



CHSDA COMMUNICATIONS PLAN

May 31, 2016

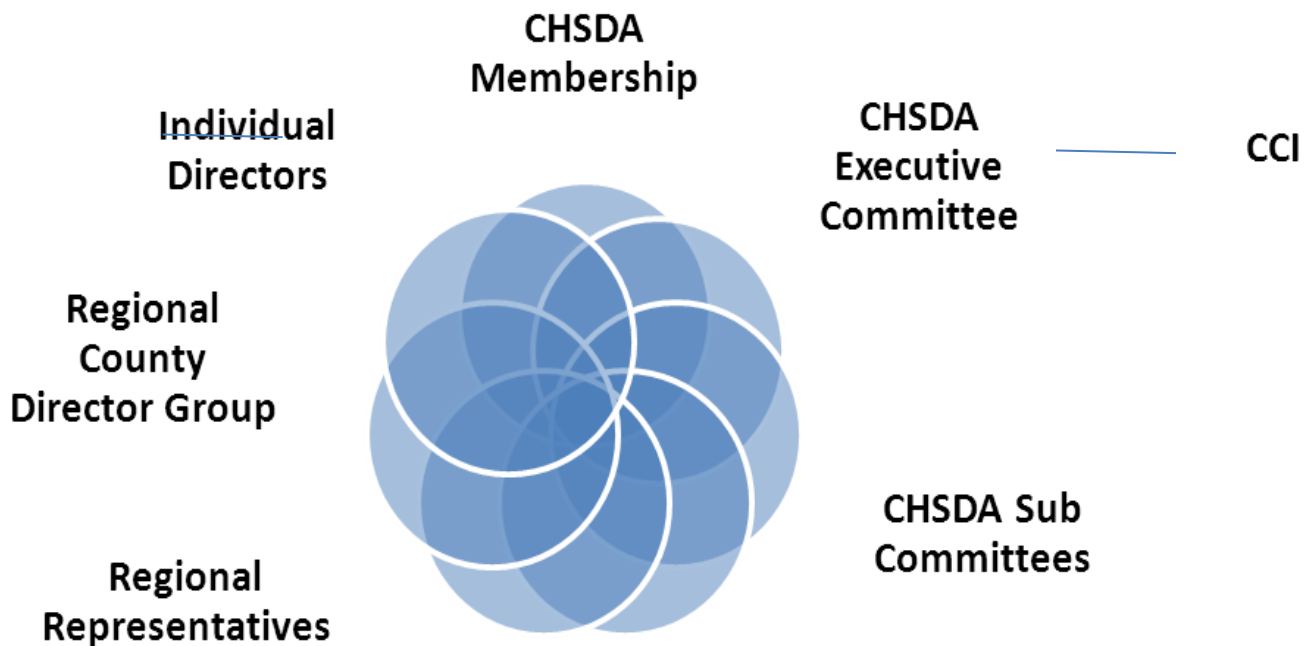
It is the philosophy of CHSDA to consistently participate in and facilitate open, inclusive, and effective communication. Together, we can improve member involvement, enhance informed decision making, and serve as a high quality statewide advisory body by executing simple working agreements and utilizing common tools of communication.

- **Inform.** Maximize the flow of information.
- **Include.** Ensure that each member, regardless of county size, location, political ideology, or particular position on issues, will be embraced as a valuable part of the CHSDA mission
- **Invest.** Optimize the full commitment of each member to CHSDA success

CHSDA works in an advisory capacity only and never takes a position that is in opposition to CCI. The “decisions” made by CHSDA reflect common positions held by counties in order to inform formal decision makers such as County Commissioners, CCI, State or Federal Agencies, the JBC, and the General Assembly.

This Communication Plan lists CHSDA’s key groups, views each group as a unique audience, and identifies the following elements related to communication with each:

- Clarifies roles/responsibilities for communication and scope of work.
- Identifies scope of communication responsibilities for each target audience.
- Provides a common “tool box” of communication mechanisms.



CHSDA Ongoing Groups and Designations	
<i>Group</i>	<i>Definition</i>
CHSDA Membership	All members who make up the association.
CHSDA Executive Committee	CHSDA representatives who specifically fill seats on the CHSDA Executive committee.
CCI	Colorado Counties Incorporated.
CHSDA Sub Committees	Standing specialized workgroups focused on substantive areas within human services.
Regional Representatives	Executive Committee members who serve as liaisons to regional county directors groups and to PAC (discussed later).
Regional County Director Group	Directors from counties from specific geographic regions defined by CHSDA.
Individual Directors	Individual members from each county.
County Commissioners	Elected officials serving in the role of county commissioner.
CHSDA Staff	Paid CHSDA employees.

CHSDA Membership

CHSDA Membership is responsible for reviewing, approving, and maintaining CHSDA roles and responsibilities, strategic direction, by-laws, articles of incorporation, and annual budget.

Scope of Work

CHSDA Membership scope of work includes:

- Provide strategic direction for CHSDA (annually).
- Prioritize CHSDA goals.
- Elect officers.
- Provide Input on proposed legislation.
- Approve Annual budget.

Communication Responsibilities

CHSDA Membership communication responsibilities include:

- Actively participates in annual and quarterly meetings, regional meetings, issue shaping, and problem solving and seeks common ground with the full membership.
- Votes in membership elections.
- When a majority or consensus position is identified through membership voting or polling, CHSDA members will accept and support CHSDA and, at the same time, clearly communicate to the Executive committee and the membership how/why his or her county position is different.
- In cases where a county has a different position from CHSDA, clearly identifies that that county's position is only its own and is not the position of CHSDA.

CHSDA Executive Committee

CHSDA Executive Committee is responsible to oversee the operations of the association, staff and sub-committees to ensure organizational integrity with the strategic priorities of the association.

Scope of Work

CHSDA Executive Committee scope of work includes:

- Provide strategic direction for CHSDA subcommittees, regions and membership on statewide issues.
- Approve all accounts payable.
- Oversee personnel.
- Prioritize updates from regions and subcommittee's.
- Coordinate Emergency Communication and Response.
- Craft and approve external communication from CHSDA after input from membership has been solicited.
- Represent CHSDA in public forums and in the media.

Communication Responsibilities

CHSDA Executive Committee communication responsibilities include:

- Execute all correspondence and presentations from CHSDA stating specific positions determined to reflect the majority of the membership. Follow up to determine if correspondence has been received and understood. Assign specific people to determine the effectiveness of the correspondence and if any other follow up is needed.
- Approve all forms of CHSDA external communication including brochure, website content and outgoing correspondence.
- When presenting CHSDA positions in writing or verbally, always represent the range of positions (majority and minority) held by CHSDA members.
- Conduct and coordinate strategic interviews, information sessions and articulation of CHSDA positions with CHSDA partners, CCI, CDHS, HCPF, DOLA, CALPHO, DBH, Legislature, and JBC.
- Direct the sub committees on need for information/positions/feedback for topical issues and priorities.
- Maintain open communication with members of PAC/Sub Pac and work to align work plans of the many statewide strategic initiatives.
- Clarify the CHSDA position on specific issues for the membership through timely communication using such tools as the Friday Round Up, Website, emails, phone conferences and quarterly meetings.
- When the CHSDA President or Executive Committee members' counties have an opposing position from the majority CHSDA position, they will ask someone else from their county to present their individual county position.
- Reach out, as soon as possible, to support, engage and connect with counties that will be negatively impacted by a particular issue.

CCI

CCI is a membership association whose purpose is to offer assistance to county commissioners, mayors and council members and to encourage counties to work together on common issues.

Scope of Work

CCI scope of work includes:

- Governed by a board of directors consisting of eight commissioners from across the state, CCI's focus is on information, education and legislative representation.

Communication Responsibilities

CCI communication responsibilities include:

- CCI staff cc's CHSDA's president and staff on all communication related to human services activities- whether it is related to legislation and/or non-legislative activities (Board of Human Services meetings, Works

- Allocation Meetings, REAL Colorado Meetings, etc.)
- CCI holds a series of summer and fall steering committee meetings and district meetings to vet all submitted ideas for legislation.

CHSDA Sub Committees

CHSDA Sub Committees are responsible to gather accurate/reliable information related to a given statewide topic; utilize efficient and effective communication tools to articulate issues, concerns and action steps to the CHSDA membership for input and response; recommend statewide action based on membership input to the Executive Committee.

Scope of Work

CHSDA Sub Committees scope of work includes:

- Develop a strategic and prioritized work plan that is in alignment with CHSDA work plan.
- Identify relevant statewide issues, concerns and action steps.
- Gather and prioritize accurate/reliable information.
- Gather statewide feedback and draft a reasonable response from CHSDA.
- Make recommendations to the Executive Committee regarding priorities and action steps.

Communication Responsibilities

CHSDA Sub Committees communication responsibilities include:

- Identify or respond quickly and thoroughly to requests for technical positions/information/feedback from Executive Committee. Identify a point person who will take the lead on a particular issue and follow through.
- Maintain open communication with PAC/Sub PAC groups that focus on similar issues/concerns to maximize capacity and minimize duplication.
- Defer to the Executive Committee to determine statewide CHSDA membership response to topical issues and concerns. The sub committees only represent their own group and not the membership as a whole.
- Compile meeting notes to be posted on the CHSDA website.
- Submit meeting notes to CHSDA staff.
- Representatives for subcommittees should be well informed and prepared when they are asked to present an issue on behalf of the subcommittee.
- When time and resources allow, all membership votes would be preceded by a working group of subject matter experts who would make recommendations.

Regional Representatives

Regional Representatives to the CHSDA Executive Committee are responsible for occupying a formal seat on the executive committee, serving as a liaison between the Executive

Committee, PAC and Regional County Director Groups.

Scope of Work

Regional Representatives scope of work includes:

- Facilitate and/or participate in regional county director group meetings.
- Facilitate gathering prompt, consolidated feedback from the region on priority issues identified by the Executive Committee.
- Serve as a conduit of information between the Executive committee, PAC, and regional directors groups.
- Lead role in planning topics for regional county director meetings and discussions.

Communication Responsibilities

Regional Representatives communication responsibilities include:

- Promote open regional discussions on hot topics.
- Advocate regional positions and issues to the Executive Committee and to PAC.
- Capture regional ideas/positions and deliver majority and minority views to executive committee.
- Coordinate emergency communication system within the region.

Regional County Director Groups

Regional Directors are responsible for convening and attending regular meetings to identify and explore human service issues on a regional basis. Regional meetings will include a standing agenda item at regular meetings for CHSDA communication opportunities including Executive Committee updates, Sub Committee updates, and Regional Representatives requests for feedback.

Scope of Decisions

Regional County Director Group scope of work includes:

- Facilitate operations of regional meetings, working agreements, regular meeting dates, and agenda setting.
- Identify and prioritize regional issues.
- Gather and provide prompt response to all requests for feedback for sub-committees, PAC or Executive Committee.
- Optimize information sharing and mutual support.

Communication Responsibilities

Regional County Director Groups communication responsibilities include:

- Work together to create regular regional meetings with meaningful and topical agendas.
- Compile and submit all feedback for sub committees, PAC, Executive Committee or staff on a timely basis.
- Compile and submit to CHSDA staff regional meeting notes for posting on the web.
- Raise priority issues that are either regional or statewide for presentation

to the Executive Committee for CHSDA prioritization and action.

- Ensure strong, inclusive, productive communication between other regional partners and directors.
- Encourage all directors from the region to actively engage with CHSDA and the region.
- *Please note that the expectation of representatives on many of the subcommittees, taskforces, etc. described in the next section is that they will report concerns to and represent their regions. These individuals are often not county directors. Some regions have asked representatives on various groups, particularly sub-PACs, to call in to their monthly meetings as a standing agenda item. Others might want to encourage regional reps to email their regional groups or to email their directors and ask them to share concerns or high priority items with their regions.

Individual Directors

Individual Directors are responsible to seek out relevant information to maximize collaboration, advocacy, education, facilitation and support recommendations.

Scope of Decisions

Individual Directors scope of decisions includes:

- Ensure productive and inclusive communication.
- Active participation in CHSDA, sub committees and regional meetings.
- Provide timely responses to requests for feedback.
- Attend quarterly meetings.

Communication Responsibilities

Individual Directors communication responsibilities include:

- Clearly articulate your county's position on statewide and local issues.
- When possible, communicate a minority opinion early and often to the Regional Representative and the Executive committee; do not keep minority opinion from the group.
- When possible, if testifying or responding to inquiries from the press or elected officials, please share your county's position with CHSDA staff or Executive Committee in advance, or soon after.
- Remember, only the Executive committee can represent CHSDA membership positions to CCI, JBC, Legislature, State or Federal agencies, media, etc.
- Individual Directors wear many hats and need to be clear when presenting an opinion or position, whether that county is representing itself, its county commissioners, its region, or a subcommittee.
- In county letters or verbal communication to CCI, CDHS, Legislature, JBC, etc., clearly state when a response represents only one county's position, especially when it diverges from the CDHSA position. State that if the

- requesting party would like a statewide response, that they should contact CHSDA staff or Executive Committee.
- Regularly communicate CHSDA positions to your county commissioners and communicate alignment or significant departures of positions to your regional representative as soon as possible.

CHSDA Staff

CHSDA Staff is responsible to develop, coordinate, and maintain communication tools, including the Friday Roundup, website, legislative summaries, white papers, and formal communication from CHSDA.

Scope of Decisions

CHSDA Staff scope of decisions includes:

- Maintain communication tools.
- Identify feedback opportunities to all members.
- Gather, analyze and summarize feedback for Executive Committee.
- Draft CHSDA communication to target audiences.
- Identify regional and/or subcommittee issues for prioritization by the Executive Committee.
- Identify regional and/or subcommittee issues for discussion at statewide meetings and conferences.

Communication Responsibilities

CHSDA Staff communication responsibilities include:

- Prepare and distribute the Friday Roundup
- Coordinate statewide conferences and meetings, including agendas.
- Gather feedback from statewide conferences and meetings.
- Conduct polls to gather member input on issues.
- Draft and distribute official CHSDA correspondence for feedback and input.
- Keep the Executive Committee informed about hot policy and organizational topics.
- Communication Responsibilities/all of the above.

CHSDA-INVOLVED TIMELIMITED OR EXTERNALLY-CREATED COMMITTEES, TASK GROUPS, WORKING GROUPS, ETC.

<i>Group</i>	<i>Definition</i>
Legislatively-Created Committees	These are committees, taskforces, etc. that are created through legislation. They are often time-limited and narrowly focused topics.
Policy Advisory	The PAC is a policy advisory committee comprised of representatives from CDHS, HCPF, and CHSDA. The PAC submits recommendations on key policy

Committee (PAC)	issues to the Executive Director of CDHS (or HCPF).
Sub-PACs	The PAC has created several longstanding Sub-PACs that meet monthly to review important policy decisions in substantive areas.
PAC/SubPAC Created Committees	Each Sub-PAC can create specialized taskgroups that are typically time limited and focused on specific policy concerns.
CHSDA Created Committees	CHSDA periodically creates committees that are time limited and designed to respond to specific timely topics.
State Agency (CDHS, HCPF, OIT, etc.) Created Committees	These are committees that are organized by state agencies outside of the purview of the PAC process.
One Time Feedback Solicitation from Counties	There are times when state agency staff ask for feedback and input from directors or their staff. These occurrences are usually very short in duration and narrowly focused.
CCI-Appointed Committees	These are committees where appointments go through CCI, rather than CHSDA, often because the original mandate for the committee called for Commissioners to appoint the positions or because CCI has created the committee.
Programmatic Committees Created by State Agencies	These are committees that state agencies have created that are not focused on policy decisions but on programmatic implementation. These are typically attended by subject matter experts from the counties with no limitation to the number of participants.

*Please note that if an individual can no longer serve on a committee, etc., it is his/her responsibility to identify a replacement or to work with CHSDA staff to solicit potential replacements. It is also the responsibility of the individual to notify the chair of the committee of any changes. *

Legislatively-Created Committees

These are committees, taskforces, etc. that are created through legislation. They are often time-limited and narrowly focused topics.

Recruitment Responsibility: Lexie/Kim

Approval Responsibility: CHSDA Exec Committee

Who Appointment Represents: Depending on the number of positions, the representative likely represents the entire Association.

Communication Expectations: Serving on this sort of committee means that the representative might need to bring together a group of county experts to help inform the positions the representative takes, send emails to the listserve with important updates, and update the exec committee via email or in person meetings when necessary.

Examples of committees that fall into this category:

- SB 109 IDD Taskforce
- Upcoming Provider Rate Conversation Task Force

Policy Advisory Committee (PAC)

The PAC is a policy advisory committee comprised of representatives from CDHS, HCPF, and CHSDA. The PAC submits recommendations on key policy issues to the Executive Director of CDHS (or HCPF).

Recruitment Responsibility: Regions who pick their exec committee reps

Approval Responsibility: CHSDA regional members (but report it to Lexie/Kim)

Who Appointment Represents: Appointment represents the region

Communication Expectations: The representative should solicit feedback from the region when possible and report back to the region either through emails or regional meetings. The regional PAC representatives should share any particularly concerning or important items with the Executive Committee.

Examples of committees that fall into this category:

- PAC

Sub-PACs

The PAC has created several longstanding Sub-PACs that meet monthly to review important policy decisions in substantive areas.

Recruitment Responsibility: Regional representative on the PAC

Approval Responsibility: CHSDA regional members

Who Appointment Represents: Appointment represents the region

Communication Expectations: The representative should solicit feedback from the region when possible and report back to the region either through emails or regional meetings. The regional PAC representatives should share any particularly concerning or important items with the Executive Committee or with their region's representative to the PAC. Finally, the representative should inform the corresponding subcommittee chair and other relevant subPAC county chairs of noteworthy decisions items or discussions.

Examples of committees that fall into this category:

- Finance SubPAC
- Economic Security SubPAC

PAC and Sub-PAC Created Taskgroups

Each Sub-PAC can created specialized taskgroups that are typically time limited and focused on specific policy concerns.

Recruitment Responsibility: Regional representatives on the PAC or Sub-PAC

Approval Responsibility: CHSDA regional members

Who Appointment Represents: Appointment represents the region

Communication Expectations: The representative should solicit feedback from the region when possible and report back to the region either through emails or regional meetings. The regional PAC representatives should share any particularly concerning or important items with the Executive Committee.

Examples of committees that fall into this category:

- School Stability Task Force
- Colorado Trails Users Group (CTUG)

CHSDA-Created Committees

CHSDA periodically creates committees that are time limited and designed to respond to specific timely topics.

Recruitment Responsibility: CHSDA staff but regional representatives may be asked to assist

Approval Responsibility: Depending on committee, either the region or the Executive Committee

Who Appointment Represents: Either the region or his/her own county

Communication Expectations: Depending on the nature of the committee, either the region or his/her own county.

Examples of committees that fall into this category:

- Workload Study Workgroup and subsequent subgroups (Workforce Recruitment and Retention and Systems Efficiency groups)

State Agency-Created Committees (HCPF, CDHS, OIT, etc.)

These are committees that are organized by state agencies outside of the purview of the PAC process.

Recruitment Responsibility: CHSDA Staff but regional representatives may be asked to assist

Approval Responsibility: CHSDA Executive Committee

Who Appointment Represents: Association/all counties (unless the committee calls for representatives from regions)

Communication Expectations: Representative is expected to elevate issues/concerns to the listserve and/or the executive committee (unless the committee calls for regional representation, in which case the representative should report to their respective regions)

Examples of committees that fall into this category:

- Juvenile Continuity of Care Task Force as part of the existing Colorado Commission on Criminal and Juvenile Justice

One Time Feedback Solicitation from Counties

There are times when state agency staff ask for feedback and input from directors or their staff. These occurrences are usually very short in duration and narrowly focused.

Recruitment Responsibility: County Liaisons can solicit feedback through their communication methods

Approval Responsibility: State agency

Who Appointment Represents: Individual County

Communication Expectations: If something of concern arises, report to CHSDA Executive Committee

Examples of committees that fall into this category:

- HCPF recently asked us to identify reps from small, medium, and large counties to participate in client correspondence interviews.
- Or CDHS might ask us to identify directors who want to be involved in CDHS applicant interviews for jobs.

CCI-Appointed Committees

These are committees where appointments go through CCI, rather than CHSDA, often because the original mandate for the committee called for Commissioners to appoint the positions or because CCI has created the committee.

Recruitment Responsibility: CHSDA Staff

Approval Responsibility: CCI

Who Appointment Represents: Depending on the nature of the committee, it could be the Association, region, or individual counties.

Communication Expectations: Elevate important items to CHSDA's executive committee and/or relevant CHSDA subcommittees (or regions if appointed as a regional representative).

Programmatic Committees Through Agencies

These are committees that state agencies have created that are not focused on policy decisions but on programmatic implementation. These are typically attended by subject matter experts from the counties with no limitation to the number of participants.

Recruitment Responsibility: Unnecessary or through the State Agencies

Approval Responsibility: Individual County Directors

Who Appointment Represents: Individual County

Communication Expectations: Unnecessary to report to a larger body unless there are important policy issues that should be elevated to the relevant CHSDA subcommittee. Please note, however, that there is an expectation that individuals on these committees are reporting back to their county directors.

Examples of committees that fall into this category:

- SNAP Monthly meetings (PIP) recently renamed COFAM
- Works Administrators Meeting

CHSDA Communication Tools	Provisions for Use
Website	Ensure everyone has access. Website postings include: meeting notes, Friday roundups, updated contact list, library of documents, Best Practices, Sub-Committee meeting notes, compilation of county positions (including majority and minority positions), and CHSDA conclusions, etc. For log in information, please contact Kim Hills at khills@bouldercounty.org .
Friday Round Up	Sent to Membership every Friday. Round Up includes: Updates on CHSDA organizational issues, state announcements, legislative issues, relevant news stories and any other information that will help members do their work.
Email/Listserve	Only use for emergency response and feedback reminders. Do not REPLY TO ALL unless your answer will impact the membership as a whole, or is an effort to communicate pressing policy or programmatic questions or concerns that warrant sharing with the entire association.
Video/Phone	Ensure phone conferencing availability at every meeting.

Conferences	Include call in information on agendas. CHSDA is also committed to improving the virtual participation experience for its members. We are exploring ways to make go to meeting more widely used and at other options for video conferencing.
Webinars	CHSDA encourages the use of webinars, especially by the state agencies, so that wider input and feedback can be gathered.
CHSDA Membership Meetings	CHSDA holds 3 or 4 association-wide meetings every year. These meetings provide opportunities for members to learn and share best practices and new developments, attend to organization needs, and plan strategically for human services practice in the future.
Sub Committee Meetings	Meet the day of or the day after the CHSDA Executive Committee meeting. Post meeting notes on CHSDA website within 15 days of meeting Allow for access by conference and video call.
Regional Meetings	Schedule and host regular meetings. Regional Rep/Pac Rep/Chair set the agenda with input from Directors and facilitate meeting. Reoccurring agenda items include CHSDA updates, feedback, and subcommittee/SubPAC review. Some regions find it helpful to have regional subcommittee/SubPAC reps call in to or attend the beginning of every meeting to give updates about previous meetings and upcoming noteworthy items. Consider dedicating a part of each meeting as Director only time Assign a note taker. Invite partners as appropriate (mental health, DD, public health, subPAC members, and staff). Invite guest speakers for shared topics. Consider moving the meeting to various locations to enhance access. Consider meeting with neighboring regional group once a year. Identify regional positions and relay back to specific committees through the regional representative.
Emergency Communications	Staff to email Executive Committee about an issue. Executive Committee to determine a strategy to respond to emergency, including media inquiries. Staff to then email membership about the issue. Regional Chairs required to ensure that everyone has received the information

	Staff to assist in using webinar or conference call to outline emergency and what is needed / Call to action. Stay connected regularly (daily, weekly, monthly) by conference call/webinar until issue is resolved.
External Communication	Utilize County Liaisons and key state staff to promote facts with media and community partners. Share fact sheets and other messaging with CCI so they are prepared to respond to media and other inquiries.

State Agency Communication Tools	
CDHS County Portal	CDHS runs a county portal that allows Directors and their staff to access important documents, including department announcements, county C-Stat dashboards, and contact information, as well as see meeting schedules, and more. For more information on how to log in to the county portal, please contact the CDHS county liaisons.
CDHS Memo Series Website	The Memo Series Website has all current and archived memos. The Memo Series is designed to streamline and clarify the Colorado Department of Human Services' (CDHS) policies and expectations of county partners and contracted entities. There are three types of Memos: Policy, Operation and Information. Click HERE to access the Memo Series Policy.
CDHS Human Services Directors Listserve	CDHS uses a list of all county directors to email mass emails that are timely and significant. These emails should be forwarded on to any pertinent staff in your department. .
CDHS Programmatic/ Department Emails	Many of the CDHS departments host their own email lists. If you are interested in being on particular substantive emails (say the Division of Child Welfare) please contact the CDHS County Liaisons.

HCPF

HCPF distributes important messages either through emails to directors directly or through its semi-regular County Connections newsletter, which is emailed out to all directors. For more information, please contact the HCPF County Liaisons.