

Family Preservation/ Core Services Program

Commission Report FY 2006-2007

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ACKNOWLEDGMENTS

Our appreciation and thanks are extended to those individuals who donated their time and expertise to the efforts on implementing and enhancing the Core Services Program in their community. As integrated services evolve, the Core Services Program will continue to be important and vital part of every county in Colorado. Continued funding for the Core Services Program is increasingly important for the sustainability and access to resources available to Colorado's children and families. Counties are working to integrate evidenced based services, promising practices and outcome based programs into their communities, so that out-of-home placement for their children is minimized. Community members from various backgrounds and experiences participated directly or indirectly in the preparation of this report.

The Department is enthusiastic and supportive of increasing the collaborative efforts between the Core Services Program, Family to Family initiatives, Promoting Safe and Stable Families Program and House Bill 04-1451 (HB04-1451) Collaborative statewide. The philosophies, practices and outcomes promote preventative services to children and families to ensure out-of-home placement is minimized, thus aligning with the Family Preservation/Core Services Program model.

The Department would like to recognize the staff of each county department for their willingness to continue to provide input on data enhancements for the Child Welfare Core Services Trails automation functionality. County staff continue to be dedicated in providing valuable input and testing new aspects of the extrapolated data, reports and payment processing through the automated process. Without their time and patience, the Core Services Program would not be able to extrapolate accurate reporting data, monitor contract spending, measure program success and outcomes, as well as ensure program accountability.

The Colorado Trails Automation Team deserve a special recognition for their continuous dedication, expertise and tenacity, as Core Services data reports are made available on-line. They are a talented Team who are committed to continual quality improvement.

Acknowledgments are also extended to county commissioners, human/social services, probation, district attorney's offices, judicial, mental health, alcohol and drug, school districts, foster parents, police, medical professionals, sheriff departments, community centered boards, faith based organizations, placement providers, volunteers, youth corrections, public and private foundations, parents, librarians, parks and recreation, guardians ad litem, and citizens.

Thanks to each of you for serving on your county's Family Preservation Commission and for the excellent work you do in assuring that the needs of Colorado's children are met through your Core Services programs.

Ted Trujillo, Director
Division of Child Welfare Services

Commission

The Family Preservation Commissions were established in statute through the 1993-1994 legislative session. C.R.S. 26-5.5-106 sets forth the composition and duties of commissions as follows:

- 1) "The governing body of each county or city and county shall establish a family preservation commission for the county or city and county to carry out the duties described in subsection (2) of this section. The commission shall be interdisciplinary and multi-agency in composition, except that such commission shall include at least two members from the public at large. The governing body may designate an existing board or group to act as the commission. A group of counties may agree to designate a regional commission to act collectively as the commission for all such counties.
- 2) It shall be the duty of each commission established or designated pursuant to subsection (1) of this section to hold periodic meetings and evaluate the family preservation program within the county or city and county, and to identify any recommended changes to such program. On or after July 1, 1994, the commission shall submit an annual report to the executive director of the state department. The report shall consist of an evaluation of the overall effectiveness and cost-efficiency of the program and any recommended changes to such program. The report shall be submitted on or before the first day of September of each year."

Commission Report

This report is submitted in compliance with the above statute, and is a compilation of the entire individual county Family Preservation Commission Reports submitted to Melinda S. Cox at the Colorado Department of Human Services, Division of Child Welfare Services. Questions regarding the report may be directed to Melinda S. Cox, Core Services Program Administrator, at 303.866.5962.

Services

In C.R.S. 26-5.5-103 "family preservation services" are defined to mean assistance that focuses on family strengths and includes services that empower a family by providing alternative problem-solving techniques, child-rearing practices, and responses to living situations creating stress for the family. This includes resources that are available as support systems for the family. The Core Services program meets these requirements.

C.R.S. 26-5.3-103(2) states such services are to be provided to children "at imminent risk of being placed out-of-home". This means that without intercession a child would have been placed out of the home immediately. Core Services are provided to children at imminent risk of out-of-home placement and their families.

The counties provide the program services that best meet the needs of the child and family. The Core Services program consists of the following services as defined in Staff Manual Volume 7:

- **Home Based Intervention:** services provided primarily in the home of the client and include a variety of services, which can include therapeutic services, concrete services, collateral services and crisis intervention directed to meet the needs of the child and family. See Section 7.303.14 for service elements of therapeutic, concrete, collateral, and crisis intervention.
- **Intensive Family Therapy:** therapeutic intervention typically with all family members to improve family communication, functioning, and relationships.
- **Life Skills:** services provided primarily in the home that teach household management, effectively accessing community resources, parenting techniques, and family conflict management.
- **Day Treatment:** comprehensive, highly structured services that provide education to children and therapy to children and their families.
- **Sexual Abuse Treatment:** therapeutic intervention designed to address issues and behaviors related to sexual abuse victimization, sexual dysfunction, sexual abuse perpetration, and prevention of further sexual abuse and victimization.
- **Special Economic Assistance:** emergency financial assistance of not more than \$400 per family per year in the form of cash and/or vendor payment to purchase hard services. See Section 7.303.14 for service elements of hard services.
- **Mental Health Services:** diagnostic and/or therapeutic services to assist in the development of the family services plan, to assess and/or improve family communication, functioning, and relationships.
- **Substance Abuse Treatment Services:** diagnostic and/or therapeutic services to assist in the development of the family service plan, to assess and/or improve family communication, functioning and relationships, and to prevent further abuse of drugs or alcohol.
- **Aftercare Services:** any of the Core services provided to prepare a child for reunification with his/her family or other permanent placement and prevention of future out-of-home placement of the child.
- **County Designed Services:** an optional service tailored by the specific county to meet the needs of families and children in the community in order to prevent the out-of-home placement of children or facilitate reunification or another form of permanence.

The Commission Report begins with the **Program Overview** Section, which includes the reporting requirements defined in C.R.S. 26-5.5-106. This section goes into detail on case disposition for each of the Core Services Programs available in the state including the optional county designed services. A group of county and state representatives designed the report format used by the commission. The commission completes the Family Preservation Program Commission Report and the compiled data is used for the Program Overview section.

The **Continued Program and Automation Enhancements** section outlines the increasing Core Services Program collaboration with Family to Family initiatives and the Promoting Safe and Stable Families Program. It also provides information with regard to Colorado's Residential Treatment Center Program re-design, and how the process and new model affects the Core Services Program. The Department continues to work to improve the Child Welfare Core, Case and Burial functionality in Trails. With on-going automation enhancement, the Core Services Program is able to extrapolate accurate reporting data, monitor contract spending, measure program success and outcomes, as well as ensure program accountability.

The fiscal changes and enhancements that the Core Services Program has gone through during FY 2006-2007 are outlined in the **Program Changes** section. The Core Services Program received a 3.25% Cost Of Living Adjustment (COLA) earmarked to increase payments to providers. In addition, a total of \$3,949,313 was once again allocated and earmarked specifically for Core Services evidenced based services to adolescents. These additional funds were allocated to county departments through a request for proposal process. The additional funds are an asset to the Core Services Program as county departments continue to serve an increased number of Colorado's children and families. They are crucial to the sustainability of promoting evidenced based services and promising practices in Colorado. The process of re-awarding the allocation is outlined in this section.

The **Commission Report Changes** outlines the continued data modifications reflecting the Core Services Program having been converted to the Colorado Trails automated case management system. As a result, the information found in this report may vary slightly due to conversion issues. This is the fourth year actual Core Services data was pulled directly from the automated case management system, Colorado Trails. The program outcomes have also changed with the conversion to the automated system. Trails will now track case closure reasons and map them to appropriate outcome measures. The Department is looking into how to effectively measure outcomes through Colorado Trails, and has worked with county departments to continually enhance how we measure program outcomes.

The **Cost Efficiency** section of this report includes the average monthly cost for each Core Service by county size for the last three fiscal years. It also includes the average monthly cost for each child served with Core Service. This determines the potential cost avoidance of the Core Service programs if out-of-home services were avoided or not provided.

The **Recommendations and Changes** section highlights the recommendations and changes from various Commissions on how the Core Services Program could be enhanced either at the local county department or at the state departmental level.

The **Executive Director’s Recommendations** reflect the overall direction for the Core Services Program for the next year.

The next section provides **County’s Synopsis of Innovative/Promising Practices, What Counties are Doing to Collaborate, Counties Reduction of Out-Of-Home Placements and Out-Of-Home Length of Stay, and County’s Synopsis of Core Services Influence on Performance Improvement Plan (PIP) Scores.** Narrative information provided by County Departments on the Family Preservation/Commission Report.



PROGRAM OVERVIEW

The Core Services program is required to have the nine basic services available statewide. With the exception of day treatment services, this requirement has been accomplished in almost all of the 64 counties. Thirty-two of the balance of state counties do not offer traditional day treatment programs. For these counties it is not a feasible option, since there are not enough children to sustain a program or the distance and transportation costs preclude the combining of programs within the county or neighboring counties. The counties also reported that significant budget cuts have affected their employee to direct service provider ratio. The majority of counties have addressed this issue by designing services through County Designed Programs that have the components of a traditional day treatment program to meet the needs of the child.

The table below reflects the number of counties that provided Core Services by type, with a comparative number from the two previous reporting years.

Core Service Type	FY 2006-2007	FY 2005-2006	FY 2004-2005
Home Based Intervention	59	59	59
Intensive Family Therapy	57	57	56
Life Skills	60	57	55
Day Treatment	48	48	45
Sexual Abuse Treatment	48	47	47
County Designed	48*	46*	46*
Mental Health Services	59	59	59
Substance Abuse Treatment	60	60	60
Special Economic Assistance	58	58	55

* The number of County Designed Programs significantly increased due to the Evidenced Based Services to Adolescents. These are considered Core Services County Designed Programs.

The above table reflects programs used by the county as reported by the Commissions. One county may offer more than one County Designed Program. County Designed Programs are an optional service that the county may choose to develop. All Core Services can be used as Aftercare Services and are not reported separately; therefore are included in the overall number.

The number of services provided to children as reported by the Commissions for the Core Services Program for the last three years are reflected below. Services to children may be represented more than once if the child received more than one Core Service during the reporting year (duplicated count).

	FY 2006-2007	FY 2005-2006	FY 2004-2005
Total Services Provided to Colorado's Children	50,090	46,394	35,127

This information was pulled directly from the Colorado Trails automated system, not from County reported Commissions Reports.

The number of children served as reported by the Commissions for the Core Services Program for FY 2006-2007 is reflected below (unduplicated count).

	FY 2006-2007	FY 2005-2006
Total Number of Children Served in Colorado	19,152 ¹	19,006

¹ This is the third year of accurate data reflected by enhancements to the Trails Automated System. This will be reported on an on-going basis.

The following questions were asked of the Commissions to assist in determining program effectiveness. A summary of the Commission responses is listed below each of the questions.

Every Colorado County submitted a Core Services Commission Report at the time of the compilation of this report.

Did the menu of Core Services in your county address the needs of children who are at imminent risk of out-of-home placement?

- 98% of the counties reported that the menu of Core Services met the needs of children who are at imminent risk of out-of-home placement.¹
- 2% of the counties responded that there was an unmet need. (Below is the summary of the unmet need. Some counties responded with more than one need.)

¹ Only two counties indicated the menu of Core Services does not address the needs of children, however, several counties provided input in narrative form.

22 Counties	Would like to implement Family to Family, Promoting Safe and Stable Families in conjunction with the Core Services Program.
12 Counties	The menu of services is adequate, however the lack of increased funding is a barrier to meet needs of increased referrals. If additional funding is available, Core Services Program could be enhanced to fill service gaps.
11 Counties	The lack of resources and providers to serve unique/disabled and/or non-English speaking population continues to be a barrier.
8 Counties	Crisis Intervention services/funding is not available.
7 Counties	There are no in-county residential substance abuse treatment services available.
7 Counties	The lack of resources to address the need for increasing methamphetamine treatment continues to be a barrier.
6 Counties	There is a need for increased funding to expand the current Core Services with additional evidenced based programs to enhance service outcomes.
6 Counties	Gaps of services include crisis intervention, Intensive Family Therapy, Family Group Conferencing, Day Treatment, Sex Abuse Treatment and Substance Abuse Treatment
2 Counties	There is a need for residential substance abuse, shelter placement for juveniles, and psychiatric hospitalization services. (These are not Core Service related).

Are there wait lists for services or are services immediately available?

- 62% reported services were immediately available for the client.
- 18% reported a wait list for at least one service.
- 20% reported there was a wait list for more than one service.

11 Counties	The lack of qualified staff to provide substance abuse services, especially with non-English speaking and special needs population continues to be a barrier.
11 Counties	Most of the service providers have wait lists. This is due to lack of resources, not enough staff, staff turnover, and a restricted budget.
9 Counties	There continues to be a budgetary shortage – Counties need to prioritize client’s access to services based on safety concerns.
5 Counties	There is a lack of transportation to appropriate resources/services.
5 Counties	There continues to be a need for additional Mental Health resources due to reduced number of staff, staff turnover, and lack of qualified providers.
2 Counties	Access to appropriate/qualified Mental Health services is difficult.
3 Counties	The wait lists increased for Mental Health, Sexual Abuse Treatment, Life Skills, Intensive Family Therapy, and Substance Abuse Treatment – due to lack of recruitment and retention of staff.

Number of Services Provided

The Commission reported on the total number of services provided to children (and/or parents on behalf of the child - duplicated count) in the Core Services Program for fiscal year 2006-2007. The following tables reflect the last three years of services provided to children, by county, for the Core Services Program. Some counties reported a fluctuation in the number of clients served for FY 2005 to FY 2006, as well as FY 2006 to FY 2007. It is assumed that this has been a result of the increase of services provided due to high demand, evidenced based services, continued conversion of services and payment through Colorado Trails, Trails data entry training, and frequent county staff turn over.

Ten Large counties provided the following number of services – duplicated count:

County	FY07	FY06	FY05	County	FY07	FY06	FY05
Adams	2308	2408	2274	Jefferson	5638	5779	2583
Arapahoe	3812	4164	2940	Larimer	4443	3718	1731
Boulder	1440	1454	1429	Mesa	1444	1557	966
Denver	10797	7730	3243	Pueblo	2043	2108	1267
El Paso	7089	5470	2579	Weld	2799	2712	1121
TOTAL 2006-2007 Duplicated Count:					41,813		

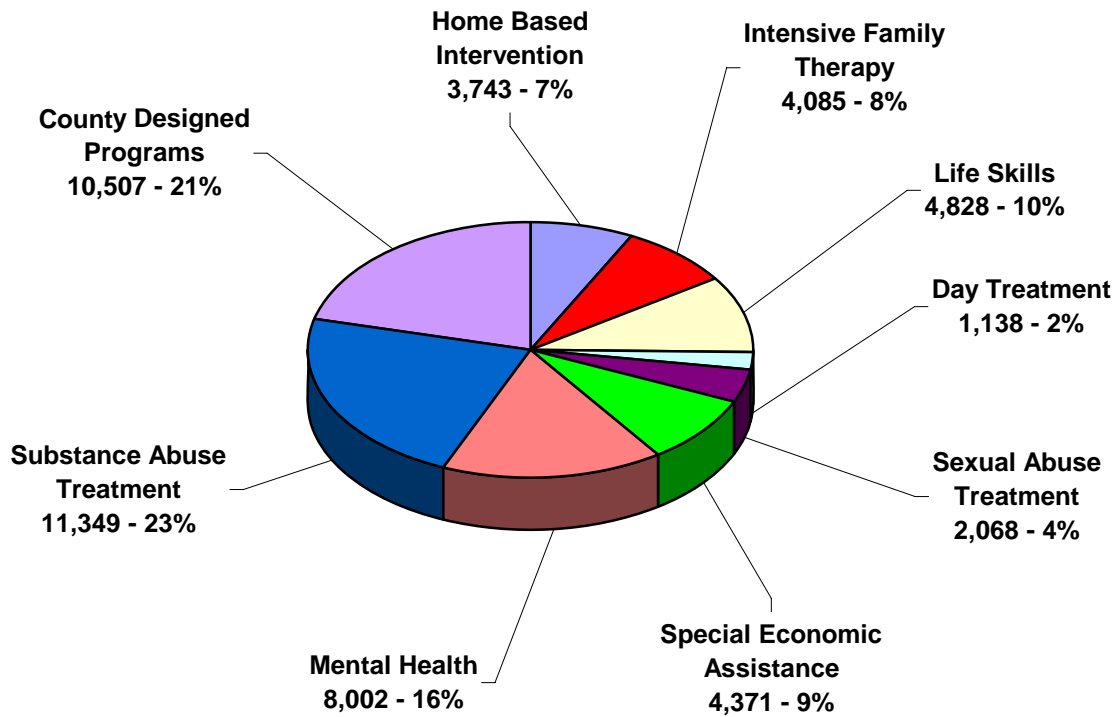
Several of the ten large county departments indicated an increase of caseload numbers based on the initial workflow process implemented in their county. Children were opened in Trails, assessed, and then closed with no leave reason for county tracking purposes.

Balance of State counties provided the following number of services – duplicated count:

County	FY07	FY06	FY05	County	FY07	FY06	FY05
Alamosa	510	551	438	Kit Carson	105	109	55
Archuleta	132	176	160	Lake	46	35	9
Baca	41	48	35	LaPlata/San Juan	599	571	299
Bent	60	43	35	Las Animas	93	109	73
Broomfield	326	244	176	Lincoln	114	142	63
Chaffee	99	117	97	Logan	243	291	190
Cheyenne	9	7	19	Moffat	221	209	161
Clear Creek	37	38	20	Montezuma	169	213	185
Conejos	110	99	61	Montrose	368	332	199
Costilla	19	12	29	Morgan	650	1317	409
Crowley	11	4	4	Otero	163	144	116
Custer	4	8	13	Ouray/San Miguel	42	32	30
Delta	423	338	244	Park	130	120	70
Dolores	31	13	5	Phillips	20	41	20
Douglas	175	158	126	Pitkin	28	40	21
Eagle	198	191	105	Prowers	141	158	100
Elbert	173	134	50	Rio Blanco	75	111	96
Fremont	967	1384	592	Rio Grand/Min	96	125	65
Garfield	451	352	250	Routt	181	160	90
Gilpin	54	78	38	Saguache	41	73	55
Grand	176	207	75	Sedgwick	31	22	13
Gunn/Hinsdale	29	73	63	Summit	156	173	87
Huerfano	100	68	52	Teller	324	300	164
Jackson	15	18	18	Washington	19	25	33
Kiowa	6	10	5	Yuma	66	71	56
TOTAL 2006-2007 Duplicated Count:					8,277		

The following is a pie chart that depicts the number of Core Program services to Colorado's children for the State in fiscal year 2006-2007. This is a duplicated count since a child can receive more than one Core Service depending on the need of the child/family.

CORE PROGRAM SERVICES PROVIDED TO COLORADO'S CHILDREN - DUPLICATED COUNT STATEWIDE FY 2006-2007



Number of Children Served

The following chart entails the number of children served (and/or parents on behalf of child – unduplicated count) with the Core Services Program. This count represents actual children, without regard to type or numbers of service(s) provided through the Core Services Program. This is the first year this number could be extrapolated from Trails Automated System with accuracy.

Ten large counties provided the number of following children (or parents on behalf of the child) – unduplicated count:

County	FY07	FY06	County	FY07	FY06
Adams	1341	1361	Jefferson	2008	2150
Arapahoe	2146	2344	Larimer	1576	1315
Boulder	783	842	Mesa	484	568
Denver	3377	2824	Pueblo	957	1035
El Paso	1784	1791	Weld	909	953
TOTAL 2006-2007 Unduplicated Count:				15,365	

Several of the ten large county departments indicated an increase of caseload numbers based on the initial workflow process implemented in their county. Children were opened in Trails, assessed, and then closed with no leave reason for county tracking purposes.

Balance of State counties provided the number of following children (or parents on behalf of the child) – unduplicated count:

County	FY07	FY06	County	FY07	FY06
Alamosa	232	246	Kit Carson	32	32
Archuleta	90	128	Lake	33	23
Baca	30	32	La Plata/San Juan	228	213
Bent	28	28	Las Animas	64	76
Broomfield	122	112	Lincoln	66	71
Chaffee	50	56	Logan	125	134
Cheyenne	7	5	Moffat	103	117
Clear Creek	34	30	Montezuma	122	131
Conejos	66	52	Montrose	178	179
Costilla	9	7	Morgan	218	263
Crowley	10	4	Otero	99	96
Custer	4	8	Ouray/San Miguel	19	20
Delta	202	179	Park	61	58
Dolores	13	7	Phillips	14	21
Douglas	102	101	Pitkin	16	19
Eagle	102	106	Prowers	90	104
Elbert	93	81	Rio Blanco	44	58
Fremont	308	386	Rio Grand/Min	59	72
Garfield	161	153	Routt	71	69
Gilpin	22	33	Saguache	30	49
Grand	59	82	Sedgwick	17	11
Gunn/Hinsdale	22	35	Summit	60	65
Huerfano	66	47	Teller	132	130
Jackson	10	12	Washington	8	13
Kiowa	4	4	Yuma	52	38
TOTAL 2006-2007 Unduplicated Count:				3,787	

CONTINUED PROGRAM AND AUTOMATION ENHANCEMENTS - PROGRAMATIC COLLABORATIVE EFFORTS

Child and Family Services Review:

The Child and Family Services Review (CFSR) is a results-oriented, comprehensive monitoring system developed by the Department of Health and Human Services (DHHS) in response to the mandate in the Social Security Amendments of 1994. The purpose for the CFSR is to assess state conformance with specific title IV-B and IV-E state plan requirements such that:

- The State is achieving desired outcomes for children and families (Safety, Permanency and child and family Well-being), and
- The State system is functioning at a level that promotes achievement of the identified outcomes.

Colorado's initial assessment and Program Improvement Plan (PIP) was implemented in 2002. The first PIP was complete on March 31, 2007. Colorado met requirements on six measures of the PIP, but was out-of-compliance with the goals set in six other items.

Colorado's second CFSR will begin June 23, 2008. The process will be similar to the first CFSR, although there will be a much larger focus on concerted efforts for children and families, community partnerships, and collaboration with the agency's external partners and stakeholders. System change is most effective when all stakeholders are working in collaboration towards the common goals of safety, permanency and well-being.

Collaborative Efforts:

The Department is working diligently to increase the collaborative efforts with the Core Services Program, Family to Family initiatives, the Promoting Safe and Stable Families Program and the Collaborative Management Program (HB1451) statewide. The philosophies, practices and outcomes promote preventative services to children and families to ensure out-of-home placement is minimized, thus aligning with the Family Preservation/Core Services Program model. The collaboration will continue and strengthen in years to come.

Family to Family

Family to Family (F2F) is a child welfare initiative that promotes family-centered, community-based approaches to casework practice. The initiative believes that a child's safety is paramount, children belong in families, families need strong communities and public child-welfare systems need partnerships with the community and with other systems to achieve strong outcomes for children. Supported by the Annie E. Casey Foundation, these practices include strengthening the network of families available to care for abused and neglected children in their own communities; building partnerships with at-risk neighborhoods; and tracking outcomes for children and families, so that child welfare systems can better learn from their experiences.

The Division of Child Welfare promotes Family to Family principles as a best practice model for out-of-home placements and foster care reform. The Division proposes a phased implementation engaging 11 new counties each year for the next three years (achieving coverage for 95% of the children in the state). It will incorporate the remaining counties through county-to-county knowledge transfer.

Since piloting Family to Family practice in 2002, Colorado has observed heartening outcomes:

- Fewer children re-entering foster care, from 14.1% in 2003 to 13.3% in 2005;
- A 6% shift away from residential treatment/group care and toward increased kinship/family care among first time placements;
- Fewer moves between placements. 3% fewer children in foster care experienced more than two moves in their first year of care;
- Siblings placed together 3% more often.

Community partnership is an underlying strategy of Family to Family. Family to Family engages many different community organizations from neighborhoods where referral rates to the child welfare system are high, in order to create environments that support families involved in the child welfare system. These partners have been (and are expected to be) as broadly diverse as county departments of social services, family based grass roots community programs and agencies, local employers and schools, youth in placement, biological and foster parents, parent partners, and tandem families (who link to the at-risk child and support the child's family in the community). In recognition of heightened health needs of children in placement, partnerships will expand to routinely invite collaboration with local clinics, health departments, and medical outreach workers. The Division's technical assistance supports county collaboration with community partners to identify and build working relationships toward the goal of supporting families within neighborhoods.

The following counties have fully implemented Family to Family: Denver, El Paso, Jefferson, Mesa, Elbert, Grand and Jackson. Counties use Core Services programs to provide services such as Team Decision Making and Family Group Conferencing. Denver County became the second national site for Family to Family in 2007, and has used the Core Services Program to fund several programs that support the initiative by providing preventative services to Colorado's families and children.

Promoting Safe and Stable Families Program (PSSF)

Colorado's Promoting Safe and Stable Families Programs (PSSF) seek to secure safety, permanency and well-being for all children by providing support to families in a flexible, family-centered manner through collaborative community efforts. PSSF programs target three specific populations: adoptive families and families planning to adopt, time-limited reunification families and other at-risk families and children.

The purpose of PSSF Programs is to: prevent unnecessary separation of children from their families, to improve the quality of care and services to children and their families, and to ensure permanency for children by reuniting them with their parents, by adoption, or by another permanent living arrangement.

PSSF is both family and community driven and all services/structures reflect the unique needs of each community. Local PSSF projects utilize the strengths within their neighborhood, city, county, and/or region, to address the needs of families and children.

Forty counties have implemented the Promoting Safe and Stable Families Program: Adams, Arapahoe, Baca, Bent, Boulder, Broomfield, Chaffee, Custer, Denver, Elbert, El Paso, Fremont, Garfield, Grand, Huerfano, Las Animas, Jefferson, Kit Carson, La Plata, Archuleta, Montezuma, Larimer, Mesa, Montrose, Delta, Morgan, Otero, Prowers, Pueblo, Saguache, Alamosa, Costilla, Conejos, Rio Grande, Mineral, Summit, Teller, Washington, Weld, and the Ute Mountain Ute Tribe.

Collaborative Management Program (CMP)

The Collaborative Management Program (CMP), C.R.S. 24-1.9, also known as HB04-1451, is designed to promote collaboration of service providers in integrating and simplifying service delivery to and with families and children, and has been operational since July 1, 2005. This program has expanded from six counties in its inaugural year, SFY 2006, to nineteen counties for SFY 2008. Participants are reporting greater success in integrating service delivery that is resulting in better outcomes for children and families. Boulder, Chaffee, Denver, El Paso, Elbert, Jefferson, Larimer, Mesa, Teller, and Weld are all currently participating counties in CMP.



Continued Automation Enhancements:

Core Services, Case Services and Burial Payments continue to be made through the Colorado Trails System. The Department continues to test reports and data enhancements for the Child Welfare Core, Case and Burial Trails automation functionality. County staff continue to be dedicated in testing new aspects of the extrapolated data, reports and payment processing through this enhanced automation process.

The Contract Management area is used to maintain detailed information on Core Services contracts with service providers. This functional area allows users to monitor county contracts that pertain to Core Services and record outcomes and other contract specific issues. Along with the information on the contracts themselves, the system allows users to view data on the usage of the services specified in the contract.

The system tracks dollars spent against a specific Core Services contract, as well as units of service provided. Information passed to the County Financial Management System (CFMS) includes provider service with client level detail. Each month, county departments are sent a projected expenditure report to ensure they are spending their allocation in a manner that is fiscally responsible and reflects their submitted and approved Core Services Program Plan.

Counties are encouraged to assess the current county process for paying Case and Core Services. That includes workflow for contracting, service authorization, supervisor approval, all financial approvals, referrals and fiscal review. This continues to be an opportunity for the county to make workflows more efficient and not replicate the current processes in addition to the new processes. The State Department ran several processes and provided reports to counties to reduce workload impact by tracking Core Services cases by worker, by provider, and/or by month of service. Counties can also determine cost effectiveness by comparing service providers, as well as the cost of directly providing services through their county systems.

In 2006-2007, additional Trails reports were added to the automated system, and finalized through the testing process. Counties continue to learn how to best utilize this new functionality to enhance their Core Services Program. The automation enhancement has enabled the Core Services Program to extrapolate accurate reporting data, monitor contract spending, measure program success and outcomes, as well as ensure program accountability.

The Department is very excited about the data available. The information will be useful as each county determines cost effectiveness and outcomes measures for Core Services. It is sure to promote overall program integrity and accountability for the County and State Department of Human/Social Services.

Core Services Related Reports Available in Trails:

Core Alternate Weekly Provider Roster (R003F):

This report lists by provider all clients who received service on the last Core Alternate Weekly payroll and still have an open Core service authorization. The report lists the children currently in the Core Service category for whom a payment will be made on the next Core Alternate Weekly payroll. It assists in tracking the service beginning and ending dates for children during the current payment period.

Core Main Provider Roster (R003A):

This report lists by provider all clients who received service on the last Core Main payroll and still have an open Core Service authorization. The report lists the children currently in the Core service category for whom a payment will be made on the next Core Main payroll. It assists in tracking the service beginning and ending dates for children during the current payment period.

Core Weekly Provider Roster (R003E):

This report lists by provider all clients who received service on the last Core Weekly payroll and still have an open Core Service authorization. The report lists the children currently in the Core service category for whom a payment will be made on the next Core Weekly payroll. It assists in tracking the service beginning and ending dates for children during the current payment period.

Core Main Final Payroll (R002B):

This report lists expenditures that Trails has passed for processing by County Financial Management System (CFMS) on the main Core payroll. It lists each payee provider for a given county and shows the clients for whom payments were made during a given payroll period. For each client, it lists the amount and type of payments made, along with other payment details. The worker on this report is the primary worker.

Core Main Trial Payroll (R001A):

This report projects the monthly Core expenditures that Trails will pass for processing by CFMS. It lists each payee provider for a given county and shows the clients for whom payments will be made during a given payroll period. For each client, it lists the amount and type of payments to be made, along with other payment details.

Core Alternate Weekly Final Payroll (R002E):

This report lists expenditures that Trails has passed for processing by CFMS on the alternate weekly Core payroll. It lists each payee provider for a given county and shows the clients for whom payments were made during a given payroll period. For each client, it lists the amount and type of payments made, along with other payment details. The worker on this report is the primary worker.

Core Services Related Reports Available in Trails (continued):

Core Alternate Weekly Trial Payroll (R001B):

This report projects the alternate weekly Core expenditures that Trails will pass for processing by CFMS. It lists each payee provider for a given county and shows the clients for whom payments will be made during a given payroll period. For each client, it lists the amount and type of payments to be made, along with other payment details.

Core Weekly Final Payroll (R002D):

This report lists expenditures that Trails has passed for processing by CFMS on the weekly Core payroll. It lists each payee provider for a given county and shows the clients for whom payments were made during a given payroll period. For each client, it lists the amount and type of payments made, along with other payment details. The worker on this report is the primary worker.

Core Weekly Trial Payroll (R001C):

This report projects the Weekly Core expenditures that Trails will pass for processing by CFMS. It lists each payee provider for a given county and shows the clients for whom payments will be made during a given payroll period. For each client, it lists the amount and type of payments to be made, along with other payment details.

Average Cost per Client for All Core Services - Purchased and Provided (R237):

This report displays the monthly average cost per client for all contracted Core services for the time period of the report. The months selected will retrieve data for the month the payroll ran, not the month the service was provided. The report is sorted by county size. The user selects the start and end date for the report.

Core Services Report (R036):

This report provides cumulative information by county and service type of core services expenditures. It includes the amounts expended by payment designation (reimbursement percentage), number of children served and calculates the cost per child. The user selects one county or all and the begin and end dates. The report is for complete months and does not include current month's data.

Core Services Contract Report (R352):

This report will show all of the core service contracts entered for the specified county for the fiscal year that ends in the year entered. The report shows contract amount, amount expended, and funds available along with a list of the individual service details including rate, unit type, units expended, and amount expended.

Monthly Core Services Contract Report (R358):

This report will show all of the core service contracts entered for all counties monthly starting from the start of the fiscal year till the end of the previous month. The report shows contract amount, amount expended, and funds available along with a list of the individual service details including rate, unit type, units expended, and amount expended.

Core Services Related Reports Available in Trails (continued):

Fixed Rate Contract Costs per Client – Yes and No Pay (R189):

This report displays the monthly cost per client for fixed rate contracts, by county and by Core service type, for the time period of the report. Months selected represent the month(s) in which the client had an open service authorization under the fixed rate contract. The user selects one county or all and the start and end dates.

Core Services Clients Served (R380):

This report displays duplicated and unduplicated numbers of clients receiving Core Services by month for the months requested. It only includes data for completed months. It is grouped by county size and includes client counts, averages, percentages of clients, and summary totals. The user selects one county or all and the start and end dates for the report.

Core Services Leave Reason Summary - By County (Duplicated Count) (R224):

This report provides an unduplicated count of the number of clients receiving a Core Service within the report's specified time frame and only includes data for completed months. It also includes total number of clients served, percentages of clients served by service type, and summary totals.

Core Services Leave Reason Summary - State Totals (Duplicated Count) (R224A):

This report lists the percentages of treatment goals met by clients for each Core Service Type by comparing the total number of clients leaving the service with the total duplicated number of clients served. The report also lists for informational purposes the total clients still in open service, the total duplicated number of client served, and the number of clients with a subsequent out-of-home placement within 90 days.

Year-to-Date State Management report by Funding Source (R012):

This report displays the number of children, days/units, gross expenditures and out-of-home (OOH) Full Placement Equivalent (FPE) for a specified paid funding source on a monthly basis for out-of-home, Core, Case, and Burial services. The report is sorted by funding source, service category, and service type. It is available for viewing according to the fiscal calendar and contains all information currently in Trails for the previous month.

Year-to-Date State Management report by Service Type (R012A):

This report displays the number of children, days/units, gross expenditures and OOH FPE for a specified paid funding source on a state fiscal year to date basis for out-of-home, Core, Case, and Burial services. It is available for viewing according to the Trails Users Fiscal Calendar and contains all information currently in Trails from the beginning of the state fiscal year through the end of the month listed on the report.

Core Services Related Reports Available in Trails (continued):

Monthly State Management Report by Funding Source - Statewide Summary (R012B):

This report displays the county and statewide totals of number of children, days/units, gross expenditures and OOH FPE for a specified paid funding source on a monthly basis for out-of-home, Core, Case, and Burials services. The report is sorted by funding source, service category, and service type. It is available for viewing according to the fiscal calendar and contains all information currently in Trails for the previous month.

Year to Date State Management Report by Funding Source - Statewide Summary- (R012C):

This report displays the number of children, days/units, gross expenditures and OOH FPE for a specified paid funding source on a state fiscal year to date basis for out-of-home, Core, Case, and Burial services. The report is sorted by funding source, service category, and service type. The report contains all information currently in Trails from the beginning of the state fiscal year through the end of the month listed on the report.

Monthly State Management Report by Service Type – County (R014):

This report displays the number of children, days/units, gross expenditures and OOH FPE for all paid service types on a monthly basis for out-of-home, Core, Case, and Burial services. The report is sorted by service category and service type. It is available for viewing according to the Trails Users Fiscal Calendar and contains all information currently in Trails for the previous month.

Monthly State Management Report by Service Type - Statewide Summary (R014A):

This report displays the statewide totals of number of children, days/units, gross expenditures and OOH FPE for all service types on a monthly basis for out-of-home, Core, Case, and Burial services. The report is sorted by service category and service type. It is available for viewing according to the Trails Users Fiscal Calendar and contains all information currently in Trails for the previous month.

Year-To-Date County Service Detail Summary (R019A):

This report lists the total of reimbursable and non-reimbursable expenditures for counties by service detail on a state fiscal year basis. Service details displayed are dependent on the service category and service type. The report is sorted by service category and service detail.

In FY 2006-2007, an additional 3.25% Cost Of Living Adjustment (COLA) was allocated to the 80/20 funding line, earmarked to providers of the Core Services Program. This 3.25% COLA was distributed to county departments based on their Core Services funding base.

In addition to the 3.25% COLA, the \$3,949,313 earmarked specifically for Core Services evidenced based services to adolescents was continued. These additional funds were allocated to county departments through a request for proposal process. It is believed that the additional funds are not only an asset to the Core Services Program as county departments continue to serve an increased number of Colorado's children and families, but also essential to the sustainability of evidenced based services and promising practices in Colorado.

History of the \$3,949,313 Evidenced Based Services Allocation:

In FY 2003-2004, \$1.5 million dollars was appropriated to Core Services in order to mitigate county over expenditures in FY 2003-2004 to fund evidenced based services, which assist counties in providing services to adolescents in-home and community-based settings, thus avoiding or reducing the length of costly out-of-home placement when appropriate.

The \$1.5 million are used to assist county departments of human services in implementing and expanding family and community-based services for adolescents. These services are based on a program or programs that have been demonstrated to be effective in reducing the need for higher costs of residential services. The additional funds cannot be supplanted.

In FY 2004-2005, an additional \$1.5 million dollars was appropriated. Then, in January 2005, \$750,000 was appropriated for the same evidenced based services to adolescents' allocation.

To apply counties needed to follow the conditions stated below:

- The additional funds must be in their Core Plan under County Designed and all appropriate forms must be submitted.
- The \$3,949,313 has been allocated as 80/20 funds. Each county must put forward a 20% share in order to utilize the additional funds.
- The services offered must be evidenced based services for adolescents.

A completed Request For Core Services Additional Funding For Expansion of Services to Adolescent Proposal needed to be submitted.

Background:

To date, the Core Services Program is appropriated \$3,949,313 in order to mitigate county over-expenditures in FY 2006-2007 to fund evidenced based services, which assist counties in providing services to adolescents in-home and community-based settings, thus avoiding or reducing the length of costly out-of-home placement when appropriate. Agency Letter CW-03-21-A is posted on the Department’s web site detailing the Request for Allocation process and time lines.

The \$3,949,313 has been allocated as 80/20 funds. Each county must put forward a 20% share in order to utilize the additional funds.

The awards cannot be re-directed to other services/programs/needs in a county. Counties have the opportunity to expand existing evidenced based services to adolescent programs, or implement new programs, upon additional funding and approval. If the awards are not used specifically for the submitted Request For Proposal (RFP), the funds must be forfeited and are reallocated according to scores submitted by the review committee.

The awards have been distributed in three phases: FY 2003-2004, \$1.5 Million (please refer to Agency Letter CW-03-21-A for details), FY 2004-2005, an additional \$1.5 Million (please refer to Agency Letter CW-04-22-A for details), then an additional \$750,000 was allocated to begin in FY 2004-2005. A total of \$3,949,313 remains available for FY 2006-2007. The following section speaks to all counties receiving any expansion of services to adolescents’ awards.

Total awarded for evidenced based services to adolescents: \$3,949,313 as of January 1, 2006.

Recommendations for awards:

The 2006-2007 evidenced based services to adolescent awards, broken down by county, amount of approved award, and the approved evidenced based service program.

<u>County Department</u>	<u>Award Offered</u>	<u>Evidenced Based Service Program</u>
Adams	\$282,911	Youth Intervention Program
Alamosa	\$61,660	Intensive Mentoring Project
Arapahoe (1)	\$232,852	Multi-Systemic Therapy - Savio
Arapahoe (2)	\$319,013	Direct Link/MST - Synergy
Archuleta	\$81,107	Moral Recognition Therapy and Responsibility Training
Broomfield	\$54,774	Multi-Systemic Therapy
Chafee	\$94,800	Mentoring
Conejos	\$60,307	Mentoring
Costilla	\$38,167	Intensive Mentoring Project
Denver (1)	\$63,398	Strengthening Families
Denver (2)	\$155,063	Multi-Systemic Therapy
Elbert (1)	\$57,840	Multi-Systemic Therapy
Elbert (2)	\$93,841	Family Coaching/Youth Mentoring
El Paso	\$240,161	Multi-Systemic Therapy
Fremont	\$89,820	Functional Family Therapy
Garfield	\$21,662	Adolescent Mediation Services
Gunnison/Hinsdale	\$37,850	Family and Youth Mentoring

Huerfano	\$11,530	Reconnecting Youth
Jefferson (1)	\$347,817	Multi-Systemic Therapy
Jefferson (2)	\$62,500	Team Decision Making
Kit Carson	\$18,960	Functional Family Therapy
La Plata/San Juan/ Montezuma, Dolores/Archuleta	\$145,227	Adolescent Dialectical Behavioral Therapy
La Plata/San Juan	\$158,292	Multi-Systemic Therapy
Larimer (1)	\$116,536	Family Group Conferencing
Larimer (2)	\$73,586	NYPUM National Youth Program Using Mini-Bikes
Mesa (1)	\$130,315	Rapid Response
Mesa (2)	\$150,301	Day Treatment to Adolescents
Montrose	\$62,779	Promoting Healthy Adolescent Trends (PHAT)
Pueblo	\$176,379	For Keeps Program
Summit	\$21,067	Mentor Supported Substance Abuse Treatment
Teller	\$111,232	MST
Weld (1)	\$308,037	Teamwork, Innovation, Growth, Hope and Training (TIGHT)
Weld (2)	\$69,529	Multi-Systemic Therapy
TOTAL AWARD ALLOCATION:	\$3,949,313	

The additional evidenced based programs to adolescents are considered as Core Services Program County Designed. All County Designed data pulled from Colorado Trails is inclusive of these additional evidenced based programs. The Department will continue to work with each County Department to ensure projected outcome data is compiled and the goal of each program is achieved.



To continue to receive the evidence-based services, the county needs to submit a complete program needs assessment, County Design description and determine projected outcomes. They must also document historical outcomes with regard to how these specific County Designed services demonstrate effectiveness in reducing the need for higher costs of more restrictive or residential services.

COMMISSION REPORT CHANGES

The information found in this report may vary slightly due to Colorado Trails continuing conversion issues, training appropriate staff, and staff/provider turnover. This is the fourth year actual Core Services data for this report was pulled directly from the automated tracking and payment system, Colorado Trails. The program outcomes changed with the implementation of CW3 functionality. The leave reasons for client service authorizations in Trails were modified to accurately reflect program outcomes. This process is being evaluated for accuracy of outcomes, and may evolve as counties become more familiar with leave reasons and outcome measures.

A report has been developed in Colorado Trails that groups these leave reasons to reflect the appropriate outcome in order to measure the program's success. The department believes the integrity of the program is maintained through the development and streamlining of performance indicators. The caseworker identifies relevant indicators for the service provided and then measures the client's success at achieving the indicators upon the conclusion of the service.

The purpose of using Core Service Program outcomes is to provide information on the effectiveness of the program through identifying appropriate service authorization leave reasons which shows the success of each client in meeting performance indicators and treatment goals associated with each service provided. County staff will identify the relevant indicators for the service provided, and then measure the client's success at achieving the indicators upon the conclusion of the service. Indicators achieved are reflected in the Family Service Plan (FSP). When each service authorization for a client is end dated in Colorado Trails, county staff identifies the leave reason that most closely matches the family's performance in meeting the treatment goals of the service.

It is important to note that the results in this report may not be totally reflective of the true outcomes of each service for the last fiscal year. As program information and outcomes are modified and the continued conversion to Colorado Trails evolves, the data will gain integrity. County staff, along with the Department, will continue to research the accuracy of leave reasons and how they reflect outcomes of the Core Services Program. The recommendations will be submitted to the Department for implementation.

County's Synopsis of Innovative Practices, What Counties are Doing to Collaborate, Counties Reduction of Out-Of-Home Placements and Out-Of-Home Length of Stay, and County's Synopsis of Core Services Influence on Performance Improvement Plan (PIP) Scores was added to the end of the report to highlight information provided by County Departments on the Family Preservation/Commission Report.

The following chart outlines the Core Services leave reasons related to outcomes. The information can be used when reviewing the outcome data and charts in the pages to follow (pages 26-33).

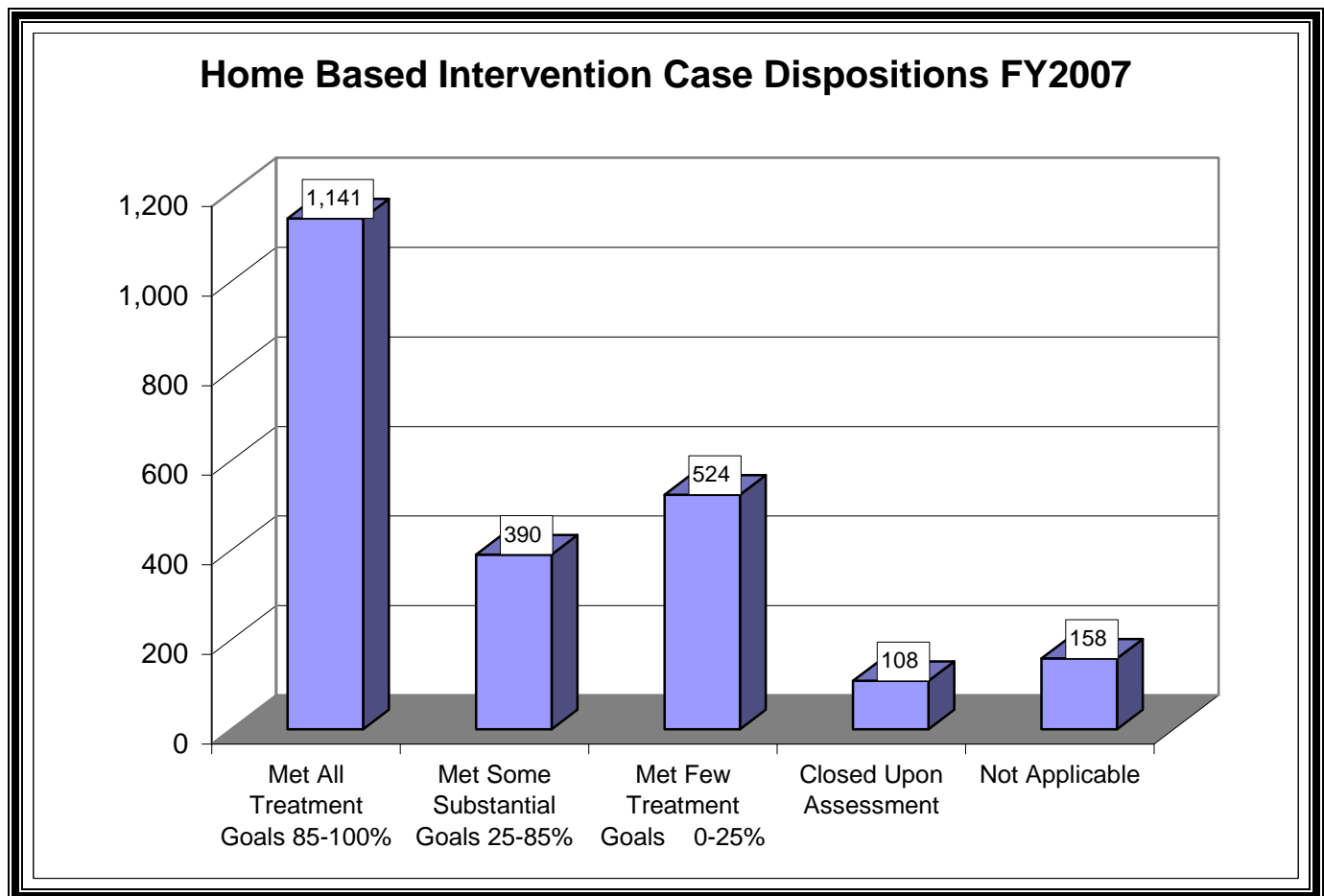
OUTCOMES	REASON
<p>Client meets all or substantially all of treatment goals</p> <p>85-100%</p>	<ul style="list-style-type: none"> • In Home Case Closed/Success • In Home, Client Still Involved in Case, No Additional Core Services
OUTCOMES	REASON
<p>Client was not completely successful, but met substantial goals of treatment goals</p> <p>25-85%</p>	<ul style="list-style-type: none"> • In Home, Follow up with Additional Core Services • Out-of-home, with Another Core Service • Moved out of County/Agency/State • Same Service Type/New Provider • Same Provider/Same Service
OUTCOMES	REASON
<p>Client met none or substantially none of the treatment goals</p> <p>0-25%</p>	<ul style="list-style-type: none"> • Client Refused Service • Out-of-Home Placement • Runaway • Incarceration • Detention • Parents Failed to Provide Adequate Structure/Safety • Other
OUTCOMES	REASON
<p>Not Applicable</p>	<ul style="list-style-type: none"> • Death • Hospitalization • Opened in Error • Provider Service Closed • Case Transferred to Another County/Agency • Business Office Correction • Payee Wrong Code • Contract Expired • Inactive Core Service
<p>Closed Upon Assessment</p>	<ul style="list-style-type: none"> • Closed Upon Assessment

Home Based Intervention

Fifty-nine counties provided 3,742 Home Based Intervention services to children and their families. Commissions were asked to report where the child was at the conclusion of the Home Based Intervention. Disposition was reported for 2,321 children; it is presumed that 1,421 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 49% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 17% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 23% Child/family met none or substantially none of the treatment goals (0-25%),
- 4% Case was assessed, then closed upon assessment,
- 7% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Home Based Intervention reported case dispositions.

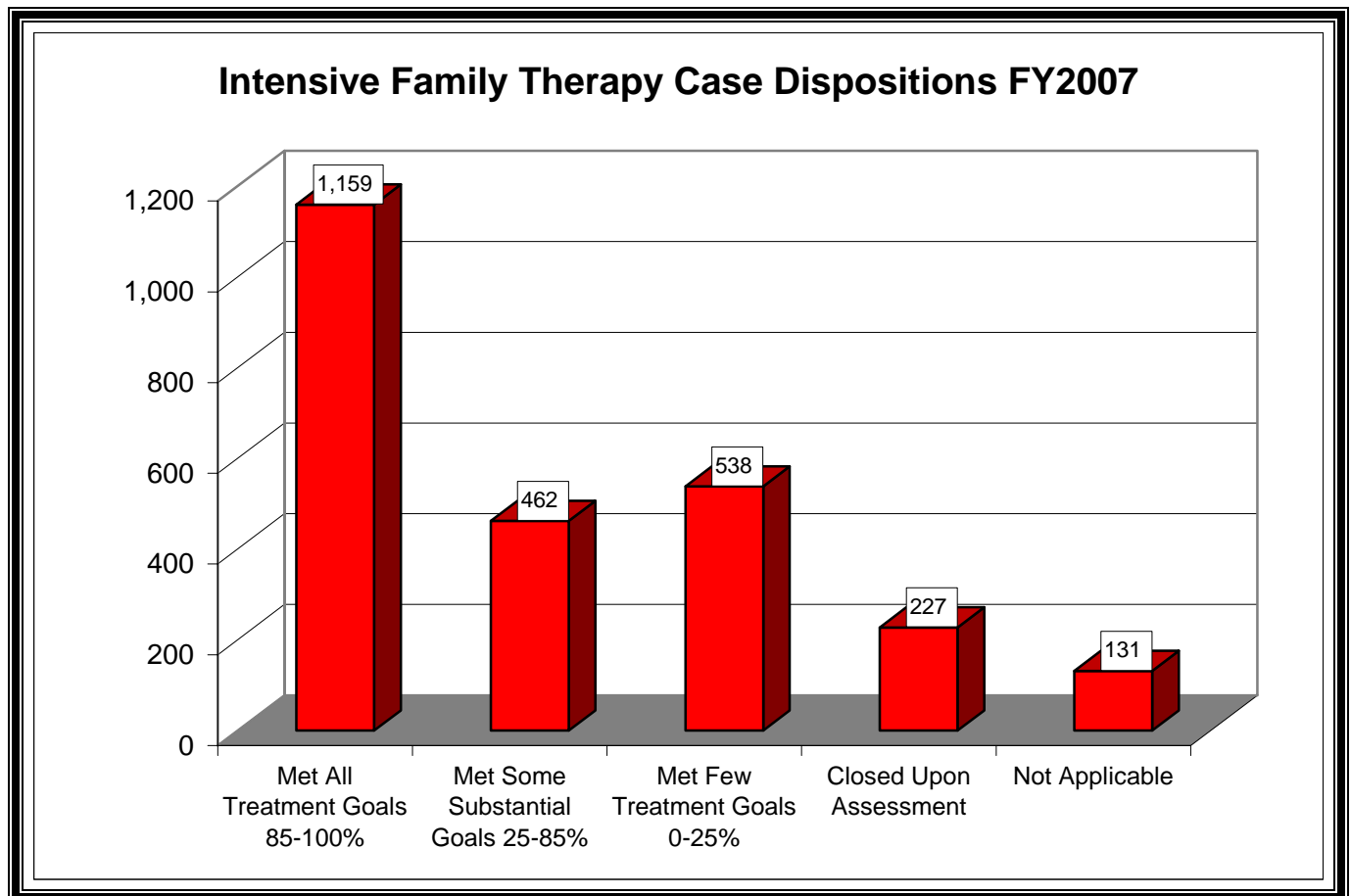


Intensive Family Therapy

Fifty-seven counties provided 4,086 Intensive Family Therapy services to children and their families. Commissions were asked to report where the child was at the conclusion of the Intensive Family Therapy. Disposition was reported for 2,517 children; it is presumed that 1,569 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 46% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 18% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 21% Child/family met none or substantially none of the treatment goals (0-25%),
- 9% Case was assessed, then closed upon assessment,
- 6% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Intensive Family Therapy reported case dispositions.

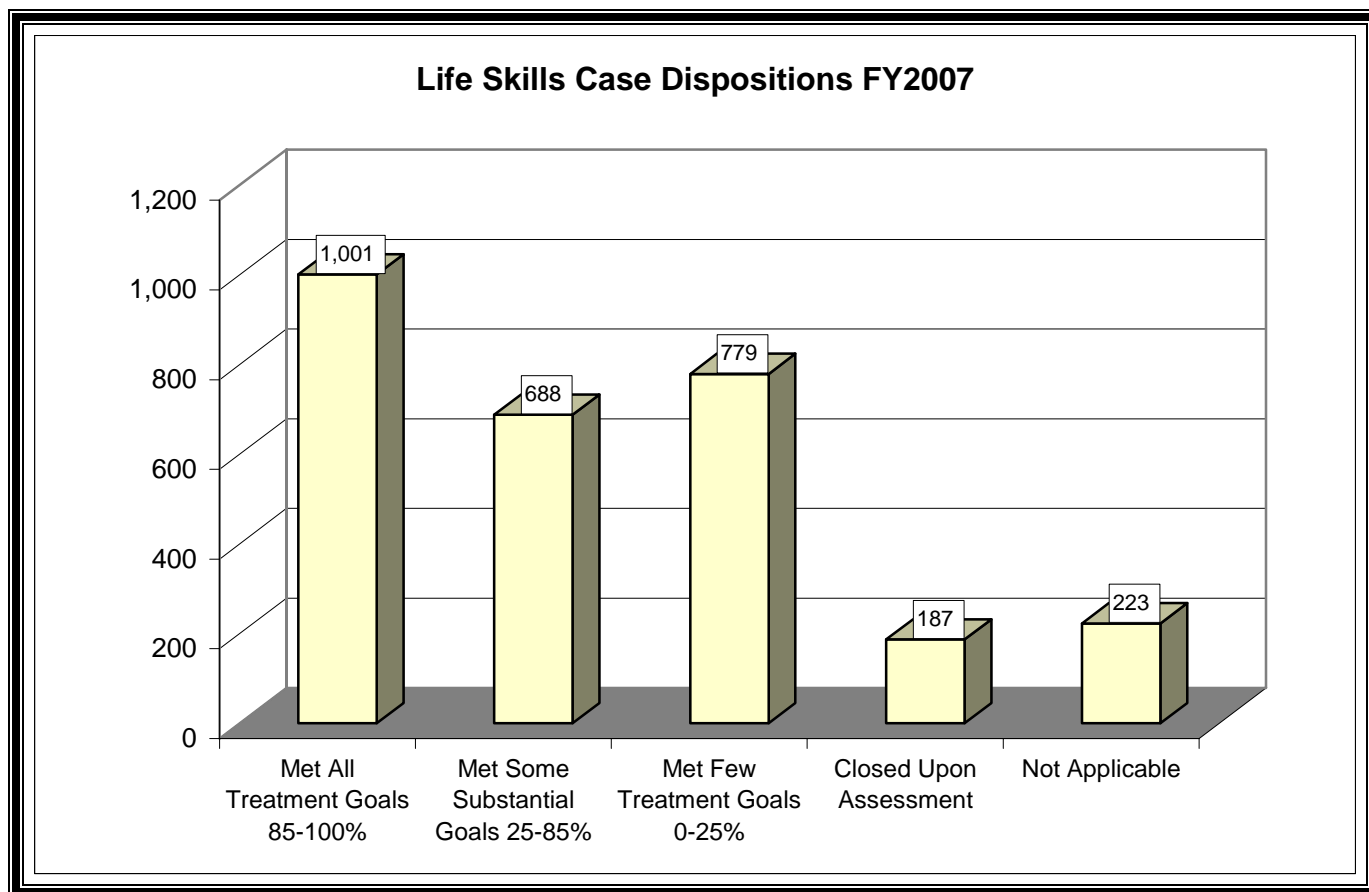


Life Skills

Sixty counties provided 4,828 Life Skills services to children and their families. Commissions were asked to report where the child was at the conclusion of the Life Skills service. Disposition was reported for 2,878 children; it is presumed that 1,950 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 35% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 24% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 27% Child/family met none or substantially none of the treatment goals (0-25%),
- 6% Case was assessed, then closed upon assessment,
- 8% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Life Skills reported case dispositions.



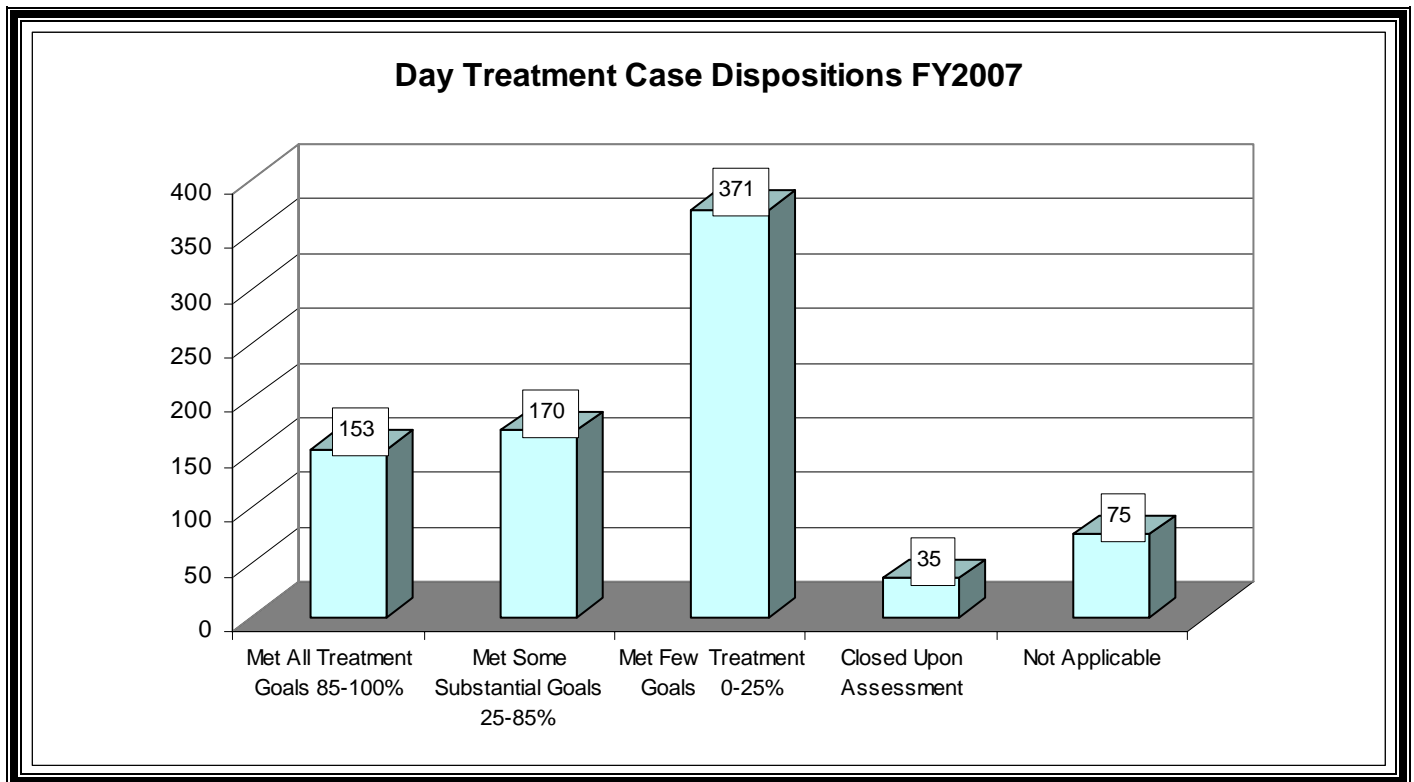
Day Treatment

Forty-eight counties provided 1,138 Day Treatment services to children and their families. Commissions were asked to report where the child was at the conclusion of Day Treatment. Disposition was reported for 804 children; it is presumed that 334 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 21% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 23% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 37% Child/family met none or substantially none of the treatment goals (0-25%),
- 8% Case was assessed, then closed upon assessment,
- 11% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Day Treatment reported case dispositions.

County Departments have reported that Day Treatment is a successful service when appropriate. At times, Day Treatment is ordered by the Courts, or decided in other arenas (i.e. Probation or Team Decision Making conferences), and not appropriate for the case plan. Other factors, such as parents not cooperating, may affect the overall outcome.

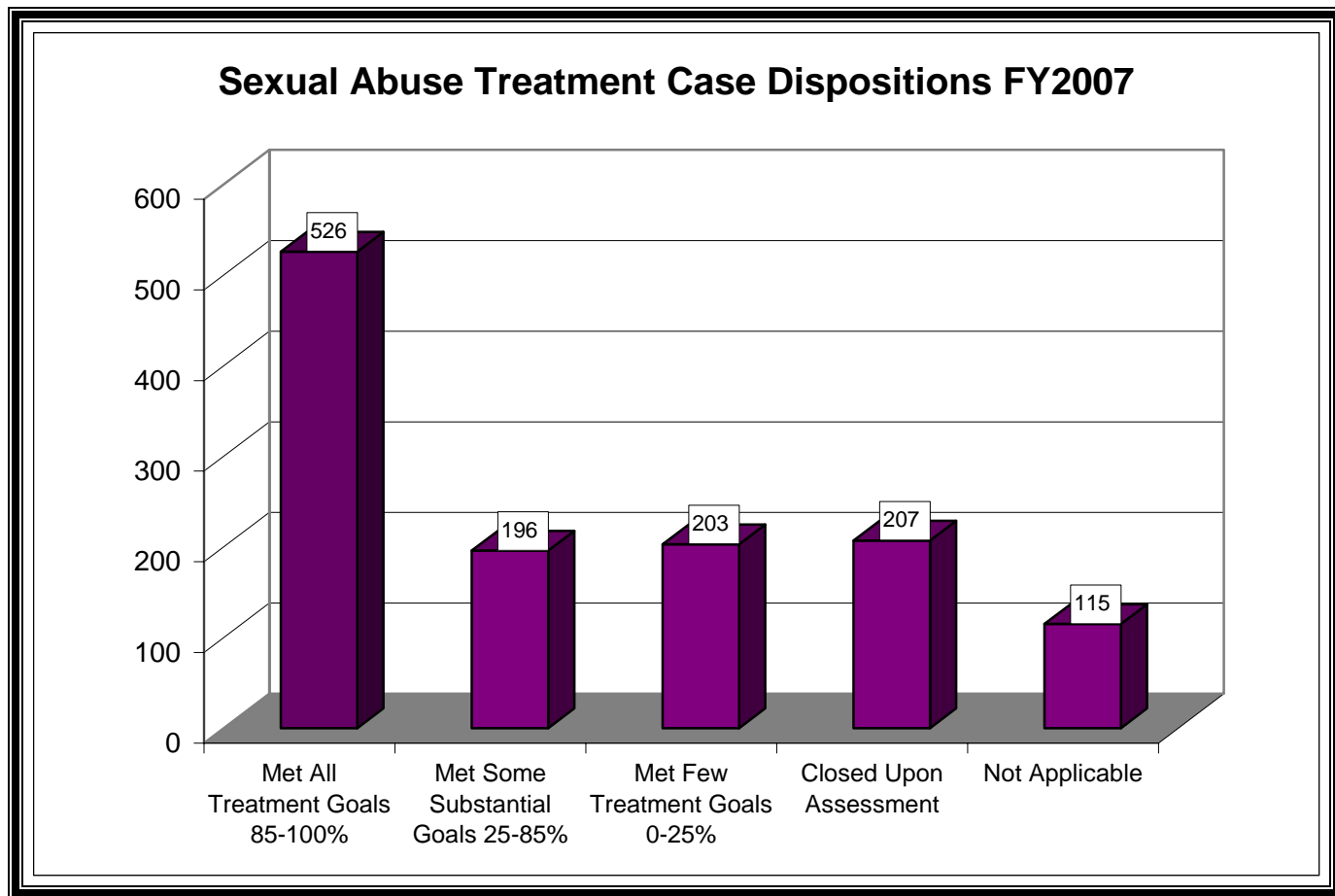


Sexual Abuse Treatment

Forty-eight counties provided 2,067 Sexual Abuse Treatment services to children and their families. Commissions were asked to report where the child was at the conclusion of the Sexual Abuse Treatment. Disposition was reported for 1,247 children; it is presumed that 820 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 42% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 16% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 16% Child/family met none or substantially none of the treatment goals (0-25%),
- 17% Case was assessed, then closed upon assessment,
- 9% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Sexual Abuse Treatment reported case dispositions.

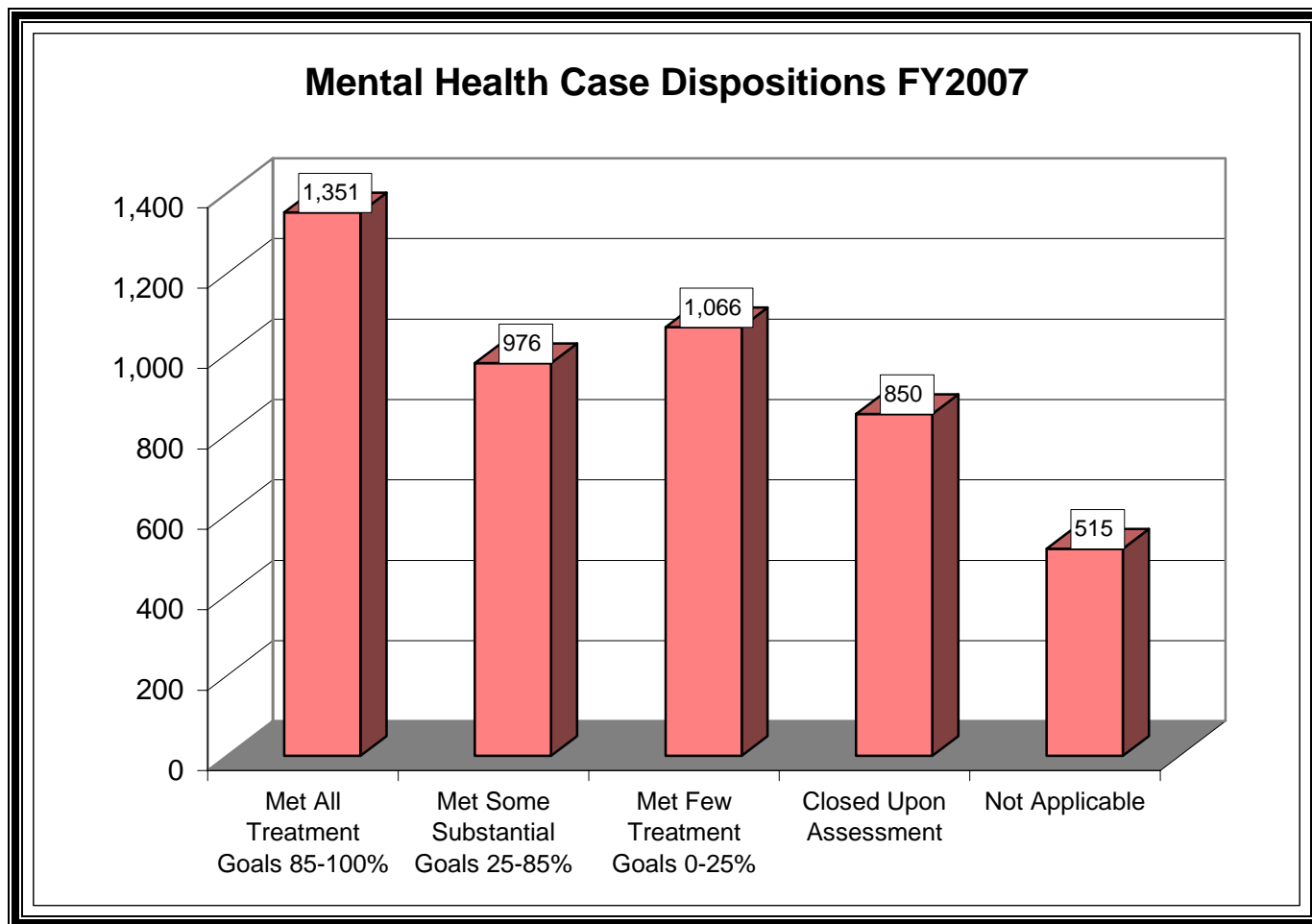


Mental Health

Fifty-nine counties provided 8,003 Mental Health services to children and their families. Commissions were asked to report where the child was at the conclusion of the Mental Health services. Disposition was reported for 4,758 children; it is presumed that 3,245 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 28% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 21% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 22% Child/family met none or substantially none of the treatment goals (0-25%),
- 18% Case was assessed, then closed upon assessment,
- 11% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Mental Health services reported case dispositions.

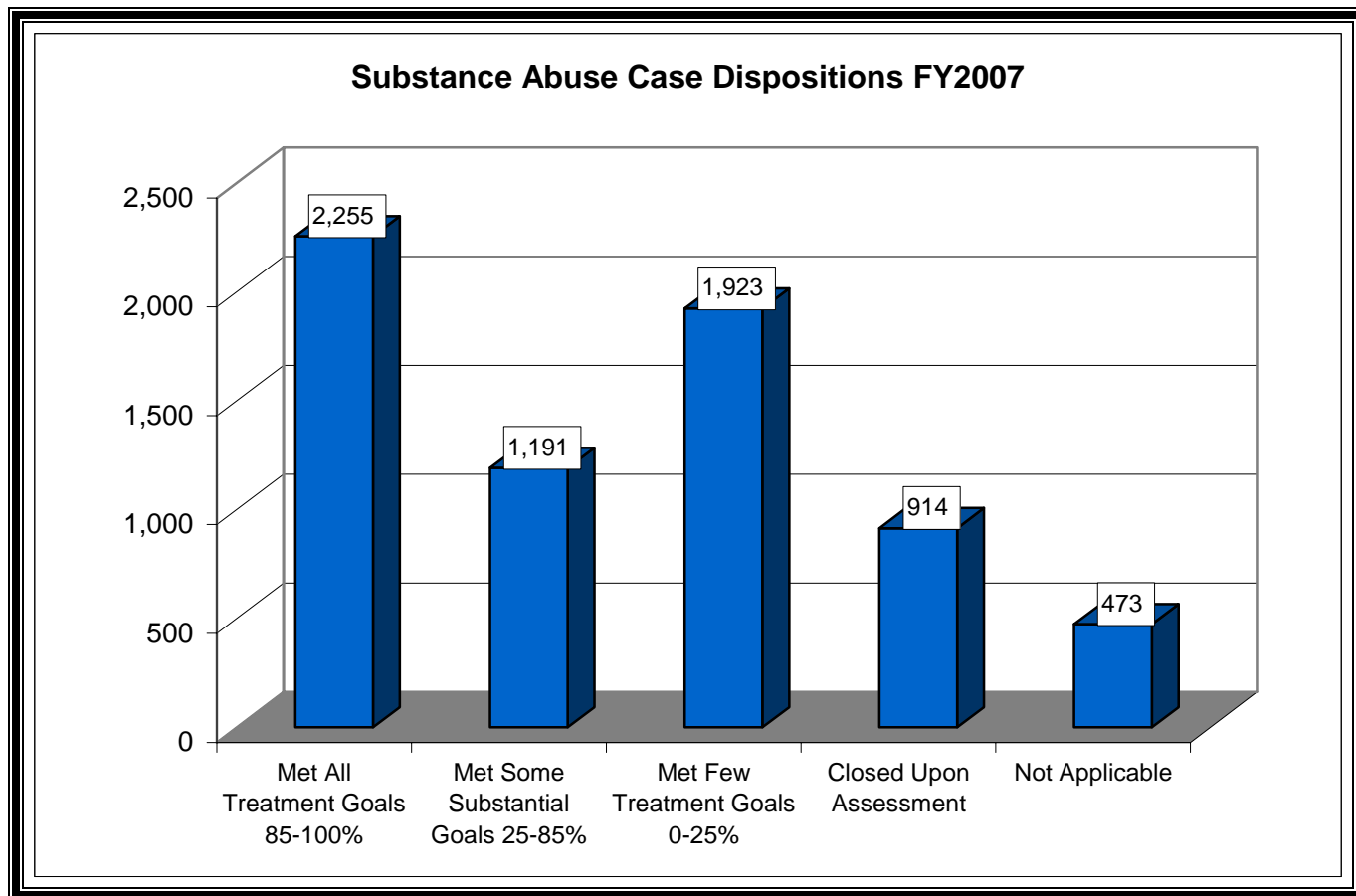


Substance Abuse

Sixty counties provided 11,351 Substance Abuse services to children and their families. Commissions were asked to report where the child was at the conclusion of the Substance Abuse services. Disposition was reported for 6,756 children; it is presumed that 4,595 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails. The following information is based on Core Services outcomes.

- 33% Child/family met all or substantially all of the family service plan treatment goals (85-100%),
- 18% Child/family was not completely successful, but met some substantial family service plan treatment goals (25-85%),
- 28% Child/family met none or substantially none of the treatment goals (0-25%),
- 14% Case was assessed, then closed upon assessment,
- 7% Child/family had some other disposition such as: Core Services not completed, run away, hospitalization, detention, or placement with relatives.

The following is a graphic representation on Substance Abuse services reported case dispositions.



County Designed Programs

County Designed Programs are optional services tailored by the specific county in meeting the needs of families and children in the community in order to prevent the out-of-home placement of children or facilitate reunification or another form of permanence.

Forty-eight counties provided 10,507 County Designed services to children and their families. Commissions were asked to report where the child was at the conclusion of the County Designed service. Disposition was reported for 8,482 children; it is presumed that 2,025 children remained in the program at the end of the reporting period. The disposition data was pulled from the automated reporting and payment system, Colorado Trails.

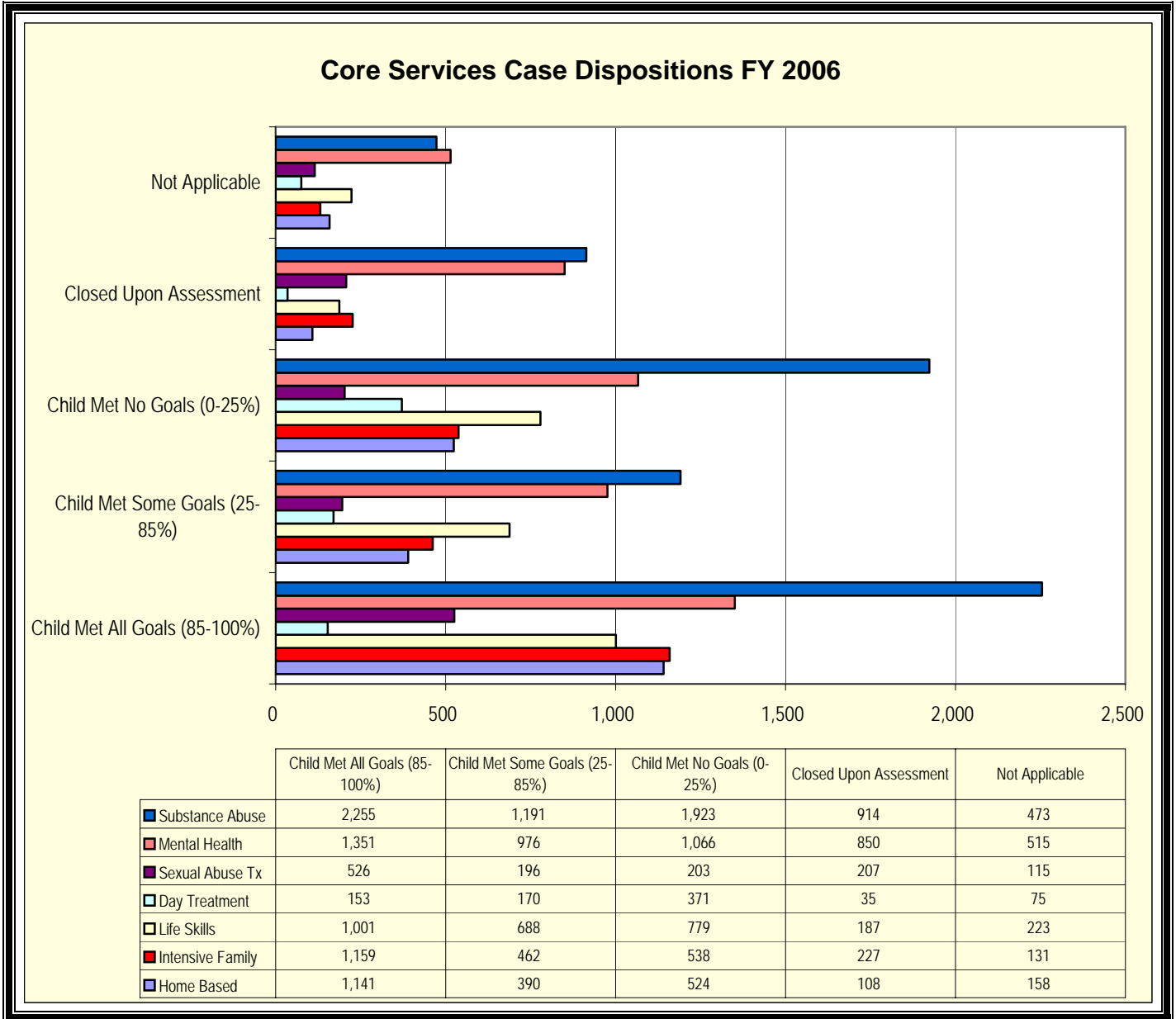
County Designed services are unique to each county, and therefore reported differently. As the Trails Automation enhancements move forward, this report will include all services with appropriate leave reasons measured to valid outcomes. County departments will undergo further Trails training in an effort to provide consistent and accurate data with regard to leave reasons and outcomes.

The following reflects the specific County Designed Core Services statewide:

Adolescent Dialectical Behavioral (Expansion Grant)	Adolescent Mediation (Expansion Grant)
Adoption Counseling	Behavioral Coach
Chaffee County Mentoring	Child and Family Service Therapist
Community Evaluation Team (CET)	Day Treatment Alternative
Day Treatment to Adolescents (Expansion Grant)	Discovery Group
Domestic Violence	Domestic Violence Intervention
Emerson Street School	Family Advocate
Family Coaching/Youth Mentoring (Expansion Grant)	Family Decision Making/Conferencing
Family Empowerment	Family Functional Therapy (Expansion Grant)
Family Group Conferencing (Expansion Grant)	Family Options
Family to Family Team Decision Making	First Steps Home Visitor Program
For Keeps Program (Expansion Grant)	Foster Care/Adoption Support Groups
Foster Parent Consultation	Functional Family Therapy (Expansion Grant)
Intensive Mentoring (Expansion Grant)	Intensive Mentoring Program (Expansion Grant)
Intensive Mentoring Project (Expansion Grant)	Mediation Services
Mentor Supported Substance Abuse Treatment (Expansion Grant)	Mentoring
Moral Recognition Therapy and Responsibility Training - Mentoring (Expansion Grant)	Multi-Systemic Therapy (MST) (Expansion Grant)
Nat'l Youth Program Using Mini-Bikes (NYPUM) (Expansion Grant)	Nurturing Programs
Parenting Skills	Play Therapy
Promoting Healthy Adolescents Trends PHAT (Expansion Grant)	Rapid Response (Expansion Grant)
Reconnecting Youth (Expansion Grant)	Savio Direct Link Program (Expansion Grant)
Specialized Foster Home Recruitment	Structured Parenting Time
Structured/Supervised Parenting Time	Substance Abuse Petty Offenders
Supervised Therapeutic Visitation Service	Supervised Visitation
Team Decision Making	Team Decision Making (Expansion Grant)
Teen Support	Therapeutic Mentoring (Expansion Grant)
Teamwork, Innovation, Growth, Hope and Training (Expansion Grant)	Visitation Center
Youth Intervention Program (Expansion Grant)	Youth Outreach

In total the Commission reported dispositions on 50,093 Core Program services to children. Special Economic Assistance was given to 4,371 cases. A total of 3,934 children needed some form of out-of-home placement services with no other Core Services provided. A total of 29,973 children were reported as being in the home with case closed, receiving caseworker services, or other Core Services, and not needing out-of-home services 90 days from receiving Core Services.

The chart below represents all the Core Services and Colorado Trails data reported dispositions of the cases for program comparison.



Cost of Services – Statewide

Statewide monthly average cost for all Core Services by county size for the last three fiscal years are:

	<u>FY 2006-2007</u>	<u>FY 2005-2006</u>	<u>FY 2004-2005</u>
Ten Large Counties	\$77.00	\$80.00	\$82.00
Balance of State	\$157.00	\$155.00	\$158.00

It is to be expected that the average cost for services would be higher in the balance of state counties. This is partly due to the smaller population in the rural area of the state. Smaller counties cannot offset the costs of operating programs by the volume of clientele and therefore the cost per client is higher. Transportation costs are higher due to the great distances traveled to receive treatment.

This is the fourth year the data was pulled entirely from the automated system, Colorado Trails. It is expected the information may fluctuate the first three fiscal years. Counties have indicated in their annual Core Services Program Plan the need to utilize other funding sources to enhance Core Services in order to meet the needs of increasing services for each child served.

The 2006-2007 Core Services Program Plan indicated that counties requested \$3,982,575 in additional Core Services funding to increase services, expand programs and/or enhance their Core Services Program. Counties also reported using \$1,601,492 in Temporary Assistance to Needy Families (TANF) funding, and \$1,635,725 in County Only funds to sustain the increasing needs of additional funding for their Core Services Program. In total, Core Services would need an additional \$7,219,792 in Core Services funding to operate at the current level.

This is the eighth year of reporting for mental health services and substance abuse treatment. These funds are distributed regionally, with the exception of the ten large counties. The client count is not included in the fiscal agent for the region, therefore, reflecting an inflated cost for that county. For example, Ouray is the fiscal agent for a six county region.

The monthly average cost of providing Core Services by county is determined by dividing the total county expenditure (inclusive of services provided by the county and purchased services from providers), by the number of children served, then dividing total number by 12 (months in year). Not all children receive services in all twelve months, however, due to fixed rate contracts and staff costs, the average cost is figured using all end of year close out figures. The following reflects the average monthly cost of services, by county, for the last three fiscal years.

Ten Large Counties:

County	FY07	FY 06	FY 05
Adams	164	151	126
Arapahoe	89	86	81
Boulder	142	142	112
Denver	64	91	140
El Paso	56	72	79

County	FY07	FY 06	FY 05
Jefferson	62	67	82
Larimer	31	41	51
Mesa	73	64	55
Pueblo	52	49	52
Weld	44	40	39

*Figures represent average cost of each Core Service provided.

Balance of State Counties:

County	FY07	FY 06	FY 05
Alamosa	113	110	89
Archuleta	175	183	113
Baca	92	71	62
Bent	118	125	145
Broomfield	78	103	69
Chaffee	243	199	159
Cheyenne	189	152	44
Clear Creek	363	197	412
Conejos	71	84	69
Costilla	312	468	112
Crowley	190	486	8
Custer	25	18	10
Delta	75	95	90
Dolores	76	141	265
Douglas	106	97	68
Eagle	46	54	85
Elbert	104	132	140
Fremont	68	47	51
Garfield	78	83	88
Gilpin	101	80	72
Grand	47	76	100
Gunn/Hinds	214	88	97
Huerfano	116	163	144
Jackson	60	51	31
Kiowa	720	420	528

County	FY 07	FY 06	FY 05
Kit Carson	74	109	120
Lake	141	270	1089
LaPlata/SJuan	151	154	141
Las Animas	246	215	237
Lincoln	297	257	390
Logan	130	103	126
Moffat	163	172	120
Montezuma	147	108	100
Montrose	93	109	110
Morgan	85	44	62
Otero	173	218	262
Ouray/SanMig	485	612	454
Park	92	93	83
Phillips	192	94	101
Pitkin	82	59	76
Prowers	200	162	195
Rio Blanco	118	84	67
RioGran/Min	73	38	56
Routt	100	156	143
Saguache	119	91	85
Sedgwick	94	93	140
Summit	88	83	106
Teller	138	135	157
Washington	371	263	209
Yuma	250	291	223

*Figures represent average cost of each Core Service provided.

Cost of Each Child Receiving a Core Service - Statewide

Statewide monthly average cost for each child who received Core Services by county size:

	FY 2006-2007
Ten Large Counties	\$185.00
Balance of State	\$288.00

*This is the first year of Cost of Each Child Receiving a Core Service reported separately.

Again, it is to be expected that the average cost for serving each child would be higher in the balance of state counties. This is partly due to the smaller population in the rural area of the state. Smaller counties cannot offset the costs of operating programs by the volume of clientele and therefore the cost per client is higher. Transportation costs are higher due to the great distances traveled to receive treatment.

This is the fourth year the data was pulled entirely from the automated system, Colorado Trails. It is expected the information may fluctuate the first three fiscal years. Counties have indicated in their annual Core Services Program Plan the need to utilize other funding sources to enhance Core Services in order to meet the needs of increasing services for each child served.

The monthly average cost of providing Core Services to each child by county is determined by dividing the total county expenditure (inclusive of services provided by the county and purchased services from providers), by the number of children served, then dividing total number by 12 (months in year). Not all children receive services in all twelve months, however, due to fixed rate contracts and staff costs, the average cost is figured using all end of year close out figures. The following reflects the average monthly cost of each child, by county.



Ten Large Counties:

County	FY07
Adams	283
Arapahoe	159
Boulder	262
Denver	205
El Paso	224

County	FY07
Jefferson	173
Larimer	88
Mesa	216
Pueblo	112
Weld	135

*Figures represent average monthly cost of each child receiving Core Services.

Balance of State Counties:

County	FY07
Alamosa	249
Archuleta	256
Baca	125
Bent	254
Broomfield	208
Chaffee	481
Cheyenne	243
Clear Creek	395
Conejos	119
Costilla	660
Crowley	209
Custer	25
Delta	157
Dolores	181
Douglas	183
Eagle	90
Elbert	194
Fremont	214
Garfield	220
Gilpin	248
Grand	142
Gunn/Hinds	282
Huerfano	175
Jackson	90
Kiowa	1080

County	FY 07
Kit Carson	243
Lake	197
LaPlata/SJuan	398
Las Animas	357
Lincoln	513
Logan	254
Moffat	351
Montezuma	204
Montrose	193
Morgan	255
Otero	286
Ouray/SanMig	1073
Park	197
Phillips	274
Pitkin	144
Prowers	314
Rio Blanco	201
RioGran/Min	120
Routt	256
Saguache	163
Sedgwick	173
Summit	229
Teller	339
Washington	882
Yuma	317

*Figures represent average monthly cost of each Child receiving Core Services.

Cost efficiency can be determined by comparing the cost of providing services to the cost of providing out-of-home placement. One of the eligibility criteria for Core Services is that the child is “at imminent risk of out-of-home placement”. In other words, without intercession a child would be placed out-of-the home immediately if Core Services were not provided (C.R.S. 26-5.3-103).

The FY 2007 statewide monthly average cost for services through the Core Services Program was \$117.00. The statewide average for the cost of services is found by adding all (purchase of services costs, staff costs, administrative costs, all costs billed to the Core Services Program) county monthly costs and dividing by twelve months. The FY 2007 statewide monthly average cost for each child served through the Core Services Program was \$236.00. The statewide average for the cost for each child serviced is found by adding all (purchase of services costs, staff costs, administrative costs, all costs billed to the Core Services Program) county monthly costs and dividing by twelve months.

There were 13,042 children in out-of-home placements for FY 2007. The total out-of-home expenditures was a total of \$130,260,933, inclusive of Medicaid for Children Habilitation Residential Program (CHRP) and residential mental health. The statewide average cost in out-of-home placement was \$998.00 per child per month. The cost efficiency on a per case basis shows a high potential cost avoidance by using Core Services prior to needing out-of-home placement.

The numbers of Core Services provided to Colorado’s children has continued to increase in the last three fiscal years from 35,127 services in FY 2005, 46,394 in FY 2006, to 50,090 Core Services in FY 2007. This has occurred primarily due to four driving factors. The first is the \$3,949,313 earmarked to serve adolescents in evidence-based programs. The sustainability of this allocation has allowed most counties to serve additional children as they expand their evidenced based services to adolescents. Another reason for the increase is the fluctuation in Colorado Trails reporting from county departments. The manner in which data continues to be converted in Colorado Trails and the learning curve of roll out of CW3 may have resulted in an increase of services to children. The third factor is that counties expressed they were actively pursuing preventative, step-down, and reunification services for those children who would have otherwise been placed in the former Residential Treatment Center (RTC) program. The last factor is the increasing collaboration of the Core Services Program, Promoting Safe and Stable Families, the Family to Family, and HB04-1451 initiatives statewide.

It is important to note that not all children are appropriate for Core Services. For example, of the Core Services population served, there may be children who received both Core Services and out-of-home placement services. In these instances there may not be cost savings. It is allowable to use both Core Services and out-of-home placement services in a case were the use of both will expedite reunification or a permanent placement for the child or if it will maintain the child in a least restrictive placement. Serving these high-risk children in this manner reinforces many of their permanent placements in their own home or a least restrictive setting, preventing permanent out-of-home placement.

RECOMMENDATIONS AND CHANGES

The Commission recommends changes or enhancements for the Core Services Program either at the local level or at the State level. The list does not reflect the order of importance.

- Increase funding for Core Services Program. If funding was increased, programs could have a planned expansion of services, therefore reducing the wait lists and potentially reducing out-of-home placements as a result to services being offered in a timely manner.
- Work in a collaborative effort to fill gaps in services with community partners, community-based-organizations and regional contracts to fill lack of resources.
 - Would like to implement Family to Family, Promoting Safe and Stable Families and HB04-1451 in conjunction with the Core Service Program.
 - Would like to work with school district to implement Day Treatment, mentoring and after school programs.
- Provide more appropriate menu of services for adolescents who are beyond control of parents or age out of the Child Welfare system without receiving needed services.
- Ensure data from Colorado Trails tracks all pertinent information needed for additional funding and provides accurate data for this report.
- Provide culturally based services for growing Latino and developmentally disabled population.
 - Increase Spanish-speaking resources for all Core Services programs.
- Substance Abuse Issues:
 - Funding for prevention and treatment of Methamphetamine abuse.
 - Increase substance abuse providers; some counties report the lack of local providers, requiring the client to travel increased distances and creating a barrier in treatment.
 - Increase funding of indigent clients for medication used in relapse treatment.
- Increase funding to provide access and resources for quality Mental Health Services.
 - Additional funding for families without health insurance and unable to pay for health evaluations for serious issues such as Autism.
 - Funding needed for qualified therapists in specialized fields.
- Treatment/Therapy:
 - Continue to fund and increase funding and access to providers familiar with Multi-Systemic Therapy as well as other evidenced based services to adolescents.
 - Need for Specialized Therapy and Therapeutic Foster Homes trained in attachment issues is increasing.
 - Increased treatment services for child or youth sexual offenders.

The complete narrative comments submitted by the Commissions are available upon request from the Colorado Department of Human Services.

EXECUTIVE DIRECTOR'S RECOMMENDATIONS

The Department is recommending appropriate changes to statute, changes to the Family Preservation/Commission Report operations, and supports the following program features and modifications:

- The Legislative Audit Report found that the Department does not have valid and accurate methods for meeting the statutory requirement to evaluate and report the effectiveness and cost-efficiency of Core Services annually. As a result of this finding, the Department has withheld \$150,000 from the FY 2007-2008 Core Services allocation in order to contract through a Request for Proposal (RFP) process with a program evaluator. The program evaluator will develop effective and valid methods for calculating cost savings as well as measurable outcomes related to the Core Services Program.
- Based on the audit report recommendations, the Department is currently working with the Legislative Auditor, the Legislative Audit Committee and the General Assembly to complete a technical modification in the statutes. The Department believes this statute modification will clarify Core Services Program intent and provide consistent guidance in terms of the services to be provided, the populations to be served and the time limits on services.
- All counties submitted a Family Preservation Commission Report by the established deadline, therefore, a 5% penalty will not be imposed on any county's base Core Services allocation.
- The Department is committed to improving the effectiveness and cost efficiency of the Core Services Program. Several reports have been created for county utilization to track their cost effectiveness for purchase of services, as well as direct client delivery through county staff (refer to pages 18-21 for specifics). The cost variance procedure has been developed, and the reports are being tested for validity. Now that Core Services is fully converted to Colorado Trails, counties are able to implement the cost variance process, and use the data for effectively modifying their Core Services Program, as appropriate.
- The Department will continue to support county departments in the implementation and/or expansion of evidenced based services to adolescents as well as promising practices statewide.
- The Department will continue to provide technical assistance on how to maximize all services and funding streams available to enhance services for families and children. Funding streams include Temporary Assistance To Needy Families (TANF), Family to Family, promoting Safe and Stable Families, and HB04-1451. Technical assistance will also continue with Colorado Trails Automated System training.
- The Department will be analyzing the need for a budget increase for the Core Services program based upon dramatic increase in services provided and caseload growth. The Department will continue to track additional Core Services fiscal requests based on the Core Services Program plan. If the analysis indicates an increase is warranted, the Department will take the necessary steps to put forth a budget request.

COUNTY'S SYNOPSIS OF INNOVATIVE/PROMISING PRACTICES

The following narrative input was randomly selected from the submitted Family Preservation Commission Report. The complete narrative comments submitted by the County Departments and their Commissions are available upon request from the Colorado Department of Human Services.

- Both the middle school and high school principals have raved about the Social Responsibility Training (SRT) Programs in their schools. Both mention how effective SRT has been in changing children's behaviors, and educating other school staff on how teachers need to respond to children when they have behavioral issues. It may be because of dysfunction in their family life. The middle school principal stated his goal is that the SRT program be made available to all middle school students. Our county is going through a financial crisis. The school district, South West Mental Health, and the intermediate/middle school SRT Rotary are all contributing funds to sustain the program.
- Core Services have helped in preventing out-of-home placements, court cases and child welfare involvement.
- We believe many of our clients have remained in-home and have avoided out-of-home placement. With Core Services, families have successfully been reunited.
- As we continue to refine and sophisticate the approach to child welfare, we anticipate delivery of more intensive casework with the families we serve. This will be done with the goal of maintaining more children in their homes of origin, and reducing the number and the need for out-of-home placements whenever appropriate. It is our goal that this will be established and solidified as our general approach during the current fiscal year. To realize this goal, Core Services will be utilized more commonly than is currently the approach.
- Our county has successfully implemented a substance abuse prevention program for teens in the alternative high school. We have increased life skills options for families through staff training and contracting with private providers. Our county successfully implemented a year round parenting classes for different age groups through collaborative effort with community agencies.
- Our county has had success in providing extensive hands-on household management and accessing multiple community resources to prevent removal of child.
- Our county utilizes a bi-lingual life skills worker who works intensively with drug-addicted mothers. The efforts focus on the mother receiving substance abuse treatment, enhancing parent-child bond, and mentoring for parent support and family advocacy.
- Therapeutic Mentoring (TM) is now in its third year of use. We continue to see a steady increase in the numbers of children being assisted in the program. This past year our TM

program assisted a young man who was transiting from foster care to his home. With the work of the TM, our young man successfully has completed his sophomore year in high school. This is quite an accomplishment considering he had been written off as a “troubled kid.” There have been several times when he wanted to throw in the towel, run away from home or go back to foster care. Each time he had a blow up with his mother he contacted his TM. His TM spent time talking to him and helping him to find alternative ways to work thru his anger and frustration. The TM helped him to get a job, and keep it, helped him get all his homework together after he was expelled from school. The homework was needed so he could get his credits for the semester. This young man is starting the Alternative Program this fall. All this might not be a big deal to some, but out of 7 children in this family 3 of the brothers are in Department of Corrections, two are unemployed and living at home. He has had one older brother graduate from high school with the assistance of the department. He is well on his way to being the second. When this young man stops into our office, he has the biggest grin on his face. He is gaining confidence in his abilities, and as of today there have not been any further referrals on this family, the case closed with him remaining with his mother. This success was possible because of the great collaboration the county DHS has with its community partners. The belief of not only our department, but also our community evaluation team, is that children belong with family and in their communities. It is a commitment each of us has made.

- The county has started working with local law enforcement in an effort to educate their staff on the protective plan/Family to Family process in the assessment and on-going casework phases of child welfare practice. We have had a Sheriff’s Department Deputy and Victim’s Advocate attend the safety plan training and additional law enforcement personnel have agreed to attend future trainings. Because there had been a previous emphasis in this county to move toward removal (and then continue on with a punitive approach without providing the family with an opportunity to demonstrate their ability to provide for the safety of their children) the purpose of educating law enforcement on this process is to assist in opening the door to the Family to Family model and work toward a community approach to child protection. If we are able to incorporate different agencies, entities, and individuals in our community in the Family to Family model, the children of our county will more often be able to remain safely in their home with the assistance of our child welfare/protection team players.
- The assignment of an on-site substance abuse counselor and family therapist has been extremely effective in getting services to clients in an expeditious way and have enabled casework staff to jointly devise a course of action for clients needing these types of services.
- This year our county really took a hard look at our Child Welfare system. It provided us an opportunity to reconsider the services we offer. We determined we needed more intensive services in the home and greater support for our resources, and implementation of family group conferencing. We have seen positive changes in a short amount of time. Through family group conferencing, and the assistance of life skills, we have engaged families more quickly and reduced the length of placement.

- TRAC – Transfer, Referral and Consultation Meeting. Our caseworkers and supervisors meet on a weekly basis to make referrals for transfers from the Intake Unit to either the On-going Services Unit or Core Services Unit. Transfers are also discussed between on-going and Core as appropriate. TANF workers also attend the meetings and provide additional case information as well as discussions on funding services for clients.
- Our county has initiated an “Integrated Treatment Court” (ITC) model to serve families whose children are at risk of placement or who are placed due to significant substance abuse issues in the family. This program currently has 8 families and is ramping up to 20 by the end of the year. The juvenile ITC is in the planning stages.
- Our County continues to have success in working with the Integrated Managed Partnership Adolescent & Child Community Treatment (IMPACT) model of collaborative partnerships for the treatment of adolescents and their families. Within the next eighteen months, we plan to grow that model to encompass treatment and interventions with our child population.
- Another big challenge we face is addressing families with adopted children who are having emerging issues in early adolescence. Many of these families have not accessed services since the time of adoption or have used private insurance to pay for services. Our adolescent teams are finding children coming through intake with huge grief and loss issues who have been treated peripherally for issues like depression, etc. They have not had adoption specific issues addressed.
- Special Economic Assistance (SEA): Caseworker was assigned a family of seven children that were recently removed from their parent’s care and custody due to a multitude of issues (i.e. abuse and neglect). When the seven children were removed she requested financial assistance for this family. The most pressing issue at the time was day care for the children since all seven children were placed together and with a relative that worked full time. While attempting to coordinate day care, Special Economic Assistance funds were used to provide gas vouchers for another relative that was caring for the children and lived twenty miles away from where the children were placed. The caseworker reports being in a tremendous bind and that SEA delivered an immediate response. Therefore, all seven children remained together while awaiting day care and with a relative. Then, we went back for approval a couple days later when requesting emergency funds for the paternal grandmother who took all the children in. The paternal grandmother needed assistance with baby items and the children needed over the counter medication for treatment of lice. Again, SEA delivered quickly and allowed me to give the grandmother funds to assist with the children’s needs. Lastly, since all seven children were placed together, beds were needed for all. Approval for funding through SEA and Promoting Safe and Stable Family funds for three sets of bunk beds with mattresses was obtained. The caseworker reports that crises happen at various times throughout the day on Child Protection cases. The current SEA and Promoting Safe and Stable Funds system is set up in a manner in which assists case workers at fulfilling

appropriate requests that are geared at preserving families, helping those in need while also ensuring children's safety.

- Our county cannot determine how many times we have not had to place children in out-of-home care because we have access to Core Services funding. We feel our number of Dependency and Neglects (D&N's) have also decreased. Last month, we were able to keep a total of four children in the home because of Savio's Directlink Program which is a Core Service. One case involved a ten year old autistic child and a mother with substance abuse issues. With the use of Savio Directlink, the child was able to remain in the home. Without those services, we would have had to place the child and it would have been a difficult placement and it would have most likely been detrimental to the child because she was also non-verbal and would not have understood what was happening. Our other case was parents with substance abuse issues with three very young children in the home. We were able to keep the children in the home, again using Savio-Directlink. We are confident that at least one case per month on average (most likely more) that we do not have to place because of Core Services. It should also be noted that our county did not have to file a court case, as the family was willing to receive voluntary services.
- Our county is using Core dollars to fund a "mini team" of experts in attachment issues for latency age and adolescent children and families. We are also piloting an early attachment interventionist program with the same philosophy: to help families and partnership agencies keep an eye toward issues specific to children with different types of attachment issues as they go through their developmental phases. This program has been hugely successful. In addition to the clinical trainings, we have provided education to all partners and to the judicial branch. This has been imperative in order to reduce placements of adopted children. Our chief judge has been in support of this initiative and we have been able to get the community to respond with more knowledge and tools to these families.
- The Department of Human Services has continued to provide home based services through Project Redirect. Project Redirect provides intensive home based therapy to high-risk adolescent cases using a variety of engagement techniques. Project Redirect has enhanced their program by using wraparound services. Formal data will be available in 2008. Project Redirect workers have commented about the significant results they have experienced with their families as a result of this integration.
- The family consisted of a single mom and two sons. The 16 year old son was placed in a Residential Treatment Center (RTC) for making weapons and threatening peers. He and his mom participated in family therapy with me and worked on expressing themselves and being more open and honest with each other. It turned out that the mother had a drinking problem, which she admitted to and then went on to successfully complete treatment. They successfully met their goals for therapy with me, the boy went home, mom stayed sober, and 6 months later they were still doing great.

WHAT COUNTIES ARE DOING TO COLLABORATE WITH OTHER STATE/COUNTY/LOCAL INITIATIVES TO SERVE THEIR COMMUNITY

The following narrative input was randomly selected from the submitted Family Preservation Commission Report. The complete narrative comments submitted by the County Departments and their Commissions are available upon request from the Colorado Department of Human Services.

- Our county works with Annie E. Casey Foundation regarding Family to Family strategies and key elements for improved services delivery, and we are in fact preparing to become a national training site for Casey. Our Promoting Safe and Stable Families (PSSF) contracts in the community are aligned with our seven Community Collaborative sites, whose goal is too prevent families from needing Child Welfare intervention, and to provide support and follow-up services for identified families. Our county's HB04-1451 initiative has provided multi-system staffing/planning for 135 youth over the past year. The 1451 Oversight Group is committed to using the funding and monthly forum to address gaps in services for Denver children and their families.
- Our HB04-1451 is just getting geared up. Wrap around services will be the main thrust. Family to Family is just beginning in conjunction with the local church. PSSF funding is being utilized.
- We work with surrounding counties to provide as many services as possible. We practice Family to Family, even though our county is not an official site. We don't have PSSF funding nor are we a HB04-1451 county. By collaborating with other entities we are better able to provide services as well as changes services to meet the needs in our community.
- More monthly Core Services meetings and face-to-face visitations will be implemented. Currently, our county is not providing the Family to Family approach, however, more trainings are being sought in order to pursue this. The county does not utilize PSSF funding and are not part of HB04-1451 collaborative.
- Our county is partnering with surrounding counties to provide a better menu of services, which is very beneficial to small counties with limited resources. We currently use some of the Family to Family principles.
- We are not a Family to Family, PSSF or HB04-1451. We do rely on surrounding county's resources.
- Our county has grown significantly over the last several years. As we grew, it became more difficult to partner with community agencies and service providers. We are not an official Family to Family site, however we do practice many of the components of the model such as family group conferencing and enhancing community foster care.

- Our county is beginning to engage with entities related to Family to Family and HB04-1451 collaborative. We utilize PSSF funds for parenting classes, intensive supervised visitation to support successful reunification and services to support successful adoptions. We are working with the private sector to open a Child Advocacy Center. Our county is developing and implementing Family Connections Program/Responsible Fatherhood Initiative utilizing TANF funds and potential grant monies. Our courts, probation, community corrections, workforce center, and several private non-profit agencies are involved in a Steering Committee to develop and implement the Family Connections Program.
- Our county's collaborative efforts include the HB04-1451, Family to Family and working with the PSSF for tested-effective Incredible Years Program.
- Our community formed a multidisciplinary team consisting of law enforcement, DHS, mental health, school officials, and other community partners. We received PSSF funding, and a PSSF staff person comes to the office once a week. We are not a Family to Family or HB04-1451 collaborative site, but we are looking to become engaged in both initiatives.
- Our county recently implemented a pilot program collaborating with our mental health, probation and our county department to provide services to youth under 18, who are charged with or adjudicated for an offense or committed, and diagnosed by a mental health professional as having a serious mental illness.
- Our county is collaborating with state and county agencies in a faith-based collaboration to address community needs in non-traditional ways. The Child Placement Agency Project at our county is a great model of collaboration between a variety of agencies providing direct services to families. Our county is a Family to Family site and has been serving families with this philosophy since 2001. We are also heavily involved in the Model Court Project. We have begun to incorporate Project Bloom and HB04-1451 into DHS philosophy and business practices. Wrap around services are being used with a small amount of families but it's growth is being anticipated to service a majority of cases throughout the agency over the next two years. Child Placement Agencies are also beginning to use wrap around services for families with children in out-of-home placements. Our county is a recipient of the Promoting Safe and Stable Families (PSSF) funding and provides services to families through four main providers. The collaborative efforts have made a difference through increased communication, process changes and the ability to integrate family voice.
- Our community is involved in a strong effort to assist families through Family Preservation and TANF in addressing economic, social and psychological needs through enhanced parenting classes, skill development programs and in-home therapeutic services. We are not a Family to Family, PSSF or HB04-1451 site, but operate using the intended principals. The County Department has a positive history of collaborating with other public and community based organizations for adolescents. Our Pathways Team which approves all Therapeutic Residential Child Care Facility (TRCCF) placements is a

team made up of multiple community partners, including the community mental health centers, Juvenile Probation, Department of Youth Corrections, Senate Bill 94, the school districts, service providers, and others. We have also partnered with other community agencies on the Juvenile Assessment Center, Senate Bill 94 projects and positions, Detention Capping and Emergency Release Committees at both the state and county levels, and the SHODI (Serious and Habitual Offender Directed Intervention) Committee. The SHODI Committee is a multi-disciplinary committee that reviews the status of habitual juvenile offenders and makes recommendations to the Court regarding the disposition of the offender. The Department is also involved in inter-agency collaboration efforts with the Juvenile Courts and other key stakeholders with the Arapahoe County Systems Change Task Force and the Arapahoe Policy Oversight Committee. These groups are studying how, as a community, we can best serve youth entering our systems, with tested assessment tools and evidence based services. We have recently implemented a pilot program in which youth are jointly served by Arapahoe County Department of Human Services, the Probation Department, and Senate Bill 94 staff. Workers have been cross-trained in each other's roles and are assigned cases based on the pilot criteria after youth are admitted to the Juvenile Assessment Center.

- Our HB04-1451/IMPACT initiative continues to be a successful and model program. IMPACT collaboration has continued to keep our county's youth in their homes or at the lowest level of care possible. Our rate of TRCCF placements and Department of Youth Corrections (DYC) commitments is the lowest in the State. Our community philosophy continues to be focused on front-loading services to families as much as possible in order to resolve issues before placement is necessary. When youth are placed, the teams review their goals, treatment, and progress toward discharge while continuing to work with the family on the needs they have in order to make reunification happen. This success allows us to fund new programming to continue to keep our youth in our community with the services that they and their family require.
- Our county's collaborative efforts have improved the implementation of programs, limited overlapping services, produced more effective and efficient working relationships amongst community agencies, allowed more children/youth/families to access services within our community, as well as produced better outcomes for children within the foster care system.
- Although our county is not a Family to Family site and we do not have a HB04-1451 collaborative, we have developed some very creative programs with community agencies in order to serve our clients. Through the use for Promoting Safe and Stable Families funding our county is able to develop new partnerships with business and agencies in the community to serve the changing and ongoing needs of its growing population. Because of our ability to receive these funds we can begin to incorporate the philosophies and strategies of the Family to Family model. Some of the agencies that we have partnered with: Colorado Alliance for Drug Endangered Children, Pediatric Health Clinic, Kempe Center, Youth Intervention Program, College For Life, Sisters For Success, North Metro Community Services, Family Tree, Tri-County Health Center, North Metro Drug Task Force.

COUNTY'S REDUCTION OF OUT-OF-HOME PLACEMENTS AND OUT-OF-HOME LENGTH OF STAY

The following narrative input was randomly selected from the submitted Family Preservation Commission Report. The complete narrative comments submitted by the County Departments and their Commissions are available upon request from the Colorado Department of Human Services.

- Out-of-home placements have been kept to a minimum. The children removed from the community are mostly founded reports of sexual perpetration, mentally and/or physically challenged. Those children have been placed in RTC and Children's Habilitation Residential Program (CHRP) care. Our county is very lucky to have the current level of programs available and to have been able to establish the collaborations and relationships with other agencies that allow our community to offer services to families
- Our out-of-home placement numbers have been reduced due to collaboration with kin and/or intensive services within the family home.
- Without Core Services and Family to Family, our out-of-home placement numbers would increase.
- The reduction of out-of-home placement and length of out-of-home stay is attributed to coordination with intensive services through Core Services and the ability of the Family Resource Center to meet the needs of the community.
- Our staff working more intensively in the home at the front of an investigation to gather information to determine who in the family and/or community can step into the home to ensure child safety. In addition, we attribute the reduction in out-of-home placement cases to a change in philosophy among our agency, law enforcement, and the Child Protection Team to work harder and more rigorously with families to keep children in the home, as we now recognize and fully understand "safety threats" and when a child is unsafe to the point that he/she cannot be maintained in the home. We are now more focused on ensuring the child's immediate safety through the assistance of kin and our community partners.
- Our county has seen a dramatic reduction in out-of-home placements. This time last year, we had 41 children in out-of-home placement. (Not counting adoption). Currently, we have 17 children in placement. We finalized seven adoptions this year. I believe our agency has made a concerted effort to provide in-home services to families. The workers assigned to Home Based and Life Skills are very skilled and experienced. The workers had "Safety Training" and were introduced to the Family to Family Model. The unit was re-organized to allow workers to utilize their talents in the areas of their interest. This helped with morale and quality of work.

- The delivery of services to intervene in a crisis during the assessment stage has resulted in a reduction in out-of-home placement. We also better utilize in-home and family therapy.
- During the first eight years, successful efforts were made to reduce the number of youth in high-level placements. Those reductions were due to the significant collaboration of partner agencies and the common philosophy that grew to keep youth in the community, to understand “risk” better, and to provide services through a vision of whole family intervention. The past two years have shown a leveling off of significant reduction. We feel that this is because of the continued common philosophy and practice. There are no further huge tweaks that can be made and we will continue to see some youth who really need a residential placement.
- Our county has seen a 12% reduction in out-of-home placements in the last year. We attribute this reduction to our Family Options program and more home-based treatment services created and funded through our HB04-1451 collaborative.
- Our county has seen a reduction in out-of-home placement, most notably in residential treatment. During the past two years we have worked to identify and track outcomes for children/youth in residential treatment. The county has tracked recidivism rates for children/youth discharging from residential treatment and returning back to some level of out-of-home care within 12 months. Given this information and the continued positive outcomes for the use of core services in maintaining children/youth in their homes and communities, a reduction of utilization is noted.
- Intensive services through Family Drug Court, extensive community collaboration, Early Permanency Plan (EPP) monitoring and family decision making conferencing has attributed to reduce in length of out-of-home stay.
- When out-of-home placement has been necessary, children have been returned home in a short period (less than 45 days). Current programs and the collaboration with other agencies have allowed wrap-around services to occur.
- Our county has reduced time in placement with comprehensive assessments prior to placement and clearly defined goals. After placement, consistent communication with providers assists in progress towards attainment of treatment goal.
- Our court system works hard to keep within permanency guidelines. Kin providers are always sought for expedited placement within family.
- Our agency still has several children who are in long-term care. However, we are trying to finalize a permanent plan for them. The children who have been placed within the last year have been moved through the system much faster than before.
- Length of out-of-home stay has decreased due to assuring accountability of providers to accomplish treatment plan goals.

COUNTY'S SYNOPSIS OF CORE SERVICES INFLUENCE ON PERFORMANCE IMPROVEMENT PLAN (PIP) SCORES

The following narrative input was randomly selected from the submitted Family Preservation Commission Report. The complete narrative comments submitted by the County Departments and their Commissions are available upon request from the Colorado Department of Human Services.

- Core Services has helped us maintain stability and permanency for children. Without it, life for children in our community would be much more challenging.
- Core Services are used as proactive programs and have been designed to minimize out-of-home placement. They allow us to work with at-risk children, which prevents out-of-home placement.
- Core Services has increased the quality of the PIP.
- It is believed that without Core Services, we would not be able to perform at the current level.
- Clients in kinship care have received necessary services to maintaining placement using TANF and Core Services funding.
- Core Services assists with placement stability.
- With regard to Child and Family Services Review (CFSR) Items 6 A-C: Stability of Foster Care Placement, for all children removed from home, the percentage of children with two or fewer placement has improved from 83.2% in 2005 to 87.8% for the time period January 1, 2007 – July 20, 2007.
- Our county is committed to placing siblings together whenever possible so as to maintain their connection to family when placed away from their parents. In addition, we make every effort to ensure that the children can remain in their initial out-of-home placement by appropriately screening any and all relatives interested in caring for the children and in utilizing competent foster homes able to provide ongoing, routine and consistent care to the children requiring out-of-home placement. As a result, our county continues to improve in the area of stable placements for children generally resulting in less than two moves for children in out-of-home care.
- Our county sees very positive outcomes from our Core Services dollars with regard to keeping kids stable in placement. The problem with the PIP scores, in our opinion, is that the stability question involves the question about “moves in line with the case plan”. This question, unfortunately, skews the view of ‘stability’. We feel that there are many times when a move is in line with keeping a youth’s placement stable and at the appropriate level. We do understand that a move can be viewed as a disruption from the youth’s point of view.

- Our county is in compliance with the Performance Improvement Plan (PIP) regarding number of placement settings in a 12 month period. The PIP goal is 86.7%; we are at 89.2%. We attribute this improvement to the Family Options program, which identifies kinship providers early on and encourages open and frequent communication amongst all participants in a case. We also believe that the use of Intensive Family Therapy services helps to stabilize placements. Our county is utilizing Intensive Family Therapy (IFT) services early on in cases to help prevent future crises, as well as intervening with IFT when crises do occur. These services provide support for foster/kinship providers and help to prevent placement disruption.
- It appears that our placement stability has improved between SFY 2006 when the 85% had 2 or fewer moves and SFY 2007 when 94% had 2 or fewer moves according to the our Human Services Self Evaluation Coordinator. A correlation between these figures and Core Services funding has not been determined. Our county has made available the full range of Core Services to support and preserve placements when appropriate. We have begun to develop better information and data collection systems from which to pull reports that will assist us in statistical analysis.
- The use of Core Services precedes the Program Improvement Plan (PIP) so it is difficult to determine if Core Service funding has affected the county's PIP performance. However, one may conclude that using the right service or combination of services improves outcomes for families therefore, improving counties compliance with the CFSR goals.



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