

State Court Improvement Program Application Cover Page

Applications are due to the CB Regional Offices no later than June 30.

Name of State/Territory/: Colorado

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***DUNS Number:** 360709505

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Funds will be distributed based on formula.

Checklist:

1. Letter from the highest state court requesting funding with assurances (see PI pages 13)
2. Letter of support from the state IV-B/IV-E agency with assurances (see PI pages 13 - 14)
3. A list of the members of the statewide multidisciplinary taskforce and any accompanying narrative about the task force as needed (See PI pages 5 - 6)
4. A budget narrative
5. An updated Self-Assessment (See Attachment B)
6. A proposed five-year Strategic Plan (See Attachment E)

*You may want to confirm these with your fiscal/grant office prior to submission.

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Supreme Court of Colorado

2 EAST 14TH AVENUE
DENVER, CO 80203
(720) 625-5410

BRIAN D. BOATRIGHT
CHIEF JUSTICE

June 10, 2021

Marilyn Kennerson
Children and Families Program Region 8 Specialist
Administration for Children and Families
1961 Stout Street, 8th Floor
Byron Rogers Federal Building
Denver, CO 80294-3538

RE: ACYF-CB-PI-20-12 and the FFY 2022 CIP Basic, Data, and Training Grant Application (CIP Grant)

Ms. Kennerson,

Pursuant to the Program Instruction issued by the Administration of Children and Families, Colorado's Court Improvement Program (CIP) hereby submits the FFYs 2022-2026 Basic, Data, and Training CIP Grant Application and Strategic Plan.

Colorado has in effect a rule requiring state courts to ensure that foster parents, pre-adoptive parents, and relative caregivers of a child in foster care under the responsibility of the state are notified of any proceeding held with respect to the child and are afforded the right to be heard. *See* § 19-3-502(7), C.R.S. (2020).

Colorado has in effect a "Master Data Sharing" agreement to share all relevant data stemming from CIP projects and data collection efforts with the Colorado Department of Human Services (CDHS) (the title IV-B /IV-E agency) for purposes of joint child welfare program planning.

At least one representative per each CIP grant received will participate in the annual CIP Grantee Meeting each year funding is received.

The court will ensure training was/is to be provided on the congregate care provisions of the Family First Prevention Services Act.

The court will pursue cross-training opportunities with CDHS, tribes, and other important stakeholders including working to utilize professional partner training for judges, attorneys and court personnel.

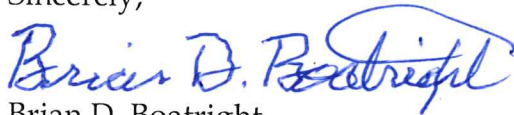
The court has/will continue to work with CDHS to consider options for accessing title IV-E reimbursement to ensure high quality legal representation for parents, children and youth in child welfare proceedings.

The court will use not less than 30 percent of grant funds to collaborate and jointly plan for the collection and sharing of all relevant data and information to demonstrate how improved case tracking and analysis of child abuse and neglect cases will produce safe and timely permanency decisions.

The Colorado CIP will take appropriate steps to effectively and efficiently utilize the Basic, Data, and Training CIP Grant.

Thank you, in advance, for your time and consideration.

Sincerely,



Brian D. Boatright



June 30, 2021

Children's Bureau
Administration on Children, Youth, and Families
Administration for Children and Families
1400 Key Blvd, Suite 900
Arlington, VA 22209

RE: Letter of Support - Colorado Court Improvement Program, Section 438 of the Social Security Act, HHS- ACYF-CB-PI-20-12

The Colorado Department of Human Services (CDHS), Office of Children, Youth and Families and the Division of Child Welfare is responsible for overseeing child welfare work in Colorado's 64 counties. Colorado is a state-supervised, county administered human services system. Under this system, county departments are the main provider of direct services to Colorado's families who are involved in the child welfare system. CDHS also houses the Office of Behavioral Health (OBH), which oversees the two state mental health hospitals, purchases services to prevent and treat mental health and substance use disorders through contracts with behavioral health providers and regulates the public behavioral health system. OBH also provides training, technical assistance, evaluation, data analysis, prevention services and administrative support to behavioral health providers and relevant stakeholders.

As the state agency administering the title IV-B and IV-E programs, this letter is to indicate CDHS is in full support of the Colorado Judicial Department (CJD) as applicant for Colorado Court Improvement Program (CIP) basic, data and training grants, funded through Section 438 of the Social Security Act, HHS- ACYF-CB-PI-20-12.

Through collaboration on CIP projects, CDHS projects and initiative, including the Annual Progress and Services Report (APSR), Child and Family Services Plan (CFSP), Continuous Quality Improvement/Quality Assurance(CQI/QA), Child and Family Services Review (CFSR), and title IV-E Foster Care Eligibility Review and program improvement processes; CDHS and the CJD, will improve Colorado's ability to achieve safety, permanency, and well-being for children and families involved in the court system. One example of this is Colorado's work around the PIP (Performance Improvement Plan). CDHS and CIP jointly have worked with the 6 identified PIP counties (Denver, Arapahoe, Morgan, Larimer, El Paso and Fremont) to have specific Best Court practice Team meetings for each team. These teams then turned in these plans to CDHS and CIP. These teams will then identify concepts and present these plans to each other to then improve outcomes across Colorado.

Another example of success achieved through collaboration is CIP's support and provision of data to meet the standards for accessing title IV-E reimbursement to ensure high quality legal representation for parents, children and youth in child welfare proceedings, we are proud to announce that we have worked to become one of the initial IV-E State Agencies to help draw down funds to support legal representation for children, youth and parents

CDHS supports the application for this opportunity and commits to continue to work collaboratively with CIP as part of a multidisciplinary task group successfully fulfilling the projects, goals and objectives of the CIP Strategic Plan. CDHS will assign appropriate staff from the Office of Children, Youth and Families, Division of Child Welfare and Office of Behavioral Health to serve on the CIP Executive and Core Member Committees. Currently, the following high-level roles are ongoing participants in the CIP governance structure and actively engage in meetings and activities as warranted:

- Director of Criminal Justice Services
- Women's Services Coordinator
- Child & Adolescent Mental Health Programs Coordinator
- Permanency Manager
- Judicial and Legislative Administrator

Additionally, CIP Committee members, including those from CDHS will pursue cross-training opportunities with the state court/CIP on a variety of topics informed by data and statewide/national trends. CDHS is committed to support professional partner training for judges, attorneys and court personnel.

Currently, CDHS and CJD have executed a "Master Data Sharing" agreement across these two agencies. This ensures a mechanism for timely and ongoing data sharing with the state court/CIP of all relevant child welfare data for purposes of program planning and continuous quality improvement of the child welfare system. CDHS believes this agreement, the track record of collaborating with CJD and our work to date on a variety of projects and initiatives show our commitment to the CIP and the opportunities afforded through the 5 Year Strategic Plan.

On behalf of the State of Colorado Department of Human Services, collaboration and participation with the Colorado Court Improvement Program is a priority of the Department and the State of Colorado and we will provide the necessary resources to ensure this grant is collaborative and more importantly, meets the needs of the children, youth and families in Colorado's court system.

Sincerely,



Michelle Barnes
Executive Director
Colorado Department of Human Services

Colorado CIP Membership List: CIP Grant Application 2021–2026

The Executive Oversight Committee (EOC) consists of judicial officers, judicial and executive branch directors or their representatives, and judicial branch staff who share responsibility for ensuring the safety, permanency, and well-being of children and families in dependency and neglect and other child welfare cases.

These individuals or their representatives are appointed to serve on the EOC for a term of two (2) years, with the option of extending appointments:

1. Honorable David M. Furman (Co-Chair, Colorado Court of Appeals)
2. Honorable Gail Meinster (Co-Chair, Presiding Juvenile Court Judge, 1st Judicial District)
3. Honorable Maria Berkenkotter (Colorado Supreme Court Justice)
4. Honorable D. Brett Woods (Presiding Juvenile Court Judge, 2nd Judicial District)
5. Honorable Doug Walker (Chief Judge, 22nd Judicial District)
6. Honorable Susan Ryan (Magistrate, 9th Judicial District)
7. Brenidy Rice (Director of Court Services)
8. Jennifer Mendoza (Director of Judicial Education)
9. Melissa Thompson (Executive Director of the Office of Respondent Parents' Counsel)
10. Chris Henderson (Executive Director of the Office of the Child's Representative)
11. Jennifer Stewart (a representative of City/County attorneys)
12. Shana Kloek (a representative of Clerks of Court; 18th Judicial District, Arapahoe County)
13. Korey Elger (a representative of the Colorado Department of Human Services (CDHS), Office of Children, Youth and Families, Division of Child Welfare; Permanency Manager)
14. Jenny Corvalan-Wood (a representative of the CDHS Office of Behavioral Health)

The EOC has appointed members of a Core Planning Team (CPT) to assist in carrying out the identified projects. To the extent possible, the CPT membership should reflect the ethnic, racial, and geographic composition of the state and currently includes:

1. Ashlee Arcilla (Deputy Director of Office of Respondent Parents' Counsel)
2. Betsy Fordyce (Executive Director of Rocky Mountain Children's Law Center)
3. Cara Nord (Staff Attorney at Office of the Child's Representative)
4. Colene Robinson (Professor, University of Colorado)
5. Gretchen Russo (Judicial and Legislative Administrator)
6. Jennifer Mullenbach (Deputy County Attorney, 1st Judicial District, Jefferson County)
7. Jenny Bender (Director of Colorado CASA)
8. Kallen Thornton (Manager of Gender Responsive Services, CDHS Office of Behavioral Health)
9. Kathi Wells, MD (Executive Director, Kempe Center, Child Abuse Pediatrics)
10. Kippi Clausen (CEO, Unfolding Directions)
11. Lucile Echohawk (Senior Advisor, Denver Indian Family Resource Center)
12. Ret. Robert Lowenbach (Retired Judge)
13. Simone Jones (Deputy Court Executive, 17th Judicial District)

The majority of the roles encouraged in the Program Instruction are represented. Exceptions are explained below:

IV-B/IV-E Agency Representatives: CIP and CDHS (the state's IV-B/IV-E agency) have a strong professional relationship and collaborate at multiple levels across the agency. The Agency Administrator has appointed Korey Elger as the representative of the Office of Children, Youth and Families. Her experience in the field, knowledge and involvement in CIP projects such as DANSR, PIP, Family First, ICWA, Court of Appeals, Safety and Risk Assessments, and Permanent Home, along with her involvement in the ARSR and CFSR, make her an ideal representative. Other representatives, such as the CBCAP Lead and Training Manager from CDHS can be brought in to address specialized project areas.

State Department of Education Representatives: As our proposed projects do not currently include any explicitly educational initiatives, the Colorado CIP has opted to reserve the resources of our Department of Education partners and not seek representation from them at this time. We have had relationships with this department in the past and feel confident that, should the need arise, we can recruit the appropriate representative or representatives to suit our project areas.

Parents and Youth with Lived Expertise in the Child Welfare System: During the strategic planning process, the task force acknowledged the incredible value of having family, youth, and parent voices in the CIP membership. For the moment, we have chosen to take a more thoughtful approach to incorporating this element into our work. We want to avoid potentially exploitative membership fulfillment and recognized that many of our partner agencies have established their own advisory committees for parents and youth. These existing forums could provide a channel for input from these community voices. We intend to utilize these mechanisms in an intentional fashion to inform the work of the CIP.

2021–2026 Colorado CIP Budget Narrative: Year 1, FFY2022

Introduction

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.

The strategic planning process emphasized building a shared leadership model and the culture needed to sustain a high functioning team. As a group, the statewide strategic planning task force worked to formulate the strategic plan, explore the root causes of issues, devise a problem statement, and identify activities that would allow the CIP to meet its strategic goals. The task force also laid the groundwork for ongoing consensus-building work and the full alignment of all aspects of the five-year plan. Although this process will be iterative, the activities described in the strategic plan and budget accurately reflects the proposed work of Colorado’s multidisciplinary CIP.

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

2021–2026 CIP Strategies

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:

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

The budget below is designed to support the implementation of the five-year strategic plan. Section I sets forth the salary and benefits for personnel and consultants. Section II is organized by three project areas set forth in the program instruction: 1) Quality Hearings; 2) High Quality Legal Representation; and 3) Joint Data Project. Section III outlines the indirect costs. Section IV provides the overall totals.

Section I: Personnel/Salary/Benefits

Justification: Funding will primarily be used to support a 0.50 FTE CIP Coordinator and 1.00 FTE CIP Analyst. The professional serving in this role will facilitate the implementation of the five-year CIP strategic plan.

Funding will also be used to support contracts with consultants to support the transition of the Colorado CIP to a shared leadership model and high-performing team. The outside perspective offered by the independent contractor will allow CIP to staff to fully engage in planning activities as full participants instead of facilitators. This approach has been used since 2019 and proven to be successful in transitioning to a shared leadership model. The contractor will continue to reinforce the tools needed for the CIP to be a high-functioning team that builds consensus and reaches alignment. Additional consultation may be sought for project strategy and marketing consultation.

Contracts may also be used to partner with subject matter experts in discrete areas of needs in areas such as, but not limited to, ICWA; diversity, equity, and inclusion (DEI); reasonable efforts; concurrent planning.

	TOTAL PROJECTED EXPENDITURES
PERSONNEL Staff salary is on the Court Programs Analyst II job classification serving the CIP Program. (\$12,000 salary/benefit x 12 Months)	\$144,000
CONTRACTS/CONSULTANTS <ul style="list-style-type: none"> • High-functioning team coaching, project strategy and marketing consultation 	\$12,604
Personnel Total	\$156,604

Section II: Identified Project Areas In 5 Year Strategic Plan

Justification: Under normal circumstances, we could estimate the costs of in-person training and technical assistance with some confidence. The ongoing pandemic, however, has made this more difficult, since the potential remains for the sudden resumption of health restrictions that essentially eliminate such gatherings. Given this and the high cost of cancellation penalties, the Colorado CIP is unable to accurately project when we will resume in-person training and technical assistance. In the

meantime, the CIP will continue to plan for remote activities at a much lower cost and continue to monitor the environment to determine when we will resume in-person work of this type.

CIP will pursue activities within the following 3 Project areas as required by program instruction:

Project Area 1: A project to continuously improve the quality of child welfare court, shelter care/emergency hearings, permanency hearings or permanency reviews.

- Expand DANSR to include all of Colorado
- Enhance processes to find permanent homes for children and youth
- Implement 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)

Project Area 2: A project to continuously improve the quality of legal representation for parents, children and youth, or the Title IV-B/IV-E agency at all stages of child welfare proceedings.

- Devise early appointment of counsel protocol and test in limited locations
- Devise and rollout collaborative training statewide
- Implement the Four Questions Model and train judicial and legal staff on the ABA's *Child Safety: A Guide for Judges and Attorneys*

Project Area 3: A joint data project with the Title IV-B/IV-E agency to improve a specific safety, permanency, or well-being outcome or outcomes.

- Support the statewide implementation of PIP
- Develop structures for data sharing and data tracking
- Evaluate the need for qualitative data collection
- Explore Early Development Instrument (EDI) measurement and data collection across projects

		TOTAL PROJECTED EXPENDITURES
QUALITY COURT HEARINGS		\$100,300
	Training <ul style="list-style-type: none"> ● ABA Risk and Safety Training ● Reasonable Efforts Academy ● Convening on Children, Youth, and Families ● FFPSA Training ● Micro Grants 	

	Consultants/ Contracts	
HIGH-QUALITY LEGAL REPRESENTATION		\$94,303
	Training <ul style="list-style-type: none"> ● ABA Risk Need Training ● Reasonable Efforts Training ● Convening on Children, Youth and Families ● FFPSA Training ● Micro Grants 	
	Consultants/ Contracts	
JOINT DATA PROJECT		\$157,116
	30% of overall budget as required by the Program Instruction	
	Training <ul style="list-style-type: none"> ● Coding, data integrity and management report training ● Collection and analysis of qualitative and quantitative data ● CFSR/AFCARS data sharing and analysis ● Micro Grants 	
	Consultants/ Contracts	
Section II Total		\$351,719
10% DE MINIMIS INDIRECT COST RATE AUTHORIZED BY 2 CFR §		\$15,400
IDC on Salary, projected travel and services		

Section IV: Budget Totals		GRAND TOTAL
BUDGET TOTALS	Totals of Personnel, Quality Hearing Project, High-Quality Legal Representation Project, Joint Data Project, and Indirect Cost Rate	\$523,723

OMB Control No: 0970-0307

Expiration Date: 11/30/2022

State Court Improvement Program 2021 Annual Self-Assessment Report

This self-assessment is intended as an opportunity for Court Improvement Programs (CIPs) to review progress on CIP projects, joint program planning and improvement efforts with the child welfare agency, and the ability to integrate CQI successfully into practice. The self-assessment process is designed to help shape and inform ongoing strategic planning and should include meaningful discussion with the multidisciplinary task force and candid reflection of key CIP staff. The self-assessment primarily focused on assessing efforts undertaken to date while the strategic plan maps out efforts going forward in more detail. Questions are designed to solicit candid responses that help CIPs apply CQI and identify support that may be helpful.

I. CQI Analyses of Required Projects *It is ok to cut and paste responses from last year, updating according to where you currently are in the process, and, if you do so, highlight text to show anything that is new.*

Joint Project with the Child Welfare Agency:

Provide a concise description of the joint project selected in your jurisdiction.

The Program Improvement Plan (PIP) has served as our primary joint project with the Colorado Department of Human Services during the self- assessment period of 2020–2021.

Identify the specific safety, permanency, or well-being outcome(s) this project is intended to address.

The portions of the PIP involving Judicial and CIP Partnerships are Goals 3 and 4 of the overall plan. Much of the collaborative work is accomplished through a group of local, multidisciplinary teams known as Best Practice Court Teams (BPCTs). Created by lead Dependency and Neglect (D&N) judges at the district court level, BPCTs operate in all 22 judicial districts in Colorado, with some districts having more than one team. The BPCTs meet annually to determine areas of focus and local teams meet regularly (as determined by the teams themselves) to set goals appropriate to local needs, evaluate progress, and identify barriers. The CIP supports the local BPCTs to promote consistency in goal-setting processes across judicial districts. Each local BPCT includes representatives from their department of human/social services, dependency and neglect or family court judges, county/city attorneys, guardian ad-litem (GALs), Respondent Parents' Counsels (RPCs) and the Court Appointed Special Advocate (CASA) office. Local teams may add court staff and other community members to their team, including treatment providers and public health nurses.

Colorado identified six PIP counties and expected them to identify strategies and develop plans to address the Child and Family Services Review (CFSR) measures of concern that will be applied statewide in 2022. The ongoing work of these six Colorado CFSR Round 3 PIP counties includes strategies and tasks focused on direct engagement judicial officers, their local BPCTs, and other legal partners in their counties, as:

Goal 3: Enhance and strengthen agency engagement with fathers and noncustodial parents through timely identification and consistent engagement, consistent quality contacts, accurate assessments and provisions of services appropriately matched to meet the needs of children/youth and families.

Goal 4: Improve timeliness of permanency through adoptions for children/youth and increase relative guardianship assistance program (RGAP) participation by qualified relatives/non-relative kin.

These goals will be measured through CFSR case review data along with locally driven data collection of court process and qualitative Trails data collection measures.

Approximate date that the project began:

February 2019.

Which stage of the CQI process best describes the current status of project work?

This project is currently in Phase IV.

How was the need for this project identified? (Phase I)

The need was identified through the report for the Administrative Review Division (ARD) for the quarter ending September 2018. This report determined that, according to Results Oriented Management (ROM) data, only 46.7 percent of children/youth who have adoption as a goal were making progress toward finalization and that adoptions were not finalized within required timeframes in 45.1 percent of cases in 2018. Data from the Adoption and Foster Care Analysis and Reporting System (AFCARS) also showed that, among all children waiting for adoption, only 54.7 percent of cases with children available for adoption were finalized in FY 2016 (and 57.3 percent in FY 2015). Finally, the ARD review results indicated that just 53.4 percent of cases (out of 88 cases) documented and submitted to the court compelling explanations of why it was in a child/youth's best interest not to terminate parental rights when the child/youth has been in foster care for 15 out of 22 months. Delays in adoption finalization were an identified area needing improvement in the 2017 CFSR.

What is the theory of change for the project? (Phase II) If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

We assert that both county department and court processes impact the timeliness of permanency for children. Both parties, along with legal and community partners identified areas for improvement and possible solutions. As such, each PIP site created their own unique problem identification and action plan.

Have you identified a solution/intervention that you will implement? If yes, what is it? (Phase III)

Yes, all of the PIP sites developed interventions that ranged from judicial inquiry to implementing local DHS processes.

What has been done to implement the project? (Phase IV)

Each local PIP site has implemented their identified interventions.

How are you or how do you intend to monitor the progress of the project? (Phase V). Be specific in terms of what type of evaluation (e.g., fidelity or outcome, comparison group, etc.) and what results you have, if any. If you have already evaluated your effort, how did you use these data to modify or expand the project?

Each local PIP site has identified CQI measurements to monitor their progress. They will be responsible for reporting their progress to the PIP Implementation teams and amongst their local BPCT partners.

Have there been notable factors that delayed or accelerated this effort?

COVID certainly had an impact on implementation. However, the use of virtual meetings made it simpler in some cases to provide technical assistance to PIP sites, especially in rural communities.

What assistance or support would be helpful from the CBCC or the Children's Bureau to help move the project forward?

Continued support with CFSR data reviews to ensure adherence to our target outcomes would be helpful. We also see value in having our CBCC and CB partners help the Colorado CIP align the work of the PIP with the CIP Five-Year Strategic Plan.

Hearing Quality Project:

Provide a concise description of the hearing quality project selected in your jurisdiction.

Along with aspects of the PIP that increase the quality of court hearings, the Colorado CIP continues to engage in projects to improve the quality of hearings, as Dependency and Neglect System Reform (DANSR) and Permanent Home (PHOM). Both will be described throughout this section.

Approximate date that the project began:

DANSR: October 2014

PHOM: October 2014

Which stage of the CQI process best describes the current status of project work?

DANSR: Phase V

PHOM: Phase IV (although this project will likely need to be reevaluated and likely needs to revise the change management phases again).

How was the need for this project identified? (Phase I)

DANSR: The need for the DANSR approach was identified as part of a grant project for the Office of Juvenile Justice Delinquency Prevention. A review of data from the Colorado Judicial Department’s case management system showed that more than 60% of Expedited Permanency Planning (EPP) cases and more than 30% of non-expedited cases allege substance use in the petition. The presence of this volume of substance-use concerns within Colorado’s D&Ns was concerning and was too large to be adequately serviced by family drug courts (FDC). The DANSR project was developed to increase permanency and safety, reduce recidivism, support recovery, and increase judicial responsibility for substance-using families by expanding the scope and reach of FDCs and infusing research-based best practices from FDC across the D&N system.

PHOM: In 2014, Colorado formed a permanent home workgroup to track that measure. At the time, Colorado did not have the ability or a process to measure when a child/youth was in a permanent home. In addition, court practices for making the statutory findings pursuant to C.R.S., §19-3-703 were inconsistent throughout the state.

What is the theory of change for the project? (Phase II) If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

DANSR: The process for developing DANSR in 2014 did not include articulating a specific theory of change, but the following was the framework for long-term change:

DANSR will create a permanent shift in doing business for all dependency and neglect cases involving substance use and mental health disorders. Systems reform relies on relationships across courts, child welfare, and treatment organizations—in the context of the larger community—to secure needed resources and achieve better outcomes for children and families.

A full theory of change will be developed as part of our plans to roll out the DANSR approach statewide.

PHOM: We articulated our initial theory of change for PHOM in this way:

CIP and Child Welfare will partner to create and implement best practices to increase compliance with statutory requirements, so that Colorado can identify whether a child is in a permanent home within 12 months from date of removal.

We may need to revise this as we learn more about gaps in our implementation of PHOM.

Have you identified a solution/intervention that you will implement? If yes, what is it? (Phase III)

DANSR: An implementation guide has been devised that walks local jurisdictions through a step-by-step process of how to develop a project team, implement the DANSR principles, and collect the data.

PHOM: Through the strategic use of data, as well as the implementation of clear processes and practices and the development of a well-defined structure, Colorado will be able to successfully track when a child or youth is in a permanent home. An implementation guide still needs to be adopted and may be incorporated into a best-practice manual.

What has been done to implement the project? (Phase IV)

DANSR: The six DANSR principles are currently being applied in 19 of the 64 counties in Colorado.

PHOM: The program was piloted in six Colorado counties with varying degrees of success. While Permanent Home is in Colorado statute, the knowledge and use of the statute varies broadly across the state, including in the original counties. Different counties understand the purpose of the statute differently and apply the associated protocols differently. The ability to track the process and associated outcomes also varies across the state. This is leading the CIP to reevaluate the project through the change management model and cycle again through earlier CQI phases.

How are you or how do you intend to monitor the progress of the project? (Phase V). Be specific in terms of what type of evaluation (e.g., fidelity or outcome, comparison group, etc.) and what results you have, if any. If you have already evaluated your effort, how did you use these data to modify or expand the project?

PHOM: Monitoring the project has been made challenging due to the reasons listed above.

Have there been notable factors that delayed or accelerated this effort?

DANSR: CB's Regional Partnership Grant (RPG) has renewed interest in the DANSR approach, since the grant project seeks to create a partnership between the DANSR court and a community resource for parents called Circle of Parents in Recovery. This partnership project has been dubbed the Circle of Parents Expansion (COPE) in Partnership with DANSR. RPG is one of the three Substance Use Provisions under the Family First Prevention Services Act.

What assistance or support would be helpful from the CBCC or the Children's Bureau to help move the project forward?

We would like assistance from our CBCC and CB partners in creating a Theory of Change for both DANSR and PHOM.

Quality Legal Representation Project:

Provide a concise description of the quality legal representation project selected in your jurisdiction.

The CIP has a High-Quality Legal Representation subcommittee that develops uniform practice standards for all attorneys in dependency and neglect cases as part of its work to improve legal representation. The members include judges, representatives of the Colorado Office of Respondent Parents' Counsel, the Colorado Office of the Child's Representative, and the Colorado County/City Attorney's Association. In 2021, the CIP provided micro-grant funding to support attorney training and efforts to increase youth and parent voice.

Approximate date that the project began:

August 2020.

Which stage of the CQI process best describes the current status of project work?

Phase I.

How was the need for this project identified? (Phase I)

Survey of parents, children, youth and attorneys.

What is the theory of change for the project? (Phase II) If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

Yes, we would like assistance developing a theory of change.

Have you identified a solution/intervention that you will implement? If yes, what is it? (Phase III)

Yes. The primary solutions and interventions are the training of all child welfare attorneys, the expansion of parent partner programs, and the creation of a Youth Action Council.

What has been done to implement the project? (Phase IV)

Pandemic-related health restrictions have delayed implementation of this project. However, planning meetings continue to be held.

How are you or how do you intend to monitor the progress of the project? (Phase V). Be specific in terms of what type of evaluation (e.g., fidelity or outcome, comparison group, etc.) and what results you have, if any. If you have already evaluated your effort, how did you use these data to modify or expand the project?

This will be further explored as the project is developed.

Have there been notable factors that delayed or accelerated this effort?

Health concerns related to the ongoing pandemic have delayed implementation.

What assistance or support would be helpful from the CBCC or the Children's Bureau to help move the project forward?

We request assistance with developing a theory of change. Additionally, CIP would like to explore the inclusion of an early-appointment-of-counsel model project and would like assistance with deciding the most strategic early point in the life of a case to target with this model.

			59	The Roots of D&N, Session 1. Offered 5 times.	The intended outcome for these two sessions on the roots of D&N and the individual D&N coding training was to increase attendees' understanding of statutory timeframes and their proficiency with case flow management, data integrity procedures, data analysis, and interpretation.	
			29	The Roots of D&N, Session 2. Offered 2 times.		
			38	Individualized D&N Trainings. Offered 19 times.		
Hearing quality	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Judicial Officers	30	Webinar: Brain Essentials: Merging Science with Advocacy to Give Children and Families “What They Need” Instead of “What We Got.” (Dec. 2020)	<p>Learners reviewed the concepts of toxic stress, early neural development, and proven interventions from a psychological perspective and focused on effective strategies to improve the legal system.</p> <p>Learners were reminded of tools that are readily available to judges as well as child and family advocates.</p> <p>Learners were guided to share their experiences in system reform.</p>	<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input checked="" type="checkbox"/> N/A

Improving timeliness/permanency	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Multidisciplinary BPCTs	53	Webinar: Finding Permanency for Children in Foster Care. (Oct. 2020)	Session participants learned of the innovative partnership and evidence-based, child-focused model being used in Colorado to serve youth who have been waiting in foster care the longest.	<input checked="" type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
		Multidisciplinary BPCTs	50	Webinar: Supporting Families Post-Permanency. (Oct. 2020)	Session participants were made aware of the Post-Permanency Services and Support program available to families and professionals across the state.	
Quality legal representation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			Pre-conference event: No Such Thing as a Lost Cause: Office of Respondent Parents' Counsel (ORPC) Parent Advocate Panel		<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Engagement & participation of parties	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Well-being	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Disparity/Disproportionality	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A

ICWA/Tribal collaboration	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Sex Trafficking	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Normalcy/Reason. Prudent Parent	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Prevention	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Safety	<input type="checkbox"/> Yes <input type="checkbox"/> No					<input type="checkbox"/> S <input type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
Other: Family First Prevention Services Act	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	GALs	60*	Webinar: QRTP Bench Card for GALs. (Nov. 2020)	Provide an understanding of the QRTP process through the lens of the bench card tool.	<input type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
		County Attorneys	25*	Webinar: QRTP Bench Card for County Attorneys. (Nov. 2020)	Highlight how the tool can be used for recommendations and findings.	
		Judicial Officers	25*	Webinar: QRTP Bench Card for Judicial Officers. (Nov. 2020)	Increase professional confidence in the QRTP process.	
		County DHS Directors	50*	Webinar: QRTP Bench Card for County Directors. (Jan. 2021)	To provide county-specific Family First information.	

		Juvenile Justice Professionals	155*	Webinar: QRTP Bench Card for Juvenile Justice Professionals. (Feb. 2021)	To provide county-specific Family First information.	
		CASA	50*	Webinar: QRTP Bench Card for CASA. (March 2021)	Provide an overview of key components of FFPSA	
		Multidisciplinary BPCT	12	Virtual training: Family First 101 for Montezuma BPCT. (March 2021)	Learn how to translate the law’s mandates into daily courtroom practice.	
		Multidisciplinary BPCT	23	Virtual training: Family First 101 for 16th JD Stakeholders. (Apr. 2021)	Focus on the judicial officer’s role in making informed decisions that advance safety, permanency and well-being at each stage of the case.	
		Judicial Officers	60	Pre-conference event: The Family First Prevention Services Act (FFPSA): Requirements, Lessons Learned and the Road Ahead. (Apr. 2021)	Gain skills to leverage the language and the spirit of Family First on behalf of the children, parents and caregivers.	
			*Number indicates live attendees. Bench Card trainings were recorded and have since been viewed more widely.		Learn about changes and implementation strategies since its passage, and promising approaches for the road ahead.	

Other:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Multidisciplinary BPCT	650	Virtual Conference: Colorado Convening on Children, Youth, and Families. (Apr. 2021) Training topics included: family, child and youth engagement; diversity, equity, and inclusion; system improvement; Family First Prevention Services Act; and leadership/group cohesion.		<input checked="" type="checkbox"/> S <input checked="" type="checkbox"/> L <input type="checkbox"/> B <input type="checkbox"/> O <input type="checkbox"/> N/A
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On average, how many training events do you hold per year?

From October 2020 to April 2021, 16 training sessions were held (not including coding training to court staff). The use of virtual events has the capacity to increase the frequency and accessibility of training in our state.

What is your best prediction for the number of attorneys and judges that will participate in a training annually?

Our prediction in 2020 was 50 unique judicial officers and 100 unique attorneys annually. We anticipate this to increase in the coming year as the use of virtual events should improve access to training events.

The Family First Prevention Services Act amended the Social Security Act adding an eligibility criterion for the training of judges and attorneys on the congregate care provisions of the Act. See the highlighted portion below.

(1)¹ IN GENERAL.— In order to be eligible to receive a grant under this section, a highest State court ... **shall provide for the training of judges, attorneys, and other legal personnel in child welfare cases on Federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a foster family home...–**

Have you been involved in planning with the agency on implementing Family First? Yes No

If yes, please describe how the CIP has been involved.

CIP remains involved as a member of the Implementation Team and Assessment Workgroup. This includes being a part of the phased roll-out plan of the Independent Assessor Process, which determines the QRTP status of children/youth being assessed.

Since the change in CIP Coordinators halfway through the reporting period, the partnership with the CHDS (the FFPSA implementation lead) has strengthened.

Have you developed/been developing your Family First judicial training plan? Yes No

If yes, please describe what you have done.

A training plan for the QRTP/Independent Assessor Process was developed during the late summer and early fall of 2020. The trainings were delivered between November 2020 and March 2021 by subject matter experts, with representation from the role being targeted. All trainings were recorded and have been posted on a resource page for the legal and judicial community: <https://co4kids.org/judicial-and-legal-community>. We believe that this meets the statutorily required mandates of the CIP.

General FFPSA training plans include drawing on both state and local experts to help participants understand both the spirit of the act and the black letter law. In April 2021, Allison Green, of the National Association of Counsel for Children, delivered a training for judicial officers. During the summer of 2021, the American Bar Association (ABA) will partner with local professionals to deliver a training series on the roles of the legal and judicial community in Family First. Each training will build on local professionals' expertise in increasing Colorado's capacity for additional support around implementation. The training series will be modeled on the ABA's *The Family First*

¹ Sec. 50741(c) of P.L. 115-123 revised sec. 438(b)(1) to add language regarding training. Effective as if enacted on 1/1/18 (sec. 50746(a)(1) of P.L. 115-123).

Prevention Services Act of 2018: A Guide for the Legal Community

(https://www.americanbar.org/content/dam/aba/administrative/child_law/family-first-legal-guide.pdf).

Additional efforts include partnering with CDHS to develop a conversation guide for BPCTs to use at the local level to help them foster meaningful conversations before and during implementation. The guide will ensure that local stakeholders are having the necessary conversations about the new approaches and opportunities for change within their communities.

2. Data Projects. Data projects include any work with administrative data sets (e.g., AFCARS, CCWIS), data dashboards, data reports, fostering court improvement data, case management systems, and data sharing efforts.

Do you have a data project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Master Data Sharing Agreement between Judicial and CDHS, which will include the Office of Children, Youth and Families (OCYF) and Office of Behavioral Health (OBH).	Agency Data Sharing Efforts	Implementation
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

(a) Do you have data reports that you consistently view? Yes No

(b) How are these reports used to support your work?

CFSR data is now reviewed quarterly at CIP meetings, and AFCARS data is now being shared with BPCTs prior to their attendance at the Convening.

3. Hearing Quality. Hearing quality projects include any efforts you have made to improve the quality of dependency hearings, including court observation/assessment projects, process improvements, specialty/pilot court projects, projects related to court orders or title IV-E determinations, mediation, or appeals.

Do you have a hearing quality project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Permanent Home (PHOM)	Process Improvements	Identifying/ Assessing Needs
Dependency and Neglect System Reform (DANSR)	Process Improvements	Evaluation/ Assessment
Court of Appeals Workgroup	Appeals	Selecting Solution

PIP: Timeliness to Permanency (termination to adoption)	Process Improvements	Selecting Solution
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4. Improving Timeliness of Hearings or Permanency Outcomes. Timeliness and permanency projects include any activities or projects meant to improve the timeliness of case processing or achievement of timely permanency. This could include general timeliness, focus on continuances or appeals, working on improvement in specific outcomes such as around reunification, guardianship, adoption or a focus on APPLA and older youth.

Do you have a timeliness or permanency project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Permanent Home (PHOM)	Process Improvements	Identifying/ Assessing Needs
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

5. Engagement & Participation of Parties. Engagement and participation of parties includes any efforts centered around youth, parent, foster family, or caregiver engagement, as well as projects related to notice to relatives, limited English proficiency, or other efforts to increase presence and engagement at the hearing.

Do you have an engagement or participation of parties project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
PIP: Timeliness to Permanency (termination to adoption)	Process Improvements	Selecting Solution
DANSR/PHOM	General/ASFA	Evaluation/ Assessment
Court of Appeals Workgroup	Appeals	Selecting Solution

- 6. Well-Being.** Well-being projects include any efforts related to improving the well-being of children and youth. Projects could focus on education, early childhood development, psychotropic medication, trauma, social network support, cultural connections, or other well-being related topics.

Do you have any projects/activities focused on well-being? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

- 7. Disparities/Disproportionalities.** These projects include any efforts related to improving equity in child welfare systems whether around race, sexual orientation or gender identity, national origin or immigration status, persons with disabilities, geographic or otherwise.

Do you have any projects/activities focused on disparities/disproportionalities? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

- 8. ICWA/Tribal collaboration.** These projects could include any efforts to enhance state and tribal collaboration, state and tribal court agreements, data collection and analysis including of ICWA practice.

Do you have any projects/activities focused on ICWA or tribal collaboration?

Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

9. Preventing Sex Trafficking. These projects could include work around domestic child sex trafficking, a focus on runaway youth, collaboration with other agencies around this topic, data collection and analysis, data sharing, or other efforts to fully implement these sections of the Preventing Sex Trafficking and Strengthening Families Act into practice.

Do you have any projects/activities focused on preventing sex trafficking/runaways?

Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

10. Normalcy/Reasonable and Prudent Parent. These projects could include any work around normalcy or the reasonable and prudent parent standard or practices, collaboration with other agencies around this topic, data collection and analysis, data sharing, or other efforts to fully implement these sections of the Preventing Sex and Strengthening Families Act into practice.

Do you have any projects/activities focused on normalcy/reasonable prudent parenting?

Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.

	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

11. Prevention. Prevention projects include work around preventing child maltreatment including primary prevention (preventing maltreatment from occurring in the first place), secondary, and tertiary prevention.

Do you have any projects/activities focused on prevention? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Family First Implementation	Collaboration with Other Agencies	Selecting Solution
Regional Partnership Grant: Colorado’s Circle of Parents Expansion (COPE) Project in Partnership with DANSR	Secondary or Tertiary Prevention	Implementation
	Choose an item.	Choose an item.

12. Safety. Safety projects are those that focus on decision-making around safety including decision-making practices in substantiation, removal, family time/visitation, and decisions about safety in out of home placements.

Do you have any projects/activities focused on safety? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.
	Choose an item.	Choose an item.

III. CIP Collaboration in Child Welfare Program Planning and Improvement Efforts

1. Please describe how the CIP was involved with the state's CFSP due June 30, 2021.

a. Does the CFSP include any of the following:

- the CIP/Agency Joint Project
- the Hearing Quality Project
- the Legal Representation Project
- other judicial strategies
- other attorney strategies

If yes, please describe.

The Colorado CIP provided input to CDHS on the CFSP that was submitted in 2020. The plan is active through 2024. The CIP works closely with the training unit at CDHS to support IV-E training activities and cross-system collaboration. There is a MOU in place with Colorado CIP, Colorado CASA, the Colorado Office of the Child's Representative, and the Colorado ORPC. Additionally, the CDHS training unit is part of the Executive Steering Committee for the annual Colorado Convening on Children, Youth, and Families. This committee develops training that is delivered to the BPCTs.

2. Please describe how the CIP was or will be involved in the most recent/upcoming title IV-E Foster Care Eligibility Review in your state.

Colorado's last federal review was 2012, but we have been invited to be partners on future reviews. Colorado's Title IV-E waiver ended September 30, 2019, which may in the future generate a federal review.

3. Please describe how the CIP was or will be involved in preparing and completing round 3 of the CFSR and PIP, if required, in your state.

The current version of the PIP includes (check all that apply):

- the CIP/Agency Joint Project
- the Hearing Quality Project
- the Legal Representation Project
- other judicial strategies
- other attorney strategies

4. What strategies or processes are in place in your state that you feel are particularly effective in supporting joint child welfare program planning and improvement?

Colorado continues to strengthen its multidisciplinary Executive Committee and Core Planning committee as part of its efforts to engage in meaningful collaboration and planning. Additionally, the

state has renewed its emphasis on supporting the existing infrastructure that has allowed for multidisciplinary representation on the BPCTs for each judicial district. Both levels have emphasized highly effective and cohesive teams.

These levels of multidisciplinary teams ensure that changes are wide reaching with investment from local stakeholders to accomplish systems change.

The CIP focuses primarily on the following six priority areas:

- FFPSA: Fulfill the legislative requirements of the Family First Presentation and Services Act (FFPSA)
- PIP: Support the development and implementation of the Program Improvement Plan (PIP/CFSR)
- HQLR: Elevate statewide practices through High-Quality Legal Representation (HQLR)
- ICWA: Increase compliance and philosophical understanding of the Indian Child Welfare Act (ICWA)
- DANSR: Expand the use of the Dependency and Neglect Systems Reform (DANSR) approach
- PHOM: Reestablish the purpose of and create protocols for Permanent Home (PHOM) legislation

These multidisciplinary teams meet to ensure that effective strategies, such as identifying training and Best Business practices and processes are in place to support program planning and improvement.

5. What barriers exist in your state that make effective joint child welfare program planning and improvement challenging?

Our barriers have included turnover among local judicial staff and agency attorneys as well as local staff for child welfare agencies and treatment providers. Perhaps more importantly, we lack the resources needed to meet the expectations of the CIP program instruction. For example, the Department of Human Services has hundreds of employees and a larger budget than the judicial branch. Approximately 5,000 D&N cases are filed every year, which in turn lead to more than 700,000 disputes that the judicial branch has to resolve. While we strive to be an innovation incubator, a research and design shop, and a training organization and to collaborate on implementing massive plans and reforms, our budget, lack of CIP staff (currently 1 FTE), and resources keeps us from bringing all of these areas to full fruition. Since COVID-19, an additional barrier has been reduced budgets and staff to accomplish systems change.

6. Does the state child welfare agency currently offer professional partner training to judges, attorneys, and court personnel as part of its Title IV-E Training Plan? *Yes*
If yes, please provide a brief description of what is provided and how.

The language and link below are an excerpt from the 2020–2024 Training Plan that outlines some of the training activities offered to judges, attorneys and court personnel. In addition, any judge, attorney and/or court personnel is welcome to attend any of the trainings offered through the CDHS Child Welfare Training System (CWTS). The CWTS currently offers over 140 different courses. A full list of courses may be found here: <https://www.coloradocwts.com/find-a-class-2/learn-more-state-county-staff-2/in-service-course-catalog>.

Below is a sample of the training provided through CWTS:

- Aces: It Is More Than a Score
- Activating the Three Brains of Trauma-Informed Practice
- The Art and Heart of Facilitated Family Engagement Meetings
- The Art of Managing Behavior
- Brain Essentials
- Bridge to Health Care: Accessing Services for Children and Youth
- Building Safety When Parents Use Substances
- Building Safety with Families Impacted by Domestic Violence
- Building Safety with Families Impacted by Mental Illness
- Child Development and the Effects of Trauma
- Child Welfare Response to Child & Youth Sex Trafficking

If no, have you met with child welfare agency leadership to discuss and explore utilizing professional partner training for judges, attorneys and court personnel?

7. Have you talked with your agency about accessing Title IV-E funding for legal representation for parents or for children? Is your state currently planning to seek or currently receiving reimbursement?

Yes, Colorado is currently seeking reimbursement and CDHS has signed agreements with the Office of the Child's Representative and ORPC.

8. If yes, describe any plans, approaches, or models that are under consideration or underway.

CIP and CDHS continue to recognize the importance of high-quality legal representation for children/youth and parents involved in child welfare legal proceedings. The work to support high-quality legal representation includes drawing down Title IV-E funding and the development of a High-Quality Legal Representation CIP subcommittee.

Senate Bill (SB) 19-258 authorized CDHS to draw down Title IV-E reimbursement funds for legal representation in foster care proceedings. A MOU was developed with the Office of the Child's Representative and ORPC to draw down these funds. In 2020, ORPC was able to draw down IV-E reimbursement. By June 2021, we anticipate that both OCR and ORPC will have finalized processes to continue drawing down Title IV-E funds for legal representation in qualified cases.

The CIP subcommittee began in 2020 and includes representatives from CIP, county attorneys, the Office of the Child's Representative, ORPC, CDHS, judicial officers, and practicing attorneys. The goal of this group is to assess and identify a high-quality legal representation project to be incorporated into the CIP Strategic Plan. To date our exploration has included the development of practice standards, the use of multidisciplinary representation, and training opportunities for county attorneys, parents' attorneys, and children's representatives.

IV. CQI Current Capacity Assessment

1. Has your ability to integrate CQI into practice changed this year? If yes, what do you attribute the change to?

2. Which of the following CBCC Events/Services have you/your staff engaged in this past year?
 - Judicial Academy
 - CQI Consult (*Topic: CFSR Data*)
 - Virtual Evidence-Building Workshop
 - Constituency Group - Data/Evaluation
 - Constituency Group - Family First Prevention Services Act
 - Constituency Group - Hearing Quality
 - Constituency Group - ICWA
 - Constituency Group - New Directors
 - Constituency Group - Virtual Hearings/Court Processes
 - Constituency Group - Other: Racial Equity

 - CIP All Call – *What % of All Calls does your CIP participate in? 80%*

3. Do you have any of the following resources to help you integrate CQI into practice?
 - CIP staff with data expertise
 - CIP staff with evaluation expertise
 - Consultants with CQI expertise
 - A University partnership
 - A statewide court case management system
 - Contracts with external individuals or organizations to assist with CQI efforts
 - Other resources: _____

3a. Do you record your child welfare court hearings? Yes No
 If yes, are they audio video

3b. Can you remotely access your court case management system? *For example, Odyssey systems often allow remote access to case files.*
 Yes No

3c. What court case management software does your state use? If multiple, please indicate the most common:

The system is developed internally.

3d. Have you employed any new technology or applications to strengthen your work?

CIP funds were used to upgrade remote technology (an audio-video system) in one of our remote judicial districts (the 13th), which did not have all of the equipment needed to adequately conduct remote hearings. The 13th is a rural jurisdiction in northeastern Colorado, and we hope the upgrades we made will allow them to continue to use remote technology and eliminate barriers to parents accessing court hearings, even after the hoped-for end of the COVID-19 pandemic.

In 2021 CIP also contributed funds to help purchase a Colorado Judicial Learning Management System (LMS) that made it easier for the Judicial Department to shift to online and electronic learning opportunities in response to COVID-19. We have and will continue to use the LMS to house recorded trainings geared toward judicial staff and judicial officers involved in D&N proceedings. We are exploring ways to make some of this content available to outside partners and stakeholders as well.

- 4.** Please describe any continuity planning the CIP has led or has been involved in if not noted above. Continuity planning includes prevention and recovery planning for threats such as public health crises, natural disasters, or cyber-attacks. This may include, for example, technology support for remote hearings or legal representation, developing guidance, coordinating with other agencies, or otherwise ensuring back-up approaches are in place to ensure needed services are able to continue.

Not applicable.

- 5.** Considering the phases of change management and how you integrate these into practice, are there phases of the process (e.g., Phase I-need assessment, Phase II-theory of change) that you struggle with integrating more than others?

Our barriers have included turnover among local judicial staff and agency attorneys as well as local staff for child welfare agencies and treatment providers. Perhaps more importantly, we lack the

resources needed to meet the expectations of the CIP program instruction. For example, the Department of Human Services has hundreds of employees and a larger budget than the judicial branch. Approximately 5,000 D&N cases are filed every year, which in turn lead to more than 700,000 disputes that the judicial branch has to resolve. While we strive to be an innovation incubator, a research and design shop, and a training organization and to collaborate on implementing massive plans and reforms, our budget, lack of CIP staff (currently 1 FTE), and resources keeps us from bringing all of these areas to full fruition. Since COVID-19, an additional barrier has been reduced budgets and staff to accomplish systems change.

6. Is there a topic or practice area that you would find useful from the Capacity Building Center for Courts? Be as specific as possible (e.g., data analysis, how to evaluate trainings, more information on research about quality legal representation, how to facilitate group meetings, etc.)

Not applicable.

DEFINITIONS

Definitions of Evidence

Evidence-based practice – evidence-based practices are practices that have been empirically tested in a rigorous way (involving random assignment to groups), have demonstrated effectiveness related to specific outcomes, have been replicated in practice at least one, and have findings published in peer reviewed journal articles.

Empirically-supported- less rigorous than evidence-based practices are empirically-supported practices. To be empirically supported, a program must have been evaluated in some way and have demonstrated some relationship to a positive outcome. This may not meet the rigor of evidence-base, but still has some support for effectiveness.

Best-practices – best practices are often those widely accepted in the field as good practice. They may or may not have empirical support as to effectiveness, but are often derived from teams of experts in the field.

Definitions for CQI Phases

Identifying and Assessing Needs – This phase is the earliest phase in the process, where you are identifying a need to be addressed. The assessing needs phase includes identifying the need, determining if there is available data demonstrating that this a problem, forming teams to address the issue.

Develop theory of change—This phase focuses on the theorizing the causes of a problem. In this phase you would identify what you think might be causing the problem and develop a “theory of change”. The theory of change is essentially how you think your activities (or intervention) will improve outcomes.

Develop/select solution—This phase includes developing or selecting a solution. In this phase, you might be exploring potential best-practices or evidence-based practices that you may want to implement as a solution to the identified need. You might also be developing a specific training, program, or practice that you want to implement.

Implementation – the implementation phase of work is when an intervention is being piloted or tested. This includes adapting programs or practices to meet your needs, and developing implementation supports.

Evaluation/assessment – the evaluation and assessment phase includes any efforts to collect data about the fidelity (process measures: was it implemented as planned?) or effectiveness (outcome measures: is the intervention making a difference?) of the project. The evaluation assessment phase also includes post-evaluation efforts to apply findings, such as making changes to the program/practice and using the data to inform next steps.

Paperwork Reduction Act

Under the Paperwork Reduction Act of 1995 (P.L. 104-13), an agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid Office of Management and Budget (OMB) Control Number. The OMB control number for this collection is 0970-0307 and it expires 11/30/2022. The estimated time to complete the CIP Complete Application is 92 hours

OMB Control No: 0970-0307

Expiration Date: 11/30/2022

Strategic Plan Template

State Name: ColoradoDate Strategic Plan Submitted: 6/30/2021Timeframe 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>
Briefly describe the overall activity or project that should help lead to the outcome identified above.						
DANSR Approach	<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 	Ongoing	<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

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

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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 	<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](#).

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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

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<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.

<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