children are referred for ICWA considerations, whenever appropriate.

Regarding Section 422 (b) (10) and based upon agreement between the Tribal Organizations and the State of Colorado through its 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.

### Staff Training, Technical Assistance and Evaluation

Over the next five years, the Department of Human Services will provide cross system training and technical assistance and evaluation to enhance the outcomes of Safety, Permanency, and Child and Family Well-Being.

To achieve the outcome of Safety:

1. Statewide, cross-system training will be provided on the Colorado Assessment Continuum.
2. Training will be provided to 300 child care and child advocacy participants, in 15 sites, on the recognition and reporting of child abuse and/or neglect.
3. A two-day training will be provided to Child Protection Team members on child safety issues and problem solving, to help County Departments improve their practice.
4. 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.
5. Training for county caseworkers will be provided on the assessment of child safety and risk factors for children in out-of-home placements.
6. Training on Integrated Monitoring will be provided to all state and county staff involved in monitoring efforts with out-of-home care facilities.
7. Rapid Response staff will be trained on the proper protocols and processes of all involved systems.
8. 300 Child Protection caseworkers and supervisors will receive training and technical assistance on issues related to Accurate Safety Assessments.
9. Training will be provided to county Foster Care certification workers and supervisors on the protocols for assessing risk factors in Child Foster Home Studies.
10. Annual training for Community Center Boards and County Departments on working with special needs children who have been abused and/or neglected.
11. Annually, ten facilitators will be trained on Multi-Ethnic Parenting, a violence prevention curriculum.
12. Ongoing training for new Child Welfare caseworkers in casework practices, interviewing techniques and substance abuse recognition using the established, computer-based training module.
13. Ongoing joint training provided to Child Welfare caseworkers and Domestic Violence staff to enhance collaboration between the two areas.
14. Training for caseworkers on the guidelines for appropriate intervention in child neglect to improve maltreating parents' abilities to care for their children.
15. Ongoing training provided to County Child Welfare supervisors on how to utilize the self-instruction curriculum on job training for new Child Welfare staff.
16. Ongoing training for experienced Child Welfare, sexual abuse caseworkers on advanced sexual abuse interviewing skills.
17. Training provided to Child Welfare caseworkers on ethics and liability, as related to Child Protective Services.
18. Training for experienced Child Welfare caseworkers on Advanced Interdisciplinary Topics in Child Protection.
19. 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.
20. Joint training for Child Welfare caseworkers and family support providers, including family advocates, on the role of collateral agencies in child safety and permanency.
21. Validation study by Chris Baird with the National Center for Crime and Delinquency, on the Colorado Risk Assessment Instrument.
22. Ongoing evaluation by Dr. Marilyn Steele on Multi-Ethnic Parenting Training.
23. Technical Assistance provided by Wayne Holder, with Action for Child Protection, on a case consultation basis.
24. Evaluation of Managed Care Pilots.
25. The Domestic Abuse Assistance Program will provide technical assistance to local PSSFP sites and local domestic violence agencies to identify training needs and promote collaboration.

To achieve the outcome of Permanency:

1. Training provided to PSSFP staff on family advocacy and support for families who have been reunified.
2. 100 Child Welfare and ADAD staff will be trained on the appropriate use and expansion of Whole Family Placement.
3. Annual training for CCB and Child Welfare staff on transitioning children into the adult system.
4. Training provided to PSSFP staff and corresponding County Department Staff on child and family preparation for adoption.
5. Cross-system training on Concurrent Planning and FGDM to expedite permanency.
6. Regional training for County Department Liaisons on the Interstate Compact on the Placement of Children and the Interstate Compact on Adoption Medical Assistance.
7. Training on the use of Title IV-E Subsidized Adoption Benefits for non-profit, child placement agencies.
8. Regional training provided to county attorneys, state judicial workers and Court Appointed Special Advocate (CASA) staff on the new regulations for the Adoption and Safe Families Act.
9. 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.

10. 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.
11. Ongoing, statewide training for judicial staff in the legal and administrative issues involved in administering the IV-E program.
12. 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.
13. 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.
14. Ongoing training for State and County Department adoption staff in relevant knowledge and skills needed to successfully implement the Multi-Ethnic Placement Act.
15. 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.
16. 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.
17. Ongoing training for Child Welfare and child placement agency staff on the recruitment and retention of minority and therapeutic foster care providers.
18. 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.
19. 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).
20. Ongoing training for Child Welfare caseworkers, private service providers and community members on "core" Quality Standards for service providers.
21. 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.
22. Ongoing, local resource availability and utilization training throughout the fall and winter.
23. 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.
24. 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.
25. Training for Child Welfare caseworkers on Outcome Measures with the framework on the Outcomes Project.
26. 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.
27. Training for Child Welfare caseworkers, child placement agency staff, and foster and adoptive parent groups on the development of permanency planning foster homes.
28. 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..
29. Amy Price, of the University of California, is evaluating Whole Family Placement.
30. Charmaine Brittan to evaluate the results of Kinship Training.
31. The National Resource Center on Adoptions is to provide technical assistance for the development of the curriculum for the recruitment and retention of foster and adoptive families.
32. The National Resource Center on Adoptions is to provide technical assistance on the expansion of the EPP Program.
33. Managed Care evaluation through Mercer.

To achieve the outcome of 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 service providers will be trained on new health related rules and issues.
3. 1500 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. Ten family advocates will be trained as trainers in a learning circle format and begin to offer on-going Family Advocacy training that

is specific to their local committees.

7. Local departments of social services along with the community advisory councils of the PSSFP sites will receive training on coordination and collaboration of services.
8. The Colorado Foundation for Families and Children(CFFC) will train PSSFP sites and related partner agencies in Results Mapping.
9. Solution Resources will provide technical assistance on the Residential Treatment Program.

## Quality Assurance

The Administrative Review and Quality Improvement process (formerly Child Welfare Technical Assistance and Oversight) combines State functions for an efficient, effective integrated system of quality assurance and oversight for both the Divisions of Child Welfare and Division of Youth Corrections (DYC). In performing their reviews, the Quality Improvement Unit is directly involved with the State Judicial Branch, County Departments, the Federal Regional Office, DYC, Mental Health, the Alcohol and Drug Abuse Division (ADAD), the Division of Developmental Disabilities, Guardians Ad Litem (GALs), Court Appointed Special Advocates (CASA) and other advocacy groups. To this date, the Quality Improvement Unit has reviewed 22,914 children with open Child Welfare cases in FY-1998. It is expected that for FY-1999, 23,298 children in Child Welfare and 467 DYC youth in community placements will be reviewed. The unit performs other functions that:

- Provide a statewide comprehensive system for assessing all Colorado children/youth placed out of their own homes in licensed community settings who have been in placement for six continuous months, and each six months thereafter as long as the child remains in placement.
- Assures compliance with federal Title IV-B including the IV-E-and 422 requirements as well as state Child Welfare Settlement Agreement and program requirements, thereby maximizing federal funding while conducting reviews and monitoring the program which promotes the best interests, safety, and permanency of children.
- Designs, implements and provides ongoing oversight and technical assistance to County Departments of Social Services as they come into and maintain compliance with terms and conditions of the Child Welfare Settlement Agreement.
- Allows the state to collect accurate and timely information on children/youth in placement, to improve program and fiscal planning.

The Quality Assurance process obtains these results through the following methods:

- On-site Administrative Reviews of Child Welfare Program Areas 4, 5 and 6 cases and administrative operations in all 63 County Departments of Social Services.
- On-site Administrative Reviews in five regional offices for the Division of Youth Corrections community placement and the reviews for parolees for up to six months.
- Case file audits on a stratified random sampling basis of all open Child Welfare cases receiving in-home and out-of-home placement services for compliance with Adoption and Safe Families Act (ASFA), the terms and agreements of the Child Welfare Settlement Agreement, and program requirements.
- Monitors the Managed Care pilot counties' compliance to Memorandums of Understanding (MOUs) with the state.
- Multiple reviews (CWSA, 422, case services monitoring, IV-E, outcomes and performance indicators, core services, county operations, managed care, utilization reviews) are combined into two processes. 100% "Administrative Review" and a random stratified sampling of cases for quality assurance reviews.
- Statewide client satisfaction surveys for a quality assurance check.
- Provides technical assistance to 63 County Departments and five regional offices. Technical assistance addresses the areas of children's safety, family preservation, permanency planning, revenue generation, child and family well-being and reasonable efforts.

## Child Abuse Prevention Treatment Act(CAPTA) Five-Year State Plan

Being that there were no substantive changes to the State Child Abuse and Neglect Law, Colorado has selected the following program areas from CAPTA for improvement:

1. "The intake, assessment , screening, and investigation of reports of abuse and neglect;"
2. "Creating and improving the use of multidisciplinary teams"
3. "Case management and delivery of service provided to children and their families;"

4. "Enhancing the general child protective system by improving risk and safety assessment tools and protocols,"
5. "Developing, strengthening, and facilitating training opportunities and requirements for the individuals overseeing and providing services to children and their families through the child protection system;"
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 training and case specific consultation to County Department intake staff on assessing safety and developing safety plans.
2. 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.
3. 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.
4. 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.
5. Conduct training conference for Child Protection Team members to improve their knowledge and skills in reviewing cases for safety issues and safety planning.
6. Conduct training at Satellite downlink sites for 350 professionals mandated by law to report child abuse and neglect.
7. Governor's Task Force on Children's Issues.

#### Fiscal Year 2000 Independent Living Application

This is the Thirteenth State Plan for the provision of Independent Living services. This plan is in effect for federal fiscal year 2000, October 1, 1999 through September 30, 2000. The population to be served will be youth who meet Program Area 4, 5 or 6 target group eligibility requirements or meet community placement requirements for the Division of Youth Corrections; youth who are age 16 or over but under age 21 irrespective of whether the youth reside in-home or in out-of-home care.

#### Description of Processes, Services and Activities

The Independent Living (IL) Plan is comprised of two primary components. First, the County Departments must have a plan for Independent Living for each child age 16 and older, regardless of whether the child resides in-home or in out-of-home care. Second, counties may provide services through the Adolescents Living Independently via Education/Employment (ALIVE/E) grant to teach youth to live independently. Counties have the ability to be creative in their approach to fund services to this population using such funds as Core Services, Colorado Works, or the Child Welfare Block.

1. Each county or group of counties will submit a plan for the provision of IL services to CWS. The plan will include a description of services to be provided by the county to eligible youth, along with the projected number of youth to be served, the cost per each of the various units of services to be provided, and a projected budget. Each county will submit a list of assurances of their intent to comply with Federal Regulation and State rules related to the delivery of services and expenditure of funds.
2. Work will continue with County Departments about the need to provide a full array of IL services using funding mechanisms other than the ALIVE/E grant.
3. The formalized process for how regions within the Division of Youth Corrections may access IL services for eligible youth will be developed.
4. The annual teen conference will continue to be held.
5. A Youth Advisory Board, linked with Vocational Rehabilitation, will be established using the resources of the Colorado Youth Committee, under the umbrella of the Colorado Foundation for Families and Children and..
6. The ALIVE/E Coordinator is working with County Departments to refer youth to the Orphan Foundation Scholarships Program. This program offers funding for educational programs beyond high school to current and former foster care youth.
7. The ALIVE/E Coordinator is working with the Young Lawyers of America to celebrate education excellence for youth in out-of-home placement. This celebration will annually recognize youth that have been in foster care and who have obtained a GED or high school diploma, or graduated from college. Recognition will include both a certificate and a cash award.
8. The Independent Living/ALIVE/E program serves the cases of youth open to County Departments of Social Services. County caseworkers or ALIVE/E counselors meet routinely with youth to assess, plan and monitor progress. Data for the program is entered

by the County Department and is then transmitted to the State. With the implementation of the State's SACWIS system, all County Department staff have desk top computers available in which to enter their data. The significant change in the process this year is that once data is entered into the system, staff will be able to e-mail the information to the ALIVE/E Coordinator at the State.

9. The ALIVE/E coordinator will work with County Departments to refer youth to the Colorado Youth Development Project. As a part of a demonstration grant from the Department of Health and Human Services, runaway and homeless youth will have an opportunity to have needs met through an assets-based model of youth development.
10. The Program Coordinator will conduct an evaluation of the county planning process to determine if it is achieving the desired outcomes:
  - Increasing the array of services provided by County Departments
  - Improving access to services from an array of community agencies
  - Increasing the resources directed to the program
  - Increasing the number of youth served by County Departments
  - Improving the outcomes for the program.

#### Direct Services/Goals

The IL, including the ALIVE/E grant, assists youth over the age of 15 who have an open child welfare case with the County Department, who may have been in foster care, and who need to learn skills necessary to be able to live independently. The program focuses on a core of knowledge that should aid the youth in successfully achieving independence. Following are skill areas covered by the program:

1. Education and Employment – Youth are taught the value of education and employment. They are given support in completing high school, GED, and vocational programs and in applying to post high school education. Youth practice skills they need for obtaining and maintaining employment. They complete resumes and job applications, learn how to conduct a job search and job interview and learn about expectations in the work world. Career planning is encouraged by teaching the difference between a "job" and a "career", by acquainting youth with salaries in different careers, and by aiding youth in exploring their strengths, abilities and preferences in the work environment.
2. Money Management/ Household Management – Youth are taught financial management, including how to develop a manageable budget, how to open various types of bank accounts, how to read labels in a supermarket and be knowledgeable about the comparative costs of items. Youth learn skills designed to enable them to secure housing, understand their lease and know what to do if there are problems with their housing.
3. Community Resources – Youth are taught to access community resources. They are encouraged to use community resources and to learn the transportation systems in their communities. They are taught the importance of health care and methods for obtaining health care. They practice solving potential problems by using the community resources available to them.
4. Daily Living Skills – Youth learn a wide array of skills necessary for their transition to independence. They practice problem solving, and learn communication skills. They discuss personal goals and how to achieve them. They are helped to develop relationships with family members and other appropriate adults and peers in the community. Counties are encouraged to contract with community entities, such as a local college, as well as foster parents to provide hands on training of daily living skills.
5. Individual and Group Counseling – These two modalities are used in teaching all skill areas. In the areas of the State where there are enough youth to form a group, the group methodology is preferred and used for the majority of youth. In rural areas, more individual services are used. Services are individualized wherever that is a specific need or interest. The program is encouraging the use of foster parents to teach skills, especially in the rural areas where group counseling is difficult to arrange.
6. Integrated and Coordinated Services – There is participation in a joint planning process to ensure coordination among child welfare programs and completion of federally mandated reports regarding outcomes, effectiveness and efficiency. Services are integrated with other services offered by County Departments. Stipends for Independent Living are provided to young people by County Departments. Youth attempting to live independently have access to other county programs such as Core Services or Colorado Works. Youth are also referred to appropriate services and resources in the community. Coordination with existing community resources such as Job Training and Partnerships Administration (JTPA) Programs, Department of Education, Mental Health, Colorado Network for Homeless and Runaway Youth (CONET), Juvenile Justice and Delinquency Prevention, Supportive Housing, and Labor and Employment is maintained both for informational purposes as well as maximizing resources. There is coordination with the Department's Administrative Case Review Process to assure that the transitional independent living plan is a part of the court ordered



treatment plan and to increase awareness in the Judicial Department of the value of Independent Living services to youth and to the community.

7. Outreach Programs to Elicit Participation – Outreach occurs to eligible clients by tracking youth on monthly reports from the Child Welfare Eligibility and Services Tracking System (CWEST) and by providing this information to county staff who can insure that appropriate eligible youth are receiving Independent Living services.
8. Written Transitional Living Plans – Plans are required for each youth over the age of 15 with cases that have been open for over 60 days. The plans are to be written with the youth and the caseworker and need to identify the goals for the child as well as the needs of the child and how each of the needs will be addressed.
9. Other Services –
  - Continued oversight of HIV prevention activities, especially intervention to modify risky behaviors.
  - Monitoring implementation of culturally competent Independent Living services to meet the needs of youth of color emancipating from foster care.
  - Efforts to increase awareness at the county and state of the difficulties encountered by gay and lesbian youth in the child welfare system by providing teaching materials and workshops as needed in collaboration with Colorado Juvenile Children's Council and the Gay and Lesbian Community Center.

## CHILD AND FAMILY SERVICE PLAN

### ADVISORY COMMITTEE

#### Department of Human Services

- Child Welfare Core Team: Art Atwell, Debra Cady, Cheryl Duncan, Sharen Ford, Caitlin Foegen, Kerri Klein, Janet Motz, Charles Perez, Judy Rodriguez, Jacqueline Sinnett, Gayle Ziska Stack, Oneida Little, (ACYF)
  
- Marva Livingston Hammons  
Executive Director
  
- Karen Beye  
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- Jane Beveridge  
Child Welfare Programs Director
  
- John Daurio  
Child Welfare Operations Director
  
- Pam Hinish  
Child Welfare Administrator
  
- Claudia Zundel  
Family Resource Centers

- Mary Ann Ganey  
Domestic Violence Programs
- Mary Margaret Saxon  
Domestic Violence Programs
- Nancy Connor  
Developmental Disabilities Services
- Betty Marler  
Youth Corrections Director
- William Bane  
Mental Health Services
- Janet Wood  
Alcohol, Drug Abuse Director
- Oxana Golden  
Child Care Director
- Dixie Anderson  
Self-Sufficiency
- Geneva Lottie  
Self-Sufficiency
- Danelle Young  
Field Services Director

#### Federal Department of Health and Human Services

- Charles Graham
  - Oneida Little
- Administration for Children Youth and Families

#### County Director's of Social Services

- Christine Highnam - Boulder County

- Phil Hernandez - Denver County
- David Berns - El Paso County
- Steven Clifton - Fremont County
- Joseph Thompson - La Plata County
- Thomas Papin - Mesa County
- Del Olivas - Pueblo County

#### Department of Health Care, Policy and Finance (HCPF)

- Richard Allen
- Gene Martinelli

#### Department of Education

- David Smith
- Mary Vanderwall
- Elizabeth Soper-Hepp
- Laura Douglas
- Stephen Moss

#### Department of Health

- Debra Haack
- Courtney Thomas
- Bruce Guerensey
- Michele Sturm

#### Division of Criminal Justice

- Pat Cervera
- Peggy Gordon

#### Colorado Coalition for the Homeless

- Charles Sauro

#### Colorado Judicial Department

- Melinda Taylor, Court Improvement Grant
- Barbara Mattison, Court Appointed Special Advocates

#### Adoption Forum

- Dixie Davis, Adoption Exchange
- Suzanne Dosh, Adoption Exchange

#### Provider Community

- Doris Puga, Denver Department of Social Services
- Pat Steckline, Colorado State Foster Parent Association

- Bonnie McNulty, Colorado State Foster Parent Association
- Robert Cooper, Colorado Christian Home
- Howard Shiffman, Emily Griffith Center
- Skip Barber, Denver Children's Home

#### Parent/Consumer

- Jo Blum, Parent's Anonymous
- Carolyn Nava, Federation of Families for Children's Mental Health
- Rebecca Orona, Colorado Statewide Parent Coalition
- Judy Persoff, Early Childhood Coalition

#### Child Advocacy

- Barbara O'Brien, Colorado Children's Campaign