

**Child Welfare Emergency Services**  
**Report and Recommendations for SFY 2010**

**Submitted to the Child Welfare Partners Steering Committee  
by the Child Welfare Emergency Services Partners Workgroup  
Co-Chairs Cheryl Goodwin and Margaret Wright  
March 2009**

**The Child Welfare and Emergency Services Partners Workgroup  
Report and Recommendations for SFY 2010  
March 2009**

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## I. Executive Summary

The Child Welfare Emergency Services Report and Recommendations for SFY 2010 is the culmination of recent work undertaken by the Child Welfare Emergency Services (CWES) Public and Private Partners workgroup. This workgroup, representing state government and private service provider partners, studied recent state and local responses to a state fiscal year 2009 legislative requirement to develop or expand child welfare emergency services by reinvesting allocated state funding after reducing the number of guaranteed emergency juvenile shelter care beds. That legislative language appears below:

*“The department shall work with the coalition for children and family services in Iowa and other representatives of shelter care providers to reduce the number of guaranteed shelter beds and shift a portion of available funding to develop new or expand existing child welfare emergency services for children who might otherwise be served in shelter care. The child welfare emergency services shall be provided by shelter care agencies that currently have a contract for shelter care services with the department and may include mobile crisis response units for child and family crises, in-home supervision services, emergency family foster care homes, expanding capacity to provide emergency services in other family foster care homes, or provide flexible funding for child welfare emergency services based on evidence-based practices.”*

The report includes a description of how the Department and its partners have responded to the Legislature’s call for reinvestment in state fiscal year 2009, background information on the workgroup and the evolution of child welfare emergency services and use of shelter care, and, recommendations for SFY 2010. The recommendations are based on the following principles of:

- Staying within the scope of SF 2425 by living within the appropriation and reinvesting allocated funds that are shifted away from guaranteed beds;
- Strengthening partnerships between state government and private emergency juvenile shelter care contractors;
- Maintaining focus on the target population (children up to the age of 18 years needing temporary care and allowed by Iowa law to be placed in shelter care pursuant to Iowa Code section 232.21 -- children who would be referred to shelter care by the Department of Human Services and Juvenile Court Services if there were no other services available, and law enforcement placements);
- Recognizing an appropriate balance between bed availability and other services in a continuum of child welfare emergency services must be achieved (the use of shelter beds is currently the largest component of today’s); and,
- New or continued activities must be part of a statewide safety net that is flexible enough to allow adaptation across the DHS Service Areas.

The workgroup's recommendations for state fiscal year 2010 are:

1. Reinvest allocated child welfare funding for shelter care to expand and enhance CWES statewide.
2. Adapt the framework of the Council on Accreditation's *Crisis Response and Information Services* as a model for Iowa's CWES system.
3. Use findings of SFYs 2009 and 2010 to inform future CWES development and service procurements.

## II. Introduction

The Child Welfare Emergency Services (CWES) Partners workgroup is pleased to present this report and its recommendations that focus on Iowa's evolving CWES system. This workgroup is one of the recent examples of Iowa's public and private partners working together for a common purpose; in this case, it is to look at what Iowa is learning about CWES and to recommend next steps toward a more comprehensive continuum of CWES.

This workgroup follows state and local level joint public/private planning efforts that began during the summer of 2008 concerning CWES and emergency juvenile shelter care. The workgroup was formed in February 2009 and it includes members representing the Iowa Department of Human Services (DHS), Juvenile Court Services (JCS), and private providers of emergency juvenile shelter care and child welfare emergency services. A complete membership list may be found in the Appendix 1.

## III. Background information on CWES

In response to legislation for the state fiscal year (SFY) 2009, the Department of Human Services (DHS or Department), the Coalition for Family and Children's Services in Iowa (Coalition), and other contracted private providers of emergency juvenile shelter care embarked on a collaborative public/private effort to address Iowa's child welfare emergency services system. For the last several years, the Department and these entities have met regularly to discuss shelter related issues; this was a natural progression of that association.

This work also seems to follow on the heels of the 2006 plan titled *Child Welfare and Juvenile Justice Emergency Services Plan*. This plan was prepared for the Legislature in December 2006 at its request. Some of the proposed recommendations in that plan were reflected in the SFY 2009 legislation. That SFY 2009 legislation is as follows, excerpted from Senate File 2425:

*“The department shall work with the coalition for children and family services in Iowa and other representatives of shelter care providers to reduce the number of guaranteed shelter beds and shift a portion of available funding to develop new or expand existing child welfare emergency services for children who might otherwise be served in shelter care. The child welfare emergency services shall be provided by shelter care agencies that currently have a contract for shelter care services with the department and may include mobile crisis response units for child and family crises, in-home supervision services, emergency family foster care homes, expanding capacity to provide emergency services in other family foster care homes, or provide flexible funding for child welfare emergency services based on evidence-based practices.”*

This report describes how the Department and its partners responded to the Iowa Legislature's call for reinvestment and contains this workgroup's recommendations for the continuation of these initial activities into SFY 2010.

#### **IV. Initial state and local planning**

At the DHS/shelter provider meeting on May 8, 2008, the shelters and Coalition leadership identified an Ad Hoc committee comprising both Coalition and non-Coalition shelters to work with DHS to facilitate local planning in the DHS Service Areas. This committee and DHS met twice and ultimately produced a planning guide for local use in the DHS Service Areas.

Community meetings were later held in each of the eight DHS Service Areas. Participants varied across the state but overall included emergency juvenile shelter care providers, local DHS Service Area Managers and staff, and representatives of juvenile court services (JCS). Additionally, others such as county supervisors, law enforcement (LE) personnel, foster parents, members of the Iowa Foster Parent and Adoption Association (IFAPA), Decategorization project members, board members of Iowa's Community Partnerships for Protecting Children, school district representatives, and other community partners often took part.

These meetings provided a forum for Iowa's public and private partners to collectively identify Iowa's CWES needs and formulate local approaches to respond to the requirements of the legislation. Ultimately, these discussions led to the approval of ten local pilot approaches to developing or enhancing CWES.

Additionally, this planning process lent itself to replication, evidenced today by this workgroup and other public/private partnership initiatives forming around the Child Welfare Partners Committee. Most importantly, for the purpose of this report, this CWES Partnership workgroup was assembled to build on this public/private partnership model and develop the recommendations herein.

#### **V. Local CWES implementation**

Seven shelters were the first to follow the Legislature's call to reinvest allocated child welfare funding. Three other shelters shortly followed these. These appropriated funds were once used only to pay for emergency bed capacity in the form of both used and unused facility beds. As the number of the unused beds increased statewide, the Legislature's support to shift some of the available funding to broaden the CWES continuum by reinvesting those funds helped the state and its contractors address the needs of children referred to shelter care in more creative and efficient ways.

Not all local planning efforts resulted in the development or enhancement of CWES. Some communities may have hesitated due to a perceived uncertainty of future funding that, if not available, would not allow initial efforts toward reinvestment to continue. Some communities were better prepared to try new approaches that would be appropriate to the crisis and emergency needs of children who might otherwise be placed in a shelter care facility. The opportunity in SFY 2010 to build on the groundwork of the original projects will help strengthen the continuum of CWES.

Emergency shelter bed capacity is a vital component of a statewide continuum of CWES. This workgroup recognizes that importance and makes no recommendation to discontinue bed use.

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This workgroup also recognizes that Iowa's service systems are evolving. New services and new perspectives on existing services are changing the balance among Iowa's child welfare, juvenile justice, and mental health systems. The principles of the federal Child and Family Service Review (CFSR) that stress safety, permanency and well-being continue to provide direction on the best ways to serve Iowa's children and families. Recent funding initiatives to begin building a system of care for children's mental health provides evidence that Iowa is starting to close this long existing gap in service. Iowa's juvenile justice system moves forth with its focus on evidenced based practice. All of these interrelated systems are focused on performance and outcomes.

In recent years, emergency juvenile shelter bed placements have declined; however, crisis and emergency needs remain. CWES practices must adapt along with all of the changes that are taking place. Identifying core elements of a CWES is important and the current approved projects make a good faith effort to try interventions believed to be the right efforts at the right time.

Expanding CWES as recommended allows Iowa to responsibly reinvest currently allocated funding in new and creative ways that sensibly identify service mechanisms that work. This is consistent with the current recommendation of the Child Welfare Advisory Committee that more shelters be encouraged to begin reinvesting funds.

At the same time, Iowa must work toward a reasonable balance between bed capacity and other CWES initiatives that focus on stabilization, assessment, and appropriate services in non-congregate settings in a child's home or community.

Continued reinvestment maintains the integrity of the SFY 2009 legislative requirement to reinvest available funding. Expanding the continuum of CWES in SFY 2010 aligns with the principles of the federal Children and Family Service Review (CFSR). The CFSR reviews a state's case files to evaluate the services, interactions, and outcomes for children and their families. A continuum of CWES aims to provide services tailored to the situation, encouraging appropriate use of shelter placements, with the ultimate goal of leading to better outcomes for children and their families.

Further, CWES also reflect elements of a new federal initiative known as the Fostering Connections for Success and Increasing Adoptions Act of 2008 (FCSIAA) being put into place in Iowa. Similar to the CFSR, this Act focuses on a reduction of the number of stays a child experiences by increasing family connections and kinship care. These are some of the fundamental and core elements of a continuum of CWES.

## **VI. What the local pilot projects have done to date**

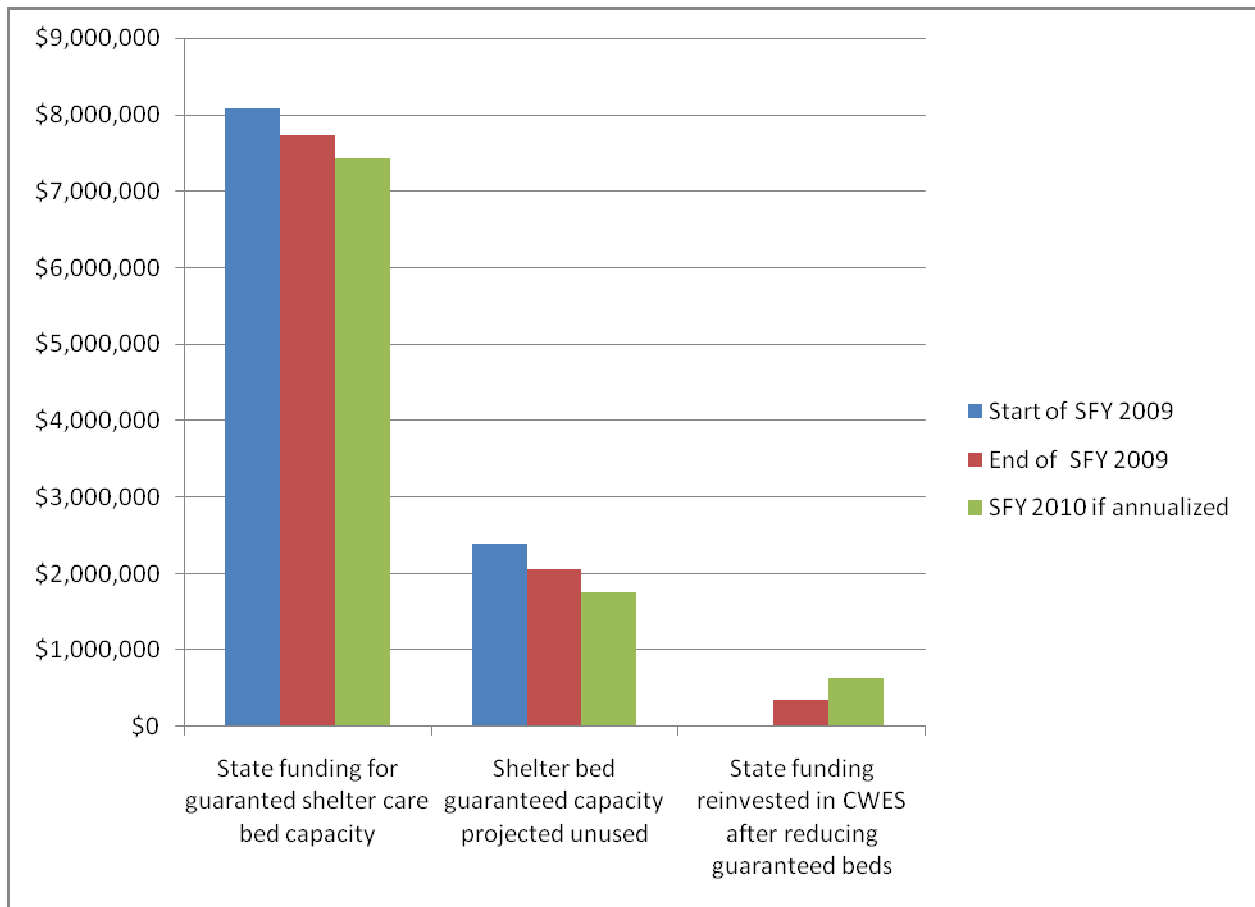
CWES projects are now being piloted in twelve Iowa communities (the first six projects began November 1, 2008, two more began February 1, 2009, and two more began March 1, 2009). Ten facilities have shifted funding from 19 guaranteed shelter beds with nine of those facilities

offering new CWES activities. Some projects cover more than one community, and in one case two shelters combined reinvested funds in support of a single project in the DHS Service Area.

Following the direction of the Legislature to reduce guaranteed shelter beds and reinvest the available allocated funds, by the end of SFY 2009 the following will occur:

- Nineteen (19) guaranteed beds will be reduced
- \$343,764 will be reinvested in new or enhanced CWES
- Annualized, this reinvestment would be \$640,517

The following chart should help to visualize the reinvestment of available funds from the reduction in guaranteed shelter beds in CWES during and by the end of SFY 2009. The projection for SFY 2010 assumes that year will start where SFY 2009 left off. It does not include new reinvestments that are anticipated for SFY 2010.



The population targeted by the local pilots includes children, up to the age of 18 years, who need temporary care and who can be lawfully placed in shelter care pursuant to conditions described in Iowa Code section 232.21. These are children who are under the supervision of DHS or Juvenile Court Services and include children who these two entities would otherwise be referring

to shelter care if there were no other services available. Law enforcement placements are also included.

Some system stakeholders in Iowa have stated a need to provide crisis or emergency services to children who are not part of the child welfare/juvenile justice system. However, the recommendations of this workgroup keep the focus on the original target population described for SFY 2009. Concentrating on the originally intended population will allow CWES activities to move forward without new funding that would be needed if the population were expanded.

The data available from the local projects is preliminary and limited; the projects are only months old. The first six projects that started in November 2008 have completed one reporting cycle and are showing promising responses to the needs of the target population.

Data is expected to eventually show what approaches can be successfully duplicated in other communities. For this reason, the CWES Partners workgroup believes it is essential to continue all the projects initiated this year with the opportunity to revise and expand the efforts throughout SFY 2010. More can be learned from these pilots that will help Iowa identify appropriate approaches that can be adapted to the unique needs of local communities. These initiatives will also begin to drive policies leading to the development of reporting fundamentals and performance indicators, outcome measures, and recommended service and accountability standards.

Preliminary data available from the first six projects for the months of November 2008 – January 2009 shows the following.

- Crisis and emergency interventions and other services were provided to 194 children
- Services included:
  - Screening and assessments
  - On-site and in-home interventions and mediations
  - Crisis telephone lines
  - Information and referral connections
  - Short term shelter stays of less than 24 hours to complete assessments and stabilize situations
  - Follow up contacts with children and families – some daily for up to 30 days

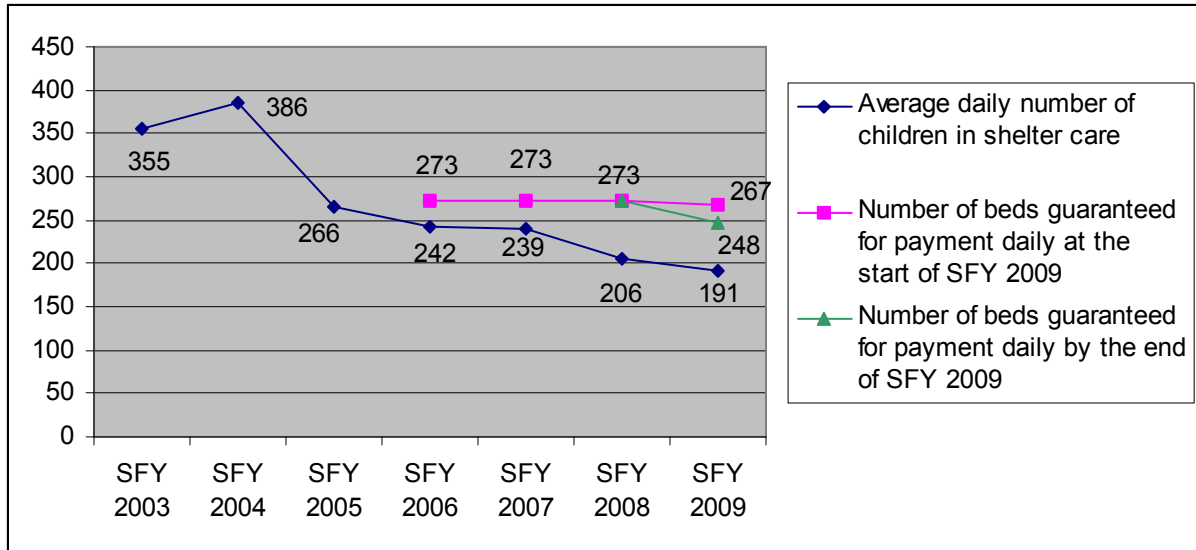
The projects are also monitoring the appropriateness of shelter care placement; when a placement is indicated, it continues to be used. Early data indicates that with this new focus on CWES options, shelter stays may get shorter as other appropriate interventions become available. Appropriate shelter placement (beyond one day) was used for about a third of the children served.

## **VII. Recent trends of shelter bed use**

Emergency juvenile shelter care continues to be the most used and available response to a child's crisis, emergency, or temporary placement needs. Generally, shelter care is the most regularly

and immediately accessible service on which the primary users -- DHS, JCS, and LE -- have come to rely for the emergency placement of a child.

However, in recent years a child welfare-related emergency response system with a broader scope has been developing and, while shelter care remains a prominent part of Iowa's child welfare and juvenile justice service system continuum, reliance on congregate care has diminished dramatically since SFY 2004 (this can be seen in the graph below). The use of other CWES options that offer appropriate early interventions, stabilization, and assessments of children who might otherwise be placed in a shelter bed, continues to increase.



Notes on the above chart:

1. The source of information for SFYs 2003 – 05 was Iowa's Foster Care Accounting System (FACS) representing payments that were made on behalf of these numbers of children.
2. The source of information for SFYs 2006 – 2009 was the daily census reports from individual contracted shelters representing the numbers of children for which the state was billed.
3. SFY 2009 represents only a partial year, the months of July 2008 – January 2009. The number of contracted beds at the start of SFY 2009 would have been 273. The reduction of 6 beds to 267 was due to one shelter contractor that lost the capacity of 6 beds due to flooding.
4. Between November 1, 2008 and March 1, 2009, 19 guaranteed beds were reduced, resulting in 248 contracted beds. The available funding was shifted to CWES.
5. The concept of guaranteed payment beds began in SFY 2006.

In SFY 2008 there were 2,232 admissions to shelter care that served 1,826 different children. The average length of stay (LOS) in shelter care for SFY 2008 was 21 days on a statewide basis and the median LOS was 9 nine days.

As the reliance on bed use has diminished, funds once used to pay for shelter accessibility and capacity in the form of unused beds have been reinvested in the development or enhancement of CWES in several communities. This reinvestment is still quite new and results have been encouraging. One thing learned is the need for increased reinvestment efforts statewide. This

public/private partnership encourages working collectively toward a shared vision and uniform approach to the continuum of CWES as it evolves.

Iowa’s overall child welfare and juvenile justice system continues to evolve too, with new and growing service arrays and approaches to CW/JJ practice, including:

<b>Child Welfare</b>	<b>Juvenile Justice</b>
Family Safety Plans	Functional Family Therapy
Family Safety, Risk, and Permanency (FSRP) services	Aggression Replacement Training
Drug Testing	Iowa Delinquency Assessment
Iowa’s Community Care contract	Graduated Sanctions
Recruitment and Retention activities for foster and adoptive families	Juvenile Court School Liaisons
Fostering Connections for Success and Increasing Adoptions Act of 2008	Tracking and Monitoring
	Juvenile Detention Alternative Initiatives

Additional information on the recent history of emergency juvenile shelter care use can be found in Appendix 3.

**VIII. CWES Partnership Workgroup Recommendations for SFY 2010**

The CWES Partners workgroup makes the following recommendations regarding the next steps for CWES growth:

**Recommendation 1**

**Reinvest allocated child welfare funding for shelter care to expand and enhance CWES statewide.**

As directed by legislation for SFY 2009, a portion of the available funds identified in the current DHS appropriation, as “state funding for shelter care” should continue to be reinvested in the development or enhancement of CWES across Iowa as the state continues to maintain an appropriate shelter bed capacity.

This recommendation keeps the focus on the original target population described for SFY 2009. Concentrating on the originally intended population will allow CWES activities to move forward without new funding that would be needed if the population were expanded.

Iowa must apply lessons learned from the initial CWES projects implemented in SFY 2009 to assist with new efforts in SFY 2010. This will include, but not be limited to the following: identification of key reporting fundamentals, performance indicators, and outcome measures; and, recommendations for standards of service and accountability.

The evolving continuum of CWES will be stalled or ended if the opportunity to continue reinvestment is lost due to a reduction of currently allocated funds.

## **Recommendation 2**

### **Adapt the framework of the Council on Accreditation's (COA) Crisis Response and Information Services as a model for Iowa's continuum of CWES.**

Sufficient information is not yet available to clearly define what the core elements of a continuum of CWES should be in Iowa. The outcomes of Iowa's CWES pilots must be fairly measured and continued implementation into SFY 2010 should provide a sufficient amount of time to allow that. In addition, new projects will provide valuable information. By December 31, 2009, core elements of a statewide continuum of CWES will be identified.

The CWES Partners workgroup believes a uniformly applied framework would help shape the emerging continuum of CWES. An adapted version of the COA's Crisis Response and Information Services model would provide that structure. Components of that model are briefly described by the following:

- Assuring access to services;
- Providing screening and assessment;
- Monitoring service quality;
- Operating with a shared service philosophy;
- Encouraging community connections and coordination; and,
- Exit planning from care.

This framework, combined with Iowa's focus on outcomes and accountability, will facilitate continuity of approaches across the state and permit each DHS Service Area to implement specific elements of the continuum of CWES based on their communities' unique composition and needs.

The Council on Accreditation is an international accrediting body. Additional information on the Council may be found in Appendix 4.

### **Recommendation 3**

#### **Use findings of SFYs 2009 and 2010 to inform future CWES development and service procurements.**

Iowa should use current opportunities to continue to evaluate its needs relative to CWES and shelter care services to prepare for the expiration of existing contracts under the current Emergency Juvenile Shelter Care Request For Proposal (RFP). The contracting limit under the RFP will expire in SFY 2011. Findings should be used to inform the next steps related to procuring CWES.

Recent shelter care use, contracting, and other CWES development have spanned several state fiscal years. During that time Iowa's services systems have experienced many changes. Iowa and its partners must use those experiences to collaboratively and proactively plan for the future, in order to best meet the needs of Iowa's children and families.

The Child Welfare and Emergency Services Partners Workgroup  
Report and Recommendations for SFY 2010

**IX. Appendices**

Appendix 1-- CWES Partners workgroup membership

Appendix 2 -- CWES Pilot locations SFY 2009

Appendix 3 -- Recent history of emergency juvenile shelter care use in Iowa

Appendix 4 – Council on Accreditation

Appendix 5 -- List of currently licensed and contracted shelters

## **Appendix 1 -- CWES Partners workgroup membership**

1. Co-chair Cheryl Goodwin, President and CEO, Family Resources, Inc. (Kinsman Shelter), Davenport
2. Co-chair Margaret Wright, Chief, Bureau of Child Welfare Services, Division of Child and Family Services, Department of Human Services, Central Office
3. Belinda Meis, Director of Beloit Residential Services, Lutheran Services in Iowa (Woodhaven Shelter), Waverly
4. Barb Gay, Executive Director, Foundation 2 Shelter, Cedar Rapids
5. Jean McAleer, Executive Director, Francis Lauer Youth Shelter, Mason City
6. Jim Chesnik, Group Care Program Mgr., Bureau of Child Welfare Services, Division of Child and Family Services, Department of Human Services, Central Office
7. Jody Lane-Molnari, Management Analyst, Division of Fiscal Management, Department of Human Services, Central Office
8. Marc Baty, Cedar Rapids Service Area Mgr., Department of Human Services
9. Gary Lippe, Dubuque Service Area Mgr., Department of Human Services
10. Tom Southard, Chief Juvenile Court Officer, Judicial District 2
11. Karen Hyatt, Emergency Mental Health Specialist, Division of Mental Health and Disability Services, Department of Human Services, Central Office

**Appendix 2 -- CWES Pilot locations SFY 2009**

Shelter provider	Location	No. beds reduced	Date started	\$ Reinvested in SFY 2009	Value of reinvestment if annualized	Notes
Clarinda Academy	Clarinda	2	November 1, 2008	\$44,702	\$67,422.80	Did not develop CWES, Reinvestment \$ combined with Children's Square for the Service Area
Children's Square USA	Council Bluffs	3	November 1, 2008	\$67,053	\$101,134.20	
Youth and Shelter Services	Ames	1	November 1, 2008	\$22,351	\$33,711.40	
Four Oaks Iowa City	Iowa City	1	November 1, 2008	\$22,351	\$33,711.40	
Kinsman Shelter/Family Resources	Davenport	1	November 1, 2008	\$22,351	\$33,711.40	Will also serve Muscatine, Burlington, and Ft. Madison
Youth Emergency Services and Shelter	Des Moines	2	November 1, 2008	\$44,702	\$67,422.80	
Foundation 2	Cedar Rapids	2	November 1, 2008 and February 1, 2009	\$36,205	\$67,422.80	
Four Oaks Independence	Independence	2	February 1, 2009	\$27,708	\$67,422.80	Will serve Cedar Rapids and Dubuque
Francis Lauer Youth Services	Mason City	2	March 1, 2009	\$22,536	\$67,422.80	
Lutheran Services in Iowa/Woodhaven Shelter	Waverly	3	March 1, 2009	\$33,804	\$101,134.20	
	Totals	19		\$343,764	\$640,517	
	Contracted beds July 1, 2008	267				
	Contracted beds at close of fiscal year	248				

### **Appendix 3 -- Recent history of emergency juvenile shelter care use in Iowa**

The use of emergency juvenile shelter care has changed dramatically in the last six years, ranging from exceptionally high use in SFYs 2003 and 2004, to significant reductions in daily census currently. (See chart on Page 10). In those early years, the DHS Council's budget estimated a daily average of 280 shelter beds could be funded. This was based on the DHS budget request combined with anticipated Federal Financial Participation (FFP) in the form of Title IVE funds that are available for eligible children in eligible placements. Usage exceeded 280 at the same time the amount of FFP/IVE matching funds declined.

Whereas shelter care is intended for short term, emergency placements, the average length of stay (LOS) in SFY 2003 was 43 days. As a result, the initial appropriations for SFYs 2003 and 2004 were inadequate to fund the number of children actually placed in shelter and the Legislature had to provide a supplemental appropriation and authority to spend above the allocation, respectively, in those two years. Without a supplemental appropriation, the additional funds in SFY 2004 had to be found somewhere in the existing child and family services budget. For SFY 2005 the Legislature clearly stated the department would have to live within its budget and the amount appropriated was comparable to the initial appropriations in the previous two years. However, for SFY 2005, it was anticipated that 253 beds could be paid for on a daily average basis when FFP/IVE was considered. With improved IVE FFP, the department was able to afford an average of 273 beds per day.

That year the department initiated shelter case reviews to assure placements were appropriate for referred children. Alternatives to shelter placements were used when appropriate and the Department carefully assessed the lengths of children's stays in shelter. By year's end, shorter lengths of stay and the provision of alternative child welfare-related services in settings less restrictive than congregate shelter resulted in the data showing that an average of 266 children had been in shelter on a daily average basis, a significant reduction from previous years. Some shelters felt the effects of reduced utilization and a couple of them anticipated closures. One shelter in south-central Iowa and another in eastern Iowa ended their shelter programs (though another provider in the area replaced the latter).

For SFY 2006 the Department knew it would have to continue to carefully manage the shelter care budget within funds appropriated. It also understood that it should try to balance this need with maintaining Iowa's shelter care infrastructure and provide some level of financial predictability to Iowa's shelter care providers. This resulted in the Department's proposal to implement a Request For Proposal (RFP) process; it received legislative support. The process resulted in 23 individual shelter contract offers to twenty different providers. Nineteen contractors accepted, initially and collectively providing 340 shelter beds in twenty-two individual shelters across the state (246 of them guaranteed for payment and the remainder considered "non-guaranteed" payment beds that were paid for when used). This range accommodated the anticipated funding for a statewide daily average of 273 beds (plus an additional eight beds to be used as needed that were built into an amendment to the appropriation).

This process was believed to provide flexibility to achieve the statewide daily average along with a significant level of financial certainty to all shelters, while at the same time providing broad geographic access to shelter beds. However, after the Administrative Rules Review Committee received comments and subsequent legislative testimony on the intent of the appropriation, the Legislature directed the Department to change contracts so that all 273 (it turned out to be 276) beds would be guaranteed for payment on a daily basis regardless of use.

The department began this new process to contract for the entire shelter care appropriation in October 2005, setting a contracting precedent that obligated all but approximately \$200,000 of the \$7.4 million state appropriation, regardless of bed use. SFY 2006 closed with just over \$1 million spent on the unused beds.

#### **Appendix 4 – Council on Accreditation**

The Council on Accreditation (COA) is an international, independent, not-for-profit, child-and family-service and behavioral healthcare accrediting organization founded in 1977 by the Child Welfare League of America and Family Service America (now the Alliance for Children and Families). The value and credibility of COA accreditation are formally recognized in over one hundred distinct instances in forty-four different states (including Iowa), the District of Columbia, as well as British Columbia, Canada. The accreditation process is designed to meet the needs of diverse organizations-voluntary, public and proprietary, local and statewide, large and small. In our current outcomes-oriented environment, organizations are increasingly called upon to demonstrate the impact of their services. Accreditation is designed to be a framework within which an organization can measure a variety of its achievements.

The COA standards of care in the area of Crisis Response and Information Services supply a unifying framework that provides the overall aim of the practice, core concepts, and detailed evidence informed practice. COA identifies Crisis Response and Information Services as part of the community's crisis response system to provide immediate, dependable responses and reliable information to promote safety and stability for the individual in crisis. Stabilization is a combination of methods used to return the service recipient to his or her pre-crisis level of functioning and can include: identifying the precipitating event; mobilizing support and resources; identifying coping skills; and developing plans to ensure safety.

**Appendix 5 -- List of currently licensed and contracted shelters**

Parent agency	Branch/facility name	Licensed bed capacity	# of DHS contracted beds	# Of beds shifted to Child Welfare Emergency Services	Address	City	State	Zip	Public Shelter	Private Shelter
American Home Finding	Emergency Shelter Care	15	14	0	6941 Ashland	Agency	IA	52530		Yes
Black Hawk County	Black Hawk County	15	9	0	1450 West	Waterloo	IA	50703	Yes	
Christian Home Association-	Emergency Shelter	22	12	3	North 6th &	Council Bluffs	IA	51502		Yes
Clarinda Youth Corporation	Clarinda Academy-NE7	15	13	2	1820 North 16th	Clarinda	IA	51632		Yes
Family Resources, Inc.	Kinsman Shelter	20	11	1	2800 Eastern	Davenport	IA	52803		Yes
Florence Crittenton Home of	Crittenton Center	27	22	0	3901 Green	Sioux City	IA	51106		Yes
Foundation 2, Inc.	Foundation 2 Shelter	15	9	2	3015 12th	Cedar Rapids	IA	52404		Yes
Four Oaks	Independence Shelter	21	13	2	2277 Iowa	Independence	IA	50644		Yes
Four Oaks	Youth Homes Shelter	14	9	1	1916 Waterfront	Iowa City	IA	52240		Yes
Francis Lauer	Francis Lauer Shelter	16	8	2	50 North	Mason City	IA	50401		Yes
Hillcrest Family Services	Hillcrest Shelter	23	12	0	13066 Seippel	Dubuque	IA	52002		Yes
Linn County	Youth Svcs Linn Co.	07	7	0	800 Walford	Cedar Rapids	IA	52405	Yes	
Lutheran Services in Iowa	Woodhaven Shelter	09	5	3	106 16th Street	Waverly	IA	50677		Yes
Polk County	Polk County Shelter	20	18	0	1548 Hull	Des Moines	IA	50316	Yes	
Quakerdale	Quakerdale New	12	0	0	26866 County	New	IA	50206		Yes
Quakerdale	Quakerdale Newton	15	10	0	5351 Liberty	Newton	IA	50208		Yes
Quakerdale	Quakerdale Manning	14	8	0	1500 West 3rd	Manning	IA	51455		Yes
Rabiner Treatment Center	Fort Dodge	20	0	0	1762 Johnson	Fort Dodge	IA	50501		Yes
SequelCare of Iowa	Violators Program	10	0	0	1991 Peach	Madrid	IA	50156		Yes
South Central Commission	South Central Shelter	10	8	0	203 East 4th	Indianola	IA	50125	Yes	
Youth/Family Res. Svcs.	Forest Ridge-Boys	09	8	0	506 2nd Avenue	Gruver	IA	51344		Yes
Youth/Family Res. Svcs.	Forest Ridge-Girls	10	10	0	4410 210th	Estherville	IA	51334		Yes
Youth & Shelter Services	Rosedale Shelter	15	10	1	703 Burnett	Ames	IA	50010		Yes
Youth Emergency Svcs.	YESS	60	20	2	918 SE 11th	Des Moines	IA	50309		Yes
Youth Shelter Care NC Ia.	Youth Shelter Care	20	12	0	301 Avenue M	Fort Dodge	IA	50501		Yes
<b>TOTALS</b>		<b>434</b>	<b>248</b>	<b>19</b>					<b>4</b>	<b>21</b>