

Colorado



2012 Annual Progress and Services Report
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Administration for Children and Families
Department of Health and Human Services



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Glossary of APSR Acronyms

ACF-CB	Administration for Children and Families, Children's Bureau
ARD	Administrative Review Division
APSR	Annual Progress and Services Report
BPCT	Best Practice Court Team
CAPTA	Child Abuse Prevention and Treatment Act
CDHS	Colorado Department of Human Services
CDRC	Colorado Disparities Resource Center
CFCIP	Chafee Foster Care Independence Program
CFRT	Child Fatality Review Team
CFSP	Child and Family Services Plan
CFSR	Child and Family Services Review
CIP	Court Improvement Program
CJA	Children's Justice Act
CCJTF	Colorado Children's Justice Task Force
CPM	Colorado Practice Model
CQI	Continuous Quality Improvement
C.R.S.	Colorado Revised Statutes
DCWS	Division of Child Welfare Services
DR	Differential Response
DBH	Division of Behavioral Health
DYC	Division of Youth Corrections
ETV	Education and Training Vouchers
FFY	Federal Fiscal Year
HCPF	Health Care and Policy Financing
MCV	Monthly Caseworker Visits
NYTD	National Youth in Transition Database
OPPLA	Other Planned Permanent Living Arrangement
OOH	Out-of-Home
PIP	Program Improvement Plan
PSSF	Promoting Safe and Stable Families
QPT	Quality Practice Team
SFY	State Fiscal Year
Sub-PAC	Subgroup of Policy Advisory Committee
TANF	Temporary Assistance for Needy Families
Trails	Colorado's Statewide Automated Child Welfare Information System

Introduction

The Colorado Department of Human Services (CDHS) has responsibility for the human service program areas of child and family services, youth corrections, behavioral health and economic assistance programs, child care licensing and child care subsidy and is the Administering Agency for Title IV-B, Title IV-E, Child Abuse Prevention Treatment Act (CAPTA), Chafee Foster Care Independence Program and Education and Training Vouchers Program.

Governor John Hickenlooper's announcements of two new strategies, "Keeping Kids Safe and Families Healthy", Colorado's Three-Year Child Welfare Master Plan, and the Office of Early Childhood, focus on improving Child and family outcomes statewide.

The "Keeping Kids Safe and Families Healthy" is the new CDHS strategic plan for improving the safety and well-being of children and families across the state. The plan includes the practices and objectives in which the Department will engage over the next three years. "Keeping Kids Safe and Families Healthy" is comprised of five key strategies:

- Fully implementing a common practice approach for Colorado, through implementation of a child welfare practice model, expansion of Differential Response and creation of new pathways for adolescents with behavioral health needs.
- Managing performance through implementation of C-Stat, the State performance management strategy that collects and analyzes a variety of real-time data, and the County Scorecard, which summarizes data at the local level to drive practice improvement for children and families.
- Develop the workforce with updated current curriculum that utilizes technology to deliver new research and development statewide.
- Reform funding by utilizing resources more efficiently to ensure the right services are delivered to the right people in the most cost effective manner, and align funding sources with outcomes for the safety, permanency and well-being of children and families.
- Engage the Public and Partners by future online communication of C-Stat information and outcomes, drafting legislation that would allow CDHS to publicly share information—good and bad—regarding child welfare investigations. The Child Welfare Leadership Committee, the new child welfare governance council, is comprised of the CDHS Executive Management Team and will also include other community partners. Its role is to seek leadership guidance and advice on important policy and systemic issues and to also move important leadership issues and initiatives out to the community.

The Office of Early Childhood, announced June 7, 2012, will streamline early childhood services, to help ensure all children are healthy, valued and thriving. Over the next few months, seven programs from four different CDHS divisions will be brought together, maximizing available resources without incurring additional expenses. The consolidation of programs and services benefits families by strengthening collaboration and coordination between state-level early childhood system and local delivery systems. The new office demonstrates the shared commitment of the administration and state stakeholders to advance and improve early childhood supports and services.

In addition to the Office of Early Childhood, CDHS is developing a “Two Generation” strategy, which builds on the concepts of Ascend at the Aspen Institute, to move parents and children beyond poverty together. Colorado’s strategy will seek to align the services and benefits of the Office of Children, Youth and Families and the Office of Economic Security to assist families with an array of opportunities to move them away from poverty and to also impact future generations.

Organizational Structure

Office of Children, Youth and Families

The Colorado Department of Human Services--Office of Children, Youth and Families, through the Division of Child Welfare Services (DCWS), is designated to administer Titles IV-B and IV-E Programs. These include Title IV-B Subpart 1 (Stephanie Tubbs Jones Child Welfare Services), Title IV-B Subpart 2 (Promoting Safe and Stable Families), Title IV-E (Foster Care and Adoption Assistance), Child Abuse Prevention and Treatment Act (CAPTA) and Chafee Foster Care Independence Program and Education and Training Vouchers.

DCWS administers Colorado’s child welfare program. The DCWS consists of a group of services intended to protect children from harm and to assist families in caring for and protecting their children. Services are provided directly by county departments of human/social services or by DCWS through direct contract programs. Domestic violence programs, mental/behavioral health services and youth detention and corrections are delivered through regional systems by the Divisions of Behavioral Health and Youth Corrections. DCWS provides policy guidance and leadership on child protective services and youth in conflict services. The Department Organizational chart is available at: www.Colorado.gov/CDHS.

Colorado’s child welfare system is county-administered and state supervised. In its oversight role, the State oversees child welfare practice, provides policy direction and 80% of the funding through a county allocation formula. Counties contribute 20% of the funding through local revenues. The Taxpayer Bill of Rights (TABOR), an expenditure limitation adopted by voters in 1992, limits government revenues to the previous year’s revenues plus population increase and inflation or actual revenues, whichever is less. This provision creates a “ratcheting down” effect, which results in budget shortfalls. When the economy rebounds, government revenues increase from the lower base. CDHS has been impacted by State budget shortfalls. In addition to reduced state revenues, counties have experienced reduced revenues from declining property values and decreased sales taxes. Property mill levies, which vary from county to county, provide for human/social services administration. Counties may receive additional funding through local tax initiatives and other county funding options. Although the economy is showing signs of early recovery, the economic circumstances have had and will continue to have a significant impact on the State.

The Child Welfare Services allocated block is the primary funding for county departments of human/social services to provide the continuum of child welfare services. County departments are authorized to use their allocation to provide child welfare services without categorical restriction. Funds are allocated to counties under a formula developed in consultation with the statutorily established Child Welfare Allocation Committee.

In spite of the current financial climate and a growing population, the State and counties have achieved significant accomplishments in improving outcomes for children, youth and families.

Description of the Child Welfare Population

Reflecting families, rather than individual children, 80,094 referrals were received and 35,832 (44.73%), representing 60,791 children, were opened for investigation, (also known as assessments) for State Fiscal Year (SYF) 2011. There were 39,403 children in open involvements (cases). This year's referral rate was 62 per 1,000 children. This is an increase from 60 per 1,000, which had been maintained in the prior three years. When an investigation results in an open involvement ongoing services are provided to the child and family. The number of open involvements significantly declined from 38,514 to 35,832. New involvements have been steadily declining over the past five years.

National origin and race data for the 39,403 children in open involvements are similar to that in previous years. The majority of the children were not of Hispanic origin (62.9%). Reports on race indicated that most children were Caucasian (80.0%), followed by Hispanic (37.1%), African American (12.5%), and Multiracial (5.2%).

Age distribution indicated that almost a quarter of the children (22.8%) in open involvements were ages 14-17, followed by ages 7 to 10 (18.8%) and ages birth to 3 (16.2%). The gender distribution is 53.3% male children compared to 46.7% female children.

The 2012 Annual Progress and Services Report

This Federal Fiscal Year (FFY) 2012 Child and Family Services Annual Progress and Services Report (APSR) describes activities through the current year, FFY 2012, for the Titles IV-B Subparts 1 and 2, CAPTA, Adoption, Chafee Foster Care Independence Program and Education and Training Vouchers, Indian Child Welfare, Kinship Care and Title IV-E Foster Care Programs. All requirements of 45 CFR 1357 are included within the report.

The 2012 APSR updates the 2010-2014 Child and Family Services Plan (CFSP) objectives and describes how federal IV-B, CAPTA and CFCIP funds are used to accomplish the plan's priorities. The CFSP and APSR will continue to integrate performance improvement planning efforts for the Child and Family Services Review (CFSR) with the CFSP. Information on state achievement of national performance standards and case-related outcomes are included in this APSR.

In accordance with 45 CFR 1355.53, Colorado utilized its Statewide Automated Child Welfare System, Trails, in developing the APSR. In addition, the following were used to evaluate Colorado's child welfare performance and activities:

- C-Stat Management Program
- Administrative Review Division

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Section One

I. Service Description

This section contains information on Programs:

- Stephanie Tubbs Jones Child Welfare Services, Title IV-B, Subpart 1.
- Promoting Safe and Stable Families, Title IV-B, Subpart 2.
- Chafee Foster Care Independence Program and Educational and Training Vouchers.

Information is provided concerning specific accomplishments and progress toward meeting each goal, objective and outcomes for children and families. The last section details Colorado's progress and achievements since the 2011 APSR.

Stephanie Tubbs Jones Child Welfare Services—Title IV-B, Subpart 1

The 2010-2014 CFSP outlines Colorado's vision, mission, guiding principles and program area information that guide the State's work with children and families. Additionally, the plan outlines goals, action steps, and baseline data to accomplish the outcomes of safety, permanency, and well-being for children and families in Colorado. The report is available at:
<http://www.colorado.gov/cs/Satellite/CDHS-ChildYouthFam/CBON/1251591217601>.

Program Description

Title IV-B, Subpart I is a federal block grant that is used for a broad range of child welfare services. The purpose of the program is to protect and promote the welfare of all children; prevent the neglect, abuse or exploitation of children; support at-risk families through services which allow children to remain with their families or return to their families in a timely manner; promote the safety, permanency and well-being of children in foster care and adoptive families; and provide training, professional development and support to ensure a well-qualified child welfare workforce.

Services Continuum

The Colorado Services Continuum funded by Subpart 1 funds, described in the 2010-2014 Child and Family Services Plan (CFSP), includes a broad array of services and is supported and enhanced by community partnerships and collaborations. The continuum is available in varying degrees across the state according to the resources of local communities and includes some or all of the following components:

- Prevention and family support services
- Early intervention and family preservation services
- Child protection services
- Foster care
- Permanency
- Aftercare and post-permanency needs

Community partnerships and collaborations are described throughout the remainder of this report in applicable sections.

Promoting Safe and Stable Families—Title IV-B, Subpart 2

Program Description

Promoting Safe and Stable Families (PSSF), Title IV-B, Subpart 2, provides funding for the continuum of services in Colorado to 40 counties or local programs and the Ute Mountain Ute Tribe, to promote local collaborations and to provide services. Funds are used to promote partnerships between community-based organizations and the local departments of human/social services. PSSF programs are selected to receive funds through a non-competitive application process. The criteria for selection are based on:

- The site being an existing PSSF site.
- The site's proximity to a family resource center.
- The number of legalized adoptions reported by the site.
- The number of children under the age of 18, and the number of child welfare cases reported by the site.

Colorado spent 20% of the funds on each of the four identified populations that include time-limited reunification, family preservation, family support, and adoption promotion support services. Local Programs submit a plan delineating the services that will be provided, yearly budgets, and goals and objectives for the year. These programs also include the following additional information:

- Agreements between the community and public child welfare agencies with regard to family and child interventions, supports and outcomes.
- Development of mechanisms for parent and professional partnerships.
- Individualized treatment planning with family members as experts.
- Formal and informal supports and services for families through neighborhood and community-based networking.
- Flexible and pooled funding strategies to leverage funding.
- Development and maintenance of trusting environments, fostering coordination and collaboration.

Parents and youth are involved in every aspect of the PSSF program and sit on the Community Advisory Councils in the local districts, acting in the capacities of family advocates and/or consumers. Many take an active role in developing their own service plans.

In addition to PSSF funds provided to counties, additional funds are used to support CAPTA activities and statewide trainings. Trainings in 2011-2012 have focused on Family Engagement, which is consistent with the objectives of the 2010-2014 Child and Family Services Plan. Funds are targeted strategically, maximizing the benefit of the federal allocation.

Progress and Accomplishments: Promoting Safe and Stable Family Goals and Objectives 2011

The 2011 outcomes establish the critical role PSSF has in maintaining children safely in their own homes, improving permanency and providing for the well-being of families. Each of the State's outcomes were achieved or exceeded.

- 90% of all children served through PSSF will not have a confirmed report of maltreatment during the 12 month grant period:
 - 11,409 children were provided services:
 - 95% of children served did not have a confirmed report of maltreatment
- 95% of at-risk children receiving prevention services through PSSF will not enter an OOH placement during the 12-month period:
 - 98% of children receiving prevention services did not enter an OOH placement
- 674 children received adoption support services:
 - 55% of the group was adopted
- 2,249 children were provided time-limited reunification services:
 - 64% of these children were reunited with family or kin
- 4,202 children received family support services:
 - 98% of these services resulted in positive outcomes, such as parents' increased parenting capacity, evidenced by increased ability to nurture their children; families remained intact, due to concrete supports, such as rent and utilities payments being provided; children participating in after-school activities that provide structure and supervision while their parents are at work.
- 1,314 families received post-adoption services:
 - 98% of children remained with their adoptive families
- 20,784 one time services (concrete/hard services) were provided to Colorado families to help with basic needs for their children, improving the circumstances of the families and alleviating stressors.

Colorado will not implement a statewide mentoring program, as described in P.L. 112-34. There are mentoring and peer-to-peer mentoring services available through the PSSF service arrays and county programs at the local level.

Chafee Foster Care Independence Program and Education and Training Vouchers

The reports for Chafee Foster Care Independence Program and Education and Training Vouchers are located in Section Three.

II. Collaboration

Community partnerships and collaborations received a “strength” rating in the 2009 CFSR (CFSR) and play a key role in strengthening the child welfare services continuum at both state and county levels. These include court collaborations, PSSF community partnerships, the Collaborative Management Program and other stakeholder collaborations that support the development and implementation of the CFSP. The Colorado Practice Model, the Colorado Consortium on Differential Response and the Colorado Children and Youth Information Sharing Collaboration are energizing, informing and engaging county departments in positive practice change. The Court Improvement Program, with the local Colorado Best Practice Court Teams promotes county department and judicial system collaboration to meet the local needs and practices. The following description provides detail about these key collaborations.

Collaborative Management Program

The Collaborative Management Program (CMP) is the voluntary development of multi-agency services provided to children and families by departments of human/social services and other mandatory agencies including local judicial districts, health departments, school district(s), community mental health centers and mental health assessment and service agencies and behavioral health organizations. The purpose is to reduce duplication and eliminate fragmentation of services; to increase the quality and effectiveness of services provided and encourage cost-sharing among partner agencies. CMP leads to better outcomes among counties and contributes to a full continuum of care. Twenty-nine counties, including nine of the ten large, are involved in the program. A State Steering Committee comprised of the supervising agencies, county departments and family advocates guide the work of the program. State Executive Directors of each of the involved agencies meet annually according to statute to review the program and address barriers to the effective operation of the program. The 2011 CMP State Management Survey indicated that there has been meaningful progress on intended goals, and that the State Steering Committee has been successful in involving all stakeholders that need to be involved. It was additionally determined that the CMP Family Voice and Choice and the Evaluation subcommittees have been effective in their outcomes. Incentives are provided to counties that meet their local CMP outcomes. A total of \$2,976,480 in incentives was distributed in SFY 2011 to Adams, Alamosa, Boulder, Chaffee, Conejos, Denver, Douglas, El Paso, Elbert, Fremont, Garfield, Grand, Gunnison/Hinsdale, Huerfano, Jefferson, Larimer, Logan, Mesa, Moffat, Montezuma/Dolores, Morgan, Pueblo, Routt, Teller, Weld, Lake, Lincoln, and Montrose Counties.

Colorado’s Children and Youth Information Sharing Collaborative

The Collaborative Management Program and the Prevention Leadership Council (under the Colorado Department of Public Health and Environment) formed the Colorado’s Children and Youth Information Sharing Collaborative in March of 2008. Its main purposes are to structure policy and procedures for efficient, appropriate and timely sharing of information between service agencies at the state and local levels and to improve services and outcomes of children, youth and families involved in services. Recent accomplishments of the group include applying for and participating in grants to secure project funding. The Division of Behavioral Health (DBH) has intensified its involvement on the Collaborative Initiative and in 2010 the Division of Youth Corrections (DYC) signed on as part of the Collaborative. The involvement of both agencies is an important step in building the collaboration.

HB 1084 Implementation Committee

The HB 1084 Implementation Committee continues to collaborate on refining the residential care program to meet the changing needs for the State's children and youth. Originally charged with the purpose of redesign of Colorado's residential mental health program in SFY 2006, the Committee is made up of county, state and provider representatives. The group continues to meet to evaluate program operation, approve rate setting methodology processes, and fine-tune any remaining program design issues. The current activities of the collaborative include:

- The Collaboration is in process of evaluation, aided by Annie E. Casey Foundation, with the "Increasing the use of Kinship and Family Foster Care and Appropriate Use of Congregate Care" child welfare initiative. The focus is on a future business model and practices for the specific population of youth served by both DCWS and DYC who have experienced one or more moves while being served in residential treatment.

The collaborative work of the group is essential to the well-being of children, youth and families who are involved with residential levels of care, and represents another strategy to improve placement stability.

Collaboration between CDHS and Colorado's Judicial System

Colorado is divided into 22 judicial districts, 21 of which formed multidisciplinary teams designated as Colorado Best Practice Court Teams (BPCT), under the auspices of the Colorado Court Improvement Program (CIP). BPCTs are operating in all jurisdictions. The collaboration between Colorado's Judicial System and CDHS contributes positively to Colorado's comprehensive, coordinated child and family services continuum as follows:

- CIP has adopted a new Learning and Teaching Program Model. The new process centers around committee members taking an active role in learning about different jurisdictions and providing feedback on practices. It is similar in process to the Colorado Practice Model (CPM).
- CIP has a flexible funding grant program that provides grants of up to \$5,000 for jurisdictions that apply. These grants reinforce the local community practice and collaboration.
- The Training Wheel Curricula includes nine day-long multi-disciplinary trainings that are delivered regionally through collaboration between CIP and the Child Welfare Training Academy. The trainings are specific to the Colorado child welfare system and include: Roles and Responsibilities; Procedures and Practices; Collaborative Process; Community and Culture; Child Development; Education Law and Information and Services Law. This training, started October 2009, has strengthened multidisciplinary teams statewide with knowledge about how to work together to cause system change.
- CIP Committee Members plan and conduct Site Visits in all of Colorado's judicial districts where they observe court and interact with local child welfare practices.
- The Family Justice Information System (FAMJIS), continues to be recognized as one of the nation's best child welfare data exchange projects and continues to assist at the local level with the following:
 - FAMJIS data exchange information measures performance on specific items related to safety, timeliness, due process, and permanency, and is available to judicial officers and staff.
 - Quarterly training occurs in the areas of management reports, data integrity and data sharing between the two agencies.

2011 Progress and Accomplishments: Collaboration

- CIP conducted an International Site Visit with the Ute Mountain Ute, Southern Ute and Navajo Tribes in September 2011. DCWS staff participated in the visit, and experienced a deepened sense of cultural awareness through discussion of current practice.
- Permanency Site Visits, a joint collaboration between DCWS and CIP, were conducted in Boulder, Denver and Alamosa Counties to evaluate current permanency practices and to determine if additional/modified policies or chief justice directives are needed to improve timely permanency achievement for children.
- FAMJIS has added new data outcomes: "Children never removed from the home" and "Children re-entering the court's jurisdiction after case closed for two years". These new outcomes increase future opportunities for side-by-side comparisons between judicial and DCWS for child and family outcomes.

III. Program Support

Training Progress Report

DCWS continues to provide new child welfare caseworker and supervisor training through the Child Welfare Training Academy, which opened in 2010. The Academy ensures that individuals hired to work in the child welfare system receive the necessary training to perform the functions of their jobs responsibly and that experienced child welfare caseworkers and supervisors continue to enhance their knowledge and skills annually.

The Academy consists of two components; the first component is pre-service training for newly hired caseworkers and newly hired or promoted child welfare supervisors. The second component is ongoing in-service training for experienced child welfare caseworkers, supervisors and new and experienced foster parents. During this reporting period, 140 child welfare caseworkers and 35 child welfare supervisors completed the Academy pre-service series. A total of 305 foster parents completed ongoing training. Training evaluations are located in Appendix A.

Workforce Information

Colorado has a statewide professional child protection services workforce. The workforce is hired and maintained through the county human resources systems. Statewide information is not available for this report, because there is not a detailed reporting mechanism for individual staff information between the State and counties. All staff hired by the counties must meet the following state requirements:

Educational Requirements

1. Professional Entry (Training) Level Position

- a) Bachelor's degree with a major in a human behavioral sciences field.

2. Professional Journey Level Position

This position has obtained the skills, knowledge, and abilities to perform duties at the full independent working level through experience and education.

- a) A Bachelor's degree with a major in a human behavioral science field and one year of professional caseworker experience acquired after the degree in a public or private social services agency; or,

- b) A Bachelor's of Social Work degree with a major in public child welfare and successful completion of an approved field placement in a county department of social services; or,
- c) A Master's degree in social work or human behavioral sciences field.

3. Casework Supervisor Position

- a) A Bachelor's degree with a major in a human behavioral sciences field (no substitution) and three years professional casework experience at the journey level obtained after the degree; or
- b) A Master's degree or higher in social work or human behavioral sciences field and two years professional casework experience at the journey level obtained before or after the advanced degree.

4. Education Requirements

In order to meet the minimum educational requirements of a human behavioral science degree, the applicant must have a degree with major course work (equivalent to thirty semester hours or forty-five quarter hours) in either development of human behavior, child development, sociology, family intervention techniques, diagnostic measures, or therapeutic techniques such as social work, psychology and guidance and counseling.

Training Requirements

Newly hired social caseworkers and newly hired or promoted social services supervisors are required to successfully complete the Child Welfare Training Academy, which consists of approximately thirty hours of computer-based training and seven weeks of classroom instruction interspersed with structured on-the-job learning activities. In addition, all experienced child welfare caseworkers and supervisors are required to complete at least forty hours of ongoing in-service training per year. The in-service training is to be focused in content areas such as, but not limited to:

- Assessment
- Interviewing
- Family engagement
- Legal issues
- Foster care and adoption
- Effects of child abuse/neglect on development
- Principles of strength-based, family centered, culturally relevant case planning and case management
- Sexual abuse issues
- Behavioral health issues
- Domestic violence issues
- Cultural disparity

At a minimum, 16 of the in-service training hours are to be focused in the area of the caseworker's primary job responsibilities. Additional topics for supervisors are worker safety, and leadership and management.

Current Workforce Demographics

Counties maintain information about their protective services workforce. The Child Welfare Training Academy completed re-certification of 1292 current child welfare caseworkers and 278 supervisors in July, 2011 for FY 2012. The demographics for the new trainees for 2011-2012 are representative of the current workforce and are located in Appendix B.

Staff classifications may be pulled from staff profiles in Trails, the State’s Statewide Automated Child Welfare Information System, but educational degrees and service hire and end dates are maintained by each county. There is not a state-county reporting system in place from which to extract this information.

Colorado does not have a caseload standard.

Updates to Training Plan

The “Keeping Kids Safe and Families Healthy” strategies target the Child Welfare Training Academy to ensure a well-trained workforce, which is essential to ensuring the safety of children, youth and families. These changes include:

- Modifications to provide an updated, current curriculum that utilizes technology to deliver new research and development statewide.
- Expansion of the Child Welfare Training Academy to develop the work force, including senior work staff, supervisors and foster parents.

The Division of Children and Family Training is currently engaged in evaluation and planning with State and county staff, trainers and stakeholders to develop the “Academy of the future”.

The ongoing training list, located in Appendix C, has remained stable for the past three years and is currently being assessed for additions and changes.

Technical Assistance and Other Program Support

Colorado’s Technical Assistance needs are met through:

Technical Assistance Resource	Initiative/Activity
Mountains and Plains Child Welfare Implementation Center	CPM
The National Resource Center for Recruitment and Retention of Foster and Adoptive Parents at AdoptUSKids	Foster Care Recruitment and Retention Market Segmentation Project.
The National Citizen Review Panel Resource Center	CAPTA activities involving Citizen Review Panels.
Casey Family Programs	Permanency by Design, No Time to Lose Projects
Annie E. Casey Foundation	“Increasing the Use of Kinship and Family Foster Care Resources and Appropriate Use of Congregate Care”

Research

Two research entities have an important role in Colorado’s child welfare services: The Applied Research in Child Welfare (ARCH), a program of the Social Work Research Center, School of Social Work, Colorado State University, and Chapin Hall, University of Chicago. Both are supported by a collaboration comprised of the State and eleven counties. Colorado has been online with Chapin Hall’s Data Center since 2010, contributing OOH placement and client data. Chapin Hall data is used by counties and the State for both cohort and longitudinal analyses. SFY 2011 ARCH accomplishments include:

- Implementation of predictors of family preservation outcomes and child welfare success study for Program Area 5 (child protection) cases.
- Designed predictors of family preservation outcomes and child welfare success study for Program Area 4 (youth in conflict) cases.
- Designed an update of kinship care systematic review for Cochrane and Campbell collaborations.
- Contributed to implementation of Chapin Hall Data Center Study.

IV. Consultation and Coordination between Tribes and the State

This area describes the progress and accomplishments regarding the Indian Child Welfare Act (ICWA) and coordination of permanency provisions afforded to Indian children. CDHS provides the APSR to the Tribes.

Process used to consult with Tribes in the past year

The State has consulted with the following tribal staff: Steve Brittain (Southern Ute Tribe), Janelle Doughty, Carla Snow, Troy Ralston, Peter Ortego, Preston Corston, Gary Hayes, and Ernest House, Jr. (Ute Mountain Ute Tribe).

The consultation process occurs periodically through the Colorado Commission on Indian Affairs, in contact with the Tribes, and contact in conjunction with the Denver Indian Family Resource Center (DIFRC). Discussion items have included minority over representation, ICWA training, and child welfare services. Yearly ICWA convenings have occurred in conjunction with the Tribes, the Commission, executive directors of state agencies, county departments, service agencies, family members, and the Casey Family Programs. The convenings focus on the importance of serving the Native American population in a culturally competent manner.

CDHS, Casey Family Programs, DIFRC and several Denver metropolitan area county departments will convene a meeting in 2012 to address the social/human services needs of the Native American population in the Denver metropolitan area. It is anticipated that the outcomes will include:

- Overview of Colorado's Indian Child Welfare Disparity Rates.
- Reduction of Disparities through the CPM.
- Overview of Indian Child Welfare Needs in Metro Denver.
- 2011 Accomplishments.
- Upcoming Opportunities.

Level of compliance and the progress made to improve compliance with ICWA during the past year, as informed by consultation with Tribes

Compliance and progress has shown improvement in understanding the cultural underpinnings for ICWA as well as the relationship between ICWA and State statutes. Compliance and progress has included the involvement of the Tribes, DIFRC, and the Native American Law Clinic at the University of Colorado. Periodic trainings in different regions of the state have been coordinated by DIFRC and the Native American Law Clinic.

Goals and description of specific activities that have been or will be undertaken to improve or maintain compliance with ICWA

A refined ICWA assessment form was developed and implemented in conjunction with the Tribes, county departments, DIFRC, and the judicial department, and was disseminated via an Agency Letter on April 15, 2010. The Academy provides legal training that includes:

- Emphasis on the importance of ICWA.
- Use of the ICWA heritage form and continuous inquiry.
- Tribal notification by the county department.
- Evidence levels required in court proceedings.
- The Tribal Court's right to intervene in proceedings.

Three trainings were delivered that included:

- Indian 101: Outlining the historical and contemporary context of Native families and key concepts for understanding ICWA
- Basics of ICWA and ICWA's interface with the Colorado Children's Code
- Practice in the spirit of ICWA: Demonstrating active efforts and engaging families.

Trainings will also continue to be offered to new staff through the Child Welfare Training Academy. The Colorado CIP will continue to include a focus on training and educating court staff.

Compliance with Identification of American Indian Children by County Departments

In following ICWA protocol, the Administrative Review Division (ARD) asks specific ICWA questions about every child being reviewed. County departments document Native American children in OOH care, and ARD reviews the child's ICWA status. The review includes a series of ten questions relevant to the inquiries of Native American heritage, court findings, and tribal notification of the child's placement and court proceedings. ARD Statewide data for SFY 2012, third quarter, indicates compliance is currently at 42.1%, an increase from 36.4% (SFY2011 ARD review data, second quarter). The data reflects that improvements are needed in:

- Court orders determining that ICWA does NOT apply.
- Improved documentation of inquiry of Native American Heritage.
- Notification of all identified tribes sent to Bureau of Indian Affairs.

The changes needed to improve outcomes in compliance with ICWA continue to be addressed by the counties and courts.

Notification of American Indian Parents and All Tribes of State Proceedings Involving American Indian Children and the Right of the Tribe to Intervene

Each of Colorado's sixty-four counties is expected to notify Native American tribes about Native American children. Most counties rely on their county attorneys to provide notification of proceedings.

Special Placement Preferences for Placement of Indian children

Colorado has not negotiated a special placement preference for the placement of Indian children. Colorado seeks to comply with all provisions of ICWA, including order of preference. In its statewide recruitment campaign, CDHS encourages individuals of all cultures to consider

becoming foster parents. DIFRC has developed Structured Analysis for Foster Home Evaluation Tool training capacity in conjunction with CDHS. The nationally recognized assessment tool is applied in the recruitment and retention of Native American foster and kinship care homes.

Active Efforts to Prevent the Breakup of the Indian family

CDHS has set aside \$25,000 for each Colorado Tribe (\$50,000 total) for family preservation and reunification services. The Southern Ute Tribe submits a Core Services Plan (family preservation and reunification services) each year, as required. The Tribe has an intergovernmental agreement with La Plata County to administer the funds and to enter required information into Trails on their behalf. The Ute Mountain Ute make inquiries about the funds each year, but have not submitted a Core Services Plan. A Ute Mountain Ute representative is included in all Core Services Coordinator e-mails.

CDHS has consulted with local county departments in an effort to support the application of county resources to culturally competent organizations in an effort to more effectively work with identified Native American families. Specifically, county departments in the Denver metropolitan area have contracted with and are collaborating with DIFRC to extend the delivery of these services. These services are funded through Core Services and PSSF funds.

Use of Tribal Courts in Child Welfare Matters, Tribal Right to Intervene in State Proceedings, or Transfer Proceedings to the Jurisdiction of the Tribe

Colorado strives to meet all of the requirements of ICWA and the Colorado Children's Code. Compliance is reinforced through caseworker and county attorney training on ICWA requirements and the right of Tribal Courts to intervene and/or transfer court proceedings to their courts.

V. Health Care Services

CDHS works in collaboration with the Title 19 Medicaid Agency, Colorado Department of Health Care Policy and Financing (HCPF) Children's Health Services Advisory Board. Board members consist of parents, a dentist, an orthodontist, therapists, pediatricians, family medicine practitioners and staff from Federally Qualified Health Centers, Colorado Community Health Network, and Managed Care and Behavioral Health Organizations (BHOs). The Board's primary function is to provide review and feed back on children's Medicaid policy changes/development. The Board has assumed the additional function of addressing the requirements of P.L. 110-351, The Fostering Connections to Success and Adoptions Act and Section 205; P.L. 111-148, The Patient Protection and Affordable Care Act. Current requirements of P.L. 112-34, The Child and Family Services Improvement and Innovation Act, require the addition of Trauma-informed Screenings and a Psychotropic Medications Management Protocol to Colorado's Health Care Oversight and Coordination Plan for Children in Foster Care. Both of the required outlines are located in Appendices E and F. The complete plan may be accessed at: <http://www.colorado.gov/cs/Satellite/CDHS-ChildYouthFam/CBON/1251591217601>.

SFY 2011 has been an active year for the Children's Health Services Advisory Board:

- The Fostering Connections Psychotropic Medications Management Sub-Committee of the Children's Services Advisory Board has been meeting since December 2011 to develop the protocol for oversight of medications for children/youth in OOH care.

- The HCPF Accountable Care Collaborative Program (ACC) enrollment opened to foster children effective January 2012, providing coordinated health care, also known as a medical home. The HCPF memorandum, describing the enrollment process, was distributed by DCWS to all county departments of human/social services.
- HCPF and DCWS are collaborating on providing information/training for county child welfare staff about the Accountable Care Collaboratives and the P.L. 112-34 requirements. Accountable Care Collaborative enrollment increases State opportunities to provide coordinated health care for children/youth in OOH care.
- The Committee continues to discuss electronic health records, and providing complete and accurate information to health providers and caregivers.
- The 2011 Fostering Connections Health Summit was conducted in October 2011 with the purpose of informing county decision-makers about the need for coordinated health services for children/youth in OOH care.

VI. Disaster Plan

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

- Identifying, locating, and continuing services for children under county care or supervision who are displaced or adversely affected by a disaster.
- Responding to new child welfare cases in areas adversely affected by a disaster and providing services in those cases.
- Remaining in communication with essential county child welfare personnel who are displaced because of a disaster.
- Preserving essential program records outside of Trails.
- Coordinating services and sharing information with other states in conjunction with CDHS.

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

Colorado has been impacted by several fires during SFY 2012, resulting in property/personal losses and displacement of over 600 families. Governor Hickenlooper declared a "State of Emergency" on June 27, 2012 due to The Waldo Canyon fire, which ignited on June 23, 2012. President Obama delivered the signed Presidential Disaster Declaration on June 29, 2012 and toured the damaged areas, which include El Paso and Teller Counties. Although details continue to emerge at the writing of this report, the Presidential Declaration designates Colorado's eligibility for Federal Emergency Management Agency Disaster Relief.

VII. Foster and Adoptive Recruitment

The National Resource Center for Recruitment and Retention of Foster and Adoptive Parents at AdoptUSKids is providing Colorado with technical assistance in development of the Market Segmentation Targeted Recruitment Plan. The plan targets the geographical areas where successful foster families reside and a market analysis for successful recruitment. The new

strategy is a departure from widespread recruitment targeted at the general market. The on-site assistance is being provided to the participating counties and the Southern Ute Tribe:

Garfield	Huerfano	Morgan	Denver
Broomfield	Las Animas	Moffat	Adams
Eagle	Rio Grande	Bent	Weld
Mesa	Saguache	Arapahoe	Southern
Teller	Fremont	Jefferson	Ute Tribe
La Plata	El Paso	Boulder	
Alamosa	Pueblo	Clear Creek	
Conejos	Logan	Elbert	

The Ute Mountain Ute Tribe is interested in participating in the near future.

The objectives of the Market Segmentation provide the following:

- Marketing data to assist counties with targeted recruitment of foster families.
- Monthly support and technical assistance to counties.
- Monthly follow-up e-mails with all county participants.
- Regular follow-up meetings to assist the counties as needed.
- Regional and target group phone conferences for sharing recruitment ideas between counties and to assist with any recruitment or retention needs.

Colorado Heart Gallery 2011

- Two full and five mini Heart Gallery exhibits, featuring professional photos of 102 waiting children have traveled around the State, with locations changing monthly.
- CDHS has developed a public-private partnership with Adopt Colorado Kids for coordination of all scheduling and moving of the galleries and to manage Colorado Heart Gallery photographers.
- CDHS maintains both the Heart Gallery website and Facebook Page.

National Foster Care Month

May was National Foster Care Month, and a number of activities were completed:

- Newspaper ads thanking Colorado foster families were placed in 94 newspapers throughout the state during or around Mother's Day weekend.
- The CDHS Communications Coordinator encouraged local newspapers to carry positive articles about foster care each week during the month.
- Governor John Hickenlooper signed the proclamation declaring May as Foster Care Month in Colorado and recognizing the contributions made by foster families to the well-being of children, youth and families.
- CDHS Executive Director, Reggie Bicha, signed and sent a total of 2,259 letters to foster parents, thanking them for their service.
- CDHS provided custom calendars, highlighting foster families, training and recertification reminders, parenting tips, and encouragement to all foster parents.

Recruitment Events

The Department covered booth fees and provided recruitment materials to county departments for various community events, such as:

- Morgan County Home and Garden Show
- Glenwood Strawberry Festival
- Denver PrideFest
- Colorado Black Arts Festival
- The Arkansas Valley Fair and Early Settlers Day, Otero County
- Boo At The Zoo at the Denver Zoo
- Bug A Boo at the Butterfly Pavilion, Denver
- Fall Family Festival in Garfield County

Adoption

County Adoption Day Celebrations

In 2011, 20 counties celebrated adoptions and their adoptive families either on National Adoption Day, during the month of November or at activities other times during the year.

Update on Timeliness of Adoptions

Colorado has decreased the time between the child's most recent removal and finalization. However, when adoptive families are finally identified for children who have been in OOH care the longest, the data is skewed such as a 2011 case involving placement of a child with severe developmental disabilities in his adoptive home just a month before his 21st birthday. The data was skewed by the amount of time the child was waiting for placement, although the outcome was excellent.

As a CFSR Program Improvement Plan (PIP) requirement, the DCWS Adoption Program Review forms were modified to include information about assignment and completion of the adoption studies to determine if there is significant delay between the most recent removal and adoption finalization. At this time, the average length of time is approximately 29 months.

Colorado's Statewide Strategic Recruitment and Retention Plan for Foster and Adoptive Families 2011-2013 outlines the state activities ensuring there are OOH resources that meet the needs of the population of children and youth in the State's custody. The plan was amended November 29, 2011 to ensure consistency of Multiethnic Placement Act of 1994 information. Activities that have been completed are indicated and further amendments to the plan are not anticipated at this time. The plan is located in Appendix G.

VIII. Monthly Caseworker Visits

In FFY 2012, ten Colorado county departments of human/social services received \$123,981 in funding for caseworker visits. The funding targets:

- Increased quantity and quality of caseworker visits.
- Improved casework decision-making skills.
- Increased caseworker retention.

The remaining funding was applied to Trails enhancements that assist counties in sustaining the improvements in Monthly Caseworker Visits (MCV) data. The FY 2011 MCV report indicates 86.0%

of caseworkers made timely monthly client visits each month while the child was in OOH care, representing an increase of 10% (FY 2010: 76.0%).

Beginning October 2011, the Federal reporting criteria changed. DCWS is collaborating with Trails staff to change the formula and create the report to provide an accurate percentage of Caseworker Visits at this time. DCWS continues to actively address MCV with county departments by providing technical assistance regarding monitoring and managing through Trails reports. Counties are encouraged to share best practices and other strategies that increase caseworker accountability and data entry of visits.

Colorado's MCV base line is 58.9%, which has been exceeded with state set target standards since FY 2008. Technical assistance and training is provided to the counties to ensure the continuity of relationship and treatment progress with children, youth and families. The Monthly Caseworker Visits Report was submitted to ACF Region 8 on December 15, 2011.

Year	Target	Achieved
FY 2008	61%	69.1%
FY 2009	64%	72.0%
FY 2010	66%	76.0%
FY 2011	90%	86.0%

IX. Adoption Incentives

Although Colorado continues to meet and exceed National Standards for Adoption, no Adoption Incentives were received for FFY 2011.

X. Child Welfare Waiver Demonstration Activities

Colorado does not have any Child Welfare Demonstration Projects at this time, but has submitted a letter of intent to apply.

XI. Quality Assurance System

DCWS relies on a combination of quality assurance processes for performance management that include C-Stat, ARD and DCWS Quality Assurance Unit. Each entity has a critical role in DCWS Quality Assurance System.

C-STAT

C-STAT is the CDHS performance management program, implemented in January 2012. It collects and analyzes a variety of real-time data from all CDHS divisions to ensure best practices are identified and shared across the state, thereby ensuring high quality, outcomes-based services for children and families. The C-Stat team reviews outcomes with the divisions monthly.

Administrative Review Division

The Administrative Review Division (ARD) is organized under the Office of Performance and Strategic Outcomes, and is critical to DCWS performance management and work with county departments. During calendar year 2011, ARD, as part of the overall Quality Assurance system for Colorado's child welfare delivery system, completed the following key elements.

- Developed the baseline data elements for the CFSR PIP.
- Collaborated in development of county and state tracking reports for PIP progress.
- Participated in PIP negotiation and the Administration for Children and Families-Children's Bureau (ACF-CB) PIP feedback sessions.

ARD continues to provide county specific Quality Assurance Narrative Reports. Using all of the data from the various review processes, ARD compiles a narrative report that identifies a county's strengths as well as areas needing improvement. The report then makes specific recommendations for improvements, and offers a Continuous Quality Improvement Logic Model that can be used for planning and monitoring improvement initiatives.

ARD enhances child welfare casework practice, processes, and policies through reviews, trainings, and technical assistance to county departments. Many of these trainings also provide continuing education credits for workers to maintain certification through the Child Welfare Training Academy. The trainings include effective case documentation and services planning and other topics that counties request or identify as training needs. ARD endeavors to not only provide training and technical assistance but to also provide support as part of the overall quality improvement process.

ARD and DCWS continue collaboration to create and enhance processes for offering technical assistance to county departments in order to implement a more integrated and over-arching Continuous Quality Improvement (CQI) process. Using aggregate data from the various reviews processes, ARD and DCWS partner with counties to identify areas needing improvement and identify appropriate improvement strategies. This collaboration has successfully been implemented for issues such as service planning for children and families and thorough safety and risk assessments. ARD continues to partner with DCWS and county departments to author the Practice Matters newsletter, highlighting practice tips, performance management and this successful partnership. During SFY 2011, ARD conducted 7,098 reviews, involving 9,510 children and youth in OOH placements through county departments or DYC. An overwhelming percentage, 99.4%, did not require resolution of additional safety, permanency or well-being issues.

Due to the Fostering Connections to Success and Achieving Adoptions Act of 2008, Colorado's 2009 CFSR Onsite findings and the requirement for a PIP, ARD developed a new review instrument, for both OOH and In-Home cases. The questions are more qualitative in nature and are aligned with CFSR items for safety, permanency and well-being. Instrument pilots began in February 1, 2010 and continued through July 1, 2010 with ongoing county and reviewer input. The Instrument remains in use and review questions have been identified for PIP data reports. The instrument will be modified during 2012 to provide for monitoring of county family engagement practice.

Division of Child Welfare Services Quality Assurance Unit Foster Care

In addition to ARD, DCWS conducts annual reviews of county foster care certification occurring within county departments across the State. The purpose of the DCWS Quality Assurance Unit is to routinely conduct on-site reviews to evaluate foster care business practices (compliance and quality) at the county department level and provide a written report identifying areas of strengths and areas for improvement. The written report contains a county performance improvement plan identifying areas needing improvement. County departments are provided 60 days to either resolve the practice area or submit a plan for the timely resolution of the area(s). The unit also provides county departments of human/social services technical assistance, training and/or support on how best to implement performance changes related to foster care certification and on-going monitoring of children's needs who are in foster care. The unit communicates and works with the Office of the State Child Protection Ombudsman as needed.

During SFY 2011, the unit conducted 27 on-site reviews and provided over 108 days of technical assistance, training and support. The onsite review varies in length of time but on average, is three to five days for mid and large county departments of human/social services. The review process includes a comprehensive review of foster parent and child files, and interviews with foster care resource case workers, child welfare case workers, administrators, directors and foster parents. The unit also monitors trend data for subsequent reviews to identify isolated practice issues or more systemic practice issues that may be related to broader rule and policy clarification and/or interpretation.

Complaints

All complaints received by DCWS are processed, recorded and responded to within two business days. Counties are given 20 business days to respond to the complaint and provide DCWS information regarding the disposition related to the complaint and/or other action taken by the department to resolve the complaint. Once information is sent to DCWS, a thorough review of the complaint and written response are completed. When business practice issues are identified as needing improvement this information is given to DCWS Program Staff for follow up, including but not limited to, training, consultation and/or technical assistance to correct the area(s) of non-compliance.

DCWS received and reviewed 1,518 contacts in SFY 2011, a 49% increase from 2010. Of the 1,518 new contacts, 167 were identified as a formal complaint and assigned for follow-up. Of the 167 formal complaints, approximately 125, or 75%, were resolved appropriately at the county level and did not require additional DCWS follow-up. Approximately 25%, or 42 complaints, required additional training or follow-up and resulted in no further action being taken by DCWS. The three most common areas of complaints included:

- Clarification and notification of county department procedures for investigations of alleged child abuse and neglect.
- County department procedures for handling cases involving dependency and neglect petitions.
- Issues involving children/youth placed with kin in OOH.

DCWS program staff monitors trend data and training needs across the state and arranges for regular on-site training to county departments of human/social services.

XII. Services for Children under Five

Colorado's children under the age of five in OOH care have long been a priority for reduction of time the children are without a permanent family. Expedited Permanency Planning (C.R.S. 19-1-123), adopted in 1994, accelerates legal time frames and requires placement in a permanent home at 12 months for children under the age of six, or who are part of a sibling group. The following items describe the prioritization of services for this group:

- 661 children, under the age of five without permanent homes, are projected for SFY 2012 and SFY 2013, according to Trails data.
- Trails tracks the demographics and services provided to this group of children.
- Colorado Department of Human Services Social Services Rules, Volume 7 provides specific child care licensing requirements for children age two and under that includes limited ratios, infant/toddler specialized training, C.P.R., and first aid training.
- Volume 7 requires children under the age of five with an incident of substantiated abuse or neglect to be referred within 60 days of the incident by the county department, to the appropriate state or local agency for developmental screening.
- The Colorado Assessment Continuum (CAC) includes the age of children as a risk factor and for safety planning. Child welfare supervisors review and authorize all safety plans and Family Services Plans upon completion and every 90 days thereafter.
- New Caseworker, ongoing caseworker and foster parent training address child development, the impact of maltreatment on child development, attachment and bonding of infants and caregivers.

XIII. Child Maltreatment Deaths

According to the National Child Abuse and Neglect Data System (NCANDS), all child fatality reports that occur as a result of maltreatment are recorded by county departments in Trails. In some specific instances (i.e.; no siblings in the home), law enforcement will investigate instead of county departments of human/social services, and investigation data will not be entered into Trails, although the findings may be documented in the referral information. In these instances, the NCANDS child file will not include these children and they will be reported in the agency file.

Two significant pieces of legislation, House Bill 11-1181, and Senate Bill 12-033, passed in Colorado's 2011 and 2012 Legislative sessions have facilitated new child protection processes. House Bill 11-1181 codified the State Child Fatality Review Team, expanding its role from one of county supervisory to an independent review. The State Fatality Review Team complements the Colorado State Child Fatality Prevention Review Team in the Department of Public Health and Environment. This Team reviews all child deaths occurring in Colorado and maintains a separate category for child abuse/neglect fatalities. The reports are furnished to CDHS, and there is ongoing collaborative activity involving report contents and future planning.

Senate Bill 12-033 established the addition of Near Fatalities and mitigation of egregious incidents to the responsibilities of the Department of Human Services Child Fatality Review Team. The key aspects of the legislation are further detailed in the 2012 CAPTA report, in Section Three.

FFY 2012 Update on Progress on 2010-2014 CFSP Objectives

Colorado's progress on 2010-2014 CFSP Objectives is best provided in the context of the child welfare planning and initiatives that are aiding child welfare reform. "Keeping Kids Safe and Families Healthy" the Child Welfare Three-Year Master Plan, described in the introduction, integrates child welfare initiatives that include the Colorado Practice Model, Colorado Consortium for Differential Response, and Permanency Initiatives, supported by Casey Family Programs and Annie E. Casey Foundation, and the Colorado Disparities Resource Center Project. Colorado's child and family services continuum is becoming more comprehensive, coordinated and effective with the alignment of these resources.

Child Welfare Initiatives

Colorado Practice Model

The Colorado Practice Model (CPM), a consensus-based child welfare model that builds continuous quality improvement processes within a peer-support culture, is in its fourth project year through the support of the Mountains and Plains Child Welfare Implementation Center. CPM facilitates the common practice approach and builds outcomes-based decision making. At the model's core is development of state-county Continuous Quality Improvement (CQI) processes that will improve performance management. Cohort One, consisting of 17 counties and the Southern Ute Tribe implemented the model in 2011.

Each county participating in CPM has formed a Quality Practice Team (QPT). The QPT is comprised of participants that the county chooses and a State Implementation Specialist that assists and supports the implementation process. The county QPT, trained in CQI processes, implements the model in nine steps that include mapping, business process analyses, identifying areas of strength and areas needing improvement. The QPT prioritizes the areas of focus.

The County Cohort Two counties have been selected and include: Bent, Broomfield, Cheyenne/Kit Carson, Crowley, Douglas, Eagle, Fremont, Garfield, Grand/Jackson, Logan, Moffat, Montrose, Pitkin, Rio Blanco, Teller, and Weld. Selection is based on county self-assessment of readiness. CPM Cohort Two county roll-out has been modified to include regionally based kick-offs and areas of specialization: differential response, permanency, systems of care and organizational improvement. The addition of Cohort Two brings the total participating counties to 35 of the 64, plus the Southern Ute Tribe. This represents over 90% of the child welfare caseload in Colorado.

Colorado Consortium for Differential Response

The Colorado Consortium for Differential Response, implemented in 2009, has provided services to over 2,085 families, 93% of whom have not had subsequent child welfare involvement. Senate Bill 12-011, signed by Governor John Hickenlooper on March 24, 2012, expands the number of counties, as approved by Executive Director Bicha that may implement Differential Response. Nineteen counties have expressed interest in implementation, and the expansion plan is in development.

Permanency Initiatives

Casey Family Programs

The Casey Family Programs support of the State's "Permanency By Design" project is aiding Colorado in building the infrastructure and values to support older youth in achieving permanency

and lifelong connections. The project includes the National Governors Association Three Branch Institute, No Time to Lose Project and Permanency Roundtables. The ongoing activities and work, focused on older youth, is critical to decreasing their "Other Permanent Planned Living Arrangement" (OPPLA) permanency goals and increasing family and community connections.

Annie E. Casey Foundation

The Annie E. Casey Foundation is focusing on several child/youth initiatives:

- Reduction of congregate care.
- Reduction of OPPLA goals.
- Expansion of the continuum of care to include treatment foster care.
- Targeted recruitment and retention.
- Development of new foster and kinship resources.

The Annie E. Casey Foundation is providing technical assistance to individual counties to evaluate and develop alternatives to their use of congregate care. Concentration on the congregate care area provides the opportunity to plan the development of new resources and business models for youth in high-end care at risk of leaving the child welfare system without family or community connections.

Colorado Disparities Resource Center

The Colorado Disparities Resource Center (CRDC), initiated in May 2009 by the American Humane Association, in partnership with the CDHS, has completed its project involving assessing awareness of actual levels of disparities among child welfare agency managers; monitoring of development of state and county plans to reduce or eliminate inequitable outcomes; and use of Trails data to establish and monitor state and county disparity outcomes.

Progress on 2010-2014 CFSP Goals and Objectives

This section of the report is a review of the 2010-2014 CFSP goals and objectives, upon which the CFSP PIP, approved May 1, 2011 is based. The PIP primary strategies are also reflected in the following appropriate sections, demonstrating the coordination of goals and objectives. Many of the reported accomplishments are the result of tasks and processes being completed through the combination of child welfare initiatives and PIP action steps. Service changes that will be made because of PIP and CPM are identified throughout the report. There are no revisions to the goals and objectives established in the 2010-2014 CFSP.

2010-2014 CFSP Strategy: Management by Child and Family Outcomes: DCWS will transition to management by child and family outcomes for the duration of the CFSP and the PIP.

CFSP 2010-2014 Objectives

1. Orientation and involvement of the counties in the transition planning to performance management.
2. Involvement of ARD and Field Administration in planning and protocol development.
3. Orientation for DCWS staff about data and data trends.

4. Prioritization of data analysis options.
5. Development of protocols for working with counties on outcomes.
6. Cross-systems coordination for follow-up and work with counties.
7. DCWS reporting, evaluation, and accountability protocols.
8. Systemic stakeholder involvement in planning and implementation.
9. Involvement of National Resource Centers and other technical assistance with the transition.

PIP Primary Strategy 1: Improve Consistency in Practice and Performance on Outcomes for Children and Families.

PIP Goals:

1. Implement the CPM.
2. Implement the CPM in phases.
3. Establishment of a Quality Assurance Process that supports CPM and all statewide incremental improvements.

2011 Accomplishments and Success: Management by Child and Family Outcomes

- Implementation of CPM in 17 counties and the Southern Ute Tribe, with the following significant accomplishments:
 - QPTs formed in all CPM Counties to review and prioritize work on county child welfare outcomes, using state and county data.
 - County QPTs have been trained in CQI processes to facilitate assessment of work flow, business practices, strengths, and areas needing improvement.
 - County QPTs are engaged in strategic planning for improving outcomes.
 - The CPM Performance Management Group modified the County Scorecard, adding additional child and family outcomes. The Scorecard is a two-page data summary, which captures most of the CFSR program items. It was created by the Metro Child Welfare Directors Group, who in collaboration with the State has approved modifications and statewide use.
 - The CPM Continuous Quality Improvement Group was formed at the conclusion of the Performance Management Group. It has been charged with connecting practice to the child and family outcomes.
 - Scorecard and other data are provided to all CPM Counties on a quarterly basis.
 - The 2011 Data Book, containing referral, OOH care, and financial allocation detail is available on the CDHS website.
- CPM is resulting in increased state-county collaboration and peer support between counties.
- The CPM County Leadership group has collaboratively planned and engaged with the State in the Cohort Two rollout.
- CPM Cohort Two Regional Kick-Offs were completed by April 30, 2012 and 18 additional counties were selected.
- There are currently 35 counties and the Southern Ute Tribe participating in CPM.

The achievements and progress are detailed in the following sections that address safety, permanency and well-being.

2010-2014 CFSP Strategy: Engaging Families:

Goals

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

CFSP Objectives

1. Enhance the availability of family engagement strategies statewide.
2. Assess all families initially and on an ongoing basis.
3. Ensure an adequate array of services.
4. Continue to reduce the rate of child abuse and/or neglect of children in OOH care.
5. Increase family involvement in Family Services Plan development and implementation.
6. Provide the services that families and children need to assure child and community safety.

PIP Primary Strategy 2: Strengthen and Reinforce Safety Practices

PIP Goal: State supervision of counties will assure that child safety is the priority of staff during each contact with a child.

PIP Primary Strategy 3: Improve Permanency and Well-Being Outcomes by Increasing Consistent Services Irrespective of where in the State the Children, Youth and Family Live.

PIP Goal: Increase Family Involvement in Case Planning.

2011 Accomplishments and Success: Engaging Families

- State Child Protection Team staff continues to visit six counties each quarter, providing technical assistance and support in use of the CAC, improving consistency of child and family assessments.
- State Child Protection Team staff provides county technical assistance in Monthly Caseworker Visits, data entry and outcomes.
- Timeliness of Investigations has improved, from 73% in the CFPSR Final Report to 83% for the first quarter, ending June 30, 2011. This PIP item has been determined as "complete" by ACF-CB.
- Department of Human Services Social Services Rule, Volume 7, operationalized May 1, 2012, specifies principles and elements for county family engagement practices.
- Family Engagement Summits were provided in three counties, providing information about family engagement strategies and principles, in anticipation of the Volume 7 rule change. Eighteen counties and two private child placement agencies participated.

CFSP Theme: Enhancing Timely Permanency Achievement for Children

CFSP Goals (Permanency 1, Well-Being 1)

- Children will be in a permanent living situation in a timely fashion and will have permanency and stability in their living situations.
- Permanency goals, based on the child's needs, will be selected and reviewed throughout the life of the case.

Objectives

1. Increase the percentage of children that are able to remain with their families after reunification.

2. Increase the percentage of children in OOH care who experience two (2) or fewer moves.
3. Increase the number of children who achieve reunification with their birth families or caretakers within 12 months.
4. Increase the number of children who exit foster care into adoptive placements within a 24-month period.
5. Establish the permanency goal timely for children in foster care.
6. Conduct the 12-month permanency hearings in a timely manner.

PIP Primary Strategy 3: Improve Permanency and Well-Being Outcomes by Increasing Consistent Services Irrespective of where in the State the Children, Youth and Family Live.

PIP Goals:

1. Address service array issues for children in OOH care.
2. Reduce barriers to timely and appropriate permanency for children.

2011 Accomplishments and Success: Timely Permanency Achievement for Children

- Three legislative bills passed in the 2012 Legislative Session expand OOH care options: Senate Bill 12-066 expands the Relative Guardianship Program to include kin-like caregivers; House Bill 12-047 allows counties to waive non-safety certification requirements for kin; and, House Bill 11-1079 expands placement options for homeless youth through the addition of "Licensed Host Family Homes". Licensed child care facilities and licensed homeless youth shelters and the host family homes may provide both crisis intervention services and alternative residential services for homeless youth for a 21-day period.
- The rights of youth care were expanded with Senate Bill 11-120, which requires all youth, 16-18 in OOH care obtain a free credit report and if there is evidence of identity theft, that the person assisting the youth notify the court and that a referral be completed to remediate the issue(s).
- The CDHS General Administrative Policy 2.11, "Use of Physical Management, Restraint and Seclusion" was revised on March 23, 2012 concerning "Prone Restraints". Both CDHS Rules and Policies are consistent in prohibition of "Prone Restraints", and that they may only be used in Transitional Measures, not to exceed five minutes.
- Twelve counties are using Permanency Roundtables to assist youth in OOH care to find permanency and/or to form lifelong connections. Denver and Boulder also serve as Mentor Counties. Casey Family resources are supporting counties to bring this model up statewide by regions.
- Eleven counties participated in the National Governor's Association Three Branch Institute State-County Permanency Planning.
- Policy work is occurring on developing treatment foster care. Annie E. Casey Foundation staff has supported the state in this work that involves counties and providers.
- The following permanency data, from the 2011 AFCARS Data Profile summarizes progress in the areas of permanency:

CFSP Objectives 1, 3

Permanency Composite 1: Timeliness and Permanency of Reunification

The national standard is 122.6 or higher. For FFY 2011, Colorado is at 123.0, and although experiencing some decline, maintains a National Ranking of 11 of 47. There are two components to Composite 1:

1. Timeliness of reunification: In two of the three measures of timeliness of reunification, exits to reunification in less than 12 months and entry cohort reunification in less than 12 months, Colorado exceeds the 75th percentile (75.2%) at 76.7% for FFY 2011. In the measure of median stay, Colorado is at the 25th percentile of 5.4 months, remaining constant from 2010.
2. Permanency of Reunification: the measure is re-entries to foster care in less than 12 months. Colorado does not meet the 25th percentile of 9.9% (or lower); Colorado's measure is 17.3%, representing an upward trend from FFY 2010 at 13.4%.

Objective 4

Permanency Composite 2: Timeliness of Adoptions

The national standard is 106.4 (or higher) and Colorado's score is 119.4 for FFY 2011, with a National Ranking of 8 of 47. There are three components to Composite 2:

1. Timeliness of adoptions of children discharged from foster care. This component has two measures: children who are discharged from foster care to a finalized adoption: Colorado is at 56.8% in FFY 2011, an increase from 50.6% in FFY 2010; and the length of the median stay (lower score preferable): Colorado is at 22.2% for FFY 2011.
2. Progress toward adoption for children in foster care for 17 months continuously or longer: Colorado is at 23.3% for FFY 2011, a continuing upward trend from 19.2% in FFY 2009.
3. Progress toward adoption of children, who are legally free, in less than 12 months: Colorado's finalized adoptions were at 63.7%, a slight increase from FFY 2010, at 62.6%.

Permanency Composite 3: Achieving Permanency for Children and Youth in Foster Care for Long Periods of Time

The national standard is 121.7 (or higher) and Colorado's score for FFY 2011 is 129.4, a slight decrease from FFY 2010 of 134.2%. Colorado has maintained a National Ranking of 7 of 51 in Composite 3. The two components to Composite 3 are:

1. Achieving permanency for children in foster care for long periods has two measures. For exits to permanency before the 18th birthday for children in care for 24 or more months, Colorado was at 20.3% for 2009, 25.0% for 2010 and 21.5% for 2011. For exits to permanency for children with termination of parental rights, Colorado was at 96.8% for FFY 2011.
2. Growing up in foster care has one score: children emancipated who were in foster care for three years or more. A lower score is preferable. Colorado scored 26.5% for FFY 2011, a slight increase from 25.3% in FFY 2010. The State remains below the Federal Standard of less than 37.5%.

Objective 2

Permanency Composite 4: Placement Stability

The national standard is 101.5 (or higher) and Colorado's score for FFY 2011 was 99.9%, compared with 100.6% for FFY 2010. Colorado's National Ranking is 12 of 51. There are three measures in this composite:

1. Two or fewer placement settings for children in care for less than 12 months:

Colorado scored at 87.8% for FFY 2011 and 88.1% for FFY 2010.

2. Two or fewer placement settings for children in care for 12 to 24 months: Colorado scored at 60.1% for FFY 2011, a decrease from 66.6% for FFY 2010.
3. Two or fewer placement settings for children in care for 24 or more months. Colorado scored at 34.5% for FFY 2011, a decrease from 37.1% for FFY 2010.

Objective 6

Permanency Hearings for Children in Foster Care

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. ARD review data (July 1, 2011 to December 31, 2011) for this area indicate that court orders exist in 96.6% of the cases reviewed. The signed court orders document that permanency hearings were held within the last 12 months and contain language that reasonable efforts were made to achieve permanency for the child.

ARD data is used to monitor permanency for children and youth. Placement stability has improved in the National Standard, and ARD SFY 2011, Quarter 2 data reflects a 52% finding for placement moves during the review period. This is an improvement from the finding of 32.5% in the CFSR Onsite Review.

Child and Family Services Review Overview

Child and Family Services Review (CFSR), Program Improvement Plan and National Standards Performance

The CFSR Onsite Review, conducted March 16-20, 2009 in Denver, Larimer and Fremont Counties found that Colorado needed improvement in 19 of 23 program areas, five of seven systemic factors, four of the six National Data Standards, and was required to submit a Performance Improvement Plan (PIP). The CFSR PIP narrative and work plan were approved May 1, 2011, and the measurement matrix was approved January 24, 2012. The PIP covers eight quarters, ending in April, 2013. Colorado is currently in the fifth quarter of the PIP. CFSR Tables are located in Appendix D.

National Performance Standards

Colorado was found to be in compliance with all national data standards. Colorado must meet the following PIP goals, negotiated with ACF-CB:

CFSR Item	Baseline	PIP Goal	Data Submitted Q1*
<u>Item 1</u> Timeliness of Investigations of Reports of Maltreatment	75.0%	75.5%	83% (Completed)
<u>Item 3</u> Services to Protect Children in the Home and Prevent Removal or Re-entry into Foster Care	75.90% IH 80.1% OOH	78.20% IH 81.2% OOH	75.40% 83.60%
<u>Item 4</u> Risk Assessment and Safety Management	94.07% IH 95.8% OOH	95.60% IH 96.60% OOH	91.40% 97.20%

Item 7 Permanency Goal for Child	87.4% OOH	88.4% OOH	88.44%
Item 10 Other Planned Living Arrangement	89.2% OOH	90.9% OOH	89.04%
Item 17 Needs and Services of Child, Parents, and Foster Parents	75.7% IH 78.8% OOH	77.3% IH 79.7% OOH	74.50% 82.10%
Item 18 Child and Family Involvement in Case Planning	87.8% IH 88.9% OOH	89.1% IH 89.6% OOH	85.40% 90.70%
Item 19 Caseworker Visits with Child	63.6% IH 66.3% OOH	66.2% IH 67.3% OOH	63.07% 76.1%
Item 20 Caseworker Visits with Parents	73.69% IH 75.7% OOH	75.90% IH 76.9% OOH	66.40% 76.10%

**Q1 data is currently in process of verification. When this process is completed, data will be submitted for Q2-Q4. Data is provided in the PIP Quarterly Reports.*

There are no Title IV-E issues outstanding; Colorado successfully passed the 2012 Title IV-E Audit. Adoption and Foster Care Automated Reporting System (AFCARS) improvement plan changes continue per agreements with ACF-CB, Central Office.

Section Two

2012 Child Abuse Prevention and Treatment Act Annual Report

Colorado outlined six (6) objectives for Child Abuse Prevention and Treatment Act (CAPTA) funding in the 2010-2014 Child and Family Services Plan (CFSP).

1. Ensure that DCWS is able to provide reliable, consistent, accurate, and timely information concerning records of and reports of child abuse and neglect.
2. Improve the capacity of the county departments to help children who come to their attention to remain safe from serious harm.
3. Assure the safety of children in OOH care.
4. Improve the capacity of 60 community-based child protection teams to assure the safety of children reported to local agencies.
5. Develop and strengthen the requirements for casework staff charged with overseeing and providing services to children and their families.
6. Assure protection, safety, permanency and well-being of children.

Additionally, in the 2011 CAPTA annual report, Colorado identified the following seven areas of emphasis for this reporting period from CAPTA (42 U.S.C. 5101 et seq.), section 106 (a) (1) through (14):

1. The intake, assessment, screening, and investigation of reports of abuse and neglect.
2. Creating and improving the use of multidisciplinary teams and interagency protocols to enhance investigations; and improving legal preparation and representation.
3. Case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families.

4. Enhancing the general child protective system by developing, improving, and implementing risk and safety assessment tools and protocols.
5. Developing, strengthening, and facilitating training including:
 - (A) training regarding research-based strategies to promote collaboration with the families;
 - (B) training regarding the legal duties of such individuals; and
 - (C) personal safety training for case workers.
6. Improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers.
7. Supporting and enhancing collaboration among public health agencies, the child protection system, and private community-based programs to provide child abuse and neglect prevention and treatment services (including linkages with education systems) and to address the health needs, including mental health needs, of children identified as abused or neglected, including supporting prompt, comprehensive health and developmental evaluations for children who are the subject of substantiated child maltreatment reports.

This 2012 report reviews progress in steps and strategies designed to meet the six State Plan objectives, enhance the seven selected areas, align with Colorado's current PIP, and support on-going DCWS initiatives. Because of the interrelated system of child welfare, many of the seven areas of emphasis not only connect with one another (including those areas not chosen), but also dovetail neatly with other areas. Each area of emphasis is structured to highlight these connections. Finally, this report outlines a plan for 2012 according to continued examination of data related to the prevention and treatment of child abuse and neglect in Colorado.

Area 1: (1) The intake, assessment, screening, and investigation of reports of abuse and neglect

Connected to:

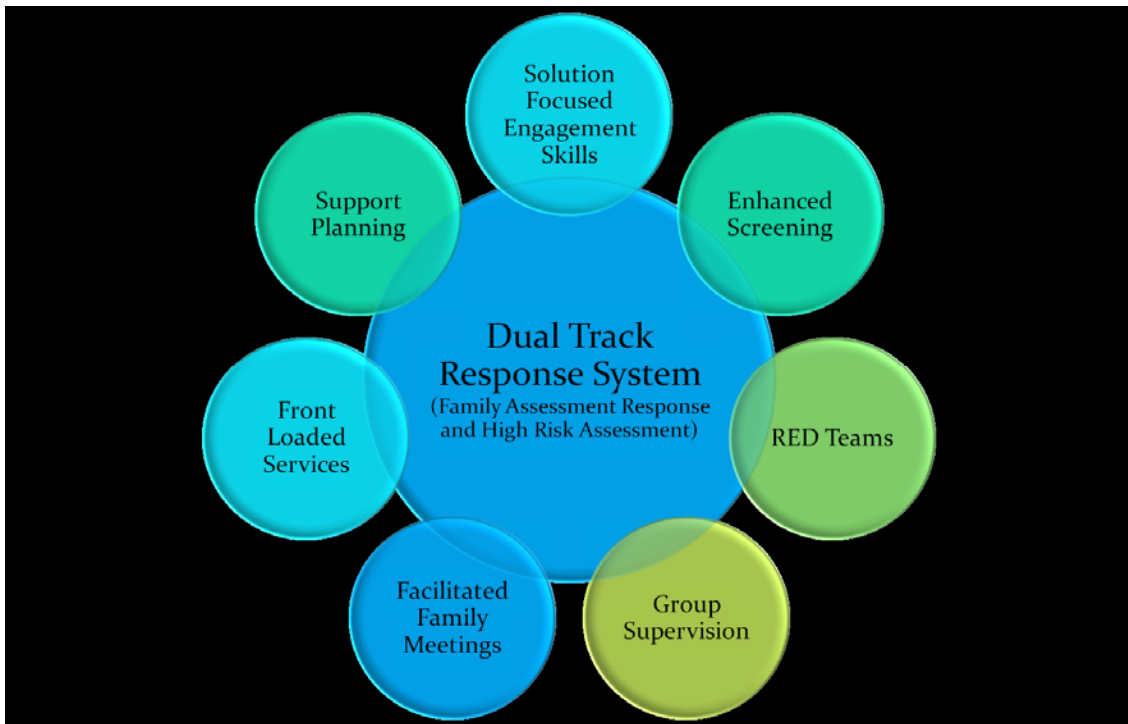
- State Plan Objective 1: Assure that CDHS is able to provide reliable, consistent, accurate, and timely information concerning records of and reports of child abuse and neglect.
- State Plan Objective 6: Assure protection, safety, permanency and well-being of children.
- CPM.
- CFSR Measures of Safety.

Activities and Accomplishments:

Colorado Consortium on Differential Response (CCDR)

During this reporting period, the CCDR, comprised of five counties (Arapahoe, Jefferson, Larimer, Fremont, and Garfield), fully implemented a model of Differential Response. In partnership with the National Quality Improvement Center on Differential Response (QIC-DR), the CCDR is conducting a random control trial of a new, non-investigatory track called Family Assessment Response (FAR). Random assignment was completed on February 29, 2012 and the study will include 3,279 FAR cases and 1,803 traditional cases. The final evaluation, which will follow these cases for a year of follow-up after conclusion of initial involvement, is due in summer 2013.

During project implementation, the five counties brought their differential response practice to scale. In addition to the dual track response system, the counties have integrated a comprehensive set of practice components, which have impacted their entire system, and which are fostering interest from other counties. The model is illustrated:



As illustrated, Colorado's model of implementation for differential response includes strategies to create opportunities for family engagement across the spectrum of child welfare services.

In 2010, CCDR joined with CPM Cohort One. The mutual leadership of CCDR and CPM assisted in this transition, and a consolidated workgroup of practitioners has also assisted in providing resources and advisement to CPM. In particular, the Promising Practices Workgroup will review each component of family engagement for inclusion in the Promising Practices Compendium. The compendium is designed to highlight county level practices and delineates the practices that will receive CDHS support and resources.

In addition to acting as a research and demonstration site, the CCDR is disseminating valuable practice knowledge that affects child welfare statewide and across the country. For example, during this reporting period, State Board of Human Services passed a rule that counties must develop and use some model for family engagement, which should include, but not be limited to facilitated family meetings. As counties develop strategies to meet this rule and more effectively engage with families and children served, counties rely heavily on lessons learned from the CCDR sites.

Counties (three from the ten large) that have not yet begun practicing differential response have sought technical staff from state and CCDR staff to begin strategies in their own communities.

Most of this training has been in the area of enhanced screening and Review, Evaluate, Direct (RED) Team decision-making at the point of agency assignment.

Child Advocacy Center Forensic Training

Based on feedback from stakeholders in the Child Advocacy Community, two trainings were held in 2010 for forensic interviewers at these agencies.

Embedding Lessons from the Child Protection Team Conference (2010)

As a follow-up measure from the success of the 2010 Child Protection Team conference, CAPTA funds were utilized to assist in analysis of current strengths and weaknesses of the 60 multi-disciplinary community-based teams that operate in this state. At the same time, a committee formed to examine current legislation that governs such teams. The report developed will assist in the crafting of new legislation, which counties anticipate submitting for the 2013 legislative session.

Proposed Use of Funds in 2012:

"Changing Face of Child Welfare" Video Series

The CCDR developed a plan to create two films that describe the assessment and investigation process. The films will place heavy emphasis on the importance of family engagement, and will be designed with testimonials from families, caseworkers, and administrators. The project is currently in the filming portion of the work.

Child Protection Task Group

CAPTA-funded DCWS employees play important roles in the Child Protection Task Group, a group that addresses safety and risk issues in assessment and permanency work. The group continues to analyze training needs, areas for improvement, and strategies for more consistent, quality practice. CAPTA funds may be utilized to assist with these recommendations.

Comprehensive Differential Response Model

Legislation passed and was signed by the Governor in 2012 that will allow for the strategic and intentional expansion of differential response to other parts of the state. The need for training and coaching is critical in a rigorous model. The state child protection unit and champions from the pilot counties will assist in training as additional counties begin the guided implementation process. CAPTA funds may be used to support additional assistance from outside experts and evaluation of further implementation.

Promising Practices In Safety, Assessment, and Investigation

Colorado Practice Model is working to identify promising and emerging practices in all areas of child welfare throughout the state, and CAPTA funds will be used to support this effort, focused on the areas of Safety, Assessment and Investigation. Continued training and potential evaluation related to enhanced screening and RED team practices will also be included.

Training/Technical Assistance to County Agencies on Equity in Decision Making

Colorado is concluding work with the Colorado Disparities Resource Center in June of 2012. The need for sustained attention to disparate and disproportional outcomes with regard to race in particular is evident upon examination of data made available by this project. As part of CPM, CAPTA will assist in bringing attention to funding promising practices in the reduction of disproportionate outcomes.

Area 2: Creating and improving the use of multidisciplinary teams and interagency protocols to enhance investigations; and improving legal preparation and representation

Connected to:

- State Plan Objective 2: Improve the capacity of the county departments to help children who come to their attention to remain safe from serious harm.
- State Plan Objective 4: Improve the capacity of 60 community-based child protection teams to assure the safety of children reported to local agencies.
- State Plan Objective 6: Assure protection, safety, permanency and well-being of children
- CFSR Measures of Safety

Activities and Accomplishments:

Court Collaboration

Ongoing and meaningful collaboration between the DCWS and the courts continues to occur through participation in the CIP. Current CIP collaboration includes the DCWS Director serving on the CIP Steering Committee, and with state child protection program staff serving on the Colorado Dependency and Neglect Judicial Institute. Subject matter experts from DCWS endeavor to be present for training and workshop needs for judicial staff, and often use a presentation called "Behind the Scenes in Child Protection," which is continually revised and updated to meet audience needs.

State and Regional Team (START)

The State and Regional Team (START), located in the Kempe Center for the Prevention and Treatment of Child Abuse and Neglect, consisting of expert consultants, provided 91 criminal case consultations. In all 91 cases, the review addressed a suspicion of criminal child abuse. In seven of 91 cases there was either a reasonable explanation for the injury, or lack of clarity around the etiology of the child's condition. Therefore, there was a conclusion that child abuse or neglect had occurred in 93% of the cases referred.

Proposed Use of Funds in 2012:

START Team

As CDHS looks for ways to improve support of county agencies, especially rural communities, START may grow as needed.

Technical Assistance for new Citizen Review Panels

Colorado has four citizen review panels. At least one county has approached the state for technical assistance in a new start up. Based on consultation with the National Citizen Review Panel Resource Center, the State anticipates expanding the number and usage of these panels in informing the child welfare system and CPM.

Youth and Parent Participation

DCWS plans to use CAPTA funds for inclusion of more parent and youth voices on steering committees, leadership teams, and task groups. DCWS is working closely with the State's Parent Leadership Council, a county Parent Partners program, and with Families First, a non-profit

organization. DCWS Adolescent Program staff is engaged regularly to ensure that the voice of runaway and homeless youth guides change in the system.

Child Fatality Review Team (CFRT) Evaluation

With the 2011 legislation that codified CFRT's, process and goals, there is an opportunity to enlist third-party evaluation of this important group. The purpose of the evaluation will be to analyze and report on trends and system recommendations that emerge from the review of child fatalities and near fatalities. Additionally, the CFRT will be listed as a Citizen Review Panel in this and subsequent years. For more information on legislative and process changes, see the Citizen Review Panel report in this section. The 2012 legislation added the State review of near child fatalities and incidents of egregious maltreatment to the purview of the CFRT. The legislation also allows for greater transparency to the public of the child protection system. This legislation was signed by the Governor on April 12, 2012.

Area 3: Case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families;

Connected to:

- State Plan Objective 3: Assure the safety of children OOH care.
- State Plan Objective 5: Develop and strengthen the requirements for casework staff charged with overseeing and providing services to children and their families.
- State Plan Objective 6: Assure protection, safety, permanency and well-being of children.
- Colorado Practice Model
- CFSR Measures of Safety, Permanency, and Well-Being.

Activities and Accomplishments:

Domestic Violence Response Training

DCWS continued to partner with a national consultant to disseminate strategies for the management of co-occurring domestic violence and child welfare assessment and services. The training emphasized the need for multi-disciplinary, collaborative handling of these types of situations, including work with domestic violence advocates, batterer intervention programs, and child welfare caseworkers and supervisors. The Child Protective Services and Domestic Violence Coordinating Council are working in conjunction with multiple county and state staff to develop a guidebook for working with domestic violence cases.

Applied Research in Child Welfare (ARCH) Project

DCWS continues to partner with several counties and Colorado State University to evaluate and explore child welfare practice in Colorado. The ARCH project has implemented and completed Predictors of Family Preservation Outcomes and Child Welfare Success study for Program Area 5 (Child Protection) cases; designed Predictors of Family Preservation Outcomes and Child Welfare Success study for Program Area 4 (Youth in Conflict) cases; designed update of kinship care systematic review for Cochrane and Campbell Collaborations; and contributed to implementation of Chapin Hall Data Center Study. Findings from ARCH were presented to ARCH Counties and DCWS; and at the Society for Social Work and Research 2011 conference.

Proposed Use of Funds in 2012:

Applied Research In Child Welfare (ARCH) Project

Goals for the next reporting period include implementing and completing Predictors of Family Preservation Outcomes and Child Welfare Success study for Program Area 4 cases; completing the public and private foster care comparison study; implementing and completing update of kinship care systematic review for Cochrane and Campbell Collaborations; and design, implementation, and completion of a new study on family engagement. The project has publication goals as well, including submission to various journals on child welfare and social work practice. Finally, the goals include dissemination at various national conferences.

Collaboration Between Administrative Review Division (ARD) and the Child Protection Team

State Child Protection Team staff meets monthly with ARD to discuss reviews of county in-home services. Discussions regularly include case planning strategies, assessment of safety and risk, development of differential response standards and guidelines, innovations in Trails, and areas of county need and strength. Areas of identified need from these meetings may be addressed via CAPTA funding, and may include opportunities for evaluation and analysis of information gathered from ARD reviews.

Area 4: Enhancing the general child protective system by developing, improving, and implementing risk and safety assessment tools and protocols;

Connected to:

- State Plan Objective 6: Assure protection, safety, permanency, and well-being of children.
- Colorado Practice Model.
- CFSR Measures of Safety.

Activities and Accomplishments:

Safety and Risk Coaching by Program Staff

As part of the PIP, State program staff visited counties throughout the year to provide coaching on safety and risk, including time spent testing current scenarios with the instruments. These coaching sessions have guided discussions across the state in improved use of these tools.

Colorado Assessment Continuum (CAC) Workgroup

A state-county group met to review the current CAC, which includes a standardized safety, risk, and family needs and strengths assessment (the North Carolina Family Assessment Scale, or NCFAS). ARD data related to county use of the continuum was reviewed. The data indicated that the CAC is completed in an inconsistent manner; the group explored other safety, risk, and family assessment instruments from numerous states. The discussion resulted in the group's design of a new safety, risk, and family assessment instrument, establishing reliability and validity before implementation.

Proposed Use of Funds in 2012:

Validity and Reliability Study of New CAC Tools

As noted above, a workgroup is currently planning to test a new instrument to measure and assess safety, risk, and family functioning. SFY 2012 plans include the testing of the instrument with practitioners statewide, and testing for inter-rater reliability using live Trails data. CAPTA funds will be made available to facilitate this work, either through ARCH or an independent contract.

Area 5: Developing, strengthening, and facilitating training.

Connected to:

- State Plan Objective 6: Assure protection, safety, permanency, and well-being of children.
- Colorado Practice Model.

Activities and Accomplishments:

Family Engagement Training

State program staff assisted an inter-unit team and several county practitioners to provide family engagement skills training, including lessons learned through the CCDR. The Family Engagement Summit was presented in three separate venues across the state and trained over 100 practitioners in family engagement strategies that span screening to adoption work.

Proposed Use of Funds in 2012:

Support of Practices in the Promising Practices Compendium

To promote integration with the work of CPM, CAPTA funds will be used to evaluate, train and identify promising practices in child welfare. Counties are currently in the process of submitting promising practices for consideration in the Promising Practices Compendium. The Promising Practices workgroup will evaluate practices to move from the realm of 'emerging' or 'promising' and toward a more evidence-based foundation. The close ties to outcome based and data driven casework and administrative strategies fit with the objectives outlined in the Colorado CAPTA Plan for CAPTA use.

Area 6: Improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers

Connected to:

- State Plan Objective 5: Develop and strengthen the requirements for casework staff charged with overseeing and providing services to children and their families.
- Colorado Practice Model.

Activities:

Expert Consultants

DCWS continues support of the expert consultation model, providing county access to resources that build their capacity in effectively responding to, assessing, and providing services to families experiencing child abuse and neglect. Case consultations are most frequently requested during key decision points such as removal or reunification, or in cases of serious bodily injury, near fatality, egregious incidents, or fatalities.

Chapin Hall

Access to data is essential to continuous quality improvement of practice and services in child welfare. DCWS is committed to promoting the use of data driven decision-making in all areas of work. CAPTA supports the use of Chapin Hall's longitudinal data on children in OOH care to improve practice in Colorado. Counties use this data during CQI processes. DCWS contribution to Chapin Hall is representative of that work, as well as an asset to other projects such as ARCH and the CPM. Support will continue in 2012.

Implementation of the CPM Cohort One

DCWS provided Implementation Specialists to each county QPT in CPM Cohort One. The specialists, representing team members from various units in the division, assisted counties in gathering, evaluating, and utilizing data to promote outcomes for children and families.

Proposed Use of Funds in 2012

Implementation of the CPM Cohort Two

DCWS will continue the second phase of practice model work, and implementation specialists will be deployed to the additional 18 counties.

Area 7: Supporting and enhancing collaboration among public health agencies, the child protection system, and private community-based programs to provide child abuse and neglect prevention and treatment services (including linkages with education systems) and to address the health needs, including mental health needs, of children identified as abused or neglected, including supporting prompt, comprehensive health and developmental evaluations for children who are the subject of substantiated child maltreatment reports.

Connected to:

- Colorado Practice Model: Systems of Care.
- CFSR Well-Being Measures.

Activities:

Systems of Care Start-Up

The Office of Behavioral Health at CDHS has received an award from the federal Substance Abuse and Mental Health Services Administration for the Colorado System of Care Expansion Plan, which is a comprehensive strategic plan to expand Systems of Care for children and adolescents with serious emotional disturbances and their families. The initial project proposal included "Seven Communities of Excellence" to be funded. DCWS, in collaboration with the Division of Behavioral Health (DBH) combined resources to assist with start-up of a Systems of Care model in one additional county due to its readiness self-assessment. "Eight Communities of Excellence" are now included in the project, and the Systems of Care Model is highlighted in "Keeping Kids Safe and Families Healthy".

Partnership in Early Childhood Systems

DCWS, in partnership with the Division of Child Care, was awarded a grant to build and expand upon early childhood and child welfare partnership and referral systems. Partnership in Early Childhood Systems (PIECES) includes assessment and implementation of the Strengthening Families model in three sites that include El Paso, Fremont and Jefferson Counties, to better

identify the developmental and socio-emotional needs of children in the child welfare system. CAPTA will assist in the development and administrative elements of this grant, as well as sustainability and expansion efforts.

Program Area 3

In an effort to assist counties in meeting their community needs, and in the implementation of legislation that allows for flexibility in county funding, DCWS is evaluating new preventive strategies. Program Area 3 (Prevention) is anticipated to assist in the development and delivery of creative and community-based services for families not meeting the threshold for child welfare intervention, but with needs that when resolved, could prevent further penetration into the system.

Pyramids Plus

Pyramids Plus, a project of the University of Colorado, Denver, is designed to assist three counties in better, more consistent implementation of Individuals with Disabilities Education Act and CAPTA policies regarding children aged 0-5 who are the subjects of founded allegations of child abuse and neglect. This model of professional and intentional collaboration capitalizes on the work of the Early Childhood Councils to provide high quality training for provider certification for completion of developmental assessments.

Proposed Use of Funds in 2012:

Program Area Three: Trails Adjustments/Data Tracking Systems

The proposed Program Area 3 (Prevention) requires Trails adjustments for evaluation of practice outcomes.

Citizen Review Panel Reports

1. Institutional Abuse Report Team

The Institutional Abuse Review Team (IART) meets monthly to review reports of county department investigations of abuse and neglect in 24-hour OOH licensed and certified child care settings which include county and private child placement agency foster and group homes, Residential Child Care Facilities and Division of Youth Corrections juvenile facilities. The Team is mandated to ensure that the county protective service investigation is in compliance with the requirements of State statute. The Team also reviews the county's involvement and coordination with community agencies and related State entities, identifies areas of concern that need to be addressed, and makes recommendations specific to the particular county, as well as recommendations that are often applicable to other community agencies, licensing, 24-hour monitoring and other state agencies. The county investigations require coordination with many State and community agencies; a characteristic that adds to the difficulty and complexity of the work. The IART composition mirrors this coordinated approach, with members representing the various professionals that might be involved in the investigation. Members include representatives from the community, the medical field, the legal profession, law enforcement, the State, and counties that have had experience in the area of institutional abuse. Information gathered from the reviews is used to make recommendations about training needs, and identify areas of concern that require remediation to ensure the safety and well-being of the children in OOH care. The Team reviews an average of 55 cases per month and conducts training for county investigative staff. In this reporting period (April 2011 to April 2012) IART has reviewed at total of 700 cases.

In March 2012, DCWS and IART presented a two-day training for county supervisors and institutional abuse investigators. The training focused on many topics related to institutional abuse investigations, such as the difference between institutional abuse investigations and intra-familial investigations; an institutional investigation checklist; restraint training; the IART process; the Children's Code; and a Division of Youth Corrections presentation. A state-county panel of institutional abuse representatives answered participant questions regarding institutional investigations. This was the first training that has been provided in a significant length of time; over 95 participants representing 25 counties attended.

The IART continuously explores ways to improve the process. The Team will provide training in 2012. This training will target community providers. IART has prioritized the need for child care providers to have a clear understanding of Stage II institutional abuse/neglect investigations and licensing requirements involved. The team is also evaluating membership gaps and considering potential members that would facilitate a more well-rounded representation, such as a family representative. The team anticipates providing a quarterly report that includes recommendations for improvements/changes that are based on trends and concerns noted during reviews.

2. Children's Justice Task Force

Colorado Children's Justice Task Force

Recommendations for 2012-2013

Development Process

In an attempt to gather as much information as possible from Colorado Children's Justice Task Force (CCJTF) members to make recommendations for 2012-2013, group members were provided with a survey to outline past recommendations, spending priorities, and current data. The survey also outlined the current State Scorecard of outcomes for children. Respondents were asked to reflect on how interconnected systems might contribute or influence these outcomes for children and families.

Recommendations

Based on this review, the CCJTF concluded that broad changes are necessary in the recommendation process, including access to, review of, and requests for information about systemic data that will inform the work. To that end, the group opted to continue with the recommendations from the last reporting period, with the added recommendation that the team pursue different strategies for the development of next year's recommendations. The outline of recommendations is below, and includes proposed activities/action steps for the years' work.

Recommendation 1: Build capacity in rural areas.

- Ensure that all available resources are utilized for cases that need specialized interviews in evaluations. This includes the START team criminal cases review which is available to all counties, as well as pediatric consults on challenging cases.

Recommendation 2: Develop resources that ensure procedural fairness in the investigative, administrative, and judicial handling of cases of child abuse and neglect.

- Finish the printing and dissemination of the Guardian Resource and Information Guide (GRID) books using networks identified by the CCJTF. Pursue an evaluation of effectiveness and use within one year of distribution.
- Complete the translation and distribution of the Spanish Respondent Parent Counsel Guide.

Recommendation 3: Continue to develop and support training opportunities for child protection workers, domestic violence advocates, law enforcement officers, GALs, and judges to improve the investigative, administrative, and judicial handling of cases of child abuse and neglect.

- Finish “Safe and Together” training with supervisors who have identified further interest in this area and wish to include multidisciplinary partners in these system changes.
- Assist and support the statewide child advocacy center network in the development of a curriculum specific to Colorado.
- In partnership with the Colorado Alliance for Drug Endangered Children, counties will be offered training on assessment of risk and safety as related to homes where marijuana is grown. The training will be delivered in multiple urban and rural locations across the state, in consultation with state and county practitioners.

Recommendation 4: Support the activities of the State Fatality Review Team in disseminating information statewide.

- Finish support of the Colorado Department of Public Health and Environment’s annual report and coordinate to assist with future reporting of child fatalities.
- Assist the DCWS Child Fatality Review Team in evaluation and dissemination of trends noted in fatality and near fatality reviews.

Recommendation 5: Coordinate efforts with other recommending bodies to identify areas that support systems responses to child abuse and neglect.

- Review data sources, including the Children’s Bureau Outcomes Portal, CFSR reports, Scorecard, Court Improvement Program reviews, and Best Practice Court Team reports.
- Utilize information gained from this effort to inform future recommendations that are disseminated by the CCJTF.

Recommendation 6: Examine and update process for pairing of recommendations with activities.

- Develop and implement a Request for Proposals (RFP) process to disseminate Children’s Justice Act (CJA) funds to multi-disciplinary recipients.
- Disseminate RFPs to a variety of stakeholders who wish to collaborate with the CCJTF.
- Review proposals based on a standard instrument that outlines priorities for the current year, the priorities of the CCJTF, and ultimately the overarching requirements of the Children’s Justice Act.

3. Pueblo Child Protection Team

The Pueblo County Citizen Review Panel meets weekly to review all referrals of child abuse (physical and sexual), fatal child abuse, emotional abuse, neglect, abandonment, and institutional abuse incidents made to the Pueblo County Department of Social Services that were assigned to a caseworker for further assessment. Recommendations are made addressing the assessment and the proposed treatment plan. The Pueblo County Citizen Review Panel evaluates, as per statute,

the timeliness and appropriate response of the Department plus also functions as both a review and resource panel. Guidance and suggestions are provided to the reporting Intake or Ongoing caseworker by the members of the team made up of medical, mental health, educational, law enforcement, and legal experts. The Pueblo County Child Protection Team reviews approximately 15-20 cases per week.

The membership panel is diverse in the disciplines represented, ethnicity, socioeconomic status, and personal views. The panel is made up of professional and non-professionals but all are dutiful individuals who take their roles on the panel very seriously. Members consist of representatives from: Pueblo City Schools, Foster parents, a judicial liaison, Pueblo County Health Department, El Pueblo...an Adolescent Treatment Community, Spanish Peaks Behavioral Health Center, Pueblo Child Advocacy Center, representative of the largest minority population within the community, Pueblo Police Department, Pueblo Sheriff's Department, and the Pueblo County Department of Social Services.

The assigned caseworker or their supervisor presents the cases investigated. The team reviews all the information available in regards to the outcome of the assessment. From the synopsis, the team will make recommendations to include but not limited to: filing a Dependency and Neglect petition with the court; seeking additional medical or mental health information; whether to confirm an individual as responsible for abuse/neglect in Trails; or request the assigned caseworker to provide additional information. On occasion the Team will request the ongoing worker and the supervisor to attend the review so they can be available for questions or recommendations.

Because the Child Protection Team reviews a large number of cases they have become aware of the strengths and deficits in the system.

The Child Protection Team has seen various trends in the Pueblo community that have had a major impact on the Pueblo County Department of Social Services' Child Welfare Division. The trends consist of the following:

1. The considerable increase of the abuse, selling and availability of prescribed narcotic medications for youth and adults.
2. A significant problem of a few medical providers prescribing narcotics to pregnant women with a history of addiction. These mothers subsequently gave birth to infants that had to be weaned off the narcotics resulting in long hospital episodes as well as ongoing medical problems.
3. Unresolved custody disputes generating many reports of child abuse and neglect and difficulty to assess as to when Child Protection or other systems should intervene.
4. Marijuana use is very commonplace and the lack of laws and rules regarding medical marijuana creates dilemmas for the community and various systems.
5. Younger children (under 13 years old) being out of their caregiver's control continues to be an issue for the community, which lacks age-appropriate resources for this population.
6. Families living with other families due to the economic conditions of the community. This also generates additional stressors for these families. This occurs with related and unrelated families.
7. The Team discussed a concern regarding the monitoring of the education provided to children that move frequently or that are registered for home schooling.

In addition to the above, the team members discussed how their participation on the Pueblo County Department of Social Services' Child Protection Team has increased their knowledge of the Child Welfare Division's practice and understanding about how and why decisions are made. They also felt they can assist in educating others in their agencies and the public about child safety and processes of child protection.

4. Child Fatality Review Team (New Submission as Citizen Review Panel)

The Colorado Child Fatality Prevention Act addressed the two State Child Fatality Review processes until 2011, although the majority of the statutory authority specifically provided for the Colorado Department of Public Health and Environment's (CDPHE) child fatality review process. The CDPHE fatality team reviews all Colorado child fatalities, regardless of the cause of death, with the goal of developing prevention strategies. The Child Fatality Prevention Act limited the CDHS child fatality review process to a supervisory role with county departments of human/social services.

House Bill 11-1181, passed during the 2011 legislative session, codified CDHS Child Fatality Review Team (CFRT) and added statutory authority and guidelines regarding CFRT's purpose, structure, and reporting procedures. These changes will allow CDHS via CFRT to gain a better understanding of the causes, trends, and system responses to child fatalities and development of policy, practice and systemic change recommendations to improve the overall health, safety, and well-being of children and to mitigate future child fatalities.

CDHS has worked diligently over the last year with the existing CFRT members and additional county and community stakeholders to address the changes brought forth through this legislation and the following have been accomplished:

- Identification and appointment of additional team members.
- Development of a review tool.
- Creation of a mission/purpose statement.
- Formalization of the review process.
- Development of a new reporting format.
- Initial revision of existing rules and regulations.

Senate Bill 12-033, passed during the 2012 legislative session brings Colorado in line with the federal requirement under the 1996 Child Abuse and Prevention Treatment Act (CAPTA) Amendments, which mandates any state receiving CAPTA money adopt "provisions which allow for public disclosure of the findings or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality", 42 U.S.C. 5106 § (a)(b)(2)(A)(x). Passage of SB12-033 additionally provides for the review and disclosure of non-confidential information of near fatalities or egregious incidents to the purview of the CFRT. The legislation allows for greater transparency of the child welfare system to the public.

Of the 36 fatalities reported in SFY 2011 to CDHS that were determined to be the result of abuse or neglect, 16 met criteria for review by CFRT. Fatality Reviews were completed in April 2012. Aggregate information will be compiled and reported on the fatalities when all the CFRT reports are completed.

Colorado CAPTA Coordinator

Ida Drury, CAPTA/CJA Administrator
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Section Three

Chafee Foster Care Independence Program (CFCIP) and Educational and Training Vouchers (ETV)

Program Description

Colorado's Chafee Foster Care Independence Program (CFCIP) and Education and Training Voucher (ETV) programs provide statewide services and support for youth currently in and exited from OOH care in accordance with the John H. Chafee Foster Care Independence Program. This report addresses both Sec. 477 (42 U.S.C. 677) (a) of the Social Security Act and Colorado's progress on the Children and Family Services Plan (CFSP) goals.

Colorado's CFCIP and ETV Programs provide support services to youth aged 15-21 years.

- Eligibility for Colorado's CFCIP services include those youth that have been in OOH care for a cumulative of at least 6 months and are age 15-21; or
- Were in OOH on their 18th birthday; or
- Youth that entered adoption assistance, or guardianship assistance (relative or non-relative) age 16 or after and have not reached age 21; or
- Youth in a community placement setting through the Division of Youth Corrections (DYC).

Tribal Involvement

The Southern Ute and Ute Mountain Ute Tribes have not requested or received the CFCIP funds directly from the Administration for Children and Families (ACF). Tribal youth are provided Independent Living (IL) services through the county of residence.

DCWS is not aware of any tribes planning to apply directly to ACF for a portion of the State's CFCIP and ETV allotments.

State Collaborations

Collaboration regarding the IL Program takes place at various levels of government, educational systems, and individuals in the youth's life, as documented throughout this report. Of special note are collaborations facilitated by DCWS during fiscal year SFY 2010-2011 and to date.

- DCWS/CFCIP regularly attends the Under 26 Transitions Workgroup and the Youth and Young Adult Transitions subcommittee of the Colorado Mental Health Advisory Committee to support and strengthen services for foster care youth and foster care alumni who are experiencing mental illness. The collaboration includes the Colorado Departments of Education, and Public

Health and Environment, and Division of Behavioral Health, the Division of Vocational Rehabilitation, Mile High United Way/Bridging the Gap, youth, and providers.

- DCWS sustains the Colorado Youth Leadership Team, which will be expanded in 2012 to include members from county youth boards and councils. The Team provides youth voice for State and county policies and procedures. DCWS, in collaboration with county partners, created the Transitional Living Plan (TLP) template, which resides in Trails, and is developed 90-days prior to a youth's exit from care, as outlined in Public Law 110-351, The Fostering Connections to Success and Increasing Adoptions Act.
- DCWS continues, in collaboration with HCPF, to provide Emancipation Medicaid (extended Medicaid) to youth that were in foster care or adoption assistance on their 18th birthday and have not reached age 21.
- DCWS collaborates with the Colorado Department of Revenue, Division of Motor Vehicle to provide no cost Colorado ID cards and with the Colorado Department of Public Health and Environment, Vital Records to provide no-cost birth certificates to foster care youth to reduce the barriers to education and employment.
- DCWS continues collaboration with the Supportive Services for Runaway and Homeless Youth in rural Colorado counties.
- DCWS has continued collaboration with the Denver Urban Peak Homeless Youth Shelter.
- DCWS continues collaboration with the Department of Local Affairs for Family Unification Program vouchers for foster care alumni experiencing homelessness.

Training

Training is provided in a variety of formats:

- Technical assistance—face-to-face, phone, e-mail.
- Work groups.
- Classroom settings.
- Permanency Roundtables and Roundtable kick-offs.
- Chafee Quarterly meetings- January, April, July and October each year for the purpose of training about new statutes, policies, National Youth Transitional Data (NYTD) and promising practices.
- CIP - with youth permanency as the 2012 focus, conducted an interactive experiential learning session with officers at the local runaway and homeless youth shelter at Urban Peak Denver for 20-25 judges. Through their interactions with youth experiencing homelessness, the judges gained an understanding of the importance of legal permanency and permanent connections for transition age foster care alumni.
- Permanency by Design Child Welfare Initiative.
- Specific request by counties and other entities.
- Regional and webinar sessions, with the goals of: increasing caseworker and foster parent competency in independent living skill building in the NYTD service domains and resource acquisition skills statewide.

Colorado Youth Leadership Team

The Colorado Youth Leadership Team participated in various activities with the purpose of influencing policy and practice and increasing awareness of the barriers and opportunities youth have when emancipating from foster care. Colorado is expanding county leadership teams, boards and councils with selected youth representing counties at the State level.

The Colorado Youth Leadership Team participated in:

- Denver Feed A Family
- Runaway and Homeless Awareness Month Activities
- The Safe City Summit
- Pathways Conference Presentation on Colorado Youth Leadership
- Adolescent Mental Health Conference Presentation
- The Juvenile Justice Collaboration Committee
- Urban Peak Homeless Shelter collaboration
- Casey Family Programs No Time To Lose Kickoff
- Chafee Celebration of Educational Excellence Ceremony
- Foster Club All-Stars Internship
- The National Governors Association-Three Branch Institute
- The Permanency By Design Kick-off

Program Reporting

The Colorado National Youth in Transition Database (NYTD) was implemented by DCWS on October 1, 2010 and completed the first reporting year on September 30, 2011. The State has been in federal compliance in both reporting periods, with Baseline Surveys consistently completed at a 98% rate.

Post-secondary education preparation is initiated several years prior to high school completion, and is a common thread in youth events. Agencies work with adolescents to motivate and help adolescents make post-secondary education or training a part of their future plans. Education plans, containing individualized goals and objectives, are developed for each youth. Local IL coordinators and child welfare case managers throughout Colorado are increasing collaboration with high school teachers and counselors to assess educational needs and ensure that classes and credits are meeting the necessary requirements for post-secondary admission. Youth are connected to pre-college programs and activities that support their goals as frequently as possible.

Services are designed to address youth goals by helping them:

- Visit colleges and apply for admission and financial aid.
- Find resources available in the community and on campus.
- Obtain subsidies for educational and training supplies.
- Maintain resources, such as ongoing emotional support, budgeting and cost management, prior to and while youth attend post-secondary institutions.

Colorado, in partnership with Metro State University, hosted the 14th Annual Celebration of Educational Excellence. The event includes a College Fair, with participation by numerous post-secondary institutions and financial aid administrators, admissions counselors, and technical schools. Colorado's Youth Leadership Team participates in the event.

DCWS/CFCIP collaborates with the Department of Higher Education, The Denver Foundation and the Bacone University in obtaining scholarships for foster care, adoption youth and low-income youth.

College Connect, Colorado Youth Leaders Conference, is facilitated annually by DCWS. The two and a half day event is a college experience including dorm lodging, cafeteria meals, independent living classes in classrooms and on-campus activities.

Summary of 2011 NYTD Services Data for Youth Receiving CFCIP Services Youth Demographics

Youth's Age	Total Youth
12	2
13	1
14	5
15	34
16	104
17	291
18	319
19	231
20	148
Total	1135

Gender	
Female	Male
469	666

Youth Adjudicated Delinquent: 537

Services Provided			
IL Assessment	1,659	Academic	2,681
Career Prep	2,910	Post-Secondary	1,182
Employment	2,107	Budget/Finance	2,275
House Mg't	1,468	Family Support	4,402
Health	2,547	Mentoring	1,230
Supervised IL	135	Ed. Finance	1,184
Other Finance	303	Room/Board	159

Race/Ethnicity	
African American	168
Asian	5
Hawaiian	0
Native American	3
Multiple Race	53
Hispanic	359
White	906

Note: Race/Ethnicity totals do not equal Total Youth because youth may declare more than one race.

Section Four

Statistical and Supporting Information Education and Training Vouchers (ETV)

NUMBER OF STUDENTS FUNDED: 228

All eligible Colorado youth who completed their applications and attended school were funded. Students who applied, but were ineligible to receive funding include those who were not in foster care, did not attend school, first time applicants over the age of 21 or previous recipients who are older than 23. Previous/returning students who had two consecutive semesters below a 2.0 GPA did not receive additional funding.

2010-2011 STUDENT DEMOGRAPHICS

The information in this section pertains to funded students only. Orphan Foundation of America's (Doing Business As Foster Care to Success: American's College Fund for Foster Youth) data collection system draws information that is self-reported by the student via the online application, is provided by the school's financial aid office, and the students' official transcripts.

GENDER:

Male: 78 (34%)
Female: 150 (66%)

CITIZENSHIP OF CO ETV STUDENTS:

US Citizens: 222 (97%)
Green Card Holders: 6 (3%)

STUDENTS AGES

The following information reflects the student's age when they completed their application and became eligible for funding. Students are eligible to receive funding if they are enrolled, attending and in good standing and prior to their 23rd birthday.

Age of Funded Students	Number of Students	Percent
18 yrs	79	35%
19 yrs	60	26%
20 yrs	50	22%
21 yrs	21	9%
22 yrs	18	8%

RACE/ETHNICITY

African-American:	49 (21%)	Mixed-Race:	26 (11%)
Asian-American:	12 (5%)	Native-American:	1 (<1%)
Caucasian:	100 (44%)	Pacific Islander:	2 (1%)
Latino:	38 (17%)		

MARITAL STATUS OF STUDENTS

Married Students: 16 (7%)
Not Married: 212 (93%)

PARENTAL STATUS OF STUDENTS

Of the 228 funded students, 48 (or 21%) have one or more children

HEALTHCARE

Students with health insurance: 147 (64%) Students without health insurance: 81 (36%)

STUDENT EMPLOYMENT

Students who currently work: 118 (52%) Students who do not work: 110 (48%)

NUMBER OF HOURS STUDENTS WORKED PER WEEK WHILE IN SCHOOL:

# of Hours Worked	# of Students	Percent
0-15	9	8%
15-25	63	53%
25-39	29	25%
40/40+	17	14%

COLORADO ETV STUDENT RETENTION INFORMATION:

State		Year 1 2003- 04	Year 2 2004- 05	Year 3 2005- 06	Year 4 2006- 07	Year 5 2007- 08	Year 6 2008- 09	Year 7 2009- 10	Year 8 2010- 11
Colorado	Cohort1	118	78	47	27	19	4	0	0
	retention%		67%	66%	77%	90%	67%		
	Cohort2		106	44	33	20	16	9	1
	retention%			43%	79%	65%	94%	69%	13%
	Cohort3			77	39	26	21	12	6
	retention%				52%	67%	88%	57%	75%
	Cohort4				70	34	24	18	11
	retention%					49%	71%	83%	65%
	Cohort5					69	37	27	15
	retention%						54%	75%	58%
	Cohort6						89	24	21
	retention%							27%	91%
	Cohort7							97	44
	retention%								46%
	Cohort8								130
	retention%								
	Cohort9								
	retention%								
NEW:		118	106	77	70	69	89	97	130
RETURNS:		0	78	91	99	99	102	90	98

Inter-Country Adoptions

CDHS has a limited role in international adoptions. International adoption assistance is not available under Colorado or federal administrative code. Parents adopting children internationally are able to access services through their county departments of human/social services, through private insurance and private adoption agencies. There were 203 children adopted from other countries in Calendar Year 2011.

According to Trails data, there is one disruption for SFY 2011. The case involved one child who was adopted from Guatemala. The original county involvement was initiated in 2008, but the child was placed in OOH care in 2011. There was no dissolution of the adoption.

Juvenile Justice Transfers

There were 182 Juvenile Justice Transfers for SFY 2011 from DCWS to Division of Youth Corrections. Both Divisions enter child information into the Trails system, from which this information is drawn.

Section Five Financial

Signed copies of financial forms are submitted to ACF-CB in a separate PDF file.

CFS-101, Part I
U. S. Department of Health and Human Services
Administration for Children and Families

Attachment B
OMB Approval #0980-0047
Approved through October 31, 2014

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

Fiscal Year 2013, October 1, 2012 through September 30, 2013

1. State or Indian Tribal Organization (ITO): Colorado		2. EIN: 84-0644739	
3. Address: 1575 Sherman St., Denver, CO		4. Submission: { <input checked="" type="checkbox"/> } New { <input type="checkbox"/> } Revision	
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds		\$4,183,013	
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)		\$418,301	
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.		\$3,282,554	
a) Total Family Preservation Services		\$771,400	
b) Total Family Support Services		\$771,400	
c) Total Time-Limited Family Reunification Services		\$771,400	
d) Total Adoption Promotion and Support Services		\$771,400	
e) Total for Other Service Related Activities (e.g. planning) BGy3		\$32,826	
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment) BGy2		\$164,128	
7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)		\$207,376	
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)		\$0	
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:			
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS \$ 0, PSSF \$ 0, and/or MCV(States only)\$ 0.			
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS \$ 400,000, PSSF \$ 330,000, and/or MCV(States only)\$ 20,000.			
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)		\$435,065	
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds		\$2,281,975	
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$84,966	
11. Estimated Education and Training Voucher (ETV) funds		\$760,906	
12. Re-allotment of CFCIP and ETV Program Funds:			
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program		\$0	
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program		\$0	
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program		\$250,000	
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program		\$80,000	
13. Certification by State Agency and/or Indian Tribal Organization. The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.			
Signature and Title of State/Tribal Agency Official		Signature and Title of Central Office Official	

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

SERVICES/ACTIVITIES	TITLE IV-B			(d) CAPTA*	(e) CFICP	(f) ETV	(g) TITLE IV-E	(h) STATE, LOCAL, & DONATED FUNDS	(i) NUMBER TO BE SERVED		(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
	(a) Subpart I- CWS	(b) Subpart II- PSSF	(c) Subpart II- MCV *						Individuals	Families		
	1.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)		771,400									
2.) PROTECTIVE SERVICES				435,065								
3.) CRISIS INTERVENTION (FAMILY PRESERVATION)		771,400						273,750				
4.) TIME-LIMITED FAMILY REUNIFICATION SERVICES		771,400						273,750				
5.) ADOPTION PROMOTION AND SUPPORT SERVICES		771,400						273,750				
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)		32,826										
7.) FOSTER CARE MAINTENANCE:												
(a) FOSTER FAMILY & RELATIVE FOSTER CARE	3,513,731						16,500,000	152,000,664				
(b) GROUP/INST CARE												
8.) ADOPTION SUBSIDY PMTS.							16,100,000	16,100,000				
9.) GUARDIANSHIP ASSIST. PMTS.							8,000	8,000				
10.) INDEPENDENT LIVING SERVICES					2,281,975			2,347,650				
11.) EDUCATION AND TRAINING VOUCHERS						760,966		391,281				
12.) ADMINISTRATIVE COSTS	418,301	164,128					42,900,000	42,900,000				
13.) STAFF & EXTERNAL PARTNERS TRAINING	250,981						3,718,068	1,229,356				
14.) FOSTER PARENT RECRUITMENT & TRAINING							33,435	129,716				
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING							33,435	129,716				
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING												
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING			207,376					66,927				
18.) TOTAL	4,183,013	3,202,554	207,376	435,065	2,281,975	760,966	79,292,938	216,208,310				

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

CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) : Fiscal Year 2010: October 1, 2009 through September 30, 2010

1. State or Indian Tribal Organization (ITO): Colorado		2. EIN: 84-0644739		3. Address: 1575 Sherman St., Denver, CO 80203			
4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision		FY10 Allotment		Exp per 425 Rpts			
Description of Funds	Estimated Expenditures	Actual Expenditures	Number served		Population served	Geographic area served	
			Individuals	Families			
5. Total title IV-B, subpart 1 funds	\$ 4,135,942.00	\$ 4,135,942.00					
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)	\$ 413,594.00	\$ 413,594.00					
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)	\$ 3,283,927.00	\$ 3,283,927.00					
a) Family Preservation Services	\$ 771,723.00	\$ 790,900.00					
b) Family Support Services	\$ 771,723.00	\$ 790,900.00					
c) Time-Limited Family Reunification Services	\$ 771,723.00	\$ 790,900.00					
d) Adoption Promotion and Support Services	\$ 771,723.00	\$ 790,900.00					
e) Other Service Related Activities (e.g. planning)BGy3	\$ 32,839.00	\$ 986.00					
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007) BGOE	\$ 164,196.00	\$ 119,341.00					
7. Total Monthly Caseworker Visit Funds (STATE ONLY)	\$ 195,003.00	\$ 195,003.00					
a) Administrative Costs (not to exceed 10% of MCV allotment)	\$	\$ -					
8. Total Chafee Foster Care Independence Program (CFCIP) funds	\$ 2,276,271.00	\$ 2,276,271.00					
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	\$	\$ 84,966.00					
9. Total Education and Training Voucher (ETV) funds	\$ 763,124.00	\$ 763,124.00					
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.							
Signature and Title of State/Tribal Agency Official		Date	Signature and Title of Central Office Official		Date		

Section Six
2012 APSR Appendices

Appendix A Training Evaluations

EVALUATION DATA FOR TRAININGS OFFERED BETWEEN July 1, 2011 AND March 31, 2012

Satisfaction with Courses based on the CONTENT of the course

NEW WORKER TRAINING ACADEMY

The following table shows satisfaction by course with the content of new worker training academy modules conducted during the period July 1, 2011 and March 31, 2012. 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.

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module1	Mean	3.47	3.56	3.69	3.63	3.70	3.62	3.68
	N	188	183	174	190	189	188	183

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module2	Mean	3.47	3.59	3.68	3.68	3.74	3.71	3.67
	N	161	162	162	162	162	162	162

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module3	Mean	3.44	3.56	3.61	3.53	3.62	3.61	3.60
	N	167	163	168	169	168	166	166

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module4	Mean	3.72	3.72	3.77	3.77	3.78	3.78	3.78
	N	195	191	193	197	196	196	194

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module5	Mean	3.35	3.44	3.54	3.53	3.54	3.55	3.48
	N	184	184	185	184	185	183	185

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module 6	Mean	3.56	3.61	3.62	3.66	3.66	3.65	3.68
	N	149	147	149	147	149	147	149

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module7	Mean	3.64	3.69	3.70	3.70	3.71	3.71	3.71
	N	178	177	178	177	178	177	178

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
LPC1	Mean	3.69	3.70	3.76	3.81	3.80	3.77	3.75
	N	191	186	191	191	191	191	189

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
LPC2	Mean	3.69	3.74	3.76	3.74	3.72	3.72	3.73
	N	215	214	214	215	214	214	212

Course Titles

Module 1: Beginning your trip on the Child Welfare Path

Module 2: The Initial Assessment

Module 3: Interviewing, Child Development and Effects of Maltreatment

Module 4: Sexual Development in Children and the Nature of Adolescents

Module 5: Ongoing Service Provision

Module 6: Achieving Permanency for Children in the Child Welfare System

Module 7: Winding down the Path

LPC1: Legal Preparation for Workers Day 1

LPC2: Legal Preparation for Workers Day 2

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.

NEW SUPERVISOR TRAINING ACADEMY

The following table shows satisfaction by course with the content of new supervisor academy training modules conducted during the period July 1, 2011 and March 31, 2012. 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.

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module 1	Mean	3.71	3.58	3.57	3.58	3.75	3.79	3.75
	N	24	24	23	24	24	24	24

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module 2	Mean	3.58	3.50	3.42	3.58	3.62	3.54	3.58
	N	26	26	26	26	26	26	26

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module 3	Mean	3.65	3.61	3.57	3.78	3.83	3.78	3.78
	N	23	23	23	23	23	23	23

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Module 4	Mean	3.74	3.73	3.61	3.65	3.70	3.70	3.70
	N	23	22	23	23	23	23	23

Course Titles

- Module 1: Leading the Way in Child Protection
- Module 2: Clinical Practice & Case Consultation
- Module 3: Supervisor as Practice Expert
- Module 4: Agency Collaboration

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 July 1, 2011 and March 31, 2012. 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		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7	Content 8
Foster Core	Mean	3.55	3.61	3.70	3.58	3.76	3.75	3.79	3.78
	N	310	280	304	313	316	314	316	316

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 trainings conducted during the period July 1, 2011 and March 31, 2012. 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.

Course		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7
Worker Ongoing	Mean	3.47	3.54	3.54	3.53	3.58	3.52	3.53
	N	2134	2118	2109	2125	2124	2110	2102

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 ONGOING TRAININGS

The following table shows satisfaction by course with the content of foster parent ongoing trainings conducted during the period July 1, 2011 and March 31, 2012. 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		Content 1	Content 2	Content 3	Content 4	Content 5	Content 6	Content 7	Content 8
Foster Ongoing	Mean	3.52	3.47	3.44	3.41	3.52	3.55	3.58	3.56
	N	367	344	303	280	294	296	301	336

Content items by Content number

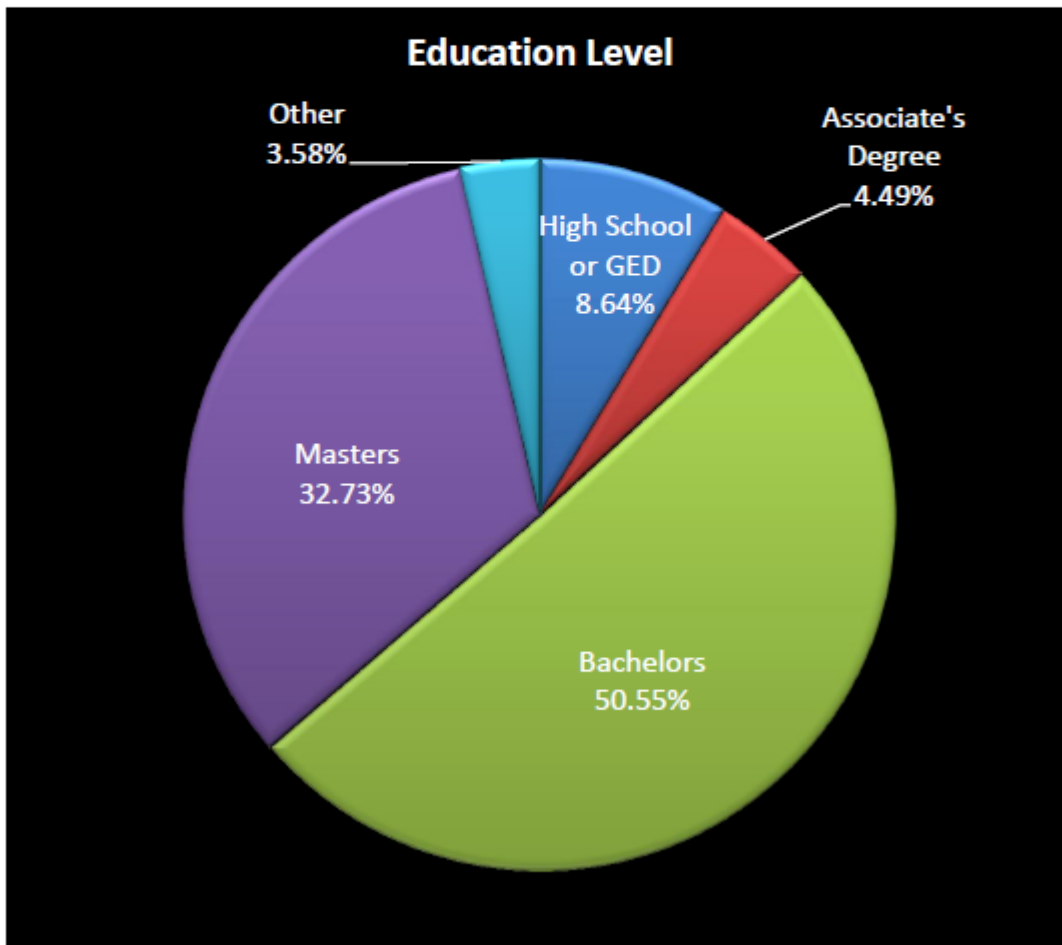
- Content 1: The subject matter was at the right level of difficulty.
- Content 2: The workshop content was compatible with my agency's philosophy and policies.

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.

Appendix B Training Demographics

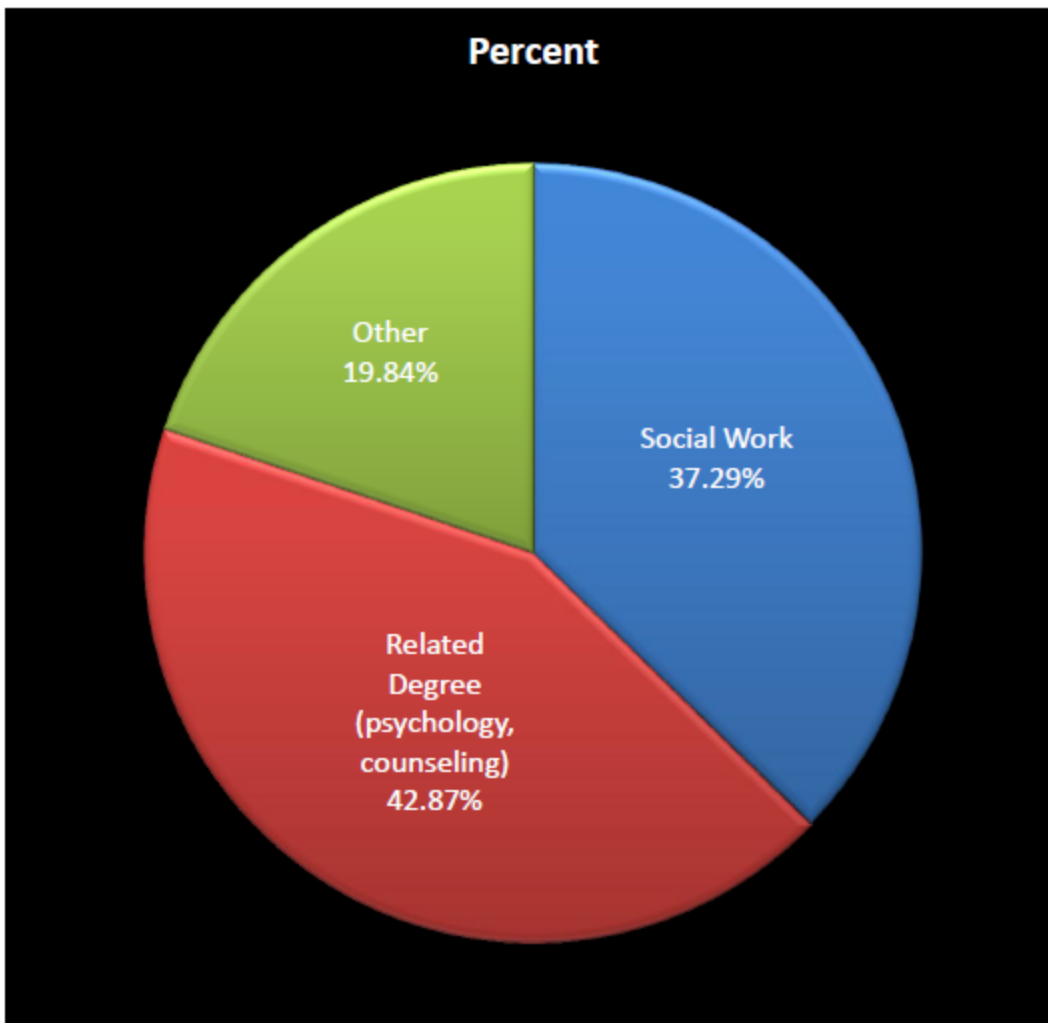
1. Highest Education Level

		Frequency	Percent
Valid	High School or GED	304	8.64%
	Associate's Degree	158	4.49%
	Bachelors	1778	50.55%
	Masters	1151	32.73%
	Other	126	3.58%
Total		3517	100%



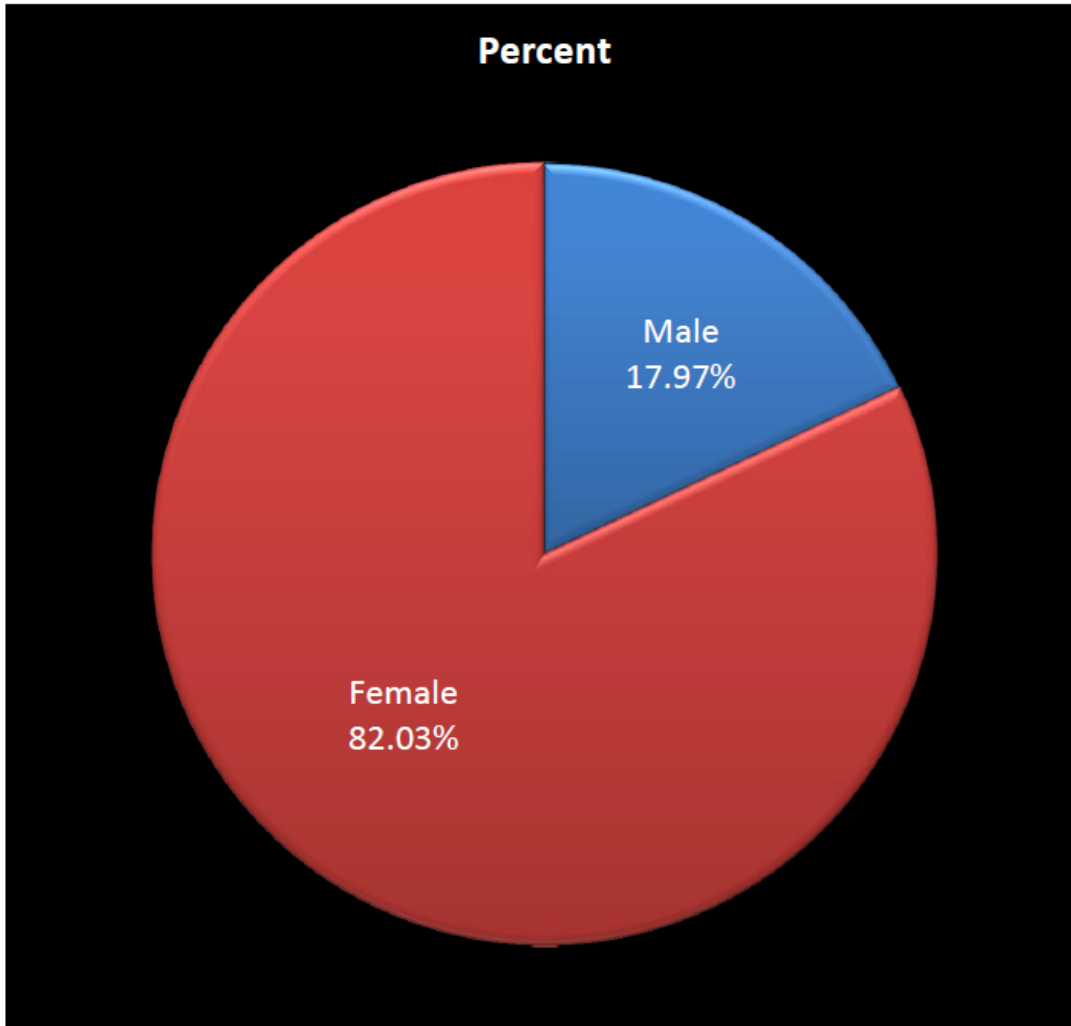
2. Educational Degree

		Frequency	Percent
Valid	Social Work	1203	37.29%
	Related Degree (psychology, counseling)	1383	42.87%
	Other	640	19.84%
Total		3226	100%



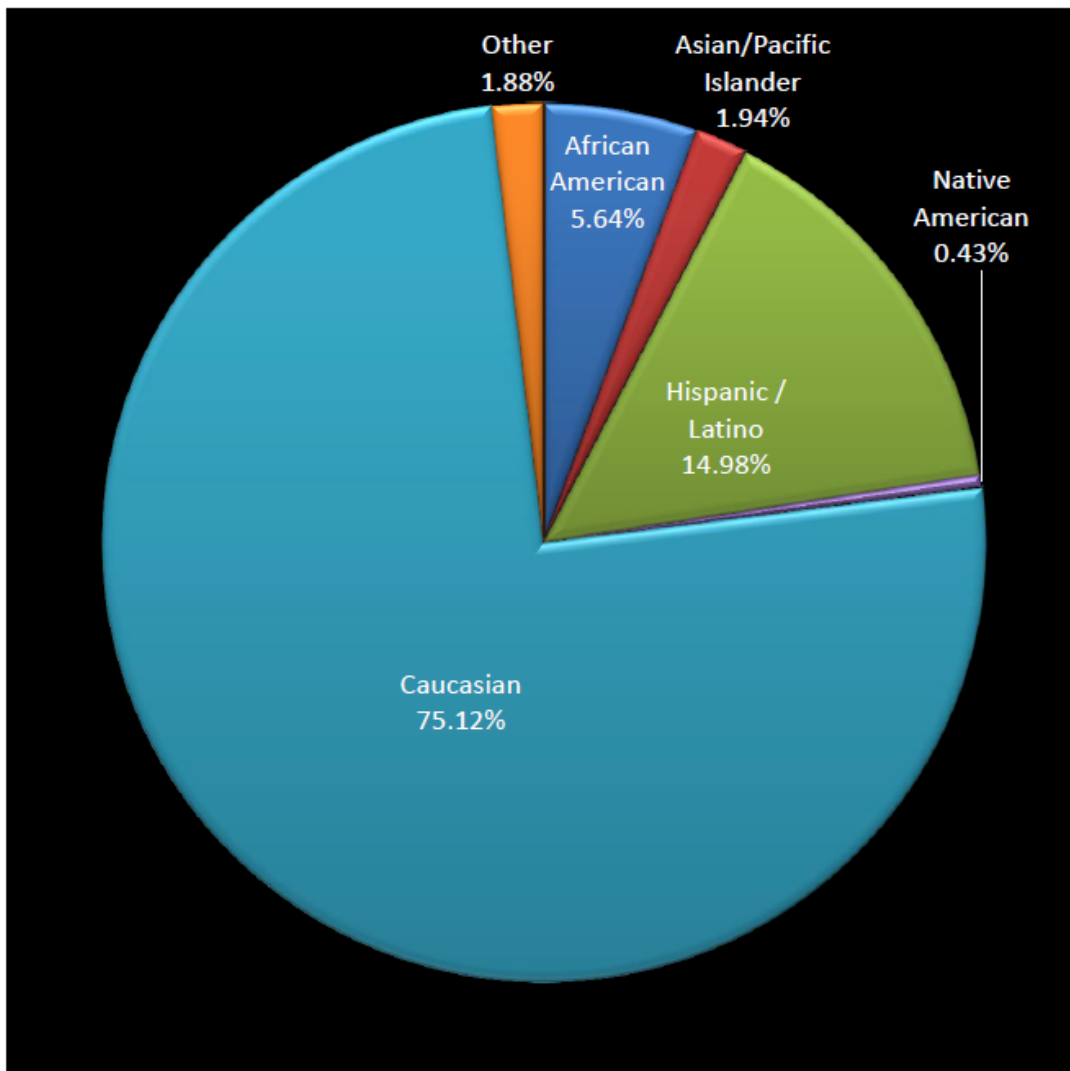
3. Gender

		Frequency	Percent
Valid	Male	614	17.97%
	Female	2802	82.03%
Total		3416	100%



4. Racial/Ethnic Background

		Frequency	Percent
Valid	African American	195	5.64%
	Asian/Pacific Islander	67	1.94%
	Hispanic/Latino	518	14.98%
	Native American	15	0.43%
	Caucasian	2597	75.12%
	Other	65	1.88%
Total		3457	100%



Appendix C Ongoing Staff and Foster Parent Training

Class Name	Length of Training
Safety	
Medical Aspects of Child Maltreatment	2 days
Maternal Substance Abuse	0.5 day
Approaching Family Issues: Drugs, Kids & Community	1 day
Mitigating the Effects of Trauma	0.5 day
Juvenile Sexual Offending	.5 day
Safety Planning for Youth at Risk of Abusive Acts	.5 day
Case worker and Supervisor Training	
New Supervisor Module 1: Leading the Way in Child Protection	3 days
New Supervisor Module 2: Clinical Practice & Case Consultation	2 days
New Supervisor Module 3: Supervisor as Practice Expert	3 days
New Supervisor Module 4: Agency Collaboration	2 days
New Worker Module 1 Revised: Beginning your trip on the Child Welfare Path	3 days
New Worker Module 2 Revised: The Initial Assessment	3 days
New Worker Module 3 Revised: Child Development & Effects of Maltreatment	3 days
New Worker Module 4 Revised: Interviewing & Legal Preparation	2 days
New Worker Module 5 Revised: Ongoing Service Provision	2 days
New Worker Module 6 Revised: Achieving Permanency for Children in the Child Welfare System and Legal Preparation	2 days
New Worker Module 7 Revised: Winding down the Path	0.5 day
Legal Preparation for Caseworkers	2 days
Developmental Consequences of Child Maltreatment	1 day
Specialized Interviewing Skills for Children of Latency Age	2 days
Intervention Skills for Case Aides	2 days
Title IV-E New Worker Training	1 day
Leadership Academy for Supervisors Learning Network- Introductions and Foundations	0.5 day
Love 'Em or Lose 'Em	0.5 day
Performance Management	0.5 day
Procedures and Practice Training	1 day
Interdisciplinary Case Conflict Management	1 day

SAFE Supervisor Training	1 day
SAFE Training	2 days
Project Focus	1 day
Roles and Responsibilities in the Child Welfare System	1 day
SAFE Refresher Training	1 day
Creating A Respectful Workplace	0.5 day
Crisis Intervention	0.5 day
Decision Making in Child Welfare Services	0.5 day
Preparation for Termination Hearings	1 day
Fish Philosophy	0.5 day
How to Present Evidence Based on Testimony in Physical and Sexual Abuse Cases	1 day

Foster Parent Core Training

Foster Parent Core Training - CSUP	2 days
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Permanency

Life books: Connecting Children to their Past and Present	1 day
Effective Family Engagement: Maintaining Connections	2 days
Education Law in the Colorado Child Welfare System	1 day
Working with Juveniles who have Committed Sexual Offenses	.5 day
Working Within the Culture of Poverty	.5 day
Intervention Strategies and Service Provision for Adolescents	1 day
Parents with Mild Cognitive Impairments	1 day
Recognizing and Managing Behavior in Children with ADHD	2 days
Screening of Young Children for Developmental Delays	1 day
Teaching Parents with Cognitive Disabilities Home Safety and Child Health Awareness	1 day
Working with Families with Children/Parents with Developmental Disabilities	2 day
Helping Youth in Foster/Kinship Care Build Self-Sufficiency Skills	2 day
Achieving Permanency through Intensive Family Finding	1 day
Ethics and Liability	1 day
Foster Care Home CORE: Nuts and Bolts of Foster Care Certification and Recertification	2 day
Foster Youth Permanency and Well Being	1 day
Foster/Kinship Parents' Guide To Advocacy for the Educational Needs of Children in Their Care	1 day
Indian Child Welfare Act: Basics and Best Practice	1 day
Understanding and Addressing the Needs of Kinship Families	1.5 days
Sexual Health for Children and Adolescents in Foster Care	0.5 day
Advocating for the Educational Needs of Children in Out-of-Home Care	1.5 days
Teens, Tweens, and Everything In-Between: Helping Foster Children Become Successful Adults, One Step at a Time	0.5 day
Using Life-books with Children in Foster Care	1 day
Working with Children in Foster Care who were Sexually Abused	2 days
Effective Matching Practices: Matching Practices that Promote Permanency	0.5 day
Guided by the Law: ICWA, ADA, ASFA	0.5 day

Helping Children Cope: How Foster and Adoptive Parents Can Reduce Child Trauma During Placement Moves	0.5 day
Promoting Placement Stability: Using Home Visits to Prevent Foster Care and Adoption Disruption	0.5 day
Transitioning From Foster to Adoptive Parenting: Helping Kinship and Foster Parents Prepare for the Changes Adoption Brings	0.5 day
Strengthen Your Permanency Practices with Adolescents, Families, and Providers	
Supporting Foster Parents to Prevent	.5 day
Transitioning Special Needs Adolescents to Adult Roles	.5 day
Well-Being	
Healing Traumatized Children in Substitute Care	
Addressing the Developmental Needs of Young Children in the Child Welfare System (Pilot)	2 days
Adolescent Suicide: prevention, assessment, intervention, and signs/symptoms	0.5 day
Principles of Addiction Treatment - Odyssey	3 days
Working with Substance Abuse in the Child Welfare System	2 days
Brain Matters Communication Strategies	0.5 day
Using Psychological Assessment Information in Child Welfare Case Planning	1 day
Nurturing Children with Special Health Care Needs	0.5 day
Strategies for Parenting Challenging Children	2 days
Mental Health for Children in Placement: A parent's guide to the world of medications, mental and behavioral health	1 day
Adolescent Substance Use and Associated Disorders	2 days
Adolescents with Developmental Disabilities	1 day
Ages and Stages Social Emotional Screening for Young Children	.5 day
Building Partnerships with Families: Practical Interventions for the Paraprofessional	2 days
Attachment Theory in Child Welfare Practice	.5 day
Autism Spectrum Disorder	.5 day
Domestic violence and child abuse co-occurrence: How can we effectively intervene?	.5 day
Failure to Thrive Identification and Treatment	.5 day
Treatment Needs for Physically Abused Children Under 6 Years of Age	.5 day
Treatment of Children of Domestic Violence	.5 day
Visitation to Treat Parent-Child Relationships	5 day
What is Child Trauma and How do I Recognize it?	.5 day
What Treatments are Effective for Physically Abusive Parents and their Children	.5 day
What Treatments are Effective with Traumatized Children and Their Families	.5 day
Responding to Children's Sexual Behaviors	.5 day
Role of Therapeutic Caregiver	.5 day
Impact on Children exposed to Domestic Violence	.5 day
Involuntary Treatment Effectiveness	.5 day
Post-partum Anxiety and Depression Effects on Mother-Infant Attachment	.5 day
Recognizing and Responding to Autism Spectrum Disorders	.5 day

Appendix D Colorado CFSR Ratings for Safety and Permanency Outcomes

Outcomes and Indicators	Outcome Ratings			Item Ratings	
	In Substantial Conformity?	% substantially Achieved*	Met National Standards?	Rating**	Percent Strength
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect	No	73.0	Met 1 of 2		
Item 1. Timeliness of investigations				ANI	73
Item 2. Repeat maltreatment				Strength	100
Safety Outcome 2: Children are safely maintained in their homes when possible and appropriate	No	66.2			
Item 3. Services to protect children in home				ANI	80
Item 4. Risk of harm				ANI	68
Permanency Outcome 1: Children have permanency and stability in their living situations	No	37.5	Met 3 of 4		
Item 5. Foster care reentry				Strength	93
Item 6. Stability of foster care placements				ANI	67.5
Item 7. Permanency goal for child				ANI	75
Item 8. Reunification, guardianship, and placement with relatives				ANI	65
Item 9. Adoption				ANI	26
Item 10. Other planned living arrangement				ANI	87.5
Permanency Outcome 2: The continuity of family relationships and connections is preserved	No	75.0			
Item 11. Proximity of placement				Strength	100
Item 12. Placement with siblings				ANI	68
Item 13. Visiting with parents and siblings in foster care				ANI	69
Item 14. Preserving connections				ANI	77.5
Item 15. Relative placement				ANI	65
Item 16. Relationship of child in care with parents				ANI	68

- 95 percent of the applicable cases reviewed must be rated as having substantially achieved the outcome for the State to be in substantial
- Conformity with the outcome.** Items may be rated as Strengths or as Areas Needing Improvement (ANI). For an overall rating of Strength, 90 percent of the cases must be rated as a Strength.

Table 2. Colorado CFSR Ratings for Child and Family Well-Being Outcomes and Items

Outcomes and Indicators	Outcome Ratings		Item Ratings	
	Substantial Conformity?	%Substantially Achieved	Rating**	Percent Strength
Well-Being Outcome 1: Families have enhanced capacity to provide for children's needs	No	47.7		
Item 17. Needs/services of child, parents, and foster parents			ANI	51
Item 18. Child/family involvement in case planning			ANI	62
Item 19. Caseworker visits with child			ANI	69
Item 20. Caseworker visits with parents			ANI	59
Well-Being Outcome 2: Children receive services to meet their educational needs	No	86.0		
Item 21. Educational needs of child			ANI	86
Well-Being Outcome 3: Children receive services to meet their physical and mental health needs	No	82.0		
Item 22. Physical health of child			Strength	94
Item 23. Mental/behavioral health of child			ANI	81

* 95 percent of the applicable cases reviewed must be rated as having substantially achieved the outcome for the State to be in substantial conformity with the outcome.

** Items may be rated as Strengths or as Areas Needing Improvement (ANI).

For an overall rating of Strength, 90 percent of the cases reviewed for the item (with the exception of item 21) must be rated as Strength. Because item 21 is the only item for Well-Being Outcome 2, the requirement of a 95-percent Strength rating applies.

Table 3. Colorado CFSR Ratings for Systemic Factors and Items

Systemic Factors and Items	Substantial Conformity?	Score*	Item Rating**
Statewide Information System	No	2	
Item 24. The State is operating a statewide information system that, at a minimum, can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care			ANI
Case Review System	No	2	
Item 25. The State 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			ANI
Item 26. The State provides a process for the periodic review of the status of each child, no less frequently than once every 6 months, either by a court or by administrative review			Strength
Item 27. The State 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			Strength
Item 28. The State provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act			ANI
Item 29. The State provides a process for foster parents, pre-adoptive parents, and relative caregivers of children in foster care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child			Strength
Quality Assurance System	No	2	
Item 30. The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children			Strength
Item 31. The State is operating an identifiable quality assurance system that is in place in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented			ANI

Appendix E Monitoring Health Needs Outline

**Health Care Oversight and Coordination Plan for Children in Foster Care
Department of Health Care Policy Financing
and
The Department of Human Services
Monitoring of Health Needs Outline**

Provision of Health Care

1. Children/youth in foster care are to have a medical screening within two weeks of placement in OOH care. A developmental assessment by the health provider should be requested.
2. Children/Youth in foster care are to have a dental examination within eight weeks of placement in OOH care.
3. When the investigating caseworker determines that a child has been maltreated, the Colorado Assessment Continuum will be completed to determine the levels of safety, trauma to the child/youth from the maltreatment and the need for removal from the home.
4. The North Carolina Family Assessment Scales (NCFAS) are completed to determine levels of family and child/youth functioning and Family Services Plan components.
5. During the initial and ongoing assessment, the child's caseworker determines the need for additional mental health/trauma screening.
6. The child/youth is enrolled in an Accountable Care Collaborative (ACC), whenever possible, for coordination and oversight of medical/mental health services for the child/youth.
7. Medical/dental and behavioral health information is documented in the child/youth's health passport and provided to the OOH caregiver.
8. The child's caseworker monitors that the child/youth's health needs are met.
9. The caseworker's supervisor reviews Family Services Plan every 90 days and determines that child/youth's health needs are met.
10. Children/youth in OOH are reviewed by ARD every 6 months to ensure medical/health needs are being met.

Appendix F Psychotropic Medications Oversight Protocol Outline

Health Care Oversight and Coordination Plan for Children in Foster Care
Department of Health Care Policy and Financing
and
Department of Human Services

Psychotropic Medications Oversight Protocol (Outline)

1. Assessment Prior to Psychopharmacological Treatment

The needs of children/youth who have been maltreated and are in OOH care should be carefully assessed, to determine the best course of treatment:

- Establishment of therapeutic relationship with child/youth and parent or guardian
- Formulation and establishment of a working diagnosis
- Identification of target symptoms
- Trauma screening
- Development of a comprehensive plan

2. Safe Practice Guideline

The following prescriptions should require prior authorization, second opinion (or other type of oversight) and same-day consultation with psychiatric consultation call line, behavioral health organization staff, or primary care physician (PCP), to assist with the development of a treatment plan:

1. 3+ psychotropic medications.
2. 2+ medications in the same class concurrently 3 or more medications in the same class within 9 months (or identified by caseworkers as to multiple placements due to child/youth's behavioral issues).
3. Anti-psychotics for a child under the age of 5.
4. Anti-psychotics with no diagnosis of psychosis, bipolar disorder or schizophrenia.
5. Drugs are only prescribed according to their published recommended daily maximum dose.

3. Medication Monitoring Recommendations

Children and youth taking psychotropic medications require regular monitoring for side effects, dosage changes and discontinuation. Regular monitoring involves the child/youth, the prescriber and the caregiver:

- Expectations of face-to-face or phone follow-up between the patient/caregiver and the prescribing provider should occur one to two weeks after starting the medication. The next visit should occur at one month, then at least quarterly with the prescribing provider if possible.
- Information should be shared between PCP and behavioral health provider by direct communication as soon as possible, and change as dictated by medications.
If the child misses any appointments, the case manager should be contacted immediately.
- Prescription renewals should not be provided without a return visit.

- Children/youth discharged from a hospital, residential care facility or family foster home should have a follow-up appointment scheduled with a health care provider who will provide ongoing medication monitoring prior to discharge and enough medication to last until the scheduled appointment.
- HCPF Pharmacists track claims data, contact the prescriber when safety guidelines are not met.

4. Consent

County departments of human/social services have protocols/policies that guide consent, and are instrumental in providing consents to the prescribing provider:

- The prescribing provider must obtain an informed consent from the county department of human/social services or kinship caregiver that has legal custody of the child/youth. Foster parents cannot sign consent, but their perspective should be requested and valued.
- The child/youth's parents/guardian sign the consent and are provided information about the child's need for medication. Parents who have had their parental rights terminated or who have completed relinquishment procedures will not be asked to sign.
- When the child/youth's parents/guardians are not available, the consent will be signed by the county department's designee.
- When the child/youth's parent/guardian refuses to sign the consent, the child/youth's caseworker will consult with the guardian ad litem about the need for a court hearing.
- Caseworkers will inform parents/guardians of medication changes including type, dosage, frequency or discontinuation.
- Common consent and agreement and exchange of information between the providers (including behavioral health) are recommended.

5. Education

Training to provide information about the protocol and psychotropic medications is critical to successful implementation and improved oversight of child/youth health needs:

- CDHS and HCPF will provide training on the protocol through webinars.
- Distribution of a desk reference for caseworkers on common psychotropics, side effects will occur upon completion of the protocol.

6. Protocol Evaluation

The Psychotropic Medications Management Protocol is a new expectation for county departments, and should be evaluated for process and content on a regular basis:

- Annual evaluation of the Psychotropic Medications Management Protocol by state-county stakeholders and Children's Health Services Advisory Committee will occur.

**COLORADO
STATEWIDE STRATEGIC RECRUITMENT AND
RETENTION PLAN FOR FOSTER AND ADOPTIVE
FAMILIES
2011 – 2013**



I. Introduction

In 2009, the National Resource Center for Recruitment and Retention of Foster and Adoptive Parents (NRCRRFAP) met with the Colorado Department of Human Services (CDHS), representatives of counties throughout the state, and other stakeholders in the community to review the Colorado resource family landscape. At that meeting Colorado's critical recruitment and retention issues were identified as follows:

Critical Issue #1: How can we inform communities across the state of the needs of foster and adoptive children?

Critical Issue #2: What can the State do to support staff to support foster/adoptive/kin parents?

Critical Issue #3: How can we streamline a system with the child's best interests at the center of agency rules, partnerships, and communication?

That meeting was the foundation of this document, with Colorado's vision of a successful recruitment and retention program, what steps will take us toward success and how that success will be measured.

II. Colorado Demographics

Colorado is located in the Southwest portion of the United States and ranks 8th nationally in size. Colorado is a state of contrasts. Nearly half the state is flat compared to the mountainous areas of the Rocky Mountains. The geography results in a complex, extreme weather system that may shut down mountain passes, isolate citizens with blizzards, or destroy communities with tornados. Much of Colorado's population lives along the eastern edge of the Rocky Mountains, in the Front Range Corridor. The 2007 population was estimated at 4,861,515, with a density factor of 41.5 people per square mile. Colorado has one of the highest Hispanic populations. There are two Tribal Reservations in Colorado: The Southern Ute and the Ute Mountain Ute, which are both located in the Southwest portion of the state. The Native American agencies providing supportive services are both located in Denver. The state median income is \$50,105, and 10.2% of Colorado's population lives below the poverty level.

Colorado has 64 counties. The ten large counties manage 85% of the Child Welfare workload. There are 23 mid-sized counties and 31 small counties. Two counties, Arapahoe and Jefferson, share their resource families. Two counties, Denver and Broomfield, have consolidated city-county governments. A Board of County Commissioners that also serves as the Human Services Board for the county department administers the other 62 counties. The funding for county departments typically is 80% federal and state funds and 20% county funds. Counties have developed child welfare programs that reflect the needs of their unique communities.

Current Number of Children in Colorado Foster Care in SFY2010:

- 6,232 children in foster homes
- 3,696 children in kinship care homes (not a foster home and the family has temporary custody)
- 809 children in kinship family foster care homes
- 70 children in receiving home care

Racial and Ethnic Analysis of Children in Colorado Foster Care as of September 2009 (with some overlapping based on method of data input):

- African-American 13.00%
- Alaska/Native American .01%
- Asian .004%
- Caucasian 56.00%
- Hispanic Origin 32.00%
- Hawaiian .002%

Racial and Ethnic Analysis of Children Adopted in Colorado in SFY 2009:

- African-American 11.00%
- Alaska/Native American 02.00%
- Asian .006%
- Caucasian 61.00%
- Hispanic Origin 26.00%
- Hawaiian .001%

Racial and Ethnic Analysis of Children Age 12 and Over Adopted in Colorado in 2009 (93 children):

- African-American 12.00%
- Alaska/Native American 0
- Asian 0
- Caucasian 61.00%
- Hispanic Origin 27.00%
- Hawaiian 0

Family Structure of Adoptive Families in Colorado in 2009:

Married Couples	77.00%
• Unmarried Couples	04.00%
• Single Females	17.00%
• Single Men	02.00%

III. Colorado Department of Human Services Recruitment Program

The Colorado Department of Human Services (CDHS) has two resource family recruiters, one who works primarily with the urban counties, and one who works primarily with rural counties. These recruiters are:

Brian Brant – Rural Recruiter
303-866-5930

(Alamosa, Archuleta, Baca, Bent, Chaffee, Cheyenne, Conejos, Costilla, Clear Creek, Crowley, Custer, Delta, Dolores, Eagle, Fremont, Garfield, Gilpin, Gunnison, Hinsdale, Huerfano, Kiowa, Kit Carson, Lake, La Plata, Las Animas, Lincoln, Logan, Mesa, Mineral, Montrose, Morgan, Montezuma, Otero, Ouray, Park, Prowers, Phillips, Pitkin, Prowers, Pueblo, Rio Grande, Saguache, San Juan, San Miguel, Sedgwick, Summit, Washington, Yuma, and Tribes)

Kristi Griffith-Jones – Metro Recruiter
303-866-4306

(Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Elbert, El Paso, Grand, Jackson, Jefferson, Larimer, Moffat, Rio Blanco, Routt, Teller, Weld, Tribes, and Child Placement Agencies)

IV. Colorado Resource Family Recruitment Vision

All children and youth will have the families they need who reflect their race, ethnicity, culture, religion, and language and are committed to providing stability, consistency, and care along the spectrum of permanence. These children and families will be valued and assisted by caring staff and community partners.

V. Colorado Recruitment and Retention Goals

Mission: To recruit and maintain an array of available foster and adoptive families who reflect the diversity of the children in need of placement and who are willing and able to partner with Colorado counties and private child placement agencies to achieve safety, timely permanence, and well being for the children and youth in care.

Goal 1: The State will support and collaborate with counties and private placement agencies to develop marketing frameworks reflective of populations across the State to recruit foster and adoptive families.

Objective: Develop marketing strategies reflective of the various counties across the State to recruit foster and adoptive families.

Goal 1, Strategy 1: To develop baseline data on children and families involved in the child welfare system across the State from which to build a marketing program.

Goal 1, Strategy 2: To develop radio, television, and website marketing materials designed to appeal to a range of cultures and families across the State.

Goal 1, Strategy 3: To establish a presence in communities throughout Colorado to inform and encourage families to become resource families.

Goal 2: The State will support and collaborate in cross-county and cross-agency partnerships to prepare families to care for the special treatment needs of Colorado children in placement.

Objective: To improve services to children and families through education, training, technical assistance and advocacy to families and case managers.

Goal 2, Strategy 1: To increase cross-county sharing of resources.

Goal 2, Strategy 2: To increase cross-agency sharing of resources.

Goal 3: Through education, training, technical assistance, and advocacy the State will support agencies and providers in their care of children in out-of-home care.

Objective: To improve services to children and families through education, training, technical assistance and advocacy to families and case managers.

Goal 3, Strategy 1: To gain accurate data to improve programs to care for children and families across the State.

Goal 3, Strategy 2: To support agency staff in their work with children in out-of-home placement.

Goal 3, Strategy 3: To support resource families through education.

VI. Characteristics of Children in Care in Colorado

A. Children Requiring Foster Care and Adoption

Every child deserves a stable and lasting family life and should not be deprived of it except for urgent and compelling reasons. There are currently 365 children in Colorado in need of recruitment of adoptive families. Children who experience instability because of multiple placements have repeated losses of family, school, and friends that can interfere with their ability to organize and focus. These children frequently suffer with behavioral and mental health problems, educational difficulties, juvenile delinquency, and a lack of secure attachments with caregivers and trusting relations with adults. All of these problems can cause a child to be unable to function responsibly as an adult. All children removed from their family homes require safe, stable, and consistent families with whom they can stay temporarily.

B. Children and Youth with Special Health Care Needs

Every child and youth with special health care needs must be placed in a home that will meet their specific health care needs. Chronic illness can have a devastating impact on a child and the child's family life. Children and families coping with developmental disabilities and other special health care needs face negative stereotypic attitudes and misconceptions. These attitudes can interfere with children and youth receiving adequate services.

C. Children in Over-Represented Populations

African American and Hispanic children are dramatically over-represented at all stages of Colorado's child welfare system. These children wait far longer than Caucasian children for adoption, and are at far greater risk of never experiencing a permanent home. It is imperative that over-representation be reduced and eliminated.

D. Sibling Groups

Children being placed out of their homes suffer a myriad of losses and separation of a sibling also placed can be devastating. Siblings should be placed together absent evidence of potential harm in their being placed together. Colorado needs families who can help ensure siblings are not separated unnecessarily.

E. Children and Youth Over Age Ten

Transition into middle school presents complex challenges, including exposure to a larger peer group, increased expectations for time management and self-monitoring, renegotiation of rules with parents, and pubertal changes. For children in foster care, this transition is complicated by their maltreatment histories, living situation changes, and difficulty explaining their background to peers and teachers. Boys in foster care often have not had strong role models to help them appreciate structure and authority. Girls in foster care often have experienced sexual abuse and are at risk for associating with older antisocial males. Failures in middle school can initiate processes with cascading negative effects, including delinquency, substance abuse, mental health problems, and health-risking sexual behaviors.

F. Children and Youth with Emotional and Behavioral Challenges

Emotional and behavioral issues often stem from a child's loss of parents, siblings, grandparents, and other significant people. Depending on the circumstances, and how the child has been treated, feelings of grief, abandonment, low self-esteem, and identity confusion will arise. Children often express these very difficult feelings through equally difficult behaviors.

G. Gay, Lesbian, Bisexual, Transgender (GLBT) Children and Youth

Lesbian, gay, bisexual, and transgender youth (GLBT) and those perceived to be GLBT are more likely to face disapproval, abuse and neglect — including being thrown out of their homes — than their non-GLBT peers. These children and youth may miss school often to avoid harassment, many drop out before graduation, and may turn to suicide to avoid hostility. Often misunderstood within the child welfare system, it is essential to provide supportive placements and services for GLBT youth once they are in the foster care system. 20% - 40% of Denver's homeless youth are members of the GLBT community (National Gay and Lesbian Task Force survey, 2004). These children need families who are tolerant and supportive of diversity, and who welcome being educated on how best to guide these youth.

H. Native American Children and Youth

The mission of the National Indian Child Welfare Association is that every Indian child must have access to community-based, culturally appropriate services that help them grow up safe, healthy, and spiritually strong - free from abuse, neglect, sexual exploitation, and the damaging effects of substance abuse. Under the Indian Child Welfare Act (ICWA) tribes have jurisdiction over the proposed adoption of any Native American child living on a reservation. Extended families or tribal placements are given automatic priority over all other applicants.

VII. 2011 – 2013 Resource Family Recruitment Plan and Action Steps

Goal 1: The State will support and collaborate with counties and private placement agencies to develop marketing frameworks reflective of populations across the State to recruit foster and adoptive families.

Objective: Develop marketing strategies reflective of the various counties across the State to recruit foster and adoptive families.

Goal 1, Strategy 1: To develop baseline data on children and families involved in the child welfare system across the State from which to build a marketing program.

Results Intended: A clear understanding of marketing strategies appropriate for various communities across the State.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Work with the NRC Recruitment and Retention of Foster and Adoptive Parents at AdoptUsKids to develop rural Marketing Segmentation program.	June 2012 Completed	❖ Brian Brant ❖ Mary Griffin	Submitted request to Region VIII. Preliminary discussions with the NRC occurred in December 2010. We are awaiting approval of the request.
Establish a baseline of quantitative data regarding families who foster and adopt in Colorado through a rural Marketing Segmentation program.	June 2011 Completed	❖ Brian Brant ❖ Mary Griffin	Identification of demographic composition of children and families entering the child welfare system across counties participating in rural Colorado.
Work with NRC to establish profiles of successful foster and adoptive families in rural locations in a minimum of 10 counties	February 2012 Completed	❖ Brian Brant ❖ Mary Griffin	Each county participating in the pilot will have increased knowledge about characteristics of successful foster and adoptive families in their respective counties.
Work with participating rural county departments to develop recruitment and retention strategies for successful foster and adoptive parents	June 2012 and Ongoing	❖ Brian Brant	County departments participating in the rural Marketing Segmentation program will demonstrate a 10% increase in recruitment and retention of foster and adoptive families.
Sharing information and data about the characteristics of children and families to county departments within each Colorado county.	October 2011 Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Each county, or set of contiguous counties, will have information on which to build a pool of qualified foster and adoptive families.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Using the outcomes from Marketing Segmentation, tailor recruitment efforts for rural counties.	June 2012 and Ongoing	❖ Brian Brant	Establish pools of resource families in the participating rural counties who reflect the children placed out of their homes.
Update/develop marketing materials to include GLBT friendly terms and messages.	September 2011 Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Educate communities on the needs of GLBT youth using marketing materials.

Objective: Help families across Colorado identify the need for their help to children being placed out of their homes.

Goal 1, Strategy 2: To develop radio, television, and website marketing materials designed to appeal to a range of cultures and families across the State.

Results Intended: Use of diverse media to communicate to families how fostering and adopting will benefit them and the children placed in their homes.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Monitor and analyze user feedback from www.changealifeforever.org regarding foster and adoptive information and update as needed.	December 2010 and Ongoing Completed Modifying site	❖ Kristi Griffith-Jones ❖ Brian Brant	Reduce barriers for families interested in fostering and adopting by providing easily accessible information to be used in their self-assessments.
Utilize radio and television to create awareness of the need for foster and adoptive families across the State.	January 2012 and Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Increase community knowledge of the need for foster and adoptive families.
In collaboration with county departments, create a series of marketing materials specific to different communities across the State.	Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Appeal to diverse populations in Colorado. This has begun in targeted rural communities.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Increase public awareness and connection to resources through the media, e.g. newspaper, special interest magazines, PSAs and radio ads, etc.	March 2011 and Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Establish pools of resource families across the State who reflect the children placed out of their homes.
Use/develop specialized resource family campaign for sibling groups, e.g. AdoptUsKids resources, marketing materials.	December 2011 Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Create awareness for Colorado families as to the need to keep siblings placed together.
Use/develop community outreach/recruitment materials e.g. AdoptUsKids resources, marketing materials that highlight the need for families for older children.	December 2011 Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Increase the number of resource families for children and youth over the age of ten.

Objective: Help families across Colorado identify the need for their help to children being placed out of their homes.

Goal 1, Strategy 3: To establish a presence in communities throughout Colorado to inform and encourage families to become resource families.

Results Intended: Diverse communities across Colorado will understand how fostering and adopting will benefit them and the children placed in their homes.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Provide counties with giveaways for booths and fund booth fees for community events.	Ongoing	❖ Kristi Griffith-Jones ❖ Brian Brant	Support the ability of agencies to reach out to communities with promotional materials and “give aways” to inform families about foster care and adoption.
Create recruitment packet for distribution to churches and other faith-based organizations.	January 2011 and Ongoing	❖ State Staff in partnership with Colorado’s Faith-Based Collaborative	Increased recruitment through faith-based communities.
Disseminate recruitment packets to faith-based organizations.	June 2011	❖ Kristi Griffith-Jones ❖ Brian Mavis, Lifebridge Christian	A request by pastors to pastors of churches to call congregations to consider fostering, adopting, or

		Church, Longmont ❖ Brian Carlucci, Cornerstone Church, Boulder ❖ Colorado Faith Based Collaborative	ways to support the families.
Increase the Heart Gallery to a year-round project.	November 2010 Completed	❖ Kristi Griffith-Jones ❖ Brian Brant ❖ The Adoption Exchange ❖ Professional Heart Gallery Photographers	Expand community knowledge of the need for foster and adoptive families and increase the of the number of foster and adoptive families
Create a second Heart Gallery to be managed by faith-based organizations.	December 2010 Completed	❖ Kristi Griffith-Jones ❖ Brian Mavis, Lifebridge Christian Church, Longmont	Expand community awareness of the need for foster and adoptive families and increase the number of foster and adoptive families.
Provide Mini Heart Gallery for smaller churches in Northern and Eastern Colorado	October 2010 Completed	❖ Kristi Griffith-Jones ❖ Dick Fisher	Expand community awareness of the need for foster and adoptive families.
Provide 6 Mini Heart Galleries to be used by rural counties and other special events statewide	November 2010 and Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Expand community awareness of the need for foster and adoptive families and increase the of the number of foster and adoptive families
Offer information and technical assistance to Tribes to provide for their placement needs.	June 2011 Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Assist in the recruitment and retention needs of the Tribes.
Provide access to training for Native home study workers in the SAFE format.	March 2011 Completed	❖ Brian Brant ❖ Kristi Griffith-Jones	Provide culturally matched SAFE home study workers to increase trust of potential Native resource families.

Goal 2: The State will support and collaborate in cross-county and cross-agency partnerships to prepare families to care for the special treatment needs of Colorado children in placement.

Objective: To improve services to children and families through sharing public and private resources.

Goal 2, Strategy 1: To increase cross-county sharing of resources.

Results Intended: Efficient use of resources through sharing among counties and the State.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Collaboration among agencies to recruit families through our partnerships with the Butterfly Pavilion, Pepsi Center, and the Denver Zoo.	October 2010 and Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Recruit families who will foster and adopt sibling groups.
Explore opportunities for partnership with family serving organizations and venues to increase outreach to the community such as the Cheyenne Mountain Zoo in Colorado Springs, the Children’s Museum, the Wildlife Experience, Elitches’ amusement park, 4H, Rural Solutions, and National Western Stock Show.	September 2010 and Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Recruit families who will foster and adopt sibling groups.
Support agencies’ Teen Recruitment meetings.	Ongoing Completed	❖ Kristi Griffith-Jones ❖ Brian Brant	Develop new ways of recruiting and retaining families to care for older children and youth.
Increase sharing resources e.g. home studies, training, and families among agencies.	Ongoing	❖ Kristi Griffith-Jones ❖ Brian Brant ❖ Mary Griffin ❖ Constance Vigil	Ensure that families able to care for children and youth are available in communities in need of resources.

Objective: To improve services to children and families through sharing public and private resources.

Goal 2, Strategy 2: To increase cross-agency sharing of resources.

Results Intended: Efficient use of resources through sharing and to provide opportunities for community members to assist children in the child welfare system.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Explore partnerships with: <ul style="list-style-type: none"> ❖ Anschutz Nursing School ❖ Community College Nursing Schools ❖ ARC of Colorado ❖ Denver ARC ❖ ARC of Arapahoe County ❖ Colorado Cross Disabilities Coalition ❖ Bethesda ❖ Developmental Pathways ❖ Denver Options ❖ Kempe Center ❖ Parker Adventist Hospital ❖ Public Schools ❖ Rural resources 	Ongoing	<ul style="list-style-type: none"> ❖ Kristi Griffith-Jones ❖ Brian Brant 	Partnerships with health care resources to help recruit and educate potential resource families for children in Colorado with special needs.
Pursue stronger partnership with private organizations serving GLBT youth, e.g. booths with PRIDE fest, information sessions at the Center.	November 2010 and Ongoing	<ul style="list-style-type: none"> ❖ Kristi Griffith-Jones ❖ Brian Brant 	Educate communities on the needs of GLBT youth.
Partner with community and faith-based agencies to support children in out-of-home care and resource families.	Ongoing	<ul style="list-style-type: none"> ❖ Kristi Griffith-Jones ❖ Brian Brant 	Enlist the resources of the faith communities to support children in care.

Goal 3: Through education, training, technical assistance, and advocacy the State will support agencies, Tribes, and providers in their care of children in out-of-home care.

Objective: To identify the needs of children and families involved in Colorado’s child welfare system.

Goal 3, Strategy 1: To gain accurate data to improve programs to care for children and families across the State.

Results Intended: Accurate data on children and families within the child welfare system with which to create programs.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Outreach with the Denver Indian Family Resource Center (DIFRC) and Tribes to recruit families to care for children/youth in Tribal custody who have been placed in out-of-home care.	October 2011 and Ongoing	❖ State Staff ❖ Brian Brant	Increase number of resource families available to care for children / youth in Tribal custody..

Objective: To provide case managers with the tools and education they require to meet the needs of children in out-of-home placement.

Goal 3, Strategy 2: To support agency staff in their work with children in out-of-home placement.

Results Intended: Efficient use of resources through sharing and to provide opportunities for community members to assist children in the child welfare system.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Explore the enhancement of www.changealifeforever.org website to allow agency staff to post information regarding their recruitment efforts.	December 2010	❖ Brian Brant	Share promising practices among agencies.
Analyze recruitment efforts of children from the 2009-2010 Heart Gallery with similar characteristics that did not achieve permanency.	February 2012	❖ Kristi Griffith-Jones ❖ Brian Brant	Understand the effectiveness of recruitment practices.

Action/Description	Completion Date	Responsible Party	Results/Outcomes
Identify promising recruitment.	April 2012	❖ Kristi Griffith-Jones ❖ Brian Brant	Revise/develop new recruitment practices.
Share findings, provide ongoing, technical assistance to implement new practices.	July 2012 and Ongoing	❖ State Staff ❖ Brian Brant	Collaborate with agencies to promote increased adoptions.
Provide assistance to the counties and private agencies to educate prospective foster and adoptive families on the over-representation of GLBT youth in the system and the special needs and resources available to support these youth.	October 2011 and Ongoing	❖ State Staff ❖ Brian Brant ❖ Community Agencies	Recruit families and educate current resource families as to the special needs of GLBT youth.

Objective: To retain resource families and to ensure wellbeing of children in care in Colorado.

Goal 3, Strategy 3: To support resource families through education.

Results Intended: Resource families have the tools necessary to meet children's needs placed in their homes.

Action Description	Completion Date	Responsible Party	Results/Outcomes
Provide training to families to help sustain their care giving.	Ongoing	❖ Colorado State Foster Parent Association ❖ CDHS Training Academy	Provide support and education to resource families.
Encourage public and private providers to talk openly with foster and prospective adoptive families about their ability to provide a supportive and encouraging environment for GLBT youth.	October 2011 and Ongoing	❖ State Staff ❖ Brian Brant	Recruit families and educate current resource families as to the special needs of GLBT youth.