New Mexico
Children Youth and Families Department

2021-2022

Annual Progress & Service Plan

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New Mexico’s APSR, CFSP and CAPTA plans are posted on the CYFD website at:

http://cyfd.org/about-cyfd/publications-reports.

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1. **Collaboration**

**Collaboration**

*Intergovernmental Collaboration*

The new Governor has required all Cabinet Secretaries to work collaboratively to improve the lives of the residents of New Mexico. The Children’s Cabinet is comprised of all the Cabinet Secretaries for agencies touching the lives of children. Significant progress has been made regarding Behavioral Health Services for Children with the Cabinet Secretary for CYFD, Human Services and Department of Health chairing the Behavioral Health Collaborative. The Behavioral Health Director for CYFD is the interim CEO for the Behavioral Health Collaborative and will represent the needs of the children within CYFD. The Public Education Department and CYFD are co-chairing a taskforce on educational stability for children in foster care.

CYFD is meeting monthly with all universities in the state to discuss improved collaboration with the goal of increasing the number of social work graduates choosing to work with CYFD.

House Joint Memorial 10 requires CYFD to convene a taskforce to make recommendations on improvements with resource parents. This taskforce will make recommendations for a Foster Parent Advisory Council. CYFD met with groups of resource parents to provide feedback for the CFSP. Town hall meetings will continue to occur with the first being held in Bernalillo County on 8/29/19 with approximately 50 resource parents participating. Feedback from this group was extremely positive regarding the shift in the relationship between CYFD and resource parents. Rates for resource parents are currently being reviewed as well as loosening the controls for incidental payments for children in foster care. Training for resource parents continues to be revised and moved to the training division of CYFD. A website is also being created to share resources for resource parents and improve communication.

**Resource and Adoptive Parents**

PSD engages and provides support for resource and adoptive parents by providing quality training and information.

Ongoing training and supportive information have been a response to the requests from resource and adoptive parents. In 2020, CYFD moved the annual Resource Family Conference to an online platform due to the pandemic public health crisis. The conference format had a focus of bringing national best practice information and connecting that to implementation into the role with information from local community service providers and resource parents. Each session was a presentation by a national expert and then a panel followed of local individuals who could speak to the experience here in NM and provide tangible tools and services for Resource Parents to implement the information. The conference was held over 4 weeks and included:
During the pandemic training and engagement with Resource parents has increased immensely. This has enabled us in this time to better assess issues before they come up and provide support to our resource parents, as needed. In addition, it helps our regional staff learn directly from resource parents systematic barriers and relay that back to regional leadership. Each region has developed regionally specific responses to this need. Some of the engagement events that have occurred include:

- Ice Breaker training
- Online Information Meeting: We are having Online Information Meetings to cover families inquiring in Southern New Mexico. The meetings are happening once a month. We have also attempted to engage families by sending flyers to resource parents encouraging them to invite friends to the meeting. We have also pushed flyers on community Facebook pages.
- Coffee & Chat: Dona Ana County, Otero, Lincoln, and Luna Counties are having virtual meet and greet meetings called Coffee & Chat.
- Foster Adoption Ministry Support Group: Dona Ana County is working with experienced Resource parents who offer support group meetings.
- Relative & Fictive Kin Support Group: Southwest Family is having virtual support groups and peer support for families in English and Spanish.
- Grant and Luna County Facebook Recruitment Event: Grant and Luna County worked with CASA with an Online Recruitment Event. We had activities, raffles, and live videos. This was completed in May.
- Otero County Facebook support page: Otero County was working with a resource parent who was maintaining a Facebook page to offer support and resources to licensed families.

In 2021, PSD created a new position to increase engagement and support with Resource Parents, the Resource Parent Retention and Recruitment Coach. This position is tasked with offering support for Resource Parents in three areas: networking and learning from other Resource
Parents, understanding and dealing with grief, and trauma responsive care. This position will have the unique position to collaborate with Resource Parents in new ways to boost engagement and provide feedback back to PSD.

In preparing the 2020-24 CFSP, PSD held regional town hall meetings hosted by PSD managers. Each regional manager presented data regarding the CFSR and PIPs, as well as updates from their regions, and facilitated a question and answer session.

In the coming years, PSD will continue to provide post-decree support services for adoptive families through the Fiesta Program, which is contracted through All Faiths. These services will be discussed in the Service Description section.

Feedback from Resource and Adoptive Parents Regarding Strengths and Gaps in Service

Resource and adoptive parents reported they felt the online and in-person relative, adoptive, foster parent training (RAFT) covered only basic information and would like more training on topics such as trauma. Other stakeholders noted they participated in a Trauma and Developing Brain training, done in conjunction with CYFD, which they felt was the best training. Another noted the Trust-Based Relational training was very helpful as it provided practical tools. Some stakeholders described RAFT as having good information and being well laid out while noting that interaction with staff and other resource parents is more critical to learning. In some cases, the handouts did not follow the slides, stakeholders noted, and there was some miscommunication about the training. Resource parents expressed a need for more practical trauma-informed skills, as opposed to rudimentary disciplinary tactics. Stakeholders noted that Fiesta trainings were helpful, with one saying it was the best resource for resource parents, and another saying they would not “have made it the first year without Fiesta (Family Activities, Information, Education, Support, and Training).” Training was developed by a group of adoption professionals to support adoptive parents, Fiesta provides services to any adoptive family, including biological children with adopted siblings. Fiesta addresses issues such as grief and loss, difficult behavior, race and culture, and mental health.

Noting that people preparing to become resource parents previously had to provide respite care to another child before receiving a placement, stakeholders felt that type of hands-on experience would have been more helpful than a training. Stakeholders noted that trainers should have experience as resource parents themselves. They suggested that experienced resource parents could come to the training for Q and A. One resource parent had to find childcare for twelve hours of training, and did not find the training helpful “on a daily basis.” Resource parents need practical tools that work, stakeholders noted, saying they were told what they “could not do” but not given tools to handle such things as tantrums when the resource parent has been told they cannot touch the child. Adoptive parents noted they received no training on post-adoption needs and topics, including social security or medical information.

Additional particular areas of reflection and recommendation include:
Licensing: Several stakeholders suggested that resource parents could follow up with people who have applied. Timely follow up is important, noted one stakeholder who did not receive a call back for two months after she contacted the office. Some stakeholders noted the process takes a long time to complete. One resource parent started the process in October, finished classes in December, and received the license in May. Others felt the process was easy and quick. Other stakeholders reported receiving inconsistent information. For example, one resource parent was initially told she could not foster while she was pregnant, then told she could only take children ages 8 and over, but then received calls for children under age 3.

Retention feedback: In some stakeholders’ experience, CYFD did not do enough to retain them when they expressed a need to take a break. When asked if they could put their license on hold, they were told it was not possible. Others stated the retention efforts depend on the caseworker. Stakeholders were told they must provide respite to maintain their license. One resource parent expressed continuing to do the work “because it is what I am supposed to be doing.” Another stakeholder described not being reimbursed for things, and not having clarity about what qualifies for reimbursement. Stakeholders expressed the need for communication, continuity, and stability. When case workers come into the home for a visit, it is important to make the reason clear. Stakeholders expressed a need for a helpline and suggested a volunteer coordinator could facilitate help from individuals who want to support children but are not able to foster or adopt.

Cultural disproportionality: Stakeholders expressed the need for more Native American resource families, noting there may be people who qualify who have native blood but are not familiar with the rules, so additional information is needed. Some people might believe they cannot afford to become resource parents, stakeholders noted, and might do it if they understood it better. Caseworkers should discuss cultural needs, stakeholders said, and others noted that there are many resources available.

Working with parents: Resource parents expressed an interest in case workers assisting in relationship building with parents when feasible, including how to navigate visitation. Noting the relationship between biological and foster/adoptive parents sometimes takes a while to build, resource parents noted the importance of letting the parent know they are not there to take their place. This topic should be included in training. Caseworkers need to understand children in foster care will see other children in the resource family and should also see their siblings in other homes. It sometimes happens after years, that relatives appear, and express interest in their relative child. Encouraging relative connections does not mean they have to live with them. Caseworkers should communicate with relatives about the status of their relatives in care.

Youth

Currently, PSD supports and is actively involved with Leaders Uniting Voices, Youth Advocates of New Mexico (LUVYANM), an organization of current foster care youth and foster care alumni.
Members of LUVYANM plan the annual Independent Living Conference, developing the theme and program, planning workshops, and identifying speakers. Youth are also involved in planning and participating in the annual Children’s Law Institute. PSD collaborates with LUVYANM to develop recommendations and strategies to improve outcomes for older children in care. Recently, the collaboration has focused on sibling rights, particularly in the areas of visitation and preserving connections post-adoption.

During the reporting period, PSD partnered with LUVYANM to conduct surveys and focus groups on a range of topics including how to help youth in foster care develop and maintain connections with siblings and natural supports, how to effectively work with youth on life skill development, how to conduct home visits effectively, and what PSD workers need to look for or ask to accurately assess if something is wrong.

CYFD will also continue to collaborate with NMCAN, a statewide youth engagement project to ensure that the department considers the experiences and wisdom of youth in developing and implementing policies. Additional information about the collaboration with NMCAN is provided in the Services Section below.

In the coming year, CYFD is committed to establishing an Office of Transition Age Youth and Youth Homelessness, which will include youth with lived experience as full-time, regular policy staff. The Office will be responsible for facilitating the department’s direct engagement with transition age youth. Its priority will be continuing to fully implement Extended Foster Care. See the John H. Chaffee section for more details on continued collaboration.

Tribes and Pueblos

Below are opportunities PSD utilizes for collaboration and coordination of services with New Mexico tribal partners:

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

- **ICWA Summit October 2020** - The Office of the Secretary, Tribal Affairs hosted a Virtual CYFD Inaugural ICWA Summit in October 2020. There were over 300 registrants, participants included PS, JJS, and Behavioral Health staff, attorneys, judges, guardian ad litem, etc. Presentations included overviews of the Indian Child Welfare Act of 1978, Using the Gold Standard, Kevin S Agreement, Diversity, Equity and Inclusion, and heartfelt ICWA Lived Experience Stories. There continues to be strong leadership commitments from both CYFD and National Indian Child Welfare Act (NICWA) for State ICWA initiatives.

- **Intergovermental Agreements (IGAs)** – Ongoing discussions with PSD and tribes around the state to address the option of entering 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. For the past year, the OTS Tribal Affairs
coordinated a workgroup to update the IGA template and supporting attachments that are now utilized with tribes for new and IGA updates, weekly Fridays are designated as a meeting placeholder for tribes to discuss the Title IV-E funding, requirements and IGA process.

- **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 in San Juan and Bernalillo counties to facilitate achievement of timely children’s outcomes.
- **PSD notification** to tribes when children come into care and ongoing partnering with the tribe during the time the child is in custody through means of an Invitation to Case Collaboration & Early Notification of Investigation.
- **IV-E unit** provides ongoing collaboration, training and technical assistance with tribes, pueblos, and nation for Title IV-E. A designated Title IV-E staff person 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.
- **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 utilizes our OTS Tribal Affairs 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.**
- **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.
- **Fostering Connections** is the vehicle for engaging young people in a relational way based on youth experience in the child welfare system, prevent homelessness, and to ensure their transition to adulthood is supported. A subset of youth in the Juvenile Justice system and for tribal youth in each individual tribe throughout NM are eligible and meet regularly with CYFD to staff cases.
- **Training -** All training opportunities offered to PS staff continue to be offered to NM tribes, pueblos, and nations. PSD disseminates information on trainings through emails and through the NMTIC. PSD communicates with the Consortium chair 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.

Refer to Section 6. Consultation and Coordination Between States and Tribes for additional information.
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 in addressing the educational needs of children and youth in the child welfare system. The task force targets specific educational outcomes for improvement, identifies and implements solutions, and has developed a cross training plan and implemented a data system shared between child welfare, education, and the judicial system.

PSD represents child welfare as a participant 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.

CYFD is also working closely with the New Mexico’s Public Education Department, Human Services Department, and Department of Health to implement the settlement agreement in Yazzie/Martinez v. State of New Mexico, in which the court ordered the state to significantly improve educational programs and supports for all New Mexico children.

In 2020-2024, PSD will continue to collaborate with Foster Ed, the CCIC, and Albuquerque Public Schools on the implementation of the Every Student Succeeds Act (ESSA).

Due to the COVID-19 pandemic, CYFD have had significant contact and communication with schools. Monthly meetings were held with superintendents during Fall 2020 to support children receiving remote learning and to assist those still not registered. Through collaborative efforts with the Public Education Department (PED), CYFD contacted families directly to support families to engage their children in connecting with their local school.

CYFD screened educational neglect reports utilizing a differential response. Total number of families for 2021 was 948; a decrease from 980 as reported in 2021. CYFD reached out to families to support them in registering and connecting children to their schools. The staff made three efforts to contact before reassigning for formal investigation. CYFD worked with PED to connect families to Engage NM, a program intended to support children in families in meeting their academic goals [New Mexico Engaged | NM Engaged].

CYFD and PED continue to collaborate to ensure Every Student Succeeds Act (ESSA) is adhered to. Training was provided to all staff in the summer of 2020 despite COVID to ensure all staff are working diligently to maintain children in their school of origin.

Additionally, the Early Childhood Education & Care Department (ECECD) serves as the Lead Agency for the Individuals with Disabilities Education Act (IDEA) Part C. The Family, Infant
Toddler (FIT) Program administers the Early Intervention Program within the ECECD, and the New Mexico Interagency Coordinating Council (ICC) serves the following purpose:

- Advise and assist the ECECD on early intervention system of services and supports;
- Provide strategic systems level support and guidance to the FIT Program;
- Act as a conduit between stakeholders and the State for information regarding the FIT Program;
- Serve as an interagency forum for discussion of systemic issues.

New Mexico ICC membership is through Governor appointment; the CYFD PSD Prevention and Initiatives Bureau (PIB) Chief was just appointed to the NM ICC in May 2021 to serve as the state’s child welfare representative and will begin participating in the NM ICC Quarterly Meetings and Strategic Planning Meetings as well as serve on NM ICC Committees, Subcommittees and Ad Hoc Work Groups.

**Other Partners**

CYFD is actively partnering across state government agencies as one of the priorities of the current administration is a connected and collaborative public sector. This has included shared priorities with HSD and DOH in rebuilding the community based mental health services for children in New Mexico, collaborating with the department of Aging on subsidized permanency and other supports for grandparents raising grandchildren, working closely with HSD to build a single data system for individuals on Medicaid and/or who need behavioral healthcare services, working with PED on implementation of the Yazzie settlement agreement, and working with the department on Indian Affairs on behavioral healthcare and data projects with tribes. Currently, PSD maintains several essential collaborations that have continued in the last year and will for the foreseeable future:

- Since FY20 Behavioral Health Services (BHS) Infant Mental Health (IMH) Child-Parent Psychotherapy (CPP) has had an ongoing partnership with leaders of the Comprehensive Addiction and Recovery Act (CARA) workgroup. IMH CPP has participated in ongoing CARA meetings. IMH CPP has funded the development of an Infant Mental Health Module which targets development, that is included in the CARA state trainings. A list of Child Parent Psychotherapy (CPP) providers contracted by BHS was provided to the CARA Workgroup to be given to trainees for referral purposes. It is IMH CPP understanding that this list would also be provided to maternity wards in hospitals.

- The Domestic Violence Unit within CYFD Behavioral Health Services manages the Safe and Together initiative, to help CYFD Divisions and Contractors to become domestic violence informed and to effectively work together. All new Protective Services hires complete the Safe & Together CORE training. Annual training opportunities are offered to Domestic Violence Victim Service Providers to understand and advocate effectively for PS-involved survivors. The Domestic Violence Unit Manager continues to hold
stakeholder meetings with contracted Domestic Violence agencies as part of the Unit’s site visit schedule. The meetings are held at the PSD county offices and include the county office manager and staff, and other relevant services providers. Discussion includes improvement in working relationships, improved communication and information sharing, gaps in services, cross training opportunities, and discussion about the warm hand-off strategy that PSD is implementing as part of the Program Improvement Plan.

- Placement and Adoptions Resource Bureau (PAR) continues to strengthen the relationship between Licensing and Certification Authority (LCA). FAB and LCA continue to facilitate quarterly meetings with the Child Placement Agencies (CPA) to continue the support and expectations of ESSA, reasonable and prudent parent standards, training, and ongoing efforts to maintain sibling placements and relative connections. Throughout 2020, the FAB offered technical assistance to private adoption agencies, treatment foster care providers, and community homes ensuring each agency follows New Mexico Child Placement Agency Regulations. FAB, CPAs and LCA have established a Mission Statement and plan to continue strengthening collaborative work and improve regulatory compliance of Treatment Foster Care agencies. CPA and LCA have been holding bi-weekly conference calls with TFC providers to support them through the COVID-19 Pandemic emergency.

CYFD PSD continues to actively support the vision and efforts of the Multi-Disciplinary Teams (MDT) throughout the state through the Child Advocacy Center (CAC) contracts managed by the Prevention Unit. To support a team focused, more comprehensive approach to the investigation of child abuse and neglect, the CAC contracts require every MDT to have a written protocol in place as well as the coordination and facilitation of monthly MDT meetings with an overall goal of creating and supporting a more fully integrated system. The Prevention Unit conducted remote site visits during 2021 due to the COVID-19 pandemic and found the process to work well overall. The site visits included interviews with representatives of all MDT members and resulted in the collection of good qualitative data from the participants. The Child Advocacy Center staff were provided site visit reports as well as verbal feedback about their performance as a CAC and specific feedback about what is working well and areas of practice that need additional attention or improvement. The Prevention and Initiatives Bureau (PIB) will continue to work and partner with the CACs to support the good work they are doing as well as improve in the areas identified as needing improvement.

CYFD PSD PIB worked to expand Community Based Prevention, Intervention, and Reunification (CBPIR) contracts to the counties that did not have the have CBPIR as part of the initial procurement of contracts. As of January 2021, CBPIR contracts were executed in those remaining counties and all counties statewide are now able to access the services offered through the program. These contracts include PSSF, CBCAP, and state general funds which are managed by the Prevention Unit. As part of the collaboration, peer support and continuous quality improvement process, the Prevention Unit meets with the CBPIR providers regularly and hosts a monthly CBPIR Peer to Peer meeting. Due to the COVID-19 pandemic, all CBPIR Peer to
Peer meetings were held utilizing a virtual video meeting platform. The PIB does intend to continue holding the CBPIR Peer to Peer Monthly Meetings virtually via video in the future to support all the CBPIR contractors’ participation in the meetings located statewide.

CYFD PSD also recently implemented the first track of CYFD’s three track Differential Response (DR) model. The three-track differential response system includes the following: Track 1 – Community Prevention Response; Track 2 – Collaborative Response; and Track 3 – Traditional Response and the CBPIR contracts are a key component of the first track. This first track of the DR model focuses on calls received by the CYFD PSD Statewide Central Intake (SCI) that do not meet the statutory requirements for a child abuse and/or neglect investigation. Those calls are routed to the Family Outreach and Community Engagement (FORCE) Unit within SCI and the assigned FORCE Worker contacts the family, conducts a needs assessment, and then connects the family to the appropriate CBPIR provider. This first track of New Mexico’s DR model piloted in January 2021 in the following four counties: McKinley, Rio Arriba, Sandoval, and Valencia. Since the four CBPIR providers located in these four counties are well established in their respective communities and have the foundation necessary to provide families with prevention supports, services and resources, their contracts were amended to include the FORCE component. As a way of supporting a successful pilot implementation, the Prevention Unit has established and hosts a monthly Peer to Peer meeting with the CBPIR-FORCE contractors and have recently started to include the PSD FORCE Unit Supervisors in those meetings.

Public Input

The Office of the Secretary and 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 clearly communicating the steps the parent needs to take to reunify with their child, not communicating the legal timelines and court hearing information for parents to be able to access hearings online due to pandemic restrictions, and difficulties a parent has with regular or consistent visitations. The pandemic caused visitation issues throughout the year due to transmission rates and families were having to visit virtually. The second most common concern is from relatives, who are not being considered as a placement resource for their grandchild, nieces/nephew in state custody or who are calling in reports to Statewide Central Intake and the reports are not being screened in for investigation and if they are screened in, the relatives feel the investigation is not being done thoroughly or properly by investigators.

PSD continues to believe that if birth parents are assessed and engaged appropriately and relatives or fictive kin receive information and communication regarding CYFD/PSD policies and procedures, constituent concerns will decrease. This year we have had a significant increase in calls from resource parents as well. The calls range from communication issues with the
department, placement issues, fears of retaliation from caseworkers if they file a complaint, to not feeling like they are a valued part of the team, etc.

Between June 1, 2020, and May 31, 2021, PSD received a total of 769 constituent concerns. This was a significant decrease from the previous year.

**New Mexico Substitute Care Advisory Council**

In FY 19, the Council noted that although CAPTA requires a timely written response which must include a description ‘whether or how’ CYFD ‘will incorporate the recommendations to make measurable progress in improving the state and local child protection system’, CYFD has not provide such a response to the annual reports of FY 17, FY 18, or FY 19. Further, the Council noted in FY 19 the need to identify changes in the Act to enhance the functioning of the Council and to collaborate with CYFD to create a Joint Powers Agreement that supports how the work of the Council will inform CYFD to result in systemic change. In the Council’s FY 20 annual report, the Council provided the identified changes needed in the Act to improve the functioning of the Council and to fulfill the intent of the Act and CAPTA.

In the 2021 New Mexico legislative session (January – March 2021), CYFD collaborated with the Council to support legislation which included changes identified in the Council’s annual report. SB 242 was designated a CYFD agency bill and although SB 242 unanimously passed both the Senate and the House, it was vetoed by Governor Michelle Lujan Grisham.

Pursuant to the Act and CAPTA, the Council is authorized to conduct case reviews as needed to fulfill the purpose of the Act and CAPTA. The Council oversees case reviews which are conducted through substitute care review boards (SCRB) meetings. Each SCRB is comprised of trained members and each meeting is facilitated by council staff. The Council has adopted the *Quality Services Review* model (hereinafter “QSR”) for case reviews. QSR is a nationally recognized case-based review process which examines delivery of services, adherence to practice expectations, provides a framework for talking about practice, and creates opportunities for shared problem solving. QSR has been adopted as part of class action settlement cases in various states and is a process which is sustained after exiting a class action to provide assurance of an ongoing trusted monitoring of a child protection system. The Protective Services Division of CYFD follows the *Child & Family Services Review* (hereinafter “CFSR”) process which is required by federal law. According to the Center for Study of Social Policy, “the rigorous QSR process is an integral part of continuous quality improvement efforts and should be used to inform system practice changes”

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1 CAPTA 106 c.6 Citizen Review Panels, Reports.

2 https://www.nmlegis.gov/Legislation/Legislation?Chamber=S&LegType=B&LegNo=242&year=21

and the data from both CFSR and QSR should be ‘available and accessible’. Council Staff are in the process of obtaining QSR certification which is expected to be achieved in FY 22.

When the Council conducts a case review, the Act requires interested parties be given the opportunity to participate in the review. Notifications of a child/youth reviewed are provided in advance to all known parties, such as biological parents, adoptive parents, relatives, resource parents, placement providers, legal representatives, CASA, youth aged 14 and older, and CYFD staff. Methods of providing input to a review may be in writing or individual interviews. Information provided by an interested party is maintained as confidential. Following a case review, the Act requires the submission of a report to the Court following the review. This report includes a summary of the case, noted strengths, concerns and recommendations and is provided to the presiding judge and all known Interested Parties to the case.

During FY 20, cases of children and youth were reviewed in each of CYFD’s 5 Regions and in each of the thirteen Judicial Districts resulting in 100 children and youth reviewed. The Council’s case selection criteria included placement in institutions or congregate care, number of changes in placements, youth aged 13 – 18, sibling groups/splits, specifically requested by an Interested Party or community member and follow up to past reviews. Ages of children/youth reviewed in FY 20 ranged from 2 years to 17 years and length of time in CYFD custody ranged from 12 months to 142 months. The percentage of life in custody for the children/youth reviewed ranged from 5% to 91% and the number of changes in placements by a child/youth ranged from 1 to 72.

The FY 20 annual report, as in past annual reports, noted that access to information from CYFD to conduct case reviews is a challenge; concern was also noted in the report of the accuracy of information provided. In addition to the Council identifying changes to the Act to improve its functioning, the FY 20 annual report included the following recommendations to CYFD:

- Establish a workgroup to revise standard reports to the court; members of the workgroup should at a minimum include representatives of Council Staff, CYFD Quality Assurance Unit, CYFD staff (i.e., direct worker, supervisor), youth, and legal representatives (i.e., Guardian ad Litem, Youth Attorney, Respondent Attorney, CYFD Children’s Court Attorney).

- In collaboration with the Public Education Department (PED), co-lead a workgroup to develop protocols to ensure that changes in school settings meet state and federal requirements.

- Review data reporting to ensure that data provided is accurate accounts for all children/youth in its custody and includes ongoing verification of data presented.

- In collaboration with Council Staff, updates to policy and procedures were done regarding the Substitute Care Advisory Council, such as the sharing of information, staff participation in the processing of case reviews and grievances to include providing written responses within a

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specified timeline and inclusion of Council Staff on task forces/workgroups and develop ongoing training for CYFD staff regarding the role and function of the Council.

In addition to the case reviews, CYFD requested the collaboration of the Council in conducting a critical incident review.

- The Council’s Director is a member of the New Mexico Children’s Court Improvement Commission (CCIC), the New Mexico Child Fatality Review Board, and the National Citizen Review Advisory Panel.

The Council maintains a website, www.nmscac.org which includes the Council’s annual reports.

**Courts and Children’s Court Improvement Commission**

Currently, a representative from PSD serves on the State’s Children’s Court Improvement Commission (CCIC) and work groups. PSD initiatives and general CYFD updates are presented to CCIC members at the quarterly meetings. PSD will continue to participate and collaborate with members from Child Welfare across the state to further the CCIC work and initiatives. PSD is also providing both data and qualitative information to the CCIC to assist with CQI and reporting.

Among other projects the CCIC workgroups are focused on is the Individualized Judicial Data Project to monitor the conformity to legal timelines by mapping all New Mexico abuse and neglect cases by case stage. This collaboration included putting a Data Share MOU in place so that shared data between PSD and CCIC can be analyzed by other variables of interest, such as identifying specific judges or judicial districts that are managing timeliness to permanency. The goal is a data system to provide transparency, locate outcome disparities by age of child or age of respondent, etc. and shared tracking of the same.

The Court Improvement Project (CIP) and CYFD have worked to develop a procedure for potential guardians in abuse and neglect matters to receive independent counsel, identified case events which should trigger the right to counsel and produced guidance for judges on the scope of the representation and legal rights of potential guardians. The CIP is also working with CYFD to identify and pilot promising practice initiatives. CYFD will continue to partner with the CIP to provide mandatory training for new judges and attorneys working in the child welfare system.

**New Mexico Family Advocacy Program (NMFAP)**

PSD has continued to collaborate and partner with the New Mexico Family Advocacy Program (NMFAP) in FY21. The NMFAP provides parents with a legal interdisciplinary team who work with the parent to achieve their court ordered case plans as well as personal goals with the aim of addressing the issues, which may have brought their children into the care of the agency. The team also works to improve parent engagement and collaboration, particularly with PSD case workers, resource parents, and service providers to further the permanency of the children in care.
PSD has an open and regular line of communication with the program and its practitioners. The AOC, NMFAP Leads, and PSD Management meet monthly to keep updated on the work and initiatives of the other. The participants work to identify and address any challenges between the two entities to come up with mutually acceptable solutions which benefit the interactions between workers and legal teams.

NMFAP currently serves within Valencia, Sandoval, and Bernalillo Counties. PSD management in these counties have continued to offer support, assistance, and collaboration to foster good working relationships between the program and agency staff. After significant planning and continued PSD collaboration and support, the program plans to expand to Cibola County at the beginning of FY22 and on to San Juan and McKinley Counties later in the fiscal year. PSD management in the existing program counties has worked hard to introduce and bridge communications between the NMFAP and their agency counterparts within the expansion counties. The benefits of this collaboration and coordination has created a warm hand off and directly assists the program to expand across the state.

NMFAP has continued to provide monthly Child Welfare related trainings, via Project ECHO in collaboration with UNM, on a wide variety of topics related to interdisciplinary practices and beyond to inform and improve practice. The training sessions are distributed to a wide audience across the New Mexico Child Welfare System and are open to all community peers and stakeholders. Some sessions provide free CEUs to social workers across the state, including PSD workers.

NMFAP works closely with the Children’s Bureau and Strengthening Child Welfare System to plan, implement, collect data, and evaluate the progress of the program. The National Center for State Courts has been contracted as the evaluator of the NMFAP. PSD has continued to provide feedback and submit surveys for the evaluation of the program and to assist with their developing CQI processes.

**Family Representation Commission**

There are several PSD representatives, including a PPW Supervisor, Chief Children’s Court Attorney, and Family First Prevention Services Coordinator who serve on the Family Representation Commission (FRC). The FRC was formed through a Senate Joint Memorial in 2020 to study, develop, and implement a new model or family representation throughout New Mexico. The task force has researched best practices from across the country to help New Mexico better achieve its public policy of reunifying families when and as soon as possible. The FRC has been directed to consider possible changes in law and whether the state should establish a separate agency or office with a primary mission of providing legal representation to children and parents in child protection cases. The FRC is also working on an inter-disciplinary approach to child protection cases, modeled from the NM Family Advocacy Program (see above), in which a legal team made up of an attorney, social worker and parent mentor work collaboratively with the parent to address the issues that may have led to their children coming into foster care.
ICWA Court

The Indian Child Welfare Act (ICWA) court has continued in FY21 and continued to provide specialized judicial proceedings to native families in the Bernalillo County area. The court continues to work as a joint effort between the judiciary, CYFD, community stakeholders, and tribal leaders. The ICWA court currently serves approximately 51 families and 66 children in New Mexico which has decreased from previous years due to the pandemic. To support the ICWA Court, PDS created an internal, all-Native female ICWA team of four ICWA caseworkers, an ICWA supervisor and two children’s court attorneys. The CYFD ICWA Permanency Planning team, attorneys, judge, and Special Master involved in the ICWA Court have received specialized training to best serve and address the issues impacting New Mexico’s Native populations. PSD also has engaged in collaborative planning with AOC and other stakeholders to explore enlargement of the specialty court by region specific specialized ICWA PSD employees in the coming years.

Children’s Justice Act Advisory Group

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

Children’s Court Judges Association

New Mexico’s Senior Supreme Court Justice has created a Children’s Court Judges Association (CCJA) to connect judges from around the state to work through issues unique to our children’s courts. The CYFD Cabinet Secretary has made himself available to the CCJA to provide information and answer questions about the policies, procedures, and vision of CYFD. Additionally, other statewide CYFD leaders, such as the Director in charge of youth transition and the Chief Children’s Court Attorney, have presented previously to CCJA at the Children’s Law Institute on Psychotropic Improvement Initiative and providing additional opportunities for youth participation to provide lived experiences to the judiciary.

Other collaborations have included establishing a format of regular meetings with AOC staff to explore better methods of accessing Title IV-E funds. During discussions, PSD and AOC have discovered shared vision of future development which with coordination will permit the creation of an Early Intervention pilot program by AOC in an effort to increase the program’s effectiveness through communication.
Service Coordination

Community-Based Child Abuse Prevention

CYFD PSD issued contracts to community-based agencies throughout the state to provide Community Based Prevention, Intervention, and Reunification (CBPIR) Services to children, youth and their families. The CBPIR contracts include both CBCAP and PSSF funding which allows for a continuum of care program design that in turn allows for an increase in the provision of child abuse and neglect prevention services, supports and activities. Through the initial procurement of the CBPIR contracts, 25 of the state’s 33 counties had CBPIR contractors. As of January 2021, contracts were executed for the remaining counties and now all counties statewide have a CBPIR contract provider. Since these contracts can serve birth parents, relative and fictive kin caregivers, families pursuing guardianship or adoption, and resource parents, many more families throughout the state have access to both primary and secondary child abuse and neglect prevention services and supports.

As noted in last year’s APSR, CYFD PSD requires every CBCAP contractor to partner with their local PS County Office to develop, coordinate and implement an awareness activity or event during Child Abuse Prevention month in lieu of a single statewide Child Abuse Awareness campaign. Since each community is unique, this contractual requirement gives each contractor the flexibility to develop an activity or event that will be most effective in educating their community and increasing awareness about child abuse/neglect and the effects child maltreatment has on the individual, family and community levels. At minimum, each contractor must ensure that their activity or event meets the following requirements: 1) is available to the community at large; 2) increases community members’ knowledge as to the effects of child maltreatment on children, families, and the community; and 3) promotes healthy parenting and positive family interactions. The types of events and activities may include, but are not limited to media campaigns, educational presentations, participating in community-wide events and public awareness campaigns. CYFD PSD encourages the CBCAP contractors to be creative and include community members in the planning of these events. Due to the restrictions related to the pandemic, the contractors had to be even more creative in the design of their awareness activities and events; however, each contractor fulfilled this contractual requirement in their respective communities which included billboards and physically distanced educational and informational events.

Children’s Justice Act

The Children’s Justice Act Advisory Group (CJAAG) continues to receive administrative support from the CYFD PSD Prevention Unit. The 2021 annual retreat was held in April 2021 via video meeting platform due to the COVID-19 related State of Public Health Emergency order issued by Governor Michelle Lujan Grisham; the CJAAG members successfully reviewed the applications for funding and made their funding selections. The projects that CJAAG selected for funding include: the annual Children’s Law Institute Conference; the placement and training
of a courthouse dog; the Southeast Crimes Against Children Conference; NM Coalition of Sexual Assault Programs (NMCSAP) to offer technical support for prosecutors, SANES and forensic interviewers; Roosevelt General Hospital-Arise to develop multi-disciplinary team (MDT) for collaborative teamwork in child abuse; Sexual Assault Services of Northwest New Mexico to provide multi-jurisdictional trainings in and around San Juan Cunty on the medical forensic response to child sexual abuse cases, and how to reduce additional trauma to children; Thirteenth District Attorney’s Office to provide trainings on child abuse and child sexual trafficking in Cibola, Sandoval and Valencia Counties in New Mexico; Kid’s Counseling to provide an opportunity to send designated multi-disciplinary team members to training that is approved by CYFD that supports the functioning of an MDT; Soulful Presence to provide training and education for statewide child welfare professionals utilizing a short video to educate child welfare professionals on how to respond to child sex trafficking cases including cases involving children with disabilities and Native American children.

The projects selected for funding in 2020 and 2021 by CJAAG continue to support the goals of CYFD for improving outcomes for the children, youth and families of New Mexico and are in alignment with the objectives of the Children’s Justice Act.

**Court Improvement Project**

CYFD has engaged collaboratively with the Courts and other legal partners in several meaningful ways. A key element of this collaboration has been CYFD’s involvement with the State’s Children’s Court Improvement Commission (CCIC). CYFD PS program staff, legal staff and management participate in a few CCIC workgroups. Each workgroup has a specific goal, but they share the ultimate goal of achieving safety, permanency and well-being for the families we serve in a timely manner and ensuring a fair and supportive process. CCIC and related workgroups include: CCIC Early Intervention; Data Workgroup; CCIC Enhanced Family Supports; CCIC Legal Stakeholders Workgroup; CCIC Reinstatement of Parental Rights Workgroup; Family Representation Commission; ICWA Court Expansion (NM Partners); Crossover Youth Training Workgroup; and Crossover Youth: Procedure Workgroup. In addition to the CCIC workgroups, CYFD meets regularly with Judges and partners in several districts to continually discuss and enhance court practices and legal procedures to improve timely permanency outcomes and ensure due process for all Respondents. CYFD has a Joint Powers Agreement regarding the administrative costs of representation for parents and children and is working with the Administrative Office of the Courts on a pilot program proposal for early intervention legal services.

CYFD engages with a wide array of partners each year through New Mexico’s Annual Children’s Law Institute Conference (CLI). CYFD staff across multiple units attend this event, participate in the planning, and provide panelists and speakers for individual sessions. CYFD has a youth program that allows youth in custody to attend and participate in CLI. CLI is attended by a wide range of partners including Judges, Respondent Counsel, Guardians ad Litem, Youth Attorneys, CASA, and multiple service providers and subject matter experts. CYFD participants include Permanency, Investigations, Placement, Legal, CBHC, JJS, and
others. This yearly opportunity to gather and learn from one another is vital to collaborating with our partners to improve practice. In addition to CLI, CYFD works with the Corinne Wolf Center on Child and Family Justice throughout the year on additional training and learning opportunities.

**Developmental Disabilities**

For all foster children who are 17 years or older that are applying for a DD waiver, Protective Services works with Department of Health to ensure they have resources and services in place prior to turning 18. If they have not, Protective Services requests expedited waivers to help them be successful upon aging out.

**Service Coordination with CYFD Behavioral Health Services**

**Behavioral Health Services (BHS) Core Function**

CYFD BHS is the behavioral health authority for all children in New Mexico. BHS, in collaboration with PSD and JJS, is committed to developing and supporting quality behavioral health services that are trauma responsive, evidence-based, culturally aligned, and youth and family driven that meet the needs of CYFD’s children, youth and families.

**Who BHS Services**

BHS provides behavioral health programming and services for children, youth, and their families along with behavioral health-related training for CYFD’s workforce in the JJS, PS, and community stakeholders serving this population.

**BHS’s Areas of Responsibility**

- Oversight of community-based behavioral health services
- Community-based service development
- Domestic Violence Services and supports
- Support to JJS and PS
- Licensing and Certification Authority (LCA) activities
- Community Behavioral Health Clinicians (CBHCs) supporting PS and JJS youth and their teams as clinical consultants, to provide trauma responsive care.
- Supportive housing and emergency shelters
- Targeted trainings to PS and JJS staff and community stakeholders
- Community Behavioral Health Clinicians (CBHCs) serving target population of children and youth in JJS and PS
**Number of People Serviced in FY21**

- As of SFY/21 Q3, approximately 7,954 clients were provided behavioral health-related services through the programs funded by CYFD BHS.

- As of SFY/21 Q3, approximately 770 CYFD staff, providers, or community partners have attended at least one of the many training programs and sessions provided by BHS contractors and personnel.

**Specific BHS Service Coordination Efforts with PSD**

- **Community Behavioral Health Clinicians (CBHC’s):** CBHC’s are the clinical consultants of the team and are especially useful in complicated complex cases. CBHC’s provide a clinical consultation lens with youth placed in congregate care settings in state and out of state. These include: JJS/PS crossover youth and all JJS youth involved on formal or informal conditions. CBHC’s are also clinical consultants for out of state youth placed in RTC’s in PSD custody to youth and families involved with CYFD to assure behavioral health needs are being addressed appropriately. In addition, they support administration of the Child and Adolescent Needs and Strengths (CANS) training for PS, for JJS, and Crossover youth. The CANS assesses function and is a screening tool.

- **Coordinate Care Reviews:** CYFD BHS CBHC’s started to participate in Individualized Planning meetings (IPMS) as clinical consultants working with the MCO care coordinators to address youth who are currently placed in an RTC outside of NM. The following team members are invited to the care review meetings:
  - Managed Care Coordinators and physicians
  - PS Staff, specifically Permanency Workers, Placement Workers, Supervisors, County Office Managers and Regional Managers
  - RTC therapist
  - CBHC or their supervisor along with the Deputy Director
  - Any other pertinent team member identified

- **Addressing Youth Homelessness:** CYFD BHS, PSD and JJS are implementing a plan to address youth homelessness: Without stable/secure housing, other efforts to increase overall quality of life are generally ineffective and housing is a priority resource during a youth’s transition to adulthood. CYFD will begin a larger effort to track and evaluate data related to youth over the age of 18 to identify gaps in services and priority populations. BHS collaborates with other divisions to assist youth with their housing efforts.

Currently, BHS administers the Transitions Supportive Housing program. It addresses the issue of young adults aging out of CYFD care and having difficulty obtaining safe and stable housing. This program provides scattered site apartment vouchers for young
people either exiting Foster Care or a secure Juvenile Justice facility. Young adults are eligible if they are 18 to 21 and have a behavioral health diagnosis. This program connects youth with supportive services when needed, but it takes a housing first approach focusing on tenancy and allowing youth to make their own choices regarding the supports they truly need.

BHS is developing several new congregate housing options for adolescents and young adults. The Young Parent home program was limited to a single facility in Hobbs for many years, but during SFY21 BHS released an RFA for a 2nd 6-bed facility. The intent is to provide trauma informed housing and clinical supportive services centered around the mother-child dyad. As of June of 2021, a recipient of funding has not been formally selected, however it is anticipated that one will be selected by end of State Fiscal Year 2021.

In addition to Young Parent Home, BHS is developing the Safe Home in Bernalillo County for young people ages 12 to 17. This program will provide housing for some of the most vulnerable sub-populations of youth, human trafficking survivors. An RFA is currently in development for this program to select a provider to implement this project.

- **NM High Fidelity Wraparound**: “Wraparound is an intensive holistic method of engaging with individuals with complex needs so that they can live in their homes and communities and realize their hopes and dreams.” (From the National Wraparound Institute). NM High Fidelity Wraparound is in eight (10) counties, Guidance Center (Lea County), Mental Health Resources (Roosevelt County), New Day (Bernalillo County), All Faiths (Bernalillo and Valencia), Desert View (San Juan County and McKinley) La Casa (Chavez County), and UNM Behavioral Health (Sandoval County). As of the end of Q3 of the current fiscal year 650 children/youth have been enrolled in Wraparound. Outcomes include reduced costs of care for community-based care versus out of home placements and less out of state placements; access to more community based services, improved school attendance and performance; increased behavioral and emotional strengths; improved clinical and functional outcomes; reduced suicide attempts; and decreased contacts with Law Enforcement. Eligibility includes:
  - children and youth 4-26 years
  - SED or SMI Diagnosis
  - Multi-system involvement, current or historic (i.e., two or more systems involvement including Protective Services, Juvenile Justice, special education, or behavioral health);
  - At risk of or in an out-of-home placement, incarceration, or acute hospitalization within a two-year period prior to evaluation; or
• Functional impairment in education, vocation, social, housing, legal, and/or intellectual and developmental disability

• Youth Support Services (YSS): YSS is a BHS prevention effort-building resilience for youth 12-26 years of age. Youth Support Services is a life skill coaching model where the life skills coach provides hand over hand life skills with youth involved with PSD, JJS and youth at risk in the community. Youth determine the life skills they wish to work on with their coach. YSS is designed to support youth who are at risk and to delay onset of substance use or make a decision not to use drugs or alcohol. YSS is available in Taos, Farmington, Albuquerque, and in Hobbs.

YSS has served 245 youth from 7/1/2020 - 4/30/2021.

• In March of 2021, the ASURE Team submitted a Situational Report to BHSD requesting to add YSS as a Medicaid billable service for Behavioral Health Providers.

• In February of 2021, 10 individuals in the YSS Community participated in the Adolescent Community Reinforcement Approach (A-CRA) 12-hour training. A-CRA is a behavioral intervention treatment that has effectively aided teens and young adults who are substance dependent or dealing with substance issues. A-CRA has been shown to be effective across ethnically diverse populations, varying age groups, and socioeconomic status. This intervention is founded on the belief that an individual’s environment has a significant effect on the likelihood of substance use. A-CRA treatment helps individuals explore the positive and negative consequences of drug and alcohol use, and arrange structures within their lives to support healthier, more fulfilling choices. Practitioners also work with caregivers and community stakeholders to promote positive relationships and environmental factors in the individual’s life.

• YSS has undergone an evaluation process since 2016, first under the auspices of Apex Education, and then through the University of New Mexico’s Community Behavioral Health department. This evaluation has determined that it is highly effective in substance use reduction and overall improvement of quality of life for transition age youth. BHS has made the decision to propose that YSS become a Medicaid reimbursable service. A formal proposal has been submitted to Medicaid as of spring 2021.

• The Nurtured Heart Approach (NHA) Demonstration: The Nurtured Heart Approach is a proactive approach providing opportunities for success and competence building while setting limits and avoiding giving energy to negative behavior. BHS developed a cadre of certified trainers and two advanced trainers in NHA. A total of 17 BHS, PSD and NMSU staff are NHA trainers. BHS, PSD, New Mexico State University, New Day, and New Mexico Solutions partnered to implement NHA in Sandoval County Protective Services and in the Fostering Connections Bureau (FCB). The NHA implementation team
developed a supervisory and support model and an evaluation plan. In Sandoval County, supervisors, senior workers, and the County Office Manager (COM) were trained and received support sessions in NHA. Leadership in Sandoval County used NHA in supervision to provide support to their staff. Fostering Connections Bureau (FCB) leadership in PSD and staff were trained in NHA and participated in support sessions. This provided the opportunity for YSB to apply the NHA lens to YSB operations and problem solve concerns. The use of NHA allowed YSB to use NHA as an approach when working with youth.

In FY20 and in FY 21, CYFD will work with Advanced Trainers and consultants to develop a sustainability plan and model for CYFD PS and BHS staff as well as for providers who work with CYFD families, children, and youth. In SFY 21, BHS worked with PS to send a supervisor, a COM, and other PS staff from six counties to the online Intensive Nurtured Heart Approach Certified Training in July of 2021. BHS offers continued Certified Training Support sessions twice a month. In the next year, BHS and PS will work together to train additional PS county offices in the Nurtured Heart Approach.

- **Infant Mental Health (IMH) Child-Parent Psychotherapy (CPP):** IMH CPP providers are trained in CPP, which provides clinical support to infants and their caregivers to restore and repair their relationship. IMH CPP provides therapeutic services for infants and young children, ages 0 to 5, who experienced trauma, are experiencing attachment or behavioral problems. CPP targets the caregiver-infant relationship as the vehicle for restoring and protecting the infant’s or young child’s mental health. IMH CPP Providers prioritize referrals from CYFD’s Protective Services that include infants/young children and their families who are receiving In-Home Services or who have had an unsubstantiated investigation due to allegations of maltreatment.

BHS IMH CPP provides the following services for the Protective Services (PS) Division:

- **IMH CPP Team:** CPP therapeutic services provided to infants in the custody of CYFD Protective Services to work towards restoring and repairing the caregiver-infant relationship.

- **Foster Parent Program:** Non-therapeutic services offered to infants and their resource parents to address developmental needs and concerns by providing developmental guidance and support to resource parents to decrease the risk of multiple placements.

- **Parent-Infant Psychotherapy (PIP):** PIP services are provided to any infant and their parent who identifies a need for support in the caregiver-infant relationship.

Behavioral Health Planning Council (BHPC)
CYFD BHS collaborates with the BHPC on a variety of initiatives such as bringing up community-based resources like high fidelity wraparound, family peer support, youth peer support, behavioral management services, MST and FFT.

**May Mental Health Month**

CYFD BHS facilitated youth hang out sessions via zoom for youth to discuss what May Mental Health means to them and how they maintain mental wellness during COVID-19 during the past year.

CYFD BHS staff partnered with the CYFD Communication Affairs Manager and created a May Mental Health Month Calendar which include weekly opportunities to join activities via zoom. These activities included: weekly Zumba and mindfulness classes, coloring sessions, share you and your pet session. In addition, CYFD BHS staff put together 600 care packages/back packs and delivered to youth across the state.

PSD staff continue to partner and collaborate with their local CBHCs to ensure youth are being accurately assessed and their behavioral health needs are being addressed in the most effective and appropriate manner. Permanency Planning staff are expected to complete the Child and Adolescent Needs and Strengths (CANS) assessment of all children and youth on their caseloads and CBHCs remain available and accessible to permanency planning staff for consultation following the completion of the CANS as needed.

CBHCs, CBHC Supervisors and Deputy Director are actively engaged in preparing for and participating in the Coordinated Care Review meetings which focus on New Mexico youth who are placed in out of state RTCs. In addition, CBHC’s provide guidance, support, and consultation to keep the youth in the least restrictive environment while wrapping services around the families.

Currently, CYFD BHS is in year two of the five-year HTEP expansion grant. The focus of the work remains serving transition age youth by actively engaging and supporting partnerships between child and youth and adult serving providers. Through ongoing efforts of BHS leadership, the HTEP Governance Team, the HTEP Anchor Sites, OPRE, PSD and JJS, development and implementation efforts continue to move forward for both Wraparound for Transition Age Youth and the Youth Peer Support Programs. In addition, Wraparound is available through the following ten county sites: Guidance Center of Lea County, Mental Health Resources in Roosevelt County, New Day as well as All Faiths in Bernalillo County, Desert View in San Juan and McKinley Counties, La Casa in Chavez County, UNM Behavioral Health in Sandoval County, and All Faiths in Valencia County. As this work continues, it is anticipated that the behavioral and mental health needs of transition aged youth will improve and be better met because youth are no longer leaving systems completely when they exit the child serving systems.
2. **Update to the Assessment of Current Performance in Improving Outcomes**

**Methodology**

PSD assesses practice through regular comprehensive case review to continue 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 strengths and areas requiring improvement.

PSD has revised its targets for CFSR/OSRI case review items based on past improvement efforts and outcomes. The new targets are calculated based on the highest and second-highest performances on each item in the last five calendar years. The percent change from the second highest to highest performance years has been added to the highest performance year to establish the new target. For example, on Safety Outcome 1, the highest performance year (CY2020, at 90.57%) was 1.73% higher than the second-highest performance year (CY2016, at 89%); so the new target for 2021 through 2025 is now set at 92%, which is 1.73% higher than CY2020’s performance on that item (targets are rounded up or down to the nearest percent).

The Children’s Bureau afforded CYFD multiple opportunities to exit the PIP, as a result, the calculations for 2020 include reviews that occurred in all the PIP sites in 2020 (San Miguel, Sandoval, Chaves, and Bernalillo sites were each reviewed twice in 2020).
Safety Outcomes 1 and 2

<table>
<thead>
<tr>
<th>Safety Outcomes 1 &amp; 2</th>
<th>CY 2016 Data</th>
<th>CY 2017 Data</th>
<th>CY 2018 Data</th>
<th>CY 2019 Data</th>
<th>CY 2020 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></td>
<td></td>
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</tr>
<tr>
<td>At least 92% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 1 of the CFSR-OSRI.</td>
<td>89%</td>
<td>85.50%</td>
<td>85.10%</td>
<td>88.42%</td>
<td>90.57%</td>
<td>92%</td>
</tr>
<tr>
<td>Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment</td>
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</tr>
<tr>
<td>At least 92% of cases reviewed will be rated as a “substantially achieved” on Item 1 of the CFSR-OSRI.</td>
<td>89%</td>
<td>85.50%</td>
<td>85.10%</td>
<td>88.42%</td>
<td>90.57%</td>
<td>92%</td>
</tr>
<tr>
<td>Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.</td>
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</tr>
<tr>
<td>At least 83% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 2 of the CFSR-OSRI.</td>
<td>56%</td>
<td>53.20%</td>
<td>52.20%</td>
<td>60.65%</td>
<td>71.88%</td>
<td>83%</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>
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<tr>
<td>At least 99% of cases reviewed will be rated as “substantially achieved” on Item 2 of the CFSR-OSRI.</td>
<td>51%</td>
<td>53.40%</td>
<td>46.40%</td>
<td>60.71%</td>
<td>80%</td>
<td>99%</td>
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<tr>
<td>Item 3: Risk and Safety Assessment and Management.</td>
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<tr>
<td>At least 80% of cases reviewed will be rated as “substantially achieved” on Item 3 of the CFSR-OSRI.</td>
<td>57%</td>
<td>57.10%</td>
<td>54.50%</td>
<td>63.87%</td>
<td>71.88%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Safety Outcome 1

“Children are first and foremost protected from abuse and neglect” (Item 1) increased from a substantially achieved rating of 88.42% for calendar year 2019 to 90.57% in 2020.

PSD has continued utilizing the pre-initiation staffing strategy targeting this outcome. The goal of the pre-initiation staffing process is to improve timeliness of initiation of investigation and the initial assessment of safety and risk through face-to-face supervision at the assignment of a report for investigation. Although the procedure for the pre-initiation staffing has been implemented statewide, there has been some inconsistency in the implementation of this practice. Barriers to achieving timely initiation have been primarily due to the lack of concerted efforts made to initiate all priorities of reports timely. Documentation of diligent efforts to initiate investigations and staffings have also decreased.
**Safety Outcome 2**

“Children are safely maintained in their homes whenever possible and appropriate” rose from 60.65% substantially achieved in 2019 to 71.88% in 2020.

**Item 2** saw a significant increase from 60.71% in 2019 to 80% in 2020. CYFD has continued to expand key initiatives including accessible childcare for children at risk of maltreatment and continuation of utilizing the warm hand-off. The warm hand-off strategy links families to needed safety related services in a timely way. Although there continue to be some delays and gaps in services in more rural areas, particularly related to substance abuse treatment, mental health services and domestic violence treatment, the agency has been able to implement contract services to all areas of the state.

**Item 3** saw an increase from 63.87% in 2019 to 71.88% in 2020. PSD continues to partner with the National Center on Crime and Delinquency (NCCD) and has implemented Safety Organized Practice and a new Safety and Risk Assessment tool. All PSD supervisors have been trained in Safety Organized Practice as well as the new Safety and Risk Assessment tools. Casey Family Programs and NCCD continued in 2021 to provide coaching in the county offices to build capacity. The new Safety and Risk tool was launched in May 2019. It is anticipated that improved assessment of risk and safety and better safety planning will improve this outcome. Although there were initially some issues with how to properly utilize the Safety and Risk assessments, as the year progressed, and with more training and supervision there has been some significant improvement. There are still some concerns regarding proper safety planning, as Safety Organized Practice does utilize safety planning that is built on parental promise.
## Permanency Outcomes 1 and 2

<table>
<thead>
<tr>
<th>Permanency Outcomes 1 &amp; 2</th>
<th>CY 2016 Data</th>
<th>CY 2017 Data</th>
<th>CY 2018 Data</th>
<th>CY 2019 Data</th>
<th>CY 2020 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanency Outcome 1: Children have permanency and stability in their living situations.</td>
<td></td>
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<tr>
<td>At least 44% of cases reviewed will be rated as “substantially achieved” on Permanency Outcome 1 of the CFSR-OSRI.</td>
<td>21%</td>
<td>25.60%</td>
<td>22.10%</td>
<td>34.58%</td>
<td>23.44%</td>
<td>44%</td>
</tr>
<tr>
<td>Item 4: Stability of Foster Care</td>
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<tr>
<td>At least 76% of cases reviewed will be rated as “substantially achieved” on Item 4 of the CFSR-OSRI.</td>
<td>61%</td>
<td>75.60%</td>
<td>74.70%</td>
<td>71.96%</td>
<td>75%</td>
<td>76%</td>
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<td>Item 5: Permanency Goal for Child</td>
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<tr>
<td>At least 86% of cases reviewed will be rated as “substantially achieved” on Item 5 of the CFSR-OSRI.</td>
<td>61%</td>
<td>61.90%</td>
<td>64%</td>
<td>69.31%</td>
<td>77.42%</td>
<td>86%</td>
</tr>
<tr>
<td>Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement</td>
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<tr>
<td>At least 52% of cases reviewed will be rated as “substantially achieved” on Item 6 of the CFSR-OSRI.</td>
<td>43%</td>
<td>35.60%</td>
<td>34.70%</td>
<td>47.66%</td>
<td>35.94%</td>
<td>52%</td>
</tr>
<tr>
<td>Permanency Outcome 2: The continuity of Family Relationships and Connections is Preserved for Children.</td>
<td></td>
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<tr>
<td>At least 71% of cases reviewed will be rated as “substantially achieved” on Permanency Outcome 2 of the CFSR-OSRI.</td>
<td>53%</td>
<td>57.80%</td>
<td>61%</td>
<td>63.55%</td>
<td>67.19%</td>
<td>71%</td>
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<tr>
<td>Item 7: Placement with Siblings</td>
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<tr>
<td>At least 90% of cases reviewed will be rated as “substantially achieved” on Item 7 of the CFSR-OSRI.</td>
<td>75%</td>
<td>79.10%</td>
<td>85.50%</td>
<td>77.22%</td>
<td>81.25%</td>
<td>90%</td>
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<tr>
<td>Item 8: Visiting with Parents and Siblings in Foster Care.</td>
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<tr>
<td>At least 77% of cases reviewed will be rated as “substantially achieved” on Item 8 of the CFSR-OSRI.</td>
<td>54%</td>
<td>50.60%</td>
<td>54.70%</td>
<td>65.71%</td>
<td>54.76%</td>
<td>77%</td>
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<tr>
<td>Item 9: Preserving Connections</td>
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<tr>
<td>At least 68% of cases reviewed will be rated as “substantially achieved” on Item 9 of the CFSR-OSRI.</td>
<td>50%</td>
<td>56.50%</td>
<td>57.60%</td>
<td>66.04%</td>
<td>67.19%</td>
<td>68%</td>
</tr>
<tr>
<td>Item 10: Relative Placement</td>
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<tr>
<td>At least 73% of cases reviewed will be rated as “substantially achieved” on Item 10 of the CFSR-OSRI.</td>
<td>61%</td>
<td>70.80%</td>
<td>55.30%</td>
<td>59.81%</td>
<td>71.88%</td>
<td>73%</td>
</tr>
<tr>
<td>Item 11: Relationship of Child in Care with Parents</td>
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<tr>
<td>At least 98% of cases reviewed will be rated as “substantially achieved” on Item 11 of the CFSR-OSRI.</td>
<td>72%</td>
<td>62.90%</td>
<td>62.50%</td>
<td>81.82%</td>
<td>90%</td>
<td>98%</td>
</tr>
</tbody>
</table>
**Permanency Outcome 1**

“Children have permanency and stability in their living situations” decreased from 34.58% substantially achieved rating in 2019 to 23.44% in 2020. This is largely an area of concern for PSD, and there has been a lack of progress made in key initiatives related to this outcome.

PSD has trained supervisors statewide in the Collaborative Assessment and Planning (CAP) framework and all counties have implemented the 90-day staffing plan. NCCD and Casey Family programs have provided coaching to support implementation of the framework.

**Item 4** increased from 71.96% in 2019 to 75% in 2020. PSD did make improvements in stability of foster care placements and continues to focus on recruitment and support for relative foster homes. We have made consistent progress in placement stability over the last year or so. The federal measure of placement stability (placement moves per 1,000 days in foster care for children entering foster care in a rolling 12-month period) was 8.14 as of July 31, 2019. This decreased steadily throughout the year. The 12-month period ending May 31, 2020 was 5.92 moves per 1,000 days in care.

**Item 5** was an item that had been a struggle in the last year, however there was improvement from 69.31% in 2019 to 77.42% in 2020. Based upon case review data, PSD continues to do well establishing appropriate goals in a timely manner when children enter care, but there are concerns related to timely change of plan when reunification is no longer viable and timely motion to terminate parental rights. Although this was an item of struggle for the state, we did successfully exit the PIP for Item 5 in August 2020. CYFD continues to work with the Court Improvement Project to address barriers presented by the courts related to change of plans and is closely monitoring change of plan through data reports to assist managing attorneys in providing supervision. This issue is most acute in the state’s metro area where high attorney caseloads and full court dockets present a challenge. We have made some progress on this and did exit the PIP for Item 5 in 2020.

**Item 6** saw a significant decrease from 47.66% in 2019 to 35.94% in 2020. The QA team found that there a number of children in care who have not or will not achieve permanency timely. There continue to be children in care beyond 36 months and efforts to achieve permanency timely were not made during the PUR. Some of the barriers include delaying permanency so children can be adopted with their siblings, courts waiting on scheduling adoption finalization until National Adoption Day, and lack of engaging parents early on in their case plans, which then affects timely TPR’s. In this past year there have been several cases under appeal from TPR and the appeals process is taking more than 6 months, which has also been a contributor to delayed permanency. The Chief Children’s Court Attorney and the Field Deputy Directors have continued to meet regularly to staff adoption backlog cases to try and move these children to permanency. The agency is seeing incremental progress as more of the long stayers (children in care 24+ months) are achieving adoption and guardianship. The Courts have been working with PSD to ensure these children are prioritized for permanency. It is anticipated that the outcomes related to permanency will improve as caseloads are reduced.
Permanency Outcome 2

“The continuity of Family Relationships and Connections is Preserved for Children” saw improvement in the past year, from 63.55% in 2019 to 67.19% in 2020.

Item 7 increased from 77.22% in 2019 to 81.25% in 2020. PSD has made improvements in the items related to placement with siblings, preserving connections, relative placement, and children relationship with their parents (outside of visitation).

There was a decrease regarding the frequency and quality of visitation between children and their mother and father and siblings placed in a different foster home. Item 8 decreased from 65.71% in 2019 to 54.76% in 2020. The agency has been working on improving frequent and quality visits with children in foster care with their mother, father and siblings placed in a different home. Barriers for the agency continue to be in visits with siblings. Although in the year prior, the agency had made strides and has decreased in 2020.

There was a slight increase in Item 9 from 66.04% in 2019 to 67.19% in 2020. The QA team reported that continues barriers in this item stem from connections not being preserved for children who have been in care beyond 24 months. Since CYFD has implemented strategies to increase relative placement, these strategies will also help in this item.

There have been significant strides in better outcomes regarding relative placement. In 2019 Item 10 was at 59.81% and has increased in 2020 to 71.88%. This is likely in part to the agency implementing Seneca Searches to better search for relatives and better supervision regarding placement with relatives early on in a case. It is projected that this area will continue to increase with these strategies being implemented and utilized early on and throughout the life of a case.

Item 11 increased from 81.82% in 2019 to 90% in 2020. The QA team reported that there has been an increase in resource parents serving as mentor/role models to the mother and father. There has also been better planning around notifying parents of children’s important appointments and efforts made to have the parents attend such appointments.

PSD continues to work with the Capacity Building Center for States to develop strategies related to these outcomes, monitor progress, and evaluate program initiatives. Permanency outcome 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. A few activities are currently underway to improve permanency outcomes for children. These activities are detailed in the most recent CFSR PIP below.

In 2020-24, CYFD has committed to two new strategies to improve permanency outcomes:

- A pilot with ALTSD to develop a subsidized guardianship program for children who are not federally eligible.
• The implementation of the federal option to allow Customary Tribal Adoptions for ICWA-eligible youth, increasing the cultural responsiveness of adoptions, including those that do not rely on the termination of parental rights. In early 2019, the New Mexico House of Representatives passed House Memorial 51, which recognizes the interdependence of CYFD and New Mexico’s tribes and pueblos in providing for children who cannot remain safely at home, and commits the department to consulting and collaborating with New Mexico’s Indian nations, tribes and pueblos to develop a tribal customary adoption plan, policies and procedures and to consider legislative recommendations for review and approval by New Mexico’s Indian nations, tribes and pueblos and the Secretary of Children, Youth and Families. CYFD will include the plan in future APSRs.
### Well-being Outcomes 1, 2 and 3

<table>
<thead>
<tr>
<th>Well-Being Outcomes</th>
<th>CY 2016 Data</th>
<th>CY 2017 Data</th>
<th>CY 2018 Data</th>
<th>CY 2019 Data</th>
<th>CY 2020 Data</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Well-Being Outcome 1: Families Have Enhanced Capacity to Provide for Their Children’s Needs.</strong></td>
<td></td>
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<tr>
<td>At least 77% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 1 of the CFSR-OSRI.</td>
<td>34%</td>
<td>35.70%</td>
<td>33.60%</td>
<td>56.77%</td>
<td>66.67%</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Item 12: Needs and Services of Child, Parents, and Foster Parents</strong></td>
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</tr>
<tr>
<td>At least 80% of cases reviewed will be rated as “substantially achieved” on Item 12 of the CFSR-OSRI.</td>
<td>38%</td>
<td>37.30%</td>
<td>33.60%</td>
<td>57.42%</td>
<td>68.75%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Item 13: Child and Family Involvement in Case Planning</strong></td>
<td></td>
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<tr>
<td>At least 90% of cases reviewed will be rated as “substantially achieved” on Item 13 of the CFSR-OSRI.</td>
<td>69%</td>
<td>68%</td>
<td>53.70%</td>
<td>71.55%</td>
<td>80.65%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Item 14: Caseworker Visits with Child</strong></td>
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<tr>
<td>At least 93% of cases reviewed will be rated as “substantially achieved” on Item 14 of the CFSR-OSRI.</td>
<td>77%</td>
<td>77.80%</td>
<td>76.10%</td>
<td>88.39%</td>
<td>83.33%</td>
<td>93%</td>
</tr>
<tr>
<td><strong>Item 15: Caseworker Visits with Parents</strong></td>
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</tr>
<tr>
<td>At least 73% of cases reviewed will be rated as “substantially achieved” on Item 15 of the CFSR-OSRI.</td>
<td>43%</td>
<td>50.50%</td>
<td>44.60%</td>
<td>71.09%</td>
<td>68.83%</td>
<td>73%</td>
</tr>
<tr>
<td><strong>Well-Being Outcome 2: Children Receive Appropriate Services to Meet Their Education Needs.</strong></td>
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<tr>
<td>At least 88% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 2 of the CFSR-OSRI.</td>
<td>86%</td>
<td>77%</td>
<td>65.40%</td>
<td>80.80%</td>
<td>83.56%</td>
<td>88%</td>
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<tr>
<td><strong>Item 16: Educational Needs of the Child</strong></td>
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<tr>
<td>At least 88% of cases reviewed will be rated as “substantially achieved” on Item 16 of the CFSR-OSRI.</td>
<td>86%</td>
<td>77%</td>
<td>65.40%</td>
<td>80.80%</td>
<td>83.56%</td>
<td>88%</td>
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<tr>
<td><strong>Well-Being Outcome 3: Children Receive Adequate Services to Meet Their Physical and Mental Health Needs.</strong></td>
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<tr>
<td>At least 67% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 3 of the CFSR-OSRI.</td>
<td>66%</td>
<td>58.90%</td>
<td>51.90%</td>
<td>61.74%</td>
<td>66.30%</td>
<td>67%</td>
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<tr>
<td><strong>Item 17: Physical Health of the Child</strong></td>
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<tr>
<td>At least 96% of cases reviewed will be rated as “substantially achieved” on Item 17 of the CFSR-OSRI.</td>
<td>87%</td>
<td>72.80%</td>
<td>72.30%</td>
<td>77.04%</td>
<td>78.48%</td>
<td>96%</td>
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<tr>
<td><strong>Item 18: Mental/Behavioral Health of the Child</strong></td>
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<tr>
<td>At least 80% of cases reviewed will be rated as “substantially achieved” on Item 18 of the CFSR-OSRI.</td>
<td>67%</td>
<td>63.90%</td>
<td>53%</td>
<td>63.55%</td>
<td>73.44%</td>
<td>80%</td>
</tr>
</tbody>
</table>
Well-being Outcome 1
Indicators for “families have enhanced capacity to meet their children’s needs” saw improvement in the past year and achieved the target, from 56.77% in 2019 to 66.67% in 2020.

Item 12 increased from 57.42% in 2019 to 68.75% in 2020. Based upon case reviews by the QA team, there have been great improvements in concerted efforts being made to assess and address the needs of children, parents, and resource parents in the foster care cases and to assess and address the needs of children and parents in in home services cases. The area of concern continues to be the engagement with parents and provision of services. Barriers in this item include assessing and providing services to incarcerated parents and lack of engaging parents who are not actively participating in their case. There has, however been significant improvement since incorporating the CAP Framework staffings and utilization of Family Centered Meetings to address barriers regarding lack of parental participation.

Item 13 saw an increase from 71.55% in 2019 to 80.65% in 2020. Case planning with children and parents has increased since the implementation of behaviorally based case planning and workers have made improvements in actively involving parents in the case planning process.

Item 14 saw a decrease from 88.39% in 2019 to 83.33% in 2020. There has been a continued lack of quality visits between workers and children and children above the age of 1 not being met with alone. The QA team saw concerns in lack of addressing safety with children in foster care. CYFD is continuing to work on addressing the quality of worker/child visits through improved supervision and better documentation of visits. There are concerns regarding both the frequency and quality of visits between caseworkers and parents.

Item 15 decreased from 71.09% in 2019 to 68.83% in 2020. The QA team found that there is a lack of efforts made to visit with parents and face to face visitation is not happening in some cases. Quality is affected due to a lack of addressing case plans, which affects safety, permanency, and child wellbeing. CYFD has continued to utilize the worker/parent visits strategy statewide and has integrated documentation in FACTS like how worker/child visits are entered. The focus of this strategy is to improve engagement with parents and ensure ongoing assessment by requiring the worker to visit parents at least monthly where they live. PSD continues to collect monthly data reports and monitor these visits. There has been a slow, but steady increase in the number of documented visits since data reporting became available. PSD continues to focus efforts on improving engagement skills and addressing worker safety concerns related to this practice through ongoing training.

Well-Being Outcome 2
“Educational needs of the child” saw improvement in the past year. In 2019 this outcome (and Item 16) was rated at 80.8% and is now at 83.56% in 2020.

Based upon case review, it was determined that the agency made good efforts around assessment of educational and developmental needs but did not always make concerted efforts to advocate for needed services especially when there were changes in placement or school. It
was determined, once again, that the agency often relies on the foster parent to advocate around education but is not providing adequate case management of identified educational needs, especially when there are changes. The QA team also reported a lack of documentation regarding children in foster care’s educational/developmental needs and services.

**Well-Being Outcome 3**

“Children receive adequate services to meet their physical and mental health needs” improved from 67.74% substantially achieved in 2019 to 66.3% in 2020.

**Item 17** slightly increased from 77.04% in 2019 to 78.48% in 2020. With respect to physical health needs, in both In-Home Services and Foster Care cases the agency made efforts to ensure there were timely well-child exams, vision and hearing appointments and dental visits. Barriers include inadequate oversight of physical and dental health needs by the agency. This oversight is impacted when there were placement changes or when these assessments and services are left for the foster care provider to address. Ensuring that children receive braces has been an issue in several reviews, as the approval process for this takes a lot of time and often this need goes unmet. Addressing these issues is a continued area of focus for CYFD. Documentation of physical and dental health needs and records is lacking in both FACTS and the hard file, with workers often not requesting or receiving physical health records from providers.

**Item 18** did see a significant increase from 63.55% in 2019 to 73.44% in 2020. Similar issues related to agency oversight were identified related to addressing the mental and behavioral health needs of children in foster care. It was also identified that some of the behavioral health services that children were receiving were not adequate to address their needs, including specialized services for children with significant trauma history and sexual abuse history. Some of this was attributed to service array gaps in rural parts of the state. Documentation of mental/behavioral needs and records is lacking in both FACTS and the hard file, with workers often not requesting or receiving physical health records from providers.

Well-being outcome 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 these strategies and activities were 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. Further, these activities are detailed in the most recent CFSR PIP, as articulated below.

**Current CFSR PIP Results**

**Overall PIP Process and Findings**

New Mexico CYFD participated in the third round of the Child and Family Services Review (CFSR) in 2015. The state was approved by the Children’s Bureau to conduct a self-review. Upon
completion of the review, CYFD implemented a comprehensive Program Improvement Plan aimed at improving key outcome areas identified in the review.

Since that review, CYFD has maintained an ongoing case review schedule utilizing the CFSR on Site Review Instrument (OSRI) and the same approved review procedures including a peer review process, random sampling, two levels of quality assurance oversight, and random oversight of reviewed cases by representatives of the Children’s Bureau.

New Mexico did resolve all items identified for improvement in the PIP in 2020, with the last month of CFSR reviews being in August of 2020. The Children’s Bureau had extended the state’s reporting period through September of 2020. CYFD participated in ongoing case reviews from May 2020 - October 2020 to ensure ongoing monitoring of the PIP and expand the opportunity to report case review results as part of formal PIP measurement.

**Year by Year Measurements of Program on 2015-2020 CFSR PIP**

The following table presents year by year measurements of CYFD’s progress on the items included in the PIP. The most recent rolling period ending August 2020 is also included.

<table>
<thead>
<tr>
<th>CFSR Items Requiring measurement</th>
<th>Item Description</th>
<th>PIP Baseline</th>
<th>CFSR 2016 Results</th>
<th>CFSR 2017 Results</th>
<th>CFSR 2018 Results</th>
<th>CFSR 2019 Results</th>
<th>1st Rolling Period</th>
<th>2nd Rolling Period</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>83%</td>
<td>83.33%</td>
<td>85.11%</td>
<td>82.61%</td>
<td>96%</td>
<td>88.46%</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>64%</td>
<td>62.79%</td>
<td>50%</td>
<td>67.5%</td>
<td>71.2%</td>
<td>77.27%</td>
<td>71.5%</td>
</tr>
<tr>
<td>Item 3</td>
<td>Risk and Safety Assessment and Management</td>
<td>49.2%</td>
<td>50%</td>
<td>58.33%</td>
<td>54.17%</td>
<td>58.33%</td>
<td>61.1%</td>
<td>80%</td>
<td>57.2%</td>
</tr>
<tr>
<td>Item 4</td>
<td>Stability of Foster Care</td>
<td>65%</td>
<td>69%</td>
<td>75%</td>
<td>68.75%</td>
<td>60.42%</td>
<td>81.3%</td>
<td>75%</td>
<td>74.7%</td>
</tr>
<tr>
<td>Item 5</td>
<td>Permanency Goal for Child</td>
<td>73.7%</td>
<td>58%</td>
<td>60%</td>
<td>67.39%</td>
<td>71.74%</td>
<td>79.1%</td>
<td>75%</td>
<td>82.8%</td>
</tr>
</tbody>
</table>
Proposed Expanded PIP Measurement Plan

In addition to the current on site case review schedule, CYFD conducted additional case review of the same six sites, from August 2020-January 2021. CYFD utilized the same sampling process and review procedure approved by the Children’s Bureau for our CFSR and ongoing monitoring. CYFD was able to exit the PIP after the 1st review in August 2020 (however all site dates are listed below).

<table>
<thead>
<tr>
<th>Item 6</th>
<th>Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement</th>
<th>40%</th>
<th>35%</th>
<th>33.33%</th>
<th>33.33%</th>
<th>39.58%</th>
<th>54.2%</th>
<th>25%</th>
<th>49.9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 12</td>
<td>Needs and Services of Child, Parents, and Resource parents</td>
<td>49.2%</td>
<td>44%</td>
<td>38.89%</td>
<td>30.56%</td>
<td>55.56%</td>
<td>62.5%</td>
<td>68.3%</td>
<td>57.2%</td>
</tr>
<tr>
<td>Item 12a</td>
<td>Needs Assessment and Services to Children</td>
<td>84.6%</td>
<td>78%</td>
<td>72.22%</td>
<td>54.17%</td>
<td>77.78%</td>
<td>77.8%</td>
<td>86.67%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 12b</td>
<td>Needs Assessment and Services to Parents</td>
<td>47.3%</td>
<td>50%</td>
<td>40.68%</td>
<td>30.19%</td>
<td>65.0%</td>
<td>65.1%</td>
<td>66.67%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 12c</td>
<td>Needs Assessment and Services to Resource parents</td>
<td>89.7%</td>
<td>88%</td>
<td>83.72%</td>
<td>64.44%</td>
<td>70.83%</td>
<td>95.6%</td>
<td>89.74%</td>
<td>NA</td>
</tr>
<tr>
<td>Item 13</td>
<td>Child and Family Involvement in Case Planning</td>
<td>64.1%</td>
<td>75%</td>
<td>75%</td>
<td>53.13%</td>
<td>73.53%</td>
<td>78.9%</td>
<td>78.95%</td>
<td>71.7%</td>
</tr>
<tr>
<td>Item 14</td>
<td>Case Worker Visits with Child</td>
<td>78.5%</td>
<td>76%</td>
<td>80.56%</td>
<td>79.17%</td>
<td>86.11%</td>
<td>77.8%</td>
<td>90%</td>
<td>85%</td>
</tr>
<tr>
<td>Item 15</td>
<td>Caseworker Visits with Parents</td>
<td>54.5%</td>
<td>62%</td>
<td>60.34%</td>
<td>40.38%</td>
<td>68.33%</td>
<td>74.6%</td>
<td>57.78%</td>
<td>63.1%</td>
</tr>
</tbody>
</table>

**Review Dates**

<table>
<thead>
<tr>
<th>Review Dates</th>
<th>County</th>
<th>Region</th>
<th>Period Under Review</th>
<th>Sample Size</th>
</tr>
</thead>
</table>

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### Systemic Factors

#### Statewide Information System

**HHS 2020 Children’s Behavioral Health Authority Specialized Version Project Overview**

The Children, Youth & Families Department (CYFD), through a joint powers agreement, is the behavioral health authority and is currently responsible for the behavioral health related needs of most children under age 18 in the State of New Mexico. CYFD is also tasked with creating and overseeing a therapeutic system of care that is trauma informed, evidence-based, and culturally competent for all agencies within the department. This includes directly supporting a wide range of Medicaid billable, community-based mental health services (e.g., infant mental health, behavioral management services, high fidelity wraparound, peer-to-peer case management, etc.), licensing and overseeing residential treatment centers for youth throughout the state and assessing and tracking data statewide related to Adverse Childhood Experiences (ACES) and the Child and Adolescent Needs and Strengths (CANS) assessment tool.

CYFD leads the HHS 2020 team in the implementation of its Comprehensive Child Welfare Information System and will be deploying a Software as a Service (SaaS) platform through our

<table>
<thead>
<tr>
<th>August 17-21, 2020</th>
<th>Bernalillo*</th>
<th>3</th>
<th>8/1/19-8/17/20</th>
<th>8 Foster Care 4 In Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 14-18, 2020</td>
<td>Dona Ana*</td>
<td>5</td>
<td>9/1/19-9/18/20</td>
<td>8 Foster Care 4 In Home (CYFD &amp; Contract)</td>
</tr>
<tr>
<td>October 5-9, 2020</td>
<td>San Juan*</td>
<td>1</td>
<td>10/1/19-10/5/20</td>
<td>8 Foster Care 4 In Home (CYFD &amp; Contract)</td>
</tr>
<tr>
<td>November 2-6, 2020</td>
<td>Sandoval/San Miguel*</td>
<td>1 &amp; 2</td>
<td>11/1/19-11/2/20</td>
<td>8 Foster Care 4 In Home</td>
</tr>
<tr>
<td>December 7-11, 2020</td>
<td>Chaves*</td>
<td>4</td>
<td>12/1/19-12/7/20</td>
<td>8 Foster Care 4 In Home (CYFD &amp; Contract)</td>
</tr>
<tr>
<td>January 2021 (Did not occur due to exiting PIP)</td>
<td>Bernalillo*</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

- **40 Foster Care**
- **20 In Home**
- **60 Total**
partner Binti. The functionality of CYFD’s SaaS solution will provide a modular and data exchange centered approach with aligned agencies throughout the State of New Mexico.

CYFD has contracted with Binti’s SaaS solution as a modern, bi-directional system that will allow CYFD to sunset the current FACTS system. As a SaaS provider, for a smooth transition and integration with the legacy system, Binti will work to import historical data into Binti up front for the initial roll-out of the modules. Then, on an ongoing basis, Binti’s Application Programming Interface (API) allows bi-directional data flows between systems, including information about agency workers, applications, children, placements, user agency profiles, workers, and more. This allows the Binti system to integrate key data fields with the legacy system as additional modules are built and deployed, as well as to integrate with other systems for the CCWIS data exchanges.

**Binti - Modularity**

Binti utilizes a loosely coupled approach to application design, as it was built in a modular fashion with separated front-end and back-end concerns. This allows the decoupling of presentation services, service code, business logic, and data access code. Binti has internal tools (migration of forms in batches, triggering multiple renewals, historical import tools), which ensures modularity and loose coupling of applications.

Workers can use single or multiple modules, depending on their required workflows. The Binti product can be shared and used within and among states and tribes. During the last year we have implemented a Licensing Module and a Placement Module for the entire state. The specialized modules for the project that will come in October 2022 will include:

a) **Intake/Screening** - The State of New Mexico needs technological functionality to facilitate appropriate screening of children for specialty children’s mental health services, including developing integrated modules to administer and track the Child and Adolescent Needs and Strengths and Adverse Childhood Experiences assessment tools among others.

b) **Community Crisis Response** - Community Crisis Response is central to CYFD’s legal responsibility to work to keep children safe. New Mexico has the highest youth suicide rate in the country and has seen spikes in child abuse, juvenile delinquency, drug overdose, and sex trafficking since the beginning of the pandemic in 2020. Intensive community crisis response allows CYFD to respond quickly to children who are experiencing extensive trauma or behavioral health crisis, keeping them safe through therapeutic care coordination, appropriate triage to higher level services and/or placements, and connection to needed trauma-responsive services required by Medicaid/EPSDT.

c) **Therapeutic Care Coordination** - CYFD monitors, and at times directly provides, therapeutic care coordination for current or previous court-involved children on Medicaid in New Mexico. Therapeutic care coordination in New Mexico is different for youth under 21 who are eligible for EPSDT under Medicaid and for adults over 21 as both
medical necessity and the services array – including the evidence to demonstrate that the services are correcting the impact of a disability – are substantially more expansive.

d) Community Care - The Children’s Behavioral Health Authority must ensure that the child’s placement is appropriate as well as stable and often involves additional services for family members with whom the children are placed. This care and case management element is unique to working with children in the role of the Children’s Behavioral Health Authority.

e) Licensing - Subject to specialized certification criteria for providing care for children, licensing of individuals and agencies for varying levels of service delivery that range from foster care to residential treatment is a core element for ensuring appropriate care for Medicaid/EPSDT beneficiaries.

f) The Legal module is the system involved youth formally moving through the Abuse and Neglect/ Delinquency legal processes because of legal petitions that are filed on behalf of the state. These processes generate orders that represent the foundation of legal authority that enables the Department to intervene on children and families’ behalf. The ability to track these proceedings and tie orders to services is a critical component of the legal module.

g) Payments – One of the most important services that CYFD provides is financial support for system involved youth and families they are placed with. The process of providing and documenting this financial support is critical for ensuring safe and secure home environments for at-risk youth and their behavioral health needs.

h) Eligibility – Determining Title IV-E eligibility is one of the essential first steps necessary for delivering critical services for children and families in New Mexico. It is the gateway for supportive resources designed to address Child Welfare and Behavioral Health needs.

With the Licensing and Placement modules deployed, the integration of a Child Welfare Contributing Agency (CWCA), All Faiths, became a priority for the project. Rather than exchanging data between systems, the approach has been to set All Faiths up with worker profiles in Binti and for those workers to work directly within the system. The profile that was set up gives these workers limited access to the information that they need as well as collects the information that we need from them. The current CWCA model is to recreate these limited access profiles for other CWCA agencies as other modules come online.

**CCWIS ORGANIZATIONAL CHANGE MANAGEMENT**

The CCWIS Modernization project requires comprehensive organizational change management at CYFD. CYFD has partnered with Axxum to undertake an OCM transformation throughout the agency. The New Mexico Children Youth and Families Department has set a strategic aspiration to create a more responsive child well-being system to improve the outcomes of all New Mexico’s children and their families by replacing the existing case management system to better support a person-centric and “no wrong door” approach to human services. This technology
consists of the Medicaid Management Information System (MMIS)/Comprehensive Child Welfare Information System (CCWIS) Modernization Project that is part of a larger overhaul of all health and human services agencies. A key component of the technology overhaul is a shift in the overall organizational structure of the Department and associated business processes.

The Business Alignment and Modernization (BAM) Council is established within the purview of CYFD specifically in support of the MMIS/CCWIS Project. The goal is to support alignment and integration with the other health and human services agencies in New Mexico involved in the larger HHS 2020 project.

This strategic vision will be delivered along two Innovation Pathways:

- **Enterprise Optimization**: Improve the quality and usefulness of data and effectiveness for accountability and reporting that allows for additional financial support for New Mexico families, providers, and other stakeholders.

- **Prevention**: Reduce duplication while aligning business operations within the department to support an integrated trauma informed treatment plan for youth and families being served.

CYFD is working to ensure a smooth transition with Binti from our legacy system to a modernized, web-based module system to focus on appropriate assessment, treatment and help for children in care of the state of New Mexico.

**Case Review System**

**Other Case Review Initiatives and PSD Case Review System Strengths**

- PSD has ongoing collaboration with the Administrative Office of the Courts (AOC) and judicial partners through participation in the Children’s Court Improvement Commission (CCIC). The CCIC reviews barriers to permanency in select judicial districts and those districts implemented strategies to address those barriers. The CCIC is developing a plan to follow up with those judicial districts to see if the strategies were implemented and if they were effective in addressing the barriers to permanency.

- As part of its quality assurance (QA) review, PSD conducts a separate legal review on site every month at which data regarding frequency and timeliness of court hearings, TPR and permanent guardianship proceedings and timeliness of permanency goals are evaluated. The legal review also looks at foster parent notification. The QA team did conduct these separate legal reviews from January 2019-October 2019 and provided the ongoing feedback to the CYFD legal team as well as the Children’s Bureau regarding systematic legal issues that may have risen for children in the foster care system and their parents. In November and December 2019, the QA Team assisted the IV-E Unit in completing IV-E reviews to assess legal practices via a different scope and tool.

- PSD conducts 90 Day Staffings for its legal cases using the CAP Framework model. These 90 Day Staffings streamline cases and keep them on track throughout the life of a legal...
case. 90 Day Staffings were implemented to address the concern of timeliness of permanency for children.

- PSD continues to conduct Family Centered Meetings (FCMs) when appropriate at critical decision points such as decisions on whether to file a legal case, changes of placement for children in foster care, consideration of a change in a child’s permanency plan, consideration of a trial home visit or discharge from custody.

- In accordance with the New Mexico Children’s Code, cases are reviewed by the district court at least every six months for permanency.

- New Mexico has developed a legal form bank and timely updates forms to be utilized across the state to ensure compliance with the state and federal law.

- PSD is implementing Safety Organized Practice (SOP), which includes actively involving parents in the development and review of case plans.

**Case Review System Challenges**

- Feedback gathered from stakeholder groups (resource parents, courts, CCA’s, etc.) have expressed notice of hearings to crucial case members is an issue. In order to address this concern, PSD will develop strategies to ensure notice of hearings are being given to resource parents and that resource parents are given the opportunity to participate in court hearings.

- The judicial system in New Mexico struggles with providing proceedings that consistently provide permanency, including PSD Children’s Court Attorneys in areas with high caseloads and vacancy rates resulting in lack of timely filing of motions for TPR or permanent guardianship, and courts continuing hearings due to overloaded dockets.

- Through the implementation of Safety Organized Practice, PSD will continue to increase the percentage of cases in which parents are actively involved in the development and review of case plans.

- PSD will develop strategies to timely and consistently address bringing in all parents with constitutional rights early in legal cases and addressing barriers to participation by incarcerated parents.

PSD continues to struggle with meeting Permanency Outcome 1, Items 5 and 6. The largest area of the state, the Albuquerque metro area, has a significant backlog in TPR motions that need to be filed. Albuquerque has filed over 150 TPR motions since October 2018 and hearings on those motions have been scheduled. Albuquerque is working to timely file and prosecute TPR and permanent guardianship motions in newer cases so that a new backlog is not created. Addressing the backlog will reduce caseloads which in turn will assist in improving permanency outcomes. PSD and its judicial partners with the AOC have worked to address barriers to
permanency in other areas of the state. In the SW Region, meetings were held with the Children’s Court Judge to address barriers to permanency, particularly in reunification cases.

There have not been any significant changes to the State Case Review Process. PSD will continue to utilize the current onsite review instrument as required for the federal review sample used to determine substantial conformity for CFSR purposes. All reviewers will continue to receive appropriate training on the use of the instrument. Due to COVID-19 pandemic, the state reviews for each county will be conducted remotely and until travel is approved by the Governor.

**Quality Assurance System**

CYFD’s Quality Assurance (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 and a review of legal files. The structure of the review process has not changed significantly over the past year. In 2020 the legal reviews reconvened, and the QA team also implemented a Family Centered Meeting (FCM) review. This review looks at any FCM’s that occurred in the Period Under Review for all cases that are reviewed as part of the QA review. In early 2020 the Placement and Adoption Resource Bureau (PAR) began conducting the Placement Reviews. Although the QA unit has tried to incorporate the same sample of cases to be reviewed from the QA review, this has not always occurred due to the PAR Bureau scheduling their own case reviews.

Throughout 2020, the QA team continued to provide ongoing consultation to counties through the Quality Assurance Loop-Around (QALA) following each QA review. The purpose of this process is to support all counties in implementing PIP strategies and promoting data driven and results oriented practice. There were several counties that utilized this process, which included Bernalillo, San Miguel, San Juan, Socorro/Sierra, Dona Ana, and Chaves counties. QA specialists continue to be assigned as a liaison to each region and have continued to reach out to county offices monthly to provide or arrange for support and consultation related to understanding data, utilizing ROM, understanding the CFSR Outcomes and PIP strategies, the 7 Federal Data Indicators and best practice. The responsibility for developing and monitoring county improvement plans has continued to be the responsibility of county and regional management.

In 2019 the Children’s Bureau provided CYFD the opportunity to have 6 more rolling periods, to exit our PIP. Because of this opportunity, the QA team had to conduct reviews of the PIP sites as scheduled, April 2019 to September 2019 and then extended these sites to be reviewed again from October 2019 to March 2020. This was again extended for another 6 months by the Children’s Bureau from April 2020 to September 2020. By August 2020, CYFD successfully exited the PIP. Since that time, the QA team has continued to do monthly QA reviews as part of CYFD’s Continuous Quality Improvement. These reviews have been completed remotely due to the COVID-19 Pandemic.

Refer to Section 4. Quality Assurance System for additional information.
**Staff & Provider Training**

Currently, Protective Services Department (PSD) has a training and staff development program that supports the goals and objectives of the Child and Family Service Plan (CFSP). Because our training program is responsive to the CFSP, we utilize a continuous quality improvement mode thus utilizing state data to inform necessary practice change which often includes training. The training program is based on a continuum of professional development strategies to include self-paced learning, training, coaching, culture shift, and development through supervision. Trainings are designed to support safety, permanency, and well-being for children, as well as PSD’s CFSP Plan for Improvement goals. The workforce is led through individual and group development that is role specific and focused on trauma resiliency. Individual training requirements and completion is tracked through a learning management system called Cornerstone.

**Initial Staff Professional Development**

New employees of PSD are sent within their first 30 days of hire to the New Employee Training (NET). NET was recently developed and launched in January 2020. The training emphasizes 7 foundational areas of knowledge for entry level workers: Cultural Humility, Child Welfare History and Values, Engagement, Interviewing, Assessment, Ethics, and Organization. The seven foundational areas were determined during the previously done assessment of training. Focus groups with PSD leadership, Regional-Based Coaching, and selected Supervisors provided feedback to guide development of the curriculum and focus on these areas. Employees complete 3 weeks of classroom and experiential training and 2 weeks of on-the-job training.

NET is designed for the new hire to receive fundamental skills and knowledge needed to achieve safety, healing, permanency, and wellbeing for all New Mexico children. In NET, employees learn through e-learnings, classroom training, experiential learning and on-the-job training. The NET is module based, so that employees who do not meet the baseline of knowledge, according to their Supervisor, can return to take modules where they need support. Modules included are:

- Child Welfare Values and Laws, Including ICWA Requirements
- Protective Services Best Practices
- Cultural Humility
- Safety Organized Practice and Structured Decision Making
- Ethics
- Motivational Interviewing
- Documentation
- Emotional Intelligence
- Overview of Mental Health, Domestic Violence and Substance Abuse and Connection with Child Welfare
- Family Engagement
• Adolescent Engagement
• Child Maltreatment
• Genograms
• Trauma and Trauma Informed Practice
• Managing a Caseload
• Protective Services Legal 101

The on-the-job training is a combination of self-paced learning and intentional engagement of the new employee with his/her Supervisor and/or Senior Worker. The weeks are guided with an on-the-job manual that provides activities of learning through: on-line trainings, shadowing, observing, case review, guided interviews with co-workers, and other activities.

Employees meet with a Regional Based coach during their on-the-job training weeks. The Coach, utilizing an assessment tool, guides the new employee to determine what knowledge and skills they built during NET and on-the-job training. The assessment was developed in collaboration with the Center for States and mirrors the 7 foundational areas of knowledge for Caseworkers on a continuum from Novice to Advanced to Master. They use this self-assessment with input from their supervisor, the NET trainers, and guidance from their Coach to create an Individualized Development Plan. This provides, a concrete plan of ongoing training, coaching, and group involvement to continue building their understanding of child welfare best practices for safety, permanency, and well-being over the following 6 months. The employee has the opportunity to continue working with the Coach individually and is required to attend the Learning and Support Groups for the first 6 months of their employment. The Coach serves as the new employee’s professional development partner thus setting and supporting goals for their professional development to build knowledge, skills and abilities aligned with an array of child welfare models. The Coach works with the employee to develop strong job knowledge, system knowledge and best practice skill.

On-going Workforce Development

Workforce Development Board (WDB) provides multiple opportunities for ongoing professional development of the PSD Workforce. Training is set up to meet the core competencies of each role in the PSD; ensuring staff have the skills and knowledge needed to carry out service duties included in the CFSP.

Professional development needs are determined by division leadership. This is done through a review of the data to align professional development with the progress on safety, permanency, and well-being outcomes. Other strategies for determining professional development needs include reviews of promising best practices literature and seeking out feedback from external partners and consultants. Identified topic areas for professional development are provided by the WDB or external nationally or locally recognized experts. WDB works closely with workgroups and leadership to determine which roles of the workforce need each training, how
often and at what level training should be provided as well as what practical implementation support should be included to support the transfer of learning into practice change.

For individual employee needs, professional development can be self-driven or supervisors can determine additional development needed. There is a catalog of over 70 trainings available to staff either online or in the classroom. Employees also have access to work with the Regional Coach from a self-reflective model to identify areas of improvement. Employees can self-referral to the Coach if they feel they are having difficulty with a certain area or if they want to work on building their skill with a specific tool. A supervisor can also refer an employee to the Coaching program if they have assessed a need for additional learning support. Coaches increase the ability of the employee to provide support to families, foster families and children/youth improving outcomes and interactions with the PSD.

PSD launched in February 2021 the new Supervisory Practice Framework. This knowledge and skills framework trains Supervisors to develop a wholistic approach to managing employees to include Administration, Support, Education and Trauma Responsive. New Supervisors are required to complete training within 90 days of their hire. Employees who see themselves as Supervisors in the future are encouraged to take the training to prepare them for the role. The framework builds up our supervisors to manage their teams with child welfare specific approaches and also builds accountability for ongoing professional development of their staff into their role.

PSD has been looking closely at ways that consistent fidelity to models can improve outcomes to support safety, permanency, and well-being for children. We have selected multiple models of practice that can increase the effectiveness of our workforce. We remain grounded in the Safety Organized Practice and Structured Decision Making safety and risk assessments as the core foundation of practice. We calendar ongoing training and coaching with Evident Change for the workforce. In addition, we are bringing on the following models/training to build our workforce core competencies and effectiveness:

- **Safe and Together**: The Safe & Together™ Model is an internationally recognized suite of tools and interventions designed to help child welfare professionals become domestic violence-informed.

- **Quality Parenting Initiative**: QPI, the Quality Parenting Initiative, is a national movement for foster care change, made up of a network of states, counties and private agencies committed to ensuring that all children in care have excellent parenting and lasting relationships so they can thrive and grow.

- **Individualized Planning Process**: The Child Welfare Policy and Practice Group offers assistance to agencies and organizations seeking to improve their ability to protect children from harm, making team based decisions work for children and families.
**Pipeline Professional Development**

CYFD works to increase our effectiveness by building up our workforce with professionals who have the specialized educational backgrounds to understand the complex nature of children and families involved with the child welfare system. PSD is in partnership with our state University School of Social Work Programs on a pipeline program. Students complete their social work practicum within our agency and give a commitment to continue their career with CYFD after graduation. This partnership allows us to increase the number of entry level employees with specialized child welfare training.

**Evaluation of Professional Development**

WDB takes responsibility for increasing the effectiveness of the PSD workforce. Continuous quality improvement of our work is essential to ensure this. WDB uses a 5-level evaluation model that extends beyond the Kirkpatrick Learning Evaluation method to better assess employee gains and retention of skills. The majority of training programs have a summative assessment to determine the extent of learning for participants.

Ongoing assessment of the WDB staff helps to build their individual skills in meeting the needs of our workforce. The training unit undergoes quarterly quality assurance reviews to improve their facilitation and training skills. WDB is currently working with the Center for States to build the efficacy of the Coaching program by building a Coaching Evaluation. We expect to implement this by September 2021. In addition, the Coaches also undergo quarterly quality assurance reviews.

**Additional Trainings Offered to Staff:**

- **Behavioral Health Services Trainings:** CYFD Behavioral Health Services (BHS), in collaboration with PSD, is committed to the provision of quality behavioral health services and supports that are trauma responsive, evidence-based, culturally aligned, and youth and family driven that meet the needs of CYFD's children, youth and families. To meet this goal, BHS collaborates with PSD to provide trainings to PSD staff, partner agencies, family members, youth, and community behavioral partners serving the PSD population.

- **Fostering Connections Bureau (formerly called Youth Services):** The Fostering Connections practice model includes a 10 modules training that support staff in developing the skills needed to operationalize seven core components and three steps for effective practice. Additional role-specific training is provided by the bureau’s staff to new employees throughout NET. Core Components include:
  - Interdependence
  - Cultural Humility
  - Learner-Centered
Teaching in Real Time

Skill-based Asset Development

Network Development

Empowerment Evaluation

Our model is anchored in the process of practice and includes a 3-step practice method, APT (Assess, Prioritize, Teach) that aligns with Safety Organized Practice. This practice method is a predictable way (for young people and professionals) of assessing, developing, implementing, and evaluating interventions in the moment with young people. The model provides tools for each practice step.

Refer to John H Chafee Foster Care Program section for further details on training.

Staff Training and the Next Five Years

In FY2022-2024 we will focus on building a comprehensive centralized training plan. The plan will map the core competencies of each role to the necessary professional development activities to build that particular knowledge, skills and abilities. The plan will include training provided by contractors and purchased curriculum as well as specialized modules specific to how the caseworker should implement the learning into their role and how it connects with other existing models. A centralized training plan will address existing challenges and:

- Connect CYFD staff to the right training at the right time.
- Reduce duplication and streamlines training.
- Enhance on-the-job training and the onboarding process.
- Ensure every training is connected to a Core Competency Model for CYFD employees.
- Ensure rollouts are systematically followed with opportunities for professional development across the board.
- Develop strategic curricula with internal and external partners.
- Reduce siloes between divisions by creating a common supportive structure for professional development needs.
- Support supervisors as they work to meet the professional development needs of their staff.
- Ensure identified needs are approached in a consultative manner by coaches and trainers.

The comprehensive training plan will be built on a foundation of trauma responsive system of care. WDB is working with Dr. Bobbi Beale from Case Western University to build our capacity for building curriculum that builds on this foundation. A key part of this foundation is culturally responsive understanding of child welfare work, understanding that racism and other oppressions are a trauma and that resilience to trauma and system involvement happens when caseworkers make assessing their own biases and unlearning them (cultural humility practice) an essential part of their practice.
In FY 2021, WDB has divided its training into specialized units of responsive training, resource parent training and supervision unit training. We will shift our training to be more comprehensive to include multiple aspects of the professional development continuum. This overhaul is based on recent assessment of our training practices that determined ways we could shift our structure to capitalize on our key strengths.

In the future we are also working on the development of a graduated caseload for our new employees. We are in the process of forming this policy and determining how to best integrate NET, on-the-job training, and assigning independent cases.

**Service Array & Resource Development**

**Family Support Services**

CYFD PSD continues to provide Family Support Services (FSS) through contracts with local, community-based providers. FSS is one of the services included in the Community Based Prevention, Intervention and Reunification (CBPIR) contracts which were expanded from the initial 25 counties served through the CBPIR contracts to all 33 counties having the program available to them. The secondary prevention Family Support Services component of these contracts continue to provide services to families who have children ages birth to 5 years of age that do not have an open CYFD PSD investigation unless the child has a CARA Plan of Safe Care created at the time of birth by hospital medical personnel due to prenatal substance exposure. The CBPIR contracts also continue to include a placement prevention Family Support Services component which works with families, including relative and non-relative foster and adoptive families, in their homes to help them meet the basic needs of their children and prevent child maltreatment. Families can receive the service for up to six months and can discharge as soon as they successfully complete their Family Plan.

**NM High-Fidelity Wraparound**:

In 2019, CYFD-BHS received two SAMHSA grants who have as a key deliverable for the expansion of wraparound to a total of five counties.

The first grant is the Healthy Transition Expansion Project aimed to specifically work with transition age youth (15.5-26 years old). Transition age youth typically tend to phase out formal supports which can lead to leave them without supports during an important age in their lives. The criteria for enrollment with this funding source is Ages 15.5-26; SED/SMI diagnosis; and involvement in multiple systems including: child welfare, juvenile justice services, BH services, special education, adult protective services, (For those over 18 years of age, involvement can be historical); and functional Impairment in at least one of the following domains: education, vocation, social, housing, legal, and/or intellectual and developmental disability. Through this grant, Wraparound was expanded to San Juan County and to a second provider in Bernalillo County.
The second grant is the Systems of Care (SOC) III grant. This is the third SOC SAMHSA grant CYFD-BHS has received where Wraparound expansion has been a key deliverable. This is evidence that the NM Wraparound CARES model is effective in delivering outcomes. Through this grant, we are introducing key service array services that include Mobile Crisis Response, Respite, Family Peer Support, and Wraparound. The criteria for enrollment to this grant is: Ages: 4-21; Severe Emotional Disturbance or Sever Mental Illness diagnosis; current or historic multi-systemic involvement (child welfare/juvenile justice services, special education, and/or BH services); and functional impairment in: education, vocation, social, housing, legal, and/or intellectual and developmental disability. Through this grant, Wraparound expanded to Chavez, Sandoval, and Valencia counties.

In 2010, NM High Fidelity Wraparound introduced a coaching endorsement track with the intent to provide sustainability options to providers. Through this track, providers can petition to have their Certified Wraparound Facilitator’s/ supervisers be trained to become endorsed Wraparound coaches to substitute the coaches/coaching provided by CYFD-BHS Wraparound staff. Having internal coaches ensures sustainability from the part of the providers. To date we have seven (10) endorsed coaches.

CYFD BHS continues to expand and increase High Fidelity Wraparound (HFW) in the state. There are currently ten (10) HFW providers in the state who are funded either through federal or county grants. In addition, Medicaid funds two HFW pilots under the Health Home service model. One of the key activities during the past year included a partnership between CYFD BHS and New Mexico State University – Center of Innovation (NMSU-COI) which has focused on submitting an amendment to the Medicaid 1115 Waiver to include High Fidelity Wraparound as a covered service and though approval from CMS has not yet been received, it is anticipated that the requested approval will be obtained by end of summer 2021. Another key component of the partnership includes NMSU-COI developing a process to identify new HFW providers and to increase training and coaching capacity to support and manage the addition of new providers being certified to provide HFW when it becomes reimbursable through Medicaid.

Certified Family Peer Support Worker Program:

During the past year, the Family Peer Support Worker Program has expanded to 4 agencies and is now available statewide to parents. Community outreach efforts to expand the number of Certified Family Peer Support Workers has continued. Specifically, the program has been presented in conjunction with the Comprehensive Addiction Recovery Act (CARA) Plans of Care discussions and remote trainings with NM Tribes, Pueblos, and Nations to assist with recruitment efforts of Family Peer Support Workers within tribal communities.

Adolescent Substance Use Reduction Effort (ASURE):

Through the Adolescent Substance Use Reduction Effort (ASURE), CYFD BHS continues to serve the state’s transition age youth who are using or are at risk of using alcohol and/or other
substances. The ASURE programs focus on decreasing the overall use of substances within the youth population as well as supporting transition age youth who are faced with a co-occurring disorder. The focus of ASURE programs is on decreasing the overall use of substances among young adults, and supporting youth struggling with co-occurring disorders. ASURE includes intensive outpatient treatment programs (IOPs), Evidence Based Practice (EBP) trainings for youth-focused behavioral health providers, and paraprofessional youth support. The intervention models developed and/or adopted under the umbrella of ASURE are strengths-based and youth centered.

Youth Support Services are housed underneath ASURE, inclusive of training and development of coaches. YSS is a para-professional service model predicated on the belief that youth who engage in long-term, healthy relationships and learn appropriate life skills develop pro-social behaviors including self-efficacy, motivation, and collaborative engagement. Coaches are trained in the programmatic assessment tool, the Youth Support Assessment, Motivational Interviewing Skills, ethics, and youth engagement. New Mexico currently has eight YSS Life Skills Coaches and six YSS Life Skills Coach Supervisors which are located across the state through community-based partners in Bernalillo, Taos, San Juan and Lea counties.

ASURE supports family permanency by providing additional resources and assistance to young adults who for any reason are unable to draw upon their current family or communities for sufficient support. This is implemented through life skills coaching, mentoring, and alternative programing.

Historically ASURE has sponsored trainings across the state in Seeking Safety trauma care, the Seven Challenges, the Community Reinforcement and Family Training (CRAFT), Motivational Interviewing, use of the Global Appraisal if Individual Needs Short Screener (GAIN-SS), the American Society of Addiction Medicine (ASAM) assessment and placement criteria, and Youth Support Services (YSS) transformative life skills coaching. ASURE continues to fund YSS Life Skills Coach (LSC) trainings for paraprofessionals. ASURE also funded training in Adolescent Community Reinforcement Approach in SFY 2021.

**Infant Mental Health (IMH) Child-Parent Psychotherapy (CPP):**

CYFD BHS continues to contract with community-based service providers to provide infant mental health and early childhood mental health services. The primary goal of the programs and services are to address and reduce the transmission of intergenerational trauma between infants and their primary caregivers through trauma informed dyadic and triadic clinical work. CYFD BHS selected Child-Parent Psychotherapy (CPP) as the clinical intervention model which is an Evidence Based Practice for infants 0-3 who have experienced trauma. As noted previously, the availability of the services does continue to vary depending on the community but may include an Infant Mental Health Team, Parent Infant Psychotherapy and/or the Foster Parent Program. The IMH Teams are available in the following New Mexico Judicial Districts: First (Santa Fe), Second (Bernalillo), Third (Dona Ana), Sixth (Grant), Seventh (Socorro and Torrance), Nineth (Curry), Eleventh (McKinley and San Juan), Twelfth (Otero) and Thirteenth (Sandoval and Valencia). Parent-Infant Psychotherapy is available in the following New Mexico Judicial
Districts: First (Santa Fe), Second (Bernalillo), Third (Dona Ana), Sixth (Grant), Seventh (Socorro and Torrance), Eighth (Taos), Nineth (Curry), Eleventh (McKinley and San Juan), Twelfth (Otero) and Thirteenth (Sandoval and Valencia). The Foster Parent Program is available in the following New Mexico Judicial Districts: First (Santa Fe), Second (Bernalillo), Third (Dona Ana), Sixth (Grant), Seventh (Socorro and Torrance), Nineth (Curry), Eleventh (McKinley and San Juan), Twelfth (Otero) and Thirteenth (Sandoval and Valencia).

**Community Behavioral Health Clinicians:**

CYFD BHS Community Behavioral Health Clinicians (CBHCs) continue to serve in a clinical consultant role for children in state custody. They partner and collaborate with PS workers and MCO Care Coordinators to ensure the clinical and discharge needs of the child or youth are being met appropriately by consulting, assessing needs, participating in teaming activities and advocating with internal and external partners. In addition, they work with PS staff to ensure administrative, legal, therapeutic goals and expectations are established and met for the child or youth. CBHCs also assist in facilitating communication between PS staff, Managed Care Organizations, and community service providers for addressing barriers in accessing needed services. Furthermore, CBHCs assist in the oversight and monitoring of children and youth who are placed in out of state residential treatment centers which includes appropriate discharge planning and participate in monthly meetings focused on problem solving and addressing identified barriers related to high level of care cases that include children and youth with behavioral, medical, and developmental needs.

**Activities targeted at improving performance in the service array**

**Consolidating PSSF and CBCAP Programs:**

As noted previously, CYFD PSD issued contracts to community-based agencies throughout the state using both CBCAP and PSSF funding to provide Community Based Prevention, Intervention, and Reunification (CBPIR) Services to children, youth and their families. Initially, these contracts were procured to serve 25 of the state’s 33 counties; however, CYFD PSD recognized the important role that the services offered to children, youth, and families through the CBPIR contracts have in decreasing and preventing child maltreatment. As a result, CBPIR programs were expanded to serve all 33 counties in the state in January 2021.

**HB 376: Alternative/Differential Response:**

In January 2021, CYFD PSD implemented Family OutReach and Community Engagement (FORCE) which is the first track of CYFD’s three track Differential Response (DR) model. As previously noted, the three-track differential response system includes the following: Track 1 – Community Prevention Response; Track 2 – Collaborative Response; and Track 3 – Traditional Response and the CBPIR contracts are a key component of the first track. This first track focuses on calls received by the CYFD PSD Statewide Central Intake (SCI) that do not meet the statutory requirements for a child abuse and/or neglect investigation. Those calls are then routed to the FORCE Unit within SCI and the assigned FORCE Worker contacts the family, conducts a needs assessment, and then connects the family to the appropriate CBPIR provider. This first track of
New Mexico’s DR model piloted in four counties rather than three as initially planned and those are McKinley, Rio Arriba, Sandoval, and Valencia counties. The full rollout out of FORCE statewide is still expected to occur in July 2022. CYFD PSD continues to partner with Evident Change (formerly known as the National Council on Crime and Delinquency – NCCD) during the implementation process. The FORCE Logic Model was successfully developed as was the new SDM Intake Assessment Tool. CYFD PSD and Evident Change continue to work together on the development of a data collection and evaluation plan as well as the integration of the automated Intake Assessment Tool.

**HB 230: Plans of Care for Substance-exposed Newborns:**
During this last year, all birthing hospitals in New Mexico were trained and/or provided refresher training remotely utilizing web-based technology due to the pandemic. In addition to large trainings offered by the DOH and CYFD Navigators, extensive individualized trainings were also provided upon request. In addition to hospital staff trainings, the navigators provided training opportunities to insurance care coordinators, community service providers, tribal entities, judges, attorneys, CYFD field staff, and several other entities who have direct contact with these families to ensure individuals understand how CARA works and the unique public health approach New Mexico is taking.

The CARA training consists of discussion regarding the federal and state law, the process of creating a plan of care as well as best practices established by the CARA workgroup. These best practices include universal screening via validated questionnaires administered through a face-to-face interview. To increase the engagement of the family, we stress the importance of the “warm hand-off” process to the care coordinator or other service providers on the plan of care. Warm hand-offs have been found to significantly increase the likelihood of the family engaging in services.

The focus continues with ensuring hospitals and other community providers working on plans of care are trained for completing plans of care on the CARA portal throughout New Mexico. The past year, the CARA workgroup provided training to non-birthing hospitals as well as special populations that include tribal, corrections, unstably housed and expecting parents. We know that currently not every family who is experiencing substance use disorder is receiving a plan of care and thus our need to continue to expand our work. The CARA workgroup continues the partnership for creating recorded training modules with the University of New Mexico that can be accessed by all New Mexico health providers and offer continuing education credits upon completion. This will allow the CARA navigators to continue working on providing outreach and training on the non-judgmental approach that ultimately, we hope will help New Mexico adopt the unique approach and reduce the discrimination and stigma our families experience. In addition, we would like to continue our efforts on improving education and intervention in women of child-bearing age and prenatally.

Additional information is provided in the enclosed 2020 State CAPTA Plan.

**Family First Prevention Services Act:**
Licensing & Certification Authority (LCA) leads the Congregate Care workgroup, which has developed and is implementing strategic planning to work towards meeting Family First requirements. LCA hosts bi-weekly meetings with residential and treatment foster care providers to support them through the COVID-19 pandemic emergency. Behavioral Health Services and LCA have partnered with the Building Bridges Initiative (BBI), who have initiated training for New Mexico providers and continued collaboration is occurring between providers and BBI, which is a component of FFPSA work.

Presently, there are eight YSS-LSC trained coaches and six YSS-LSC trained supervisors in seven agencies across the state of New Mexico including Bernalillo County, Farmington, Hobbs, and Taos. ASURE continues to provide ongoing support and resources to these agencies, assisting them in increasing youth participation across all facets of program and policy development, both inside the agency and in their respective communities. Over the course of this grant year, ASURE-TI has worked to sustain and reinforce, its current providers’ capacity to serve its youth by providing both virtual and on-site assistance to each agency, maintaining monthly statewide YSS meetings, and providing ongoing trainings to YSS coaches and supervisors. This amalgamation of services ensures fidelity to the YSS program, identifies programmatic and/or technical challenges and/or concerns at the source, and facilitates a network of support among fellow YSS coaches and supervisors.

ASURE-TI funds were additionally utilized to develop a viable Functional Family Therapy program for New Mexico. This program is in early stages of development, but is an evidence based practice that supports families of system involved youth ages 10 – 18. BHS is collaborating with FFT Partners, a national FFT training organization, to develop FFT Foster Care in New Mexico, statewide. This approach is utilized for youth in foster care to stabilize placement as well as assist in family reunification.

Agency Responsiveness to the Community

In its last CFSR, 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 also increased collaboration with the CYFD Behavioral Health Division to improve provider collaboration and overall services to children and families in New Mexico.

CYFD’s current practice will be sustained during 2020-24, and comprises the following:

CYFD responds to concerns from the community by utilizing a constituent management process that ensures the agency responds to questions and concerns in a timely manner. CYFD staff review and respond to requests by phone, email, or US mail as appropriate.

CYFD responds to invitations for meetings/committees and workgroups by community members or stakeholders and strives to participate actively.
CYFD will include stakeholders in development and revisions of policy and procedures as it pertains to their area of expertise.

**Foster and Adoptive Parent Licensing, Recruitment, and Retention**

As part of its last CFSR, PSD was found to be in substantial compliance with two of the four items in the Resource and Adoptive Parent Licensing, Recruitment, and Retention systemic factor. PSD was not in substantial compliance with Items 35 and 36. The following brief updates pertain to CYFD’s current progress in that area:

- **Item 33. Standards Applied Equally:**
  The resource and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved resource family homes or child care institutions receiving title IV-B or IV-E funds.

PSD worked diligently on finalizing the Licensing Requirements for Resource and Adoptive Homes policy and procedures. Some of these updates went into effect by summer of 2020, and were developed utilizing the feedback from the licensing workgroup which included resource parents, child placement agencies and PSD staff. PSD has a new position within the Placement and Adoption Resource Bureau (PAR) to do internal reviews of the CYFD Foster cases to ensure that we are following licensing requirements and to give technical assistance to both CYFD staff, families and community providers when necessary.
- **Item 34. Requirements for Criminal Background Checks:**
  The resource 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.

PSD has streamlined the criminal background check (CRC) and child abuse and neglect check process. CRC applications are updated and CRC 101 training will be part of an ongoing PPAR training to the field and community providers as necessary. PSD processes relative resource parents in order to 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.

- **Item 35. Diligent Recruitment of Resource and Adoptive Homes:**
  The resource and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the process for ensuring the diligent recruitment of potential resource and adoptive families who reflect the ethnic and racial diversity of children in the state for whom resource and adoptive homes are needed is occurring statewide.

The Placement and Adoption Resource Bureau (PAR) collaborated with regional placement supervisor, Anthony Beltran, and other agency staff to work on the development of a comprehensive resource parent plan that included recruitment and retention of resource families from the time of inquiry, licensure and first placement. We have hired the new Foster Care Manager who will continue to collaborate with the Adoption Manager within (PARB), Regional Managers (RM), County Office Managers (COM), Placement Workers (PW), Navigators, County Based Recruitment Teams (CBRT) internal support services and external vendors via contracts. This plan did include an objective, goals to achieve the plan, action steps for each goal, responsible persons for each action step and time frame as to when each goal is to be accomplished.

Objective: Expand the number of resource and adoptive parent resources to ensure that each child needing foster care placement has at least two potential placements that reflect their need for the least restrictive and most appropriate environment.

**Goal 1: Ensure FACTS Data is entered timely and accurately.**

_Analyze FACTS data for accuracy and the tools used by the field to assist in FACTS data entry._

The Placement and Adoption Resource Bureau (PAR) in collaboration with PS Research, Assessment, and Data Bureau (RAD) did develop a plan to analyze FACTS data for inaccuracies and areas of improvement as well as the tools the field uses to assist with accurate FACTS data entry. PARB did and will continue to collaborate with the FACTS Support Unit and County
Placement Staff to implement a plan for Placement staff to attend training that will demonstrate how and when data shall be entered into FACTS. PARB will develop a Quality Assurance plan that allows COMs and Placement Supervisors to monitor the timeliness and accuracy of their PWs FACTS data entry.

PARB along with PS Leadership did research the use of WEB-BASED APPLICATION, a foster care software that assists in tracking inquiries, online applications, application approvals, other required paper work and status of licensure, so that placement staff spend more time with families rather than paperwork. PSD has been successful in identifying a dimplementing such system, called BINTI. The department went live to almost the entire state by January 2021.

**Goal 2: License Resource Homes within 120 days**

*Of the non-provisional licenses that were approved-Standard between May 2019-April 2020, 63.6% were licensed in less than 120 days from the date the inquiry was accepted.*

It is the CYFD’s goal to ensure that individuals and/or families that have successfully submitted an application to become a Resource Parent and are licensed within one hundred and twenty (120) days. Those interested in becoming a resource parent are initially tracked in FACTS as an intake. It is during this time frame that the employed and contracted Navigators provide support to prospective resource parents. The 120 days does not start until an application has been submitted, approved and a pending application is created in FACTS.
Goal 3: Increase the Number Licensed Resource Parent Homes

CYFD Placement Staff shall increase the number of Licensed Resource Parent Homes statewide by 15%. Per ROM unit the number of Resource Homes statewide decreased by 11% for FY19.

Each county’s recruitment plan shall be data driven. Targeted recruitment requires a county-based readiness assessment through comprehensive data analysis. The readiness assessment identifies the child’s specific age, gender, race/ethnicity, special needs, and sibling group among some of the characteristics. The readiness assessment also helps to gather needed data regarding current resource family characteristics.

Development of a targeted RR plan assists each county in identifying their current resource home resources and helps to determine which types of families they need to focus recruitment efforts to meet the needs of children in care. A good recruitment plan not only helps identify appropriate providers to children in CYFD custody, but may avoid additional foster care moves and subsequent trauma that is caused by numerous foster care moves.

CYFD’s IT Unit has recently launched in each Region a web based dashboard that extracts data entered into FACTS and helps PSD Workers from RMs, COMs, Placement Supervisors and PWs.
see their current “Providers.” The providers are the current licensed resource parents. The My Providers Dashboard is able to filter which providers are available by worker, team and region.

**Goal 4: Retention of Current Licensed Homes**

Counties will retain 80% of currently licensed homes. Of the Licensed resource parents who were active on 5/31/2019, 64% were still active on April 30, 2020.

The PARBs new Foster Care Program Specialist will work with each Regions CBRT to provide technical assistance, support, and facilitation and monitor each counties retention plan. The PARB’s Foster Care Program Specialist will ensure that each counties RR plan includes strategies that will aim to keep those families already licensed, thus reducing the attrition rate. PARBs Foster Care Program specialist has worked with all staff, COMs, ROMs, etc. to review each and every county within the year of her start date. FCPS has been able to identify trends, positive and negative, among the staff.

CFYFD’s IT Unit has recently launched in each CYFD Region a web based dashboard that that extracts data entered into FACTS and helps PSD Workers from RMs, COMs, Placement Supervisors and PWs see their current “Providers.” The Dashboard is able to filter the available providers by worker, team and region.

**Goal 5: Train CYFD Placement Staff to help support Resource Parents**

The PARB will coordinate and provide training to new and current CYFD Placement Staff regarding their roles and responsibilities as a placement worker; including the policies and procedures they will need to adhere to. PARB has already completed such trainings.

The Placement Training will embrace a “Back to Basics” culture and contain the following training modules:

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<tr>
<th>Placement Workers roles and responsibilities</th>
<th>COM &amp; Placement Supervisor roles and responsibilities</th>
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<tr>
<td>FACTS data entry</td>
<td>Criminal Records Checks</td>
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<td>Guardianship Assistance Program (GAP)</td>
<td>Adoption and Guardianship Subsidy Negotiations</td>
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<td>Eligibility</td>
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<td>ICPC</td>
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<tr>
<td>Partners in Service training internal &amp; external</td>
<td>Licensing Regulations</td>
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These various training topics will be provided to placement staff through individual modules and as needed throughout the year. SAFE training will be conducted by the Consortium for Children under contract utilizing Title IV-E funds.

To recruit and retain resource parents, PSD has updated the resource parent licensing policy standards to reflect model licensing standards. In addition, the department purchased BINTI to streamline the licensing process, communication, and matching for adoption.

PSD has re-focused its efforts on relatives and preserving New Mexico families either through relative foster, guardianship, or relative adoption, including tribal customary adoptions. Specific contracted support will be provided for offices struggling with culture change as the department promotes relatives as caregivers. Contracted services include home studies, shadowing, review, and technical support to office staff and families. Seneca Family Search service will be utilized to find relatives early as well as at any point in the case to achieve permanency.

CYFD training department will continue to revamp RAFT resource parent training for 2021 to provide quality training online, in class, and individually through family-based training to meet staff needs. This will include the initial training as well as ongoing training, services support, and peer support. The department will provide additional training opportunities for staff. With COVID-19 pandemic and the health concerns in person training has been put on hold, and webinar trainings are being developed.

Additionally, the CYFD Workforce Development Bureau (WDB) is building a new pre-service training. The training is focused on recruitment information and the core competencies needed for new Resource Parents. The training will be hybrid with options for some modules to be done online or in-person.

PSD is increasing the amount of ongoing training for Resource Parents. The individualized training plans completed by Resource Parents are assessed to see the training needs and interests that have been listed and training is offered based on those listed. WDB has shifted its structure to have a unit specialized for Resource Parent training. The three-person unit works to provide regionally-based training. PSD has also increased training for Placement caseworkers. One of the key trainings is shifting our model to the Quality Parenting Initiative (QPI).

We have decided not to hire a kinship program manager, but rather hire an additional navigator - the two navigators will be supervised under the Adoptions and Kinship supervisor, Nicholas Njua. Currently, we have filled both kinship Navigator positions. The Kinship Navigators has been working with CYFD field offices in giving them training and holding targeted staffings to address every single child in custody with a stagnant permanency plan or had been in custody for an extended amount of time. An RFP was completed for Kinship. We awarded contracts FY 21 for legal services and contracted with SWFG to provide services in three pilot counties (Bernalillo,
Rio Arriba and Dona Ana). SWFG would serve as a “Hub” in those communities (Tuscon Model) to provide multiple services to relative and kinship families in and out of CYFD custody. An RFP for FY21 will be awarded for legal services. Contract will be maintained with SWFG and the goal is to expand services/“Hubs” statewide.

PSD has implemented targeted recruitment plans in every county for resource and adoptive families. The PARB continues to provide training and technical assistance to all counties when requested, as they develop and implement their targeted recruitment and retention plans. 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. PARB provides technical assistance for support, guidance, observation and examples of measurable plans. PARB will provide ongoing feedback on the targeted plans as necessary.

PSD continues to support prospective resource and adoptive families through the Regional Resource Family Navigator Program. PSD currently has eight internal Navigators located throughout the state that guides families through the licensing process with the primary goal of providing a support system to prospective resource and adoptive families that will assist them in navigating the child welfare system. Internal navigators are responsible for the facilitation of the various county recruitment and retention plans for their Region. 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. PSD is ending contractual services with navigators as data did not demonstrate a significant increase in resource parent licensure through these contracts. PSD internal navigators and placement workers will continue to support families.

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

PSD is committed to continuously improving the process of licensing, recruitment and retention of resource and adoptive parents. In order to understand some of the key entry and barrier points for resource parents, stakeholder interviews are conducted to engage the voices of those families. Some of the feedback is detailed below: This will continue with the new Foster Care Child Placement Agent (CPA) for internal review of foster licensure, and stakeholder’s feedback.

Fiesta which is contracted through All Faiths has been a great resource for resource/adoptive parents, some have indicated they would not “have made it the first year without Fiesta (Family Activities, Information, Education, Support, and Training).” FIESTA was developed by a group of adoption professionals to support adoptive parents. Fiesta provides services to any adoptive family, including biological children with adopted siblings. Fiesta addresses issues such as grief and loss, difficult behavior, race and culture, and mental health. Fiesta works with our internal Heart Gallery which also works on recruitment and trainings for families. Recently we have
expanded this contract and diverted more money for this program to expand its service in providing for post adoption and guardianship support.

Working with Biological parents: Training has been given through a webinar in May of 2020 to Resource and Adoptive parents who registered to reinforce how important it is to work with biological parents/kinship. Training was also given to Placement and Permanency regarding the kinship process and how to work with resource parents and to learn how important it is for children being able to maintain with kin. Case workers need to understand that foster/adopted children will see other children in the resource/adoptive family, and should also see their biological siblings in other homes. It sometimes happens that relatives appear after years, and express interest in their relative child. Encouraging relative connections does not mean they have to live with them. Case workers should communicate with relatives about the status of their relatives in care.
3. **Update to the Plan for Enacting the State’s Vision & Progress Made to Improve Outcomes**

**Plan for Enacting the State’s Vision**

The primary goal of the Child and Family Services Plan (CFSP) is to ensure the safety and wellbeing of all children and youth who come to the attention of the Children, Youth and Families Department (CYFD). If a child or youth is brought into custody to ensure safety, it the primary responsibility of CYFD to work an individualized case plan that will work toward safely returning children home to their parents, or work toward a permanency plan that will not create more time spent in the foster care system and create safe living situations that will not be detrimental to the child or youth’s safety, development, and overall wellbeing.

The goals developed in the 2020-2024 Child and Family Service Plan have changed since the COVID 19 pandemic and the national public health emergency. For the last year and half, CYFD staff and case workers worked from home and had to adjust to remote visitation and hearings using video conferencing platforms like Zoom. Overall, CYFD adjusted well and continued to serve children, youth, and their families, as well as resource and adoptive parents. Due to the pandemic, there have been some hurdles such as a decrease in state funding and loss of workforce due to staff turnover and a short-term hiring freeze for non-direct service positions.

CYFD continues to align work with the agency’s strategic plan with focus on implementing task outlined in the Kevin S. settlement agreement. CYFD’s strategic plan is grouped into four “pillars” of work to increase more appropriate placements for children and youth, increase prevention efforts, optimize use of data, increase accountability, and maximize the use of federal funding. The last pillar is to develop and stabilize a workforce to carry out the mission and goals of CYFD.

**CYFD Strategic Pillars**

<table>
<thead>
<tr>
<th>More Appropriate Placements</th>
<th>Prevention</th>
<th>Optimization</th>
<th>Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Congregate Care</td>
<td>Institutionalization</td>
<td>Data</td>
<td>Vacancy Rates</td>
</tr>
<tr>
<td>Increase Kinship Care</td>
<td>Homelessness</td>
<td>Accountability</td>
<td>Increased training/support</td>
</tr>
<tr>
<td>Increase Community Based Mental Health Services</td>
<td>Trauma</td>
<td>Funding</td>
<td>Workforce Development</td>
</tr>
<tr>
<td>Special Protocols for Vulnerable Populations</td>
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</tr>
</tbody>
</table>
### CYFD Key Data Measures to Support Improvement

<table>
<thead>
<tr>
<th>Measure</th>
<th>CY 2017</th>
<th>CY 2018</th>
<th>CY 2019</th>
<th>CY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reduce Congregate Care:</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Percent of children placed in congregate care settings (point-in-time)</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>31-Dec-2018</td>
<td>8.2%</td>
<td>7.3%</td>
<td>6.9%</td>
<td>7.6%</td>
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<tr>
<td>31-Dec-2019</td>
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<tr>
<td>31-Dec-2020</td>
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<tr>
<td>31-May-2021</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Keep Children In-State:</strong></td>
<td>60</td>
<td>54</td>
<td>35</td>
<td>22</td>
</tr>
<tr>
<td>Number of children placed in congregate care settings in another state (point-in-time)</td>
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<td></td>
<td></td>
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<tr>
<td>31-Dec-2018</td>
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<tr>
<td>31-Dec-2019</td>
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<td>31-Dec-2020</td>
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<tr>
<td>31-May-2021</td>
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<td></td>
</tr>
<tr>
<td><strong>Increase Kinship Care:</strong></td>
<td>26.2%</td>
<td>33.5%</td>
<td>39.5%</td>
<td>41.6%</td>
</tr>
<tr>
<td>Percent of children in family settings who are placed with kin (point-in-time)</td>
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<tr>
<td>31-Dec-2018</td>
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<td>31-Dec-2019</td>
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<tr>
<td>31-Dec-2020</td>
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<tr>
<td>31-May-2021</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Prevention:</strong></td>
<td>3.3</td>
<td>2.8</td>
<td>2.2</td>
<td>1.9</td>
</tr>
<tr>
<td>Rate of entry into foster care per 1,000 children in the population (rolling 12-month period ending)</td>
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<td>31-Dec-2018</td>
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<td>31-Dec-2020</td>
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<td>31-May-2021</td>
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</tr>
<tr>
<td><strong>Placement Stability:</strong></td>
<td>7.57</td>
<td>7.03</td>
<td>4.85</td>
<td>5.34</td>
</tr>
<tr>
<td>Rate of placement moves per 1,000 days of foster care for children entering foster care in a 12-month period (rolling 12-month period ending)</td>
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<td>31-Dec-2018</td>
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<td>31-Dec-2019</td>
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<td>31-May-2021</td>
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<tr>
<td><strong>Institutionalization:</strong></td>
<td>21/95.6</td>
<td>35/105.2</td>
<td>18/85.7</td>
<td>14/49.4</td>
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<tr>
<td>Median/Mean length of stay (days) in residential treatment, by year of entry into placement*</td>
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<tr>
<td>31-Dec-2018</td>
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<td>31-Dec-2019</td>
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<td>31-Dec-2020</td>
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<tr>
<td>31-May-2021</td>
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<tr>
<td><strong>Staff Retention:</strong></td>
<td>26.3%</td>
<td>39.7%</td>
<td>29.9%</td>
<td>23.2%</td>
</tr>
<tr>
<td>Turnover rate for Protective Services field workers (rolling 12-month period ending)</td>
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<tr>
<td>30-Jun-2018</td>
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<tr>
<td>30-Jun-2019</td>
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<tr>
<td>30-Jun-2020</td>
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<tr>
<td>31-Mar-2021</td>
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</table>

*Mean excludes children and youth who remain in residential treatment as of 6/24/21*
The use of congregate care is an area of particular concern to CYFD. Children placed in congregate care are, at least temporarily, denied a normal childhood and connections to family and community. Congregate care placements tend to delay permanency for children of all ages. In spring of 2021, the agency convened a work group to look at this issue more closely and develop strategies for reducing congregate care placements overall and, in cases where residential treatment is determined a medical necessity, reduce the length of time spent in these types of placements, with a particular focus on children under age 14. The work group has begun to develop strategies to better meet the needs of this population within family settings instead. These strategies are data-informed and include more frequent clinical staffings among the child’s team to ensure that congregate care, when used, is short-term and in the best interest of the child. The team is working with its partners at the state’s Human Services Department to increase capacity of Treatment Foster Care agencies to place CYFD clients as an alternative or step-down to residential treatment.

CYFD entered into a settlement agreement because of the KEVIN S., et al. v. BLALOCK, et al., Case No. 1:18-cv-00896, filed in the United States District Court for the District of New Mexico. The purpose of this Agreement is to set forth a plan and process for CYFD and the New Mexico Human Services Department to improve the current system of care so that it is trauma-responsive to the children and youth served by CYFD. The agreement outlines a set of implantation targets and target outcomes regarding:
1. A comprehensive trauma responsive system of care;
2. Creating least restrictive and appropriate placements;
3. More consistent implementation of, and compliance with, the Indian Child Welfare Act; and
4. An expanded array of behavioral health services.

The 2020-2024 CFSP goals were re-evaluated to align with the work currently focused on within CYFD. The following goals are intended to improve and sustain progress toward safety, permanency, and wellbeing for children and youth involved with CYFD.

CYFD will draw on the resources detailed throughout this document to effectively and efficiently execute the goals and strategies outlined below and will report out progress for the remainder of the 2020-2024 Child and Family Service Plan reporting period.

### Goal 1: Provide More Appropriate Placements and Increase Placement Stability
#### Strategy 1: Reduce Congregate Care Placements and Non-Family Foster Home Settings

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1: Increase number of Family Resource Homes</td>
<td>The overall goal is for children to live with their family. The target is at least 48% of children/youth in PS custody, placed in a family setting, will live in licensed homes with their relatives or kin. Some tribes define kin differently to include individuals outside of the five degrees of sanguinity. In placement decisions and in calculating this</td>
</tr>
</tbody>
</table>
data, CYFD will follow the tribal definition of kin when this becomes an issue.

Specific steps that will be or have been taken:

1. Provide ongoing training to frontline staff on importance of relative connections.
   a. New employee training and ongoing drop in trainings and coaching for staff have been developed, delivered, and will continue into future.

2. Creation of Kinship Unit to support system and non-system involved families and field staff.

3. Use ROM and FACTS data to track kinship placements on a statewide, regional, county and unit level.

4. Use Family Finding searches for all children in care for kinship placement and/or connections (Completed)

5. “Kincare Firstcare”: Enforce procedure to strongly encourage relative placement as first placement, and if not possible that ongoing staffing occur at regular intervals (Target: June 2021)
   a. Release of Program Instruction Guidelines on June 16, 2021 requiring COM approval if a youth is not placed with kin.

6. Work with tribal communities and rural areas to develop tools for kinship care.

7. Develop media campaign to ensure community is aware of relative connections and prioritization (Target: December 30, 2021)
   a. In process of procuring contracted providers to support a targeted recruitment media and messaging plan to align with retention efforts as well as targeted goals for families that are culturally reflective as well as kinship care.

6. Train community providers in completing the Initial Relative Assessment- (Target: October 31, 2021)
   a. Contract agreement with TFC agency to pilot Kincare TFC licensing and placements so that relatives can be licensed and receive TFC level supports.
   b. Provide additional supports for kinship caregivers.
c. Procurement for contracted community-based providers  
d. Community based support services and legal services contracts for kinship families (executed July 1, 2020 with Southwest Family Guidance Center, Pegasus, DNA, Legal Aid of New Mexico)  

7. Provide availability to remotely verify background and safety checks. (Target: December 30, 2021)  
a. Currently, Law Enforcement agencies must be involved at the initial removal of a child to run initial background checks for PS staff for an initial placement with a relative, field PS staff do not have the ability to run NCIC or State/Local criminal checks. CYFD CRC unit completes fingerprint based Federal NCIC within 48 hours of placement.  
b. Develop procedures with CYFD Criminal Records Checks, NM Department of Public Safety and Federal Bureau of Investigations to expand ability of after hours and/or immediate background checks for staff will help to ensure safety without law enforcement being on site and provide additional information to support safety decisions regarding placement of the child.  

Require Genograms to be completed for all investigations and uploaded in the case record.  

<table>
<thead>
<tr>
<th>Activity 2: Reduce number of out of state RTC placements</th>
<th>PSD recently revised procedure to require an internal review to include Community Behavioral Health Clinician and Cabinet Secretary approval before placing children or youth in out of state RTC settings.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 3: Use of Family Centered Meeting to Prevent Placement Disruption</td>
<td>PSD has begun the use of Family Centered Meetings to help reduce the likelihood of placement disruption. The Family Centered Meeting serves as an opportunity for all parties to meet and work through issues that may make the placement unstable. Additionally, PSD is looking to move Family Centered Meetings to an Individualized Planning Meeting (IPM) as part of the Kevin S. settlement agreement.</td>
</tr>
<tr>
<td>Activity 4: Increase number of both relative and non-relative Treatment Foster Care Placements.</td>
<td>The Placement and Adoption Resource (PAR) Bureau is working with the Bair Foundation, a treatment foster care agency, and CYFD Licensing and Certification Authority to build a workforce by providing waivers for staffing standards. New Mexico Treatment Foster Care Licensing standards currently require that each</td>
</tr>
</tbody>
</table>
treatment coordinator can only carry a certain number of cases; the goal is to have more beds available than treatment coordinators and assist relatives and fictive kin in becoming treatment foster care providers.

PSD is planning to train community providers in completing the Initial Relative Assessment by October 31, 2021.

PSD is working on a contract agreement with TFC agency to pilot Kincare TFC licensing and placements so that relatives can be licensed and receive TFC level supports.

### Strategy 2: Increase Placements with Relatives and Fictive Kin

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1: Revise Licensing Policy and Procedure to assist relative and fictive kin in becoming approved and licensed placement for children and youth in custody.</td>
<td>A workgroup formed in October 2020 that included input from Tribes in Pueblos to provide recommendations to easing the process for licensing relatives and fictive kin. Recommendations are being incorporated into PSD Licensing Policy and Procedures.</td>
</tr>
<tr>
<td>Activity 2: Increase number of kinship guardianship placements and support through kinship guardianship subsidies.</td>
<td>PSD has hired a Kinship Supervisor and two Kinship Specialists to assist field staff in increasing the number of kinship guardianships for relatives and fictive kin.</td>
</tr>
<tr>
<td>Activity 3: Use family finding to identify relative and fictive kin (Seneca)</td>
<td>PSD continues to use Seneca Family Finding Services to identify relatives. Currently we are performing approximately 200 searches per month. PSD has seen a slight increase in initial relative placements.</td>
</tr>
<tr>
<td>Activity 4: Use of kinship navigator program to support relative caretakers</td>
<td>Relative Success Centers were first piloted in 2019 in Bernalillo, Dona Ana and Rio Arriba counties. During the pandemic, telehealth services allowed for the expansion of services statewide. The goal of the program is to increase stability in the family setting, allow children to remain connected to family and culture and reduce the long-term effects of childhood trauma.</td>
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### Strategy 3: Increase Community Based Mental Health Services to Support Children and Youth in Foster Care

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Activity 1: Launch Youth Support Services (YSS) to Support Youth Ages 12-26.</td>
<td>YSS is a behavioral health prevention effort-building resilience for youth 12-26 years of age. Youth Support Services is a life skill coaching model where the life skills coach provides life skills to youth involved with Protective Services, Juvenile Justice, and youth at risk in the community. YSS is designed to support youth who are at risk of substance or alcohol use. YSS is currently available in Taos, Farmington, Albuquerque, and in Hobbs. YSS has served 245 youth from 7/1/2020 - 4/30/2021.</td>
</tr>
</tbody>
</table>
YSS has undergone an evaluation process since 2016, first under the auspices of Apex Education, and then through the University of New Mexico’s Community Behavioral Health department. This evaluation has determined that it is highly effective in substance use reduction and overall improvement of quality of life for transition age youth. CYFD has made the decision to propose that YSS become a Medicaid reimbursable service. A formal proposal has been submitted to Medicaid as of spring 2021.

<table>
<thead>
<tr>
<th>Activity 2: Provide Intensive Care Coordination Using High Fidelity Wrap Around</th>
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<tbody>
<tr>
<td>Wraparound is an intensive holistic method of engaging with individuals with complex need so they can remain in their homes and communities. NM High Fidelity Wraparound is in 9 counties Guidance Center (Lea County), Mental Health Resources (Roosevelt County), New Day (Bernalillo County), All Faiths (Bernalillo and Valencia), Desert View (San Juan County and McKinley) La Casa (Chavez County), UNM Behavioral Health (Sandoval County). As of the end of Q3 of the current fiscal year, 650 children/youth have been enrolled in Wraparound. Outcomes include reduced costs of care for community-based care versus out of home placements and less out of state placements; access to more community-based services, improved school attendance and performance; increased behavioral and emotional strengths; improved clinical and functional outcomes; reduced suicide attempts; and decreased contacts with Law Enforcement.</td>
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<thead>
<tr>
<th>Activity 3: Launch Infant Mental Health (IMH) Child-Parent Psychotherapy (CPP).</th>
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</table>
| IMH CCP provides clinical support to infants and their caregivers to restore and repair their relationship. IMH CPP provides CPP therapeutic services for infants and young children, ages 0 to 5, who experienced trauma, are experiencing attachment or behavioral problems. CPP targets the caregiver-infant relationship as the vehicle for restoring and protecting the infant’s or young child’s mental health. IMH CPP Providers prioritize referrals from CYFD’s Protective Services that include infants/young children and their families who are receiving In-Home Services or who have had an unsubstantiated investigation due to allegations of maltreatment.  

- **BHS IMH CPP** provides the following services for Protective Services Division:  
  - **IMH CPP Team**: CPP therapeutic services provided to infants in the custody of CYFD Protective Services in order to work towards...
restoring and repairing the caregiver-infant relationship.

- **Foster Parent Program**: Non-therapeutic services offered to infants and their foster parents in order to address developmental needs and concerns by providing developmental guidance and support to foster parents to decrease the risk of multiple placements.

- **Parent-Infant Psychotherapy (PIP)**: PIP services are provided to any infant and their parent who identifies a need for support in the caregiver-infant relationship.

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### Goal 2: Increase Prevention Services to Decrease Entry into Foster Care

#### Strategy 1: Build an Array of Prevention Programs within CYFD

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>Activity 1: Implement Differential Response (FORCE)</td>
<td>This first track of New Mexico’s DR model was piloted in January 2021 in the following four counties: McKinley, Rio Arriba, Sandoval, and Valencia.</td>
</tr>
<tr>
<td>Activity 2: Increase awareness CARA Navigator program and Plans of Care to assist in creating better outcomes for substance exposed infants and their mothers or caretakers.</td>
<td>All birthing hospitals have been trained as well as other community providers. A CARA webpage was created to provide information on the CARA program as well.</td>
</tr>
<tr>
<td>Activity 3: Implement New In-Home Services Program</td>
<td>PSD will be launching a pilot of the model, Family Connections July 1st, 2021 with a statewide roll out in March 2022. Training will be provided to pilot counties through July 2021.</td>
</tr>
<tr>
<td>Activity 4: Begin work on Title IV-E Prevention Plan</td>
<td>PSD has begun collaboration with Children’s Behavioral Health Services and Early Childhood Education Department in creating a task force to include key child welfare stakeholders in the development of CYFD five-year Title IV-E prevention plan.</td>
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</tbody>
</table>

#### Strategy 2: Create a System That is Trauma Responsive to the Needs of Children and Youth.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>Activity 1: Use of CANS and CATS to assess initial and on-going need of children and youth.</td>
<td>CYFD is working with the PRAED Foundation to implement the Child and Adolescent Needs and Strength assessment and the Crisis Assessment Tool (CAT). The CANS is a multi-purpose tool developed for children’s services to support decision making, including level of care</td>
</tr>
</tbody>
</table>
and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services.

The CAT, originally known as the Childhood Severity of Psychiatric Illness (CSPI), is a decision support and communication tool to allow for the rapid and consistent communication of the needs of children experiencing a crisis that threatens their safety or well-being or the safety of the community. It is intended to be completed by the individuals who are directly involved with the youth. The form serves as both a decision support tool and as documentation of the identified needs of the child served along with the decisions made with regard to treatment and placement at the time of the crisis. There are five key characteristics of the CAT that should be considered when completing the rating.

| Activity 2: Provide trauma responsive coaching and training to CYFD staff. | CYFD will work on developing trauma responsive and training for CYFD staff over the course of the next fiscal year. |
| Activity 3: Implement the use of Individual Planning Meetings to ensure children and youth have all needs addressed. | An Individualized Planning meeting (IPM) is a collaborative process used to support children and families involved with CYFD. IPMs include systems and stakeholders who support children and families. The collaborative process results in a team where the family is an equal partner. The team has the function of identifying needs and developing an individualized plan. The plan is unique to the family, seeks to unify the team under a vision or qualitative outcome, and has value to the family. IPP plan is centered on addressing the underlying needs while addressing the concrete needs of the systems involved. These needs are addressed through the development of strategies, agreed to by families, and tasked to team members to assist in carrying them out. Finally, benchmarks are attached to the identified needs to measure outcomes. |
| Activity 4: CYFD and HSD will create Quality Assurance and Evaluation Plan to measure trauma responsiveness. | CYFD and HSD have begun working together to create data matrices that will support the trauma responsive practice model. |

**Strategy 3: Reduce Youth Homelessness**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>Activity 1: Create an Office of Youth Homelessness and Transition Aged Youth by January 2020 to conduct a comprehensive analysis of youth homelessness, including risk and response.</td>
<td>CYFD, in partnership with Annie E. Casey Foundation and other community-based partners have begun to build a comprehensive youth and young adult housing array that better meets the need of youth in New Mexico. This includes expansion of both transitional and permanent</td>
</tr>
</tbody>
</table>
housing opportunities for youth across New Mexico. In 2020-2021 CYFD has expanded transitional living programs from 20 to 60 slots, supportive housing vouchers, and access to FYI and FUP vouchers across the state. A comprehensive report will be available in late summer 2021, to include analysis of a youth homelessness scan. CYFD partnered with the City of Albuquerque, Bernalillo County, Pacific Institute of Research and Evaluation (PIRE) University of New Mexico Office for Community Health, and University of California San Diego Children and Adolescent Services Research Center.

<table>
<thead>
<tr>
<th>Activity 2: Office of Youth Homelessness and Transition Aged Youth will develop a set of recommendations by July 2020 for reducing youth homelessness among 18–25-year-olds with previous out-of-home placement</th>
<th>In 2020, CYFD implemented Extended Foster care (EFC) in New Mexico with support of changes in statute in 2019, including tribal youth. EFC, also known as Fostering Connections, requires that youth that opt into the program between 18-21 years old will be provided with guaranteed housing opportunities to prevent homelessness. CYFD has established both state and federal funding sources to support current housing, and expansion of housing options.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 3: Implement a screening tool for older youth to better identify and improve service delivery to survivors of child sex trafficking statewide by fall of 2020.</td>
<td>New Mexico has implemented the CSE-IT tool across the state to includes trained staff to implement and utilize the CSE-IT tool in the Protective Services, Behavioral Health and Juvenile Justice divisions. Additional staff training will be offered regularly to ensure expansion of use of the CSE-IT tool.</td>
</tr>
<tr>
<td>Activity 4: Analyze and create protocols and policies across the agency to better support and ensure the safety of LGBTQ youth to be implemented by December 2020</td>
<td>In April 2021 new policies were promulgated, including policies that prevent discrimination of LGBTQ youth. Training partnerships have been developed with the Transgender Resource Center of New Mexico to support staff and community-based partners to provide better services and ensure safety of LGBTQ youth across the State.</td>
</tr>
<tr>
<td>Activity 5: Implement extended foster care in a youth-centered, trauma-responsive way to intentionally leverage its opportunity to reduce youth homelessness among vulnerable populations as appropriate with a participation rate of at least 75% of all eligible youth by July 2021</td>
<td>In July 2020, the Extended Foster Care program was officially launched in New Mexico. As of June 2021, the participation rate of youth turning 18 years old is over 90% in the first year, with a consistent average of over 90% of youth stably housed. CYFD has successfully implemented a youth engagement model that focuses on a coaching approach and authentic youth engagement, developed in partnership with Annie E. Casey Foundation, Case Commons and youth input.</td>
</tr>
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</table>
Goal 3: Increase Optimization of Funding and Accountability

**Strategy 1:** Create an Office of Children’s Right to act as an internal advocacy office to ensure that the civil rights of children in CYFD’s care are being appropriately protected

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Activity 1: Promote Youth Grievance Process</td>
<td>Promotional plan developed in 2020-21 and currently underway. Outreach to resource families, treatment foster care providers, congregate care providers and youth. The Youth Bill of Rights and information regarding the grievance process will be provided. Information will also be provided in a real time ongoing basis; including but not limited to during Case Planning Meeting to all youth 14 years old, posting bill of rights at offices and placement settings.</td>
</tr>
<tr>
<td>Activity 2: Develop internal procedures and amend the New Mexico Administrative Code to include the Youth Grievance procedure</td>
<td>The CYFD Office of Children’s Rights launched in January of 2021 as part of the Governor Michelle Lujan-Grisham’s vision for better serving New Mexico’s children and families. Beginning in 2020 and into the winter and spring of 2021 extensive changes were made to CYFD’s internal procedures and protocols to create a “Youth Grievance” process. Internal procedures were completed in April and in May of 2021 New Mexico Administrative Code (NMAC) was amended to include a reference to the Office of Children’s Rights “Youth Grievance Procedure”.</td>
</tr>
<tr>
<td>Activity 3: Develop Civil Rights Training including APDT Disability Certification Program that is accessible to all CYFD staff</td>
<td>Reviewing and updating existing civil rights training is underway. In the fall of 2020, the first CYFD Disability Awareness Training was developed for staff. Building off this training other disability trainings are under development in collaboration with Disability Rights New Mexico and an array of government and non-government subject matter experts and advocates including but not limited to the New Mexico Developmental Planning Counsel, Commission for the Deaf and Hard of Hearing, Parents Reaching Out, special education experts, behavioral health experts and social service experts.</td>
</tr>
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**Strategy 2:** Create Grievance processes that address needs of parents, resource families, and children and youth.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Activity 1: Create a resource family grievance process and incorporate into policy and procedure by June 30, 2022.</td>
<td>A Program Instruction Guideline was sent out to field staff regarding resource family grievance process on December 28, 2020. If a Resource Family feels at any point during their licensure, they had their “Resource Family Bill of Rights” violated, or feel retaliated against, they reserve the right to file a grievance with CYFD and have it reviewed in a timely manner. Quarterly meetings between the OIG, Constituent Affairs and CYFD PSD will take place to discuss</td>
</tr>
<tr>
<td>Activity 2: Create a parent grievance process and incorporate into policy and procedure by June 30, 2022.</td>
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<tr>
<td>CYFD is working with community providers and parent advocacy groups to develop a parent grievance process.</td>
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<table>
<thead>
<tr>
<th>Activity 3: Create a youth grievance process and incorporate into policy and procedure by June 30, 2022.</th>
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</thead>
<tbody>
<tr>
<td>The youth grievance policy and procedure were updated in December 2020 to include training sessions for staff and youth, a promotion plan and easy access through phone, e-mail and text for youth to file a grievance.</td>
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**Strategy 3: Create a Culturally Responsive System to Support Native American Children in Custody and Ensure Safe and Stable Placement Compliant with ICWA**

<table>
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<tbody>
<tr>
<td>This a new strategy/activity included as part of Kevin S settlement.</td>
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<table>
<thead>
<tr>
<th>Activity 2: Increase Number of Native Resource Families for Native Americans in Foster Care.</th>
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<tbody>
<tr>
<td>This a new strategy/activity included as part of Kevin S settlement.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 3: Increase Number of Joint Power Agreements with Tribes and Pueblos to Create Improved Access to Funding and Resources.</th>
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<tbody>
<tr>
<td>This a new strategy/activity included as part of Kevin S settlement.</td>
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<tr>
<th>Activity 4: Promote Traditional Interventions, Services, and Culturally Responsive Treatments for Native American Children in Foster Care.</th>
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<tbody>
<tr>
<td>This a new strategy/activity included as part of Kevin S settlement.</td>
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**Strategy 4: Optimize Federal Funding Streams**

<table>
<thead>
<tr>
<th>Activity 1: Increase IV-E claiming for new and IV-E approved programs.</th>
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<tbody>
<tr>
<td>CYFD has worked diligently between divisions to maximize Title IV-E claiming, including updates made to the Title IV-E stat plan to include claiming for Extended Foster Care. With the implementation of EFC, additional claiming for care and support and administrative costs will support young adults 18-21 years old with housing and program supports to allow for further expansion of services.</td>
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<thead>
<tr>
<th>Activity 2: Work toward increase Medicaid Administrative Claiming (MAC).</th>
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<tr>
<td>CYFD has begun implementing MAC claiming in sections of Juvenile Justice and Behavioral Health divisions in 2021 with approximately 244 staff identified in claiming process.</td>
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**Goal 4: Increase Staffing and Improve Workforce Development**

**Strategy 1 Decrease Vacancy Rate and Increase Retention of Staff**

<table>
<thead>
<tr>
<th>Activity 1: Implement a Supervisory Practice Framework at CYFD.</th>
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<tbody>
<tr>
<td>CYFD implemented the Supervisory Practice Framework in January 2021 in Protective Services with the Annie E. Casey</td>
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</table>
Strategy 2: Increase Training Opportunities and Supports

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>Activity 1: Develop the Professional Capacity of the Training and Coaching Delivery Teams at CYFD.</td>
<td>CYFD Office of Performance and Accountability (OPA) was created in 2020 to provide training, coaching, and quality assurance for the Agency. Within the OPA, the Workforce Development Bureau (WDB) is responsible for the creation, deliver, and hosting of training for staff and includes the following units: Training, Regional Based Coaching, and Building, Transition and Evaluation.</td>
</tr>
<tr>
<td>Activity 2: Provide additional training and support in virtual environments.</td>
<td>During the pandemic, CYFD was able to shift training opportunities to virtual environments utilizing Cornerstone training software and Zoom based trainings regularly. Drop-in training sessions are offered weekly by trainers and coaches to CYFD staff.</td>
</tr>
<tr>
<td>Activity 3: Develop Regional Based Coaching Unit and procedures for post initial training and ongoing coaching for PS staff.</td>
<td>Regional based coaching has been developed using the Association for Talent Development Comprehensive Coaching Competencies. All staff will be required at minimum two coaching sessions post initial training and ongoing as needed by self-referral or supervisory referral. Coaching work falls into five categories: coaching, system development, team building, community liaison, training, and culture shift.</td>
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Strategy 3: Workforce Development

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress</th>
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<tbody>
<tr>
<td>Activity 1: Create a cross departmental Trauma-Responsive Training and Coaching Plan and process for CYFD staff and HSD staff.</td>
<td>CYFD has created a phased plan over the next three years to fully integrate Trauma-Responsive training to CYFD, HSD and MCO staff.</td>
</tr>
<tr>
<td>Activity 2: Re-implement educational leave.</td>
<td>CYFD is offering educational leave for employees working towards advanced social work degrees.</td>
</tr>
</tbody>
</table>

_five year training plan strategies in support of 2020 - 2024 goals and objectives_

Goal 1: Improve placement stability for children in PSD custody.

The goal of improving placement stability is met with strategies across the Workforce Development Bureau (WDB). The New Employee Training (NET) has multiple modules that
contribute to Caseworkers understanding the impact that placement changes have on children and permanency. The modules build knowledge of what research tells us prevents placement changes. Within the NET modules, training matches this understanding with skills building Caseworkers can use it to: improve caseload management which results in improved case staffing between Caseworkers and Supervisors; improve engagement with families and Resource Parents, building trust and rapport, and increasing partnership between Resource Parents and bio-families; cultural humility practice of self-regulation and recognizing bias to increase placing in culturally matched homes and relative placements; create bio-psycho-social-spiritual assessments and genograms to respond in more trauma responsive ways, understand the child and families experiences, strengths and supports; use emotional intelligence to increase open conversation with families and Resource Parents and recognize areas of concern and respond before it becomes a placement disruption. Additional training beyond NET for employees work to continuously build knowledge and skills to improve placement stability.

Employees also can work with a Regional-Based Coach to build their skills and practice in child welfare best practices. Coaches lead employees, who self-refer or are referred by a supervisor to set goals to improve skills. One of the key areas of the coaching model is building fidelity to the models PSD uses; the Coaches support employees to continuously build skills to implement in role specific ways.

The WDB is working to increase the professional development opportunities with a focus on trauma responsive approaches. We will be working with Dr. Bobbi Beale of Case Western Reserve University to build comprehensive training on trauma responsive approaches. The training will be set modules and will integrate trauma responsive approaches into all other training and have guides for implementation to the practice profiles for each role. We are working with the Center for States on the development of these practice profiles and plan to launch in October 2021.

Additionally, we are working to build comprehensive training on the Indian Child Welfare Act and strategies for working with an ICWA eligible child. We will be working with the National Indian Child Welfare Association (NICWA) to build this curriculum in collaboration with our local Tribes and Pueblos. The trainings will include opportunities for the tribal social service partners to host and lead the trainings within their region.

**Goal 2: Decrease repeat maltreatment.**

PSD utilizes as the core practice model Safety Organized Practice (SOP) and the Structured Decision Making (SDM) tool. The models and tool increase a Caseworkers ability to appropriately assessing child safety. We utilize multiple other models to train Caseworkers that build their skills in recognizing abuse, identifying strengths, and appropriately referring to resources needed. Running through all the models is a trauma responsive approach and a focus on recognizing own bias. Caseworkers are trained and coached to assess with a lens that focuses solely on the dangers present and not make decisions that are clouded by misunderstandings and judgment.
In the next two years, PSD is bringing in additional training to build up the skills of Caseworkers in teaming. These trainings are focused on better relationship building and decision makers that includes Resource Parents, engages with families, provides a wholistic assessment and surrounds the child and family with services and support, while giving them a strong voice in the decision-making process.

In the coming years, WDB is shifting to include in their offering experiential labs. The NET has always used experiential learning, giving new employees the ability to practice skills. We understand that this should be an ongoing opportunity. WDB is building labs that employees can “drop-in” and practice with coaching. We believe this will build confidence in our Caseworkers in using the skills they gain through training and be better positioned in their work to prevent maltreatment.

PSD is working to recreate the pre-service training for Resource Parents. A workgroup of internal staff, Resource Parents, and consultants is collaboratively building the training. This training starts as a recruitment tool, with community-based training and advertising to be transparent from the first contact on the role of Resource Parents to partner with families. The training will be in alignment with the Quality Parenting Initiative model that we are introducing. Resource Parents using this lens for their role are a tool in repeat maltreatment.

**Goal 3: Prevent Child Fatalities and Child Trauma.**

The greatest thing our Caseworkers can bring with them to the job is an inquisitive spirit, one to truly understand the families they are assigned. The training helps to build this in our Caseworkers, to always go beyond just asking the question and being more curious about what is impacting the family. Employees build this spirit up in NET trainings modules like emotional intelligence, engagement, motivational interviewing, and cultural humility. They are further encouraged in this as they work with Coaches. The Coaches offer group coaching, peer learning network (PLN) groups and individual coaching that encourages the Caseworker to be self-reflective and focused on improving their practice.

In the next two years, we will be developing with a local expert, who has been nationally recognized an advanced training on bio-psycho-social-spiritual assessment. This advanced training will provide our Caseworkers skills in using an inquisitive spirit to gather deeper information, understand family dynamics, identify strengths, and supports, and determine referral needs with specificity. This assessment training will complement the training of all employees to use the Child and Adolescent Needs and Strengths (CANS) as an ongoing tool with our children and youth.

**Goal 4: Improve the performance of Statewide Central Intake (SCI).**

As WDB builds the centralized training plan it includes role specific skills for implementation into the job. Building this specific to the work of roles in SCI will improve their understanding of
training as it applies to their work. We have started with providing training on engagement specific when using phone or text. We have increased the ancillary training that SCI receives on issues that may come in over the phone, such as the Question, Persuade, Refer (QPR) suicide prevention tool.

**Goal 5: Transition CYFD to data driven decision making and adopt validated tools.**

WDB has collaborated with the Research, Assessment and Data (RAD) Bureau to offer training on ways to access data using our in-place systems to track progress through data and recognize trends.

Utilizing data to drive decisions is a key section within the new Supervisory Practice Framework training that was rolled out to all supervisors in February 2021.

**Goal 6: Increase the availability of appropriate placements.**

A new position was recently added to the Workforce Development Bureau, the Resource Parent Recruitment and Retention Coach. The purpose of the position is to guide projects that recruit with a community engagement model, rather than a marketing model, to increase recruitment from marginalized communities. The position creates retention opportunities for Resource Parents that focus on managing grief and loss, building supportive networks and increasing skills in trauma responsive approaches.

PSD is increasing the amount of ongoing training for Resource Parents. The individualized training plans completed by Resource Parents are assessed to see the training needs and interests that have been listed and training is offered based on those listed. WDB has shifted its structure to have a unit specialized for Resource Parent training. The three-person unit works to provide regionally based training. In the next two years, we are working with the Resource Parent training unit to identify those trainings that will provide confidence to be a youth placement.

**Goal 7: Expand community-based supports for appropriate placements.**

The PSD Coaching Program understands there needs to be increased training that community-based providers may access. The PSD Coaching Program and the APDT are working together to form a catalog of trainings that can be accessed by the community to build their knowledge of working with PSD field staff to recognize and refer child maltreatment cases. The training has a focus on helping the community understand the Safety Organized Practice model and understand what goes into a child welfare workers assessment and intervention.

**Goal 8: Prevent homelessness.**

The trauma responsive approach trainings that we are building with Dr. Bobbi Beale will include Resource Parent training. The training is being built to build skills of the Resource Parents to
engage with youth, understand trauma and adolescent development, and find trauma responsive approaches to discipline. Increasing these skills in Resource Parents will decrease placement disruptions and increase effectively and appropriately working with youth in placement.

**Goal 9: Fill workforce vacancies and improve morale.**

A portion of the WDB purpose is to increase retention of the workforce. The training changes in the past and what is planned in the next two years focus on giving Caseworkers confidence in their roles to improve retention. The Supervisory Practice Framework is a way to increase retention and morale in the workforce, offering quality supervision that is supportive. The Regional-Based Coaches work to retain employees in meeting their individual needs to feel successful in their role.

Another area that contributes to a high turnover is lack of self-care for resilience in the Caseworker role. WDB is building over the next two years an increase of training and coaching focused on resilience through our self-care lab. This is training and experiential labs that look deeper than what most self-care trainings offer. It is specific to what child welfare workers need to be mindful of their triggers, increase ability to set boundaries, increase skills in holding difficult conversations and organizing caseloads.

Training is being structured in a way to increase the workforce’s feeling of growing their resume for the future. All training is being structured as certification. CYFD can be the greatest place to build up knowledge that prepares employees for future roles by offering certification in nationally recognized models, supervision, and trauma responsive approaches. Employees who select to take the certification tracks can build their resume over three years in ways that match obtaining degrees.

An additional benefit we are offering is the educational leave. For those employees who select to go for an advanced social work degree, they can apply to receive up to 16 hours of paid leave to meet their school requirements.
4. Quality Assurance System

Currently, 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.

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 Family Centered Meetings (FCM) that occurred during the Period Under Review (PUR) for all QA cases that were reviewed. These reviews have been conducted remotely over the past year due to the Covid-19 Pandemic. While the structure of the review has not changed significantly over the past year, the QA Unit continues to offer ongoing support and consultation to County Staff as part of the Quality Assurance Loop Around (QALA).

Since 2018, the QA team has continued with the QALA. A QA specialist has been assigned as a liaison to each region and they reach out to county offices monthly to provide or arrange for support and consultation related to understanding data, utilizing ROM, understanding the CFSR Outcomes, understanding the 7 Federal Data Indicators and best practice. The responsibility for developing and monitoring of county improvement plans shifted to county and regional management.

To assure compliance with CIP, Regional Manager and County Office Manager evaluations have been updated to include alignment of primary job assignments with CFSR outcomes, key child welfare outcomes, and implementation of CYFD practice initiatives. Manager evaluations include minimum benchmarks for identified outcomes:

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Standard for Achievement</th>
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<tbody>
<tr>
<td>Visits to each county office</td>
<td>At least Monthly</td>
</tr>
<tr>
<td>Monthly caseworker visits with all parents with a reunification plan in their place of residence</td>
<td>55%</td>
</tr>
<tr>
<td>Children with a reunification plan are returned home timely</td>
<td>40.5%</td>
</tr>
<tr>
<td>Children in care will be placed with safe and stable relatives</td>
<td>30%</td>
</tr>
<tr>
<td>Investigations will be completed timely</td>
<td>70%</td>
</tr>
<tr>
<td>Children will be safe from repeat Maltreatment</td>
<td>92%</td>
</tr>
<tr>
<td>Children with an adoption plan will achieve permanency</td>
<td>60%</td>
</tr>
<tr>
<td>All staff will receive a minimum of monthly individual supervision to address employee development</td>
<td>80%</td>
</tr>
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</table>
Each county office will develop and implement a FC Recruitment and Retention Plan, including individualized retention goals

Individualized

All foster care applicants are licensed within 120 days of inquiry

95%

Each county office will develop and implement a worker moral and retention plan

Turnover Rate of less than 25% per year

Managers will attend all QA Review activities and develop and implement post review office improvement plans that address specific findings (QALA Plan)

Individualized

Managers will ensure adherence to CYFD policy and procedure and practice standards through training, coaching, and data review.

As required by CYFD Training Plan and determined through individualized assessment.

Managers will ensure timely and responsive customer service to families, resource parents, providers, and other stakeholders.

Review of payment data, constituent complaint data, and stakeholder feedback.

The Field Deputy Director’s will review data measures monthly with Regional Managers and the resulting performance plans to monitor progress and provide support around program improvement. The Regional Managers will review data measures with the County Office Managers and ensure program improvement plans are developed and implemented based on the specific performance outcomes identified through data review and CFSR reviews. Achievement of these standards will influence the individual manager’s annual evaluation rating (Does Not Achieve Performance Standard, Achieves Performance Standard, Exceeds Performance Standard, and Exemplary).

Ongoing efforts in Information Sharing:

- Open Meetings: 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 staffing’s during review week, debriefings, the QA roll-up meeting, the exit conference, and the post review meeting with the second level consultant reviewer. County staff have continued to provide positive feedback about this change to process and have identified these meetings as important learning opportunities for staff.

- Timely Reports: The QA Team has committed to sending finalized reports to the county within six weeks of the review. In the last year, these final reports have been sent within three weeks of the review. The county is provided with the data from each review as well as the individual review instruments.

Ongoing efforts in Collaboration with both internal and external stakeholders:
• One QA liaison has 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.

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

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

Ongoing efforts in CQI Training and Outreach:

• 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 nearly 200 participants have completed the training.

• 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.

• 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.

• 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.

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

• **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 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 included:

1. Better staffing between program and legal
2. Better tracking of cases that a child has been in care 15 of the most recent 22 months, ensuring timely filing of TPR motions
3. Improved quality and quantity supervision
4. Finding more relatives for possible placement/preserving connections

New Mexico utilizes the Online Monitoring System (OMS) during QALA Consultations. The reports from the OMS that are sent to each county after a QA review include:

1. Case Rating Summaries
2. On Site Review Instrument
3. State Rating Summaries
4. The Practice Performance Report

If the QA team conducts the QALA consultations, information is extracted from other reports for data collection to include:

1. Item Specific Reports
2. Narratives for “No” Responses
3. Item Rating Summaries
5. Update on the Service Descriptions

*Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B, subpart 1)*

CYFD has historically spent Title IV-B Subpart 1 funds on efforts to keep families together. Funding covers a preventive effort through the In-Home Services program so that, if possible, children will not have to be removed from their homes. When children cannot safely remain in their homes, removal from the home and placement in foster care may be warranted. CYFD case workers work toward reunification as the preferred permanency goal, but in some instances reunification may not be possible. CYFD case workers will explore guardianship or adoption as the second preferred permanency options and will actively seek out to place and case plan with relatives and fictive kin toward guardianship or adoption. Case planning and permanency planning services are available to children and their families without regard to income.

*Child Abuse and Neglect Prevention Services AND PSSF*

The initial implementation of the Community Based Prevention, Intervention and Reunification (CBPIR) contracts has been well received in the counties where they are available. Although CBPIR is new, many of the services provided through the contracts are familiar to PSD staff, community-based providers, and the families who are or have received the services. One of the primary strengths of the CBPIR contracts are the various services that focus specifically on prevention services. CBCAP supported services within the CBPIR contracts include both primary and secondary prevention services. For the primary prevention component of CBPIR, the contract providers are expected to promote and increase child abuse prevention awareness in their local communities through activities such as active participation in community-wide public awareness events and campaigns, educational presentations, and coordinating at least three child abuse prevention awareness events each year with at least one occurring in April. The contract providers had to quickly make changes to their April 2020 events due to the COVID-19 pandemic. The PSD Prevention Unit is beginning to conduct site visits remotely of the CBPIR contract providers and will gather and evaluate the data collected during that process that will assist the Prevention Unit in identifying what worked well overall and what areas are needing improvement regarding the primary and secondary prevention services supported through CBCAP and the FSS placement prevention services supported through PSSF. As a result, the Prevention Unit will be able to identify specific areas the contract providers’ need additional training, support and/or technical assistance.

*Child Protective Services Intake*

The Children, Youth and Families Department provides a centralized reporting mechanism available toll free to all 33 counties in the State. All New Mexican citizens are mandatory reporters of child abuse and neglect per state statute. All reports of alleged child abuse and neglect are received and screened by the Protective Services Department Statewide Central
Intake unit. Any person can make a report of alleged child abuse and neglect by calling the statewide toll-free number or dialing #SAFE (#7233) from a cell phone. The toll-free line has the capacity for callers in both English and Spanish, as well as separated lines for law enforcement and the Juvenile Justice Services (JJS) staff. SCI intake workers and supervisors receive calls 24 hours a day, seven days a week. The intake worker utilizes a Structured Decision Making (SDM) screening tool, response priority tool and report staffing to determine prioritization of each call that SCI receives. The use of these tools helps intake workers to determine if the call should be screened in for an investigation or if the call should be screened out.

If a report is accepted and determined an investigation is warranted, the intake worker sends the PSD report to the appropriate county office for investigation. The intake worker also assigns a prioritization: Emergency (E), Priority 1 (P1) or Priority 2 (P2).

**REACH NEW MEXICO**

REACH NM is CYFD program that is available to children and youth twenty-four hours a day, seven days a week, three hundred and sixty-five days a year. The program is a safe, confidential, judgment-free text line primarily for youths who can talk to a REACH worker about their struggles. REACH workers provide community resources and can take reports of suspected child abuse and neglect. REACH workers are real people who respond in real time via text to help families and youth in need. Currently CYFD REACH has 12 full time employees.

REACH NM went live December 28, 2020 as the first in the nation to take a live chat and simultaneously create a report of alleged abuse or neglect.

REACH NM began advertising with Tik Tok and Snapchat in an effort to reach more youth via social media. Since using those platforms, REACH NM has received 30+ chats a day. Youth can swipe up from each platform and automatically connect with a REACH advocate.

Since going live December 28th, 2020, over 700 chats have come through the chat line.

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**Figure 1. Statewide Central Intake Reports of Abuse and Neglect, July 2019-June 2020:**

This chart illustrates the total number of accepted (screened-in) and not-accepted (screened-out) reports of abuse and neglect in NM. Source: Sm01a10

Notes:

1. An Unknown County report is a report that did not contain a zip code at the time the report was entered into the Family and Child Tracking System (FACTS).

2. Accepted Reports are comprised of reports of alleged child maltreatment with sufficient basis to receive a subsequent investigation by CYFD staff.

3. Not-Accepted Reports are comprised of re-ports of alleged child maltreatment with insufficient basis to receive a subsequent investigation by CYFD staff and may include duplicate reports.
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<thead>
<tr>
<th>County</th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<td>% of County</td>
<td>N</td>
<td>% of County</td>
<td>N</td>
<td>% of County</td>
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<td><strong>State Totals</strong></td>
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<td><strong>18,596</strong></td>
<td><strong>48.16%</strong></td>
<td><strong>38,612</strong></td>
<td><strong>100.00%</strong></td>
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</tr>
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</table>
Statewide Central Intake Reports of Abuse and Neglect

**Figure 1.** Total Reports: This graph illustrates the total number of reports of abuse and neglect from FY12 through FY20 in NM.
Source: Sm01a10

**Figure 2.** Accepted Reports/Screened-In: This graph illustrates the total number of accepted reports from FY12 through FY20 in NM.
Source: Sm01a10
Note: A screening determination on an incoming report is made by State Central Intake (SCI). Once accepted, the PS report is assigned to the appropriate county office for investigation.

**Figure 3.** Not-Accepted/Screened-Out: This graph illustrates the total number of not accepted reports from FY12 through FY20 in NM.
Source: Sm01a10
Note: Reasons for non-acceptance of a report may include:
- No specific allegation/risk of abuse/neglect,
- Insufficient information to investigate,
- Referral to another agency,
- Does not meet sufficiency screening criteria,
- Perpetrator is non-caretaker/out-of-home,
- Referral to law enforcement, and/or Duplicate reports.
Child Protective Service Investigations

When an allegation of child abuse or neglect is screened in by SCI, the report is assigned to one of the 33 county offices across the state depending on the location of the allegation. Once the county office receives the report from SCI, depending on the prioritization, an investigator is assigned and initiates the investigation. Emergency (E) reports are initiated within three hours from the acceptance of the report at SCI, Priority 1 (P2) reports within 24 hours, and Priority 2 (P2) reports within five calendar days. PSD is responsible for conducting civil investigations of child maltreatment, while law enforcement is responsible for conducting criminal investigations. PSD county offices collaborate with local law enforcement when it is warranted.

The investigation decision, due within 45 days of the report, includes a determination of substantiation or un-substantiation of each allegation in the SCI report. Substantiation of an allegation in a child abuse or neglect investigation means the child is under the age of 18, a parent/guardian/custodian has been identified as the perpetrator or identified as failing to protect the child, and credible evidence supports the conclusion by the investigation worker that the child has been abused or neglected. Unsubstantiated means 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.

Collateral contacts, which may include other family members, friends, neighbors, teachers, or medical and behavioral health professions may be used, as appropriate, to assess the safety of the child and to determine needs of the family. The investigation workers also utilize standardized safety and risk assessment tools to determine 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 or Family Infant Toddler (FIT) program.

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 requires law enforcement to contact PSD prior to placing a child into custody. Once law enforcement contacts PSD, the investigation worker conducts an on-site safety assessment to determine if protective custody is appropriate. 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. Investigations July 2019-June 2020: This table illustrates the number of accepted reports, substantiated, and unsubstantiated investigations, and child victims. The data is displayed by county.

Source: Sm06a01c

Notes:
1. Not all “accepted reports” result in investigations that are completed during the same period in which the corresponding report was accepted; therefore, completed investigations will not match the number of accepted reports in any given year.
2. A victim’s county of residence may be different from the county in which the investigation was completed. Some county offices cover more than one county. Therefore, victim rates and investigation completed may not appear to match in some smaller counties.

<table>
<thead>
<tr>
<th>County</th>
<th>Total Completed Investigations</th>
<th>Substantiated</th>
<th>Unsubstantiated</th>
<th>County % of State Total Investigations</th>
<th>SFY 20 Unique Victims</th>
<th>Victim Rate per 1000</th>
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<td>21.8%</td>
<td>78.2%</td>
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<td>10</td>
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<td>0.0%</td>
<td>0.6%</td>
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<td>34.7%</td>
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<td>238</td>
<td>70</td>
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<td>5.9%</td>
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<td>29.9%</td>
<td>70.1%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Taos</td>
<td>383</td>
<td>110</td>
<td>273</td>
<td>28.7%</td>
<td>71.3%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Torrance</td>
<td>146</td>
<td>37</td>
<td>109</td>
<td>25.3%</td>
<td>74.7%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Union</td>
<td>52</td>
<td>13</td>
<td>39</td>
<td>25.0%</td>
<td>75.0%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Valencia</td>
<td>931</td>
<td>221</td>
<td>710</td>
<td>23.7%</td>
<td>76.3%</td>
<td>0.4%</td>
</tr>
<tr>
<td>State Totals</td>
<td>23,696</td>
<td>5,951</td>
<td>17,745</td>
<td>25.0%</td>
<td>75.0%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Source: Sm06a01c

Notes:
1. Not all “accepted reports” result in investigations that are completed during the same period in which the corresponding report was accepted; therefore, completed investigations will not match the number of accepted reports in any given year.
2. A victim’s county of residence may be different from the county in which the investigation was completed. Some county offices cover more than one county. Therefore, victim rates and investigation completed may not appear to match in some smaller counties.
Investigations Trends

**Figure 1.** Protective Services Investigations FY 2012-2020: The graph illustrates the number of investigations result (substantiated and unsubstantiated) from FY12 through FY19.
Source: Sm06a01c

**Figure 2.** Protective Services Investigations Percentages FY 2012-2020: The graph illustrates the number of investigations result (substantiated and unsubstantiated) displayed as percentage from FY12 through FY20.
Source: Sm06a01c

"Substantiated" in a child abuse and/or neglect investigation means the victim(s) is under the age of 18, a parent/caretaker has been identified as the perpetrator and/or identified as failing to protect, and credible evidence exists to support the conclusion by the investigation worker that the child has been abused and/or neglected as defined by 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 and/or neglected as defined by the New Mexico Children’s Code.
In-Home Services

Depending on the outcome of an investigation decision, an investigation worker may refer the family to PSD’s In-Home Services (I-HS) program. I-HS is a prevention service offered through PSD. The purpose of I-HS is to promote safety of children and reduce the risk of the recurrence of maltreatment by their parents, guardians, or custodians without the intervention of the court system. These 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. I-HS is an integrated, comprehensive approach to strengthening and preserving families who are at risk for, or who are currently experiencing struggles in family functioning. I-HS 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 I-HS effectiveness and determine if changes need to be made to current practice.

In 2019, PSD started a collaboration with Center for States to develop a plan to adopt an evidenced-based I-HS program. Through the development of an I-HS Workgroup and collaboration with stakeholders, an evidenced-based model was selected in 2020 (Family Connections through Action 4 Child Protection). PSD will be launching the pilot of Family Connections July 1st, 2021 with a statewide roll out in March 2022. The sites selected to implement the first rollout (start date of July 1st) of the program are:

- Dona Ana County
- Luna County
- Sierra County
- Lincoln/Otero County
- Cibola County
- San Miguel/Mora/Guadalupe County
- Bernalillo (Office 1) County
- Curry/Roosevelt County
- Chaves County
- Lea County

### I-HS Unduplicated Case Load July 2020-May 2021

<table>
<thead>
<tr>
<th>Assigned Region Description</th>
<th>Assigned Office Description</th>
<th>Already On Case Load</th>
<th>New Entries</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 1: Northwest</td>
<td>San Juan</td>
<td>3</td>
<td>5</td>
<td>8</td>
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<tr>
<td></td>
<td>Sandoval</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Region 1: Northwest Total</td>
<td></td>
<td>10</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>Region 2: Northeast</td>
<td>Rio Arriba/Los Alamos</td>
<td>5</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>San Miguel/Guadalupe/Mora</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Santa Fe</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Taos</td>
<td>9</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Region 2: Northeast Total</td>
<td>20</td>
<td>26</td>
<td>46</td>
<td></td>
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<tr>
<td>--------------------------</td>
<td>----</td>
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<td></td>
</tr>
<tr>
<td>Bernalillo East IHS</td>
<td>0</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Bernalillo East Investigation</td>
<td>1</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Bernalillo Intake-SCI</td>
<td>20</td>
<td>38</td>
<td>58</td>
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</tr>
<tr>
<td>Office 5</td>
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<tr>
<td>Region 3: Bernalillo Total</td>
<td>34</td>
<td>57</td>
<td>91</td>
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<tr>
<td>Chaves</td>
<td>2</td>
<td>9</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Curry</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Roosevelt</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Region 4: Southeast Total</td>
<td>8</td>
<td>14</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Dona Ana</td>
<td>26</td>
<td>22</td>
<td>48</td>
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<tr>
<td>Lincoln</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Otero</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Region 5: Southwest Total</td>
<td>28</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>120</td>
<td>132</td>
<td>252</td>
<td></td>
</tr>
</tbody>
</table>

**Foster Care**

Permanency planning services (also known as foster care services) are provided when legal intervention is required to protect a child’s safety and wellbeing. Legal intervention involves a child in state custody. 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, guardian, or custodian. PSD is responsible in making reasonable efforts to prevent the removal of a child from their home, however, the child’s safety always takes precedence. When a child enters foster care, PSD must make reasonable efforts to reunify the child with their parent, guardian, or custodian.
• **Permanency Planning Services:** Permanency planning services include services needed to support the parent, guardian, or custodian to manage the safety and risk factors identified during removal of the child. PSD establishes a permanency plan for every child in PSD custody and their caregivers. Reunification is the initial plan each child but may change depending on the case. Other acceptable plans are adoption, permanent guardianship, placement with a fit and willing relative, and other planned permanent living arrangement.

• **Level of Care:** Children’s needs are assessed upon entry into foster care to determine an appropriate level of care. The child’s level of care determines the maintenance payment amount the resource family receives, identifies the needs of the child, the skill level of the resource family and provides an initial assessment of the needs of the resource family. 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 resource family are eligible for level 2 foster care. Level 3 foster care are 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. Within the next year or two, PSD will be changing their needs assessments to utilize the CANS assessment. The CANS assessment will help determine level of care of each child that enters the foster care system.

• **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 resource family 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, guardian, or custodian is appointed an attorney. Every child is appointed a youth attorney or guardian ad litem (GAL). 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 review hearings. New Mexico has a citizen’s review board (CRB) system, and boards around the state conduct reviews of legal custody cases on a periodic basis.

• **Resource Families:** PSD recruits, trains, licenses, and supports resource families for placement of children in foster care. There is an emphasis on placements with relatives with policy that directs 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 and their appropriateness for caring for children in state custody. PSD policy and procedure detail the requirements for local, state and federal criminal record checks for applicants. Criminal background checks and abuse and neglect checks are also required for any adult residing in the home of the applicant. PSD provides foster care maintenance payments to resource families 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.

**Figure 1.** Children in Care by Month FY16-FY20: This chart shows children in care by month from FY14-FY17. Note: The colors correspond with the fiscal years noted on the lower left.

Source: ROM

**Figure 2.** Children in Care by Type of Placement: This table illustrates the number of children in care by type of placement from FY16 through FY20.

Source: ROM

<table>
<thead>
<tr>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster Care</td>
<td>1430</td>
<td>1479</td>
<td>1457</td>
<td>1399</td>
<td>1342</td>
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<tr>
<td>Foster Care Relative</td>
<td>468</td>
<td>513</td>
<td>653</td>
<td>566</td>
<td>539</td>
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<tr>
<td>Trial Home Visit</td>
<td>159</td>
<td>157</td>
<td>180</td>
<td>165</td>
<td>139</td>
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<tr>
<td>Pre-Adoptive</td>
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<td>105</td>
<td>113</td>
<td>99</td>
<td>81</td>
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<td>66</td>
<td>67</td>
<td>51</td>
</tr>
<tr>
<td>Facility</td>
<td>92</td>
<td>108</td>
<td>107</td>
<td>131</td>
<td>118</td>
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<tr>
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<tr>
<td>Runaway</td>
<td>32</td>
<td>41</td>
<td>44</td>
<td>45</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
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<td>14</td>
<td>11</td>
<td>9</td>
<td>16</td>
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<tr>
<td>Detention</td>
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<td>0</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Protective Supervision</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>20</td>
<td>27</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>2379</td>
<td>2508</td>
<td>2661</td>
<td>2831</td>
<td>2862</td>
</tr>
</tbody>
</table>
Adoption

When it is determined that a child cannot be safely reunited with their parent, guardian or custodian, PSD works to identify an adoptive resource that will meet the child’s unique needs and provide a nurturing, stable family environment. PSD’s policy is for primary placement 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 associated with changes in placement by implementing concurrent planning and encouraging adoption of children by their current resource families.

Figure 1. Finalized Adoptions: Trends: This line chart shows the number of children with adoptions finalized during the last seven fiscal years. Source: sm16a07

Figure 2. Finalized Adoptions by Age Groups: Trends: This line chart and accompanying table display the number of children with adoptions finalized by age group. Source: Sm16a07
**Guardianship**

CYFD provides guardianship assistance payments to relatives and fictive kin who have assumed legal guardianship of children for whom they have previously cared for as Resource Parents. When reunification or adoption are not successful or viable, CYFD may establish a legal guardianship with a relative or fictive kin Resource Parent to provide a permanent home for a child. Since guardianships do not require termination of parental rights, the child continues to benefit from the relationship with their family while gaining the stability of a permanent home.

**ICWA and Kinships Guardianships:** If a child is an Indian child as defined by ICWA, CYFD immediately gives notice to the tribe or pueblo of the plan or intent to pursue kinship guardianship. CYFD follows the Indian Child Welfare Act (ICWA) placement preferences, unless there is good cause to deviate. If the Indian Tribe or Pueblo placement preferences differ from ICWA, then CYFD will comply with the preferences of the Indian Tribe or Pueblo. Guardianship may be a preferred permanency option, instead of adoption, for Indian children.

**Voluntary Placement Agreement (VPA) to Kinship Guardianship:** If a child is in CYFD custody under a VPA, and cannot return home, CYFD may pursue kinship guardianship if the child has been placed with licensed relative or fictive kin for at least six months, the parent or legal guardian consents, and a guardianship is the appropriate permanency plan for the child.

**Kinship Guardianship Assistance:** CYFD provides both Title IV-E Guardianship Assistance (GAP) or State Subsidized Assistance to provide a monthly subsidy to relative and fictive kin guardians, on behalf of a child who exits foster care as a result of legal guardianship.

**Number of Guardianship Finalized by County July 2020 – May 2021:**

<table>
<thead>
<tr>
<th>Assigned Region Description</th>
<th>Assigned Office Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 1: Northwest</td>
<td>Cibola</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>San Juan</td>
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<tr>
<td></td>
<td>Sandoval</td>
<td>5</td>
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<tr>
<td></td>
<td>Torrance</td>
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<tr>
<td></td>
<td>Valencia</td>
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</tr>
<tr>
<td>Region 2: Northeast</td>
<td>Colfax/Union</td>
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</tr>
<tr>
<td></td>
<td>San Miguel/Guadalupe/Mora</td>
<td>6</td>
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<tr>
<td></td>
<td>Santa Fe</td>
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<tr>
<td><strong>Region 2: Northeast Total</strong></td>
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<td>Bernalillo Intake-SCI</td>
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<tr>
<td></td>
<td>Bernalillo West Treatment</td>
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</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Region 4: Southeast</td>
<td>Chaves</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Curry</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Lea</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Quay/DeBaca/Harding</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Roosevelt</td>
<td>1</td>
</tr>
<tr>
<td>Region 4: Southeast Total</td>
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</tr>
<tr>
<td>Region 5: Southwest</td>
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<td>3</td>
</tr>
<tr>
<td></td>
<td>Grant/Catron</td>
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</tr>
<tr>
<td></td>
<td>Lincoln</td>
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<tr>
<td></td>
<td>Luna/Hidalgo</td>
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<tr>
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<td>Otero</td>
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</tr>
<tr>
<td>Grand Total</td>
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<td>119</td>
</tr>
</tbody>
</table>

**Adoption Promotion and Support**

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 resource 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 resource 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 2018 to provide Structure Analysis Family Evaluation (SAFE) training to PS staff and private providers.

PSD continues its 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 FY19, 207 families were referred to the statewide agency to conduct home studies.
PSD continues it is 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 FY19, the FIESTA program served the following:

- Total Participant Families: 207
- Total Child Participants: 262
- Total New Families: 212
- Total Social Media participants: 1,450
- Lending Library: 23
- Warm line: 30

**Heart Gallery of New Mexico**

**About the Heart Gallery of New Mexico**

In any given year, an average of 500-600 children and youth in New Mexico who are under age 18 may need additional support identifying a permanency resource. The Heart Gallery of New
Mexico continues to educate the community about the need for permanency resources for children, young people and sibling groups in New Mexico. Currently, the project utilizes a website (http://heartgallerynm.org), a partnership with Adopt US Kids (http://adoptuskids.org) and 40 digital displays including video, audio and static photographs designed to raise awareness of the permanency needs of children and young people who are involved in New Mexico’s Children, Youth & Families Department (CYFD).

**Strategy**

Beginning in January 2020, a comprehensive plan was developed to gain a better understanding the needs of young people in New Mexico from their voices and perspective, and how the Heart Gallery project and resources can best be leveraged to serve those needs. A scan of national best practices and projects developed by other state and nonprofit groups that incorporate youth advocacy, voice and vision in permanency initiatives is guiding CYFD’s work with the Heart Gallery. This year, CYFD will hold focus groups with NM youth to identify specific strategies for ensuring the Heart Gallery of New Mexico both addresses needs and creates opportunities for young people. The findings will help to shape the work of the Heart Gallery moving forward to ensure that our youth are the deciding stakeholders in their own permanency journeys.

**COVID-19 Interruption**

In early March 2020, New Mexico declared a State of Emergency around the Covid-19 Pandemic. This necessitated a redirection of immediate resources and placed planned events on hold to support public health initiatives.

**Pivoting Introduction & Recruitment Events to Virtual Events**

New Mexico’s first Virtual Child/Youth Introduction Event is planned to take place on June 11th for Region 5 of New Mexico, the Southern Las Cruces Region. A Zoom meeting, held by the local Adoption Navigators, Placement Workers and Adoption Consultants will present information about children, youth and sibling groups awaiting permanency. Video testimonials from successfully matched youth and families will provide insight into what families can expect as they move forward with fostering children in need of permanency. Information about post-adoption support services will also be provided. Approximately 30 fully licensed, home studied families who have signed appropriate confidentiality agreements will participate in this event. The virtual meeting will be safeguarded by identifying only registered participants and gated once the meeting commences.

This virtual event model will be rolled out to the other four regions and fine-tuned as necessary to meet the needs of resource family recruitment as we navigate our new normal.

**Heart Gallery Statistics**
· In the calendar year 2019, the Heart Gallery generated 613 inquiries, with an average of 50 inquiries per month.
· In January-April of calendar year 2020, the Heart Gallery generated 249 inquiries, averaging 62 per month.
· In the first quarter (January-March) of calendar year 2020, the Heart Gallery facilitated 21 photography requests.
· In the period July-December 2019, the Heart Gallery facilitated 31 photography requests.

**Services for Children Adopted from Other Countries (section 422(b) (11) of the Act)**

PSD continues to utilize the AFCARS data to identify children who experienced a dissolution by utilizing the removal reasons of abandonment and dissolution. Based on research, no children with a dissolution were identified as having been adopted through an intercountry adoption. PSD continues to confer with the private adoption agencies throughout New Mexico to determine if services were provided to any children at risk of disruption or dissolution involved in intercountry adoptions. For Fiscal Year 2021, these agencies did not serve any children at risk of disruption or dissolution involved in intercountry adoptions.

PSD is exploring options that will support updating Child Placement Agency (CPA) policies to include terminology for all adoption agencies licensed by the State of New Mexico to be required to inform CYFD of the total number of out of country adoptions for each quarter, as well as any dissolutions of adoptions. In 2020, the adoption unit contacted each adoption attorney by phone that works directly with the State to inquire if they had any out of country adoptions. There were zero adoptions or dissolutions in the State, as reported by New Mexico adoption attorneys.

PSD does not have a specific policy on rehoming of adopted children. If an intercountry 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, intercountry adoptive families have access to post-adoption services through the FIESTA program funded by CYFD. PSD also continues to partner with the Adoption Alliance Network, adoption agencies certified by CYFD, certified counselors, and investigators to educate them on the requirement to provide services to families who have adopted children from other countries to ensure the network is up to date with the processes.

Through collaborative efforts of the Placement, Adoption and Resource Bureau (PAR), Research, Assessment and Data (RAD) Bureau and the Federal Reporting (FR) Bureau, a statewide procedure will be developed to identify children in care involved in an intercountry adoption, disruption or dissolution, including the agency that handled the adoption, plan for the child and reasons for the disruption or dissolution. Another method for PSD to track intercountry adoptive families is to reach out to adoption agencies, certified counselors and any requests coming through the ICPC/NEICE systems on a quarterly basis to inquire, encourage and attempt to track the number of intercountry families that come to their attention for reporting purposes.
If an intercountry adoptive family comes to the attention of CYFD as being in crisis or 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, name of the agency 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 the Department of State at adoptionusca@state.gov.

PSD will work diligently with our information management system to determine the best method to capture data for intercountry adoptive families that come to the attention of CYFD.

**Services for Children Under the Age of Five (section 422(b) (18) of the Act)**

Over the past few years, PSD has initiated several practices to improve our ability to target services to those most at risk. This effort is most evident in terms of Promoting Safe and Stable Families (Title IV-B, Part 2) services and the PSD’s safety management practice. Beginning last project year and continuing this year, in accord with the federal focus on services to children under age five (New Mexico’s focus is five and under), family support services are provided to parents and secondary caregivers who may have a child between the ages of 0 to 5 and may be at risk of abuse or neglect. Family support services are intended to work with families at risk of child maltreatment.

As of the formal launch on July 1, 2020, the stand alone **Early Childhood Education and Care Department (ECECD)** administers the following programs for families and young children:

- Child and Adult Care Food Program
- Child Care Assistance
- Child Care Regulatory and Oversight
- Families FIRST (Perinatal Case Management)
- Family Infant Toddler (FIT) Program (Individuals with Disabilities Education Act, Part C)
- Head Start State Collaboration Office
- Home Visiting
- New Mexico Pre-Kindergarten (PreK), public schools and community-based organizations

ECECD’s aim is to create a more cohesive, equitable, and effective early childhood system in New Mexico. That means coordinating a continuum of programs from prenatal to five – and ensuring that families in every corner of the state can access the services they need. This work is informed by stakeholders from across New Mexico – including the New Mexico Early Childhood Development Partnership’s [Birth-Five Needs Assessment](#) and the related [Native American Perspectives](#) report, in addition to the ECECD Advisory Council and their recommendations [NMECECD_Advisory-Council-Final-Report.pdf](#)

The Community Based Child Abuse Prevention (CBCAP) programs continue to provide home-based and evidence-based prevention services to families with children ages 0 to 5.
Several additional efforts are underway to target enhanced services to this age group:

- **Family Support Services:** Target services will be prioritized for parents and secondary caregivers who have a child between the ages of 0 to 5 and may be at risk of abuse or neglect.
- **Infant Mental Health Teams:** PSD is partnering with providers for the provision of infant mental health services.
- **Early Childhood Education and Care Department:** Infants and children in PSD custody or at risk of coming into custody are often eligible for a range of services provided through ECECD. Available services include:
  - Families FIRST, a perinatal case management program which assists clients in gaining access to medical, social, and educational services that are necessary to foster positive pregnancy outcomes and promote healthy infants and children.
  - Home visiting; including the Neonatal Intensive Care Home Visiting Services is a prevention program for families to receive support prenatally through their child’s third/fifth birthday. The provider visits the family in their home (or setting of comfort) to share resources, support the caregivers, partner with the family to complete screenings, and develop goals for the child and family to guide services.
  - Early intervention serves families of infants and toddlers with, or at-risk of, developmental delays. Children under the age of 3 who are the subject of a substantiated report of child maltreatment are referred to the state’s early intervention program, Family Infant Toddler (FIT), for an assessment. Child and family nutrition programs contribute to the healthy growth, development, and wellness of young children and adults through nutrition support services in New Mexico. The Summer Food Service Program serves children ages 1-18; the Child Adult Care Food Program (CACFP) serves all ages.
  - Childcare assistance subsidizes the cost of child care for eligible families/children ages 6 weeks to 13 years (up to 18 if special supervision is required).
  - NM PreK prepares three and four-year-old children for school readiness.

ECECD maintained the provision of services throughout the COVID-19 pandemic, ensuring children and families received the care and support that was needed during a difficult time. Other efforts to provide services for children under the age of five in New Mexico include:

- The “At-Risk” Childcare program, which provides free childcare to families whose children are at risk of child maltreatment or repeated child maltreatment;
- Relative guardianship assistance provided to families to prevent kids from lingering in foster care;
- Use of wrap around services to families and children to prevent children coming into foster care;
- Access to Infant Mental Health Teams around the state; and
- Enacting CARA state law to offer supportive services to substance exposed newborns and their family.
CYFD PSD continues to focus prevention services to families with children ages birth to five using CBCAP funding. The Prevention Unit continues to regularly monitor the contracts by reviewing monthly contractor reports, monitoring contract provider caseloads, and maintaining communication through phone calls and emails. Additional support is also provided by hosting and facilitating Peer to Peer calls virtually due to the COVID-19 pandemic. During site visits, the Prevention Unit will also review client files, fiscal and employee files and conduct interviews with provider staff, PSD field staff and families whenever possible. At the completion of the first full year of the CBPIR contracts, the Prevention Unit, along with the assistance of the PSD Research, Assessment and Data (RAD) Bureau, will evaluate each contract provider on the following performance measures:

1. 90% of families served will not be the subject of substantiated child maltreatment while receiving services and within six months of close of service.
2. 80% of all parents/caregivers receiving services will score higher on the Protective Factors Survey at the end of the intervention than they did at the beginning of the intervention.
3. 80% of families served in each fiscal year will complete an evidence based/informed parenting curriculum.

CYFD PSD and the Prevention Unit will ensure the providers receive programmatic support, training and/or technical assistance when program deficiencies are identified in an effort to assist the contract providers in being successful in service provision.

Other community-based services to support families with children, not specifically targeting the under the age of five population, except for one are made available in communities with Children’s Trust Fund programming. In FY21, a new set of programs were awarded contracts for innovative child abuse prevention programming.

**Efforts to Track and Prevent Child Maltreatment Deaths**

CYFD reports Serious Injuries via NCANDS reporting annually. This data is currently collected through SCI reports alleging serious injuries to a child. CYFD participates in the DOH lead Child Fatality Review Board (the board includes multi-disciplinary, cross agency participation with the OMI, DOH, and Law Enforcement) and has access to the data collected from the OMI and DOH regarding child fatalities. Internally, the Research, Assessment, and Data (RAD) Bureau conducted a comprehensive quantitative review of all child fatalities statewide that occurred within the last decade to determine the extent of CYFD involvement with families in which a child fatality occurred. This data has been reviewed on a preliminary basis with PSD leadership. The leadership team identified several key practice areas to target for prevention initiatives, including training staff to assess youth suicide risk; better assessment of cases where chronic drug use is indicated, specifically around methamphetamine use; safe sleep for infants; and more robust intervention with families in which there is history of domestic violence. These key practice areas were developed using NCANDS data, and information collected from the Child Fatality Review team. To give an example, in the preliminary review of data collected over a 10
year period, we found that methamphetamine use in particular, correlated with fatalities involving drug use more than other types of illicit drugs. That correlation does not mean it was in fact a causation of a fatality, but an area we should dive deeper into. Also, the Governor’s Office is creating a multi-agency Safe Sleep workgroup to focus on reducing the number of safe sleep deaths in New Mexico.

As noted throughout this document, under new leadership, CYFD has established an unprecedented level of collaboration with other New Mexico state agencies, including the Department of Health. CYFD and DOH jointly participate in a Child Fatality Review Team that is multi-disciplinary, and is conducting a deep dive on all child fatalities during the past ten years. This information is being utilized to develop a comprehensive plan that will address any necessary changes to policies and procedures, and will support CYFD in targeting prevention efforts to particular geographic areas and vulnerable populations. A comprehensive plan is currently under review as of the writing this update with an anticipated date of release of December 2020. The plan will incorporate a timely agency review with the Fatality Review teams and development of more meaningful and timely recommendations, including lessons learned to prevent child fatalities. It will also include revisions to CYFD’s critical incident review process for incorporating a newly developed section on fatalities review.

Furthermore, CYFD implemented the new Structured Decision Making tool that includes a more robust assessment of strengths and risk factors, and is intended to support the Department in better evaluating risk and targeting appropriate supports and services.

The CARA workgroup has joined the Child Fatality Review Panels as well as the Maternal Mortality Review Panel to ensure we are partnering on preventative measures that the CARA workgroup can assist with. The CARA team connected with the Special Agent in Charge of the human trafficking task force for the Attorney General’s office over the last year. Through this partnership we have been able to engage in successful investigations regarding child and human trafficking cases as CARA families are vulnerable to being potential trafficking victims. In addition to this endeavor, a large-scale missing child operation was undertaken in partnership with CYFD to ensure quick and safe placement of children. We will continue to build collaborative partnerships in the coming year and include in CYFD’s plans to reduce child fatalities in New Mexico.

CYFD is partnering with the newly formed Early Childhood Education & Care Department (ECECD) and Department of Health (DOH) to develop a child maltreatment plan to include co-sleeping fatalities and child fatalities. The plan will also include gun death and suicide. Due to the pandemic this work has slowly started and should be well underway in FY 22.

**CARES Act Supplemental Funding (Title IV-B, Subpart 1)**

The supplemental funding received to prevent, prepare for, or respond to, Coronavirus Disease 2019 (COVID-19) were utilized for the purchase of phones and data cards for families statewide and for addressing temporary staffing needs:
• Phone and data cards: CYFD partnered with PSSF IV-B subpart 2 providers to get phones and data cards to families and youth in need throughout the state to connect the family/children to telehealth, school, connect with supportive network during the pandemic. Many families and youth did not have access to electronic communication that was vital to stability, schooling, and support during the pandemic.

• Temporary Staffing: CYFD PS had to provide support to children and youth that were positive for COVID-19 through a COVID unit. Temporary staffing was utilized when the children and youth were unable to be cared for in their resource family home, as well as, during their quarantine and recovery periods.

MaryLee Allen Promoting Safe and Stable Families (PSSF) (Title IV-B, subpart 2)

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.

As previously noted, CYFD PSD consolidated the contracted services supported through CBCAP and PSSF funding into the Community Based Prevention, Intervention and Reunification (CBPIR) contracts. The PSSF Family Support Services (FSS) funded component of the CBPIR contracts is a multifaceted, short term, community-based program that works with families in their homes and their local communities to assist them in meeting the basic needs of their children and to help prevent child maltreatment. The PSSF Intensive Family Support Services (IFSS) funded component of the CBPIR contracts serve families who are in crisis and need intensive, wraparound support to prevent child maltreatment while maintaining the child or children safely with their family of origin. The Family Reunification and Time Limited Reunification Services components of the CBPIR contracts focus on supporting successful reunification of children with their families. Family Reunification Services (FRS) provides parents, relatives, fictive kin, or families pursuing guardianship with supports that assist them in reunifying their child or children from an out of home placement such as foster care. Time Limited Reunification (TLR) Services
are intensive, home based programs that support families in reunifying with their child or children who are in CYFD Protective Services (PS) custody. TLR includes assisting parents with their court ordered case plans to assist families reunify in an expedited timeframe.

Since each family and each area of the state is so diverse and the resources can vary significantly from county to county, the CBPIR contracts were designed to better meet the needs of children and their families based on those factors. As a result, each of the CBPIR contracts include funding allocations for FSS, FPS and TLR. To promote and support the belief that it is important to provide the right service to a family at the right time, the CBPIR contract providers use the information they gather from the referral and during the warm handoff, assessments, and the family to determine the appropriate service model and the appropriate case management tier. The intensity of services differs according to the tier they are in, and each tier includes the case management activities that must occur, at minimum, during that phase. Families graduate to the next phase once they have met specific qualitative goals.

During SFY21, a total of 881 families were served through FSS, FPS or TLR. Specifically, of the 881 families served, 52% received FSS, 37% received FPS, and less than 1% received TLR.

<table>
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<th>Adults Served</th>
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As has historically been the case, Family Support Services continues to be the highest utilized services followed by Family Preservation Services with TLR services continuing to remain the least utilized service. CYFD continues to emphasize prevention efforts which seems to account for the significant decrease in the TLR services. Additionally, during the CBPIR Peer to Peer Meetings, the Prevention and Initiatives Bureau (PIB) received feedback from providers statewide that FSS and FPS related services seemed to be increasingly driven by the pandemic. The PIB will, however, meet with the Research, Assessment and Data Bureau (RAD) to further analyze the data to determine if there were any additional factors that contributed to the notably low utilization of TLR.

Below are the service elements that have been combined into the PSSF program structure:

**Family Support**

Family Support Service (FSS) are provided to parents or primary caregivers to prevent child maltreatment. Families with a child(ren) who are at risk of child abuse and neglect who have
been referred by PSD are eligible for these services, and families that have had 3 or more investigations with PSD are given priority. FSS are intended to be intensive home-based services focused on providing support to eligible families and enhancing child and family well-being. Service elements may include:

- Home visits
- Information and referral
- Crisis intervention
- Evidence-based parent education curriculum
- Parent support visits
- Life skills training and coaching
- Education and training
- Mentoring
- Transportation

Short term (60 days) case management is provided to link families with appropriate services and provide one-on-one evidence-based parenting training. Service providers are allowed to extend services up to 90 days with supervisor approval if appropriate to address safety concerns.

As previously noted, CYFD PSD consolidated the contracted services supported through CBCAP and PSSF funding into the Community Based Prevention, Intervention and Reunification (CBPIR) contracts. These contracts are approaching the completion of the first year since being executed. The PSSF Family Support Services (FSS) funded component of the CBPIR contracts focuses on placement prevention and are available in the following 25 counties: Chaves, Colfax, Union, Dona Ana, Luna, Sierra, Otero, Lea, Hidalgo, So. Catron, Grant, Quay, Harding, Santa Fe, Rio Arriba, Taos, Sandoval, Valencia, No. Catron, Socorro, McKinley, San Juan, Torrance, Cibola, and Eddy. PSSF FSS is designed to safely maintain children in their home. Contractor providers use the information they gather during the warm hand-off, from the family members and a comprehensive assessment to determine the level of case management most appropriate for the family’s needs. Families who can be considered for PSSF FSS include those who have unsubstantiated or substantiated cases of child abuse and/or neglect and need support and case management services to prevent child maltreatment. Eligible families include relative and non-relative foster and adoptive families, and referrals can be made by CYFD PSD and JJS staff, CYFD funded Home Visiting Level II programs, licensed childcare facilities, and New Mexico Pre-K providers; however, other referral sources can be considered and must be approved by CYFD. In addition, referrals made by PSD staff must be given priority by the contract providers. Families can receive PSSF FSS services for up to six months. The PSD Prevention Unit has been regularly monitoring the CBPIR contracts using monthly reports and caseload data; the unit staff have also started to schedule and conduct remote site visits of the CBPIR contract providers. During the site visits, the Prevention Unit will review client files, fiscal and employee files and conduct interviews with contract provider staff, PSD field staff and families whenever possible. At the completion of the first full year of the CBPIR contracts, the Prevention Unit, along with the assistance of the PSD Research, Assessment and Data Bureau (RAD) will evaluate each contract provider on the following performance measures:
1. 93% of families served will not be the subject of substantiated child maltreatment while receiving services and within six months of close of service.
2. 93% of families served will not have an entry into foster care while receiving services and within six months of close of case.

CYFD PSD and the Prevention Unit in particular will ensure the contract providers receive programmatic support, training and/or technical assistance when program deficiencies are identified in an effort to assist the contract providers in being successful in-service provision and improve outcomes of the families served.

Family Preservation

PSD’s In Home Services (IHS) family preservation 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 enough 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 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.

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
The consolidated CBPIR contracts also include the PSSF Family Preservation Services. As noted previously, these contracts are approaching the completion of the first year since being executed. The PSSF Family Preservation Services (FSS) component of the CBPIR contracts are referred to as Intensive Family Support Services (IFSS) and focuses on families who are in crisis, and need intensive, comprehensive supports and services to prevent child abuse and/or neglect while maintaining children safely with their family of origin. IFSS is available in the following 25 counties: Chaves, Colfax, Union, Dona Ana, Luna, Sierra, Otero, Lea, Hidalgo, So. Catron, Grant, Quay, Harding, Santa Fe, Rio Arriba, Taos, Sandoval, Valencia, No. Catron, Socorro, McKinley, San Juan, Torrance, Cibola, and Eddy. As with PSSF FSS, contract providers utilize the information they gather during the warm hand-off, from the family members and the assessment to determine the appropriate level of case management for the family. Families who can be considered for PSSF IFSS include those with unsubstantiated or substantiated cases of child abuse and/or neglect who need intensive support and therapeutic services such as medical, behavioral and/or mental health to prevent repeat child maltreatment and the removal of the child(ren). Eligible families include relative and non-relative foster and adoptive families, and referrals can be made by CYFD PSD staff or internal case transfers from PSSF Family Support Services. Families that have unsubstantiated cases of child abuse or neglect must have CYFD approval prior to contract providers enrolling the family into this level of service. Families can receive IFSS for up to nine months though they can discharge from the service as soon as they successfully complete their Family Plan and there are no safety concerns. A 60 day extension can be considered in order for the family to achieve the goals outlined in their Family Plan.

The Prevention Unit has been regularly monitoring the CBPIR contracts using monthly reports and caseload data. The unit staff have also started to schedule and conduct remote site visits of the CBPIR contract providers. During the site visits, the Prevention Unit will review client files, fiscal and employee files and conduct interviews with contract provider staff, PSD field staff and families whenever possible. At the completion of the first full year of the CBPIR contracts, the Prevention Unit, along with the assistance of the PSD Research, Assessment and Data (RAD) Bureau, will evaluate each contract provider on the following performance measures:

1. 93% of families served will not be the subject of substantiated child maltreatment while receiving services and within six months of close of service.
2. 93% of families served will not have an entry into foster care while receiving services and within six months of close of case.

CYFD PSD and the Prevention Unit in particular will ensure the contract providers receive programmatic support, training and/or technical assistance when program deficiencies are identified in an effort to assist the contract providers in being successful in-service provision and improve outcomes of the families served.

**Time-Limited Reunification**

Time-limited reunification (TLR) services are provided to families whose children could not remain safely in the home and have been removed to foster care. Intensive services are intended
to reunify families within an expedited time frame - no more than four months from the date of referral and within 12 months of the most recent removal from the home. Contractors are required to conduct at least one home visit per month for up to four months after PSD has closed the case to provide support services to the family. 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.

PSD and its contractors also coordinate among ancillary support services provided by other divisions and state agencies such as childcare, substance abuse intervention, mental health intervention, and employment assistance to further support the reunification process.

Another service component included in the consolidated CBPIR contracts is the PSSF Time-limited Reunification service. The PSSF Time-limited Reunification funded component of the CBPIR contracts focuses on placement prevention and are available in the following 26 counties: Bernalillo, Chaves, Colfax, Union, Dona Ana, Luna, Sierra, Otero, Lea, Hidalgo, So. Catron, Grant, Quay, Harding, Santa Fe, Rio Arriba, Taos, Sandoval, Valencia, No. Catron, Socorro, McKinley, San Juan, Torrance, Cibola, and Eddy. The PSSF funded component of the CBPIR contracts focus on reunification services to help support the safe transition and return of children to their families of origin from out of home placement.

Families who participate in the Family Reunification Services (FRS) receive support that will assist them in the reunification process following out of home placement. Families with children who are returning home from foster care or other out of home placements as part of a reunification plan with their parents, other family members or fictive kin, and anyone pursuing guardianship can be considered for the service. If children are in a voluntary placement, Family Reunification Services should begin at least one month prior to reunification and may continue for up to six months thereafter. If children are in CYFD custody, Family Reunification Services should begin at least two to three months prior to the start of the Trial Home Visit and may continue for up to six months thereafter. A 60-day extension can be considered in order for the family to achieve the goals outlined in their Family Plan. Only CYFD PSD staff can make referrals to FRS.

Families who participate in Time-limited Reunification (TLR) services must meet the following two criteria to be considered for the service: 1) the child(ren) has been in CYFD custody for less than 12 months and 2) the Trial Home Visit will begin within four months from the TLR referral date. Families will receive intensive, home based services focused on supporting the family reunify with their child(ren). TLR services can include assisting the parents successfully engage and complete the items of their court ordered treatment plan to reunify the family in an expedited timeframe. Families can receive TLR services for up to 12 months following the date the child(ren) begin Trial Home Visit regardless of when the referral was made to the CBPIR contractor.
As noted in the previous sections, the PSD Prevention Unit regularly monitors the CBPIR contracts using monthly reports and caseload data and they have started to schedule and conduct remote site visits of the CBPIR contract providers. At the completion of the first full year of the CBPIR contracts, the Prevention Unit, along with the assistance of the PSD Research, Assessment and Data (RAD) Bureau, will evaluate each contract provider on the following performance measures:

1. 93% of families served will not be the subject of substantiated child maltreatment while receiving services and within six months of close of service.
2. 93% of families served will not have an entry into foster care while receiving services and within six months of close of case.

CYFD PSD and the Prevention Unit in particular will ensure the contract providers receive programmatic support, training and/or technical assistance when program deficiencies are identified in an effort to assist the contract providers in being successful in-service provision and improve outcomes of the families served.

**Adoption Promotion and Support**

Currently, 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 resource 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 contracts with a statewide agency that provides post-decree family support services for adoptive and guardianship 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 and guardianship families statewide through a lending library of books, videos, and DVDs. The contractor provides social media as another opportunity for parents to network online and provides a quarterly newsletter for all adoptive parents. Adoption and guardianship
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 and guardianship Conference to all adoptive families and their children.

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.

PSD will continue to utilize the Structured Analysis Family Evaluation (SAFE) home study process statewide and will continue its multi-year contract with La Familia-Namaste, Inc. to provide home study services statewide as well 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.

**Service Decision Making Process for Family Support Services (45 CFR 1357.15(r))**

Agencies and organizations are selected for funding to provide family support services (FSS) through the CYFD request for proposal (RFP) process. The Prevention Unit within PSD partners with CYFD’s Contract Development Unit to develop and release an RFP to those agencies and organizations that provide services specific to FSS requirements. Agencies and organizations provide CYFD with proposals for contract. These proposals are evaluated by a team of field staff and Prevention Unit employees. Once evaluated, the team makes a recommendation to Office of Secretary on who to award contracts to.

Once the contracts are awarded, the Prevention Unit and Contract Development Unit negotiate final contracts with the selected agency or organization.

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.

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.
The Prevention Unit procured the Community Based Prevention, Intervention and Reunification (CBPIR) contracts through a Request for Application process. Community based providers located throughout the state were asked to respond to an application for community-based service providers that focus on the promotion of safety, stability and well-being of children and families using a tiered case management approach. Providers were also asked to respond to a series of questions and to submit a cost response addressing how they would provide ongoing home visits to families, coordinate with specialized service providers in areas such as mental health, substance abuse, domestic violence, education, employment, provide parent education, and assess the ongoing safety of children in the home. As mentioned in previous sections new CBPIR programs were established in January 2021 to expand the services to the entirety of the state of New Mexico.

The specific percentages of title IV-B, subpart 2 funds the state will expend on actual service delivery of family preservation, community-based family support, family reunification and adoption promotion and support services, and on planning and service coordination, with a rationale for the decision.

**Family Support Services (FSS)**

FSS spending was significantly over the twenty percent allocation as this was the greatest need for families in New Mexico. FSS targets families with three or more CPS reports in one year or six or more reports in five years were targeted and focuses on preventing child maltreatment and reoccurring child maltreatment. CYFD has increased focus and facilitation of on warm hand-offs between families and providers to ensure family engagement in services.

**Family Preservation Services (FPS)**

CYFD saw a limited ability of agencies to hire licensed master’s social workers to mirror CYFD's staffing requirements for In-Home Services. In addition, the rural communities in NM have a limited ability to hire qualified staff and meet the expectations of each contract, individually, as each contract requires a certain number of families to be served each year.

**Family Reunification Services**

Families who participate in the Family Reunification Services (FRS) and Time Limited Reunification (TLR) receive support services that assist them in the reunification process following out of home placement. Only CYFD PSD staff can make referrals to FRS. Spending was under the twenty percent allocation most likely due to the limited number of contractors able to provide these services across the state, especially in rural areas. Additionally, CYFD has identified a need in doing a better job of making referrals to these services. Families, at times, can be
overwhelmed and not wanted anymore involvement after reunification occurs, and CYFD can do a better job utilizing warm hand-offs to increase family participation in reunification services.

**Adoption Promotion Services**
Expenditures within Adoption Promotion Services were considerably under the allocated twenty percent because the contracted provider, La Familia/Namaste, terminated the contract at the beginning of January 2019. CYFD had procure new contracted services, therefore between the notification of termination and procuring new contractors, there was a three-month gap of no services available. CYFD had to re-allocate services through small purchase contracts for the least amount of disruption for families.

In FY21, The Prevention Unit of the Prevention and Initiatives Bureau (PIB) worked to expand the Community Based Prevention, Intervention and Reunification (CBPIR) contracts to make them available to families statewide. In January 2021, additional contracts were executed thus making CBPIR contracts available to all 33 counties in the state. As a result, families can now receive the resources, supports and services available through either the Family Support Service, Family Preservation Service, or Reunification Service component of the CBPIR contract regardless of their location and place of residence in the state. With the additional service providers added to the CBPIR contracts the Prevention Unit will continue to monitor expenditures in each category and adjust accordingly.

**Populations at Great Risk of Maltreatment (section 432(a) (10) of the Act)**

PSD recognizes children aged 0 to 5 years old as the population at greatest risk for maltreatment. The efforts detailed above seek to target services to this population and mitigate the risk of maltreatment.

PSD recognizes Victims of Domestic Violence and Sexual Assault as being at significant risk for further maltreatment. The section above regarding coordination with VAWA funded programs details various collaborations that target services to this population.

Given the increased focus on older youth that will accompany the state’s implementation of Extended Foster Care, PSD intends to build out its services and supports for youth who are at risk of sexual exploitation. Over the coming year PSD staff statewide will be trained in the use of the CSE-IT validated Commercial Sexual Exploitation Identification Tool. CSE-IT is an evidence-based screening tool designed for use in multiple child-serving systems, including child welfare, juvenile justice, schools, residential, mental health, medical, and homeless services. The CSE-IT is used as part of a universal screening approach to systematically identify the presence of indicators of child sex trafficking. BHS is working with PS on the implementation of the training and when to administer it.
CYFD recognizes youth experiencing homelessness as being at significant risk of maltreatment. The 2017 runaway and homeless youth report indicates that three quarter of homeless youth in New Mexico State that they cannot return home due to abuse or neglect.

LGBTQI youth are also understood by CYFD to be at significant risk of maltreatment, and they are disproportionately represented among homeless youth and those that attempt or commit suicide. CYFD is currently reviewing and revamping its training, practices, and policies regarding support for LGBTQ youth.

CYFD PSD, BHS and ECS have continued to partner and collaborate to support those identified as being at greatest risk of maltreatment. The services and programs geared towards families with children between the ages of birth and 5 continue to focus on prevention service. Those include the CBCAP FSS component of the PSD CBPIR contracts as well as CARA, Infant Mental Health services, Child Care, Pre-K, Home Visiting and Family Infant Toddler (FIT) programs.

The services and programs geared towards serving Victims of Domestic Violence and Sexual Assault are largely administered, monitored and/or supported through the CYFD BHS Domestic Violence Unit. The DV Unit, PSD and the Employee Training Division are, however, continuing to partner to successfully implement the Safe and Together Model within the State of New Mexico. Included in the implementation of the model, DV providers as well as the PSD field staff have participated in and will continue to participate in Safe and Together trainings. CYFD has planned to increase capacity within the entire state of New Mexico by providing scholarships for professionals to attend the North American Conference in May 2020; however, the conference has been postponed due to the COVID-19 related State of Public Health Emergency order issued by Governor Michelle Lujan Grisham.

CYFD PSD, BHS, JJS and community-based providers have continued to partner to support and serve youth who are at risk of human trafficking and sexual exploitation. BHS has led the efforts in the implementation of the West Coast Children’s Clinic’s Commercial Sexual Exploitation – Identification Tool (CSE-IT). CYFD secured the training items needed to train direct service PS and JJS staff as well as PHS providers in the use of the CSE-IT in the coming year. In the upcoming state fiscal year, two residential facilities for commercially sexually exploited youth will be established and BHS continues to work with Bernalillo County to set up a Safe Home. The Safe Home will serve adult survivors of trafficking; eligible survivors will be able to remain for 90 days so that they can transition into the appropriate place of residence or service in a trauma informed manner. BHS continues in their efforts to establish a Safe Home for child survivors of sex trafficking who are between the ages of 12 and 18.

Division X - Emergency Funding for the MaryLee Allen Promoting Safe and Stable Families (PSSF)

Funding allocated to New Mexico through the American Rescue Act in March 2021, was not immediately available for use. The timing of the release of the Program Instruction (PI) and Grant
of Award was in March, at a time that it was very difficult and challenging, if not impossible to get the funding allocated within our operating state budget due to the timing of the legislative session and finance/procurement processes.

Funding is just now, in August 2021 being brought into the operating budget to support expansion of Emergency Discretionary use for families to support housing stability, education, transportation and other immediate needs the family may identify.

**Kinship Navigator Funding (title IV-B, subpart 2)**

In the last year, CYFD has contracted with SHARE New Mexico to develop a Kinship Navigator Information and Referral system. The contract provides for SHARE to develop a toll-free helpline and website with a link to the “New Kinship Navigation Program” which also provides information regarding support and assistance. It explains the ongoing partnership between CYFD, SHARE NM, New Mexico Legal Aid, DNA legal services and Pegasus Legal Services for children. The helpline and website will connect callers to: local support groups, eligibility and enrollment information for federal, state, and local benefits, relevant trainings locally and statewide, and access to state and local services for education, medical, childcare and legal services. Fliers regarding the helpline and website are being distributed at food pantries and other community resource offices.

The contract with SHARE provides for extensive stakeholder collaboration and the development of segmented email lists to provide for the continuous dissemination of high-quality, updated information. Moving forward, CYFD intends to contract with an interpreter for families who speak Navajo to assist on the helpline. We are exploring partnerships with 2-1-1 agency hotlines.

CYFD has contracted with Pegasus, New Mexico Legal Aid, and DNA Legal services to support relative and kinship caregivers to obtain legal authority for children in their care. The agencies assist with other legal barriers and complete referrals to other community base agencies based on need for direct civil legal services, either in house or through subcontracts, to caregivers in relation to obtaining guardianship, power of attorney, child/parent visitation, and culturally appropriate legal services to immigrant caregivers. Other services include referrals and direct assistance in other legal matters for public benefits, Medicaid, housing, Social Security Disability Insurance, and Supplemental Security Income (SSI).

CYFD partnered with Southwest Family Guidance Center (SWFG) in the development of Relative Success Centers in Bernalillo, Rio Arriba, and Dona Ana Counties. The program provides a coordinated and comprehensive array of resources for relative and kinship caregivers of children to increase stability in the family setting, allow children to remain connected to their families and culture, and reduce long term effects of childhood trauma. These will address the unique needs of relative and kinship families. CYFD will continue to work to expand the program statewide.
Monthly Caseworker Visit Formula Grants and Standards for 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. Historically, PSD has had no trouble meeting its target for this measure. However, in FY19, PSD fell short of its 95% goal for this outcome. Discussions with regional and county management indicated that in many cases, visits were occurring but not documented; additionally, out-of-county placements, youth on runaway, and children placed out of state created barriers to completing visits. A renewed focus on visit completion and timely data entry has allowed PSD to once again perform well in this practice area. Since the COVID-19 pandemic, children are visited remotely in most cases, but more frequently. Remote visits are expected once per week.

Data Collection Methodology: The state’s FACTS data system (SACWIS allows 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. Additionally, managers, supervisors, and workers can track completed visits to children in near-real time using the Results-Oriented Management (ROM) application, for both the current month and prior months.

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. Visitation Guidelines and a corresponding visitation Checklist provide specific information to case workers about the nature and content of the visitation and includes guidance as to the information to be obtained from and shared with the child during each visitation. During the COVID-19 pandemic, remote visitation was the norm and the standard of visitation frequency was revised upward to once per week.

In 2020-24, 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 allowing more time to conduct face-to-face visitation with the child in the child’s place of residence.

Transpro Global transcription and dictation services continues to assist PSD in improving investigations by quickly updating cases and timely documentation for caseworker visits. PSD expended **$106,187** in **FY20** and **$86,700** in **FY21** for Transpro Global transcription and dictation services.

For SFY 2020, PSD expended approximately **$106,187** and **$86,700** in **SFY 2021** in this program.

Below is a trend of the percentage of documented worker/child visits, of those children in care during the month requiring a visit.

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<tr>
<td>Met</td>
<td>97.6%</td>
<td>98.3%</td>
<td>98.5%</td>
<td>97.7%</td>
<td>98.7%</td>
<td>98.2%</td>
<td>98.5%</td>
<td>97.8%</td>
<td>98.1%</td>
<td>98.3%</td>
<td>98.2%</td>
<td>98.1%</td>
<td>97.9%</td>
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<tr>
<td>Visited in-home</td>
<td>96.9%</td>
<td>97.0%</td>
<td>96.5%</td>
<td>97.7%</td>
<td>96.0%</td>
<td>97.5%</td>
<td>97.4%</td>
<td>97.4%</td>
<td>96.1%</td>
<td>96.6%</td>
<td>96.8%</td>
<td>96.0%</td>
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<tr>
<td>Visited in-person only</td>
<td>0.7%</td>
<td>1.3%</td>
<td>1.2%</td>
<td>0.9%</td>
<td>1.7%</td>
<td>1.2%</td>
<td>0.9%</td>
<td>1.1%</td>
<td>1.7%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>2.2%</td>
<td></td>
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<tr>
<td>No visit</td>
<td>2.4%</td>
<td>1.7%</td>
<td>2.3%</td>
<td>1.5%</td>
<td>2.3%</td>
<td>1.3%</td>
<td>1.8%</td>
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**Additional Services Information**

**Adoption and Legal Guardianship Incentive Payments (section 473A of the Act)**

Currently, New Mexico’s adoption incentive payments are directed to enhance recruitment and provide support for foster and adoptive parents. Funds were redirected for recruitment and marketing efforts to target geographic areas with greatest need of resource parents. Promotional materials will be purchased to assist with recruitment efforts statewide.

With the COVID-19 pandemic, a new spend down plan is underway to support our tribal partnerships by offering adoption incentive funding opportunities for tribal communities throughout New Mexico. The pandemic has brought on a challenge with engaging with tribal governments to discuss, negotiate, develop, finalize, and execute the scope of work. Meetings are conducted virtually and has taken longer than the normal practice of working with tribal governments.

PSD recently received adoption incentive funds as the number of finalized adoptions has begun to increase with 333 for total adoptions in FY20 and projected to increase in coming years. PSD plans to utilize the funds on services that will continue to support foster and adoptive parent recruitment and retention. PSD has contracted with a company, BINTI, who can provide a self-service mechanism in which prospective resource parents can check the status of their application/licensing process. BINTI is now accessible statewide. All counties have been appropriately trained in utilizing BINTI for licensing applications. PSD has encountered some challenges in data migration and access, but these areas were addressed and corrected. So far, the self-service portion of BINTI has been helpful for prospective resource parents and staff and is instrumental in providing a more efficient process.

CYFD will be adjusting the use of both adoption and guardianship incentive payments to provide an online process for licensing, training, and supporting foster, adoptive and relative resource families. With the automation of the process, provided by BINTI, New Mexico anticipates seeing an increase in applications, increase in approvals of licensures and children reaching permanency through either reunification, guardianship, or adoption. Due to the extensive rural and frontier regions of New Mexico, stakeholders and resource families need other options available to communicate with CYFD staff, community providers, request assistance to stop potential adoption or guardianship disruptions and receive training to maintain their licensure status. CYFD anticipates that the system will be fully operational for New Mexico families within the first quarter of FY22.

**Adoption Savings (section 473(a) (8) of the Act):**

In 2019, CYFD was able to identify the process to accurately identify, reflect and report accurate accounting to the Children’s Bureau for adoption savings. Moving forward, CYFD will be able to show savings and ensure those savings are spent on Title IV-B and IV-E programs in the areas
identified in the PI for post adoption and guardianship services, including children at risk of entering foster care.

CYFD has transitioned to the actuals method which provides actual amounts saved. As a result, CYFD has developed the function in the current SACWIS (FACTS) system using the FM02_49 report for both programmatic and fiscal reporting. In the fall of 2019, CYFD requested and received approval from the Children’s Bureau to change the current reporting mechanism to the actuals method. CYFD successfully submitted the 2018 adoption savings report using the actual method in November 2019.

Additionally, CYFD has been developing a strategy to both show the savings and how that funding is going back to the target area in the area of placement and long term permanency, as well as, at risk of removals. As part of the CCWIS project, CYFD will develop a clear reporting mechanism that is easily accessible to show adoption savings and reallocation to the target areas listed above. The payment and tracking module related to care and support has not been built as of writing this report. In the interim, CYFD continues to use the FACTS SACWIS system and reports to determine the actual amount saved.

- Estimate & Services Utilized:
  - Post Guardianship & Adoption Services: (Estimate $558,000) CYFD has expanded post adopt/guardianship services with All Faith’s Child Advocacy Network, utilizing adoption savings to provide trauma informed individual and group therapy, case management to families specifically touched by adoption and kinship guardianship care.
  - At-Risk (Estimate $257,948) and IV-B or IV-E allowable services (Estimate $1,900,000):
    1. CYFD has developed and implemented a model to provide an Individualized Planning Process (IPP) Meetings to be used in CYFD and the Human Services Department (HSD). The IPP process is to be used with all families involved in investigations, in-home/family preservation or reunification services. This includes training, online and in-person platforms for training and direct service of the IPP Model. In addition, CYFD will provide outreach with community stakeholders to implement the IPP model and Quality Service Review indicators.
    2. Parent and Resource Parent Peer to Peer Support Warm-Line provides a trauma responsive support to families in crisis or need of assistance with the child’s well-being. It is also designed to prevent placement disruptions and provide additional supports identified by the community.

- All unexpended dollars in FY20 were repurposed for strategic priorities and expended in SFY21.
- Challenges in accessing & spending: Adoption savings is allocated in our Care and Support state budget; in order to access and spend for services related to the purpose of Adoption Savings (AS), it must be expended in contractual services requiring a budget adjustment and legislature approval. Additionally, the State of NM does not allow for
reversion dollars in the budget annually due to the difference in state and federal fiscal year’s start and end dates. It has been a process to ensure that funding in care and support related to adoption savings is not reverted back to the State General fund annually.

- CYFD is currently in process of building additional post-adoption/post-guardianship services to the current array, specifically in the area of community based mental/behavioral health for families that need additional support to prevent adoption disruption. CYFD anticipates the additional services will be executed through a Request for Application (RFA) during the first quarter of FFY2021. CYFD anticipates that all care and support funding resulting from any adoption savings will be spent accordingly by September 20, 2021 and subsequently will be reported in the annual adoption savings report due in October 2021.

**Family First Prevention Services Act Transition Grants**

The Family First Prevention Services Act (FFPSA) grant allows for CYFD to spend the funding through September 30, 2025. CYFD did not utilize the FFPSA transition funding in FFY21; however, future plans were discussed and developed to spend the funding to implement or expand services related to FFPSA in SFY 2022.

The Plans for State FY22 and FY23 include implementation or expansion of FFPSA services related to:

- Transitional Living & Support Services for Youth and Young Parents
- Training, Support and Program Development of Evidence Based or Evidence Informed Models for CYFD staff and Contracted Service Providers

**John H. Chafee Foster Care Program for Successful Transition to Adulthood (the Chafee Program) (section 477 of the Act)**

**Agency Administering Chafee**

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

During this reporting period CYFD, in collaboration with the NM State Personnel Office and NM Department of Finance, developed and implemented a reorganization of the FCB to better meet and serve the needs of transition-aged youth ages 14-26. Youth impacted by foster care need a more holistic and relational-based approach to engagement that provides a safety net and developmentally appropriate/identity affirming support system as they transition into adulthood. Over the next few years, CYFD anticipates adding additional staff to carry out the mission of the department and the Chafee program.

The Fostering Connection Bureau consists of the following personnel:
- **Two Bureau Chiefs** – Provides overall leadership, supervision and oversight, and ongoing management for implementation of the program.
- **Four Fostering Connections Supervisors** — These positions each manage six Fostering Connections Specialists (FCS) providing direct services to transitioned aged youth and young adults who have experienced the foster care system.
- **Two Program Managers** — Provides staff training and technical assistance around the implementation of our new specialized case management and engagement practice model for older youth/young adults, assist with the coordination of ETV and Chafee program funds, acts as the liaison to LUVYANM, attends various collaborative meetings, and carries out other assignments to support the Bureau Chiefs, the Fostering Connections Supervisors, and the Fostering Connections Specialists.
- **24 Fostering Connections Specialists (FCS)** — Utilizing a specialized practice model for case management and engagement, provides direct transition support services to individual youth and young adults across the state.
- **One Contract Manager** – Provides support to the FCB through reviewing funding applications and working with community providers to execute contracts that provide an array of services supporting youth and young adults.
- **One Youth Disability Specialist** – Provides support to the FCB through training, tracking, and monitoring all transitioned aged youth to ensure they have disability supports in place to transition successfully.
- **One Educational/Vocational Specialist** – Provides support to the FCB through outreach to secondary, post-secondary, and community partners to ensure youth and young adults are receiving all the supports and services available to increase their educational and vocational success.
- **One Federal Compliance Specialist** – Provides support to the FCB through researching different topics, reviewing funding applications, tracking data, NYTD collection, processing tribal and interstate referrals, and running credit reports.
- **One Special Projects Coordinator** – Coordinates special projects and initiatives and provides support to the FCB through researching different topics, tracking data, and supporting youth through outreach.
- **Two Trainer Coaches** – Provides support to the FCB through one-on-one and group coaching opportunities around implementation of our practice model and professional development of staff to deepen skillsets around partnering with young people authentically.
- **Two Youth Advocates** – These positions are held by young professionals with lived experience. Their role is to support and strengthen the ongoing development of the LUVYANM advisory board and increase opportunities for youth involvement in the decision-making process and implementation of programs, initiatives, and policies/procedure that impact the lives of youth and adults involved in child welfare.
• **One Housing Navigator** – Provides support to the FCB and young adults around housing continuum options available to young adults transitioning to adulthood. This position serves as the primary point of contact for FCB staff and housing providers to manage the application process for CYFD’s Transitions Supportive Housing program, seven NM Transitional Living for Youth Adult (NM-TLYA) programs, and the Family Unification Program (FUP)/Fostering Youth to Independence (FYI) housing choice vouchers managed by local housing authorities across the state.

• **One Client Service Agent**—Provides support to FCS and Program Staff.

• **Business Operations Specialist**—Provides administrative support to staff and management of the Fostering Connections Bureau.

**Description of Program Design and Delivery**

Through the Fostering Connections Bureau (FCB), New Mexico provides transition services to meet the needs of older youth who are in foster care, aged out of foster care, were adopted from the foster care system at sixteen years of age or older, and/or who achieved permanency through guardianship at age sixteen or older. A statewide youth advisory board, Leaders Uniting Voices: Youth Advocates of New Mexico (LUVYANM), actively participates in developing the program and provides feedback and suggestions to PSD staff, community-based providers and other stakeholders for system and practice improvement.

As of July 1, 2020, CYFD and the FCB implemented the extended foster care program. Per our state statute, this program will be implemented over three years and serves youth turning 18 while in the custody of PS or in the custody of a NM tribe. The program also serves young people whose adoption or guardianship finalized through CYFD after the age of fourteen and no longer receive financial or emotional support from their parent/guardian upon turning 18. In SFY20, youth that turned 18 after July 2, 2019, were eligible to enroll in the program. In SFY 21, the program extended to 20 and in SFY22 will be extended to young adults up to age 21. All young adults enrolling in the program will be eligible for housing maintenance payments, regardless of their Title IV-E status.

Throughout SFY21, CYFD’s FCB developed and implemented a new practice model for case management and engagement which includes a 10-module training curriculum for staff, as well as practice tools designed to deepen our trust-based relationships with youth/young adults and increase engagement. Additionally, we have improved our engagement strategies with community providers and internal partners, as well as continued to build-out our housing continuum in New Mexico to provide more developmentally appropriate housing options for older youth exiting foster care and increase access to community-based mental health services. This program will allow CYFD to expand the existing Chafee program using both Title IV-E and State General funds to meet our strategic plan, including the expansion of community-based behavioral health services, creation of more developmentally appropriate placements, and workforce development and accountability.
CYFD provides nine primary service components to youth who enter foster care at age 14 or older or who turn age 14 while in foster care and are unlikely to exit to legal permanency. Those service components are as follows:

1. **Independent Living (IL) Assessment**: The IL Assessment is completed by the Permanency Planning Worker (PPW) for all youth in PSD custody regardless of their permanency plan. The IL Assessment consists of a psychosocial history that focuses on the youth’s strengths, current goals, and the Casey Life Skills Assessment (CLSA). A written IL Assessment Summary is also required and includes the results of the CLSA, recommendations to assist the youth in life skills development, and individualized transition service needs. The initial IL Assessment is completed with youth turning thirteen and a half years of age or when a youth over the age of thirteen and a half enters PSD custody and remains in custody following the custody hearing. A reassessment is conducted at least every 18 months or when there is a significant change in the youth’s circumstances. The PPW provides copies of the CLSA and the IL Summary to the youth and the youth’s placement provider, in addition to maintaining a copy in the youth’s case file.

2. **Life Skills Plan**: A life skills plan is required for youth, 14 years of age or older, in foster care regardless of the permanency plan and is a component within the youth’s case plan. This plan is presented to the court at each judicial review or permanency hearing. The plan outlines the activities necessary to support the youth in developing the knowledge and skills needed for successful transition to adulthood. The plan is individualized and prioritizes life domains that require the most assistance for success and may include support in the areas of secondary or post-secondary academic support services, career preparation services, budget, financial management services and healthy relationships educational services. The youth, PPW and FCS review the plan every six months, or more often at the request of the youth, and is updated in conjunction with the case plan.

3. **Life Skills Development**: Youth, ages 14 and older, in foster care participate in life skills development regardless of their permanency plan. Life skills development occurs through a variety of methods such as group learning with community providers – in person and virtually, conferences – ILY and CLI, and is most effective when provided through teaching-in-real time opportunities with caregivers, supportive adults, mentors, and CYFD staff. In addition, the Fostering Connections Bureau (FCB) utilizes a specialized practice model for case management and engagement that prioritizes asset-based skill development with youth and young adults, prioritizing a practice approach that continuously supports the acquisition of the knowledge, awareness, and skills needed to experience success in adulthood. FCB also obtains and partners with youth to understand their annual credit report.
4. **Transition Planning Process**: The Fostering Connections Specialist (FCS) begins partnering with youth prior to their 16.5 birthday to support and assist them in developing their first fostering connections plan. The plan outlines the youth’s goals and aspirations in eight life domains (housing, finances and employment, education, physical and mental health well-being, supportive relationships and community connections, cultural and personal identity, life skills and transportation, and parenting/parenthood) and is designed to scaffold learning by developing SMART action steps that continuously moves youth towards greater success as they turn 18 and transition to adulthood with the support of their team.

The FCS supports the youth in identifying their ‘team’ of supportive adults that are invited to each Fostering Connection/Transition Plan Review Meeting, such as family members, friends, the PPW, resources parents, Youth Attorney, mentors, and other supports. During these ‘formal’ meetings, team members identify and commit to specific ways they will support the youth in achieving their action steps and their larger goals in each life domain. The Fostering Connections/Transition Plans are attached to the court report and presented to the court as required (at minimum, at the first permanency hearing after the youth’s 17th birthday). The plan is updated every six months, when requested by the youth, and the ‘final’ Transition Plan is developed in partnership with the youth 90 days prior to their 18th birthday or discharge hearing. The Transition Plan is presented to the court at the youth’s discharge hearing and is utilized to enroll eligible adults into CYFD’s extended foster care program if/when a youth is interested in this opportunity.

5. **Transition Support Services**: Transition support services are provided to youth in PSD custody beginning at age 14 by their PPW. FCSs provide these services to young adults who aged out of foster care at age 18 or were adopted or in a guardianship through CYFD after the age 16 or older once they turn 18. Transition support services provided by FCB are designed to prepare and assist youth in their transition to adulthood. These services begin during the preparation for the Fostering Connections/Transition Plan Review meeting and may continue until the youth turns 26 years of age. The services include: locating and maintaining safe, stable housing; identifying and accessing educational and vocational opportunities; information and referrals on employment or income resources; referrals to physical, behavioral/mental health and wellbeing services; linkage to adult disability services; assisting with Medicaid enrollment; linking and deepening connections with significant adult supports; accessing services and supports for young parents; and assistance in removing barriers to accessing needed community-based and/or publicly funded support services as needed.

6. **Extended Foster Care**: Youth turning 18 that have not achieved permanency prior to their 18th birthday are able to opt into the NM Fostering Connections Extended Foster Care Program. This program provides an expansion of the prior Independent Living
Program to focus on engaging with young people in a relational-based way to prevent homelessness and ensure their transition to adulthood is supported.

7. **Financial Resources**: There are financial resources for youth to assist them in their transition to adulthood, in addition to the Education and Training Voucher Program. These include:

- **Fostering Connections Monthly Maintenance**: These funds are available to youth who enroll in CYFD’s extension of foster care program. Funds are either IV-E or State General fund and can be used to support financial stability around housing and basic needs. An increased rate is provided to young parents to further support the housing and basic needs of their children. Eligibility for the extended foster care maintenance payment includes participation in a qualifying activity. Additionally, youth cannot be incarcerated or on runaway status. Documentation of the qualifying activity is required to verify employment, participation in a program designed to remove barriers to employment, enrollment in school (secondary or post-secondary), or that the youth have a mental or physical condition that prevents them from attending school or working. Eligibility is assessed on an on-going basis.

- **Start-Up Funds**: These funds are available through the Chafee Act to assist eligible youth to purchase household items and/or services they need to establish a home or to support the youth in their transition to adulthood. In 2020, eligibility extended to the age of 23. Youth who are under the age of 23 and aged out of foster care on their 18th birthday; youth between the ages of 18 and 23 who were adopted or in a guardianship from foster care after their 16th birthday; and youth in foster care who are age 17 and receiving ILPS may be eligible to receive these funds. The maximum amount of funding an eligible youth may receive in their lifetime is $3,000.00 and must be used by the youth’s 23rd birthday. Allowable and unallowable expenses are determined according to the standards established through the Chafee Act. Youth must complete an application to be considered to receive the funds and turn in receipts for purchases to ensure the funds are used appropriately. The limit on the amount of Chafee funds that may be used for room and board expenses for youth ages 18 and older remains unchanged, with no more than 30 percent of Chafee funds expended for room and board.

- **Independent Living Placement Status (ILPS)**: ILPS allows an eligible youth to receive a monthly stipend to live as a boarder with a resource caregiver or supportive adult or to live independently with limited supervision. The stipend amount is based on the current substitute care monthly maintenance payment and is considered for youth who are 17 years old and likely to age out of foster care. This status and payment is also available to young adults who are not eligible for Extended Foster Care per the Act but have not yet reached the age of 21. Eligibility for ILPS mirrors our extension of foster care program. To participate youth cannot be incarcerated or on runaway status and must provide documentation that they are employed, participating in a program to remove
barriers to employment, enrolled in school (secondary or post-secondary), or have a mental or physical condition that prevents them from attending school or working. Eligibility for ILPS is assessed on an on-going basis.

- **Medicaid:** Medicaid is available to youth who have aged out of foster care 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 and coverage.

8. **Youth Leadership Development:** Youth and young adults are encouraged to participate in leadership activities such as legislative advocacy, policy/procedure development, and program evaluation in multiple ways within the agency. One opportunity available is participation in Leaders Uniting Voices: Youth Advocates of New Mexico (LUVYANM). LUVYANM is a youth advocacy and advisory board composed of youth from around the state who represent current and former foster care youth. LUVYANM members actively participate in the evaluation of policies and practices of the state’s child welfare system and advocate for system improvements. They educate other youth, agency staff, foster families, agency partners and the public on issues related to youth in foster care. LUVYANM takes lead in planning the annual Independent Living Youth Conference, train PSD staff in youth engagement, participate in policy development and revision meetings, present at conferences such as the Children’s Law Institute and Foster Parent Conferences and participate in advocacy activities with the New Mexico Legislature.

9. **Housing Services:** CYFD funds several developmentally appropriate housing options to support youth transitioning to adulthood.

- **Transitions Supportive Housing:** CYFD funds and manages a 34 housing-choice voucher program in Albuquerque and Rio Rancho for youth between the ages of 18 and 21, with a mental health diagnosis. This program is a collaboration between Behavioral Health, Juvenile Justice, and Protective Services and is directly supported through contracts with two community-based organizations that provide day-to-day operational support and case management for participants.

- **New Mexico Transitional Living for Young Adults (NM-TLYA):** In FY21 CYFD provided contracts to seven community-based organizations to develop and/or expand transitional living opportunities for youth ages 16 to 23. These programs are located throughout the state and assist youth with accessing safe, affordable, and stable housing as well as provide life skills development opportunities through a trauma informed and positive youth development framework. The programs offer a variety of transitional housing models, including on-site, scattered site, and host home settings. They are currently located in Albuquerque, Taos, Hobbs, Roswell, and Las Cruces but also serve surrounding communities through their scattered site and host home models.
CYFD’s FCB continues to expand and deepen its partnerships with local housing authorities statewide to increase access to the Family Unification Program (FUP) and Fostering Youth to Independence (FYI) voucher programs for young people transitioning from foster care between the ages of 18 and 24. FUP vouchers are available to our young adults in Albuquerque and Las Cruces. MOUs have been executed with three housing authorities for the FYI vouchers and we have begun the process of accessing these vouchers for young adults in Santa Fe.

Additionally, the FCB solidified a partnership with NM Crime Victims Reparation Commission (CVRC) to provide emergency rent and relocation funding for youth aging out of foster care or who are victims of crime after the age of 18. These funds specifically support emergency housing (for victims of interpersonal violence), storage and/or moving expenses, and deposit/rent for those eligible for this program. The FC Special Projects Coordinator serves as the liaison to this program.

**Program Goals**

To identify program areas to strengthen and build upon, the Department regularly seeks stakeholder input. One of the critical stakeholders are the youth of New Mexico that are impacted by the child welfare system. Stakeholder input and feedback is obtained through formal and informal processes. Formal processes include our annual youth-led town hall conducted during the Independent Living Youth Conference, facilitated discussions during monthly LUYVANM meetings, youth and stakeholder participation in workgroups, surveys, and youth-facilitated focus groups/listening sessions. In FY20, because of stakeholder input, five areas were identified as areas to strengthen to improve outcomes for youth:

- implementation of extended foster care;
- expansion of the housing service array;
- increase access to community based behavioral health services;
- supports and opportunities to reconnect with siblings and other relatives; and
- life skills development services.

Over the course of the first year of extended foster care implementation, one additional area of need was identified:

- expanded supports and service coordination for youth with cognitive and physical disabilities

Despite the restrictions caused by the COVID-19 pandemic, FY21 saw the successful reorganization and expansion of the Youth Services Bureau into the Fostering Connections Bureau, year one implementation of extended foster care, and the implementation of a new, specialized practice model for case management and engagement for older youth and young adults. The practice model included the creation and implementation of a specialized training curriculum for staff that includes best practices for engaging youth/young adults and supporting protective factors within the workforce to increase job satisfaction and reduce burn-out. The
training is currently provided to Fostering Connections staff who provide direct services to youth and young adults (please see section on training for additional details).

Over the next few years, the FCB will partner and collaborate with both internal and external partners and stakeholders to strengthen these six program areas. Some of the key partners include CYFD Behavioral Health Services and Juvenile Justice Services, the Heart Gallery of New Mexico Foundation, the Corrine Wolfe Center for Child and Family Justice, the Capacity Building Center for States, the Annie E. Casey Foundation, the New Mexico Coalition to End Homelessness and multiple community-based youth serving organizations throughout the state of New Mexico (e.g., Youth Development Incorporated, New Day, Chaves County CASA, Families and Youth Incorporated, NMCAN, La Placita, Dream Tree, and Youth Shelters and Family Services, to name a few).

**Youth Engagement in the Development of the Plan**

To obtain youth perspective, input and feedback that is representative of the diversity of the state, FCB works closely with LUVYANM. Since membership includes youth from all geographic areas the state who are currently or were previously in foster care, they can provide a broad perspective which is critical in a state that is as geographically large and rural as New Mexico is as well as ethnically and culturally diverse.

FCB utilizes both formal and informal opportunities to seek and obtain input and feedback from our youth. The two primary, formal settings are:

- **Focus Groups/Listening Sessions** - In June 2020 the FC Youth Advocates, in partnership with the Children’s Court Improvement Commission (CCIC), will host five regionally-based listening sessions/focus groups with youth currently enrolled in extended foster care and those that were eligible to enroll but chose not to in order to obtain input and feedback around what’s working, what’s not working, and what needs to be improved to better support the needs of youth transitioning to adulthood. Input provided during these sessions will be compiled in a report and available for public review by September 2020.

- **Annual ILY Conference Town Hall** – the topics focused on are identified and selected by LUVYANM members and meeting participants. The topic for the 2020 town hall was the impact of the COVID-19 pandemic on the lives of young people.

- **Monthly LUVYANM Meetings** – the youth set the agenda for their monthly meetings and have a time slot designated for FCB. This time allows for activities such as the sharing of information and requesting feedback, recommendations, and feedback.

Generally, youth participate in numerous CYFD workgroups. However, due to the limitations and restrictions of the pandemic, these workgroups were less active during FY21. To address this challenge, CYFD hired four temporary Youth Advocate positions, staffed by youth with lived foster care experience to ensure ongoing engagement and inclusion of youth voice during the implementation of extended foster care. The Youth Advocates participated in the roll-out of the
practice model training curriculum for staff to provide feedback, participated in case staffings and consultations to provide engagement expertise, participated in 2020 legislative activities, supported the successful completion of the NYTD survey, conducted outreach to youth/young adults to increase support during the pandemic, participated in a workgroup to finalize the youth grievance procedure and conducted drop-in training sessions for youth and CYFD staff, provided input and feedback around the development and revision of programmatic forms, and participated in the launch of a new initiative to better support young parents and alumni of care.

Based on years of feedback from youth around what was needed from the child welfare systems to support a successful transition to adulthood, CYFD’s Fostering Connections Bureau implemented an innovative and specialized practice model for engagement and case management with older youth and young adults. The model is adapted from Western Michigan University’s Fostering Success Coach Model, an evidence-informed relationship-centered engagement model aimed at providing staff with developmentally appropriate and affirming practice methods and tools that move young people from surviving the transition to adulthood to thriving through it and includes increased:

- understanding of the neurophysiology of trauma and how it shows up in current behavior of youth/young adults;
- authentic youth engagement and youth/adult partnerships, based on a relational-centered approach; and
- developing inner capacity and personal strengths (knowledge, awareness, and skills) in the eight life domains to fuel sustained growth toward successful adulthood.

The FCB also provides ongoing training and coaching to ensure transfer of learning from the classroom to day-to-day practice. This takes the form of individual supervision, small group case consultation, and group intervention reviews/practice observation. The FC Youth Advocates are fully involved in these sessions to ensure a youth-centered lens is taken.

**State Sharing of NYTD Data**

New Mexico administers the basic 22 question NYTD survey. NYTD data has specifically informed the development of engagement curriculum and interventions with older youth. The design and implementation of our extension of care program specifically has used NYTD questions around housing and education to support procedures for staff and new contractual services for transitional living programs. The FCB has presented throughout the year on Youth Services practices, policies and procedures to local county office staff and will be providing training and technical assistance in the upcoming year to staff, implementation workgroups and stakeholders with the implementation of fostering connections. These presentations include information about NYTD such as the purpose of NYTD, the importance of field staff obtaining and information needed for NYTD reporting into FACTS, possible outcomes for not meeting the NYTD requirements, data gathered and opportunities for field staff, youth, YTSs and community-based providers to partner around life skills development, educational supports and housing services and supports. The FCB also presents at conferences and stakeholder meetings and includes information about NYTD in those presentations as well.
PSD continues to obtain a great deal of qualitative data particularly from youth across the state. PSD uses this data, as well as data from NYTD, behavioral health providers and housing partners to inform and improve policy, procedure, and practice. This type of qualitative data has been shared with stakeholders including who assisted in the development of the youth grievance procedures such as New Mexico Child Advocacy Network and LUVYANM members and partners such as the Sibling Connections Team, the Relative Care Team, and the Center for Capacity Building.

A change in SFY21 is that our Youth Advocates are now responsible for completing the outcomes surveys with youth who are identified for each specific age cohort. The Research, Assessment and Data (RAD) Bureau’s Data Unit provides electronic notices to the FCB by age of the specific youth that have been identified as needing to complete a survey. The preference is for the surveys to be completed in person utilizing Survey Monkey®; however, it is not always possible for the surveys to be completed in person thus the Youth Advocate may conduct the survey with the youth via telephone. Youth are eligible to receive a financial incentive of $50.00 for their participation in the survey.

FCS and PPW’s enter service data into the FACTS system. When the PPW uploads the Casey Life Skills Assessment into FACTS, an independent living (IL) category is created for the specific youth under the primary FACTS case and allows for the PPW, FCS, or other approved PS staff to enter youth services related information for that youth. Options available under IL include each domain of life skills and financial assistance, an option to customize entries for uncategorized services such as decision-making skills and a menu of descriptors which allow for the ability to extract data for specific life skill services. In addition, contractors who provide life skills development and housing support services collect data on the services they provide to the youth who are involved with the state’s child welfare system and provide that data to their contract program manager on a semi-annual basis. The Federal Compliance Specialist then enters the data into FACTS to ensure the services the youth participate in are captured in their case record and included in the NYTD reports.

PSD continues to use the following methods to locate and engage youth who have aged out of care who are part of the survey cohorts: Social media platforms, previous support systems, phone, e-mail, text, or through the mail. The FCB 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.

PSD is confident in its collection, analysis, and use of NYTD data. The division plans to structure and increase its public facing communications. One of the implementation workgroups will focus on communication which will include NYTD data. Additionally, PSD intends to utilize the New Mexico NYTD data to identify areas of need for improvement with community providers as we expand our youth services as part of the fostering connections program.
Serving Youth Across the State

The FCB now has 24 Fostering Connections Specialists (FCS) and 13 program staff located across the state and cover all five regions. By adding 11 new FCS positions, we were able to lower caseloads and engage in a relational-centered way of engagement, rather than transactional activities between workers and youth. FCS are expected to collaborate and coordinate with the local county offices to ensure that all youth in New Mexico’s foster care system can receive the necessary services to successfully transition to adulthood. In the event of staff turnover, the increased number of FCS positions allows better coverage and support to youth while vacancies are filled.

NYTD services data reveal that in counties where a FCS position is housed receive a higher number of life skill and financial assistance services than in counties where no FCS is housed. This makes it twice as likely that youth who live in “FCS counties” will receive services as those who do not live in “FCS counties.” This data is consistent across all domains of life skill and financial assistance.

By adding 13 program staff, FCB is better able to support staff development and the implementation of our new practice model, which subsequently increases job satisfaction and reduces burnout. Additionally, FCB is now positioned to provide specialized and increased support to youth around housing, education and vocation, disability supports and services, and leadership skill development opportunities.

Serving Youth of Various Ages and Stages of Achieving Independence

Youth served by the state’s child welfare system receive youth services, regardless of their permanency plan, through the combined efforts of field staff, resource parents, child placement agencies, community-based providers and the FCB staff.

Youth Ages 14 to 18

At age thirteen and a half, youth who are in foster care participate in the IL Assessment which includes the Casey Life Skills Assessment (CLSA), the Let’s Get Started Planning for the Future and the Individual Capacity and Functional Assessment. They actively participate in their individual case planning, the development of their life skills plan, and the identification of needed transition support services. The PPW and the out-of-home provider work with the youth on developing life skills based on the needs identified in the CLSA. The PPW provides transition support services for youth under the age of 18 who are in foster care and youth over the age of 18 who remain under the jurisdiction of the court. The FCS provides transition support services for youth over the age of 18 who aged out of foster care at age 18 and those who were adopted from foster care at age 16 or older. In 2022, PSD will be meeting with youth, internal, and external partners to identify barriers, gaps, and improvements that can be made to our current assessment and case planning processes through community stakeholder meetings.
The Federal Compliance Specialist now ensures credit reports are obtained for and provided to youth beginning at age 14 and occurs on an annual basis until the youth exits foster care. In SFY21, accounts were fully executed to run reports on behalf of youth with Experian, TransUnion, and Equifax. If any discrepancies are identified during this process, PSD works with the credit reporting agency to resolve any issues prior to a youth exiting care.

At age 17, youth become eligible to participate in Transitional Living Programs and to receive an Independent Living Placement Status (ILPS) stipend to live in a semi-independent living situation. The youth’s PPW is required to assess and verify that the home is safe, that the youth have the skills necessary to live safely in such a situation and that it is unlikely the youth will be exploited.

Once a youth ages out of foster care at age 18, the FCS becomes their primary worker. This process will continue as part of the program implementation. Youth who age out of foster care will be eligible to continue to receive Medicaid up to the age of 26 through the Affordable Care Act and only requires the youth to complete a form once a year with their assigned FCS. They may also be eligible to receive the ILPS stipend, Start-Up funds, ETV and the tuition and fee waiver.

Legislation allowing for the extension of foster care was passed during the 2019 Legislative Session through the Fostering Connections Act and was signed into law by Governor Lujan Grisham. To implement extended foster care in New Mexico, several activities and tasks were outlined in the legislation. Some of those are as follows:

**Extension of Chafee Services to Age 23**

New Mexico is committed to ensuring that emancipated youth between the ages of 18-23 continue to receive supportive services as they acclimate into adulthood. In SFY21, Start Up funds were extended allowing young adults to access a total of $3,000.00 prior to their 23rd birthday. Young adults will be eligible for $1,500.00 between the ages of 18-21 and another $1,500.00 between the ages of 21-23.

**Collaboration with Other Private and Public Agencies**

Due to the large geographical and rural landscape of the state as well as the limited availability and accessibility of services, the partnerships PSD has with other private and public entities is critical. Some of these organizations include New Day Youth and Family Services, Youth Development Incorporated, the Heart Gallery of New Mexico Foundation, La Placita, Families and Youth Incorporated, Assurance Home, Guidance Center of Lea County, Chavez County CASA, NM Kids Matter, Dream Tree, Youth Shelters and Family Services, New Mexico Coalition to End Homelessness and the Youth Homelessness Demonstration Project, and NMCAN. Essential to serving youth who are in foster care or who have aged out of the foster care system is the Behavioral Health Services Divisions within CYFD, Department of Health, and the Public Education Department.
Moving forward, each year we will highlight different partners and the specific supports/services they provide to older youth/young adults in the APSR. Below we’ve highlighted six of these important partners and the supports they provide to youth impacted by foster care:

- **New Day Youth and Family Services (New Day)**, which began as a runway shelter in Albuquerque, has been serving youth for over 40 years and has expanded their programs throughout the years in response to the growing needs of transition age youth in the state. Those programs include Safe Home, Life Skills Academy, Counseling and Case Management Services, a Detention Diversion program, and a Transitional Living Program.

  In FY21, with the support of CYFD funding, New Day has included the Transitions Supportive Housing Program, a pilot program to provide intensive support to caregivers that accept older youth, and a NM-TLYA program. Although the Safe Home, TLP and Life Skills Academy are programs available to all youth, regardless of system involvement, New Day has consistently engaged in unique, creative, and problem-solving efforts with the Department in an effort to meet the placement, housing and life skills development needs of youth in foster care.

- **The Heart Gallery of New Mexico Foundation** (the Heart Gallery) assists youth who are in foster care and who have aged out of foster care to achieve independence through myriad ways. The Heart Gallery continues to serve as a primary support to LUVYANM. Additionally, youth are also able to submit requests for financial assistance for items for which there is no other funding source. Previous requests have included funding to pay for driver’s education, GED fees and high school graduation expenses. They continue to partner with local organizations and businesses to provide youth with hygiene items as well as household items such as mattresses, bedding, cooking and other kitchen supplies, and furniture that youth can request when setting up their own places of residence.

- **The New Mexico Child Advocacy Network (NMCAN)** continues to be an important partner to engage systems-involved youth in policy advocacy and programmatic development and evaluation. NMCAN actively seeks to reduce systemic barriers of system involved youth by advocating for legislation such as the Foster Youth Tax Credit Law, the Tuition and Fee Waiver, and the Fostering Connections Act. NMCAN provides services to youth located in the Albuquerque Metro Area through various projects such as the Mentoring Project, Back on Track, and Opportunity Passport. The Opportunity Passport project is beneficial for eligible youth to support the development of financial literacy. This project is available to Metro area youth ages 14-25 and focuses on helping youth become financially capable by providing financial literacy classes, ongoing financial coaching, and up to $3,000.00 in match-savings towards the purchase of an asset.
• The Behavioral Health Services Division continues to be vital in FCB efforts to support and prepare youth for independence. Behavioral Health Services and FCB frequently partner and collaborate in the areas of supportive housing, youth engagement trainings, High Fidelity Wraparound, and youth substance abuse programming. As mentioned previously, one of the specific programs that serves both JJ and PS youth in the Albuquerque area is the Transitions Supportive Housing program.

• Developmental Disability Services Division of the NM Department of Health aids with the Developmental Disability (DD) Waiver for youth who qualify. Historically, there has been at least a ten to 12 year wait list for eligible individuals to be allocated the DD Waiver and receive services. Over the last several years, PSD has developed a system with DOH so youth who are eligible for DD Waiver services are able to access an expedited allocation. This has helped many youth with cognitive disabilities to access services when there are no other options for their care.

• New Mexico Public Education Department coordinates educational programming on behalf of transition-age youth statewide. Due to COVID-19, the original plans of a regional based town halls had to be transitioned into a new plan. PED provided $10,000 to the FCB to support on-line training certification through Coursera to provide funding for students to pursue coursework that leads to a certificate that has workplace recognition and makes the student’s work skills more marketable. This will allow transition-age youth to pursue living-wage work opportunities more confidently in their local community. Meetings between PED and the FCB included discussions on collaboration with higher education to ensure supports are being advertised properly. PED assisted FCB with connecting to colleges and universities across the state. The FCB is partnering with those entities to provide training on young adults who may be eligible for funding to build strong partnerships. PED and FCB continue to work together for plans on how to continue to build this partnership for youth and young adults who have experienced the foster care system to improve educational and vocational outcomes.

Determining Eligibility for Benefits and Services

In SFY21, all youth who aged out of foster care at age 18 are eligible for the services and benefits described in this plan or are eligible to opt into fostering connections. Youth that turned 18 prior to July 1, 2020, will remain eligible for ILPS services. In addition, all youth who emancipate from one of the 22 New Mexico tribes and pueblos social services are eligible for all the benefits and services described in this plan. Youth who age out of foster care in other states and move to New Mexico are eligible for benefits and services. 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 achieved permanency through a guardianship with CYFD are eligible for the services and continued maintenance payments to the age of 21 described in this plan.
Cooperation in National Evaluations

PSD and FCB will cooperate in any national evaluation of the effects of the program in achieving the purposes of the Chafee Program. CYFD and the Annie E. Casey Foundation have been close partners.

PSD and the FCB continue to be willing to cooperate in any national evaluations. In the past year, the FCB participated in an interview and survey on the Supportive Housing Program through a team of researchers at the Urban Institute and Chapin Hall at the University of Chicago working with the Administration for Children and Families (ACF) of the US Department of Health and Human Services to help develop an evaluation agenda to learn more about the effectiveness of programs for youth in foster care.

Division X - Additional Chafee Funding

Funding allocated to New Mexico through the American Rescue Act in March 2021, was not immediately available for use. The timing of the release of the Program Instruction (PI) and Grant of Award was in March, at a time that it was very difficult and challenging, if not impossible to get the funding allocated to our operating state budget due to the timing of the legislative session and finance/procurement processes.

Funding is just now, in August 2021 being brought into the operating budget to support direct payments to youth.

Current barriers of locating and reconnecting with young adults that are eligible for the funding has been challenging. CYFD was instrumental in providing the first cash payment to youth by reaching 133 young adults between the ages of 21-27 and CYFD does acknowledge that there are many more youth in New Mexico to connect with. CYFD is partnering with ThinkOfUs for tech-based outreach efforts and to continue partnership expansions with community-based providers that serve this population to get the word out. CYFD will explore other outreach efforts to reach the largest number of eligible young adults as possible, if we had additional time.

Our SACWIS system is also our payment system and is not ideal nor user friendly for initiating payments to youth over the age of 21, or continuing support after 26; consequently, CYFD had to find a work around and utilize a fiscal agent to get the funding out. Which meant a lag in turnaround time for execution of contract amendments per the state’s procurement process.

Division X funding will be utilized in the following ways:

- Prior to September 30, 2021, CYFD will allocate $650,000 in Division X funding for direct payment for youth 18-26 years of age that meet the PI requirements.
- Between August 2021- September 2022, CYFD will utilize the additional Division X Chafee funds to expand specialized services for LGBTQ+ youth in Southern New Mexico North Central New Mexico, Pregnant and Parenting supportive housing
opportunities, as well as training and technical support to ensure the expansion of services and supports has funding into the future, as the pandemic continues.

**Education and Training Vouchers (ETV) Program (section 477(i) of the Act)**

ETV funds are made available to youth who meet eligibility criteria to assist them in accessing post-secondary education or vocational training. Youth are informed that ETV cannot be used to cover expenses already paid by scholarships, grants, loans, work study, etc. They are also informed that receiving ETV funds does not affect their eligibility for other federal assistance. The funds are dispersed through a contracted fiscal agent and paid to the vendor or provider rather than through personal checks payable to the youth. The youth’s assigned FCS aids as needed to the youth in completing and submitting the ETV application packet. The ETV Program provides up to $5,000.00 per year for a total of five cumulative years for eligible youth. In SFY21, New Mexico implemented a program allowing ETV vouchers to be available until an eligible youth reaches 26 years of age within the required five-year limit.

Due to the COVID-19 pandemic, statewide efforts were made to ensure continued engagement or re-engaging students to support educational endeavors were supported by hosting regularly technology based virtual meetings with youth.

**Tuition and Fee Waiver**

The State of New Mexico’s Foster Child Tuition and Fee Waiver for state post-secondary state education institutions was amended during the most recent legislative session and took effect in July 2019. The current minimum eligibility criteria youth must meet is as follows:

- The youth was in foster care at any time on or after the day of their 14th birthday. For the purposes of this program, foster care means a young person was in the legal custody of the State of NM CYFD; a NM Indian Nation, Tribe or Pueblo; or the US Department of the Interior BIA, Division of Human Services.
- Is enrolled in a New Mexico state school of higher education before their 25th birthday. For the purposes of this program, as school of higher education includes any publicly funded and accredited state college or university or any of their branches, a community college, or a technical/vocational institute in New Mexico.

**Methodology Used**

The ETV application indicates what funds a youth has been awarded and utilized previously as well as what those funds were used for. In addition, all receipts for items and services purchased using ETV are submitted to the Compliance Program Manager and the Business Operations Administrator for review and reconciliation. The ETV amount awarded and the receipts for the items and services purchased were tracked electronically during SFY21 due to the COVID-19 pandemic.

Since the implementation of electronic gift cards, in addition to physical gift cards, FCB staff are required to print out the email with the electronic gift card and turn it in with the receipts of
items purchased using that electronic gift card as part of the submission packet sent to the Contract Specialist and the Business Operations Administrator.

PSD utilizes this process to ensure that the total amount of ETV funds awarded to a youth do not exceed the total cost of attendance, to maintain strong internal controls and to ensure the data reported is unduplicated.

**Eligibility**
In SFY21, eligibility expanded to:

- youth who are in foster care and have attained 14 years of age;
- youth who have aged out of foster care at age 18 or who were adopted or in a guardianship at age 16 or older from foster care;
- youth who left custody after turning 16 years old, who were in the custody of CYFD PS a minimum of six consecutive months through an abuse or neglect petition, family in need of court ordered services petition, or voluntary placement agreement;
- youth placed in the custody of the Department through an out of home placement order through juvenile justice proceedings, who were receiving Title IV-E foster care payments, or State subsidized foster care payments the day before turning age 18;
- youth enrolled in dual college credit course(s) where joint high school and college credits are earned, and who have obtained a high school diploma or General Education Development (GED), and are enrolled in an accredited post-secondary educational or vocational institution is eligible for the program.

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 develop an academic improvement plan with support from the YTS to identify resources, goals, and plans to assist the youth to improve academic performance.

**Application**
As noted above, the youth’s assigned FCS provides the youth with assistance in completing and submitting the ETV Application Packet. The packet includes a simple two-page application form as well as proof of completion of the Free Application for Federal Student Aid (FAFSA); proof of enrollment in an accredited post-secondary educational or vocational institution; and proof of academic progress if the youth has completed more than one semester of education; and any other necessary supporting documentation to the Compliance Program Manager to confirm eligibility. The application packet is reviewed for completeness and determines whether the funding request is within the allowable expenditures and established funding limitations. The applications that do not meet program requirements are denied. If an application is denied because it was determined to be incomplete, the FCS may resubmit the request with a complete application packet. The reviewer provides the youth’s assigned FCS notification of the decision.
through email and the FCS uploads the email notification in FACTS and describes the amount approved or denied, information relating to eligibility, and the remaining amount of ETV funds available for that youth. Applications are accepted on a weekly basis and complete application packets are processed each week utilizing a contracted fiscal agent.

In SFY22, the ETV application requirements will remain the same as described above while being reviewed to identify what improvements can be made to eliminate any barriers to youth accessing funds timely and efficiently.

**Receipts and Fiscal Accountability**

The FCB has internal controls in place in an effort to ensure good fiscal accountability and includes the following:

- All requests for funding that are $1,000.00 and over are payable to a single vendor through either a check or gift card must be reviewed and approved by the Bureau Chief in addition to the initial review and approval by the Program Manager or designated first reviewer.

- Requests for gift cards are issued in increments of less than $500.00; however, if it is necessary for gift cards to be purchased in amounts greater than $500.00, the youth’s assigned FCS is responsible for accompanying the youth to make the purchase to ensure the funds are being expended appropriately. Also, no more than one gift card will be issued to a youth at any time.

- Youth are expected to turn in their receipts to their FCS within 30 days of receiving the check or gift card. If a gift card was issued, the youth must also return the gift card to their FCS along with the receipt for the items purchased. The FCS is expected to review all receipts to ensure they are complete and valid. This oversight has been implemented to prevent the inappropriate or fraudulent use of the funds. If a youth loses the receipt or is otherwise unable to produce one and/or does not provide the gift card issued, the youth is required to pay back the funds used. In addition, the youth will not be approved to receive additional ETV funding until the matter has been resolved.

- The Business Operations Specialist assists in tracking ETV funds issued to providers and vendors on behalf of the youth and the submission of receipts as an additional internal control measure. The Business Ops Specialist maintains weekly communication with the Program Manager and/or designated reviewer concerning matters such as checks that have not been cashed within 90 days of being issued and possible discrepancies between purchases made and purchases approved.

- If intentional fraudulent use of funds is suspected, the Office of the State Auditor is notified immediately by the PSD Administrative Deputy Director.

**Challenges:** Increasing the number of youth who receive ETV continues to remain a priority for the FCS. The primary challenge continues to be the limited number of youth who meet the eligibility criteria for the program. Unfortunately, youth involved in the state’s child welfare
system have low high school graduation and GED rates. Youth who are disconnected from
education would benefit from supports and services focused on helping them get on track
academically and obtain their high school diploma or GED.

In SFY21, New Mexico had 20 youth use ETV funds with 10 of those being first time recipients. While the COVID-19 pandemic may have played a role in young adults remaining enrolled in post-secondary education, we know there are more young adults in the state eligible for funds that did not access funds.

In SFY22, PSD plans to improve educational outcomes for youth through utilizing the new Education/Vocational Specialist position to improve community partnerships with schools, colleges, and universities to equip eligible youth with the tools they need to be successful in post-secondary education. PSD plans to coordinate stakeholder meetings with community partners statewide to identify gaps, barriers, and solutions for improved educational outcomes. This will include coordinating with services in New Mexico that are focused on improving youth’s education outcomes, such as the TRIO program, Back on Track programs, and Fostering Success programs. Additionally, New Mexico will better partner with financial aid offices, high schools, trade schools, GED programs, colleges, vocational settings, and universities to spread awareness of eligibility for ETV funds for eligible youth, as well as helping youth to maximize scholarship opportunities available.

**Process to Ensure Total ETV Awards Do Not Exceed Total Cost of Attendance and to Avoid Duplication of ETV Benefits**

The FCB has developed and maintains an Excel spreadsheet to track ETV application requests, approvals, and denials. To accurately report the number of tribal youth who received ETV fund, the spreadsheet was developed and identifies all tribal youth who apply.

For each application requesting ETV funds, it is required to submit a current cost of attendance statement as well as a statement of their financial aid award from the post-secondary educational or vocational institution. The financial aid award is subtracted from the total cost of attendance to determine the unmet need of the student. The youth may be eligible for up to $5,000.00 or the unmet need from the Cost of Attendance, whichever is the lesser of the two.

In addition, the ETV application includes a field that captures what other funds a youth has used previously and the purpose of those funds. This helps the Lead YTS and/or the designated reviewer to better assess duplicating funds and not to exceed the total allowable amount for that youth.

**Consultation with Tribes**

All services provided to eligible New Mexico youth through the Chafee Program are available to eligible youth who are or were under tribal social services custody. The Federal Compliance Specialist is now the designated point of contact and coordinator to receive and review tribal referrals. Referrals can be submitted on behalf of tribal youth by their tribal social services
worker, community service providers and schools. The FCB provides a copy of the referral form, updates on programmatic changes, and updated FCB staff contact information to tribal social service.

During the COVID-19 Pandemic, emergency payments were issued directly to 20 young adults who aged out of the tribal foster care system. Each time emergency payments were issued; the tribal liaisons were made aware to ensure those funds were offered to youth and young adults in tribal custody.

Each year, the FCB staff participate in the New Mexico tribal IV-B meeting. During this meeting youth services staff discuss the services available to youth who age out of the tribal social services systems. This includes information on ETV funds, transition support services, and the Foster Youth Tuition and Fee Waiver. 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 provided upon the tribe or community service providers’ request.

At this time, there have been no New Mexico tribes or pueblos that have requested to develop and implement an agreement to administer, supervise or oversee the Chafee Program with respect to eligible tribal youth or to receive an allocation of the state’s allotment to do so.

The FCB will continue to explore methods in increasing collaboration to improve consultation and coordination of youth services.

**Division X – Additional ETV Funding**

CYFD has updated procedures to allow for the maximum amount of funding to be awarded to young adults. The Division X funding allows at $12,000 through the end of FY 2022 and to include expenses to support youth in maintaining their education status that are not part of the cost of attendance.

CYFD has struggled historically to utilize and expend ETV funds to the fullest. CYFD will provide significant outreach and marketing strategies with post-secondary enrollment and support for young adults.

**Chafee Training**

The PSD Training Director continues working with the agency’s Academy for Professional Development and Training (APDT) to revise and update the New Employee Training (NET) curriculum delivered to new employees.

PSD will continue to use training funds provided under the title IV-E foster care and adoption assistance programs to provide training such as youth development to help resource parents, adoptive parents, workers in group homes, and case managers understand and address the
issues confronting youth preparing for a successful transition to adulthood and making a permanent connection with a caring adult. Training topics that have been identified to further explore include:

- Gangs and Youth Violence
- Navigating the Ansell Life Skills
- Human Trafficking
- Engagement and Building Rapport
- Driver Safety
- Permanency Planning
- Suicide Identification and Prevention
- Self-Harming
- Teen Substance Abuse
- Foster parent PRIDE training
- Events with legislators and policy makers
- Community partnership meetings

Training opportunities to increase awareness and sensitivity in working with individuals who identify with diverse sexual orientation and gender identity expression will be offered as well.

In FY21, the Fostering Connections Bureau implemented a practice model designed to enhance our worker’s ability to partner with young people to assess strengths and challenges in life domain areas, to prioritize level of need and action, and to devise individualized interventions that build skills and strengthen a young person’s healthy habits as they transition to adulthood. The model creates holistic support for young people by providing workers with the practice tools needed to effectively respond to their needs with authenticity and flexibility, considering the unique challenges of living through adversity and the foster care system. The Fostering Connections practice model includes 10 modules training that support staff in developing the skills needed to operationalize seven core components and three steps for effective practice. Additional role-specific training is provided by the bureau’s staff to new employees throughout NET. Core Components include:

- Interdependence
- Cultural Humility
- Learner-Centered
- Teaching in Real Time
- Skill-based Asset Development
- Network Development
- Empowerment Evaluation
Steps for Effective Practice:

Our model is anchored in the process of practice and includes a 3-step practice method, APT (Assess, Prioritize, Teach) that aligns with Safety Organized Practice. This practice method is a predictable way (for young people and professionals) of assessing, developing, implementing, and evaluating interventions in the moment with young people. The model provides tools for each practice step.

- **ASSESS:** The life domains are used as a tool to assess where young people are struggling and thriving in their daily lives in an interactive, flexible, efficient manner. Effective, in the moment assessment allows workers to gain clarity of the challenges a young person is facing and how they perceive the situation. Accurate assessment allows workers to intervene effectively, in a targeted manner that fosters an environment of teaching. Over time, young people learn to self-assess their own strengths and needs.

- **PRIORITIZE:** An adaptation of Maslow’s Hierarchy of Needs is utilized to target the intervention and change. Our young people often face many challenges in their everyday lives. They often span across many or all the life domains and can result in feeling overwhelmed. Sometimes it is challenging, as a worker, to know where to start. This tool helps workers and young people partner to prioritize the challenges based on the most critical for development, success, and overall well-being.

- **TEACH:** A four-step iterative cycle of teaching and learning is used by workers to help young people set goals, build skills, monitor progress, and contingency plan.

Ongoing Training for Fostering Connections Bureau Staff

To support ongoing learning around the unique needs and specialized resources available to older youth/young adults, as well as to ensure the effective implementation of the practice model, the Fostering Connections Bureau provides ongoing training and support to staff, through the following opportunities:

- Bi-weekly one-on-one coaching for Fostering Connections field staff provided by our Trainer Coaches

- Monthly Support and Learning Network that provides a deep dive into specific areas of our practice model

- Monthly drop-in trainings provided by Bureau Chiefs, Fostering Connections program staff, and/or community-based resource providers

- Monthly Case Consultations (group sessions) to provide an opportunity to cross walk a challenging case through the practice model steps and tools

Monthly unit meetings and one-on-one supervision to reflect on practice, receive additional coaching, and develop skills in real time.
Inclusion and Involvement of Other Federally Funded Programs

Violence Against Women Act and Family Violence Prevention and Services Act (FVPSA)

In the past year, efforts continue to coordinate with the State’s Violence Against Women Act Implementation Plan, Victims of Crime Act State plan, the Rape Prevention and Education State Plan and the FVPSA Plan happen at multiple levels of organization. The State of New Mexico Crime Victims’ Reparation Commission (CVRC) 2017-2020 Statewide Implementation Plan was adopted on June 19, 2017 and is in effect as of this writing. A new statewide plan is being developed between the CVRC and CYFD. The plan provides for the following collaborations:

- Grant Allocation committees for FVPSA, VAWA, and VOCA grants always include members from all three administrative offices. The plans are reviewed and considered during funding allocations. The administrators have worked together to conduct joint program monitoring site visits, review of grant spending across all funding streams, coordination surrounding intersection of Domestic Violence, Child Advocacy Centers, VOCA and VAWA funded projects. Regularly scheduled joint meetings are held between the funding offices along with other local funders (such as United Way and local government) focused on plans to make the system in New Mexico more effective and efficient.

- The Prevention Unit has established on-going communication and coordination with the Department of Health, Sexual Violence Prevention program and have started to work on training and funding options in order to better utilize all available resources in the state as well as educate and increase the availability of service in more regions of New Mexico. This has the potential to expand prevention work and develop Domestic Violence agencies through the valuable networking opportunities professionally and through peer-to-peer support.

- The Prevention Unit is an integral part of the development of the CFSP as well as the development of the Families First Prevention Services Act Implementation planning. Coordination with this team includes the CAPTA, CBCAP and CJA state leads and has supported assessing and utilizing not only additional funding streams, but has supported the expansion of prevention work and development at Domestic Violence agencies in the area of child abuse prevention, substance abuse and mental/behavioral health across New Mexico.

- The New Mexico Coalition of Sexual Assault Programs are partners in many training opportunities such as annual conferences (Children’s Law Institute and Advocacy In Action) which have hundreds of cross-discipline attendees from all areas of the state.
These trainings have been offered consistently for many years and have established a reputation as being some of the most beneficial training opportunities in the state.

- New Mexico Department of Health, Sexual Violence Prevention, Office of Injury Prevention has worked with us to review shared funding options, coordination on common meetings and training opportunities, utilizing each other’s strengths to improve monitoring and technical assistance to common funded agencies, strategies for creating new prevention programs in Domestic Violence and we participated in meetings with the CDC during their federal site visit.

- Regional county meetings have been held between local Child Protective services offices and the Domestic Violence agencies to specifically improve communication, relationships and services provided between CPS, CACs, and local Domestic Violence agencies as well as establish regular exchange of information and on-going joint local meetings.

- CYFD Child Protective Services, Behavioral Health, and Training Academy implemented a multiyear strategic training plan with the Safe and Together Institute (S&TI) and National Center on Crime and Delinquency, Children’s Research Center (NCCD, CRC). CYFD has implemented S&TI model into new staff training and will be rolling out statewide training in conjunction with NCCD to better serve families affected by Domestic Violence.

- The Administrative Office of the Courts, the NM Sentencing Commission and University of New Mexico, have partnered with CYFD on the program improvement plan to review spending and utilization patterns within the Domestic Violence Offender Treatment and Intervention Programs. The University of New Mexico, Master’s in Public Policy program, as well as the Corrine Wolfe Law Center have become key partners in the long-term strategy with CPS and Domestic Violence. UNM has also been a major partner in data collection, review, and assessment to support changes in programming and development of meaningful performance outcomes related to Batterer Intervention programs and support.

**Affordable Care Act (Medicaid to 26)**

- By agreement with CMS, since 2014, CYFD continues 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.

- PSD also provides youth with Chafee Medicaid who aged out of foster care at 18 but who did not receive Medicaid at 18. PSD continues to provide Medicaid to eligible former foster youth who move to New Mexico from another state.
Reducing the Risk of Human Trafficking

- CYFD BHS representatives have been in attendance of the Attorney General’s taskforce youth subcommittee meetings. During this subcommittee, information about law enforcement and behavioral health collaboration toward supporting trafficking survivors is provided.

- During SFY 2021 West Coast Children’s Clinic’s (West Coast) Commercial Sexual Exploitation – Identification Tool (CSE-IT) was rolled out to Children’s Shelters and Juvenile Justice facilities. The content of the CSE-IT (including all versions of the tool and user manuals) is based on research conducted by West Coast and partner agencies. West Coast gathered data through focus groups, interviews, and expert reviews from over 100 survivors and CSEC providers, in addition to reviewing existing screening tools and literature on risk factors and indicators of commercial sexual exploitation. New Mexico State University (NMSU) trained 616 individuals to implement the tool in SFY 2021. This has resulted in youth being identified as in need of services for either being high risk or a survivor within both settings.

- Two residential facilities for commercially sexually exploited youth are in the process of being established in SFY 2021. BHS is also working with Bernalillo County on setting up a Safe Home for survivors of trafficking to stay and transition to the proper identified service or residence. The Safe Home will be available for a 90-day transition period and address in a trauma informed manner the needs of the individual. Currently, an RFA to identify a provider is in process.

- CYFD BHS requested and was allocated capital outlay funds in the 2020 Legislative Session for a safe home for child survivors of sex trafficking. Additional expansion funds were allocated to CYFD BHS to designate for programming at this facility. The division identified the Casa Noreste facility in Albuquerque as the location of this program. CYFD BHS were also awarded capital outlay funds from Bernalillo County for the purchase of a home for child survivors of child sex trafficking. It previously secured programming funds for this facility. CYFD BHS are collaborating with Bernalillo County to identify a building to purchase for this program. CYFD continues to vet locations and have meetings with possible service providers. These facilities will offer a full array of services and supports to females and males ages 12 to 18 who have a history being trafficked.

- The Fostering Connections Bureau (FCB) has partnered with Life Link, New Mexico’s only comprehensive aftercare program for victims of human trafficking, to offer emergency and permanent safe housing, mental health and substance abuse services, and linkage to additional community resources for victims of human trafficking. The FCB will continue to partner with Life Link to offer prevention and intervention resources to youth and young adults in New Mexico.
6. Consultation and Coordination between the State and Tribes

Stakeholder meetings with NM Tribes and Pueblos were conducted from July 2020 to June 2021 to facilitate ongoing participation for 2020-2024 CFSP activities to include obtaining critical input on the Tribal-State Title IV-E Agreements, case consults, Out-of-Preferred-Placement Staffings (OOPPS), and to provide informational instruction for the Comprehensive Addiction Recovery Act (CARA) and the Plans of Care for tribal communities experiencing substance use. These stakeholder meetings were conducted in-person; however due to the COVID-19 pandemic, all the meetings with tribes and pueblos were held virtually.

Below is a list of tribal partners invited to the stakeholder meetings:

<table>
<thead>
<tr>
<th>Tribe or Pueblo</th>
<th>Representative</th>
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<tbody>
<tr>
<td>Pueblo of Acoma</td>
<td>Governor Brian D Vallo, Karen Tenorio, Manfred Failla</td>
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<tr>
<td>(leadership appointments occur annually)</td>
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<tr>
<td>Pueblo of Cochiti</td>
<td>Governor Joseph L Herrera, TanyaDevon Torres</td>
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<tr>
<td>(leadership appointments occur annually)</td>
<td></td>
</tr>
<tr>
<td>Pueblo of Isleta</td>
<td>Governor, Lt.Governor Virgil N Lucero, Caroline Dailey, Jacqueline Yaich, K Nicole Panteah, Reyes Abeita, Larry Lucero, Christopher DMieke, Verna Teller. Krystal Lucero, Patricia Abeita, Volelle Zamora, Dr. Pearlyn Tomosie, Gilbert Romero</td>
</tr>
<tr>
<td>(leadership elections occur bi-annually)</td>
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<tr>
<td>Pueblo of Jemez</td>
<td>Governor Michael Toledo Jr, Hennetta A. Gachupin, Sabrina Gonzalez, Annette Gachupin, Gwendolin Bitsie, Christine Toya, Khalia Gachupin</td>
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<tr>
<td>(leadership appointments occur annually)</td>
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<tr>
<td>Pueblo of Laguna</td>
<td>Governor John E Antonio, Kip Bobroff, Natalie Pino, Judge Gomez, Judge Bruce Fox, Clarice Garcia, Kristina MacKoelyn, Marsha Vallo</td>
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<td>(leadership elections occur bi-annually)</td>
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<tr>
<td>Pueblo of Nambe</td>
<td>Governor Phillip A. Perez, Julie Bird</td>
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<td>(leadership elections occur bi-annually)</td>
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<tr>
<td>Ohkay Owingeh</td>
<td>Governor Patrick Aquino, Judge Rabern, Debra Griego, Rochelle Thompson, Josie Shije</td>
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<td>(leadership elections occur bi-annually)</td>
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<tr>
<td>Pueblo of Picuris</td>
<td>Governor Craig Quanchello, Shannon Tenorio</td>
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<tr>
<td>(leadership elections occur bi-annually)</td>
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<td>Pueblo of Pojoaque</td>
<td>Governor Joseph M Talachy, Elizabeth Duran, Stacy Waters, Leslie Bachart, Melodie Fernandez</td>
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<td>(leadership elections occur bi-annually)</td>
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<tr>
<td>Pueblo of San Felipe</td>
<td>Governor Anthony Ortiz, Annie Oandasan, Darlene J. Valencia, Cassidy Sanchez</td>
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<td>(leadership appointments occur annually)</td>
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<tr>
<td>Pueblo of San Ildefonso</td>
<td>Governor Christopher Moquino, Lt. Governor Raymond J Martinez, Judge Miller, Jon Gonzales, Troy Campbell, PrettyWater Duran</td>
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<td>(leadership appointments occur annually)</td>
<td></td>
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<tr>
<td>Pueblo of Sandia</td>
<td>Governor Stuart Paisano</td>
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<tr>
<td>(leadership appointments occur annually)</td>
<td></td>
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<tr>
<td>Pueblo of Santa Ana</td>
<td>Governor Ulysses Leon, Linda Pena, Ed Ackron, Kim Toya</td>
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<td>(leadership appointments occur annually)</td>
<td></td>
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<tr>
<td>Pueblo of Santa Clara</td>
<td>Governor J. Michael Chavarria, Terri Chavarria, Lenora Arrietta, Ann Gutierrez</td>
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<tr>
<td>(leadership elections occur bi-annually)</td>
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<td>Pueblo of Santo Domingo</td>
<td>Governor Sidelio Tenorio, Sr, Doris Bailon-Mina, Virginia Tenorio</td>
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<tr>
<td>(leadership appointments occur annually)</td>
<td></td>
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<tr>
<td>Pueblo of Taos (leadership appointments occur annually)</td>
<td>Governor Clyde M. Romero Sr, Aurora Valdez, Ezra Bayles, Christina Olsen, Maria Elena Chacon, Katherine Chavez, Alicia Lujan, Elizabeth Summer, Dr. Paige Gerling, Patricia Pittman, Pamela Akin, Steven Morrison</td>
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<tr>
<td>Pueblo of Tesuque (leadership appointments occur annually)</td>
<td>Governor Mark Mitchell, Donna Quintana</td>
</tr>
<tr>
<td>Pueblo of Zia (leadership appointments occur annually)</td>
<td>Governor Gerome Lucero, Lt. Governor Anthony Toribio, Ken Lucero, Franchesca Pino, Wiyanna Lucero, Kristin Lucero, Trisha Reid</td>
</tr>
<tr>
<td>Pueblo of Zuni (leadership elections occur four years)</td>
<td>Governor Val Panteah Jr, Dr. Ron Reid, George Hess, Yvette Yamutewa, Shanna Laselute, Carlos E. daikie, April Seciwa, Dr. Ryan, Dr. Bak</td>
</tr>
<tr>
<td>Jicarilla Apache Nation (leadership elections occur bi-annually)</td>
<td>President Edward Velarde, Cheryl Eaton, Gina Keeswood, Lonna Valdez, Sonya Herd</td>
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<tr>
<td>Mescalero Apache Tribe (leadership elections occur bi-annually)</td>
<td>President Gabe Aguilar, Augusta Williams</td>
</tr>
<tr>
<td>Navajo Nation (leadership elections occur every four years)</td>
<td>President Jonathon Nez, Regina Yazzie, Vera Blackwater, Darva Kinlicheenie, Deannah Newwood-Gishey</td>
</tr>
<tr>
<td>Navajo Nation Council</td>
<td>Johnny Naize</td>
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<tr>
<td>All Pueblo Council of Governors</td>
<td>Chairman Wilfred Herrera Jr (Laguna Pueblo) and Vice Chairman Phillip Perez</td>
</tr>
<tr>
<td>Five Sandoval Indian Pueblos, Inc</td>
<td>Director Joshua Madalena</td>
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<tr>
<td>Eight Northern Indian Pueblos Council, Inc</td>
<td>Executive Director Gil L. Vigil</td>
</tr>
<tr>
<td>Ramah Navajo (leadership elections occur every four years)</td>
<td>Loretta Martinez, Gwen Antonio</td>
</tr>
<tr>
<td>Southern Ute (leadership appointments occur annually)</td>
<td>Melvin J Baker</td>
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**State Indian Child Welfare Act**

The development of the State Indian Child Welfare Act (SICWA) was a unique and innovative process that involved CYFD’s collaboration with New Mexico Tribes, Pueblos and Nations. The New Mexico Tribes, Pueblos and Nations voices were at the center of the process from the start. CYFD’s goal was to gather input from tribal leaders and tribal Indian Child Welfare Act (ICWA) workers on what should be contained in the bill, rather than CYFD first drafting a bill, and then CYFD seek approval from New Mexico’s Tribes and Pueblos.

An Identical State Indian Child Welfare Act (SICWA) Bill was introduced in both the House (HB 209) and the Senate (SB 278). The proposed SICWA contained both the provisions of the federal Indian Child Welfare Act (ICWA) and additional important provisions that address issues in current statute, both at the federal and state level. The SICWA set forth statutory improvements to the New Mexico child welfare system, as recommended by tribal leaders and their ICWA experts.

The SICWA’s development process involved enhancing the unique government to government relationship between CYFD and New Mexico Tribes, Pueblos and Nations with consistent communication, collaboration, and cooperation. The timeline of events started in 2015, with the establishment of the New Mexico Tribal Indian Child Welfare Consortium (NMTIC). The NMTIC is a consortium of Tribal ICWA/Social Workers from 23 tribes, who work collaboratively to improve and strengthen Indian child welfare practices in the state of New Mexico.
In July 2020, NMTIC, the Navajo Nation ICWA, Bold Futures, the Coalition to Stop Violence Against Native Woman and CYFD formed a core workgroup of representatives from all twenty-three (23) tribal and Pueblo ICWA experts to address their specific concerns, issues, and recommendations to improve ICWA mandates in current state statutes. This core workgroup held weekly meetings beginning in August of 2020 to initiate the review and drafting of SICWA.

CYFD in conjunction with NMTIC met with the Navajo Nation in July 2020; Eight Northern Governor’s Council and the All-Pueblo Governor’s Council in October 2020; and invited all New Mexico Tribes, Nations and Pueblos to three (3) tribal consultations held in December 2020. Following the tribal consultations, all information gathered was forwarded to New Mexico Legislative Council Services (LCS), and the information was incorporated into the provisions of the bill. A draft of the bill was received from LCS on January 14th, 2021 and provided to Tribal Leaders on January 15th. CYFD held a follow-up consultation with the New Mexico Tribes, Pueblos and Nations on January 20th. Following changes to the draft based on tribal input, the bill was filed in each of the legislative chambers by the respective sponsors.

CYFD worked in close collaboration with the state of New Mexico Indian Affairs Department (IAD) and Secretary Lynn Trujillo in the SICWA process. CYFD participated in weekly IAD meetings to provide legislative updates to tribal, Pueblo and Nation leaders.

Current Status of SICWA

Despite support from New Mexico’s Tribes, Pueblos and Nations, and other partners, the State ICWA (SICWA) Bill was held up in the last Senate committee and was not heard on either floor for a final vote in the 2021 Legislative Session. The Bill sponsors will determine whether the SICWA Bill will be reintroduced in the next legislative session. The decision to pass a SICWA Bill rests in the hands of the New Mexico State Legislature, not CYFD. However, CYFD will support tribal efforts to get the SICWA passed.

Other ICWA Partnerships

CYFD continues to work with other partners to include the Tribal-State Judicial Consortium (TSJC) an advisory committee to the New Mexico Supreme Court and the New Mexico Administrative Office of the Courts (AOC). The mission of the TSJC is to “encourage and facilitate communication and collaboration between State and Tribal Court judges on common issues, focusing on domestic violence, domestic relations, child custody, child support, child abuse/neglect, and juvenile justice and addressing questions of jurisdiction and sovereignty as they relate to each particular issue”. The goals of the TSJC are to: “Create rapport between State and Tribal Judges; Educate and Train State/Tribal Judges and Tribal leadership; and Continue to review State services for Native children and families on and off the reservation”. The TSJC is nationally known for its work on requests from other tribal and state judiciaries. The TSJC membership consists of both tribal and state judges.

CYFD’s continued work with the TSJC resulted in the development of an ICWA Court in the Second Judicial District (Bernalillo County) which began serving the Albuquerque Metropolitan area in 2019. Additionally, CYFD established the ICWA Unit in the Second Judicial District service.
This unit handles all ICWA cases with a trained staff who have the social work, legal, and community expertise necessary to address the unique mandates of ICWA and to maintain cultural connections, communication and collaboration with our New Mexico Tribes, Pueblos and Nations.

Kevin S - Final Settlement Agreement

Title IV-E Funding

CYFD is creating more opportunities for tribes, pueblos, and nations in New Mexico to leverage IV-E federal funding for youth at risk or in foster care. CYFD is focusing on dialogue, technical assistance, and supporting tribes to enter into joint power agreements (JPAs) to access IV-E funds. CYFD is committed to continued conversations on a federal level advocating for preventive services, eligible for IV-E funding under the Families First Services Prevention Act (FFSPA), to be more inclusive of traditional Native American services that do not meet the criteria of well-supported or supported under the current FFSPA clearinghouse guidelines.

Joint Power Agreements (JPAs)

Joint powers agreements (JPAs) with tribal nation are needed to facilitate access to IV-E federal funding for placement subsidies, administrative costs, and training costs for tribes that do not have direct federal access. Tribes cannot access Title IV-E dollars unless they have an agreement with the state or have an approved Title IV-E direct plan in place with the federal government.

The JPA would cover foster care maintenance, adoptions assistance, and guardianship assistance payments for children in tribal custody. The pass-through assistance payments would be administered by CYFD for those tribes, pueblos and nation interested in receiving payment assistance and who are not currently receiving Title IV-E directly from the federal government.

Prior to June 1, 2020, CYFD began working on updating and revising a template for the joint powers agreement (JPA) “Pass Through of Title IV-E Foster Care maintenance, Adoption Assistance and Guardianship Assistance Payments with New Mexico Tribes, Nation and Pueblos.” CYFD has existing Title IV-E agreements with approximately 10 tribes and pueblos; however, the tribes are not actively drawing down on IV-E funding by requesting reimbursement for any IV-E eligible activity or program. The Navajo Nation operates its own Title IV-E program directly with the federal government. To date, CYFD has met with over 12 pueblos, tribe, and nation to include: Taos Pueblo, Santa Ana Pueblo, San Ildefonso Pueblo, Isleta Pueblo, Pojoaque Pueblo, San Felipe Pueblo, Jemez Pueblo, Zuni Pueblo and Jicarilla Apache. Ramah Navajo intent remains unchanged as to enter a JPA separate from the larger Navajo Nation.

As of August 3, 2020, CYFD began holding weekly internal meetings to complete the development and update of the JPA for pass-through of Title IV-E payments to tribes, pueblos and nation. This included review and incorporation of tribal specific language into the JPA template and other forms. During this process, collaborative discussions occurred with experts from within CYFD on Native American child welfare, Title IV-E, Native American law, Indian Child
Welfare Act policy, federal reporting, and service implementation. Extensive research of Title IV-E of the Social Security Act was conducted to become familiar with the requirements of Title IV-E and pass-through information for agreements with tribes.

During the above scheduled meetings, CYFD conducted informational training, via Zoom, on Title IV-E eligibility and the requirements for JPAs using a slide show. The Power Point presentation covered federal, state, and tribal collaboration; eligibility requirements; and legal requirements. The tribal and pueblo participants have included tribal social services, tribal Indian Child Welfare Act specialists, tribal judges, tribal program administrators, and tribal leadership (council members, lieutenant governors, and governors). The participants were able to ask questions and participate in dialogue regarding Title IV-E and unique circumstances and concerns.

CYFD’s Office of Tribal Affairs through the work of the tribal director, Ms. Donalyn Sarracino is leading CYFD’S effort for the maintenance of existing and the creation of any new Joint Powers Agreements or Intergovernmental Agreements between CYFD and the New Mexico tribes, pueblos and nation. In addition, CYFD’s Title IV-E unit has designated one Eligibility Determination Specialist, Justin Hunter, to serve as the liaison to the tribes requiring IV-E reimbursement for foster families who have been licensed by the tribe or Pueblo.

For many smaller tribes, working directly with the State is a better option to leverage IV-E funding because of the administrative burden to start and run a program and to defend use of funds in federal audits. Currently, some tribes use Title IV-B dollars (if available), tribal general funds (if available), or child-placement or diversion programs. CYFD is committed to helping interested tribes move some of those costs to IV-E funding as appropriate.

Based on an ongoing dialogue with tribes in the last year, there are a few reasons why IV-E funding is not being leveraged. One of the biggest reasons according to some tribes is that they do not take children into custody as often as state agencies do. They actively pursue other avenues to keep children safe—using family, extended family, and their tribal communities as support. Additionally, some tribes do not have the infrastructure or funding for a formal foster care program. Tribal leadership in New Mexico usually changes every one to two years, either by election or appointment. This can result in tribal child welfare program staff changing as well, which can disrupt processes like IV-E collaboration with the State.

Regardless, CYFD is focusing on ensuring that tribes know how to leverage IV-E funding for eligible activities and have every opportunity to enter formal JPAs and seek reimbursement. The relationship and collaboration between the tribes and the State was not seen as a priority during the previous administration. CYFD has come a long way under current leadership to repair and start rebuilding the trust.

Tribes are now open to these discussions and the State has begun to revise existing JPAs, as well as to talk to other tribes about creating new ones. CYFD is taking the following steps to assist tribes with regards to JPAs:
CYFD is offering free access to CYFD’s new MMIS/CCWIS Medicaid-child welfare connected information system, which includes IV-E eligibility and payment modules to help tribes submit claims for reimbursable activities.

Currently, Taos Pueblo has launched the first two modules of this system, and Isleta Pueblo is expected to be the second tribe to launch. Full implementation of the statewide system is planned for October 2022.

**Federal IV-E Funding Collaboration with Tribes - Next Steps**

CYFD’s Office of General Counsel, the Office of the Secretary Tribal Affairs, and the Title IV-E unit are consistently meeting with tribes to train, review Title IV-E requirements, and provide the updated JPA template to negotiate and enter into JPAs with tribes, nation and pueblos that have expressed an interest. An updated Title IV-E JPA template has been distributed to all New Mexico tribes, pueblos, and nation through their social services representatives, with the exception of the Navajo Nation, which provides direct Title IV-E assistance.

Currently, the tribes, pueblos and nation are reviewing the updated JPA with their leadership, legal counsel, and necessary stakeholders. At this time, none of the listed tribes, pueblos, and nation with existing JPAs have entered an updated JPA with CYFD. Additionally, none of the New Mexico tribes, pueblos, and nation without an existing JPA have entered an updated JPA with CYFD. Nevertheless, it is important to note the existing JPAs between the tribes, pueblos, and nation with CYFD remain valid. As a result, CYFD and those tribes, pueblos, and nation with existing JPA’s are still operating under the terms of those existing JPAs and tribes may begin seeking reimbursement for eligible activities.

CYFD continues to provide technical assistance to those tribes to support billing activities. CYFD is conducting ongoing technical assistance and training with New Mexico tribes, pueblos and nation regarding Title IV-E requirements, as requested. Scheduled times are reserved on Fridays, weekly, for the Title IV-E meetings with the tribes, pueblos and nation.

CYFD is planning and scheduling a biannual mini-summits to address Title IV-E for New Mexico nation, tribe and pueblos. CYFD is also planning mini summits for nation, tribes and pueblos on IV-E funding which will occur twice per year beginning in the fall 2021.

CYFD is committed to rebuilding a trusting partnership with the pueblos, nation and tribes to educate, train, and help New Mexico pueblos, nation and tribes to better access Title IV-E funding. CYFD is aware and understands that each pueblo, nation and tribe have their own unique governing structure and negotiation process based on individual sovereignty. As a result, CYFD understands each review, negotiation, adjustment of any JPA language and provision may take time.

**IV-E Reimbursement for Prevention Activities Under the Families First Services Prevention Act (FFSPA)**
While FFSPA opened some prevention activities for IV-E reimbursement, the options are strictly limited to activities approved in the FFSPA clearinghouse. This limitation is especially problematic for tribes because traditional practices or services are not in the clearinghouse and are unlikely to achieve an “evidence-based” label or equivalent to gain entry to the clearinghouse.

CYFD is having conversations with several states with higher populations of Native American children or tribes, including California, Minnesota, Oregon, and others, about possible solutions on a federal level.

**HSD and CYFD Collaboration**

CYFD has scheduled biweekly collaborative meetings with HSD to address issues, concerns, and gaps to streamline service and provide direct assistance for traditional ceremonies, billing, Medicaid, Title IV-E, etc. These meetings are ongoing and include key department representatives from both CYFD and HSD to include the following: federal reporting bureau, Medicaid, offices of General Counsel, Policy, and Training, and tribal liaisons. Discussions regarding available funding opportunities for traditional and culturally responsive treatments, interventions, and supports through existing Title IV-E funding, Medicaid, and state general funds have begun as of May 18, 2020, and will be ongoing.

In this process, the identification of what can be covered based on Title IV-E pass-through activity, Medicaid, state general funds, and other available resources will be discussed and clarified. Proper identification of whether services would fall under Title IV-E, Medicaid, or state general funds will help define where funding is available and identify funding gaps that can be possibly pursued. Development of guidance on how HSD and CYFD can maximize funding based on what is covered and not covered, gaps in service delivery will be an ongoing effort. For instance, Agency Foster Care Reimbursement Rates, which was included in the March 2021 submission does not specifically list non-medical interventions as appropriate activities that may be reimbursed. However, Title IV-E reimbursement includes occasional and reasonable personal incidentals.

**Policy Development for Cultural Interventions:**

CYFD in collaboration with New Mexico tribes, nation, and Pueblos has developed a Cultural Assessment Questionnaire (CAQ) designed to determine whether the Native American child in CYFD custody—or the parent, custodian, guardian, or tribe of the child—needs or has identified a need for cultural or traditional services, interventions, supports, or ceremonies. The CAQ will assist CYFD in identifying whether a request for these services has been made so CYFD can ensure the child receives the services.

CYFD is developing a Program Instruction Guide (PIG) to accompany the Cultural Assessment Questionnaire (CAQ) on the use of the CAQ. The CAQ, when approved, will be distributed to appropriate CYFD permanency planning workers (PPW) to be implemented by December 1, 2021. In conjunction with the implementation of the PIG and CAQ, CYFD will conduct training.
that emphasizes the purpose of the CAQ with a cultural component addressing confidentiality, respect, disclosure limitations, etc.

**Cultural Assessment Tool**

As of May 2021, the CAQ questions were developed during CYFD Indian Child Welfare Act (ICWA) case consultations and in collaboration with ICWA workers from New Mexico tribes, nation, and pueblos attending the New Mexico Tribal Indian Child Welfare Consortium (NMTIC). The participating ICWA workers are experts in addressing cultural needs and sensitivity and are the tribal representatives and tribal designees representing the New Mexico tribes, pueblos and nation.

Tribal representatives have expressed concern about how the data will be collected and used. They have requested this CAQ not be used in a way that attempts to “westernize,” categorize, or scrutinize Native American tribal and pueblo cultural and traditional practices. Consequently, the categorization of the types of cultural and traditional services, interventions, supports, and ceremonies will not occur. There is no need for CYFD to gather information about the specific types of services, interventions, supports, or ceremonies, other than identifying the request (e.g., financial assistance for clothing, transportation, etc.) so that the department may find the best ways to help meet the articulated need.

Due to the unique nature of addressing the cultural needs of Native American children in CYFD custody, the IPR team will identify the needs of the Native American child, identify and connect the Native American child and family to resources and supports, and develop an individualized plan specifically tailored to the needs of the Native American child, including identifying cultural needs based on the Native American child’s tribal, nation and pueblo community and complying with the mandates of the federal Indian Child Welfare Act. The permanency planning worker (PPW) will make active efforts (“timely, supportive, encouraging, engaging, involved actions”) to ensure the tribal representative will be present at the first IPR process meeting.

The CAQ can be used to help supplement the information obtained in the Crisis Assessment Tool/Child and Adolescent Needs and Strengths (CAT/CANS) regarding culture. CYFD does not anticipate the administration of the CAQ after a CAT/CANS will interfere with traditional intervention as a first line of intervention. The treatment plan is ordered at an adjudication hearing, which occurs 60 days after the child is in CYFD custody.

**Cultural Assessment Questionnaire (CAQ)**

The purpose of the CAQ is not to determine tribal affiliation, which is an Indian Child Welfare Act process and outside the scope of the CAQ. Tribal affiliation, at this point, would have been asked and determined multiple times. Additionally, the proposed order of how questions are arranged and being asked is not set in stone. The questions should be asked based on the PPW’s interaction with the participants completing the questionnaire.
It is important for CYFD to be mindful of special cultural considerations regarding Native American children. Culturally specific gender roles and cultural taboos exist in tribal and pueblo practices, and it is important for CYFD to listen to the tribes and be responsive to requests related to these taboos. It is not up to CYFD to find out the details of the specific roles and cultural taboos, other than accepting the specific request for no hair cutting, not being around reptiles, or any other requests. The questions in the CAQ were developed based on tribal input and will remain as is unless change is recommended by the tribes and pueblos. CYFD will follow the lead of the tribes, nation, and pueblos. The CAT/CANS is outside the scope of the CAQ’s purpose and objective.

The CAT/CANS questions are not part of the CAQ and the CAT/CANS are independent and separate tools. The CAQ is the tool to identify the need for and request traditional and cultural services, interventions, and supports. CYFD will use the CAQ to ensure those services are provided.

**Resource Family Recruitment & Retention:**

Although there is a push to create a pool of Native American resource homes, CYFD Protective Services received significant feedback from New Mexico tribes, Pueblos and Nation who recommended that CYFD focus on targeted, individualized recruitment plans that emphasize relative placement as defined by the individual Tribe, Pueblo or Nation for each child in CYFD care. This focus would be the most guaranteed way to ensure not only that the child is placed with people familiar to him/her, but also that the child’s cultural learning and heritage continues.

Individualized recruitment is a key component of the active efforts made by a permanency planning worker, pursuant to the Indian Child Welfare Act. Individualized recruitment can be done for families that live in state or in tribal jurisdiction. CYFD can license a resource family living on tribal land at the tribe’s request. Alternatively, the tribe can conduct its own independent home study and licensing of resource families on tribal land. Another option is for the tribe to conduct the home study, but for CYFD to issue the foster care license.

CYFD will provide support for Native American families through the licensing process including Kinship Navigator program with varying levels of navigator support; and Individualized support and retention plans. Regional kinship navigators may be assigned to any relative or kin family participating in the licensing process. The regional kinship navigator will assist relatives seeking licensure by providing additional support for licensure requirements, such as assistance with filling out the application for licensure, communicating with the PPW, placement worker, or licensing worker; identifying training for the applicant; and providing information that would aid the family in gaining licensure. Referrals to these programs may be made at any point in the case, including in the ICWA placement review meeting.

In the effort to increase the number of native families licensed to be foster families, CYFD plans to contract with a local provider to provide training, support, and recruitment of tribal families in tribal communities.
To accomplish CYFD’s overall goal of increasing the number of Native American foster homes, CYFD will focus on two initiatives: 1) targeted recruitment of Native American Resource Families living on and off tribal reservations; and 2) making active efforts at the case level to identify the child’s family members and supporting placement with identified family members.

The active efforts include working closely with the child’s tribe to identify and license the child’s family. Tribal communities have expressed that they would like an active role in identifying placements for children who are members (or eligible for membership) in their tribe. CYFD will ensure this happens through ICWA Placement Review Meetings (which includes tribal representatives when available and able to attend); family and kinship locator efforts; protocols designed to ensure that children have every opportunity to live with kin; and ICWA training and coaching for CYFD staff. Active efforts begin with individualized case assessment and planning for each child in care. This is part of the Individualized Planning Process (IPP) and the ICWA placement review meetings which are held to identify natural supports available for each Native American child in care. Individualized identification of potential relatives and kin for each child will occur to determine which relative has the capacity and would be the best placement for the child in care.

CYFD intends to continue centering the tribal voice in its efforts to achieve ICWA as the gold standard of child welfare. CYFD will continue to gather feedback and input from tribal representatives as it implements these protocols and recruits Resource Families. This will include formal tribal consultation to occur no later than September 2021 to discuss retention and recruitment efforts with tribal leadership. Information should be gathered in a variety of modes because each tribal community has unique resources, cultures, and beliefs. Information will be gathered through survey questionnaires of resource families and tribal representatives, focus groups, and tribal representation in CYFD workgroups.

Notably, tribal feedback to date indicates traditional surveys may not be the most effective and in-person focus groups are preferred. Consequently, focus group input will supplement survey information obtained. CYFD will conduct focus groups with Tribal ICWA case workers and Tribal leadership. The focus group sessions will be offered both virtually and in-person as allowed by the state’s Covid guidelines. In the tribal and Pueblo oral tradition, spoken word and narrative are key in communicating the cultural norms and values of respective communities. While the global pandemic has subsided in many places in the country and state, to date, several Pueblos remain closed and are not allowing any outside visitors. This has delayed the timeline to conduct focus groups.

CYFD plans to conduct surveys with Native American families and communities to determine why families did not continue as licensed foster families and why potential foster families did not complete CYFD’s foster family licensing process. CYFD will begin surveying formerly licensed families as well as families that did not complete the licensing process in the summer of 2021.

Timelines, Responsible Parties, Tracking, and Monitoring
CYFD’s Office of Tribal Affairs, the Relative Care team, and Protective Services Division’s Placement and Adoption Resource will track and monitor this Resource Family Recruitment and Retention process. Quantitative metrics will be tracked through tabulated counts of race and ethnicity; specific state region for all children in protective service custody; average number of beds per provider per county; and the average quarterly change in number of beds per provider; the number of providers by race, ethnicity and county for the previous six quarters; the average rate of quarterly attrition; and the calculated number of new providers that would need to be recruited to get to 150 percent bed capacity for non-preferred placements.

Qualitative metrics will be tracked through surveys of resource families at different points in time during recruitment, training, and placements; youth surveys on placement; exit interviews; and individualized retention plans (IRP). CYFD anticipates development, implementation, and roll out of the full recruitment and retention efforts by December 30, 2021. Benchmark dates through the implementation have been created to ensure full roll-out by this date.

**ICWA Compliance:**

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. Additionally, the OTS Tribal Affairs conducts compliance checks and ongoing meetings with county offices during the CAP review or Out-of-Preferred-Placement Staffings (OOPPS) meetings. 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 mandatory for all staff.

In the past year, PSD continues to utilize data from Quality Assurance (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.

Each month the QA team conducts a legal review of practice in a different county throughout the year, specifically as one of the many data points captured pertains specifically to ICWA compliance. The process includes a review of the hard copy legal records, a FACTS review, and meetings with the Children’s Court Attorney and/or Managing Attorney. The reviews are conducted by a QA Specialist and a peer review that include the Regional Children’s Court Attorney, the assigned Children’s Court Attorney, and a Title IV-E Specialist. The intent of the review is to determine the strengths and challenges from the legal perspective and to identify opportunities for improved collaboration between legal services and program.

The OTS Tribal Affairs has coordinated a workgroup to develop policies and procedures that align with the ICWA regulations and are inclusive within the 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. This workgroup convenes weekly and promulgation of the ICWA policies and procedures is anticipated to be completed by early 2022.
Mandatory ICWA training is still required for all PSD staff. During the past year, an ICWA curriculum is in the developmental phase and should be completed by December 2021. CYFD has also engaged New Mexico’s tribes and pueblos in its MMIS redesign, particularly with regards to the youth services delivered to tribes upon request. Tribal stakeholders expressed interest in better access to data from the state through an ongoing partnership with CYFD for data collection and case management services. BINTI, the new case management system is being piloted in the Taos Pueblo for placement and licensing. Laguna Pueblo, Zuni Pueblo and Pojoaque Pueblo is in current discussions to utilize Binti. CYFD is also working with tribes to pilot a community based mental health service for at risk youth on tribal land in the next 12 months as part of our statewide effort to rebuild community based mental health services in New Mexico.

**Next Steps:**

Next Steps and this coming year, PSD will continue to honor and build the relationships with the tribal and pueblo communities throughout NM. PSD will continue 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 Office of the Secretary (OTS) – Tribal Affairs and tribal contacts – tribal governors or presidents. PSD will request a copy of each tribe or pueblo’s CFSP through their governor or president and through the OTS – Tribal Affairs.

Current leadership resulted in prioritizing improved communication and relationships with key partners and NM tribes, pueblos and nations. The Tribes are included in ongoing and consistent collaboration with the state. This unique partnership continues to build and support positive rapport with tribes, pueblos and nations within NM in supporting current tribes with existing or new Title IV-E agreements, training and technical assistance for tribes receiving any pass thru Title IV-E funds, and continued support for tribes in the passage of State ICWA.
Section D. CAPTA State Plan Requirements & Updates

Use of Funds

During the reporting period, CAPTA State Grant funds were primarily used for the continued implementation of CARA. See CAPTA plan regarding specifics to usage.

There are changes from the state’s previously approved CAPTA plan in how PSD coordinates programs and funding streams to provide for a comprehensive approach to service delivery. Activities and Services with corresponding CAPTA program areas can be found in the CAPTA plan attached.

For further details regarding CAPTA and CARA please see attached 2020 State CAPTA plan.

Section E. Updates to Targeted Plans within the 2020-2024 CFSP

Foster and Adoptive Parent Diligent Recruitment Plan

PSD continues to make steady progress in terms of recruitment and retention of resource families. Over the course of the last year (state and federal) PSD has continued to make efforts to the goals identified, and process in the diligent recruitment plan as listed further in this section below marked as State Fiscal Year 2021. However, not all identified goals and processes have had the impact needed to address recruitment or retention of the types of resource families identified to support children with high behavioral needs, older youth in care, tribal community or need for youth and children in rural communities across the state.

CYFD in collaboration with Human Services Department, has been in the process of creating, transitioning into implementing a more in-depth and data driven recruitment and retention plan of culturally reflective, community based placements. This is in response not only to the strategic plan of CYFD, but also to the Kevin S. settlement required deliverables. The State is focused on maximizing family supports to ensure children in out-of-home care remain in stable placement and educational settings to the maximum extent feasible and that any changes in placement are made in the best interest of the child and consistent with achieving the child’s permanency goals.

In State Fiscal Year 2022, CYFD is moving to a child centered model, where funding, licensing, and training plans are based on the child’s needs as opposed to the needs of the placement. CYFD will utilize the Child and Adolescent Needs and Strengths (CANS) screening to support stability of placement, services, training, maintenance subsidies, and support needed for a
resource family. This method will allow for training and retention efforts to be tailor-made to fit the cultural identity of the family and child and help us keep children in the most family-like setting possible.

CYFD and HSD are building access to the data analysis and tools necessary to make more data-driven recruitment and placement decisions. Overall targets and data metrics to support quantitative measures have been developed in conjunction with the Kevin S. settlement deliverable B 6.1 to support targeted recruitment for more culturally appropriate and ethnically and racially diverse placements with nonrelative resource families. This targeted recruitment effort includes a focus on maintaining cultural connections and emphasizes geographical-based recruitment reflective of the diversity of the urban, rural, and super-rural (sometimes referred to as “frontier”) areas of New Mexico to better support stability in placements for children and youth in care.

The plan was developed based on information gathered through a formal survey and input from youth with lived experience and youth and family focus groups will continue to be organized throughout the implementation phases. In addition, the State has worked closely with the Tribal Affairs unit to ensure workgroups have tribal and pueblo representation and the leadership team has presented and received feedback from the New Mexico Tribal Indian Consortium (NM-TIC) with representatives from 23 tribes and pueblos in New Mexico.

The plan initially focuses on retention to best support the growth, success, and maintenance of resource families. The consensus of the development team was before recruitment efforts are implemented, the retention efforts should be stabilized and fully implemented. New retention practices will support the future targeted recruitment efforts through awareness; interested families will have solid information to inform their consideration and the commitment of both their family and CYFD. This approach is supported by survey feedback from current resource families that identified strengths and areas needing improvement in the current recruitment and retention efforts.

**Upcoming State Fiscal Year 2022 Retention Plan**

CYFD is working diligently to retain resource families who have the desire to make a positive difference in the lives of children and their families. The homes of licensed resource families must be safe and supportive places for all children to thrive with a goal of helping support them returning to families whenever appropriate. The State has been working to set expectations and deliver a clear message to all current and newly recruited resource families that their role is to support families and not be a substitute for the parents.

The State carefully assesses the resource family’s motivation and expectations to determine if the family is a positive addition to the family’s team, which includes the child, their family, CYFD staff, and external partners working toward the child’s best interest. As the State continues to focus on recruiting and retaining resource families fit for the new trauma-responsive system and prepared to support and strengthen communities and families, some turnover of the existing
resource family pool is likely to continue. Many currently licensed families are only open to accepting younger children with lower needs with the expectation to adopt and some of these families do not support the inclusionary policies. Families must be willing and able to work with older youth and children with higher needs.

CYFD understands that not all families may be willing or able to support placements of older youth and children with higher needs, however, when recruiting and training resource families, it is important to emphasize that older youth and children with higher needs are most in need of supportive, stable, and able resource families. This approach reinforces our philosophy that foster care is temporary and is a support for families in crisis, not a substitute for parenting. Because families must be a resource to children in the State’s care, some applicants might be rejected in the following situations:

- Applicants who are not willing to support a reunification plan and work with the child’s family.
- Applicants who do not want to maintain connections with the important people in a child’s life.
- Applicants who are not willing or able to work as a team member with the department and other partners.
- Applicants who are not willing to take children with moderate to high needs or behaviors or to engage in additional support for the child and family to assist children in working through their trauma in a trauma-responsive manner.
- Applicants who only want to adopt children younger than five or children with no behaviors or needs. Those applicants are being referred to adoption agencies to better fit their needs.
- Applicants who are not willing to support CYFD’s new inclusion policies or who have historically been unwelcoming or intolerant of children due to race, ethnicity, sexual orientation, gender identity, or other factor included in the department’s inclusionary policies.

All CYFD’s retention efforts are focused on ensuring the department is retaining culturally reflective homes for the children and youth in the State’s care by prioritizing kinship and fictive kin first, culturally reflective nonrelative families, and geographical considerations. Focus groups and feedback loops are being created to include youth, biological families, and relative and nonrelative Resource Parents, as well as tribal partners.

CYFD and HSD surveyed more than 200 resource families statewide using weighted gap analysis to look at the space between "where we are" (the present state) and "where we want to be" (the target state). The survey was based on a weighted gap analysis and was created by CYFD’s
RAD Bureau. The survey was sent to each of regional and county offices to disseminate to their licensed resource families.

Areas identified as needing improvement were communication, collaboration with CYFD, initial placement support, and pre-service and ongoing training opportunities. Areas identified as strengths in the survey were role satisfaction and the licensing process. Areas needing attention include:

- Communication between the agency and resource parents;
- Collaboration with resource parents in meeting the needs of children and accomplishing case goals.

To address the areas identified for improvement the state is implementing the following retention strategies.

1. CYFD is developing procedures and program instruction guidelines to support the development of Individualized Retention Plans (IRP) and Individualized Training Plans (ITP) for resource families. IRP’s will be mandatory and attached to the Individualized Training Plans for each resource parent. Placement staff will work with resource families to create individual plans to meet each family’s unique needs around training, support, communication styles, and self-care. These plans will be continuously revisited and revised to ensure the family feels supported and their voices are heard as key stakeholders in the child and family outcomes. In addition, CYFD is creating “Support and Sustain” teams in each region of the state to establish regional supportive networks for resource families. IRP’s will be mandatory and attached to the Individualized Training Plans for each resource parent. (Target: September 30, 2021)

The following specific steps are being taken:

- The Workforce Development and Resource Family Training unit is developing a training and roll out plan for IRPs and ITPs. The trainings will be incorporated into the Binti MMIS/CCWIS placement module and learning management system (LMS) for easy online training access.

- Develop procedures for the identification of natural support networks, as well as Support and Sustain Teams for each Resource family, consisting of a minimum of two CYFD staff and peer resource mentors. New procedures will allow youth and families to identify and seek specialized relative supports, as well as, culturally reflective supports and services for Native American families, children and youth.

The creation of Support and Sustain Teams is in response to feedback received from Resource parents. The mission is simple in nature: respond, communicate and support.
Many things could prevent a placement worker from being able to quickly respond to a resource parent. The creation of a support team allows for multiple people to be able to communicate with the resource parent in the event of a crisis, turnover, vacation, or any other support needs, so the resource parent does not have to re-tell their story or that of the child in their home. Support teams will also help support culturally reflective responses and supports.

Regional navigators, county office managers and county-based teams of placement workers and supervisors are responsible for identifying team members and ensuring that all resource parents know who they can reach out for specific or general information. They will also ensure that families are linked to other resource parents and support groups. Each resource family will be provided a “What to Expect” when going through the licensing process that provides the names and contact information for all team members, as well as the PAR Bureau staff.

- Develop an evaluation and quality assurance plan for IRP and ITP to provide qualitative feedback, including point-in-time surveys during recruitment, training, placements, and exit for both Resource families and youth.

- Clarify procedures to ensure child and family information is provided at the time of placement. The substitute care agreement currently in place requires that basic family information is provided at the time of the placement of the child.

- Provide staff with additional training and support to ensure the new IRP and ITP program instruction guidelines, as well as current procedures, are fully understood and followed.

- Launch additional functionality in the Binti MMIS/CCWIS placement module to provide real-time, child-specific information for Resource families at the time a child is placed. (Target 2022)

CYFD will evaluate the effectiveness of the IPR plans at multiple levels. Placement workers will work with their and placement supervisor to evaluate the completion and assessment of the IRP and modify as needed over time. The PAR Bureau will evaluate the IRP’s during their resource family file reviews annually to ensure completion and provide feedback and coaching for staff. Once IRPs are in place, the State will identify staff who will complete “exit interviews” to evaluate whether the IRPs were effective in retaining a resource parent, or if the resource parent closing their license was due to the retention plan not being effective.

2. CYFD increased maintenance rates for children in care to supports caregivers and create a child-centered system where services come to the child. CYFD is also working to reduce the barriers for reimbursement when children need additional services. (Completed)
3. HSD and CYFD are developing a “What to Expect When You Are Expecting a Child or Youth in Your Home” publication. An initial draft has been completed and is under internal review. Next steps will be publishing both a e-guide and a hard copy printed version. The publication contains relevant contact information; a statewide and community guide to useful resources, including behavioral health resources and information about CYFD’s new Resource family warmline. The publication will also contain relevant CYFD policies and procedures, as well as, the grievance process for resource families and youth. The guide will be available in Spanish and Dine in hard copy and on our website. (Target date for completion is September 30, 2021.)

4. The department will revamp pre-service and ongoing training with the Office of Performance and Accountability (OPA) as follows: (Target: December 30, 2021)

- Hire dedicated Resource family training unit. (Completed)
- Identify core competencies for Resource families in pre-service training and create training curriculum.
- Procure contracted services to utilize a learning management system that interfaces with the Binti CCWIS placement module.
- Develop a training plan that includes in-person, online, and one-on one delivery options.
- Create micro-learning videos.
- Hold focus groups throughout development to include youth, parents and Resource families. (Motto: Nothing about us, without us.)

Upcoming State Fiscal Year 2022 Recruitment Plan

1. Child-Centered Model

Consistent with CYFD’s overall strategy to move toward a child-centered model, the department’s recruitment efforts are focused on increasing culturally reflective homes children and youth in the State’s care by prioritizing kinship and fictive kin first, and then culturally reflective nonrelative homes. The goal, when children cannot be placed with kin, is to avoid congregate settings and match them with a non-kin resource family in a home close to their family, school, and community supports and with household members who speak their preferred language. Nonrelative resource families must be an option for placements that match the real needs of children and youth in foster care.

Rather than focusing solely on increasing recruitment of higher-level foster parents, the department is working to create more supports for children in their homes, including mentoring for family members to help care for children with higher needs and new regulations focused on funding, licensing requirements and training. This will allow the department to provide Level 2 or Level 3 support in the home where the child currently lives and enable services and supports
go to the child whenever possible; instead of the child needing to change placements to get necessary supports.

Changes in licensing, individualized training plans, and level of care are now child specific rather than based on past licensing practices and are modeled on national best practices for licensing of relatives, fictive kin, and nonrelative resource families. The licensing standards were updated in 2020 in the New Mexico Administrative Code (NMAC 8.26.4.)

CYFD will utilize the Child and Adolescent Needs and Strengths (CANS) screening to support stability of placement and the provision of services, training, maintenance subsidies, and supports needed for each resource family. This method will allow for training and retention efforts to be tailor-made to fit the cultural identity of the family and child and help us keep children in the most family-like setting possible.

Following this strategy, the following specific steps are being implemented:

- Continue to prioritize kinship care, including maximally leveraging family finding and new protocols of identifying kin early and often throughout a foster care episode. (See Kinship section below for more detail)

- Create media and messaging for different platforms to target specific needs of children (Target: December 30, 2021), including:
  - Social media, print, website, radio, etc.
  - Procure contracted providers to support a targeted recruitment media and messaging plan to align with retention efforts as well as targeted goals for families that are culturally reflective as well as kinship care. CYFD currently has funding available to support a media campaign and expects to allocated funding each year to support on-going outreach.

- Launch pilot with New America Foundation and University of Chicago (Target Start Date is June 2021). The pilot includes:
  - Develop and utilize data-driven tactics to proactively recruit families to minimize placement changes and help support children remain in their communities and stay in supported homes during their time in care.
  - Develop a basic model of characteristics of resource homes for children who do not have kinship placements available.
  - Enable hyperlocal recruitment activities to attract specific families that meet concrete needs.
  - Targeted online recruitment and drip campaign.
  - Utilizes Binti MMIS/CCWIS placement module in place in New Mexico.
• Create an engagement plan for families that cannot commit to being a resource family but can commit to being a support for the resource or biological family (Target: October 31, 2021). Supports include:
  o Respite
  o Laundry
  o Education
  o Transportation

2. Kinship Care

Increasing kinship care and guardianships are top priorities for CYFD’s. When families cannot be kept intact, placing a child with a relative can minimize the trauma of removal and research confirms children in kinship homes fare better than those placed with strangers. They experience fewer placement changes and have better behavioral and mental health outcomes. Kin caregivers are more likely to provide a permanent home through guardianship, custody, or adoption and can also help preserve a child’s cultural identity and relationship to their community.

During 2020 and 2021, CYFD rolled out a new guardianship assistance program to provide permanence for children placed with relatives and a formalized kinship care plan, resulting in an over 20 percent increase in relative placements. CYFD aims to double this number over the next three years by removing barriers to kinship placements, including streamlining foster care licensing requirements to allow the provision of services and economic support to relative placements. The target is for at least 48 percent of children and youth in Protective Services (PS) custody to be placed in a family setting and live-in licensed homes with their relatives or kin. CYFD is working diligently to assist relatives and fictive kin in getting licensed at initial placement and throughout the life of the case. To continue growing kinship care CYFD has or will take the following specific steps:

1. Provide ongoing training to frontline staff on importance of relative connections. New employee training and ongoing drop-in trainings and coaching for staff have been developed, delivered, and will continue into future.

2. A Kinship Unit has been created to support system- and non-system involved families and field staff.

3. Staff will be using Results-Oriented Management interface and FACTS data to track kinship placements on a statewide, regional, county, and unit level.
4. Use Family Finding searches for all children in care for kinship placement or connections or both. A contract was executed with Seneca Family Finding in 2019 and will continue to be renewed annually.

5. The “Kincare Firstcare,” procedure strongly encourages relative placement as the first placement and, if not possible, requires ongoing staffings at regular intervals (Target: June 2021). Program instruction guidelines will be released that require county office manager approval if a youth is not placed with kin.

6. Work with tribal communities and rural areas to develop tools for kinship care.

7. Develop media campaign to align with retention efforts, promote recruitment of culturally reflective families and kinship care, and ensure the community is aware of the prioritization of relative connections. (Target December 30, 2021)

8. Train community providers in completing the Initial Relative Assessment (Target: October 31, 2021).

9. Engage a treatment foster care (TFC) agency to pilot “Kincare TFC Licensing” and placements so that relatives can be licensed and receive TFC level supports.

10. Provide additional supports for kinship caregivers, including contracts with community-based providers and community-based support services. A contract for legal services for kinship families was executed in July 1, 2020, with Southwest Family Guidance Center, Pegasus, DNA, and Legal Aid of New Mexico.

11. Provide capacity to remotely verify background and safety checks to facilitate initial placement with relatives. (Target: December 30, 2021). New procedures are under development in collaboration with the New Mexico Department of Public Safety and Federal Bureau of Investigations that will expand the ability of after-hours and immediate background checks for staff to help ensure safety without the need for law enforcement to be on site and to provide additional information to support safety decisions regarding placement of the child with relatives. Currently, law enforcement agencies must be involved at the initial removal of a child to run background check. (Target: December 30, 2021).

12. All investigations now require the completion of a genogram, a map of family relationships and history, and for the genogram to be uploaded in the case record. (See PR10-Out of Home Placements issued January 14, 2021.)

3. Data Informed Recruitment
CYFD and HSD are building access to the data analysis and tools necessary to make more data-driven recruitment and placement decisions. Overall targets and data metrics to support quantitative measures have been developed for specific yearly targets for additional culturally appropriate and ethnically and racially diverse placements with nonrelative resource families. The State’s targeted recruitment effort includes a focus on both short-term measurements, as well as the State’s capacity to meet long-term targets.

In addition, to quantitative targets, the State will also inform recruitment efforts through qualitative metrics, including surveys that will be delivered to resource families at different times to identify barriers, challenges, opportunities, and successes. For example, point-in-time surveys will be directed at initial interest and consideration stages, during the home-study process, pre-service training, and initial placements and through ongoing training and support teaming. Surveys will also be developed for youth in care to provide CYFD and HSD teams with the youth voice to inform responses to those identified gaps, opportunities, and successes, which can translate to further recruitment and retention efforts based on their wants and needs. Surveys of youth in placements will be developed and implemented in 2021 and surveys will be integrated with the Binti modules through October 2022.

In addition, CYFD is participating in a Data-Driven Resource family Recruitment pilot with the New America Foundation and the University of Chicago. The pilot will assist in looking for the “true” gap between open beds and the needs of actual youth in foster care. The State will work closely with many stakeholders, including former foster youth, tribal partners, and families in the communities needed most, to bring cultural sensitivity to the analysis and subsequent recruitment activities to find the best ways to match resource families with attributes such as race, ethnicity, religion, and tribal status.

The objectives of the pilot project include analysis of data from the pilot states to:

- Determine the types of resource families foster youth truly need when they enter care (by language spoken, school district, religion, capacity for sibling groups, etc.).
- Determine the true gap in licensed resource families against this same criteria.
- “Template-ize” this data analysis so other child welfare systems can analyze their own data. This step will involve the Medicaid management/comprehensive child welfare information system (MMIS/CCWIS) vendor, Binti, so it can be incorporated in Binti’s dynamic targeted recruitment report as part of CYFD’s new information system.
- Test and iteratively improve on a list of top tactics for effectively recruiting the most-needed Resource families, with input from experienced child welfare recruiters and private sector market segmentation experts.
- Develop a sample of digital marketing campaign strategies for most needed families that we can collectively scale on behalf of more systems.
• Create an online library of data-driven recruitment practices, including a mechanism for others to contribute new strategies and improve upon existing practices.

• Plan uses data and information to identify the barriers/challenges to goal achievement and identifies opportunities and successes toward achievement using data and information.

4. Recruitment Staffing

The Public Information Office (PIO) at CYFD has a dedicated intake person who works with the entire PIO team on outreach for the initial recruitment of families through media and messaging campaigns. All initial inquiries after outreach are assigned through the CCWIS module or through the Public Information Office to individual counties for licensing. In addition to media campaigns the Office of the PIO coordinates with the Protective Services Placement & Adoptions Resources Bureau (PAR) and local county offices recruitment and retention teams to have on the ground or targeted recruitment events based on specific community needs.

Each CYFD county office has a designated recruitment and retention team that focuses on targeted recruitment of non-relative resource parents. These efforts are led and facilitated by “Regional Navigator.” There are five Regional Navigators located throughout the state, one in each CYFD region. The recruitment team identifies and assigns tasks and initiatives as called for in the office’s recruitment plan. Apart from the regional navigators, whose positions are focused solely on recruitment, all other team members contribute to recruitment and retention efforts as part of their overall job responsibilities.

The Regional Navigator partners with the Office of the PIO and PAR Bureau to identify efforts for targeted recruitment based on the target data and need for specific homes and families. The regional teams consist of CYFD staff, resource parents, and other external providers, such as community-based non-profits or advocacy groups. Each team's external provider may be different based on the resources in that community.

Regional Navigators track any incoming inquiries of non-relative families, and when those inquiries lead to an application submission, the prospective family is assigned to the county Placement unit, who is then responsible for licensing the family. Navigators and supervisors, utilize the CCWIS placement module to track all applications and timelines to full licensure.

The Placement and Adoption Resources Bureau (PAR) supports each county office team to ensure recruitment and retention consistency, adequate financial support for events, and works to identify barriers and areas for improvement. The PAR Bureau is responsible for ensuring the targeted metrics are met in the recruitment and retention plan. The PAR Bureau consists of two units – the Foster Care Unit and the Kinship and Adoptions Unit.
Goals and Targets

• Increase recruitment of kinship care Resource families: By 2023, 48 percent of children and youth in family settings will be placed in licensed kinship care families.

• Increase cultural reflectiveness of Resource families throughout the state so it is more representative of the children and youth in substitute care.

• Increase stable placements of children and youth in their own community, focus on placement stability, placement in county of origin and with siblings: The department will strive for four or fewer moves per 1,000 days in substitute care.

Implementation Teams, Tracking, and Monitoring

CYFD has formed multiple groups to address varies components of the recruitment and retention plan. There are identified leads for each of the workgroups as well as co-leads for the larger group. Workgroups include CYFD staff, working collaboratively with BHSD, tribal partners, resource parents and other community stakeholders.

Resource Guide Workgroup

• Guide has been created and is going through the final review and approval process.
• Translated into Spanish, Dine, and Braille
• Will be printed and digitally available to resource parents in September 2021

The Resource Guide Workgroup is tasked with identifying resources statewide and broken down into county specific regions. The workgroup is in the final stages of completion. The distribution plan is being implemented as the guide is also being formatted to suite visual and other ADA requirements. The guide will be translated into two identified languages, Spanish and Diné.

Individualized Retention Plan (IRP) Workgroup

• Policy, Procedure, and Form have been drafted and are currently going through the approval process.
• IRP will be integrated into the Individualized Training Plan Form.
• IRP Training Curriculum has been completed and training and is anticipated to roll out in September 2021 to both staff and resource parents. Training will be regionally based.
• Implementation of IRPs to all licensed resource parents by December 31, 2021.

The Individualized retention plan work group is steadily moving forward. The group has almost finalized policy and procedure, the next step is to go to public hearing for promulgation.
Recruitment Campaign Workgroup

- Workgroup Developed to formulate a concise media push on recruitment of targeted areas.
- Partner with TFC agencies on a partnered approach that focuses on the level of commitment to our Children, Youth & Families.
- Youth Voice, Tribal Partnership will be an integral part of this workgroup.
- Memorandum of Understanding with University of Chicago-Radical Innovations for Social Change (UC-RISC) was executed 08/17/2021 to partner in data share for targeted recruitment.
- Goal on target for December 2021.

The media and messaging workgroup has had some setbacks due to positions vacancies, but that group is expected to convene soon to begin their work on getting the word out to the communities and stakeholders.

Pre-Service Training Curriculum for Resource Parents

- Core Competencies have been created and curriculum has been developed.
- Learning Management System for Resource Parents to access pre-service training and ongoing trainings has been identified and has been approved to move to next stage of development.
- Train the Trainer on the new curriculum to begin rollout in October 2021.
- Rollout of pre-service training to resource parent applicants will occur in December 2021.

The Workforce Development group is developing the curriculum which will train both workers and resource parents on the individualized retention plan process. The target is to begin rollout in the last quarter of 2021. The pre-service training work group continues to move forward and is making progress regularly. An identified timeframe as to expected completion has not yet been solidified, but they continue to make forward progress at each of their regularly scheduled meetings and utilizing the time in between as well.

The Recruitment and Retention Leadership Team, the Placement and Adoption Resources Bureau (PAR), and Office of Performance and Accountability are responsible for the tracking progress on the state plan to improve recruitment and retention.

Quantitative metrics will be tracked in accordance with placement data collected through FACTS, MMIS/CCWIS Binti modules, and Results-Oriented Management on the number of children and youth in care placed in a licensed relative resource home.
Qualitative metrics will be tracked through surveys of resource families at different points in time during recruitment, training, and placements; youth surveys of placement; exit interviews; and Individualized Retention Plans (IRP).

CYFD anticipates development, implementation, and rollout of the full recruitment and retention efforts by December 30, 2021. Benchmark dates through the implementation have been created to ensure full rollout by this date, as noted in the steps above on each action item.

**State Fiscal Year 2021**

In the past year reporting period, CYFD has continued to provide the pre-service training, Relative, Adoptive, and Foster Parent Training (RAFT) statewide. PSD offers annual mandated recertification training and trainings on different topics to resource parents on an ongoing basis, as well as placement workers providing one on one specific training to meet the needs of the family.

PSD values resource parents and sought their input and ideas in developing and implementing the current and future 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. The purpose of the comparative surveys was to gain insight on factors that relate to retention and resource 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 State had two teams travel to Washington DC, although approximately half of the team that was sent is no longer with the department. The Office of the Secretary and Protective Service departments have been coordinating stakeholder meetings with youth to look at the recruitment plan and get feedback. The staff who attended conferences in Washington, provided some feedback and framework to move to next steps for FY21.

While there is a statewide Diligent Recruitment Plan, each county is responsible for their own specific recruitment plan. Each county has been provided with a Targeted Recruitment Planning Tool which can be seen attached to the 2020-2024 CFSP report. Each county plan covers the following:

- Who are the children and youth currently in the county’s care?
- Who are the county’s current kin, foster and adoptive parents?
- Who are the children and youth currently most in need of homes?
What is the county’s recruitment target?
- Attracting more families that your current successful resource families
- Recruitment Outreach
- How will the county support and retain resource families?
- Retention and Recruitment Goals
- Strategies
- Action Plans
- Monthly Evaluation Tool

Specific elements, challenges and strategies for the statewide foster and adoptive parent diligent recruitment plan are presented below.

The following comprehensive foster parent recruitment and retention plan includes recruitment and retention of foster families from the time of inquiry, licensure and first placement. This plan will be accomplished in collaboration with the Placement and Adoptions Resource Bureau (PAR), Regional Managers (RM), County Office Managers (COM), Placement Workers (PW), Navigators, County Based Recruitment Teams (CRBT) internal support services and external vendors via contracts. This plan will include an objective, goals to achieve the plan, action steps for each goal, responsible persons for each action step and time frame as to when each goal is to be accomplished.

FOSTER PARENT DILIGENT RECRUITMENT PLAN

Objective: Expand the number of foster and adoptive resources to ensure that each child needing foster care placement has at least two potential placements that reflect their need for the least restrictive and most appropriate environment.

Goal 1: Ensure FACTS Data is entered timely and accurately.

Analyze FACTS data for accuracy and the tools used by the field to assist in FACTS data entry.

The Placement and Adoptions Resource Bureau (PAR) in collaboration with PS Research, Assessment, and Data Bureau (RAD) will develop a plan to analyze FACTS data for inaccuracies and areas of improvement as well as the tools the field uses to assist with accurate FACTS data entry. PAR will collaborate with the FACTS Support Unit and County Placement Staff to implement a plan for Placement staff to attend training that will demonstrate how and when data shall be entered into FACTS. PAR has recently hired the Foster Care Placement Agent who is currently developing a Quality Assurance plan with the Title IV-E unit and the Data unit to ensure that we can assist the COMs and Placement Supervisors monitor the timeliness and accuracy of their PWs FACTS data entry.
CYFD implemented Binti licensing and placement module as part of the CCWIS solution in New Mexico. Binti software assists in tracking inquiries, online applications, application approvals, other required paperwork and status of licensure, so that placement staff spend more time with families rather than paperwork.

Goal 1 Action Steps, Responsible Persons and Time Frame

PAR Responsibilities

- PAR will work with RAD to gather data and identify what areas are being entered incorrectly and what other information is missing from FACTS to develop a curriculum to provide technical assistance and support to field staff.
- PAR will meet with RMs, COMs and Placement Supervisors via Go To Meetings to discuss what in FACTS needs to be reviewed, how data is to be entered into FACTS and how Supervisors and COMs will monitor their Placement Workers (PW) entries into FACTS.
- PAR will check in with RAD Bureau to extract identified data to ensure areas identified are improving.
- PAR will check in with COMs and Placement Supervisors regularly to determine areas additional training is needed.

Placement Staff Responsibilities

- RMs, COMs and Placement Supervisors will attend all scheduled planning and training meetings.
- PWs will attend all scheduled training meetings.
- COMs and Placement Supervisors will work with PWs and FACTS Support staff and start correcting data entered into FACTS.
- COMs and Placement Supervisors will monitor how PWs are entering data into FACTS on a monthly basis.
- RMs, COMs and Placement Supervisors will attend all scheduled planning and training meetings.
- PWs will attend all scheduled trainings and meetings.

RAD Staff Responsibilities

- RAD Staff will assist the PAR and County Offices in identifying FACTS inaccuracies.
- RAD will provide PAR with monthly reports.
- RAD and PAR will schedule monthly meetings with COMs and Placement Supervisors to review reports.

FACTS Specialists Responsibilities

- FACTS Specialists will assist the PAR and field offices with FACTS Placement Data entry training.
- FACTS Specialists will assist Placement Staff in correcting, expunging and accessing data in FACTS.
• FACTS Unit will conduct training on how to enter data into FACTS in New Employee Training, through drop in training, and targeted training.

Time Frame

**UPDATE ON GOAL:** CYFD released program instructions during SFY21, requiring that placement be entered within 3 days of the placement being made, in FACTS. With the implementation of the licensing and placement module of Binti in SFY21 as part of the CCWIS solution in New Mexico. Placements have been entered in both FACTS and Binti to support timely entry and direct tracking of licensing and placement entry. Overpayments of care and support to resource families has steadily maintained lower than prior years which can be attributed to the timeliness of placement entry.

**Goal 2: License Foster Homes within 120 days**

95% of all foster homes will be licensed within 120 days from date of application.

It is the CYFD’s goal to ensure that individuals and/or families that have successfully submitted an application to become a Foster Parent are licensed within one hundred and twenty (120) days. Those interested in becoming a foster parent are initially tracked in FACTS as an intake, however with the implementation of Binti we are have been able to decrease the time of licensure during the SFY to average 100 days to license. It is during this time frame that the employed and contracted Navigators provide support to prospective resource parents. The 120 days does start until an application has been submitted, approved and a pending application is created in FACTS and Binti.

Tools and resources that help Placement Staff keep track of what phase their prospective foster family/parent is in the licensing process include:

• Facts
• Binti
• Five FTE Regional Navigators
• KEVIN Reports based on Navigators tracking tools
• Home Study Contractors
• ROM
• Online web portal for applicants (Binti)
• Supervision
• Desktop reports
• Web-based Team Dashboard
• PAR monthly home study referral report

With the launch of Binti, supervisors and management are able to track and see in real time everything from initial application to training status through the first placement of a child in a home.
Goal 2 Action Steps, Responsible Persons and Time Frame

PAR Responsibilities

- PAR will work with PS Leadership and IT to implement Binti licensing and placement module.
- PAR and the Public Information Office (PIO) responds and accepts inquiries that come in through the 800 line, email from cyfd.org website.
- PIO Staff enter inquiries into FACTS and Binti and assign to Navigators within one business day.
- PAR will develop mechanism to screen inquiries so that applicants are appropriately referred.
- Navigators contact and provide prospective resource family licensing information and upcoming informational meeting dates within two business days.
- Navigators shall maintain contact with prospective resource family to provide support and guidance with application other licensing questions until application is received or withdrawn within 60-90 days.
- Upon receiving a completed application the assigned Navigator creates a provider record in FACTS and assigns the provider record to the Placement Supervisor for approval of application and placement worker assignment.
- Navigators notify prospective resource families when their application has been approved by the Placement Supervisor and provides the prospective foster family their placement workers contact information.
- Navigators will provide their Tracking Tool data for each prospective foster family to their designated Supervisor to ensure that the data has been entered into FACTS.
- Navigators will utilize placement dashboards to help Placement Staff track their pending licenses.
- PAR’s CRC Unit shall process Provisional CRC applications within 48 hours and Regular CRC applications within seven 7 business days of receiving emailed requests from county offices.
- PAR shall monitor Home Study contract to ensure contractor is completing home studies for county offices within 90 days of referral for non-relative families and within 60 days of referral for relative families.
- PAR Staff will review all home study denials being conducted by the home study contractor.
- PAR will meet with Home Study contractor monthly to discuss issues or concerns with these home studies.
- PAR’s Foster Care Program Specialist will work with IT to ensure the inquiries on the “Intake Tab” are represented within the placement dashboard for the purpose of tracking inquiring families and monitoring their timeframes to turn in an application and be made into an actual provider record.

Placement Staff Responsibilities

- Placement Supervisors after approving an application, will assign the prospective foster family to a PW in FACTS and Binti within 1 business day.
● The PW shall within 2 days of being assigned a provider creates a pending license for the provider in FACTS and Binti to initiate the home study process.
● The PW shall within 2 days of being assigned and creating a pending license shall:
  o Register applicant(s) to be fingerprinted and
  o Schedule an initial consultation with the prospective foster family to provide them with physical forms, required training information and fingerprint registration receipt.
● Once applicants have been fingerprinted Placement Staff shall email required documentation to PAR’s CRC Unit to have applicants background check processed.
● Once Placement Staff receives background check clearance letter(s) they shall within two days refer applicant(s) to Home Study Contractor and/or determine if Home study will be conducted in house (Provisional).
● Placement Staff shall start the Home Study Process if in house. If contracted out the assigned PW shall maintain contact with their prospective FP bi-weekly until Home Study is completed.
● Placement Staff shall review draft home studies from contractor within 5 business days of being provided the draft.
● Placement Staff through the web-based Placement Dashboards shall monitor the progress of their Pending Licenses every 2 weeks.
● Placement Supervisors shall through supervision and the use of Placement Dashboards monitor their Teams pending licenses every 30 days and provide a monthly update to their COM.
● COMs and RMds shall monitor the Regional Placement Dashboard every 30 days to review pending licenses.
● PW shall follow up with prospective FP every 2 weeks for the first 60 days to check on the status of required training and required documentation. After 60 days follow up shall occur weekly.
● Placement Staff shall utilize Navigators when necessary to follow up with prospective resource parents.
● PW will create license within 2 days or sooner in FACTS and provide support to FP.

Goal 3: Increase the Number Licensed Foster Parent Homes

CYFD Placement Staff shall increase the number of Licensed Foster Parent Homes statewide by 15%. See Appendix A for baseline data by county. **The percentage for each county will vary based on the need to increase the number of licensed foster homes within that county. **

Each county’s recruitment plan shall be data driven. Targeted recruitment requires a county-based readiness assessment through comprehensive data analysis. The readiness assessment identifies the child’s specific age, gender, race/ethnicity, special needs, and sibling group among some of the characteristics. The readiness assessment also helps to gather needed data regarding current foster family characteristics.
Targeted recruitment planning tool worksheets (See Attached) shall be utilized in the
development of a county based targeted recruitment/retention (RR) plan. Development of a
targeted RR plan assists each county in identifying their current foster home resources and helps
to determine which types of families they need to focus recruitment efforts in order to meet the
needs of children in care. A good recruitment plan not only helps identify appropriate providers
to children in CYFD custody, but may avoid additional foster care moves and subsequent trauma
that is caused by numerous foster care moves.

During the recruitment development and process, counties may find 1) relatives who are
interested, but are unsure of the process and/or are unable to complete the licensing process, 2)
individuals that are only interested in Adoption and/or 3) licensed resource parents that have
not had a placement for an extended period of time. CBRT’s with PAR’s assistance shall include
these untapped resources in the recruitment plan. They can serve as a resource to help support
relative children in foster care and possibly other children with transportation to school, doctor
appointments, visitations, emergency respite and other county events so they become more
familiar with our system.

Goal 3 Action Steps, Responsible Persons and Time Frame

PAR Responsibilities
- PAR’s Foster Care Program Specialist will assist COMs in identifying internal and external
team members that shall be comprised of various CYFD PS Staff, licensed resource
parents, foster youth and other community stakeholders to serve on the county
recruitment team.
- PAR’s Foster Care Program Specialist will work with the COMs to ensure that the data
needed to assess is available through ROM and Provider Dashboards.
  ○ This data will help each region determine their current resources, reach out to
    those active unlicensed providers to retain them and determine where they need
to target their recruitment.
- PAR’s will work with PS Leadership and IT to research the use of Web-based application
to assist with data tracking and targeted recruitment.
- PAR will be working with CYFD’s IT Unit to ensure that all elements are represented as
  well as other features to maximize each regions targeted recruitment plan.
- PAR’s Foster Care Program Specialist will review and provide technical assistance to CBRT
  the county based readiness self-assessment tool that helps analyze their data.
- PAR’s Foster Care Program Specialist will train and help each CBRT how to utilize the
  already developed targeted RR planning worksheets.
- PAR will develop a monthly report for CBRT’s so they are able to update and ask for
  assistance with their RR plans.
- Navigators will participate and provide input when attending each CBRT’s meetings.
- PAR Foster Care Program Specialist will require each CBRT to provide a completed and
  measurable targeted recruitment plan once Goal 1 is accomplished.
- PAR’s Foster Care Program Specialist will review each counties targeted RR plan to ensure
  all ten worksheets have been completed.
PAR’s Foster Care Program Specialist will ensure each county’s targeted RR plan addresses the recruitment of new families, retention of current families, response and retention of prospective families from inquiry through licensure.

PAR will provide foster parent specific Partners in Service training to placement staff utilizing the curriculum developed by the Diligent Recruitment Grant.

PAR will request RAD to provide them a quarterly report that confirms that each county is increasing the number of foster parent homes.

PAR will develop an exit interview practice that will on a monthly basis reach out to families who have withdrawn prior to licensure completion to see why they withdrew.

PAR’s Foster Care Program Specialist will work with counties to creatively utilize family members that were not able to complete licensure to help support relative children in foster care.

PAR will help develop a screening and referral process for those individuals that express during recruitment that they are only interested in Adoption.

County Based Recruitment Team (CBRT) Responsibilities

- CBRT shall meet monthly and more often if necessary to complete and finalize a targeted RR plan.
- CBRT will utilize the RAD Bureau, ROM and My Providers Dashboards to extract data needed to develop and fill out the targeted RR plan worksheets and update completed RR plans.
- Each CBRT shall ensure they address the recruitment of new families, retention of current families, response and retention of prospective families from inquiry through licensure.
- CBRT shall provide PAR’s Foster Care Program Specialist with their finalized RR plan.
- CBRT tracks what is working and not working with RR plans and works with team to make necessary adjustments to the plan.
- CBRT ensures the plan is a living, breathing document and reviews with all staff on a quarterly basis.
- CBRT shall report to PAR’s Foster Care Program Specialist on a quarterly basis of any updates to RR Plans and needed technical support based on data collected of what is working and not working.
- CBRT shall review and revise their RR plans every 6 months.
- CBRT shall designate a team member to train county office staff on the County RR Plan.
- When a foster parenting inquiry is obtained by any CBRT member through targeted recruitment efforts the family’s contact information shall be shared with the local navigator for follow up and data tracking purposes.
- CBRT will include in the recruitment plans creative ways to recruit family members that are unsure, and licensed homes that have not had a placement for a period of time to become additional resources to children in foster care.

Placement Staff Responsibilities
● Placement Supervisors shall be on the CBRT.
● Placement staff will implement the RR plan and provide CBRT feedback of how the plan is working and areas needing improvement.
● Placement staff will implement the RR plan and utilize the placement dashboard to identify families who are in an “active unlicensed provider” status (Adoptive Home) and to recruit them into becoming a licensed foster home.
● Placement Staff will, on a monthly basis, provide PAR’s Foster Care Program Specialist with a list of families that have withdrawn.

RAD Staff Responsibilities

● The RAD Bureau will provide data analysis on the demographics, ethnicities, need level of children in care for each CBRT as needed.
● The RAD Bureau will on a monthly basis via KEVIN provide to PAR, Placement Staff and CBRT data that shows if the number of licensed foster family homes are increasing.
● RAD and PAR’s Foster Care Program Specialist will meet quarterly with RMs and COMs to review the RR plan, discuss needs and adjustments needed to the plans as warranted.
● RAD will examine the use of Web-based application to ensure data quality is accurate.

Goal 4: Retention of Current Licensed Homes

Counties will retain 80% of currently licensed homes. See Appendix A for baseline goals by County.

The PAR’s Foster Care Program Specialist will work with each Regions CBRT to provide technical assistance, support, and facilitation and monitor each counties retention plan. The PAR’s Foster Care Program Specialist will ensure that each counties RR plan includes strategies that will aim to keep those families already licensed, thus reducing the attrition rate.

The implementation of Binti licensing and placement module data will help each region determine their current resources to help them retain resource families. The PAR’s Foster Care Program Specialist will be working with CYFD’s IT Unit to ensure that all elements are represented as well as other features to maximize each regions targeted recruitment plan.

Goal 4 Action Steps, Responsible Persons and Time Frame

PAR Staff Responsibilities

● PAR’s Foster Care Program Specialist will assist COMs in identifying internal and external team members that shall be comprised of various CYFD PS Staff, licensed resource parents, foster youth and other community stakeholders to serve on the county recruitment team.
● PAR’s Foster Care Program Specialist will work with the COMs to ensure that the data needed to assess is available through ROM and Provider Dashboards.
● PAR will be working with CYFD’s IT Unit to ensure that all elements are represented as well as other features to maximize each regions RR plan.
● PAR’s Foster Care Program Specialist will review and provide technical assistance to CBRT the county based readiness self-assessment tool that helps analyze their data.
● PAR’s Foster Care Program Specialist will train and help each CBRT how to utilize the already developed RR planning worksheets.
● PAR will develop a monthly report for CBRT’s so they are able to update and ask Foster Care Program Specialist for assistance with their RR plans.
● Navigators will participate and provide input when attending each CBRT meetings.
● PAR’s Foster Care Program Specialist will require each CBRT to provide a completed and measurable targeted RR Plan once Goal 1 is accomplished.
● PAR’s Foster Care Program Specialist will review each counties RR plan to ensure all ten worksheets have been completed.
● PAR’s Foster Care Program Specialist will ensure each counties RR plan addresses the recruitment of new families, retention of current families, response and retention of prospective families from inquiry through licensure.
● PAR will provide foster parent specific Partners in Service training to placement staff utilizing the curriculum developed by the Diligent Recruitment Grant.
● PAR will request RAD to provide them a quarterly report that confirms that each county is retaining their foster parent homes.
● PAR will work with RAD to gather and evaluate attrition rates by county.
● PAR will work with COMs to ensure that data needed to assess retention is available through RAD, Placement Dashboards and examine the use of Web-based application for this function.
● PAR’s Foster Care Program Specialist will work with RAD to develop a foster parent satisfaction survey, send surveys out to resource parents statewide and analyze the data.
● PAR will collaborate with COMs to conduct exit interviews with resource parents who leave the agency.
● PAR’s Foster Care Program Specialist will work with counties to creatively utilize licensed homes that have not had a placement for a period of time to become additional resources to children in foster care.

CBRT Responsibilities

● CBRT shall meet monthly and more often if necessary to complete and finalize a targeted RR plan.
● Each CBRT shall ensure they address the retention of current families, response and retention of prospective families from inquiry through licensure.
● CBRT shall provide PAR’s Foster Care Program Specialist with their finalized RR plan.
● CBRT tracks what is working and not working with RR plans and works with team to make necessary adjustments to the plan.
● CBRT ensures the plan is a living, breathing document and reviews with all staff on a quarterly basis.
• CBRT shall report to PAR’s Foster Care Program Specialist on a quarterly basis of any updates to RR Plans and needed technical support based on data collected of what is working and not working.
• CBRT shall review and revise their RR plans every 6 months.
• CBRT shall designate a team member to train county office staff on the County RR plan.
• CBRT will include in the retention plan creative ways to retain and utilize licensed homes that have not had a placement for a period of time to become additional resources to children in foster care.

Placement Staff Responsibilities

• Placement Supervisors shall be on the CBRT.
• Placement staff will implement the RR plan and provide CBRT feedback of how the plan is working and areas needing improvement.
• Placement staff will utilize the Placement Dashboard to contact and provide support to licensed providers on a monthly basis.
• Placement Staff will on a monthly basis provide PAR’s Foster Care Program Specialist with a list of families that have withdrawn.
• COMs, shall implement a client support component to be addressed at every staff meeting
• COMs will provide a monthly report to PAR that details the discussion addressed at all staff meetings surrounding the topic of client support and retention of current resource parents.
• COMs will hold quarterly foster parent meetings to address foster parent concerns, request feedback from resource parents and identify what would be helpful in supporting them.
• COMs will monitor foster parent complaints and work to identify trends to address with staff in effort to improve client support to resource parents
• COM will provide timely response to all foster parent complaints in effort to resolve any issues.
• COMs and Placement Supervisors will monitor licensed foster homes through the use of the Team Provider Dashboard every 30 days and provide feedback during supervision.
• Placement staff will return licensed foster parent phone calls and requests within 1 business day.
• Placement staff will be instrumental in supporting resource parents by making referrals to both Project Revive and Fiesta to assist resource parents with support, parenting techniques and grief and loss issues.
• Placement Staff shall through the RR plan contact licensed homes that have not had a placement for a period of time to become additional resources to children in foster care.

RAD Staff Responsibilities

• RAD will collaborate with PAR’s Foster Care Program Specialist to develop a foster parent satisfaction survey.
• RAD will extract foster parent satisfaction survey data by region and provide results to PAR, RM, COM and PS Leadership.

Investigation Staff Responsibilities

• Investigation staff shall participate in Partners in Service training
• Investigators will be responsive in providing necessary information and documentation to the foster parent upon initial placement of children.
• Investigators will provide on call and SCI phone numbers to foster parent.
• Investigators will keep foster family informed as to case status.
• Investigators will provide resource parents accurate and helpful information on the children placed with them.
• Investigators shall support foster parent by addressing any concerns or questions about child placement.
• Investigators will inform resource parents of case transfer dates, provide new worker information and ensure foster parent has all necessary documentation prior to case transfer.

Permanency Planning Staff Responsibilities

• Permanency workers shall participate in Partners in Service training.
• Permanency workers will make immediate contact with foster parent upon case assignment.
• PPWs will be responsive in providing necessary information and documentation to the foster parent upon initial placement of children.
• PPWs will provide on call and SCI phone numbers to foster parent as needed.
• Permanency workers will keep foster family informed as to case status and include as part of the child’s team.
• Permanency workers will provide timeliness in returning phone calls and responding to requests from resource parents.
• Permanency workers will be transparent and provide resource parents accurate and helpful information on the children placed with them.
• Permanency workers shall support resource parents by addressing any concerns or questions about child placement.

Administrative Staff Responsibilities

• Administrative staff shall participate in Partners in Service training
  Administrative staff will triage phone calls within the placement unit or designee to ensure families receive timely responses.

Client Service Aide (CSA) Responsibilities

• CSA staff shall participate in Partners in Service training.
• CSA staff will immediately report any foster parent complaints to COM and Placement Supervisors.
• CSA staff will keep resource parents informed on any issues children experienced during transport or visitation.

Goal 5: Train CYFD Placement Staff to help support Resource parents

The PAR will coordinate and provide training to new and current CYFD Placement Staff with their roles and responsibilities as a placement worker and the policies and procedures they shall follow.

The Placement Training will embrace a “Back to Basics” culture and contain the following training modules:

• Placement Workers roles and responsibilities
• COM & Placement Supervisor roles and responsibilities
• FACTS data entry
• Criminal Records Checks
• Guardianship Assistance Program (GAP) Eligibility
• Adoption and Guardianship Subsidy Negotiations
• ICPC
• ICAMA
• Partners in Service training internal & external
• Licensing Regulations
• SAFE (Structured Analysis Family Evaluation)
• Resources and Training for prospective and current licensed resource parents

These various training topics will be provided to placement staff through individual modules and as needed throughout the year. SAFE training will be conducted by the Consortium for Children under contract utilizing Title IV-E funds.

Goal 5 Action Steps, Responsible Persons and Time Frame

PAR Responsibilities

• The PAR will partner with the CYFD’s Academy of Professional Development and Training (ADPT) in conjunction with the PS Training Director and Regional Trainers to develop a training plan to include Placement training.
• PAR will conduct Training for Trainers to Regional Trainers as they are hired so that they become proficient in Placement training modules and are able to train their Regional Placement Staff as needed.
• Placement training will be offered to existing COMs, Placement Supervisors and PWs semiannually.
• PAR will provide Placement training to new COMs, Placement Supervisors and PWs.
● PAR will communicate with RM s and COMs on a quarterly basis to offer training that may be needed.

APDT Responsibilities

● The APDT will partner with PAR, PS Training Director and Regional Trainers to develop a training plan to include Placement training.
● Research and implement E-learning modules for Placement Staff to access training as needed.

Health Care Oversight and Coordination Plan

In SFY2020, CYFD Behavioral Health Services (BHS), collaborated with the Human Services Department (HSD) Medicaid Assistance Division (MAD) to revise language in the MCO contracts to better support children, youth and families involved with CYFD. In partnership with MAD, CYFD BHS was successful in proposing language that will support increased training on CYFD specific topics for MCO staff, increased prioritization, and service access, increase focus on transition in levels of care to reduce precipitous discharge and increased coordination, reestablish a no reject/no eject expectation, and increase communication and partnership with CYFD staff.

PSD has an ongoing collaboration with the MCOs and provider agencies regarding psychotropic medication oversight. CYFD Policy and Procedure was implemented in 2014 from this partnership and continues to improve practice. Currently, when a psychotropic medication has been prescribed and administered to the child or youth, the PSD worker is responsible for regularly assessing the impact of the medication on the child. The PSD worker participates at least quarterly in medication management meetings with the treatment team. The PSD worker tracks the psychotropic medication through the case management system (FACTS). The reports are monitored and reviewed by the Research, Assessment and Data (RAD) Bureau. The information is shared with field staff to monitor well-being for children in care. On-going training is provided to PSD staff as well, to continue to ensure children are not misdiagnosed and have the proper and safe oversight.

PSD participates in a statewide Medication Monitoring committee that has developed a complex case consultation. PSD workers continue 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.

In SFY 2021 and in collaboration with these stakeholders, developed processes to address the issues mentioned above through the Kevin S settlement.
CYFD foster children are also required to obtain an Early and Periodic Screening, Diagnostic and Treatment Services (EPSDT) within 30 days of being in PSD custody. The PSD worker receives recommendations from the physician who completes the EPSDT and provides follow up. The PSD worker enters in all the information from the EPSDT into the case management system (FACTS). This allows for PSD to track and monitor their medical profile. Centennial Care also 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. The MCOs Care Coordinator process assess and coordinates physical and behavioral health for children. They are responsible for ensuring services have been provided. 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 is responsible for obtaining, monitoring, and maintaining immunization records for all children in PSD care. This is outlined in PSD’s Permanency Planning Procedures.

PSD has developed an agreement with the Human Services Department to allow young adults to receive health insurance until the age of 26. More information on this can be found in the John H. Chafee section of this APSR report.

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. Dr. Campbell also reviews medical records and reports to ensure the findings and results of investigations are appropriate given the medical evidence of abuse that can be reasonably presented to a judge for adjudication of abuse and neglect.

PSD has also developed a consultation process for staff to have access to voluntary psychiatrists for review, support and recommendations related to complex cases. This process is outlined in PSD’s Permanency Planning Procedures.

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. Dental services are limited in the state, but there are traveling dental clinics for any resident of New Mexico in Chaves, Doña Ana, and Santa Fe Counties. Routine health care is accessible statewide, but for certain specific needs, individuals must travel to Albuquerque for specialists. Telemedicine care is being provided in some counties to assist in providing more timely care services to individuals who live in rural areas. Lack of services in rural areas continues to be a
limitation in the State of New Mexico, however, initiatives and collaborations between state agencies are taking place to target specific rural areas to increase access to important services. 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 Placement Services Procedures requires:

- A designated licensed physician and dentist for each child, so a coordinated plan of care is assured.
- Resource parents must obtain medical attention for any sick or injured child. Resource parents, in their role as an adjunct representative of state government, shall not rely solely on spiritual or religious healing for children.
- Resource 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 the foster care provider 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.

All youth in PS custody will have a CANS completed by June 2021, CYFD BHS and PS received technical support with the Praed Foundation (founder of CANS) to develop a NM CANS and a Crisis Assessment Tool (CAT). Protocols and procedures will also be developed so that every youth who comes into PS custody will have a CAT completed when they come into custody to ensure youth safety needs are addressed.

CYFD continued to actively implement the various components of the state’s Health Care Oversight and Coordination Plan throughout the past year. CYFD BHS and PS Divisions have worked with the Praed Foundation and the New Mexico State University – Center of Innovation (NMSU-COI) to review and update the state’s current Child and Adolescent Needs and Strengths (CANS) screening tool to continually improve the assessment of children and youth in state custody as well as improve the provision of appropriate supports and services to children, youth, and their families. In addition, the Praed Foundation and NMSU-COI was instrumental in developing a Crisis Assessment Tool (CAT) which is like the more comprehensive CANS and will be completed for children and youth within the first nine (9) days of being placed in state custody when PSD has determined it is necessary to file for continued custody of the child or youth to ensure their safety and wellbeing. CYFD has begun work with the Falling Colors Team to ensure the CANS portal and the similar CAT portal will reflect the updated CANS tool and the newly developed CAT by Fall 2021. To support the on-going need to train PS staff in the CANS and eventually the CAT, a Train the Trainer is planned for July 2021. The expectation is that all children in state custody will have a completed CANS/CAT by December 2021. Both the CAT and CANS will be utilized to guide case planning and service provision for children and youth in state custody.
custody as well as to assess their level of progress in their goals and to determine their foster care level of care.

CYFD continues to retain psychotropic medication related services through a contract with Justin White of New Vision Behavioral Health. Through the contract, Mr. White continues to assist the department with monitoring and decreasing the use of medication with children and youth who are receiving services and/or are in the custody of CYFD. He provides these supports and assistance through the provision of consultation services to CYFD staff on specific cases regarding medication management related matters.

In order to ensure children and youth who are at the Receiving Center awaiting placement and need a comprehensive psychological evaluation to determine the clinical level of care need as well as the specific types of supports and services the child or youth would most benefit from, CYFD also entered into a contract with Open Skies Healthcare, Inc. Per the contract, Open Skies Healthcare (OSH) completed the emergency comprehensive clinical evaluations within 24 hours of receipt of the referral or within 72 hours of receiving a routine clinical evaluation referral utilizing a HIPPA compliant telehealth platform. CYFD PSD plans to continue with this contract throughout the new reporting year.

**Disaster Plan**

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.

In the event of a wide-scale emergency, PSD is responsible for the children in its custody. PSD also plays a role in the protection of other children who may become separated from their caregivers due to the emergency. The federal government has recognized the importance of these responsibilities for child welfare agencies across the nation, as codified in the Child & Family Services Improvement Act of 2006. In response to this Act, and in acknowledgement of its responsibility to the children entrusted to its care, PSD has developed an All-Hazard Emergency Response Plan.

In response to this pandemic, in February of 2020, CYFD developed an all hazard “Disaster Response and Recovery Plan - Continuity of Operation for Child Welfare” in response to the growing concerns of a potential COVID-19 pandemic. The updated plan included CYFD’s “Protective Services All-Hazard Emergency Response Plan” along with other essential functions from CYFD’s departments. Given the unprecedented nature of COVID-19 many of CYFD’s initial planning assumptions had to be adjusted. For example, social distancing, isolation, quarantine, testing and rationing of PPE, etc., had to be integrated into the agency’s departments, programs, and services.
CYFD sought guidance and worked in lockstep with the New Mexico Department of Health, Human Services Division, Governor’s Office, and other agencies in developing these new plans, protocols, and best practice to support children and families in the safest environment possible.

Some of the practices include extending visitations between youth and families via phone and encrypted video conferencing to help reduce the potential trauma of children and youth in crisis. Monthly caseworker home visits to children and to foster homes continues by video conference calls and phone visits to ensure the safety and well-being of children and youth in care. Technological improvements and upgrades were implemented to provide staff the ability to telework and the accessibility to case files for case management and data reporting.

A COVID-19 public outreach campaign was initiated which included sharing important information on prevention tips and resources specific to children and youth. Information was provided to the public on impacts on CYFD services such as juvenile justice services and child protective services. Resources and information were created and shared related to childcare, food assistance, and behavioral health supports.

CYFD has also been collaborating with existing youth and domestic shelter providers, including other organizations to provide food to children, youth, and elders. Since the start of the pandemic, with assistance from tribal communities, the National Guard, food banks and pantries, private food distributors, churches and nonprofits, the State of New Mexico has helped facilitate delivery of more than 2 million pounds of food to New Mexicans who are food insecure. Deliveries have included donations, food from grants and food purchased using Federal and State emergency funds. These collaborations developed during the pandemic can serve as a roadmap to bring a new level of responsiveness to combat food insecurity across the State for years to come.

Like the country CYFD’s future emergency planning will need to adjust and accommodate to the new challenges COVID-19 poses. However, COVID-19 has provided the agency with new opportunities and frameworks to engage and provide services to children and families. As the COVID-19 situation continues to evolve, CYFD is committed to the ongoing comprehensive assessment of policies regarding the COVID-19 pandemic to limit safety risks to our children, youth, families, and employees.

Starting in 2021, CYFD participated in a number of outreach events aimed at getting adults and youth vaccinated. Many of CYFD’s staff participated in the “Get the Facts” video series aimed at encouraging New Mexicans to get vaccinated. CYFD also hosted a number of vaccine events for its staff and families to help make obtaining vaccines as easy as possible. CYFD also participated in a series of town halls aimed at supporting vulnerable populations with information about the vaccine so people could make decisions that were right for them about the vaccine. In June of 2021 CYFD also participated in a large scale youth event where over 200 youth received a vaccine at a single event.
Through ongoing coordinated and collective efforts between Children, Youth and Families Department Office of the Secretary, Governor’s Office and Homeland Security, the all hazard “Disaster Response and Recovery Plan - Continuity of Operation for Child Welfare” will be updated during this recovery phase of the COVID-19 pandemic, and in hopes of adopting the plan by 2022. Once it is finalized future APSRs will include a copy of this plan.

**Training Plan**

**Updates to Training Plan**

The following is a summary of the staff development and training plan currently in use: 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 Adaptive Leadership™, and Continuous Quality Improvement (CQI) into the FOP curriculum.

Each of these trainings is 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.

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 resource 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, resource parents, and other partners in child welfare to effectively assist in achieving safety, permanency and well-being for children and families.
• Cultural Humility—taken from Melanie Tervalon’s theory on culture. There is focus on engagement in a way that raises curiosity of the worker. Employees will learn how to self-reflect their own biases and values and understanding the role this plays in decision making.

Title IV-E funded training provided to PSD staff include:

• 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.

• New Employee Training: Sessions are provided each month for 10 to 12 sessions per year. The training is completed in a five-week time frame, of which two weeks are on the job training (OJT) activities.

• 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.

• Annual Foster Parent Conference and Recertification Training.

• “Working with Youth”: A six-hour training that includes 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.

• Safety Organized Practice (SOP) has been provided to all Supervisors and front line staff. Coaching has also been provided by NCCD and Casey to implement the CAP Framework and assist in getting the practice moving forward. A T4T was conducted to 22 staff, and they have trained the Intro to SOP to staff regionally.

• Cornerstone (Learning Management System) has been updated to include PS trainings. The system allows staff to register for trainings, offers CEUs, evaluation questions, as well as monitors and tracks staff participation.

• All PS staff are trained in Youth Sex Trafficking. A curriculum was developed with the assistance of Behavioral Health and the PSD Training Director to include an e-learning component and a 3-hour face to face, regionally based training.

• 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 is provided through e-learnings during foundations of practice.

• 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 staff provide informal training and technical assistance regularly to staff in the field when the need arises. For example, the Interstate Compact on the Placement of Children (ICPC) coordinator often provides training on changes in ICPC procedures; youth services staff provide training on emerging issues related to youth, etc.

**Coaching:**

To achieve positive outcomes for our children and families, there is the need for skill based, hands on learning in the field for both workers and supervisors. The goal is for trainer coaches to be intentional, strategic, and meaningful in daily interaction and work with workers, supervisors and management to improve outcomes whether technical or adaptive. Beyond the work with new employees, a focus on supervisors and coaching them in a way that role models and build skills of supervisors to utilize with their staff.

Six Regional Trainer/Coaches (RBTC) provide training support, coaching, and monitoring learning. They are responsible for ensuring that each employee in their region receives training that is position-specific, competency-based, and track-based. Each new PS employee has an individualized training plan developed and monitored by the RBTC. The RBTC ensures that each worker completes initial training as well as ongoing required trainings, in addition to any supplemental trainings that the worker or supervisor chooses to be added to the worker’s training plan. The RTBC is responsible for coordination and facilitation of field staff trainings as identified through the Quality Assurance Loop Around process and desktop reports. The RBTC acts as a coaching support to staff, and does hands-on skill building with staff.

**Cost Allocation Plan:**

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.
Section F. Statistical and Supporting Information

1. CAPTA Annual State Data Report Items:

Information on Child Protective Service Workforce

Staff Qualifications
PSD staff must meet minimum qualifications, as determined by their positions and job functions. If a social work license if required for a position, the employee will meet the necessary requirements to maintain that licensure. Qualifications for each position are as follows:

- Statewide Central Intake (SCI) Worker: Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal justice or Family Services/Studies from an accredited college/university. Experience is not required for these positions.

- SCI Senior Worker: Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal justice or Family Services/Studies from an accredited college/university and two years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.

- SCI Supervisor: Bachelor’s Degree in Social Work from an accredited college/university, four (4) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care, and licensure by the NM Board of Social Work Examiners at the LBSW, LMSW, or LISW level or eligibility for such licensure in accordance with NM requirements OR Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and six (6) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.

- Investigation Case Worker: Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and two (2) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.

- Investigation Senior Worker: Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and four (4) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.
• Investigation Supervisor: Bachelor’s Degree in Social Work from an accredited college/university, four (4) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care, and licensure by the NM Board of Social Work Examiners at the LBSW, LMSW, or LISW level or eligibility for such licensure in accordance with NM requirements OR Bachelor’s Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and six (6) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.

• In-Home Services Practitioner: Master’s Degree in Social Work, Guidance and Counseling, Counseling, Psychology, Sociology or Criminology from an accredited college/university is required for this position and two years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care. Must possess a current license in New Mexico as a Doctoral Level Psychologist, Psychologist Associate, LISW, LMSW, LPC, and LPCC, LMHC or LMFT or eligibility for such licensure in accordance with New Mexico requirements.

• In-Home Services Practitioner Supervisor: Master’s Degree in Social Work, Guidance and Counseling, Counseling, Psychology, Sociology or Criminology from an accredited college/university is required for this position and four years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care. Must possess a current license in New Mexico as a Doctoral Level Psychologist, Psychologist Associate, LISW, LMSW, LPC, and LPCC, LMHC or LMFT or eligibility for such licensure in accordance with New Mexico requirements.

Staff Education

The graph below illustrates the total number of Full Time Employees (FTE), the education and licensure attainment for Caseworkers:

<table>
<thead>
<tr>
<th>Full Time Employee (FTE)</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Division FTE</td>
<td>993</td>
</tr>
<tr>
<td>Total Case Worker Vacancies</td>
<td>95</td>
</tr>
<tr>
<td>Current FTE</td>
<td>1,088</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Caseworker</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total BSW w/ Licensure</td>
<td>9.1 %</td>
</tr>
<tr>
<td>Total MSW w/ Licensure</td>
<td>15.6 %</td>
</tr>
<tr>
<td>Total BSW no Licensure</td>
<td>9.0 %</td>
</tr>
<tr>
<td>Total MSW no Licensure</td>
<td>7.1 %</td>
</tr>
<tr>
<td>Caseworker</td>
<td>Total</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>1</td>
</tr>
<tr>
<td>Total Number of Employees</td>
<td>247</td>
</tr>
</tbody>
</table>

All personnel meet minimum job requirements respective to their job position outlined by the State Personnel Office for any entry and advanced positions conducting intake, screening, assessment and investigations within the Protective Services Division.

**Ongoing Training and Staff Development**

New employees complete the Protective Services New Employee Training (NET). NET is a 5-week course, 3 weeks in classroom and 2 weeks on the job training in their home office. The NET is built on the 7 foundational skills: child welfare values and cultural humility, engagement, interviewing, assessment, organization, and ethics. NET is built on adult learning theory principles including the importance of experiential learning strategies. New Employees complete in-classroom knowledge building and then practice skills via simulations. During the NET, employees are introduced to the Safety Organized Practice Model and receive specialized training on the Structured Decision Making (SDM) Tool. Employees who successfully complete NET create an individualized training plan to receive additional training within the next 6 months in continuing knowledge training including: Initial Relative Assessments, Indian Child Welfare Act (Pt. II), Safe and Together Domestic Violence Approach, CANS Assessment, CAP Staffing Framework, Immigration, SAFE Home Study. All training in NET and continuing knowledge training has a trauma-informed framework. Staff also are provided with multiple other training opportunities, more than 40 hours of training opportunities of innovative practice methods and knowledge from internal and external trainers are offered throughout the year, some are mandatory others optional.

PSD staff participates in formal pre-service and in-service training as required by PSD and CYFD, and as determined by their positions and job functions. All trainings are based on competencies for positions and job functions. All Social and Community Services Coordinators working in PSD
county offices and Statewide Central Intake, Children’s Court Attorneys, COMs, and other staff as determined by supervisors and managers shall participate in in-service training as required by PSD management. In addition, the PSD worker meets any other training requirements set by his or her supervisor.

PSD staff are provided with ongoing training to enhance their skills and ensure they are abreast of best practices and ethical standards. Staff have access to over 70 trainings that are offered in-person and online. All of the trainings seek to increase knowledge of ethical and professional behavior, best practices, and effective evaluation of services. Coaching services are also available to staff to support them in the adoption of the following core competencies:

1. transfer of learning from training to practice;
2. implementation of evidence practices;
3. skill building;
4. problem solving and staying on track; and
5. and modeling behaviors

**Staff Demographics**

PSD staff closely reflects the ethnic make-up of New Mexico’s population. The demographic breakdown of PSD personnel is as follows:

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>2.6%</td>
</tr>
<tr>
<td>American Indian</td>
<td>7.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>0.5%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>55.4%</td>
</tr>
<tr>
<td>Samoan</td>
<td>0.5%</td>
</tr>
<tr>
<td>White</td>
<td>26.9%</td>
</tr>
</tbody>
</table>

The gender make-up is as follows:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>80.1%</td>
</tr>
<tr>
<td>Male</td>
<td>19.9%</td>
</tr>
</tbody>
</table>

**Caseload Standards**

CYFD uses the caseloads standards established by the Child Welfare League of America (CWLA):

- Intake Workers - 1-2 calls per hour
- Investigation- 10 new reports per month
- Permanency – 12-15 children at any given time
- Placement – 30-35 adoptive or foster families at any given time
- In Home Services - 8 cases at any given time.
CYFD Policy is that supervisors should not have more than 8 direct reports. For Field supervisors, CYFD’s standard is 5-6 direct reports.

Caseload Reports for PSD Investigation and Permanency Workers as of May 2020 are illustrated below:

*Investigation Worker Caseload Report – May 2020 Positions (filled or unfilled)*:
<table>
<thead>
<tr>
<th>Region</th>
<th>County</th>
<th># of 5% Investigation Workers (Filled Positions) May 2019</th>
<th>Total # of New 5% Accepted Reports MAY 2020</th>
<th>Average New Reports Investigated Per Worker</th>
<th>Total # of P5 Closed Investigations MAY 2020</th>
<th>Average Investigations Closed Per Worker</th>
<th>Pending Investigation over 45 days MAY 2020</th>
<th>Average Pending Investigations over 45 days per Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cibola</td>
<td>2.0</td>
<td>18</td>
<td>9.0</td>
<td>7</td>
<td>3.5</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>1</td>
<td>McKinley</td>
<td>2.0</td>
<td>19</td>
<td>9.5</td>
<td>24</td>
<td>12.0</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>1</td>
<td>San Juan</td>
<td>8.0</td>
<td>74</td>
<td>9.3</td>
<td>72</td>
<td>9.0</td>
<td>4</td>
<td>0.5</td>
</tr>
<tr>
<td>1</td>
<td>Sandoval</td>
<td>4.0</td>
<td>76</td>
<td>19.0</td>
<td>70</td>
<td>17.5</td>
<td>23</td>
<td>5.8</td>
</tr>
<tr>
<td>1</td>
<td>Torrance</td>
<td>1.0</td>
<td>9</td>
<td>9.0</td>
<td>18</td>
<td>18.0</td>
<td>25</td>
<td>25.0</td>
</tr>
<tr>
<td>1</td>
<td>Valencia</td>
<td>6.0</td>
<td>52</td>
<td>8.7</td>
<td>75</td>
<td>12.5</td>
<td>2</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td>Region Total</td>
<td>23.0</td>
<td>248</td>
<td>10.8</td>
<td>266</td>
<td>11.6</td>
<td>57</td>
<td>2.5</td>
</tr>
<tr>
<td>2</td>
<td>Colfax, Union</td>
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<td>15</td>
<td>15.0</td>
<td>25</td>
<td>25.0</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>2</td>
<td>Guadalupe, Mora, San Miguel</td>
<td>4.0</td>
<td>22</td>
<td>5.5</td>
<td>47</td>
<td>11.8</td>
<td>55</td>
<td>13.8</td>
</tr>
<tr>
<td>2</td>
<td>Rio Arriba, Los Alamos</td>
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<td>28</td>
<td>7.0</td>
<td>37</td>
<td>9.3</td>
<td>168</td>
<td>42.0</td>
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<tr>
<td>2</td>
<td>Santa Fe</td>
<td>8.0</td>
<td>63</td>
<td>7.9</td>
<td>61</td>
<td>7.6</td>
<td>1</td>
<td>0.1</td>
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<tr>
<td>2</td>
<td>Taos</td>
<td>2.0</td>
<td>15</td>
<td>7.5</td>
<td>30</td>
<td>19.5</td>
<td>15</td>
<td>7.5</td>
</tr>
<tr>
<td></td>
<td>Region Total</td>
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<td>7.5</td>
<td>209</td>
<td>11.0</td>
<td>259</td>
<td>13.6</td>
</tr>
<tr>
<td>3</td>
<td>Bernalillo #1</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bernalillo #2</td>
<td>10.0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bernalillo #3</td>
<td>7.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bernalillo #4</td>
<td>11.0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bernalillo #5</td>
<td>6.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Region Total</td>
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<td>10.2</td>
<td>928</td>
<td>22.1</td>
<td>977</td>
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<tr>
<td>4</td>
<td>Chaves</td>
<td>7.0</td>
<td>47</td>
<td>6.7</td>
<td>108</td>
<td>15.4</td>
<td>38</td>
<td>5.4</td>
</tr>
<tr>
<td>4</td>
<td>Curry</td>
<td>5.0</td>
<td>15</td>
<td>3.0</td>
<td>19</td>
<td>3.8</td>
<td>13</td>
<td>2.6</td>
</tr>
<tr>
<td>4</td>
<td>De Baca, Harding, Quay</td>
<td>1.5</td>
<td>9</td>
<td>6.0</td>
<td>9</td>
<td>6.0</td>
<td>0</td>
<td>0.0</td>
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<tr>
<td>4</td>
<td>Eddy</td>
<td>5.0</td>
<td>37</td>
<td>7.4</td>
<td>5</td>
<td>1.0</td>
<td>0</td>
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<tr>
<td>4</td>
<td>Lea</td>
<td>6.0</td>
<td>44</td>
<td>7.3</td>
<td>43</td>
<td>7.2</td>
<td>2</td>
<td>0.3</td>
</tr>
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<td>4</td>
<td>Roosevelt</td>
<td>2.0</td>
<td>15</td>
<td>7.5</td>
<td>8</td>
<td>4.0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td>Region Total</td>
<td>26.5</td>
<td>167</td>
<td>6.3</td>
<td>192</td>
<td>7.2</td>
<td>53</td>
<td>2.0</td>
</tr>
<tr>
<td>5</td>
<td>Dona Ana</td>
<td>12.0</td>
<td>155</td>
<td>12.9</td>
<td>201</td>
<td>16.8</td>
<td>9</td>
<td>0.8</td>
</tr>
<tr>
<td>5</td>
<td>Grant / Catron</td>
<td>1.0</td>
<td>23</td>
<td>23.0</td>
<td>17</td>
<td>17.0</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>5</td>
<td>Lincoln</td>
<td>2.5</td>
<td>8</td>
<td>3.2</td>
<td>18</td>
<td>7.2</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>5</td>
<td>Luna/Hidalgo</td>
<td>3.0</td>
<td>20</td>
<td>6.7</td>
<td>19</td>
<td>6.3</td>
<td>0</td>
<td>0.0</td>
</tr>
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<td>5</td>
<td>Otero</td>
<td>4.0</td>
<td>36</td>
<td>9.0</td>
<td>38</td>
<td>9.5</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>5</td>
<td>Sierra</td>
<td>1.5</td>
<td>5</td>
<td>3.3</td>
<td>5</td>
<td>3.3</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>5</td>
<td>Socorro</td>
<td>2.0</td>
<td>10</td>
<td>5.0</td>
<td>17</td>
<td>8.5</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td></td>
<td>Region Total</td>
<td>26.0</td>
<td>257</td>
<td>9.9</td>
<td>315</td>
<td>12.1</td>
<td>9</td>
<td>0.3</td>
</tr>
<tr>
<td></td>
<td>State Total</td>
<td>136.5</td>
<td>1,242</td>
<td>9.1</td>
<td>1,910</td>
<td>14.0</td>
<td>1,355</td>
<td>9.9</td>
</tr>
</tbody>
</table>
Permanency Worker Caseload Report – May 2020:

Juvenile Justice Transfers

New Mexico is a dual jurisdiction state so never transfers custody of dependents to the state juvenile justice system. The number of transfers is therefore 0.

New Mexico uses the term “crossover youth” to refer to those dependents with a concurrent adjudication that provides for supervision of the Juvenile Justice Services division. There are currently 37 such dependents in the state, all of whom are in out-of-home placement.

2. Education and Training Vouchers

<table>
<thead>
<tr>
<th>2017-2018 School Year (July 1, 2017 to June 30, 2018)</th>
<th>Total ETVs Awarded</th>
<th>Number of New ETVs</th>
</tr>
</thead>
<tbody>
<tr>
<td>39</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>
3. **Inter-Country Adoptions**

As detailed above, CYFD identified no children who entered state custody due to disruption or dissolution of an inter-country adoption.

Ongoing internal discussions will continue a quarterly basis with the Placement & Adoption Resource Bureau (PAR) and NM state attorneys for data collection regarding inter-country adoptions. Another tracking mechanism that will be instrumental in reporting inter-country adoptions will be to monitor and track any inter-country adoption that comes through the state adoption subsidy email. Monitoring reviews of the state adoption subsidy email will be conducted on a quarterly basis.

4. **Monthly Caseworker Visit Data**

Below is a trend of the percentage of documented worker/child visits, of those children in care during the month requiring a visit.

<table>
<thead>
<tr>
<th>School Year</th>
<th>Visits</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019 (July 1, 2018 to June 30, 2019)</td>
<td>30</td>
<td>14</td>
</tr>
<tr>
<td>2019-2020 (July 1, 2019-June 30, 2020)</td>
<td>30</td>
<td>13</td>
</tr>
<tr>
<td>2020-2021 (July 1, 2020-June 30, 2021)</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>
Section G. Financial Information

1. Payment Limitations

A. Title IV-B, Subpart 1

New Mexico is not spending more Title IV-B Subpart 1 funds that the state expended for childcare, foster care maintenance, and adoption assistance payments.

New Mexico’s IV-B Subpart 1 funds for childcare, foster care maintenance and adoption assistance payments for FY 2020 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 2020 does not exceed the amount expended in FY 2005, $3,152,282. New Mexico’s current federal spending on Title IV-B Subpart 1 – Child Welfare Social Services $1,485,192. The difference in spending in FY 2020 and FY 2005 is $1,030,687.

The most recent completed CFS-101 reflects a Total of $337,992 of which includes an additional requested 10% of Administrative Cost.

B. Title IV-B, Subpart 2

New Mexico’s expenditure for Title IV-B Subpart 2 funds for FY 2019 of $2,770,577.19 exceeds the FY 1992 base year amount expended of $2,148,100. Through the Title IV-E Subpart 2 supported services of the Community Based Prevention, Intervention and Reunification (CBPIR)
contracts, 24% of families received Family Support Services; 17% of families received Family Preservation Services; and 17% Time Limited Reunification Services. New Mexico served 1% of families through Adoption Promotion Support Services. New Mexico did not exceed the 10% allocation for Administrative Costs and Other Service Related Activities.

As reported in previous sections, FY19 is the first year of the Community Based Prevention, Intervention and Reunification (CBPIR) contracts. At the completion of the full year of the CBPIR contracts, will be better able to review and assess what the primary factors were for the amounts spent in each area; however, it appears that the families of New Mexico are in most need of the services offered through Family Support Services and Family Preservation Services.

Further, in-depth exploration is also needed to determine the factors leading to the lower level of use of Time Limited Reunification as New Mexico has historically struggled to maximize the use of this service.

C. Chafee Program

2. Current Year Funding—FY 2021 Realotments, Requests for Additional Funding and Submitting a Revised CFS-101 Budget Request (See Attached)

3. FY 2022 Budget Request—CFS-101, Parts I and II (See Attached)

4. FY 2018 Title IV-B Expenditure Report—CFS-101, Part III (See Attached)