



State of Colorado

CHILD AND FAMILY SERVICES PLAN June 30, 2009

FY2010 – 2014

FIVE YEAR PLAN

Submitted to

Administration for Children and Families

U.S. Department of Health and Human Services



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CDHS Acronym List

APSR	-	Annual Progress and Services Report
ARD	-	Administrative Review Division
C.R.S.	-	Colorado Revised Statute
CAC	-	Colorado Assessment Continuum
CAPTA	-	Child Abuse Prevention and Treatment Act
CASA	-	Court Appointed Special Advocate
CDHS	-	Colorado Department of Human Services
CFCIP	-	Chafee Foster Care Independence Program
CFSP	-	Child and Family Services Plan
CPA	-	Child Placement Agency
CPS	-	Child Protective Services
CQA	-	Continuous Quality Assurance
DCC		Division of Child Care
DCW	-	Division of Child Welfare Services
DIFRC	-	Denver Indian Family Resource Center
DYC	-	Division of Youth Corrections
FFY	-	Federal Fiscal Year
FSP	-	Family Service Plan
GAL	-	Guardian ad Litem
HCPF	-	Health Care Policy and Financing, Colorado's Medicaid Single State Agency
ICPC	-	Interstate Compact on the Placement of Children
ICWA	-	Indian Child Welfare Act
NCANDS	-	National Child Abuse and Neglect Data System
NRC	-	National Resource Center
NYTD		National Youth in Transition Data Base
OOPLA	-	Other Planned Permanent Living Arrangement
OOH	-	Out-of-home
PIP	-	Program Improvement Plan
PSSF	-	Promoting Safe and Stable Families
SFY	-	State Fiscal Year
TDM	-	Team Decision Making
Trails-		The State's automated case management system and is the official record for CDHS
YES!	-	Youth Empowerment System
YLT	-	Youth Leadership Team

Introduction

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

The 2010-2014 CFSP is a working document that reflects a significant change in CDHS' Division of Child Welfare (DCW) organizational structure and the development of the 2009 Program Improvement Plan (PIP). FY 2010 of the CFSP will be focused on the internal organizational changes and the changing external relationships with Colorado's 64 counties and stakeholders. In order to achieve outcomes for children and their families, DCW will develop an improved working relationship with the counties that is focused on evaluating outcomes.

The momentum for DCW structural change is aided by the Child Welfare Action Committee, formed by Governor Bill Ritter's executive order B 006 08, issued April 16, 2008. The Committee's mission is to provide recommendations to improve the child welfare system with the ultimate goal of reducing the neglect, injuries, and fatality rates among Colorado's children. The Committee's first interim report, released October 31, 2008 may be accessed at <http://www.cdhs.state.co.us/documents/FinalOVERVIEW07-30.doc>. The final report is due December 30, 2009. The impetus for the executive order was the findings of the 2007 Child Maltreatment Fatality Report, initiated by Executive Director Karen L. Beye after 13 child fatalities occurred in families that had received Child Welfare services. The report may be accessed at <http://www.cdhs.state.co.us/childwelfare/Fatalities.htm>. In its interim report, the Child Welfare Action Committee recommended an organizational assessment, which has been completed by Policy Studies, Inc. (PSI) and the American Humane Association (AHA). The organizational assessment is available at <http://www.cdhs.state.co.us/childwelfare/PDFs/cworgassessment4-15-09FinalReport.pdf>. The most significant of the assessment recommendations include a new organizational structure for DCW and full staffing of the division.

The recommendations of the organizational assessment, the Child Welfare Action Committee, current and potential future legislation, and the Child and Families Services Review (CFSR) Final Report will impact the CFSP in vision, mission, goals and activities to improve services and outcomes to children and their families. The Regional Office of Administration for Children and Families will be apprised of the changes as they occur. The changes will be reported in the Annual Progress and Services Report (APSR). During 2009 and 2010, strategies will be developed to manage systems change and to maintain oversight of current goals and objectives for children and families.

Colorado's CFSR, Round 2, was completed March 20, 2009. **Preliminary** results indicate the areas of best performance are Permanency 2, Well-being2 and Well-being3. The areas of worst performance are Safety 1 and 2, Permanency 1, and Well-being1. It is anticipated that the final report will be received in late 2009. The associated PIP and the 2010-2014 CFSP will focus on Safety 1 and 2, Permanency 1, and Well-being1.

Statewide work has already focused on improvement in the domains of Permanency 1 and Well-being1, with counties submitting local PIPs in April 2009. Counties also submitted work plans for improving outcomes in the CFSR items of re-entries into foster care and more than two moves in placement in August 2008 subsequent to DCW statewide meetings with counties on these issues. Organizational changes that include management by child and family outcomes, broad-based PIP themes, and crosscutting strategies will be integrated in FYs 2009 and 2010. The initial steps of organizational change, as an umbrella crosscutting strategy, are integrated into this plan and will be expanded and defined in the following years, as will the program activities.

Improvements in child and family outcomes will be reported in future APSRs along with measurements of organizational change and effectiveness. Improvements in child and family outcomes will determine the effectiveness of systems change, goals, and strategies.

A. Stephanie Tubbs Jones Child Welfare Services Program Five-Year Child and Family Services Plan for FYs 2010 through 2014

State Agency Administering the Programs

State Department of Human Services

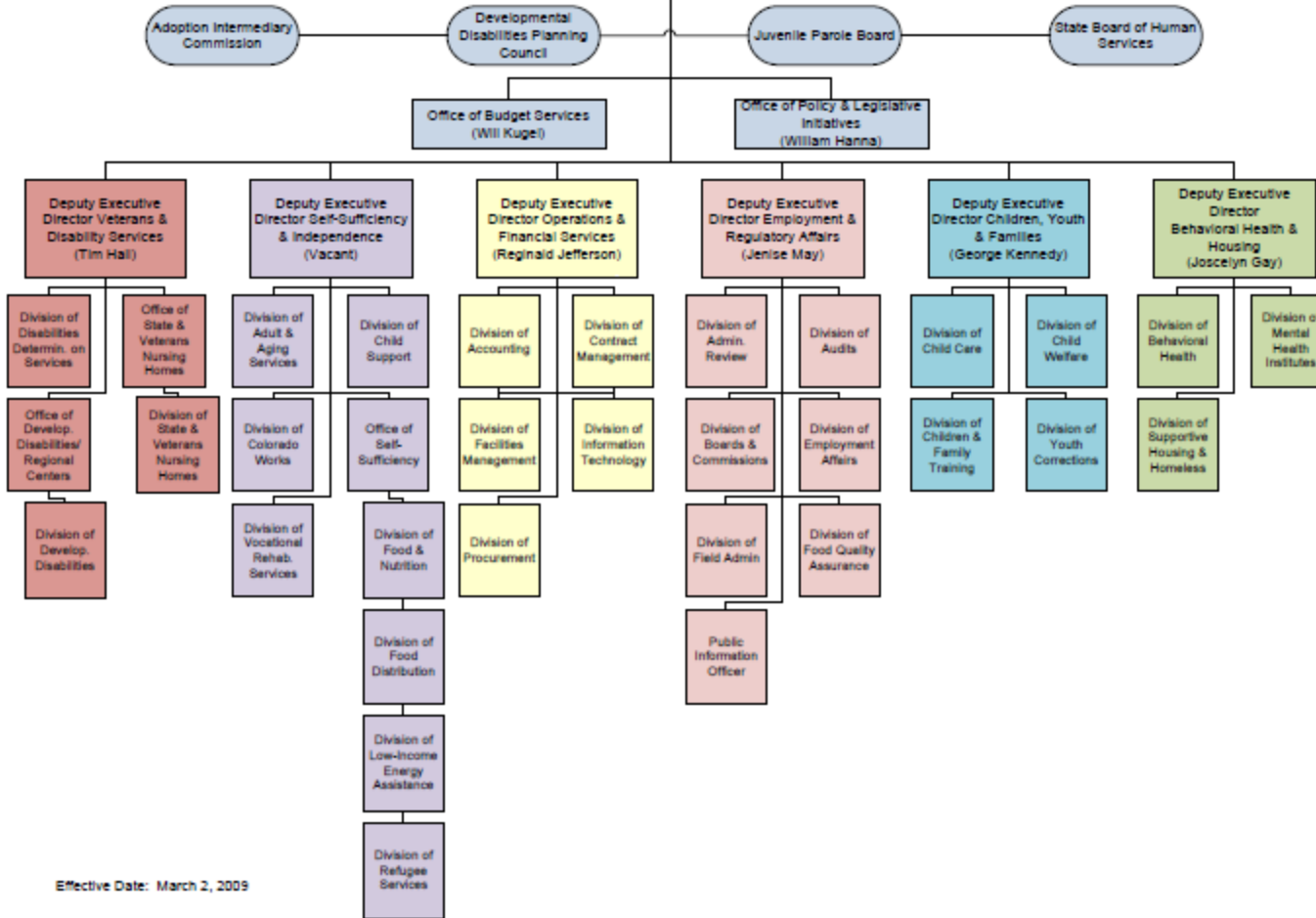
The CDHS administers a broad range of child serving programs including: the Division for Developmental Disabilities; the Division of Youth Corrections; and, the Division of Behavioral Health. These entities deliver services in a regionalized model, which impact Colorado's community resources for families served by the child welfare system. The Organizational Chart on the next page details the structure of CDHS.

Administration

- CDHS through DCW is designated to administer the Title IV-B Programs for Colorado. DCW consists of a group of services intended to protect children from harm and to assist families in caring for and protecting their children. These services are provided directly by CDHS or county departments of human/social services and by direct contract programs.

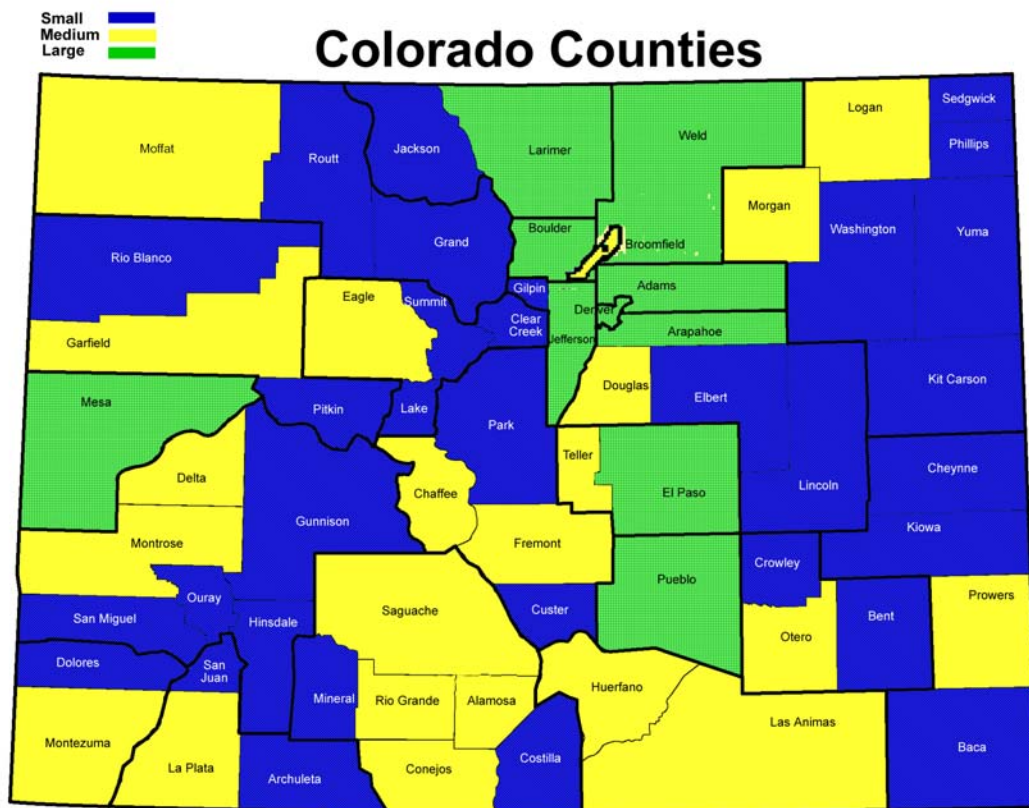


Karen L. Beye
Executive Director



Effective Date: March 2, 2009

- Colorado operates a state-supervised, county-administered social services system. 64 county departments of social/human services administer all protective services. CDHS will engage county departments through a continuum of progressive supervision to improve outcomes for children and families as identified in county-specific program improvement plans.
- State supervision is management as exercised through program development, practice and workload standards development, rule promulgation, technical assistance, monitoring, program evaluation, and performance improvement plans. The 64 counties are classified as large, mid-sized, or small (please refer to the county map below).
- CDHS engages in policy development and communication with county departments through a formalized system. This system, complete with by-laws, is the CDHS Policy Advisory Committee (PAC), comprised of county directors from each region and Deputy Executive Directors representing all Offices of CDHS. Four Sub-PACs serve the PAC to address policy and rules and are comprised of a cross disciplinary group including county directors and administrators and state staff from the appropriate divisions. It is through this system of collaboration, cooperation and effective communication on a statewide basis that improves the process of service delivery for children, families and adults across the state. Final authority to approve recommendations for policy from the PAC rests with the Executive Director of the CDHS.



The ten large counties manage 85% of the Child Welfare workload. There are 23 mid-sized counties and 31 small counties. Two counties, Denver and Broomfield, have consolidated city-county governments. A Board of County Commissioners (BOCC) that also serves as the Human Services Board for the county departments administers the remaining counties. The funding for county departments is typically 80% federal and state funds and 20% county funds. There are 22 judicial districts in Colorado.

Division of Youth Corrections

Colorado's Youth Corrections system is within CDHS. The Division of Youth Corrections (DYC) uses the Statewide Automated Child Welfare Information System. DYC has a regionalized administrative structure comprised of four management regions: Central Colorado; Denver; Northeast Colorado; and, Southern and Western Colorado. County departments work directly with staff in the DYC regions on local policy issues, procedural matters, and specific child and family cases. Policy and procedural coordination between the child welfare system and the youth corrections system is achieved within CDHS at the state level. District Court judges make determinations whether youth will be served in the Child Welfare or the youth corrections systems. Studies have shown that with the exception of extremely violent crimes, such as murder, there is no real difference between the severity of offenses committed by youth who are served in the child welfare system and those served in the youth corrections system. The main differentiating factor appears to be the level of parental involvement. There are approximately twice as many delinquent youth in the Child Welfare system as in DYC at any point in time. Given the high volume of youth in juvenile detention facilities, more delinquent youth will be served in DYC over the course of a year. Youth with delinquent and pre-delinquent behavior are served in the Child Welfare system in the program termed "Youth in Conflict" described later in this document.

Division of Behavioral Health

Colorado's mental health, substance abuse treatment services, and supportive housing and homeless programs are delivered through the Office of Behavioral Health and Housing, a subdivision of CDHS. Community mental health services are delivered through contracts with seven specialty clinics and 17 not-for-profit community mental health centers. The roles and functions of both community mental health centers and clinics are statutorily defined in Colorado Revised Statutes (C.R.S.) 27-1-201 et seq. There are five Behavioral Health Organizations (BHOs) responsible for implementing the Medicaid Mental Health Capitation Program through contracts with the Colorado Department of Health Care Policy and Financing (HCPF). The BHOs operate managed care programs serving all of Colorado's 64 counties. Each BHO is responsible for managing the delivery of mental health services to Medicaid-eligible individuals in its assigned geographic service area. Each regional area has unique community resources.

Division of Child Welfare Services

The Child Welfare Appropriation was established as a separate line item in FY 2000-01 in response to footnote 78 to SB 99-215 and funds the following:

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- Positions responsible to provide the continuum of county supervision to the county departments of social/human services in the provision of all Child Welfare services as defined in 26-5-101(3), C.R.S., including monitoring of county programs
 - Response to legislation defining policy and fiscal issues.
 - Coordination and collaboration with other divisions including Self Sufficiency, Office of Informational Technology Services, Child Care, Behavioral Health, NYC, Developmental Disability, and Departments including HCPF, Public Health and Environment, Judicial, and Education. The purpose of this activity is to eliminate service duplication and assure service integration.
 - Policy development and subsequent program development and implementation.
 - Response to consumers for information as well as follow-up on complaints.

Division for Developmental Disabilities

Within CDHS, services for children with developmental disabilities (birth through age 17) and for adults with developmental disabilities (age 18 and older) are administered by the Division for Developmental Disabilities (DDD). Three service areas, Children's Extensive Support, Early Intervention and Family Support assist families with enhanced in-home supports for those children considered to be most in need, provide early intervention to infants and toddlers, and assist with costs beyond those normally experienced by other families. Services are administered through Community Centered Boards.

Administrative Review Division

The ARD provides the valuable service to county departments and DCW in monitoring county practice through a well-refined quality assurance methodology. ARD provides valuable information regarding the state of practice related to child safety, permanency and well-being. Detailed information regarding the work of the ARD is provided in the Quality Assurance area, later in this document.

Vision Statement

Division of Child Welfare Vision

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

Division of Child Welfare Mission

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

Division of Child Welfare Philosophy

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

Division of Child Welfare Guiding Principles

Guiding principles that apply specifically to domain goals are located within those sections of the Plan. Guiding principles that apply to all service areas are presented below:

- Appropriate and culturally competent services shall be provided to families, children, and youth in their own homes and in out-of-home (OOH) placements.
- Child Welfare Services shall be provided in collaboration with other community agencies on behalf of children, youth and families.
- Financial and programmatic accountability will be stressed using quality assurance principals to reinforce that the children and their families receive all required services.
- Respect and build on staff's strengths so that their expertise can be directed toward those assignments, which will benefit DCW's mission in areas such as technical assistance, consultation, and training others.

Goals and Objectives

The goals, objectives, and interim benchmarks for FFY 2010 through FFY 2014 are organized according to Colorado's PIP themes, which are:

- 1. *Engaging families***
- 2. *Enhancing permanency achievement for children***
- 3. *Assuring that children receive adequate services for their well-being***

The outcomes of safety, permanency and well-being have been linked with the attendant themes, goals, objectives, and interim benchmarks. Goals, objectives, and interim benchmarks are based on CFSR Outcomes of Safety 1 & 2, Permanency 1 and Well-being1. It is anticipated that all items needing improvement will be captured under the above thematic areas.

The objectives and interim benchmarks presented in this document represent the most specific actions that can be defined at this time while major changes in the organization of DCW and between CDHS and the counties unfold. Program staff will develop and evaluate strategies required for goal achievement.

Baselines will be established for all objectives and interim benchmarks in the PIP when the CFSR Final Report is received. These will be reported in future APSRs.

Management by Child and Family Outcomes

DCW will transition to management by child and family outcomes for the duration of this CFSP and the 2009 PIP. DCW's prior efforts have focused on providing technical assistance and oversight, scheduling trainings to support identified practice needs, policy development and revision, program implementation, and consultation. These activities will continue, but will be guided by child and family outcomes. This guidance will involve protocol development by DCW and an integrated working relationship between program staff and the Research and Evaluation team. The following steps are the foundation of this transition:

- Orientation and involvement of the counties in the transition planning
- Involvement of ARD and Field Administration in planning and protocol development
- Orientation for DCW staff about data and data trends
- Prioritization of data analysis options
- Development of protocols for working with counties on outcomes
- Cross-systems coordination for follow-up and work with counties
- DCW reporting, evaluation, and accountability protocols
- Systemic stakeholder involvement in planning and implementation
- Coordination between ARD and DCW's quality assurance system and county quality assurance programs
- Involvement of National Resource Centers (NRCs) and other technical assistance with the transition.

It is anticipated that the CFSP and PIP development will achieve integrated planning and evaluation capabilities. This integration is the opportunity to develop both short-term and long-term strategies that result in a more comprehensive, coordinated and effective child and family delivery service system. This work will be completed in a parallel process to the broader DCW organizational changes.

Theme # 1 Engaging Families

CDHS Guiding Principle: Children and youth shall have the right to be raised by their families of origin. Families have the responsibility to raise and nurture their own children. Reasonable efforts shall be made to maintain the family unit through the provision of in-home services.

Goals (S1, S2, P1, WB1)

- Families will be engaged to keep children safe, enhance their permanency, and prevent removal.
- Children are maintained in their homes unless their safety or safety of the community cannot be secured.

Objectives

1. Enhance the availability of family engagement strategies statewide

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2. Assess all families initially and on an ongoing basis
 3. Increase family involvement in Family Services Plan (FSP) development and implementation
 4. Provide the services that families and children need to assure child and community safety
 5. Ensure an adequate array of services
 6. Reduce the number of children that have a second report of child abuse and/or neglect
 7. Continue to reduce the rate of child abuse and/or neglect of children in OOH care
 8. 90% of all children served through Promoting Safe and Stable Families (PSSF) will not have a confirmed report of abuse/neglect or a confirmed repeat report of maltreatment during the 12 month grant period
 9. 95% of at-risk children receiving PSSF services will not enter a Child Welfare placement during the 12-month reporting period.

Interim Benchmarks

- (Objectives 1-9) DCW, in conjunction with counties, partners and stakeholders, will develop a strategic plan for management by child and family outcomes and the protocols for evaluation of and intervention with counties. DCW program staff will access relevant data for the above objectives and determine which counties need assistance to meet the objectives and develop a plan with the counties to achieve improved outcomes. The following information will be evaluated:
 - (Objectives 1-9) Use of the Colorado Assessment Continuum (CAC) and subsequent entry into Trails; ARD data indicating the involvement of families in the development of the FSP, recurrence of maltreatment; and, numbers of Team Decision-Makings (TDMs) at which family members are present. DCW will clarify assessment protocols for Program Area 4 families and disseminate the relevant information to counties.
- (Objectives 8,9) Assess PSSF data and determine whether objectives are being met.
- (Objectives 1,3,4) Provide training and technical assistance to counties to expand the use and consistency of family engagement strategies such as TDMs and Family Group Conferencing.

Theme # 2 Enhancing Permanency Achievement for Children

CDHS Guiding Principle: Placement shall be considered when there is evidence that leaving the child in the home would jeopardize the safety of the child or community. Reasonable efforts shall be made to reunite the family as soon as possible if removal is necessary. When reunification is not possible, adoption and other permanency options shall be aggressively and quickly pursued.

Goals (P1, WB1)

- Children will be in a permanent living situation in a timely fashion and will have permanency and stability in their living situations.

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- Permanency goals will be selected and reviewed throughout the life of the case and be based on the child's needs.

Objectives

1. Increase the percentage of children that are able to remain with their families after reunification.
2. Increase the percentage of children in OOH care who experience 2 or fewer moves.
3. Increase the number of children who achieve reunification with their birth families or caretakers within 12 months.
4. The number of children who exit foster care into adoptive placements within a 24 month period will be increased.
5. Children in foster care will have a permanency goal established in a timely manner.
6. 12-month permanency hearings will be held in a timely manner.
7. The percentage of children with Other Planned Placement Living Arrangement (OPPLA) as a permanency goal will be decreased.
8. 90% of children who have been reunited with their families and received PSSF services will not re-enter foster care during the annual report period.

Interim Benchmarks

(Objectives 1,8) To achieve the objective of successful reunifications, the following will occur:

- DCW will engage in an assessment of the expansion of Family Group Conferencing techniques with the counties. Technical assistance will be provided to guide the planning and evaluation of the assessment.
- County plans to improve performance for this will be monitored to completion. Counties that fail to meet targeted improvement will revise their plan for improvement.

(Objectives 2,3,4) To achieve the objective for children who experience a change of placement the following will be implemented:

- Successful strategies developed by counties for achieving the objective will be documented by DCW and shared among the counties and on the DCW website.
- Counties unable to improve outcomes will receive technical assistance from DCW and a revised plan for improved outcomes will be implemented and evaluated.

(Objectives 3,4,5,6,7) To achieve the objectives of children in foster care having an appropriate permanency goal and children in foster care having a permanency goal established in a timely manner, the following will occur:

- ARD will measure the effectiveness of county adoption efforts.
- Local, state and national resources will continue to be utilized to locate prospective adoptive families at the time a TPR is filed for children who do not have an identified permanent family.

- Colorado will continue to use practices such as ongoing diligent search, “case file mining”, concurrent planning, expedited permanency planning, and family engagement strategies to ensure that adoptions occur within 24 months of placement in OOH care.
- DCW will develop strategies with the Court Improvement Program to address the needs of counties and courts that have less than optimal relationships and substandard practices that negatively impact safety, permanency, and well-being issues for children and families.

(Objectives 5,6,7) To achieve the objective of children having Other Planned Permanent Living Arrangement (OPPLA) as a permanency goal the following will be implemented:

- The Permanency Task Group will continue its work on permanency issues.
- Counties with a high volume of OPPLA cases will receive technical assistance from DCW in developing a plan for assessment of needs and ensuring appropriate goal assignment.
- Examples of good practice will be posted on the DCW website.
- A sample of children with an OPPLA goal will be reviewed and technical assistance provided to counties.

Theme # 3 Assuring that Children Receive Adequate Services for Their Well-Being

CDHS Guiding Principle: Case planning shall involve the family so that relevant services can be provided to promote rehabilitation and reunification.

Goals (S1, S2, WB1, WB3)

- Children and families will live in safe and stable environments with access to a continuum of quality services appropriate to their needs.
- Families will have the enhanced capacity to provide for their children’s needs.

Objectives

1. Assessments of children’s needs will include foster care and kin caregiver input.
2. The needs of all required parties as related to the child will be addressed through services.
3. Children will receive appropriate services to meet their educational, physical and mental health needs. The goals, objectives, and interim benchmarks specifically related to the physical and behavioral health of children are located in the “Health Care Services” section of this plan.
4. Parents and children interviewed will be involved in case planning.
5. Monthly worker visits with children will be face-to-face.
6. Caseworkers will conduct the required visits with parents and discuss services needs and progress and the needs of their children with them.
7. Children will receive timely physical, dental and mental/behavioral health assessments. Services needs identified through the assessment will be provided in a timely manner.

Interim Benchmarks

(Objectives 1,2,3,4) To achieve the objectives of addressing the needs of required parties through services the following will be implemented by DCW:

- Ensure that county departments use the CAC in the planning and provision of services for families and children. DCW will assess the use of the Continuum and work with counties to ensure that the instruments are implemented appropriately and that services provided are consistent with needs identified through the assessment process.
- Ensure there are adequate services arrays available in all counties. Identify counties that may need more county-designed services or assistance in working with local substance abuse and behavioral health providers when there is a lack of availability/equity in services.
- Assess the current implementation of family engagement strategies by counties and provide a detailed analysis of each county's implementation. The assessment will include an identification of the barriers to using family engagement strategies. DCW will develop a plan to expand the use of family engagement strategies across the state that is compatible with the unique needs of each county. The plan will include details about consultation with and technical assistance for counties that have not implemented family engagement strategies.

(Objectives 2,3) To achieve the objective of the involvement of parents and children in family services planning the following will occur:

- The Permanency Task Group will evaluate the need to strengthen the requirements for county departments to use family engagement strategies.

(Objectives 1-4) To achieve the objective of face-to-face visits between the workers and children the following will be implemented:

- DCW will monitor caseworker contacts by county. Counties that are not meeting performance targets will provide a plan for improving performance.
- Statewide caseworker Core training will emphasize the purpose of visitation and effective strategies for workers to use in conducting meaningful visits with children.
- DCW will evaluate caseworker contacts on a quarterly basis and develop plans with counties that are not achieving outcomes or that are experiencing a decline in performance.

(Objectives 1-4) To achieve the objective of required visits with parents or guardians the following will be implemented:

- TDMs, family group conferencing shall include notification of fathers and non-resident mothers. Exceptions will be made when there are significant safety issues.
- Counties will be evaluated for increased father and paternal relative involvement and coordination with local fatherhood programs.

(Objectives 5,6) To achieve the objective of children with identified physical, dental behavioral and mental health needs having services provided the following will be implemented.

- Statewide Core training will emphasize the need for the use of North Carolina Family Assessment Scale, Colorado Client Assessment Record and Early Periodic Screening, Diagnosis and Testing in order to determine and document the need for initial and ongoing health services.
- When counties report difficulty obtaining health services for children and parents, DCW will work with state partners to resolve the issues identified and develop a plan of action with the counties to achieve improved outcomes
- DCW and the Department of Health Care Policy and Financing (HCPF) will continue regular meetings to ensure that children in foster care have services available to meet their health needs. The direction provided through these meetings will be communicated to DCW program staff and counties.

Measures of Progress

Trails and ARD data will be used to measure results, accomplishments, and progress. When those data do not measure the goals, objectives, and interim benchmarks, the following measures will be used:

- Information will be obtained from desk audits about county practice.
- Information will be obtained from client or stakeholder surveys.

Consultation and Coordination

Stakeholder Involvement

Colorado sought stakeholder guidance to examine the practices, policies and procedures of state and local agencies and to evaluate the extent to which the agencies are effectively discharging their child protection responsibilities. Stakeholders provide the opportunity for public outreach and comment in order to assess the impact of current procedures and practices on children and families in the community.

Stakeholder input is achieved through various methods, such as local collaborative and program steering committees and through county program coordinators and meetings for 2009 PIP planning. In addition, three community/county stakeholder meetings were held to gather input for the 2010-2014 CFSP and for the 2005-2009 CFSP Final Report. These meetings provided an opportunity for providing information about the IV-B funding and services provided through the CFSP.

Many stakeholder comments focused on the services and flexibility of PSSF funding. In addition, stakeholders recommended that more services be used in a proactive, rather than a reactive manner. Stakeholder consensus involved the move to front-loaded services and earlier interventions in problems faced by families. County stakeholders expressed concern about meeting caseworker monthly contact requirements, although a statewide steering committee continues to address the current plan.

New strategies for effective regular stakeholder input are being developed for FY 2010. These strategies include orientation to regular stakeholders, inclusion-based stakeholder group development and electronic surveys. Stakeholder recommendations are reflected in the CFSP as well as the APSR. The list of stakeholders is found in Appendix A.

Child and Family Services Continuum

Child Welfare Program Areas

Three programmatic areas define the target populations served in Child Welfare at the county level.

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

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

The Child Welfare Services Block funds provide the primary funding for county departments of social services to provide Child Welfare services. Services that are provided through this block may include but are not limited to: OOH placement including foster care, residential care, and treatment; adoptions; subsidized adoptions; subsidized adoption case services payments; Child Welfare-related child care and burials; county case management and administration; and, the administration of the Interstate Compact on the Placement of Children (ICPC) for children who are either moving to Colorado from another state or are being placed by Colorado in another state. Colorado has enacted legislation that authorizes a Relative Guardianship Assistance Program for IV-E eligible children and their siblings.

Under 26-5-104(4)(a) C.R.S., county departments are authorized to use their allocation to provide child welfare services without categorical restriction. Per statute, these funds are allocated to counties under a formula developed by the Child Welfare Allocation Committee. Prior to SFY 2001-02 the formula was primarily based upon historical expenditure with increases based upon changes in child population and poverty in each county. Effective SFY 2001-02 CDHS and the Committee have implemented an optimization model designed to provide a more equitable, efficient, accountable, and outcome-based distribution of the Child Welfare Block Allocations.

Counties are given separate allocations to fund Core Services and Chafee Foster Care Independence Program services. Counties may also be receiving Child Abuse Protection and Treatment Act (CAPTA) or PSSF funding depending on their agreements with CDHS.

Services Continuum

Colorado's Services continuum is based on the safety and well-being of children and all family members. When safety can be assured, strengthening and preserving families is the best way to promote the healthy development of children.



The continuum contains both short-term and long-term interventions to meet the needs of the family and best interests of children who may be placed in OOH care. Services are timely, flexible, coordinated and accessible to families and individuals, delivered in the home and the community, and delivered with cultural relevancy. Services are designed to achieve measurable outcomes and are linked to a wide variety of supports and services that can be crucial to meeting the needs of families. These include housing, substance abuse treatment, job training, education, childcare, and informal supports. Services are of sufficient duration to keep children safe and meet families' needs.

Prevention and family support services are designed to keep children and families from entering the Child Welfare system and to promote children remaining with their families in safe and stable homes whenever possible. These services include the following:

- PSSF
- Colorado Works/Temporary Assistance for Needy Families
- Housing services
- Early Periodic Screening, Diagnosis and Testing
- Child Care
- Child Support
- Parenting classes
- Support groups
- Promoting Responsible Fatherhood Services
- Supplemental Nutrition Assistance Program

Early intervention and family preservation services are designed to address the needs of families at risk or in crisis, to strengthen and stabilize families and prevent entry into OOH care. These services include the following:

- Child Welfare Related Child Care
- Medicaid
- Home-based intervention
- Sexual abuse treatment
- Day treatment
- Life skills
- Intensive family therapy
- Behavioral health services
- Substance abuse treatment
- County-designed programs
- Special Economic Assistance

Child protective services (CPS) are the investigation of cases of suspected abuse and neglect as well as the provision of treatment services for children and families. Some of the components of CPS are the following:

- CAC including the North Carolina Family Assessment Scale
- Family Engagement Strategies, such as TDM and Family Group Conferencing
- ICPC
- Concurrent planning
- Mediation

Foster care services are the placement of children in OOH care with services designed to meet children's needs for safety and well-being. Following are the components of foster care services:

- Kinship care
- Foster homes certified by county departments or Child Placement Agencies (CPAs)
- Group homes (county and CPAs)
- Residential Child Care Facilities
- Therapeutic Residential Child Care Facilities
- Psychiatric Residential Treatment Facilities

Permanency services determine permanent plans for children. These services include the following:

- Reunification with the family of origin
- Permanency with relatives or kin (adoption or guardianship)
- Permanency with someone other than kin (adoption or guardianship)
- Relative Guardianship Assistance
- OPPLA with kin
- OPPLA with someone other than kin
- Independent living
- Emancipation

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- Expedited permanency planning

Post-permanency and after-care services support permanent placements for children.

They include the following:

- Post-legal adoption services
- Reunification services
- Relative Guardianship Assistance
- Chafee Foster Care Independence Program (CFCIP) services
- Core services
- Adoption assistance

Services Linkage, Coordination, and Integration with Other Services in the Child and Family Services Continuum

At the state level, policy and supervisory coordination and integration are achieved organizationally for Child Welfare services, youth corrections services, and mental/behavioral health services. These programs and services are all under the CDHS organizational umbrella. Additionally, the rule making authority for all of these programs and services rests with the State Board of Human Services. The Board is comprised of appointees of the Governor and works closely with CDHS, county staff and stakeholders to promulgate rules for the programs. CDHS works directly with a variety of stakeholder groups on an on-going and issue-oriented basis and directly licenses and monitors contract service providers, particularly in the child placement arena.

Policy and supervisory responsibility for Medicaid rests with the HCPF. Coordination between CDHS and HCPF occurs at both the Governor's Cabinet level through the Executive Directors and at numerous staff levels in both departments. Coordination between CDHS, HCPF and the other state departments also occurs at both the Cabinet and staff levels.

At the county level, numerous structures ensure linkage, coordination, and integration across the services continuum. Formal and informal agreements have been developed between county departments and other entities to establish the following:

- Managed-care platforms
- Collaborative management programs
- Service co-location
- Blended funding
- Joint staff supervision
- Service oversight and evaluation committees
- Policy and program development work groups
- Needs assessment efforts
- Joint strategic plans
- Committees to develop, monitor, and influence legislation
- Other county-specific forums

B. Service Description (IV-B, subpart 2)

Colorado's PSSF serves as a catalyst to help local communities find innovative and collaborative ways to deliver services that promote safety, permanency and well-being for three targeted populations: adoptive families and families planning to adopt; time-limited reunification families; and, other at-risk families and children. The local projects provide or enhance family support networks for all targeted populations to increase family well-being. The goal of PSSF is to increase the capacity of all families to nurture their children. PSSF principles are predicated on the beliefs that families who receive support are more capable of supporting themselves and their children and that respect for parents is vital in the delivery of services. Local PSSF projects utilize the strengths within their neighborhoods, cities, counties, and regions to address the needs of families and children.

Thirty-four counties and one tribe, the Ute Mountain Ute Tribe, receive funds on a three-year cycle. The counties receiving funds are the following:

Adams	Alamosa	Arapahoe	Archuleta
Baca	Bent	Boulder	Chaffee
Conejos	Costilla	Custer	Delta
Denver	El Paso	Fremont	Huerfano
Jefferson	Kit Carson	Las Animas	La Plata
Larimer	Mesa	Mineral	Montezuma
Montrose	Morgan	Otero	Prowers
Pueblo	Rio Grande	Saguache	Summit
Washington	Weld		

All programs must demonstrate collaboration with local PSSF projects, family and/or community center initiatives, CDHS, and the Community Advisory Council in the development of their plans. Funding is determined based upon the following factors:

- The existence of a PSSF site
- Proximity to a family resource center
- The number of legalized adoptions
- The number of children under the age of 18
- The number of Child Welfare cases.

All counties or regions receiving PSSF funding are required to provide family preservation and family support services for the entire adoption promotion and support and time-limited reunification populations. Counties receiving \$25,000 are not required to spend a certain percentage of their funding for time-limited reunification and adoption promotion and support populations. However, local plans must reflect service strategies for these populations. Counties receiving \$100,000 or more must devote 40% of the funding to the time-limited reunification populations and 15% to adoption promotion and support populations. All funds are used to promote partnerships between community-based organizations and the county departments. Collaborations may involve the following:

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- Agreements between the community and public Child Welfare agencies with regard to family and child interventions, supports, and outcomes
 - Mechanisms for parent and professional partnerships and the provision of multi-disciplinary expertise
 - Strength-based assessments and treatment plans
 - Individualized treatment plans that include family members in the development of the plans
 - Formal and informal supports and services for families from neighborhood and community-based networks
 - Flexible or pooled funding
 - Ongoing consumer input
 - Flexibility of programs to address changing community and family needs
 - The development of an environment of trust which enhances coordination and collaboration.

Individualized FSPs, based on assessments of family strengths, provide families with the tools to effectively deal with their situations. Family advocates and project staff work in communities to achieve systemic changes that increase families' access to systems of care.

Research conducted by the American Humane Association has shown an inverse relationship between primary caregivers' level of risk for maltreatment and the adequacy of resources. Their findings suggest that family strengths and family resources can potentially offset or mitigate the risk of harm to children. Thus, family preservation and family support services support Colorado's Child Welfare outcomes of child and community safety, permanency for children, and child and family well-being.

At the local level, PSSF projects are guided by Community Advisory Councils consisting of staff from county departments and mental health, family advocates, staff from community and faith-based organizations, and parent representatives. The State Advisory Council mirrors the local Councils composition. The State Advisory Council provides perspective, experience, and balance to the state administration of the PSSF Program and creatively supports the maintenance and expansion of the Program's commitment to Colorado families. The Council has recently recommended adding new PSSF communities if funding becomes available. The funds will be awarded based on a competitive process that rewards communities who propose the most promising service and best practice models.

Through DCW, PSSF will continue to have programs provide services in the four population categories. Knowing that some of the smaller, rural areas are not able to serve equal amounts of adoption support and promotion families as well as time-limited reunification families, requirements are higher in those counties that are large and can make up the difference so that as a whole state Colorado is meeting the necessary percentages served. All counties or regions receiving PSSF funding are required to provide family preservation and family support services for the entire county's adoption promotion and support and time-limited reunification populations. All funds are used to

promote partnerships between community-based organizations and the county departments. Additionally, 15% of all state PSSF dollars is set aside for a statewide post-legal adoption services system.

Programs are required to submit annual reports and bi-annual data feeds that include outcomes and numbers on those receiving services, and information regarding the demographics of clients served. The programs are also required to submit an expenditure report bi-annually to show the dollars being spent on each population category.

The services provided by the local programs are determined by each area through assessing for gaps in services and providing an array of services that are community-based to meet the needs of their unique localities. Local programs are using evidence-based practices and programs as a means by which evidence may be embraced to better inform practice, and provide some validity to the work they are doing. Listed below are highlights of some of the services provided to each category.

FAMILY SUPPORT:

Voluntary preventative services help families nurture their children. These services are provided to families where a child is not necessarily at risk for OOH placement. These are services such as respite care, educational needs, budget training, positive parenting, and nutrition education. Some innovative services provided by the local programs include connecting youth to a community record company where the youth learned to play musical instruments, recorded CDs and marketed their product. Donations were received from local businesses to fill school backpacks and holiday stockings. Services are designed to alleviate stress and help parents care for their children's well-being before a crisis occurs. Families are connected with available community resources and supportive networks, which assist parents with child rearing.

FAMILY PRESERVATION:

Services are provided to children at risk for OOH placement because of abuse, neglect, or parental inability to care for their children. Services help to maintain the child in their own home or help families alleviate crises that might lead to OOH placements. Services support families preparing to reunify or adopt, and assist families in obtaining other services to meet their needs. The services provided by local programs have included law clinics; positive parenting practice classes; financial education; emergency funds in times of crisis; case management; and support groups for parents, kinship groups, and foster parents.

TIME-LIMITED REUNIFICATION:

Services facilitate reunification of the child safely and appropriately in a timely fashion, but only during the 15-month period that begins on the date that the child is considered to have entered foster care. Services are for the child and the parents or primary caregiver. Services may include individual, group, and family counseling; inpatient,

residential, or outpatient substance abuse treatment services; mental/behavioral health services; assistance to address domestic violence; temporary child care and therapeutic services for families, including crisis nurseries; and transportation to or from any of the services.

ADOPTION SUPPORT AND PROMOTION:

Post-adoption services are delivered through a contract with the Adoption Exchange, the non-profit agency awarded the contract in December 2004 through a Request for Proposal process. Information about the services is located on the CDHS website at: www.cdhs.state.co.us/childwelfare/adoption.htm. The services include, but are not limited to the following:

- Enhancing relationships with counties and private agencies to provide post-adoption services and reduce service duplication
- Maintaining 24-hour access through email and a 1-800 hotline to respond to post-adoption inquiries in English and Spanish
- Maintaining a website devoted to post-adoption resources
- Providing bi-lingual support materials to help families with adoption-related paperwork
- Enhancing existing resource lists to distribute to providers and adoptive families
- Creating new and supporting existing post-adoption support groups
- Training for mentors and respite providers
- Conducting seminars for parents and service providers
- Maintaining benefits information for families who have children with special needs
- Publishing and distributing a semi-annual newsletter on post-adoptive services.

Adoption services are provided to kin families in addition to foster families. All services are available to families that adopt from other countries. These services support and sustain adoptive families and prevent disruption of adoptive placements through an integrated service delivery system.

OTHER INFORMATION:

A unique component of all PSSF programs in Colorado are family advocates that serve all required PSSF populations. Family Advocates support and encourage families to identify their own strengths. Advocates are members of the community and have often experienced the same needs and issues as the families with whom they work. Family advocacy work is guided by the beliefs that every family is unique; that family members have the capacity to set and implement their own goals; and that the culture of families should be recognized, understood and respected.

Family Advocates, families and providers work together, with communities in a partnership that focuses on the strengths of families, and acknowledges that families should have choices and the power to invest in those choices. They mediate, guide, support and educate as they assist families to meet their own needs through self-advocacy.

Aside from local programs receiving PSSF funding, Colorado helps other statewide initiatives and programs that continue to support families, develop community services, and assist in improving child welfare outcomes. All services in all four of the population categories are offered in all of the funded communities, which are located in all regions of the State, when the need is identified. The funded counties reach approximately 95% of all of Colorado's children under the age of 18 years.

PSSF funds are spent in all four categories that are required. Most of the funds are awarded to local programs to be spent how they see fit within the guidelines of the federal requirements and with the oversight of their local community advisory councils and the State Program Administrator. Ten per cent is used for administrative costs, which includes funding to manage the program. Less than 10 % is used for training and technical assistance statewide. Fifteen per cent of the funding has been used to contract for adoption promotion and support services. The rest of the funding goes to local programs that are then responsible for meeting the set guidelines for expenditures to meet the federal requirements to serve each population category. Funding requires that all programs address identified needs in the four population categories. Each community/county PSSF program helps the state reach its requirement of spending 20% on each category.

DECISION-MAKING PROCESS

PSSF programs are selected to receive funds through a non-competitive application process. The criteria for selection is based on:

- The site being an existing Promoting Safe and Stable Family site
- Proximity of the site to a family resource center
- The number of legalized adoptions reported by the site
- The number of children under the age of 18, and the number of child welfare cases reported by the site

C. Coordination with Tribes

CDHS developed policies and procedures to implement the Indian Child Welfare Act (ICWA) when the Act was enacted in 1978. Since that time CDHS has revised its Volume 7 procedures to ensure that all 64 counties meet the requirements to protect the rights of Native American families and to prevent the breakup of the family. Since the early 1970's, Colorado has had Tribal Agreements with both the Southern Ute Tribe and the Ute Mountain Ute Tribe. These agreements set forth working policies that encourage cooperation and collaboration on requirements of the Act.

CDHS also has working relationships with the following entities that serve urban Native Americans: the Denver Indian Center; the Denver Indian Health and Family Services agency; and the Denver Indian Family Resource Center (DIFRC). The county departments work collaboratively with these agencies to serve families in the metropolitan area.

Analysis and evaluation of ICWA training and implementation needs will be developed through periodic contacts with the county departments of social/human services, monthly collaborative meetings with participating departments and the DIFRC, periodic meetings with ARD, and a periodic review of complaints in conjunction with the DCW complaint coordinator.

Yearly collaborative ICWA meetings will continue with participation by CDHS executive management, judicial staff, county departments, education, public health, mental health providers, and community members. The purposes of these meetings will include a general review and discussion of ICWA needs as well as strategic planning for service enhancements and promoting collaboration for the upcoming year. In addition, periodic contact with the Colorado Commission on Indian Affairs will result in identification of additional ICWA issues and needs. The CDHS Executive Director appoints the CDHS representative to the Commission. Currently the appointee is a senior field administrator.

The 2000 census data for Colorado indicates there are 44,241 residents who identify themselves as Native American or Alaska Native. Of these groups, 13,143 are 18 and younger. Additionally, 28,982 residents reported themselves as primarily Hispanic or Latino and secondarily Native American or Alaska Native, with 7,929 ages 18 or younger. All rights and privileges afforded to other parents and children are applicable to Native American parents, Native American custodians, and Native American children under the jurisdiction of county departments of social/human services.

Tribal Consultation

Tribal Consultation between the DIFRC, the Ute Mountain Utes, the Southern Utes, and CDHS takes place in the following ways:

- Participation on the Colorado Commission of Indian Affairs. CDHS, through its Executive Director, participates as an official member of this Commission as set forth in 24-44-104, C.R.S.. This Commission is comprised of all State Department branches, such as the Department of Public Health and Environment and the Department of Natural Resources, as well as the two Ute Tribes and two at-large members. The Commission is chaired by the Lieutenant Governor and is the official liaison between the state of Colorado and the two Ute Tribes. The website for the Commission is located at www.colorado.gov/ltgovernor/initiatives/indianaffairs.html. The Commission members focus on the following issues:
 - Coordination of intergovernmental relations between tribal governments and the State
 - The needs of Indians in Colorado
 - Cooperation between local, state, and federal governments in formulating and coordinating programs regarding Indian affairs
 - Legislation affecting Indians
 - The level of public recognition of Indian groups, tribes, and communities
 - Contracts with public or private entities that provide services and facilities for promoting the welfare of the Indian people

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- The development and dissemination of reports on the findings and recommendations of the Commission.

DCW will engage in strategic planning for FY2010 to evaluate its collaboration with Colorado's American Indian Tribes. This planning will include an evaluation of all current activities and monitoring with the senior field administrator and tribal representatives.

The following will be included:

- The partnership with the Bureau of Indian Affairs (BIA). The southwest branch of the BIA is located in Albuquerque, New Mexico and governs many social services programs for each of the tribes. Each of the Tribal Social Services offices receives program rules, funding, and training in the implementation of social services programs.
- ICWA trainings that are open to the tribes, counties, and community members and are provided through the collaboration between CDHS and the DIFRC. New trainings will be based upon evaluation of performance on outcomes and the planning for future outcomes. The purpose of training is to improve worker skill levels and enhance understanding of ICWA, which is codified in the Colorado Children's Code at 19-1-126, C.R.S. One outcome will be to contribute to better outcomes in services provided to Native American families and children.
- Enhance current working collaborations between CDHS, counties, and entities that serve urban and suburban Native Americans.

Measures to Comply with ICWA Requirements

Trainings are delivered by the DIFRC to county departments in the Denver metropolitan area, the home of the majority of the Native American population in Colorado. ICWA training and implementation needs are to be included in the Child Welfare Training Academy's curriculum as well as in the ongoing training schedule.

ARD asks specific ICWA questions for every child who is being reviewed and identifies children in OOH care who are Native American. For Native American children, the reviewer establishes whether the identified tribe or the BIA received appropriate notice required by the ICWA. For the third quarter of SFY 2009, the notification rate was 65.7% and the rate of court determination of ICWA was 57.1%. DCW will utilize ARD and Trails data to determine which counties are out of compliance and will provide technical assistance to increase compliance over the next five years.

There are also active efforts to prevent the breakup of Indian families when parties seek to place an Indian child in foster care or for adoption.

The Tribal right to intervene in State proceedings to transfer the proceedings to the jurisdiction of the Tribal Court is covered in Statute and Volume VII.

Trails includes the requirement for identification of children with American Indian heritage.

Notification of Native American Parents and Colorado Tribes of Proceedings Involving Native American Children and the Right of the Tribe to Intervene

Each of Colorado's 64 counties continues to notify Native American parents, tribes, and family members of proceedings involving Native American children. Most counties rely on their county attorneys to provide notification of the proceedings. A revised notification form, developed in conjunction with the American Indian Law Clinic at the University of Colorado, will be distributed to county departments and judicial officers along with technical assistance to promote standardized use.

Method of Evaluation:

- Produce reports for all counties concerning their performance in ICWA components. Plans for improvement will be developed with counties with low compliance rates or declining rates.
- Accomplish distribution of a revised notification form to county staff and judicial officers. Training will be completed on the use of the form.
- Specific monitoring of placement processes for Native American children in foster care, pre-adoptive, and adoptive homes will be conducted as part of the strategic work as stated in the prior section.

D. HEALTH CARE SERVICES

CDHS works in conjunction with the HCPF's Children's Services Advisory Board. Board members consist of parents, a dentist; an orthodontist, therapists, pediatricians, family medicine practitioners, Federally Qualified Health Centers staff, Colorado Community Health Network staff, Managed Care Organizations staff, and Behavioral Health Organizations staff. The Board meets monthly to assist in developing health care oversight and coordination plans for children in foster care and children receiving in-home services. Other existing committees and stakeholders will be asked to participate. One such committee, the Mental Health Integration Committee, is working to integrate mental health services with the Eastside Health Clinic, as the Denver County Department requires foster children to receive medical services at that Clinic.

CDHS and the Board have established a committee to work on health care services issues based on Section 205 of P.L. 110-351, as well as Colorado's S.B. 07-130, signed by the governor on May 31, 2007. Colorado's legislation defines the term "medical home" as "an appropriately qualified medical specialty, developmental, therapeutic, or mental health care practice that verifiably ensures continuous, accessible, and comprehensive access to and coordination of community-based medical care, mental health care, oral health care, and related services for a child." It also instructs HCPF "to develop systems and standards to maximize the number of children who are enrolled in the medical assistance program or the Children's Basic Health Plan who have a medical home."

The plan to create oversight and coordination of health care for children in foster care and children receiving in-home services will include strategies to identify and respond to

the health care needs of the children, including specific strategies to address their physical, dental and mental/behavioral needs. The plan will include the following items:

- The schedule for initial and follow-up physical, dental and mental/behavioral health screens
- Monitoring and treatment of physical, dental and mental/behavioral health needs identified in the screens
- Updating and appropriate sharing of medical, dental and mental/behavioral health information for children and youth
- Updating the Health Passports
- Steps to ensure continuity of physical, dental and mental/behavioral health care services, which may include the establishment of a medical home for every child in care
- Oversight of psychotropic medicines
 - Protocols for maintaining medication logs
 - Sharing of medication logs with caseworkers on a monthly basis
 - Caseworker consultation with physicians and other trained professionals concerning dosage and medication usage
- Protocols to structure the interaction between county departments, physicians, and other medical and non-medical professionals to assess the health and well-being of children and youth in foster care and those receiving in home services to determine the appropriate treatment.

E. DISASTER PLANS

County departments are responsible for the following activities in response to a disaster:

- Identification, location, and continuation of services for children under county care or supervision who are displaced or adversely affected by a disaster
- Responding to new Child Welfare cases in areas adversely affected by a disaster and providing services in those cases
- Remaining in communication with essential county Child Welfare personnel who are displaced because of a disaster
- Preserving essential program records outside of the statewide automated systems
- Coordinating services and sharing information with other states in conjunction with CDHS.

Counties have developed individualized disaster response plans detailing the specifics of their responses. Depending upon the nature and extent of a disaster, CDHS will work in conjunction with affected counties to provide support, oversight, and assistance. County Disaster Plans for all 64 counties are maintained by CDHS. Colorado has a Pandemic/Disaster plan in place for the State and county specific disaster plans are available on request.

F. CHILD WELFARE WAIVER DEMONSTRATION ACTIVITIES

Colorado does not have any Child Welfare waiver demonstration activities at this time.

G. MONTHLY CASEWORKER VISITS

The action steps the State plans to take to increase the percentage of monthly caseworker face-to-face contact with children in foster care are based on the following tenants:

- Counties must be engaged in developing strategies to increase contacts
- Caseworker recruitment and retention is important to assure contacts
- The State's continuum of county supervision provides the road map for improving county accountability and performance

Steps that the State will take have been positively impacted by the work of the Child Welfare Action Committee. The action steps that the State will take are as follows:

- The Child Welfare Training Academy will positively impact caseworker recruitment and retention by assuring that caseworkers meet certification requirements prior to working with children and their families.
- Staff trained through the Academy will understand the critical importance of monthly face-to-face contact with children in foster care.
- Staff that is hired will be shown the Realistic Job Preview Video prior to or at the time of their hiring to assure a better fit with the job of working with children and their families. Some of the county departments are already requiring that prospective applicants view the Video before being interviewed for prospective employment.
- Negotiations are underway with State colleges and universities offering social work degrees to include coursework that exposes and trains students in some of the functions that caseworkers are required to complete.
- Trails enhancements are in process that will assure accurate counting of monthly face-to-face visits. While Colorado has allowed visits to occur by someone other than the caseworker, the contacts made by visitation workers have not counted due to the limitations of the Trails system.
- Work will occur with county departments over the next two years to assure that monthly caseworker contact reports are used for county self-monitoring.
- DCW staff will monitor individual county performance in this area, and, using the continuum of county supervision, will work with counties to improve performance. Actions that DCW staff might take could include arranging for training to address particular barriers or biases, arranging for mentoring between counties or requesting an action plan to improve performance and then monitoring the plan to completion.
- DCW's web page will include strategies used by counties that have resulted in improved performance.

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- Counties will be funded to use digital pen technologies to support staff in documenting the visits that are occurring

Colorado's plan for increasing the percentage of monthly face-to-face contacts is based on the following key strategies.

- Statewide sharing of successful strategies at regional county meetings. These strategies include the following that are being pursued through multiple initiatives:
 - Visit parents and children together in the foster home or other OOH placement setting
 - Incorporate and expand family engagement strategies
- Counties are provided access to Trails reports of monthly caseworker contacts for self-monitoring and are expected to review the reports and to assess their progress and adjust services accordingly
- The State and County Caseworker Contacts Steering Committee will continue to update policy related to caseworker contacts. This Committee of approximately 30 county and CDHS representatives will meet quarterly or more often through 2011.
- The baseline for caseworker contacts is 58.9%. The actual number for the 12-month period beginning October 1, 2007 through September 30, 2008 was 69.1%. The most current data year to date through April 30, 2009 for monthly caseworker contacts is 71.31%. The targeted numbers are as follows: 2009—79.1%; 2009-2010—79.1%; 2010-2011—90%.

In addition to the above strategies, the management by child and family outcomes will include the following.

- A discussion of the effect the Training Academy has on improving recruitment and retention
- A discussion of the effect the Training Academy has on monthly visitation
- DCW will evaluate caseworker contacts on a quarterly basis and develop plans with counties that are not achieving outcomes or that are experiencing a decline in their performance.

H. ADOPTION INCENTIVE PAYMENTS

When Colorado is awarded adoption incentive funds, the funds will be divided into three categories and an Agency Letter will be published to county departments to provide information about access to the funds.

- 25% of the funds will be directed to statewide initiatives on recruitment and retention that include the following activities:
 - Recruiting resource families and increasing awareness of every child's need for permanency
 - Partnering with the faith community to recruit resource families that ethnically match children in care
 - Collaboration with private sector partners to share home studies of families interested in adopting from county departments

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- Increasing the visibility of over 500 of Colorado's waiting children by photo-listing them on the AdoptUSKids website.
 - 37.5% of the funds will be returned to the county departments that increased adoptions above the baseline. Counties may use the money to provide direct post-legal adoption support services.
 - 37.5% of the funds will be directed to county-designed activities that develop a plan for recruitment of permanent homes for children who are within 6 months of their 18th birthdays and have the primary goal of adoption.

I. TRAINING

CDHS is developing the Child Welfare Training Academy, located in Denver that is anticipated to be in operation by January 2010. The Academy is mandated in SB09-164, which emanated from recommendations of the Governor's Child Welfare Action Committee. It will ensure that individuals hired to work in the Child Welfare system receive the necessary training to perform the functions of their jobs responsibly. It will create greater uniformity in training by establishing standard interpretation, integration, and implementation of federal and state statutes, federal and state regulations, and generally accepted practice standards. It will also align training with the CFSR outcomes of safety, permanency and well-being.

The Academy is based on a new training structure that will define the standards of competence that an individual must demonstrate before receiving certification. New caseworkers will be required to complete 40 hours of prerequisite computer-based training, four weeks of pre-service classroom instruction coupled with two weeks of on-the-job training, 24 two-day sessions of legal training, and will receive training evaluation and oversight. New or newly-promoted supervisors will be required to attend three weeks of classroom training and two weeks of field training. Case Aides and child abuse reporting hot line staff will be required to attend two weeks of classroom training and one week of field training. The two weeks of on-the-job training for new workers and new supervisors will be coordinated and monitored by five regional field training specialists. The training is to be offered a minimum of 20 times throughout the year. Workers coming from other states will be required to demonstrate they have successfully completed comparable training. Ongoing training will be provided as a mandatory condition of continued employment for Child Welfare staff.

IV-E Training Funds have been provided to stakeholders for training. Additional trainings for casework staff, Court Appointed Special Advocates (CASA), volunteers, placement facility staff, judicial officers, and other Child Welfare service providers are detailed as follows.

Staff Training and Technical Assistance Plan

Outcome Domain- Safety Cross System Training:

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1. Statewide, cross-system training will be provided on the Colorado Assessment Continuum.
 2. The Department of Human Services will provide joint DCW, DYC, Mental Health and Substance Abuse training in the area of child and family assessment.
 3. Ongoing joint training will be provided to Child Welfare caseworkers and Domestic Violence staff to enhance collaboration between the two disciplines.
 4. Statewide cross systems training for Child Welfare, Substance Abuse and Judicial will be provided on the use of a common assessment instrument (Protocol) in determining child safety when substance use/abuse is one of the presenting problems.

Direct Practice Training:

1. Child Protection caseworkers and supervisors will receive training and technical assistance on issues related to accurate safety assessments.
2. Training will occur for caseworkers on the guidelines for appropriate intervention in child neglect cases to improve maltreating parents' abilities to care for their children.
3. Training will be provided to Child Welfare caseworkers on ethics and liability as related to Child Protective Services.
4. Child Welfare caseworkers will be trained to recognize the medical diagnosis of physical abuse and how to determine when a medical consultation should be utilized.
5. Ongoing training will occur for new Child Welfare caseworkers in casework practices, interviewing techniques and substance abuse recognition using the established computer-based training module.
6. Ongoing training is planned for experienced Child Welfare sexual abuse caseworkers on advanced sexual abuse interviewing skills.
7. Training will be provided to county Foster Care Certification workers and supervisors on the protocols for assessing risk factors in using the Structured Analysis Family Evaluation instrument for foster and kin home studies.
8. Training will take place for experienced Child Welfare caseworkers on advanced interdisciplinary topics in Child Protection.
9. Training for county caseworkers will be provided on the assessment of child safety and risk factors for children in OOH placements.

Training for Judicial Officers, Guardian Ad Litem (GALs), Respondent Parent Counsel County Attorneys, and CASAs

1. Training will be provided for judges, magistrates, GALs, respondent parent counsel, county attorneys, foster parents, county department staff and their community partners on:
 - a. Developing and delivering services at the community level that are designed to maintain children safely in their homes.
 - b. Roles and responsibilities in addressing child safety in the child welfare system.
2. Training will occur for CASAs regarding:
 - a. Safety and risk factors for child abuse and neglect.

-
- b. The laws defining child abuse and neglect and the application of those laws by child protection staff and the courts.
 - c. Substance abuse in families and the impact on child safety and well-being.
 - d. Domestic violence and effects on child safety and community resources.
 - e. The impact of mental illness on child safety.
3. Training is planned for GALs on:
 - a. The impact of domestic violence and substance abuse on the safety of children.
 - b. Conducting effective interviews with children, youth and other professionals associated with a case to determine the safety concerns for children.
 - c. How to recognize appropriate prospective placements for children who are at risk of harm.

Training for Private OOH and Other Child Welfare Service Providers

1. Training will take place for child welfare services providers on:
 - a. Assessing safety and risk factors and strategies for addressing these factors to prevent the recurrence of abuse or neglect.
 - b. Management of youth who exhibit high-risk behaviors.
 - c. Effective strategies for reducing risk and danger in residential treatment settings.
 - d. Informed supervision of youth with a history of sexual offenses.

Outcome Domain- Permanency

Cross System Training:

1. Training for County Child Welfare staff, DYC and OOH Providers in multiple aspects of providing administrative and maintenance services to IV-E eligible children and their families in an annual conference.
2. Ongoing training for County Department and Youth Corrections staff on participating in administrative OOH placement reviews on relevant knowledge and skills for case management in the IV-E programs.
3. Ongoing, regional training for those County Department and Youth Corrections staff who serve as IV-E liaisons to the State Office, on relevant knowledge and skills for administering IV-E eligibility determination.
4. Ongoing training for Child Welfare caseworkers, private service providers and community members on “core” Quality Standards for service providers.
5. Training for Child Welfare caseworkers and family support providers on the development of services and services linkages for the inclusion of and outreach to fathers.

Direct Practice Training:

1. Ongoing training for Child Welfare caseworkers, foster and adoptive parents, and child placement agency staff on adoption practices. Training will focus on placement practices, the foster care continuum, assuring continuity in the lives of

-
- children, working with birth families and cultural diversity and matching of children with parents.
2. Regional training for County Liaisons on the Interstate Compact Placement of Children (ICPC) and the Interstate Compact on Adoption Medical Assistance.
 3. Training on Adoption Assistance program rules, regulations, procedures, policies and strategies for negotiating subsidies.
 4. Training on the use of Title IV-E Adoption Assistance for non-profit, child placement agencies.
 5. Ongoing training for State and County adoption staff in relevant knowledge and skills needed to successfully implement the Multi-Ethnic Placement Act.
 6. Ongoing training provided to State and County staff on administering Core Services to IV-E eligible children and their families, independent living program youth, and youth in conflict.
 7. Ongoing training for Child Welfare caseworkers and family support providers regarding kinship care. Training will focus on family assessments and the provision of support services.
 8. Training for Child Welfare caseworkers on reunification practice and placement prevention. The training will focus on concepts of reasonable efforts, separation, attachment and permanency planning.
 9. Training for Child Welfare caseworkers on the use of outcome measures in developing FSPs.
 10. Training for paraprofessionals working with families of children who meet the OOH placement criteria. The training will address parenting skills, interpersonal skills, communication skills, basic health care, job development skills and introductory concepts of infant and child development.
 11. Training for Child Welfare caseworkers on the appropriate use of permanency goals.
 12. Training for Child Welfare caseworkers on assessment of children and youth for adoption. This training will also include strategies for preparing children and youth for adoption.

Training for Judicial Officers, GALs, Respondent Parent Counsel, County Attorneys and CASAs

1. Training will be provided for judges, magistrates, GALs, respondent parent counsel, county attorneys, foster parents, county staff and their community partners on:
 - a. Legal and administrative issues involved in administering the IV-E program.
 - b. The dependency and neglect proceedings, legally imposed timelines, courtroom culture, and proper professional etiquette to enhance timely permanency achievement
 - c. Confidentiality with a focus on the accessibility of information, record keeping requirements and the type of information that is available.
 - d. The effects of community culture on service provision and permanency planning.
2. Training for CASAs on:
 - a. The importance of family and strategies for working as a team to achieve permanence for children.

-
- b. Legislation and how CASAs can assist in the timely achievement of permanence.
 - c. The use of diligent search to identify appropriate family connections.
 - d. Service availability and the use of available information to effectively advocate for children to achieve permanence.
 - e. The impact of multiple moves on permanency achievement for children in OOH placements
3. Training for GALs on:
 - a. The best practice standards with regard to sibling relationships, and diligent search for family members.
 - b. The issues facing youth who are aging out of foster care and their role in effectively advocating for appropriate services.

Training for Private OOH and Other Child Welfare Service Providers

1. Training for child welfare services providers on:
 - a. Involving families in the treatment process for children placed in OOH care.
 - b. Recognizing the signs of grief and loss in children in OOH care and recommendations for providing intervention
 - c. The use of concurrent planning to expedite achieving permanency.
 - d. The use of social networking and preserving connections for youth transitioning from residential treatment back into their communities.
 - e. The necessary components of a successful independent living transition program.
 - f. Partnering to preserve placements and prevent placement disruptions.
 - g. The effective use of therapeutic visitation that lead to higher rates of expedited reunification.

Outcome Domain- Child and Family Well-Being:

Cross-system Training:

1. DCW, DYC and residential provider staff will be trained on the use of the Colorado Client Assessment Record instrument.
2. Training will be provided for Child Welfare staff, collateral agencies, and parents on active parent involvement and participation on advisory boards and treatment planning.
3. Regional training sessions for State, County and Tribal administrators on (ICWA). This training will focus on implications for policy, program management and case practice changes needed to ensure compliance with ICWA.
4. Training in Cultural Sensitivity for Child Welfare caseworkers and OOH placement providers. Session emphasis is on the development of inter-cultural communication skills, techniques for cultural sensitive family assessment, interviewing, and case planning. Cultural issues related to the placement of children will also be examined.

Direct Practice Training:

1. Training will be provided to county caseworkers to enhance their ability to empower ethnic, minority parents and children, and to strengthen their family systems.

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2. County caseworkers and contract services providers will be trained on new health related rules and issues.
 3. Training for Child Welfare caseworkers on conducting diligent searches for absent parents. The training will provide county staff with effective strategies to use in gathering information and conducting searches to find and engage absent parents.
 4. Ongoing training provided to certified and licensed Family Foster Care and Group Home providers in the requirements and basic knowledge and skills for providing maintenance services for IV-E eligible children and their families.
 5. Training for Child Welfare caseworkers on the relationship between child abuse and developmental delays. Training focuses on the assessment of developmental levels and the impact of abuse at each
 6. Training for Child Welfare supervisors, administrators, and directors on the CFSR. This training will address effective strategies to use in improving outcomes for children and families in the areas of safety, permanency and well-being.

Training for Judicial Officers, GALs, and CASAs

1. Training for judges, magistrates, GALs, respondent parent counsel, county attorneys, foster parents, and county staff and their community partners on:
 - a. The effective use of a collaborative process in meeting the educational and health needs of children in foster care.
 - b. The effects of abuse and neglect on child development.
 - c. The effects of community culture on service provision and permanency planning.
 - d. Effective educational advocacy to ensure that the unique educational needs and rights of children involved in the child welfare system are being met.
2. Training for CASAs on:
 - a. Cultural competency and child advocacy.
 - b. Using family strengths to work toward relieving family stress to achieve timely reunification.
 - c. Child development, attachment, resilience, and separation.
 - d. Communicating with children based on their developmental stage and age.
 - e. How to gather information to promote family relationships and child well-being.
 - f. Community resources available to parents, children and caretakers that are designed to improve family functioning.
 - g. The use of psychiatric and psychological evaluations of children and parents.
 - h. The effects of abuse on child development.
3. Training for GALs on:
 - a. The impact of race, ethnicity, culture and other differences on the social and emotional well-being of children.
 - b. Child development and the impact of abuse and neglect on the developmental process.
 - c. The educational challenges faced by children and youth in foster care and how to effectively advocate for appropriate educational stability.

Training for Private OOH and Other Child Welfare Service Providers

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1. Training for child welfare services providers on:
 - a. The assessment of youth with behavioral, emotional and psychological disorders.
 - b. Effectively administering medication and the recognition of warning signs in children and youth taking psychotropic medications.

Additional Training

1. Joint training of foster parents and caseworkers will occur which includes:
 - Developmental needs of children
 - The dynamics of abused and neglected children
2. Joint foster parent, supervisory and caseworker training regarding the inclusion of foster parents as an active part of the child's planning team.
3. Foster parent, caseworker, and supervisor training will be provided regarding educational advocacy for children in foster care.
4. Foster/kin parents will have access to standardized pre-service foster care training (up to 27 hours).
5. Foster care program development training is planned to assist counties and CPAs to develop their foster care programs, focusing on recruitment and retention strategies and the supports needed for specialized types of foster care homes.
6. Regional trainings will be provided regarding foster care requirements, certification practice, recruitment, retention and certification.

J. EVALUATION AND TECHNICAL ASSISTANCE

Colorado will be involved in numerous evaluation and research activities over the next 5-year period. Those efforts will include:

- Joining county departments in a contract with Colorado State University for various research projects related to Colorado's child welfare practice. Currently the group is evaluating the impacts of the various levels of OOH care on safety, permanency and well-being outcomes.
- Contracting with the State Data Center through Chapin Hall to look at Colorado's performance, compared to other states, using longitudinal data.
- Using the COGNOS platform to measure CFSR permanency outcomes and evaluate associated practice. This data set will be modified over the coming years to assist Colorado in evaluating performance using Trails data.
- Hiring a Research and Evaluation Manager to assist the Division in setting research and evaluation priorities and managing those projects.
- Working with ARD on various projects that evaluate county performance in such areas as screen out of investigations of child abuse, evaluating child fatality information and other projects to be defined.

Technical assistance needs and activities for the 5-year CFSP cycle have not been fully defined pending the conclusion of the work of the Child Welfare Action Committee. An application for significant technical assistance has been submitted to the Mountains and Plains Child Welfare Improvement Centers for assistance in DCW's reorganization planning and implementation and PIP implementation. As the PIP and other DCW and

CDHS activities are more fully defined, technical assistance will be requested. Colorado will be requesting NRC assistance for the PIP Jamboree and for expanding the State's strategic plan for recruitment and retention.

K. QUALITY ASSURANCE SYSTEM

Colorado's quality assurance (QA) system will include a blend of activities over the coming 5 years. DCW will continue to partner with ARD, DYC, the Division of Child Care (DCC) and county departments in evaluating practices related to the service delivery system's ability to assure child safety, permanency and well-being. Following are the elements of each entity's contribution to Colorado's QA system:

- ARD operates an identifiable QA system that is in place in every county and DYC region in which the services included in the CFSP are provided. Through OOH placement reviews, in-home services reviews, assessment reviews, screen-out reviews, ad hoc reviews, and use of various surveys, the ARD evaluates the quality of services, identifies the strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.

Since 1996, the case file of every child and youth in OOH care for at least 6 months has been reviewed with a review instrument that closely mirrors the CFSR review instrument. ARD also reviews a stratified random sample of in-home cases semi-annually, conducts client satisfaction surveys, and conducts ad hoc reviews.

ARD provides a data collection system which tracks and reports on other established indicators collected from case files, face-to-face interviews with required participants, written findings, and other data. Data collection measures comply with Federal Title IV-B, including the IV-E requirements, as well as program requirements. One goal is to work with the ARD Steering Committee, which is composed of county department administrators, state program staff, state court personnel, and members of the community, to define and develop reports that provide key stakeholders with relevant information that clearly identifies programmatic strengths and areas needing improvement.

Administrative reviews also assess the quality of services delivered. Areas of focus include: safety of the child; special needs; cultural needs; health and educational needs; mental health; progress in care; parent's progress; visitation; compliance with the treatment plan; progress towards alleviating the causes necessitating placement; due process; appropriateness of services; continuing necessity for and appropriateness of the placement; barriers to permanency; whether additional or different services are needed; appropriateness of the permanency goal and date to be achieved; and, reasonable efforts to achieve permanency. Quality practice principals are reflected in the review protocol to help communicate to staff the type of case practice that is expected.

Specific outcomes and indicators are being tracked; case reviews look at both compliance and quality of care; stakeholders are involved in examining and

improving the quality of the service delivery system; the state has defined practice principles; and all staff are trained in practice skills related to the outcomes of safety, permanency and well-being for the children served. Parent participation in case planning and compliance is examined thoroughly during the face-to-face reviews. ARD reviewers document both parents' signatures on the case plan and their participation in the case plan development. During the face-to-face review, parents and other participants are given an opportunity to be heard and thoroughly discuss their participation, goals, and improvements.

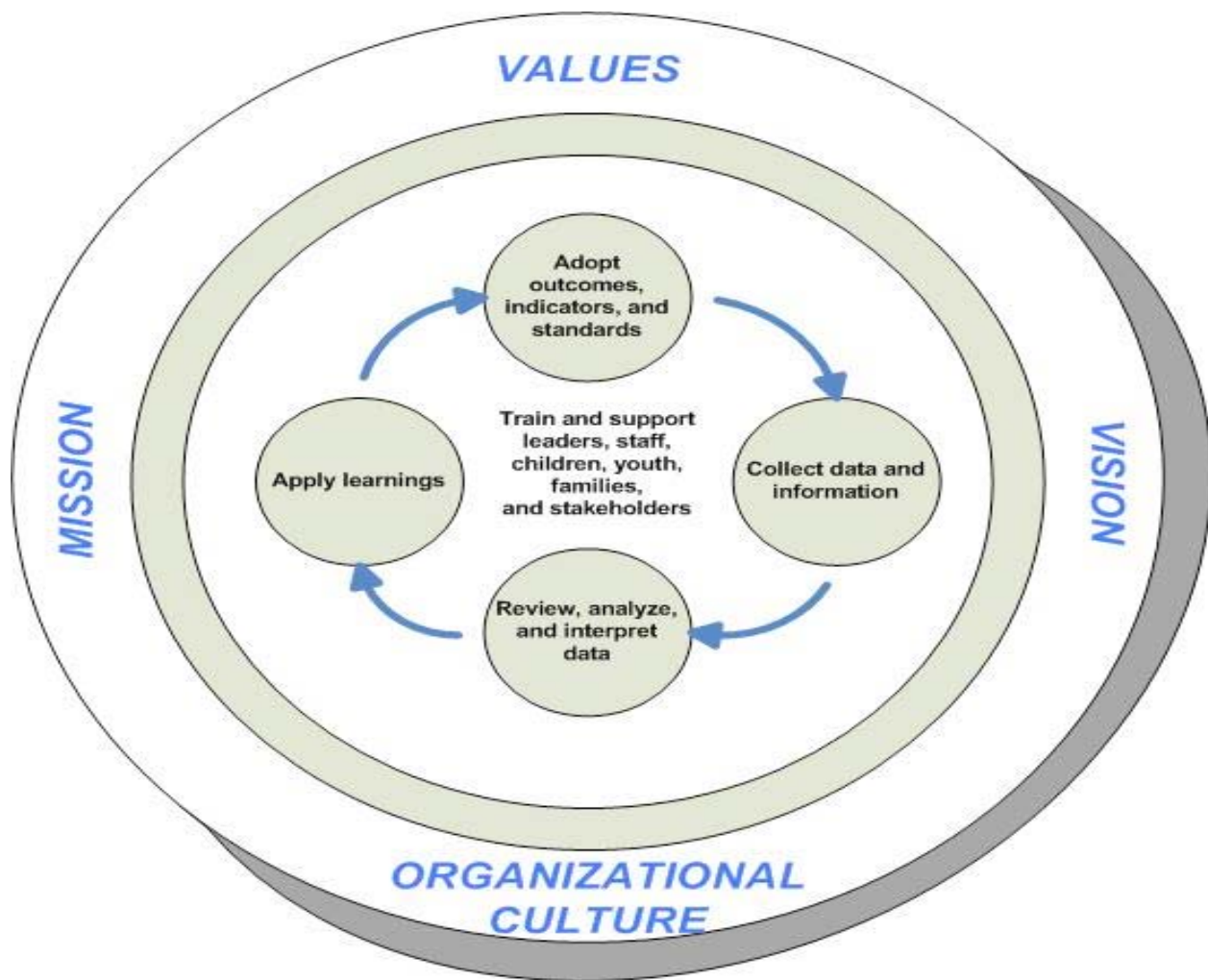
- DYC's QA practices relate to assuring youth in custody in secure and non-secure settings are receiving quality services, which assure child safety and well-being as well as community safety.
- DCC QA includes quality childcare initiatives, which may peripherally impact Child Welfare's children, and provide licensing and regulation of OOH providers. DCW partners with DCC directly through the 24-hour Monitoring that assures quality assurance in provider best practices as well as compliance with regulation.
- County departments will use information from all Divisions as appropriate as well as information that may be gathered from the county's QA system, Trails or other evaluation that the county may perform in assessing practice. The information will be used to change, correct or modify county practice so that outcomes for children and families are improving.
- DCW's quality assurance is multi-level. DCW conducts review of county programs including the foster home certification program, the subsidized adoption program, fatalities in which the county department had contact with the family within the previous 5 years, county's use of Trails and other risk-based program reviews of county policies and procedures. DCW also reviews county efforts in practices implemented to improve CFSR outcomes using indicators drawn from the Trails system. DCW uses information from the DCW Program staff and activities and ARD QA efforts to evaluate if defined policy is supporting effective practice in service delivery to achieve child safety, permanency and well-being.

CDHS is committed to improving its oversight and QA programs through the following.

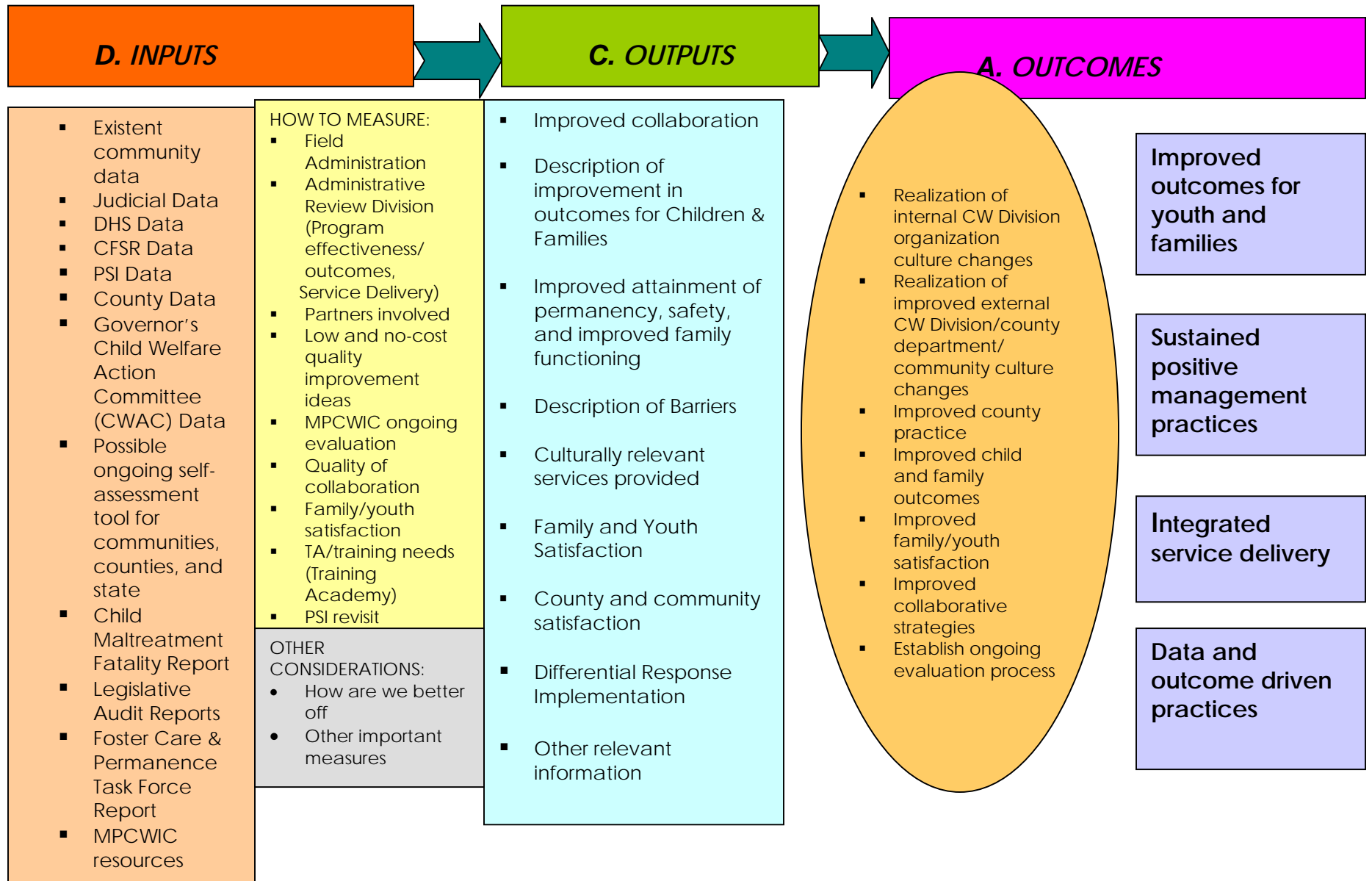
- Partnering and coordinating more closely with county department QA programs
- Utilizing and analyzing the available data to drive system changes and improve outcomes
- Partnering more closely with Judicial in the Court Improvement Projects and cross trainings

DCW and ARD have adopted the circle of Continuous Quality Assurance (CQA) (as shown following this paragraph); more complete implementation of the CQA model is anticipated in the coming 5 years. This model will provide the framework for meetings with county departments when discussions occur regarding county performance. DHS' newly created Logic Model on page 44 will also be used for planning and QA activities.

The Circle of Continuous Quality Assurance



Logic Model



L. ASSURANCES

Title IV-B Child and Family Services Plan: Assurances

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

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

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8. The State assures that no more than 10 percent of expenditures under the plan for any fiscal year with respect to which the State is eligible for payment under section 434 of the Act for the fiscal year shall be for administrative costs and that the remaining expenditures shall be for programs of family preservation services, community-based family support services, time-limited reunification services and adoption promotion and support services, with significant portions of such expenditures for each such program.
 9. The State assures that Federal funds provided to the State for title IV-B, Subpart 2 programs will not be used to supplant Federal or non-Federal funds for existing services and activities.
 10. The State assures that, in administering and conducting service programs under this plan, the safety of the children to be served shall be of paramount concern.

Effective Date and State Officials Signature

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

Certified by: _____

Title: _____

Agency: _____

Dated: _____

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

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

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

1. The State will provide assistance and services to youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(A)];
This requirement is in place X

2. Not more than 30 percent of the amounts paid to the State from its allotment for a fiscal year will be expended for room and board for youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(B)];
This requirement is in place X

3. None of the amounts paid to the State from its allotment will be expended for room or board for any child who has not attained 18 years of age [Section 477(b)(3)(C)];
This requirement is in place X

4. The State will use training funds provided under the program of Federal payments for foster care and adoption assistance to provide training to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living, and will, to the extent possible, coordinate such training with the independent living program conducted for adolescents [Section 477(b)(3)(D)];
This requirement is in place X

5. The State will adequately prepare prospective foster parents with the appropriate knowledge and skills to provide for needs of the child before a child, under the supervision of the State, is placed with prospective foster parents and that such preparation will be continued, as necessary, after the placement of the child. [Section 471(a), as amended];
This requirement is in place X

6. The State has consulted widely with public and private organizations in developing the plan and has given all interested members of the public at least 30 days to submit comments on the plan [Section 477(b)(3)(E)];
This requirement is in place X

STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATIONS—Continued

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

Signature of Chief Executive Officer

Date

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

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

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

This requirement is in place

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

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

This requirement is in place

Signature of Chief Executive Officer

Date

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

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

- 1) Provisions or procedures for reporting known or suspected instances of child abuse and neglect (section 106(b)(2)(A)(i));
This requirement is in place X
- 2) Policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born and identified as affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition in such infants (section 106(b)(2)(A)(ii));
This requirement is in place X
- 3) The development of a plan of safe care for the infant born and identified as being affected by illegal substance abuse or withdrawal symptoms (section 106(b)(2)(A)(iii));
This requirement is in place X
- 4) Procedures for the immediate screening, risk and safety assessment, and prompt investigation of such reports (section 106(b)(2)(A)(iv));
This requirement is in place X
- 5) Triage procedures for the appropriate referral of a child not at risk of imminent harm to a community organization or voluntary preventive service (section 106(b)(2)(A)(v));
This requirement is in place X
- 6) Procedures for immediate steps to be taken to ensure and protect the safety of the abused or neglected child, and of any other child under the same care who may also be in danger of abuse or neglect; and ensuring their placement in a safe environment (section 106(b)(2)(A)(vi));
This requirement is in place X
- 7) Provisions for immunity from prosecution under State and local laws and regulations for individuals making good faith reports of suspected or known instances of child abuse or neglect (section 106(b)(2)(A)(vii));
This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

- 15) Provisions, procedures, and mechanisms –

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

This requirement is in place X

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

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

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

This requirement is in place X

Signature of Chief Executive Officer:

Date: _____

Reviewed by: _____

(ACF Regional Representative)

Dated: _____

M. CHILD ABUSE PREVENTION AND TREATMENT ACT STATE PLAN

2010-2014 -CAPTA FIVE-YEAR STATE PLAN

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

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

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

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

Objectives:

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

Measure of Progress:

Reduced number of complaints from those involved in the investigations of child abuse or neglect.

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

Objective:

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

Measure of Progress:

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

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

Objective:

Improved investigations to assure safety and protection of children in OOH care.

Measure of Progress:

Improved investigations determined by review of the State Institutional Abuse Team.

- Conduct a training conference for county staff and other entities designated to investigate abuse or neglect allegations in 24-hour OOH care settings to improve their knowledge and skills in investigating and assessing for safety issues and safety planning for children in the care and custody of county departments.
- Provide two days of training for 130 casework staff and other entities designated to investigate allegations of institutional abuse.

Objective:

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

Measure of Progress:

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

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

- Provide training on assessing safety in OOH care to 1,000 caseworkers and supervisors involved in the placement and supervision of placements of children in OOH care, during FY 2010-2014.
- Various consultants will provide two-day training sessions for small groups of 20 to 25 workers and supervisors on assessing the safety of children in foster care.

Objective:

Assure the safety of children in OOH care.

Measure of Progress:

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

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

Objective:

Assure safety of children in OOH care.

Measure of Progress:

Corrective Action Implemented on cases identified by Team.

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

Objective:

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

Measure of Progress:

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

- Conduct training at satellite downlink sites for 350 professionals mandated by law to report child abuse and neglect.
- Provide four hours of training based on Recognizing Child Abuse and Neglect, A Guide for the Concerned. The training will be conducted at a studio at the University of Maryland. The training will be open to other states that can arrange for their own down link sites.
- Provide child protection legal and ethical training for county staff on direct examination and testifying as required by county departments.
- Contract for sessions to be provided at county departments for small groups of 20 to 25 county caseworkers and supervisors on direct examination and testifying as required by the county department.

Objective:

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

Measure of Progress:

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

- The 3 teams designated to be the state's Citizen Review Panel (Institutional Abuse/Neglect Review Team, Children's Justice Task Force and Pueblo Department of Human Service's Child Protection Team) will continue to be a stakeholders for the CFSP by the following:
 - Examining the practices, policies and procedures of the State and local agencies
 - Providing public outreach and comment
 - Making recommendations to CDHS and the public on improving the child protective services system at the state and local levels.

Objective:

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

Measure of Progress:

Improved performance of the child protective system.

N. CHAFEE FOSTER CARE INDEPENDENCE AND EDUCATION AND TRAINING VOUCHERS PROGRAMS

Description of Program Design and Delivery

Eligibility for Benefits and Services

CDHS is the State agency supervising Colorado's Chafee Foster Care Independence Program (CFCIP), with the counties administering the programs. CDHS will cooperate in national evaluations of the effects of the programs in achieving the purposes of CFCIP.

Eligibility for CFCIP is based upon the federally identified permanency goals. Eligibility requirements are listed in the Colorado Staff Manual, Volume 7 as follows.

- Youth in OOH care under the age of 16, who have a current permanency goal of OPPLA through relative and non-relative care.
- Youth in OOH care, ages 16-21, with a permanency goal of OPPLA through emancipation.
- Youth in out of home care, age 16-21, with a goal of OPPLA through relative and non-relative care.
- Emancipated young adults, ages 18-21, who were in out of home care on their 18th birthday.

All counties submit an annual report concerning County Chafee Programs to the CDHS Chafee Administrator by May 15 of each year.

Chafee Foster Care Independence Program Goals and Outcomes

FY 2010-2014 CFCIP Goals

- Measure outcomes for youth services through the NYTD data elements.
- Evaluate performance and implement disciplinary action as appropriate.
- Ensure that all youth know how to access available community and government resources after leaving foster care. Specifically, the following:
 - Participants will be provided with written resources.
 - Participants will be provided with verbal information through individual or group training.
 - Program participants will know how to access community and government resources for both emergency and ongoing assistance upon program completion.
 - Improvement will be assessed by Chafee pre-and post-testing.
- Establish partnerships and collaborations that result in providing independent living skills as follows:
 - Providers will teach appropriate independent living skills.
 - Participants will have a concrete transition plan.
 - Participants will have regular meetings with providers to review progress towards independent living skills.
- Educate and increase the awareness of caregivers on strategies to support youth in successfully emancipating.

Strengthening Program Goals

The following strengthen achievement of the program goals:

- Support youth transitioning to self-sufficiency.
- Support youth receiving the education, training, and services necessary to obtain employment.
- Support youth preparing for and entering post-secondary training and educational institutions.
- Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults.
- Provide financial, housing counseling, employment, education, and other appropriate support and services to former foster care recipients between 18-21 years of age.
- Make ETVS available to all qualified youth.

DCW receives plans from county departments describing how they plan to provide services to youth and those youth transitioning from foster care. These plans vary because of the uniqueness of counties, their constituents, resources, and the needs of youth served. There are underlying values and principles that guide all of the Chafee programming.

County Department and State Department Strategies

County departments will submit proposals that describe counties' plans to accomplish the following:

- The provision of Independent Living Services (ILS) for youth transitioning from care, ages 14-16, 16-21 and those youth emancipated from foster care 18-21.
- Establishment of an accountability measure for all transitioning youth.
- Establishment of permanent supportive connections for youth.
- Establishment of community partners to assist in the provision of independent living skills.
- Education and increasing awareness of caregivers, youth advocates and mentors on strategies to support youth in successful transition.
- Ensuring that youth know how to access all available community and government resources after leaving foster care.
- Developing partnerships to improve services to 18-21 populations.
- Increasing the number of youth receiving high school diplomas, GEDs and participating in post-secondary educational institutions.
- Increasing the access to job skill training for youth transitioning from care.

Outreach

DCW and county staff will continue to provide outreach to foster care alumni in the following ways:

- Actively engage in recruitment activities with community partners that serve foster care alumni.

-
- Support the statewide network of outreach and referral services provided by the Youth Empowerment Systems (YES! Academy) serving transitioning emancipated youth who are homeless.
 - Continue development of the State Youth Leadership Team, comprised of emancipated youth interns who are at risk of homelessness and who are helping to shape effective National and State public policy, programming, and promising practices.
 - Support the outreach services of the statewide Rural Collaborative for Homeless Youth in partnership with transitional living programs and SHHP.
 - Continue the development of emancipating youth interns at the RCHY site to conduct rural outreach. Continue to publish the monthly statewide e-newsletter for homeless youth.

Collaborate with the Colorado Department of Education, Department of Higher Education, Colorado Community College System, the Office of Work Force Development, and others to provide knowledge of services available to these youth.

Statewide Initiatives

DCW will provide additional statewide activities and initiatives to promote increased public and private partnerships in meeting the needs of transitioning youth. These activities and initiatives include the following:

- Developing and providing trainings to county departments around the proper use of OPPLA.
- Incorporating the use of the Ansell-Casey Life Skills Assessment Tool (ACLSA) in the trainings of caregivers. The tool has been developed to provide a developmentally-based assessment of children's and young adults' study, money management, and workskill level.
- Auditing for program compliance in county departments. If resources are available, staff will survey programs on a more intensive basis to assess program design, determine consumer satisfaction, identify barriers to program success, identify new resources, and make an overall evaluation of programs' effectiveness and efficiency.
- Hosting the statewide Annual Chafee Program Teen Conference.
- Assisting county departments in referring current and former foster care youth to the Orphan Foundation and public and private scholarships that offer funding for educational programs beyond high school.
- Facilitating the Celebration of Educational Excellence that acknowledges youth in foster care who have obtained a GED, high school diploma or vocational certificate.
- Providing changes to the Trails FSP, Part IV-D Independent Living Plan, to include a youth-driven "90 Days Pre-Emancipation Transition Plan" for emancipating youth.
- Expanding the Chafee YES! Academy Services program.
- Expanding the statewide network of outreach and referral services provided by Chafee YES! Serving transitioning emancipated youth who are homeless and using shelters and transitional living programs in Colorado.
- Continuing the development of the State Youth Leadership Team (YLT), comprised of emancipated youth interns who are at risk of homelessness and

who are helping to shape effective national and state public policy, programming, and promising practices.

- Collaborate with the runaway and homeless youth outreach services of the statewide Rural Collaborative for Homeless Youth involving six widely dispersed rural sites that serve 13 counties in partnership with the urban transitional living program at Urban Peak-Denver and the DCW and SHHP.
- Collaborate with the publication of emancipating youth interns at the RCHY site to conduct rural outreach. Continue to publish the monthly statewide e-newsletter on best practices in serving runaway and homeless youth to educate, equip and empower communities to invest in the safety, permanency and well-being of their youth for healthy youth, families, communities, and labor force.
- Collaborate with the Colorado Department of Education, Department of Higher Education, Colorado Community College System, the Office of Work Force Development and others to provide knowledge of services available to these youth.

Stakeholders

Ongoing stakeholder sampling occurs and will continue to occur in the following venues:

- The county CFCIP Coordinators participate in the development of the CFCIP 5-Year Plan
- Shaping Our System (SOS) survey with the State Leadership Team (ongoing)
- CFCIP Quarterly meetings
- Annual Teen Conference
- Youth Advisory Boards
- Celebration of Educational Excellence
- The Shared Youth Network

Serving Youth Across the State

All political subdivisions in Colorado are appropriately served by the program.

Service of Stages of Achieving Independence

- DCW works with county departments to identify all youths adopted from foster care after attaining age 16.
- Counties will continue to develop Independent Living Plans for those youth 16 and older irrespective of the permanency goal
- DCW will work with county departments during the next CFSP cycle to expand transitional planning for youth from age 14 that are anticipated to have an OPPLA goal through relative or non-relative foster care.

Room and Board

Room and board is defined as costs associated with provision of rent, rent deposits, furniture, household start-up, clothing and shelter for emancipated youth 18-21.

Coordination of Efforts to Utilize the Option of Expanding Medicaid

- SB 07-002, a Medicaid expansion for Title IV-E eligible foster care youth and youth receiving adoption assistance on their behalf immediately prior to their

age 18 and who have not reached age 21, was signed into law in May 2007. The support of this statute was a collaboration of CDHS, HCPF and various stakeholders including youth.

- SB 08-099, a further Medicaid expansion, included Title IV-E and Non-IV-E eligible foster care youth and youth receiving adoption assistance on their behalf immediately prior to age 18 and who have not reached age 21, was signed into law in June 2008. The support of this statute was a collaboration of the CDHS, HCPF and various stakeholders including youth.

Colorado's ETV Program

Colorado's ETV Program is available to emancipated youth 18-23 without a direct referral from CDHS or county departments through Colorado's ETV website at www.statevoucher.org. This site contains information pertinent to the following:

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

Emancipated youth interested in applying for the ETVs must meet the following criteria:

- Currently in foster care 17-21 years old, or were adopted from foster care after the age of 16 or left foster care at age 18 or older
- U.S. Citizen or qualified non-citizen
- Obtained a GED or high school diploma and is accepted or enrolled in an
- May not have personal assets of more than \$10,000.

DCW works with county departments to identify all youths adopted from foster care after attaining age 16.

DCW staff will continue discussions with the Colorado Department of Education, the Office of Work Force Development, and others to ensure that adequate referral processes are in place to ensure maximum outreach and service delivery to the greatest number of youth.

DCW will strengthen post-secondary education and assistance by the following:

- Providing training to staff statewide that emphasizes the importance of the development of youths' educational and employment plans.
- Continuing discussions with Colorado Department of Education, Department of Higher Education, Colorado Community College System, the Office of Work Force Development, and others to ensure adequate referral processes are in place to ensure maximum service delivery to the highest number of youth.

-
- Monitoring and evaluating program services and activities provided to youth to ensure a level of quality that will support youth in the areas of education and employment.

Operation and Program efficiency

Colorado currently contracts with the Orphan Foundation of America (OFA) to administer the ETV's. The following are characteristics of the program:

- 91% of the funds are awarded to eligible youth as mandated by HHS and CDHS regulations.
- OFA administers Colorado's ETV Program for 9% of the total amount made available for vouchers.
- All data submitted to CDHS by OFA complies with Federal requirements.
- Foster youth are able to access the ETV program through the independent living plan in which they are integral partners.
- The independent living plan spells out the costs and conditions of the funding.
- ETV funds are issued through an ETV fund application.
- Youth apply for all financial aid available through Scholarships, etc.
- Once youth have received available financial aid and are applying for the ETV voucher, they submit a copy of their financial aid award letter, which includes the estimated academic expenses (tuition, fees, books, living expenses, and a listing of private scholarships, school scholarships, and federal student aid including loans). Financial aid often covers unmet needs and reduces the need for student loans. If additional information is required, OFA will contact the school directly to insure that each student receives the appropriate amount of funding.

Consultation and Collaboration Including Work with The Tribes

DCW staff coordinates with several programs consults with numerous stakeholders including the Tribes regarding the program. The State assures that the tribes receive Chafee services through their local county departments of social services if the tribes do not receive a CFCIP or ETV allotment directly.

Stakeholder involvement with the CFCIP program is detailed earlier in this CFCIP annual report. Additionally efforts to involve youth have been detailed in the Yes! Academy and YLT described throughout the CFSP.

Efforts to coordinate with other Federal and State Programs are detailed later in this report.

Tribal youth have access to all CFCIP benefits and services that are currently provided through the county departments in their area. Tribes have not requested to negotiate a separate agreement for the CFCIP or ETV program other than the arrangement currently in place.

Other Federal and State Programs for Youth

DCW will continue the following activities:

- Maintain memberships on the Colorado Juvenile Justice and Delinquency Prevention Council and the Minority Over-Representation Committee.

Memberships such as these enhance collaboration and information sharing between DCW and county departments and other youth-serving agencies.

- Collaboration with the Office of Work Force Development, the Division of Vocational Rehabilitation and other employment agencies to share knowledge of all services, grants, and employment opportunities available to youth transitioning from foster care.
- Expansion of services to emancipated youth through collaboration with runaway and homeless youth shelters.
- Collaboration with Colorado's Court Improvement Program to provide training to judges and magistrates.
- Maintain membership on the State Mental Health Planning and Advisory Council, Youth and Young Adult Transitions.

Fair and Equitable Treatment of Benefits Recipients

- DCW monitors both program compliance and consumer satisfaction. Youth and foster parents are surveyed about the quality of services received, availability of services, whether information regarding new services and rules was provided, and whether the information was presented in a clear and consistent manner.

CFCIP Training

The following trainings will continue to be provided:

- Use of OPPLA goals (for county staff)
- The importance of the development of educational and employment plans for youth (county staff)
- Enhancing caseworkers' skills and knowledge in providing support to youth in transition
- The rights of and specific services available to Native American youth

In addition, DCW will do the following:

- Ensure trainings incorporate the use of the Ansell-Casey Life Skills Assessment Tool
- Consult on core training for caseworkers, supervisors, foster parents, out-of-home care providers and other youth-serving entities to ensure adequate training on the needs of youth emancipating from foster care and methods by which these entities can enhance the transitional services for youth under their care
- Collaborate with CIP to provide training to judges and other judicial partners

Preparation to Implement National Youth in Transition Database (NYTD)

- CDHS is determining the resources required and the scope of Trails system modifications needed to capture the required data elements
- CFCIP will measure outcomes for youth services through NYTD data elements as a primary goal for 2010.
- DCW is exploring technology and other strategies and incentives to sustain relationships with youth to assure compliance requirements for follow-up surveys for NYTD.

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- DCW has conducted meetings and interviews to assess independent living services currently being provided and gaps in services as compared to the data elements in the NYTD.

O. STATISTICAL AND SUPPORTING INFORMATION

Juvenile Justice Transfers

There were 145 Juvenile Justice Transfers from Child Welfare in FY 2008.

Inter-country adoptions

There were 370 children adopted from other countries in FY 2008. This number is reported to CDHS by Adoption Alliance. Forty-three adoptions from other countries have been documented in Trails since this functionality rolled out in April, 2008. Of these adoptions, 35 have been for SFY 2009. Four of these adoptions are listed as having DSS Legal Custody and 1 is under a Voluntary Placement Agreement.

Monthly Caseworker Visit Data

The current monthly caseworker visitation baseline is 71.31%. An updated report will be submitted by December 15, 2009.

Education and Training Vouchers

For 2008-2009, Colorado had 187 ETV applications funded, and of these, 91 were newly funded in 2008. Of the 2007-2008, 165 ETVs were funded with 74 being for new recipients.

Licensing Waivers

DCW has provided waivers on non-safety items on a case-by-case basis as a result of case presentation to the Department's Child Care Appeal Panel. A summarizing report will be submitted by December 15, 2009.

Timely Home Studies Reporting and Data

Colorado's Interstate Compact System is decentralized. Each county maintains its own records and has a liaison at the supervisory level that communicates to liaisons in other states and responds to State ICPC inquiries. ICPC activity is entered into the Trails system, but there is not detailed information about the timeliness of studies. According to the requirements of the Safe and Timely Act, only ICPC requests for foster care or adoption home studies fall under the requirements to maintain data regarding the request for the 15-day extension and the reason for the request. Annually, 30% to 40% of ICPC-requested home studies to Colorado meet these criteria. After September 30, 2008, the requirement for tracking information regarding the reason for the 15-day extension was eliminated. Trails data indicate in 2007 there were 1,370 ICPC client records entered, with 483 total home studies completed, and 283 approved. In 2008, there were 1,453 ICPC client records entered, 349 total home studies completed, and 210 approved. In a sample of Colorado's counties, 156 requests for ICPC studies were received during the year. Of those requests, 87 met the requirements in the Safe and Timely Act. Of the 87 requests, 33 required the request for an extension. The following were the most common reasons for extensions:

- A lack of employee resources (not enough staff to complete the home study process)
- The sending state did not provide sufficient information
- The prospective provider did not respond timely or failed to respond
- The prospective provider speaks a language other than English

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- The prospective provider delayed completing necessary paperwork
 - The prospective provider moved and did not inform the county or the requesting state
 - There was suspected abuse in the prospective provider's home which required investigation
 - There were problems coordinating with the placement provider's schedule.

P. FINANCIAL INFORMATION

CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV

Fiscal Year 2010____, October 1, 2009____ through September 30, 2010____

1. State or Indian Tribal Organization (ITO): CO		2. EIN: 84-0644739
3. Address: 1575 Sherman St., Denver, CO 80203		4. Submission: [X] New [] Revision
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds		\$4,018,701
a) Total administration (not to exceed 10% of estimated allotment)		\$401,870
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.		\$3,310,393
a) Total Family Preservation Services		\$780,337
b) Total Family Support Services		780,337
c) Total Time-Limited Family Reunification Services		780,377
d) Total Adoption Promotion and Support Services		780,337
e) Total for Other Service Related Activities (e.g. planning) BGy3		126,632
f) Total administration (FOR STATES ONLY: not to exceed 10% of estimated allotment)		62,415
7. Total estimated title IV-B Subpart 2, Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)		196,574
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated allotment)		19,657
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:		
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS \$ 0, PSSF \$ 0, and/or MCV 0.		
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS \$, PSSF \$, and/or MCV.		
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)		427,257
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds		\$2,084,961
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		70,000
11. Estimated Education and Training Voucher (ETV) funds		\$701,109
12. Re-allotment of CFCIP and ETV Program Funds:		
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program		\$0
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program		\$0
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program		500,000
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program		50,000
13. Certification by State Agency and/or Indian Tribal Organization. The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau, for the Fiscal Year ending September 30, 2010.		
Signature and Title of State/Tribal Agency Official		Signature and Title of Central Office Official

CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services

State or Indian Tribal Organization (ITO)_CO_____ For FFY OCTOBER 1 , 2009_____ TO SEPTEMBER 30, 2010_____

Services/Activities	TITLE IV-B			(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV-E	(h) State,Local & Donated Funds	(i) # to be served		(j) POPULATION TO BE SERVED	(k) Geog. Area to be served
	I-CWS	II-PSSF							Ind.	Fam.		
	(a) Subpart I-CWS	(b) Subpart II-PSSF	(c) Subpart II- MCV *									
1.) Prevention&Support Services (Family Support)		780,337									Reports of abuse/neglect	State/Res
2.) Protective Services				427,527							Reports of abuse/neglect	Statewide
3.) Crisis Intervention (Family Preservation)		780,337									Children at risk of OOH placement	State/Res
4.)Time-limited Family Reunification Services		780,337									All eligible children	State/Res
5.) Adoption Promotion & Support Services		780,337									?	State/Res
6.) For other service related activities (e.g. planning)		126,632									All eligible children	State/Res
7.) Foster care maintenance												
(a) Foster family & relative foster care	3,500,000										All eligible children	State/Res
(b) Group/inst care											All eligible children	State/Res
8.) Adoption subsidy pmts.												State
9.) Guardianship assist. Pmts	Unk						Unk	Unk	Unk	Unk	None	State
10.) Ind. Living Services					2,084,961			521,240				
11.) Education & Train Vouchers						701,109		175,277				
12.) Administrative Costs												
13.) Staff & External Partners Training	150,000											
14.) Foster Parent Recruitment & Training							33,700	135,000				

15.) Adoptive Parent Recruitment & Training							33,700	135,000				
16.) Child Care related to employment/training							0	0				
17.) Caseworker Retention, Recruitment & Training			409,992									
18.) TOTAL	150,000.00		409,992.00	427,527	2,084,961.00	701,109.00	67,400.00	966,517.00				

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

CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) : Fiscal Year 2007: October 1, 2007 through September 30, 2008

1. State or Indian Tribal Organization (ITO):CO		2. EIN:84-0664739		3. Address: 1575 Sherman St., Denver, CO 80203			
4. Submission: <input type="checkbox"/> New <input type="checkbox"/> Revision							
<i>Description of Funds</i>		<i>Estimated Expenditures</i>	<i>Actual Expenditures</i>	<i>Number served</i>		<i>Population served</i>	<i>Geographic area served</i>
				<i>Individuals</i>	<i>Families</i>		
5. Total title IV-B, subpart 1 funds		\$4,048,743	\$4,311,059				
a) Total Administrative Costs (not to exceed 10% of Federal allotment)		\$404,874	\$465,701				
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)		\$3,535,937	\$2,695,662				
a) Family Preservation Services		790,620	631,101				
b) Family Support Services		790,620	631,102				
c) Time-Limited Family Reunification Services		790,620	631,101				
d) Adoption Promotion and Support Services		790,620	\$631,102				
e) Other Service Related Activities (e.g. planning) BGy3		109,917	\$39,278				
f) Administrative Costs (FOR STATES: not to exceed 10% of total allotment after October 1, 2007)		263,640	131,958				
7. Total Monthly Caseworker Visit Funds (State only)		\$0	\$0				
a) Administrative Costs (not to exceed 10% of Federal allotment)		\$0	\$0				
8. Total Chafee Foster Care Independence Program (CFCIP) funds		\$2,120,011	\$2,395,137				
a) Indicate the amount of State's allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$	69,497				
9. Total Education and Training Voucher (ETV) funds		\$729,972	\$770,622				
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau, for the Fiscal Year ending September 30, 2007.							
<i>Signature and Title of State/Tribal Agency Official</i>		<i>Date</i>	<i>Signature and Title of Central Office Official</i>		<i>Date</i>		

APPENDIX A

Names and Titles of Stakeholders

Children's Justice Task Force Members 2009

- Kittie Arnold, MSW, CPS Consultant
- Pamela Gorden-Wakefield, Chief Deputy District Attorney, Arapahoe County Office of District Attorney
- Jill Jordan, BS, DCW
- Lori Weiser, Assistant Denver City Attorney, Denver County
- Dr. Larry Matthews, M.D. Pediatric Consultant
- Vivian Burgos, Guardian Ad Litem
- Jennifer Richardson, LPC, CAC III Parent Group Representative, Families First
- Detective Faith Stevens, Law Enforcement, Arvada Police Department
- Kim Slaughter, Director, Victim-Witness Assistance Unit, Jefferson County District Attorney's Office
- Lori Burkey, Executive Director, Colorado CASA
- Diane Waters, Rural Program Manager, Colorado CASA
- Pat Sweeney, MSW, LCSW, Administrator Douglas County
- Elizabeth Turner, JD, Deputy State Public Defender Arapahoe County Public Defender's Office
- The Honorable Anthony F. Vollack, Senior Judge Program
- The Honorable Dana Wakefield, Denver Juvenile Court
- The Honorable Jill-Ellyn Straus, 17th Judicial District Attorney's Office
- Diana Goldberg, Executive Director, Sungate, Children's Advocacy and Family Resource Center, Inc.
- Mary McGhee, Director, (Disability) Boards and Commissions, CDHS
- Jamie Gladish, Special Projects Director, Colorado Coalition Against Domestic Violence
- Shirley Mondragon, MSW, Task Force Chair, Children's Justice Act Grant, Child Protection Grant Programs Administrator, DCW
- Bev Dodds, MSW, LCSW, Children's Justice Act Grant Task Force Coordinator, DCW

State Institutional Child Abuse Review Team Members 2009

- Michael Gallegos, MSW, LCSW Program Manager, 24-hour Monitoring Unit, DCW
- Larry Matthews, MD
- Alicia Calderon, JD, Assistant Attorney General, Department of Law
- Shirley Mondragón, MSW Task Force Chair, Children's Justice Act Grant, Child Protection Grant Programs Administrator, DCW
- Karen Peregoy, MA Investigator, Attorney General's Medicaid Fraud Control Unit
- Mary Griffin, Foster Care Program Administrator, DCW
- Lawrence Marsh, Residential Treatment Center Liaison, CDHS
- Bev Dodds, MSW, LCSW, Consultant to the IART
- Kittie Arnold, MSW Executive Director, Human Services Managing

- Enterprises
- Karen Sparacino (Alternate) Child Welfare Monitoring Specialist, CDHS
- Sandra Kirby (Alternate) Child Welfare Monitoring Specialist, CDHS
- Joe Sprague, Executive Director, Center for Governmental Training and Community Learning Centers
- Cynthia Owen, Director of Quality Assurance, DYC, CDHS
- Robert Newport (Alternate) DYC, CDHS
- Patrick Sweeney, Administrator, Douglas County
- Bonnie McNulty, Executive Director, Presidio, Inc.
- Pam Neu, Residential Mental Health Liaison, Division of Behavioral Health
- Gayle Ziska Stack, Director ARD
- Berna Smith CPS Intake, Jefferson County
- Corinne Parisi, MA, CPS Intake Supervisor, El Paso County
- Sherri Powler, CPS Intake Supervisor, Denver County

Child Protection Team – Pueblo

- Diana Bellarde, Chairperson Lay Community- Minority Representative
- Jim Cardinal, Lay Community- El Pueblo Boys and Girls Ranch
- Det. Darren Cortese, Pueblo County Sheriff's Department
- Sgt. Troy Davenport, Pueblo Police Department
- Debra Eyler, 10th Judicial Court Representative
- Linda Gonzales, Pueblo School District #60
- Ed Hill, Pueblo School District #70
- Elizabeth Hoglund, Mental Health- Spanish Peaks Mental Health Center
- Patty Kester, Lay Community- Pueblo Child Advocacy Center
- Dr. Rona Knudsen, Physician Community
- Mike Mitchell, Mental Health Community-Colorado Mental Health Institute at Pueblo
- Janet Nevins, Lay Community- Foster Parent
- Lynn Procell, Pueblo City-County Health Department
- Karl Tameler, 10th Judicial Court District Attorney
- Annette Zimmer, CPS Intake Administrator, Pueblo County

CFCIP Stakeholders:

- Susan Adams, Adams County
- Brenda Redding, Adams County
- Desarai Packard, Adams County
- Michele Martinez, Alamosa County
- Christine Chauche, Arapahoe County CASA
- Diane Himut, Arapahoe County CASA
- Shawna Hayden, Arapahoe County
- Christina Pospeck, Arapahoe County
- Cornelius Garrabrant, Arapahoe County
- Nicole White, Boulder County
- Andrea Righi, Boulder County
- Vanessa Oldham-Barton, Broomfield County
- Kathy Reed, Continental Divide CASA

- Georgia Salomon, Denver County
- David Schultz, Denver County
- Ed Chambers, Denver County
- Colin Minor, Denver County
- Stacy Frost, El Paso County
- Courtney Wilson, El Paso County
- Bobbie Warren, El Paso County
- Kari Markgraf, El Paso County
- Meghan Jackson, El Paso County
- Michael Hagenau, Fremont County
- Cheri Zittler, Garfield County
- Tammy Glaeser, Glaeser Law
- Kristen Waites, Jefferson County
- Anne Powley, Jefferson County
- Jed Gilden, La Plata County
- Jill Bear, Larimer County
- Karen Sightler, Mesa County
- Kippi Clausen, Mile High United Way
- Chandra Panther, Montrose County
- Lori Pruetz, Morgan County
- Robin Thielemier, Pueblo County
- Linda Larson, Weld County
- Tamy Ingram, Weld County
- Kathie Ulmer, Weld County
- Hollie Hillman, Yuma County
- Ricardo Matthias, YES! Academy, Coordinator
- Deborah Bowers, YES! Academy, Rural (Elbert County)
- Elvis Nunez, YES! Academy, Urban (Epworth UMC)
- Troy Spang, YES! Academy, Indian/Native American Youth (Denver Indian Family Resource Center)
- Shirley Dodd, DCW
- Andrew Johnson, CDHS Supportive Housing and Homeless Program

Promoting Safe and Stable Families

- Scott Bates, Program Director, Colorado Department of Health and Environment
- Deborah Cave, President, Colorado Coalition of Adoptive Families
- Claudia Zundel, Early Childhood Mental Health Specialist CDHS, Division of Behavioral Health
- Margaret Booker, Administrator, Denver County
- Carla Knightcantsee, Program Director, Ute Mountain Ute Tribe
- Bunny Nicholson, Chief Executive Director, Nicholson and Associates
- Connie Vigil, Adoptions Program Administrator DCW
- David Carson, Assistant Director, La Gente
- Rich Batten, Family and Fatherhood Specialist, CDHS
- Alvin Simpkins, Pastor, Emmanuel Christian Center
- Jeri Spear, Field Administration, CDHS

- Dan Makelky, Manager, DCW
- Sister Michael Delores Allegri, Foster Parent, President, Colorado State Foster Parent Association

CFSR Executive Oversight Committee Membership

- Karen Ashby, Judge Second Judicial District
- Skip Barber, Executive Director Colorado Association of Children and Families
- Ember Beamon, Youth Representative
- Terencia Beauvais-Nikl, Adoptive Mother
- Bill DeLisio, Court Improvement Office Administrator, State Court Administrator's Office
- Betty Donovan, Director Gilpin County
- Barbara Drake, Director Douglas County
- Sarah Ehrlich, Staff Attorney, Office of the Child's Representative
- John Gomez, Director Division of Youth Corrections
- Rebecca Kirk-Scheu, Parent
- Robert Lowenbach, Retired Judge
- Lloyd Malone, Director DCW
- Gerald Marroney, Director, State Court Administrator's Office
- Sam Martinez, Region 8 Liaison, ACF, Children's Bureau
- Jenise May, Deputy Executive Director
- Anthony Nunez, Commissioner Pueblo County
- Michael O'Hara, Chief Judge Fourteenth Judicial District
- Stephen Patrick, Chief Judge Seventh Judicial District
- Gini Pingnot, Project Coordinator Colorado Counties Incorporated
- George Kennedy, Deputy Executive Director Children Youth and Families, CDHS
- Sister Michael Delores Allegri, Colorado State Foster Parent Association
- Judy Rodriguez, Child Welfare Manager DCW
- Roni Spaulding CFSR Coordinator, DCW
- Shirley Rhodus, Child Welfare Administrator, El Paso County
- Debra Campeau, Attorney Office of the Child's Representative
- Allen Pollack, Director Youth and Family Services Denver County
- Janet Rowland, Commissioner Mesa County
- Jean Snoddy, State Board Representative CDHS
- Charles Smith, Deputy Director Office of Behavioral Health and Housing
- Theresa Spahn, Director Office of the Child's Representative
- Gayle Ziska Stack, Director ARD
- Frank Bennett, Parent

County and Community Stakeholders Providing Feedback During the CFSP Planning Process:

- Angela Lytle, Arapahoe County
- Sue Nichols, ARD
- Maija Schiedel, El Paso County
- Linda Metzger, University of Denver
- Charlemagne Jimenez, Youth
- Veronica Cavazos, Weld County
- Leslie Wilmot, American Humane
- Melissa Maling, Boulder County
- Ellen Green, ARD
- Shirley Rhodus, El Paso County
- Mary Berg, Jefferson County
- Jeannie Berzinskis, DCW
- Sherry Heath, Mesa County
- Tray Dubray, Catholic Charities
- Doris Palmer, Catholic Charities, Family Preservation
- Carla Quinn, Arapahoe County foster-adoptive parent
- Jim Drendel, CW Director Larimer County
- Denise Suniga, Larimer County
- Bill DeLisio, State Judicial
- Connie Linn, CW Administrator Broomfield County
- Skip Barber, Colorado Association of Family and Children's Agencies
- Suzanne Dosh, Adoption Exchange
- Sherri Danz, Office of the Child's Representative,
- Chris Daniel, Supervisor, Jefferson County,
- Mary Bush, ARD,
- Jerri Spears, Field Administrator CDHS
- Frank Bennett, Colorado Council of Adoptive Families
- Aaron Weimeir, MH therapist (private)
- Sister Michael Allegri, Colorado State Foster Parents Association and foster parent
- Shari McMinn, Parent
- George Monsson, Attorney
- Rich Batten, Family and Fatherhood Specialist, CDHS

Tribal

- Carla Knightcantsee, Program Director Ute Mountain Ute Tribe
- Steve Brittain, Southern Ute Tribe