NEW MEXICO
CHILDREN, YOUTH AND FAMILIES
DEPARTMENT (CYFD)
2017
ANNUAL PROGRESS AND SERVICES REPORT (APSR)

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I. General information

A. State Agency Administering the Program

The Protective Services Division (PSD) is one of three service areas that make up the New Mexico Children, Youth and Families Department (CYFD), along with Early Childhood Services, Juvenile Justice Service and Behavioral Health Services.

CYFD Administrative Services supports all the service areas and includes Budget & Revenue, Financial Management, Employee Support Services, and Information Technology Services. The Office of the Cabinet Secretary includes the General Counsel’s Office, the Inspector General’s Office, the Constituent Affairs Director, the Native American Liaison, and the Director of Legislative and Community Affairs.

PSD is the state agency designated to administer the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), the Promoting Safe and Stable Families (PSSF) Program (Title IV-B subpart 2), Child Abuse Prevention and Treatment Act (CAPTA & CBCAP), Title IV-E, the Chafee Foster Care Independence Program and Education and Training Voucher Program. As such, PSD is responsible for all child welfare services for children and families in New Mexico. The Division is mandated, in accordance with the New Mexico Children’s Code, NMSA 1978 Section 32A-4 et. seq., to receive and investigate reports of children in need of protection from abuse and neglect by their parent, guardian or custodian, and to take action to protect those children whose safety cannot be assured in the home. In addition, the Division is committed to assuring the well-being of the children in its care and to provide permanency for those children as quickly and as safely possible.

PSD provides child protective services and other child welfare services in every geographic area in the state. Administration of the child welfare program is centralized, with direct services offered through county offices located within five designated regions. County office managers report to five regional managers who, in turn, report to the PSD director. (See organizational chart in Section D below)

New Mexico’s APSR, CFSP and CAPTA plans are posted on the CYFD website: http://cyfd.org/about-cyfd/publications-reports. The current contact is Cynthia Chavers (cynthia.chavers@state.nm.us) at 505-467-9274 or Milissa Soto (milissa.soto@state.nm.us) at 505-412-9597.

B. Vision and Mission Statement

Over the past two years, the mission and vision have changed to support the Children, Youth and Family Department’s (CYFD) strategic plan. The CYFD mission statement is to “improve the quality of life for our children.” The vision statement is to “make New Mexico the best place to be a kid.” In addition to the mission and vision statement, the strategic plan outlines five operating principles and five strategic planks.

CYFD Operating Principles:
- Be kind, respectful and responsive
- Be child/youth centric
- Create a culture of accountability and support
- Simplify: Do fewer things that produce results
- It’s all about the quality of workers

CYFD Strategic Planks:
- Shore up our core functions
- Prevention
- Financial controls
- Behavioral health and program support strategically enveloped in all programs
- Community engagement and improved communication with law enforcement
C. Stakeholder Collaboration

In April and May 2015, New Mexico underwent round three of the Child and Family Service Review (CFSR). As a part of the CFSR, stakeholder interviews were held in Bernalillo, Dona Ana and Chaves counties to assess functioning of the seven systemic factors. Stakeholders who participated in those interviews included service providers, children court attorneys, respondent attorneys, guardian ad litems, judges, court personnel, youth, PSD field supervisors, PSD field workers, foster parents, birth parents, training partners, CYFD licensing and certification staff, and executive management. Stakeholder meetings were held with tribal and pueblo partners completed in April 2015 as part of the annual Tribal IV-B Meeting.

Courts and Children’s Court Improvement Commission:
PSD is represented on the State’s Children’s Court Improvement Commission (CCIC) and many of the CCIC’s work groups, including the advisory groups for the CCIC training and data grants and new work groups on parent representation, education, and quality of representation and hearings. PSD initiatives which involve the court and court processes are discussed at CCIC meetings, and the division’s input is sought into CCIC initiatives. PSD has worked with the Children’s Law Center at the University Of New Mexico School Of Law, the sub-grantee on the CCIC training grant, and the New Mexico Administrative Office of the Courts (AOC) to use Title IV-E funds to support training for judges, attorneys, Court Appointed Special Advocate (CASA) volunteers, and court staff. PSD is represented on the Advisory Committee for the Children’s Law Center and is a sponsoring partner in the annual cross-training presented through the training grant. PSD, Children’s Law Center and AOC expanded Title IV-E support to offer training for judges and court-appointed attorneys, including training on maltreatment, trauma and the social and emotional well-being of children who have been abused or neglected.

PSD representatives participate on the Children’s Justice Act Advisory Group (CJAAG), which ensures consultation and coordination in terms of the expenditure of Children’s Justice Act funds to support the investigation and prosecution of child abuse and services to mitigate the trauma to the child victim. Other CJAAG members include judges, attorneys, law enforcement, service providers and advocates.

2017 APSR Update:
PSD continues to be represented and actively participates in the CCIC. PSD is providing information to the Court Improvement Project (CIP) in writing the CIP strategic plan due June 30, 2017. Over the past year, PSD has worked with the CIP to provide the mandatory initial training for all new judges and attorneys working in the child welfare system. PSD consults on the curriculum development for this training and provide adjunct trainers to deliver this training. This training is a three day mandatory training for all new children’s court attorneys and judges and attorneys who work in New Mexico’s child welfare system.

Agency representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and developing strategies to address barriers. The group has evaluated data from the agency and the court’s information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2nd, 6th, and 12th) where the judges are interested in piloting initiatives.

Tribal Collaboration:
PSD has been committed to working collaboratively with the 22 tribes located in New Mexico, as well as with those tribes whose members come into the care of the agency. PSD utilizes the CYFD Native American Liaison and different tribal and state meetings such as the Title IV-B Tribal meeting to further collaboration. Tribal input on the CFSP was obtained through the April and May 2014 stakeholder meetings and through the Title IV-B Tribal meeting that occurred in April 2014. Below is a list of tribal partners invited to the stakeholder meetings:
<table>
<thead>
<tr>
<th>Tribe or Pueblo</th>
<th>Tribe or Pueblo Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pueblo of Acoma</td>
<td>Governor Fred S. Vallo, Sr., Donalyn Sarracino, Sharon Young</td>
</tr>
<tr>
<td>Pueblo of Cochiti</td>
<td>Governor Joseph H. Suina</td>
</tr>
<tr>
<td>Pueblo of Isleta</td>
<td>Governor E. Paul Torres, Caroline Dartz</td>
</tr>
<tr>
<td>Pueblo of Jemez</td>
<td>Governor Joshua Madalena, Carla Sandia, Hennetta A. Gachupin</td>
</tr>
<tr>
<td>Pueblo of Laguna</td>
<td>Governor Richard B. Luarkie, Marie Alarid</td>
</tr>
<tr>
<td>Pueblo of Nambe</td>
<td>Governor Phillip A. Perez, Venus Mongofed</td>
</tr>
<tr>
<td>Ohkay Owingeh</td>
<td>Governor Marcelino Aquino, Rodelle Thompson</td>
</tr>
<tr>
<td>Pueblo of Picuris</td>
<td>Governor Richard Mermojo</td>
</tr>
<tr>
<td>Pueblo of Pojoaque</td>
<td>Governor George Rivera</td>
</tr>
<tr>
<td>Pueblo of San Felipe</td>
<td>Governor Joseph E. Sandoval, Darlene J. Valencia</td>
</tr>
<tr>
<td>Pueblo of San Ildeñonso</td>
<td>Governor Terry L. Aguilar, Sharon Serrano, Julie Sanchez</td>
</tr>
<tr>
<td>Pueblo of Sandia</td>
<td>Governor Stuart Paisano, Randall Berner, Kimberly Lorenzini</td>
</tr>
<tr>
<td>Pueblo of Santa Ana</td>
<td>Governor George M. Montoya, Nathan Tsosie</td>
</tr>
<tr>
<td>Pueblo of Santa Clara</td>
<td>Governor J. Michael Chavarria, Jacque Wright, Julie Bird, Terri Chavarria</td>
</tr>
<tr>
<td>Pueblo of Santo Domingo</td>
<td>Governor Oscar K. Lovato, Tori Garnat</td>
</tr>
<tr>
<td>Pueblo of Taos</td>
<td>Governor Clyde M. Romero, Ezra Bayles, Helena Concha</td>
</tr>
<tr>
<td>Pueblo of Tesuque</td>
<td>Governor Robert Mora, Sr., Jeannette Jagles</td>
</tr>
<tr>
<td>Pueblo of Zia</td>
<td>Governor David Pino, Victoria Herrera</td>
</tr>
<tr>
<td>Pueblo of Zuni</td>
<td>Governor Arlen P. Quetawki, Sr., Betty Nez, Marla Fastwolf</td>
</tr>
<tr>
<td>Jicarilla Apache Nation</td>
<td>President Ty Vicenti, Hilda Petago, Karen Keating, Susan Thompson, Rubesan Sandoval, Olivia Nelson, Violet Garcia</td>
</tr>
<tr>
<td>Mescalero Apache Tribe</td>
<td>President Danny Breuninger, Sr.</td>
</tr>
<tr>
<td>Navajo Nation</td>
<td>President Ben Shelly, Regina Yazzie, Irene Eldridge, Michele Jones</td>
</tr>
<tr>
<td>Navajo Nation Council</td>
<td>Johnny Naize</td>
</tr>
<tr>
<td>All Pueblo Council of Governors</td>
<td>Chairman Terry L. Aguilar (San Ildeñonso Pueblo) and Secretary Vincent Toya, Sr. (Jemez Pueblo)</td>
</tr>
<tr>
<td>Five Sandoval Indian Pueblos</td>
<td>Director James Roger Madalena</td>
</tr>
<tr>
<td>Eight Northern Indian Pueblos Council</td>
<td>Executive Director Gil L. Vigil</td>
</tr>
<tr>
<td>Ramah Navajo</td>
<td>Vera Beaver, Loretta Martinez, Jemlisa Raplutz</td>
</tr>
<tr>
<td>Southern Ute</td>
<td>Ann Hale</td>
</tr>
</tbody>
</table>

PSD utilized the information to identify systemic factor strengths and challenges, and the identification of goals for the Plan for Improvement. Over the next five years, PSD plans to hold stakeholder meetings to obtain ongoing feedback and assist in identifying strengths, challenges and progress towards goals.

PSD will share the CFSP with tribal partners through the Native American Liaison and tribal contacts – tribal governors or presidents. PSD will request a copy of each tribe or pueblos’ CFSP through their governor or president and through PSD Native American liaison.

**2017 APSR Update:**
The 2017 APSR was provided to each tribe and pueblo and listed on CYFD’s website at [www.cyfd.org](http://www.cyfd.org).

PSD has continued to share the APSR with the tribes and pueblos of NM through the CYFD website, cyfd.org. In addition, PS has worked to include the tribes and pueblos as significant stakeholders in various endeavors.

In the summer and fall of 2016, PS conducted a series of workgroup meetings that involved tribal and pueblo input for the development of an updated ICWA procedure for PSD. This workgroup has not yet completed work on the procedure update, as the Bureau Chief who headed up this project took a different position with the agency. PS plans to continue to involve our tribal and pueblo partners when this workgroup re-convenes.

PSD has continued to provide technical assistance to all of the tribes and pueblos in NM on foster care, adoption, guardianship, and all IV-E matters that we are called on for consultation. This includes in-person presentations by the IV-E unit during the winter of 2016 and Spring of 2017 to the Mescalero Apache tribe, the Pueblo of Acoma, the Pueblo of Zia, the Pueblo of Laguna, the Pueblo of Picuris, and the Pueblo of Zuni.
The PSD Federal Reporting Bureau Chief has attended and made presentations to the Tribal ICWA Consortium as well as the Tribal-State Judicial Consortium. The presentation to the Tribal ICWA Consortium occurred on 10/27/16. The new Bureau Chief was introduced and gave a brief overview of some of the initiatives that CYFD is working on during this meeting. The Consortium has recently (June 2017) voted to allow the Bureau Chief to attend a portion of their regular quarterly meetings, to provide brief updates and collect feedback from the Consortium. The next scheduled meeting is July 21, 2017, which the Bureau Chief plans to attend. PSD is pleased about this new venture and hopes to continue to build the relationship with the Consortium.

A presentation to the Judicial Consortium occurred on October 14, 2016. The presentation provided an explanation of the Guardianship Assistance Program as well as an introduction of the new Bureau Chief. PSD has been invited to attend the Judicial Consortium in the future as well.

PSD attended the annual IV-B conference on April 11, 2017. PSD presented briefly on several topics, including:
- Title IV-E updates and offers for technical assistance, provided by IV-E Manager Randall Benally
- The Guardianship Assistance Program, provided by Cynthia Chavers, Federal Reporting Bureau Chief and Isela Burciaga, Foster Care and Adoptions Bureau Chief
- Introduction of the new PS Administration, including the Director and Bureau Chief over the IV-E unit.
- The CYFD Strategic Plan by Francine Anaya, Division Director
- Legislative updates from the NM 2017 legislative session by Francine Anaya
- Updates from the Youth Services Bureau by Maya McKnight, Youth Services Bureau Chief
- ICWA updates by Chuck Neely, Chief Children's Court Attorney

PSD also held a joint “sub” meeting with the Mescalero Apache tribe, their BIA Social Services representatives, the Tribal ICWA Consortium, and PS staff during the IV-B meeting. This meeting was requested by the BIA to review some procedural and jurisdictional questions the tribe needed answered.

PSD also provides notification of any child welfare trainings to the tribes and pueblos through an email list serve. PSD provides basic training for all new tribal social services workers through the PSD Foundations of Practice training. PSD registers and arranges for all new tribal employees who wish to attend this training. In addition, PSD notifies the tribes and pueblos of the SAFE home study trainings that are coordinated by CYFD, and has paid for all tribal employees who attended the last session of SAFE training.

The State of NM holds an annual NM Tribal Leadership Summit which PSD is also asked to attend. This Summit was held in June of 2017. The CYFD Chief of Staff, the Tribal Liaison and the Federal Reporting Bureau Chief all attended this summit and offered consultation on-site for anyone in attendance. PSD fielded several questions regarding cases or children in care, and has relayed these questions back to the local field office if they could not be answered at the Summit.

PSD continues to work with the tribes and pueblos of NM on Intergovernmental Agreements (IGA) and Joint Powers Agreements (JPA). A series of meetings and discussions have been held between PSD, the Navajo Nation, and Ramah Navajo on a request from Ramah to separate from “bigger” Navajo and form their own agreement with CYFD. In addition, discussions have started with the Pueblo of Zuni and Mescalero Apache on development of JPA for each.

Lastly, a PSD representative was able to attend the Native Leadership Summit sponsored by the Casey Foundation in May 2017, along with representatives from the Navajo Nation.

**Youth:**
PSD supports and is actively involved with Leaders Uniting Voices, Youth Advocates of New Mexico (LUVYANM), an organization of foster care youth and foster care alumni. Members of LUVYANM plan the annual Independent Living Conference, identifying topics for workshops and speakers, developing the theme, and the overall process of conference activities. Youth are also involved in planning and participating in the annual Children’s Law Institute. PSD collaborates with LUVYANM to improve outcomes for older children in care, focusing most recently on sibling rights, particularly in the areas of visitation and preserving connections post adoption.
2017 APSR Update:
PSD continues to support youth driven initiatives through assisting youth in developing and writing a Youth Grievance policy. PSD also sought youth input for the Program Improvement Plan on fostering and maintaining sibling connections. Youth attended a Child Placement Agency quarterly meeting to speak on the importance of maintaining sibling relationships and the importance of frequent and ongoing sibling visitation. Youth have also consulted PSD on the development of procedure related to the recent revisions made to the Every Student Succeeds Act (ESSA) by providing input about the importance of maintaining foster children in the school of origin. Many youth felt that it was important to maintain children in their school of origin because it is often one of the only stable aspects in their lives once they enter the foster care system. One youth commented that he knew he had the stability of teacher and friends even though he was consistently changing homes, therapists, workers, etc.

PSD Foster and Adoptive Bureau partnered with youth to assist in selecting foster parents to receive the “Foster Parent Excellence Award” to be provided to foster parents at the 2016 annual foster parent conference. Youth have also been asked to provide a presentation and some role-playing for the mandatory core training for judges and attorneys in New Mexico’s child welfare system.

During the 2017 Children’s Law Institute, youth coordinated a session entitled, “True Life: I thrived through the system-Youth-Led Workshop with youth from LUVYANM and VIP Leaders.” The purpose of this workshop was to bring real life success stories to public stakeholders, and to remind stakeholders that foster children have an important voice and are more successful when they participate in planning on their case.

Youth consulted on a section of the new blended RAFT training for foster and adoptive parents. In addition, PSD partnered with Behavioral Health Services to train PSD staff and foster parents on youth engagement.

For further reading on youth involvement see Section VI, Chafee Foster Care Independence Program (CFCIP) below.

Foster and Adoptive Parents:
PSD provides support foster and adoptive parents through hosting two annual conferences as well as other efforts detailed below.

2017 APSR Update:
PSD entered into a multi-year contract with La Familia-Namaste Inc. called Project Revive: Emotional First Aid for Foster Parents to provide additional supports to foster parents statewide. These supports include:
- grief and loss training and support for foster parents, their biological and adopted children;
- Facebook support network;
- “warm line”;
- regional child care for foster parents to attend county based meetings or trainings; and
- childcare for foster parents during their attendance at the foster parent conference.

In September of 2016, PSD partnered with NMSU, La Familia-Namaste, Inc., and foster and adoptive parents to hold the annual foster and adoptive parent conferences. Protective Services held regional town hall meetings hosted by PSD regional managers. Each regional manager presented data to foster parents in their region on the CFSR and PIP initiatives, as well as updates from their regions, including introduction of the regional Navigator position. There was also a question and answer session for foster parents. There were regional meetings held at the adoptive parent conference as well, providing networking opportunities.

PSD continues to provide post-decree support services for adoptive families through the Fiesta Program, which is contracted through La Familia-Namaste, Inc. These services will be discussed in the Service Description section.
Schools:
On December 6, 2012, the New Mexico Supreme Court ordered the establishment of a joint task force on education. The task force has submitted recommendations to the Governor, the Supreme Court Chief Justice, and the Secretaries of CYFD and the Public Education Department related to the challenges and barriers to address the educational needs of children and youth in the child welfare system. The task force will target specific educational outcomes that require improvement, identify and implement solutions, develop a cross training plan and implement a data system to be shared between child welfare, education and the judicial system.

PSD participates and represents child welfare on the New Mexico State Advisory Panel – Individuals with Disabilities Education Act (IDEA) Part C.

PSD has worked with the Public Education Department and the Department of Health Office of School Health to develop and disseminate an e-learning for school personnel on detecting and reporting child abuse and neglect.

2017 APSR Update:
PSD has collaborated with numerous stakeholders on the implementation of the Every Student Succeeds Act (ESSA). PSD staff met with representatives from the Public Education Department and held a series of meetings to develop the new procedure. PSD also met with representatives from the Children’s Court Improvement Commission, Albuquerque Public Schools, the child placement agencies, and Foster Ed as well as foster youth alumni to develop this procedure. This is an ongoing process and continues through 2017. PSD is also collaborating with Foster Ed, the CCIC and Albuquerque Public Schools on training for judges and attorneys on ESSA. Youth provided input on the Best Interest Determination webinar that PSD presented to Child Placement Agencies.

Service Providers and Community Partners:
Community PSSF providers across the state are contracted (through a competitive bid process) for Family Support, Family Preservation, Time-Limited Family Reunification, and Adoption Promotion and Support Services. Providers meet with PSD staff at least four times a year and participate in various trainings and other events on a regular basis.

PSD initiated a workgroup to develop standards, policies and procedures related to the mental health of infants. The group is reviewing current policies and procedures specifically related to children age three and under and will make recommendations that address the needs of this population. This group will utilize the information obtained from two pilot projects in the state targeting infant mental health. These projects have developed teams in the community and courts that target infants and strategically work with parents to improve well-being and establish permanency for infants.

PSD has collaborated with state and local law enforcement entities over the past several years to provide training in response to regulatory and practice changes. In the spring of 2013 an interdisciplinary forum was held on the use of multidisciplinary teams in all jurisdictions in the state. As a result of this forum many counties have started Multi-Disciplinary Teams, which will provide ongoing collaboration.

2017 APSR Update:
Community PSSF providers across the state remain contracted as mentioned above. Providers continue to meet with PSD staff for technical assistance, trainings and events. PSD staff provide technical assistance and training during each site visit. Site visits are scheduled from March to June of each year.

Infant mental health teams continue to work with PSD staff in Bernalillo, Dona Ana, Grant, Otero, Rio Arriba, San Juan, Santa Fe, Sandoval and Taos counties. Santa Fe County meets with their infant mental health team every quarter to address any family issues and necessary collaboration. Grant County implemented an in-house infant mental health team who assist parents to better understand their child’s needs.

The Community Services Bureau Chief and the Domestic Violence Unit Manager have been conducting stakeholder meeting with Domestic Violence service providers and shelter around the state. PSD has contracts
with providers and shelters in every county across the state. The meetings are held at the PSD county offices and include the county office manager and staff. Discussion includes improvement in working relationships, improved communication and information sharing, gaps in services, cross training opportunities, and discussion warm hand-off strategy that PSD is implementing as part of the Program Improvement Plan. Meetings have occurred in following counties: Luna, Hidalgo, Grant, Catron, Valencia, Socorro, Sierra, Rio Arriba, Chavez, and Taos. PSD will continue to schedule stakeholder meetings through 2017.

Foster and Adoptions Bureau (FAB) has continued to strengthen the relationship between Licensing and Certification Authority (LCA). Beginning in January 2017, the FAB has collaborated with LCA in implementing the Every Student Succeeds (ESSA) requirements regarding maintaining children in their school of origin. Additionally, the FAB has conducted quarterly meetings with LCA and the Child Placement Agencies to support implementation of ESSA as well as to strengthen efforts to maintain sibling relationships. PSD provided expert consultation through the Capacity Building Center for States at these meetings to promote the value of sibling and relative connections.

Throughout 2017, the Foster and Adoptive Bureau has provided individualized technical assistance and trainings to private adoption agencies, treatment foster care providers, and community homes ensuring each agency follows New Mexico Child Placement Agency Regulations.

A Foster and Adoptions Bureau representative continues to meet with the Adoption and Foster Care Alliance of New Mexico in 2013 related to adoptions in New Mexico. This collaboration will continue through 2017, strengthening the relationship between Protective Services Division and the different community adoption agencies.

The Immigration Liaison within the Foster and Adoptive Bureau works closely with the Mexican Consulate by educating the consulate about New Mexico child abuse and neglect laws and the Protective Services Division process. The PSD immigration liaison continues to assist and facilitate staff in applying for adjusted status for children in care. The immigration liaison provides advocacy through work with Homeland Security, Desarrollo Integral Familiar (DIF) in Mexico, the Mexican Consulate and PSD staff to reunify children with birth parents or relatives. Over the several years, PSD has built a strong partnership with the Mexican Consulates in New Mexico and Texas. The Immigration liaison has successfully worked with other Consulates such as the Consulate of Brazil. The Immigration liaison also assists in translations and interpretations for workers in the field, CYFD and PSD Constituent managers, Spanish documents from other countries, Spanish letters or e-mails sent to foster or adoptive families related to payments and reviews any CYFD or PSD Spanish material publically advertised (i.e. Heart Gallery and Pull Together).

PSD continues to work with the Guatemalan Consulate with children and families within New Mexico. However, at this time, the legal department of International Affair of Guatemala is not interested in formalizing a memorandum of understanding (MOU) with PSD. Training and technical assistance will continue to be provided to the Consulate as needed.

The Immigration Liaison for PSD continues representation on the refugee mental health task force. The purpose of the group is to work collaboratively with different community partners to assist in better meeting adult and children refugee needs. Members are Department of Health, Protective Services Division, New Mexico Department of Health Refugee Health program and University of New Mexico hospital. The representative assists in providing resources for children or adults that are refugees from any country and provides presentations on child abuse and neglect laws and the process of an investigation. The partnership provides a perspective on the child welfare system to the task force.

The Foster and Adoptions Bureau continues to work with Pegasus, New Mexico Voices for Children, Aging and Long Term Services and the NM Human Services Department in continuation of the task force to address issues grandparents in New Mexico face in raising grandchildren. The task force provided recommendations to the New Mexico Legislative Finance Committee (LFC) and the Legislative Health and Human Services Committee (LHHSC). The New Mexico house and senate reauthorized the task force through a joint memorial to continue
working on issues faced by grandparents raising grandchildren through 2017. The task force continues to meet monthly and will report out the LFC and LHHSC in November of 2017.

Public Input:
As required by state regulation, a public hearing is held any time PSD proposes new policy for promulgation or for feedback on the Social Security Block Grant (SSBG) Title XX plan. The NM Citizen Review Board Project publishes an annual report which provides recommendations for systemic changes in the child welfare system. The PSD director’s response to the Annual Report is included as an attachment to the CAPTA Plan. The Office of the Secretary and PSD each maintain a constituency liaison whom address public concerns regarding the division or department. In addition, CYFD maintains a website, www.cyfd.org, which provides information about CYFD and its programs.

2017 APSR Update:
PSD continues to maintain a Constituency Liaison who addresses constituent concerns via telephone, letters, and referrals from the Protective Services Director’s Office, Office of the Secretary and Office of the Governor. The liaison is primarily responsible for ensuring that complaints and concerns are addressed by PSD in a timely manner. The majority of concerns received continue to come from birth parents, related to the PSD worker not returning their phone calls in a timely manner, not communicating clearly of what steps the parent needs to take to reunify with their child, and difficulties a parent has with visitations. The second most common concern is from relatives, related to concerns for abuse or neglect of a child while in foster care or with biological parents. PSD continues to believe that if birth parents are assessed and engaged appropriately and relatives or fictive kin are receive information and communication regarding CYFD/PSD policies and procedures, then constituent concerns will decrease. Between June 1, 2016 and May 31, 2017, PSD received a total of 956 constituent concerns. This is an increase from last year. Below are the number of concerns received each month during this time period:

<table>
<thead>
<tr>
<th>Month</th>
<th>Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 2016</td>
<td>76</td>
</tr>
<tr>
<td>Feb 2016</td>
<td>75</td>
</tr>
<tr>
<td>Mar 2016</td>
<td>73</td>
</tr>
<tr>
<td>Apr 2016</td>
<td>85</td>
</tr>
<tr>
<td>May 2016</td>
<td>67</td>
</tr>
<tr>
<td>Jun 2016</td>
<td>103</td>
</tr>
<tr>
<td>Jul 2016</td>
<td>67</td>
</tr>
<tr>
<td>Aug 2016</td>
<td>74</td>
</tr>
<tr>
<td>Sep 2016</td>
<td>96</td>
</tr>
<tr>
<td>Oct 2016</td>
<td>58</td>
</tr>
<tr>
<td>Nov 2016</td>
<td>88</td>
</tr>
<tr>
<td>Dec 2016</td>
<td>88</td>
</tr>
<tr>
<td>Jan 2017</td>
<td>72</td>
</tr>
<tr>
<td>Feb 2017</td>
<td>73</td>
</tr>
<tr>
<td>Mar 2017</td>
<td>73</td>
</tr>
<tr>
<td>Apr 2017</td>
<td>74</td>
</tr>
<tr>
<td>May 2017</td>
<td>75</td>
</tr>
</tbody>
</table>

Total Selections: 956

Data Source: Everest Data Base
II. Child and Family Outcomes

PSD assesses practice through regular comprehensive case review in order to obtain quantitative and qualitative data that can be used in conjunction with data from the state’s management information system, to accurately identify areas of practice strength and areas needing improvement.

Baselines for each safety, permanency and well-being outcome were obtained using QA data from calendar years 2013. Baselines for SACWIS measures were obtained using the average of the first three quarters of state fiscal year 2014. All targets were calculated using a “bootstrapping” technique based on guidance outlined in the April 23, 2014 Federal Register Notice of Statewide Data Indicators and National Standards for Child and Family Services Review (FR Doc. 2014-09001). PSD used QA data from calendar years 2011, 2012 and 2013 to calculate the mean and standard deviation. PSD used SACWIS data from state fiscal years 2012, 2013 and 2014 to calculate the mean and standard deviation. Targets were then calculated using the recommended four standard deviations above the mean. New Mexico’s 2015 – 2019 Child and Family Services Plan set targets specifically for June 2019 of the Plan. PSD targets for each year as well as the five year period could be impacted by the CFSR items being reviewed differently. Any impact will be reported out in the first APSR.

In August of 2014, the PSD Quality Assurance Unit began using the new round three on-site review instrument (OSRI). Due to this switch, calendar year 2014 data includes only a partial year of data (August – December 2014). The PSD quality assurance unit began using the new round three on-site review instrument (OSRI) in August of 2014.

Calendar year 2015 marks the first full year of QA data using the round three on-site review instrument (OSRI). Sections A, B and C below contain data for outcomes and items from ten counties selected for review during the 2015 calendar, of which six of those counties were selected for review for round three of the Child and Family Service Review (CFSR). Bernalillo, Dona Ana, San Juan, San Miguel, Sandoval and Chaves counties were reviewed from April to September 2015 as part of the CFSR; results from the CFSR are included in the data roll-up for the Safety, Permanency and Well-being Outcomes tables below.

The calculations methods for the baselines and targets remain the same as those reported in the 2015 – 2019 Child and Family Services Plan, except for Item 6 on the round three OSRI, which is now a roll up of several items that were on the round two OSRI. The target for item 6 was calculated using the same “bootstrapping” technique based on guidance outlined in the April 23, 2014 Federal Register Notice of Statewide Data Indicators and National Standards for Child and Family Services Review (FR Doc. 2014-09001). PSD used percentages for item 6 from calendar years 2014 and 2015.

Quality assurance review data for calendar year 2016 have been updated in the tables at A, B, and C below.
### A. Safety Outcomes 1 and 2, and National Data Indicators

<table>
<thead>
<tr>
<th>Safety Outcome</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.</td>
<td>84%</td>
<td>91.8%</td>
<td>75%</td>
<td>89%</td>
<td>96.8%</td>
</tr>
<tr>
<td>At least 85.8% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 1 of the CFSR-OSRI.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment</td>
<td>84%</td>
<td>91.18%</td>
<td>75%</td>
<td>89%</td>
<td>96.8%</td>
</tr>
<tr>
<td>At least 96.8% of cases reviewed will be rated as a “substantially achieved” on Item 1 of the CFSR-OSRI.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.</td>
<td>49.7%</td>
<td>45%</td>
<td>45%</td>
<td>56%</td>
<td>75.4%</td>
</tr>
<tr>
<td>At least 75.4% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 2 of the CFSR-OSRI.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 2: Services to Family to Protect Children in the Home and Prevent Removal or Re-Entry Into Foster Care.</td>
<td>65%</td>
<td>53.3%</td>
<td>56%</td>
<td>51%</td>
<td>98.6%</td>
</tr>
<tr>
<td>At least 98.6% of cases reviewed will be rated as “substantially achieved” on Item 2 of the CFSR-OSRI.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 3: Risk and Safety Assessment and Management.</td>
<td>55%</td>
<td>45%</td>
<td>48%</td>
<td>57%</td>
<td>83.1%</td>
</tr>
<tr>
<td>At least 83.1% of cases reviewed will be rated as “substantially achieved” on Item 3 of the CFSR-OSRI.</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Source: PSD QA Data

**2017 APSR Update:**

Safety Outcome 1, timeliness of initiating investigations increased from a 75% strength rating to an 89% strength rating. PSD believes that the increase may be due to increased awareness and discussion regarding this outcome as part of the program improvement plan (PIP). As part of early regional discussion regarding PIP development and more recently monthly PIP/CQI Go-to-Meetings, county office managers and supervisors became aware of the need to initiate timely investigation, and began implementing practices in their offices to ensure timely initiation of investigation. Drawing on one of the more successful practices, was that of implementing a state wide pre-initiation staffing strategy and incorporated into the state’s PIP. A workgroup was formed consisting of county office managers from each of the five regions, the program deputy director, and the policy and procedure coordinator to develop new procedures and roll-out training. Investigation procedure was revised to include the requirement for pre-initiation staffing, as well a form to guide and capture information from pre-initiation staffings. The form and process/procedure were piloted in Bernalillo, Valencia, Quay, and Santa Fe counties. The pre-initiation form and investigations procedures were adjusted based on feedback from pilot counties. Revised investigation procedures with the new pre-initiation staffing requirement and pre-initiation staffing form were put into effect on February 10, 2017. Each county office manager who participated in the pre-initiation staffing workgroup trained managers and supervisors in their respective region.

Ratings for Safety Outcome 2 saw an increase from 45% to 56%. PSD believes this may be due to the expansion of child care assistance for families and at-risk children that come to the attention of PSD. CYFD implemented 90 days of free child care for any family determined to be at risk for abuse or neglect without means testing. The childcare initiative effort is meant to stabilize the family’s child care situation while safety related services are provided to the family. Limited case management is provided to connect the family with other services available in the community, such as access to food services and applying for Medicaid.

PSD continues to see delay in services, including in-home services, community bases substance abuse services, domestic violence services, and mental health services across the state. PSD believes that the “warm hand-off” initiative as part of the PIP will assist in engaging those services when those services are identified as need. PSD is also working with Behavioral Health Services BJS to address the delays in service array. CYFD has restructured its internal cadre of Community Behavioral Health Clinicians (CBHCS) to now serve a target population of PSD involved children and youth. CBHCS previously were in the Juvenile Justice Services Division and in fall 2016...
were moved to BHS. CBHCs are based in CYFD county offices statewide and will now serve as a resource to all PSD workers so that field staff may report when there are delays in the service array or when services are unavailable.

Behavioral Health Services (BHS) also developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody.

PSD continues to address issues related to safety planning. PSD partnered with the National Council on Crime and Delinquency (NCCD) in October 2016 to begin taking steps toward shifting PSD’s current safety practice and assessment tools toward a Safety Organized Practice approach. Safety Organized Practice integrates a strengths and solution focused child welfare practice approach utilizing the Structured Decision Making (SDM) model. PSD anticipates the roll out of the Safety Organized Practice and SDM model toward the latter half of 2018.
### B. Permanency Outcomes 1 and 2, and National Data Indicators

<table>
<thead>
<tr>
<th>Permanency Outcome 1: Children have permanency and stability in their living situations.</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 36% of cases reviewed will be rated as “substantially achieved” on Permanency Outcome 1 of the CFSR-OSRI.</td>
<td>32.2%</td>
<td>19.2%</td>
<td>26%</td>
<td>21%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Item 4: Stability of Foster Care</strong></td>
<td>60.2%</td>
<td>55.3%</td>
<td>64%</td>
<td>61%</td>
<td>79.2%</td>
</tr>
<tr>
<td>At least 79.2% of cases reviewed will be rated as “substantially achieved” on Item 4 of the CFSR-OSRI.</td>
<td>73.3%</td>
<td>56.5%</td>
<td>72%</td>
<td>61%</td>
<td>95.4%</td>
</tr>
<tr>
<td><strong>Item 5: Permanency Goal for Child</strong></td>
<td>42.4%</td>
<td>55.3%</td>
<td>52%</td>
<td>53%</td>
<td>68.9%</td>
</tr>
<tr>
<td>At least 58% of cases reviewed will be rated as “substantially achieved” on Item 6 of the CFSR-OSRI.</td>
<td>34%</td>
<td>34%</td>
<td>40%</td>
<td>43%</td>
<td>*58%</td>
</tr>
<tr>
<td><strong>Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement</strong></td>
<td>81.3%</td>
<td>78.1%</td>
<td>84%</td>
<td>75%</td>
<td>98.3%</td>
</tr>
<tr>
<td>At least 98.3% of cases reviewed will be rated as “substantially achieved” on Item 7 of the CFSR-OSRI.</td>
<td>44.1%</td>
<td>39.4%</td>
<td>52%</td>
<td>54%</td>
<td>75.7%</td>
</tr>
<tr>
<td><strong>Item 7: Placement with Siblings</strong></td>
<td>65.8%</td>
<td>52.2%</td>
<td>54%</td>
<td>50%</td>
<td>95.5%</td>
</tr>
<tr>
<td>At least 95.5% of cases reviewed will be rated as “substantially achieved” on Item 8 of the CFSR-OSRI.</td>
<td>68.2%</td>
<td>73.9%</td>
<td>67%</td>
<td>61%</td>
<td>87.9%</td>
</tr>
<tr>
<td><strong>Item 8: Visiting with Parents and Siblings in Foster Care.</strong></td>
<td>39.6%</td>
<td>53.3%</td>
<td>57%</td>
<td>72%</td>
<td>75.4%</td>
</tr>
<tr>
<td>At least 75.4% of cases reviewed will be rated as “substantially achieved” on Item 11 of the CFSR-OSRI.</td>
<td></td>
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</tbody>
</table>

Source: PSD QA Data

**2017 APSR Update:**
Permanency Outcome 1 decreased from a 26% strength rating in 2015 to a 21% strength rating in 2016. PSD hopes that the implementation of 90 days case staffing initiative will increase placement stability and move children and families toward timely permanency. PSD is working with NCCD to develop the process for the 90 day case staffing using the Collaborative Assessment and Planning (CAP) framework. The CAP framework consists of an internal meeting with PSD, a supervisor and his or her unit, and can include the county office manager, the children’s court attorney or another supervisor or worker from another unit. The CAP framework allow the group to put forward their best thinking in terms of what is going well for the family, what is PSD worried about in regard to the family, identifying present harm and danger and distinguishing harm and danger from complicating factors, developing risk and goal statements, and coming up with action steps toward reaching goals.

In addition to 90 day case staffing, PSD representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and
developing strategies to address barriers. The group has evaluated data from the agency and the court’s information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2\textsuperscript{nd}, 6\textsuperscript{th}, and 12\textsuperscript{th}) where the judges are interested in piloting initiatives.

Ratings for Permanency Outcome 2 continues to remain flat as PSD continues to problem solve around how to improve continuity of family relations and ensuring connections are preserved for children in foster care. PSD is working with the Capacity Building Center for States (CBCS) to develop strategies to preserve relative connections and keep siblings together. The CBCS and PSD are collaborating to develop a foster parent training curriculum to be utilized during the 2017-2018 CYFD foster parent mandated training. The topic will be rolled out during the 2017 foster parent conference and will be available to treatment foster care agencies, treatment foster care providers and Community Homes.

PSD has started the roll out of the worker-parent visitation strategy based on a Chaves County Office Hours experiment. A Program Instruction Guideline (PIG) was sent out to county offices across the state to provide guidance on the worker-parent visitation strategy on June 20, 2016. PSD was planning on having a tracking mechanism for these worker-parent visits in FACTS, similar to what is currently in FACTS for worker-child visits. In the meantime, counties have been making efforts to track visits manually. CYFD Information Technology is aware of the need to make changes to FACTS to allow for the worker-parent visits, however, competing priorities and dwindling resources have delayed the FACTS change. Once the tracking process is completed in FACTS, the PIG regarding worker-parent visits will be written into policy and procedure and will include steps to entering these visits into FACTS.

PSD management has presented at manager meetings and regional meetings about the need to shift focus back to initial placement with relatives. Relative placement to be discussed as part of supervision between the supervisor and worker. Additionally, regional managers have impressed upon their county office managers the importance of placing children with relatives.

PSD developed procedures for and implemented the Guardianship Assistance Program (GAP) in New Mexico. The GAP plan was approved in December 2016. Training to all field staff occurred between September-December 2016. Permanency procedures were updated and forms developed to ensure PSD is in line with the GAP requirements. Training has been going and it is expected to continue. A workshop was offered in collaboration with Generations United and Casey Family Program during the 2017 Children’s Law Institute.
## C. Well-Being Outcomes 1, 2 and 3

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>At least 48% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 1 of the CFSR-OSRI.</td>
<td>26.4%</td>
<td>30%</td>
<td>43%</td>
<td>34%</td>
<td>48%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Item 12: Needs and Services of Child, Parents, and Foster Parents</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 51.5% of cases reviewed will be rated as “substantially achieved” on Item 12 of the CFSR-OSRI.</td>
<td>29.1%</td>
<td>33.3%</td>
<td>45%</td>
<td>38%</td>
<td>51.5%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</table>

<table>
<thead>
<tr>
<th>Item 13: Child and Family Involvement in Case Planning</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 88.1% of cases reviewed will be rated as “substantially achieved” on Item 13 of the CFSR-OSRI.</td>
<td>58.4%</td>
<td>60.3%</td>
<td>64%</td>
<td>69%</td>
<td>88.1%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</table>

<table>
<thead>
<tr>
<th>Item 14: Caseworker Visits with Child</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 93.5% of cases reviewed will be rated as “substantially achieved” on Item 14 of the CFSR-OSRI.</td>
<td>81.1%</td>
<td>68.3%</td>
<td>79%</td>
<td>77%</td>
<td>93.5%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Item 15: Caseworker Visits with Parents</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 65% of cases reviewed will be rated as “substantially achieved” on Item 15 of the CFSR-OSRI.</td>
<td>32.6%</td>
<td>35.6%</td>
<td>51%</td>
<td>43%</td>
<td>65%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</thead>
<tbody>
<tr>
<td>At least 97.6% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 2 of the CFSR-OSRI.</td>
<td>77.4%</td>
<td>91.7%</td>
<td>94%</td>
<td>86%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Item 16: Educational Needs of the Child</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 97.6% of cases reviewed will be rated as “substantially achieved” on Item 16 of the CFSR-OSRI.</td>
<td>77.4%</td>
<td>91.7%</td>
<td>94%</td>
<td>86%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
<td></td>
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</tr>
</thead>
<tbody>
<tr>
<td>At least 75.8% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 3 of the CFSR-OSRI.</td>
<td>64.3%</td>
<td>64.1%</td>
<td>59%</td>
<td>66%</td>
<td>75.8%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Item 17: Physical Health of the Child</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 90.2% of cases reviewed will be rated as “substantially achieved” on Item 17 of the CFSR-OSRI.</td>
<td>76.9%</td>
<td>82%</td>
<td>66%</td>
<td>87%</td>
<td>90.2%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
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</table>

<table>
<thead>
<tr>
<th>Item 18: Mental/Behavioral Health of the Child</th>
<th>Baseline</th>
<th>CY 2014 Data</th>
<th>CY 2015 Data</th>
<th>CY 2016 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 87.4% of cases reviewed will be rated as “substantially achieved” on Item 18 of the CFSR-OSRI.</td>
<td>73.3%</td>
<td>66.7%</td>
<td>80%</td>
<td>67%</td>
<td>87.4%</td>
</tr>
<tr>
<td>Source: PSD QA Data</td>
<td></td>
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</tbody>
</table>

### 2017 APSR Update:

Well-Being Outcome 1 decreased from a 43% strength rating in 2015 to a 34% strength rating in 2016. PSD continues to problem solve around how to positively engage children, foster parents and biological parents while adequately addressing their needs in a timely manner. PSD believes that the 90 day case staffing initiative and the worker-parent initiative, discussed in Section B above, will positively affect Well-Being Outcome 1.

Well-Being Outcome 2 decreased from a 94% strength rating in 2015 to an 86% strength rating in 2016. PSD Quality Assurance has seen a lack on advocacy on the part of PSD to ensure children who demonstrate...
behavior and academic issues are getting the services through either the development or initiation of an Individual Education Plan (IEP) for those children. Another contributing factor that may be impacting this outcome are frequent placement changes. Frequent placement changes have a negative impact on acquiring adequate education needs and delay of initiation the child’s IEP, especially in older youth.

Well-Being Outcome 3 increased from a 59% strength rating in 2015 to a 66% strength rating in 2016. Although there has been a decline in strength rating for Item 18, PSD believes that continued partnership with CYFD Behavioral Health Services (BHS) will have a positive impact on future ratings.

All PSD FCM staff have been trained in NM Wraparound CARES. BHS provided four facilitator trainings from August 2015 to June 2017. Each PSD FCM was assigned a BHS Wraparound Coach in accordance with the Wraparound immersion program who have provided individual and group coaching.

BHS continues to collaborate with PSD to identify gaps and mitigate barriers. BHS is in process of developing a resource geo-map for PSD staff to map available behavioral health services and supports. This process will allow for further identification of service gaps. CBHCs and BHS staff will continue to mitigate barriers as they arise. Furthermore, BHS has advocated for funding, expansion and sustainability of multiple services and support to address existing gaps in the children’s behavioral health system, to include inclusion of High-Fidelity Wraparound, Family Peer Support and Youth Peer Support.

PSD is currently working with the Capacity Building Center for States (CBCS) to develop strategies to improve the appropriate and timely assessment and response to the medical and dental health needs of children. The CBSC consultant, Bill Shutt, solicited information from the regional managers, bureau chiefs and executive management on what has been done in the past to improve medical and dental needs of children and what each of them is seeing in their areas that contribute to lack of appropriate and timely assessment and response to foster children’s medical and dental needs.

To further gather information, Mr. Shutt set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2017. On April 4, 2017 proposed strategies were presented to PSD management on improving the assessment and response to foster children’s medical and dental needs. As PSD management evaluates which strategies will work best, the CBCS is revising its work plan to further its work with PSD and assist in implementation of those strategies.
D. Systemic Factors

PSD is committed to maintaining a collaborative and cooperative child welfare system that is responsive to the needs of the clients and community in a professional and timely manner. PSD utilizes feedback from quality assurance reviews, constituents, and stakeholders in this effort. PSD is committed to a process of continuous quality improvement through training, case review, data analysis, and employee evaluation to create a culture of accountability that aligns our behaviors with our child welfare practice model values and principles. This commitment is furthered by making efforts to be in conformity with the seven systemic factors identified in the CFSR. Systemic factors strengths and challenges were identified and developed in various stakeholder meetings and utilized feedback in the development of the Plan for Improvement.

1. Statewide Information System

Item 19. Statewide Information System:

The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who (or within the immediately preceding 12 months, has been) in foster care.

2017 APSR Update:

New Mexico is currently in the preliminary planning stages to replace the agency’s existing information system, FACTS, with a new Comprehensive Child Welfare Information System (CCWIS). New Mexico intends to submit an APD by 7/30/18 with the project plan and state investment. New Mexico staff has been informational trainings and webinars related to CCWIS requirements in preparation for planning. Senior leadership and other parties attended a two day project management seminar in April 2017 to ready for this initiative. The agency has requested consultation from Leading Agile to learn more about agile development and this is tentatively scheduled for July 2017.

In addition to these efforts to prepare for a replacement of FACTS, New Mexico is working to support field staff in use of this system to document critical case related information for case management and data reporting purposes. The FACTS Unit has developed additional training and coaching to support staff in using FACTS, including monthly statewide webinars, improved new worker training in Foundations that links information’s system requirements with practice skills, and topic specific coaching for individuals and units.

Over the last year, New Mexico has made the following updates to FACTS to support case management needs and data reporting requirements.

- Updated FACTS Data Extracts to support Results Oriented Management
- Disables the foster parent needs assessment ticklers to reflect current policy.
- Developed ticklers and assignment logic for IV-E specialist for out of state cases.
- Modified the tickler and assignment logic to youth transition specialists when children reach the age of 13.5 years.
- Created a narrative subject type for workers to document ICWA active efforts.
- Modified approval requirements for oversight of payments.
- Modified approval and limits for incidental payments.
- Modified the NCANDS extractions code to ensure compliance with NCANDS submissions requirements.
- Enabled the worker/parent visitation history in the caretaker plan.
- Automated file transfer of warrant information to accomplish centralized billing for the state.

Other ongoing IT Projects include:

- Ongoing updates related to the AFCARS Improvement Plan.
• Develop an extract for tracking children in an out of home placement who are prescribed psychotropic medications.

Other Initiatives:
• Placement worker and supervisor dashboard has been developed as web-based software application. The dashboard is currently being piloted.
• The law enforcement portal is a web based software application that allows officers to query FACTS. The application has been launched.

2. Case Review System

Item 20. Written Case Plan:
The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child’s parents and includes the required provisions.

Item 21. Periodic Reviews:
The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

Item 22. Permanency Hearings:
The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

Item 23. Termination of Parental Rights:
The case review system is functioning statewide to ensure that the filing of parental rights proceedings occurs in accordance with required provisions.

Item 24. Notice of Hearing and Reviews to Caregivers:
The case review system is functioning statewide to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

2017 APSR Update:
PSD continues to be represented and actively participates in the CCIC. PSD is providing information to the Court Improvement Project (CIP) in writing the CIP strategic plan due June 30, 2017. Over the past year, PSD has worked with the CIP to provide the mandatory initial training for all new judges and attorneys working in the child welfare system. PSD consults on the curriculum development for this training and provide adjunct trainers to deliver this training. This training is a three day mandatory training for all new children’s court attorneys and judges and attorneys who work in New Mexico’s child welfare system.

Agency representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and developing strategies to address barriers. The group has evaluated data from the agency and the court’s information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2nd, 6th, and 12th) where the judges are interested in piloting initiatives.

3. Quality Assurance System

Item 25. Quality Assurance System:
The quality assurance system is functioning statewide to ensure that it is (1) operating in the jurisdictions with the services included in the CFSP are provided; (2) has standards to evaluate the
quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety); (3) identified strengths and needs of the service delivery system; (4) provides relevant reports; and (5) evaluates implemented program improvement measures.

**CFSR in New Mexico:** New Mexico underwent round three of the Child and Family Services Review (CFSR) from April 2015 to September 2015. New Mexico’s CYFD Quality Assurance Team conducted case reviews utilizing the Children’s Bureau’s, Child and Family Services Review’s On Site Review Instrument. The purpose of the CFSR is to evaluate the effectiveness of the state’s child welfare practice in terms of outcomes as they relate to safety, permanency, and child and family well-being. Both foster care and in-home cases were reviewed. New Mexico was approved to conduct its own case reviews and submit the results to the Children’s Bureau in lieu of the traditional one week on site review overseen by the Children’s Bureau. This option allowed PSD to review more sites and thus have a more diverse sample, including all regions of the State, the largest metro area, a border community, rural communities, and counties with a significant Native American population.

**CFSR Sample and Plan:** A simple random sample of cases will be selected for review. A rolling sampling period will be utilized.

<table>
<thead>
<tr>
<th>Review Dates</th>
<th>County</th>
<th>Sampling Period for FC Cases</th>
<th>Sampling Period for In Home (The FC Sampling period plus an additional 45 days)</th>
<th>Period Under Review (From onset of Sampling Period – Date of Review)</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 20-24, 2015</td>
<td>Bernalillo</td>
<td>4/1/14-9/30/14</td>
<td>4/1/14-11/14/14</td>
<td>4/1/14-4/24/15</td>
<td>8 Foster Care 4-5 In Home</td>
</tr>
<tr>
<td>May 11-15, 2015</td>
<td>Dona Ana</td>
<td>5/1/14-10/31/14</td>
<td>5/1/14-12/15/14</td>
<td>5/1/14-5/15/15</td>
<td>6 Foster Care 4 In Home</td>
</tr>
<tr>
<td>June 15-19, 2015</td>
<td>San Juan</td>
<td>6/1/14-11/30/14</td>
<td>6/1/14-1/14/15</td>
<td>6/1/14-6/19/15</td>
<td>6 Foster Care 2-4 In Home</td>
</tr>
<tr>
<td>July 13-17, 2015</td>
<td>Sandoval</td>
<td>7/1/14-12/31/14</td>
<td>7/1/14-2/14/15</td>
<td>7/1/14-7/17/15</td>
<td>4 Foster Care 3 In Home</td>
</tr>
<tr>
<td></td>
<td>San Miguel</td>
<td></td>
<td></td>
<td></td>
<td>2 Foster Care 2 In Home</td>
</tr>
<tr>
<td>August 17-21, 2015</td>
<td>Chaves</td>
<td>8/1/14-1/31/15</td>
<td>8/1/14-3/17/15</td>
<td>8/1/14-8/21/15</td>
<td>6 Foster Care 4 In Home</td>
</tr>
<tr>
<td>September 14-18,</td>
<td>Bernalillo</td>
<td>9/1/14-2/28/15</td>
<td>9/1/14-4/14/15</td>
<td>9/1/14-9/18/15</td>
<td>8 Foster Care 4-5 In Home</td>
</tr>
<tr>
<td>2017 APSR Update:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In preparing for the 2016 Quality Assurance reviews designated as PIP sites, it was determined that New Mexico was unable to secure a sufficient sample of In-Home Services (IHS) cases to conduct the review as planned in San Juan County and in Chaves County. The quality assurance unit and PSD management met with the Children’s Bureau and the MASC Team to discuss options and the following strategies were discussed:

- **Expand the sampling period for In Home up to the date of the review.**
  San Juan County has hired an In Home practitioner who was assigned cases beginning in April 2016. By expanding the sampling period to the date of the review, four additional In Home Cases were identified, but only one was eligible for review. Two were eliminated because the children in the family were placed in foster care during the period under review and one because it was not open a minimum of 45 days during the period under review and would not be eligible for the review until 6/25/16, after the review week was completed.

- **Expand the eligible cases for the In Home Review to include the IFIS cases in San Juan County.**
  IFIS is a voluntary service program. Families were referred from investigation to a permanency planning worker without legal intervention or placement in foster care. The permanency planning worker provided case management services to the family. The county office provided a log of all cases that were referred to IFIS. There were three cases on the list that were open for the minimum 45 days.
during the review period. These three cases were selected for the review. One case is open with a new investigation, the other two cases are closed. Quality Assurance staff is making efforts to locate and schedule interviews with these families. The established review criteria requires that cases be dropped from review if the required interviews are not scheduled. However since there are no back up cases, the review will proceed with the interviews that are secured and a decision made after the review if there was sufficient information to adequately inform the review process. If selected In Home or IFIS cases are eliminated after the San Juan case than a proportional number of cases will need to be added from the remaining sites to replace the eliminated cases.

<table>
<thead>
<tr>
<th>Review Dates</th>
<th>County</th>
<th>Region</th>
<th>Sampling Period for FC Cases [AFCARS Data]</th>
<th>Sampling Period for In Home (The FC Sampling period plus an additional 45 days)</th>
<th>Period Under Review</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 13-17, 2016</td>
<td>San Juan*</td>
<td>1</td>
<td>6/1/15-11/30/15</td>
<td>6/1/15-6/10/16</td>
<td>6/1/15-6/13/16</td>
<td>8 Foster Care 1 In Home (CYFD) 3 IFIS (CYFD)</td>
</tr>
<tr>
<td>July 11-15, 2016</td>
<td>Sandoval/San Miguel*</td>
<td>1 &amp; 2</td>
<td>7/1/15-12/31/15</td>
<td>7/1/15-7/1/16</td>
<td>7/1/15-7/11/16</td>
<td>8 Foster Care 6 In Home (3 San Miguel, 3 Sandoval) (CYFD)</td>
</tr>
<tr>
<td>August 15-19, 2016</td>
<td>Chaves*</td>
<td>4</td>
<td>8/1/15-1/31/16</td>
<td>NA</td>
<td>8/1/15-8/15/16</td>
<td>8 Foster Care 0 In Home</td>
</tr>
<tr>
<td>September 12-16, 2016</td>
<td>Bernalillo*</td>
<td>3</td>
<td>9/1/15-2/29/16</td>
<td>9/1/15-9/1/16</td>
<td>9/1/15-9/12/16</td>
<td>8 Foster Care 6 In Home (CYFD &amp; Contract)</td>
</tr>
</tbody>
</table>

| Total         |                 |        |                                           |                                                                            |                    | 48 Foster Care 24 In Home 72 Total |

Assess the state’s current QA/CQI system. Describe any specific practices or system improvement the state has made based on QA/CQI:

CYFD’s QA Unit conducts monthly reviews in a different county each month as the primary component of the QA process. The reviews include the CFSR case review, a review of legal files, and a review of foster care provider records. While the structure of the review has not changed significantly over the past year, several initiatives have been implemented to develop and improve CYFD’s CQI framework.

The goal of the QA Process is to support the agency’s mission to improve the quality of life for children by supporting staff and stakeholders through a framework of Continuous Quality Improvement. Implementation of this framework is premised on the value that CQI requires active participation from everyone in the agency, as well as our stakeholders and partners, and that CQI thrives in a culture that supports continuous learning. Following is some of the strategies implemented to support this goal.
**2017 APSR Update:**
Improved CQI Training and Outreach:

1. **Improved Peer Reviewer Training:** The QA team convenes bi-monthly peer reviewer trainings to prepare agency staff, contractors, and Tribal partners to participate as peer reviewers. This is a comprehensive training that prepares participants to understand the CFSR outcomes and participate as a peer reviewer. To date over 130 participants have completed the training.

2. **Best Practice and the CFSR Discussion Group:** This is a 2-4 hour discussion/training that the QA Team provides at the request of management or staff in a county office. The goal of this training is to provide an overview of the CFSR Outcomes and how to support improved outcomes through implementation of PIP strategies and best practice. Over the past year five county offices have been visited.

3. **Outreach to the County:** Prior to each review, the QA Team hosts a one hour session with the review county to provide an overview of the review process and the CFSR Outcomes.

4. **Legal Review and Foster Care Provider Review Training:** Each month the QA Team hosts a monthly webinar to discuss the legal review instrument and the foster care provider review instrument.

5. **CQI and Placement Meeting:** At least quarterly, the QA Team hosts a statewide webinar with placement staff from around the state to discuss pertinent topics including CQI, targeted recruitment, the role of placement navigators, and full disclosure. At each meeting there is presentation of data to frame the discussion. There have been five meetings so far.

6. **Workgroups:** The QA team members attend or facilitate various workgroups on numerous topics including ICWA, Safety Assessment and Planning, Supervision, Investigations, and SCI.

7. **The Post-Review CQI Plan/Quality Assurance Loop-Around (QALA):** Following each Quality Assurance (QA) review, the QA manager will work with county managers to create a CQI team that will oversee the development and implementation of a county based program improvement plan (CIP) that directly correlates with the State Program Improvement Plan (PIP). The purpose of CYFD’s Program Improvement Plans is to promote data-driven and results-oriented practice within the context of continuous quality improvement to improve child safety, permanency, and well-being.

The CIP will include a measurement plan to evaluate outcomes and report progress. The QA Manager will coordinate the CQI County Improvement Plan (CIP) to include facilitation of initial QALA meeting and formal progress report meetings, track due dates, report all data and practices to executive management, assign RAD team members tasks to complete with the counties, communicate with county’s QALA teams regarding quality of their CIP and any recommendations that may apply, and co-facilitate the monthly CQI-CIP to provide to support counties in reporting their data and practices as needed. The RAD Bureau will be available for support through provision of technical assistance. The CQI team members will include County Management, STEP Team members from the County (if available), other county team members, a data unit staff person, a FACTS unit staff person, and any other identified internal or external stakeholders critical for success.

**Q.A.L.A Team Activities**

1. **QA Review:** The QA Team will coordinate, conduct the reviews, and provide feedback to the county.

2. **Identification of the CQI Team:** The QA manager will collaborate with the COM to identify their county CQI team. The COM and Regional Manager will put together a team of 3-7 people depending on size of county, to include field workers, supervisors, any STEP trained staff, community stakeholders, etc., whom will represent the county in this initiative, assist in disseminating the information from meetings, and support the county during this process. The QA Manager will assign a RAD team to the county that is available to assist throughout the process.
3. **County’s will identify and include external stakeholders:** It is strongly recommended that counties include community stakeholders from the beginning in the development of their CIP’s, even if activities do not specifically involve the community. Involvement for external stakeholders in the CQI process, regardless of whether the agency in question is a social services agency or manufacturing entity, is a central tenet of CQI and the process is incomplete without input from stakeholders.

4. **County Improvement Plan:** The COM and County CQI team members will assess the information and data from ROM and the results of the most recent QA review in deciding on the focus of their CIP. They **are responsible for writing the county improvement plan, with accompanying measures.** This will be a “first draft”, and the CQI team will assess and further plan at the Initial planning meeting. The RAD Bureau is available for technical support as needed in helping to identify and analyze data, helping pinpoint key needs, providing training, assisting in developing outcomes and performance measures, and providing support with implementation issues.
   a. The COM will e-mail the identified RAD team their State PIP goal and strategies that they have identified to work on, with the assistance of the RAD team. The CIP goal and strategies must correlate with the county’s most recent QA review results and ROM data. This is due a week prior to the initial meeting between the RAD team and county CQI team for research purposes.
   b. The County team will document their chosen goal and strategy (using the Q.A.L.A county improvement plan), which begins the “think tank” of what steps need to be taken by the county in implementation of the State PIP strategies.

5. **Initial Planning Meeting with County:** The QA manager will collaborate with the COM and Regional Manager to convene an initial planning meeting with the CQI team (a month post QA review). The following will take place at the meeting:
   a. QA Manager facilitates the CQI Three Column Mapping tool to engage the county staff and stakeholders in creating the steps for implementation of their CIP
   b. CQI Team identifies the primary outcome area to be addressed
   c. CQI Team identifies additional steps and any additional stakeholders needed for implementation
   d. Tasks will be prioritized and assigned to CQI team
   e. Calendar of CQI events, focused on implementation of identified steps and activities, will be created to correlate with reporting timelines

6. **2 Month Progress Report Due:** The CQI Team will assess and discuss implementation successes, using pre-determined measures, and challenges encountered. Any adjustments needed will be discussed and determined. The QA Manger will send the County CIP to executive management for review. County will implement steps in their practice.

7. **4 Month Progress Report Due:** The QA Manager will facilitate another Q.A.L.A team meeting to assess and discuss implementation successes, using pre-determined measures, and challenges encountered. Any further adjustments needed will be discussed and determined. The COM will report practice and data at the monthly State PIP meeting that is scheduled closest to the date that the 4 month progress report meeting occurs. The monthly State PIP meeting will be utilized as an information loop for both the county presenting their steps, as well as all other COM’s, Regional Managers, and community stakeholders to give input and share practices that are working and/or how they are addressing similar barriers. This information will then be distributed to all supervisors and field staff to improve practice.

8. **6 Month/9 Month/12 Month Progress Reports Due:** The QA Manager will facilitate another Q.A.L.A team meeting to assess and discuss implementation successes, using pre-determined measures, and challenges encountered. Any further adjustments needed will be discussed and determined. The COM will report practice and data at the monthly State PIP meeting that is scheduled closest to the date that the 4 month progress report meeting occurs. The monthly State PIP meeting will be utilized as an information loop for both the county presenting their steps, as well as all other COM’s, Regional
Managers, and community stakeholders to give input and share practices that are working and/or how they are addressing similar barriers. This information will then be distributed to all supervisors and field staff. The QA Manager will submit progress reports to the Executive Management team for ongoing assessment and review.

Improved Information Sharing:
1. **Open Meetings:** In an effort to promote CQI and the transparency of the review process, the QA Team has opened all review related meetings to county management, supervisors, and staff. County staff are invited to attend and participate in the planning meetings for the, case staffings during review week, debriefings, the QA roll-up meeting, the exit conference, and the post review meeting with the second level consultant reviewer. The placement and legal reviews are also open meetings. County staff have provided positive feedback about this change to process and have identified these meetings as important learning opportunities for staff.

2. **Timely Reports:** The QA Team has committed to sending finalized reports to the county within six weeks of the review. This has been mostly achieved since transitioning to the OMS for the review process. The county is provided with the data from each review as well as the individual review instruments.

Improved Collaboration with both internal and external stakeholders:
1. Two QA liaisons have been assigned to each county to support the county office in CQI activities before, during, and after the QA review. Liaisons assist the county in interpreting review results, identifying strengths and challenges, and developing strategies. QA Team members have also been assigned as liaisons for Legal, Placement, and Statewide Central Intake. The Legal and SCI liaisons meet with those programs monthly after the review to discuss the review results as they relate to those program areas.

2. The county STEP participants are invited and encouraged to attend all QA activities.

3. Contract providers and contract managers are invited to attend QA meetings involving cases where services are provided through a contractor.

4. The CFSR Coordinator facilitates a stakeholder meeting concerning the systemic factors on the first day of the monthly review.

Include any training or technical assistance the state anticipates needing from Children’s Bureau resources or other partners.

Resources and/or technical assistance to support some of the ongoing CQI initiatives may be beneficial.

1. Although the QA liaisons to the county offices are assigned, there is varying levels of engagement and we have identified a need to formalize the process around this initiative to maximize the benefits. In developing a process for the liaisons, our next step is to ensure we are including relevant stakeholders and including CYFD’s data unit and STEP participants in a meaningful way.

2. Developing a process for incorporating ROM Data into the QA/CQI and monthly manager meetings process to ensure that the QA team can support county management and staff in utilizing ROM effectively.

3. Developing a systematic method for reporting out the qualitative information gathered during stakeholder meetings.
Provide an update on QA/CQI results and data that have been used to update goals, objectives and interventions or use of funds in the 2017 APSR

The QA data and the CFSR review data, as well as the information gathered during the legal and foster care provider reviews, were utilized to inform the PIP strategies specifically related to the safety, permanency, and well-being outcomes. These PIP strategies include:

1. Pre-Initiation Staffings.
2. Ongoing training on safety assessment and management and review of the instrument, how it is used and revisions as necessary
3. Improved quality and quantity supervision
4. The “warm handoff” to services providers
5. Utilization of Genograms to improve relative placements and connections
6. Caseworker visitation with parents where they live at least monthly

**4. Staff and Provider Training**

**Item 26. Initial Staff Training**

The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

**Item 27. On-going Staff Training:**

The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that address the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP.

**Item 28. Foster and Adoptive Parent Training:**

The staff and provider training system is functioning to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge needed to carry out their duties with regard to foster and adopted children.

**2017 APSR Update:**

PSD continues to provide initial and ongoing training for all PSD employees through the Academy of Professional Development and Training (APDT). New hires are required to take a mandatory five-week Foundations of Practice course upon hire with the agency. Newly hired supervisors are required to take a one week Foundations of Leadership training.

Foundations of Practice, or FOP, is designed for the new hire to receive three weeks of classroom training with one week of on-the-job training in the middle. Each week of classroom learning is dedicated to a specific topic area:

- Week one covers Human Resources and review of on-the-job requirements;
- Week two is Safety Week;
- Week three the new hire returns to the regular work site and complete on the job trainings;
- Week four is Assessment week, and
- Week five is Legal week.

PSD has held nine Foundations of Practice sessions from June 2016 to June 2017. A total of 210 new hires completed FOP during this year.
The APDT also offers ongoing training for PSD staff. There are over 70 trainings available to staff either online or in the classroom. Some of the classroom trainings offered this year and the number of participants from PSD are listed in the chart below.

Behavioral Health Services (BHS) developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody. Handouts included:

- Tool Kit with each of the four NM MCO Clinical Director’s contact information
- CYFD BHS Licensing and Certification Authority (LCA) contact information
- BHS staff contact information
- Protective Services: Bureau Chief contact information
- Centennial Care hand out with information on contacts.

BHS also provided the following on-going training to PSD staff:

**NM CARES Decision Making:** BHS provided a NM CARES Decision Making training face-to-face at each PSD field office statewide. BHS is in process of developing a NM CARES Decision Making training for PS supervisors to support implementation in their offices.

**Youth Engagement Training (YET):** BHS developed a Youth Engagement Training curriculum developed by youth to enable them to train adults, professionals and other community members to start the conversation on strategic planning around youth engagement efforts. In order to successfully build youth-driven teams, the adults are taught key concepts regarding how to empower youth to advocate, recruit, and support each other as peers and equal partners. This curriculum is facilitated by an adult partner and youth who has lived experience navigating children’s systems (PSD, JJS, behavioral health, special education, etc.) To date BHS has trained over twenty-three Youth Trainers statewide (sixteen of those youth being recruited by PSD Youth Transition Specialist (YTS) staff) and seventeen adult co-trainers (ten of which are PSD YTS staff). BHS conducted three train-the-trainer trainings from August to December 2016. YETs were offered at each of the five Days of Learning and at each PS county office statewide. YET was offered at the Children’s Law Institute and Foster Parent Appreciation Conferences. To date, there are 466 PSD staff trained in YET with an additional 100 foster parents, 154 Juvenile Justice Services staff, thirteen Behavioral Health Services staff, and 206 other child serving partners such as behavioral health providers and school staff. In State Fiscal Year 2018, BHS will continue to provide YET trainings as requested by PSD.

**Family Engagement Training:** The Family Engagement Training supports staff by giving them information on the five core values, genuineness, active listening, trust, respect and empathy, in order to better their practice and to help engage families to promote better outcomes. BHS has trained CYFD staff, to include PSD, JJS and BHS, as well as community members and foster parents in a Family Engagement Training. The Family Engagement was trained at each of the five Days of Learning events. At these events, 26 people were trained in Santa Fe, 43 trained in Albuquerque, 18 in Farmington, 47 in Las Cruces, and 20 in Roswell.

Foster and adoptive parent pre-service training continues to be offered in each county in either a group, one on one setting and through blended learning. RAFT is available in English and Spanish.

PSD developed and implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families. The first training was piloted in Sandoval County in August 2016. Based on the feedback of the pilot, a second pilot was rolled out to eight counties in September 2016. Feedback from foster parents and staff was positive, with comments from both indicating positive reviews of the online portion of the training. Participants liked that they could attend portions of the training online rather than in a classroom setting. Revisions and training of facilitators took place in December of 2016. Statewide implementation began in January 2017. The blended curriculum gives foster and adoptive families another training option in the licensing process. The website will continue to provide additional resources for families. Revisions to the curriculum are ongoing and is available in English with the goal of offering it in Spanish.
The SAFE home study offers a consistent and uniform method of evaluating prospective foster and adoptive families. PSD continues its partnership with the Consortium for Children to provide SAFE training to PS staff, private providers and tribal entities.

### 5. Service Array

#### Item 29. Array of Services:

The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) Services that assess the strengths and needs of children and families and determine other service needs; (2) Services that address the needs of families in addition to individual children in order to create a safe home environment; (3) Services that enable children to remain safely with their parents when reasonable; and (4) Services that help children in foster and adoptive placements achieve permanency.

#### Item 30. Individualizing Services:

The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

**2017 APSR Update:**

BHS continues to collaborate with PSD to identify gaps and mitigate barriers. BHS is in process of developing a resource geo-map for PSD staff to map available behavioral health services and supports. This process will allow for further identification of service gaps. CBHCs and BHS staff will continue to mitigate barriers as they arise.

Furthermore, BHS has advocated for funding, expansion and sustainability of multiple services and support to address existing gaps in the children’s behavioral health system, to include inclusion of High-Fidelity Wraparound, Family Peer Support and Youth Peer Support in the “1115 Waiver Renewal Concept” paper (http://www.hsd.state.nm.us/uploads/files/CC%202%200%20Concept%20Paper_FINAL.pdf) and proposed inclusion of High-Fidelity Wraparound in Health Home implementation.

CYFD is collaborating with the NM Credentialing Board for Behavioral Health Professionals (NMCBBHP) for Wraparound Facilitator certification, to include the protocols for training, coaching, ethics, exams, and recertification. Certification will begin in SFY’18.

Finally, BHS has partnered with a Managed Care Organization and a provider in Bernalillo County to implement (beginning in spring 2017) a demonstration of the High-Fidelity Wraparound Delivery and Financing Model to serve high-need and high-risk CYFD-involved children, youth, and their families. In this model, the provider is paid a per-member, per-month (PM/PM) payment that includes a specific package of services and is sufficient to cover the costs of intensive care coordination and related activities. This initiative is targeted to serve up to eighty PSD involved children and youth.

The CYFD BHS Adolescent Substance Use Reduction Effort (ASURE) uses state and federal funds to establish comprehensive and sustainable services that are effective, develop workforce capabilities, serve youth and their families, expand access to community services, and reduce the consequences related to unaddressed trauma, substance use and mental health issues or disorders. CYFD ASURE recently received a SAMHSA grant titled the ASURE Treatment Implementation (ASURE-TI), which makes possible a statewide effort to provide services for youth experiencing trauma, substance and co-occurring mental health disorders.

The BHS ASURE team developed and implemented Youth Support Services (YSS) to eleven providers in State Fiscal Year 2017. PSD involved youth, ages 12-21, are eligible for this service. The intent of YSS is to promote wellness for all New Mexico children, and to help NM youth steer a course towards a healthy adulthood, free of substance disorders or unrecognized and untreated mental health disorders. YSS provide experiential and
developmental supports intended to replace or enhance natural supports deficits and must result in the acquisition of skills and capabilities to aid the individual in living a satisfying life. The ASURE works to support youth that have or are at risk of involvement with CYFD Juvenile Justice Services or Protective Services Division. The expected client-level outcomes of the program include reduced substance use; enrollment in education, vocational training, and/or employment; social connectedness; and decreased criminal and juvenile justice involvement for the population of focus (ages 12-21). All services are carefully monitored and evaluated for effectiveness.

**Infant Mental Health:** To intervene with infants and their families who have been referred to CYFD Protective Services Division for maltreatment, a specialized approach is necessary. CYFD supports 9 Infant Mental Health teams in 7 Judicial Districts. These teams provide direct service to the babies, their parents, and the foster parents, as well as providing reunification consultation to the courts. By attending to these babies, CYFD intends to decrease their risk of becoming further traumatized and developing mental health and substance use disorders later in life. PSD is also working with Behavioral Health Services BJS) to address the delays in service array. CYFD has restructured its internal cadre of Community Behavioral Health Clinicians (CBHCs) to now serve a target population of PSD involved children and youth. CBHCs previously were in the Juvenile Justice Services Division and in fall 2016 were moved to BHS. CBHCs are based in CYFD county offices statewide and will now serve as a resource to all PSD workers so that field staff may report when there are delays in the service array or when services are unavailable.

Behavioral Health Services (BHS) also developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody.

### 6. **Agency Responsiveness to the Community**

**Item 31. State Engagement and Consultation with Stakeholders Pursuant to the CFSP and APSR:**

The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related APSR, the state engages in on-going consultation with Tribal representatives, consumers, services providers, foster care providers, the juvenile court, and other public and private child and family serving agencies and includes major concerns of these representatives in the goals, objectives and annual updates of the CFSP.

**Item 32. Coordination of CFSP Services with Other Federal Programs:**

The agency responsiveness to the community system is functioning statewide to ensure that the state’s services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

**2017 APSR Update:**

PSD was found to be in substantial compliance with agency responsiveness to the community. PSD was found to have successfully engaged stakeholders at the county and state levels. Examples of the state level are MDT’s, CCIC, Tribal-State Consortium, JPAs, IGAs, and technical assistance with tribes and pueblos.

PSD has increased collaboration with the CYFD Behavioral Health Division to improve provider collaboration and overall services to children and families in New Mexico.

PSD will share the 2017 APSR with tribes and pueblos and will continue to collaborate in trainings, Title IV-B meetings, and workgroups. PSD will also share the 2017 APSR with the Administrative Office of the Courts, the CCIC, county offices, and will post the 2017 APSR on the CYFD website at [www.cyfd.org](http://www.cyfd.org).
Item 33. Standards Applied Equally:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

Item 34. Requirements for Criminal Background Checks:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with the federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements, and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

Item 35. Diligent Recruitment of Foster and Adoptive Homes:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

Item 36. State Use of Cross-Jurisdictional Resources for Permanency Placements:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

2017 APSR Update:

As part of the CFSR, PSD was found to be in substantial compliance with two of the four items in the Foster and Adoptive Parent Licensing, Recruitment, and Retention systemic factor. PSD was not in substantial compliance with Items 35 and 36.

Based on the fidelity review of the Structure Analysis Family Evaluation (SAFE) home studies in 2015, PSD and Consortium for Children entered into a contractual agreement in 2017 to provide Structure Analysis Family Evaluation (SAFE) training to PS staff and private providers. Consistency in training for staff and supervisors will enhance the home study writer’s skills and staff supervision.

PSD has not finalized the Licensing Requirements for Foster and Adoptive Homes policy and procedures, policy and procedures are expected to be completed by December 2017. These updates will reflect feedback from the licensing workgroup which included foster parents, child placement agencies and PSD staff. PSD will review these with youth prior to finalization.

PSD has been working on streamlining the criminal background check (CRC) and child abuse and neglect check process. CRC applications have been updated and initial training for staff was completed in February 2017. PSD piloted a process in seven counties by which relative foster parents get fingerprinted within 24 hours of completing a fingerprint registration. Results are available within 48 hours. Providing CRC results earlier in the process helps staff make better placement decisions for foster children. This process will be implemented statewide beginning July 2017. Training for all regions will take place in June 2017.

The 2016 foster parent conference, “Pull Together for Success: Getting Back to the Basics in Foster Care occurred September 11-12, 2016. During the conference, PSD regions held town halls to provide updated regional data and seek feedback on the data. The focus for the conference was based on the need for foster parents to understand the basics of foster care. A Spanish track is also offered to Spanish speaking families.

The 2017 adoptive parent conference, “Connection First, Family Forever” occurred March 11 2017. The focus for the conference was Trust-Based Relational Intervention (TBRI): A Systemic Approach to Complex Developmental Trauma. Elements of TBRI were introduced to adoptive families.
PSD has implemented targeted recruitment plans in every county for foster and adoptive families. The Foster Care and Adoptions Bureau continues to provide training and technical assistance to all counties as they develop and implement their targeted recruitment and retention plans. Each county has three specific areas of focus that are being utilized in the recruitment and retention of foster parents. These specific areas are retention of current resource families, recruitment of additional resource families and response and retention of prospective families from inquiry to licensure. Agency data is being utilized to breakdown the demographic of children in care to help identify the various types of foster homes needed in each county. Targeted recruitment planning is beginning to guide the way families are being recruited by focusing on the needs of each county and the strategies the agency utilizes to obtain those families. County based recruitment and retention teams have been formed and continue to meet regularly to provide ongoing evaluation of the goals and strategies of each county’s targeted recruitment and retention plan. The teams evaluate the success of each of their identified strategies and ensure their goals are measurable. They modify goals as needed and determine timelines for completion of the tasks. Technical assistance by the Foster Care and Adoptions Bureau continues to provide support, guidance, observation and examples of measurable plans. The Bureau provides ongoing feedback on the targeted plans and provides ongoing targeted recruitment planning training as requested.

PSD is supporting prospective foster and adoptive families through the Regional Resource Family Navigator Program. PSD currently has seven Navigators on contract and five full time Navigator employees available to serve all regions of the state. The primary objective of this program is to provide a support system to prospective foster and adoptive families that will assist them in navigating the child welfare system. PSD has worked to develop a support system that would help guide, mentor and keep families engaged while helping them to experience a reduced length of time in achieving licensure. Examples of gains made in this area are the evaluation of the intake process and the redefinition of job roles for recruitment staff to essentially hand hold families through the licensing process. Navigators use various forms of communication with families such as text messaging, emails, phone calls and written correspondences. The navigators are available to families during non-traditional hours and assist with providing tips and tools for self-advocacy and help promote and facilitate assistance with training reminders and accommodations, paperwork, follow-up communication and support.

Navigator efforts are being evaluated by quarterly performance measures that utilize county data to measure timeframes of licensure achievement:

- From January 2017 to March 2017 there were 89 families who achieved licensure.
- Of the 89 families licensed this quarter 23.6% achieved licensure in less than 120 days. This reflects a slight positive growth in more prospective families achieving timely licensure.

To instill further evaluation of the Navigator Program PSD has also implemented a “Recently Licensed Provider Survey”. This survey measures customer satisfaction rates of the interactions a prospective family has in working with a navigator during their licensure process. Surveys were sent to the 89 recently licensed families and we received 22 survey responses. The following are a few examples of the questions asked along with the response from the family:

- “The navigator followed up with me quickly after initial inquiry” – 72.73% responded as Strongly Agreed.
- “The navigator was available to me in a manner that accommodated my schedule, including non-traditional hours, evenings, and weekends” – 50.00% responded as Strongly Agreed.
- “The navigator conveyed genuine support and appreciation regarding my decision to become a foster parent” – 63.64% responded as Strongly Agreed.
- “In general throughout the process, I felt good about my decision to become a foster parent.” – 54.55% responded as Strongly Agreed.

PSD entered into a multi-year contract with La Familia-Namaste Inc. to provide additional supports to foster parents statewide. Project Revive: Emotional First Aid for Foster Parents provides additional supports to foster parents statewide. These supports include:

- Grief and loss training and support for foster parents, their biological and adopted children
• Facebook support network
• Warm line for foster parents that are non-crisis related
• Regional child care for foster parents to attend county based meetings or trainings
• Childcare for foster parents during their attendance at the foster parent conference.

PSD no longer has a contract with any entity to serve as a statewide foster parent association. The funding was reallocated to support foster parents during the annual foster parent conference. Local county foster and adoptive parent associations and the services like Project Revive will continue to support the needs of foster parents.

Over the last year, PSD provided formal and informal ICAMA and ICPC training to PSD, Juvenile Justice Services and judicial partners. ICPC had an increase of 5% in home study requests July 1, 2016 to May 2017.

PSD is exploring the possibility of contracting with APHSA to implement the National Electronic Interstate Compact Enterprise (NEICE) project in New Mexico. Based on the evaluation feedback APHSA has provided to PSD, it is expected that NEICE will shorten timelines and decrease costs of mailing and copying as it is implemented.

As indicated in the chart below, the number of foster parent homes licensed since June 2015. Steady improvement – increase in relative placement; utilizations of navigators to county offices; increased training and support around targeted recruitment and retention.

Source: 2017 PSD May Desktop Report
III. Update to the Plan for Improvement and Progress Made to Improve Outcomes

New Mexico underwent round three of the Child and Family Services Review (CFSR) from April 2015 to September 2015 and received its final report documenting the findings in December 2015. New Mexico was found to be in substantial conformity with only one of the seven outcomes; well-being outcome 2, children receive appropriate services to meet their educational needs. New Mexico was found to be in substantial conformity with two of the seven systemic factors; quality assurance system and agency responsiveness to the community. New Mexico met four of the seven statewide data indicators; maltreatment in foster care, permanency in 12 months for children in care 12-23 months; Permanency in 12 months for children in care for 24 months or more; and re-entry into foster care in 12 months.

Based on these findings, New Mexico entered into an approved Program Improvement Plan (PIP) with the Administration for Children and Families, Children’s Bureau in March 2017. New Mexico will have two years from the March 31, 2017 approval date to accomplish the strategies and activities outlined in the PIP.

In order to focus on those areas identified as needing improvement in the CFSR final report, PSD has revised the Plan for Improvement to mirror the PIP and will report on progress made toward PIP goals, strategies, and activities outlined in the PIP. PSD will also monitor progress made in achieving PIP goals set in the measurement plan.

**Goal A: Children are maintained safely in their home or in their foster care placements and will not experience repeat maltreatment.**

Strategies and activities contained in Goal A were developed to positively affect Safety Outcome 1, Item 1; Safety Outcome 2, Items 2 and 3; Permanency Outcome 1, Item 4; and Well-being Outcome 1, Item 12C.

**2017 Update**

Over the past year, PSD worked to completed several activities within Goal A. One those activities was the implementation of pre-initiation staffings on all reports accepted for investigation. A workgroup was formed consisting of county office managers from each of the five regions, the program deputy director, and the policy and procedure coordinator to develop new procedures and roll-out training. Investigation procedure was revised to include the requirement for pre-initiation staffing, as well a form to guide and capture information from pre-initiation staffings. The form and process/procedure were piloted in Bernalillo, Valencia, Quay, and Santa Fe counties. The pre-initiation form and investigations procedures were adjusted based on feedback from pilot counties. Revised investigation procedures with the new pre-initiation staffing requirement and pre-initiation staffing form were put into effect on February 10, 2017. Each county office manager who participated in the pre-initiation staffing workgroup trained managers and supervisors in their respective regions. A copy of the investigation procedure and pre-initiation staffing form are attached to this document.

A meeting has been scheduled for July 7, 2017 with the workgroup members and the RAD Bureau Data Manager to discuss developing a survey that will assist in gathering feedback from investigation workers and supervisors regarding the pre-investigation staffing process.

In addition to pre-initiation staffing, PSD partnered with the National Council on Crime and Delinquency (NCCD) in October 2016 to begin taking steps toward shifting PSD’s current safety practice and assessment tools toward a Safety Organized Practice approach. Safety Organized Practice integrates a strengths and solution focused child welfare practice approach utilizing the Structured Decision Making (SDM) model.

Throughout October and November of 2016, Phil Decter and Lynnā Harris from NCCD presented Safety Organized Practice to the CYFD Cabinet Secretary and a mix of PSD managers, supervisors, and workers. PSD
began working on revising the current safety assessment tool and moving toward utilization of the SDM model within the Safety Organized Practice framework. PSD is moving toward assessing a child as either safe, unsafe, or safe with a plan. If “safe with a plan” is chosen, then the worker will need to re-evaluate that plan within 30 days to determine whether or not the child can safely stay with his or her parent or caregiver.

PSD entered into a contract to work with NCCD in the implementation of Safety Organized Practice, however there were some delays in the execution of the contract because as PSD began to move through the implementation process, PSD realized and connected the importance of linking supervision to the Safety Organized Practice. This resulted in extended the projected timeframe for completion of this activity. PSD believes that the roll out of the Safety Organized Practice Model and new safety assessment tool will be completed by June 30, 2018.

As PSD began working with NCCD, there was realization that supervision is a critical part of Safety Organized Practice. Through support from Casey Family Programs, NCCD and PSD have begun mapping out a process for supervision and the types of settings or meetings that occur for structured supervision to occur. One of the settings or meetings for supervision to occur and to assist workers in making sound decisions in moving cases forward to permanency is the use of the case consultation or the Collaborative Assessment and Planning (CAP) framework. The CAP framework will be used as part of another activity within Goal B, Strategy B1, Activity 1 – the implementation of 90 day case staffings.

Three Types of Settings or Meetings Supervision Can Occur

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<thead>
<tr>
<th>Type of Meeting</th>
<th>What Is It and How Is It Used?</th>
<th>When Is It Used?</th>
<th>What Is Accomplished?</th>
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</table>
| 1:1 Supervision | Planned, scheduled time between a supervisor and a worker to review case specific tasks, critical actions needed with families, and professional development activities. This meeting is a closed-door, private meeting between supervisor and worker. | At least twice monthly. | • Review of ongoing work with families and development of next steps.  
• Individual professional development and goal-setting venue  
• Administrative functions reviewed and tracked. |
| Case Consultation Using the Collaborative Assessment and Planning (CAP) Framework | Internally facing PSD meeting with a supervisor and his or her unit. Can include a county office manager, a children’s court attorney, or a worker or supervisor from another unit. This meeting is supervisor facilitated at a white board utilizing the CAP Framework. | • Every 90 days on open permanency planning cases, starting with the date the child comes into custody.  
• At critical junctures such as near the close of an investigation for warm hand-off, high profile cases, cases that are “stuck,” and any case that would benefit from group critical thinking. | • Organizes and analyzes critical family and case information.  
• Brings group critical thinking into next steps.  
• Serves as a learning and coaching mechanism for all involved in the consultation.  
• Creates transparent standards and expectations regarding casework. |
| Family Centered Meetings (FCM) and Teaming Meetings | Externally facing team meetings, usually with the family, the family’s extended network, and providers present. It can be facilitated by an FCM facilitator, a supervisor, or COM. | • When there are multiple reports to CYFD  
• When a child is at imminent risk of removal from his or her home.  
• Prior to a child’s return home.  
• Discussion of “stuck cases.”  
• Discussion of next steps needed to achieve timely permanency for child and family. | • Provides clarity to family and network about PSD’s concerns.  
• Surfaces family goals and makes plans about how to best achieve family and PSD goals.  
• Allows child, youth, family and network members to voice and choice whenever possible.  
• Problem-solving conversations around barriers in moving permanency goal forward. |
employees, the work group include two community based providers, PB and J and Roberta’s Place. PB and J serves families in Bernalillo and Sandoval Counties, and Roberta’s Place serves domestic violence victims and children in Cibola County. The group met on February 28, 2017.

The workgroup also included workers from Sandoval County who experimented with this process in their county office with investigation workers. Sandoval County workers presented their experience with warm handoffs to the work group. The work group also was presented information on the very early stages of PSD’s work with the NCCD and the Safety Organized Practice and the Structure Decision Making (SDM) model. When the group discussed how the roll-out of Safety Organized Practice would affect warm hand-offs, the group came to the conclusion the warm hand-off process would need to align with the roll-out of Safety Organized Practice and the SDM model.

**Strategy A1:** Implement a pre-initiation staffing process to ensure timely initiation of investigation.

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<tr>
<th>ACTIVITY</th>
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<tbody>
<tr>
<td><strong>Activity 1:</strong> Identify workgroup to include supervisors or managers to review and identify best practices/process related to pre-initiation staffing.</td>
<td>6/30/2016</td>
<td>Completed. A workgroup was formed consisting of a county office manager from each of the five regions, the program deputy director, and the policy and procedure coordinator. The group met on the following dates: 8/15/16, 9/26/2016, 10/17/2016, 11/7/2016 and 12/12/2016.</td>
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<td><strong>Activity 2:</strong> Present identified practices/process to executive management for approval.</td>
<td>12/30/2016</td>
<td>Completed. A final draft of the procedure for pre-initiation staffing, along with the new pre-initiation staffing form was submitted to PSD executive management for review and approval. PSD executive management approved the procedure and form on 12/12/16.</td>
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<td><strong>Activity 3:</strong> Implement process into procedure and training materials to roll-out process statewide.</td>
<td>6/30/2017</td>
<td>Completed. Finalized in Investigation procedure. Sent out to field staff via MFI on February 10th. Each county office manager who participated in the pre-initiation staffing workgroup trained supervisors in their respective regions. Updated procedure and accompanying forms posted to CYFD intranet.</td>
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<tr>
<td><strong>Activity 4:</strong> Develop survey and solicit feedback from field staff on pre-initiation staffing process.</td>
<td>9/30/2017</td>
<td>In Progress. A meeting has been scheduled for July 7, 2017 with the workgroup members and the RAD Bureau Data Manager to discuss developing a survey that will assist in gathering feedback from investigation workers and supervisors regarding the pre-investigation staffing process.</td>
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<tr>
<td><strong>Activity 5:</strong> Share survey results with PSD management and make recommend adjustments to pre-initiation staffing process as needed.</td>
<td>11/30/2017 and On-going</td>
<td>On-track to complete by 11/30/2017.</td>
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**Strategy A2:** Require on-going training for new and existing CPS field workers, supervisors and managers to improve knowledge and skills in safety assessment and planning to reduce repeat maltreatment.

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<tr>
<td><strong>Activity 1:</strong> Identify safety assessment and safety planning training that will be offered to CPS field workers, supervisors and managers</td>
<td>12/30/2016</td>
<td>In Progress. PSD partnered with the National Council on Crime and Delinquency (NCCD) in the Fall of 2016 to begin taking steps toward shifting PSD’s current safety practice and assessment tool toward a Safety Organized Practice approach. Safety Organized Practice utilizes the Structured Decision Making (SDM) model in development of tools such as safety and risk</td>
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assessments. NCCD will work with PSD in the implementation of Safety Organized Practice and the development of safety and risk assessment tools using the SDM model.

PSD entered into a contract to work with NCCD in the implementation of Safety Organized Practice which will include a revision to the current safety assessment tool and a fidelity review of PSD’s current risk assessment.

There were some delays in the execution of the contract because as PSD began to move through the implementation process, PSD realized and connected the importance of linking supervision to the Safety Organized Practice. This resulted in extended the projected timeframe for completion of this activity. PSD believes that this activity should be completed by June 30, 2018.

In the meantime, PSD has continued work with NCCD through support from Casey Family Programs in offering a two day training to enhance supervisor practices skills under the Safety Organized Practice model. Safety-Organized Skills and Approaches in Supervision is a two day training that is being offered all manager and supervisors across the state. This training provides supervisors with new engagement skills, and an introduction to tools such as the use of three column mapping and the Collaborative Assessment and Planning (CAP) framework.

| Activity 2: Complete roll out and tracking of safety assessment and safety planning training | 9/30/2017 | This date will need to be pushed back based on the timeframes for completion of work outlined in the pending contract between PSD and NCCD. |
| Activity 3: Establish feedback loop to evaluate training regarding safety assessment and planning and make adjustments to curriculum as necessary | On-going | Pending. The completion of this activity will depend on the completion of Activity 2 above. |

**Strategy A3:** Add requirement for monthly supervision and identify supervision process to improve worker knowledge, development and time management skills.

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<th>ACTIVITY</th>
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<td>Activity 1: Identify how ROM can assist monthly supervision.</td>
<td>5/31/2016 and On-going</td>
<td>Completed. Starting in August of 2016, the PSD research, assessment and data bureau chief began planning ROM webinars for PSD managers and field supervisors. Targeted trainings by practice areas were offered to managers and supervisors across the state through Go-to-Meeting webinars. So far, there have been six webinars scheduled: 9/26/2016 – ROM 101 and Navigating Excel 10/24/2016 – Utilizing ROM in Investigations 11/28/2016 – Utilizing ROM in Permanency Outcomes Part I 12/19/2016 – Utilizing ROM in Permanency Outcomes Part II 1/23/17 – Fun with Excel 2/27/17 – ROM 101 and ROM 102</td>
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In addition to the webinars, the RAD data manager has done a couple of in-person training as requested:
3/3/17 – Bernalillo County Supervisors
3/13/17 – Bernalillo County Supervisors
7/11/17 – Dona Ana Supervisors and workers
7/17/2017 – Adoption Consultants
Additionally, use of ROM has been presented at the following PSD management meetings:
8/16/2016 – Field Regionals Meeting
11/1/2016 – PSD Managers Meeting
10/4/2016 – PSD Managers Meeting

| Activity 2: Provide Results Oriented Management (ROM) training to all field supervisors and county office managers. | Completed. On May 23, 2016 an introductory ROM course was held for PSD regional and county office managers in Albuquerque. This was a hands on interactive course to get managers accustomed to working with ROM. Feedback from managers about the training was positive, but there was a request to train by practice areas (investigation, permanency planning, placement, etc.). There was also a request to make it more accessible without having to travel to Albuquerque.
The decision was made to offer targeted trainings by practice areas to managers and supervisors across the state through the use of Go-to-Meeting webinars. Trainings listed in Activity 1 were built on the initial training offered and feedback received from the May 23, 2016 training. |
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<td>12/30/2016 and On-going</td>
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<tr>
<th>Activity 3: Develop a template to track one-on-one supervision and a mechanism to report back to county office managers and regional managers in order to improve accountability.</th>
<th>Completed. The PSD data evaluation manager, developed a brief survey to track the frequency of supervision as well as professional development topics discussed during supervision. This survey was sent out in a link through “survey monkey” to PSD supervisors and managers on 9/9/2016. Additionally, the survey tracks barriers to supervision if it did not occur for any reason. PSD managers and supervisors were directed to complete the survey by the last day of each month for every person he or she supervises, even when supervision did not take place.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7/29/2016</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 4: Develop a process to guide monthly supervision</th>
<th>Completed. As mentioned in Strategy A2, Activity 1, PSD has partnered with NCCD through support from Casey Family Programs in rolling out training to enhance supervisor practice skills using Safety Organized Practice. Additionally, NCCD has assisted PSD in developing a process for supervision and engagement of children, families, and external stakeholders. Supervision occurs through three types of meetings: 1:1 Supervision; Case Consultation using the CAP framework; and Family Centered Meetings and Teamin meetings. (See “Three Types of Settings or Meetings Supervision Can Occur” table above under Goal A)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6/30/2017</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 5: Implement supervision process into procedure and training materials to roll-out process statewide.</th>
<th>On-track to complete by 3/31/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3/31/2018</td>
</tr>
</tbody>
</table>
### Activity 6: 90% of county offices will have at least one STEP graduate that will support the use of ROM in their office.
Impact of STEP will be measured through formal program evaluations and presented to PSD management.

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/30/2017</td>
<td>In Progress. By the time the current cohort completes STEP (Striving Toward Excellence Program) in November of 2017, this activity will have been met.</td>
<td></td>
</tr>
</tbody>
</table>

### Strategy A4: PSD staff will improve communication and engagement with community providers to improve safety outcomes and reduce repeat maltreatment

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Date</th>
<th>Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1</td>
<td>Identify a workgroup to include supervisors or managers to review and identify best practices/processes related to “warm hand-offs,” to include a mechanism to assess the impact on repeat referrals.</td>
<td>2/27/2017</td>
<td>Completed</td>
<td>With assistance from PSD regional managers, the Community Services Bureau Chief invited PSD workers across all disciplines (Investigation, IHS, Permanency Planning, Placement, etc.) to participate in the warm hand-off work group. In addition to PSD employees, the work group include two community based providers, PB and J and Roberta’s Place. PB and J serves families in Bernalillo and Sandoval Counties, and Roberta’s Place serves domestic violence victims and children in Cibola County. The group met on February 28, 2017.</td>
</tr>
<tr>
<td>Activity 2</td>
<td>Present “warm hand-off” process and assessment mechanism to PSD management for approval.</td>
<td>3/31/2017</td>
<td>In Progress.</td>
<td>PSD has made the decision that the warm hand-off process needs to align with the Safety Organized Practice and Structure Decision Making Model roll-out statewide. The work group made the decision that for successful implementation to occur, that the warm hand-off process must take into consideration how danger and risk will be identified in order to inform the service needs for the family.</td>
</tr>
<tr>
<td>Activity 3</td>
<td>Implement warm-hand off process into procedure and training materials to roll-out statewide.</td>
<td>9/30/2017</td>
<td>In Progress.</td>
<td>PSD partnered with the National Council on Crime and Delinquency (NCCD) in the Fall of 2016 to begin taking steps toward shifting PSD’s current safety practice and assessment tool toward a Safety Organized Practice approach. Safety Organized Practice utilizes the Structured Decision Making (SDM) model in development of tools such as safety and risk assessments. NCCD will work with PSD in the implementation of Safety Organized Practice and the development of safety and risk assessment tools using the SDM model.</td>
</tr>
<tr>
<td>Activity 4</td>
<td>Assess impact of “warm hand-offs” on repeat referrals.</td>
<td>On-going</td>
<td>In Progress.</td>
<td>Family Support Services, In-Home Services, and Time Limited Reunification contracts with PSD contain requirements for ensuring that PSD worker, and contractor service provider engage the parent or family when a referral is made. The PSD Community Services Bureau will begin looking at the impact of repeat referrals in those counties with these contracted service providers in comparison to those counties that do not have these types of contracted services.</td>
</tr>
<tr>
<td>Activity 5</td>
<td>Review “warm hand-off” with PSD management and make adjustments as needed.</td>
<td>On-going</td>
<td>In Progress.</td>
<td>The warm hand off process will be evaluated and adjusted as needed once it is rolled out statewide with Safety Organized Practice and Structured Decision Making Model.</td>
</tr>
<tr>
<td>Activity 6</td>
<td>Implement Family Support Services in select counties.</td>
<td>9/30/2016</td>
<td>Completed</td>
<td>Contracts completed in Chaves County with CASA, executed on September 23, 2015.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 8: Expand pilot Virtual Desktop Initiative (VDI) out to large metropolitan areas (Albuquerque Police Department, Bernalillo County Sherriff’s Office, MVRDA, Sandoval.</td>
<td>In Progress. The Virtual Desktop Initiative (VDI) is up and running. VDI is “read only” of FACTS and can be accessed via mobile devices. All uniform command staff with the New Mexico State Police, as well as their dispatch team, have been trained on how to utilize the FACTS/SACWIS system in ‘read only’ mode. All Albuquerque Police Officers with the Crimes Against Children Unit and their Liaisons have been trained on how to use the VDI. Albuquerque Police Department (APD) dispatch staff and the staff at the APD Real Time Crime Center have been trained and provide data analysis to APD uniform field officers. The Bernalillo County Sheriff’s Department’s Special Victims Unit have been trained to use the virtual desktop.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Goal B:** *Children will have permanency and stability in their living situations.*

Strategies and activities contained in Goal B were developed to positively affect Permanency Outcome 1, Items 4, 5, and 6; Permanency Outcome 2, Items 7, 8, 9, 10 and 11; Well-being Outcome 1, Items 14 and 15; and Systemic Factors Case Review System and Foster Parent Licensing, Recruitment and Retention.

Goal B strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review. Development of Goal B strategies and activities also included information gathered from individual meetings with staff from the five regions within the state, information and data garnered from STEP (Striving Toward Excellence Program) and Office Hours experiments, and information learned from PSD’s participation in the Diligent Recruitment grant.

**2017 Update:**

Over the past year, PSD has made progress toward completing many of the activities within Goal B of the PIP.

A workgroup was formed to address the implementation of 90 day case staffings that included county office managers, a regional manager, and a children’s court attorney. The group met several times since February, but struggled to get a clear idea of what the 90 day case staffings would look like in practice and who would attend these staffings. Originally the 90 days staffings were to be treated more like a teaming meeting, which would include external member to PSD such as parents, foster parents, providers, attorneys, and the child. Supervisors and county office managers would also attend the staffings. There was concern about whether or not the county office manager would be able to attend all the meetings especially in larger counties because of caseload. Additionally, there was concern in the time is would take to organize the meetings with all the external partners involved.

PSD made the decision to consult with Phil Decter and Lynnā Harris from NCCD to help the group process the purpose and desired outcomes of these staffings. Since PSD has embraced Safety Organized Practice, the workgroup recognized that these staffings would be most useful if they were 1) internal to PSD, and 2) utilized the Collaborative Assessment and Planning (CAP) framework. The CAP framework consists of an internal meeting with PSD, a supervisor and his or her unit, and can include the county office manager, the children’s court attorney or another supervisor or worker from another unit. The CAP framework allow the group to put forward their best thinking in terms of what is going well for the family, what is PSD worried about in regard to the family, identifying present harm and danger and distinguishing harm and danger from complicating factors, developing risk and goal statements, and coming up with action steps toward reaching goals. The reason for making the staffing internal is to ensure that the worker and supervisor are in agreement about the direction the case is heading, what information is still needed to keep the case on track, and provides an opportunity to ask questions and work out disagreements on case progress. When the supervisor and worker meet with the family or other external partners or providers, the worker and supervisor will be on the “same page” about the case direction and will be able to articulate to the family and external partners or providers goals that PSD would like to achieve with the family, while taking in feedback from family or external partners or providers about those goals and how to achieve them.

The 90 day case staffing will also be part of the second type of supervision that was discussed above in Goal A. The 90 day case staffing will occur on all permanency planning cases starting with the date the child enters custody. The PSD Data Manager completed an analysis the average number of 90 days staffing that would occur both monthly and weekly based on county supervisor and worker caseloads. AFCARS data and a three-month timeframe (June, July, and August), unduplicated by case number were used. The data element “children freed for adoption” with their own new case ID were counted as separate staffings.

For supervisor and worker loads, positions filled as of April 30, 2017 were used in order to take into consideration what vacancies look like around the state. As indicated by the chart below, on average workers are looking at about one 90-day staffing per week.

PSD will continue to meet with the workgroup and NCCD to develop a procedure and send out to PSD county offices statewide by 12/30/2017.
<table>
<thead>
<tr>
<th>County</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>Total Staffed (3 Month Period)</th>
<th>Per Sup (Avg. per Month)</th>
<th>Per Worker (Avg. Per Month)</th>
<th>Per Worker (Avg. Per Week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernalillo East</td>
<td>125</td>
<td>102</td>
<td>95</td>
<td>322</td>
<td>21.5</td>
<td>3.6</td>
<td>0.9</td>
</tr>
<tr>
<td>Bernalillo West</td>
<td>106</td>
<td>119</td>
<td>97</td>
<td>322</td>
<td>21.5</td>
<td>4.1</td>
<td>1.0</td>
</tr>
<tr>
<td>Chaves</td>
<td>17</td>
<td>12</td>
<td>14</td>
<td>43</td>
<td>7.2</td>
<td>2.4</td>
<td>0.6</td>
</tr>
<tr>
<td>Cibola</td>
<td>7</td>
<td>8</td>
<td>10</td>
<td>25</td>
<td>8.3</td>
<td>4.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Colfax/Union</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>17</td>
<td>5.7</td>
<td>5.7</td>
<td>1.4</td>
</tr>
<tr>
<td>Curry</td>
<td>14</td>
<td>11</td>
<td>11</td>
<td>36</td>
<td>12.0</td>
<td>3.0</td>
<td>0.8</td>
</tr>
<tr>
<td>Dona Ana</td>
<td>27</td>
<td>23</td>
<td>32</td>
<td>82</td>
<td>9.1</td>
<td>2.3</td>
<td>0.6</td>
</tr>
<tr>
<td>Eddy</td>
<td>15</td>
<td>24</td>
<td>23</td>
<td>62</td>
<td>20.7</td>
<td>5.2</td>
<td>1.3</td>
</tr>
<tr>
<td>Grant</td>
<td>6</td>
<td>7</td>
<td>10</td>
<td>23</td>
<td>7.7</td>
<td>3.8</td>
<td>1.0</td>
</tr>
<tr>
<td>Lea</td>
<td>20</td>
<td>17</td>
<td>22</td>
<td>59</td>
<td>19.7</td>
<td>2.8</td>
<td>0.7</td>
</tr>
<tr>
<td>Lincoln</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>14</td>
<td>4.7</td>
<td>3.1</td>
<td>0.8</td>
</tr>
<tr>
<td>Luna/Hidalgo</td>
<td>4</td>
<td>18</td>
<td>4</td>
<td>26</td>
<td>8.7</td>
<td>4.3</td>
<td>1.1</td>
</tr>
<tr>
<td>McKinley</td>
<td>15</td>
<td>12</td>
<td>17</td>
<td>44</td>
<td>14.7</td>
<td>2.9</td>
<td>0.7</td>
</tr>
<tr>
<td>Otero</td>
<td>26</td>
<td>20</td>
<td>21</td>
<td>67</td>
<td>22.3</td>
<td>5.6</td>
<td>1.4</td>
</tr>
<tr>
<td>Quay</td>
<td>8</td>
<td>4</td>
<td>1</td>
<td>13</td>
<td>4.3</td>
<td>2.9</td>
<td>0.7</td>
</tr>
<tr>
<td>Rio Arriba/Los Alamos</td>
<td>17</td>
<td>15</td>
<td>14</td>
<td>46</td>
<td>15.3</td>
<td>3.8</td>
<td>1.0</td>
</tr>
<tr>
<td>Roosevelt</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>11</td>
<td>3.7</td>
<td>3.7</td>
<td>0.9</td>
</tr>
<tr>
<td>San Juan</td>
<td>10</td>
<td>32</td>
<td>21</td>
<td>63</td>
<td>10.5</td>
<td>2.3</td>
<td>0.6</td>
</tr>
<tr>
<td>San Miguel/Mora/Guadalupe</td>
<td>14</td>
<td>13</td>
<td>10</td>
<td>37</td>
<td>12.3</td>
<td>3.1</td>
<td>0.8</td>
</tr>
<tr>
<td>Sandoval</td>
<td>10</td>
<td>8</td>
<td>11</td>
<td>29</td>
<td>9.7</td>
<td>3.2</td>
<td>0.8</td>
</tr>
<tr>
<td>Santa Fe</td>
<td>10</td>
<td>14</td>
<td>18</td>
<td>42</td>
<td>14.0</td>
<td>7.0</td>
<td>1.8</td>
</tr>
<tr>
<td>Sierra</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>10</td>
<td>3.3</td>
<td>3.3</td>
<td>0.8</td>
</tr>
<tr>
<td>Socorro</td>
<td>7</td>
<td>7</td>
<td>11</td>
<td>25</td>
<td>8.3</td>
<td>4.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Taos</td>
<td>5</td>
<td>10</td>
<td>11</td>
<td>26</td>
<td>8.7</td>
<td>4.3</td>
<td>1.1</td>
</tr>
<tr>
<td>Torrance</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>19</td>
<td>6.3</td>
<td>3.2</td>
<td>0.8</td>
</tr>
<tr>
<td>Valencia</td>
<td>23</td>
<td>26</td>
<td>23</td>
<td>72</td>
<td>12.0</td>
<td>2.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Grand Total</td>
<td>514</td>
<td>524</td>
<td>501</td>
<td>1539</td>
<td>13.2</td>
<td>3.4</td>
<td>0.9</td>
</tr>
</tbody>
</table>

Agency representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and developing strategies to address barriers. The group has evaluated data from the agency and the court’s information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2nd, 6th, and 12th) where the judges are interested in piloting initiatives.

PSD launched the Regional Resource Family Navigators to provide support to prospective foster and adoptive families through the licensing process. As part of the PIP, PSD is tracking the progress in reducing time frames to licensure. PSD has provided a description of the Navigator program to the National Resource Center for Diligent Recruitment to feature in the section of their website “Ideas from the Field”.

RAFT blended learning is offered statewide and provides additional options for initial pre-service foster parent training.

During 2017, PSD partnered and received technical assistance from the National Resource Center for Diligent Recruitment (NRCDR) at AdoptUSKids. This consisted of ongoing support as the state rolled out targeted recruitment and retention planning. NRCDR partnered with PSD and provided training to Adoption Consultants on how to write child profiles. The NRCDR Peer-to-Peer Network for States, Territories, and Diligent...
Recruitment Grantee Counties continues to support PSD by researching other states who have implemented an online foster parent preservice training amongst other topics.

As of 2017, PSD is working with the Capacity Building Center for States (CBCS) to develop strategies to preserve relative connections and keep siblings together. The CBCS and PSD are collaborating to develop a foster parent training curriculum to be utilized during the 2017-2018 CYFD foster parent mandated training. The topic will be rolled out during the 2017 foster parent conference and will be available to treatment foster care agencies, treatment foster care providers and Community Homes.

PSD has started the roll out of the worker-parent visitation strategy based on a Chaves County Office Hours experiment. A Program Instruction Guideline (PIG) was sent out to county offices across the state to provide guidance on the worker-parent visitation strategy on June 20, 2016. PSD was planning on having a tracking mechanism for these worker-parent visits in FACTS, similar to what is currently in FACTS for worker-child visits. In the meantime, counties have been making efforts to track visits manually. CYFD Information Technology is aware of the need to make changes to FACTS to allow for the worker-parent visits, however, competing priorities and dwindling resources have delayed the FACTS change. Once the tracking process is completed in FACTS, the PIG regarding worker-parent visits will be written into policy and procedure and will include steps to entering these visits into FACTS.

<table>
<thead>
<tr>
<th>Strategy B1:</th>
<th>Improve timeliness permanency for children in care through streamline case staffing process and data informed decision making.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIVITY</strong></td>
<td></td>
</tr>
</tbody>
</table>
| **Activity 1:** Revise procedure to include supervisor/worker staffing on all cases regardless of permanency plan every 90 days. | | **6/30/2017** | In Progress. As a result of the Child Family and Services Review conducted in 2015, PSD has recognized the need for formal supervision in not only assisting workers in recognizing safety and risk, but also in assisting workers in moving permanency planning cases so that children and families can achieve timely permanency and children are not "lost" in the foster care system.

A workgroup was formed that included county office managers, regional manager, and a children’s court attorney. The group met via “Go-to-Meeting” on: 2/8/17; 3/3/2017; 3/16/17; 4/27/17; and on 6/8/17.

Originally the 90 days staffings were to be treated more like a teaming meeting, which would include external member to PSD such as parents, foster parents, providers, attorneys, and the child. The group decided that the 90 days would begin once the child comes into custody. The idea is that the supervisor and county office managers would attend the meetings. There was concern about whether or not the county office manager would be able to attend all the meetings especially in larger counties because of caseload. Additionally, there was concern in the time is would take to organize the meetings with all the external partners involved.

PSD made the decision to consult with Phil Decter and Lynna Harris from NCCD to help the group process the purpose and desired outcomes of these staffings. Since PSD has embraced Safety Organized Practice, the workgroup recognized that these staffings would be most useful if they were 1) internal to PSD, and 2) utilized the Collaborative Assessment and Planning (CAP) framework. It was also determined that these staffings would be a part of the supervision process. PSD has
begun mapping out a process for supervision and the types of settings or meetings that occur for structured supervision to occur. PSD has identified three types of setting or meetings that supervision can occur. The first is 1:1 supervision between the supervisor and the worker, the second occurs to assist workers in making sound decisions in moving cases forward to permanency is the use of the case consultation or the Collaborative Assessment and Planning (CAP) framework, and the third setting may be a Family Centered meeting or teaming meeting in which external stakeholders are involved.

The 90 day case staffing will be part of the second type of supervision that occurs on all permanency planning cases starting with the date the child enters custody.

PSD will continue to meet with the workgroup and NCCD to develop a procedure then roll out to counties across the state. PSD believes this activity will be complete by 12/30/2017.

Activity 2: Meet with Court Improvement Project and Administrative Office of the Courts to identify barriers that impede case progress and gather input to aid case staffing process.

Completed and On-going. Agency representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and developing strategies to address barriers. The group has evaluated data from the agency and the court’s information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2nd, 6th, and 12th) where the judges are interested in piloting initiatives.

Activity 3: Prioritize referrals to Time Limited Reunification providers to focus children with a reunification plan who have been in custody for 12 months or less.

Completed. TLR providers prioritize all referrals to services for children who have been in custody for less than 12 months.

Strategy B2: Increase number of licensed foster homes in all regions through target recruitment and improved customer service.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DUE DATE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1: Track progress in reducing time frames to licensure with the launch of foster parent navigators.</td>
<td>On-going</td>
<td>In Progress and On-going. Navigators are working diligently with families to support and keep prospective families engaged in the licensing process. Some regions are starting to see improvement in average days to licensure, and the number of foster families statewide has continued a pattern of net growth. In addition to a tracking mechanism for navigators, the RAD Bureau’s data unit has created a monthly report that shows, by region, the number of inquiries accepted, not accepted, or pending during the month; six-month trends of average days to licensure; and families licensed through the navigator program. The RAD Bureau has also surveyed both successfully licensed families and prospective providers who discontinue the licensure process, to assess the customer service and support provided by the navigators.</td>
</tr>
</tbody>
</table>
**Activity 2: Provide quarterly technical assistance to county recruitment teams in the maintenance of their county target recruitment plans.**

| 12/31/2016 | **Completed and On-going.** Technical assistance to specifically address county targeted recruitment plans has been provided on an as needed basis to assist the field with updating and obtaining data to identify the needs of the various counties, clarify expectations of targeted recruitment efforts, guidance on setting measurable goals. The Foster Care and Adoptions Bureau continues to provide overall support to ensure updating and ongoing development of targeted recruitment plans are continuing to take place.

An abridged version of the full targeted recruitment training is utilized as needed to familiarize new staff with the concepts of developing targeted recruitment plans. These trainings are provided as requested for new staff, placement staff, county based recruitment team participants, navigators and COM’s. This technical assistance is typically provided via Go-to-Meeting using a PowerPoint presentation.

As a refresher, a small portion of the recent Placement 101 training focused on development of targeted recruitment plans. These trainings were held in person in every region. The training dates are as follows:
- Region 1 - March 3\(^{rd}\), 2017
- Region 2 - February 21\(^{st}\), 2017
- Region 3 - February 24\(^{th}\), 2017
- Region 4 - February 16\(^{th}\), 2017
- Region 5 - February 17\(^{th}\), 2017

As a result of a technical assistance request from the Region 4 Manager, the Foster Care Program Manager and the Region 4 Manager have partnered together to attend some of the regions county based recruitment team meetings in Chaves, Eddy, Curry/Roosevelt counties. This is in effort to observe how the meetings are being guided to reference each county’s targeted recruitment plan. After observing how the meetings are facilitated, Foster Care Program Manager and Regional Manager are providing each county with feedback on the goals of each targeted plan, they communicate the strengths of each teams efforts in the development and updating of the plan and also assist the team in identifying weaknesses observed in data, participation and help to ensure plans are measurable and goals are targeted with realistic timeframes. This also assists with fidelity by ensuring targeted plans are continually reviewed and updated as necessary. This same concept has been requested by Region 5 and will be rolled out after July 2017.

The Region 4 County Recruitment Meetings attended thus far are as follows:
- Chaves County – May 4\(^{th}\), 2017
- Eddy County – May 23\(^{rd}\), 2017
- Curry/Roosevelt Counties – June 14\(^{th}\), 2017 |
### Activity 3: Develop a self-service mechanism in which prospective foster parents can check the status of their application/licensing process.

<table>
<thead>
<tr>
<th>DUE DATE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/2017</td>
<td>PSD would like to request to remove this activity. PSD does not have the resources at this time to develop a self-service mechanism.</td>
</tr>
</tbody>
</table>

### Activity 4: Create and launch a blended learning platform for RAFT to provide more flexibility in initial training for new foster parents.

<table>
<thead>
<tr>
<th>DUE DATE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/31/2016</td>
<td>Completed and On-going. PSD developed and implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families. The first training was piloted in Sandoval County in August 2016. Based on the feedback of the pilot, a second pilot was rolled out to eight counties in September 2016. Feedback from foster parents and staff was positive, with comments from both indicating positive reviews of the online portion of the training. Participants liked that they could attend portions of the training online rather than in a classroom setting. Revisions and training of facilitators took place in December of 2016. Statewide implementation began in January 2017. The blended curriculum gives foster and adoptive families another training option in the licensing process. The website will continue to provide additional resources for families. Revisions to the curriculum are ongoing and is available in English with the goal of offering it in Spanish.</td>
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### Strategy B3: Increase retention of trained and licensed foster parents.

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<th>ACTIVITY</th>
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<tr>
<td>Activity 1: Utilize tracking of newly licensed and existing foster parents to identify those counties needing resources and technical support in foster parent retention; and assist in on-going evaluation of target recruitment plans.</td>
<td>3/31/2017</td>
<td>Completed. The PSD Data Unit has created a monthly report that tracks, by region and county, the number of families who achieve licensure as well as families who discontinue providing foster care services. This is presented as a six-month trend so that navigators, placement staff, and managers can assess retention patterns. The Data Unit provides technical assistance to counties wishing to survey foster care providers about issues related to customer service, agency communication, and training needs.</td>
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<td>Activity 2: Increase placement workers in select counties to decrease caseload.</td>
<td>2/28/2017</td>
<td>Completed. In FY 2017, PSD received 13 new Placement Worker position. These positions were distributed to the following county offices: Bernalillo County Offices: 1 CPS Placement Supervisor and 4 CPS Placement Senior Workers Santa Fe County Office: 1 CPS Placement Senior Worker Taos County Office: 1 CPS Placement Senior Worker Dona Ana County Office: 1 CPS Placement Senior Worker and 1 CPS Placement Case Worker Luna/Hidalgo County Office: 1 CPS Placement Senior Worker Otero County Office: 1 CPS Placement Senior Worker McKinley County Office: 1 CPS Placement Senior Worker Valencia County: 1 CPS Placement Senior Worker</td>
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**Activity 3:** Standardize placement worker responsibilities statewide to optimize support to foster parents.

In Progress. PSD has started the standardization of placement workers responsibilities by providing Placement 101 training for all five regions. The training was provided by the PSD Foster Care and Adoption Bureau and aimed at Placement Supervisors and County Office Managers who directly supervise placement work. The training outlined the roles and responsibilities of placement workers and also included an overview of the role of adoption consultants, the process for completing Criminal Record Checks (CRC), and the process for Interstate Compact for the Placement of Children (ICPC) requests.

Trainings were held:
- Region 1: 3/3/2017
- Region 2: 2/21/2017
- Region 3: 2/24/2017
- Region 4: 2/16/2017
- Region 5: 2/17/2017

**Activity 4:** Use Pull Together campaign as a resource for foster families in utilizing city, county and private partners to provide free or low cost recreational activities to foster parents.

Completed and On-going. The Pull Together website is designed to be a simple navigation tool for resources such as parenting tips, services in communities and family activities. This same website will have information on volunteer opportunities, #SAFE, foster children backpack donation program, foster and adoption as well as how to work for CYFD.

Pull Together has also enlisted libraries and community agencies across the state to be ‘community hubs’ that parents and families can go to, to get more information of services in their community and link to free or discounted family outdoor activities through the New Mexico State Parks Department. By creating one hub for resources, contact information, pamphlets, community outreach and services will ease the difficulty in finding information that families need and provide fun activities for parents and children.

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**Strategy B4:** Support and preserve family connections for children, and increase safe and appropriate kinship placements for children in foster care.

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<th>ACTIVITY</th>
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<tr>
<td><strong>Activity 1:</strong> Work with Capacity Building Center for States to diagnose challenges in agency culture that will require a shift in practice within Protective Services Division in making family connections a priority for children in foster care</td>
<td>10/31/2016</td>
<td>Completed. Met with the Capacity Building Center for States (CBCS) on 6/21/16 in Santa Fe to discuss obtaining technical assistance on Safety Assessment and other PIP items. On 7/8/16, the CBCS sent first work plan to PSD executive management for review. On July 28, PSD executive management met to review work plan and made the decision to ask for assistance in improving connections for children in foster care with siblings and families, and in ensuring that children in foster care receive timely medical and dental assessment and follow through with recommendations. On 8/15/2016, a conference call was held with CBCS to narrow down the work plan to the two PIP areas of</td>
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improving connections and ensuring medical and dental care and follow up.

On 9/30/16, the CBCS sent an approved updated work plan.

On 10/18/2016, PSD management and CBCS met in Santa Fe to discuss diagnoses of the two PIP areas, work plan, and next steps to hold peer interviews/discussions in the five regions. The representative from CBSC, Chauncey Strong, would be heading up the PIP activity regarding preserving connections for children in foster care, specifically preserving sibling connections. Mr. Strong set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2016.

On 12/9/2016, PSD management met with CBSC to discuss results of peer interviews/discussions held in the five regions. It was determined that as a result of those peer interviews/discussions that there was need to bring Treatment Foster Care Agencies and Child Placement Agencies into the PSD’s effort to making relative and sibling connections a priority for children in foster care.

It was also agreed upon by CBSC and PSD to set up peer to peer calls with Tennessee and Alabama to share their practices in maintaining relative and sibling connections. In addition to the peer calls, “champions” were selected from each regions to provide best practices around the state regarding maintaining relative and sibling connections.

### Activity 2: Based on information gathered from Activity 1, develop strategies and implementation changes in practice in engaging relatives

**Completed.** A Meeting held on January 19th with judges and TFC agencies to discuss the need for maintaining connections for children in foster care. Especially around issue of sibling separation. The point of contact from the Capacity Building Center for State (CBSC) gave a presentation on the importance of preserving sibling and relative connections for children in foster care. Youth who have aged out of foster care also presented their stories and advocated strongly for the preservation of sibling connections.

On January 20th, two separate phone conference meetings were held with Tennessee and Alabama, and PSD “Champions” to discuss best practices. Notes from the meetings were taken and provided to PSD management.

One of the initiative that came out of these meetings was the idea of holding sibling camps. The sibling camps would allow siblings who are not placed together or do not have ample opportunity to visit with one another a safe space to spend quality time with each other in a therapeutic adventure setting. Currently, PSD and Behavioral Services Division are meeting with Santa Fe Mountain Center to develop the idea of implementing a sibling camp in New Mexico. Youth are involved in the process of development.

| 3/27/2017 and On-going | **Completed.** A Meeting held on January 19th with judges and TFC agencies to discuss the need for maintaining connections for children in foster care. Especially around issue of sibling separation. The point of contact from the Capacity Building Center for State (CBSC) gave a presentation on the importance of preserving sibling and relative connections for children in foster care. Youth who have aged out of foster care also presented their stories and advocated strongly for the preservation of sibling connections.

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Mr. Strong from the CBCS and PSD are collaborating to develop a foster parent training curriculum to be utilized during the 2017-2018 CYFD foster parent mandated training. The topic will be rolled out during the 2017 foster parent conference and will be available to treatment foster care agencies, treatment foster care providers and Community Homes.

**Activity 3:** Work with stakeholders to develop an advisory group to assist PSD in the ensuring relative connections are a priority within the division  
**Due Date:** 3/27/2017

In Progress. PSD will work with Treatment Foster Care agencies, Child Placement Agencies, judges, youth and PSD staff to participate in an advisory group regarding prioritizing sibling and relative connections in New Mexico’s child welfare practice.

**Activity 4:** Focus on increasing initial placement and ongoing placement with relatives when appropriate and safe.  
**Due Date:** 7/28/2017

In Progress. PSD management has presented at manager meetings and regional meetings about the need to shift focus back to initial placement with relatives. Regional managers have impressed upon their county office managers the importance of placing children with relatives. PSD executive management has also required regional and county office managers to review their data using ROM, and county office practices related to relative placement with staff as part of supervision.

**Activity 5:** Provide training to foster parent in understanding the impact and significance of preserving connections for children through RAFT and menu of ongoing training options for foster parents  
**Due Date:** 12/31/2017

In Progress. Has been incorporated into RAFT training, and will be the theme for the 2017 Foster Parent Conference.

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<th><strong>Strategy B5:</strong> Improve frequency and quality of visitation.</th>
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<td><strong>ACTIVITY</strong></td>
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<td><strong>Activity 1:</strong> Scale out practice (Chaves County Experiment) of visiting parents in their living situations monthly region by region until fully implemented statewide</td>
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<td><strong>Activity 2:</strong> Track to ensure that parents are visited in their living situation every month by the worker</td>
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competing priorities and dwindling resources have delayed the FACTS change. However, CYFD IT has been made aware of the priority of FACTS change. CYFD IT has projected this work to be completed by 12/30/2017.

| Activity 3: Revise procedure to amend worker/child visitation include “alone time” between the worker and children in foster care | 6/30/2017 | Completed. Added to permanency planning procedures:  
- PR 19 – Visitation; Paragraph 11 – Worker-Child Visits. |
| --- | --- | --- |

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<tr>
<th>Activity 4: Include the re-evaluation of sibling separation as part of the implementation of supervisor/worker staffing on all cases regardless of permanency plan every 90 days</th>
<th>6/30/2017</th>
<th>In Progress. The completion of this activity will run parallel to the completion date for Strategy B1, Activity 1 on 12/30/2017. PSD has identified three types of setting or meetings that supervision can occur. The first is 1:1 supervision between the supervisor and the worker, the second occurs to assist workers in making sound decisions in moving cases forward to permanency is the use of the case consultation or the Collaborative Assessment and Planning (CAP) framework, and the third setting may be a Family Centered meeting or teaming meeting in which external stakeholders are involved. The 90 day case staffing will be part of the second type of supervision that occurs on all permanency planning cases starting with the date the child enters custody. The CAP framework provides for identifying family and extended family via use of a genogram. The genogram identifies all siblings and placement or location. This topic will be further discussed with the workgroup in the next meeting scheduled for July 6, 2017.</th>
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<tr>
<th>Activity 5: Implement special population review protocol to assess frequency and quality of sibling visitation to include the re-evaluation of sibling separation</th>
<th>Beginning 6/30/2017 and On-going</th>
<th>In Progress. This special population review is currently underway. The review assesses frequency and quality of visits between the target child and parents and siblings placed separately. The agency is rolling out the review by region beginning with the largest metro area, Region 3. 100 children were randomly selected for review. The reviewers will gather information through the case record and interview with the child and foster parents if the child is too young. This first region will be complete 6/30/17 and results tabulated.</th>
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| Activity 6: Use data from special population review inform supervisors, managers, and bureau chiefs | On-going | Pending. |
**Goal C:** *Foster and birth parents have enhanced capacity to provide for their children’s needs and children will receive services to meet their physical and mental health needs.*

Strategies and activities contained in Goal C were developed to positively affect Well-being Outcome 1, Items 12 and 13; Well-being Outcome 3, Items 17 and 18; and the Systemic Factor Service Array and Resource Development.

Goal C strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review. Development of Goal C strategies and activities were also based on information gathered from individual meetings with staff from the five regions within the state, the Cabinet Secretary’s strategic plan, and PSD’s on-going partnership with the CYFD Behavioral Health Division.

CYFD Behavioral Health Services (BHS) co-authored with the Legislative Finance Committee and Human Services Department/Behavioral Health Services Division the “Children’s Behavioral health Legislative Finance Committee Results First Audit.” ([https://www.nmlegis.gov/Entity/LFC/Documents/Results_First/Results%20First%20Children's%20Behavioral%20Health.pdf](https://www.nmlegis.gov/Entity/LFC/Documents/Results_First/Results%20First%20Children's%20Behavioral%20Health.pdf)). The audit reviewed children’s behavioral health services in New Mexico and made recommendations for next steps. The report was presented on June 7, 2017.

Behavioral Health Services (BHS) developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody.

BHS continues to collaborate with PSD to identify gaps and mitigate barriers. BHS is in process of developing a resource geo-map for PSD staff to map available behavioral health services and supports. This process will allow for further identification of service gaps. CBHCs and BHS staff will continue to mitigate barriers as they arise.

Furthermore, BHS has advocated for funding, expansion and sustainability of multiple services and support to address existing gaps in the children’s behavioral health system, to include inclusion of High-Fidelity Wraparound, Family Peer Support and Youth Peer Support in the 1115 Waiver Renewal Concept paper ([http://www.hsd.state.nm.us/uploads/files/CC%2020%20Concept%20Paper_FINAL.pdf](http://www.hsd.state.nm.us/uploads/files/CC%2020%20Concept%20Paper_FINAL.pdf)) and proposed inclusion of High-Fidelity Wraparound in Health Home implementation.

CYFD was awarded a SAMHSA Systems of Care and subsequent Systems of Care Expansion grant (currently in Year 3 of the four year grant) to develop and implement a sustainable Wraparound model for NM; NM Wraparound CARES. The NM Wraparound CARES program follows an 18-month training and coaching model. This intensive training and oversight prepares each participant to function fully and independently as a Wraparound Facilitator. As such, a Wraparound Facilitator must be able to make the following minimum commitments to the Program: each Facilitator must serve a minimum of three families over the 18-month training period at a time using Wraparound (maximum of ten families); and Facilitators must build up to three families over the 18-month period in conjunction with Trainers/Coaches.

All PSD FCM staff have been trained in NM Wraparound CARES. BHS provided four facilitator trainings from August 2015 to June 2017. Each PSD FCM was assigned a BHS Wraparound Coach in accordance with the Wraparound immersion program who have provided individual and group coaching.

PSD is currently working with the Capacity Building Center for States (CBCS) to develop strategies to improve the appropriate and timely assessment and response to the medical and dental health needs of children. The CBSC consultant, Bill Shutt, solicited information from the regional managers, bureau chiefs and executive management on what has been done in the past to improve medical and dental needs of children and what each of them is seeing in their areas that contribute to lack of appropriate and timely assessment and response to foster children’s medical and dental needs.
To further gather information, Mr. Shutt set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2017. On April 4, 2017 proposed strategies were presented to PSD management on improving the assessment and response to foster children’s medical and dental needs. As PSD management evaluates which strategies will work best, the CBCS is revising its work plan to further its work with PSD and assist in implementation of those strategies.

**Strategy C1:** Improve access to behavioral health services for children and families.

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<tr>
<td><strong>Activity 1:</strong> Review findings and recommendations as a result of the white space study collaboration between CYFD Behavioral Health Services and New Mexico Legislative Finance Committee</td>
<td>7/31/2017</td>
<td>Completed. CYFD Behavioral Health Services (BHS) co-authored with the Legislative Finance Committee and Human Services Department/Behavioral Health Services Division the “Children’s Behavioral Health Legislative Finance Committee Results First Audit,” reviewing children’s behavioral health services in NM and making recommendations for next steps. The report was presented on June 7, 2017. The hyperlink to this report is above under the “Goal C” heading.</td>
</tr>
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| **Activity 2:** Develop flow charts, desk reference guide for navigation of managed care organizations | 12/31/2016 | Completed. Behavioral Health Services (BHS) developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody. Handouts included:  
• Tool Kit with each of the four NM MCO Clinical Director’s contact information  
• CYFD BHS Licensing and Certification Authority (LCA) contact information  
• BHS staff contact information  
• Protective Services: Bureau Chief contact information  
• Centennial Care hand out with information on contacts. |
| **Activity 3:** In conjunction with Behavioral Health Services, provide each county with information on the navigation of managed care system as well as contact information for each managed care organization, and provide on-going training to PSD field staff | 6/30/2017 | Completed. BHS provided a Navigating Managed Care training face-to-face at each PSD field office statewide, to approximately 525 staff. The 90 minute long training included discussions and activities to address concerns the PSD staff in regards to collaborating with the MCOs and behavioral health providers such as RTC and TFC agencies. PSD staff were given contact information and resources to help them navigate the MCO’s and behavioral health providers to better advocate for NM children and youth.  
Training evaluations were positive; the majority of the staff said they did not know the responsibilities of the MCO care coordinator’s and will ensure they are connecting with the care coordinator’s moving forward. PSD county office managers agreed to connect with CYFD BHS Licensing and Certification Authority (LCA) if and
when they are faced with barriers with NM service providers such as RTC and TFC agencies.

Handouts included:
- Tool Kit with each of the four NM MCO Clinical Director’s contact information
- CYFD BHS LCA contact information
- BHS staff contact information
- Protective Services: Bureau Chief contact information

Centennial Care hand out with information on contacts.

**Activity 4:** Work with Behavioral Health Services to provide dedicated email address to PSD field staff, so that field staff may report when there are delays in the service array or when services are unavailable

| 7/31/2017 | **Completed.** In lieu of a dedicated email address, CYFD has restructured its internal cadre of Community Behavioral Health Clinicians (CBHCs) to now serve a target population of PSD involved children and youth. CBHCs previously were in the Juvenile Justice Services Division and in fall 2016 were moved to BHS. CBHCs are based in CYFD county offices statewide and will now serve as a resource to all PSD workers so that field staff may report when there are delays in the service array or when services are unavailable. This is a more direct and effective means of addressing service access issues than a dedicated email address. |

**Activity 5:** Based on feedback from dedicated email address in activity 4, Protective Services will work with Behavioral Health Services to identify gaps and mitigate barriers

| 11/30/2017 | **In Progress.** BHS continues to collaborate with PSD to identify gaps and mitigate barriers. BHS is in process of developing a resource geo-map for PSD staff to map available behavioral health services and supports. This process will allow for further identification of service gaps. CBHCs and BHS staff will continue to mitigate barriers as they arise.

Furthermore, BHS has advocated for funding, expansion and sustainability of multiple services and support to address existing gaps in the children’s behavioral health system, to include inclusion of High-Fidelity Wraparound, Family Peer Support and Youth Peer Support in the 1115 Waiver Renewal Concept paper ([http://www.hsd.state.nm.us/uploads/files/CC%2020%20Concept%20Paper_FINAL.pdf](http://www.hsd.state.nm.us/uploads/files/CC%2020%20Concept%20Paper_FINAL.pdf)) and proposed inclusion of High-Fidelity Wraparound in Health Home implementation.

CYFD is collaborating with the NM Credentialing Board for Behavioral Health Professionals (NMCBBHP) for Wraparound Facilitator certification, to include the protocols for training, coaching, ethics, exams, and recertification. Certification will begin in SFY’18.

Finally, BHS has partnered with a Managed Care Organization and a provider in Bernalillo County to implement (beginning in spring 2017) a demonstration of the High-Fidelity Wraparound Delivery and Financing Model to serve high-need and high-risk CYFD-involved children, youth, and their families. In this model, the provider is paid a per-member, per-month (PM/PM) payment that includes a specific package of services and is sufficient to cover the costs of intensive care coordination and related activities. This initiative is
targeted to serve up to eighty PSD involved children and youth.

The CYFD BHS Adolescent Substance Use Reduction Effort (ASURE) uses state and federal funds to establish comprehensive and sustainable services that are effective, develop workforce capabilities, serve youth and their families, expand access to community services, and reduce the consequences related to unaddressed trauma, substance use and mental health issues or disorders. CYFD ASURE recently received a SAMHSA grant titled the ASURE Treatment Implementation (ASURE-TI), which makes possible a statewide effort to provide services for youth experiencing trauma, substance and co-occurring mental health disorders.

The BHS ASURE team developed and implemented Youth Support Services (YSS) to eleven providers in State Fiscal Year 2017. PSD involved youth, ages 12-21, are eligible for this service. The intent of YSS is to promote wellness for all New Mexico children, and to help NM youth steer a course towards a healthy adulthood, free of substance disorders or unrecognized and untreated mental health disorders. YSS provide experiential and developmental supports intended to replace or enhance natural supports deficits and must result in the acquisition of skills and capabilities to aid the individual in living a satisfying life. The ASURE works to support youth that have or are at risk of involvement with CYFD Juvenile Justice Services or Protective Services Division. The expected client-level outcomes of the program include reduced substance use; enrollment in education, vocational training, and/or employment; social connectedness; and decreased criminal and juvenile justice involvement for the population of focus (ages 12-21). All services are carefully monitored and evaluated for effectiveness.

Infant Mental Health: To intervene with infants and their families who have been referred to CYFD Protective Services Division for maltreatment, a specialized approach is necessary. CYFD supports 9 Infant Mental Health teams in 7 Judicial Districts. These teams provide direct service to the babies, their parents, and the foster parents, as well as providing reunification consultation to the courts. By attending to these babies, CYFD intends to decrease their risk of becoming further traumatized and developing mental health and substance use disorders later in life.

Activity 6: Behavioral Health Services will reach out to existing service providers identified through dedicated email service described in activities 4 and 5, to provide technical assistance and training to support expansion of services

1/31/2018

In Progress. BHS provided five “Days of Learning” events regionally throughout the state in State Fiscal Year 2017. Participants includes CYFD staff (PS, JJS, and BHS), foster parents and community behavioral health providers. Training topics included NM Wraparound CARES Team Decision Making, Youth Engagement, Family Engagement, I Am Me & Allyship in Action (working with LGBTQ youth), Infant Mental Health, and Mental Health First Aid.
BHS has led the roll-out of Mental Health First Aid (MHFA) as a means of reducing behavioral health stigma with behavioral health providers, CYFD staff, foster parents and community members. BHS is specifically targeting foster parents to train in MHFA, with the goal to train all foster parents by 09/30/17. In State Fiscal Year 1207 thus far, 513 individuals statewide have been trained in MHFA and 112 individuals trained to serve as instructors.

CYFD is collaborating with the NM Credentialing Board for Behavioral Health Professionals (NMCBBHP) for Wraparound Facilitator certification, to include the protocols for training, coaching, ethics, exams, and re-certification. Certification will begin in State Fiscal Year 2018.

As a complement to High-Fidelity Wraparound, CYFD is developing a Family Peer Support model, to include curriculum development, training, implementation and certification. Family Peer Support Workers are primary caregivers who have “lived-experience” of being actively involved in raising a child who experiences emotional, behavioral, mental health and/or substance use challenges. CYFD is pursuing Family Peer Support Worker certification through NMCBBHP as well.

The BHS ASURE team sponsored trainings across the state in evidenced based and promising practices such as Seeking Safety, the Seven Challenges, the American Society of Addiction Medicine (ASAM) assessment and placement criteria, and Youth Support Services (YSS) life skills coaching. Additionally, BHS provide on-going training and technical assistance to all children’s behavioral health providers implementing YSS.

**Strategy C2:** Implement NM Wraparound CARES; provide training to support implementation and improve parental engagement in case planning

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<tr>
<td>Activity 1: Provide Wraparound facilitator training in targeted areas</td>
<td>6/30/2017</td>
<td>Completed. CYFD was awarded a SAMHSA Systems of Care and subsequent Systems of Care Expansion grant (currently in Year 3 of the four year grant) to develop and implement a sustainable Wraparound model for NM; NM Wraparound CARES. The NM Wraparound CARES program follows an 18-month training and coaching model. This intensive training and oversight prepares each participant to function fully and independently as a Wraparound Facilitator. As such, a Wraparound Facilitator must be able to make the following minimum commitments to the Program: each Facilitator must serve a minimum of three families over the 18-month training period at a time using Wraparound (maximum of ten families); and Facilitators must build up to three families over the 18-month period in conjunction with Trainers/Coaches.</td>
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All PSD FCM staff have been trained in NM Wraparound CARES. BHS provided four facilitator trainings from August 2015 to June 2017. Each PSD FCM was assigned a BHS Wraparound Coach in accordance with the Wraparound immersion program who have provided individual and group coaching.

**Activity 2: Provide trainings that support staff participation in Wraparound statewide: NM CARES Decision Making, Youth Engagement and Family Engagement**

| 6/30/2017 | Completed and On-going.  
**NM CARES Decision Making:** BHS provided a NM CARES Decision Making training face-to-face at each PSD field office statewide. BHS is in process of developing a NM CARES Decision Making training for PS supervisors to support implementation in their offices.  
**Youth Engagement Training (YET):** BHS developed a Youth Engagement Training curriculum developed by youth to enable them to train adults, professionals and other community members to start the conversation on strategic planning around youth engagement efforts. In order to successfully build youth-driven teams, the adults are taught key concepts regarding how to empower youth to advocate, recruit, and support each other as peers and equal partners. This curriculum is facilitated by an adult partner and youth who has lived experience navigating children’s systems (PSD, JJS, behavioral health, special education, etc.) To date BHS has trained over twenty-three Youth Trainers statewide (sixteen of those youth being recruited by PSD Youth Transition Specialist (YTS) staff) and seventeen adult co-trainers (ten of which are PSD YTS staff). BHS conducted three train-the-trainer trainings from August to December 2016. YETs were offered at each of the five Days of Learning and at each PS county office statewide. YET was offered at the Children’s Law Institute and Foster Parent Appreciation Conferences. To date, there are 466 PSD staff trained in YET with an additional 100 foster parents, 154 Juvenile Justice Services staff, thirteen Behavioral Health Services staff, and 206 other child serving partners such as behavioral health providers and school staff. In State Fiscal Year 2018, BHS will continue to provide YET trainings as requested by PSD.  
**Family Engagement Training:** The Family Engagement Training supports staff by giving them information on the five core values, genuineness, active listening, trust, respect and empathy, in order to better their practice and to help engage families to promote better outcomes. BHS has trained CYFD staff, to include PSD, JJS and BHS, as well as community members and foster parents in a Family Engagement Training. The Family Engagement was trained at each of the five Days of Learning events. At these events, 26 people were trained in Santa Fe, 43 trained in Albuquerque, 18 in Farmington, 47 in Las Cruces, and 20 in Roswell. |
**Strategy C3:** Implement a strategy for improving the assessment of and response to the medical and dental health needs of children.

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| **Activity 1:** Work with Capacity Building Center for States to diagnose challenges in providing appropriate and timely assessment and response to the medical and dental health needs of children | 10/31/2016 | Completed. Met with the Capacity Building Center for States (CBCS) on 6/21/16 in Santa Fe to discuss obtaining technical assistance on Safety Assessment and other PIP items.  
On 7/8/16, the CBCS sent first work plan to PSD executive management for review. On July 28, PSD executive management met to review work plan and made the decision to ask for assistance in improving connections for children in foster care with siblings and families, and in ensuring that children in foster care receive timely medical and dental assessment and follow up with recommendations.  
On 8/15/2016, a conference call was held with CBCS to narrow down the work plan to the two PIP areas of improving connections and ensuring medical and dental care and follow up.  
On 9/30/16, the CBCS sent an approved updated work plan.  
On 10/18/2016, PSD management and CBCS met in Santa Fe to discuss diagnoses of the two PIP areas, work plan, and next steps to hold peer interviews/discussions in the five regions. The consultant from CBSC, Bill Shutt, would be heading up the PIP activity regarding in providing appropriate and timely assessment and response to the medical and dental health needs of children. Mr. Shutt solicited information from the regional managers, bureau chiefs and executive management on what has been done in the past to improve medical and dental needs of children and what each of them is seeing in their areas that contribute to lack of appropriate and timely assessment and response to foster children's medical and dental needs.  
To further gather information, Mr. Shutt set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2016. |
| **Activity 2:** Based on information gathered from Activity 1, develop strategies to improve practice regarding appropriate and timely assessment and response to the medical and dental health needs of children | 3/27/2017 | Completed. On April 4, PSD met with the Capacity Building Center for States (CBCS) to discuss the proposed strategies for addressing the improvement of assessment and response to foster children’s medical and dental health needs. Based on the information Mr. Shutt gathered from his peer interviews with PSD staff, there were several strategies presented toward making efforts in improving assessment and response to medical and dental needs. Strategies included:  
- **Improved education to parents on tracking their children’s appointments.** This may include some coaching and mentoring from the foster parent. |
- Assist in developing a network that can assist both parents and foster parents in transporting children to appointments.
- Improved collaboration and on-going contact with Managed Care Organizations (MCOs) in scheduling initial and follow-up appointments.
- Follow up on Navigating Managed Care training provided by CYFD Behavioral Health Services to ensure new workers receive training.
- Use of Results Oriented Management (ROM) to pull reports based on information in the medical/dental tab of FACTS. Provide those reports to supervisors and managers.
- Use of Pull Together to create a resource list of medical and dental providers by county. Utilize county based Pull Together Ambassadors to gather and update information.
- Clearly outline the expectations for PSD staff on what the minimum standards are for ensuring children get proper and timely medical and dental care.
- Reconnect staff with guidelines, policy, procedures, training to establish and familiarize PSD expectations and standards. Need to come from Central Office to field staff.
- Establish a process for accruing and maintain children’s medical and dental records.
- Clarify the difference between Life Books and Traveling Files. Clarify who is responsible for creation and maintenance of those files.
- Improve access to forensic pediatrician, Dr. Karen Campbell for interpretation of medical files.
- Ticklers or reminders to assist in tracking upcoming appointments.
- Needs to be part of consistent on-going supervision.
- Offer training regarding what is required to complete an EPSTD.
- Educate shelter and group homes regarding importance of taking children to medical and dental appointments.

<table>
<thead>
<tr>
<th>Activity 3</th>
<th>Implement best practices/strategies into procedure and training materials to roll-out statewide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In Progress. Strategies presented in Activity 2 will be reviewed by PSD management. The Capacity Building Center for States (CBCS) is revising its work plan to assist in further implementation of strategies. PSD is currently awaiting updated CBCS work plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 4</th>
<th>As part of case staffing process add to procedure the transfer of medical/dental information when there is a case transfer or placement change</th>
</tr>
</thead>
</table>

8/31/2017

6/30/2017
**Goal D: Address systemic factors to improve child safety, permanency and well-being.**

Strategies and activities contained in Goal D were developed to positively affect Systemic Factors Statewide Information System; Case Review System, Items 23 and 24; Staff and Provider Training, Items 27 and 28; and Foster and Adoptive Parent Licensing, Recruitment, and Retention, Item 36.

Goal D strategies and activities were developed based on the results of the statewide self-assessment and stakeholder meetings held during the CSFR. The PSD Child and Families Services Coordinator and Quality Assurance Manager are currently working on a process to improve evaluation of the seven systemic factors. See Section II “Child and Family Outcomes,” Sub-section D “Systemic Factors.”

The Protective Services Division Permanency Planning procedures updated with Goal D activities outlined below are attached to this document.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DUE DATE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 1:</strong> Revise procedure to ensure that placement changes are updated within 48 hours in FACTS.</td>
<td>6/30/2017</td>
<td>Completed. Added to permanency planning procedures:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PR 10 – Out of Home Placement; Paragraph 13 – Change of Placement.</td>
</tr>
<tr>
<td><strong>Activity 2:</strong> Revise procedure to ensure notification of hearing to foster care providers is sent at least 7 days prior to the hearing and that the hearing notice is being sent to the correct placement address.</td>
<td>6/30/2017</td>
<td>Completed. Added to permanency planning procedures:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PR 13 – Case Planning; Paragraph 12.5 – Discharge Hearing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PR 14 – Adjudication and Disposition; Paragraph 6 – Notification</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PR 15 – Initial Judicial Review, First Permanency Hearing, and Subsequent Hearings; Paragraph 5 – Notification</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PR 16 – Termination of Custody; Paragraph 8 – Discharge Hearing</td>
</tr>
<tr>
<td><strong>Activity 3:</strong> Revise procedure to include guidance to foster care providers around the 6 hours of required on-going training.</td>
<td>12/30/2017</td>
<td>Pending.</td>
</tr>
</tbody>
</table>
| **Activity 4:** With increase in placement workers, include completion of ICPC studies within 60 days. | 6/30/2017  | Completed. PSD has started the standardization of placement workers responsibilities by providing Placement 101 training for all five regions. The training was provided by the PSD Foster Care and Adoption Bureau and aimed at Placement Supervisors and County Office Managers who directly supervise placement work. The training outlined the roles and responsibilities of placement workers and also included an overview of the role of adoption consultants, the process for completing Criminal Record Checks (CRC), and the process for Interstate Compact for the Placement of Children (ICPC) requests. Trainings were held: Region 1: 3/3/2017 Region 2: 2/21/2017 Region 3: 2/24/2017 Region 4: 2/16/2017 Region 5: 2/17/2017 An additional webinar was held via Go-to-Meeting May 19, 2017 with placement workers, placement supervisors, and county office managers who supervise
The webinar was presented by the PSD ICPC coordinators within the Foster Care and Adoption Bureau. The ICPC coordinators provided clarification and tips in completing the ICPC home studies within 60 days.

**Activity 5:** Revise procedure to include that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.

12/30/2017 Pending.

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**Goal E:** Increase recruitment and retention of PSD staff.

Goal E revised strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review stakeholder interview with PSD field workers, supervisors, county office managers and regional managers. Goal E also is in line with the Cabinet Secretary’s strategic plan. Within the CYFD strategic plan, the Cabinet Secretary has identified manageable caseloads, staffing plans, recruitment of workers, reduction of vacancy rate and worker retention as part of her “Shoring Up Core Functions” strategic plank within the CYFD strategic plan. As part of Goal E, PSD has shifted its focus on continued requests to New Mexico Legislation for additional FTE’s, addressing the staffing shortage in Colfax County, supporting the loan re-payment program, tracking the success of rapid hiring events, addressing the server staffing shortage in Colfax County, increasing supervision and supervisor knowledge and skills, and achieving the Cabinet Secretary’s goal for PSD is to achieve a 10% vacancy rate over the next year.

PSD utilized data to assist in obtaining twenty-two additional positions from the legislature. PSD continues communicating with the Department of Finance and Legislative Finance Committee related to compensation and new staff needs. The twenty-two additional FTE will be authorized beginning July 1, 2016. PSD is currently advertising all of those positions with the goal being that most of them start on July 2, 2016. PSD did not receive any new FTE for Fiscal Year 2017.

PSD has implemented a hiring matrix in Colfax County due to the county having the highest vacancy rate in the state. Current staff in that office have been provided with a 10% temporary increase for the last year. New staff are hired using a matrix that is slightly higher than staff being hired in other areas of the state. Additionally, PSD has implemented a hiring matrix for licensed case worker positions at 10% above the regular in grade hire matrix for case workers.

CYFD implemented the loan repayment program and received 181 applicants and made 167 awards. Of those awards, 98 were for PSD employees. For Fiscal Year 2017, and going forward, the recurring amount of $450,000 will be awarded annually to CYFD employees as part of the loan repayment program.

CYFD conducted five rapid hire events during the year and hired 38 new staff as a result of those events. Rapid hire events were held in Raton, Albuquerque, and Grants:

- **Albuquerque Rapid Hire Event – Oct. 22, 2016:** 12 hires
- **Grants Rapid Selection Event held January 24, 2017:** 4 hires
- **Albuquerque Rapid Hire Event held January 28, 2017:** 13 hires
- **NASW Conference held March 30, 2017:** 7 hires
- **Raton Rapid Hire Selection held May 18, 2017:** 2 hires

PSD continues to track the vacancy rate, staff turnover and days to hire for PSD field staff.
PSD was under the 14% vacancy rate by reporting a 10% vacancy rate for Fiscal Year 2017.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline</th>
<th>2015 Update</th>
<th>2016 Update</th>
<th>2017 Update</th>
<th>2019 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>By June 30, 2019, PSD will achieve a vacancy rate of 14% for PSD field staff.</strong></td>
<td>19.1%</td>
<td>15%</td>
<td>13.8%</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Decrease time to hire period for PSD field staff.</strong></td>
<td>79 days</td>
<td>60 days</td>
<td>65 days</td>
<td>40 days</td>
<td>65 days</td>
</tr>
<tr>
<td>Decrease Staff Turnover</td>
<td>27.4%</td>
<td>27.4%</td>
<td>21.5%</td>
<td>18.3%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Vacancy rates are calculated by dividing the total number of PSD field positions by the number of vacant PSD field positions. The baseline data for vacancy rate and time to hire was developed from June 2014 data from SHARE. The vacancy rate will be reported and calculated monthly, and averaged annually.

Time to hire data will be calculated from the date the job ad closes to the employee’s start date.

Turnover rate data will be calculated by utilizing the number of separations (minus death, retirement, and dismissal) and the average number of filled positions over the same time period.

**This is an average of total CYFD positions. Most Protective Services case worker positions are filled within 30 to 40 days but this is difficult to calculate because PSD case worker positions are posted as “continuous” without an end date. Additionally, New Mexico State Personnel Office has allowed PSD to add vacancies to existing postings.
F. Measurement - Baselines and Goals

PSD’s quality assurance unit will continue to review the same six CFSR counties every year for the duration of the PIP to monitor progress. The Children’s Bureau provided baselines and goals for New Mexico to assist in the monitoring of the PIP. In addition to these case review items, PSD will continue to track statewide data indicators and safety, permanency and well-being outcomes in Section II – Child and Family Outcomes. PSD has also begun to map a process to better evaluate systemic factors as outlined in Section II, Subsection D – Systemic Factors.

For reporting period June 30, 2017 New Mexico has met the PIP Goals for Item 1 and Item 13.

CFSR PIP Outcome Data for Bernalillo, Dona Ana, San Juan, Sandoval, Chaves and San Miguel counties

<table>
<thead>
<tr>
<th>CFSR ITEMS REQUIRING MEASUREMENT</th>
<th>ITEM DESCRIPTION</th>
<th>PIP BASELINE</th>
<th>CFSR 2015 RESULTS</th>
<th>CFSR 2016 RESULTS</th>
<th>PIP GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1</td>
<td>Timeliness of Initiation of Investigations of Reports of Child Maltreatment</td>
<td>70.3%</td>
<td>70%</td>
<td>83%</td>
<td>79.9%</td>
</tr>
<tr>
<td>Item 2</td>
<td>Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care</td>
<td>61.9%</td>
<td>62%</td>
<td>64%</td>
<td>71.5%</td>
</tr>
<tr>
<td>Item 3</td>
<td>Risk and Safety Assessment and Management</td>
<td>49.2%</td>
<td>49%</td>
<td>50%</td>
<td>57.2%</td>
</tr>
<tr>
<td>Item 4</td>
<td>Stability of Foster Care</td>
<td>65%</td>
<td>65%</td>
<td>69%</td>
<td>74.7%</td>
</tr>
<tr>
<td>Item 5</td>
<td>Permanency Goal for Child</td>
<td>73.7%</td>
<td>74%</td>
<td>58%</td>
<td>82.8%</td>
</tr>
<tr>
<td>Item 6</td>
<td>Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement</td>
<td>40%</td>
<td>40%</td>
<td>35%</td>
<td>49.9%</td>
</tr>
<tr>
<td>Item 12</td>
<td>Needs and Services of Child, Parents, and Foster Parents</td>
<td>49.2%</td>
<td>49%</td>
<td>44%</td>
<td>57.2%</td>
</tr>
<tr>
<td>Item 12 a</td>
<td>Needs Assessment and Services to Children</td>
<td>84.6%</td>
<td>85%</td>
<td>78%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 12 b</td>
<td>Needs Assessment and Services to Parents</td>
<td>47.3%</td>
<td>47%</td>
<td>50%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 12 c</td>
<td>Needs Assessment and Services to Foster Parents</td>
<td>89.7%</td>
<td>90%</td>
<td>88%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 13</td>
<td>Child and Family Involvement in Case Planning</td>
<td>64.1%</td>
<td>64%</td>
<td>75%</td>
<td>71.7%</td>
</tr>
<tr>
<td>Item 14</td>
<td>Case Worker Visits with Child</td>
<td>78.5%</td>
<td>78%</td>
<td>76%</td>
<td>85%</td>
</tr>
<tr>
<td>Item 15</td>
<td>Caseworker Visits with Parents</td>
<td>54.5%</td>
<td>55%</td>
<td>62%</td>
<td>63.1%</td>
</tr>
</tbody>
</table>
**G. Systemic Factor Items: Systemic Factor items will not require quantifiable measurement.**

<table>
<thead>
<tr>
<th>Systemic Factor Item</th>
<th>Improvement Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Item 19: Statewide Information System</strong></td>
<td>Improve timeliness and accuracy of data entered in FACTS through increased training and staff coaching.</td>
</tr>
<tr>
<td></td>
<td>1. The RAD Bureau will offer a monthly webinar on key data entry and case management activities to improve staff literacy in FACTS. Beginning in January 2017 the FACTS unit hosts monthly statewide webinars for caseworkers and supervisors. To date these webinars have focused on improving data entry related to child placement since this impacts key case management activities including worker/child visitation, notification to foster parents of hearings, IV-E eligibility, and timely accurate payments. The FACTS unit invites supervisors and workers to these webinars who have been identified through data reports as having errors in placement entry as well as all other staff.</td>
</tr>
<tr>
<td></td>
<td>2. The RAD Bureau will provide 12 hours of FACTS training as part of Foundations of Practice (FOP). The RAD Bureau will provide coaching opportunities to new staff after foundations by contacting new employees within one month of completion of FOP. Based upon student evaluation of FACTS training, in February 2017 the RAD Bureau updated the FACTS training for new workers enrolled in Foundation of Practice. Students reported that the technical FACTS training lacked connection to practice. The FACTS unit expanded the curriculum to include more practice opportunity and a QA specialist now participates in the training to offer example of practice implications and real world examples. In addition the FACTS unit personally reaches out to each FOP graduate within one month of training to offer individual coaching and the designated FACTS specialist for each region visits each county at least quarterly to provide individual coaching and county based training.</td>
</tr>
<tr>
<td></td>
<td>3. The RAD Bureau will provide monthly reports to management for the purpose of improving data quality. The RAD Bureau provides a monthly desktop report for all management related to key data points. These reports are reviewed in person with executive management and the Office of the Secretary on a bi-monthly basis. Since January 2017, the Data unit provides monthly webinar trainings for all staff on use of Results Oriented Management (ROM). ROM is a data dashboard which allows users to access near real time data on key child welfare outcomes. These webinars focus on enhancing ROM user skill and providing support for users as they interpret their data.</td>
</tr>
<tr>
<td><strong>Data Source and Approach to Measurement:</strong></td>
<td>Track employee participation in FACTS training and coaching activities and report semi-annually.</td>
</tr>
<tr>
<td><strong>Item 20: Case Review System – Written Case Plan</strong></td>
<td>Improve the involvement of parent in jointly creating case plans that will meet the unique needs of the parent.</td>
</tr>
<tr>
<td></td>
<td>1. Amend procedure to include steps to increase parent engagement and parent participation in case staffing, including participation in 90 day case staffing process as appropriate.</td>
</tr>
<tr>
<td></td>
<td>2. Include parent engagement in training.</td>
</tr>
<tr>
<td></td>
<td>3. Include parent engagement in supervision model.</td>
</tr>
<tr>
<td></td>
<td>4. Survey to bio parents to be given at beginning of case and end of case.</td>
</tr>
</tbody>
</table>
**Data Source and Approach to Measurement:** Track parental engagement through surveys given at the beginning of a case and the end of case. PSD will achieve a strength rating of 71.7% or better as part of the case review.

| **Item 23:** Case Review System - Termination of Parental Rights | Improve timeliness of the filing of termination of parental rights.  
1. Develop a batch report that provides information on the timely filing of TPR at a statewide aggregate level.  
   *This report has been requested but is not yet available. Work on development and testing of this report was suspended as IT resources were reallocated to mandatory fiscal updates to the system.*  
2. Ensure CCA’s are included in the 90 day case staffings addressing termination of parental rights to address plans moving forward and any barriers to TPR.  
   *CCA’s are included in those attending the Safety Organized Practice two supervisory course which includes an introduction to using the Collaborative Assessment and Planning (CAP) framework. The 90 day case staffing will be based in the use of the CAP framework. Additionally, a CCA is a part of the current workgroup.*  
3. Track improvement through batch report developed in activity 1. |
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Source and Approach to Measurement:</strong> Track progress through batch report that provides information on timely filing of TPR.</td>
<td></td>
</tr>
</tbody>
</table>

| **Item 24:** Case Review System – Notice of Hearings and Reviews to Caregivers | 1. Revise procedure to ensure notification of hearing to foster care providers is sent at least 7 days prior to the hearing and that the hearing notice is being sent to the correct placement address.  
   *Added to permanency planning procedures:*  
   - PR 13 – Case Planning; Paragraph 12.5 – Discharge Hearing.  
   - PR 14 – Adjudication and Disposition; Paragraph 6 – Notification  
   - PR 15 – Initial Judicial Review, First Permanency Hearing, and Subsequent Hearings; Paragraph 5 – Notification  
   - PR 16 – Termination of Custody; Paragraph 8 – Discharge Hearing  
2. The RAD Bureau will offer a monthly webinar on key data entry and case management activities to improve staff literacy in FACTS to include the importance of updating placement changes and ensuring foster parent addresses are current and correct.  
   *Beginning in January 2017 the FACTS unit hosts monthly statewide webinars for caseworkers and supervisors. To date these webinars have focused on improving data entry related to child placement since this impacts key case management activities including worker/child visitation, notification to foster parents of hearings, IV-E eligibility, and timely accurate payments. The FACTS unit invites supervisors and workers to these webinars who have been identified through data reports as having errors in placement entry as well as all other staff.*  
3. Add a question to the Legal review to determine if there was proof of service to the correct foster home.  
   *The legal review was updated with this question in May 2017.* |
| **Data Source and Approach to Measurement:** Add questions to QA Legal tool to determine there was proof of service to the correct foster home. |  |
| Item 26: Staff and Provider Training – Initial Staff Training | 1. Review Foundations of Practice to ensure inclusion of policy, procedure, and FACTS training.  
2. Review Foundations of Practice to ensure curriculum addresses skills needed in all practice areas, in particular In-Home Services and Permanency Planning.  
3. On the Job Training  
4. Collect evaluation data gathered at pre and post attendance of FOP. The FACTS manager reviews FOP evaluation monthly as part of an ongoing process of continuous quality improvement related to FACTS training.  
5. PSD review of FOP curriculum annually to ensure all practice areas are being addressed. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Source and Approach to Measurement:</strong></td>
<td>Track through surveys sent to worker 3 months after completion of FOP.</td>
</tr>
</tbody>
</table>
| Item 27: Staff and Provider Training – Ongoing Staff Training | 1. Develop a plan on providing 12 hours of training annually to include safety assessment and safety planning every two years.  
   *Not yet started, anticipate January 2018 start date.*  
2. Revise procedure to include that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.  
   *Not yet started.* |
| **Data Source and Approach to Measurement:** | Track on-going training. |
| Item 28: Staff and Provider Training - Foster and Adoptive Parent Training | 1. Develop a plan on guidance to foster care providers around the six hours of required on-going training.  
2. Revise procedure to include guidance to foster care providers around the 6 hours of required on-going training. |
| **Data Source and Approach to Measurement:** | Develop tracking of on-going foster care provider training. |
| Item 29: Service Array and Resource Development – Array of Services | **See Goal C, Strategies C1 and C2** |
| **Data Source and Approach to Measurement:** | |
| Item 30: Service Array and Resource Development – Individualizing Services | **See Goal C, Strategies C1 and C2** |
| **Data Source and Approach to Measurement:** | |
| Item 31: Agency Responsiveness to the Community – State Engagement and Consultation with Stakeholder Pursuant to the CFSP and APSR. | 1. Stakeholder Meetings with DV Providers monthly  
The Community Services Bureau Chief and the Domestic Violence Unit Manager have been conducting stakeholder meeting with Domestic Violence service providers and shelter around the state. PSD has contracts with providers and shelters in every county across the state. The meetings are held at the PSD county offices and include the county office manager and staff. Discussion includes improvement in working relationships, improved communication and information sharing, gaps in services, cross training opportunities, and discussion warm hand-off strategy that PSD is implementing as part of the Program Improvement Plan. Meetings have occurred in following counties: Luna, Hidalgo, Grant, Catron, Valencia, Socorro, Sierra, Rio Arriba, Chavez, and Taos. PSD will continue to schedule stakeholder meetings through 2017.  
2. Stakeholder Meetings with TFC/CPA Agencies quarterly |
The Foster Care and Adoption Bureau, in conjunction with PSD’s work with the Capacity Building Center for States, has begun holding quarterly meetings with Treatment Foster Care (TFC) agencies and Child Placement Agencies. The meetings are to discuss issues between PSD and the TFC and Child Placement Agencies and to partner with these agencies in adopting the practice of ensuring foster children maintain relative and sibling connections.

3. Stakeholder Meetings with Tribes and Pueblos quarterly
PSD will begin working on coordinating quarterly meetings with Tribes and Pueblos around the state.

Feedback from Stakeholder meetings shared with PSD and CYFD management to guide decision making and create a more collaborative approach.

### Data Source and Approach to Measurement:

<table>
<thead>
<tr>
<th>Item 35: Foster and Adoptive Parent Licensing, Recruitment, and Retention – Diligent Recruitment of Foster and Adoptive Homes</th>
<th>See Goal B, Strategies B2, B3 and B4</th>
</tr>
</thead>
</table>

### Item 36: Foster and Adoptive Parent Licensing, Recruitment, and Retention – State Use of Cross-Jurisdictional Resources for Permanent Placements

1. Include requirement in procedure that out of state requests for home studies must be completed within 60 days per ICPC regulations.
   
   **Requirement in permanency planning procedures:**
   - PR 21 – Interstate Compact for the Placement of Children (ICPC);
     **Paragraph 7.1 – Referral for Foster Care Provider, Relative Foster Care Provider, or Public Adoption Placement.**

2. Include in placement 101 training that will be rolled out in February 2017 statewide.
   
   PSD has started the standardization of placement workers responsibilities by providing Placement 101 training for all five regions. The training was provided by the PSD Foster Care and Adoption Bureau and aimed at Placement Supervisors and County Office Managers who directly supervise placement work. The training outlined the roles and responsibilities of placement workers and also included an overview of the role of adoption consultants, the process for completing Criminal Record Checks (CRC), and the process for Interstate Compact for the Placement of Children (ICPC) requests. Trainings were held:
   - Region 1: 3/3/2017
   - Region 2: 2/21/2017
   - Region 3: 2/24/2017
   - Region 4: 2/16/2017
   - Region 5: 2/17/2017

**Data Source and Approach to Measurement:** Track timely completion of out of state home study request through the PSD ICPC Access database.
IV. Services

A. Child and Family Services Continuum

Protective Services
The process is unique for each child and family. Not every report becomes a case nor does every case enter every phase. This “Flow Chart” is a general overview of a complex multi-step process showing only key selected steps. The PS process focuses on the safety, well-being and permanency of children and the strengthening of families.

1. Report Arrives SCI (Statewide Central Intake)
2. Abuse/ Neglect Report Screened IN*
3. Case Assigned to County for Investigation
4. Family Centered Meeting
5. Legal Case Filed or Case Closed
6. Referral to Community Resources
7. No referral to Community Resources
8. Case Transfer to In-Home Services (non-legal)
9. Staffing: DECISION POINT
10. Reunification
11. Adoption
12. Permanent Guardianship
13. Planned Permanent Living Arrangement
14. Youth Services

* And cross reported to law enforcement
B. Service Description

This section provides a brief narrative description of the services provided in each of the program areas. Services are provided statewide unless specifically noted. The child welfare services described in section 1 below are provided through a combination of funds, as permitted in the State’s federally approved Cost Allocation Plan. These funding sources include the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), CBCAP, Title IV-E, and the New Mexico General Fund. Section 2 below describes services provided through the Promoting Safe and Stable Families Program (Title IV-B subpart 2). Services funded through the Child Abuse Prevention and Treatment Act (CAPTA) are described in section 3 below, and the Chafee Foster Care Independence Program and Education and Training Voucher Program are described in section 4.

1. Child Welfare Services

Most services provided by PSD fall in the category of Child Welfare Services, designed to prevent child abuse and neglect, respond to allegations of abuse and neglect, intervene and provide community and home based services to maltreated children or children at risk of maltreatment and their families, provide foster care and permanency to children needing protection and youth services to older youth in foster care, youth who emancipated from the foster care system and youth adopted from foster care after age 16. All these services are focused on assuring the safety, permanency, and well-being of the children served by PSD and are listed in more detail below.

a. Child Abuse and Neglect Prevention Services

With federal CBCAP and state general funds, PSD provides community-based prevention and support services through a combination of contracted and direct services. In keeping with federal directions, PSD’s approach to CBCAP planning, programming, and monitoring emphasizes:

- greater use of evidence-based or evidence-informed programs and projects;
- efforts to enhance parental capacity and parental involvement in CBCAP program development;
- better integration with child welfare services (as a front-end component of the continuum of services),
- services for underserved populations, and
- more effective use of leveraging funds to support prevention activities.

These requirements have been incorporated in requests for proposals released for the provision of CBCAP services. PSD continues to work with providers to support them in getting trained in the evidence based curriculum, Nurtured Parenting and the evidenced informed curriculum, Circle of Security – Parenting (COS-P). PSD will continue to monitor these programs using the protective factors survey, site visits and ongoing technical assistance in order to ensure continuous quality feedback.

2017 APSR Update:

Pull Together is a platform to create a movement that is actionable with the overall goal to simplify how people navigate existing services who may be in need of services and those who want to help. This movement strives to enlist parents, families, community members, and young people in the fight to make sure our children are safe, cared for, and ready to succeed.

All New Mexicans are responsible for making our state a great place for kids to grow up, and all families and parents face challenges, but our strong communities and diverse cultures make it possible to give all children the love, support, and guidance they deserve. The Pull Together website is designed to be a simple navigation tool for resources such as parenting tips, services in communities and family activities. This same website will have information on volunteer opportunities, #SAFE, foster children backpack donation program, foster and adoption as well how to work for CYFD. Pull Together has also enlisted libraries and community agencies across the state to be ‘community hubs’ that parents and families can go to, to get more information of services in their community and link to free or discounted family outdoor activities through the New Mexico
State Parks Department. By creating one hub for resources, contact information, pamphlets, community outreach and services will ease the difficulty in finding information that families need and provide fun activities for parents and children.

Through the first year, the Pull Together movement acknowledges the following accomplishments:

- Nearly 1,000 more children each month are participating in child care assistance.
- Pull Together has reached through media 1.34 million people, with more than 19 million digital impressions. This exposure includes: commercials both on television and online, visits to the website, billboards, posters, and more.
- Distribution of over 225,000 pamphlets that describe available resources to families.
- Attended more than 25 community events to include the New Mexico State Fair, where we’ve distributed pamphlets & materials on child abuse prevention awareness, and how to get involved in your community through Pull Together.
- Close to 76,000 users of the PullTogether.org website with other 181,000 page views to the navigation of community resources in individual communities.
- Over 1,400 calls to the Resource and Referral line.
- 16 community hubs have been established through the state. These hubs are being organized and run by community leaders and community based providers. The main goal is to connect families to resources within their community and have someone available in person to a parent in need of support.
- Rollout of ‘Am I Eligible’ survey on the Pull Together website, which gives parent’s a one-stop shop online to find out what services they may be eligible for in their community.
- #SAFE, school plan initiative was started to all public schools to promote awareness of mandated reporting.
- Collection of approximately 2,150 backpacks through the backpack program for children coming into CYFD custody or that are in need. Backpacks are filled with comfort items for specified age groups that can include new items such as blankets, toys, and journals.

The CBCAP funds will continue to be used to provide training to CBCAP funded service providers, child prevention awareness campaign efforts through Pull Together and family support services. CYFD specifically utilizes CBCAP funds to provide evidence based family support programs for families with children 0-5 utilizing evidence based and evidence informed parent education curriculum. These programs use the CBCAP Conceptual Framework as the logic model for providing services. The main purposes of the CBCAP programs are:

- To support community-based efforts to develop, operate, expand, enhance and where appropriate to network initiatives aimed at the prevention of child abuse and neglect;
- To support networks of coordinated resources and activities to better strengthen and support families to reduce the likelihood of child abuse/neglect; and
- To foster understanding, appreciation and knowledge of diverse populations in order to effectively prevent and treat child abuse and neglect.
b. Child Protective Services Intake

Reports are received by PSD’s statewide central intake (SCI) through the state’s toll free number or a “short code” #SAFE (#7233) from cell a phone. SCI responds to calls and is staffed 24 hours a day, seven days a week with professionally trained workers. The intake worker utilizes the SDM screening and response priority tool. Completion of the tool results in a recommended determination regarding the acceptance and priority assignment of the report for investigation. The toll-free line has the capacity for callers in both English and Spanish, and there are separate dedicated phone lines for law enforcement and juvenile justice sources. This toll free number is for use statewide, all allegations of child abuse or neglect are funneled through SCI. In New Mexico, it is in state statute that all citizens are mandatory reporters of child abuse and neglect.

A screening determination on an incoming report is made by SCI. Once accepted, the PSD report is assigned to the appropriate county office for investigation. Reasons for non-acceptance of a report may include, but is not limited to no specific allegation or risk of abuse or neglect; insufficient information to investigate; referral to another agency; does not meet SDM screening criteria; perpetrator is not a parent or caretaker; referral to law enforcement; or it is a duplicate report.

Figure 1. Total Reports: This graph illustrates that total number of report of abuse from 2009 through 2016 in New Mexico.
Figure 2. Accepted/Screened-In: This graph illustrates the total number of accepted report from 2009 through 2016:

![Graph of Accepted/Screened-In](image)

Figure 3. Not Accepted/Screened-Out: This graph illustrates the total number of not accepted reports from 2009 through 2016:

![Graph of Not Accepted/Screened-Out](image)
c. Child Protective Service Investigation

Reports of abuse or neglect that meet the state’s criteria for investigation are assigned a priority status based on the severity of harm or safety concerns of the child, including CAPTA requirements regarding an infant born drug-addicted or exposed. Emergency reports are initiated within three hours from the acceptance of the report at SCI, Priority 1 reports within 24 hours, and Priority 2 reports within five calendar days. PSD is responsible for conducting civil investigation of allegations of child maltreatment; law enforcement conducts criminal investigations. County offices work with local law enforcement to coordinate when each entity is involved.

Investigations are conducted by workers in the county field offices. The investigation decision, due within 45 days of the report, includes a determination of substantiated or unsubstantiated on each of the allegations in the report. Substantiated in a child abuse or neglect investigation means the victim is under the age 18, a parent/caretaker have been identified as the perpetrator or identified as failing to protect the child, and credible evidence exists to support the conclusion by the investigation worker that the child has been abused or neglected as defined by state statute in the New Mexico Children’s Code. Unsubstantiated means that the information collected during the investigation does not support a finding that the child was abused or neglected as defined by state statute in the New Mexico Children’s Code.

The services of medical professionals, mental health professionals and other related professionals are used as appropriate to assess the safety of the child, threat of risk of harm to the child, the protective capacities of the caregivers, and the family’s needs and strengths. The workers use standardized safety and risk assessment tools to make a determination about what actions, if any, should be taken by PSD. Children under the age of three who are subject of a substantiated report of child maltreatment, whether or not they enter PSD custody, are referred to the state’s early intervention program, Family Infant Toddler (FIT), for an assessment.

By state law, only law enforcement can remove a child from the home without the order of the court. As part of a set of amendments passed by the 2009 legislature, the state’s Children’s Code now requires that law enforcement contact PSD before placing the child into custody. PSD conducts an on-site safety assessment to determine whether or not it is appropriate to take the child into custody. In addition, the law now clarifies that PSD may release a child from custody within the two-day emergency temporary custody time period if is determined that release is appropriate.

Figure 1. Protective Services Investigations FY 2009-FY2016: The graph illustrates the number of statewide investigations results from FY 2009 through FY 2016.
Figure 1. Investigations July 2015-June 2016: this table illustrates the number of accepted report, substantiated and unsubstantiated investigations, and child victims across the state.

<table>
<thead>
<tr>
<th>County</th>
<th>Accepted Reports</th>
<th>Substantiated</th>
<th>Unsubstantiated</th>
<th>Total</th>
<th>County % of State Total Investigations</th>
<th># of Substantiated Child Victims</th>
<th>Victim Rate per 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernalillo</td>
<td>6837</td>
<td>1746</td>
<td>3927</td>
<td>5673</td>
<td>29.6%</td>
<td>2773</td>
<td>15.6</td>
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<tr>
<td>Catron</td>
<td>26</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Chaves</td>
<td>761</td>
<td>188</td>
<td>525</td>
<td>713</td>
<td>3.7%</td>
<td>313</td>
<td>15.1</td>
</tr>
<tr>
<td>Cibola</td>
<td>211</td>
<td>72</td>
<td>149</td>
<td>221</td>
<td>1.2%</td>
<td>119</td>
<td>15.7</td>
</tr>
<tr>
<td>Colfax</td>
<td>186</td>
<td>114</td>
<td>116</td>
<td>230</td>
<td>1.2%</td>
<td>186</td>
<td>59.0</td>
</tr>
<tr>
<td>Curry</td>
<td>532</td>
<td>166</td>
<td>379</td>
<td>545</td>
<td>2.8%</td>
<td>297</td>
<td>19.6</td>
</tr>
<tr>
<td>DeBaca</td>
<td>21</td>
<td>0</td>
<td>7</td>
<td>7</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Doña Ana</td>
<td>2539</td>
<td>532</td>
<td>1755</td>
<td>2287</td>
<td>11.9%</td>
<td>948</td>
<td>14.7</td>
</tr>
<tr>
<td>Eddy</td>
<td>621</td>
<td>134</td>
<td>478</td>
<td>612</td>
<td>3.2%</td>
<td>211</td>
<td>13.6</td>
</tr>
<tr>
<td>Grant</td>
<td>360</td>
<td>131</td>
<td>234</td>
<td>365</td>
<td>1.9%</td>
<td>280</td>
<td>38.9</td>
</tr>
<tr>
<td>Guadalupe</td>
<td>75</td>
<td>17</td>
<td>28</td>
<td>45</td>
<td>0.2%</td>
<td>27</td>
<td>24.0</td>
</tr>
<tr>
<td>Harding</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hidalgo</td>
<td>97</td>
<td>10</td>
<td>14</td>
<td>24</td>
<td>0.1%</td>
<td>19</td>
<td>13.6</td>
</tr>
<tr>
<td>Lea</td>
<td>615</td>
<td>176</td>
<td>392</td>
<td>568</td>
<td>3.0%</td>
<td>351</td>
<td>16.7</td>
</tr>
<tr>
<td>Lincoln</td>
<td>219</td>
<td>51</td>
<td>160</td>
<td>211</td>
<td>1.1%</td>
<td>77</td>
<td>18.0</td>
</tr>
<tr>
<td>Los Alamos</td>
<td>84</td>
<td>12</td>
<td>29</td>
<td>41</td>
<td>0.2%</td>
<td>14</td>
<td>3.0</td>
</tr>
<tr>
<td>Luna</td>
<td>296</td>
<td>107</td>
<td>253</td>
<td>360</td>
<td>1.9%</td>
<td>165</td>
<td>22.4</td>
</tr>
<tr>
<td>McKinley</td>
<td>482</td>
<td>163</td>
<td>302</td>
<td>465</td>
<td>2.4%</td>
<td>300</td>
<td>12.0</td>
</tr>
<tr>
<td>Mora</td>
<td>34</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Otero</td>
<td>574</td>
<td>170</td>
<td>451</td>
<td>621</td>
<td>3.2%</td>
<td>295</td>
<td>16.7</td>
</tr>
<tr>
<td>Quay</td>
<td>146</td>
<td>29</td>
<td>153</td>
<td>182</td>
<td>1.0%</td>
<td>38</td>
<td>17.3</td>
</tr>
<tr>
<td>Rio Arriba</td>
<td>418</td>
<td>171</td>
<td>274</td>
<td>445</td>
<td>2.3%</td>
<td>310</td>
<td>28.1</td>
</tr>
<tr>
<td>Roosevelt</td>
<td>212</td>
<td>75</td>
<td>133</td>
<td>208</td>
<td>1.1%</td>
<td>143</td>
<td>22.8</td>
</tr>
<tr>
<td>San Juan</td>
<td>1192</td>
<td>323</td>
<td>832</td>
<td>1155</td>
<td>6.0%</td>
<td>544</td>
<td>13.1</td>
</tr>
<tr>
<td>San Miguel</td>
<td>317</td>
<td>189</td>
<td>222</td>
<td>411</td>
<td>2.1%</td>
<td>338</td>
<td>44.4</td>
</tr>
<tr>
<td>Sandoval</td>
<td>985</td>
<td>205</td>
<td>731</td>
<td>936</td>
<td>4.9%</td>
<td>354</td>
<td>9.2</td>
</tr>
<tr>
<td>Santa Fe</td>
<td>1047</td>
<td>344</td>
<td>733</td>
<td>1077</td>
<td>5.6%</td>
<td>570</td>
<td>17.1</td>
</tr>
<tr>
<td>Sierra</td>
<td>182</td>
<td>64</td>
<td>128</td>
<td>192</td>
<td>1.0%</td>
<td>109</td>
<td>51.2</td>
</tr>
<tr>
<td>Socorro</td>
<td>241</td>
<td>82</td>
<td>212</td>
<td>294</td>
<td>1.5%</td>
<td>121</td>
<td>24.1</td>
</tr>
<tr>
<td>Taos</td>
<td>373</td>
<td>142</td>
<td>204</td>
<td>346</td>
<td>1.8%</td>
<td>244</td>
<td>32.7</td>
</tr>
<tr>
<td>Torrance</td>
<td>194</td>
<td>58</td>
<td>173</td>
<td>231</td>
<td>1.2%</td>
<td>110</td>
<td>25.2</td>
</tr>
<tr>
<td>Union</td>
<td>42</td>
<td>7</td>
<td>7</td>
<td>14</td>
<td>0.1%</td>
<td>9</td>
<td>8.7</td>
</tr>
<tr>
<td>Unknown</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Valencia</td>
<td>786</td>
<td>241</td>
<td>418</td>
<td>659</td>
<td>3.4%</td>
<td>419</td>
<td>18.7</td>
</tr>
<tr>
<td><strong>State Totals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>100%</strong></td>
<td><strong>9684</strong></td>
<td><strong>16.7</strong></td>
</tr>
</tbody>
</table>
d. **In-Home Services**

The purpose of in-home services (IHS) is to promote the safety of children and reduce the risk of the recurrence of maltreatment of children by their parents or legal guardians without the intervention of the courts. Services are designed to enhance the family’s capacity to provide for their children’s needs in a safe environment, create stability within the home and develop healthy and supportive ongoing community relationships. IHS is an integrated, comprehensive approach to strengthening and preserving families who are at risk for, or who are currently experiencing problems in family functioning. IHS case interventions are provided for a maximum of 180 days with a possibility of up to three 45 day extensions. PSD continues to look at ways to evaluate IHS effectiveness and determine if changes need to be made to current practice.

Over the last year, PSD had an IHS workgroup to address consistency in practice and updating policy and procedure. Updated policy and procedures were promulgated March 15, 2016. Supervisors and staff received initial training and supervisors obtained additional training in May 2016.

e. **Foster Care**

Permanency planning services (foster care services) are provided when legal intervention is required to protect a child’s safety and enhance the child’s well-being. Legal intervention often involves a child in state custody being placed in foster care. New Mexico’s Children’s Code contains the requirements of the Adoption and Safe Families Act and other relevant federal laws, including the Safe and Timely Interstate Placement of Foster Children Act of 2006, the Child and Family Services Improvement Act of 2006, and the Adam Walsh Child Protection and Safety Act of 2006. Changes to the Code in 2009 assure compliance with the Fostering Connections to Success and Increasing Adoptions Act of 2008.

**Entry into Custody:** A child can enter PSD custody through emergency placement by law enforcement, however an abuse/neglect petition must be filed with the district court within two business days of custody or the child will be returned to the parent or guardian. PSD has the responsibility to make reasonable efforts to prevent the removal of a child from the home; however, the child’s safety always takes precedence. If a child enters foster care, PSD then has the responsibility to make reasonable efforts to reunify the child with the parent or guardian, if that can be done safely for the child.

**Figure 1. Children in Care by Month (Snapshot):** This chart shows children in care statewide by month in FY 2016.
Permanency Planning Services: Permanency planning services include services needed to enhance caregiver protective capacities to manage the safety and risk factors present in the child’s family. PSD establishes a permanency plan for every child in PSD custody. Reunification is the initial plan of choice for each child, unless that plan is determined not to be appropriate. Other acceptable plans are adoption, permanent guardianship, placement with a fit and willing relative, and other planned permanent living arrangement.

**Figure 2. Average Number of Children in Care:** This table illustrates the average number of child in care by type from FY 2011 through FY 2016.

<table>
<thead>
<tr>
<th>Level of Care</th>
<th>SYF 11</th>
<th>SYF 12</th>
<th>SYF 13</th>
<th>SYF 14</th>
<th>SYF 15</th>
<th>SYF 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care</td>
<td>776.1</td>
<td>840.7</td>
<td>887.6</td>
<td>947.0</td>
<td>1069.5</td>
<td>1167.6</td>
</tr>
<tr>
<td>Foster Care Relative</td>
<td>327.5</td>
<td>334.1</td>
<td>381.9</td>
<td>464.3</td>
<td>468.7</td>
<td>472.5</td>
</tr>
<tr>
<td>Pre-Adoption</td>
<td>111.3</td>
<td>112.5</td>
<td>83.3</td>
<td>96.7</td>
<td>78.8</td>
<td>81.3</td>
</tr>
<tr>
<td>Pre-Adoption Relative</td>
<td>66.9</td>
<td>44.7</td>
<td>36.4</td>
<td>36.7</td>
<td>35.0</td>
<td>35.3</td>
</tr>
<tr>
<td>Special Arranged/DD</td>
<td>32.8</td>
<td>32.3</td>
<td>46</td>
<td>56.1</td>
<td>57.8</td>
<td>58.3</td>
</tr>
<tr>
<td>TFC</td>
<td>233.6</td>
<td>237.6</td>
<td>218.5</td>
<td>224.2</td>
<td>269.7</td>
<td>270.3</td>
</tr>
<tr>
<td>TFC - Relative</td>
<td>13.7</td>
<td>16.6</td>
<td>13</td>
<td>11.3</td>
<td>17.8</td>
<td>16.6</td>
</tr>
<tr>
<td>Institutional Care</td>
<td>37.9</td>
<td>34.7</td>
<td>38.6</td>
<td>45.8</td>
<td>46.8</td>
<td>44.5</td>
</tr>
<tr>
<td>Group Home</td>
<td>19.9</td>
<td>21.0</td>
<td>25.2</td>
<td>34.3</td>
<td>33.5</td>
<td>30.7</td>
</tr>
<tr>
<td>RTC</td>
<td>57.9</td>
<td>30.3</td>
<td>35.3</td>
<td>47.0</td>
<td>66.4</td>
<td>76.8</td>
</tr>
<tr>
<td>SIL Under 18</td>
<td>19.0</td>
<td>11.6</td>
<td>13.3</td>
<td>13.4</td>
<td>12.2</td>
<td>10.6</td>
</tr>
<tr>
<td>Total</td>
<td>1696.6</td>
<td>1715.9</td>
<td>1779.2</td>
<td>1872.5</td>
<td>2156.0</td>
<td>2264.4</td>
</tr>
</tbody>
</table>

**Level of Care:** Children are assessed upon entry into foster care for their appropriate level of care. The child’s level of care determines the maintenance payment amount, identifies the needs of the child, the skill level of the foster care provider and provides an initial assessment of the needs of the foster care provider. All children enter foster care as a level 1 placement. Children who have a higher level of need than the general population of children in out of home care and who also require a higher level of supervision and skill by the substitute care provider are eligible for level 2 foster care. Level 3 foster care is for those children with significant medical or behavioral needs who require a significantly and consistently higher level of care from a highly trained caregiver. These are children who would otherwise require hospitalization or institutional placement.

**Health Care:** Children who are legal residents of the United States in out-of-home care are eligible for Medicaid, either through Title IV-E eligibility, SSI or state-funded care. Medical care is provided for children who are non-citizens through state funds. Children receive early periodic screening diagnostic and treatment (EPSDT) assessment within the first 30 days of placement; this begins the process to identify any needs they have and begin early intervention. Caseworkers record health care information in FACTS, the state SACWIS system, and work with the foster care provider to maintain the child’s traveling file to provide for continuity of health care information should the child change placement or exit foster care. Youth emancipating from foster care are provided copies of their health care records.

**Representation and Advocacy:** For every legal custody case, the parent or guardian is appointed an attorney if they cannot afford one, and every child is appointed an attorney guardian ad litem (GAL) or a youth attorney. Children under the age of 14 are appointed a GAL who represents the best interest of the child. Older youth have a youth attorney who represents the position and wishes of the child. Many children are assigned a court
appointed special advocate (CASA), who acts as an advocate for the child and reports on the status of the child to the judge at reviews. New Mexico has a citizens review board (CRB) system, and boards around the state conduct reviews of legal custody cases on a periodic basis.

Foster Care Providers: PSD recruits, trains, licenses, and maintains foster families for placement of children. There is an emphasis on placements with relatives, and policy directs that relative placement options be considered throughout the life of the case. Both relative and non-relative foster care applicants are required to complete the same set of licensing criteria, including a criminal records check, training, a home safety check list, and a mutual assessment process to identify the strengths of the applicant family and their appropriateness for caring for children in state custody, whether temporarily in foster care or permanently in adoption. PSD policy and procedure detail the requirements for local, state and federal criminal record checks for persons applying to be foster parents or relative foster parents. Criminal background checks and abuse and neglect checks are also required for any adult residing in the home of the foster parent or relative foster parent applicant. PSD provides foster care maintenance payments to substitute care providers as financial reimbursement for the care of children placed in their home. Maintenance payments are supported by both general funds and Title IV-E funds.

2. Promoting Safe and Stable Families Program

The continuum of services funded through the Title IV-B Subpart 2 Promoting Safe and Stable Families (PSSF) Program is complemented by other services provided to children, youth and families by PSD through state general funds and other funding sources. PSD allocates 20% of PSSF funds for each of the four allowable services: Family Support Services, Family Preservation Services, Time-Limited Reunification Services and Adoption Promotion and Support. In addition, PSD allocates 10% of PSSF funds for administrative costs which include the salaries and operating costs of program managers who are administering the delivery of these services statewide. The remaining 10% is allocated for program support costs which includes training, evaluation, CQI, CFSR and staff recruitment and retention.

Contracts are issued through a competitive procurement process. The request for proposal (RFP) requires that all agencies be community based providers. PSD staff located statewide serve as the evaluators for the RFP evaluation committee; they make recommendations for awards after evaluating the submitted proposals. CYFD then awards the contracts to the community based agencies determined to be the most qualified to deliver the service.

a. Family Support

Family Support Service (FSS) contractors provide services to parents or primary caregivers to prevent child maltreatment. Families with a children who are at risk of child abuse and neglect who have been referred by PSD are eligible for these services, families that have had 3 or more investigations with PSD will be given priority. Contracts were awarded to community based service providers throughout the state. In FY 2017, FSS was provided to families in 9 counties statewide: Bernalillo, Chaves, Dona Ana, Los Alamos, Sandoval, Rio Arriba, San Juan, Santa Fe and Taos counties by multiple providers.

FSS are intensive home-based services focused on providing support to eligible families and enhancing child and family well-being. The types of services which may be provided to families through FSS include:

- Home visits;
- Case management;
- Crisis intervention;
- Evidence-based parent education curriculum;
- Parent support visits;
- Information and referral;
- Support services;
- Life skills;
- Education and training;
- Mentoring; and
- Transportation

**2017 APSR Update:**
PSD issued RFPs for the Family Support Services (FSS) and contracts were executed in October 2015 in Taos, Rio Arriba, Dona Ana, Chaves and Bernalillo counties. In May 2016, the contract with the community based provider in Bernalillo County was terminated and services were awarded through a subsequent RFP released in April 2016 in Bernalillo, Sandoval, San Juan, Santa Fe and Los Alamos counties for a period of three years.

FSS contractors will provide services to families to prevent child maltreatment and prevent reoccurring child maltreatment. Families that have received three or more CPS reports in one year or six or more reports in five years will be targeted for these services. FSS will provide intensive home-based, short term (60 days) case management to families in order to link families with appropriate services and provide one-on-one evidence-based parenting. Through the first two years of services, it has been found that most families that are engaged in services need more than 60 days of support from FSS providers in order to get connected to services that address the safety and/or risk of the children. Services providers are allowed to extend services up to 90 days with supervisor approval if appropriate to address safety concerns.

PSD was on target to spend the allocated 20% in 2017. Federal funds were supplemented with State General Funds to expand Family Support Services to additional counties in FY17 and FY18.

<p>| Family Support Services (FSS) AKA Family Navigation and Education Services (FNES) |
|-----------------------------------------------|-------------------------------|---------------------------------------------------------------|</p>
<table>
<thead>
<tr>
<th>County</th>
<th># of Children Served July 2016 through Q3 March 2017</th>
<th>Percentage of client families with a treatment plan created within 15 days of referral/transfer. (Target: 95% or &gt;)</th>
<th>Percentage of client families who have intake with service provider within 30 days of referral/transfer. (Target: 75% or &gt;)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dona Ana</td>
<td>247</td>
<td>52%</td>
<td>81%</td>
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<tr>
<td>Bernalillo</td>
<td>348</td>
<td>39.3%</td>
<td>57.2%</td>
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<tr>
<td>Sandoval</td>
<td>139</td>
<td>39.3%</td>
<td>57.2%</td>
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<tr>
<td>Chaves</td>
<td>105</td>
<td>55%</td>
<td>50%</td>
</tr>
<tr>
<td>Taos</td>
<td>43</td>
<td>79.5%</td>
<td>79.5%</td>
</tr>
<tr>
<td>Rio Arriba/Los Alamos</td>
<td>66</td>
<td>79.5%</td>
<td>79.5%</td>
</tr>
<tr>
<td>Santa Fe</td>
<td>83</td>
<td>80.6%</td>
<td>83.3%</td>
</tr>
<tr>
<td>San Juan</td>
<td>190</td>
<td>59.5%</td>
<td>49.4%</td>
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</table>

**b. Family Preservation**
PSD implements family preservation services through our In Home Services (IHS) program. The model incorporates the basic principles of family preservation services as an intensive in-home service while recognizing that the short-term crisis intervention model did not offer the sufficient amount of time needed to address the complex needs of the children and their families. In-home services is an integrated comprehensive approach to strengthening and preserving families who are at risk for or who are currently experiencing problems in family functioning and are at imminent risk of having a child removed from the home due to abuse or neglect. Family needs and strengths are identified through an initial as well as an on-going assessment process; the intervention process builds upon the family’s existing strengths while supporting and expanding their network of resources in order to increase their capacity to meet the needs of the family system and those of the individual family members. The model also encourages and promotes a strong partnership between the
department and the family and incorporates traditional and nontraditional supporting agencies, individuals and organizations into the intervention based on the unique qualities and characteristics of each family.

For the past several years, family preservation services have been available to families in most counties throughout the state through direct services provided by IHS staff or contract services from community based providers. In FY17 family preservation services were available in Dona Ana, Lea, Grant, Southern Catron and Valencia counties. The IHS model has supported PSD in its efforts to reduce the occurrence of child abuse and neglect by moving services towards addressing the factors that place the family at risk for child maltreatment through problem solving and assistance to families. Family preservation services are provided to enhance the family’s capacity to provide for their children’s needs in a safe environment with an emphasis on skill building and is a method utilized to help maintain the family unit and prevent out of home placement of the child. The services are time-limited and are focused on the effective management of identified safety threats while enhancing caregiver protective capacities. The purpose of these services is to enhance family capacity to provide for child safety and reduce the risk of abuse and neglect using the family’s strengths while addressing family needs.

Families are eligible regardless of income. Referrals are made by PSD when a child in the home has been assessed to be conditionally safe and the risk of maltreatment has been determined to be moderate or high; or the child has been assessed to be unsafe and the risk of maltreatment has been determined to be very low, low, moderate or high. Families whose children are in the legal custody of PSD are ineligible for referral. Contracts were awarded statewide to community based providers. Families referred to contractors by PSD receive family preservation support every week for six months in the following areas:

- Safety planning
- Case management
- Skill building including parenting, conflict management, communication and life skills
- Crisis management
- Transportation
- Assistance in finding housing
- Counseling

PSD was on target to spend the allocated 20% in 2017.

**2017 APSR Update:**

For FY17, an RFP was released for competitive bids to provide family preservation services. FPS services began in late July 2017 after awards were finalized in Dona Ana, Grant, Southern Catron, Lea and Valencia counties.

In FY16, contracted, community based partners providers served families in Lea, Dona Ana, Bernalillo, Valencia, Otero and Grant Counties.

<table>
<thead>
<tr>
<th>In-Home Services (IHS)</th>
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<tbody>
<tr>
<td><strong>County</strong></td>
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<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Lea</td>
</tr>
<tr>
<td>Dona Ana</td>
</tr>
<tr>
<td>Valencia</td>
</tr>
<tr>
<td>Grant/S. Catron</td>
</tr>
</tbody>
</table>
c. **Time-Limited Reunification**

Time-limited reunification (TLR) contractors provide services to families when a child cannot be safely maintained in the home and the child enters foster care. TLR contractors are required to provide intensive services to families and assist PSD in reunifying families in an expedited time frame. Eligible families must be referred within 12 months of the most recent removal from the home and will potentially reach trial home visit within 4 months of the date of referral. In addition, TLR contractors are required to conduct at least one home visit per month for up to four months after PSD has closed the case in order to provide support services to the family and to assess safety of the children. TLR services are available to families 24 hours a day, seven days a week. The services provided through TLR are multifaceted and may include the coordination of resources to support safety plans, the provision of supervised and monitored visitation, parent education and skill building and monitoring when the child returns to the home. These contracts also incorporate monthly meetings that include the TLR provider, the biological family, PSD worker, other service providers and/or interested parties; the focus of the monthly meetings is to review the safety assessment, treatment plan, reunification goals, visitation plan and progress related to the reunification plan to ensure the family is receiving the appropriate services required to achieve timely reunification. PSD utilizes ancillary support services provided by other program areas and other state agencies such as childcare, substance abuse intervention, mental health intervention, and employment assistance in effort to further support the reunification process.

PSD was on target to spend the allocated 20% in 2017.

**2017 APSR Update:**

An RFP was released for competitive bids to provide time-limited reunification services beginning in July 2017. TLR services began in late July 2017 after awards were finalized in Dona Ana, Lea, Bernalillo, Sandoval and Valencia counties.

In FY16, contracted, community based partners providers served families in Lea, Dona Ana, Bernalillo, Valencia, and Sandoval Counties.

<table>
<thead>
<tr>
<th>County</th>
<th># of Children Served July 2016 through Q3 March 2017</th>
<th>Of children served, percentage of Trial Home Visits (THV) that start within 4 months of referral to contractor.</th>
<th>Of children served, percentage of reunified (THV begun) within 12 months of federal removal date. (Standard: 95%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lea</td>
<td>37</td>
<td>85.7%</td>
<td>57.1%</td>
</tr>
<tr>
<td>Valencia</td>
<td>26</td>
<td>100%</td>
<td>25%</td>
</tr>
<tr>
<td>Dona Ana</td>
<td>40</td>
<td>50%</td>
<td>20%</td>
</tr>
<tr>
<td>Bernalillo/ Sandoval</td>
<td>60</td>
<td>86.7%</td>
<td>31.3%</td>
</tr>
</tbody>
</table>

d. **Adoption Promotion and Support**

When it is determined that a child cannot be reunited safely with their parent or guardian, PSD works to identify an adoptive home that will meet the child’s unique needs and provide a nurturing, stable family environment. PSD has a policy preference for placement with and adoption by relatives. Both relatives and non-relatives have the same licensing requirements which includes criminal records checks, child abuse and neglect checks, pre-service training, home safety check and mutual assessment process. PSD works to minimize the trauma often associated with changes in placement by implementing concurrent planning and encouraging adoption of children by their current foster parents.

PSD provides adoption promotion and support services through a combination of PSD staff and contracted services. PSD staff and contract providers are available to recruit, train and study and support foster and adoptive families as well as provide post-adoption and guardianship placement support services. Post adoptive
support services are available through state and IV-B subsidies. PSD works with AdoptUSKIDS and other national exchanges to conduct child-specific recruitment for children needing adoptive families.

PSD continues to utilize the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial assessment of all household members of a prospective foster and adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more safe and stable placement options for children.

PSD contracts with a statewide agency provides post-decree family support services for adoptive families. The FIESTA program includes family activities, education, support groups, a warm line and training, networking and social opportunities for adoptive parents and specialized training in adoption competence for therapists and mental health professionals who provide therapeutic services to PSD families. Information is available to adoptive families statewide through a lending library of books, videos, and DVDs. PSD also sponsors a blog as another opportunity for parents to network on-line. The contract provides a quarterly newsletter for all adoptive parents. Adoptive parent family contacts reside in and serve each of the five PSD regions and are responsible for coordinating activities and running the warm line.

PSD continues to offer the annual Adoption Conference to all adoptive families and their children. In 2017, PSD contracted with La Familia-Namaste, Inc to coordinate the adoption conference. The conference allows adoptive families to meet other adoptive families and for parents to receive training on adoption related topics while their children are engaged in activities during the day.

In the 2009 Legislative session, the New Mexico Children’s Code was amended to require that a motion for mediation in contemplation of an open adoption be filed when PSD files a motion for termination of parental rights. The Code was also amended to include the option of post-adoption contact agreements among siblings. This service continues to be funded through PSSF funds and is currently provided by the Administrative Office of the Courts.

PSD continues its partnership with the Heart Gallery of New Mexico. The Heart Gallery of New Mexico offers small grants to children and families to support special needs of the family that may include training, camps, and or additional support. The Heart Gallery of New Mexico has been an invaluable resource for supporting PSD adoption recruitment efforts.

Adoption Promotion and Support services are provided statewide and available in every county.

2017 APSR Update:
PSD continues to utilize the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial assessment of all household members of a prospective foster and adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more safe and a stable placement options for children. PSD and Consortium for Children entered into a contractual agreement in 2017 to provide Structure Analysis Family Evaluation (SAFE) training to PS staff and private providers.

PSD entered into a multi-year contract with La Familia-Namaste, Inc to provide home study services statewide for the agency. The population being served are families or individuals interested in adopting children in CYFD custody. This agency services only families identified and referred to the agency by CYFD.

In FY 17 336 families were referred to the statewide agency to conduct a home study.

PSD entered into a new multi-year contract with La Familia-Namaste to provide post-decree family support services for adoptive families. THE FIESTA program included family activities, education, support groups, a warm line and training, networking and social opportunities for adoptive parents and specialized training in adoption competence for therapists and mental health professionals who provide therapeutic services to PSD families. Information is available to adoptive families statewide through a lending library of books, videos and DVDS. The contractor provides social media as another opportunity for parents to network on-line. Adoptive parent family contacts reside in and serve each of the five PSD regions and are responsible for coordinating activities and running the warm line. In FY2017, FIESTA program coordinated with the CYFD Heart Gallery
Coordinator to provide networking meetings after each Heart Gallery adoption matching event targeting licensed adoptive families interested in children freed for adoption. This additional services aims to provide support at the initial process of a potential match for adoption.

In FY 17, The FIESTA program served the following:
- Total Participant Families: 991
- Total Child Participants: 1586
- Total New Families: 196
- Total Social Media participants: 838
- Lending Library: 295
- Warm line: 861

**E. Heart Gallery of New Mexico**

PSD continues to work with the Heart Gallery of New Mexico Foundation on all adoption events and developing digital galleries. PSD collaborates with other Heart Galleries across the country who are looking to switch to this system of child specific recruitment. As of June 2017, PSD has the following 23 permanent digital displays. Nine galleries are in Albuquerque at various locations, four in Alamogordo, four in Las Cruces, and two in Farmington, one in Santa Fe, Lovington, Artesia and Roswell. It is expected these will continue to grow.

PSD partners with eight Wendy’s Restaurants in the Albuquerque area to display portraits of children waiting for adoption and 15 permanent sites throughout New Mexico

PSD partners with New Mexico Friends of Foster Children (NMFFC) to assist in meeting foster children’s needs and to support “teen” adoption events. In 2017, PSD had 184 available children attend an adoption matching event. Adoption events over the year included four youth events and three all age events. Some of the events included:
- Lovin’ from the Oven
- Something to Hang Your Hopes On
- Keep Calm and Cache On
- Scaling New Heights
- Travelin’ Back In Time
- Dia del Corazon
- Home on the Range

NMFFC also utilized funds for videos shot and edited for recruitment, a small amount of printed portraits, including “We Adopted!” portrait displays, updating Heart Gallery photos or digital displays, monitors at public events to display Heart Gallery adoption information and charter bus transportation to assist children in attending an adoptive event. NMFFC provides volunteers to run nearly all of our adoption matching events.

**3. CAPTA**

PSD is the state agency responsible for administering the Child Abuse Prevention and Treatment Act (CAPTA) state plan. The CAPTA plan shares many of the same goals and objectives found within Child Welfare Services and PSSF, and agency policies and procedures and state law have been made compliant with the CAPTA requirements. PSD’s CAPTA Plan is submitted separately from the Child and Family Service Plan.
4. **Chafee Foster Care Independence Program**

New Mexico provides services to meet the needs of older youth in foster care, those youth who have aged out of foster care, and those youth adopted from the foster care system at sixteen years of age or older. A statewide youth advisory board, Leaders Uniting Voices, Youth Advocates of New Mexico participates in developing the youth services program (independent living program) and provides feedback and suggestions to PSD staff, foster parents and community providers. PSD is committed to partnering with youth to identify and develop relationships with adults who can serve as mentors and advocates as the youth transitions to adulthood.

In addition to providing services to older youth in foster care, youth who aged out of foster care at age 18, and youth adopted from the foster care system at sixteen years of age or older PSD now provides services to youth who discharged to Kinship Guardianship at age 16 or older. PSD continues to have a strong partnership with LUVYANM and other youth partners in New Mexico to strengthen the Chafee program.

Components of New Mexico’s Chafee Foster Care Independence Program are provided in more detail in Section VI.

5. **Education and Training Vouchers**

PSD continues to strengthen the ETV program through outreach activities and the engagement of youth to assist in accessing post-secondary educational opportunities and increasing their participation in the ETV program. Components of New Mexico’s ETV program are provided in more detail in Section VI.

PSD has made strong efforts in the past year to provide ETV funds through outreach and youth engagement. Components of New Mexico’s ETV program are provided in more detail in Section VI.
C. Service Decision Making Process for Family Support Services

Agencies and organizations are selected for funding to provide family support services through the CYFD request for proposal process. The Community Services Bureau within PSD partners with CYFD’s Contract Development Unit to develop and release request for proposal (RFP)’s to those agencies and organizations that provide services specific to PSSF requirements. Requests for proposals are evaluated by a team of field staff and community service bureau employees. Once evaluated, the team makes a recommendation to Office of Secretary on who to award the contract. Once the contract is awarded, the Community Service Bureau and Contract Development Unit negotiate final contract with the selected agency or organization.

D. Populations at Greatest Risk for Maltreatment

PSD recognizes that New Mexico’s population at greatest risk for maltreatment are children aged 0 to 5 years old.

2017 APSR Update:

PSD continues to focus on children ages 0-5 years of age through referrals to early childhood programs such as Family Infant Toddler (FIT) programs, infant mental health teams, and IV-B programs. PSD also continues to provide Circle of Security Parenting to PSD staff and contractors to better serve children, youth and families.

As indicated by the chart below, the percentage of maltreated victims for years 2011 through 2016 continues to be consistently higher for those victims less than one year of age. PSD saw a decrease in maltreatment for the age groups three to five year olds. PSD speculates that this may be due to the expansion of child care assistance for families and at-risk children that come to the attention of PSD.

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<td>0.7%</td>
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Source: NCANDS Data
E. Services for Children Under Five

For state fiscal year 2014, quarter three there were 2163 children in care; of those, 937 (43.3%) were under age five.

PSD has developed a work group to review and revise policies and procedures for children 0 - 5. These policy and procedure changes will review timelines for hearings, permanency and services for this population. The “Survey of State Child Welfare Agency Initiatives for Maltreated Infants and Toddlers” will serve as a guide for the review and recommended changes.

PSD has been and will continue making several efforts to target services to this age group:

- **Family Support Services**: In an effort to target services to those at most risk, during the coming year family support services will be prioritized for parents and secondary caregivers who have a child age 0 to 5 who is at risk of abuse or neglect.

- **Safety Management**: A key factor in PSD’s safety assessment process is the vulnerability of the child, and the child’s age obviously enters into that assessment. Focusing on safety throughout the life of a case ensures that the safety of young, vulnerable children is considered.

- **Early Intervention**: Children under the age of three who are subject of a substantiated report of child maltreatment are referred to the state’s early intervention program, Family Infant Toddler (FIT), for an assessment.

- **CYFD Early Childhood Services**: Infants and children in PSD custody or at risk of coming into custody are often eligible for a range of services provided through CYFD’s Early Child Services Division and its contractors, including childcare, infant mental health services, pre-K programs, and home visiting.

- **Infant Mental Health Teams**: PSD is partnering with providers in pilot sites within the state to enhance the state’s workforce capacity (providers, PSD staff and foster parents) in terms of the provision of infant mental health services. PSD is working with the Early Childhood Division to identify more pilot sites and increase use and understanding of home visiting services in the state.

- **Neurosequential Model of Therapeutics**: PSD staff and foster parents have received training on the neurosequential model of therapeutics. This model is an approach that integrates core principles of brain development and the impact of trauma. This model has three components: training and capacity building, assessment and then, recommendations. Training and capacity building has occurred for approximately 30 individuals.

Children under the age of three who are subject of a substantiated report of child maltreatment, whether or not they enter PSD custody, are referred to the state’s early intervention program, Family Infant Toddler (FIT), for an assessment.

**2017 APSR Update:**

The Community Based Child Abuse Prevention (CBCAP) programs provide home based and evidence based prevention services to families with children 0-5 years old. These services target families that have not had substantiated maltreatment and offer targeted case management, family planning and individualized Circle of Security parenting to families in the following communities: Rio Arriba, Taos, Northern Santa Fe, Bernalillo, the 5 Sandoval County Pueblos, and Dona Ana Counties.

PSD field staff currently provide safe sleep brochures and information to families during home visits or interventions with families. In March 2015, PSD began additional partnering with the Department of Health (DOH) to provide regional trainings to PSD staff on components around safe sleep and children crying, “Purple Cry.” This training will allow PSD staff to be better able to work with families around safe sleep methods and managing crying with a child.

PSD staff, foster parents and community partners continue to be trained on the neurosequential model of therapeutics. In October 2015, twenty-two individuals will complete this training. Thirty individuals remain
trained. In October 2015, four community agencies will be able to provide neurosequential model of therapeutics training within their own agencies. In October 2018, another cohort of individuals will be trained. CYFD’s secretary continues to focus on prevention throughout New Mexico as part of the CYFD strategic plan and Pull Together.

Efforts to provide services for children under the age of five to New Mexico are:

1. **The “At-Risk” Childcare program**, which provides free childcare to families whose children are at risk of child maltreatment or repeat child maltreatment;
2. Relative guardianship assistance provided to families to prevent kids from lingering in foster care;
3. Child and adult food care program at child care facilities and at high risk locations such as WIC offices, medical clinics and Child Support Enforcement offices;
4. **Neonatal Intensive Care Home Visiting Services Project** for children and families will begin in July 2017 through Early Childhood Services Division;
5. Use of wrap around services to families and children to prevent children coming into foster care;
6. Home visiting program, in program in which a provider visits new parents and infants in their homes; and
7. **Access to Infant Mental Health Teams** around the state.

PSD is also exploring how case planning can be more targeted and specific to meet the needs of children ages 0-5, and reduce their time in foster care.

### F. Services for Children Adopted From Other Countries

CYFD Protective Services Division (PSD) does not have a specific policy on re-homing of adopted children. If an inter-country adoptive family calls into statewide central intake for assistance, they are referred like all families for services appropriate to their situation. As with any adoptive family in New Mexico, inter-country adoptive families have access to post adoption services through the FIESTA program funded by CYFD.

PSD continues to partner with the Adoption Alliance Network, adoption agencies certified by CYFD, certified counselors and investigators to educate them on this new requirement to ensure the network is up to date with the processes.

If an inter-country adoption family comes to the attention of CYFD as being in crisis or are in the process of a dissolution or disruption, a referral notification will be made with the family’s name, child’s name, number of children, agency name that handled the adoption, plans for the child as available, and the reason for the disruption or dissolution to the Council on Accreditation (COA) at 212-797-3000 or haguecompliance@coanet.org and to Department of State at adoptionusca@state.gov.

PSD will work with our information system to determine the best method to capture the data will be with inter-country adoptive families come to the attention of CYFD. PSD will encourage adoption agencies and certified counselors/investigators to track the number of families that come to their attention for reporting.

**2017 APSR Update:**

PSD utilized the FFY16 AFCARS data to identify children who experienced a dissolution by utilizing the removal reasons of abandonment and dissolution. Based on the research, no children were identified as having being adopted through an inter-country adoption.

PSD continues to work with a sibling group of seven children in custody whom were previously adopted from another country with a dissolution. Two agencies involved in the private adoption were Adoption Resource Center in Baltimore, MD and Frank Adoption Center in Wake Forest, NC. Two of the children were adopted independently and two other are unknown to the department.
PSD continues to follow up with the private adoption agencies in New Mexico for this reporting period. The agencies indicated they did not serve any children at risk of disruption or dissolution involved in inter-country adoptions during In Fiscal Year 2017. La Familia-Namaste, Inc continues to provide post adoption services in New Mexico. Families participate in the statewide events and many more participate in discussions or forums in the FIESTA Facebook page. The FIESTA program is available and accessible to all adoptive families including children and families adopted from other countries.

Children adopted from other countries that come to the attention of CYFD are offered services to ensure safety permanency and wellbeing for the children.

The Foster Care and Adoption Bureau will work with the Research, Assessment and Data Bureau and the Federal Reporting Bureau to develop a statewide procedure to identify children in care involved in an inter-country adoption and disruption or dissolution, to include the agency that handled the adoption, plan for the child and reasons for the disruption or dissolution.

Post Adoption Support Services: Through new multi-year contract between La Familia and CYFD, PSD continues to serve any adoptive family statewide to include public and private adoptions. These services provide adoption training, technical support and networking groups for adoptive children, adoptive parents and other family members to include, but not be limited to biological or other adopted children in the adoptive home including post-placement and post-decree to provide support, information, preparation and understanding of the adoption related events occurring in their lives. The contracting agency maintains a lending library of adoption resource and referral information to share resources with adoptive families in the state. The purpose of these services to reach as many adoptive families as possible. Calendar of events is publicized in the CYFD adoption newsletter. Through the contractual agreement, the agency provides an online support network so that families can correspond with other families throughout the state.

The foster care and adoption bureau continues to participate in meeting with the Adoption and Foster Care Alliance of New Mexico and provides information regarding to the available services that are available to any of the adoptive families served by private agencies or independent counselors.

G. Preventing Sex Trafficking and Strengthening Families Act P.L. 113-183

In December 2014, PSD began collaborating on P.L. 113-183 through co-chairing with a Children’s Court judge and the Domestic Child Sex Trafficking Task Force. This task force consists of PSD, judicial representatives, law enforcement, juvenile justice, medical providers, district attorney’s office, youth, community providers, tribes, pueblos, and community individuals. The purpose of the task force is to develop a comprehensive system in New Mexico to address child sex trafficking in New Mexico and to begin to address the components in the Preventing Sex Trafficking and Strengthening Families Act. The group is focused on development of PSD policy and procedure, services, community outreach, education and training, law enforcement response and prevention.

PSD has also been working with youth through LUVYANM and NMCANS related to the portions of the law on case review and case plans, transition planning, youth documents, and prudent parenting.

In late June 2015, PSD will begin work with the Administrative Office of the Courts and National Center for Missing and Exploited Children (NCMEC) related to reporting on children missing from care.

Policy and procedure will be updated for all components of P.L. 113-183 by September 29, 2015.

2017 APSR Update:
The former trafficking workgroup was not awarded the grant that they applied for in 2016. The workgroup has not continued since the Attorney General’s task force had essential members on it and it seemed it would be best to join their group rather than trying to reinvent the wheel. In 2017 PSD and JJS met with some members of the Attorney General’s task force on Human Trafficking. Since then PSD, JJS and BSHD has been invited to
task force meetings and the youth subcommittee meeting. PSD has attended these task force meetings and the youth subcommittee meeting. In 2017 a Human Trafficking Summit was held in Albuquerque. PSD attended and a former foster youth spoke at the Summit.

In 2018, PSD will continue to attend the taskforce and the youth subcommittee on a regular basis.

The 2016 foster parent conferenced offered workshops to foster parents on Preventing Sex Trafficking. Judge Richard Romero served as the closing key note and focused his presentation on the topic. PSD will continue to educate foster parents on the law and policy and procedure.

PSD has incorporated prudent parenting in RAFT initial or pre-service training.

PSD continues to work with CYFD Licensing and Certification Authority (LCA) to implement reasonable and prudent parenting activities in higher levels of care, including Treatment Foster Care and Residential Treatment Centers.
V. Consultation and Coordination Between State and Tribes

A. Input, Coordination and Collaboration From Tribes to Develop CFSP

The 2015-2019 plan was developed after a series of weekly meetings with stakeholders that occurred in April and May 2014. Tribal entities that were able to attend some of the meetings were: Navajo Nation, (Michele Jones), Pueblo of Zuni (Betty Nez) and Pueblo of Acoma (Donalyn Sarracino). Tribal input for our plan was obtained through our April and May 2014 stakeholder meetings and through the Title IV-B Tribal meeting that occurred in April 2014. After each stakeholder meeting notes were sent out through e-mail to be distributed for additional input and feedback. PSD utilized the Indian Affairs Department to assist in sending out invitations each of the tribes and pueblos for the PSD stakeholder meetings. The stake holder meetings were also advertised in the Indian Affairs Department’s newsletter in April and May of 2014. Below is a list of our tribal partners invited to the April and May 2014 stakeholder meetings:

<table>
<thead>
<tr>
<th>Tribe or Pueblo</th>
<th>Tribe or Pueblo Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pueblo of Acoma</td>
<td>Governor Fred S. Vallo, Sr, Donalyn Sarracino, Sharon Young</td>
</tr>
<tr>
<td>Pueblo of Cochiti</td>
<td>Governor Joseph H. Suina</td>
</tr>
<tr>
<td>Pueblo of Isleta</td>
<td>Governor E. Paul Torres, Caroline Dartez</td>
</tr>
<tr>
<td>Pueblo of Jemez</td>
<td>Governor Joshua Madalena, Carla Sandia, Hennetta A. Gachupin</td>
</tr>
<tr>
<td>Pueblo of Laguna</td>
<td>Governor Richard B. Luarkie, Marie Alarid</td>
</tr>
<tr>
<td>Pueblo of Nambe</td>
<td>Governor Phillip A. Perez, Venus Mongofeds</td>
</tr>
<tr>
<td>Ohkay Owingeh</td>
<td>Governor Marcelino Aquino, Rodelle Thompson</td>
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<tr>
<td>Pueblo of Picuris</td>
<td>Governor Richard Mermojo</td>
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<tr>
<td>Pueblo of Pojoaque</td>
<td>Governor George Rivera</td>
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<tr>
<td>Pueblo of San Felipe</td>
<td>Governor Joseph E. Sandoval, Darlene J. Valencia</td>
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<tr>
<td>Pueblo of San Ildefonso</td>
<td>Governor Terry L. Aguilar, Sharon Serrano, Julie Sanchez</td>
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<tr>
<td>Pueblo of Sandia</td>
<td>Governor Stuart Paisano, Randall Berner, Kimberly Lorenzini</td>
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<tr>
<td>Pueblo of Santa Ana</td>
<td>Governor George M. Montoya, Nathan Tsoie</td>
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<tr>
<td>Pueblo of Santa Clara</td>
<td>Governor J. Michael Chavarria, Jacque Wright, Julie Bird, Terri Chavarria</td>
</tr>
<tr>
<td>Pueblo of Santo Domingo</td>
<td>Governor Oscar K. Lovato, Tori Garnett</td>
</tr>
<tr>
<td>Pueblo of Taos</td>
<td>Governor Clyde M. Romero, Ezra Bayles, Helena Concha</td>
</tr>
<tr>
<td>Pueblo of Tesuque</td>
<td>Governor Robert Mora, Sr., Jeannette Jages</td>
</tr>
<tr>
<td>Pueblo of Zia</td>
<td>Governor David Pino, Victoria Herrera</td>
</tr>
<tr>
<td>Jicarilla Apache Nation</td>
<td>Governor Arlen P. Quetawki, Sr., Betty Nez, Marla Fastwolf</td>
</tr>
<tr>
<td>Mescalero Apache Tribe</td>
<td>President Ty Vicenti, Hilda Petago, Karen Keating, Susan Thompson, Rubesan Sandoval, Olivia Nelson, Violet Garcia</td>
</tr>
<tr>
<td>Navajo Nation</td>
<td>President Ben Shelly, Regina Yazzie, Irene Eldridge, Michele Jones</td>
</tr>
<tr>
<td>Navajo Nation Council</td>
<td>Johnny Naize</td>
</tr>
<tr>
<td>All Pueblo Council of Governors</td>
<td>Chairman Terry L. Aguilar (San Ildefonso Pueblo) and Secretary Vincent Toya, Sr. (Jemez Pueblo)</td>
</tr>
<tr>
<td>Five Sandoval Indian Pueblos</td>
<td>Director James Roger Madalena</td>
</tr>
<tr>
<td>Eight Northern Indian Pueblos Council</td>
<td>Executive Director Gil L. Vigil</td>
</tr>
<tr>
<td>Ramah Navajo</td>
<td>Vera Beaver, Loretta Martinez, Jemlisa Raplult</td>
</tr>
<tr>
<td>Southern Ute</td>
<td>Ann Hale</td>
</tr>
</tbody>
</table>
Information obtained from the April and May 2014 stakeholder meetings and Title IV-B tribal meeting was utilized to develop PSD’s strengths, challenges and assisted in identifying goals for our Plan for Improvement. Over the next five years, PSD plans to hold monthly stakeholder meetings to obtain ongoing feedback and assist in identifying strengths, challenges and progress towards goals.

PSD will share the CFSP with tribal partners through the Native American Liaison and tribal contacts. We will request a copy of each tribal CFSP directly through their governor or president and through our tribal liaison. Opportunities for consultation also occurred throughout the year and involved formal public hearing and meetings, presentations at both the foster parent and annual Children’s Law Conferences as well as through our ongoing collaborations. Below are some opportunities PSD utilizes for collaboration and coordination of services with New Mexico tribal partners.

- **Tribal-State Judicial Consortium** – the purpose of the tribal consortium is to build closer relationships between the state and tribal courts and enhance communications. PSD attends quarterly meetings as an interested party. Subcommittees address state services for tribal children, full faith and credit, collaboration and compliance with ICWA.

- **Indian Child Welfare Protection conference planning committee** – conference coordinated in collaboration between CYFD, BIA, community partners and tribes around the state.

- **PSD presentation at the yearly Tribal Title IV-B**, includes presentations on Title IV-E, Chaffee funds, ETV funds and obtaining feedback from tribal partners.

- **IGA’s** – Ongoing discussions with PSD and tribes around the state to address the option of entering into an IGA that addresses tribal licensing. One goal of the IGA is to increase ICWA preferential placements by partnering with tribes to increase licensing of tribal foster families. Currently for a foster family to be licensed by a tribal entity, CYFD is required to enter into Intergovernmental agreements (IGA) with the tribe.

- **Quarterly IGA meetings with Navajo Nation** to discuss the roles and responsibilities of the Nation and the state for ensuring ICWA placement preference for Indian children.

- **Quarterly ICWA staffings with Navajo Nations**, so children outcomes can be achieved more timely.

- **PSD notification to tribes when children come into care** and ongoing partnering with the tribe during the time the child is in custody.

- **IV-E unit** provides ongoing collaboration, training and technical assistance with tribes, pueblos and the Nation in the area of IV-E.

- **PSD partners with CCIC cross-training grant** to ensure tribal representatives are invited to all training events and topics are relevant to tribal partners.

- **PSD participates in the BIA-Tribal Social Services quarterly meetings** on ICWA coordination issues and concerns in order to jointly address children and family issues.

- **PSD utilizes our CYFD Native American liaison** to assist in facilitation and mediation of some staffings, provide information to out of state tribes and assist with tribal requests for home studies for off reservation homes.

- **PSD has identified a PSD Title IV-E staff person** to be the designated primary contact for eligibility determinations, questions, consultations and technical assistance or training regarding children in tribal custody. Templates have also been developed for court orders in tribal court to incorporate the required language in the order to determine IV-E eligibility.

- **Tribal youth** are eligible for the same services under the Chafee Foster Care Independence Program and Education and Training Voucher Program as youth in the custody of the state.
2017 APSR Update:
PSD provides a copy of the APSR each year to the tribes and pueblos of NM. PS will provide the completed 2017 APSR again this year.

The CYFD Native American Liaison, the Federal Reporting Bureau Chief, and the Title IV-E Manager are responsible for dissemination of information to the tribes and pueblos. They are also responsible for coordination of collaboration efforts with the tribes and pueblos. PS maintains either Joint Power Agreements (JPAs) and/or Intergovernmental Agreements (IGAs) with several of the tribes and pueblos in the state. Since June 2016, PSD has received requests to enter a JPA with the Pueblo of Zia, the Mescalero Apache tribe, and the Ramah Navajo Chapter. Several meetings were held during the last year with Ramah Navajo, PSD, and the Navajo Nation to discuss Ramah’s request to enter into a JPA separate from the larger Navajo Nation. Ramah is also requesting to be a sub-contractor for the Social Security Block Grant; currently, the Navajo Nation receives SSBG funding but Ramah asserts that none of that money is being utilized for social service programs at Ramah Navajo, and that they should have their own contract for funding. Ramah Navajo has obtained technical assistance from PS on the process for becoming their own IV-E agency, and Ramah has obtained assistance from the Casey Foundation as well. PS plans to continue to support both entities, the Navajo Nation and Ramah Navajo, through this process.

Technical assistance is available and provided for the tribes and pueblos through the Title IV-E Unit. PSD has assigned a IV-E Specialist to work directly with the tribes and pueblos for all IV-E reimbursements as well as technical assistance and training when requested. On-site trainings were provided this year to Mescalero Apache, Ramah Navajo, Acoma, and Zuni by the IV-E unit.

All training opportunities offered to PS staff are also offered to tribal and pueblo staff. PSD disseminates information on trainings through emails and through the Tribal ICWA Consortium. PSD communicates with the Consortium coordinator and presents to the Consortium when asked. PSD has recently been invited to become a regular attendee at the Consortium meetings. PSD will attend a portion of each quarterly Consortium meeting to provide information, receive questions and feedback, and further collaboration efforts with tribal stakeholders.

B. Description of Understanding of Responsibility to Provide Child Welfare to Tribal Children

Compliance with the Indian Child Welfare Act (ICWA) is a high priority for PSD, CYFD, and the State of New Mexico ICWA requirements are included in PSD policies in many places, including an extensive section in Legal Services and specific references and requirements in Investigation, Permanency Planning, and Adoption Act Regulations. The New Mexico Children’s Code incorporates the provisions of ICWA into state law. Specifically:

- **Notification of Indian parents and Tribes** of State proceedings involving Indian children and their right to intervene: PSD Intake Policy (8.10.2.14 NMAC); PSD Investigation Policy (8.10.3.15 NMAC; 8.10.3.16 NMAC); PSD Legal Services Policy (8.10.7.27 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-6 NMSA 1978 (Taking into custody), 32A-4-22 NMSA 1978 (Disposition of adjudicated abused or neglected child);

- **Placement preferences** of Indian children in foster care, pre-adoptive, and adoptive homes: PSD Legal Services Policy (8.10.7.27 NMAC); PSD Permanency Planning Policy (8.10.3.11 NMAC); PSD Adoption Act Regulations (8.26.3.44 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-9 NMSA 1978 (Indian child placement preferences), 32A-4-21 NMSA 1978 (Neglect or abuse predisposition studies...), 32A-4-22 NMSA 1978 (Disposition of adjudicated abused or neglected child); Children’s Code Adoptions Act 32A-4-24 NMSA 1978 (Application of federal Indian Child Welfare Act of 1978), 32A-5-5 NMSA 1978 (Indian child placement preferences);

- **Active efforts** to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption: PSD Permanency Planning Policy (8.10.8.19 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-24 NMSA 1978 (Periodic Review of dispositional judgments), 32A-4-28 NMSA 1978 (Termination of parental rights; adoption decree), 32A-4-20 NMSA 1978 (Termination procedure); NM Children’s Code

- **Tribal right to intervene** in State proceedings or transfer proceedings to the jurisdiction of the tribe: PSD Legal Services Policy (8.10.7.27 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-6 NMSA 1978 (Taking into custody), 32A-4-27 NMSA 1978 (Intervention; persons permitted to intervene).

**2017 APSR Update:**
PSD is still in the process of updating policies and procedures to be in line with the new ICWA regulations. PSD convened a workgroup in 2016 that included key PSD staff as well as tribal and pueblo stakeholders. This workgroup stopped meeting when the Federal Reporting Bureau Chief position turned over, and needs to be re-convened so that the policy and procedure can be finalized.

In April 2017 PS attended the Tribal IV-B meeting. Presentations were given by the new PSD Director, the Federal Reporting Bureau Chief, the Foster Care and Adoptions Bureau Chief, the Chief CCA, the Title IV-E Manager, and the Youth Services Manager. The topics included:

- Title IV-E updates and offers for technical assistance, provided by IV-E Manager Randall Benally
- The Guardianship Assistance Program, provided by Cynthia Chavers, Federal Reporting Bureau
- Chief and Isela Burciaga, Foster Care and Adoptions Bureau Chief
- Introduction of the new PS Administration, including the Director and Bureau Chief over the IV-E unit.
- The CYFD Strategic Plan by Francine Anaya, Division Director
- Legislative updates from the NM 2017 legislative session by Francine Anaya
- Updates from the Youth Services Bureau by Maya McKnight, Youth Services Bureau Chief
- ICWA updates by Chuck Neely, Chief Children’s Court Attorney

In addition, PSD held a separate meeting during the IV-B annual meetings with representatives from Mescalero Apache, their BIA representatives, and the Tribal Consortium. This meeting was at the request of the BIA to discuss jurisdictional issues and problem-solving with families that move off and on the reservation.

The State of NM holds an annual NM Tribal Leadership Summit which PSD is also asked to attend. This Summit was held in June of 2017. The CYFD Chief of Staff, the Tribal Liaison and the Federal Reporting Bureau Chief all attended this summit and offered consultation on-site for anyone in attendance. PSD fielded several questions regarding cases or children in care, and has relayed these questions back to the local field office if they could not be answered at the Summit.

**C. Ongoing Compliance with ICWA**

ICWA compliance is documented in individual case records (in court reports, activities, narratives, etc.) and compliance data will be obtained through QA. PSD ensures compliance with ICWA through staff training, supervision, QA reviews and ongoing meetings with tribal representatives. PSD will continue to address ICWA compliance through training. ICWA is included in the legal module of foundations of practice. A 90-minute e-learning course, Introduction to ICWA, is also mandatory for all staff.

PSD will utilize data from QA Reviews, information obtained from our judicial partners, and information from meetings between PSD and tribal partners to improve or maintain our compliance with ICWA.

**2017 APSR Update:**
PSD is still in the process of updating policies and procedures to be in line with the new ICWA regulations. PSD convened a workgroup in the summer and fall of 2016 that included key PSD staff as well as tribal and pueblo stakeholders. This workgroup stopped meeting when the Federal Reporting Bureau Chief position turned over, and needs to be re-convened so that the Policy and Procedure can be finalized.

Mandatory ICWA training is still required for all PSD staff. The PSD Chief CCA held a webinar training for field staff on the new ICWA guidelines in February 2017. He also issued written guidance on how to implement the new ICWA guidelines in February 2017.
PSD attends the annual State of NM Tribal Leadership Summit to participate in a question-and-answer session and to provide technical assistance to the Pueblos and Tribes attending the Summit. The Summit provides an opportunity to directly communicate with tribal governmental leadership about PSD initiatives, as opposed to the only communicating with tribal social services representatives, which PSD maintains frequent communication.

PSD will be drafting updates to policy and procedure with new ICWA guidelines; a drafting meeting is scheduled for September 12, 2017. Once a rough draft has been completed, PSD will share with NM Tribal leadership to obtain feedback. PSD representative will meet with NM Tribal leaders in the development of policy and procedure and facilitate discussion around best practice. PSD plans to have finalized ICWA policy and procedure in place by June 30, 2018.

D. Discussions with Tribes Related to the CFSP

The 2015-2019 plan was developed after a series of weekly meetings with stakeholders that occurred in April and May 2014. Tribal entities that were able to attend some of the meetings were: Navajo Nation, Pueblo of Zuni and Pueblo of Acoma. One meeting specifically focused on youth services. Each year, the Youth Services Bureau staff also participate in the New Mexico tribal Title IV-B meeting. During this meeting youth services staff discuss the services available to tribal youth including ETV funds, transition support services, and foster youth tuition and fee waiver.

2017 APSR Update:
PSD is committed to continuing to collaborate with the tribal and pueblo stakeholders of NM. Efforts to include tribal stakeholders include assignment of one IV-E Specialist to tribal cases; consultation and training with the IV-E Manager and Federal Reporting Bureau Chief, and involvement in the development of new PSD procedures.
VI. Chafee Foster Care Independence Program (CFCIP)

A. Agency Administering CFCIP

The New Mexico Children, Youth and Families Department (CYFD), Protective Services Division (PSD), Youth Services Bureau directly administers, supervises, and oversees the Chafee Foster Care Independence Program (CFCIP).

2017 APSR Update:
The Youth Services Bureau consists of the following personnel:

• Bureau Chief – Provides oversight and supervision for overall implementation of the program.

• Youth Transition Supervisor-- This position manages seven of the youth transition specialists and one of the senior youth transition specialists in order to assist the Bureau Chief in daily operations, supervision and guidance.

• Two Senior Youth Transition Specialists-- Provides direct transition support services to individual youth across the state, provides staff training and technical assistance, assists with the coordination of ETV and Chafee program funds, acts as the Officer in Charge for the Bureau, attends various collaborative meetings, and carries out other assignments to support the Bureau Chief and the Youth Transition Specialists.

• Eleven Youth Transition Specialists (YTS) – Provides direct transition support services to individual youth across the state.

• Business Operations Specialist – Provides administrative support to staff and management of the Youth Services Bureau.

B. Description of Program Design and Delivery

There are seven primary components of the services delivered to youth who are likely to remain in care until age 18 that assist and support youth in their transition to self-sufficiency. These are:

1. **Independent Living (IL) Assessment:** The IL assessment is completed by the permanency planning worker (PPW) within 60 days of the youth’s turning 15 ½ years or within 60 days of the youth’s entry into foster care if the youth comes into care after the age of 15 ½. All youth, regardless of their permanency plan, complete the Casey Life Skills Assessment (CLSA) via the internet and are reassessed annually so that the youth and those that are involved in the youth’s life (PPW, foster parents, CASA, etc.) can work with the youth on developing the skills necessary to self-sufficiency as an adult. Specialized assessments are also available based on the youth’s individual needs such as the Pregnant and Parenting Assessment or the American Indian Assessment.

2. **Life Skills Development:** Any youth 16 years of age or older in foster care participates in life skills development, regardless of the youth’s permanency plan. Life skills development is an individualized process of learning the knowledge and skills necessary to be successful in living as an adult. Life skills may be acquired through a variety of methods including but not limited to group learning; taking advantage of teachable moments; use of community resources and mentors; self-paced or home base curricula; and individual practice with out-of-home providers. Life skills development is most effective when delivered through hands on, day to day participatory real life situations. In addition, the youth transition specialist obtains a credit report for each youth ages 16 and 17 in foster care. Through this process, the YTS assists the youth in understanding what their credit report is and assisting youth in disputing any erroneous information contained in their credit reports.
3. **Transition Planning Process:** Approximately three months prior to a youth’s 17th birthday, the youth transition specialist contacts the youth to schedule an informal pre-planning meeting for the youth’s transition plan. During this meeting, the YTS supports the youth in developing goals and plans for what will happen when the youth turns 18 years old and emancipates from the foster care system. The areas the plan focuses on include housing, employment and income resources, education, physical and behavioral health, community support services, family, mentors, and other supportive adults. The plan and goals developed include multiple back-up plans, in the event that the youth’s first plan does not work out. The YTS and the youth identify all the people the youth would like to invite to the meeting including, but not limited to the PPW, youth attorney, foster parents, CASA, mentors, biological family, fictive kin, friends, and community support people (i.e., clergy, coaches, teachers, mentors, etc.). The formal youth transition meeting takes place prior to the youth’s 17th birthday. During this meeting the plan is presented to the youth’s team and is refined with the input of those present. The transition plan or Toolkit for Adulthood is then attached to the court report and presented to the court at the first permanency hearing after the youth’s 17th birthday. The plan may be updated at any time by request of the youth or any member of the youth’s team prior to the youth’s 18th birthday. All plans must be reviewed and updated with the youth and the youth’s team within 30 days of the youth’s 18th birthday or the youth’s discharge hearing. The updated Toolkit for Adulthood is presented to the court at the youth’s discharge hearing.

4. **Financial Resources:** Aside from the Education and Training Voucher program, there are three financial resources for which youth are eligible that support them in their transition to self-sufficient adulthood:
   - **Start-Up Funds** are funds available through the Chafee Act to assist eligible youth in purchasing the household items and services needed to establish a home or to support the youth’s transition into adulthood. Expenses which are eligible for the use of Start-Up funds are determined according to the standards of the Chafee Act. Youth must fill out an application to receive the funds and turn in receipts for purchases to ensure the funds are used appropriately. Youth who emancipated from the foster care system are eligible for these funds as are youth who were adopted after the age of 16. Adopted youth may not use the funds for room or board payments. Start-Up funds must be used by the youth’s 21st birthday.
   - **Independent Living Placement Status (ILPS):** ILPS allows an eligible youth to receive a stipend based on substitute care monthly maintenance payments. The stipend payment allows the youth to live as a boarder with a foster parent or to live independently with limited supervision regarding safety and appropriate use of funds. Youth must refrain from substance use and illegal activity and provide documentation on a monthly basis as to their participation in activities such as employment or education that will support their successful transition to adulthood. ILPS is available to youth who are likely to emancipate from the foster care system starting at age 17 and extending to age 21.
   - **Medicaid:** Medicaid is available to youth who have emancipated from the foster care system up to the age of 26 in accordance with the federal Affordable Care Act. Youth must fill out an application on an annual basis to ensure continued eligibility.

5. **Transition Support Services:** Transition support services are provided by the youth transition specialist for the purpose of preparing and assisting youth in their transition to adulthood. Services begin at the preparation for the transition meeting and may continue until the youth turns 21 years of age. Youth who are currently in foster care, youth who have emancipated from foster care, and youth who were adopted after the age of 16 are eligible for transition support services. Transition support services include, but are not limited to locating and maintaining safe and stable housing; identifying and accessing educational and vocational opportunities; information and referral on employment or income resources; referring youth to health and mental health services and ensuring enrollment in Medicaid; identifying local opportunity for mentors; linking youth with significant adult connections, prior to and after aging out of foster care; and accessing other continuing support services as available.

6. **Youth Leadership Skills:** Youth are engaged and empowered to participate in advocacy and policy making in multiple ways with CYFD. These include participating in Leaders Uniting Voices Youth Advocates of New Mexico (LUVYANM), planning and participating in the annual independent living youth conference, training
of PSD workers, participating in policy meetings, public speaking at conferences such as the Children’s Law Institute and the foster parent conference, and advocacy work with the New Mexico legislature.

7. **Housing Services:** Youth services contracts with four housing programs across the state to assist youth in their ability to access affordable, safe, and stable housing. The housing programs are located in Santa Fe, Albuquerque, Las Cruces, and Hobbs. Collectively these programs are able to serve up to 30 youth per year.

**2017 APSR Update:**
Youth Transition Specialists and Permanency Planning Workers continue to serve youth 13.5 to 18 year olds together by working together through a team approach in order to prevent duplication and gaps in service. Youth services continues to provide training to county offices on the new requirements particularly on case planning, credit reports, and transition planning. In addition, Youth Services provides training on Independent Living Assessments, credit reports, NYTD surveys, NYTD services, life skills, education icons, Independent Living Placement Status (ILPS) for under 18 year olds and other important Youth Services policies and procedures. Youth Services developed a mission statement this past year: Improving the Quality of Life for our Children by supporting and guiding youth in foster care to take responsibility for their lives and to assist them in becoming successful self-sufficient adults.

The “I Am Me” training was provided at the Children’s Law Institute conference this past year. This workshop provided training on how CYFD, Children Court Judges, Youth Attorneys, Guardian Ad Litems, CASA’s, Community Providers, and foster parents can support LGBTQ youth.

Youth Services still needs to revise its policies and procedures to support or affirm the sexual orientation and gender identities of youth served by the program. This will need to be reviewed and strengthened in 2018. Current practice is to be inclusive and to refer our LGBTQ youth for services specific to their needs and preferences. Casa Q provides safe housing options for LGBTQ youth. PSD also partners with New Day who received a federal Demonstration Grant that provides housing and life skill services to LGBTQ youth ages 16 and over. New Day has a Memorandum of Understanding with Casa Q to provide beds for LGBTQ youth in the New Day program.

Independent Living Placement Status (ILPS) continues to be available to youth who are likely to age out or who have aged out of the foster care system starting at age 17 to age 21. For youth under 18 a Memorandum for Decision must be written by the permanency planning worker (PPW), and approved by the worker’s chain of command, and then ultimately approved by the Youth Services Bureau Chief and regional manager. The PPW must show that the youth is ready to live under minimum supervision, what life skills the youth is proficient in, what life skills the youth still needs to learn, who will provide the life skills needed, and the PPW must conduct a safety assessment on the living situation the youth wishes to live in showing that the youth is living in a safe and stable living situation.

Youth transition specialists must help the youth apply for Medicaid by the discharge hearing or the youth’s 18th birthday so that the youth can receive Medicaid services as soon as the youth is 18. Youth continue to complete a yearly application for Medicaid; the YTS, when possible, updates the youth’s address for on-going communication purposes.

Transition support services are provided for foster care youth aged 13 and half and older, as well as for youth who have aged out of foster care at 18 and youth who were adopted after the age of 16. In the past year Transition support services were extended to any youth discharged to Kinship Guardianship at 16 or older.

Supportive housing in Albuquerque continues to be provided through the Supportive Coalition. Eligibility includes youth with a behavioral health diagnosis and are at risk for homelessness. Minimally four youth a year are served through this program. PSD continues to contract with four transitional living programs to provide housing and life skills through a trauma informed approach and a positive youth development framework.
PSD utilized statistical forecasting through SPSS to estimate youth in care through 2021. According to this forecasting, youth being served will steadily increase each year for a total of 746 youth age 14 to 18 in care by 2021. Below is a chart with those forecasted trends:

Above is a graph of the 14 to 18 year old foster care population in New Mexico. Note that the amounts for 2017 are estimated. 2017 was calculated by adding July 2016 through May 2017 raw data and then estimating how many youth would be added in the final month of the fiscal year. The historical data was entered into SPSS and a time series modeler was used to forecast future values. After using the modeler a MAPE value of 3.306 and an R squared of 0.899 were obtained. The MAPE value is low and indicates that the predictions should be off by no more than 3.3%. In the graph above the dashed lines indicate the forecasted values.

Program Areas to Strengthen
In consultation with the youth from LUVYANM, the youth identified five program areas that need enhancing or strengthening. These are life skill development services; affordable housing options; opportunities for mentors; vocational training and employment opportunities; and the transition planning process.

Over the next five years, the Youth Services Bureau will work on improving these areas through our collaborations and partnerships with both the youth we serve and community stakeholders such as the New Mexico Child Advocacy Network, the Heart Gallery of New Mexico, the Corrine Wolfe Children’s Law Center, and the Administrative Office of the Courts. These are described in detail in Section K below.

2017 APSR Update:
The above five program areas remain the focus for program areas to strengthen over the next five years. Youth Services is also supporting LUVYANM’s goals of a Grievance Procedure and Sibling Rights.

Youth Involvement in the CFSP
Each year at the annual independent living conference, LUVYANM conducts a town hall meeting with approximately 70 youth who participate to discuss issues that are most relevant to them. A summary of the discussion is developed and synthesized including recommendations for changes to youth services and the child welfare system as a whole. This information is being used to inform New Mexico’s state CFSP and CFCIP
PSD continues to collaborate with Building Futures and Foundations (BFF) to provide support services to youth while in college at CNM and UNM. BFF completed the first cohort of youth participating in their Sky Scholars program at Central New Mexico University (CNM) and now has a second cohort. BFF supported 11 students in Sky Scholars during its inaugural year. The project’s goal is to increase opportunities for young people who have experienced foster care to pursue higher education and to provide support that promotes success and well-being throughout their post-secondary education experience. As a prerequisite to beginning in the fall, youth were required to participate in two leadership building courses to strengthen their skills and assets. The first course is Sky Warriors which pairs a Veteran Mentor with a youth to learn how to be a part of a hot air balloon chase crew. The second course is Leadership Plenty where youth come together for 10 Fridays to explore and develop leadership skills alongside the Veteran mentors. PSD refers eligible youth to the Sky Scholars program and will continue to do so in 2017. BFF partnered with New Day Youth & Family Services and Bernalillo County’s Juvenile Detention Alternative Initiative to develop a new program called Back on Track (BoT). This is an education pilot project that will provide young people with access to life skill activities, enriched academic preparation (emotional intelligence, healthy relationships, and leadership development), and employment support and, an intensive program that prepares them for post-secondary institutions. PSD is referring youth to this program as it is a much needed support to these young people who are disconnected to employment and education. The Sky Scholars program is now integrated into Back on Track. These supports assist youth to gain the skills they need to succeed in post-secondary education.

PSD continues to utilize the annual independent living conference, LUVYANM town hall and meetings related to youth to collect youth data. During 2017, 46 youth participated in LUVYANM meetings. The 2017 annual independent living conferences theme was “The Strongest Trees Grow on the Windiest Hills””. The youth determine the theme, the conference location, the opening and closing speakers, workshops, and activities each year. The opening speaker was Anna Gennari and her presentation was titled “Rise Up”. Ms. Gennari spoke about breaking the cycle, rising up, and going after their dreams no matter what comes their way or what circumstances they are given. The closing speaker was Dr. John DeGarmo. His presentation included about the foster children who went through his home and the connections he built with them. Dr. DeGarmo encouraged youth to obtain at least their high school diploma so they could be successful adults. Other workshops included:

plan. LUVYANM members also provide feedback to CYFD and other stakeholders on an ongoing basis focused on areas of specific interest to those involved. For example, over the past year, LUVYANM members have provided information and feedback on topics including concurrent planning, trauma informed therapeutic services, design and implementation of transitional living programs, engaging youth in the court process, opening child welfare courts, and issues of well-being. Youth services gathered additional information in April and May 2014. LUVYANM reviewed a draft CFICIP plan and will receive a copy of the CFSP.

In developing goals for the ETV program, the most significant stakeholders are the youth themselves. Youth in the ETV program expressed overall satisfaction with the way the program is being implemented. The greatest challenges to the ETV program that are in need of goals and outcomes are the number of youth who are eligible for the program. This is largely due to the challenges in the New Mexico child welfare system with extremely low graduation rates (approximately 25-35%, depending on how it is measured) and difficulty in supporting youth in staying in school. In addition, over the last several years we have had substantially fewer youth emancipating from care—only 78 youth in FFY 2012 and 48 in FFY 2013. The goals for the ETV program are as follows:

1. Increase the number of youth utilizing the ETV funds each year.
2. Provide supportive services to youth while in college so that the youth stay in post-secondary education.

Youth Services will continue to use the annual independent living conference, LUVYANM, LUVYANM town hall, and meetings related to youth over the next five years to ensure the collection of high quality data.

2017 APSR Update:
Last year, PSD served 41 youth under the ETV program. This year to date PSD served 45 youth. In this last year, PSD saw an increase in the number of youth utilizing ETV funds. In addition there was an increase in new youth accessing ETV funds in 2017.

Youth Services will continue to use the annual independent living conference, LUVYANM town hall, and meetings related to youth over the next five years to ensure the collection of high quality data.
• Nutrition on a Budget, Plan, Shop, and Save;  
• Rise Up;  
• Larping to Better Advocacy;  
• Fun Time Activities Pound;  
• Making it on Your Own: Money Management & Sticking to a Budget;  
• Rethinking Violence: Prevention 101;  
• Breaking the Cycle of Generational Involvement with the System;  
• Choosing a Career, One Day at a Time;  
• Cyber Safety/Cyber Bullying: Tips to Staying Safe Online;  
• Fire Safety in the Home; and  
• Engaged Presence.

LUVYANM youth lead in the development of the independent living conference and also were monitors in workshops. LUVYANM youth facilitated the 2017 Town Hall meeting. During the town hall meeting, youth were asked to continuing to discuss Sibling Rights and to generate ideas to develop a brochure to hand out to youth in foster care. In particular youth provided feedback on these topics:

• Communication Rights;  
• Other Barriers to Successful Sibling Communication; and  
• Why is Sibling Visitation Important?

In 2017, 68 youth and 35 chaperones participated in the annual independent living conference. In 2017, Youth Services Bureau added certain fields regarding gender identity to the youth registration at the Independent Living Youth Conference. The Youth Services Bureau is happy to report that there were no issues with this conference. Everything ran smoothly and there were no complaints at all. In 2018, the Youth Services Bureau will continue to include the following fields regarding gender identity for youth registration at the Independent Living Youth Conference: gender fluid, transgender, and write in option. In the upcoming conference the Youth Services Bureau is considering asking youth how they identify themselves and how they would like to be identified using gender pronouns. In 2018, PSD will continue to support LGBTQ youth so that they feel safe and supported.

During the 2017 legislature, CYFD, New Mexico Heart Gallery Foundation, and a NM Senator hosted a breakfast for LUVYANM and their legislators. Several youth attended this event and the breakfast was a great success. Secretary Jacobson facilitated the introductions. Legislators provided short introductions including how they have and wish to support youth in New Mexico. All of the legislators present seemed to encourage the youth advocates to seek them out if they needed assistance in making a difference for foster youth in New Mexico. A Supreme Court Justice also attended and spoke to LUVYANM as well, and spoke about the importance of the three branches of government and how they were represented at this meeting. The Cabinet Secretary of CYFD and the Deputy Secretary also provided LUVYANM with a tour of the Senate, the House, as well as the Governor’s chambers where they met with the Governor for several minutes. The Cabinet Secretary connected youth with their legislators throughout the day allowing them to have individual conversations and to advocate for a bill for transferring of high school credits and school records right away for students.

Additionally, LUVYANM participated in the below youth engagement activities in 2017:

• Legal Core Youth Panel  
• Foster Parent Award Nomination Selection Committee  
• Foster Parent Award Video Participation  
• Foundations of Practice Training Youth Panels  
• Program Improvement Planning Meetings  
• Meeting with Child Placement agencies to discuss the importance of sibling rights  
• PS Manager Meetings  
• Improvement and Revision of Youth Services Forms  
• Every Student Succeeds Act (ESSA) Procedure Input
[98][544x51]98
[76x745]•
[58x726]New Mexico’s Best Interest Determination Webinar Input

In 2017, Youth Services, LUVYANM, and other youth leaders partnered with Behavioral Health Services and Youth Move to provide Youth Engagement training statewide at the local level for caseworkers and foster parents. In August of 2016 Behavioral Health Services Division provided a Train the Trainers on Youth Engagement training for Youth Services Bureau staff, LUVYANM and other youth leaders. In 2017, 11 Youth Services Bureau staff and 16 youth leaders received the training. Thirteen of the 16 youth leaders trained have at least provided one training. Youth Engagement training is primarily trained by youth with support from staff. This is the first time that New Mexico has had this type of youth lead training. In 2017, there were 56 trainings across the state for 721 Protective Services staff, 163 foster parents, and 204 community providers including Youth Attorneys, CASA’s, and Community Support workers. All county offices have received the training at least once. In 2018, Youth Services will continue to partner with youth trainers and Behavioral Health Services to ensure the training continues to occur.

In 2017, LUVYANM, Youth Services, Office of the General Counsel, and Behavioral Health Services Statewide Youth Coordinator is working to develop a Grievance Procedure. The purpose of the grievance procedure is to have a mechanism in place if one of the Child and Youth Bill of Rights have been violated. While the Foster Child and Youth Bill of Rights is in PS procedure there is nothing currently in place for a youth to make a report if they feel their rights have been violated.

**Informing Stakeholders of NYTD Data**

In May 2014, Youth services staff presented NYTD data to a group of stakeholders and to youth for the purpose of feedback for the CFSP. Stakeholders represented included PSD field staff and administration, school personnel, tribal representatives, and community-based service providers. Data points highlighted were: demographic information; life skill and financial services the youth received; percentages of youth adjudicated delinquent and those who receive special education services, aggregate outcome survey information on 17 and 19 year olds, percentages of youth receiving social security benefits; education levels; youth homelessness; referrals for substance abuse evaluation and treatment; incarceration rates; and rates of young parents.

**2017 APSR update:**

PSD obtained a great deal of qualitative data particularly from youth across the state in 2017. PSD used this data to inform and to improve policy and procedure and practice. This type of qualitative data has been shared with stakeholders including Treatment Foster Care agencies and other Child Placement agencies on sibling rights for example. Two youth spoke at one of the Child Placement Agencies quarterly meetings about the importance of siblings being placed together and if not placed together allowing siblings to visit one another. Youth challenged Child Placement Agencies on allowing a therapist to determine whether siblings can visit with one another with this type of statement, “this is not in the best interest of the child to visit with his or her sibling.”

Although PSD obtained rich qualitative data in 2017 and some quantitative data PSD in 2017, PSD will diversify data sources to include more quantitative data in 2018. In the past year Youth Services Bureau used Results Oriented Management (ROM) to obtain quantitative data on youth who discharged due to emancipation, siblings who are placed together, and youth on runaway. For example, In SFY 16, 80 youth aged out of foster care. So far in SFY 17, 69 youth have aged out of foster care. Youth Services used both qualitative and quantitative data to guide program improvement in the past year. Youth Services partnered with Dona Ana Permanency Planning in STEP to research how to help more youth in foster care and youth aging out of foster care be successful. In 2017 Youth Services obtained qualitative data from LUVYANM members to help guide a STEP experiment. Youth were asked what contributed to a youth’s success. Two separate transition living program directors were interviewed and they provided stories on how the Nurtured Heart Approach helped youth who were initially struggling to turn their behavior around and become successful especially in educational and employee outcomes. NYTD Data and ROM data were also used to help guide STEP Continuous
Quality Improvement process. This Step team saw that many youth who are successful had adults in their lives who believed in them, encouraged them, and supported them. Some of these adults were case workers, foster parents, teachers, and transitional living program staff. This STEP team believed that if both permanency planning workers and youth transition specialists were trained in the Nurtured Heart Approach it would provide staff with an effective program model to work with youth and ultimately would lead to youth being more successful. It could even help youth have placement stability.

In 2018 PSD will diversify its data sources to include more NYTD data and ROM data to improve program practice to achieve better youth outcomes, especially those aging out of foster care. In addition, PSD Youth Services Bureau and Dona Ana Permanency Planning team will work on getting funding for their STEP Project or alter it in a way to still have some version of the Nurtured Heart Approach or another effect practice model to help youth transition specialists and permanency planning workers best support youth in foster care and those who age out of foster care.

PSD has not yet been informed yet if the NYTD Review will take place in 2017 or 2018. However, PSD plans on holding stakeholder meetings during the NYTD Review and will send invitations to identified stakeholders. PSD identifies the following as stakeholders: Youth in foster care, youth who have aged out of foster care, PPWs, foster parents, YTS, transitional living programs, Supportive Housing Coalition and other housing programs who work with foster youth, Youth Attorneys, various providers who work with youth, such as, mental health providers, shelters, and, schools, etc., and possibly Juvenile Justice.

**NYTD – Outcome Surveys**
Youth transition specialists are responsible for completing the outcome surveys with youth within 45 days at ages 17 and 19 and beginning in FFY 2015, those who are 21. The YTS will continually survey each age cohort for PSD to obtain the most data possible, as the population of youth who are emancipating from care is relatively small. On a weekly basis youth service workers receive a SACWIS report of all youth who are turning 17 while in care. In FFY 2013, youth transition specialists began receiving reports on a semi-annual basis of the 19 year old cohorts that were due for the follow up population. This too is an on-going process.

The surveys are completed preferably in a face-to-face interview utilizing Survey Monkey®. If it is not possible to do an in-person survey, the YTS conducts the survey via telephone. Youth are eligible for a financial incentive of $50 for participation in the survey. Staff are equipped with laptops and wireless hot-spots so the survey can be completed in different locations convenient for youth. In FFY 2014, PSD began using a version of the NYTD Plus survey to capture more data points that are relevant for planning and implementing services. This will more effectively meet the youths’ needs. The Youth Services Bureau in collaboration with the Research, Assessment, and Data Bureau analyze the survey data and share the data with interested stakeholders and youth as opportunities arise.

**2017 APSR Update:**
PSD completed the second cohort for 19 year old youth. PSD obtained responses from 68.42% of youth to be surveyed. Youth Services Bureau staff made every effort to survey the 24 youth in this cohort. Five youth were incarcerated, incapacitated, or deceased, and were excluded from participation leaving 19 to participate in the survey. Thirteen of the 19 youth participated. The remaining six youth were unable to be located. The NYTD file submission was found to be in compliance.

PSD completed the first cohort or Cohort A for 17 year old youth. PSD obtained responses from 86.67% of youth to be surveyed. Youth Services made stringent efforts to survey the 50 youth in the cohort. Five youth were incarcerated or incapacitated and were excluded from participation leaving 45 to participate in the survey. Thirty-nine of the 45 youth participated. The remaining six youth were on runaway status, declined and one youth’s parents declined. The NYTD file submission was found to be in compliance.

PSD is currently working on Cohort B for 17 year old youth.
PSD continued to utilize social media to locate and contact youth as well as contacting family members, including grandparents, asking youth attorney’s for assistance, working closely with permanency planning workers, and reviewing narratives. PSD continues to provide youth up to $50 for participation in the survey. In 2018 PSD will continue its efforts to be in compliance with NYTD requirements and to use NYTD as an opportunity to engage youth.

NYTD – Services Data
Service data is entered into the FACTS system by both youth services staff and permanency workers. An independent living window is created when a worker completes and uploads the Casey Life Skills Assessment. There is a dropdown menu for each domain of life skills and financial assistance in addition to a domain of “uncategorized services” which include life skills such as communication and decision-making. Within each life skill domain is another dropdown menu of descriptors so there is a potential ability to build a report identifying the specific life skill development services delivered. The worker can also enter a few sentences about the circumstances under which the life skill was delivered.

Housing and life skill development contractors provide data on a semi-annual basis on the services they provided to the protective services youth in their programs. This data is then entered by Youth Services staff into the FACTS system so that the services reports can be as accurate and complete as possible.

Youth Services staff will continue to report out on NYTD data at appropriate intervals and in appropriate settings such as conferences and stakeholder meetings. This will include analysis of the available data in the improvement of service delivery. Significant outcome data will not be available on the surveyed population until the end of FFY 2015 when there will be data from the 21 year old surveys.

2017 APSR Update:
PSD continues to use the following survey methods: survey youth in person, Facebook, phone, e-mail, text, or through the mail. The Youth Services Bureau continues to request up to date contact information from youth, asks youth how staff can be of assistance, and offers services at the time of the survey. Permanency planning workers and Youth Services Bureau staff continue to enter service data into the FACTS system. Housing and life skill development contractors continue to provide data on a semi-annual basis on the services they provided to the protective services youth in their programs. This data is then entered by Youth Services Bureau staff and Community Services Bureau Staff into the FACTS system so that the services reports can be as accurate and complete as possible.

In 2017 when youth transition specialists sought to survey 17 year old youth they found that there were quite a few youth who were on runaway status. This is an area that PSD would like to strengthen and focus on in the upcoming year. This will be discussed with stakeholders, including contract providers, community services providers, and youth leaders.

C. Youth Services Across the State
Youth services now has eleven regional youth transition specialists that are located across the state and cover all five regions of the state covering all youth in each county. They are located in the following cities: Las Vegas, Farmington, Rio Rancho, Valencia, two in Las Cruces, Carlsbad Clovis and three in Albuquerque. Youth transition specialists are expected to collaborate and coordinate with the local county offices to ensure that all youth in New Mexico’s foster care system are able to receive the necessary services. Youth Services has two Lead Youth Transition Specialists and they are located in Tucumcari and Roswell.
Variations in Service Delivery
NYTD services data reveal that in counties where a Youth Transition Specialist (YTS) is housed receive a higher number of life skill and financial assistance services than in counties where no Youth Transition Specialist is housed. On average, 66.7% of youth who live in counties where an YTS is housed receive life skill or financial assistance services whereas only 33.3% of youth who live in counties where an YTS is not housed, receive life skill development services. This makes it twice as likely that youth who live in “YTS counties” will receive services as those who do not live in “YTS counties.” This data is consistent across all domains of life skill and financial assistance.

2017 APSR Update:
PSD obtained more positions in 2017 this helped to provide more effective service delivery to youth ages 14-18, and to youth who aged out of care 18-26. Although there were some Youth Services vacancies in 2017 there was less turn over and more stability in the bureau. Youth Services obtained a Youth Transition Supervisor position and three additional Youth Transition Specialist positions to assist in covering the increase in case load size.

D. Serving Youth of Various Ages and States Achieving Independence

Youth Under Age 16 – Prior to age 15½, youth in New Mexico typically do not receive youth services, although they may participate in the Independent Living Youth Conference on a case by case basis. At age 15½, youth are referred for an independent living assessment utilizing the Casey Life Skills Assessment (www.caseylifeskills.org). A copy of the assessment results are uploaded into the FACTS system and is attached to the court report for the first permanency hearing. The PPW and out-of-home providers work with the youth on developing life skills based on the needs identified in the assessment. Youth are also able to attend various life skills events and groups in the areas in which they live. At 15½, the YTS also receives an automatic secondary assignment to a youth’s case in FACTS.

2017 APSR Update:
PSD continues to provide Youth Services for youth 13.5 years and older. An IL Assessment continues to be required at age 13.5, case planning, the development of the life skills plan, identifying needed transition services needed, and a credit report start at 14 years of age.

Youth Ages 16 to 18 – Between ages 16 and 18, youth begin the transition planning process, regardless of their permanency plan. Initially, the youth meets with the youth transition specialist, typically by themselves or occasionally with their PPW or foster parents to begin the process of developing a plan for when they emancipate from foster care. This informal meeting determines who the youth would like to have at their formal transition meeting; the youth’s plans for housing, education, employment, and supportive services; and to provide information about their rights, responsibilities, and services they are eligible for through youth services. The formal youth transition meeting occurs prior to the youth’s 17th birthday and is attached to the court report to be presented to the court at the first permanency hearing after the youth’s 17th birthday. The PPW and the YTS work collaboratively during this time to ensure that all the action steps necessary to achieve the plan are completed prior to the youth’s emancipation from care. The plan is revisited 30 to 60 days prior to the youth’s 18th birthday to ensure that the plan still meets the youth’s needs and to revise any areas as necessary.

During this time, youth begin to more actively engage in life skills development activities and youth leadership activities with their PPW, YTS, out-of-home care providers, and community service providers Youth receive limited transition support services, as the PPW remains their primary worker. At age 17, youth become eligible to participate in the various housing programs and are eligible to begin receiving a stipend if they wish to live
in a semi-independent living situation. This requires that the PPW verifies the youth has the skills to live safely in the living situation, that the home is safe, and that it is unlikely that the youth will be exploited.

2017 APSR Update:
Youth continue to start transition planning process at age 14, regardless of their permanency plan. This takes place at the case planning meeting where the case plan and life skills plan is developed with the youth. A more formalized transition plan is developed with youth and their team before a youth’s 17th birthday and at least one more time prior to the youth’s 18th birthday to prepare the youth’s transition to adulthood. Youth or other team members may request additional team meetings to ensure a youth’s smooth transition from care to adulthood.

At youth transition meetings youth and PPW’s will sometimes identify that a youth may be appropriate for Independent Living Placement Status (ILPS) prior to 18. If this occurs then the PPW provides a MFD through their chain of command and they must receive approval from the Regional Manager and the Youth Services Bureau Chief. In 2017 Youth Services increased its collaborative efforts with Permanency Planning. This helped the two different service areas to work more effectively as a team ensuring that youth receive appropriate services, that they were engaged in normalcy activities, and that youth have an active voice in their planning. In 2018 Youth Services will continue to work with permanency planning and wrap around teams through Behavioral Health and Services Division to increase supports to youth and to allow them to have more decision making ability and to ultimately assist them in transitioning to a successful adulthood.

Youth ages 18 to 20 – In the current foster care system, youth are not eligible to remain in foster care beyond age 18. Once a youth ages out of the foster care system, the YTS becomes their primary worker and the PPW closes out her assignment to the case. At age 18, all youth who do not have Medicaid through another means (such as through Social Security benefits) are eligible for Medicaid to 26 through the Affordable Care Act. The youth must fill out a form one time per year with the assigned YTS in order to update their contact information. If a youth does not receive social security benefits they are eligible for a stipend to encourage success in school or work activities. At age 18, youth are also eligible for Start-Up funds and Education and Training Vouchers if the youth has completed high school or gotten their GED, are enrolled in post-secondary education, and meet the other criteria set out in ETV regulations. Youth continue to develop their life skills, participate in youth leadership activities, receive transition support services and continue to be eligible to participate in housing programs.

2017 APSR Update:
PSD continues to send outreach letters to youth who aged out of foster care at 18 and who are not currently accessing services to inform them that they are eligible for Medicaid and possibly other services. Outreach efforts continue to yield positive results. In addition PSD now has Youth Services staff meet with youth by the discharge hearing to provide the youth the Chafee Medicaid form to complete and sign. PSD then opens the youth up to Medicaid at 18 without any gaps in service. In 2018, Youth Services will continue outreach efforts to youth eligible for Medicaid and to meet with youth no later than the discharge hearing to sign them up for Medicaid for Chafee Medicaid or Medicaid to 26, depending on what that particular youth qualifies for.

Youth who were adopted after age 16 – Youth who have been adopted after the age of 16 are eligible for transition support services, youth leadership activities, life skill development services, and ETV as long as they meet the other eligibility criteria for ETV. Youth who were adopted after the age of 16 are also eligible for Start-Up funds, although they may not use Start-Up funds for room and board payments. It is rare in PSD that youth leave foster care for kinship guardianship as it is not a subsidized permanency arrangement, therefore, youth who leave foster care after age 16 for kinship guardianships are not eligible for services.

2017 APSR Update:
PSD continues to provide Youth Services to youth adopted at 16 years of age. PSD continues to provide Tuition and Fees Waiver eligibility letters for youth who were in PSD custody at 14 years old or older and whose
parental rights were relinquished or whose parental rights were terminated. When Youth Services provides training on the services provided to youth adoption workers are specifically invited so they are aware of what adopted youth are eligible for.

**Youth who were Discharged to Kinship Guardianship at 16 or Older:** Youth who have been discharged to Kinship Guardianship after the age of 16 are eligible for transition support services, youth leadership activities, life skill development services, and ETV as long as they meet the other eligibility criteria for ETV. Youth who were discharged due to Kinship Guardianship after the age of 16 are also eligible for Start-Up funds, although they may not use Start-Up funds for room and board payments. Youth who have been discharged to Kinship Guardianship may or may not be eligible for the Foster Child Tuition and Fee Waiver as it depends on whether or not the youth’s parental rights were terminated. If parental rights were not terminated then they are not eligible for the Foster Child Tuition and Fee Waiver.

**Assessment Tools**
PSD does not use any particular tool to identify youth who are likely to emancipate or remain in care for longer periods of time. PSD utilizes the Casey Life Skills Assessment (CLSA) and other assessments through the Casey website ([www.caseylifeskills.org](http://www.caseylifeskills.org)) to identify developmental levels particularly on life skills and perceptions of permanency. The CLSA is then repeated on an annual basis to assess the level of skills attained by youth while in PSD custody.

**Administrative Barriers**
No administrative or statutory barriers have been identified that impede the state’s ability to serve a broad range of youth.

**Room and Board**
PSD defines room as “payment of rent or mortgage”. The definition of board is “payment for food”. PSD has two primary means to pay for room and board for youth between the ages of 18 and 20. The first is through Start-Up funds. These are funds available through the Chafee Act to assist eligible youth in purchasing the household items and/or services needed to establish a home or to support the youth’s transition into adulthood. Expenses which are eligible for the use of Start-Up funds are determined according to the standards of the Chafee Act and among these are room and board payments. The second is through the housing and life skill development contracts throughout PSD. The contractors assist youth in paying for rent and food among other items to support the youth in their transition to successful adulthood.

The issue of safe, stable, and affordable housing is an issue that youth identified as a program area that is in need of strengthening. In the plan described above, PSD will examine how it utilizes the Chafee funds spent on room and board and in FY 2016 will revise the approach while still maintaining a limit of 30 percent of the Chafee funds being spent on room and board.

**2017 APSR Update:**
PSD utilizes the Casey Life Skills Assessment, the Let’s Get Started for the Future (more qualitative) and, the Individual Capacity and Functional Assessment to assess a youth’s life skills development and to inform the life skills plan starting at age 14. PSD continues to define room and board as “payment of rent” and “payment for groceries”. PSD continues to provide housing for youth aging out of foster care through Supportive Housing Coalition Four housing and life skill development contracts were awarded as a result of the RFP issued in 2016. These programs are located in Hobbs, Albuquerque, Santa Fe, and Taos. In 2018 PSD plans on working with transitional living programs and other housing providers to develop a housing continuum for youth aging out of foster care and older teens in foster care.
Collaboration with Other Private and Public Agencies

Helping Adolescents Achieve Independence

There are three agencies or organizations PSD regularly partners to support youth in achieving self-sufficiency. These include: New Mexico Child Advocacy Networks (NMCAN), Heart Gallery of New Mexico Foundation, and the Juvenile Justice Division of CYFD.

NMCAN is the lead agency for the Jim Casey Youth Initiative in New Mexico. They have initiated the Opportunity Passport™ program, a matched savings program (Individual Development Accounts) with intensive financial literacy training. To date approximately 12 youth have started this program with more participating in the coming years. In addition, the project spearheaded the Foster Child Tuition and Fee Waiver in the legislature this year, enabling foster youth to attend any New Mexico college or university without having to pay tuition or fees. Currently the project is working in collaboration with the Children’s Court Improvement Commission (CCIC) to improve youth participation in their court hearings and support children’s court judges in learning best practices around youth in court. NMCAN also houses the Building Futures and Foundations (BFF) mentoring program. BFF trains and matches volunteer mentors in the Albuquerque metro area to older youth in foster care. Since its inception in 2010, BFF has matched approximately 40 youth with volunteer mentors. Finally, NMCAN is partnering with the Annie E. Casey Foundation to promote success in post-secondary education. In this project they are working with Albuquerque area colleges and universities to ensure that foster care youth are able to obtain the necessary skills and supports to be successful in their college careers.

The Heart Gallery assists PSD foster youth achieve independence in a number of ways. Youth can make requests for financial assistance for items for which there is no other payer source such as high school graduation costs, GED fees, driver’s education, and other items needed by youth. They have partnered with Mattress Firm to provide a queen mattress and box spring set to each youth who emancipates from care in New Mexico. They partnered with Comcast to support an annual toiletries and personal care items drive so that youth can access supplies such as toilet paper, shampoo, toothbrushes, and razors for free. Heart Gallery of New Mexico maintains a storage unit called the “Hope Chest” that contains donated furniture and household items that youth can access to set up their own apartments. Heart Gallery of New Mexico partnered with businesses in the Albuquerque area to identify internships and apprenticeships for youth for employment. The Heart Gallery of New Mexico is working with CASA in the Albuquerque area to develop an educational advocacy pilot program, as recommended from the independent living youth conference’s town hall meeting.

The Juvenile Justice Division (JJD) of CYFD has a similar program to PSD’s Youth Services Bureau for youth who are transitioning out of juvenile justice facilities on supervised release, particularly for those youth with significant behavioral health needs. Prior to the youth exiting the facility, youth services staff partner with Juvenile Justice staff on multi-disciplinary team meetings and on coordinating services once the youth has exited the facility. This ensures youth who may be at the highest risk for on-going challenges have access to the most comprehensive and appropriate supports possible to address their transition needs.

2017 APSR Update:

PSD continues to partner with New Mexico Child Advocacy Networks (NMCAN), Heart Gallery of New Mexico Foundation, the Juvenile Justice Division of CYFD, and the Community Outreach and Behavioral Health Services Division of CYFD. Youth Services continues its working relationship with Pegasus Youth Attorneys to support youth in challenging situations or who have special needs. In addition, Youth Services also partners with Public Education Department (PED) on pregnant and parenting teens. Forty-six youth participated in the Opportunity Passport™ program, a matched savings program (Individual Development Accounts) with intensive financial literacy training.

PSD continues to submit Heart Gallery of New Mexico applications and Just Serve applications for youth. Heart Gallery funds provide youth with emergency funding and other funding that PSD may not be able to provide. While Just Serve provides non-emergency services or funds to youth based on community donations. In 2017
Heart Gallery also provided several work internship opportunities for youth who aged out of foster care. Sometimes this has been successful and sometimes it has not. Therefore in 2018, Heart Gallery and Youth Services will explore how to best prepare youth to be more successful in work internship opportunities.

In 2017 the Higher Education Department (HED) to provide data on the numbers of youth who received the Foster Child Tuition and Fee Waiver. HED provided this data for spring 2015, summer 2015 and fall 2015 for each University. A total of 53 youth accessed the Foster Child Tuition and Fee Waiver through CNM, Eastern New Mexico University, San Juan College, and New Mexico State University. Youth Services will continue to obtain updated aggregate data through HED each year. In 2017, PSD continued its work with FosterED on their initiative in Lea County to work with Education Decisions Makers and to ensure youth receive appropriate education services. In 2018 PSD will ask HED why more colleges are not reporting the Foster Child Tuition and Fee Waiver. For example, there are some youth attending UNM that qualify for the Foster Child Tuition and Fee Waiver, where PSD provided letters for these youth, but UNM is not reporting these waivers.

**Coordination with Other Programs Serving Youth**

The Youth Services Bureau contracts with four transitional living programs across the state to provide housing and life skill development services to protective services and tribal youth. These include: Youth Shelters in Santa Fe; A New Day in Albuquerque; Families and Youth, Inc. in Las Cruces; and Guidance Center of Lea County in Hobbs. Although there is no contractual relationship, youth services collaborates with Dreamtree Project in Taos and Youth Development, Inc. in Albuquerque.

In addition to the transitional living programs youth services partners with the CYFD Office of Behavioral Health to provide supportive housing services to youth emancipating from PSD custody. This program has been in effect for approximately seven years and is very successful in providing housing options for youth in the Albuquerque area. This project has also been able to access preference points for youth participating in the supportive housing program with the Albuquerque Housing Authority so that youth may access Section 8 housing in a relatively timely manner.

PSD coordinates with the Developmental Disability Services Division of the Department of Health to access the Developmental Disability (DD) Waiver for youth who qualify. Typically there is an approximate ten year wait list to receive DD Waiver services. Over the last seven years, PSD has developed a system so that youth who are eligible for DD Waiver services are able to access an expedited allocation assuming they still continue to qualify for the program and have exhausted all other resources. This has helped many severely disabled youth access services when there are no other options for their care.

**2017 APSR Update:**

- **Homelessness Prevention:** Four transitional living programs were awarded four year contracts to provide housing and life skill development programs to eligible youth. One program also provides life skills to youth in Bernalillo County. This particular program provides onsite and offsite housing options for youth. PSD continues to partner with the Supportive Housing Coalition to provide supportive housing for youth in Albuquerque. In 2017 Youth Services actively referred youth in Dona Ana County for the Family Unification Program (FUP) Vouchers and will continue to do so in 2018. In 2017 New Day was awarded the Demonstration Grant. New Day provides services to both the LGBTQ population and the youth aging out of foster care population. There is some overlap in both populations. New Day rents apartments from a complex where one of the apartments is an office for staff. This seems to be a very effective approach as youth seem to be more successful with staff on site and it also creates a community. PSD refers youth to this program and works closely with staff in the program to better assist PS youth who live there. New Day also provides case management, life skills, Nurtured Heart Approach and wrap around services to these youth. They are working with Apex to provide an evaluation that is qualitative in nature to the youth they serve under this grant. The qualitative questions is to capture identity for LGBTQ youth and attachment for youth who aged out of foster care.
Pregnancy Prevention and Supports for Parenting and Pregnant Youth: PSD is a member of the Expectant and Parenting Teens Statewide Advisory Committee. This advisory statewide advisory committee meets quarterly and is focused on identifying the supports, partnership, practices, and policies needed to build responsive and accessible systems to support young families PSD continues to contract with Guidance Center of Lea County to provide Supportive Housing and Behavioral Health Services to Pregnant and Parenting Teams. Guidance Center continues to provide these services to youth in foster care, those who aged out of foster care, and those involved in Juvenile Justice Services. PED also partnered with CYFD and others to put on a town hall meeting each year on Pregnant and Parenting youth in Albuquerque. This past year 70 young parents from across the state along with 130 different adult supporters and providers attended the town hall meeting. In 2017 PSD and Behavioral Health Services Division met with Public Education Department (PED) to apply for a grant to meet the needs of parenting teens in Protective Services. Through a contract with Southwest and Family Guidance Center these young parents will have access to life skills coaches, trauma informed care, and other services. In addition these youth will be referred to Home Visiting and Child Care services through Early Childhood Services in CYFD. In efforts to prevent pregnancy and STI’s during the Youth Transition Meeting prior to the 17th birthday Youth Transition Specialists address this specifically. Youth Services includes the ‘In Case you are Curious Hotline’ in the youth’s transition plans. Youth may text their questions to this hotline 24/7. In addition to that Youth Transition Specialists provide local resources for youth to access for free STI testing and education. Youth Services also provides information to youth on an individual basis on the most of to date ways of preventing STI including access to HIV prevention drugs like Truvada. Youth Services refers youth to New Day Life Skills Class which provides a Safer Sex Class. At the end of last year’s Independent Living Youth Conference all youth who attended received male and female condoms.

Training on Supporting LGBTQ Youth: PSD collaborates with Behavioral Health Services Division Communities of Care who provides “I Am Me-LGBTQ +” training. This training was provided during the SFY 17’s Children Law Institute and during the Day of Learning trainings. The training focused on:

a. Providing guidance on how to conduct an organizational assessment of how welcoming and inclusive their agency is for LGBTQ+ clients.

b. Providing best practice for LGBTQ+ inclusive policies for employees (employee protections & personnel policies (i.e. does the non-discrimination policy include gender identity, gender expression, & sexual orientation?).

c. Providing best practice for LGBTQ+ inclusive policies for clients (employee protections & personnel policies (i.e. intake paperwork, practices for residential facilities, non-discrimination policy).

d. Encouraging staff (especially supervisors) to analyze their own biases as well as their staffs’; and how to recognize those and still provide professional & quality care.

e. Providing some case study examples of how to implement policies/handle incidents, etc.

Affordable Care Act (Medicaid to 26)
On January 1, 2014 PSD met with representatives from Medicaid to propose that CYFD continue to manage the process of enrolling youth who emancipate from care in Medicaid. This has been put into place and is entered into the SACWIS system. Medicaid staff continue to determine Medicaid for youth moving from other states to New Mexico.

2017 APSR Update:
PSD continues to provide Medicaid to 26 services to youth who aged out of foster care at 18 and who received Medicaid at the time of their 18th birthday. PSD also provides youth with Chafee Medicaid who aged out of foster care at 18 but who did not receive Medicaid at 18.

Reducing the Risk of Human Trafficking
New Mexico has not yet undertaken concerted efforts to address human trafficking. However, some of the common components identified with human trafficking such as large numbers of youth in congregate care settings or large numbers of youth emancipating from care, are not as significant an issue in New Mexico as they appear to be in other states.

**2017 APSR Update:**
The former trafficking workgroup was not awarded the grant that they applied for in 2016. The workgroup has not continued since the Attorney General’s task force had essential members on it and it seemed it would be best to join their group rather than trying to reinvent the wheel. In 2017 PSD and JJS met with some members of the Attorney General’s task force on Human Trafficking. Since then PSD, JJS and BSHD has been invited to task force meetings and the youth subcommittee meeting. PSD has attended these task force meetings and the youth subcommittee meeting. In 2017 a Human Trafficking Summit was held in Albuquerque. PSD attended and a former foster youth spoke at the Summit.

In 2018, PSD will continue to attend the taskforce and the youth subcommittee on a regular basis.

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**F. Determining Eligibility for Benefits and Services**

All youth who emancipate from PSD at age 18 are eligible for the services and benefits described in this plan. All youth who emancipate from one of the 22 New Mexico tribes and pueblos foster care system are also eligible for all the benefits and services described in this plan. Youth who emancipate from foster care in other states and move to New Mexico are eligible for all the benefits and services that are available to New Mexico youth with the exception of Medicaid through the foster youth provision of the Affordable Care Act. Those youth are likely to be eligible for Medicaid through the Medicaid expansion of the Affordable Care Act and staff are able to assist youth in applying for Medicaid through the Income Support Division of the Human Services Department. Youth who were adopted from foster care after the age of 16 in New Mexico or from the tribes and pueblos in New Mexico, and youth who were adopted from foster care in another state after the age of 16 are all eligible for the services described in this plan.

**2017 APSR Update:**
PSD continues to provide services to youth who age out of foster care at 18 in PSD custody and Tribal custody and to youth who are adopted at age 16 or older. In 2017 PSD with its implementation of the Guardianship Assistance Program is able to provide services to youth who discharged to Kinship Guardianship at 16 or older. PSD continues to provide services to eligible youth who move to New Mexico. In 2017 the number of youth moving from another state to New Mexico continued to decrease.

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**G. Cooperation in National Evaluations**

PSD and Youth Services Bureau will cooperate in any national evaluation of the effects of the program in achieving the purposes of CFCIP.

**2017 APSR Update:**
PSD and the Youth Services Bureau continue to be willing to cooperate in any national evaluations. In the past year the Youth Services Bureau participated in an interview and survey for Older Youth Permanency: Annie E. Casey Foundation Permanency 50 State Study. Youth Services also participated in an interview with a Foster Club All-Star.
**H. Describe Methods Used to Operate ETV Funds Efficiently**

**Eligibility**
Each youth must provide documentation of the completion of the Free Application for Federal Student Aid (FAFSA); proof of enrollment in an accredited post-secondary education institution or accredited vocational education institution; and proof of academic progress (if the youth has completed more than one semester of education) to the deputy bureau chief to ensure eligibility. To maintain eligibility, a youth must maintain a GPA of 2.0 or higher. If, at any point, the youth’s cumulative GPA drops below a 2.0, the youth develops an academic improvement plan with support from the YTS to identify resources, goals, and plans to assist the youth to improve academic performance.

**2017 APSR update:**
PSD continues to maintain the same eligibility requirements as listed above. The Senior Youth Transition Specialists determine eligibility for ETV funds with one senior YTS taking the lead and the second one serving as a back-up. Youth Services will continue to refer youth to Building Futures and Foundations (BFF) Sky Scholars program through CNM in order to support youth in obtaining their educational goals. In addition, PSD referred youth to BFF’s Back on Track program that assist youth in ultimately post-secondary educational success. In 2018, PSD will continue to make referrals to the Back on Track program.

**Application**
The YTS supports the youth in completing a simple two page application, attaches the necessary supporting documentation and submits the application to the deputy bureau chief. Complete applications are processed utilizing a fiscal agent each week and it takes approximately two weeks for a check or gift card to be returned to the YTS.

**2017 APSR Update:**
The ETV application requirements remain the same as above. In 2017 the Youth Services Bureau and their contracted fiscal agent developed a protocol to use E gift cards and to ensure internal controls. It has since been implemented. Youth were only able to use a limited amount of certain store gift cards and there was difficulty in replacing the gift cards if lost. E-gift cards allow youth more variety in their choice of stores to buy clothing for example and it allows the fiscal agent to cancel gift cards and have them re-issued with the balances if there is money still left on them.

**Receipts and Fiscal Accountability**
All receipts for items and services purchased with ETV funds must be submitted to the deputy bureau chief. If the item was purchased with a gift card, the youth must also submit the used gift card. This is done to prevent inappropriate or fraudulent use of the federal funds. If a youth loses the receipt or is unable to produce one, the youth must make a repayment of the funds used. Currently, approximately 91 percent of receipts have been submitted for FY 2014.

**2017 APSR Update:**
All ETV receipts for purchased items and services are submitted to one of the senior Youth Transitions Specialists. PSD received approximately 94% receipts for FY 2017. With the implementation of E gift cards, staff are required to turn in the printed out e-mail with the E gift card and turn that in with the receipts associated with that E gift card.
I. Methods Used to Ensure Total Amount Does Not Exceed Total Cost of Attendance (ETV) & how PSD Avoids Duplication of ETV Benefits

Youth Services Bureau maintains an Excel spreadsheet that contains information regarding ETV utilization including unduplicated youth receiving the funds. A hand count is performed of the number of youth who receive funds. Each youth is identified on the spreadsheet as to whether he or she is a tribal youth to accurately report the number of tribal youth who receive ETV funds.

Each time a youth submits an application for ETV funds, they must submit a statement of the cost of attendance from their educational institution as well as a statement of their financial aid award. The financial aid award is subtracted from the total cost of attendance to determine the unmet need of the student. The youth is eligible for up to $5000 or the unmet need from the Cost of Attendance, whichever is less. This ensures youth are not receiving a duplication of benefits under the ETV program.

2017 APSR Update:
PSD continues to utilize the above methods to ensure the total amount of ETV funds do not exceed total cost of attendance and avoid duplication of ETV benefits. In addition the ETV application was revised to show what other funds a youth has used previously and the purpose of those funds. This helps the Senior YTS to better assess whether the youth would be duplicating funds if that particular application was approved.

J. Consultation with Tribes on ETV

All services provided to New Mexico youth under CFCIP are available to eligible youth who were under tribal social services custody. The referral for services can come from any source including community service providers, schools, or the tribes themselves. Prior to this past year, Youth Services received such requests for services for one or two youth each year. This past year, Youth Services has received referrals for 13 eligible tribal youth representing five of the 22 tribes and pueblos in New Mexico.

Each year, the Youth Services Bureau staff participate in the New Mexico tribal IV-B meeting. During this meeting youth services staff discuss the services available to youth who emancipate from the tribal social services systems. This includes information on ETV funds, transition support services, and the new Foster Youth Tuition and Fee Waiver passed in the 2014 legislative session.

Youth Services staff ensure copies of referral forms, updates on changes to the program, and updated contact information are provided to tribal social services. This information is also provided upon the tribe or community service providers’ request. All CFCIP services are offered on an equal basis to youth who emancipate from CYFD custody or tribal custody or to those who were adopted after the age of 16. (See Section VI - Chafee Foster Care Independence Program section B - Description of Program Design and Delivery for a more detailed description of the CFCIP program design and delivery.) All of these services are provided to eligible tribal youth.

At this time, no tribe has requested to develop an agreement to administer, supervise, or oversee the CFCIP or ETV program with respect to eligible Indian children or to receive an appropriate portion of the state’s allotment for such administration or supervision.

Over the next five years Youth Services will explore methods in increasing collaboration to improve consultation and coordination of youth services.

2017 APSR Update:
PSD continues to provide all youth services under CFCIP to eligible youth who are under tribal social services custody. In the last year, The Youth Services Bureau served an additional six eligible tribal youth, serving a total of 13 tribal youth this year; representing nine of the 22 tribes and pueblos in New Mexico.
In April 2017, the Youth Services Bureau staff participated in the New Mexico Tribal IV-B meeting. Tribes and pueblos were provided information on what services are available to tribal youth, including information on youth now being eligible for Medicaid through age 26, the Tuition and Fees Waiver, and the Guardianship Assistance Program. Youth Services also provided information on the Independent Living Youth Conference, and Leaders Uniting Voices Youth Advocates of New Mexico (LUVYANM). Youth Services shared stories of how effective youth voice can be in practice improvement and in effective policy change. One YTS is primarily assigned to work with tribal youth and this worker maintains an excellent working relationship with the tribes, particularly with the Navajo Nation and the Pueblo of Zuni.

PSD also continues to offer all CFCIP services on an equal basis for youth who are in custody, youth who have aged out of PSD custody or tribal custody, or to those who were adopted after the age of 16. In addition, in 2017, PSD offers CFCIP services to foster youth who discharged to Kinship Guardianship at age 16 or older.

At this time, no tribe or pueblo has asked to develop an agreement to administer, supervise or oversee the CFCIP or ETV program with respect to eligible Indian children, or to receive an appropriate portion of the state’s allotment for such administration or supervision.

### K. CFCIP Program Improvement Efforts (ETV)

Youth and stakeholders identified five CFCIP program areas to strengthen over the coming five years. Below is a table describing the efforts which will be undertaken to address the identified needs in these areas:

<table>
<thead>
<tr>
<th>Year(s)</th>
<th>Program Area of Focus – Identified Program Challenges</th>
<th>Plan for Strengthening the Program Area</th>
</tr>
</thead>
</table>
| FY 2015 | Life Skill Development Services: Youth report that they need more life skill development services prior to emancipating from care to prepare for the challenges they face when they transition to adulthood. | • Develop regional teams made up of youth, foster parents, service providers, permanency workers, and youth transition specialists to identify life skill priority areas and timelines for development and delivery of life skill services.  
• Evaluate process and programs to determine efficacy.  
• Revise youth services policy and procedures related to life skill development services. |
| FY 2015 | Transition Planning Process: Youth report that the process is overwhelming, confusing, and not as engaging as it needs to be. In addition, one Children’s Court Judge reported that he was concerned that the transition plans were more focused on what the adults on the youth’s team think should happen rather than what the youth wants to have happen. YTS’s agree that often youth create a plan based on what they believe the adults want to hear as opposed to what they really want to have happen. | • Utilize an Adaptive Leadership™ approach within the Youth Services Bureau to develop experiments to identify what works and what doesn’t work in the planning process.  
• Review best practices and literature related to transition planning for youth emancipating from child welfare systems across the country.  
• Evaluate outcomes of experiments to identify the most effective means of conducting transition planning.  
• Revise youth services policy and procedures to reflect changes in practice as they are developed through the Adaptive Leadership™ process. |
| FY 2016 | Affordable Housing Options: Youth report that there are simply not enough affordable housing options for them when they emancipate from care. Often the living situations they are able to identify are unstable (living with roommates, family members, etc.) and fall apart quickly. Currently, youth services is | • Complete site reviews and program audits of housing services through the current set of contracts.  
• Conduct focus groups with youth and other stakeholders about what would be most helpful to them related to housing services.  
• Either develop a new RFP or identify other ways in which to use the funds for housing services. |
in the second year of a four year RFP cycle for housing programs.

| FY 2017 | **Opportunities for Mentors:** When reviewing NYTD service data, the youth identified that only approximately ten percent of youth participate in a formal mentoring program. The youth described this as “sad” because those youth who have mentors find it so helpful. |
| FY 2018 | **Vocational Training and Employment Opportunities:** Youth report that they often have difficulty finding jobs in their communities. In addition, youth need career training opportunities, especially if higher education is not something that works for them. |

- Identify next steps to develop housing supports that will meet the youths’ needs for safe and affordable housing services.
- Identify regions of the state that may have the conditions necessary to support and sustain a mentoring program.
- Partner with the New Mexico Child Advocacy Network’s Building Futures and Foundations program to support the development of a program like this in the identified communities.
- Evaluate the effectiveness of the program in meeting the needs of youth.
- Identify communities in which there is the greatest need for career-based training programs.
- Develop partnerships with programs (such as Workforce Investment Act, YouthBuild, Americorps, etc.) and businesses in communities where the need for career-based employment opportunities is the greatest.
- Partner with foundations such as the Heart Gallery of New Mexico and community-based service providers to develop opportunities for youth in various communities across the state.
- Evaluate the effectiveness of the initiative based on the numbers of youth who participate and the outcomes of the programs they participated in.

**2017 APSR Update:**

In 2017 Youth Services continued to focusing on improving Youth Transition Meetings and youth transition plans, “the toolkit to adulthood”. Youth Services wanted to continue to improve on the timeliness of the plans and their quality. Youth Services also sought to improve the quality and timeliness of the updated transition plans. This past year there was a slight decrease in timeliness of youth transition meetings as only 67% of youth transition meetings were conducted in a timely manner. Because of the decrease Youth Services Bureau developed a better tracking mechanism of all Youth Transition Meetings and Toolkits to Adulthood. This will be implemented across the state so that all youth transition specialists and supervisors can track these due dates more efficiently.

The Youth Services Bureau Chief and the Youth Transition Supervisor reviewed transition plans before they were submitted to permanency planning workers, youth, and the courts. Transition plans are now more individualized and are reflective of the youth’s goals. Some attendees have not always agreed with the youth’s goals. Youth Services explains the importance of the youth setting the goals with the participants sharing how they can support the goals and what action steps are needed for the youth to succeed in achievement of his or her goals. Youth Services staff share the youth’s transition plan when attending other meetings to remind the youth and other team members of what the goals are and if they need to be revised or if the type of supports need to change.

Regarding life skills, in 2017 Youth Services Bureau staff plan and implement a quarterly life skills class the evening prior to the LUVYANM board meeting. The topics were chosen by LUVYANM members. Prior to this change, youth would only attend cooking class before the LUVYANM meeting. LUVYANM members and other youth in Albuquerque (who attended the cooking class) expressed boredom and frustration with the same type of class each month. They wanted more of a variety to choose from. Youth Services Staff sign up to teach the class or they ask someone in the community to teach the class. Staff provide the curriculum and help coordinate the event with the support from the Lead Youth Transition Specialist who oversees LUVYANM. Two of the life skills classes so far have been: Safety and Self –Defense. Impact Personal Safety provided that training. It was very effective and most youth really enjoyed and believed they learned something. The second class was on car maintenance, such as oil changes, and the youth really liked that class as well. Both classes had great turn outs and were seen as successful.
Youth Services Bureau staff in the central region continue to refer youth to New Day’s Life Skills Academy and to BFF’s Be More (when life skills are offered). The YTS in the SE and the YTS’ in the SW have implemented ongoing life skill classes or life skill events. Foster parents and TFC parents continue to be encouraged to provide life skills to youth that are living in their homes. Youth Services Staff and PPW’s provide individual teaching moment life skills while working one on one with their youth.

Youth Services utilizes life skill coaches through BSHD’s Healthy Transition Grant. There are four sites where youth can access a life skills coach: Valencia County, Bernalillo County, Rio Arriba County, and Santa Fe County. Youth Services refers a great deal of youth to receive life skill coaches as they can provide in depth one on one/hand over hand life skills and this makes a difference.

In 2017, Heart Gallery Foundation of New Mexico and PSD continued to partner on internships for youth. Sometimes this has been successful and sometimes it hasn’t. Not all youth were adequately prepared for what particular internships required. In 2018, PSD will continue to work with the Heart Gallery of New Mexico Foundation and with BFF’s Back on Track Program to better assist youth in their vocational pursuits. Youth are also referred to Job Corps and WIA to assist with vocational training.

PSD continues to work on affordable housing options for youth. It becomes more and more clear that a housing continuum needs to be planned, developed, and implemented. There are individual PPW’s and YTS’s who advocate for youth to remain in a certain living situation with former foster parents, or in advocating for landlords in a city to provide housing for a youth. Although this individual work is important, it is crucial that the systemic issue that the majority of youth are not ready to transition from TFC, RTC, Group Homes, etc. to transitional living programs and supportive housing is effectively addressed. In 2018, PSD will meet with BHSD and community partners to build this continuum.

In 2017 PSD began working with the Capacity Building Center for States to improve siblings being placed together and visitation between siblings. PSD and BHSD is working together to develop a sibling camp in 2018. LUVYANM fully supports the sibling camp and youth will be involved in the development of it.

- Mentorship programs continued to be limited under BFF in Central New Mexico. PSD continues to refer youth to BFF’s mentoring project because of its effectiveness. BFF currently supports 29 mentoring relationships designed to connect young people to adult volunteers in long-term relationships that create relational permanence. BFF recently implemented a "graduation" process for matches that have lasted 3 years or more because at that point they believed they had created relational permanency. These matches become part of a youth’s chosen family and community and continue to be invited to events, they simply aren’t contacted on a monthly basis any longer and BFF stopped collecting data (number of hours spent together, etc.) at this point. BFF had almost half of their matches graduate last year and were thus able to accept new mentees into that project. This project (due to capacity issues) is capped at 30 relationships.

- In 2017 PSD started focusing on how to better work with youth most effectively. Both permanency planning and youth services are concentrating on efforts to start where the youth is instead of adult expectations. It essential to meet the client where they are and still have high expectations. It is important not to raise the bar too high or the youth will fail. This is an area that PSD will concentrate on in 2018.

L. CFCIP Training (include ETV)

One half day of PSD’s foundations of practice training is focused on youth and the services that the Youth Services Bureau provides. This training includes information: positive youth development; the importance of permanency for older youth with a particular emphasis on relational permanency and biological family connections; special issues of working with youth including sexual orientation and pregnant and parenting youth; and the services for which youth are eligible.
Currently, there is no other specific CFCIP training that is planned in the coming five years.

**2017 APSR Update:**
PSD continues to ask youth panels to participate in Foundations of Practice training every five weeks to inform youth centered practice. Youth Engagement Training was implemented statewide in 2017.

CFCIP Annual Reporting of Education and Training Vouchers (ETV) Awarded:

<table>
<thead>
<tr>
<th>New Mexico</th>
<th><strong>Total ETVs Awarded</strong></th>
<th><strong>Number of New ETVs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Final Number: 2015-2016 School Year</strong> <em>(July 1, 2015 to June 30, 2016)</em></td>
<td>41</td>
<td>13</td>
</tr>
<tr>
<td><strong>2016-2017 School Year</strong> <em>(July 1, 2016 to June 30, 2017)</em></td>
<td>45</td>
<td>22</td>
</tr>
</tbody>
</table>

*Numbers as of June 09, 2017*
VII. Monthly Caseworker Visits

Current PSD policy requires that the caseworker visit each child in custody in his/her placement at least monthly and assess the placement for appropriateness in meeting the child’s needs and safety. PSD has annually exceeded its goals, reporting 98% of children are visited each month in custody over the past two federal fiscal years.

Data Collection Methodology

Modifications to the FACTS data system (SACWIS), enabled caseworkers to enter the date and location of visits with the child. Narrative sections can be used to document the content and outcomes of each visit. PSD developed management information reports to run on a monthly, quarterly and annual basis to be able to meet reporting requirements and provide for the automatic calculation of percentages in accordance with ACYF-CB-PI-07-08.

Standards for the Content and Frequency of Case Worker Visits

Current PSD policy requires that the caseworker visit each child in custody in his/her placement at least monthly and assess the placement for appropriateness in meeting the child’s needs and safety.

Activities that are planned to support monthly caseworker visits with children in foster care include:
1. Continue monitoring and managing the monthly, quarterly and annual caseworker visits management reports. These reports produce data regarding the frequency and location of visits.
2. Utilize the supervisory case review instruments to monitor the occurrence and quality of caseworker visits with children in custody.
3. Utilize the benefits of technology to improve caseworker ability to conduct monthly worker-child visits. The technology enables case workers to dictate from any location using a cell phone information related to case work activities, thereby making more time for them to conduct face-to-face visitation with the child in the child’s place of residence.

2017 APSR Update:

Documented Worker/Child Visits

Summary by County (as of June 8, 2017)

<table>
<thead>
<tr>
<th>County</th>
<th>Region</th>
<th># of children with documented monthly visits</th>
<th># of children without visits documented</th>
<th>Total all children</th>
<th>Percentage of children with a documented visit</th>
<th># of visits in child’s residence</th>
<th>% of visits in child’s residence</th>
</tr>
</thead>
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<tr>
<td>Bernalillo</td>
<td>Metro</td>
<td>69</td>
<td>945</td>
<td>1014</td>
<td>93.20%</td>
<td>96.30%</td>
<td>96.30%</td>
</tr>
<tr>
<td>Chaves</td>
<td>SE</td>
<td>3</td>
<td>54</td>
<td>57</td>
<td>94.74%</td>
<td>96.30%</td>
<td>96.30%</td>
</tr>
<tr>
<td>Cibola</td>
<td>NW</td>
<td>47</td>
<td>0</td>
<td>47</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Colfax/Union</td>
<td>NE</td>
<td>5</td>
<td>12</td>
<td>17</td>
<td>70.59%</td>
<td>75.00%</td>
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</tr>
<tr>
<td>Curry</td>
<td>SE</td>
<td>49</td>
<td>4</td>
<td>49</td>
<td>91.84%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Dona Ana</td>
<td>SW</td>
<td>132</td>
<td>3</td>
<td>135</td>
<td>97.38%</td>
<td>99.22%</td>
<td>99.22%</td>
</tr>
<tr>
<td>Eddy</td>
<td>SE</td>
<td>81</td>
<td>1</td>
<td>82</td>
<td>98.76%</td>
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</tr>
<tr>
<td>Grant/Catron</td>
<td>SW</td>
<td>42</td>
<td>0</td>
<td>42</td>
<td>100.00%</td>
<td>100.00%</td>
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</tr>
<tr>
<td>Lea</td>
<td>SE</td>
<td>61</td>
<td>104</td>
<td>110</td>
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<td>95.19%</td>
<td>95.19%</td>
</tr>
<tr>
<td>Lincoln</td>
<td>SW</td>
<td>24</td>
<td>1</td>
<td>25</td>
<td>96.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Luna/Hidalgo</td>
<td>SW</td>
<td>33</td>
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<td>35</td>
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<td>96.97%</td>
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<tr>
<td>McKinley</td>
<td>NW</td>
<td>68</td>
<td>0</td>
<td>68</td>
<td>100.00%</td>
<td>95.59%</td>
<td>95.59%</td>
</tr>
<tr>
<td>Otero</td>
<td>SW</td>
<td>107</td>
<td>0</td>
<td>107</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Quay/Harding/DeBaca</td>
<td>SE</td>
<td>15</td>
<td>0</td>
<td>15</td>
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<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Rio Arriba/Los Alamos</td>
<td>NE</td>
<td>83</td>
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<td>88</td>
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<td>91.57%</td>
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</tr>
<tr>
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<td>SE</td>
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<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>San Juan</td>
<td>NW</td>
<td>98</td>
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<td>101</td>
<td>97.03%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>San Miguel/Mora/Guad.</td>
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<td>100.00%</td>
<td>98.44%</td>
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<td>46</td>
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<td>50</td>
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<td>100.00%</td>
</tr>
<tr>
<td>Santa Fe</td>
<td>NE</td>
<td>49</td>
<td>3</td>
<td>52</td>
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<td>94.23%</td>
<td>94.23%</td>
</tr>
<tr>
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<td>15</td>
<td>0</td>
<td>15</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Socorro</td>
<td>SW</td>
<td>21</td>
<td>0</td>
<td>21</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Taos</td>
<td>NE</td>
<td>39</td>
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<td>40</td>
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<td>100.00%</td>
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</tr>
<tr>
<td>Torrance</td>
<td>NW</td>
<td>36</td>
<td>1</td>
<td>37</td>
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<tr>
<td>Valencia</td>
<td>NW</td>
<td>133</td>
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<td>138</td>
<td>96.38%</td>
<td>97.74%</td>
<td>97.74%</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>2314</td>
<td>116</td>
<td>2430</td>
<td>95.23%</td>
<td>97.15%</td>
<td>97.15%</td>
</tr>
</tbody>
</table>
PSD continues to utilize Monthly Caseworker Visit Grant funds to assist workers with documentation. This continues to be accomplished through funding of a transcription and dictation service called Speak Write. For State Fiscal Year 2017, PSD expended: $189,400.00 in this program.

VIII. Adoption Incentive Payments

Over the past few years, New Mexico’s adoption incentive payments have been directed to enhance recruitment and provide support for foster-adoptive and adoptive parents. The majority of the funds have been utilized to maintain the foster parent liaisons each year in supporting foster and adoptive parents. Other items purchased were supplies and equipment for the production of recruitment materials, materials to be used to identify and recruit adoptive homes and promote foster parent conversions, and enhancements to electronic management information system to be better able to collect and process information about children waiting for adoptive homes and eligible families. Funds have also been utilized to purchase media to raise awareness for the need of foster homes across the state. In addition, PSD has used the funding to improve child specific recruitment capabilities on the CYFD website and for targeted recruitment of foster families in areas of most need, including recruitment of homes that will foster/adopt older youth and sibling groups.

In FY14, PSD will continue to fund foster parent liaisons to support foster parents and will continue to do targeted marketing in areas of greatest need of additional foster parents. We will purchase promotional materials to assist in recruitment efforts statewide. After 2014, PSD does not expect to receive future Adoption Incentive funds.

2017 APSR Update:
PSD has not received any adoption incentive funds since June 2014 because the number of finalized adoptions has remained relatively the same over the last few years. PSD has not been able to increase the number of finalized adoptions needed to receive these funds.
IX. Child Welfare Waiver Demonstration Activities

New Mexico Is Not Involved in Any Child Welfare Waiver Demonstration Activities.

2017 APSR Update:
Through the last year, New Mexico has not been involved in any child welfare waiver demonstration activities.

X. Targeted Plans within APSR

A. Foster and Adoptive Parent Diligent Recruitment Plan

Protective Services Division (PSD) continues to make steady progress in terms of recruitment and retention of foster and adoptive parents. PSD has implemented the pre-service training known as Relative, Adoptive, and Foster Parent Training (RAFT) statewide. PSD offers annual mandated recertification training and trainings on various topics to foster parents on an ongoing basis.

PSD values foster and adoptive parents and sought their input and ideas in developing and implementing PSD’s foster and adoptive parent recruitment plan. PSD conducted meetings in the five regions of the state to gather input for the Diligent Recruitment (DR) Plan. PSD staff, foster and adoptive parents, foster parent liaisons, and community stakeholders that serve foster and adoptive families statewide participated in these meetings. PSD utilized the DR Navigator developed by the National Resource Center for Diligent Recruitment at AdoptUSKids and PSD data reports to assist in the development of the DR plan. PSD compared the number of children in care by county and ethnicity in each region and number of active foster and adoptive providers by county and ethnicity in each region. Data collected from the statewide customer service surveys completed in 2011 and 2013 was also reviewed. The purpose of the comparative surveys was to gain insight on factors that relate to retention and foster parents did not complete the application process and to assess the levels of foster parent satisfaction with PSD. The most recent customer service satisfaction survey results from the five Step Up! transformation zones were reviewed as well.

The following strengths and challenges information was obtained from the 2014 stakeholder meetings, foster parent listening tours, and foster parent surveys. PSD in collaboration with present stakeholders identified strengths, challenges and requested assistance in identifying goals for our Plan for Improvement. Specific elements, challenges and strategies for the foster and adoptive parent diligent recruitment plan are presented below.

2017 APSR Update:
PSD developed and implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families. The first training was piloted in Sandoval County in August 2016. Based on the feedback of the pilot, a second pilot was rolled out to eight more counties in September 2016. Feedback from foster parents and staff was positive, with comments from both indicating positive reviews of the online portion of the training. Participants liked that they could attend portions of the training online rather than in a classroom setting. Revisions and training of facilitators took place in December of 2016. Statewide implementation began in January 2017. The blended curriculum gives foster and adoptive families another training option in the
licensing process. The website will continue to provide additional resources for families. Revisions to the curriculum are ongoing and is available in English with the goal of offering it in Spanish.

PSD implemented the Regional Resource Family Navigators to provide continued customer service and support to new and current foster parents. The primary objective of this program is to provide a support system to prospective foster and adoptive families that will assist them in navigating the child welfare system. This goal of the support system is to guide, mentor, and engage prospective foster families while reducing length of time in achieving licensure. Some examples of how PSD has made gains in this areas is through the evaluation of the intake process, and in the redefinition of job roles for recruitment staff to essentially hand hold families through the process.

**Diligent Recruitment Plan Elements and Strategies**

**Element 1: Characteristics of the children for whom foster and adoptive homes are needed.**

**Strengths:**
- PSD completes ongoing data collection to gather and update the characteristics of children in care, including age, gender, membership of a sibling group, race, ethnicity, tribal affiliation, census number, number of placements while in foster care.
- Training to prospective foster and adoptive parents regarding the characteristics, needs, and issues of children who have experienced trauma is provided on an annual basis.
- Foster and adoptive parents receive annual recertification training, and provided additional opportunities to enhance their skills throughout the year. Training topics have included trauma informed components, skills and tools for children and families.
- PSD has emphasizes trauma informed care for foster and adoptive families. Trainings are skill based and offered to all providers statewide. Certified trainers are available to train foster parents as needed.
- Trainings were translated and delivered in Spanish to our monolingual and bilingual Spanish speaking families.
- RAFT is available statewide and offered in some counties in Spanish.

**Challenges:**
- The data collection is not always gathered or entered timely in the data information system.
- The information system captures data that duplicates licenses, therefore skewing the actual number of foster and adoptive families available.
- Staff lack understanding or education about data application in recruitment.
- Staff do not always utilize data when recruiting foster and adoptive families.
- Lack of bilingual staff to offer the supportive services to foster and adoptive families.
- Budget constraints are a barrier in translating curriculum.
- RAFT in Spanish is not offered in every community.

**Strategies:**
- PSD continues to receive technical assistance from the National Resource Center for Diligent Recruitment at AdoptUSKids to learn about general, targeted and child specific recruitment.
- Targeted recruitment plans were developed and will be implemented in the five transformation zones identified in the Step Up! Project. Recruitment plans are data driven and include the following elements:
types and total of number of foster families needed, capacity, the number of concurrent homes available and additional factors such as families’ location, race, ethnicity, and language. Targeted recruitment plans will look at the source of recruitment, track families through the process, track the utilization of families after licensing and track the number of families retained after placement.

- PSD will continue to collaborate with community partners on targeted recruitment efforts in the faith based community.
- PSD will continue general recruitment to raise public awareness about the need for foster and adoptive families and provide a positive view of foster care and adoption in NM.
- PSD will continue child specific recruitment to find adoptive homes for waiting children. Resources such as registration through the Adoption Exchange, AdoptUSKids, Heart Gallery of New Mexico and CYFD photo listings will be utilized for all children in care without a resource.
- PSD will continue partnering with New Mexico State University to continually look at the funding stream and ensure translation services are supported.

2017 APSR Update:
In July 2015, regional training was provided to all county-based recruitment teams to implement their own targeted recruitment and retention plans in each county. Funds from the heart gallery foundation contract were appropriated for social media efforts in all regions. There is some evidence of an increase in the number of homes representative of the Hispanic child/youth population in Bernalillo County. Only 14 concurrent planning homes were recruited.

In the final year of the Step Up! Project, the process evaluation revealed that all transformation counties worked diligently at collecting and analyzing the data and setting a recruitment goal, a retention goal, and a goal related to increasing the percentage of family applicants who make it to licensure. Four counties achieved their recruitment goals and one didn’t have the data to say one way or another. New homes were recruited for various recruitment targets and strategies were soundly implemented. No county was able to meet its retention goal. Three of five counties met their goals related to higher rates of licensure among applicants.

CYFD digital heart galleries continue to grow statewide. CYFD digital heart galleries are displayed in various state museums, hospitals, airports and other high traffic venues.

PSD continues to ensure Spanish speaking foster and adoptive families are supported by providing training, materials and documents in Spanish.

Element 2: Specific strategies to reach out to all parts of the community.
Strengths:
- PSD obtains data on an ongoing basis to update the characteristics of children in care, including age, gender, membership of a sibling group, race, ethnicity, tribal affiliation, census number, number of placements while in foster care.
- Data collected informs PSD who the foster care population is, helps us take an active approach to recruitment and retention and helps us understand where to direct recruitment efforts.
- PSD provides post-decree family support services through the FIESTA Program. This statewide program includes Family activities, Information, Education, Support groups and Training for Adoptive families.
- In most PSD counties, Foster Parent Liaisons are available by contract to help support foster and adoptive families.
- PSD has created a partnership with the Aspen Project and faith based recruitment is ongoing.
- PSD has a partnership with the Office of African American Affairs to assist with general and child specific recruitment activities.
• PSD has a partnership with various pueblos and Navajo Nation to collaborate with recruitment of Native American foster and adoptive homes.

• PSD recruitment materials are available in Spanish and feature families that reflect the ethnic and racial diversity of the children in care.

**Challenges:**

• PSD is currently receiving support to have a closed group and access to a Facebook page, however, sustainability and maintenance after the DR grant ends is not clearly defined.

• PSD Spanish speaking materials are not always readily available to families or workers and bilingual staff are not always able to deliver a curriculum in Spanish.

• PSD smaller counties have difficulty locating and maintaining foster parent liaisons.

• PSD continues to be challenged in recruitment and retention of Native American foster families.

• PSD has an insufficient number of recruitment specialists to serve the geographical size of the state.

**Strategies:**

• PSD foster parent liaison contracts have been revised to emphasize the support role of the liaison for foster parents. Key elements of diligent recruitment in the Step Up! activities have also been incorporated into the contracts.

• PSD will continue to support the FIESTA contract and learn about foster and adoptive family’s needs to assist in providing post adoption support.

• PSD regional recruitment specialists will be decentralized and supervised within each region to better serve the recruitment needs of the counties within each region. This will assist with county ownership and shared responsibility of recruitment and retention of foster and adoptive families.

• PSD will continue to educate individuals about the CYFD Facebook.

• PSD will explore sustainability strategies to support the use of a Facebook group for foster parents similar to FIESTA.

• PSD will develop partnerships with other religious organizations.

• PSD will utilize the NM Office of African American Affairs to reach out to members for information and dissemination of foster care needs in New Mexico.

• PSD will partner with the CYFD Native American liaison, BIA, Navajo Nation and pueblos to develop recruitment and retention strategies for Native American homes.

**2017 APSR Update:**

As part of the Step Up! Project sustainability plan, Project Valor became Project Revive. PSD entered into a multi-year contract with La Familia-Namaste Inc. to provide additional supports to foster parents statewide. Project Revive: Emotional First Aid for Foster Parents provides additional supports to foster parents statewide. These supports include:

• Grief and loss training and support for foster parents, their biological and adopted children

• Facebook support network

• Warm line for foster parents that are non-crisis related

• Regional child care for foster parents to attend county based meetings or trainings

• Childcare for foster parents during their attendance at the foster parent conference.

Training and support groups are available in both English and Spanish.

In 2016, PSD reallocated funds and contracted services with several Regional Resource Family Navigators in most regions of the state to provide additional support system to prospective relative and non-relative foster and adoptive families and assist them in navigating the child welfare system upon first contact.
Navigator efforts are being evaluated by quarterly performance measures that utilize county data to measure timeframes of licensure achievement.

- From January 2017 to March 2017 there were 89 families who achieved licensure.
- Of the 89 families licensed this quarter 23.6% achieved licensure in less than 120 days. This reflects a slight positive growth in more prospective families achieving timely licensure.

PSD provided targeted recruitment and retention training to all regions. In addition funds from the heart gallery foundation contract continue to be available towards implementation of the county based recruitment plans.

The FIESTA program continues to be a statewide resource for all PSD and private adoptive families for post adoption services. A new four year cycle to facilitate the Adoption Promotion Services with a statewide entity began in July 2016.

CYFD digital heart galleries continue to grow statewide. CYFD digital heart galleries are displayed in various state museums, hospitals, airports and other high traffic venues.

**Element 3: Diverse method of dissemination both general information about being a foster and adoptive parent and child specific information.**

**Strengths:**
- PSD has made a major philosophical shift in how foster and adoptive parents are viewed. We believe foster and adoptive parents are partners with a common interest or goal of the welfare of children and their families.
- PSD customer service standards and competencies are incorporated in our training for all of CYFD staff.
- PSD developed a new Concurrent Planning Model that is being tested in five transformation zones. The training curriculum is co trained with a foster parent.
- PSD will continue general recruitment to raise public awareness about the need for foster and adoptive families and provide a positive view of foster care and adoption in NM.

**Challenges:**
- PSD has more children in care than concurrent homes available for the children.
- PSD needs to enhance the analysis of the current pool of available foster and adoptive placement resources.
- PSD needs to recruitment and license additional concurrent planning homes, including relative homes.
- PSD needs to recruit and license foster and adoptive homes for siblings in care so sibling groups can be placed together.
- PSD will continue to support foster families to ensure children and youth are maintained in their schools when placed in foster care.

**Strategies:**
- PSD will continue to test and implement targeted recruitment plans in the five transformation zones utilizing data to measure.
- PSD will continue child-specific recruitment utilizing Adoption Exchanges, Wendy’s Wonderful Kids, Wednesday’s Child, Adoption Columns, AdoptUSkids, Heart Gallery of New Mexico, CYFD website and Facebook page.
- PSD will continue all ages adoption and teen events.
- PSD will continue to utilize customer service satisfaction surveys to help inform us about areas of focus for foster parents.
• PSD will conduct focus groups with foster and adoptive parents to assess the effectiveness of our strategies.

• PSD will continue to support customer service work plans.

2017 APSR Update:
PSD continues to provide training and technical assistance to all regions and to county-based recruitment teams as they implement targeted recruitment and retention plans. Funds from the heart gallery foundation contract were appropriated for social media efforts in all regions. There is evidence of gains made in the number of foster homes that can be attributed to the work around targeted recruitment.

Customer service continues to be a priority for the department. Customer service standards are incorporated into employee’s annual evaluations. Although PSD has not developed additional customer service standards with CYFD’s Academy of Professional Development and Training, CYFD strategic plan includes operation principles that directly address customer service. This continues to serve as the platform of good customer service.

Additionally, in FY17, the Foster Care and Adoptions Bureau rolled out regional trainings statewide that included customer service as a topic.

PSD continues to facilitate all ages matching adoption events and teen-specific events as child-specific recruitment strategies. PSD continues to have ongoing partnerships with AdoptUSKids, Heart Gallery of New Mexico, and New Mexico Friends of Foster Children; among others to assist achieving permanency for children.

Element 4: Strategies for assuring that all prospective foster/ adoptive parents have access to agencies that license/approve foster/adoptive parents, including location and hours of services so that the agencies can be accessed by all members of the community.

Strengths:
• PSD posts all foster and adoptive parent informational meetings and RAFT training schedules on the CYFD website and regularly updates the information.

• PSD provides informational meetings and trainings after hours and weekends.

• PSD provides home study contracts statewide and contractors meet with families at times convenient for them.

Challenges:
• RAFT is designed to be offered completed in an eight hour block of time and on Saturdays. This schedule does not work for all families.

• Child care for prospective foster and adoptive families is a barrier.

• Home study contractors may conduct home visits back to back, which doesn’t allow a family to process the materials.

• Perspective foster and adoptive families find the SAFE home study to be too personal and intrusive. This has especially been seen in our Native American community.

Strategies:
• PSD and NMSU continue to work together to develop training methods that work for families. PSD will be looking into a blended learning method for RAFT trainings.

• PSD will coordinate RAFT and informational meetings to be offered in venues other than government buildings to accommodate specific groups, i.e. church members, major employers, and targeted schools.

2017 APSR Update:
Element 5: Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations.

Strengths:
- SAFE Home study format is available in Spanish for staff and contractors to utilize.
- PSD staff participate in trainings such as “Knowing Who You Are” to explore their attitudes and increase awareness of other’s worldviews
- PSD staff participate in trainings and conferences throughout the year with an emphasis on cultural competence such as the Children’s Law Institute and ICWA conference.
- PSD Piñon Practice Model holds the value of cultural competency; taking into account family traditions, language, and cultural identity.
- PSD general recruitment materials reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed.
- PSD general recruitment materials reflect several types of families that incorporates the LGBTQ community, single parents and non-traditional families throughout the state of New Mexico.
- PSD staff participate in recruitment efforts at various events in the state, such as PRIDE Fests, festivals, fairs, and Pow Wows amongst many others.

Challenges:
- PSD struggles statewide with high vacancy rates
- PSD has high staff turnover in rural and tribal areas of the state.
- PSD staff in the rural or tribal areas are not always of the same cultural background or speak the language, thus creating a linguistic and cultural challenge for families.

Strategies:
- PSD will continue to collaborate with the Consortium for Children to discuss cultural barriers when completing the interview process with families.
• PSD will continue to obtain technical assistance from the Consortium for Children for home study writers within PSD, child placement agencies and private contractors.

• PSD will continue to provide SAFE training through PSD staff, contractors and child placement agencies via PSD trainers and Consortium for Children.

• PSD will provide yearly relevant cultural trainings to staff.

• PSD will develop procedures or protocols for staff to engage effectively with diverse cultural, racial, and economic communities who are reflective of the children and youth in foster care.

• PSD will continue to support the utilization of the Piñon practice model values and principles and customer service model when responding to prospective foster and adoptive parents. This will assist in reducing the number of foster parents who leave the system.

• PSD will continue to collaborate with CYFD Academy for Training and Professional Development in development of trainings that incorporate the values and principles as defined in the practice model and customer service model.

2017 APSR Update:

Following the fidelity review by the Consortium for Children in early 2015, PSD now has a contract with the Consortium for Children to provide SAFE training to all PSD staff responsible for conducting home studies. Consortium for Children offers ongoing technical support to any SAFE certified home study writer including Child Placement agencies, adoption agencies and private investigators.

PSD continues to make efforts by recruiting foster families are recruited to reflect the characteristics of children in the child welfare system. PSD continues to provide RAFT pre-service training and annual mandated training in Spanish. The CYFD PullTogether website which includes a variety of services across New Mexico is available in Spanish.

PSD continues to ensure training is available to families in Spanish during the annual foster parent conference and annual mandated training.

PSD educate foster parents on LGBTQ+ topics by partnering with the Behavioral Health Division of CYFD. Trainings offered during the Day of Learning are open to all foster parents around the state. Training topics include:

• Allyship in Action;
• LGBTQ+, I am Me;
• LGBTQ+;
• Youth Engagement;
• Family Engagement; and
• Mental Health First Aid-Adult curriculum and Youth Mental Health First Aid which both are offered in Spanish.

PSD worked with the Academy for Professional Development and Training on incorporating customer service components into Foundations of Practice training.

Element 6: Strategies to address linguistic barriers.

Strengths:

• PSD recognizes the need to remove linguistic barriers, CYFD utilizes a multi-lingual pay system for those that serve as interpreters and translators in the CYFD.

• PSD provides RAFT training in Spanish in some communities.

• PSD provides foster parent mandated training is offered in Spanish in several communities. This supports the customer service model value, principle standards and competencies.
• PSD provides services and forms in Spanish to families.

**Challenges:**
• PSD has no certification requirement to accurately identify interpreters and translators.
• PSD struggles with consistent funding for translation services.
• PSD is not always able to access interpretation services for the deaf or hard of hearing prospective foster or adoptive families.

**Strategies:**
• PSD and New Mexico State University, our training partner are committed to removing barriers and ensure funds for translation services are available.
• PSD is in the process of translating foster parent forms.
• PSD will distribute Spanish books to each county office for foster children, foster parents or family resource coordinators to access.
• PSD will utilize the immigration liaison to speak with families who need assistance and facilitate the process with Homeland Security when applying for adjusted status for children in care.
• PSD will discuss steps needed to ensure interpretation and translation services are available for prospective foster and adoptive families.

**2017 APSR Update:**
RAFT preservice training and mandated trainings continue to be offered in Spanish. RAFT blended curriculum is now available online. However, it is not yet available in Spanish; a project PSD will continue to focus on in the future.

“Ispeak” interpretation services continues to available to all the divisions for clients who are non-English speakers. Protocols are in place for all department staff in order to access these services on behalf of families.

The PSD immigration liaison continues to assist and facilitate staff in applying for adjusted status for children in care. The immigration liaison provides advocacy through work with U.S. Citizenship and Immigration Services, Desarrollo Integral de la Familia (DIF) in Mexico, the Mexican Consulate and PSD staff to reunify children with birth parents or relatives. Over the several years, PSD has built a strong partnership with the Mexican Consulates in New Mexico and Texas. At this time, the legal department of International Affairs of Guatemala is not interested developing a memorandum of understanding (MOU) with CYFD. However the Consul of Guatemala wants to continue the relationship as to provide services to its citizens that come to the attention of the child welfare agency.

Foster Care and Adoptions Bureau staff have translated documents, posters and brochures into Spanish for CYFD PullTogether website and for the Heart Gallery program.

**Element 7: Non-discriminatory fee structures.**

**Strengths:**
• PSD endorses a non-discriminatory fee structure and provides the home study and pre-service trainings free of charge. This practice allows families of various income levels the opportunity to foster or adopt children in care.
• PSD foster or adoptive parents may purchase an official copy of their home study for a reasonable fee.

**Challenges:**
• Some families complete the home study process with PSD and leave the agency shortly thereafter to pursue private or out of state adoptions.
• Fee schedules are not readily accessible to field staff.

**Strategies:**

• PSD will develop a fee structure that is easily accessible to staff and families.
• PSD will communicate the steps involved for a family to purchase their home study.

**2017 APSR Update:**

PSD does not charge any fee to families seeking to be licensed foster or adoptive parents. This information is provided during the initial informational meetings or through individual discussions with the placement worker.

PSD has a provision in the licensing requirements for foster and adoptive homes which includes protocols for adoptive families who want to purchase their home study and are seeking to pursue a private adoption.

**Element 8:** Procedures for a timely search for prospective parents for a child needing an adoptive placement, including the use of exchanges and other interagency efforts, provided that such procedures ensure that placement of a child in an appropriate household is not delayed by the search for a same race or ethnic placement.

**Strengths:**

• PSD utilizes the available recruitment resources thought NM Adoption Exchange to recruit adoptive families, children in care are photo listed with AdoptUSKids, Wendy’s Wonderful Kids, Wednesday’s Child, Adoption Columns, AdoptUSkids, Heart Gallery of New Mexico, CYFD website and Facebook page.
• CYFD’s Heart Gallery of New Mexico program continues to develop venues and opportunities to raise awareness for adoptive parents, especially youth, large sibling groups and hard to place children.
• PSD provides opportunities for children and teens to meet and interact with prospective adoptive families through all ages and teen adoption events.
• PSD encourage youth to write their own profiles to be added to their photo listings.
• PSD partnered with the Adoption Exchange and Heart Gallery of New Mexico on videos featuring some of the Heart Gallery of New Mexico children.
• Through PSD adoption consultants, potential in state and out of state adoptive families become identified as resources for waiting children.
• PSD will have implemented digital Heart Galleries in at least five locations statewide by the end of 2014.
• PSD has a minimum of 17 permanent Heart Gallery portrait exhibits in New Mexico.
• PSD traveling Heart Gallery portrait exhibits are featured throughout different communities in the state.
• CYFD’s Facebook page was developed in the last year and is growing.
• PSD photos of waiting children and materials are consistently updated to reflect the child or youth’s growth and development and posted on the CYFD and Heart Gallery of New Mexico websites.
• PSD has developed partnerships with newspapers to have monthly adoption columns and feature children that are waiting for a permanent resource.
• PSD partners with the NM Friends of Foster Children in foster and adoptive parent recruitment and retention events.
• PSD partners with Adoption Options in Colorado. This agency has developed and delivered training for foster and adoptive parents, have presented workshops and trainings at annual conference as well as regionally.
• PSD has well established Interstate Compact on the Placement of Children (ICPC) and Interstate Compact on Adoption and Medical Assistance (ICAMA) processes which remove barriers and assist in timely completion of interjurisdictional placement of children in cases across state lines.

• PSD has ICPC and ICAMA specialists at the state level.

**Challenges:**

• Due to vacancies and work volume PSD does not always register waiting children with the Adoption Exchange or AdoptUSKids.

• PSD has not allocated appropriate funds for contracts to meet the level of need.

• Digital Heart Galleries are in its infancy and the funding stream to buy the necessary equipment is limited.

• Older youth often do not want to be adopted. PSD needs to provide training for field staff to reinforce the need for adoptive homes for teens is necessary but this is not always available.

• PSD ICPC database is in need of updating and to be integrated into our information system.

• PSD ICPC and ICAMA training is needed on an ongoing basis.

**Strategies:**

• PSD will deliver ICPC and ICAMA training to staff working with interjurisdictional cases.

• PSD will utilize the Adoption exchanges to its maximum potential by requiring staff to register all waiting children through the exchange.

• PSD will develop a system with the Adoption Exchange to filter appropriate and approved families for consideration.

• PSD will develop a protocol with the Adoption Exchange whereby families are informed about the process to become licensed and approved as a prospective family in their state.

• In collaboration with CYFD’s communication director, PSD will engage our media partners to examine the current processes to photo list the children such as adoption columns.

• PSD will partner with the CYFD communications director to assist in the media efforts statewide.

**2017 APSR Update:**

PSD continues to utilize the Heart Gallery of New Mexico, AdoptUSKids, adoption columns in local newspapers and the CYFD Facebook for recruitment of adoptive families. PSD does not have a membership with the Adoption Exchange of New Mexico.

Over the last year, PSD provided formal and informal ICAMA and ICPC training to PSD, Juvenile Justice Services and judicial partners. ICPC had an increase of 5% in home study requests July 1, 2016 to May 2017 for a total of 204 requests for home study.

PSD continues to explore contracting opportunities with APHSA on the National Electronic Interstate Compact Enterprise (NEICE) project. It is expected that NEICE will shorten timelines and decrease costs of mailing and copying as it is implemented.

PSD maintains an ongoing relationship with the CYFD Communication Director to ensure a unified message regarding the need for foster and adoptive homes in the state is delivered to members of the media and the public.
Centennial Care was implemented in New Mexico in January 2014. Centennial Care is the Medicaid system managed by the New Mexico Human Services Department and utilized by PSD for the physical and behavioral health needs of children, youth and families. The Centennial Care plan can be located at: http://www.centennialcare.net/. PSD partners with the Managed Care Organizations (MCO), Client Service Agencies (CSA), and Health Homes to access, and share information relevant to the physical and mental health of children and families served and to ensure delivery of identified services.

As part of Centennial Care, The four MCO’s are responsible for physical and behavioral health. Each MCO will develop a care coordination process; the intensity of care coordination will depend on the client’s risk level. Care coordinators work collaboratively across one or multiple MCO’s to inform each other of the client’s needs and to coordinate service plans.

MCO’s relies on certain events and/or data to trigger a review of an individual’s health status and needs. These triggers include events such as 1) Abuse or neglect reports involving the individual; 2) New diagnosis with significant health or safety impact; 3) New diagnosis involving behavioral health or substance abuse; 4) Hospitalization; 5) Request by provider or family member; and 6) Any other indication that the individual may need to move to a new risk group. In addition, plans will have software that will enable the care management staff to access patient records in real time and on demand from all providers in the system. When a trigger event occurs for an individual, the MCO will assign a care coordinator to complete a comprehensive assessment for low and medium risk individuals or deploy the assigned care coordinator to update the assessment for an individual who is already receiving complex case management.

PSD has collaborated with the MCOs and provider agencies to develop a procedure for monitoring psychotropic and other prescription medications. This procedure will be effective July 1, 2014. It requires that all changes to medication be approved by the assigned PSD worker and birth family, if appropriate. PSD workers will become more active participants in the monitoring of medication and will receive specific training on medication. PSD utilized a psychotropic medication workgroup that includes PSD staff, medical providers, youth and foster parents to assist in developing these procedures. PSD participates in a statewide Medication Monitoring committee that has developed a complex case consultation. PSD workers are able to staff cases with psychiatrists who volunteer their time to review casework, best practice and medication. The committee is in the process of coordinating a summit. The goal of the summit will be to provide education to psychiatrists in the state regarding medication and best practice for prescribing medications with the foster care population.

CYFD foster children are required to obtain an EPSDT screening within 30 days of placement. The PSD worker receives recommendations from the physician who completes the EPSDT screening and provides follow up. Centennial Care requires that all Medicaid members have a high risk assessment completed within 30 days of membership. The high risk assessment determines the need for a comprehensive needs assessment. This assessment primarily screens for physical health. The level of care coordination by the designated MCO is determined upon completion of this assessment. The care coordinators are responsible for following up on identified needs in the comprehensive assessment. As stated above, all children in care are taken for EPSDTs exams within 30 days of placement in care. Workers are responsible for follow up on any issues identified in that exam. The MCOs Care Coordination process assess and coordinates physical and behavioral health for children. They are responsible for ensuring services have been provided. The CSA’s are also responsible for ensuring that all needs for a child are addressed. CSA’s are the entity responsible for completing comprehensive assessments for children. The assessment addresses critical domains of child’s life and provides recommendations for services. The domains include physical, development, educational, recreational and behavioral. CSA’s also provide comprehensive community support services (CCSS) to address all the above domains. CCSS is a service designed to assist in the recovery and resiliency of families. This service can provide support to our foster families when the child is placed in their home. The CCSS worker is provided with a copy of the comprehensive assessment and works with the child’s team to ensure that all recommendations for needs are addressed. The CCSS worker is able to assist foster parents in obtaining all services as well as provide
intervention related to structure in the home, interventions to assist in transition, activities that are relational, repetitive, rewarding, rhythmic, respectful and relevant.

In July of 2014, the Severely Emotionally Disturbed criteria was amended to include trauma as a qualifying condition for children to become eligible for core service agency (CSA) criteria. This change allows all children in foster care to receive services. This process began in June of 2013, led by PSD as part of the Three Branch Institute initiative to improve well-being, as a mechanism to ensure that all foster children were able to become CSA eligible. All characteristics of trauma informed interventions can occur in the home.

Psychiatric and crisis response services are also required for all CSA eligible clients. Every county in the state has a designated CSA required to respond to the needs of children and adults. PSD is working closely with the providers of CSA services, the Human Services Department that funds Medicaid services and the Managed Care Organizations (MCO’s) who disburse Medicaid funding to ensure that each child in foster care has timely access to CSA services. There have been efforts to require designated CSA’s who are unable to meet the requirements of their contract, to subcontract services to other agencies who are willing to provide services under the CSA menu.

PSD has developed an agreement with the Human Services Department to allow young adults to receive health insurance until the age of 26. (See above Chafee section IV for further information.)

PSD retains the services of a forensic pediatrician, Dr. Karen Campbell as medical director. The medical director provides training on the detection of abuse and neglect and the impact of severe abuse on the child victim. She is available to PSD staff for consultations related to meeting the on-going physical needs of children and to assist with identification of specialists, as needed. PSD also has access to Justin White, another medical director who is retained through CYFD that provides training and consultation on mental health needs of our youth. PSD had also developed a consultation process for staff to have access to voluntary psychiatrists for review, support and recommendations related to complex cases.

PSD has access to physicians and other medical professionals to consult with PSD both in terms of individual children and in terms of changes needed in the overall service system. There are clinics in Albuquerque that provide comprehensive services to foster children and youth. At the stage of an abuse or neglect investigation, the Child Abuse Response Team (CART) provides psychological evaluations and comprehensive physical exams, including dental. CART is at the University Hospital and can be used by other counties if the youth is sent to Albuquerque; it is essentially a trauma team. Dental services can be rather limited, but there are traveling dental clinics (not limited to foster children) in Chaves, Doña Ana, and Santa Fe Counties. Routine health care is generally accessible statewide, but for certain specific needs, individuals have to travel to Albuquerque. Telemedicine care is being provided in some of our counties to assist in providing more timely care services to individuals.

PSD remains involved with the Behavioral Health Purchasing Collaborative (BHPC). PSD and Managed Care Organizations (MCO’s) have implemented a process to provide for timely behavioral health assessments for children when they first enter foster care. Assessment results are used to ensure the timely provision of services and to enhance placement stability.

PSD addresses initial and follow up health care screenings, treatment of health needs and updated medical information through our permanency planning procedures that requires a child to have a complete physical examination (EPSDT screening) within the first 30 days of custody. Procedures continue: “Each child in out-of-home placement receives scheduled routine medical care, dental care, eye care, or psychological services, as needed. For Medicaid eligible children, the investigation or permanency planning worker coordinates care with the child’s primary provider. Information regarding the child’s medical, dental, eye care or psychological status is documented on the Medical Profile tab in the Medical window in FACTS and is updated at least every six months to reflect the medical status. Hard copies of records are maintained in the hard file as well as provided to the substitute care provider.” PSD follows the EPSDT schedule for routine medical care. PSD has also worked with Department of Health (DOH) to be able to access DOH immunization records for children in foster care and are able to import those records into the foster care record.
PSD Placement Services procedures requires:

- There shall be a designated licensed physician and dentist for each child, so that a coordinated plan of care is assured.
- Foster parents shall obtain medical attention for any sick or injured child. Foster parents, in their role as an adjunct representative of state government, shall not rely solely on spiritual or religious healing for children.
- Foster parents shall maintain copies of all educational and medical documents related to the foster child in a traveling medical and educational file that shall remain with the child if the child is moved.
- The permanency planning worker (PPW) ensures that the foster family is obtaining medical attention for any sick or injured child and that the family is meeting the child’s ongoing health care needs such as well child checks.

PSD youth services procedures comply with provisions of P.L. 111-148, the Patient Protection and Affordable Care Act, which require states to provide information about the importance of designating another individual to make health care treatment decisions on behalf of the child if the child becomes unable to participate in such decisions and the child does not have, or does not want, a relative who would otherwise be authorized under State law to make such decisions, and provides the child with the option to execute a health care power of attorney, health care proxy or other similar document recognized under State law. In addition to the amendments to procedures, PSD has provided training on the new requirement to our youth transition specialists.

2017 Update:
The changes in Core Service Agencies have caused significant challenges to the service array. PSD has implemented the Child and Adolescent Needs and Strengths (CANS) trauma informed version. PSD trained staff in Fall 2016 and are continuing to provide training for CYFD workers to be trained. Currently CANS is being piloted in ten counties; PSD is working on implementing a plan to roll out the training and assessment to all of counties around the state. Within the CANS there are two algorithms that are an indication that a more thorough assessment may need to be done. One algorithm is to look at seeing if the child qualifies for the DD waiver and would need an application filled out and turned in at any time during the case. The other algorithm is asking the caseworker to look at having a more in depth trauma assessment. Permanency planning workers will complete the CANS’s assessment after adjudication and before every court hearing.

Monitoring of psychotropic medications is done through case consultation with Justin White from CYFD and with child psychiatrists from UNM, clinical directors from Deseret hills, and behavioral health directors with the Managed Care Organizations. The case consultation provides recommendations back to the caseworker to inform the quarterly medication meetings on a given child.

PSD has learned since monitoring that there are certain prescribers who seem to have a pattern of over prescribing psychotropic medications. PSD has also learned that children in RTC and TFC seem to have more medications prescribed to them than those in regular foster care.

PSD has a psychotropic committee that includes child psychiatrists from UNM, clinical directors from Deseret hills, and behavioral health directors with the Managed Care Organizations, CYFD, and community members that have been meeting to put together a guideline for prescribing practices to be sent out to prescribers in the community as well as for CYFD caseworkers to refer to so that an informed decision on medications may be reached in the best interest of care for the child.

PSD continues hold case consultations with caseworkers whose clients are in TFC or RTC, as well as any child that the case worker is concerned about. Caseworkers have been provided with a list of questions that they may ask the prescriber to ensure due diligence in justifying the need for the medication, and understand why the medication is being prescribed. Two more trainings on psychotropic medications have been conducted.

Questions for Parents/CYFD workers to ask Doctors to be more informed about medications their child may be taking:
1. What is the medication being prescribed for?
2. What changes should we expect to see from the use of this medication?
3. How long before the medication begins to have a therapeutic effect.
4. What are the possible side effects that I should be watching for? What can I do to address any side effects from the medication?
5. Are there any drug interactions that I should be aware of while this child is on this medication?
6. How long will the child need to be on the medication? (Is this a long term medication, a trial medication, or a short term fix?)
7. Are there any alternatives that could be used instead of medication to treat the behavior or the symptoms that we could try at home?

C. Disaster Plan

In response to the requirements of the Child and Family Services Improvement Act of 2006, PSD developed the Protective Services Statewide All-Hazard Emergency Response Plan (attached). In March 2007, a Protective Services Emergency Planning Committee was created, including representatives of various parts of the state and various service areas (intake, investigation, placement, permanency, legal, etc.). The Emergency Planning Committee developed a planning template consistent with the National Response Template, the National Incident Management System, FEMA planning guidelines, and the State of New Mexico’s All-Hazard Emergency Operations Plan. Using this template, and following the suggestions provided in Coping with Disasters and Strengthening Systems: A Framework for Child Agencies as well as models from other states (particularly Washington and Delaware), the Committee developed the All-Hazard Emergency Response Plan, originally submitted to ACF in September 2007 and updated in 2014.

The plan has been minimally revised since it was originally submitted. In the last seven years New Mexico has not experienced a state disaster that has required the use of the Disaster Plan (All-Hazard Emergency Response Plan). Placement staff continue to obtain and update information from foster parents, so that all children in care can be located and their services can be maintained with minimal disruption. PSD is also in the process of providing Smart phones to all staff which will provide additional methods for staff to contact their supervisor or for their supervisor to contact them in case of an emergency. Not all offices are consistent on completing drills or “practices” to test the All Hazard Emergency Plan. Over the next two years Policy, Procedure, Training and Federal Reporting bureau staff will work with Field Deputy Director and Regional Manager’s to assist in improved knowledge of the All Hazard Emergency Plan and compliance with drills or “practices”. In the last year PSD began work with Department of Health, specifically with Heather Stanton, to assist in developing a disaster plan specific to children. Throughout the next five years, PSD will participate in multidisciplinary meetings, led by Department of Health to continue this effort.

The PSD Plan has two inter-related and equally important components: local and statewide. Together these processes will assure:

- continued services for children in state custody and for new cases caused by the disaster,
- ongoing communication with workers displaced because of the disaster,
- preservation of essential program records, and
- coordination and information sharing with other states.

State Planning: The PSD Statewide All-Hazard Emergency Response Plan addresses all phases of emergency preparedness, including prevention, response, and recovery (or, as organized in Coping with Disasters and Strengthening Systems, before, during and after a disaster). The plan is considered a work in progress, constantly changing in response to new hazards, new technologies, and new state and federal emergency response initiatives. In the next year, PSD will work with Academy for Professional Development and Training to develop an e-learning on the emergency response plan process.
Local Planning: In New Mexico, and across the country, it is understood that almost all emergency response takes place at the local level. Every county in the state has a local emergency manager, and many counties also have multi-disciplinary local planning committees. In April 2006, each PSD county office manager (COM) designated a representative to serve as a liaison between PSD and the local emergency management system. These PSD liaisons help inform state-level planning activities and serve as points of contact for the dissemination of emergency planning information, including checklists for foster families for emergency preparedness and resources made available through National Resource Centers and other sources. Each liaison has been provided a copy of Coping with Disasters and Strengthening Systems: A Framework for Child Agencies for additional information and direction. During the spring of 2008, meetings were conducted in each of the five PSD regions, bringing together COMs, county liaisons, local emergency managers, and others to begin to work together to incorporate a PSD response into local emergency response plans. Each county office is charged with completing a county emergency response plan. Ten counties have begun to work on their plans, and PSD plans to have plans in all counties within the next five years.

Following the Region VI ACF/FEMA Disaster Response Conference, the Region VI Emergency Management Specialist traveled to New Mexico and met with representatives of several agencies, including PSD, other CYFD components, Child Support Enforcement and other HSD components, and Department of Health. PSD continues to collaborate with Department of Health on development of a statewide disaster plan.

As of May 2009, a modification to the FACTS system now allows emergency contact information for staff, parents, and foster parents to be entered into and maintained in the system. The system provides for up to three contacts, including names, addresses, e-mail addresses, and phone numbers. We have begun the process of collecting this contact information and will continue to do so.

2017 APSR Update:
In 2016, New Mexico did not sustain a disaster that required the All Hazard Emergency Plan to be utilized.

PSD continues to offer the All Hazard Emergency Plan e-learning training to new staff during Foundations of Practice training.
D. Training Plan

PSD operates a training and staff development program that supports the goals and objectives of the Child and Family Service Plan (CFSP). Children, Youth and Families Department Foundations of Practice (FOP) training and PSD’s advanced trainings are designed to support safety, permanency and well-being for children, as well as PSD’s CFSP Plan for Improvement goals. PSD has worked with the Academy for Professional Development and Training to include the Piñon Practice Model, Adaptive Leadership™, and Continuous Quality Improvement (CQI) into the FOP curriculum. In order to prepare an employee to perform job duties, an employee is taught child welfare concepts, which include, but are not limited to:

- Trauma informed - A trauma informed component which assists the employee in addressing trauma experienced by the child, birth family or legal guardian, the foster parents and with themselves.
- Child maltreatment - An employee will obtain knowledge in identification of child maltreatment and gain skills in assessing safety threats to the child and identifying parental protective capacities.
- Worker bias - An employee will become aware of their personal biases and how those biases may impact their decision making in working with children and families. Recognizing biases assists an employee to be self-aware and may better prepare an employee for their work in child welfare which may help with retention of employees.
- Communication/Interview skills - An employee learns to communicate with children, parents, guardians, foster parents and other partners in child welfare to effectively assist in achieving safety, permanency and well-being for children and families.

In addition to the FOP the training plan addresses services provided under Title IV-B and IV-E and provides ongoing training for staff and providers who deliver these services that addresses skills and knowledge needed to carry out their duties. Training is also provided to current and prospective foster parents that enhances their skills and knowledge to carry out their duties with foster and adopted children. In addition all of PSD trainings are offered to our tribal partners. In 2014 CYFD enhanced their Professional Development Bureau into an Academy for Professional Development and Training. This will allow PSD to continue to improve training opportunities for PSD staff. The new “core” training, foundations of practice will be piloted June 30, 2014. It will be offered on a monthly basis, have an evaluative component, provide blended learning experiences and allow for higher levels of skill building.

PSD training includes foundations of practice, mandatory trainings and ongoing trainings. Each of these trainings are supported through a combination of state general funds and federal Title IV-E, Title IV-B Part 2, Chafee, CAPTA and other funds. Non-IV-E funds (e.g., Title IV-B Part 2 and CAPTA), although limited, provide important support for training for contract service providers, as well as staff training on topics not eligible for IV-E reimbursement. Trainings are provided by Academy for Professional Development and Training, Protective Service Employees, Juvenile Justice Employees and New Mexico State University Family and Child Welfare Training Project Employees. A cross division Training Advisory Council (TAC) continues to assist in development of staff trainings. Please refer to the attached Training Plan for an outline of PSD trainings.

PSD utilizes a Public Assistance Cost Allocation Plan (PACAP) to provide accurate claiming. This plan includes Random Moment Sampling, related claiming procedures, and calculation of IV-E eligibility rates. Through Random Moment Sampling (RMS) process, CYFD collects specific information on the subject matter of the training the person sampled was receiving. This allows for more accurate claiming. In addition, the cost of new staff participating in Foundations of Practice training are captured and tracked separately. Only after new staff complete foundations of practice training are they included in the sampling population for the RMS.

Non IV-E Training – 2015 – 2019
Title IV-B Part 2 & CBCAP: For 2015 – 2019, Title IV-B Part 2 training funds are used to support the annual adoptive family conference, quarterly provider training and Circle of Security training for some PSD staff and providers. IV-B Part 2 funds are utilized for the quarterly provider trainings and “Protective Service provider
core” (a four day reduction of the PSD foundations of practice). PACAP funds are also utilized for the “Protective Service provider core” training.

**CAPTA:** During 2015 – 2019, CAPTA funds are utilized to support and supplement several training efforts, including Circle of Security, Abuse and Neglect Detection and Reporting E-learning, and costs related to development of multi-disciplinary teams and Child Advocacy Centers (Valencia County). CAPTA funds supports the attendance of PSD staff and attorneys at the annual Children’s Law Institute. PSD will also utilize CAPTA funds, IV-E and IV-B training funds to provide training on sex trafficking, human trafficking, labor trafficking and prudent parenting.

**Chafee:** For 2015 – 2019, Chafee funds are used to support the annual Independent Living Conference,

**CBCAP:** CBCAP funds will be used in 2015 – 2019 to help support the delivery of “Protective Service Provider Core”, “Positive Parenting Program” (Triple P) as well as offerings of “Circle of Security Parenting” training. For more information, see PSD’s annual CBCAP Report.

**Other:**
- Other training for PSD staff is provided through Academy for Professional Development and Training in areas such as defensive driving, HIPAA, general supervisory skills, Respect in the Workplace, Ethics, domestic violence and other topics.
- PSD FACTS staff provide statewide training whenever the FACTS system undergoes a major revision. FACTS staff follow up throughout the year with county and regional “booster” training on complex topics relating both to annual and mini releases. PowerPoint trainings for the various aspects of the annual releases are made available to staff via the CYFD Intranet. Initial FACTS training will be provided through e-learnings during foundations of practice.
- PSD staff provide informal training and technical assistance regularly to staff in the field when the need arises. For example, the ICPC coordinator often provides training on changes in ICPC procedures; youth services staff provide training on emerging issues related to youth, etc.
- A pilot test of training on “Understanding Children with Disabilities, Victimization, Risk and Systems Safety” for any interested staff person was provided through an arrangement with the New Mexico Coalition of Sexual Assault Programs, Inc. with funding through a SAMSHA grant. A half-day pre-session was provided at the 2014 Children’s Law Institute and four regional trainings occurred in April and May 2014.
- Protective Staff that assist as trainers due this in addition to their other job-related duties, the cost is absorbed by the agency.

**IV-E Training – 2015 – 2019**

**Social Work Stipend Program:** Through Agreements with the four Universities offering Social Work programs in the state (New Mexico Highlands University, New Mexico State University, Western New Mexico University, and Eastern New Mexico University), stipends were offered to BSW or MSW students in exchange for coming to work for PSD upon graduation. During the 2012 – 2013 program year, PSD established a Stipend Program Workgroup with representatives from each PSD region and from each School of Social Work. The group developed a standardized application, interview and selection process. The current emphasis is on evaluation and long term benefits of the program.

**Foundations of Practice:** Sessions will be provided each month for ten to twelve sessions a year. The training is completed in a five week time frame, of which one week is on the job training (OJT) activities. Foundations of practice will be piloted June 30, 2014. Please see the attached training plan for courses included in foundations of practice.

**Other IV-E Training:**
• **Supervisory Core Training:** The 9 -day PSD supervisory core was not offered in 2013 – 2014. Because of agency vacancies there was not a sufficient number of new supervisors to make it feasible to offer this resource intensive training.

• **Annual Children’s Law Institute:** This conference was held as planned, with approximately 800-900 people in attendance.

• **Tribal ICWA Conference:** This conference will be held in July 2014. The focus will be on how to enhance tribal and state relations.

• **Annual Court Improvement Project Cross-Training:** These annual events are funded largely through the Court Improvement Project’s cross-training grant, with some logistical support provided by SWIFCA through IV-E. The 2014 cross-training topic was “Being Well: Mental Health Considerations for the Families Involved in Child Welfare.”

• **Annual Foster Parent Conference and Recertification Training:** The mandatory foster parent recertification training in 2013 – 2014, paid for with Title IV-E funds “Waking up to Trauma: Daily Trauma Informed Care.” The 2014 training will be on Understanding Children with Disabilities, Victimization, Risk and Systems Safety” by Dr. Scott Modell.

• **RAFT, Foster Parent Pre-Service Training:** PSD’s foster parent pre-service training includes skill building on childhood trauma and otherwise improves the quality of foster and adoptive parent preparation. Relative, Adoptive and Foster Training (RAFT) curriculum provided in every county. Staff and contractors continue to go through a certification process to train the curriculum.

• **“Knowing Who You Are”**: Protective Service Division, NMSU and Academy for Training and Professional all have staff who were trained by Casey certified trainers. One session of KWYA was offered in 2013 – 2014, which included ten participants.

• **“Working with Youth”**: A six hour training that included information on positive youth development, adolescent brain development, youth engagement, talking with youth about sex, and youth safety issues.

• **Special Topics in Adoption:** Trainings are provided to CYFD staff and foster and adoptive families to assist in their knowledge in adoptions.

• **SAFE Training:** SAFE training is ongoing throughout the year, provided by PSD staff certified to train SAFE.

**2017 APSR Update:**

PSD continues to provide initial and ongoing training for all PSD employees through the Academy of Professional Development and Training (APDT). New hires are required to take a mandatory five-week Foundations of Practice course upon hire with the agency. Newly hired supervisors are required to take a one week Foundations of Leadership training.

Foundations of Practice, or FOP, is designed for the new hire to receive three weeks of classroom training with one week of on-the-job training in the middle. Each week of classroom learning is dedicated to a specific topic area:

- Week one covers Human Resources and review of on-the-job requirements;
- Week two is Safety Week;
- Week three the new hire returns to the regular work site and complete on the job trainings;
- Week four is Assessment week, and
- Week five is Legal week.

PSD has held nine Foundations of Practice sessions from June 2016 to June 2017. A total of 210 new hires completed FOP during this year.

Recent feedback from field staff, supervisors and managers has led to the development of a consultation workgroup for the training curriculum offered to staff. Supervisors have expressed concern that new hires are
struggling with some of the basic skills needed to do their jobs and are struggling with feelings of being afraid of families following completion of FOP and practice scenarios with a mock case. The mock case scenario involves a new hire practicing a family interaction by visiting a mock “apartment” where actors play family members being interviewed by the new hire. The actors act aggressively towards the new hire in the exercise, which is intended to teach the new hire de-escalation skills and personal safety techniques. However, supervisors have expressed concern that the exercise is not realistic and that the time would be better spent teaching family engagement skills. In addition, supervisors and managers have complained that new hires need more support with basic and professional writing skills and interviewing techniques. The advisory workgroup will assist in identifying necessary changes and updates to the curriculum. The workgroup will develop a pilot program that will be a training module for developing on-going and advanced child welfare skills. The pilot will launch in Bernalillo County initially.

Foundations of Leadership is offered six times per calendar year. There have been 98 employees that have completed Foundations of Leadership from June 2016 to June 2017. Foundations of Leadership is a new approach to support supervisors in a manner that allows the supervisor to choose from a list of courses, those that are most pertinent to the supervisor’s needs, once they have met the mandatory pre-requisite courses.

A breakdown of the employee type is listed in the following table:

<table>
<thead>
<tr>
<th>Employee Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
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<td>Childrens Court Attorney</td>
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</tr>
<tr>
<td>Client Service Agent</td>
<td>15</td>
</tr>
<tr>
<td>Family Centered Meetings</td>
<td>2</td>
</tr>
<tr>
<td>In-Home Services</td>
<td>12</td>
</tr>
<tr>
<td>Investigation Supervisor</td>
<td>2</td>
</tr>
<tr>
<td>Investigator</td>
<td>63</td>
</tr>
<tr>
<td>paralegal/legal secretary</td>
<td>2</td>
</tr>
<tr>
<td>Permanancy Planning Worker</td>
<td>72</td>
</tr>
<tr>
<td>Placement</td>
<td>21</td>
</tr>
<tr>
<td>Placement Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Statewide Centralized Intake</td>
<td>10</td>
</tr>
<tr>
<td>SCI Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Youth Transition Services</td>
<td>2</td>
</tr>
<tr>
<td>Title IV-E Medicaid Specialist</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>

The APDT also offers ongoing training for PSD staff. There are over 70 trainings available to staff either online or in the classroom. Some of the classroom trainings offered this year and the number of participants from PSD are listed in the chart below.

<table>
<thead>
<tr>
<th>Training Title</th>
<th># participants complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Assistance Specialized Training</td>
<td>28</td>
</tr>
<tr>
<td>Advanced Communication Techniques in Child Maltreatment Cases</td>
<td>37</td>
</tr>
<tr>
<td>Advanced Interpersonal Neurobiology</td>
<td>9</td>
</tr>
</tbody>
</table>

135
Some of the online trainings include:

<table>
<thead>
<tr>
<th>Training</th>
<th># completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Shooter</td>
<td>1</td>
</tr>
<tr>
<td>ADA for Supervisors</td>
<td>7</td>
</tr>
<tr>
<td>ASPEN Course 1</td>
<td>1</td>
</tr>
<tr>
<td>Child Maltreatment Identification: An Intermediate Self-Paced E-Learning Course</td>
<td>117</td>
</tr>
<tr>
<td>Children's Court Mediation</td>
<td>1</td>
</tr>
<tr>
<td>Civil Rights</td>
<td>448</td>
</tr>
<tr>
<td>Community of Care</td>
<td>110</td>
</tr>
<tr>
<td>CYFD 101</td>
<td>141</td>
</tr>
<tr>
<td>CYFD Interpretation Services Training</td>
<td>39</td>
</tr>
<tr>
<td>Disaster Preparedness</td>
<td>330</td>
</tr>
<tr>
<td>Domestic Violence Policy</td>
<td>165</td>
</tr>
<tr>
<td>Employee Evaluations</td>
<td>5</td>
</tr>
<tr>
<td>Ethical Considerations</td>
<td>1</td>
</tr>
<tr>
<td>FACTS Essentials for Juvenile Justice</td>
<td>1</td>
</tr>
<tr>
<td>FACTS for Juvenile Justice Field Workers</td>
<td>1</td>
</tr>
<tr>
<td>FACTS for Protective Services</td>
<td>113</td>
</tr>
</tbody>
</table>
Other ongoing training opportunities are offered through the annual Children’s Law Institute (CLI). The CLI offers continuing education credits in various child welfare topics and children’s law. PSD has an active role in the CLI curriculum committee as well as workshop presentations. PSD coordinates having foster youth representation from LUVYA participate in a panel discussion as well as a workshop. PSD also provided a CCA for a workshop on drug testing procedures.

Other ongoing training opportunities have been developed at the field level. PSD has offered in-service trainings on several topics this year, including:

- FACTS payments (ongoing)
- New drug testing procedures
- Child and Family Services Review reviewer prep
- Title IV-E and Medicaid Eligibility trainings (ongoing)
- ROM (Results Oriented Management) 101 and Utilizing Excel
- ROM 102
- Fun with Excel!
- Utilizing ROM: Permanency Outcomes Part 1
- The Collaborative Assessment and Planning framework (both basic and advanced skills training)
- The Every Student Succeeds Act
- Title IV-E Guardianship Assistance Program
- Placement 101

In addition to the training listed above, PSD has collaborated with the National Council on Crime and Delinquency (NCCD) and the Casey Foundation to develop a new supervisory practice model as well as a safety organized practice. Although the supervisory practice model work began first, the decision was made to meld...
these two separate initiatives into one big initiative under the safety organized practice umbrella, as supervision is essential to safety practice. This work began in September 2016 and will continue through 2018 through a multiple-year contract. PSD has conducted initial training on a staffing model called the Collaborative Assessment and Planning (CAP) framework, which is also referred to as the case consultation framework. This training was considered the initial step in developing a safety organized practice model. To date, PS has trained all line supervisors, regional managers, regional managing attorneys, family centered meeting facilitators, and bureau chiefs in the model.

PSD continues to utilize Title IV-E, Title IV-B, and CAPTA to provide initial and ongoing trainings to PSD staff. PSD also continues to utilize PACAP for accurate Title IV-E claiming.

PSD maintains a partnership with four universities (New Mexico Highlands University, New Mexico State University, Western New Mexico University, and Eastern New Mexico University) for the Title IV-E stipend program. A total of 44 graduates to date, with three others expected to graduate in the early Fall. These Child Welfare Scholars will be considered for employment upon verification of their graduation. Child Welfare Scholars are prepared to be employed by the agency by participating in a practicum with the agency and through participation in the school’s child welfare curriculum. PSD is currently in the process of renegotiating the contracts with each university.

**XI. Financial Information**

New Mexico’s expenditure for Title IV-B Subpart 2 funds for FY 2014 of $2,834,553 exceeds the FY 1992 base year amount expended of $2,148,100. In FFY14, New Mexico met the 20% allocation for Time Limited Reunification and exceeded the 20% allocation for Family Preservation. New Mexico did meet the 20% allocation for Family Support Services (21%), Adoption Promotion and Support (21%) and did not meet the 10% allocation for Administrative Costs (7%) and Other Service Related Activities (2%). Administrative costs were lower than anticipated due to staff vacancies during the fiscal year. Program Support percentage was not met due to late notice from training service providers not being able to provide services. We were unable to execute new contracts within the state fiscal year.

CYFD has adjusted how the match dollars are met along with contract program and fiscal monitoring to ensure that allocations are appropriately met in all areas. Match dollars will be provided directly from State General Fund to the IV-B Subpart 2 program.

**CFS101 Part III Title IV-B Subpart 1 Funds - Populations Served:** Title IV-B Subpart 1 funds are integrated into investigation and other services provided to eligible children and families statewide. Funds are used for salaries and maintenance and incidental payments for non IV-E children, administrative costs etc.

**CFS101 Part III Title IV-B Subpart 2 Funds - Populations Served:** Title IV-B Subpart 2 funds provide family support, family preservation, time-limited reunification, and adoption promotion and support services to eligible children and families statewide.

**CFS101 Part III Total CFCIP Funds – Populations Served:** Youth 18-21 who age out of foster care.

**CFS101 Part III Total ETV Funds – Populations Served:** Youth 18-23 who age out of foster care.

**2017 APSR update:**

In FY15, the state will not use more Title IV-B, Subpart 1 funds for child care, foster care, maintenance and adoption payments than it did in FY2005. Currently, we are not using any funds for adoption subsidy payments or child care.
New Mexico’s IV-B Subpart 1 funds for child care, foster care maintenance and adoption assistance payments for FY 2014 does not exceed the amount expended in FY 2005, $454,505.

New Mexico’s expenditure of non-Federal funds used as a match for Title IV-B Subpart 1 funds for foster care maintenance for FY 2014 does not exceed the amount expended in FY 2005, $3,152,282.

New Mexico’s expenditure for Title IV-B Subpart 2 funds for FY 2014 of $2,834,553 exceeds the FY 1992 base year amount expended of $2,148,100. In FFY14, New Mexico met the 20% allocation for Time Limited Reunification and exceeded the 20% allocation for Family Preservation. New Mexico did not meet the 20% allocation for Family Support Services (17%), Adoption Promotion and Support (17%) and did not meet the 10% allocation for Administrative Costs (8%) and Other Service Related Activities (5%). During FY13 and FY14 contractual issues in behavioral health services in New Mexico led to many service providers that were contracted with CYFD for PSSF Title IV-B Subpart 2 to be unable to provide services and terminated contracts. This has had a ripple effect through FY15 and many FSS and Adoption Promotion and Support services had to go back out to Request for Proposals (RFP), leaving the program unable to meet the full allocation of the programs. Administrative costs were lower than anticipated due to staff vacancies during the fiscal year.

New Mexico has re-issued new statewide service RFP's for all 4 service areas under Title IV-B Subpart 2 funds and all contracts are fully executed as of July 1, 2016. CYFD has adjusted how the match dollars are met along with contract program and fiscal monitoring to ensure that allocations are appropriately met in all areas. Match dollars will be provided directly from State General Fund to the IV-B Subpart 2 program.