

Jefferson County Connecting Communities for Kids
Work Plan for year 2004-2008

Goal 1): Strengthen the Division of Children, Youth and Families infrastructure for interagency and community collaboration.

Objective	Activities	Person/Agency Responsible	Resources Needed	Timeline
<p>1.1 Promote an interagency training approach</p>	<p>1.1.1 Identify needs and opportunities for partners to develop cross training and education.</p> <p>1.1.2 Identify and inventory existing meetings and staffings for partners. Discuss role of partners in each other's meetings.</p> <p>1.1.3 Develop action plan and implement cross-system training.</p> <p>1.1.4 Develop infrastructure and support for partners to attend each others meetings, staffings and training opportunities.</p> <p>1.1.5 Implement strategies to free up time for staff to attend meetings, staffings and training opportunities. Develop attendance plan.</p> <p>1.1.6 Provide consultation and training regarding Child Welfare Mission, Vision, Values, structure, functions, programs, statutes, regulations, mandates and funding to SOC team, Advisory Group and partners.</p>	<p>1.1.1 SOC Advisory Group</p> <p>1.1.2 SOC Advisory Group, SOC Team</p> <p>1.1.3 SOC Advisory Group, SOC Team</p> <p>1.1.4 SOC Advisory Group, SOC Team</p> <p>1.1.5 SOC Team</p> <p>1.1.6 DCYF Consultant</p>	<p>1.1.1 Staff time and access to relevant groups</p> <p>1.1.2 Staff time and access to relevant groups</p> <p>1.1.3 Staff time and access to relevant groups</p> <p>1.1.4 Staff time and access to relevant groups</p> <p>1.1.5 Staff time and access to relevant groups</p> <p>1.1.6 Staff time and access to relevant groups</p>	<p>1.1.1 April 2005 - Ongoing</p> <p>1.1.2 Summer 2005 – Ongoing</p> <p>1.1.3 December 2005 – Ongoing</p> <p>1.1.4 Spring 2006</p> <p>1.1.5 Spring 2006</p> <p>1.1.6 Ongoing</p>
<p>1.2 Develop a data sharing and dissemination system across the HS Dept, agencies and providers</p>	<p>1.2.1 Work with the CSU Child Welfare Research Center to share best practice information.</p> <p>1.2.2 Explore options for cross-system database sharing.</p>	<p>1.2.1 Research Analyst, DCYF Director</p> <p>1.2.2 Research Analyst, DHS Data Group, SOC Advisory Group</p>	<p>1.2.1 Funds to staff and organize effort (Participating Counties all contributed \$10,000 for start up activities)</p> <p>1.2.2 Staff time and access to relevant groups</p>	<p>1.2.1 Summer 2004 - Ongoing</p> <p>1.2.2 February 2005 – Ongoing</p>

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	<p>1.2.3 Work with county attorney to explore cross-system sharing of confidential client related information</p> <p>1.2.4 Identify various service plans used by partners.</p> <p>1.2.5 Discuss feasibility of combining service plans</p> <p>1.2.6 If feasible, develop a new cross-division service plan and conduct staff training on how to use.</p> <p>1.2.7 Pilot new service plans.</p> <p>1.2.8 Evaluate new service plans, revise as needed.</p> <p>1.2.9 Explore applicability of new service plans with additional community partners.</p>	<p>1.2.3 SOC Advisory Group subcommittees, SOC Team</p> <p>1.2.4 SOC Team, SOC Advisory Group</p> <p>1.2.5 SOC Advisory Group subcommittees</p> <p>1.2.6 SOC Advisory Group subcommittees</p> <p>1.2.7 SOC Advisory Group subcommittees</p> <p>1.2.8 SOC Advisory Group subcommittees, Local Evaluation Team</p> <p>1.2.9 SOC Advisory Group subcommittee</p>	<p>1.2.3 Staff time and access to relevant groups</p> <p>1.2.4 Staff time and access to relevant groups</p> <p>1.2.5 Staff time and access to relevant groups</p> <p>1.2.6 Staff time and access to relevant groups</p> <p>1.2.7 Staff time and access to relevant groups</p> <p>1.2.8 Staff time and access to relevant groups</p> <p>1.2.9 Additional partners, Staff time and access to relevant groups</p>	<p>1.2.3 April 2005 – Winter 2006</p> <p>1.2.4 Summer 2005</p> <p>1.2.5 Fall 2005</p> <p>1.2.6 Winter 2006 – Ongoing</p> <p>1.2.7 Summer 2006</p> <p>1.2.8 March 2007</p> <p>1.2.9 Summer 2007</p>
<p>1.3 Examine various system strategies & approaches to build capacity to provide prevention and intervention responses to the needs of children and families</p>	<p>1.3.1 Research & provide information on risk & protective factors and best practices.</p> <p>1.3.2 Train, pilot and evaluate a tool to identify children and families who may enter the CW system in order to provide services to divert them.</p> <p>1.3.3 Analyze current case flow and develop differential responses for managing court and voluntary cases and for developing partnership opportunities.</p> <p>1.3.4 Develop and utilize an assessment tool to evaluate service providers.</p> <p>1.3.5 Pilot/implement a service provider assessment tool.</p>	<p>1.3.1 Research Analyst, SOC Team</p> <p>1.3.2 SOC Advisory Group</p> <p>1.3.3 DCYF Consultant, County Attorneys, DCYF Management Team, Courts, Research Analyst, SOC Advisory Group</p> <p>1.3.4 Research Analyst, Core Services Evaluation Committee</p> <p>1.3.5 SOC Advisory Group, DCYF, and Partners</p>	<p>1.3.1 Staff time and access to relevant groups</p> <p>1.3.2 Staff time and access to relevant groups</p> <p>1.3.3 Staff time and access to relevant groups</p> <p>1.3.4 YSII, Staff time and access to relevant groups</p> <p>1.3.5 Staff time and access to relevant groups</p>	<p>1.3.1 Fall 2004 – Fall 2005</p> <p>1.3.2 Winter 2005 – Winter 2006</p> <p>1.3.3 Winter 2006</p> <p>1.3.4 Summer 2005</p> <p>1.3.5 Fall 2004 – Fall 2005</p>

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	<p>1.3.6 Develop an assessment tool for making decisions to utilize differential responses and court diversion tracks.</p> <p>1.3.7 Develop performance measurement/capacity for differential responses to case management.</p> <p>1.3.8 Consult regarding the Workload Analysis of DCYF.</p>	<p>1.3.6 DCYF Supervisors, DCYF Management Team, SOC Team, YSII, County Attorneys, Courts</p> <p>1.3.7 DCYF Management Team, DCYF Consultant, Research Analyst, YSII</p> <p>1.3.8 SOC Program Manager, DCYF Consultant</p>	<p>1.3.6 Staff time and access to relevant groups</p> <p>1.3.7 Staff time and access to relevant groups</p> <p>1.3.8 Staff time and access to relevant groups</p>	<p>1.3.6 Fall 2005 - Ongoing</p> <p>1.3.7 Fall 2005</p> <p>1.3.8 Fall 2005</p>
<p>1.4 Undertake a SOC community, family, and agency information sharing project.</p>	<p>1.4.1 Support an Open House/ Resource Fair for partners.</p> <p>1.4.2 Engage in social marketing strategies with partners and families to educate and update re: SOC activities (e.g. newsletters, web-sites).</p>	<p>1.4.1 SOC Advisory Group</p> <p>1.4.2 SOC Program Manager, Partner contacts, DHS public information officer, SOC Team</p>	<p>1.4.1 Funding support for venue, staff time and access to relevant groups</p> <p>1.4.2 Funding for printing, staff time and access to relevant groups</p>	<p>1.4.1 Winter 2006 and quarterly thereafter</p> <p>1.4.2 Winter 2006 - Ongoing</p>
<p>1.5 Develop a SOC process to support planning and implementation throughout Jefferson County</p>	<p>1.5.1 Develop a SOC Advisory Group with representation from partners and families.</p> <p>1.5.2 Meet with DHS Management team twice annually.</p> <p>1.5.3 Increase participation in SOC efforts by creating Advisory Group subcommittees with cross- department representation.</p> <p>1.5.4 Assess risks and benefits of developing MOU for participating in collaborative management of multi-agency services, per existing CO legislation HB 04-1451.</p> <p>1.5.5 Attend monthly Colorado Integrated Care Management Team meetings to provide input into the development and implementation of HB 04-1451 Statewide.</p>	<p>1.5.1 Partners, Outside facilitator, SOC Team, Family representatives</p> <p>1.5.2 DHS Management Team, SOC Team</p> <p>1.5.3 Partner representation</p> <p>1.5.4 SOC Program Manager, SOC Consultant, DHS Legislative Liaison, SOC Advisory Group</p> <p>1.5.5 SOC Program Manager, DCYF Consultant</p>	<p>1.5.1 Staff time and access to relevant groups</p> <p>1.5.2 Staff time and access to relevant groups</p> <p>1.5.3 Staff time and access to relevant groups</p> <p>1.5.4 Staff time and access to relevant groups</p> <p>1.5.5 Staff time and access to relevant groups</p>	<p>1.5.1 February 2005 continuing to 2008</p> <p>1.5.2 Ongoing</p> <p>1.5.3 March 2005 – Ongoing</p> <p>1.5.4 February 2005 – February 2006</p> <p>1.5.5 Winter 2004</p>

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	<p>1.5.6 Assess need for policy/legislation changes and advocate for changes that support SOC principles.</p> <p>1.5.7 Participate in DCYF Management Team meetings and Strategic Planning, DHS Strategic Planning and the Western Regional Recruitment and Retention Project (WRRRP) Strategic Planning and implementation to promote SOC concepts and gather ideas from others.</p> <p>1.5.8 Identify additional meetings in community to promote SOC principles.</p>	<p>1.5.6 SOC Program Manager, DCYF Consultant, County Attorneys, Legislative Liaison, Research Assistant</p> <p>1.5.7 SOC Program Manager and/or DCYF Consultant</p> <p>1.5.8 SOC Program Manager, Community Liaison, SOC Advisory Group</p>	<p>1.5.6 Staff time and access to relevant groups</p> <p>1.5.7 Staff time and access to relevant groups</p> <p>1.5.8 Staff time and access to relevant groups</p>	<p>1.5.6 Winter 2006 – Ongoing</p> <p>1.5.7 2004 - Ongoing</p> <p>1.5.8 Ongoing</p>
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Goal 2): Promote individualized, strength-based care practice.

Objective	Activities	Person/Agency Responsible	Resources Needed	Timeline
<p>2.1 Promote service delivery strategies that support SOC principles</p>	<p>2.1.1 Analyze current case flow for Child Abuse and Neglect (CAN) Cases.</p> <p>2.1.2 Develop differential responses for management of CAN cases.</p> <p>2.1.3 Assess training needs and develop plan to educate and train partners on strategies.</p> <p>2.1.4 Review and analyze proposed legislation related to Child Welfare and advocate for legislation, which supports SOC and best practices.</p>	<p>2.1.1 DCYF Consultant</p> <p>2.1.2 SOC Program Manager, DCYF Consultant, DCYF Management Team, County Attorneys, SOC Advisory Group</p> <p>2.1.3 DCYF Management Team, DCYF Supervisors, SOC Advisory Group</p> <p>2.1.4 DCYF Consultant, SOC Program Manager, DHS Legislative Liaison, Research Assistant</p>	<p>2.1.1 Staff time and access to relevant groups</p> <p>2.1.2 Staff time and access to relevant groups</p> <p>2.1.3 Staff time and access to relevant groups</p> <p>2.1.4 Staff time and access to relevant groups</p>	<p>2.1.1 October 2004- January 2005</p> <p>2.1.2 February 2005- September 2005</p> <p>2.1.3 Summer 2005- Winter 2006</p> <p>2.1.4 2004 - Ongoing</p>

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<p>2.2 Provide interagency training on strength-based approaches.</p>	<p>2.2.1 Convene agency partners and families for panel presentation/training. 2.2.2 Develop a community-training forum.</p>	<p>2.2.1 Community Liaison 2.2.2 SOC Team, Partners, SOC Advisory Group</p>	<p>2.2.1 Families, marketing costs, staff time and access to relevant groups 2.2.2 Staff time and access to relevant groups</p>	<p>2.2.1 Summer 2005 and offer annually to new employees for all groups 2.2.2 Summer 2007-Ongoing</p>
<p>2.3 Increase knowledge of service options available in the community.</p>	<p>2.3.1 Work w/ Mile High United Way, and CSU to transfer resource data to 211 system. 2.3.2 Work with partners to overlay resource maps and make information available.</p>	<p>2.3.1 SOC Admin Coordinator 2.3.2 SOC Program Manager, SOC Admin Coordinator</p>	<p>2.3.1 GIS Partners, staff time and access to relevant groups 2.3.2 GIS Partners, staff time and access to relevant groups</p>	<p>2.3.1 Spring 2005 - Ongoing 2.3.2 Spring 2005 - Ongoing</p>
<p>2.4 Promote individualized multi-service case plans</p>	<p>2.4.1 Develop shared mission, vision, values, function, priorities 2.4.2 Identify system and family strengths and barriers. 2.4.3 Identify connections, specific to multi-service case planning, across partners.</p>	<p>2.4.1 SOC Advisory Group 2.4.2 SOC Advisory Group, DCYF Management Team, DCYF staff 2.4.3 SOC Advisory Group, SOC Team</p>	<p>2.4.1 Staff time, access to relevant groups 2.4.2 Staff time and access to relevant groups 2.4.3 Staff time and access to relevant groups</p>	<p>2.4.1 Winter 2005-September 2008 2.4.2 Fall 2006 2.4.3 Spring 2005-Ongoing</p>
<p>2.5 Increase informal resources</p>	<p>2.5.1 Review Resource mapping information and identify linkages with informal resources. 2.5.2 Develop community resource linkages. 2.5.3 Outreach and strengthen relationships with informal partners. 2.5.4 Promote utilization of informal resources through Jefferson County initiatives.</p>	<p>2.5.1 SOC Team 2.5.2 Community Liaison, Partners, Families 2.5.3 Community Liaison, SOC Team 2.5.4 SOC Team, Community Liaison</p>	<p>2.5.1 Staff time and access to relevant groups 2.5.2 Family time, staff time and access to relevant groups 2.5.3 Staff time and access to relevant groups 2.5.4 Staff time and access to relevant groups</p>	<p>2.5.1 Fall 2004 – Summer 2005 2.5.2 Fall 2004-2008 2.5.3 Fall 2006 - Ongoing 2.5.4 Spring 2005-Ongoing</p>

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Goal 3): Enhance the cultural competency of Jefferson County agencies and providers.

Objective	Activities	Person/Agency Responsible	Resources Needed	Timeline
3.1 Increase knowledge of ethnic enclaves and cultures in Jefferson County.	<p>3.1.1 Review Resource Mapping Project report.</p> <p>3.1.2 Collect information and link to Jeffco School District & Lakewood Cultural Center.</p> <p>3.1.3 Review Jeffco ethnic and cultural data.</p> <p>3.1.4 Gather data on ethnic-minority perceptions of experiences in Child Welfare.</p>	<p>3.1.1 SOC Team</p> <p>3.1.2 Community Liaison, SOC Admin Coordinator, DCYF staff</p> <p>3.1.3 Research Analyst, SOC Team, Local Evaluation Team</p> <p>3.1.4 Research Analyst, SOC Team, Local Evaluation Team</p>	<p>3.1.1 Staff time and access to relevant groups</p> <p>3.1.2 Staff time and access to relevant groups</p> <p>3.1.3 Staff time and access to relevant groups</p> <p>3.1.4 Staff time and access to relevant groups</p>	<p>3.1.1 Spring 2005</p> <p>3.1.2 Fall 2007</p> <p>3.1.3 September 2004 – Ongoing</p> <p>3.1.4 Winter 2006</p>
3.2 Develop reciprocal information sharing processes with cultural communities in Jefferson County	<p>3.2.1 Build relationships and linkages w/ La Raza, Denver Indian Family Resource Center (DIFRC), Urban League, Asian/Pacific Center, and other groups.</p> <p>3.2.2 Develop plan to support forum for cultural awareness and shared training opportunities.</p> <p>3.2.3 Develop and implement strategies through the Western Regional Recruitment and Retention Project (WRRRP) to improve recruitment and retention of a diverse staff in DCYF and DHS.</p>	<p>3.2.1 SOC team, DCYF staff</p> <p>3.2.2 SOC Program Manager, Community Liaison, SOC Advisory Group</p> <p>3.2.3 DCYF Consultant, University of Denver Institute for Families, American Humane, SOC Advisory Group, SOC Team</p>	<p>3.2.1 Staff time and access to relevant groups</p> <p>3.2.2 Staff time and access to relevant groups</p> <p>3.2.3 HHS grant for WRRRP, staff time and access to relevant groups</p>	<p>3.2.1 2007</p> <p>3.2.2 Summer 2006- Ongoing</p> <p>3.2.3 February 2005 - Ongoing</p>
3.3 Implement performance measures to track cultural competence.	3.3.1 Research methods of assessing cultural indicators, & develop survey instrument.	3.3.1 Research Analyst, Dr. Guerra, Contractor, Local Evaluation Team	3.3.1 Staff time and access to relevant groups	3.3.1 2004

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	3.3.2 Implement tracking (collect baseline), monitor changes, and share results within DCYF.	3.3.2 Research Analyst, Local Evaluation Team	3.3.2 Staff time and access to relevant groups	3.3.2 2005 – Ongoing annually
3.4 Train DHS staff and interagency participants in culturally competent methods of planning and delivering services.	<p>3.4.1 Research culturally competent service delivery methods.</p> <p>3.4.2 Collect baseline data on competency and implement monitoring system within DHS.</p> <p>3.4.3 Develop and implement cultural competency training as indicated.</p> <p>3.4.4 Offer cultural competency survey tool to agency and community partners.</p>	<p>3.4.1 Research Analyst, Local Evaluation Team</p> <p>3.4.2 SOC Team, Local Evaluation Team, SOC Advisory Group</p> <p>3.4.3 Research Analyst, SOC Team, DCYF Management Team, SOC Advisory Group</p> <p>3.4.4 SOC Program Manager, Community Liaison, DCYF Consultant, DCYF staff</p>	<p>3.4.1 Staff time and access to relevant groups</p> <p>3.4.2 Staff time and access to relevant groups</p> <p>3.4.3 Training partners from ethnic, cultural communities, trainers, Staff time and access to relevant groups</p> <p>3.4.4 Staff time and facilitators</p>	<p>3.3.1 Winter 2005</p> <p>3.4.2 Fall 2005- Ongoing</p> <p>3.4.3 Fall 2005 - Ongoing</p> <p>3.4.4 Fall 2005</p>

Goal 4): Strengthen family involvement in all aspects of the system.

Objective	Activities	Person/Agency Responsible	Resources Needed	Timeline
4.1 Involve family and community members in designing and implementing SOC principles.	<p>4.1.1 Identify child and family support and advocacy groups.</p> <p>4.1.2 Develop plan to partner with family member(s) or existing advocacy group to train, support and/or mentor child welfare clients.</p> <p>4.1.3 Research and refine family readiness tool.</p> <p>4.1.4 Involve families in conferences to provide family perspectives on working within child welfare.</p>	<p>4.1.1 Community Liaison, SOC Team</p> <p>4.1.2 Community Liaison, SOC Program Manager, F2F project lead, SOC Advisory Group, SOC Team</p> <p>4.1.3 Community Liaison</p> <p>4.1.4 Community Liaison, SOC Team, SOC Advisory Group</p>	<p>4.1.1 Staff time and access to relevant groups</p> <p>4.1.2 Family time, staff time and access to relevant groups</p> <p>4.1.3 Staff time and access to relevant groups</p> <p>4.1.4 Family stipends, Family time</p>	<p>4.1.1 October 2004</p> <p>4.1.2 July 2005- Ongoing</p> <p>4.1.3 July 2005</p> <p>4.1.4 Ongoing</p>

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<p>4.2 Expand case planning and staffing processes that include family and community members as decision-makers.</p>	<p>4.2.1 Promote and support inclusion of bio families, kin, adoptive, foster families and family advocates in Options, TDM, Foster Care Reviews, and other treatment /case planning arenas. 4.2.2 Include families and community members in the SOC Advisory Group.</p>	<p>4.2.1 Community Liaison, Caseworkers, TDM Coordinator, SOC Program Manager 4.2.2 SOC Program Manager, Community Liaison, DCYF Consultant</p>	<p>4.2.1 Family time, Staff time and access to relevant groups 4.2.2 Family stipends, Family time</p>	<p>4.2.1 November 2004 - Ongoing 4.2.2 Winter 2005 – Ongoing</p>
<p>4.3 Implement an iterative evaluation process that includes family and community input into decision making.</p>	<p>4.3.1 Partner w/ F2F staff to measure family involvement in TDM's. 4.3.2 Invite family members & community members to focus group(s). 4.3.3 Include family members on the Evaluation Team 4.3.4 Include family members and community members in Advisory Group and subcommittees.</p>	<p>4.3.1 Research Analyst, TDM Coordinator, SOC Team 4.3.2 Research Analyst, Local Evaluation Team 4.3.3 Research Analyst, Community Liaison, Local Evaluation Team, SOC Advisory Group 4.3.4 Community Liaison, SOC Advisory Group subcommittees</p>	<p>4.3.1 Staff time and access to relevant groups 4.3.2 Child care and meeting space 4.3.3 Family stipends 4.3.4 Family stipends</p>	<p>4.3.1 October 2004- Ongoing 4.3.2 Winter 2005 – ongoing 4.3.3 Winter 2005- Ongoing 4.3.4 March 2005- Ongoing</p>

Goal 5): Enhance effective accountability mechanisms.

Objective	Activities	Person/Agency Responsible	Resources Needed	Timeline
<p>5.1 Increase data availability</p>	<p>5.1.1 Review other County data tracking & report formats. 5.1.2 Participate in DHS Data Group to develop data sharing recommendations. 5.1.3 Investigate relevant software programs. 5.1.4 Investigate contracting development of user friendly DCYF reporting program.</p>	<p>5.1.1 Research Analyst, DCYF staff/w CO County managers 5.1.2 Research Analyst, DHS Data Group 5.1.3 Research Analyst, County Technology User's Group (CTUG) 5.1.4 Research Analyst, (CTUG)</p>	<p>5.1.1 Staff time 5.1.2 Staff time 5.1.3 Funds for software & training 5.1.4 Funds for report program development</p>	<p>5.1.1 August 2004 – Ongoing 5.1.2 February 2005 – Fall 2005 monthly 5.1.3 Fall 2005 – Fall 2006 5.1.4 Fall 2005 – Fall 2006</p>

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<p>5.2 Develop work processes for intra & interagency performance monitoring.</p>	<p>5.2.1 Continue participation in CSU Child Welfare Research Center. 5.2.2 Provide research support to DCYF & partner agencies working on performance measures. 5.2.3 Develop data quality assurance monitoring system plan for DCYF.</p>	<p>5.2.1 DCYF Director, DCYF Consultant, Research Analyst 5.2.2 Research Analyst, DCYF data specialists 5.2.3 Research Analyst</p>	<p>5.2.1 Staff time and access to relevant groups 5.2.2 Possible need for additional staff focused on accountability management 5.2.3 Staff time and access to relevant groups</p>	<p>5.2.1 June 2004 – Ongoing 5.2.2 Summer 2004 – Ongoing 5.2.3 Fall 2005</p>
<p>5.3 Promote the evaluation of system and provider effectiveness.</p>	<p>5.3.1 Participate in ARD Child Protection Question workgroup. 5.3.2 Incorporate system evaluation into the SOC Advisory Group. 5.3.3 Support on going self-evaluation in DCYF.</p>	<p>5.3.1 Research Analyst, ARD staff from State, and other counties, DU 5.3.2 SOC Program Manager, Community Liaison, DCYF staff, Local Evaluation Team 5.3.3 SOC Team, SOC Advisory Group</p>	<p>5.3.1 Staff time and access to relevant groups 5.3.2 Resources to conduct evaluation and synthesize materials into report 5.3.3 Staff time</p>	<p>5.3.1 October 2004 – Ongoing 5.3.2 Winter 2005 – Ongoing 5.3.3 June 2004 - Ongoing</p>