

COLORADO

**Department of Human Services
Office of Child and Family Services
Division of Child Welfare**



Child and Family Services Review Program Improvement Plan Quarterly Report

**October 1, 2004 through December 31, 2004
Submitted February, 2005**

**Program Improvement Plan
Report of Progress and Status
October-December, 2004**

This is Colorado's fifth quarterly report of progress on the State Program Improvement Plan. This report addresses the points made by the Regional Office in their letter dated 12/21/04, shows progress in the PIP matrix and provides specific addendums to provide detailed information.

Items Rolled Off the PIP

As Colorado entered its second year their Program Improvement Plan, certain items have been completed and several areas of concern have been identified. Following recommendations from the Regional Office, the completed items have been rolled off the PIP. Although these items are rolled off the PIP, the State will continue to monitor progress on the following items for the Annual Progress Services Report.

- Item 1 – Timeliness of initiating investigation: Colorado has exceeded the PIP goal, face-to-face contact with the Child in 85% of the cases for four consecutive quarters. Rules requiring face-to-face contact were effective in January 2005.
- Item 13 – Visits with parents and siblings in Care: Colorado has exceeded the PIP goal of 94% of visitation plans address permanency goal and are sufficient frequency with each parent for four consecutive quarters. Statewide core training continues to address this area.
- Item 17 – Needs and services of child , parents and foster parents:– Colorado has exceeded the PIP goal of 95% for the child, 95% for the mother and 89% for the father in the last quarters. Statewide core training continues to address these areas. The Child Welfare Consultants continue on contract and are being utilized effectively by county departments to better serve each member of the family. Data shows an increased use of the Colorado Assessment Continuum. Pilots for the substance abuse protocol have been established.
- Item 18 – Child and family involvement in case planning: – Colorado has exceeded the PIP goal of 97% for three consecutive quarters. As Colorado expands the number of counties practicing Family-to-Family strategies, it is believed that child and family involvement will continue to show positive outcomes.
- Item 23 – Mental health of the child: Colorado has exceeded the PIP goal of 84% for four quarters. Statewide core training continues to address this area and the State continues to make available county consultation regarding the mental health needs of children involved with social services.
(There was a typographical error in the letter dated December 21, 2004, from the regional office, indicating that Item 20 was completed, but the description was directed at Item 23.)
- National Standard of Abuse in Foster Care: The Regional Office states that Colorado has met the National Standard for the incidence of child abuse or neglect in foster care for two consecutive quarters. However, based upon the quarterly reports, this does not seem to be the case and Colorado will continue its strategies to address this area.

Re-negotiated Items

The Regional Office has approved the following new baselines:

- Item 3- Services to family to protect children in home and prevent removal: The new goal is “88% of Family Services Plans will contain a description of specific services that protect children in their homes and prevent removal.
- Item 9 – Adoption: The Administrative Review Division has established a baseline that 77% of children legally free for adoption have an adoptive home identified. The goal to be achieved by October 2005 will be 81%.
- Item 19 – Worker visits with child: The new goal is 90% of monthly visits with children in child protection cases will be face to face.

PIP Challenges

- As was mentioned above, the State continues to see abuse in foster care is an issue that needs to be addressed. A workgroup will be convened to identify issues and new strategies to address those issues.
- Stability of foster care continues to be an issue, particularly with regard to children experiencing moves that are not in line with their case plans. Although not part of the PIP, the number of moves children experience within their first 12 months is also being addressed. It is believed that as more team decision-making staffings are done, these two areas will improve.
- Diligent search workgroup developed “County Best Practice Protocol” regarding diligent search. This was shared with all Child Protection Intake Supervisors. Child Welfare is currently collaborating with Child Support Enforcement staff to assess feasibility of piloting South Carolina automated noncustodial parent search model in Colorado
- With regard to Preserving connections, the National Resource Center for Family Centered Practice is currently providing consultation and training throughout Colorado to address this as well as visitation issues.
- The new rule requiring monthly face-to-face contact went into effect in January, 2005. It is expected compliance with this rule will increase.
- The timeliness of obtaining health assessments for children in foster care and provision of regular health care continues to fall below the anticipated goal. A big issue is the provision of dental services and finding dentists that accept Medicaid. Most of the strategies to address this item have been completed and the state continues to be out of compliance. Over this quarter, new strategies will be developed.
- In order to address Permanency Hearings of youth in the Youth Corrections System, the State continues to be out of compliance. Several discussions have occurred regarding this issue and all have encountered barriers. Child Welfare Management will continue to look at alternative plans to address this.

Regional Office Requests

- An analysis of Family to Family Outcomes (See addendum 5, page 50)
- Information regarding the Administrative Review Process (See addendum 1, page 28)

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Program Improvement Plan
Quarterly Report**

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Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
Outcomes S1 Children are first and foremost protected from abuse and neglect									
Incidence of Child Abuse and/or Neglect in Foster Care (Statewide data indicator relating to Item 2)	.57% or less of children in foster care will experience abuse or neglect- Baseline .73%.		Rate for abuse or neglect in foster care will decrease to .61%	Aug, 2004		Oct, 2005	Sept., 2004 .44%. First quarter the goal has been achieved.		Addendum 3 provides information about a new activity to address the abuse in foster care issue. Page 46
		1. The 24-hour monitoring team will continue to provide over-sight and technical assistance to facilities that are determined to be at risk or where there has been an allegation of child abuse/neglect in order to correct situations that put children at risk and to increase the level of quality of care. a. receive referrals b. conduct site visits c. document findings and provide to county department and state staff. d. provide oversight and technical assistance	1. Completion of assessment, oversight and t/a to facility	1.Ongoing	December, 2003			This report is submitted every other quarter and will be submitted next quarter.	
		2. Statewide training will be provided for county staff and child placement agency staff on Confirming Safe Environment (assessing safety of the foster home prior to and during placement).	2a Training started 2b. Training completed		2a Aug, 2003	2b. June, 2004			An additional CSE training is scheduled for March, 2005.
		3. Statewide foster parent training curriculum (Core and Advanced) will provide information and suggestions	3a. Review and revision 3b. Deliver training.	3a. Sep, 2003 and ongoing 3b. Dec. 2003	3a Sep, 2003 3b Dec. 2003 3c. April 2004 and ongoing	3a Sep 2003 3b Dec 2003 3c. April 2004 and	3a Sep.. 2003 3b Dec. 2003 3c. April		See attached Training Report (Addendum 2 page 33) for January through December , 2004.

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		to ensure that needs and behaviors of special needs children are addressed to prevent inappropriate or abusive treatment. a. Review and revise curriculum. b. Begin delivery of revised curricula. c. Assess training effectiveness via evaluation.	3c. Evaluation	3c. April 2004 and ongoing		ongoing	2004 and ongoing		
		4. Foster Family Assessment training will be provided to county and CPA staff to improve their ability to assess and certify appropriate foster homes.	4a. Training started. 4b. Training completed		4a. Aug, 2003	4a. Oct, 2004		4a. Training completed Additional FFA training from ACTION is scheduled for 2/22//05	Addendum 4 provides an update on the SAFE pilots. Page 47
Outcome S2 Children are safely maintained in their homes whenever possible and appropriate									
Item 3: Services to family to protect child(ren) and prevent removal.	95% of Family Services Plans (FSP) contain a description of specific services that address the needs of the child(ren). Baseline 95% New Goal – 88% New Baseline 83.9% (Approved 1/05)		Maintenance of 95% statewide compliance	Jan, 2004		Oct, 2005		This is the second consecutive quarter that this measure has achieved the goal.	
		1. In order to insure that appropriate services are provided, County Department's will conduct	1a .Counties notified. 1b. T/A started and	1a April 2003		1b June 2003	1a. April, 2003 1b. TA is	Trails continues to show increased use	

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		<p>reliable assessments of families open to child welfare to provide them an appropriate array of prevention, support and Core services to protect children in their own homes and prevent removal</p> <p>a. Counties have been notified that the use of the Colorado Assessment Continuum (CAC) is now required in Trails.</p> <p>b. State will provide technical assistance to counties on the use of the CAC upon request.</p>	ongoing			2004	scheduled for 2005.	of the CAC	
		<p>2. Use of Team Decision Making (TDM) to consider removal decisions will be expanded beyond Denver and El Paso Counties</p> <p>a. Present Family to Family strategies (including use of TDM) to Metro Child Welfare Administrators and County Directors</p> <p>b. Conduct statewide forum to provide information regarding implementation and support for Family to Family strategies</p> <p>c. Additional counties self-select to implement these strategies (Projected: three additional counties)</p> <p>d. The State will provide technical assistance and support to counties as they implement TDM for this purpose.</p>	<p>2a. Presentations made.</p> <p>2b. Forum conducted.</p> <p>2c Counties self-selected.</p> <p>2d. T/A started and ongoing.</p>	<p>2c. March, 2004</p> <p>2d March 2004</p>	<p>2a Aug, 2003</p> <p>2b. Oct, 2003</p>	<p>2c. June, 2004</p> <p>2d. Dec, 2004</p>	<p>2a Aug, 2003</p> <p>2b Aug, 2003</p> <p>2c Mar, 2004</p> <p>2d Mar, 2004 and ongoing</p>		See Family to Family Outcomes Data sheet (addendum 5, page 50).

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Item 4: Risk of harm to child(ren)	75% of Safety plans will address the issues identified in the safety assessment Baseline 71%.		Statewide county data will indicate that attainment of goal at 73%	Aug, 2004		Oct, 2005	Dec., 2004 – 81.7%	This is the second consecutive quarter that this measure has achieved the goal.	
		Core Caseworker Statewide training will provide training on how to incorporate the Safety Assessment into a Safety Plan. a. Review and revise curriculum. b. Deliver revised curriculum. c. Assess training effectiveness via evaluation and/or supervisor surveys.	a. Review and revision. b. Deliver training. c. Evaluation	c. Jan, 2004 and ongoing	a. July, 2003 b. Sept, 2003 & ongoing c. Jan, 2004 and ongoing	a Jul 2003 b Sept 2003 c. Jan, 2004 and ongoing	a Jul. 2003 b Sept. 2003 c. Jan, 2004 and ongoing		See attached Training Report (Addendum 2) for January through December , 2004. Page 33, .
Outcome P1: Children have permanency and stability in their living situations									
Item 5: Foster care re-entries	No more than 17% of children will experience re-entry into foster care within a 12-month period Baseline was 19.3%.		Re-entry rate will decrease to 18%	Aug, 2004		Dec, 2005	Sept., 2004 - 15.84%	This is the fourth consecutive quarter that this measure has achieved the goal.	
		1. Post re-unification services will be available for families statewide: a. County departments submit Core Services and PSSF plans that address the post-reunification needs of a	1. Plans submitted and reviewed	1. Dec 2003	1. PSSF plans were submitted, reviewed and implementation beginning in October 2003	1. June, 2004	1. June, 2004 All plans have been approved and are being implemented.	Completed	PSSF end of year statistics (10/01/03 – 09/30/04) indicate that 819 of 1,384 (59.2%) children planning to return home were reunited with their families. 859 children, representing

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		family.							roughly 15% of annual discharges, were provided post-reunification services by PSSF. 830 of these (96.6%) remained in their homes at the end of the grant year.
		<p>2. Family to Family practice of Team Decision Making (TDM) will occur in Denver and El Paso Counties.</p> <p>a. Denver and El Paso counties expand the use of TDM to include delivering a TDM meeting prior to return of a child home. These TDMS will address post-reunification needs of the family. The current staff in these county TDM units will manage this expansion</p> <p>b. Additional counties will be identified to deliver TDM meetings when a child returns home (refer to Item 3 Action steps for a description of this process.</p> <p>c. The state will provide technical support to the additional counties and the counties will implement TDM.</p>	<p>2. TDM will be completed in 75% of the cases where a child returns home.</p> <p>2b. Solicit county participation.</p> <p>2c. T/A started & ongoing</p>	<p>2. Dec, 2004</p> <p>2a. Dec, 2003</p> <p>2b March 2004</p> <p>2c March 2004</p>		<p>2a June, 2004</p> <p>2b. June, 2004</p> <p>2c. Dec, 2004</p>		<p>2b. Four additional counties have requested T.A. to implement a Family to Family model.</p> <p>2c. TDM training for these counties to occurred in August, 2004.</p>	See Family to Family Outcomes Data sheet (addendum 5, page 50).
		<p>3. NCFAS-R's two validated reunification domains will be increasingly used in counties to assist with determining when it is safe/appropriate to return children/youth home</p> <p>a. use of NCFAS-R will be expanded beyond the three pilot counties (Denver, Mesa, and Morgan) to assist</p>	<p>3a. Additional counties identified</p>	<p>3a. Jan, 2004</p>	<p>3a. June, 2004</p>		<p>Training completed and on-going</p>		See Addendum 7, page 55 The attached Gain Score report for October - December 2004 shows gain scores for the most recent county entries regarding use of NCFAS. Increased effective use of the NCFAS in Colorado is supported by these reports.

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		2. Recruitment and retention of foster parents will be community- based to better meet the needs of children in their neighborhood home environment. a. Family to Family Counties will develop and implement community recruitment strategies. b. Strategies will be documented and shared with other counties.	2b. Report documenting strategies produced and distributed.	2b. June, 2004					Information has been shared in the Family to Family training and technical assistance for additional F2F counties.
		3. Partner with CO State Foster Parent Association (CSFPA) to provide mentoring and supportive services to foster families to minimize the likelihood of placement disruption. a. Inform foster parents of process for requesting a mentor. b. Develop survey to distribute to sample of foster parents to determine adequacy/quality of services. c. Analyze data and provide feedback. d. Identify specific service needs and work with FPA and counties to locate resources/services	3a. Info. to foster parents. 3b. Survey distributed. 3c. Analysis and feedback	3a Dec, 2003 3b. Oct, 2003 3c Feb, 2004	3b Oct, 2003	3a. Dec, 2003 3b.Oct., 2003 3d. Dec, 2004		Due to analytical glitches in the survey that was distributed, completed and returned, this has been delayed.	Two surveys from two different CDHS divisions will be compared and an analysis will be done. This will be reported in the 6 th quarterly report.
		4. Denver and El Paso Counties will decrease the use of congregate care for children and increase the use of family kinship and family foster homes. a. Counties will utilize TDM practices and safety planning.			4a. Jan, 2003	4. Dec, 2003			See Family to Family Outcomes Data sheet (addendum 5, page 50).

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		b. Child Welfare will provide t/a and support around TDM.							
		5. Best practices for recruitment, retention and support for placement stability that were identified in the 14 county foster care review will be shared statewide. a. Information shared at statewide conferences and meetings of county directors. b. Information will be posted on the Child Welfare Website c. Bi-monthly foster care coordinator meeting will highlight best practices and identify barriers to implementation.	5a. Presentations made. 5b. Web posting. 5c. FC Coord. Mtg.		5a June, 2003 5b Oct, 2003 5c Oct, 2003			Completed	
Item 7: Permanency goal for Child	1. 96% of children in foster care will have an appropriate permanency goal. Baseline 95%. 2. 50% of children in foster care will have a permanency goal established in a timely manner Baseline 14%.		1. Baseline is maintained. 2. 30% of children in care will have timely permanency goal.	1. Aug, 2004 2. Aug., 2004		1. Oct, 2005 2. Oct., 2005	1. Dec., 2004 – 97.7% 2. Sept., 2004 54% of	1. This is the third consecutive quarter that this measure has achieved the goal 2. This is the first quarter that this measure has achieved the goal.	
		1. Ensure that Statewide Core Caseworker training includes the need to establish an appropriate permanency goal in	1a. Review and revise 1b. Deliver training 1c. Evaluation	1b. Dec, 2003 and ongoing 1c. April	1a review Sept, 2003 1a revise. Dec, 2003	1b. Jan, 2004 and ongoing	1a review Sept, 2003 1a revise. Dec, 2003		See attached Training Report (Addendum 2) for January through December , 2004. Page 33, .

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		a timely manner and to consider use of concurrent planning when appropriate. a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey.		2004 and ongoing					
		2. Judges and magistrates will participate in "Stepping Up To Juvenile Court" – a training on the proper handling of Dependency and Neglect cases (including the timeliness of permanency determination)	2a. Begin training 2b Training completed	2a. Feb, 2004		2b. Oct, 2005		Currently gathering information regarding this activity.	
		3. Agency letter will be sent to reinforce timelines for establishing permanency goal.	3. Ltr. sent	3. Nov, 2003	3. Nov, 2003.			Completed	
Item 9: Adoption		1. Statewide Caseworker Core and ongoing training on adoption issues/practice will emphasize timelines and efforts to find adoptive homes for all children with a goal of adoption. a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey.	1a Review and revise 1b. Deliver training 1c. Evaluation	1b. Dec, 2003 & ongoing 1c. April 2004 & ongoing	1a Sept, 2003 1b. Dec, 2003		1a Sept, 2003 1b. Dec, 2003		See attached Training Report (Addendum 2) for January through December , 2004. Page 33, .
		2. Adoptive families will be informed on the process for negotiation of subsidies a. Handouts and website links regarding the negotiation of subsidies will be provided to adoptive families	2a. Handouts and website info will be developed.	2a. Jan, 2004		2a June, 2004		Completed	CDHS has enhanced its recruitment and retention website www.changealifeforever.org . CDHS presented on Negotiate ting Adoption Subsidies at the Colorado State Foster Parent Association Conference
		3. Adoption caseworkers will	3a. Training and	3a. Jan., 2004		3b Dec, 2004		Completed	The Department utilized the

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		be trained on resolving challenging issues including; working with children refusing adoption and children being labeled as "unadoptable." a. State child welfare will request technical assistance/training from National Resource Center or AdoptUSKids. b. State will work in partnership with above-listed entities to provide training on working with children refusing adoption.	t.a. request approved. 3b. Training started and completed.	3b. June, 2004					technical assistance and training from AdoptUSKids to identify methods of working more effectively with Hispanic/Latino families and their communities. As a result of the TA Colorado translated the single assessment and foster care policy and procedures into Spanish. This information was disseminated to all county departments.
		4. ARD will establish a measure to determine effectiveness of county adoption efforts. a. Review questions will be added to Q/A instruments. b. Baseline will be established. c. Goal will be negotiated with RO (Approved 1/05)	4a. Instrument modified. 4b. Baseline set 4c. Goal approval by RO.	4a. Jan, 2004 4b. May, 2004 4c. June, 2004	4a Jan, 2004 4b May, 2004 Baseline 76% Benchmark 78% Goal 81%	Oct. 2005		Dec, 2004, 78.2% . This is the first quarter that this measure has achieved the benchmark.	
Item 10: Permanency goal of other planned permanent living arrangement.	1. 18% of cases will have OPPLA as a permanency goal Baseline 22%. 2. 93% of the IL cases will reflect diligent efforts to prepare youth for emancipation Baseline 89%.		1. 20% of cases will have OPPLA as a permanency goal. 2. ARD report will indicate achievement of benchmark at 91%	Aug, 2004 Aug., 2004		Oct, 2005 October, 2005	Sept., 2004 - 16.5%	1. This is the fourth consecutive quarter that the measure has achieved the goal. 2. Dec. 2004 88.8%. Measure falls below the benchmark.	
		1. State staff will form a				1. Sept, 2004			See Addendum 6 page 51 for

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		<p>cross-system Child Welfare Child Placement Advisory workgroup to assist in gaining insight into current practices regarding permanency with children/youth.</p> <p>a. Cross System workgroup will review AFCARS Data and the use of and the processes that counties follow before use of OPPLA.</p> <p>b. If needed, Focus groups will be held statewide to gain information on barriers in securing permanency, barriers in maintaining permanency, the role of termination of parental rights in permanency, policy issues which create barriers and practice issues which create barriers.</p> <p>c. State policies that have been identified as barriers will be reviewed and if possible revised to meet the outcome of maintaining permanency</p> <p>d. T.A. that focuses on preparing children and youth for permanency and adoption will be provided to state and county staff (especially focusing on those Counties with high use of OPPLA goals or high numbers of children/youth awaiting adoption)</p> <p>e. A written document outlining the CDHS policy regarding permanency and the use of OPPLA, barriers</p>	<p>1a. Review completed</p> <p>1b. Focus groups held. (if needed)</p> <p>1c. State policy review.</p> <p>1d. Training provided</p> <p>1e. Doc produced and distributed. If appropriate, policy change initiated</p>	<p>1a. Dec, 2003</p> <p>1b. Feb, 2004</p> <p>1c. March, 2004</p> <p>1d June, 2004</p> <p>1e. July, 2004</p>		Oct, 2003 & ongoing	<p>1a. June, 2004</p> <p>1d May 2004</p>	<p>1d. A "Train the Trainer" 4-day training was provided for county, provider and community. The participants, in their respective communities are now providing this training.</p>	<p>report from the multi-agency group proposing recommendations to the State Director of Child Welfare to address issues regarding diligent search, adolescent permanency, and OPPLA.</p>

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		to achieving permanency and revisions made to state policy that creates barriers to permanency will be drafted and distributed to state, county and local agencies							
		2. Best practices learned from Adolescent Connections Project for establishing life-long connections for youth in care will be shared statewide a. Information shared at statewide conferences and meetings b. Information will be posted on Child Welfare Website	2a. Presentations made. 2b. Website posting.	2a. March, 2004 2b March, 2004	2a. March, 2004 2.b March, 2004			Completed	
		3. Diligent search will be improved to better connect youth with paternal side of their family a. State/county workgroup formed. b. Request for funding for training. c. Design and delivery of video/teleconference statewide training.	3a. Workgroup formed. 3b Funding requested 3c Training developed and provided	3c June, 2004	3a. Sept, 2003 3b. July, 2003		3b July, 2003	Completed	
		4. In order to make diligent efforts to prepare youth for emancipation, a. Review the county on-site review reports from ARD to ascertain that cases are compliant in the following areas: 1) Does FSP contain adequate IL Plan 2) Are IL services being provided sufficient to address youth's IL needs?	4a. Review of reports	4a June, 2004	4a. Oct, 2003		4a Oct., 2003 and ongoing		See attached Report on Diligent Efforts to Prepare Youth for Emancipation. Addendum 8, page 58. .

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		3) Are there indications that the youth has been involved in IL planning? b. State staff will provide TA to county departments found not in compliance. c. State staff will participate in ARD quarterly forum to discuss data and implications	4b. T/A provided as needed 4c. Quarterly review in county	4b. June, 2004 4c Beginning June, 2004					
Outcome P2: The continuity of family relationships and connections is preserved for children.									
Item 14: Preserving connections	96% of case records address maintaining familial and cultural connections Baseline 95%.		Maintain baseline	Aug, 2004		Oct, 2005	Dec., 2004 – 93%	This measures continues to fall below the baseline.	TA has been scheduled and will be reported next quarter.
		1. Family Service Plans, as well as services delivered, will take into account the child's cultural and family connections a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change.	1a. rule change approved. 1b. agency letter distributed.	1a. Dec, 2003 1b. Jan, 2004		1.a Jan, 2004 1b. Jan, 2004	Completed		ARD reviews to the community and cultural connections that are considered when providing services for children and families.
		2. Statewide Caseworker Core and ongoing training will emphasize the importance of maintaining connections in all areas such as neighborhood, community, faith, family, friends, school, and sports activities a. Review and revise curricula	2a. Review and revision. 2b. Training delivered. 2c Evaluation	2a. Dec, 2003 2b. Feb, 2004 & ongoing 2c. June, 2004 & ongoing	2b. Jan, 2004	2a. Dec, 2003		Data is currently unavailable. This will be provided in the 4 th quarterly report.	See attached Training Report (Addendum 2) for January through December , 2004. Page 33, .

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		b. Begin delivery of curricula c. Assess training effectiveness via evaluation and/or supervisor survey.							
Item 16: Relationship of child in care with parents	Refer to Goals for Items 13 and 17 as measures for this outcome. Item 13 goal addresses visitation and relationship with child in care and parents Item 17 address services and support to enhance relationship of child in care with parents.	1. State CPS expert consultants will provide case-specific technical assistance regarding visitation and family contact issues a. A document regarding consultant availability will be developed and sent to counties via a mass e-mail list of county staff. b. Document will be sent to e-mail list quarterly as a reminder of consultant availability. c. County use of consultants will be monitored. d. Outcomes and satisfaction results will be shared with counties.	1a. Doc and list completed. 1b. Mailing sent. 1c 1d	1b Dec, 2003 1c-d Jan, 2004 and ongoing	1a Sept, 2003 1b.	1a. Jan, 2004	1a. Sept 2003	Completed and ongoing	The use of CPS Expert Consultants continues to grow. Several of the consultants were used during this past quarter to assist with the development of the new curriculum on effective use of visitation to support reunification that is being used in the visitation training.
		2. Joint training will be provided for judges and child welfare staff to increase understanding children's developmental needs regarding visitation	2a. Curriculum developed 2b. Trainings started 2c Training completed	2a Oct, 2004 2b Oct, 2004 2c Oct 2005		2c Oct 2005		Currently gathering information regarding this activity.	
		3. Caseworkers will be trained on the visitation rights of fathers. a. Coordinate efforts with Office of Self Sufficiency to provide training. b. Develop a training	3a. CW and CSE team formed. 3b. Outline completed. 3c. Training begins. 3d Proposal	3a. Dec, 2003 3b. March, 2004 3c. June, 2004 3d Nov, 2003	3a. Dec, 2003 3d. Proposal submitted through CSE,				Convened day-long Fatherhood Stakeholder's Summit that provided a training and networking forum for nearly 60 participants representing 31 different state, county and

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		outline. c. Begin training delivery d. Prepare training proposal to continue training beyond June, 2004	completed.		11/03				community agencies. Training topics included a framework to guide research thinking in child welfare and fatherhood in Colorado, coordinating services across agencies, and how to make your organization father friendly. Established linkage with the Fatherhood Coalition of Metro Denver that is developing a fatherhood practitioners certification program at a local community college. Holds potential as training resource for caseworkers. With assistance from the Annie E. Casey Foundation, secured Neil Tift, Director of Training for the National Practitioners Network for Fathers and Families, to present workshop at the annual Child Welfare-TANF Conference in May, 2005.
Outcome WB!: Families have enhanced capacity to provide for their children's needs.									
Item 19: Worker visits with child.	95% of monthly visits with the child will be face to face. Baseline 92% New Goal – 90% New Baseline 86.1% (Approved 1/05)		94% of visits with the child will be face to face. New Benchmark 88%	Aug, 2004 Dec. 2004		Oct, 2005	Dec., 2004 84.9%	This measure is 1.2% below the new baseline.	.
		1. Volume 7 rule change that requires agency staff to have						Completed	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		monthly face-to-face contact with the child in his/her home or in placement. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule	1a. Rule approved. 1b. Agency letter sent.	1a. March, 2004 1b. April, 2004					
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O.		2. July, 2004				Completed	
		3. Statewide Caseworker Core Training will emphasize the purpose of visitation and effective strategies for workers to use in conducting visits with children. a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey.	1a. Review and revision 1b. Training delivered 1c. Evaluation	3a. Dec, 2003 3b. April, 2004 & ongoing 3c. June, 2004 & ongoing		3a March 2004 3b. May, 2004 & ongoing 3c. July, 2004 & ongoing			See attached Training Report (Addendum 2) for January through December , 2004. Page 33 .
		4. State Child Welfare has added a new CPS Consultant to be available on case-specific situations to support increased effective communication and engagement with children and their parents. a. Information sent to counties regarding availability of consultant and process for requesting use of consultant. b. Monitor use of consultant by counties. c. Outcomes from consultant will be	4a. Reminder sent to Counties. 4b. Ongoing 4c/d Outcomes and satisfaction info sent to Counties	4a. Sept, 2003 4c/d Jan, 2004		4. June, 2005			The use of CPS Expert Consultants continues to grow as supported by the inquiries received about how to engage the consultants for consultation, billings submitted by the consultants and the positive evaluations by county staff..

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
		documented and advertised for counties. d. Counties will be kept informed of satisfaction rates of use of consultant.							
Item 20: Worker visits with parent(s)	72% of the time, caseworker will meet face to face at least every other month with parent or guardian to whom the child will return. Baseline 68%		Statewide county data will indicate achievement of benchmark at 70%	Aug. 2004		Oct, 2005	Dec. 2004 – 85.6%%	This is the fifth consecutive quarter that this measure has achieved the goal. Completed	
		1. Volume 7 rule change that requires face-to-face contact by agency staff at least every other month with parents or guardian to whom child will return. Include expectations if the child is not to return to the parents or guardian. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change.	1a. Rule approved. 1b. Agency letter sent.	1a. March, 2004 1b. April, 2004				Completed	
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O.		2. July, 2004				Completed	
Outcome WB3: Children receive adequate services to meet their physical and mental health needs									

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <i>Projected</i>	Date of Goal Achievement <i>Actual</i>	Barriers Or Discussion	Other PIP Related Activities
Item 22: Physical health of child	<p>1. 86% of initial health assessments of children in foster care are done in a timely manner. Baseline 82%</p> <p>2. 94% of children in foster care will have health needs identified and services provided Baseline 90%</p>		<p>1. 84% of initial health assessments will be done in a timely manner.</p> <p>2. 94% of children in foster care will have health needs identified and services provided Baseline 90%</p>	Aug, 2004	2. Mar., 2004 - 92.2%	Oct, 2005	<p>Dec., 2004 80%</p> <p>2. Dec., 2004 90.2%</p>	<p>1 The quarterly measure for this item continues to be below the baseline of 82%.</p> <p>2. This item remains below the benchmark.</p>	
		<p>1. Statewide Core Training for foster parents will emphasize the importance of scheduling the child's health assessment and dental examination in a timely manner and documenting the dates which these occurred. .</p> <p>a. Review and revise curricula as needed</p> <p>b. Begin delivery of revised curricula</p> <p>c. Assess training effectiveness via evaluation and/or supervisor survey.</p>	<p>1a. Review and revision.</p> <p>1b. Training delivered</p> <p>1c. Evaluation</p>	<p>1b. Dec, 2003 & ongoing</p> <p>1c. April 2004 & ongoing</p>	<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		<p>See attached Training Report (Addendum 2) for January through December , 2004. Page 33, .</p>
		<p>2. State staff will develop an Agency Letter to encourage the use of an assessment continuum, reiterate the requirements regarding the initial health assessment, and timelines for on-going health and dental examinations.</p>	<p>2. Agency letter sent.</p>	2. Nov, 2003	Nov, 2003		Nov, 2003	Completed	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		3. As a basis for information required in the child's case record, a state/county work group has been formed to revise the "Health Passport" to make it easier to use and understand a. Health Passport will be reviewed and revised. b. Passport will be sent to all counties	3a. Passport revised. 3b. Passport sent to all counties.	3a. Dec, 2003 3b. Mar, 2004	Passport revised Passport sent to counties		Nov, 2003 Dec, 2003	Completed	
		4. Counties will receive current information on community health resources. Child Welfare, in conjunction with Health Care Policy and Finance, will work with community resources to make available to counties a list of EPSDT sites, community health agencies, and other options available to children in need of health care. a. List compiled. b. List distributed to all counties.	4a. List compiled 4b. List sent to counties	4a. Oct 2004 4b. Nov, 2004				To be reported next quarter	EPSDT information is still being compiled.
		5. ARD will develop a baseline of the number of children receiving in-home services who have medical needs identified in Assessment, Safety Plan, or Family Service Plan that are having their physical needs addressed through identified services. a. Review questions will be added to Q/A instrument b. Baseline will be established c. Goal will be negotiated with RO	5a. Instrument modified. 5b. Baseline established 5c. Goal approval by RO	5a. Jan, 2004 5b. May, 2004 5c. June, 2004				Proposed baseline for children in home having their medical needs addressed – 96%.	ARD began reviewing to whether medical needs were identified and addressed for all cases, in January 2004. With the small numbers, 96.8% of the time this was happening.. As of 9/30, 96.5% of the time, children in home have had their medical needs addressed. As on 12/31/04, 97.1% of the time, children in home have had their medical needs addressed.

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
Systemic Factor 2: Case Review System									
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.		Refer to Item 18 to address action steps, methods of measurement, benchmarks and dates of achievement for this item.							
Item 27: Provides a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	88% of the 12-month permanency hearings are held in a timely manner. Baseline 84%		86% of the 12 month permanency hearings are held in a timely manner	Aug, 2004		Oct, 2005	Sept, 2004 – 87.7%	This quarter the measure fell below the goal, but maintained above the benchmark.	
		1. Caseworker Core and ongoing training will emphasize the timeframes of permanency planning and the Dependency and Neglect Court processes. a. Review and revise curriculum b. Deliver revised curriculum c. Assess training effectiveness via evaluation and/or supervisor survey.	1a. Review and revision 1b. Training delivered. 1c. Evaluation	1b. Nov, 2003 & ongoing 1c. March 2004 & ongoing	1a. Aug, 2003 1b. Nov, 2003		1a. Aug, 2003 1b. Nov, 2003		See attached Training Report (Addendum 2) for January through December, 2004. Page 33, .
		2. Judicial officers around the state will be trained regarding appropriate handling of the D&N cases (including	2a. CD Rom produced and disseminated. 2b. Video viewing.	2a. April, 2004 2b. Dec 2004				Currently gathering information regarding this	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		timeframes, termination, appropriate development of treatment plans) a. Court Improvement will produce an interactive CD ROM presentation for dissemination to Court facilitators. b. This CD will be viewed under the guidance of the Court Facilitators in each judicial district						activity.	
		3. DYC youth will have a permanency hearing in a qualified court or administrative body no later than 12 months from the date the youth entered foster care a. Waiver submitted and denied b. Reconvene stakeholder group to outline options. c. Submit request for 04 legislation to legislative liaison d. Survey Judicial for workload and fiscal impact. e. Executive director provided information and makes decision on option to pursue f. Paper submitted to Fed Office for approval. g. Legislative change. h. Rule change i. Compliance with Fed requirement of separation.	3b. Workgroup will form and begin meeting. 3c. Request submitted 3d. Survey sent 3e Option chosen 3f Paper submitted/approved 3g. Legislative change 3h Rule change 3i Move of ARD or PH Function 3h. Move of ARD division or PH function.	3b. July, 2003 3c. July 2003 3e. Nov 2003 3f. Nov 2003 3g June 2004 3h June 2005 3i. Oct 2005	3a. May, 2003 3b. Aug 2003 3c. July 2003 3d. Aug. 2003				See opening narrative under PIP Challenges, bullet 7
Item 28: Provides a process for termination of parental rights proceedings in accordance with the	75% of children who have been in FC 15/22 will either have a TPR filed or compelling		50% of children who have been in FC 15/22 will either have a TPR filed or compelling	Aug, 2004	Sept, . 2004 – 62.1%	Dec., 2005	Dec. 2004 81.4%	This is the first quarter that this item has achieved the goal.	

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <u>Projected</u>	<u>Benchmarks</u> Dates of Achievement Goals <u>Actual</u>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
provisions of the Adoption and Safe Families Act.	reasons documented. Baseline 25%		reasons documented.						
		1. Data entry requiring TPR according to ASFA guidelines is incomplete. a. CW will request a Trails revision to require entry of TPR-related fields. b. Required Fields Document will be amended to incorporate changes. c. Counties will be advised of requirements change. d. ARD will revise oversight process to address this issue	1a.Request made 1b. Doc. amended 1c. Counties advised 1d ARD monitoring	1a. Jan, 2004 1b Jan, 2004 1c.Feb, 2004 1d. Jan 2004 and ongoing			Completed		
		2.. Refer to Action Step 1 in Item 10							
		3. Refer to Action Step 2 in Item 27							
		4. Project Uplift will coordinate with the Court Improvement Project to change the Supreme Court Rule for Procedural Timeframes for Dependency and Neglect cases being heard for appeal. a. Language for proposed change will be written b. Meeting with Court of Appeals c. Statewide symposium to present rule change d. Present rule change to Appellate Rules Committee e. Incorporate public comment f. Supreme Ct. Approval	4a. Language written 4b. Mt. with Appeals Ct. 4c.Symposium 4d. Rules to committee 4e. Public comment 4f Approval	4c. Feb, 2004 4d. April, 2004 4e. April, 2004 4f. May, 2004	4a. July, 2003 4b July, 2003	4a. February 2004 (Language for the rule change cannot be completed until the symposium has occurred. It is there that stakeholder investment will be developed	4b. Frequent contact throughout the development of the symposia maintained with the Chief Judge at the COA. Physical meeting occurred December 15, 2003		The Procedure has gone to the appellate rules committee and has gone to comment. Supreme Court approval is still to come.

Addendum 1

ADMINISTRATIVE REVIEW SCHEDULES

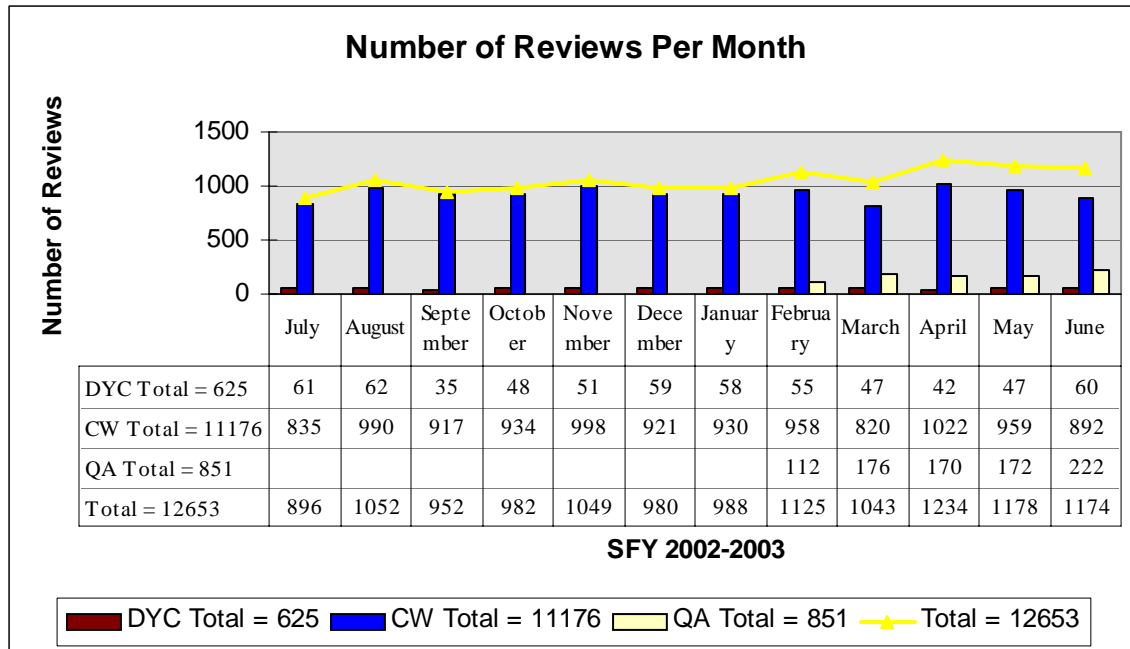
2003

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	Larimer	El Paso	Adams	Mesa	Denver
	Arapahoe	Weld	Jefferson	Boulder	Pueblo
		Moffat	Eagle	Fremont	La Plata
		Broomfield	Rio Grande	Grand	Yuma
				Morgan	Montezuma
					Douglas

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Alamosa	Weld	El Paso	Adams		Denver
Prowers	Arapahoe	Larimer	Jefferson	Boulder	Pueblo
Las Animas	Lincoln		Teller		
Logan		Garfield	Otero		
Washington		Routt	Huerfano		
			Montrose		
			Delta		
			Mesa		

Counties not listed:

Archuleta	Baca	Bent	Chaffee	Cheyenne	Clear Creek	
Conejos	Costilla	Crowley	Custer	Dolores	Elbert	Gilpin Gunnison/Hinsdale
Jackson	Kiowa	Kit Carson	Lake	Ouray	Park	Phillips Pitkin
Mineral	Saguache	San Juan	San Miguel	Sedgwick	Summit	



Administrative Review Division 2004 Quality Assurance Review Schedule

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	Arapahoe – 90 Mary- 11 th Caire, Ellen- 11, 12, 13 Marc- 12, 13 Roy, Dave, Jan, Charles, Andy- 13 th	El Paso – 99 Steve, Shirley, Ellen, Charles, Jan, Roy – 2 days 11 th and 12 th	Adams -97 Mary, Ellen – 29; Stephen, Angie, Kristy, Jim, Charles – 29 and 30; Kathy, Jan, Andy - 30	Boulder – 92 Ellen, Mary, Stephen, Kristy 13, 14. Caire, Angie, Kathy 14	Mesa - 71 June 14-17- Russ, Andy and Dave
	Weld – 87 25,26,27- Wd/Th/Fr- Caire and Mary. 27-Friday-Angie and Kathy Dorris	Larimer – 83 25-26-Th/Fri. Roy, Ellen, Caire and Mary. 26-Friday -Angie, Kristy, Jan and Kathy	Jefferson – 91 14, 15, 16 th - Stephen, Ellen. 14, 15-Mary. Marc 15, 16- Dave. 16- Jim, Roy, Kristy, Angie, Andy	Denver – 99 Stephen, Ellen, Mary, Charles, Roy, Jim, Andy, Jan 20 th and 21 st	Pueblo –82 9, 10, & 11 th Don, Shirley, Ellen. 10 & 11 th - Andy.
Conejos 13 Don 21 & 22		Broomfield -39 Kristy 29, 30, 31		Fremont – 39 Shirley, Steve 13 th & 14 th	La Plata/San Juan – 53- Mary, Ellen and Gayle 2-days June 15-18
Clear Creek 5(Jim) -16 th		Moffat – 56- 29, 30, 31 st -Mary, Ellen and Gayle			Montezuma/Dolores - 38- Mary, Ellen and Gayle –2 days. June 14- 15
Huerfano 32 (Shirley)- 26-28 th		Costilla - 14 29, 30 (Don)			Douglas – 27 24 and 25 th - Jan & Stephen on Thurs. Jan, Stephen and Charles on Friday
Park 11 (Dave T)- 13 th & 14 th					Lake –18 June 15,16, and 17 th (Roy)
					Elbert -27 (Jan)- 9, 10, 11

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Alamosa-60 (9d) 28 th - 30 th Don, Ellen, Shirley- 3days	Arapahoe-92 (13d) 11 th -13 th Ellen, Andy, Charles, Jan, Dave, Roy – 3d	El Paso-97 (14d) 22 nd - 24 th Ellen, Shirley, Steve, Charles, Jan (3 days)	Adams- 97 (14d) 20 th - 22 nd Stephen, Angie, Andy, Jan, Kristy - 3d	Boulder-92 (13d) 17 th -19 th Ellen, Kristy, Angie, Caire- 3d Dave-18 th &19 th	Mesa- 61 (10d) Russ, Dave, Andy- 4d December 13-16
Sedgwick- 28 th - Gayle and Mary	Weld- 85 (12d) Mary, Caire, Kathy, Angie, Kristy, Jim- 24 th , 25 th	Larimer- 86 (13d) Mary, Kathy, Caire, Angie, Kristy- 3 days- 22, 23, 24 th	Jefferson- 93 (13d) 13 to 15- Ellen, Jim, Dave, Roy, Caire, Tami- 3d	Denver- 98 (14d) Mary, Charles, Roy, Jim, Andy, Jan, Stephen, Marc, Tami- 18, 19 th	Pueblo- 79 (12d) 1 st , 2 nd , 3 rd Ellen, Shirley, Steve, Don-3d
Phillips- 29 th - Gayle and Mary					
Summit-23 (3.3d) <i>Roy and Jim- 29 & 30th</i>	Delta- 50 (7d) 16, 17, 18- Mary, Kathy, Gayle	Garfield-51 (7d) Dave, Jim- 4 days- Sept 20-23	Montrose-48 (7d)- 13, 14, 15 Russ, Mary, Gayle	Baca-11 17 & 18 th Steve	
Chaffee-22 (3d) 20 th to 22 nd <i>Steve</i>		Morgan- 46 (7d) - Kathy, Mary, Roy, Caire- 16, 17 th		San Miguel- 14 18 th - Russ	
Logan-45 (6.5d) Kathy, Mary, Gayle 26, 27, 28 th				Ouray- 2 19 th - Russ	
Cheyenne-5 15 th - <i>Angie</i>		Fremont- 35 (6d) Mary, Ellen, Stephen 29 th , 30 th , 1 st		Custer –8 8 th - Don	

BOS Counties reviewed in 2004

Clear Creek, Conejos, Huerfano, Park, Costilla, Elbert, San Juan, Dolores, Chaffee, Delta, Lake, Summit, Cheyenne, Phillips, Sedgwick, Baca, San Miguel, Ouray, Custer.

BOS Counties *not* reviewed in 03 or 04

Archuleta 35, Bent 15, Crowley 0, Gilpin 8, Gunnison/Hinsdale 20, Kit Carson 15, Kiowa 2, Pitkin 9, Rio Blanco 14, Saguache 25, Mineral 0

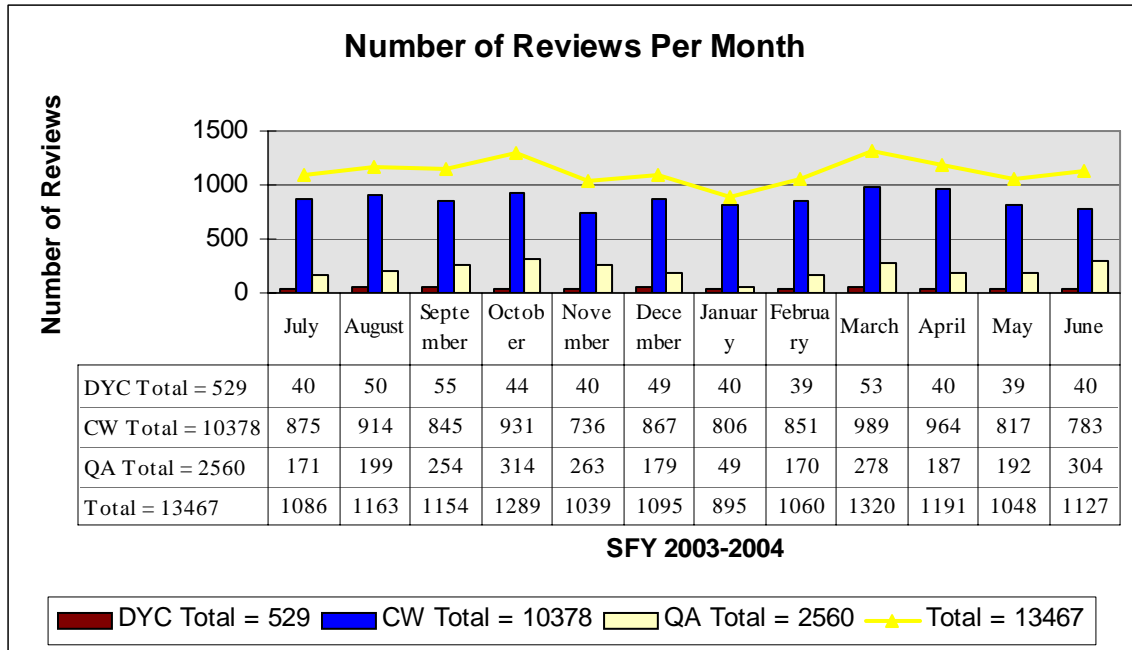
BOS Counties reviewed in 2003

Eagle, Rio Grande, Grand, Jackson, Yuma, Prowers, Las Animas, Washington, Lincoln, Routt, Teller, Otero

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Updated on 9-7-04

2003-2004



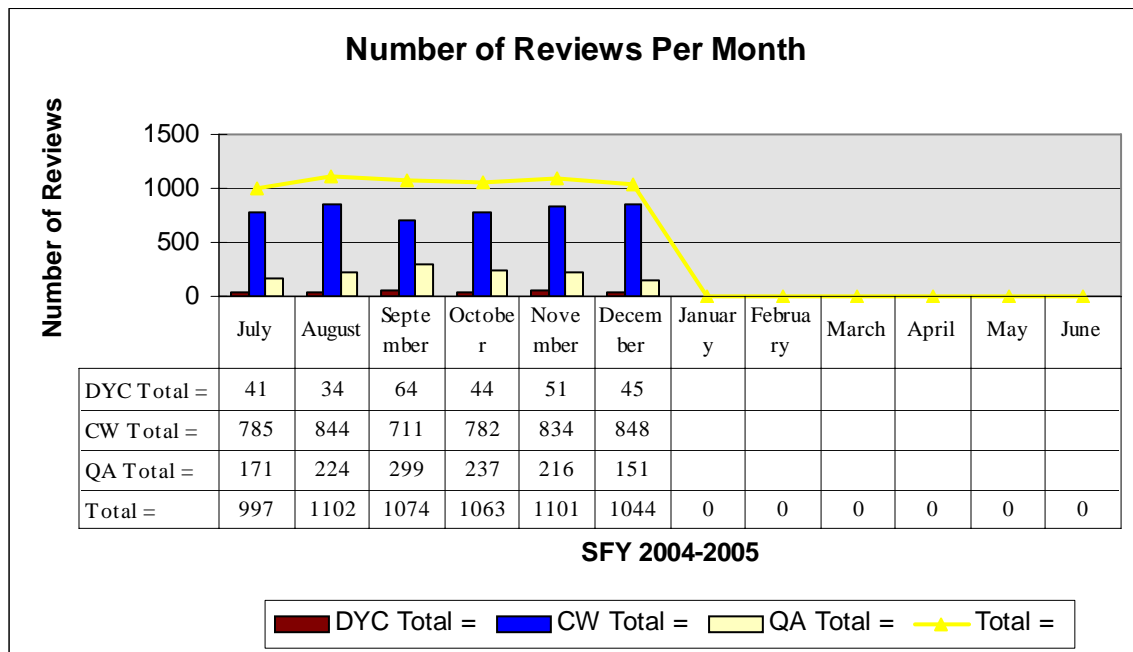
Administrative Review Division 2005 In-Home Review Schedule – last update 12/21/04

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	Arapahoe – 92 Ellen, Roy, Dave, Jan, Charles, Stephen 11.25 review days 2 days 24 th – 25 th	El Paso – 97 Gayle, Stephen, Ellen, Charles, Jan, Roy – 12.4 review days 2 days – 10 th & 11 th	Adams – 95 Stephen, Angie, Kristy, Jan, Andy – 12.1 review days 27 th – 29 th .	Boulder – 89 Ellen, Kristy Caire, Angie 11.5 review days 3 days 11 th -13 th	Mesa - 66 8.8 review days Russ, Andy and Dave
	Weld – 89 Mary, Caire, Stephen, Gayle, Kathy and Kristy 10.9 review days 17 th , 18 th	Larimer – 89 Stephen, Caire Mary, Angie, Kristy and Kathy 10.3 review days 24 th & 25 th	Jefferson – 91 Ellen, Dave, Jim, Roy, Caire, Tami/Marc 11.4 review days 28 th & 29 th 2 days	Denver – 96 Stephen, Mary, Charles, Roy, Jim, Andy, Jan 12.4 review days 2 days- 12 th –13 th	Pueblo – 76 Don, Shirley, Ellen, Steve T. and Andy. 10.25 review days 2 days, 2 nd & 3 rd
		Broomfield -24 16 th -18 th , 3 review days Kristy			La Plata – 44 Mary, Ellen, Gayle and Don
		Moffat – 53 - 28, 29, 30 Mary, Ellen and Gayle			Montezuma -40 Mary and Gayle
Gilpin –13 27 th & 28 th <i>Kristy and Ellen</i>	Kit Carson -13 <i>TBD</i> <i>Andy</i>	Kiowa – 0 <i>TBD</i> <i>Angie with regular</i> <i>schedule</i>	Bent – 12 <i>and</i> Crowley – 0 <i>Shirley</i>		Archuleta 39 Ellen and Don
		Gunnison -23 Hinsdale -0 Russ 23 rd , 24 th , 25 th			Douglas – 26 Jan & Stephen 3.4 review days 2 days

	TBD Pitkin 12 Roy	Rio Blanco- 13 16 th , 17 th Russ	TBD Saguache – 27 Don and Ellen		
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Alamosa-60	Arapahoe-92	El Paso-99	Adams- 98	Boulder-92	Mesa- 71
Logan-45	Weld- 85	Larimer-	Jefferson- 91	Denver-100	Pueblo- 82
		Garfield-51	Montrose-50		
		Morgan- 46			
		Fremont- 42			

All counties will have had at least one review by July 1, 2005

2004-2005



Addendum 2

PIP Training Report

Following is the attendance and participant evaluation score for training delivered through the reporting period January 1, 2004 through December 31, 2004. In addition to these items included in this report are the results of follow up surveys that were conducted with workers and their supervisors.

EVALUATION DATA FOR TRAININGS OFFERED BETWEEN JANUARY 1, 2004 AND December 31, 2004.

Satisfaction with Courses based on the CONTENT of the course

NEW WORKER CORE

The following table shows satisfaction by course with the content of new worker core trainings conducted during the period January 1, 2004 and September 30, 2004.

The ratings are on a scale from 1 to 4 with “1” denoting the least amount of satisfaction and “4” denoting the highest level of satisfaction.

<u>Course</u>		<u>Content</u> <u>1</u>	<u>Content</u> <u>2</u>	<u>Content</u> <u>3</u>	<u>Content</u> <u>4</u>	<u>Content</u> <u>5</u>	<u>Content</u> <u>6</u>	<u>Content</u> <u>7</u>
<u>CORE1</u>	<u>Mean</u>	3.68	3.71	3.71	3.72	3.72	3.70	3.47
	<u>N</u>	144	141	143	145	146	143	136

<u>Course</u>		<u>Content</u> <u>1</u>	<u>Content</u> <u>2</u>	<u>Content</u> <u>3</u>	<u>Content</u> <u>4</u>	<u>Content</u> <u>5</u>	<u>Content</u> <u>6</u>	<u>Content</u> <u>7</u>
<u>CORE2</u>	<u>Mean</u>	3.52	3.50	3.62	3.71	3.79	3.74	3.70
	<u>N</u>	172	169	170	172	171	172	172

<u>Course</u>		<u>Content</u> <u>1</u>	<u>Content</u> <u>2</u>	<u>Content</u> <u>3</u>	<u>Content</u> <u>4</u>	<u>Content</u> <u>5</u>	<u>Content</u> <u>6</u>	<u>Content</u> <u>7</u>
<u>CORE3</u>	<u>Mean</u>	3.47	3.64	3.64	3.67	3.70	3.70	3.66
	<u>N</u>	161	161	159	160	161	161	160

<u>Course</u>		<u>Content</u> <u>1</u>	<u>Content</u> <u>2</u>	<u>Content</u> <u>3</u>	<u>Content</u> <u>4</u>	<u>Content</u> <u>5</u>	<u>Content</u> <u>6</u>	<u>Content</u> <u>7</u>
<u>CORE4</u>	<u>Mean</u>	3.62	3.55	3.64	3.68	3.74	3.70	3.72
	<u>N</u>	162	160	158	162	162	161	162

Course Titles

Core 1: Family-Centered Child Welfare

Core 2: Case Planning and Family-Centered Casework

Core 3: The Effects of Abuse and Neglect on Child Development

Core 4: Separation, Placement and Reunification in Child Welfare

Content items by Content number

Content 1: The subject matter was at the right level of difficulty.

Content 2: The workshop content was compatible with my agency's philosophy and policies.

Content 3: My agency will support me in using this training on the job.

Content 4: I learned specific job-related knowledge and/or skills.

Content 5: I will use knowledge and/or skills from this training on the job.

Content 6: I will be able to do my job better because of this training.

Content 7: Families will benefit from my taking this course.

FOSTER PARENT CORE

The following table shows satisfaction by course with the content of foster parent core trainings conducted during the period January 1, 2004 and September 30, 2004.

The ratings are on a scale from 1 to 4 with "1" denoting the least amount of satisfaction and "4" denoting the highest level of satisfaction.

Satisfaction with Courses based on the content of the course

Course		<u>Content</u> 1	<u>Content</u> 2	<u>Content</u> 3	<u>Content</u> 4	<u>Content</u> 5	<u>Content</u> 6	<u>Content</u> 7	<u>Content</u> 8
<u>Foster</u>	<u>Mean</u>	3.54	3.55	3.68	3.55	3.75	3.72	3.74	3.72
<u>Core</u>	<u>N</u>	782	716	760	764	798	775	779	788

Content items by Content number

Content 1: The subject matter was at the right level of difficulty.

Content 2: The workshop content was compatible with my agency's philosophy and policies.

Content 3: My County will support me in using this training as a foster parent.

Content 4: This class helped me with making my decision about being a foster parent.

Content 5: I have more knowledge of what is required of me as a foster parent.

Content 6: I will be a better foster parent because of this training.

Content 7: I will use what I learned from this training as a foster parent.

Content 8: Children will benefit from my taking this course.

FOSTER PARENT ONGOING

The following table shows satisfaction by course with the content of foster parent ongoing trainings conducted during the period January 1, 2004 and September 30, 2004.

The ratings are on a scale from 1 to 4 with "1" denoting the least amount of satisfaction and "4" denoting the highest level of satisfaction.

Satisfaction with Courses based on the content of the course

Course		<u>Content</u> 1	<u>Content</u> 2	<u>Content</u> 3	<u>Content</u> 4	<u>Content</u> 5	<u>Content</u> 6	<u>Content</u> 7	<u>Content</u> 8
<u>Foster</u>	<u>Mean</u>	3.53	3.61	3.56	3.54	3.58	3.67	3.71	3.65
<u>Ongoing</u>	<u>N</u>	259	242	211	210	219	219	217	210

Content items by Content number

Content 1: The subject matter was at the right level of difficulty.

Content 2: The workshop content was compatible with my agency's philosophy and policies.

Content 3: My County will support me in using this training as a foster parent.

Content 4: This class helped me with making my decision about being a foster parent.

Content 5: I have more knowledge of what is required of me as a foster parent.

Content 6: I will be a better foster parent because of this training.

Content 7: I will use what I learned from this training as a foster parent.

Content 8: Children will benefit from my taking this course.

ONGOING WORKER/SUPERVISOR TRAININGS

The following table shows satisfaction by course with the content of ongoing worker/supervisor core trainings conducted during the period January 1, 2004 and September 30, 2004.

The ratings are on a scale from 1 to 4 with "1" denoting the least amount of satisfaction and "4" denoting the highest level of satisfaction.

<u>Course</u>		<u>Content</u> <u>1</u>	<u>Content</u> <u>2</u>	<u>Content</u> <u>3</u>	<u>Content</u> <u>4</u>	<u>Content</u> <u>5</u>	<u>Content</u> <u>6</u>	<u>Content</u> <u>7</u>
<u>Core</u>	<u>Mean</u>	3.51	3.54	3.62	3.63	3.64	3.65	3.59
<u>Ongoing</u>	<u>N</u>	941	924	917	935	940	931	913

Content items by Content number

Content 1: The subject matter was at the right level of difficulty.

Content 2: The workshop content was compatible with my agency's philosophy and policies.

Content 3: My agency will support me in using this training on the job.

Content 4: I learned specific job-related knowledge and/or skills.

Content 5: I will use knowledge and/or skills from this training on the job.

Content 6: I will be able to do my job better because of this training.

Content 7: Families will benefit from my taking this course.

Computer Based Training (CBT) follow up evaluation

A follow up evaluation was conducted as part of the overall evaluation of the Computer Based Training (CBT) Series. The population for the follow up evaluation consisted of all caseworkers who had completed the CBT during the time period January 1, 2004 through December 31, 2004. The supervisors of these caseworkers were also part of the population. A random sample was drawn from the caseworker and supervisor populations for participation in the evaluation.

The evaluation instrument was a web-based survey consisting of Likert type quantitative items and qualitative feedback items. The results of the evaluation are presented below.

CBT Follow up Evaluation Results

Caseworker feedback:

The table below gives details about caseworker responses to individual questions on the survey.

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	
I am satisfied with the content of the CBT Series.	24	0	1	21	2	3.04
The content of the CBT series is relevant to child welfare practice in my county.	24	0	2	19	3	3.04
I am able to do my job more professionally because of the CBT series.	24	0	3	18	3	3

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Never (1)	Sometimes (2)	Most of the time (3)	All the time (4)	
I discuss with my supervisor what I am learning from the CBT Series.	24	5	12	2	0	2.08

Item	# of valid responses	Yes	No
I have taken the CBT series myself.	24	21	3

These were the general suggestions about the CBT series:

1. It would be nice if the questions that are scored are more effectively identified than they are in most of the sections. It would also be nice if it was a tad bit more interactive, it was somewhat difficult to stay awake, and continue to absorb the material.
2. Update the general presentation/format of the material. The beginning menu of the course topics were not in order nor was an order provided. It would have been helpful to know the order for taking the sections.
3. Relate trainings to day treatment
4. Make sure that the questions that are being counted toward the end score are CLEARLY marked.
5. I found the CBT useful as a general training.
6. Questions needed to be more clear; they can be very confusing. Also, some parts of the training don't work (functionality of radio buttons.)
7. It was not very helpful because it was scored and I had had no previous exposure to the topic.

Factors that supported caseworkers' use of the CBT:

1. Plenty of time when I was first hired.
2. Mandatory to complete.
3. It was something I could do alone. When others were busy.
4. Easy access to computers.
5. It was mandatory

Factors that did not support caseworkers' use of the CBT:

1. Does not pertain to day treatment very much.
2. Access was difficult as my supervisor was not sure how to get it set up.

Supervisor Feedback:

The table below gives details about caseworker responses to individual questions on the survey.

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	
I am satisfied with the content of the CBT Series.	12	0	1	7	4	3.25
The content of the CBT series is relevant to child welfare practice in my county.	12	0	1	8	3	3.16
My staff are able to do their job more professionally because of the CBT.	12	0	1	10	1	3

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Never (1)	Rarely (2)	On an as needed basis (3)	During Supervision (4)	
I discuss with my staff what they are learning in the CBT series.	12	1	1	6	4	3.08

Item	# of valid responses	Yes	No
I have taken the CBT series myself.	12	8	4

These were the general suggestions about the CBT series:

1. Content needs to be updated. There are questions where you can't give the correct answer.
2. It needs to be updated to reflect current practice. Eliminate the section on the CWS-59.
3. It would be nice to have updated outlines and/or descriptions of the CBT program.
4. My staff always struggles a great deal with feeling inadequate for their job due to their low scores in the CBT series.
5. Seems to leave out some major sections; i.e. eligibility; needing to enter with CORE as well as placements.
6. Update the piece on the Central Registry. Increase Legal Piece - EPP, ICWA, DV.

Factors that supported caseworkers' use of the CBT:

1. Ease of use on the desktop and ability to do one module at a time. Good information, examples and general format.
2. It is mandatory. As an agency, we consider it helpful, and mandatory.
3. Need to use daily.
4. People seem to find it to be user friendly.
5. The general overview is good for DV and substance abuse.
6. They do not get assigned cases until it is complete.

Factors that do not support caseworkers' use of the CBT:

1. Errors occurring during use.
2. Sometimes the system did not work properly causing workers to have to complete sessions multiple times. Not sure of the current status, but has been a problem to have to complete a whole module; would be helpful to be able to complete portions of a module.
3. Still too much information to remember until you actually need it. Then the need to repeat, repeat to finally remember.
4. System being down.

Core training series follow up evaluations

A follow up evaluation was conducted as part of the overall evaluation of the Core Training Series. The population for the follow up evaluation consisted of all caseworkers who had completed the core training series (Core 1 through Core 4) during the time period January 1, 2004 through December 31, 2004. The supervisors of these caseworkers were also part of the population. A random sample was drawn from the caseworker and supervisor populations for participation in the evaluation.

The evaluation instrument was a web-based survey consisting of Likert type quantitative items and qualitative feedback items. The results of the evaluation are presented below.

Core Series Follow up Evaluation Results

Caseworker feedback:

The table below gives details about caseworker responses to individual questions on the survey.

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	
The core training series prepared me to do my job.	44	1	3	25	15	3.22
I significantly increased my professional skill level as a result of the core trainings.	44	1	5	24	14	3.15
I used the knowledge/skills from the core trainings on the job.	44	1	2	24	17	3.29
I am able to do my job better because of the core trainings.	44	1	3	23	17	3.27
Families benefit from my taking the core training series.	44	1	1	23	19	3.36

These were the general suggestions about the Core series:

1. Allowing the trainers to play a whole video instead of just clips then discussing the relevance and how it relates to our work.
2. Good training, its important.
3. I felt very ignorant in the first couple of trainings. Although you need the trainings to do your job well, you need to have some experience in the job to really know what is going on. Some of the stuff was way over my head. If I could go back to Core.
4. The format of the class was good. It gets confusing, and sometimes frustrating due to the differences of how counties operate and the different expectations that they have.
5. I think the instructors are great. They are able to keep our attention even though most people have cases they are concerned about and feel as though it makes things more difficult as they will be behind when they get back to the office.
6. I wish they were scheduled in a way that I could take them all at the beginning of my employment when I don't have a caseload because it gets very stressful and more a burden that a valuable learning experience.
7. I would like to see more balance when it comes to the 12-18 population.
8. I would like to see some specific classes related to specified areas, such as a scenario where the intake trainees put in a referral or assessment or an ongoing trainee a whole fsp.
9. It was very helpful, and the teachers helped to make it fun and interesting. Good choice of teachers.
10. It would be helpful for the many case managers on the Western Slope to have CORE training available closer to home periodically. It became increasingly difficult to travel to Denver as my caseload increased.
11. It would be nice to have some CORE training sessions focus specifically on smaller counties, where case aides, multiple specialized teams, and many services/agencies are not available. Suggestions to help caseworkers in small counties would be helpful.
12. Make it more about HOW to do the job instead of just talking ABOUT the job.
13. More on timeframes and policy.
14. My only concern was with Core I because it concentrated so much on the abuse I almost did not come back to finish the training.
15. Need to talk about meth cases, since this is such a huge factor in child protection.
16. The team of instructors were helpful, knowledgeable, and made the learning interesting.

17. The trainers did an excellent job of presenting the material. I also enjoyed hearing about their personal experiences as caseworkers.
18. There should be more time spent on intake and ongoing service provision and less on the history of CW and developmental concerns. Those are important, however people who already have their Masters' degree or those that have a degree in social work or psychology.
19. Would be wonderful if caseloads could remain low while attending CORE training.
20. You could have a "neutral" option in questionnaire. CORE is beneficial, but I'd be interested in seeing ongoing consultation/review at specific counties.

Factors that supported use of what caseworkers learned in the core training series:

1. My Supervisor always asks about the training. The trainers are people with experience in this field and not afraid to admit they made mistakes.
2. Being able to better recognize signs of abuse or neglect.
3. General social work techniques were reiterated. All review for those with a Social Work degree though.
4. I can get into the database to look at a child/family treatment plan for kin when they do not get a copy. The TRAILS info has been helpful. I especially enjoyed Core 3 and feel that will be the most valuable information for when I am working with Kin practice.
5. It made sense and it was practical information.
6. Matched my county's philosophy, as well as the philosophies and practice of my coworkers.
7. NCFAS has been used and I never would have used it if I hadn't been trained.
8. Supported my use?? If I understand the question correctly: the trainings helped with definition of all work related activities or advice of where to get info needed. It also helped w/ interviewing and dealing with people and client skills.
9. Trail training was very important.
10. Trails piece was good and treatment planning.
11. Understanding the importance of cultural diversity.

Factors that limited use of what caseworkers learned in the core training series:

1. Enough time to let the training 'sink in' before I actually had a caseload.
2. Time. A lot of what was taught is absolutely best practice, but not always practical given our caseloads and the time frames we work in.
3. Addressing areas that I do not deal with regularly was helpful at the time, but not very useful. However, I agree with the concept of teaching everything.
4. Core provides a wealth of information to the new worker. Its hard to implement things learned in CORE because it is so overwhelming.
5. County variation of implementations and expectations.
6. I don't think we needed to spend 3 days on child development and stages.
7. If you have to go to court for a morning and can be back for the afternoon session there should be concessions made to allow the work.
8. It was fast and furious. Sometimes I didn't feel like particular areas were covered in depth enough or like I didn't have the time to comprehend or formulate questions to ask about it.
9. Lack of resource.
10. Timing of taking CORE training re: application to work at time of training.

Supervisor Feedback:

The table below gives details about supervisors responses to individual questions on the survey.

Item	# of valid responses	Rating in each category (by numbers)				Average Rating
		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)	
The core training series prepared my staff to do their job.	24	0	2	21	1	2.95
My staff significantly increased their professional skill level as a result of the core trainings.	24	0	2	21	1	2.95
My staff will (are) use (using) the knowledge and skills from the core trainings on the job.	24	0	0	20	4	3.16
My staff are able to do their job better because of the core trainings.	24	0	0	20	4	3.16
Families benefit from my staff taking the core training series.	24	0	2	16	6	3.16

These were the general suggestions about the Core Training series:

1. Attempt to tailor to the specific areas of expertise, ie. intake, ongoing, etc.
2. Core training is very helpful for staff, however, new workers to the field may get more out of core if they are able to work "hands-on" before attending the training. I do realize that they need to be trained before getting the hands-on experience.
3. Having the treatment plan (Core 2) first. Staff start writing these quickly into the job and would find it helpful to be first. Trails should not be a mandatory training the workers have to do before Core. It takes 6-10 weeks or so to get a log on.
4. It was of great benefit to us that the training was able to be completed so quickly, Thank you.
5. It would be nice if there was information provided to supervisors as a follow up to each level of core. I think my workers would retain what they learned better if I could talk with them about the information they gained while we have our weekly supervision.
6. Most of the CORE training is focused on Dependency and Neglect situations. We have more and more Delinquency/Youth In Conflict situations that need to become more of a focus of Training. In addition, Trails needs to incorporate Delinquency/Youth In Conflict.
7. My staff are all generalists. Many of the people in trainings have more elaborate systems to work in. A piece for small counties would be helpful.
8. Staff has indicated it was difficult to be gone for 3 and four days at a time. Staff feels some areas were relevant and some was not. The actual work on FSP's and relation of what happens with cases to trails was most helpful.
9. Training takes a lot of time and has significant impact on the work flow.

Factors that supported use of what caseworkers learned in the core training series:

1. Core helped to understand the families' point of view and how removal affects the family unit and why it is important to help families stay together. Core helped you learn how NOT to portray your beliefs and values onto others with different beliefs.
2. Forms, many of the forms given to my staff have been helpful in generating better forms for inner office use.
3. I could directly apply the knowledge I learned to write treatment plans, court reports, interview children, permanency planning, it helped to know how to best remove and return children.
4. It has been more than 5 years since I took Core I can't respond to this or the following question.
5. It is an invaluable training for that gives great overviews and practical skills to new workers. It makes casework more consistent throughout the State.
6. The book was the most helpful to remind people of what they are supposed to do.

Factors that limited use of what caseworkers learned in the core training series:

1. In some cases too much information over three or four days. Hard to remember.
2. Need more focus on Youth In Conflict.
3. Not specific enough to what is involved in the needs and training of a cps cw.
4. Some of the things learned in core where hard to relate to "real life" situations for those caseworkers who had not been in the field yet and had not experienced those situations.

Addendum 3

Out-Of Home Work Group Summary

The Department is convening a work group with the goal to review current practices pertaining to the investigating allegations of out-of-home abuse and neglect. The group will be responsible for reviewing current rules, regulations, protocols, policies, procedures and definitions for investigating and timely notification. The work group will be comprised of county caseworkers, child protection workers, private providers and State child welfare program and licensing staff. The work group will be responsible for reviewing an actual case in which a child was allegedly abuse and discuss and recommend changes in practice and/or policy that will improve better coordination and information sharing between the state, county and private providers in determining level of risk.

The work group will participate in a series of three meetings and will make recommendations for improving communication and information sharing from the point of referral through the investigation.

The following is a tentative meeting agenda:

Day 1

Agenda

Introductions

Preview Purpose of the Meeting

Case Study

Role Clarification

Day 2

Agenda

Review of statutory and regulatory standards

Definition of abuse / neglect

Review of policies and procedures

Day 3

Agenda

TRAILS, notification systems

Review areas of collaboration, coordination and resource sharing

Action plan and/or Recommendations

Addendum 4

Brief Update on SAFE (Structured Assessment Family Evaluation)

The State contracted with the Consortium for Children in California to conduct a two-day training in May 2004. Each of the pilot participants identified key staff and a supervisor to attend the training. The State provided training slots for representatives from the Colorado State Foster Parent Association and the Colorado Coalition of Adoptive Families to participate in the training.

Counties Participating	Denver	Elbert	Jefferson	Mesa
Private Agencies Participating	Adoption Alliance	Catholic Charities	Path, Inc.	

- The SAFE Pilot began July 2004 and ended December 2004.
- In September 2004 the original work group and training participants convened to discuss preliminary recommendations about utilizing the instrument statewide and to identify the need for additional training.
- In December 2004 the work group reconvened to discuss their final recommendations about statewide implementation.

Note: SAFE is currently being used statewide in California and Nevada. It is being used in parts of Texas, Florida, Oregon and New York. Over the next three years it will be implemented in Utah, Georgia, Rhode Island, New Jersey, Oklahoma, South Dakota, Cherokee Nation, three Canadian Providences, and statewide in statewide in Texas and New York. There are 15 other states in discussions. Additionally it is being operationalized in British Columbia.

The rewrite of the Interstate Compact on the Placement of Children (ICPC) law (draft dated 12-28-04) identifies two major components of the family assessment – a safety review and a suitability review. The SAFE instrument is a psychosocial model of conducting a family assessment and covers the major components required by ICPC.

OUTCOME:

The pilot group voted unanimously to recommend that the Department implement the SAFE tool statewide and participated in the development of the implementation plan. (See attached plan).

RECOMMENDATIONS:

1. To accept the work group’s recommendation to use California Structured Analysis Family Evaluation (SAFE) Tool Statewide
2. To proceed with implementing a work plan to operationalize SAFE as Colorado’s new home assessment tool as it supports:

Lt. Governor's Committee to Promote Adoption Report Recommendation

12: Standardize home studies and other adoption programs by using the California Structured Analysis Family Evaluation (SAFE) program as a model.

Tentative Work Plan Implementation Schedule

Advance marketing and request for feedback with the following groups:

- o County Director's Meeting
- o Child Welfare Advisory Group
- o Child Placement Agency Network (CPA)
- o Colorado Association of Family and Children's Agencies (CAFCA)
- o County Foster Care Coordinators, Resource Units and Adoption Staff

Timeline: January – February 2005

Rules:

- o Establish a rule writing committee
- o Rules introduced & final by May 2005
- o Identify pilot participants to testify at State Board

Timeline: March - May 2005 with an implementation of July 1, 2005

Training:

- o Develop a phased in training schedule to maximize use of a new tool to ensure transfer of knowledge. Training would begin in Summer 2005 – December 2005 with an implementation of January 2006. There are approximately 560 people to train.

- o Conduct a specified number of One-Day Trainings for Special Groups (e.g. -County Administrators, Office of the Child Representative, Judicial officers, State Licensing staff, 24 Hour Monitoring Unit, Foster Care Reviewers, and State Child Welfare Staff)

- o Conduct a specified number of Two-Day Trainings using regional model. This model maximizes attendance while minimizing travel for individuals actually performing home studies.
 - Follow-up Trainings –3 months
 - Monitor progress at 6 months
 - Provide monthly technical assistance conference calls for study workers for 8 months (September 05 – May 06)
 - Establish a master trainer program to handle new hires as reassignments needing training.

Timeline: August – December 2005 with a start date of January 2006.

The Divisions of Child Care Child Welfare will work together in implementing rules and monitoring the progress of the work plan.

- Colorado Community Church developed a faith based community based initiative called Project 1.27 to recruit foster and adoptive parents. While Project 1.27 main focus is to identify, train and support adoptive families for children needing permanency from the public child welfare system it has also identified a number of families who want to provide foster care. WRAP Training is a , family support model for children with complex needs which focuses on the skills necessary to support positive outcomes for children and families. Project 1.27 has identified 80 families that will be trained to support foster and adoptive parents in the church community.
- The Department will review the success of the pilot and attempt to develop four additional community based sites to replicate this aspect of Project 1.27. The Department hopes to demonstrate that the use of WRAP Training supports the family and increases stability in placement.

Addendum 5

Family to Family Outcomes

The child welfare strategies of self-evaluation, building community partnerships, recruitment and retention of family foster homes, and team decision making have been implemented in Denver and El Paso County. These strategies are being advanced statewide in hopes of providing more positive outcomes for children and families. Technical assistance and training has been provided through the Annie E. Casey . It is believed that through the use of these strategies, improvement will be seen in the incidents of abuse in foster care, the provision of services to keep children in their homes, the foster care re-entry rate, stability of foster care, and child and family involvement in case planning. The following analysis shows how Denver and El Paso County compare to the rest of the state on these outcomes:

Outcome	State	Denver	El Paso	Analysis
Incidence of Abuse in foster care	.44%	.33	.33	Although not county specific, there are fewer founded incidents of abuse in foster care in the pilot counties when compared to the rest of the state.
Services to keep children in their homes	89.7%	89%	87.6%	Through the use of this model, fewer children enter foster care and services to support children and families in their home are consistent with the rest of the state.
Foster care re-entries	15.84%	13.88%	12.4%	Through the use of TDM staffings, at the time of reunification, appropriate services are being put in place to support the reunification and the pilot counties have a lower rate of re-entry..
Stability of foster care	86.9% have 2 or fewer moves in first 12 months. 71.8% of the moves in foster care are directly related to the child's case plan.	83.84% have 2 or fewer moves in first 12 months 79.8% of the moves in foster care are directly related to the child's case plan	77.04% have 2 or fewer moves in first 12 months 51.8% of the moves in foster care are directly related to the child's case plan	Both Denver and El Paso are below the state percentage on the number of moves. Denver has improved considerably from their baseline. Although El Paso County has shown improvement, their use of Child Placement Agencies negatively impacts this item as it does the moves that take place that are not in line with the child's case plan. Denver is operating above the state average on moves that occur in line with the child's case plan.
Child and family involvement in case planning	97% of parents and children interviewed are involved in case planning	92.5.5% parents and children interviewed are involved in case planning	98.79% parents and children interviewed are involved in case planning	El Paso County is above the state average when getting parents and children involved in case planning. Denver is below the state average due to their outreach reach to fathers. Through their new Fatherhood initiative, this area is being addressed.

Addendum 6

Diligent Search/OPPLA Recommendations

Definition:

Diligent Search is the extensive use of all available resources to locate birth parents, extended family members, and kin of the child for the purpose of placement and/or maintaining family connections until permanency is achieved. (*Volume VII Definition: Kin are relatives or persons ascribed by the family as having a family-like relationship. These relationships take into account cultural values and continuity of significant relationships.*)

County Best Practice Protocol

- Ask Diligent Search questions at Intake, Team Decision Making, and other decision points in the case. Remember that Diligent Search is an on-going process until permanency is achieved.
- Record, review, and update responses in case record, in Trails (FSP Part 2), hard copy, or both.
- In the future have Diligent Search recorded in Trails as a mandatory field.
- Ask the children about kin, using developmentally appropriate tools and language.
- Design and distribute a pamphlet explaining the importance of Diligent Search to allow informed decision making by parents
- Use a variety of methods to communicate with parents and relatives to obtain the family information:
 - Use both written and verbal communication from workers, legal technicians, case aides, Team Decision Making facilitators, etc.
 - Use language and terms understandable to the parents and family members.
 - Explain the concept of concurrent planning and keep parents involved and informed of the status of the case.
 - Inform or alert parents, relatives, and kin of child's attachment issues and developmental stages.
 - Use a brief video to explain the importance of diligent search.
 - Ask relatives structured questions regarding their interest and ability to care for the child.
- Court orders should require parents to provide family member information at the first Court Hearing. Ask at each Court Hearing thereafter, until permanency is achieved.
- Encourage the Court System to develop and use a statewide affidavit form for parents to complete at first Court Hearing.
- Always keep Indian Child Welfare Act (ICWA) in mind.
- Post the Diligent Search protocol on Judicial and Child Welfare web sites.
- Review current as well as previous case records for Diligent Search information to identify relatives and family connections.

Diligent Search, Page 2

- Use Domestic Relations Court information for Child Welfare via ICON/CoCourts. ICON is a statewide database that provides state court information from State funded courts (District and County) and some municipal courts, including dispositions. The database does not include most municipal courts. Government agencies have free access to information from ICON that is mirrored real time to CoCourts.com if an account is established with State Judicial. You may also click *Denver County Court Cases* at the top of the CoCourts.com site for Denver County information.
- Connect with Child Support and TANF Units in County Department as these units may already be involved with the family and have accurate information, which can be used in Child Welfare without duplication of efforts.
- Make a standardized check list for workers to use for Diligent Search, including ICWA questions.
- Use 90 day review to check status of Diligent Search until permanency is achieved:
 - Supervisory reviews
 - ARD reviews
- Cooperative agreement between IV-D, Child Support & Child Welfare to assure information sharing and reduce duplication of efforts to find absent parents.
- Implement Family-to-Family statewide to provide mechanisms for parents, relatives, and kin to make informed decisions for children.
- Use a family support scale as a good starting point. Could be used at the following:
 - Team Decision Making Meeting (completed by the facilitator)
 - First Court Hearing and hearings thereafter (completed by on-going worker and encouraged by the Court)
- Look at timelines at every juncture, until permanency is achieved.

Proclamation: Creating Forever Families for Older Children and Adolescents

Permanent, nurturing family connections are the foundation of Child Welfare Services and are as critical for adolescents in foster care as they are for younger children. Colorado believes that family membership best meets the needs of children and youth for a sense of belonging, nurturance, safety, security, identity development, emotional, physical, and mental development.

FAMILY is defined broadly to include circumstances in which a child may have more than one family simultaneously, for example, as a result of parental separation or divorce and remarriage, open adoption, foster care or kinship care. The term includes a variety of family formations, such as single parent and blended families, birth or adoptive parents, grandparents, siblings, foster parents, and legal guardians.

PERMANENCY PLANNING is a process of planned, timely and systematic efforts made to assure that children are in safe and nurturing family relationships that are expected to last a lifetime.

Permanency is characterized by:

- ◆ Membership in a family intended to endure over a lifetime.
- ◆ Continuity of a child or youth's relationships with family and community.
- ◆ Physically and emotionally healthy peer and adult relationships.
- ◆ Continuity of educational, social, religious and cultural heritage connections.
- ◆ A living arrangement that promotes a child or youth's sense of well-being and self-esteem.
- ◆ Caring, committed adults involved with the youth in planning for the child or youth's future and discharge from foster care.

Permanency is individualized, reflecting the following Principles:

- ◆ Timelines that are sensitive to the child or youth's sense of time and developmental needs.
- ◆ Active partnership with the family in reunification efforts or efforts to preserve the family connections.
- ◆ Strength-based family needs assessment and relevant, accessible services to support the family and promote the permanency goal.
- ◆ Flexibility within the permanency plan to promote the permanency goal, e.g., permanent foster care changed to subsidized guardianship.
- ◆ Shared responsibility for coordination of services and involvement of community resources in permanency decision-making plan.
- ◆ Consideration of each of the four federally preferred permanency options based on the child or youth's unique needs: return home; placement with fit and willing relative; placement for adoption; placement with legal guardian or permanent legal custodian.
- ◆ Every child deserves a permanent family.

- ◆ No youth in foster care age 16 or older may be given a permanency planning goal of Independent Living without prior written approval of the goal and a written, concurrent family-based plan for reunification, discharge to relatives, adoption, guardianship or legal custody.

Strategies for promoting permanency include:

- ◆ Provide adequate and timely information to families related to permanency options for their children and youth.
- ◆ Sensitively address an adolescent's reluctance to be adopted through careful investigation of the underlying reasons and thoughtful efforts to educate the youth about older child adoption as a permanency option. (Dave Thomas Foundation, Families for Teens Speakers' Bureau and Resource Guide, etc.)
- ◆ Provide adequate pre-adoption training and post-adoption services, especially mental health care, to adopting families and adopted children.
- ◆ Actively engage family members in decision-making and treatment conferences, in visitation, and in discharge planning.
- ◆ Identify preventive services and supports the family may need to prepare for and sustain discharge, e.g. peer support groups, family mediation programs, tutoring and other academic support, community mental health programs, vocational training.
- ◆ Although it is mandated for children over 16 years of age, who are in placement, to have a plan for transition, it is important that there is a process that includes thoughtful planning with the youth that identifies and defines the plan for permanent connections, education and employment.
- ◆ Develop more creative options for achieving permanency for youth who have exceptional needs that challenge the achievement of a permanent family.
- ◆ Inform youth 18 or older that they can consent to their own adoption without a legal proceeding to terminate parental rights.
- ◆ Encourage and support sustainable contacts between children and their family of origin, if safe and appropriate.
- ◆ Utilize data systems to identify barriers to permanency and to measure permanency outcomes.
- ◆ Identify community-based prevention and support services available to promote and sustain permanency.
- ◆ Caseworkers, attorneys, judges and providers remind parents of urgent need to return children to their parents' safe and nurturing care as soon as possible, whenever possible.
- ◆ Pursue the ability to have subsidized guardianship as an alternative for permanency.

Addendum 7

NCFAS GAIN SCORE REPORT

January,
2005

FY 2005 SECOND QUARTER

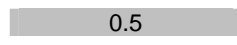
COUNTY	Number of Cases with Initial and Closure NCFAS	ENVIRONMENT Median Gain Score	ENVIRONMENT Median Gain Score per domain item	PARENTAL CAPABILITIES Median Gain Score	PARENTAL CAPABILITIES Median Gain Score per domain item	FAMILY INTERACTIONS Median Gain Score	FAMILY INTERACTIONS Median Gain Score per domain item	FAMILY SAFETY Median Gain Score	FAMILY SAFETY Median Gain Score per domain item	CHILD WELL-BEING Median Gain Score	CHILD WELL-BEING Median Gain Score per domain item
ADAMS	44	5.0	0.5	8.5	1.2	3.0	0.6	5.0	0.8	4.5	0.6
ARAPAHOE	9	4.0	0.4	1.0	0.1	0.0	0.0	6.0	1.0	7.5	0.9
BOULDER	2	-0.5	-0.1	3.5	0.5	-1.5	-0.3	2.5	0.4	1.5	0.2
DENVER	23	4.5	0.5	5.0	0.7	3.0	0.6	5.0	0.8	3.0	0.4
EL PASO	34	9.0	0.9	9.0	1.3	4.0	0.8	9.0	1.5	4.0	0.5
JEFFERSON	48	2.5	0.3	2.0	0.3	2.0	0.4	2.5	0.4	1.0	0.1
LARIMER	2	0.0	0.0	-0.5	-0.1	1.5	0.3	-1.5	-0.3	1.5	0.2
MESA	4	11.0	1.1	12.0	1.7	8.0	1.6	9.0	1.5	11.0	1.4
PUEBLO	2	10.5	1.1	11.0	1.6	8.5	1.7	15.0	2.5	4.5	0.6
WELD	23	4.5	0.5	5.0	0.7	4.0	0.8	6.0	1.0	4.0	0.5
ALAMOSA	7	1.0	0.1	5.0	0.7	2.5	0.5	2.0	0.3	0.0	0.0
BROOMFIELD	0		0.0		0.0		0.0		0.0		0.0
CHAFFEE	0		0.0		0.0		0.0		0.0		0.0
CONEJOS	0		0.0		0.0		0.0		0.0		0.0
DELTA	0		0.0		0.0		0.0		0.0		0.0
DOUGLAS	0		0.0		0.0		0.0		0.0		0.0
EAGLE	7	1.0	0.1	5.0	0.7	4.0	0.8	1.0	0.2	7.0	0.9
FREMONT	0		0.0		0.0		0.0		0.0		0.0
GARFIELD	3	8.0	0.8	0.0	0.0	-1.0	-0.2	0.0	0.0	-4.0	-0.5
HUERFANO	1	11.0	1.1	6.0	0.9	3.0	0.6	2.0	0.3	-1.0	-0.1
LA PLATA	0		0.0		0.0		0.0		0.0		0.0
LAS ANIMAS	0		0.0		0.0		0.0		0.0		0.0
LOGAN	18	4.0	0.4	3.0	0.4	1.0	0.2	2.0	0.3	2.0	0.3
MOFFAT	0		0.0		0.0		0.0		0.0		0.0

MONTEZUMA	5	-0.5	-0.1	0.0	0.0	1.0	0.2	-2.0	-0.3	1.0	0.1
MONTROSE	2	0.5	0.1	6.0	0.9	7.0	1.4	6.5	1.1	1.0	0.1
MORGAN	19	7.0	0.7	3.0	0.4	3.0	0.6	2.0	0.3	5.0	0.6
OTERO	0		0.0		0.0		0.0		0.0		0.0
PROWERS	2	7.5	0.8	5.0	0.7	3.5	0.7	4.0	0.7	5.0	0.6
RIO GRANDE	0		0.0		0.0		0.0		0.0		0.0
SAGUACHE	2	8.5	0.9	7.0	1.0	4.0	0.8	6.0	1.0	4.0	0.5
TELLER	0		0.0		0.0		0.0		0.0		0.0
ARCHULETA	3	8.0	0.8	6.0	0.9	2.0	0.4	7.0	1.2	12.0	1.5
BACA	3	10.0	1.0	8.0	1.1	6.0	1.2	6.0	1.0	6.0	0.8
BENT	1	10.0	1.0	5.0	0.7	4.0	0.8	6.0	1.0	2.0	0.3
CHEYENNE	0		0.0		0.0		0.0		0.0		0.0
CLEAR CREEK	0		0.0		0.0		0.0		0.0		0.0
COSTILLA	0		0.0		0.0		0.0		0.0		0.0
CROWLEY	0		0.0		0.0		0.0		0.0		0.0
CUSTER	0		0.0		0.0		0.0		0.0		0.0
DOLORES	3	14.0	1.4	2.0	0.3	4.0	0.8	5.0	0.8	1.0	0.1
ELBERT	0		0.0		0.0		0.0		0.0		0.0
GILPIN	0		0.0		0.0		0.0		0.0		0.0
GRAND	0		0.0		0.0		0.0		0.0		0.0
GUNNISON	0										
HINSDALE	0		0.0		0.0		0.0		0.0		0.0
JACKSON	0		0.0		0.0		0.0		0.0		0.0
KIOWA	0		0.0		0.0		0.0		0.0		0.0
KIT CARSON	0		0.0		0.0		0.0		0.0		0.0
LAKE	1	10.0	1.0	14.0	2.0	4.0	0.8	12.0	2.0	8.0	1.0
LINCOLN	0		0.0		0.0		0.0		0.0		0.0
MINERAL	0		0.0		0.0		0.0		0.0		0.0
OURAY	0		0.0		0.0		0.0		0.0		0.0
PARK	1	2.0	0.2	15.0	2.1	18.0	3.6	7.0	1.2	22.0	2.8
PHILLIPS	0		6.0		0.0		0.0		0.0		0.0
PITKIN	1	13.0	1.3	10.0	1.4	-4.0	-0.8	7.0	1.2	2.0	0.3
RIO BLANCO	1	26.0	2.6	12.0	1.7	-1.0	-0.2	19.0	3.2	12.0	1.5
ROUTT	0		0.0		0.0		0.0		0.0		0.0
SAN JUAN	0		0.0		0.0		0.0		0.0		0.0
SAN MIGUEL	0		0.0		0.0		0.0		0.0		0.0
SEDGWICK	2	17.0	1.7	8.5	1.2	4.5	0.9	6.5	1.1	5.0	0.6
SUMMIT	0		0.0		0.0		0.0		0.0		0.0
WASHINGTON	0		0.0		0.0		0.0		0.0		0.0
YUMA	1	14.0	1.4	8.0	1.1	3.0	0.6	8.0	1.3	2.0	0.3

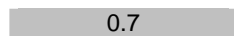
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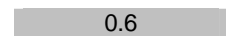
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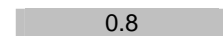
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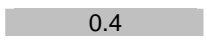
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Addendum 8

Diligent Efforts To Prepare Youth For Emancipataion

Ongoing efforts are in place to assist county departments in the diligent preparation of youth emancipating from foster care:

1. The Chafee Program is in the process of conducting a formal survey of the County Chafee programs by assessing program design, consumer satisfaction, identifying barriers to program success, and identifying new resources to make an overall evaluation of the program's effectiveness and efficiency. To be completed September 30, 2005.
2. CW staff is in the process of developing a video to assist casework staff, collateral staff on how to properly support youth in the completion of their education and transition from foster care. To be completed February 15, 2005.
3. CW staff has submitted a proposal to Management to receive funds to provide training to Foster Parents, CW staff and required care providers on how to create a timely and appropriate independent living plan for children aging out of foster care.
4. Chafee quarterly planned and will convene group to discuss individual county progress towards diligently preparing youth to emancipate. (Originally scheduled 1/12, rescheduled for 2/10 due to bad weather)