2018 COLORADO PROGRAM IMPROVEMENT PLAN

IN RESPONSE TO THE 2017 CHILD AND FAMILY SERVICES REVIEW

Submitted to:
U.S. Department of Health and Human Services
Administration for Children and Families

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COLORADO CHILD & FAMILY SERVICES REVIEW (ROUND 3)
PROGRAM IMPROVEMENT PLAN

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Introduction

Colorado has 64 counties and 22 judicial districts combining urban, suburban, rural communities as well as resort communities with seasonal fluctuations. Colorado has an overall population of just under 6 million although growth has been robust since 2010. The growth rate for Colorado is 1.7 percent, which is the seventh fastest growth rate in the country. Population data shows that urban counties (El Paso, Denver, Arapahoe and Adams) are increasing while small rural communities are showing population declines. The only exception to that trend is an increase in population for Weld County, which is a large county with significant rural areas.

Colorado is a state-supervised and county-administered human services system. Under this system, county departments are the main provider of direct services to Colorado’s families. State responsibility includes rule promulgation, guidance and program oversight and monitoring of county performance and practice. Colorado Revised Statute (C.R.S. 26-1-118) states that county departments shall serve as agents of the state department.

The Colorado Department of Human Services (CDHS) Division of Child Welfare (DCW) is one of five divisions/units within the Office of Children, Youth and Families (OCYF), which consists of DCW, the Division of Youth Services (DYS) (state-administered youth correctional facilities), the Domestic Violence Program (DVP), the Medical Oversight Unit, and the Juvenile Parole Board. OCYF is under the oversight of the OCYF Director and that position reports directly to the Executive Director of CDHS.

DCW monitors county child welfare practice to ensure alignment with statute, rule and memo series guidance. Utilizing subject matter experts (SME), DCW provides practice feedback and technical assistance directly to county staff. The SMEs also work with counties and provide support for continuous quality improvement (CQI) processes. When counties are unable to meet goals, DCW works with them to create performance improvement plans to improve practice.

CDHS communicates with county partners through a formalized memo process, known as the Memo Series, designed to streamline and clarify CDHS policies and expectations of county partners and contracted entities. There are three types of memo: an information memo is important information for the counties that is strictly informational and timely (e.g., availability of grants that counties can apply for, posting of a request for proposal, etc.); an operation memo provides detailed instructions/clarifications for counties to operationalize a new/existing state law, new/existing federal law, a new/existing state rule, or a new/existing federal rule; a policy memo is anything that changes CDHS policy as a result of CDHS’ statutorily defined responsibility of supervising counties. A policy memo interprets and provides further guidance to promulgated regulations.

Quality Assurance Processes

The Administrative Review Division (ARD) serves as an independent third party review system under the auspices of CDHS. ARD is the mechanism responsible for the federally required Case Review System and a portion of the Quality Assurance System for both DCW and the DYS. With an ultimate goal of providing permanency and well-being for Colorado's children, ARD works closely with Colorado's counties to measure and assess their adherence to state and federal regulations.

ARD conducts three types of reviews that inform Colorado’s child welfare system:

- Out-of-home (OOH)
- In-home (IH)
- Quality assurance (QA)

ARD OOH reviews are scheduled at six-month intervals as long as the child/youth is in OOH care. Prior to the onsite review, an ARD reviewer reviews the case file in Trails, the statewide child welfare case management system. The case file review is followed by an onsite review which families, youth, care providers, Guardians ad Litem (GALs), Court Appointed Special Advocates (CASAs) and others are invited to attend.

Children and Family Services Review

In September 2017, the Children’s Bureau (CB), DCW and ARD collaborated to conduct an onsite evaluation for Colorado’s Child and Family Services Review (CFSR). The CFSR examined Colorado’s child welfare programs and practices to identify strengths and challenges with regard to safety, permanency and well-being outcomes of the children and families served by the child welfare system. The review included the Colorado statewide assessment (submitted in August 2017), onsite case reviews (September 2017) and meetings with stakeholder groups that included over 120 partners (September 2017). The report was received March 12, 2018 and the state began a process of statewide stakeholder involvement and collaboration to develop the following Program Improvement Plan (PIP).

The CFSR found many strengths in Colorado; however, Colorado was not in substantial conformity with the seven outcomes, and only two of the seven systemic factors were in substantial conformity.

In preparation for the 2017 CFSR onsite review, DCW created the CFSR Oversight Committee consisting of stakeholders from a wide array of disciplines who met monthly to help prepare and inform the review. When Colorado received the CFSR report,
the CFSR Oversight Committee transitioned to oversight of the PIP. In addition to the committees convened by DCW, DCW staff participated in committees and workgroups hosted by interagency and community partners that align with the department’s work.

Under the guidance of the PIP Oversight Group, subgroups were formed to investigate data and root causes and to recommend strategies related to the CFSR findings in five theme areas. Subgroups comprised stakeholders including DCW staff, county departments of human/social services staff, ARD staff, foster parents, district judges, county attorneys, and representatives of the Court Improvement Program (CIP), Illuminate, Family Resource Centers, Disability Law Colorado, Office of Respondent Parents’ Counsel (ORPC), CASA, Families First Colorado, Tennyson Center for Children, Project 1.27, Specialized Alternatives for Families & Youth (SAFY), Lutheran Family Services (LFS), The Adoption Exchange (TAE), Colorado State University (CSU), Mount Saint Vincent, Office of the Child’s Representative (OCR), CDHS/Office of Early Childhood (OEC) and the Colorado Department of Public Health and Environment (CDPHE). Subgroups averaged over 30 participants and met weekly for five to six weeks, producing recommendations foundational to the PIP. Further public input was sought via a feedback conference call held to review the subgroups’ proposals.

The recommendations were reviewed and revised by the PIP Oversight Group and CDHS executive leadership, resulting in the following goals and strategies.
Goal 1: Achieve timeliness of initial response to abuse/neglect in 95% of assessments
(Safety Outcomes 1 and 2; Permanency Outcomes 1 and 2; Well-being Outcome 1)

Context:
(Strategy 1) CDHS has implemented C-Stat, a management strategy that analyzes performance using the most currently available data. C-Stat allows Offices within CDHS to pinpoint performance areas in need of improvement and then improve those outcomes, helping to enhance the lives of those CDHS serves and to provide the best use of dollars spent. Through root cause analysis, CDHS can determine which processes work and which need improvement. By measuring the impact of day-to-day efforts, CDHS makes informed, collaborative decisions to align efforts and resources to effect positive change. In 2015, the statewide average for meeting the requirements for timeliness of initial response was 89.6 percent, in 2016 the statewide achievement improved to 91.6 percent and in 2017, alleged victim children were contacted timely in 94.2 percent of assessments. This increase occurred despite a jump in assessments, statewide, by over 11 percent between 2015 and 2017. This management strategy has resulted in ongoing consistent practice improvement leading to improved outcomes. In addition, a rule change in March 2018, clarified timeframes to ensure that county workers were calculating response time correctly. Specifically, an immediate response shall require a response within eight (8) hours from the receipt of the referral; a three (3) day response time starts the day following the referral and must be completed by the third calendar day at 11:59 PM; and, a five (5) day count starts on the first business day following the receipt of a referral and expires at the end of the fifth business day at 11:59 PM following the receipt of the referral. This rule change will decrease calculation errors in determining response times.

Measuring statewide and county performance on the accurate completion of safety assessment forms is no longer part of the department’s C-Stat initiative; however, it is measured through the department’s qualitative case review system. ARD did not begin capturing data related to the accuracy of the completion of the Safety Assessment and Risk Assessment tools until April 2018, due to continued collaborative pilot review projects.

(Strategy 2) CDHS identified staffing challenges as a barrier to improving practice. The Office of the State Auditor (OSA) workload study, conducted in 2014 through a contract with ICF International Incorporated, LLC, determined that counties need 650 additional child welfare staff to meet program goals and achieve outcomes. Additionally, the 2016 DCW Caseload Study, also contracted through ICF International Incorporated, LLC, supported the determination that counties need additional staff to successfully achieve goals and provided a staff allocation tool to quantify county-level staffing needs. The 2016 Caseload Study recommended a target ratio of five case workers per supervisor and a ratio of 10 cases per casework full time equivalent (FTE), aligning with national standards. The time study that was conducted as part of the aforementioned 2014 workload study showed that Colorado was not meeting this goal. Data showed that caseloads for caseworkers completing assessments were 1:22 and caseloads for ongoing caseworkers were 1:21.

As a result of both the workload and caseload studies, CDHS has been requesting additional funding for county staff, annually, through the legislative budget process, for Colorado counties to increase their child welfare workforce. Increased staffing allows county caseworkers more time to work with children, youth and families to provide quality case management services such as more oversight of treatment plans and more frequent family engagement. While increasing the number of county child welfare staff is not the only way to improve the efficiency and accuracy of casework, it is the first step in a process to create a strong, sustainable and competent workforce. Over the past three years, increased allocation to counties has provided funding for 235 additional child welfare FTEs. Continuation of the increased funding for county staff will build workforce capacity.

Trails modernization, to be completed by December 31, 2018, will streamline worker processes and reduce the data entry burden on caseworkers. This improved efficiency will improve caseload management. Updates to the Trails system, coupled with improved mobile data capability, allow greater staff flexibility and timeliness.

(Strategy 3) As of January 1, 2017, all county departments have fully implemented the new Colorado Family Safety and Risk Assessment tools. Additional rule revisions were effective in March 2018 to provide further clarity in the use of the tools. All counties have been trained on the use of the tools and additional training and technical assistance is provided as needed. A report to monitor the timeliness of completion of the Colorado Family Safety Assessment is distributed to counties each month. A preliminary review of timeliness of completion of the Colorado Family Safety Assessment tool shows that counties are completing the tool timely 56 percent of the time. It is anticipated that timeliness and accuracy will improve as county staff become more familiar using the tool. ARD’s review to the accuracy of the safety and risk assessments began in April 2018. Both ARD staff and DCW staff continue to monitor counties’ use of the tools to ensure fidelity and quality.

Strategy 1: Caseworkers respond to allegations of abuse and neglect within the assigned time frames, and contacts are correctly documented into the statewide database

- **Key Activity 1:** DCW staff will monitor statewide Results Oriented Management (ROM) data monthly or through C-Stat to identify counties with missed response times in 4 out of the 6 most recent months or in 3 consecutive months. Projected completion: Quarter 2.

- **Key Activity 2:** DCW staff will develop a time-measured plan with county departments not meeting the goal, to track improvements and sustainability. Projected completion: Quarter 2.
Strategy 2: Increase county capacity and reduce workload by increasing allocated funding for child welfare staffing at the county level

- **Key Activity 1**: DCW staff will utilize a staff allocation tool to quantify county level child welfare staffing needs in order to distribute funding increases. Projected completion: Quarter 1.

- **Key Activity 2**: DCW staff will request funding annually for 100 additional county child welfare staff to the statewide workforce through a state funding decision item process. Projected completion: Quarter 8.

Strategy 3: Include families in completion of the Colorado Family Safety Assessment Tool

- **Key Activity 1**: DCW staff and ARD staff will develop a qualitative review process to monitor family participation in the Colorado Family Safety Assessment tool. Projected completion: Quarter 2.

- **Key Activity 2**: County departments will complete 75 percent of the Colorado Family Safety Assessment tools with families. Projected completion: Quarter 5.

- **Key Activity 3**: County departments will increase timely supervisor approval of the Safety Assessment tool, statewide, to 75 percent. Projected completion: Quarter 6.

- **Key Activity 4**: DCW staff will develop a time-measured plan with county departments not meeting the goal, to track improvements and sustainability. Projected completion: Quarter 6.

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1 This strategy requires an annual budget request through a multi-phased approach to support counties in hiring additional staff for a manageable number of cases and to expand the reach of recruitment of qualified child welfare candidates, which will benefit children, youth and families. The Department will request additional funding for each phase of the multi-phased approach.
Goal 2: Embed family-centered practices across the child welfare continuum
(Safety Outcomes 1 and 2; Permanency Outcomes 1 and 2; Well-being Outcome 1)

Context:
(Strategy 1) Facilitated family engagement meetings are an organizational process in Colorado’s Differential Response (DR) Model. A family meeting refers to any meeting with the family, community partners and professional staff (including caseworker and facilitator) which are held at key decision-making points to ensure all parties are working toward the same goals. It is the process of bringing families together with county child welfare staff and others who are involved in developing plans for safety, services and support. It is an opportunity to build a common understanding with the involvement of the family’s support network. This process has extended beyond DR to encompass family-centered practice across the child welfare continuum.

DR is an innovative system reform which allows child protective services to address screened-in reports of child maltreatment in different ways. Within the DR model, the traditional investigative approach is utilized for high risk reports, and a Family Assessment Response (FAR) may be utilized for low to moderate risk reports. In addition to assessing the incident of maltreatment, FAR evaluates the environmental context and broader issues of family well-being through solution-focused, family-centered practice.

DCW has collaborated with county departments participating in the facilitated family engagement IV-E Waiver intervention to improve the consistency and quality of facilitated family engagement meetings (FEM). An analysis of the IV-E Waiver intervention compared matched children and youth in cases that did not receive family engagement meetings in counties with IV-E Waiver intervention funding for FEM. Children and youth in cases which received these meetings were 33 percent less likely to experience a re-report of abuse and/or neglect, 17 percent less likely to have two or more placement setting changes, and 6 percent more likely to have permanency at case closure. In addition, children and youth who received FEM spent, on average, 40 more days in kinship care [rather than moving to foster care] than children and youth in the comparison group. Children and youth in cases which received all FEM on time and with all of the required participants in attendance, experienced additional safety and permanency outcomes that were statistically significant. In addition to being 47 percent less likely to experience a re-report, 34 percent less likely to have two or more placement setting changes, 16 percent more likely to have permanency at case closure, and spending, on average, 22 more days in kinship care—children and youth in cases receiving the facilitated family engagement intervention at a high level of fidelity were also 24 percent less likely to experience placement setting change and spent, on average, 13 fewer days in foster care and 12 fewer days in congregate care than matched children and youth who did not receive the intervention. (HRSI 2016 Annual Report)

DCW staff collaborated with county child welfare staff to present on safety in FEMs at the 2017 International Conference on Innovations in Family Engagement. In the first quarter of SFY 2018, 48 counties conducted 6,287 FEM, marking the third straight quarter in which over 6,000 meetings were held statewide. DCW also helped to promote the development of facilitated family engagement programs in several counties that were not participating in the IV-E Waiver intervention. Additional initiatives also utilize family engagement principles include the Dependency and Neglect System Reform (DANSR) project and the Collaborative Management Program (CMP).

The Colorado Forum on Family Engagement and DCW lead facilitated family engagement teleconferences, held quarterly, to provide training and networking opportunities and to promote the development of facilitated family engagement programs. This includes training opportunities on engaging fathers, recognizing human trafficking and building support plans in meetings.

An ARD review of data from the last four quarters shows that 40 percent of family engagement meetings (FEM) were held as required in the Code of Colorado Regulations, commonly referred to as “rule.” Current rule requires an FEM at the following points: when risk score is high; to create a service plan; at case transfer; within 30 days of a child being in care for 15/22 months; within 30 days of an unplanned move when there have been 2 or more unplanned moves within 12 months; and, within 30 days of a child/youth being assigned a goal of OPPLA (other planned permanent living arrangement).

(Strategy 2) See context for Goal 1, Strategy 3.

(Strategy 3) Engagement of fathers in Colorado has been on a slow decline for the past few years. According to ARD data, in 2015, fathers were engaged in case planning 89.8 percent of the time; in 2016, that number dropped to 82.9 percent and in 2017, data shows that fathers were engaged in case planning only 78.8 percent of the time. Ongoing efforts to improve the engagement of fathers in FEMs was a topic of two webinars presented to facilitators across the state in December of 2017. These webinars focused on improving paternal attendance at facilitated meetings and developing engagement skills with fathers. As required in rule, a FSE for a non-custodial parent must be commenced within 3 working days of involvement and notification to non-custodial parent made when a child/youth is removed from the home. The absent parent must be given the option to participate in the care, treatment and/or placement of the child/youth.

For the period of January 2017 through December 2017, Office of Respondent Parents’ Counsel (ORPC) attorneys provided services to 4,796 fathers, 5,208 mothers and 151 guardians. Fathers are clearly involved in the child welfare system and need to be better engaged by county staff and processes.
(Strategy 4) Current rule requires a summary of initial (within 30 days) and ongoing (at least every 6 months) efforts for family search and engagement (FSE) to be recorded in the statewide automated database system. This data point is not currently being monitored through formal QA processes. Plans for diligent recruitment of foster and adoptive families in compliance with federal laws (MEPA/IEPA) are required of county departments and child placement agencies. Diligent Recruitment training was provided through the Child Welfare Training System (CWTS) in early 2017. County departments and child placement agencies (CPA) submitted plans for recruitment to DCW in April 2017. All counties submit an annual diligent recruitment plan for review and approval by CDHS.

FSE strategies have shown successful outcomes in the California Permanency for Youth Project (2010) including that “stronger sibling relationships can be strengthened through the process of family search and engagement; concentrating efforts to find kin and fictive kin, re-engaging those individuals to become involved in the child’s life, and providing support to those relationships can create both legal and non-legal permanence for children; and using the process can establish non-legal permanence for children in the form of supportive relationships that extend beyond the child’s emancipation from foster care.” (https://www.acf.hhs.gov/sites/default/files/cb/pii_fse_program_manual.pdf)

For children/youth with a permanency goal of permanent placement with a relative through legal guardianship or permanent custody, 51 percent are making progress toward the goal. The primary reasons for lack of progress include no relative or permanent caregiver has been identified or child’s lack of progress on the treatment plan.

(Strategy 5) ARD data indicates OOH providers were included in case planning in over 98 percent of cases over the past year. This data does not show how many providers were included in FEMs.

(Strategy 6) See context for Goal 1, Strategy 2.

**Strategy 1A: Improve the frequency of family engagement meetings held, in alignment with rule**

- **Key Activity 1:** DCW staff will create a ROM report identifying required points in time for FEM. Projected completion: Quarter 2.
- **Key Activity 2:** DCW staff and county departments will review rules for FEMs and modify if needed. Projected completion: Quarter 4.
- **Key Activity 3:** County departments will meet the requirements for FEMs held in 70 percent of OOH cases. Projected completion: Quarter 6.

**Strategy 1B: Improve the quality of family engagement meetings**

- **Key Activity 1:** DCW will convene parent focus groups to gather feedback on engagement processes, visits, etc., and collect data. Projected completion: Quarter 6.
- **Key Activity 2:** County departments will work with families to create a family support plan prior to case closure, identifying a support network and actions to sustain permanency in 30 percent of the cases. Projected completion: Quarter 6.

**Strategy 2: Include families in completion of the Colorado Family Safety Assessment Tool**

See Goal 1, Strategy 3

**Strategy 3: Improve engagement with parents**

- **Key Activity 1:** DCW staff will work through its vendor to develop and implement fatherhood training curriculum to be added to the CWTS menu of training options. Project completion: Quarter 2.
- **Key Activity 2:** DCW will partner with county departments to pilot a community-based fatherhood program. Evaluate for further roll out. Projected completion: Quarter 6.
- **Key Activity 3:** DCW staff will reissue operation memo requiring monthly contact between caseworker and parents and statewide data will show that these contacts have been made 95 percent of the time. Projected completion: Quarter 1.
- **Key Activity 4:** DCW staff and county departments will explore rule changes and other processes for utilizing technology to increase contact and engagement when face to face visitation is not possible. Projected completion: Quarter 8.

**Strategy 4: Expand family search and engagement (FSE) efforts**
- **Key Activity 1:** DCW staff and county department partners will develop a best practice process/guide for county child welfare caseworkers for identification and engagement of non-custodial parents, family members and family supports. Projected completion: Quarter 8.

- **Key Activity 2:** DCW staff will work through its vendor to provide training (CWTS Legal Preparation for Caseworkers) to county child welfare caseworkers on process and purpose of Relative Affidavit. Projected completion: Quarter 1.

- **Key Activity 3:** DCW staff will create a report (in Trails) that captures relative and kinship identification and contact information in ongoing cases. Projected completion: Quarter 2.

- **Key Activity 4:** County departments will document identification and contact information for relatives and kin in Trails in 85 percent of open, ongoing cases. Projected completion: Quarter 6.

- **Key Activity 5:** DCW staff will provide family search and engagement (FSE) coaching to county staff as needed when identified through a review of county data and ARD qualitative reviews. Projected completion: Quarter 4.

**Strategy 5: Utilize family engagement strategies when working with foster/kinship providers**

- **Key Activity 1:** DCW staff and county departments will review rules for FEMs and modify if needed. Projected completion: Quarter 4.

- **Key Activity 2:** DCW staff will create guidance via an operation memo for holding FEM with foster/kin families at critical points in time to identify needs for successful transition for the child and for the resource family. Projected completion: Quarter 4.

- **Key Activity 3:** County departments will involve the OOH provider (foster/kin) in case planning and 50 percent of resource families will attend a FEM. Projected completion: Quarter 4.

**Strategy 6: Increase funding for staffing at the county level**

See Goal 1, Strategy 2
Goal 3: Increase cross-system collaboration to improve services
(Safety Outcomes 1 and 2; Permanency Outcomes 1 and 2; Well-being Outcomes 1, 2 and 3; Systemic Items 29, 30 and 36)

Context:
Cross system collaboration is a key capacity-building concept when striving to keep children out of the child welfare system or reducing the time they spend in foster care (AECF 2015). In the 1990s, 200-300 children per year were removed from their homes in Hampton, VA---many of those placed in residential care facilities. By 2007, the Hampton department knew they had to rethink processes. The child-serving agencies stepped up to jointly design a different system for interventions. Hampton and their partners offer an array of prevention services and informal care options with more intense assistance to stabilize families. Overall, they report an 85 percent reduction in OOH care and an increase of 50 percent of children served in their own homes and families served with intensive services. Overall placements into residential treatment centers fell from a high of 300 to 0 where it has remained from 2007 - 2013. The success is due largely to the willingness of the judiciary and child-serving agencies to work together in case planning, management, funding and service delivery.

The Colorado SFY 2016 Collaborative Management Program evaluation report found that “overall, for this higher risk population of children, youth, and families, the program appears to have a high level of success in placement stability (as evidenced by a 99.6 percent achievement rate for increasing the placement stability of children/youth) and safety outcomes (as evidenced by an 83.5 percent achievement rate for increasing the safety of children/youth). The program is associated with high levels of success in juvenile justice involvement (as evidenced by a 94.6 percent achievement rate of preventing involvement with the juvenile justice system) and DYS commitment outcomes (as evidenced by an 87.1 percent achievement rate for decreasing commitment to DYS).”

(Strategy 1) In a collaborative effort with county and state child welfare representatives, the Office of Information Technology (OIT) and the Colorado Department of Health Care Policy and Financing (HCPF), CDHS created a time-limited Medical Eligibility Subcommittee. The subcommittee developed recommendations for process changes around data entry in Trails and outreach when a child enters OOH care. Data links were examined and created between HCPF data systems and Trails to send notifications to the HCPF Healthy Communities Family Health Coordinators (FHC) when children/youth enter OOH care so that the FHCs can provide outreach and support to OOH providers in scheduling initial medical and dental appointments. Timely data entry into Trails is necessary to ensure notifications are sent allowing for appointments to be scheduled within the required time frames. The subcommittee recommends entering OOH placement information into Trails as soon as possible. Efforts through Trails Modernization are underway to make the Health Passport feature more user-friendly for caseworkers.

Forty-seven percent (47%) of counties report barriers to accessing services that are available and have adequate capacity. An additional barrier identified is the inability to serve clients receiving Medicaid due to denial of services, lower-than-market reimbursement rates and waitlists. Service delivery challenges include: (1) lack of substance abuse treatment options; (2) navigating Medicaid eligibility/payment processes; and (3) lack of transportation to services.

An internal CDHS audit of the Core Services program in 2017 identified Medicaid barriers leading to overuse of Core Services program funds, including Medicaid provider availability.

(Strategy 2) In Colorado, there is no single agency responsible for training and professional development for city/county and district attorneys as related to the handling of civil and criminal child abuse and/or neglect cases.

Guided by recommendations from the Colorado Children’s Justice Act (CJA) Task Force to improve the investigation, assessment, and judicial handling of child abuse and/or neglect civil and criminal case, DCW identified the need to improve training and professional development opportunities available to city/county and district attorneys throughout Colorado who prosecute either civil or criminal cases of child abuse and/or neglect. An RFP was released with a goal to: determine the needs for training and professional development for city/county and district attorneys; assess the current training and professional development offered to attorneys; and, develop, manage and deliver training and professional development to city/county and district attorneys.

(Strategy 3) Colorado is expanding the OOH continuum by modifying certification and licensing requirements to increase the number of children/youth permitted in a foster home from 4 to 6, expanding the availability of beds in a family-like setting. It is anticipated that these rules will go into effect in the fall of 2018. Treatment Foster Care (TFC) was identified as a gap in Colorado’s OOH continuum. TFC services for county departments of human/social services or CPAs are approved by staff in the DCW Ongoing Services Unit and/or licensing/monitoring staff in the DCW Placement Services Unit within OCYF. TFC includes requirements related to staffing, capacity in the treatment foster care home and training. County departments and CPAs who provide these services must have sufficient infrastructure to meet the rigor of the program. Currently two agencies provide treatment foster care; the next year will be an opportunity for growth of TFC services. Several CPAs and one county department have stated intent to implement TFC services.

Assessment of the appropriateness of placement in TFC includes evaluating the needs and strengths of the child/youth. In addition, to promote placement stability, there must be compatibility between the needs and strengths of the child/youth and the experience, skills and expertise of the treatment foster parent(s). The Care Coordinator and clinical staff---now in-
house or through behavioral health organizations, in the future through Regional Accountability Entities (RAE)---provide the treatment foster parent(s) with ongoing support to meet the needs of the child/youth in the treatment foster home.

In 2017, 859 children were transitioned to the custody of relatives through the allocation of parental rights (APR). The process of APR provides the kin providers access to child only TANF benefits and limits other public resources based on the income level of the family. Colorado’s Relative Guardianship Assistance Program (RGAP) is available to assist children/youth in achieving legal permanency when reunification and adoption are not appropriate permanency goals. RGAP provides financial assistance and case services to relatives and certain non-relatives who have assumed legal guardianship or allocation of parental responsibility of children/youth whom they previously served as relative and non-relative foster parents. In 2017 56 children were transitioned to RGAP. Currently 24 county departments have guardianship assistance agreements through RGAP for one or more children/youth. In the current year, 127 children/youth are served with RGAP statewide. Although RGAP has continued to grow steadily, it is an underutilized service. RGAP provides sustainable support to kin families providing long-term permanency for children/youth. The expansion of RGAP and the reduction of APR processes will improve permanency outcomes.

(Strategy 4) The federal law Every Student Succeeds Act (ESSA) includes provisions relating to students in foster care. ESSA permits students in OOH placement at any time during the school year to remain in their school of origin, as defined in the bill, rather than move to a different school upon placement OOH or changes in placement, unless the county department determines that it is not in the child’s best interest to remain in his or her school of origin. Legislation passed in Colorado (2018) requires county departments to develop a process for determining the best interests of a child/youth in remaining in the school of origin. County departments are required to provide services, including transportation, for students remaining in the school of origin and services for those students transferring to another school, and to enter into agreements with education providers regarding funding for the services.

(Strategy 5) Several Colorado county departments have piloted well-being level of need assessment tools for better individualized services for children and families with open child welfare involvement to ensure that they remain at home or at the lowest level of care to meet needs. With funding provided through Colorado’s IV-E waiver demonstration project, eight counties used one of two different tools to identify interventions necessary for a child/youth’s treatment: the Treatment Outcome Package (TOP) tool and the Child & Adolescent Needs & Strengths (CANS) tool.

Participating county departments are exploring the uses of the tools and their efficacy in individualized service planning. Both tools have been associated with positive outcomes. A propensity score matched trial administered in one county using the CANS found that use of the tool led to decreases in multi-disciplinary staffings and decreased lengths of stay for services and OOH placements. DCW continues to maintain the goal of integrating the level of need tools into Trails. Timelines for this goal will be coordinated with Colorado’s Trails modernization project.

(Strategy 6) Through legislation signed by the Governor on May 30, 2018, Child & Youth Mental Health Treatment Act (CYMHTA) funding will increase by $1.3 million, raising the total annual program service allocation up to $3 million in fiscal years 2019 and 2020. The act helps pay for community, residential and transitional treatment services for children/youth whose caregivers cannot afford the care. To be eligible, a child/youth must have a mental illness, be under the age of 18, and be at risk of OOH placement or at risk of further involvement with child welfare.

Strategy 1: Optimize utilization of Medicaid and Core Services for child welfare populations through coordination with CDHS’ Office of Behavioral Health (OBH) and HCPF

- **Key Activity 1:** County departments will attend regional RAE quarterly meetings and coordinate with RAE to identify and address (Medicaid) service gaps for child welfare cases, including access and availability. Projected completion: Quarter 8.
- **Key Activity 2:** DCW staff will provide guidance via operation memo to county directors regarding key performance indicators with RAE. Projected completion: Quarter 2.

Strategy 2: Coordinate with judicial agencies to improve child welfare process

- **Key Activity 1:** DCW staff will provide trainings specific to child abuse and neglect attorneys via CJA Task Force contractor to 50 attorneys. Projected completion: Quarter 4.
- **Key Activity 2:** CDHS, CIP, ORPC, and county attorney staff will develop joint recommendations for statewide improvement of timeliness in filing affidavits; communicate recommendations to encourage best practice. Projected completion: Quarter 8.
- **Key Activity 3:** DCW staff and CIP staff will complete a statewide CQI process with county attorneys, courts, and GALs/ORPC to identify county discrepancies, gaps and barriers to the adoption process. Projected completion: Quarter 8.

Strategy 3: Expand the child welfare OOH placement continuum
- **Key Activity 1**: DCW staff will work through its vendor to deliver Treatment Foster Care training to 10 foster parents via CWTS; 5 foster parents will complete the Treatment Foster Care certification processes. Projected completion: Quarter 8.

- **Key Activity 2**: DCW staff will provide technical assistance to county partners to increase the use of Relative Guardianship Assistance Program (RGAP) agreements as a permanency option for children/youth. Projected completion: Quarter 6.

**Strategy 4: Improve access to school of origin for children in OOH placement**

- **Key Activity 1**: DCW staff will issue operation memo identifying protocols for transportation cost sharing (state, county and school districts) for children in foster care who are moved out of school of origin due to a foster care placement. Projected completion: Quarter 2.

**Strategy 5: Identify level of need (LON) tool**

- **Key Activity 1**: DCW staff will review evaluation and recommendations from the level of need subcommittee to select LON tool for consideration for a statewide implementation. Projected completion: Quarter 3.

**Strategy 6: Expand children’s mental health services**

- **Key Activity 1**: OCYF/DCW staff and OBH staff will create a task force including HCPF, RAE, and counties to identify gaps and delivery issues in children’s mental health services and design recommendations. Projected completion: Quarter 8.

- **Key Activity 2**: DCW and OBH will coordinate a webinar to provide guidance/direction for use of the CYMHTA program. Projected completion: Quarter 8.
**Goal 4: Expand the use of kin for OOH placements and as permanent connections**  
(Permanency Outcomes 1 and 2; Well-being Outcome 1)

**Context:**  
(Strategy 1) Children and youth living with a kinship caregiver who received kinship supports in counties with IV-E waiver intervention funding for kinship supports were 57 percent less likely to experience a substantiated or inconclusive re-report of abuse and/or neglect and spent, on average, 16 more days in the placement with that caregiver than matched children and youth who began living with a kinship caregiver prior to the start of the Waiver who did not receive kinship supports. However, children and youth in the treatment group had, on average, 255 fewer days to a re-report and were 41 percent more likely to experience two or more placement setting changes than children and youth in the comparison group. A cross intervention analysis revealed children and youth who lived with kinship caregivers who received kinship supports and whose parents received family engagement meetings were 14 percent more likely to reunify with their parents than children and youth who lived with kinship caregivers who received kinship supports, but whose parents did not receive family engagement meetings. This suggested a positive interaction effect between the two interventions in relation to this permanency outcome (HRSI 2016 Annual Report).

In 2017, 42.5 percent of initial placements in Colorado were made with relatives (ROM). When compared to national data, estimates of foster children's most recent placement with kin is 32 percent (AFCARS #24).

(Strategy 2) See context for Goal 2, Strategy 4.

(Strategy 3) In 2017, 859 children were transitioned to the custody of relatives through the allocation of parental rights (APR). The process of APR provides the kin providers with access to child only TANF benefits and limits other public resources based on the income level of the family. Colorado’s Relative Guardianship Assistance Program (RGAP) is available to assist children/youth in achieving legal permanency when reunification and adoption are not appropriate permanency goals. RGAP provides financial assistance and case services to relatives and certain non-relatives who have assumed legal guardianship or allocation of parental responsibility of children/youth whom they previously served as relative and non-relative foster parents. In 2017, 56 children were transitioned to RGAP. Currently 24 county departments have guardianship assistance agreements through RGAP for one or more children/youth. In the current year, 127 children/youth are served with RGAP statewide. Although RGAP has continued to grow steadily, it is an underutilized service. RGAP provides sustainable support to kin families providing long-term permanency for children/youth. The expansion of RGAP and the reduction of APR processes will improve permanency outcomes.

**Strategy 1:** Ensure that both maternal and paternal relatives and other kin are explored at the point of (or at risk of) OOH placement

- **Key Activity 1:** DCW staff will develop a clear protocol for entering maternal and paternal relatives and other kin, supports and search efforts into the statewide automated case management system. Projected completion: Quarter 8.

- **Key Activity 2:** DCW staff will provide guidance to counties about discussion of both maternal and paternal relatives and other kin. Projected completion: Quarter 8.

**Strategy 2:** Expand family search and engagement efforts

See Goal 2, Strategy 4

**Strategy 3:** Develop consistent policies and funding resources for kin providers

- **Key Activity 1:** DCW staff will provide guidance to counties regarding policy and funding for kin providers. Projected completion: Quarter 3.

- **Key Activity 2:** DCW staff will provide technical assistance to county partners to increase the use of Relative Guardianship Assistance Program (RGAP) agreements as a permanency option for children/youth. Projected completion: Quarter 6.
Goal 5: Improve timeliness to permanency for children/youth
(Safety Outcomes 1 and 2; Permanency Outcomes 1 and 2; Well-being Outcomes 1 and 3; Systemic Items 23 and 36)

Context:
In 2017, there were 211,554 calls made to the Colorado child abuse and neglect hotline resulting in 104,556 referrals; 37,668 of those were accepted for assessment and services were provided to 21,384 children/youth. There were 10,164 children/youth with new involvements in child welfare and 1,546 children/youth entered OOH placement in 2017. The number of children/youth who were reunified with their parents, relatives or relative guardians in 2017 was 3,831; 787 children/youth were adopted and 219 youth emancipated from foster care (2018 APSR).

(Strategy 1) See context for Goal 2, Strategy 4.

(Strategy 2) In 2015, a research study was conducted by CDHS/DCW to examine factors which impact permanency for legally free children/youth in the child welfare system (https://doi.org/10.1016/j.childyouth.2015.07.018). Data regarding legally free children/youth was gathered from Trails from January 2008 through August 2014 to identify predictive variables. The study identified distinct factors impacting permanency specific to age group, ethnicity, gender, permanency goal and length of stay. Using the predictive factors, an algorithm was created to calculate the risk of emancipation. Quarterly, the predictive analytics algorithm is utilized to review the current legally freed children/youth in child welfare to generate a list of children/youth that have a high risk score. The current (May 2018) list of children/youth who have an elevated or high risk score consists of 68 statewide. A DCW Permanency Specialist overseeing predictive analytics reviews the list to collect case specific information. Of these children/youth, 10 are chosen to receive direct support from the DCW Permanency Specialist until the children/youth achieves permanency or emancipate from the child welfare system.

<table>
<thead>
<tr>
<th>Age</th>
<th>Risk Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1-5</td>
<td>- African American</td>
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<td></td>
<td>- Number of involvements</td>
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<td></td>
<td>- Number of months in family-like setting</td>
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<tr>
<td>6-12</td>
<td>- African American</td>
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<tr>
<td></td>
<td>- Male</td>
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<td>- Number of involvements</td>
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<td>- OPPLA</td>
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<td>- Number of placements</td>
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<td></td>
<td>- Number of months in congregate care</td>
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<tr>
<td>13-17</td>
<td>- OPPLA</td>
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<td>- Number of placements</td>
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<td></td>
<td>- Number of months in family-like setting</td>
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<td></td>
<td>- Age</td>
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</tbody>
</table>

Since the inception of this predictive analytics process in 2015, three youth identified as high risk of emancipation and who have been in the system over 10 years have achieved permanency.

(Strategy 3) According to ARD’s report for the past four quarters, 45.3 percent of children/youth with a goal of adoption are making progress toward finalization. Delays are attributed to terminations in appeal process and lack of an identified adoptive home. Of all children waiting for adoption, the percentage of cases with terminated parental rights was 54.7 percent in FY 2016 and 57.3 percent in FY 2015 (AFCARS). ARD data over the past four quarters shows a compelling reason for not filing a petition to terminate parental rights was indicated in 55 percent of cases.

In 2017 the Office of Colorado’s Child Protection Ombudsman (CPO) released an investigation report of adoption assistance processes across Colorado. In Colorado the number of adoptions through child welfare has shown a slight increase from 773 in 2014 to 846 in 2016. While the report focused on the adoption assistance process, it also identified gaps and inconsistencies in the adoption process overall. The report identified several recommendations to improve the adoption process and system to improve consistency across counties. The responses to the CPO findings and to address the inconsistencies are in process. https://www.coloradocpo.org/wp-content/uploads/CPO-Investigation-Report-2016-2074-December-13-2017.pdf

(Strategy 4) See context for Goal 4, Strategy 3.

(Strategy 5) In SFY 2018, CDHS awarded a contract to the Adoption Exchange to provide post-permanency services using Adoption Savings and Adoption/RGAP incentives funding. The services are being phased in from April 2018 through December
The focus is rural areas of the state and includes 24 counties. The purpose is to improve equity in service array, preserve stable permanency for families who were served in child welfare and achieved permanency through reunification (parents or relatives) guardianship and adoption.

The Office of Colorado’s CPO report referenced above summarizes findings from a year-long investigation into county adoption subsidy processes. The report includes recommendations for systemic improvements including: streamlining processes, clarifying and aligning rule with state statute and federal law, developing guidance to improve consistency in forms and definitions, expanding training to county staff and exploring funding resources for post-adoption support.

(Strategy 6) See context for Goal 1, Strategy 2.

Strategy 1: Expand family search and engagement

See Goal 2, Strategy 4

Strategy 2: Apply the predictive analytics algorithm (factors impacting permanency for legally free) to identify children/youth statewide who may potentially be at risk of aging out of the system

- **Key Activity 1**: DCW staff will generate quarterly reports that reflect all legally free children/youth, and include children/youth identified through the predictive analytics that are at risk of aging out of the system, to provide to county departments. Projected completion: Quarter 8.

- **Key Activity 2**: DCW staff will provide county departments with the quarterly report respective to their county to monitor barriers in achieving permanency, systemic barriers and or trends. Projected completion: Ongoing.

Strategy 3: Improve processes for termination of parental rights and adoption finalization

- **Key Activity 1**: DCW staff and CIP staff will complete a statewide CQI process with county attorneys, courts, and GALs/ORPC to identify county discrepancies, gaps and barriers to the adoption process. Projected completion: Quarter 8.

- **Key Activity 2**: DCW staff will develop an implementation plan for statewide improvement of adoption processes. Projected completion: Quarter 8.

- **Key Activity 3**: DCW staff will provide adoption process guidance to counties. Quarter 8.

Strategy 4: Develop consistent policies and funding resources for kin providers

See Goal 4 Strategy 3

Strategy 5: Increase availability of post-permanency services to families with prior child welfare involvement

- **Key Activity 1**: DCW staff through a contracted vendor, will provide Trust-Based Relational Intervention (TBRI) trainings to post-permanency families in rural communities. Projected completion: Quarter 2.

Strategy 6: Increase funding for staffing at the county level

See Goal 1, Strategy 2
Goal 6: Improve statewide data system and licensing 
(Well-being Outcome 1; Systemic Items 19, 26, 28 and 33)

Context:
(Strategy 1) Colorado’s current Statewide Automated Child Welfare Information System (SACWIS), better known as Trails, has been in use for the past 16 years. It is a complex and comprehensive system that has evolved over time since 2001, resulting in benefits and challenges to its continued use. Trails is a system purchased from another state and tailored to fit Colorado’s needs. It is the reporting system for several sets of federal requirements and has been SACWIS compliant since 2011. Additionally, Trails integrates with eleven other systems via 87 unique interfaces within CDHS and other state agencies. Internal and external stakeholders have identified limitations with the current system, including outdated system architecture, limited mobile system access, redundant data entry, missing data interfaces, weak data integrity, inability to augment case data with attachments, and ad hoc reporting capabilities. Users are required to enter the same information in more than one area, they have difficulty navigating a complex system, and the system has a slow response time due to a client-server based technology. Providing an upgrade simplifies Trails navigation, provides greater access to the system for the use of mobile technology, and improves accuracy and efficiency of services and outcomes.

Changes to the system will improve how counties perform case management. Staff are required to input a large amount of information into an antiquated system which is not easy to navigate, making it difficult to keep current on case management. Updating the Trails system, coupled with improving mobile data capability, allows greater flexibility and faster data input. The result will be a quicker assessment of data necessary to make the right case decisions at the right time, leading to appropriate services and better outcomes for children and youth involved with child welfare.

Trails Modernization will complete the transition of Colorado’s SACWIS to a CCWIS (Comprehensive Child Welfare Information System) by December 31, 2018. Colorado is one of four states currently progressing toward CCWIS.

DCW knows a well-trained child welfare workforce is essential to ensuring the safety of children, youth and families across the state. Therefore, CWTS was redesigned to provide the most updated and current curriculum for child welfare case workers. The CWTS broadened its reach to foster parents and community stakeholders. Also, DCW is utilizing technology to deliver effective programs in child welfare through means such as the ECHO (Extension for Community Healthcare Outcomes) series model. Information on effective child welfare programs comes from research and development projects statewide. These efforts promote more consistent practice throughout the 64 counties. (CDHS 2017-2018 Performance Plan)

(Strategy 2) Following the CFSR, DCW updated CPA licensing rules in October 2017 to align with requirements for county department certified foster homes. Continued evaluation and potential modification of the tools are overseen by the ARD Steering Committee, which meets quarterly.

Strategy 1: Modernize Trails’ ability to capture data
- **Key Activity 1:** DCW staff through the Trails Modernization vendor, will work with CWTS training and Trails to ensure that annual certification is included in the platform. Projected completion: Quarter 2.
- **Key Activity 2:** DCW staff will work through its vendor to create training for county caseworkers on accurate Trails documentation of relative and kinship identification and contact information in ongoing cases. Projected completion: Quarter 2.
- **Key Activity 3:** DCW staff will work through the vendor to reduce county case work staff workload and improve efficiency by modernizing the Trails system. Projected completion: Quarter 2.

Strategy 2: Review tools and assure alignment in foster care licensing and monitoring practices
- **Key Activity 1:** DCW staff and ARD staff will conduct an alignment assessment of the tools and rules regarding the certification of foster families by both county departments and CPAs. Project completion: Quarter 1.
Measurement Plan

Colorado proposes to have Administrative Review Division (ARD) staff complete the case reviews that will be used to measure performance for the CFSR Items. The ARD is responsible for the qualitative case reviews within Colorado’s child welfare quality assurance and improvement system. Organizational, the ARD is located within the Division of Quality Assurance and Quality Improvement, within the Colorado Department of Human Services’ Office of Performance and Strategic Outcome. ARD staff have extensive child welfare experience (e.g., were caseworkers, are certified through Colorado’s Child Welfare Training System, have multiple years of experience conducting qualitative case reviews, etc.), and many participated as reviewers in the CFSR Round Three on-site review.

Colorado selected the Traditional review process for Round Three. As such, Colorado proposes to gather data and determine a baseline during the first six months of reviews. Once a baseline has been established, Colorado will apply the required methodology to determine PIP Goals for each item.

Case Review Item Measurement

Data for Item 1 will come from Colorado’s data in the Results Oriented Management (ROM) system. For all other items, Administrative Review Division (ARD) staff will review 65 cases over a six-month time span, using the Children’s Bureau’s On-Site Review Instrument (OSRI) and instructions. Stakeholder interviews will be completed for each review as well. Data will be entered into the Children’s Bureau’s Online Monitoring System (OMS). These initial 65 reviews will be used to establish Colorado’s baseline performance scores, and corresponding PIP goals for each item. Additionally, this baseline data will be used to determine the number of applicable cases per item.

Reviews will continue to be conducted in the selected counties each subsequent month after the baseline time period. Counties have been selected to provide geographical cross representation of counties, as well as program initiatives currently underway in Colorado’s child welfare system. A total of six counties will be selected to participate in the PIP measurement plan. Each county will participate in a review once every six months. Colorado proposes to incorporate a rolling six-month measurement period, with monthly measurement reporting. This ensures that each county will have reviews and data present in each reporting period. It also allows older reviews to fall out of the reporting period, while the most recent reviews roll into the current reporting period.

A minimum of 65 cases will be reviewed for each measurement period, including case-specific stakeholder interviews. An oversample of cases will be reviewed, as needed, within each county if the initial number of cases does not meet the number of applicable cases per item required for each PIP-measured item, specific to that county. This will ensure consistency with the applicable number of cases in the baseline reviews from each county, and therefore, across the entire sample of cases. The baseline measurement period will be the first six months of reviews. Subsequent measurement periods will increment monthly, rolling together reviews from the previous six months. An example of the baseline and six reporting periods, using example counties, is provided below, in Table 1.

Table 1: Example baseline and rolling six-month reporting periods

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</tr>
</tbody>
</table>

Once the Children’s Bureau determines the PIP goal is achieved for an item, it will be considered met and will not be included in future reporting periods.

Case selection criteria will replicate the CFSR sample methodology split between out-of-home care (40) and in-home services (25). Samples for both out-of-home and in-home cases will be selected from Trails (Colorado’s SACWIS system). The samples will be pulled using SPSS, a statistical package, applying the criteria as outlined in the Child and Family Services Procedural Manual. Samples will be pulled based on a rolling, six-month sampling period that begins one year prior to the month of the review for each county. The period under review is at least 12 months preceding the review, starting with the first day of the sample period (or case opening date) and ending on the date of the case review. Table 2, below, provides an example of the proposed rolling sampling periods and period under review using example counties.
Table 2. Example rolling sampling periods and period under review.

<table>
<thead>
<tr>
<th>Review Month</th>
<th>County</th>
<th>Rolling Sample Period</th>
<th>Period Under Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Denver</td>
<td>1/1/2018 - 6/30/2018</td>
<td>1/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>February</td>
<td>El Paso</td>
<td>2/1/2018 - 7/31/2018</td>
<td>2/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>March</td>
<td>Arapahoe</td>
<td>3/1/2018 - 8/31/2018</td>
<td>3/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>April</td>
<td>Larimer</td>
<td>4/1/2018 - 9/30/2018</td>
<td>4/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>May</td>
<td>Morgan</td>
<td>5/1/2018 - 10/31/2018</td>
<td>5/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>June</td>
<td>Fremont</td>
<td>6/1/2018 - 11/30/2018</td>
<td>6/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>July</td>
<td>Denver</td>
<td>7/1/2018 - 12/31/2018</td>
<td>7/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>August</td>
<td>El Paso</td>
<td>8/1/2018 - 1/31/2019</td>
<td>8/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>September</td>
<td>Arapahoe</td>
<td>9/1/2018 - 2/28/2019</td>
<td>9/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
<td>October</td>
<td>Larimer</td>
<td>10/1/2018 - 3/31/2019</td>
<td>10/1/2018 (or case open date) to Date of Review</td>
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<tr>
<td>November</td>
<td>Morgan</td>
<td>11/1/2018 - 4/30/2019</td>
<td>11/1/2018 (or case open date) to Date of Review</td>
</tr>
<tr>
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<td>12/1/2018 - 5/31/2019</td>
<td>12/1/2018 (or case open date) to Date of Review</td>
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</table>

Colorado proposes to submit reports to the Children’s Bureau on a quarterly basis. Each submission will consist of three reports, representing the three, six-month rolling timespans, from the three months in the prior quarter. For example, in July of 2019, Colorado would provide three reports, for the six-month rolling reporting periods ending in April, May, and June of 2019. Each report would contain data for items where the goal has yet to be achieved. Once a goal for a specific item has been attained, the item would no longer be included in future reports.
<table>
<thead>
<tr>
<th>CFSR Item</th>
<th>PIP Goal:Strategy</th>
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<tbody>
<tr>
<td>Item 1: Timeliness of investigations</td>
<td>1:1, 1:2, 2:6, 3:6, 5:6</td>
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<tr>
<td>Item 2: Services to protect child(ren) in home, and prevent removal or re-entry into foster care</td>
<td>1:1, 1:2, 2:1, 2:6, 3:5, 3:6, 5:5, 5:6</td>
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<tr>
<td>Item 3: Risk and safety assessment and management</td>
<td>1:3, 2:2</td>
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<tr>
<td>Item 4: Stability of foster care placement</td>
<td>2:4, 2:5, 3:3, 4:1, 4:2, 4:3, 5:1, 5:4</td>
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<td>Item 5: Permanency goal for child</td>
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<td>Item 6: Achieving reunification, guardianship, adoption, or other planned permanent living arrangement</td>
<td>2:1, 2:3, 2:4, 3:2, 3:3, 4:1, 4:2, 4:3, 5:1, 5:2, 5:3, 5:4, 5:5</td>
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<tr>
<td>Item 8: Visiting with parents and siblings in foster care</td>
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<td>Item 9: Preserving connections</td>
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<td>Item 10: Relative placement</td>
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<td>Item 11: Relationship of child in care with parents</td>
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<td>Item 12a: Needs assessment and services to children</td>
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<tr>
<td>Item 12b: Needs assessment and services to parents</td>
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<td>Item 12c: Needs assessment and services to foster parents</td>
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<td>Item 13: Child and family involvement in case planning</td>
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<td>Item 14: Caseworker visits with child</td>
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<td>Item 15: Caseworker visits with parents</td>
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<td>Item 16: Educational needs of the child</td>
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<td>Item 18: Mental/behavioral health of the child</td>
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<td>Item 19: Statewide Information System</td>
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<td>Item 23: Termination of Parental Rights</td>
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