



Mandatory Project Areas

High Quality Legal Rep. Project, Hearing Quality Project, Joint Data Project

Impact Area: Best Practices in Child Welfare

- DANSR Principles
- Permanency hearings
- High Quality Legal Representation
- Trauma Informed Practice
- ICWA Gold Standards

Impact Area: Diversity, Equity and Inclusion

- Anti-racism
- Implicit/ Explicit Bias
- Consultive
- Standalone trainings

Impact Area: Safety-Based Decision Making

- ABA Safety Guide
- Iowa's 4 Questions Model
- Family Time

Support for the Best Practice Court Team Infrastructure

Collaborative Training and Convening
Data Collection and Analysis

2021-2026 Strategic Plan Impact Areas

OMB Control No: 0970-0307
 Expiration Date: 11/30/2022

Strategic Plan Template

State Name: Colorado
 Date Strategic Plan Submitted: 6/30/2021
 Timeframe Covered by Strategic Plan: 10/2021-09/2026

Overall Goal/Mission of CIP

Mission: To improve outcomes for children, youth, and families in all dependency and neglect cases through system improvement.

Vision: Working within a culture of respect, we will partner with the whole community of stakeholders to achieve bold system-level changes that improve safety, permanency, and well-being for Colorado’s children, youth, and families.

2021 Strategic Vision

By 2026, the CIP will enhance the stability and preservation of the families of Colorado and the safety and protection of children and youth by reducing re-entry and increasing the number of children who remain home, return home, and achieve timely permanency.

2021–2026 Root Cause Analysis and Strategies

In 2021 the CIP convened a statewide panel of experts to conduct 12 hours of strategic planning sessions. The task force analyzed Child and Family Services Reviews (CFSR) outcome data to develop the problem statement and strategies that will guide all CIP activities for the next five years. The taskforce members also drew on their direct experience of serving Colorado families to contextualize the CFSR data, prioritize the areas of need, and reflect on related ongoing work in Colorado. The work culminated in the following strategic plan:

Problem Statement: Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children’s Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

Reason A: Our decision-making around removals and returns does not come from focused discussions on safety and risk

- Reason A1: Child welfare stakeholders lack a shared understanding of safety versus risk. In the absence of objective safety assessment data, determinations of an individual child’s best interest are made subjectively and are thus susceptible to implicit and explicit bias
- Reason A2: Safety assessments are not used as intended or may not be shared or filed with the court. Because judicial officers do not always ask about these assessments, they may not guide decision-making or best-interest determinations

Reason B: Judicial and legal professionals and agency staff focus their decisions on compliance to a treatment plan

- Reason B1: Judicial and legal professionals and agency staff professionals are risk averse. Though treatment plans are widely recognized to be false measurements of reunification readiness, they represent official milestones, leading experienced professionals to continue to rely on them to make decisions and close cases at reunification, even when families clearly lack the services and supports they need

Reason C: The existence of implicit and explicit bias of judicial and legal professionals and agency staff

- Reason C1: Racism is fundamental to the federal child welfare system’s history and its subsequent development
- Reason C2: State and federal law poorly define “neglect” and effectively treat poverty as neglect
- Reason C3: Societal racism impacts decision-making – in referrals, removal decisions, evaluations, delivery of treatment, and meaningful engagement of communities, families, and tribes

CIP will lead Colorado’s infrastructure of Best-Practice Court Teams to implement the following strategies within the CIP’s three project areas, as set forth in the program instruction:

- a. Expand the use of the **Dependency and Neglect Systems Reform (DANSR)** approach

- b. Reestablish the purpose of and create protocols for **Permanent Home (PHOM)** legislation
- c. Increase compliance and philosophical understanding of the **Indian Child Welfare Act (ICWA)**
- d. Fulfill the legislative requirements of the **Family First Presentation and Services Act (FFPSA)**
- e. Elevate statewide practices through **High-Quality Legal Representation (HQLR)**
- f. Support the development and implementation of the **Program Improvement Plan (PIP/CFSR)**
- g. Increase the statewide understanding of **risk and safety** in making removal and return home decisions
- h. Elevate the awareness of **diversity and equity issues** within Colorado's child welfare system and systematically address them

Priority Area #1: Quality Court Hearings

Establish continuous quality improvement (CQI) practices to improve the child welfare hearings and reviews by:

- Expanding DANSR to include all of Colorado
- Enhancing processes to find permanent homes for children and youth
- Implementing the judicial protocols known as the Four Questions Model and training judicial and legal staff on *Child Safety: A Guide for Judges and Attorneys* from the American Bar Association (ABA)

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

Theory of Change: Problem Statement: Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#). Reason A: Our decision-making around removals and returns does not come from focused discussions on safety and risk. Reason B: Judicial and legal professionals and agency staff focus their decisions on compliance to a treatment plan. Reason C: The existence of implicit and explicit bias of judicial and legal professionals and agency staff.

Grant(s) supporting this area (i.e., basic, data, training): N/A

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
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Briefly describe the overall activity or project that should help lead to the outcome identified above.

<p><i>DANSR Approach</i></p>	<ul style="list-style-type: none"> • CIP Staff • Local Best-Practice Court Team (BPCT) • Colorado Department of Human Services (CDHS) • Office of the Child’s Representative (OCR) • Office of Respondent Parents’ Counsel (ORPC) • County Attorney’s Association 	<ul style="list-style-type: none"> • Training and technical assistance to teams on DANSR approach 	<ul style="list-style-type: none"> • Short Term: High-functioning best-practice court teams that bring a fuller awareness of the DANSR approach and apply it more skillfully. Providing active case management with a permanency focus • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP Staff • CIP Micro Grants • Local court participation 	<ul style="list-style-type: none"> • The number of jurisdictions applying the DANSR approach • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
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<p>PHOM</p>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Complete and distribute a PHOM protocol • Increase understanding of the permanency statute • Increase understanding of concurrent planning • Increase understanding of “reasonable efforts” language and encourage courts to, when appropriate, find that no reasonable effort was made 	<ul style="list-style-type: none"> • Short Term: Increased awareness of reasonable efforts and permanency statute. Providing active case management with a focus on concurrent planning and permanency. • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP Staff • PHOM Workgroup • Reasonable efforts academy/curriculum • Concurrent planning academy/curriculum 	<ul style="list-style-type: none"> • Completion and distribution of a protocol • Number of professionals trained in reasonable efforts and concurrent planning (active case management) • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

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<i>ABA Safety/Risk Training</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Roll out safety guide training statewide to all legal, judicial and agency professionals and stakeholders 	<ul style="list-style-type: none"> • Short Term: Training of judicial and legal professionals and BPC Teams on ABA safety training. Practice changes to existing approaches • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Funding to support current efforts to roll this training out by OCR and ORPC 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<i>Iowa Four Questions Model</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Devise protocol and policy • Deliver training • CQI project to measure impact on removals 	<ul style="list-style-type: none"> • Short Term: Devise four questions. Train all legal, judicial, and child welfare staff on use of the questions • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out the training plan 	<ul style="list-style-type: none"> • Development of the four questions protocol and policy • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Priority Area #2: Quality Legal Representation

Establish CQI practices to improve the quality of legal representation for parents, children and youth or the child welfare agency by:

- Devising a protocol for the early appointment of counsel (and providing them with adequate resources) and testing the protocol in limited locations
- Devising collaborative training on ICWA; FFPSA; diversity, equity, and inclusion (DEI); and anti-racism and rolling the training out statewide
- Implementing the Four Questions Model and training judicial and legal staff on the ABA's *Child Safety: A Guide for Judges and Attorneys*

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

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Grant(s) supporting this area (i.e. basic, data, training): N/A

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Briefly describe the overall activity or project that should help lead to the outcome identified above.						
<i>Early Appointment of Counsel</i>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Protocol for early appointment • CQI project showing efficacy 	<ul style="list-style-type: none"> • Exploration by HQLR workgroup 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out protocol 	<ul style="list-style-type: none"> • CQI projects once implemented

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant, identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
<i>Collaborative Training</i>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Training plan • ICWA training and protocols • FFPSA training • DEI and anti-racist training 	<ul style="list-style-type: none"> • Short Term: Increased awareness of ICWA protocols. Training all professionals on Qualified Residential Treatment Program (QRTP) requirements in FFPSA. Devising a programmatic approach to addressing DEI and anti-racism • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out training plan 	<ul style="list-style-type: none"> • Final training plan • Number or professionals trained • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

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<i>ABA Safety/Risk Training</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Roll out safety guide training statewide to all legal, judicial and agency professionals and stakeholders 	<ul style="list-style-type: none"> • Short Term: Training of judicial and legal professionals and BPC Teams on ABA safety training. Practice changes to existing approaches • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Funding to support current efforts to roll this training out by OCR and ORPC 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<i>Iowa Four Questions Model</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Devise protocol and policy • Deliver training • CQI Project to measure impact on removals 	<ul style="list-style-type: none"> • Short Term: Devise four questions. Train all legal, judicial, and child welfare staff on use of the questions • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out the training plan 	<ul style="list-style-type: none"> • Development of the four questions protocol and policy • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Priority Area #3: Data

Develop a joint data project with CDHS, Colorado's Title IV-B/IV-E agency, to improve specific safety permanency, or well-being outcomes as identified through the CFSR or other CQI process by:

- Supporting the statewide implementation of PIP
- Developing structures for data sharing and data tracking
- Evaluating the need for qualitative data collection
- Exploring Early Development Instrument (EDI) measurement and data collection across projects

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

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Grant(s) supporting this area (i.e. basic, data, training): At least 30% of the overall budget will be spent on data-related projects.

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<p>Briefly describe the overall activity or project that should help lead to the outcome identified above.</p>						
<p><i>PIP Implementation and Statewide Expansion</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Ongoing implementation of PIP in six counties • Sharing CFSR/Adoption and Foster Care Analysis and Reporting System (AFCARS) data statewide 	<ul style="list-style-type: none"> • Short Term: Local understanding and regular review of CFSR/AFCARS data in PIP sites • Midterm: Statewide Sharing of CFSR/AFCARS data • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP staff and partners roll out protocol for data sharing and technical assistance 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<p><i>Data Sharing for Quantitative Data</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Data sharing agreements • Ongoing sharing of CFSR/AFCARS/Court Data 	<ul style="list-style-type: none"> • Short Term: Local understanding and regular review of CFSR/AFCARS data • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Ongoing data sharing agreements • CIP staff and partners roll out data statewide 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

<p><i>Evaluating Qualitative Data Collection Needs</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Methodology for evaluating needs to collect qualitative data • Methodology for collecting qualitative data across systems 	<ul style="list-style-type: none"> • Short Term: Multidisciplinary collection of qualitative data that is consistent with the goals of the strategic plan • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Create methodology to collect information across systems of professionals and parties • Help from the Children's Bureau's Child Welfare Capacity Building Center for Courts (CBCC) to devise methodology 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<p><i>Exploring EDI Measurement and Data Collection across Projects</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Exploration of the methods for collecting relevant data 	<ul style="list-style-type: none"> • Form work group to make recommendations 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CBCC assistance 	<ul style="list-style-type: none"> • Establishing a method and implementing the method

OMB Control No: 0970-0307

Expiration Date: 11/30/2022

Strategic Plan Template

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CIP will lead Colorado’s infrastructure of Best-Practice Court Teams to implement the following strategies within the CIP’s three project areas, as set forth in the program instruction:

- a. Expand the use of the **Dependency and Neglect Systems Reform (DANSR)** approach

- b. Reestablish the purpose of and create protocols for **Permanent Home (PHOM)** legislation
- c. Increase compliance and philosophical understanding of the **Indian Child Welfare Act (ICWA)**
- d. Fulfill the legislative requirements of the **Family First Presentation and Services Act (FFPSA)**
- e. Elevate statewide practices through **High-Quality Legal Representation (HQLR)**
- f. Support the development and implementation of the **Program Improvement Plan (PIP/CFSR)**
- g. Increase the statewide understanding of **risk and safety** in making removal and return home decisions
- h. Elevate the awareness of **diversity and equity issues** within Colorado's child welfare system and systematically address them

Priority Area #1: Quality Court Hearings

Establish continuous quality improvement (CQI) practices to improve the child welfare hearings and reviews by:

- Expanding DANSR to include all of Colorado
- Enhancing processes to find permanent homes for children and youth
- Implementing the judicial protocols known as the Four Questions Model and training judicial and legal staff on *Child Safety: A Guide for Judges and Attorneys* from the American Bar Association (ABA)

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency.

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

Theory of Change: Problem Statement: Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#). Reason A: Our decision-making around removals and returns does not come from focused discussions on safety and risk. Reason B: Judicial and legal professionals and agency staff focus their decisions on compliance to a treatment plan. Reason C: The existence of implicit and explicit bias of judicial and legal professionals and agency staff.

Grant(s) supporting this area (i.e., basic, data, training): N/A

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
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Briefly describe the overall activity or project that should help lead to the outcome identified above.

<p><i>DANSR Approach</i></p>	<ul style="list-style-type: none"> • CIP Staff • Local Best-Practice Court Team (BPCT) • Colorado Department of Human Services (CDHS) • Office of the Child’s Representative (OCR) • Office of Respondent Parents’ Counsel (ORPC) • County Attorney’s Association 	<ul style="list-style-type: none"> • Training and technical assistance to teams on DANSR approach 	<ul style="list-style-type: none"> • Short Term: High-functioning best-practice court teams that bring a fuller awareness of the DANSR approach and apply it more skillfully. Providing active case management with a permanency focus • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP Staff • CIP Micro Grants • Local court participation 	<ul style="list-style-type: none"> • The number of jurisdictions applying the DANSR approach • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
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Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
<p>PHOM</p>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Complete and distribute a PHOM protocol • Increase understanding of the permanency statute • Increase understanding of concurrent planning • Increase understanding of “reasonable efforts” language and encourage courts to, when appropriate, find that no reasonable effort was made 	<ul style="list-style-type: none"> • Short Term: Increased awareness of reasonable efforts and permanency statute. Providing active case management with a focus on concurrent planning and permanency. • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP Staff • PHOM Workgroup • Reasonable efforts academy/curriculum • Concurrent planning academy/curriculum 	<ul style="list-style-type: none"> • Completion and distribution of a protocol • Number of professionals trained in reasonable efforts and concurrent planning (active case management) • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
<i>ABA Safety/Risk Training</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Roll out safety guide training statewide to all legal, judicial and agency professionals and stakeholders 	<ul style="list-style-type: none"> • Short Term: Training of judicial and legal professionals and BPC Teams on ABA safety training. Practice changes to existing approaches • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Funding to support current efforts to roll this training out by OCR and ORPC 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<i>Iowa Four Questions Model</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Devise protocol and policy • Deliver training • CQI project to measure impact on removals 	<ul style="list-style-type: none"> • Short Term: Devise four questions. Train all legal, judicial, and child welfare staff on use of the questions • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out the training plan 	<ul style="list-style-type: none"> • Development of the four questions protocol and policy • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Priority Area #2: Quality Legal Representation

Establish CQI practices to improve the quality of legal representation for parents, children and youth or the child welfare agency by:

- Devising a protocol for the early appointment of counsel (and providing them with adequate resources) and testing the protocol in limited locations
- Devising collaborative training on ICWA; FFPSA; diversity, equity, and inclusion (DEI); and anti-racism and rolling the training out statewide
- Implementing the Four Questions Model and training judicial and legal staff on the ABA's *Child Safety: A Guide for Judges and Attorneys*

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

Theory of Change: Problem Statement: Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#). Reason A: Our decision-making around removals and returns does not come from focused discussions on safety and risk. Reason B: Judicial and legal professionals and agency staff focus their decisions on compliance to a treatment plan. Reason C: The existence of implicit and explicit bias of judicial and legal professionals and agency staff.

Grant(s) supporting this area (i.e. basic, data, training): N/A

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve.</i> <i>Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant, identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
Briefly describe the overall activity or project that should help lead to the outcome identified above.						
<i>Early Appointment of Counsel</i>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Protocol for early appointment • CQI project showing efficacy 	<ul style="list-style-type: none"> • Exploration by HQLR workgroup 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out protocol 	<ul style="list-style-type: none"> • CQI projects once implemented

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant, identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
<i>Collaborative Training</i>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Training plan • ICWA training and protocols • FFPSA training • DEI and anti-racist training 	<ul style="list-style-type: none"> • Short Term: Increased awareness of ICWA protocols. Training all professionals on Qualified Residential Treatment Program (QRTP) requirements in FFPSA. Devising a programmatic approach to addressing DEI and anti-racism • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out training plan 	<ul style="list-style-type: none"> • Final training plan • Number or professionals trained • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i>	Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i>	Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i>	Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome	Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i>	Resources Needed <i>Where relevant, identify the resources needed to complete the activity.</i>	Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i>
<i>ABA Safety/Risk Training</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Roll out safety guide training statewide to all legal, judicial and agency professionals and stakeholders 	<ul style="list-style-type: none"> • Short Term: Training of judicial and legal professionals and BPC Teams on ABA safety training. Practice changes to existing approaches • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Funding to support current efforts to roll this training out by OCR and ORPC 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<i>Iowa Four Questions Model</i>	<ul style="list-style-type: none"> • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney’s Association 	<ul style="list-style-type: none"> • Devise protocol and policy • Deliver training • CQI Project to measure impact on removals 	<ul style="list-style-type: none"> • Short Term: Devise four questions. Train all legal, judicial, and child welfare staff on use of the questions • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	Ongoing	<ul style="list-style-type: none"> • Work group to explore and recommend questions and implementation strategy • Task force time to adopt the recommendations • CIP staff and partners roll out the training plan 	<ul style="list-style-type: none"> • Development of the four questions protocol and policy • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Priority Area #3: Data

Develop a joint data project with CDHS, Colorado's Title IV-B/IV-E agency, to improve specific safety permanency, or well-being outcomes as identified through the CFSR or other CQI process by:

- Supporting the statewide implementation of PIP
- Developing structures for data sharing and data tracking
- Evaluating the need for qualitative data collection
- Exploring Early Development Instrument (EDI) measurement and data collection across projects

Outcome #1: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

Need Driving Activities & Data Source: *How do you know this is a need in your state?* Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#).

Theory of Change: Problem Statement: Data from CFSR make clear that many children and youth are removed from home, re-enter foster care, fail to achieve permanency in a timely way, or experience maltreatment in their placements. Removals are a source of trauma for the child, parent, family, and community and occur disproportionately among Black, indigenous, and other people of color. Statement of need based on information from [Children's Bureau \(CB\) Information Memo 20-02](#), [CB Informational Memo 20-06](#), [National Council of Juvenile and Family Court Judge \(NCJFCJ\) Disproportionality Rates for Children of Color in Foster Care Dashboard](#), [Child Welfare Information Gateway Disproportionality Data](#). Reason A: Our decision-making around removals and returns does not come from focused discussions on safety and risk. Reason B: Judicial and legal professionals and agency staff focus their decisions on compliance to a treatment plan. Reason C: The existence of implicit and explicit bias of judicial and legal professionals and agency staff.

Grant(s) supporting this area (i.e. basic, data, training): At least 30% of the overall budget will be spent on data-related projects.

<p>Activity or Project Description <i>Specific actions or project that will be completed to produce specific outputs and demonstrate progress toward the outcome.</i></p>	<p>Collaborative Partners <i>Responsible parties and partners involved in implementation of the activity.</i></p>	<p>Anticipated Outputs of Activity <i>What the CIP intends to produce, provide or accomplish through the activity.</i></p>	<p>Goals of Activity (Short and/or Long-term) <i>Where relevant and practical, provide specific, projected change in data the CIP intends to achieve. Goals should be measurable.</i> Progress toward Outcome</p>	<p>Timeframe <i>Proposed completion date or, if appropriate, "ongoing".</i></p>	<p>Resources Needed <i>Where relevant, identify the resources needed to complete the activity.</i></p>	<p>Plans for Evaluating Activity <i>Where relevant, how will you measure or monitor change?</i></p>
<p>Briefly describe the overall activity or project that should help lead to the outcome identified above.</p>						
<p><i>PIP Implementation and Statewide Expansion</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Ongoing implementation of PIP in six counties • Sharing CFSR/Adoption and Foster Care Analysis and Reporting System (AFCARS) data statewide 	<ul style="list-style-type: none"> • Short Term: Local understanding and regular review of CFSR/AFCARS data in PIP sites • Midterm: Statewide Sharing of CFSR/AFCARS data • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CIP staff and partners roll out protocol for data sharing and technical assistance 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<p><i>Data Sharing for Quantitative Data</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Data sharing agreements • Ongoing sharing of CFSR/AFCARS/Court Data 	<ul style="list-style-type: none"> • Short Term: Local understanding and regular review of CFSR/AFCARS data • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Ongoing data sharing agreements • CIP staff and partners roll out data statewide 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency

<p><i>Evaluating Qualitative Data Collection Needs</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Methodology for evaluating needs to collect qualitative data • Methodology for collecting qualitative data across systems 	<ul style="list-style-type: none"> • Short Term: Multidisciplinary collection of qualitative data that is consistent with the goals of the strategic plan • Long Term: Reducing re-entry, increasing the number of children who remain or return home and achieve timely permanency 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Create methodology to collect information across systems of professionals and parties • Help from the Children's Bureau's Child Welfare Capacity Building Center for Courts (CBCC) to devise methodology 	<ul style="list-style-type: none"> • CFSR Data: Reducing re-entry, increasing the number of children who remain home, return home, and achieve timely permanency
<p><i>Exploring EDI Measurement and Data Collection across Projects</i></p>	<ul style="list-style-type: none"> • CIP Task Force • CIP Staff • Local BPCT • CDHS • OCR • ORPC • County Attorney's Association 	<ul style="list-style-type: none"> • Exploration of the methods for collecting relevant data 	<ul style="list-style-type: none"> • Form work group to make recommendations 	<p>Ongoing</p>	<ul style="list-style-type: none"> • CBCC assistance 	<ul style="list-style-type: none"> • Establishing a method and implementing the method