

CCI LEGISLATIVE REPORT

COLORADO COUNTIES, INC

FEBRUARY 21, 2012

CCI Meeting Reminder

All steering committee meetings are held at CCI.

Thursday, March 15

9:00 – 11 a.m.

General Government

11:00 – 12:00 p.m.

Tourism, Resorts & Economic
Development

12:30 – 2:00 p.m.

Taxation & Finance

2:00 – 3:30 p.m.

Transportation &
Telecommunications

Friday, March 16

8:30 – 11 a.m.

Health & Human Services

11:00 – 12:00 p.m.

Agriculture, Wildlife & Rural
Affairs

12:30 – 2:00 p.m.

Land Use & Natural Resources

2:00 – 3:30 p.m.

Public Lands

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Keeping Kids Safe and Families Healthy

On Thursday, February 16 Governor Hickenlooper announced the state's new child welfare plan, "Keeping Kids Safe and Families Healthy". The plan details a common practice approach for all 64 counties, a new performance measurement system, redesigned employee training strategies, funding reform and increased transparency.

While many of the plan details are still evolving, aspects of the plan's five key strategies are already known. The following elaborates on each one. Additional information can be found in Colorado Department of Human Services' (CDHS) factsheets attached at the end of this week's Legislative Report.

Strategy 1: Common Practice Approach

- Implement one practice approach and philosophy for the entire state.

The Colorado Practice Model is a statewide reform of Child Welfare practices designed to improve child safety, permanency and well-being. The model was developed by child welfare practitioners and was officially implemented in February 2011. To date, seventeen counties and the Southern Ute Tribe are currently using the practice model. Over the next three years, it is expected that all 64 counties will be using the new model.

- Expand the Differential Response Pilot.

Differential Response (DR) is an alternate response model used for low and moderate severity child abuse and neglect. Currently Arapahoe, Larimer, Jefferson, Fremont and Garfield Counties have implemented DR. SB12-11 would authorize the Executive Director of the Department of Human Services to expand DR to additional counties that meet certain criteria.

Strategy 2: Manage our Performance

- Use data to drive decisions and improve outcomes

County Departments have developed a county scorecard to drive practice improvement for children and families. In addition to this tool, C-Stat is a performance management strategy that collects and analyzes a variety of real-time data. This means that best practices are identified and shared across the state to help families.

Strategy 3: Develop our Workforce

- Train our workforce

To date, 47 county departments have received training on Risk and Safety Assessment tools. Training will be held in the remaining 17 counties in 2012. Additionally, CDHS plans to take the Training Academy to the next level with an updated curriculum and expanded training opportunities for senior work staff, supervisors, leaders and foster parents.

Strategy 4: Funding Reforms

- Align Child Welfare funding to meet outcomes

CDHS and counties are collectively working on a IV-E waiver application to submit to the federal government. The waiver would allow counties to serve families before they are in a crisis in which the children must be put into foster care for safety. This waiver, in addition to better utilization of available resources, will help ensure that we are delivering the right services to the right people.

Strategy 5: Engage the Public

- Inform and engage the public

To better inform the public, C-Stat information and outcomes will be posted online for the public to view in the near future. Legislation will also be introduced this session to allow CDHS to publicly share information – good and bad – regarding child welfare investigations. Finally, a new governance council will be established to oversee and recommend policy and practice efforts across our system. The council will include county commissioners, foster parents, providers, advocates and families served by the child welfare system.

General Government (GG)

HB12-1157, Special District Organization Petition Procedures (Vigil)

CCI Position: Support

HB12-1157 would change the standing requirement for challenging the approval of a special district service plan by the BOCC. Currently, anyone can challenge a decision by the BOCC on the organization of a district. This bill would require that an individual be either a taxpayer or eligible elector in the district in order to have the right to appear at a court hearing challenging the district organization. The bill was passed by the House Local Government Committee on February 13 and is currently awaiting a Second Reading hearing on the House Floor.

HB12-1125, Animal Impound Costs (Ramirez, Steadman)

CCI Position: Monitor, Seek Amendments

HB12-1125 is aimed at reducing the time that animals are in impound for alleged neglect or abuse by expediting the hearing process. On its face, this would present a benefit to both the animals (less time in impound is better for their health and well-being) and the impounder (by reducing the subsequent length and cost of care), who is often the county. Currently, seized animals can remain in impound for months – sometimes even years – due to continuous delays in the legal system. HB12-1125 requires

the owner to request a hearing in a criminal court within ten days of the animals being seized, or relinquish ownership and control of the animal(s). The bill also replaces the current bonding option with a cash payment to cover the cost of caring for the impounded animal(s). The bill was considered by the General Government Steering Committee on February 9 and the membership voted to monitor the legislation, but also directed staff to work to remove a provision in the bill that would refund the cost of care to the owner if s/he is ultimately acquitted.

HB12-1244, Creation of an Inventory of Local Governments (Scott)

CCI Position: Oppose

HB12-1244 would require the Secretary of State's office to create a database of local governmental entities and the mailing address for each local government's registered agent. The bill also sets forth that individuals wishing to file a claim against a local government can satisfy the statutory notice requirement by filing with these registered agents listed in the database. CCI feels this database would be somewhat duplicative, as the Department of Local Affairs already maintains a database of all local governments in Colorado. The bill is scheduled to be heard in the House Local Government Committee on Feb. 22.

SB12-81, Local Government Ability to Require Sprinklers in Homes (Grantham)

CCI Position: Oppose

SB12-81 would have prohibited any county or municipality from requiring that sprinklers be installed in single-family dwellings. CCI viewed this as an attack on local control, believing that local building codes need to be able to address a wide variety of community needs. The bill was postponed indefinitely in the Senate Local Government Committee on February 16.

Questions or Comments? Contact Eric Bergman at 303.861.4076 or ebergman@ccionline.org or Pat Ratliff at 303.668.0264 or patratliff.associates@gmail.com.

Health & Human Services (HHS)

HB12-1046, Concerning Requiring Drug Testing as a Condition of Eligibility for the Colorado Works Program (Sonnenberg, Brophy)

CCI Position: Oppose

HB12-1046 requires TANF recipients to submit drug tests for controlled substances as a condition of receiving services. As part of this proposed new eligibility requirement, an applicant with a positive drug test would be prohibited from re-applying for TANF for one calendar year.

CCI has reviewed the literature on drug testing for TANF eligibility, including at least one court case in Michigan that found the requirement for testing to be unconstitutional. CCI's HHS committee voted to oppose HB12-1046 on the basis of its questionable constitutionality and the costs of testing which most likely would come from the TANF block grant.

The bill was passed by the House Health and Environment committee, on February 10, and sent to the House Appropriations committee for review of the fiscal note. CCI strongly opposes these new and unjustifiable expenses and urges the Appropriations Committee members to vote against HB12-1046.

SB12-138, Concerning the Regulation of Child Care Centers by the Department of Human Services (Lundberg)

CCI Position: Monitor Closely

SB12-138 would have eliminated references to "quality care" in the statutes governing child care licensing by the Department of Human Services (DHS). The bill would have ended the current periodic review of child care rules that takes place every five years. In place of the periodic review, SB12-138 would have authorized the General Assembly, acting by resolution, or the Governor, through executive order, to initiate a review of child care rules and regulations by creating a committee consisting of representatives of the DHS, parents, child care providers, and representatives of the Department of Public Health and Environment. The intent of the bill appeared to be an attempt to return to a process from several years ago which looked only at the safety and regulatory appropriateness of child care, limiting any examination of the quality of child care.

While child care costs are under the pressure of increased caseloads, it is unlikely that significant savings would be realized through the implementation of the bill. Senate Health and Human Services voted to kill SB12-138 on February 16.

Questions or Comments? Contact Gini Pingnot at 720.255.8941, gpingnot@ccionline.org or Pat Ratliff at 303.668.0264 or plr45@aol.com.

Land Use & Natural Resources (LUNR)

SB12-133, Recycle Electronic Devices Diverted from Landfills (Schwartz)

CCI Position: Support if Amended

With this bill, Sen. Schwartz is trying to reduce the amount of harmful electronic waste that winds up in Colorado's landfills. The bill prohibits the disposal of certain consumer electronic devices and allows for increased education and outreach to communities to proactively develop e-waste recycling programs. CCI continues to work with the sponsor and the stakeholders to figure out the most efficient and effective way to ensure that counties with limited recycling opportunities are able to opt out of the landfill ban.

HB12-1285, Intergovernmental Cooperation on Wildfire Mitigation (Gerou, Jahn)

CCI Position: Support

HB12-1285 clarifies existing statutory provisions concerning local government cooperation around wildfire mitigation. This bill allows a municipality that owns land in a county for utility purposes to either enter into an intergovernmental agreement with the county for the purpose of mitigating forest land or wildland fires, or enter into an agreement with the Colorado State Forest Service for the purpose of mitigating forest land or wildland fires. With the unhealthy state of Colorado's forests, all entities must cooperate to ensure hazardous fuel mitigation and planning occurs on forested land in the counties. HB12-1285 passed out of committee unanimously on Monday, February 20.

Questions or Comments? Contact Andy Karsian at 303.883.9381 or akarsian@ccionline.org.

Public Lands (PL)

SB12-031, Federal Mineral Lease Districts (White, Bradford)

CCI Position: Support

Last year the General Assembly almost unanimously passed HB11-1218, which allowed counties to create mineral lease districts. The purpose of federal mineral lease districts is to maximize the amount of federal oil and gas impact dollars coming into Colorado. Over the interim, the Department of Interior provided CCI with informal feedback on how to strengthen the state law. SB12-031 is the cleanup bill that incorporates the Department's feedback.

CCI continues to hope, even though the bill has sat on the Senate's third reading *consent* calendar for two weeks, that SB12-031's remaining legislative journey will be swift. Timing continues to be of utmost importance as it is essential that Colorado send this cleanup bill to the federal government before the federal payments are calculated.

Questions or Comments? Contact Andy Karsian at 303.883.9381 or akarsian@ccionline.org.

Taxation & Finance (TF)

SB12-052, Local and Statewide Assessed Property Tax Exemption (Scheffel, Priola)

CCI Position: Oppose

SB12-052 would have exempted personal property with an actual value under \$14,000 from the business personal property tax beginning in the 2013 and 2014 property tax year. Additionally, SB12-052 would have created a new formula to determine the personal property tax liability of state assessed public utilities for the next 10 years.

SB12-052 was postponed indefinitely on February 16 in the Senate Finance Committee.

HB12-1029, Economic Stimulus Personal Property Tax Exemption (Holbert, Scheffel)

As introduced, HB12-1029 had two main provisions. First, it exempted all business personal property purchased in 2013 from personal property taxes in 2013 and all subsequent years. Secondly, it exempted personal property owned by a public utility from personal property taxes. CCI's members voted to oppose the introduced version of HB12-1029 at the January Tax and Finance Steering Committee meeting.

On February 16, the House Finance Committee unanimously adopted a strike below amendment which allows counties, municipalities and special districts to grant business personal property tax incentive payments to taxpayers that establish new businesses and/or expand an existing facility. Current statute already allows local governments to enter into business personal property tax incentive agreements but only to the tune of 50% of the taxpayer's annual personal property tax liability. As amended, the 'fifty percent' reference is struck which effectively allows local governments to rebate whatever amount they feel is appropriate and justifiable.

CCI's members are encouraged to contact their legislators with their views on the revised version of HB12-1029.

**HB12-1254 Metro District Conservation Trust Fund Allocations (Swerdfeger, Giron) CCI
Position: Oppose**

HB12-1254 changes the allocation formula used to determine the share of conservation trust funds (CTF) certain metro districts receive. Metro districts that are solely in the unincorporated part of the county and include a parks and recreation component to their service plan would benefit under HB12-1254. Seventeen counties, however, would collectively lose roughly \$400,000 under HB12-1254.

HB12-1254 is in response to a dispute occurring between Pueblo West and Pueblo County. Among other allowable expenditures, Pueblo County uses more than half of their CTF dollars to support the Colorado State Fair, a valued asset to the entire state. Some have passed judgment on the county's investment in this cultural asset.

Apart from the fact that this bill is being driven by a very specific and isolated situation, a solution already exists for Pueblo West. The metro district could incorporate. Doing so would give them the increase in CTF dollars they hope to take from Pueblo County.

HB12-1254 will be heard before the House Local Government Committee on Wednesday, February 22.

Questions or Comments? Contact Gini Pingnot at 720-255-8941, gpingnot@ccionline.org or Bill Clayton at 303.884.7618, bill@lombardclayton.com.

Transportation & Telecommunications (TT)

**HB12-1224, Coordinated Communication System Authority (Becker/Lambert)
CCI Position: Oppose**

HB12-1224 is a Joint Budget Committee bill that would create a new Coordinated Communication System Authority to oversee a variety of issues surrounding the statewide digital trunked radio (DTR) system, including network growth, technology upgrades, operations and radio frequency licensing. More importantly, however, the group would be tasked with identifying the operational and capital infrastructure improvements needed to maintain the DTR system and funding options to meet these operational and capital infrastructure needs.

As drafted, the authority would be comprised of state, local and tribal government representatives, although it is unclear how those local government representatives would be appointed. The Transportation and Telecommunications Steering Committee met on Feb. 9 and debated the bill at length. A number of concerns were raised during the meeting, including uncertainties about the disposition of existing local government DTR infrastructure if the authority were to be created and the composition of the authority itself. A substantial investment in DTR infrastructure has already been made by a number of Front Range counties (Weld County alone has invested over \$16 million in their DTR system) and commissioners raised concerns over the state's commitment to funding their share of the necessary upgrades and infrastructure replacement in the future. Owing to the numerous uncertainties in the legislation, CCI voted to oppose the bill as drafted.

While CCI is formally opposed to this legislation as introduced, we appreciate the sponsors' willingness to establish a dialogue between the state and local governments on the future of the DTR

system, especially with respect to the question of how we are going to fund the necessary upgrades to the system going forward. It is a timely conversation, and CCI is committed to working with state agency partners to craft a solution addressing shared responsibility for the continued sustainability of the DTR system. The bill sponsors are currently working on substantive amendments to the bill, and CCI will continue to engage with the members of the JBC to try and find common ground.

Questions or Comments? Contact Eric Bergman at 303.861.4076 or ebergman@ccionline.org or Tony Lombard at 303.884.9113 or tony@lombardclayton.com.



John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

FOR IMMEDIATE RELEASE

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The Colorado Department of Human Services Announces new Child Welfare Plan

Keeping Kids Safe and Families Healthy

(Denver) - Governor John Hickenlooper and CDHS Executive Director Reggie Bicha today announced the State's new child welfare plan, "Keeping Kids Safe and Families Healthy." The plan details a common practice approach for all 64 counties, a new performance measurement system, redesigned employee training strategies, funding reform, and increased transparency.

"We have engaged the community and the stakeholders throughout this entire process, to create a more efficient design for the way services are delivered in Colorado. Every decision we make in formulating and implementing this plan has the safety and well-being of children and their families at the forefront," said Governor Hickenlooper.

Five key strategies form the plan:

1. Create a common practice approach for Colorado.
2. Manage our performance through C-stat, a new CDHS strategy utilizing data to drive decisions and improve outcomes.
3. Develop our staff through updated, current curriculum utilizing technology and current research.
4. Align child welfare funding to ensure we meet the outcomes we need for child safety, well-being and permanency of children and families in Colorado.
5. Engage the public – we are exploring legislation that would allow disclosure of certain information in child abuse cases because the people of Colorado deserve to know when and how we are doing our jobs.

Bicha said this is not a finalized process, and that certain details will continue to be shaped as the plan evolves.

"Our goals will not change. However, the paths we take to reach those goals will be continuously analyzed and adapted to ensure that we have the best system possible for kids and their families," said Bicha.

For additional information on Child Welfare in Colorado please visit:

<http://www.colorado.gov/cs/Satellite/CDHS-ChildYouthFam/CBON/1251579373548>

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2011 Accomplishments in Child Welfare

Since the Hickenlooper Administration took office slightly more than 12 months ago, numerous advances to Colorado's child welfare system have been implemented.

A team of dedicated professionals and caring child advocates from across the state have collaborated to ensure the safety and well-being of Colorado's children.

Ensuring Safety

- The Differential Response pilot was fully implemented in five counties. Differential Response espouses a change in philosophy and practice in frontline casework practice. Early results from the process evaluation shows a positive impact for families, an increase in the the skills of workers, and greater alignment between the expressed values of child welfare practitioners and actual practice.
- Collaboratively working with counties and advocates to lay the foundation for statewide implementation of Differential Response. Senate Bill 12 – 011 has been proposed by the counties, with the support of the state, to allow for additional counties to implement Differential Response prior to the completion of the formal pilot. This proposed legislation is currently in the Senate.
- The newly developed Colorado Practice Model – a common practice approach for Colorado – has been implemented in 17 counties and many more counties will implement the model in 2012.
- State and county staff are collaboratively developing new safety and risk assessment tools that build on a family's strengths and abilities.
- On-site training was provided to 22 county departments on Risk and Safety Assessment tools to improve consistency in practice, bringing the total to 47 counties that have been trained. Training will be held in the remaining 17 counties in 2012.



- Working with counties and other advocates to collaboratively create legislation to expand the current fatality review system to include near fatalities and egregious incidents of abuse and neglect. The proposed legislation has currently passed the Senate and moved to the House.
- Increased stakeholder involvement including a survey that was completed by all county staff to define improvements to the Training Academy to support a skilled and competent work force.

Establishing Permanency

- Developed relationships with significant, nationally renowned foundation resources to review Colorado's child welfare rules, programs and policies for keeping older youth safe, and moving them to safe, permanent living environments more quickly. These organizations include Casey Family Services, Annie E. Casey, the National Governor's Association and Georgetown University.
 - Casey Family Services piloted their new permanency framework for older youth in Colorado, including the "No Time to Lose" practice framework. This framework identifies core strategies to assure that all youth touched by the foster care system will have permanent families and permanent connections as they leave foster care.
 - Annie E. Casey is working with Colorado to increase recruitment and retention of foster parents so that children and youth can grow up in the least restrictive, family-like setting possible.
 - The National Governor's Association hosted a Permanency by Design Summit that worked with 11 counties to create plans to increase permanency options for youth ages 13 – 21.
 - Georgetown University has been working with Denver County in the cross-over youth projects which serve youth in foster care that are also in the juvenile justice system.
- Proposed Legislation that allows kin and relatives to take guardianship of children to keep children from growing up in foster care. SB12-066 has cleared the Senate and was introduced in the House on February 13 by Representative Gardner.

Reducing Red Tape:

- The collaboration with counties resulted in 100 rules being repealed or revised in child welfare alone. More than 800 rules are being revised or repealed across the Department. The reduction of rules and regulations will help CDHS to provide services more efficiently, and will allow county workers to reduce processes, and focus their efforts on increasing safety for children and families.
- Increased collaboration has developed between the counties and CDHS and through that collaboration, counties are able to re-design rules or policies that the Department develops to be more efficient at their level.
- CDHS has collaborated with CDPHE and HCPF to reduce duplicate rules, regulations, policies, procedures and contracts that existed between the three agencies, and will increase the efficiency of the delivery of services.

Increasing Accountability:

- Increased usage of timely data and performance measurements to improve practices.
- The approval of The Federal Program Improvement Plan was which has resulted in performance improvements including:
 - Risk assessment and safety management for children in foster care improving from 68% to 97%.
 - Risk assessment and safety management for children served in their own homes improved from 68% to 91%.
 - Providing the needed services to children, parents and foster parents in out of home placement improved from 51% to 82%.
 - Engaging families and their children in foster care in case planning has improved from 62% to nearly 91%.
- CDHS and the counties have collaborated to develop a county scorecard, which reports county performance quarterly in 22 outcomes.

- A Child Protection Ombudsman program was implemented in July of 2011. This program facilitates an independent and impartial review of family and community concerns; makes recommendations to improve the child welfare system; and supports better safety outcomes for children and families.
- Another accountability mechanism is the Child Fatality Review process that was codified in statute last year. This process seeks to determine what can be learned to prevent future fatalities and prescribes reporting timeframes and public accountability through posting fatality information on the Department's website.

Reforming Funding:

- Collaborating with county departments to hire an expert consultant in federal funding to assess the State's revenue generation practices. A State/County workgroup has identified and prioritized changes to increase federal funds coming to Colorado.
- Is requesting a federal waiver to allow counties to serve families before they are in a crisis in which the children must be put into foster care for safety.
- Working with counties to implement the 2011 Flexible Funding bill that allows services for families to keep them safe and together and out of foster care.





The Colorado Practice Model

The Colorado Practice Model (CPM) is a statewide reform of Child Welfare practices designed to improve child safety, permanency and well-being.

CPM will increase accountability, create consistency, prepare employees, clarify expectations, promote data driven decisions, and improve collaboration between the state and counties.

Since the initiative launched in March of 2010, more than 2,000 child welfare practitioners have been engaged in defining a statewide practice model, that was officially implemented in February of 2011.

Seventeen counties and the Southern Ute Tribe are currently using the practice model. Over the next three years, it is expected that all 64 counties will be using this new model of providing services for children and families.

Every county in the State will participate in building the model by adding practices to the Compendium of Promising Practices which will improve the outcomes for children. Through a collaborative peer learning culture, counties work together to continuously improve the efficiency, effectiveness and elegance of child welfare services throughout the state.



The Differential Response Model

When someone calls a county department and reports concern that a child may be in danger of abuse, Colorado law requires that counties investigate the report. Counties then make a “finding” that the abuse occurred (founded), the abuse didn’t occur (unfounded) or there isn’t enough information to make a finding (inconclusive).

Two of the largest complaints about this system is that it is adversarial and provides limited options for response for the case workers. Under the traditional Child Protection System (CPS), case workers are required to follow a prescribed, strict process to address an incredibly diverse array of situations.

Differential Response (DR) is an alternate response for low or moderate severity child abuse and neglect cases. It allows county workers to engage and include families and other community support systems to ensure child safety without making a strict “finding.”

By definition, Differential Response is a practice model that allows for more than one method of initial response to reports of child abuse and neglect. This approach recognizes variation in the nature of reports, and takes into consideration the value of responding differently to different types of cases

Traditionally, people viewed a visit from Child Protective Services as intervening and accusatory. This often placed families and the community immediately on the defensive, thereby creating an adversarial relationship that was not beneficial to anyone, especially the children involved.

Differential Response allows case workers to interact more positively with families, and focuses efforts on prevention as opposed to intervention. DR allows county workers more flexibility in how they address a report and allows them to be more efficient in their efforts.

Currently, five Colorado counties – Arapahoe, Larimer, Jefferson, Fremont and Garfield have implemented DR as a pilot program.

Data and Outcomes

The Colorado State University Social Work Research Center and Westat (the national cross-site evaluator) are evaluating the pilot program and its outcomes.

Early results predict that DR positively impacts families, increases the skills of county workers, and allows greater alignment between goals and results.

Limited data have illustrated that DR is increasing the number of cases closed by county workers which is positive because it shows that families are only having to go as far into the system as necessary, and are not forced to go through a “finding.” To date, preliminary data indicates that of the 2,785 families who have participated in DR, 96% have had no subsequent abuse allegations. More substantiated data will be available in the next six months.

CDHS and the counties are collaboratively working to lay the foundation for statewide implementation. Senate Bill 12 – 011 has been proposed by the counties, with the support of the state, to allow for additional counties to implement Differential Response prior to the completion of the formal pilot. This proposed legislation is currently in the Senate.

Child Protection System vs. Differential Response

Child Protective Services	Differential Response
<ul style="list-style-type: none">• One response track to reports of child maltreatment, regardless of severity.• Always includes a “finding” as to whether abuse or neglect has occurred and to identify a person responsible for abuse or neglect.• Can be perceived by families as adversarial and invasive, particularly in low and moderate risk cases.	<ul style="list-style-type: none">• Dual response track that allows for a Family Assessment Response (FAR) in cases of low or moderate risk• Does not include “finding” of maltreatment or identification of a person responsible for abuse or neglect, but instead allows for family and community supports system engagement.• Focuses on safety through early family and community engagement.• If risk is determined to be high, then the investigation can be moved to the CPS track.

Colorado Child Welfare Plan

“Keeping Kids Safe and Families Healthy”

The Colorado Department of Human Services has a new strategic plan for improving the safety and well-being of children and families across the state. This plan includes the practices and objectives that the Department will engage in over the next three years.



Fully implement a common practice approach for Colorado

- Ensure that every child in Colorado is safe and healthy, as that is paramount to everything we do every day.
- Implement one practice approach and philosophy for the entire state to ensure the collaboration of best practices in caring for kids.
- **Expand the Differential Response** model – which allows workers to use more than one method of response to reports of child abuse and neglect, and allows them to better engage family and community members – to additional counties throughout the state.
- **Develop new pathways for adolescents with behavioral health needs.**

Manage our performance

- Use the **County Scorecard** at the local level to drive practice improvement for children and families.
- Implement a performance management strategy – **C-Stat** – that collects and analyzes a variety of real-time data to ensure best practices are identified and shared across the state, thereby ensuring high quality, outcomes-based services for children and families.

Develop our workforce

- A well trained work force is essential to ensuring the safety of children and families.
- Take the **Training Academy** to the next level with an updated, current curriculum that utilizes technology to deliver new research and development statewide.
- Expand the Training Academy to continue to develop our work force, including senior work staff, supervisors, leaders and foster parents.

Reform our funding

- Utilize available resources more efficiently to ensure that we are delivering the right services to the right people in the most cost effective manner possible, as no new funding is foreseeable in the immediate future.
- **Align funding sources with outcomes** for the safety, well-being and permanency of children and families in Colorado.

Engage the Public and our Partners

- We believe the public has the right to know how we are doing our jobs. In addition, we need to communicate outcomes so everyone will know how we are keeping children and families safe and healthy. This includes, sometime in the near future, placing C-Stat information and outcomes online for the public to view.
- Begin work to **draft legislation** that would allow CDHS to publicly share information – good and bad – regarding child welfare investigations.
- **Establish a new governance council** on child welfare to oversee and recommend policy and practice efforts across our system. The council will include county commissioners, foster parents, providers, advocates and families served by the child welfare system. It will be chaired by Executive Director Reggie Bicha.