



CHILD PROTECTION
OMBUDSMAN
of COLORADO

Office of the Child Protection Ombudsman

Fiscal Year 2016-2017

Quarter Three Performance Evaluation

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Child Protection Ombudsman

Quarter Three Performance Evaluation

Strategic Policy Initiatives

The Office of Colorado’s Child Protection Ombudsman (CPO) created its strategic policy initiatives after a thorough analysis by the Ombudsman revealed areas where the CPO could improve by utilizing impactful strategies. Those strategies include four goals comprised of broad, long-term strategies to make the CPO a more efficient and effective agency. Each of those goals encompass specific strategies that will drive the CPO forward. In order to ensure it is working toward achieving those strategies, the CPO has set specific performance measures to track and analyze its progress.

The CPO staff met on September 14, 2016 to discuss its [Quarter One Performance Evaluation](#). That evaluation was submitted on October 1, 2016. Staff met again on December 13, 2016 to discuss its strategic policy initiatives and any progress or setbacks in achieving those initiatives. That information was used to create the CPO’s [Quarter Two Performance Evaluation](#), which was submitted on January 1, 2017.

CPO staff met on March 6, 2017 to determine how the agency is progressing in achieving its policy initiatives. The CPO’s Quarter One and Quarter Two evaluations were considered, as well as a review of its 2016-2017 Performance Plan. The CPO used that analysis and discussion to write its Quarter Three Performance Evaluation. This report marks the final SMART Act report produced by the CPO in Fiscal Year 2016-2017.

A complete report of the CPO’s strategic policy initiatives may be found in its [2016-2017 Performance Plan](#). Below is an update on which performance measures the CPO has completed for Fiscal Year 2016-2017. The updates reflect data as of March 28, 2017.

Goal One: Establish an efficient office to ensure seamless delivery of services to the public.

STRATEGY ONE: Build physical infrastructure of the CPO

Performance Measure – Develop a safe and appropriate work space with allotment for future growth.
Key Metrics
<ul style="list-style-type: none">• Work with contractors, architects, space planners and the Colorado State Judicial Branch (judicial branch) to complete permanent office space.• Move into new office space and assess future needs.
Status: COMPLETED in Quarter ONE
Quarter One: The CPO’s new office space was completed at the end of July 2016 and staff moved into the space on August 2. Since moving operations into the space, the CPO has assessed the space and any needs. Currently, the space will accommodate two additional staff members and two interns.

Quarter Two: Performance measure completed in Quarter One.

Performance Measure – Secure necessary hardware and software for business operations.

Key Metrics

- Purchase and set up new equipment and furniture.

Status: COMPLETED in Quarter ONE

Quarter One: The CPO's furniture was purchased and installed prior to staff moving into the space. Necessary electronic equipment, such as phones and monitor adaptors were purchased to support the functionality of the CPO. Additional programming and materials necessary for CPO operations were also secured, such as hard copies of the revised Colorado Children's Code.

Quarter Two: Performance measure completed in Quarter One.

Performance Measure – Contract with IT vendors for services, set up and ongoing maintenance.

Key Metrics

- Secure contracts for phones, internet, computer and server maintenance and support.
- Assess ongoing IT needs.

Status: COMPLETED in Quarter ONE

Quarter One: Prior to moving into the new space, the CPO entered into a contract with Computer Crews for computer and server maintenance. The contract included the necessary assistance to move the CPO into its new space.

Quarter Two: Performance measure completed in Quarter One.

STRATEGY TWO: Build operating infrastructure

Performance Measure – Develop internal financial policies and processes to ensure proper use of public funds.

Key Metrics

- Learn judicial branch policies and operating systems – including procurement, travel, accounting and administrative fiscal rules – and implement them.
- Develop and monitor the operating budget.
- Create CPO fiscal rules and develop internal financial controls.

Status: COMPLETED in Quarter TWO

Quarter One: CPO staff have learned the necessary policies and operating systems. A notebook with relevant information on these policies and systems has been created and is available to staff as a reference. The CPO has also started the practice of reviewing its operating budget on a monthly basis. Currently, the CPO is working with the Attorney General's office to finalize a draft of its fiscal rules and internal financial controls.

Quarter Two: A copy of the CPO's finalized fiscal rules and internal financial controls has been submitted to its Board. The CPO expects the Board to approve the rules during its meeting on January 10, 2017.

Quarter Three: The CPO Board approved the fiscal rules and internal financial controls during its meeting on January 10, 2017.

Performance Measure – Develop necessary internal human resource systems.
Key Metrics
<ul style="list-style-type: none"> • Learn the judicial branch’s human resource system. • Create and implement HR systems, including employee time-off management program, personnel rules for staff and Ombudsman, re-evaluate job descriptions and align with newly created evaluations for staff and Ombudsman.
Status: COMPLETED in Quarter TWO
Quarter One: CPO staff have learned the judicial branch’s human resource system and have implemented a time-off management program. A final draft of the CPO’s personnel rules is being finalized and has been reviewed by the Attorney General’s office. The Ombudsman has reviewed the available job descriptions and is in the process of drafting new descriptions and evaluations for staff.
Quarter Two: The State Court Administrator’s Office has reviewed the CPO’s personnel rules and a copy of those rules has been provided to all CPO employees. CPO employees have signed a copy of the new rules, as well as an updated confidentiality agreement. In November, all CPO job descriptions were updated and individual staff evaluations were held. Additionally, a filing system has been implemented for CPO personnel information.
Quarter Three: The Board approved the personnel rules and the Ombudsman’s job description during its January 10, 2017 meeting.

STRATEGY THREE: Establish Board structure and operating policies

Performance Measure – Work with the executive, legislative and judicial branches of government to fill vacancies on the Board through appointments.
Key Metrics
<ul style="list-style-type: none"> • Fill vacancies and implement communication strategy with executive, judicial and legislative branches.
Status: COMPLETED in Quarter THREE
Quarter One: All but one position on the Board has been filled and the Board is operational. The CPO is still awaiting an appointment by the House Minority Leader. The CPO is working to develop consistent communication methods with the executive, judicial and legislative branches to ensure seats are filled as quickly as possible.
Quarter Two: The CPO is awaiting the start of the 2017 legislative session, at which time the House Minority Leader will be asked to appoint the remaining board member.
Quarter Three: Following the start of the 2017 General Assembly, the House Minority Leader appointed Kyle Forti to the CPO Board. With Mr. Forti’s appointment the Board now has the required 12 acting members. In addition, the Ombudsman has updated the Board contact list and schedule. To ensure Board appointments are not vacant in the future, the Ombudsman has contacted the appointing authorities within the Governor’s office and the judicial branch to discuss the necessary proceedings to facilitate re-appointments during the summer months.

Performance Measure – Support Board in creating by-laws.
Key Metrics
<ul style="list-style-type: none"> Write and implement by-laws that address the Board’s attendance, emergency session rules, filling vacancies and other needs.
Status: ONGOING
Quarter One: The Board will begin working with the Attorney General’s office in the future to create by-laws. The CPO will provide support as requested by either the Board or the Attorney General’s office.
Quarter Two: The Board is continuing its work with the Attorney General’s office to create by-laws. The CPO will continue to offer support as requested.
Quarter Three: The CPO has continued to support the Board as it develops its by-laws.

Performance Measure – Provide the Board support through scheduling monthly meetings, providing minutes and supplying CPO reports.
Key Metrics
<ul style="list-style-type: none"> Determine Board members’ needs and develop policies to provide support.
Status: ONGOING
Quarter One: Each month all board members are provided an executive director report, a copy of the updated budget, minutes from the previous meeting, any reports published during the previous month and a legislative update. Legal counsel is provided to the Board when requested.
Quarter Two: During the Board meeting on November 10, 2016, it was unanimously decided to adjust the frequency of the Board’s meetings to a bi-monthly schedule. The Ombudsman will continue to provide the Board monthly executive director reports, legislative updates and budget reports.
Quarter Three: The Ombudsman has continued to provide the Board with executive director reports, legislative updates, budget reports and any documents that will be discussed at the upcoming meeting, such as policy and procedure manuals.

Performance Measure – Provide support to the Board so it can develop a grievance and evaluation process for the Ombudsman as required by statute.
Key Metrics
<ul style="list-style-type: none"> Write and implement processes.
Status: ONGOING
Quarter One: During the September board meeting, discussions were initiated between board members and the Attorney General’s office to create an evaluation process for the Ombudsman. The Board and Attorney General’s office are discussing what metrics they will use during the Ombudsman’s first evaluation in December 2016.
Quarter Two: Currently, the Board is working with the Attorney General’s office to draft the Ombudsman’s evaluation.
Quarter Three: The Board has completed the Ombudsman’s evaluation form and evaluation, placing the CPO and the Board in compliance with statute. The Board Chairman and the Attorney General’s office are creating a grievance process for the Ombudsman. A draft of the grievance process is expected to be submitted to the Board during its meeting in May 2017.

Performance Measure – Develop fiscal rules for Board travel and expenses.
Key Metrics
<ul style="list-style-type: none"> • Write and implement rules.
Status: COMPLETED in Quarter ONE
Quarter One: The CPO adopted and implemented the travel and fiscal rules created by the judicial branch. A re-imbusement form for board members was created and implemented by the CPO.
Quarter Two: Performance measure was completed in Quarter One.

Performance Measure – Organize and schedule the required annual rural Board meeting.
Key Metrics
<ul style="list-style-type: none"> • Select meeting location and secure necessary space and accommodations.
Status: ONGOING (Expected to complete this performance measure by June 30, 2017)
Quarter One: Selecting a location for the annual rural Board meeting has been set as an agenda item for the meeting on October 8, 2016.
Quarter Two: The Ombudsman and Board have selected Fort Morgan, Colorado as the location of the meeting. Board members and CPO staff are working to secure accommodations and set an agenda for the meeting.
Quarter Three: The CPO Board Vice-chair has secured accommodations for the meeting. Board members have selected June 21, 2017 as the meeting date.

Performance Measure – Create Board training program and manual.
Key Metrics
<ul style="list-style-type: none"> • Create new manual and deliver it to all board members. • Work with chairman to provide training to new members.
Status: ONGOING
Quarter One: The Board will work with the Attorney General’s office in the future to create a new manual and provide training to members.
Quarter Two: The Board and the Attorney General’s office are aware of the need to create a new manual and will begin working on them in the future.
Quarter Three: The Attorney General’s office continues to act as a resource for the Board. The CPO will provide board members any necessary support as they continue to develop a manual.

Goal Two: Create transparent and accountable operating policies that promote the CPO's accessibility and responsiveness to the public.

STRATEGY ONE: Create a general operations manual for handling inquiries from the public

Performance Measure – Develop policies for how the CPO receives complaints.
Key Metrics
<ul style="list-style-type: none"> • Write and implement policies.
Status: ONGOING (Expected to complete this performance measure by June 30, 2017)
Quarter One: Written policies for how the CPO receives complaints are in the final revision phase. Those policies will be published in the CPO's Operation Manual in January 2017.
Quarter Two: Final revisions for the CPO's complaint policies have been completed. The policies will be presented to the Board and stakeholders for comment in spring of 2017. The policies will be made public after that process is complete.
Quarter Three: The CPO submitted its Case Practices and Operating Procedures to the Board on March 1. The manual includes the CPO's intake practices for complaints. Board members initiated a review of the manual at the meeting on March 9, 2017. Individual board members will continue to provide input until April 1, 2017. The CPO expects to do a soft launch of its Case Practices and Operating Procedures on May 1, 2017, at which time the manual will be provided to stakeholders and the CPO will be available for questions. The CPO's Case Practices and Operating Procedures will be fully implemented on July 1, 2017.

Performance Measure – Develop policies for the review and investigation of complaints.
Key Metrics
<ul style="list-style-type: none"> • Write and implement policies.
Status: ONGOING (Expected to complete this performance measure by June 30, 2017)
Quarter One: Written policies for the review and investigation of complaints have been finalized. The CPO has created a "Process Flow Chart" to demonstrate how it handles complaints. The chart has been used in several of the CPO's published reports and is available on the CPO's website. The policies will be published in the CPO's Operations Manual in January 2017.
Quarter Two: The CPO has finalized its policies for the review and investigation of complaints. After revising its policies, the CPO realized that the "Process Flow Chart" created in Quarter One required updating. New flow charts have been created to demonstrate the CPO's process for reviewing, researching and investigating complaints. The policies will be presented to the Board and stakeholders for comment in spring of 2017. The policies will be made public after that process is complete.
Quarter Three: The CPO submitted its Case Practices and Operating Procedures to the Board on March 1. The manual includes the CPO's practices for reviewing and investigating complaints. Board members initiated a review of the manual at the meeting on March 9, 2017. Individual board members will continue to provide input until April 1, 2017. The CPO expects to do a soft launch of its Case Practices and Operating Procedures on May 1, 2017, at which time the manual will be provided to stakeholders and the CPO will be available for questions. The CPO's Case Practices and Operating Procedures will be fully implemented on July 1, 2017.

Performance Measure – Develop policies for determining and disclosing case dispositions and investigation findings.
Key Metrics
<ul style="list-style-type: none"> • Write and implement policies.
Status: ONGOING (Expected to complete this performance measure by June 30, 2017)
<p>Quarter One: Currently the CPO is evaluating and researching what information is appropriate and useful for the public and stakeholders. The CPO is considering what formats and platforms are best to present data and information on a routine basis. The policies will be completed and published in the CPO’s Operations Manual in January 2017.</p>
<p>Quarter Two: The CPO has continued its research, specifically studying models used by ombudsmen offices across the country, child protection agencies in Colorado and best practice standards set by the American Bar Association and the International Ombudsman Association. The CPO is drafting a strategic plan for information release. But progress on finalizing the policies has been significantly delayed due to a lack of resources. The CPO has realized that without additional staff such delays will continue. In November, the CPO submitted a request to the Joint Budget Committee asking for additional staff positions. Details about the CPO’s request may be found HERE.</p>
<p>Quarter Three: Despite the lack of resources, the CPO submitted its practices for determining and disclosing case dispositions and investigation findings on March 1, 2017. Board members initiated a review of the CPO’s Case Practices and Operating Procedures at the meeting on March 9, 2017. Individual board members will continue to provide input until April 1, 2017. The CPO expects to do a soft launch of its Case Practices and Operating Procedures on May 1, 2017, at which time the manual will be provided to stakeholders and the CPO will be available for questions. The CPO’s Case Practices and Operating Procedures will be fully implemented on July 1, 2017.</p> <p>In February 2017, the Joint Budget Committee approved the CPO’s request for funding to turn the position of Communications and Policy Director from a .5 FTE to a 1 FTE. The full-time position will be critical to the implementation of these practices beginning on July 1, 2017. The Communications and Policy Director will be responsible for producing and posting public reports, as well as responding to inquiries from the public and media concerning the CPO’s work.</p>

Performance Measure – Identify the most effective mechanisms to implement and track CPO recommendations.
Key Metrics
<ul style="list-style-type: none"> • Identify the supervising agency for each complaint. • Research effective procedures and policies to issue recommendations. • Follow up with agencies to determine how, if at all, they will address CPO recommendations. • Assess how to report agencies’ compliance or non-compliance with citizens and stakeholders.
Status: ONGOING (Expected to complete this performance measure by June 30, 2017)
<p>Quarter One: In completing its 2015-2016 Annual Report, the CPO reviewed 206 recommendations and developed a way to track and analyze the types of recommendations it makes. Currently, the CPO is conducting outreach to develop the best methods in which to deliver information about recommendations to the public and how to track whether agencies address recommendations.</p>
<p>Quarter Two: The CPO has continued assessing how to best track and publish its recommendations to the public and stakeholders. As the assessment continues, the CPO will focus on obtaining</p>

stakeholder input and adhering to state and federal confidentiality laws. But progress on finalizing the policies has been significantly delayed due to a lack of resources. The CPO has realized that without additional staff such delays will continue. In November, the CPO submitted a request to the Joint Budget Committee asking for additional staff positions. Details about the CPO's request may be found [HERE](#).

Quarter Three: The CPO has developed practices for issuing, publishing and tracking recommendations. By using a "recommendation number" stakeholders and the public will be able to easily identify which case and specific finding the recommendation was developed for. Despite the lack of resources, the CPO submitted its practices for implementing and tracking recommendations on March 1, 2017. Board members initiated a review of the CPO's Case Practices and Operating Procedures at the meeting on March 9, 2017. Individual board members will continue to provide input until April 1, 2017. The CPO expects to do a soft launch of its Case Practices and Operating Procedures on May 1, 2017, at which time the manual will be provided to stakeholders and the CPO will be available for questions. The CPO's Case Practices and Operating Procedures will be fully implemented on July 1, 2017.

In February 2017, the Joint Budget Committee approved the CPO's request for funding to turn the position of Communications and Policy Director from a .5 FTE to a 1 FTE.

STRATEGY TWO: Create communication policies in accordance with state law

Performance Measure – Develop procedures to effectively respond to Colorado Open Records Act Requests and educate the staff on compliance with CORA.

Key Metrics

- Write and implement procedures.
- Collaborate with the Colorado Attorney General's office to ensure the CPO's policies meet statutory requirements and align with best practice.
- Develop online information (CORA) request form for citizens and media outlets.
- Train CPO staff on CORA and office policies.

Status: COMPLETED in Quarter TWO

Quarter One: The CPO has started working with the Attorney General's office to ensure its policies align with statute. A draft of the CPO's policies for responding to CORA requests is being finalized. Information about the CPO's procedures in handling information requests have been posted to the CPO's website. Staff have received training on how to handle information requests. A formal online request form will also be created and posted to the website. The policies will be completed and published in the CPO's Operations Manual in January 2017.

Quarter Two: The CPO worked with the Attorney General's office during Quarter Two to finalize its policies and procedures for responding to CORA requests. Citizens may access the policies on the CPO's website, where they also have access to instructions on how to file a CORA request.

Quarter Three: Performance measure was completed in Quarter Two.

Performance Measure – Develop procedures for document retention for internal records and confidential case records.
Key Metrics
<ul style="list-style-type: none"> • Write and implement procedures. • Collaborate with the Colorado Attorney General’s office to ensure that the CPO’s policies meet statutory requirements and align with best practice.
Status: COMPLETED in Quarter TWO
Quarter One: Not yet started.
Quarter Two: The CPO, along with the Attorney General’s Office, finalized its procedures for document retention for internal records and confidential case records. The policies will be presented to the Board and stakeholders for comment in spring of 2017. The policies will be made public after that process is complete.
Quarter Three: The CPO Board approved the fiscal rules and internal financial controls during its meeting on January 10, 2017. Procedures for document retention are included in those rules.

Performance Measure – Develop procedures to comply with Colorado Open Meeting Laws (OML).
Key Metrics
<ul style="list-style-type: none"> • Write and implement procedures. • Collaborate with the Colorado Attorney General’s office to ensure the CPO’s policies meet statutory requirements. • Educate the Board on compliance with OML.
Status: COMPLETED in Quarter ONE
Quarter One: Following additional appointments during the summer of 2016, the Board is now operational. During the September meeting, board members met with the Attorney General’s office and were provided materials on OML. CPO staff was also provided the necessary literature on OML. Written policies are being finalized.
Quarter Two: Performance measure was completed in Quarter One.

Goal Three: Institute outreach and communication plans to educate and advise the public and stakeholders on trends and recommendations to improve the child protection system.

STRATEGY ONE: Develop a public policy strategy

Performance Measure – Create a short-term public policy plan.

Key Metrics

- Identify systemic policy concerns and prioritize any necessary investigations.
- Create a strategy and calendar for the 2017 legislative session to provide education to legislators when requested to do so.
- Create a strategy and calendar for speaking at relevant conferences.

Status: ONGOING

Quarter One: The CPO has identified eight systemic policy issues within the child protection system. Those issues were prioritized and the Ombudsman has assigned appropriate staff members to handle specific reviews. Since the start of the current fiscal year, the Ombudsman has presented at five conferences. In August, the CPO completed a day-long outreach initiative in the Seventh Judicial District. Currently, the CPO staff are planning a reception for legislators. As the 2017 legislative session approaches, CPO will continue to assess how to best serve as a resource for lawmakers and stakeholders.

Quarter Two: During Quarter Two, the CPO started researching three of the systemic policy issues it identified within the child protection system. Staffing limitations, however, have delayed substantial progress on those three cases, as well as prevented the CPO from initiating research on others. In November, the CPO submitted a request to the Joint Budget Committee asking for additional staff positions. Details about the CPO's request may be found [HERE](#).

With the 2017 legislative session approaching, the CPO has shifted some focus to legislative outreach and preparation. These efforts include hosting an open house for legislators and stakeholders in January, creating information packets for legislators and updating the CPO's legislative reference book.

The Ombudsman and Deputy Ombudsman have continued to present at relevant speaking engagements.

Quarter Three: The Joint Budget Committee approved the CPO's request for funding to turn the position of Communications and Policy Director from a .5 FTE to a 1 FTE. The CPO was also granted an additional FTE for a second child protection systems analyst (investigator). These changes, however, will not take effect until the start of the 2017-2018 Fiscal Year.

In January 2017, the CPO hosted an open house at the Ralph L. Carr Judicial Center for about 50 guests. Members of the legislature, judicial branch, CDHS, legal community and other advocates attended and were briefed on the CPO's first year as an independent government agency.

The CPO has recognized the breadth and depth of the systemic work needed and additional staff will be crucial in moving those cases forward. As a result, the CPO will carry this performance measure into Fiscal Year 2017-2018. The CPO has started drafting its Performance Plan for Fiscal Year 2017-2018 that will focus on developing and defining goals around its systemic work. It will also identify

resources that are available and needed to drive systemic reform, as well as ways to communicate findings to the public, legislature and stakeholders.

Performance Measure – Create a long-term public policy plan.

Key Metrics

- Research and select an annual systemic policy initiative for the CPO to address.
- Identify key opportunities to educate legislators on child protection issues.
- Identify key engagement opportunities with the executive and judicial branches.

Status: ONGOING

Quarter One: CPO staff have started collecting information on multiple systemic complaints, including issues within the Colorado Division of Youth Corrections, the Foster Care Bill of Rights and adoption subsidies. The Ombudsman has presented four information sessions to judicial officers since the start of the fiscal year. Moving forward, the CPO will continue to assess how to best engage and serve the executive, legislative and judicial branches.

Quarter Two: During Quarter Two, the CPO identified three systemic policy initiatives to address, including adoption subsidies and accessing behavioral health services for children diagnosed with severe mental health disorders and intellectual disabilities. Research is ongoing and the CPO has dedicated several hours to informational meetings with professionals involved in both cases. The CPO is no longer pursuing research concerning the Foster Care Bill of Rights.

In an effort to find innovative and effective methods for investigating systemic issues within the child protection system, the CPO has started developing new programming. While the program is in its infancy, the CPO is researching new ways to bring agencies together to resolve issues hindering the delivery of services to children within the child protection system.

Quarter Three: The Joint Budget Committee approved the CPO's request for funding to turn the position of Communications and Policy Director from a .5 FTE to a 1 FTE. The CPO was also granted an additional FTE for a second child protection systems analyst (investigator).

The CPO has recognized the breadth and depth of the systemic work needed and the additional staff will be crucial in moving those cases forward. As a result, the CPO will carry this performance measure into Fiscal Year 2017-2018. The CPO has started drafting its Performance Plan for Fiscal Year 2017-2018 that will focus on developing and defining goals around its systemic work. It will also identify resources that are available and needed to drive systemic reform, as well as ways to communicate findings to the public, legislature and stakeholders.

Performance Measure – Utilize new database to quantify and examine complaints with the goal of identifying trends.

Key Metrics

- Launch new database.
- Determine what trends and other information can be identified and how to best utilize it.

Status: COMPLETED in Quarter TWO

Quarter One: The CPO will launch its new database on October 3, 2016. Onsite staff training will be provided once the database is launched.

Quarter Two: The new CPO database was launched in October and the system became paperless in November. CPO staff were trained on the new database in November.

Quarter Three: Performance measure completed in Quarter Two.

Performance Measure – Using data collected by the CPO, educate and advise stakeholders and lawmakers on developing trends and citizens’ concerns about the child protection system.

Key Metrics

- Provide advice and education on child protection issues.
- Serve as subject matter experts as requested.
- Track and monitor relevant child protection legislation.

Status: ONGOING (Expected to complete this performance measure by June 30, 2017)

Quarter One: Efforts to complete this measure will begin in January 2017 in coordination with the start of the legislative session.

Quarter Two: The CPO is awaiting the start of the 2017 legislative session to start working on this performance measure.

Quarter Three: Since the start of the 2017 legislative session, the Ombudsman has presented to the Joint Judiciary Committee and the Joint Health and Human Services Committee. Those presentations included summaries of the CPO’s past work and details about current cases and future initiatives. The Ombudsman provided informational testimony on [Senate Bill 17-016](#), concerning efforts to make child protection team meetings optional for county human services departments. The Deputy Ombudsman has also participated in a series of stakeholder meetings concerning potential changes to statute related to drug exposed children.

Performance Measure – Redesign CPO website to serve as an information portal for citizens and stakeholders on real-time child protection issues with CPO initiatives.

Key Metrics

- Secure contract to develop a website that is informative, transparent and accountable.

Status: ONGOING (Expected to complete this performance measure by June 30, 2017)

Quarter One: A website redesign launched during Fiscal Year 2015-2016 is nearly completed. Currently, the CPO is evaluating what information it will post on its website and what format that information should be presented in.

Quarter Two: The CPO is in the early stages of re-designing its website. During Quarter Two, the CPO re-evaluated the void its website can fill in delivering services to the public and providing stakeholders with information. In designing its new website, the CPO will place emphasis on creating an interactive experience that provides the public and stakeholders with “real time” data.

Quarter Three: The CPO has coordinated with its developer and selected a template for its new website. The website is currently being built and in the next month CPO staff will start working with the developer to insert updated text, documents and data into the new website. The CPO expects to launch its new website in May 2017.

STRATEGY TWO: Establish outreach strategy to help expand utilization of the CPO's services

Performance Measure – Develop bi-lingual initiative to better connect with non-English speaking customers.
Key Metrics
<ul style="list-style-type: none"> • Create pamphlets and other literature in Spanish and develop a strategy on how to best distribute them. • Increase the number of contacts the CPO has with non-English speaking customers.
Status: ONGOING
Quarter One: Due to the demands on staff and additional printing costs, efforts to complete this measure will be largely dependent on whether additional funding requests are granted by the Joint Budget Committee.
<p>Quarter Two: As part of the its website redesign, the CPO is researching how to implement a “toggle” function that allows visitors to view the website in English and Spanish.</p> <p>Due to a lack of resources, however, the CPO’s ability to create Spanish-language literature and pamphlets is still limited.</p>
Quarter Three: In addition to integrating Spanish text into its website, the CPO has initiated efforts to translate its brochures. The CPO will start producing and distributing Spanish literature before July 1, 2017.

Performance Measure – Increase contacts with five key groups: foster and adoptive families, children, mandatory reporters, kin and the child protection legal community.
Key Metrics
<ul style="list-style-type: none"> • Continue tracking call data and other information while creating targeted outreach plans for these groups.
Status: ONGOING
Quarter One: Since the start of Fiscal Year 2016-2017, the CPO has drastically increased its engagement with the child protection community through outreach and speaking engagements. Collectively, the Ombudsman has presented to roughly 400 members of the child protection community. The CPO has continued tracking its call data to assess whether complaints are being received from one of the five key groups. Also, once the new database has launched the CPO will determine how best to utilize additional information to shape outreach initiatives.
Quarter Two: With the launch of the new database the CPO now has the ability to accurately track who is contacting the office. The CPO will create a report on caller trends at the end of Fiscal Year 2016-2017.
Quarter Three: The CPO has continued to collect data on callers. At the conclusion of Fiscal Year 2016-2017, the CPO will study the data to determine where it needs to increase outreach efforts and any lapses in the CPO’s collection of caller data.

Performance Measure – Integrate the CPO into the broader child protection community in an effort to share and gain information to improve service delivery to children and families.

Key Metrics

- Connect with judicial officers, the Colorado State Judicial Court Improvement Project, educators, law enforcement and treatment providers across the state to begin developing strategies to reach more families and children.

Status: COMPLETED in Quarter THREE

Quarter One: Since the start of Fiscal Year 2016-2017, the CPO has engaged and started working with judicial officers, the Colorado State Judicial Court Improvement Project and other members of the legal community. The CPO will continue working to engage law enforcement, educators and treatment providers by assessing and improving its outreach efforts.

Quarter Two: During Quarter Two, the CPO not only continued its outreach within the judicial branch, it also started working with mental health professionals, hospitals, the residential treatment community and the juvenile defense community.

Quarter Three: To continue expanding its outreach to the child protection community, the CPO met with the American Civil Liberties Union and Disability Law Colorado to learn about their efforts to reform the CDHS's Division of Youth Corrections. The CPO requested and participated in informational meetings with the Colorado Department of Health Care and Policy Financing, the CDHS's Office of Behavioral Health and CDHS's Collaborative Management Program.

Performance Measure – Secure speaking engagements at key stakeholder conferences and meetings.

Key Metrics

- Schedule speaking engagements for at least five conferences.
- Increase participation on key stakeholder meetings.

Status: COMPLETED in Quarter THREE

Quarter One: The Ombudsman presented informational sessions at five conferences during September 2016. The CPO has continued its participation on key stakeholder groups, including the Child Fatality Review Team, the Colorado Department of Public Health and Environment's Child Prevention System State Review Team and Denver Mayor Michael Hancock's Child Safety Net Impact Team. In an effort to ensure attendance and efficiency, CPO Child Protection System Analyst Melissa Vigil will start attending CFRT meetings. The Ombudsman will continue to attend Child Welfare Executive Council meetings and was recently appointed to the Task Force on the Collection and Security of Digital Images of Evidence of Child Abuse or Neglect. The CPO will also continue to meet with the CDHS monthly.

Quarter Two: The Ombudsman has met the goal of presenting at five conferences. The CPO, however, will continue to engage with the child protection community and present information at relevant events. Also, the CPO is hosting an open house on January 19, 2017. The open house will provide legislators, stakeholders and the public with an opportunity to meet the Child Protection Ombudsman and learn more about the office. Additionally, Melissa Vigil, CPO's child protection system's analyst, has represented the office at the monthly CFRT meetings.

During Quarter Two, the Ombudsman and Deputy Ombudsman gave presentations at the 17th Judicial District's Court Improvement Project.

Quarter Three: During Quarter Three the Ombudsman and Deputy Ombudsman each presented at meetings for Court Appointed Special Advocates for Children. During those presentations, the Ombudsman and Deputy Ombudsman spoke with volunteers and juveniles. The Ombudsman also presented information about the CPO to Alliance Colorado.

STRATEGY THREE: Improve communication with the public and stakeholders

Performance Measure – Develop protocols for communicating data related to citizen complaints.

Key Metrics

- Create policies for what materials will be posted.
- Identify and secure the necessary technology to post information in real time on the CPO’s website.

Status: ONGOING (Expected to complete this performance measure by June 30, 2017)

Quarter One: On September 14, 2016, the CPO staff met and discussed what information is most useful to the public and what materials should be posted on its website. The CPO has also started assessing what information is shared by ombudsman offices across the country and how that information is presented. Training for staff on updating and running the website will be scheduled during the next quarter.

Quarter Two: During Quarter Two, Jordan Steffen, CPO’s communication and policy director, was trained on running the website. The CPO has continued its detailed study on what data will be shared by the CPO and how. On December 8 and 9, staff held a retreat at the CPO’s office. During the retreat, CPO staff also discussed what data was available and how that data could illustrate issues within the child protection system for the public.

Quarter Three: The CPO submitted its Case Practices and Operating Procedures – which include protocols for communicating CPO data – for finalization on March 1, 2017. The CPO will implement these protocols on July 1, 2017. As part of its website redesign, the CPO is developing a “Data Dashboard” function for its website. This page will provide the public and stakeholders with up-to-date information about the work the CPO is doing. In addition to updating its “Report Library,” the CPO has also created templates for all its case reports. These templates will ensure all the CPO’s public reports are consistent. The CPO will implement those templates on or before July 1, 2017.

Performance Measure – Develop quarterly report for citizens, stakeholders and media.

Key Metrics

- Design a quarterly report to highlight reviews, investigations and other initiatives of the CPO.
- Create a distribution list that will include citizens, stakeholders and media outlets.

Status: ONGOING

Quarter One: On September 14, 2016, CPO staff members discussed the format and information that would be most useful in its quarterly reports. Together the staff created a rough design of what the quarterly reports will look like and issues it should highlight. In addition to designing and writing its first quarterly report, the CPO is working to create a comprehensive distribution list.

Quarter Two: During the CPO’s retreat, staff discussed what information should be included in the quarterly reports. Using that information, the CPO will create a strategic plan on developing and launching its quarterly reports. The plan will not only outline the design of the reports, but it will also

create a schedule for seeking stakeholder input. The CPO has also created a master distribution list and will use that list to help shape its reports so they are both useful and engaging.

Quarter Three: The CPO submitted its Case Practices and Operating Procedures, which include its procedures for writing and releasing quarterly reports, for finalization on March 1, 2017. The CPO has started drafting the template that will be used and what information will be included in each quarterly report. The CPO expects to release its first quarterly report in January 2018.

Performance Measure – Develop policies and strategies to proactively and reactively respond to media outlets on high-profile child abuse cases and investigations.

Key Metrics

- Research relevant statute to ensure the CPO is in compliance with confidentiality laws.
- Write and implement communications policies.
- Train CPO staff on procedures for responding to media inquiries.

Status: ONGOING (Expected to complete this performance measure by June 30, 2017)

Quarter One: The CPO is in the process of drafting communications policies and is continuing to work with the Attorney General’s office on this issue. CPO staff has received informal training on receiving and handling media inquiries. The policies will be completed and published in the CPO’s Operations Manual in January 2017.

Quarter Two: The CPO’s communication policies and procedures for responding to CORA requests have been finalized. The policies will be presented to the Board and stakeholders for comment in spring of 2017. The policies will be made public after that process is complete.

Quarter Three: Procedures for responding to media outlets’ inquiries and CORA requests were submitted for finalization on March 1, 2017. The CPO will implement these policies on July 1, 2017.

Goal Four: Increase staff to meet the growing demand for services.

STRATEGY ONE: Analyze the CPO's needs to meet the demand for outreach and education and comply with statutory mandates

Performance Measure – Assess any additional funding that may be needed to bolster the part-time position of Communications and Policy Director.

Key Metrics

- Evaluate the need for a full-time Communications and Policy Director by monitoring responses to outreach efforts and requests from citizens and stakeholders for information.
- If necessary, present funding request to the Joint Budget Committee.

Status: COMPLETED in Quarter THREE

Quarter One: Since joining the CPO in July, the Communications and Policy Director has helped complete the annual report, all reports required under the SMART Act, handled multiple media requests as well as prepared staff members for interviews and provided support and outreach at five conferences. The CPO, however, is currently assessing the additional funds and hours needed to complete additional tasks, such as the CPO's first quarterly report, assisting in systemic cases and drafting policies for the CPO Operations Manual.

Quarter Two: The CPO submitted its funding request – including a request to make the position full-time – to the Joint Budget Committee in November. Details about the CPO's request may be found [HERE](#).

Quarter Three: On February 16, 2017, the Joint Budget Committee approved the CPO's request for funds to make the position full-time. The position will become full-time on July 1, 2017, when funding becomes available.

STRATEGY TWO: Monitor increasing call demand and analyze ways to create investigative capacity for systemic complaints

Performance Measure – Analyze how additional funding may be used to create a second full-time investigator position.

Key Metrics

- Evaluate the need for a second investigator by monitoring caseload numbers and complexity.
- If necessary, present funding request to the Joint Budget Committee.

Status: COMPLETED in Quarter THREE

Quarter One: The CPO is assessing the workload of its current investigator to help determine the need for additional staff. The number of complaints the CPO is receiving continues to increase, which in turn is increasing the caseload of its investigator. Also, since the start of Fiscal Year 2016-2017, the CPO has received complaints or identified eight systemic issues that need addressing. Currently, the CPO does not have enough staff to review and/or investigate these issues in a timely manner. In addition to reviewing complaints and working on investigations, the current investigator has played a key role in launching the CPO's new database.

Quarter Two: The CPO submitted its funding request – including a request for funds to hire a second investigator – to the Joint Budget Committee in November. Details about the CPO’s request may be found [HERE](#).

Quarter Three: On February 16, 2017, the Joint Budget Committee approved the CPO’s request for funds to hire a second investigator. The CPO will post the position in May, interview candidates in June and expects to have the position filled by July 1, 2017.