



COLORADO
CHILDREN & YOUTH
INFORMATION SHARING COLLABORATIVE

**COMMUNICATION
PLAN**



ACKNOWLEDGEMENTS

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1. Communication Plan

The Colorado Children and Youth Information Sharing (**CCYIS**) Collaborative recognizes communication planning as part of each member's responsibility. The CCYIS Communication Plan establishes the mechanisms by which status, successes, progress and events related to the activities of the CCYIS Collaborative will be shared internally and externally. The formal communication plan and processes ensure that:

- all external stakeholders (including individual agencies, public, media, legislative and other government bodies, the public and advocacy groups) are kept aware of what is happening in the CCYIS project;
- all internal participants in the CCYIS project, staff, employees, and contractors will be apprised of the status, activities, events and deliverables; and
- a change management process to address issues and impacts will be implemented.

The CCYIS Communication Plan addresses all levels of stakeholders, and all levels of agency staff in the collaborative agencies and advocacy groups. It includes formal mechanisms for communicating:

- scheduled activities;
- internal publications and notifications of events, activities, progress;
- external notification of events, activities, and progress;
- external factors and impacts on the project
- actions of the CCYIS Collaborative to address external and internal factors.

Communication planning ensures that there is an awareness of the impacts that can occur on a project and that all involved and concerned stakeholders has a chance to respond.

2. CCYIS Audience

The CCYIS stakeholder community is extensive and will grow as the state-level information sharing protocols and procedures are implemented. To identify audiences with an interest in children and youth information sharing, the CCYIS Collaborative was asked the following questions:

- Who are the CCYIS key stakeholders?
- Who are CCYIS primary users?
- What are main objectives of CCYIS Collaborative?
- Who does the CCYIS Collaborative need to communicate with and in what format?
- What are the roles/responsibilities of their agency(s)?

This information resulted in the following Governance Structure diagram that identifies stakeholder groups and the levels of organization.

CCYIS – GOVERNANCE STRUCTURE

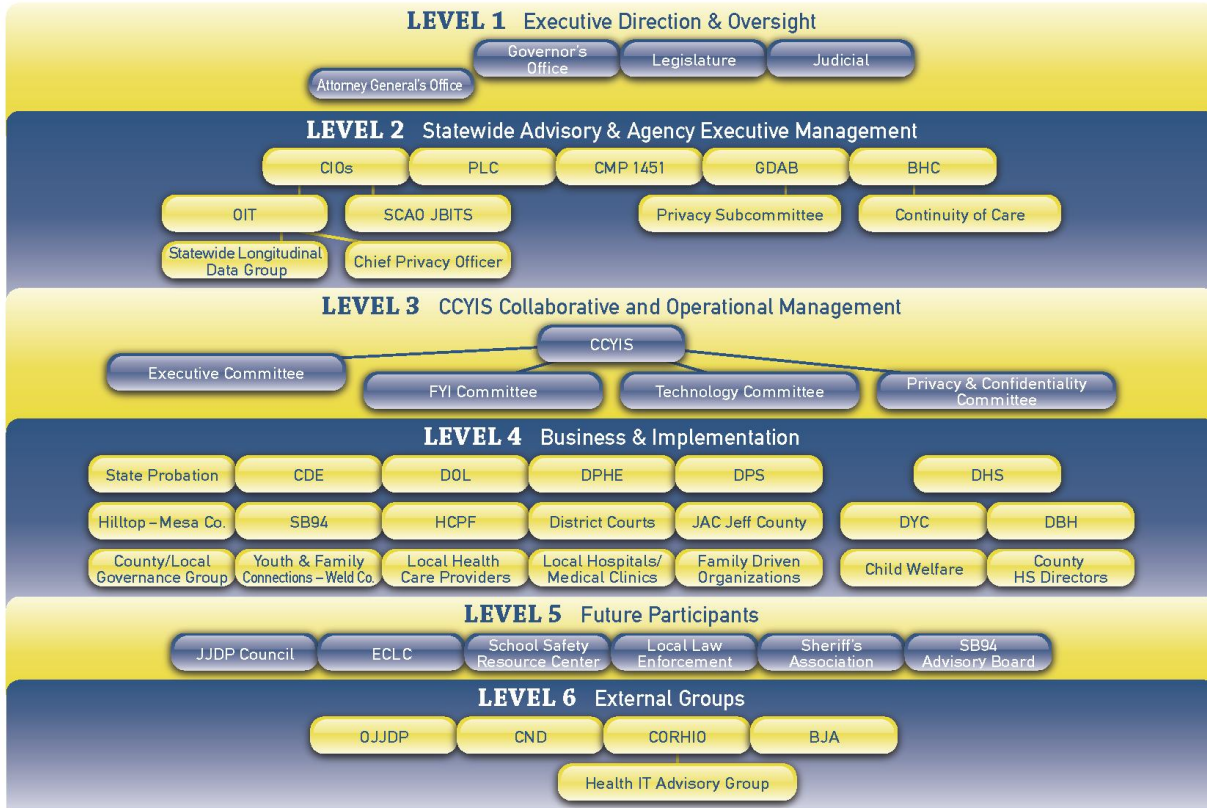


Figure – 1

The stakeholder groups illustrated in the diagram includes several levels of agency representatives and a brief statement of their role. These are described in detail in the Governance document for the CCYIS under [Section 2.3 Governance Structure](#).

3. Communication Plan Schedule

The CCYIS Leadership Committee will take the following actions relative to developing the components of this communication plan:

- assign communications lead and committee with the responsibility for the development of the communication plan format and schedule;
- initial reporting documents and communication plan steps will be assigned;
- reporting formats and a schedule of actions will be developed;
- E- Newsletter and Web Site will be developed/ expanded; and
- a change management process will be finalized.

The CCYIS Leadership Committee plans to expand the current monthly status report process and utilize an electronic newsletter format. As later phases of the project are initiated, additional mechanisms, processes, and steps will be put in place.

4. Communication Directions

The CCYIS Communication Plan is designed to communicate data, status and reports internally and externally, by addressing communication channels that include processes to communicate within and outside of the immediate CCYIS community. Multiple mechanisms and media formats are available and will be utilized to communicate to the project teams and agencies, to directors and executive leaders and to stakeholders.

The processes include:

- Website – project plan, minutes, other relevant project documentation.
- Mail and Email to internal and external users – status update, describe capabilities.
- In person communications with directors, executive leaders, and others.
- Public forums, meetings, speeches.
- Social Media and Blog to enable the CCYIS Leadership Committee and chair to respond to questions/concerns.
- E-Newsletter – both online and in hard copy format.
- Regular news media and public forums to broadcast successes.
- Formal written presentations and in person presentations.
- Regular status reports, statistics and performance reports.

A member of the CCYIS Communication Committee will be assigned to respond to email; blogs and, any other social media or communications that come from the CCYIS as a form of communication.

4.1 National Juvenile Information Sharing Initiative Web Site – CCYIS Pilot Site Page

The CCYIS is a pilot site under the National Juvenile Information Sharing (NJIS) Initiative. (www.juvenileis.org/pilot_colorado.html). The National JIS website has dedicated a page on the site as a temporary placeholder for the CCYIS to host its progress; meeting information and, other relevant deliverables. CCYIS partners and stakeholders are encouraged to place a link to the CCYIS Web page on their own organization's Web site.

4.2 E- Newsletter Format

The existence of an active Web page resulted in the development of an e- newsletter as a primary form of communication for the CCYIS Collaborative, which will provide communication to internal and external stakeholders as well as serve as a bulletin board for publishing project schedule, events and successes. The format of the e-newsletter will include short, succinct articles that are easy to scan and to pull out the necessary information. If additional information is needed, articles may include links to

other online information sources. The e-newsletter will be “e-published” quarterly by the CCYIS Collaborative in association with the Governor’s Office of Information Technology (OIT) to highlight the broader Colorado Statewide Information Sharing Initiative and will consist of the following components:

- **Name and Identifying Logo:** This includes depicting of the CCYIS logo and that of the state seal.
- **Tagline:** The tagline serves to link agencies to the Colorado Statewide Information Sharing Initiative goals and objectives.
- **Feature Article:** Each month a feature article will highlight a specific effort, agency or initiative, and provide the information that enables and helps motivate youth-serving state, local and tribal agencies to leverage information-sharing capabilities to protect youth’s confidentiality while enhancing agency performance and effectiveness. This may include privacy and confidentiality topics, technology engagements with partners or other topics of interest.
- **News from OIT:** An article regarding the latest activities from the Governor’s Office of Information Technology will be included in each issue.
- **A Note from the Chair:** This monthly feature will be an update from the Chair of the CCYIS Leadership Committee, intended to provide an update on CCYIS actions.
- **Plugged – In with CCYIS:** Each month, one of the CCYIS state level or local agencies or state committees will be spotlighted with an opportunity to highlight specific programs, new initiatives or events. This article will be prepared by a member of the highlighted agency and assigned at the CCYIS Collaborative meeting no less than two months in advance.
- **Quick Links:** The Newsletter will include a series of linked URLs that provide access to the Calendar, Upcoming events, A meeting calendar, national agency news related to JJIS, and the on line active forums.
- **JAC’s Corner:** This link provides the capability for the Juvenile Assessment Centers located at county levels to keep readers updated on their activities and events.

The e-newsletter is intended to be a “quick reference guide” to the activities and actions of CCYIS participating agencies. All articles in the newsletter are meant to be informative and professional. Well-defined subject categories help direct what will and will not appear in the publication, and provide an editorial consistency. All content in the CCYIS e-newsletter will fall into one of these subject-matter categories:

- **How-to**—Practical guidelines for sharing information across agencies to enhance agency effectiveness while assuring compliance with confidentiality mandates’ of new or revised policies or procedures.
- **Working Together** – Real examples of how agencies have or can come together to coordinate services and foster informed decision-making regarding youth. For example – include a success story with advocates and agencies, or a JAC story; highlight new members of the CCYIS or new leaders as they come on board, with an e-interview.
- **Updates** – Information that keeps participating agencies informed about information sharing development, implementation, problem-solving and enhancements. Include example of new

data exchanges, any policies that come out of GDAB or the CCYIS Privacy Committee for improving data confidentiality.

- **Recognition** – Reward and recognize agencies and leaders/ programs that are making a difference. This may include news articles highlighting or recognizing CCYIS agencies or CCYIS members.

The e-newsletter is organized in a manner that makes it readable and easy to navigate. Strategic design and page layout will help readers navigate the content, finding exactly the information and will include the following features:

- **Table of Contents** acts as the magazine’s “menu.” For this e-newsletter, the table of contents will be provided within a small box at the top of the page.
- **Column from CCYIS Leadership Committee Chair: “Note from the Chair”** – A short, letter-like update will welcome readers to each issue.
- **Feature Article:** This lead, top-of-page article will pertain to the most important topic for any given month. For example, the first issue’s feature will provide an introduction to CCYIS and JIS. Where possible, graphic visual would accompany this main article. Each month the CCYIS will highlight a specific agency.
- **Every-Month Departments:** These short, information-rich articles will include:
 - o **National Update** (provided by the Center for Network development, the lead organization on the National Juvenile Information Sharing Initiative)
 - o **State Update** (provided by Governor’s Office of Information Technology or another State level agency such as the Attorney General’s office.)
 - o **Agency Updates** (two agency updates; provided by agencies and assigned by the CCYIS Leadership Committee to specific representatives)
- **Short Bytes:** This will include bulleted, one to three sentence news briefs. For example, this column could introduce the new CCYIS logo; announce the release date of the memorandum of understanding (MOU) template; etc.
- **Interactive Elements:** The CCYIS Collaborative is exploring reader interaction opportunities such as a quiz, Q&A, checklist, URL links, sidebars, charts and graphs, tip boxes and pull quotes, help draw readers into the content. Each issue will contain a few interactive elements strategically placed in each issue to encourage user involvement. These include:
 - o **Upcoming Events** – When pertinent, Web driver(s) to upcoming webinars, conferences, etc.
 - o **1451 Portal Links.**
 - o **Behavioral Health Council News and Updates.**
 - o **JIS in the News**—Quick summaries of related articles with links. Users will be encouraged to ask a question regarding a policy or procedure and then the answer will be provided in the next issue.

The e-newsletter will be published quarterly. Reader comments and CCYIS agency reviews and criticisms are encouraged. A sample of the e-newsletter format is contained in **Appendix A**.

In addition to the e-newsletter, other project media and reporting formats will be considered and developed. These include, but are not limited to, the following, which are discussed in the next sections of this plan:

- o Internal Project Status Reports
- o External Project Updates
- o Media/ Press Releases
- o Public Forum Presentations
- o Community Briefings, and
- o Agency Orientation and Training Sessions.

4.3 Project Status Report

The CCYIS Collaborative sees project status reporting as a communication tool that can be used to build consensus and commitment within and across agencies and stakeholder sectors. The status reports not only provide a regular method of reporting the next steps and the successes to date, they also provide a timeline for building stakeholder support. The project status reports are NOT meeting minutes.

Minutes are reviewed and approved at the next meeting of the committee, or group. The minutes of meetings held may be attached to a project status report, or form the basis for completing the status report, but the minutes are not meant to substitute for regular reporting of overall project activities.

The CCYIS Collaborative will include performance measurements in these reports to demonstrate the sophistication of management systems and processes, and encourage substantiated results. This will also assist in justifying expenditures and requests for funds as it will:

- show competence of staff,
- increase the confidence of policy leaders in the program, and
- build willingness to participate.

The basic components of a status report include, but are not limited to, the following:

- **Current Project Status:** This section of the status report describes the current status and “health” of the project activities or “milestones.” Included in this section are the actions and activities underway, with each item having a recorded “status” (in progress, started, due to begin, behind, ahead of schedule, etc.) The status of each item includes a brief description of the deliverable, project step of activity, a definition of what will be the outcomes and an assignment to a committee or individual for completion. Where the item is a deliverable, it will also have a due date and may have a milestone associated with its completion.

- **Accomplishments:** This section of the report summarizes the accomplishments to date. The accomplishments that are associated with deliverable milestones should also describe the value gained to the CCYIS community.
- **Upcoming Events and Activities:** This section of the report provides a schedule of next steps. The next steps should be included on a timeline with appropriate detail and definition of the project staff or committee personnel who will be undertaking, directing, and involved in the next steps. Timeframes can include priority level for high level objectives, deliverables and milestones.
- **Project Schedule Update:** While the status report will define the next steps, the overall project schedule should include all deliverables, events, activities by status, date and responsibility. This schedule should be updated no less than monthly for a yearlong project, with high priority items updated weekly or as needed.
- **Issues:** Any outstanding issues, concerns or impediments should be detailed in the status report and have an action item, resolution estimated date and assigned responsible parties. The issues can be extracted from the project's action items listing, and should be updated at each project step. Included in the Issues section of the report should be any proposed change management steps, work around or business process changes which will be necessary to resolve particular issues.
- **Next Steps:** In addition to detailing upcoming events, Next Steps should be included in the project status report time line. This may include external agency activities that will have to occur or authorizations which are necessary from outside stakeholders, to move the project to the next phase.

A sample project report format is included below as **Figure -2**.

Project Status Report
Insert Project or Agency logo

Project Status as of (month) _____

Name of Project:

Project description: *(include Mission and Objectives)*

Achievements: *(bullets)*

Schedule of Events:

*Completed –
Short Term (Week/ Month)
Long Term (Quarter/ Year)*

Upcoming tasks: *(What/ Who Assigned To/ start & end dates)*

For More Information:

*Call – Contact Person Name & Number
Email – Contact email
Check out online web page/ newsletter – Include Link*

Figure – 2

Project status reports can be internal or external to the agency; can include references to other project deliverables and management vehicles including the project plan, project schedule, deliverables listing, and change management plan among others. Project status reports will be issued on a regular basis, according to the CCYIS project requirements and maintained in written form on the project web site for internal agency access.

Project status reports may also be issued ad hoc to report the completion of major project steps or activities. In these instances, the reports will form the basis for other communications forms including new releases, presentations and public information statements.

4.4 Press Release

Press releases are the most effective communication tool for reporting successes and building external stakeholder and community buy in to the CCYIS project. The CCYIS Collaborative intends to utilize press releases and media reports to report successes and show:

- indicate progress toward achieving the goals and objectives of the Collaborative;
- measure the results of the activity compared to its intended purpose;
- allay fears related to presumed breaches of confidentiality and privacy;
- record family and community satisfaction and program quality;
- demonstrate success and improve accountability to the stakeholders and CCYIS community at large; and
- improve transparency in the project and public trust in the CCYIS and family related projects and agencies and,
- educate the family and youth community on services and activities available and how to obtain services.

A **sample** press release background form appears below as **Figure – 3**.

Press Release

Project Title:

Project Description:

Accomplishments:

Schedule Status:

Upcoming Tasks:

Issues

<i>Contact Name:</i>	<i>voice:</i>	<i>email:</i>
<i>Client Contact Name:</i>	<i>voice:</i>	<i>email:</i>

Figure -3

Similar to a status report, a press release is intended to provide an update of project activities. The press release can include all or only some of the characteristics contained in the format

above. The purpose of the format is to ensure that all necessary information for the written or oral release is accurate and complete.

When preparing the actual press release a press officer, Public Information Officer, reporter, manager or committee lead should be able to incorporate the data in the form into a short, concise and clear message that conveys

- WHAT is happening,
- WHY it is happening,
- WHO is involved and impacted,
- WHEN it is going to happen/happened, and
- HOW it will impact the audience.

The press release will include links, contact names and emails or phone numbers to contact for additional information. In the case of a press release from the CCYIS Collaborative, this may include a committee lead, CCYIS Leadership Committee member or chair person, a collaborative member or even an external stakeholder. Regardless of the contact persons' position, the individual should be fully cognizant of the subject and must have the background information from the form available to accurately respond in a professional manner.

The CCYIS Collaborative will explore new media options for press releases, including Web sites, e-broadcasts, and interactive social media technologies that are multimedia in nature to ensure full response to the community. While the traditional means of communicating with the external stakeholders and community includes brochures, annual report, public press conferences and public media, press releases, the expansion to Web broadcasts and social media such as **FACEBOOK**® and others will provide additional access to outside media and the stakeholder community at large.

4.5 Public Forum Presentations

External public meetings and community forums will be used by the CCYIS Collaborative to communicate project activities, successes and hold “open mic” sessions to involve family and youth representatives. The meetings will be announced on the CCYIS Web site and in the e-newsletter as well as promoted in local newspapers and agency communications. These meetings may center on a specific topical area – introducing and taking questions on a new policy, introducing a new agency initiative, reporting on the completion of a successful project phase, or providing a forum for community and youth/family advocates to express their concerns or share experiences on issues and topics of local concern.

The results of the presentations, including handouts, summary minutes, pictures and findings will be reported in the newsletter and on the public web site. Where appropriate, the CCYIS will contact the public media and press for coverage.

4.6 Agency Orientation and Training Sessions

In addition to providing public information and reporting on program success, the CCYIS Communication Plan includes preparing and presenting orientation sessions to new agency personnel and directors on the CCYIS mission and project, and developing and conducting training on information sharing. The CCYIS Leadership Committee will appoint specific agency representatives and subject matter experts to determine the level and type of orientation sessions and training courses for the next fiscal year.

Examples include:

- **CCYIS Orientation Training for new Executive branch officials:** With change in state government administration and in state department executive directors, the CCYIS Collaborative Leadership Committee and CCYIS membership will need to present overview briefings and orientation sessions to the new elected and appointed members of the executive branch agencies. In addition, these materials will be used to brief new committees and CCYIS Collaborative members. An example of an executive briefing presentation is included as **Appendix B** and can be located on the [CCYIS web page](#).
- **Information Exchange Training:** As CCYIS data exchanges are completed, training on the specific data exchanges and the provisions surrounding security, access, confidentiality and privacy will be necessary. This training will include on site and on line sessions, webinars and technical training for information technology staff in the participating agencies.
- **Performance and Statistical Reports Development:** The various grants included in the CCYIS initiative have specific reporting requirements. As part of the communication planning process, the CCYIS will assist the participating agencies in accurately capturing and reporting data on their actions that demonstrates the success of the data sharing initiatives. This will also include a basic primer of data sharing guidelines that the agencies can promulgate state wide.

4.7 User Satisfaction and Project Communication Surveys

As an ongoing piece of the CCYIS Communications Plan, the CCYIS Collaborative intends to conduct surveys of users and community members (including family and youth advocates) to measure satisfaction and awareness of the CCYIS Collaborative and initiative. These surveys will be conducted using a standard protocol and the results will be initially reviewed in house for quality and unbiased findings, and where appropriate, will be released to executives, internal stakeholders and the community to demonstrate project success, increase transparency and improve the quality and processes of the CCYIS initiative.

Due to the sensitive nature of the information sharing components, extreme care will be taken to ensure that the confidentiality of participants is maintained.

4.8 Performance and Statistical Reporting

Part of the project status and success reporting includes developing, maintaining and reporting project statistics and performance measures. While some standard measures are in place, the communication plan will access performance measures and communicate statistical reports and successes through the communication media described in this plan. This will include access to standard reports and statistics on the web site, and specialized population performance reports which result from the CCYIS data sharing initiatives. Described further in the grants and strategic plan deliverables, these reports will be accessible on the web site.

5. Communication Plan Updates

The CCYIS Communication Plan will be reviewed and revised on an ad hoc basis throughout the project. The plan is part of the overall CCYIS strategic plan and will be considered active during the strategic plan period, unless otherwise noted.

Revisions and updates to the plan will be submitted in draft format to the CCYIS Collaborative for review and comment. Responsibility for the maintenance and update of the plan lies with the CCYIS Leadership Committee and specifically, the CCYIS Communications Committee once it is developed. Responsibilities of CCYIS Committee Leads and Committee Members are outlined in **Appendix C** and in the CCYIS Governance Structure document.

Appendices

Appendix A: Newsletter Sample

Colorado Statewide Information Sharing Initiative

What you need to know about information sharing

"to improve the efficiency and effectiveness of State government, citizen service delivery and policy-making by providing guidance and recommendations on how the State should govern and manage data and data management systems." State of Colorado data management strategy



September 2010

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- News from OIT/ Governor's Office
- CCYS Local Updates
- Jefferson County
- JAC Weld County JAC
- Agency Update

National Efforts/News

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JAC's Corner

Jefferson County

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Weld County

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Video



Feature Article

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News from OIT

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A note from the Chair

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Plugged In

What's new in Education

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QUICK LINKS

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Colorado Children Youth Information Sharing Collaborative



Executive Briefing

Information Sharing Background

- **Why Information Sharing is Important?**
 - Agencies have difficulties accessing pertinent information to coordinate agency services
 - Reduces gaps or duplication in services
 - Assists with making informed decisions
 - Better data available for planning and evaluation of programs

History – Information Sharing

- **Key Legislation:**
 - Colorado Revised Statute (C.R.S.) § 25-20.5(101-109), “Prevention, Intervention and Treatment Services for Children and Youth”
 - C.R.S. § 24-1.9(101-105.5), “Collaborative Management of Multi-agency Services Provided to Children and Families”
 - House Bill 2009-1285
- **Governor’s Office of Information Technology (OIT)** - Data Strategy Plan (2007) includes a mandate for information sharing by agencies serving youth and families.

Colorado Children Youth Information Sharing (CCYIS) Collaborative

- **CCYIS** formed from the Prevention Leadership Council – PLC 2007
- 2008 Memorandum of Understanding (MOU) signed with agencies
- One of **three** information sharing initiatives in the State
- In partnership with:
 - Center for Network Development (CND) and,
 - Office of Juvenile Justice and Delinquency Prevention (OJJDP) National Information Sharing Initiative

CCYIS Vision And Mission

- **Vision:**

“Children, youth and families experience seamless and collaborative services and supports that are responsive to their interests and needs. This is facilitated by information sharing that safeguards their privacy at both the state and local level.”

- **Mission Statement:**

“To develop strategies for sharing information to optimize services available and delivered to children, youth and families in Colorado.”

CCYIS – Major Goals

- Establish a foundation of an effective collaborative governing body to improve information sharing for children and youth in Colorado.
- Manage a comprehensive assessment of data, legal authority, technology and related policies of participating agencies.
- Develop children and youth information sharing strategic plan.
- Develop cross-system protocols and explore technological solutions for information sharing.

CCYIS Accomplishments

- First statewide JIS Pilot site in the country
- Office of Juvenile Justice and Delinquency Prevention will build upon accomplishments of this pilot to move JIS forward across the nation
- First site to incorporate Juvenile XML data model into practitioner identified data exchanges
- Development of policies around privacy and consent will be used as a template for other JIS pilot sites
- Governance structure developed by CCYIS will be used as a governance model

CCYIS Accomplishments continued....

- CCYIS will develop a consent process that will be incorporated into data exchanges
- CCYIS using national standard for information exchanges
- Signed MOU's with six state agencies
- Collaborative utilizing JIS Guidelines model to bring other youth serving agencies to the table
- Leadership from Governor's office

Appendix C: CCYIS Committee Responsibilities

The CCYIS Committees are structured around specific deliverables and focus areas for the CCYIS collaboration effort. Once the Communication Committee is established, the following responsibilities for the Committee Lead and Committee Members will be expected:

Each **Committee Lead** is expected to:

- Provide leadership to the committee
- Establish committee meeting times, places and agendas
- Prioritize committee initiatives, and define next steps
- Provide guidance and foster a cohesive committee effort
- Serve as a liaison to the outside committees and organizations which the Committee Lead belongs to and attends
- Coordinate decisions with internal and external stakeholders
- Facilitate problem solving and collaboration of committee
- Escalate issues which cannot be resolved by committee to the Leadership Committee
- Seek out expertise as identified by the committee (this may include other agencies, CCYIS or community advocates, educational and contractual experts)
- Identify needs for necessary resources, education and training on an agency or initiative basis
- Inform Leadership Committee of accomplishments, issues and status, through regular and ad hoc reporting methods, and
- Serve as a liaison from their parent agency and other agencies or groups which they participate in that are related to issues raised relevant to the CCYIS Collaborative

Committee members are volunteers to the individual focus group/ committee and as such each **Committee Member** is responsible to:

- Perform assigned tasks and produce deliverables on time
- Provide business information and recommendations to the group, including nomination of additional membership
- Communicate needed resources, issues, project impediments
- Ensure discussions that lead to closure, and where necessary take issues back to their representative agencies
- Strive for consensus, and resolve problems
- Maintain healthy group dynamics
- Integrate disparate points of view, serve as a liaison to the outside committees and organizations which the Committee member belongs to and attends,
- Allow other Committee members to participate, and
- Motivate others regarding the Committee agenda and the CCYIS Collaborative

Should a committee member or lead find they are not able to meet the participation expectations on a consistent basis as defined in the *Membership Responsibilities* section of this Governance document, that committee member should suggest that the Leadership Committee seek a replacement member or nominate an appropriate replacement.

Committee Decision-Making

Issues that require decisions of a committee may be brought to the attention of the Committee Chair by a:

- Person on the committee,
- Key stakeholder of the project, or
- Collaborative member.

Committee decisions are ultimately the responsibility of the Committee Lead, but committee members should have an opportunity to discuss the issue, and provide input into the decision.

A committee member may present a project change request to the Leadership Committee Chair or a member of the Leadership Committee. The Chair may choose to discuss the issue with the committee and Committee Lead, and come to a group consensus as to whether or not to submit a project change request, or bring it forward at a Leadership Committee Meeting. The final decision to submit a formal change request to the Leadership Committee will be the responsibility of the Committee Lead who is responsible to communicate any supporting information regarding the change request to the Collaborative at the next meeting.

The Leadership Committee Chair is responsible for communicating any formal change requests which he/she receives along with the supporting documentation to all Leadership Committee members in advance of the meeting where the change order will be discussed.

As additional committees are formed, the responsibility structure and decision making process may be revised to accommodate implementation activities rather than planning governance actions.

The process of communicating initiatives, findings and deliverables will be defined in the CCYIS Communication Plan.



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