

# Office of Colorado's Child Protection Ombudsman

FY 2020-2021  
Agency Summary and Budget Request



Stephanie Villafuerte, Child Protection Ombudsman

# Agency Overview

## Background

The Office of Colorado's Child Protection Ombudsman (CPO) was established in June 2010, under Senate Bill 10-171. This legislation provided that the CPO would operate as a program through a contract with a local non-profit agency, issued and managed by the Colorado Department of Human Services (CDHS).

Senate Bill 10-171 was passed in response to the deaths of 12 children in Colorado who were known to child protection services. The deaths of these children in 2007 sparked an outcry by the public that there be greater oversight, accountability and transparency of the child protection system in Colorado. The public demanded to know more about how the systems charged with protecting Colorado's children were keeping them safe and working to prevent such tragedies in the future.

Years after the CPO's creation, legislators determined that the CPO needed independence from the agencies it was designed to review. So, on June 2, 2015, Senate Bill 15-204, *Concerning the Independent Functioning of the Office of the Child Protection Ombudsman*, was signed into law. This legislation transformed the original "program" into a distinct and independent state agency. The new, independent CPO opened in 2016.

The concept of an ombudsman dates back hundreds of years and is designed to provide citizens with an independent, unbiased and trusted intermediary between the public and an entity. In a similar fashion, the CPO works to provide a clear channel between the citizens of Colorado and the agencies and providers tasked with protecting children. The CPO is guided by standards set by organizations such as the United States Ombudsman Association and the American Bar Association. Using those standards, the CPO serves the public by independently gathering information, investigating complaints and providing recommendations to child protection agencies and providers.

To ensure the accountability and transparency of the CPO and the Ombudsman, the legislature also created the Child Protection Ombudsman Board (CPO Board) in 2015. The CPO Board was the first of its kind in the nation. By law, the CPO Board is required to oversee the Ombudsman's performance and act as an advisory body on strategic direction and outreach decisions by the CPO.

The CPO is now housed within the Colorado State Judicial Branch and is located at the Ralph L. Carr Judicial Center in Denver. Colorado's current Child Protection Ombudsman, Stephanie Villafuerte, was appointed in December 2015 by the CPO Board. Ombudsman Villafuerte took office in January 2016.

## **Mission**

Ensuring that the state's child protection system consistently provides high-quality services to every child, family, and community in Colorado.

## **Vision**

Ensuring safety for Colorado's children today and envisioning a stronger child protection system for the future.

## **Major Agency Functions**

### **Role of the CPO**

By design, the CPO serves as an independent, neutral problem solver that helps citizens navigate a complex child protection system in an expert and timely manner. The CPO has independent access to child protection records that are not otherwise available to the public. This allows the CPO to objectively assist citizens with concerns, investigate issues affecting the child protection system, deliver recommendations and drive systemic reform through research and education. Through objective study the CPO works to improve the delivery of services to children and families within the child protection system.

### **Responsibilities of the CPO**

The CPO was established pursuant to C.R.S. 19-3.3-101. The CPO receives complaints concerning actions or inactions by child protection agencies that may adversely impact the safety, permanency or well-being of a child. Child protection agencies are those that receive public funds to protect or care for children. This includes law enforcement, mental health agencies, child welfare services and the Division of Youth Services.

In addition to providing all citizens free and confidential services, the CPO provides citizens and stakeholders three primary services:

**Information and Resources Referral (IRR)** – The CPO provides citizens with information, resources and/or education to help resolve their questions regarding the child protection system. The CPO will speak with a citizen on the phone to learn more about their concern. CPO staff may personally connect the caller with a resource that is best suited to address their question.

**Assist** – This is the most common service provided by the CPO. The CPO works with citizens to clarify what is happening in their specific case, including processes and actions taken by an agency or provider. CPO staff will complete an independent review of relevant records, rule and law. Depending on the complexity and nature of the inquiry, the CPO may contact the agency/provider involved to gain a better understanding about a specific situation. In some instances, the CPO may facilitate communication between the caller and the agency involved in the case with the goal of resolving the problem.

**Investigation** – The CPO will open an investigation if it determines a case may result in recommendations for statutory, budgetary and/or administrative changes to improve the broader child protection system. A comprehensive, independent study of relevant facts, records, rules and law will be completed. The CPO will interview all relevant parties and may interview subject matter experts. For all investigations, the CPO will contact the relevant agency/provider and release a public investigation report.

### **Jurisdiction and Environment**

The CPO receives *“complaints concerning child protection services made by, or on behalf of, a child relating to any action, inaction, or decision of any public agency or any provider that receives public moneys that may adversely affect the safety, permanency, or well-being of a child. The Ombudsman may, independently and impartially, investigate and seek resolution of such complaints, which resolution may include but need not be limited to, referring a complaint to the state department or appropriate agency or entity and making a recommendation for action relating to a complaint.”* See C.R.S. 19-3.3-103(1)(a)(I)(A).

Some examples of agencies/providers the CPO has jurisdiction to review includes: human service agencies, youth corrections, law enforcement, educators, medical professionals and treatment providers.

Pursuant to C.R.S. 19-3.3-101 to 110, the CPO does not have the authority to:

- Investigate allegations of abuse and/or neglect.
- Interfere or intervene in any criminal or civil court proceeding.
- Investigate complaints related to judges, magistrates, attorneys or guardians ad litem.
- Overturn any court order.
- Mandate the reversal of an agency/provider decision.
- Offer legal advice.

## **Recap of Fiscal Year 2018-2019**

The CPO completed several impactful projects in Fiscal Year 2018-2019, including helping nearly 600 Colorado citizens with concerns about the child protection system, releasing two major systemic investigation reports and issuing a policy brief regarding the Colorado Division of Youth Services (DYS).<sup>1</sup>

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<sup>1</sup> Colorado Division of Youth Services Issue Brief, August 20, 2019; CPO #2018-3050 Montezuma County Social Services; CPO #2017-2736 El Pueblo Boys and Girls Ranch. All reports can be located at <https://www.coloradocpo.org/work-we-do/illuminate/>

Highlights from Fiscal Year 2018-19 include:

- **Passage of Adoption Assistance Legislation:** In December 2017, the CPO released its investigation report regarding Colorado's adoption assistance program. The investigation resulted in a total of 14 recommendations. One recommendation for the Colorado General Assembly was to amend the Colorado law outlining the adoption assistance program. Colorado's statute did not accurately reflect federal law and guidance and did not provide Colorado's 59 county human services departments with sufficient guidance to administer the program. Between June and October 2018, the CPO facilitated eight stakeholder meetings totaling more than 20 hours of discussion among nearly 30 stakeholders. Those discussions resulted in Senate Bill 19-178, which strengthened the state's adoption assistance program in three primary ways:
  - Colorado's law was brought into compliance with federal law and guidance
  - Ensured eligible children and youth have equal access to the program
  - Ensured adoptive families and county departments have consistent, accurate information and guidance about eligibility requirements and the services, benefits and remedies available under the program

The legislation passed without any opposition. Gov. Jared Polis signed the bill on May 16, 2019.

- **Release of CPO Investigative Report #2018-3050: A review of child welfare service delivery in Montezuma County.** In 2018, the CPO was contacted by multiple community members in Montezuma County regarding the delivery of child welfare services to children and families. The CPO's investigation revealed 67 violations of state laws and regulations by one local child protection agency. The violations demonstrated concerning gaps in the agency's case practices that impacted the safety of at least a dozen children and their families. The CPO issued a report outlining these violations and made recommendations to both the local agency and the CDHS on ways that practice and operating systems could be more responsive to child safety.<sup>2</sup>
- **Release of CPO Investigative Report #2017-2736: Addressing the Safety of Children in Colorado's Residential Child Care Facilities.** In 2017, the CPO was asked by concerned citizens to open an investigation into the closure of the El Pueblo Boys and Girls Ranch to find out how conditions became so unsafe at a facility that was entrusted with caring for some of Colorado's most vulnerable children. Through this investigation, the CPO identified a lack of coherent regulations and a strained regulatory system that fostered delays in addressing child safety. The CPO made recommendations to the CDHS to improve state oversight mechanisms so that youth in the state's other residential care

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<sup>2</sup> The full report can be found at: <https://www.coloradocpo.org/work-we-do/illuminate/>

facilities are assured to have their safety needs addressed in a timely and effective manner.<sup>3</sup>

- **Release of CPO Issue Brief: A Call for Public and Transparent Division of Youth Services Rulemaking Process.** Following a 2017 report by juvenile advocates on a culture of violence inside the DYS, a series of promising reforms were passed by the Colorado State Legislature. Despite these reforms, the CPO received numerous inquiries from citizens regarding how these new laws and requirements were being implemented within the DYS. After months of research, the CPO released a detailed issue brief outlining concerns about the lack of transparency in the DYS when making policies that impact staff and youth safety. The CPO issued a series of recommendations for how the DYS can develop an open and participatory rulemaking process that is consistent with the best practices of other state agencies.<sup>4</sup>

These and many other accomplishments are highlighted in the Office of Colorado's Child Protection Ombudsman Annual Report.<sup>5</sup>

## Going Forward

As is required under the Smart Measurement for Accountable, Responsive and Transparent Government Reports Act (SMART Act C.R.S. 2-7-204), the CPO submitted its Fiscal Year 2019-2020 Performance Plan on June 14, 2019. This report contains the CPO's strategic goals for the current fiscal year. These goals include improving statewide communication and outreach efforts, reducing the time it takes to resolve citizens' concerns and strengthening our internal public policy efforts to engage citizens and stakeholders on important systemic policy issues that impact children and families. These policy initiatives, strategies and key metrics can be found in our 2019-2020 Performance Plan.<sup>6</sup>

## Budget Status 2019-2020

In June 2019, the CPO reverted \$68,940 to the General Fund from its program line. The factors that contributed to this were changes in staffing levels throughout the year which created vacancy savings. Specifically, the CPO was unable to fill two Child Protection Systems Analyst (CPSA) positions for three months, July through September 2018. This is the amount of time that it took to post, recruit and hire for these positions. Additionally, once the agency was fully staffed,

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<sup>3</sup> The full report can be found at: <https://www.coloradocpo.org/work-we-do/illuminate/>

<sup>4</sup> The full report can be found at: <https://www.coloradocpo.org/work-we-do/illuminate/>

<sup>5</sup> See Appendix 1, Office of Colorado's Child Protection Ombudsman Annual Report 2018-2019

<sup>6</sup> See Appendix 2, CPO Smart Act Report-Performance Plan, FY 2019-2020

two analysts left the office in early 2019. Each of these positions took nearly three months during 2019 to fill. This resulted in several months of vacancy savings for these positions.

***FY 2020-21 Funding Request***

***November 1, 2019***

***Department Priority: 1***

***Request Title: Office of Colorado's Child Protection Ombudsman***

Summary of Incremental Funding Change for FY21	Total Funds	General Fund	Cash Funds	General Fund FTE
<b>TOTAL REQUEST (All Lines)</b>	<b>\$ 77,749</b>	<b>\$ 77,749</b>	<b>\$ -</b>	<b>0.0</b>
<b>Total Program:</b>	<b>\$ 77,749</b>	<b>\$ 77,749</b>	<b>\$ -</b>	<b>0.0</b>
Office of the Child Protection Ombudsman				
Program Costs	\$ 77,749	\$ 77,749	\$ -	0.0

## **Budget Request Summary 2020-2021**

The CPO submitted a continuation budget request for Fiscal Year 2019-2020. As a relatively new independent agency, the CPO determined that it would be prudent to evaluate existing business practices for one year to determine how to provide the most efficient and effective way to provide services to citizens. During this 12-month period, the CPO analyzed and continued to refine its practices — providing a greater service array to address individual complainants' calls and expanding its practice to address systemic child protection concerns.

The CPO has had the opportunity to evaluate its business practices and operations for the past 12 months and has determined that a decision item is warranted for Fiscal Year 2020-2021. This budget request is centered on increasing agency effectiveness and service to Colorado citizens by addressing two areas: (1) recruitment and retention of CPO staff and (2) funding to promote the CPO as a statewide office to Colorado citizens and child serving professionals who are concerned about the fairness and effectiveness of the state's child protection system.

For Fiscal Year 2020-2021, the CPO seeks additional funding in the amount of \$77,749 for the following:

- (1) Funding for salary increases totaling \$35,749 for six CPO positions to improve recruitment and retention of employees. This amount includes all relevant common policies.
- (2) Funding totaling \$42,000 to secure assistance from an outside communications firm to promote the CPO's services statewide to citizens and child protection stakeholders.

Detailed justification for each of the above requests is in the CPO's formal decision item request that is attached herein.

If the Joint Budget Committee approves a common policy (salary survey and merit) adjustment, the CPO would like to apply the adjustments to all CPO staff.

### **Salary Increases for Employees**

The CPO currently has 8 FTE in the following positions:

- (1) Chief Analyst—Division of Child Welfare Services
- (2) Child Protection Systems Analyst — Division of Child Welfare Services
- (3) Child Protection Systems Analyst — Division of Child Welfare Services
- (4) Child Protection Systems Analyst — General Systemic Investigations
- (5) Child Protection Systems Analyst — Division of Youth Services
- (6) Director of Administrative Services
- (7) Deputy Ombudsman
- (8) Ombudsman

The CPSA position is one which requires high-level skills and specialized knowledge. A CPSA responds to citizens and stakeholders who have concerns or questions about Colorado's child protection system. Concerns involve a variety of entities, including child welfare services, law enforcement, behavioral health and the DYS. Most of the cases handled by the analysts involve the CDHS and individual county human services departments. In fulfilling this role, the analyst must collect all relevant information from a citizen and review third-party resources that may provide context for the case. These sources may include the statewide Trails child welfare database, law enforcement records and the state court databases. The analyst must utilize the information they gather to determine the proper service to provide to citizens. These services range from providing contacts a resource referral to an agency that may be able to help them resolve their case, to identifying possible law or rule violations in how the agency or provider handled a case.

In addition to handling a caseload of individual cases, the analyst is charged with monitoring their cases for trends and identifying any possible systemic issues within the child protection system. The analyst is expected to analyze and track case data so they may provide education and guidance to other CPO staff members working on broader child protection policy. The analyst is also required to write high-level reports including summaries of cases, letters outlining possible violations of rule and law and drafting reports detailing systemic policy



concerns.<sup>7</sup> The analyst is also required to represent the agency outside of the office at stakeholder meetings, legislative hearings and other events.

### **Increase salaries for three CPSA Positions – \$15,283 annually**

The CPO has assigned three individuals – CPSAs – to handle individual and systemic complaints. In Fiscal Year 2018-2019, the CPO processed 575 complaints and completed two systemic investigations and a CPO Issue Brief.

In 2016, the CPO worked with the State Court Administrators Office (SCAO) to secure appropriate job descriptions and salary ranges for the CPSA position. The position was designated as follows:

Criminal Investigator I (A2A2)<sup>8</sup>

Salary range: \$58,212 – \$73,360 – \$86,508

For the past four years, the CPO has advertised a base salary of \$65k in all job postings for CPSA positions. This is below the mid-point of the salary range for a Criminal Investigator I position (\$73,360). To adequately serve the public, CPSAs must have a minimum of 5 years' experience in the child protection system and significant analytical and writing skills. The CPO has struggled to hire individuals at the current salary level of \$65k – finding that while applicants have five years of social work experience in the child protection arena, they do not have the higher-level skill set required to investigate cases, analyze law and rule violations and write written reports. In just the past three years, this disconnect in applicants' skill sets has resulted in five vacancies within the CPSA position category.

The CPO requests a total of \$15,283 in additional funding to increase salaries and other common policies of the three existing CPSA positions in order to improve recruitment of skilled employees and retention of existing employees. The CPO requests the following base salary increases for these three positions:

CPSA 1: Current base salary \$66,936—increase base to \$70,000

CPSA 2: Current base salary \$66,942—increase base to \$70,000

CPSA 3: Current base salary \$63,648—increase base to \$70,000

While these requested increases are still below the mid-point of the salary range for a Criminal Investigator position (\$73,360), the CPO believes these increases would significantly assist the CPO in securing and retaining qualified employees.

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<sup>7</sup> Examples of the CPO's work product can be found at [www.coloradocpo.org](http://www.coloradocpo.org)

<sup>8</sup> Class code from the Division of Human Resources FY 2017-18 Annual Compensation Report and Plan. A Criminal Investigator I as outlined includes the following duties: conducting independent reviews of citizen complaints, making program and policy recommendations, data collection and analysis.

**Impact if request is not granted:** The CPO will be unable to recruit qualified applicants and will continue to experience high turnover in the CPSA positions. This will reduce the quality and efficiency of services provided to Colorado citizens.

**Increasing base salary for Chief Analyst – Child Welfare Services Position to reflect supervisory duties – \$8,939 annually**

When the CPO was first established in 2011, the size of the agency and the call volume was minimal. No supervisory structure was needed given the small size of the agency. Since this time, call volume and systemic investigations have nearly doubled, requiring additional analysts. In Fiscal Year 2011-2012 the CPO received 135 calls, employed one full-time CPSA and conducted no systemic investigations. Today the CPO has five full-time analysts and handles 575 calls and multiple systemic investigations. This growth has necessitated the need for a supervisory position. The CPO has never requested an enhanced salary for an analyst to serve in a supervisory capacity.

In Fiscal Year 2018-2019, the CPO received 575 calls. Given this high volume of calls and the number of CPSAs employed in this service area, the CPO modified one of the four CPSA positions, to incorporate supervisory and program development responsibilities. This person is designated as a Chief Analyst and currently carries a full-time caseload and supervises two individuals. In addition to completing the responsibilities of a general analyst,<sup>9</sup> this person's duties include:

- Develop case operating policies and procedures
- Liaison between the CPO and the CDHS and 59 county human service directors and their staff
- Onboarding and ongoing training of CPSAs
- Assignment of cases to CPSAs
- Provide case supervision to CPSAs
- Conduct case audits – review CPSAs casework to ensure compliance with CPO operating requirements and deadlines
- Oversight of systemic child welfare projects
- Contribute to systemic investigations through research and writing
- Review and edit reports and correspondence of CPSAs

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<sup>9</sup> A CPSA is required to complete the following duties:

- Maintains full caseload of inquiries received by the CPO
- Provides appropriate services when constituents contact the CPO including Information and Resource Referrals, Assists, and Investigations
- Completes case reviews to assess for general compliance and application of statutes, laws, regulations and procedures involving the child protection system
- Produces written reports including: Compliance Letter, Issue Briefs and Investigation Reports
- Regular attendance at statutorily required meetings

- Prepare quarterly and annual data reports regarding CPO child welfare work for internal use and for external stakeholders
- Regular attendance at statutorily required meetings<sup>10</sup>

The CPO would like to adjust the salary for this position to reflect the increased duties and responsibilities required of the position. The CPO has consulted with the SCAO to determine what the appropriate job description and salary range would be for this position. The CPO received the following information:

Probation Services Analyst III (R43487)<sup>11</sup>  
Salary range: \$80,376—\$95,790 – \$111,204

The CPO requests additional funding to raise the base salary of this position from \$75,705 to \$83,000. The CPO recommends a salary slightly above the lowest point in the range in order to fairly compensate for the supervisory and program development duties that are required of the position. In order to accomplish this, the CPO is requesting a total of \$8,939 for the increase in base salary and associated common policies.

**Impact if request is not granted:** The CPO will be unable to sustain a supervisory position that is needed to provide adequate training and supervision to analysts. Additionally, the program would lack oversight which could negatively impact the overall quality of services provided to Colorado citizens. Additionally, a lack of support for CPSAs could impact the CPO's ability to retain employees.

### **Increase salary for CPSA DYS Position – \$5,719 annually**

When the CPO first requested a position for the DYS it was anticipated that this individual would provide the CPO's standard services including appropriate constituent services, case reviews and write reports related to legal and regulatory compliance concerns. In October 2018, the CPO filled this position.<sup>12</sup> While this person was able to provide basic services to constituents, the CPO has determined that this position requires an individual who can develop, manage and lead a statewide program related to the DYS.

The DYS is comprised of 13 state-owned facilities and approximately 30 private facilities which provide contract services and placement for youth involved with the DYS. The CPO has identified a myriad of issues that need investigation including appropriate use of physical management and juvenile seclusion practices. During the past several months, the CPO learned that providing

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<sup>10</sup> CPO staff are mandated in statute to attend statewide meetings including: CDHS – Child Fatality Review, Colorado Department of Public Health and Environment – Child Fatality Review, Governor's Behavioral Health Task Force, Colorado Department of Public Safety – Committee of Juvenile Justice Reform and the Colorado's Children Trust Fund Board.

<sup>11</sup> See Appendix 3, Job Description, Probation Services Analyst III (R43487)

<sup>12</sup> This position has been vacant since July 2019.

services to citizens involved with, and impacted by, the DYS is very different than providing services to those citizens who are impacted by the child welfare system. Due to the secure nature of all DYS facilities and safety concerns related to these youth, these cases are more difficult to navigate and investigate.

As such, the CPO needs to develop strong policies, procedures and programs to address the unique concerns raised by citizens. For example, the CPO needs someone with the skills to develop a memorandum of understanding with the DYS to facilitate contact with youth residing in facilities, obtain youths' records and secure discovery of important items such as audio/video files. Additionally, the CPO requires an individual who can create priorities and a strategic plan for the CPO to address concerns in this large statewide system. For example, in recent months, the CPO has been asked by citizens to conduct an independent investigation into the Lookout Mountain Youth Services Center. This facility has been plagued by staff and youth violence, including riots, for months. Because the CPO does not have the resources to address such large-scale concerns it must find a way to work with officials and find alternate approaches to monitor conditions in these types of facilities. The CPO requires a program manager to navigate this myriad of challenges.

The CPO has been actively recruiting individuals for this position since July 2019, but is unable to secure candidates with program development experience because of the salary. Based upon research and conversations with the SCAO, this position would fall into the following category:

Probation Services Analyst III (R43487)<sup>13</sup>  
Salary range: \$80,376 – \$95,790 – \$111,204

The CPO requests \$5,719 to increase the base salary and associated common policies for this position. This would allow the CPO to bring this position's base salary to \$80,376 (the minimum of the range), up from \$75,708. The CPO is requesting lower pay than the Chief Analyst – Child Welfare Services, because this position does not currently provide supervision to other employees.

**Impact if request is not granted:** The CPO will be unable to hire someone who has program management experience. This means that the CPO would not have the resources to develop a DYS program that enables the CPO to adequately investigate citizen complaints. This would negatively impact the quality of services provided to Colorado citizens.

**Increase salary for administrative services position to reflect additional duties and responsibilities – \$5,808 annually**

The CPO currently employs one FTE Administrative Services person whose responsibilities have evolved and substantially increased as the agency has grown in size and complexity. Over the

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<sup>13</sup> See Appendix 4, Job Description, Probation Services Analyst III (R43487)

past four years, the CPO has grown in staff size from 3.5 FTE to 8 FTE. The volume of calls the agency receives has increased, as has the number of systemic investigations<sup>14</sup> and letters of compliance concerns.<sup>15</sup> The CPO has also increased the number of meetings that it hosts and facilitates for systemic policy projects.<sup>16</sup> The CPO's administrative services person has been required to absorb this increased workload without additional financial compensation.

From 2015 to 2017, the administrative services person was responsible for standard tasks including answering phones, sorting mail and preparing correspondence, photocopying, making files, ordering office supplies, basic human resource onboarding and handling public inquiries. During the last 12 months, this individual has taken on a great deal more tasks that are less administrative in nature and more closely aligned with the agency's core business functions – namely, human resource and financial matters.

Compared to other state agencies, the CPO is relatively small in size and does not employ staff specifically designated to perform budgetary, accounting and human resource functions. While the CPO has an MOU with the SCAO to provide support in these areas – these services are provided at a very high level. This support does not include assistance on a day-to-day basis. For example, while the SCAO provides the CPO with human resource advice related to changes in employee benefit packages and discipline/termination matters, they do not handle the recruitment, interviewing, on-boarding of new employees or administration of leave policies. Additionally, while the SCAO provides accounting services to the CPO, the CPO handles all business transactions leading up to that point including negotiating vendor contracts, ensuring vendor contracts comply with SCAO fiscal requirements, documenting expenses in Quick Books, managing all expenses, ensuring payment and processing of all invoices, maintaining inventory lists and ensuring compliance with the CPO's document retention policies.

As these examples illustrate, the CPO is required to perform many business functions beyond that which is covered by our MOU with the SCAO. As our agency has grown – staff, financial and human resource needs have also increased. Until now, the CPO has been able to manage these tasks by delegating them to various individuals. However, this model is no longer sustainable or even advisable given the significance of such matters to the proper business functioning of the agency. During the past several months, these business functions have been assigned to our administrative services person. While this person is qualified to complete these duties and

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<sup>14</sup>Colorado Division of Youth Services Issue Brief, August 20, 2019; CPO #2018-3050 Montezuma County Social Services; CPO #2017-2736 El Pueblo Boys and Girls Ranch. All reports can be located at:

<https://www.coloradocpo.org/work-we-do/illuminate/>

<sup>15</sup> Letters of Compliance Concern are sent to agencies where the CPO has detected possible law/regulatory violations in the handling of a child protection case. These letters can be located at:

<https://www.coloradocpo.org/work-we-do/illuminate/compliance-concerns/>

<sup>16</sup> See Appendix 1, Office of Colorado's Child Protection Ombudsman FY 2018-2019 Annual Report, "Community Forums."

responsibilities, the current job description and salary range are no longer appropriate given the increased responsibilities.

Currently, the CPO's Administrative Services person is classified as follows:

Staff Assistant(R41065)<sup>17</sup>

Salary Range: \$51,804 – \$60,624 – \$69,432

Current Salary: \$66,467

The CPO needs to reclassify the administrative services position into one which reflects these higher-level duties and increase the overall salary range. During the past three months, the CPO has worked with the SCAO to determine a more appropriate position and salary range for the CPO's administrative services person. To that end, the CPO conducted a workload study to monitor the duties of our current employee and the time spent on such duties.<sup>18</sup> The study showed that the employee spends substantial time on activities that fall outside of typical administrative work. As a result of this study, the SCAO has suggested the following job classification and salary:

Executive Assistant to the SCA (R41051)<sup>19</sup>

Salary Range: \$60,504 – \$71,202 – \$81,900

The CPO would like to apply the mid-point of this salary range (\$71,202). The current salary for this position is \$66,467. In order to make these changes, the CPO requests an additional \$5,808 to increase the base salary and associated common policies for this position.

**Impact if Request not granted:** The CPO will be unable to reclassify the administrative services position to allow for that individual to support the CPO in financial and human resource areas. Additionally, the CPO will be unable to adequately address the growing financial/human resource issues in the agency. This will negatively impact the integrity of the CPO's business operations.

## **Outreach and Communications**

### **External Assistance with Communication Services – \$42,000 annually**

The CPO has a statutory mandate to establish an agency that serves as a statewide resource to citizens who are concerned for the safety and well-being of a child.

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<sup>17</sup> Job Classification for SCAO Staff Assistant from the SCAO Compensation Plan (August 2017)

<sup>18</sup> See Appendix 5: Workload study for CPO Administrative Services Position. This study included hourly monitoring for 30 working days.

<sup>19</sup> See Appendix 6, Job Description, Executive Assistant to SCA

These requirements include:

- (i) Ensuring citizens have, “a well-publicized, easily accessible, and transparent grievance process for voicing their concerns about the child protection system as well as being responsible for responding to those concerns in a timely and appropriate manner.” C.R.S. 19-3.3-101(1)(e)
- (ii) Educating the public on child maltreatment and the role of the community in strengthening families and keeping children safe;
- (iii) Promoting best practices and effective programs relating to publicly funded child protection systems;  
C.R.S. 19-3.3-103(III)(2)(c)(d).

In addition to these responsibilities, the CPO is required to produce reports for the General Assembly, including a yearly annual report and six SMART Act reports each year.

In Fiscal Year 2018-2019 the CPO received 575 inquiries from citizens. A review of the subject matter of these complaints indicates that nearly 83% of calls were regarding human service child welfare agencies, the vast majority which were located in the metropolitan area. The remaining 17% of calls were about other agencies including law enforcement, behavioral health and the DYS.

An examination of the type of callers who reach out to the CPO, indicates that the CPO receives approximately 10% of its calls from mandatory reporters or other child serving professionals who are responsible for child safety such as doctors, educators, children’s legal advocates, law enforcement and children’s behavioral health organizations.

While the CPO relies on citizen calls to inform our agency about the effectiveness of child protection services, some of the most impactful information comes from agencies and stakeholders who consistently work with children in need of care and protection. For example, the CPO was made aware of problems with Colorado’s adoption assistance program through local adoption agencies and legal advocates for children. The information received from these groups formed the basis of a 16-month investigation that resulted in considerable reform of the program.<sup>20</sup> Additionally, the CPO launched an investigation into the widespread abuse of children that occurred at the El Pueblo Boys and Girls Ranch. This investigation was triggered by information the CPO received from the children’s legal advocates. These examples demonstrate the critical importance of connecting with outside stakeholders and making them aware of the CPO’s services. Working with other child serving professionals allows the CPO to efficiently and effectively address large-scale systemic issues in our child protection system.

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<sup>20</sup> SB19-178 was signed into law in May 2019. This new legislation updates Colorado’s adoption assistance program to ensure there is equitable access to the program and that qualifying children get consistent consideration for subsidies and services.

During previous years, the CPO was provided funding to secure a Communications Director. In July 2016, the CPO was allocated resources to secure a part-time position. In 2017-2018, the CPO received funding to make this a full-time position. Since this time, the CPO has been able to utilize these resources to accomplish the following projects each year:

- Develop and update the CPO's communications policies for citizens and media
- Respond to CORA Requests
- Respond to media outlets on high profile cases
- Prepare the CPO annual report (statutorily required one time per year)
- Preparation of the SMART Act reports (statutorily required six times per year)
- Development of the CPO website
- Weekly updates to the CPO website – posting public notifications of all pending cases, investigations and legislative updates
- Preparation of CPO presentations to the legislature and external agencies
- Schedule and prepare for community presentations

While the CPO has been able to maintain these communications efforts with the resources provided, the CPO has struggled with implementing a strategy that improves how the agency promotes its services statewide to *external* audiences and communicates its substantive work with citizens.

Repeatedly, the agency has been forced to partially utilize this communications position to focus on investigating and finalizing systemic reports. A review of our last four investigative reports illustrates the extraordinary resources that are required to conduct and complete large-scale investigations. These investigations all directly involved the safety and well-being of children and families in the child protection system and required the full attention of the agency.<sup>21</sup> As such, the CPO has yet to comprehensively promote the statewide services of the agency. The CPO requires additional expertise and assistance in this area.

To learn how the CPO could communicate its services to external stakeholders, the CPO secured the assistance of a local communications firm during the third quarter of Fiscal Year 2018-2019.<sup>22</sup> The firm surveyed stakeholders and others to determine what the most effective approaches are to improve how the CPO communicates with citizens and others in the child protection community. The firm provided the CPO with a strategic plan in July 2019. As a result of these efforts the CPO began steps to promote its services by:

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<sup>21</sup> CPO #2016-2074 Colorado Adoption Assistance Program; Colorado Division of Youth Services Issue Brief, August 20, 2019; CPO #2018-3050 Montezuma County Social Services; CPO #2017-2736 El Pueblo Boys and Girls Ranch. All reports can be located at <https://www.coloradocpo.org/work-we-do/illuminate/>

<sup>22</sup> Barefoot PR, 190 E. 9<sup>th</sup> Avenue., Ste. 370, Denver, CO 80203. This agency specializes in communications related to Colorado human service and child protection agencies.



- Creating the CPO's first statewide strategic communications plan
- Creating a messaging platform that describes the CPO's complex services in an easily understood way
- Creating a statewide list-serve with 700 child protection stakeholders and citizens
- Producing and releasing the agency's first e-letter which was sent to approximately 700 subscribers including state legislators

The CPO is requesting \$42,000 for Fiscal Year 2020-2021 to contract with this communications firm to continue building upon these initial communications efforts.<sup>23</sup> The primary goals will be to promote the services of the CPO statewide using low and no cost methods and techniques including:

- Use of social media, videos and mini awareness campaigns to promote the services of the CPO
- Development and distribution of quarterly e-newsletters
- Intra-agency awareness campaigns — promoting the CPO's services among other child serving state agencies that intersect with the CPO's mission including the CDHS' divisions of Child Welfare, DYS, Office of Behavioral Health and Office of Early Childhood; the Colorado Department of Healthcare Policy and Financing's Medicaid unit; and the CDPHE.
- Create a CPO training toolkit for professionals and mandatory reporters to promote the CPO services
- Create culturally inclusive materials including creation of Spanish language brochures
- Increase community outreach through development and distribution of agency materials to citizens across the state including schools, pediatricians and other child serving professionals

The CPO consulted the SCAO who indicated that a full-time public relations person would cost:

Public Information Manager

Salary range: \$83,664 – \$97,854 – \$112,044

The CPO requests \$42,000 to contract with an outside communications firm because it is a cost-effective way of carrying out the final communications mandates that are required of the CPO. The CPO will continue to use already existing resources to carry out the following communications functions including responding to CORA requests and external information requests, creating SMART Act reports and maintaining general website updates.

**Consequence if not funded:**

- 1) The CPO will be unable to set up the necessary communications systems and platforms that are required to promote a statewide agency or to communicate information to a large audience.
- 2) The CPO will be limited to releasing important child safety data to the public, stakeholders and media once a year through its annual report. This means that critical information

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<sup>23</sup> See Appendix 7, Barefoot Marketing Proposal

about child abuse and neglect, trends or failures of the system will not be communicated in real time without a standard communications process in place. The delay in communication could result in further harm to children and families.

- 3) The CPO will be unable to consistently communicate with the legislature on CPO findings nor serve as an advisor on child protection policy as it is required to do by statute. The lack of consistent electronic communication will continue to be a barrier.

### **Assumptions for Calculations:**

		CPSA Pos. #1	CPSA Pos. #2	CPSA Pos. #3	Chief Analyst - Child Welfare	CPSA - DYS	Exec. Assistant	FY21 Total	Year 2 Total (FY22)
<b><i>Request 1: Salary Increases</i></b>									
Monthly base salary <i>increase requested</i>		\$ 255	\$ 255	\$ 529	\$ 608	\$ 389	\$ 395	\$ -	\$ -
Number of months charged in FY20-21		12	12	12	12	12	12	12	12
Salary ( <i>annual increase</i> )		\$3,058	\$3,064	\$6,352	\$ 7,296	\$ 4,668	\$ 4,740	\$ 29,178	\$ 29,178
PERA (Staff, GF)	10.90%	\$ 333	\$ 334	\$ 692	\$ 795	\$ 509	\$ 517	\$ 3,180	\$ 3,180
Medicare (Staff, GF)	1.45%	\$ 44	\$ 44	\$ 92	\$ 106	\$ 68	\$ 69	\$ 423	\$ 423
AED	5.00%	\$ 153	\$ 153	\$ 318	\$ 365	\$ 233	\$ 237	\$ 1,459	\$ 1,459
SAED	5.00%	\$ 153	\$ 153	\$ 318	\$ 365	\$ 233	\$ 237	\$ 1,459	\$ 1,459
Short-Term Disability	0.17%	\$ 5	\$ 5	\$ 11	\$ 12	\$ 8	\$ 8	\$ 50	\$ 50
<b>Total Salaries</b>		<b>\$3,747</b>	<b>\$3,754</b>	<b>\$7,782</b>	<b>\$ 8,939</b>	<b>\$ 5,719</b>	<b>\$ 5,808</b>	<b>\$ 35,749</b>	<b>\$ 35,749</b>
<b><i>Request 2: Outreach and Communications</i></b>									
Contract with Communications Firm								\$ 42,000	\$ 42,000
<b>Total Outreach and Communications</b>								<b>\$ 42,000</b>	<b>\$ 42,000</b>
<b>GRAND TOTAL ALL COSTS</b>		<b>\$3,747</b>	<b>\$3,754</b>	<b>\$7,782</b>	<b>\$ 8,939</b>	<b>\$ 5,719</b>	<b>\$ 5,808</b>	<b>\$ 77,749</b>	<b>\$ 77,749</b>

**FY 2020-21 Budget Request - Office of the Child Protection Ombudsman****Schedule 02**

	Total Funds	FTE	General Fund	Cash Funds	Reappropriated	Federal
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**FY 2017-18 Actual Expenditures**

09. Office of the Child Protection Ombudsman	\$740,358	6.0	\$740,358	-	-	-
<b>Total For: FY 2017-18 Actual Expenditures</b>	<b>\$740,358</b>	<b>6.0</b>	<b>\$740,358</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FY 2018-19 Actual Expenditures**

09. Office of the Child Protection Ombudsman	\$925,088	8.0	\$925,088	-	-	-
<b>Total For: FY 2018-19 Actual Expenditures</b>	<b>\$925,088</b>	<b>8.0</b>	<b>\$925,088</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FY 2019-20 Initial Appropriation**

09. Office of the Child Protection Ombudsman	\$990,918	8.0	\$990,918	-	-	-
<b>Total For: FY 2019-20 Initial Appropriation</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$990,918</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FY 2020-21 Elected Official Request**

09. Office of the Child Protection Ombudsman	\$1,092,070	8.0	\$1,092,070	-	-	-
<b>Total For: FY 2020-21 Elected Official Request</b>	<b>\$1,092,070</b>	<b>8.0</b>	<b>\$1,092,070</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Office of the Child Protection Ombudsman****Schedule 3A**

FY 2017-18 Actual Expenditures	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
<b>Program Costs</b>						
SB 17-254 FY 2017-18 General Appropriation Act	\$773,896	6.0	\$773,896	-	-	-
<b>FY 2017-18 Final Appropriation</b>	<b>\$773,896</b>	<b>6.0</b>	<b>\$773,896</b>	-	-	-
<b>FY 2017-18 Final Expenditure Authority</b>	<b>\$773,896</b>	<b>6.0</b>	<b>\$773,896</b>	-	-	-
<b>FY 2017-18 Actual Expenditures</b>	<b>\$731,833</b>	-	<b>\$731,833</b>	-	-	-
<b>FY 2017-18 Reversion (Overexpenditure)</b>	<b>\$42,063</b>	<b>6.0</b>	<b>\$42,063</b>	-	-	-
<b>FY 2017-18 Personal Services Allocation</b>	<b>\$626,399</b>	-	<b>\$626,399</b>	-	-	-
<b>FY 2017-18 Total All Other Operating Allocation</b>	<b>\$105,433</b>	-	<b>\$105,433</b>	-	-	-
<b>Legal Services</b>						
SB 17-254 FY 2017-18 General Appropriation Act	\$8,525	-	\$8,525	-	-	-
<b>FY 2017-18 Final Appropriation</b>	<b>\$8,525</b>	-	<b>\$8,525</b>	-	-	-
<b>FY 2017-18 Final Expenditure Authority</b>	<b>\$8,525</b>	-	<b>\$8,525</b>	-	-	-
<b>FY 2017-18 Actual Expenditures</b>	<b>\$8,525</b>	-	<b>\$8,525</b>	-	-	-
<b>FY 2017-18 Reversion (Overexpenditure)</b>	-	-	-	-	-	-
<b>FY 2017-18 Total All Other Operating Allocation</b>	<b>\$8,525</b>	-	<b>\$8,525</b>	-	-	-
<b>Total 09. Office of the Child Protection Ombudsman</b>						
<b>FY 2017-18 Final Expenditure Authority</b>	<b>\$782,421</b>	<b>6.0</b>	<b>\$782,421</b>	-	-	-
<b>FY 2017-18 Actual Expenditures</b>	<b>\$740,358</b>	-	<b>\$740,358</b>	-	-	-
<b>FY 2017-18 Reversion (Overexpenditure)</b>	<b>\$42,063</b>	<b>6.0</b>	<b>\$42,063</b>	-	-	-

## Office of the Child Protection Ombudsman

## Schedule 3B

FY 2018-19 Actual Expenditures	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
<b>Program Costs</b>						
HB18-1322 FY 2018-19 Long Appropriation Act	\$1,011,267	8.0	\$1,011,267	-	-	-
SB 19-115 Suppl Approp Dept Judicial	(\$30,870)	-	(\$30,870)	-	-	-
<b>FY 2018-19 Final Appropriation</b>	<b>\$980,397</b>	<b>8.0</b>	<b>\$980,397</b>	-	-	-
<b>FY 2018-19 Final Expenditure Authority</b>	<b>\$980,397</b>	<b>8.0</b>	<b>\$980,397</b>	-	-	-
<b>FY 2018-19 Actual Expenditures</b>	<b>\$911,457</b>	-	<b>\$911,457</b>	-	-	-
<b>FY 2018-19 Reversion (Overexpenditure)</b>	<b>\$68,940</b>	<b>8.0</b>	<b>\$68,940</b>	-	-	-
<b><i>FY 2018-19 Personal Services Allocation</i></b>	<b><i>\$808,279</i></b>	<b><i>-</i></b>	<b><i>\$808,279</i></b>	<b><i>-</i></b>	<b><i>-</i></b>	<b><i>-</i></b>
<b><i>FY 2018-19 Total All Other Operating Allocation</i></b>	<b><i>\$103,178</i></b>	<b><i>-</i></b>	<b><i>\$103,178</i></b>	<b><i>-</i></b>	<b><i>-</i></b>	<b><i>-</i></b>
<b>Legal Services</b>						
HB18-1322 FY 2018-19 Long Appropriation Act	\$13,631	-	\$13,631	-	-	-
<b>FY 2018-19 Final Appropriation</b>	<b>\$13,631</b>	-	<b>\$13,631</b>	-	-	-
<b>FY 2018-19 Final Expenditure Authority</b>	<b>\$13,631</b>	-	<b>\$13,631</b>	-	-	-
<b>FY 2018-19 Actual Expenditures</b>	<b>\$13,631</b>	-	<b>\$13,631</b>	-	-	-
<b>FY 2018-19 Reversion (Overexpenditure)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><i>FY 2018-19 Total All Other Operating Allocation</i></b>	<b><i>\$13,631</i></b>	<b><i>-</i></b>	<b><i>\$13,631</i></b>	<b><i>-</i></b>	<b><i>-</i></b>	<b><i>-</i></b>
<b>Total 09. Office of the Child Protection Ombudsman</b>						
<b>FY 2018-19 Final Expenditure Authority</b>	<b>\$994,028</b>	<b>8.0</b>	<b>\$994,028</b>	-	-	-
<b>FY 2018-19 Actual Expenditures</b>	<b>\$925,088</b>	-	<b>\$925,088</b>	-	-	-
<b>FY 2018-19 Reversion (Overexpenditure)</b>	<b>\$68,940</b>	<b>8.0</b>	<b>\$68,940</b>	-	-	-

**Office of the Child Protection Ombudsman****Schedule 3C**

FY 2019-20 Initial Appropriation	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
<b>Program Costs</b>						
SB 19-207 FY 2019-20 Long Bill	\$990,918	8.0	\$990,918	-	-	-
<b>2019-20 Initial Appropriation</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$990,918</b>	-	-	-
<b>Legal Services</b>						
	-	-	-	-	-	-
<b>Total 09. Office of the Child Protection Ombudsman</b>						
SB 19-207 FY 2019-20 Long Bill	\$990,918	8.0	\$990,918	-	-	-
<b>2019-20 Initial Appropriation</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$990,918</b>	-	-	-

## Office of the Child Protection Ombudsman

## Schedule 3D

FY 2020-21 Budget Request	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
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**Program Costs**

<b>FY 2020-21 Starting Base</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$990,918</b>	-	-	-
TA-001 OCPO Common Policy Adjustment	\$19,767	-	\$19,767	-	-	-
TA-002 OCPO PERA Incremental Adjustment	\$3,636	-	\$3,636	-	-	-
<b>FY 2020-21 Base Request</b>	<b>\$1,014,321</b>	<b>8.0</b>	<b>\$1,014,321</b>	-	-	-
NP03 Ombudsman Program Costs	\$77,749	-	\$77,749	-	-	-
<b>FY 2020-21 Elected Official Request</b>	<b>\$1,092,070</b>	<b>8.0</b>	<b>\$1,092,070</b>	-	-	-

Personal Services Allocation

\$983,542

8.0

\$983,542

-

-

-

Total All Other Operating Allocation

\$108,528

-

\$108,528

-

-

-

**Total 09. Office of the Child Protection Ombudsman**

<b>FY 2020-21 Starting Base</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$990,918</b>	-	-	-
TA-001 OCPO Common Policy Adjustment	\$19,767	-	\$19,767	-	-	-
TA-002 OCPO PERA Incremental Adjustment	\$3,636	-	\$3,636	-	-	-
<b>FY 2020-21 Base Request</b>	<b>\$1,014,321</b>	<b>8.0</b>	<b>\$1,014,321</b>	-	-	-
NP03 Ombudsman Program Costs	\$77,749	-	\$77,749	-	-	-
<b>FY 2020-21 Governor's Budget Request</b>	<b>\$1,092,070</b>	<b>8.0</b>	<b>\$1,092,070</b>	-	-	-

Personal Services Allocation

\$983,542

8.0

\$983,542

-

-

-

Total All Other Operating Allocation

\$108,528

-

\$108,528

-

-

-

**Schedule 14B**

		FY 2017-18 Actual		FY 2018-19 Actual		FY 2019-20 Appropriation		FY 2020-21 Request	
Line Item	Object Code Detail	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE
<b>09. Office of the Child Protection Ombudsman</b>									
<b>Program Costs</b>									
<b>Personal Services - Employees</b>									
<b>Object Group Object Group Name</b>									
FTE	Total FTE		6.0		8.0		8.0		8.0
1000	Total Employee Wages and Benefits	\$610,352		\$737,772		\$882,390		\$983,542	
<b>Object Code Object Name</b>									
1000	Personal Services	-		-		\$882,390		\$983,542	
1110	Regular Full-Time Wages	\$5,663		-		-		-	
1121	Temporary Part-Time Wages	\$6,680		\$8,748		-		-	
1130	Statutory Personnel & Payroll System Overtime Wages	\$15		-		-		-	
1210	Contractual Employee Regular Full-Time Wages	\$387,529		\$469,673		-		-	
1211	Contractual Employee Regular Part-Time Wages	\$43,630		\$60,681		-		-	
1240	Contractual Employee Annual Leave Payments	\$7,738		\$3,317		-		-	
1300	Other Employee Wages	-		\$18,000		-		-	
1510	Dental Insurance	\$2,703		\$2,724		-		-	
1511	Health Insurance	\$60,635		\$60,206		-		-	
1512	Life Insurance	\$646		\$719		-		-	
1513	Short-Term Disability	\$804		\$785		-		-	
1520	FICA-Medicare Contribution	\$6,173		\$7,792		-		-	
1521	Other Retirement Plans	\$12,993		\$11,968		-		-	
1522	PERA	\$30,127		\$40,710		-		-	
1524	PERA - AED	\$21,241		\$25,950		-		-	
1525	PERA - SAED	\$21,241		\$25,950		-		-	
1630	Contractual Employee Other Employee Benefits	\$600		\$550		-		-	
1633	Contractual Employee Unemployment Compensation	\$1,935		-		-		-	



## Schedule 14B

		FY 2017-18 Actual		FY 2018-19 Actual		FY 2019-20 Appropriation		FY 2020-21 Request	
Line Item	Object Code Detail	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE
<b>Personal Services - Contract Services</b>									
<b>Object Group Object Group Name</b>									
1100	Total Contract Services (Purchased Personal Services)	\$16,047		\$70,507		-		-	
<b>Object Code Object Name</b>									
1920	Personal Services - Professional	\$6,965		\$62,257		-		-	
1960	Personal Services - Information Technology	\$9,082		\$8,250		-		-	
<b>Subtotal All Personal Services</b>		<b>\$626,399</b>	<b>6.0</b>	<b>\$808,279</b>	<b>8.0</b>	<b>\$882,390</b>	<b>8.0</b>	<b>\$983,542</b>	<b>8.0</b>
<b>All Other Operating Expenditures</b>									
<b>Object Group Object Group Name</b>									
2000	Total Operating Expenses	\$63,594		\$89,581		\$108,528		\$108,528	
3000	Total Travel Expenses	\$2,159		\$13,597		-		-	
6000	Total Capitalized Property Purchases	\$39,680		-		-		-	
<b>Object Code Object Name</b>									
2000	Operating Expense	-		-		\$108,528		\$108,528	
2231	Information Technology Maintenance	\$252		\$2		-		-	
2253	Rental of Equipment	\$3,976		\$3,811		-		-	
2255	Rental of Buildings	\$204		-		-		-	
2311	Construction Contractor Services	\$39,680		-		-		-	
2510	In-State Travel	\$911		\$1,744		-		-	
2511	In-State Common Carrier Fares	\$586		\$635		-		-	
2512	In-State Personal Travel Per Diem	\$189		\$399		-		-	
2513	In-State Personal Vehicle Reimbursement	\$473		\$1,120		-		-	
2520	In-State Travel/Non-Employee	-		\$1,429		-		-	
2522	In-State/Non-Employee - Personal Per Diem	-		\$267		-		-	
2523	In-State/Non-Employee - Personal Vehicle Reimbursement	-		\$892		-		-	
2530	Out-Of-State Travel	-		\$4,238		-		-	

## Schedule 14B

		FY 2017-18 Actual		FY 2018-19 Actual		FY 2019-20 Appropriation		FY 2020-21 Request	
Line Item	Object Code Detail	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE
2531	Out-Of-State Common Carrier Fares	-		\$2,252		-		-	
2532	Out-Of-State Personal Travel Per Diem	-		\$601		-		-	
2542	Out-of-State/Non-Employee - Personal Per Diem	-		\$22		-		-	
2610	Advertising And Marketing	\$570		\$1,050		-		-	
2631	Communication Charges - Office Of Information Technology	\$13,109		\$16,359		-		-	
2641	Other Automated Data Processing Billings-Purchased Services	\$182		\$1,425		-		-	
2680	Printing And Reproduction Services	\$1,901		\$588		-		-	
2820	Purchased Services	\$8,611		\$15,675		-		-	
3110	Supplies & Materials	\$43		\$615		-		-	
3118	Food and Food Service Supplies	\$1,848		\$1,786		-		-	
3120	Books/Periodicals/Subscriptions	\$9,456		\$11,764		-		-	
3121	Office Supplies	\$6,917		\$2,901		-		-	
3123	Postage	\$14		\$113		-		-	
3128	Noncapitalizable Equipment	\$140		-		-		-	
3132	Noncapitalizable Furniture And Office Systems	-		\$17,273		-		-	
3140	Noncapitalizable Information Technology	\$14,619		\$8,254		-		-	
4140	Dues And Memberships	\$1,338		\$1,229		-		-	
4220	Registration Fees	\$415		\$6,735		-		-	
<b>Subtotal All Other Operating</b>		<b>\$105,433</b>		<b>\$103,178</b>		<b>\$108,528</b>		<b>\$108,528</b>	
<b>Total Line Item Expenditures</b>		<b>\$731,833</b>	<b>6.0</b>	<b>\$911,457</b>	<b>8.0</b>	<b>\$990,918</b>	<b>8.0</b>	<b>\$1,092,070</b>	<b>8.0</b>

## Schedule 14B

Line Item	Object Code	Detail	FY 2017-18 Actual		FY 2018-19 Actual		FY 2019-20 Appropriation		FY 2020-21 Request	
			Expenditure	FTE	Expenditure	FTE	Expenditure	FTE	Expenditure	FTE

## Legal Services

All Other Operating Expenditures**Object Group   Object Group Name**

2000	Total Operating Expenses		\$8,525		\$13,631		-		-	
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**Object Code   Object Name**

2690	Legal Services		\$8,525		\$13,631		-		-	
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<b>Subtotal All Other Operating</b>			<b>\$8,525</b>		<b>\$13,631</b>		<b>-</b>		<b>-</b>	
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<b>Total Line Item Expenditures</b>			<b>\$8,525</b>	<b>-</b>	<b>\$13,631</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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OCPO Salary Pots Request

	TOTAL FUNDS/FTE FY 2020-21	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
<b>I. Continuation Salary Base</b>					
Sum of Filled FTE as of July 25, 2019	8.00	100.000%	0.000%	0.000%	0.000%
Salary X 12	\$648,526	648,526	-	-	-
PERA (Standard, Trooper, and Judicial Rates)	\$70,689	70,689	-	-	-
Medicare @ 1.45%	\$9,404	9,404	-	-	-
Subtotal Continuation Salary Base =	\$728,619	728,619	-	-	-
<b>II. Salary Survey Adjustments</b>					
System Maintenance Studies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Across the Board - Base Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Across the Board - Non-Base Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Movement to Minimum - Base Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal - Salary Survey Adjustments</b>	\$0	\$0.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates)	\$0	-	-	-	-
Medicare @ 1.45%	\$0	-	-	-	-
Request Subtotal =	\$0	\$0.00	\$0.00	\$0.00	\$0.00
<b>III. Increase for Minimum Wage (\$13.00 hourly effective July 1, 2020)</b>					
Increase for Minimum Wage	-	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal - Minimum Wage Adjustments</b>	-	\$0.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates) at FY 2020-21 PERA Rates	\$0	\$0.00	\$0.00	\$0.00	\$0.00
Medicare @ 1.45%	\$0	-	-	-	-
Request Subtotal =	\$0	\$0.00	\$0.00	\$0.00	\$0.00
<b>IV. Merit Pay Adjustments</b>					
Merit Pay - Base Adjustments	\$12,971	\$12,971.00	\$0.00	\$0.00	\$0.00
Merit Pay - Non-Base Adjustments	\$0	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal - Merit Pay Adjustments</b>	\$12,971.00	\$12,971.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates) at FY 2020-21 PERA Rates	\$1,414	1,414	-	-	-
Medicare @ 1.45%	\$188	188	-	-	-
Request Subtotal =	\$14,573	\$14,573.00	\$0.00	\$0.00	\$0.00
<b>V. Shift Differential</b>					
FY 2018-19 ACTUAL EXPENDITURES for All Occupational Groups	\$0				
Total Actual and Adjustments @ 100%	\$0	-	-	-	-
PERA (Standard, Trooper, and Judicial Rates) at Current PERA Rates	\$0	-	-	-	-
Medicare @ 1.45%	\$0	-	-	-	-
Request Subtotal =	\$0	-	-	-	-
<b>VI. Revised Salary Basis for Remaining Request Subtotals</b>					
Total Continuation Salary Base, Adjustments, Performance Pay & Shift	\$661,497	661,497	-	-	-
<b>VII. Amortization Equalization Disbursement (AED)</b>					
Revised Salary Basis * 5.00%	\$33,075	33,075	-	-	-
<b>VIII. Supplemental AED (SAED)</b>					
Revised Salary Basis * 5.00%	\$33,075	33,075	-	-	-
<b>IX. Short-term Disability</b>					
Revised Salary Basis * 0.17%	\$1,124	1,124	-	-	-
<b>X. Health, Life, and Dental</b>					
Funding Request	\$106,316	\$106,316.00	\$0.00	\$0.00	\$0.00
<b>Additional Appropriations Needed for Net to Gross and Increased Employer Contributions</b>	<b>\$3,636</b>	<b>\$3,636</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

OCPO Salary Pots Request

<b>Common Policy Line Item</b>	<b>FY 2019-20 Appropriation</b>	<b>GF</b>	<b>CF</b>	<b>RF</b>	<b>FF</b>
Salary Survey	\$0	\$0	\$0	\$0	\$0
Merit Pay	\$21,045	\$21,045	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$32,248	\$32,248	\$0	\$0	\$0
SAED	\$32,248	\$32,248	\$0	\$0	\$0
Short-term Disability	\$1,097	\$1,097	\$0	\$0	\$0
Health, Life and Dental	\$102,803	\$102,803	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$189,441</b>	<b>\$189,441</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Common Policy Line Item</b>	<b>FY 2020-21 Total Request</b>	<b>GF</b>	<b>CF</b>	<b>RF</b>	<b>FF</b>
Salary Survey	\$0	\$0	\$0	\$0	\$0
Merit Pay	\$14,573	\$14,573	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$33,075	\$33,075	\$0	\$0	\$0
SAED	\$33,075	\$33,075	\$0	\$0	\$0
Short-term Disability	\$1,124	\$1,124	\$0	\$0	\$0
Health, Life and Dental	\$106,316	\$106,316	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$188,163</b>	<b>\$188,163</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Common Policy Line Item</b>	<b>FY 2020-21 Incremental</b>	<b>GF</b>	<b>CF</b>	<b>RF</b>	<b>FF</b>
Salary Survey	\$0	\$0	\$0	\$0	\$0
Merit Pay	\$14,573	\$14,573	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$827	\$827	\$0	\$0	\$0
SAED	\$827	\$827	\$0	\$0	\$0
Short-term Disability	\$27	\$27	\$0	\$0	\$0
Health, Life and Dental	\$3,513	\$3,513	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$19,767</b>	<b>\$19,767</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Office of the Child Protection Ombudsman FTE Detail

Object Code 1110,1121,1130,1210,1211	FY2017-18		FY2018-19	
	Total Funds	FTE	Total Funds	FTE
<b>Position Detail:</b>				
Ombudsman	122,784	1.0	127,432	1.0
Deputy Ombudsman	79,856	1.0	93,668	1.0
Child Welfare Analyst	57,358	1.0	61,650	1.0
Child Welfare Analyst	14,368	0.5	59,426	1.0
Child Welfare Analyst	52,472	1.0	41,159	1.0
Child Welfare Analyst	-	-	47,668	1.0
Child Welfare Analyst	81,833	1.0	35,612	1.0
Administrative Assistant	34,845	0.5	63,738	1.0
Contract Employee	0	0.0	8,748	0.0
<b>Total Full-Time/Part-Time Wages</b>	<b>443,516</b>	<b>6.0</b>	<b>539,101</b>	<b>8.0</b>

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## APPENDIX 1

CPO FY 2018-2019 Annual Report





# OFFICE *of* COLORADO'S CHILD PROTECTION OMBUDSMAN



**ANNUAL REPORT**  
FISCAL YEAR 2018–2019

NAVIGATE

INVESTIGATE

ILLUMINATE

REFORM

# LETTER FROM THE OMBUDSMAN

Colorado has made many investments to ensure children are able to reach their full potential. Child protection is a key part of that investment. Colorado's child protection system is vast. Across the state's 64 counties, the system serves families of all types: parents, biological kin, foster and adoptive families. It also consists of a variety of government systems including law enforcement agencies, schools, human service departments, behavioral health providers, and the division of youth services. All these agencies play a role in protecting our children from abuse and neglect. Our job is to improve accountability and transparency of these systems.

The Office of Colorado's Child Protection Ombudsman (CPO) was created to ensure the state's complex child protection system consistently provides high-quality services to every child, family, and community in Colorado. We are independent from the state and county agencies that work on behalf of children and families, reporting to an appointed board of directors. Our office is accessible to any member of the public, and to any of the professionals who work in the system and desire to improve how it works for children and families.



Every week we receive dozens of phone calls from people who voice concerns regarding the child protection system and who have an expectation that those concerns, once voiced, will be heard and addressed in a timely manner. We do exactly that. Our job is to listen and learn from each caller. Coloradans who come in contact with the child protection system are important eyes and ears, helping us to understand how the system serves its children and families.

We serve as objective, neutral problem solvers. We cut through government bureaucracies by giving individualized attention to each person who calls. We work with parents to explain how human service agencies work, mandatory reporters who are concerned that a child's safety is being neglected and caretakers who are trying to get much needed mental health services for their children. We serve by helping people find answers to their questions and solutions to their problems.

Our work also puts us in the unique position to identify trends where the community's needs have changed, and the system hasn't had the funding, resources or practices to keep up with it. We collaborate with lawmakers, professionals, and other stakeholders to advance legislation and policies that will have a lasting, positive impact on our children and families. We are proud to serve in this role. Over the years, we have helped thousands of Coloradans who encounter the child protection system to feel more connected to and have confidence in this important government service.

The following report is intended to showcase what we've worked on over the past year to keep children safe and to promote healthy families. We look forward to continuing to serve the state's child protection community so that we can ensure a better future for all Coloradans.

Sincerely,

A handwritten signature in black ink that reads "Stephanie Villafuerte". The signature is stylized, with a large, looped "S" at the beginning.

**Stephanie Villafuerte**

Colorado Child Protection Ombudsman

# FISCAL YEAR HIGHLIGHTS

## CPO TOTAL CASE ACTIVITY IN FY 2018-2019

In FY 2018-2019 we received a total of 575 calls from Colorado citizens. As in prior years, we continued to receive increasingly complex cases involving multiple systems within the child protection system. The majority of calls we received were concerning child welfare service agencies, but an increasing number of cases involve mental health agencies and the Colorado Division of Youth Services (DYS). While most callers were parents and family members of children, we did receive calls from professionals including hospitals, state and federal law enforcement, district attorneys, educators, legislators and members of the child protection legal community.

CPO SERVICE	# OF CASES
Information/Resource Referrals	102
Assists	356
Investigation	5
Closed per contact	41
Closed per lack of information	57
Duplicate case	11
Closed per CPO discretion	3
<b>Total Number Of CPO Cases</b>	<b>575</b>

## Case Highlights



### CASE #1

A mother called us because she was unable to secure appropriate mental health services for her child. The child exhibited unsafe behaviors and had co-occurring mental health disorders, making it difficult to treat him. Because of the child's complex mental health needs, he was unable to continue treatment in a local inpatient mental health hospital. The mother was frustrated because she was receiving conflicting information from various mental health providers about who could help her find an appropriate placement for the child and who was legally responsible for paying for his care. We worked with the mother for several weeks and assisted her by explaining the roles and responsibilities of all the professionals involved and by facilitating better communication between all the parties. Ultimately, multiple state and local agencies came together and helped the mother get her son the treatment and services that he needed.



### CASE #2

Juvenile justice advocates contacted us because they were struggling with accessing their juvenile clients' records from the Colorado Division of Youth Services (DYS). Advocates requested the records so that they could provide quality legal representation for their clients in court and to ensure that their clients received appropriate assessments and services once they were committed to the DHS system. We facilitated conversations between the advocates and DHS staff to discuss the barriers that were preventing the advocates from gaining access to these reports and records. Ultimately, the parties were able to come to an agreement that allowed advocates to access the records while ensuring that the records were handled in a confidential manner.





### CASE #3

A young girl from rural Colorado ran away from her foster care placement. She was lost and had no way to take care of herself. She called us to help her contact her caseworker so that she could get housing, food and medical care. We were able to speak with this young girl immediately, discuss her needs and facilitate a conversation between her and the appropriate child welfare agency so that she could quickly obtain the services and resources she needed.



### CASE #4

A mother had been involved in the child welfare system for over a year and stated that she believed the delay in reunifying with her children was, in part, due to a lack of communication between her and her caseworker. We reached out to the child welfare agency to communicate the mother's concerns and were able to gain clarity for the mother about what was expected of her in her treatment plan. A follow-up review of the family's case shows there has been significant improvement by the mother and that she is closer to reunification with her children.

## Community Forums

Each year the Office of Colorado's Child Protection Ombudsman works collaboratively with child protection partners to learn more about child-serving practices and programs throughout our state.

Community forums allow our agency to learn firsthand from professionals in the field about whether existing laws, regulations, policies and practices are as effective as possible in helping children and families. These meetings allow us to understand what is occurring and if needed, to advocate for improved policies, funding and resources for Colorado children and their families.



### #1 Alamosa, Colorado

In July 2018, we hosted a community forum in Alamosa, Colorado with child protection professionals including human services staff, forensic interviewers, judges, county attorneys, guardians ad litem and Court Appointed Special Advocates (CASAs). This meeting allowed participants the opportunity to learn more about the CPO and allowed ombudsman staff the opportunity to learn more about the best practices and challenges faced by child protection community members in rural Colorado.



### #2 Municipal Court Records

Over the past year, we hosted a series of meetings to improve information sharing of municipal court records with child protection stakeholders. The goal was to ensure that all child-serving agencies have complete and accurate information when making decisions related to child safety. This group of over thirty stakeholders—including law enforcement, medical professionals, victim's advocates, judges and others—is now exploring a pilot project to test and implement data-sharing solutions. The goal is to develop a system and protocols to share municipal court data across the state.



### #3 Ridgeway, Colorado

In October 2018, the Ombudsman and Deputy Ombudsman met with the southwest human service directors in Ridgeway, Colorado. The parties discussed the challenges associated with delivering child welfare services in rural Colorado and the collaborative efforts by directors to maximize mental health and treatment resources for children and families in their communities.



#### #4 Juvenile Facilities Roundtable

We hosted six meetings with the juvenile justice community in order to address issues faced by children and families who intersect with the Colorado Division of Youth Services (DYS). Monthly roundtable discussions included members from the Colorado Criminal Defense Bar, Colorado Public Defender's Office, Disability Law Colorado and the American Civil Liberties Union (ACLU). These meetings provide a neutral, objective forum to have conversations about important issues such as the impact of restraint, seclusion and strip search policies on youth. Guests speakers included family members of juveniles, DYS staff and leadership, and legislators.



#### #5 Adoption Subsidy Stakeholder Meetings

For over seven months, we hosted nine stakeholder meetings to draft legislation that would improve Colorado's adoption assistance statute. Approximately 30 stakeholders attended the meetings including county human service directors, county attorneys, adoption agencies, adoptive parents and many others. As a result of the group's work, SB19-178 was born. This bill was sponsored by Sen. Mike Foote and Rep. Jonathan Singer and signed into law by Governor Polis in May 2019. The new law updates Colorado's adoption assistance program to ensure there is equitable access to the program and that qualifying children get consistent consideration for subsidies and services. We are thankful for the collaborative efforts of Colorado's human service directors, county attorneys, adoption experts, the public, the General Assembly and other stakeholders for helping us to advance legislation that improves outcomes for all of Colorado's adopted children and their families.



*Our Adoption Subsidy Stakeholder Team*

## Report Highlights



#### A Call for Public and Transparent DYS Rulemaking

Following a 2017 report by juvenile advocates on a culture of violence inside Colorado's Division of Youth Services (DYS), a series of promising reforms were passed by the state legislature. Despite these reforms, we received numerous inquiries from citizens regarding how these new laws and requirements were implemented within the DYS. After months of research, we released a detailed issue brief to the DYS outlining concerns about the lack of transparency in the DYS when making policies that impact staff and youth safety. We issued a series of recommendations for how DYS can develop an open and participatory policymaking rulemaking process that is consistent with the best practices of other state agencies.



#### The Safety of Children in Colorado's Residential Child Care Facilities

In 2018, we were asked by concerned citizens to open an investigation into the closure of the El Pueblo Boys and Girls Ranch to find out how conditions became so unsafe at a facility that was entrusted with caring for some of Colorado's most vulnerable children. Through this investigation, we identified a lack of coherent state regulations and a strained state regulatory system that fostered delays in addressing child safety. The report made recommendations to the Colorado Department of Human Services to improve state oversight mechanisms so that youth in the state's other residential care facilities are assured to have their safety needs addressed in a timely and effective manner.



## County Child Protection Services: A review of child welfare service delivery in Montezuma County

In 2018, we were contacted by multiple community members in Montezuma County regarding the delivery of child protection services to children and families. Our investigation revealed 67 violations of state laws and regulations by one local child protection agency. The violations demonstrated concerning gaps in the agency's case practices that impacted the safety of at least a dozen children and their families. We issued a report outlining these violations and made recommendations to both the local agency and state oversight body on ways that practice and operating systems could be more responsive to child safety.

These and other reports can be read in full on our website at [www.coloradocpo.org](http://www.coloradocpo.org).

# ABOUT

## OUR MISSION

Ensuring that the state's child protection system consistently provides high-quality services to every child, family, and community in Colorado.

## CPO STAFF

**Stephanie Villafuerte**, Child Protection Ombudsman  
**Jordan Steffen**, Deputy Ombudsman  
**Sara Embrey**, Chief Analyst – Child Welfare Services  
**Karen Nielsen**, Director of Administrative Services  
**Amanda Pennington**, Child Protection Systems Analyst

## CPO BOARD OF DIRECTORS

### Chief Justice Appointments

**Hon. Kenneth Plotz**, Board Chair  
**Simone Jones**, Board Vice Chair  
**Pax Moultrie**  
**Judge Charles Greenacre**

### Governor Appointments

**Dee Martinez**  
**Eldridge Greer**  
**Karen Beye**  
**Connie Linn**

### Senate President Appointment

**Victoria Shuler**

### Senate Minority Appointment

**Peg Rudden**

### Speaker of the House Appointment

**Dr. Richard Krugman**


### House Minority Leader Appointment


**Kyle Forti**




**CHILD PROTECTION  
OMBUDSMAN**  
of COLORADO

## CONTACT

 1300 Broadway  
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Denver, CO 80203

 720-625-8640

 [coloradocpo.org](http://coloradocpo.org)

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## APPENDIX 2

CPO SMART Act Performance Plan FY 2019-2020





**CHILD PROTECTION**  
**OMBUDSMAN**  
of COLORADO

**Office of Colorado's Child Protection  
Ombudsman**

**Fiscal Year 2019-2020  
Performance Plan**

**June 14, 2019**

**Stephanie Villafuerte,  
Child Protection Ombudsman**

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# Agency Overview

## **Background**

The Office of Colorado's Child Protection Ombudsman (CPO) was established in June 2010, under Senate Bill 10-171. This legislation provided that the CPO would operate as a program through a contract with a local non-profit agency, issued and managed by the Colorado Department of Human Services (CDHS).

Senate Bill 10-171 was passed in response to the deaths of 12 children in Colorado who were known to child protection services. The deaths of these children in 2007 sparked an outcry by the public that there be greater oversight, accountability and transparency of the child protection system in Colorado. The public demanded to know more about how the systems charged with protecting Colorado's children were keeping them safe and working to prevent such tragedies in the future.

Years after the CPO's creation, legislators determined that the CPO needed independence from the agencies it was designed to review. So, on June 2, 2015, Senate Bill 15-204, *Concerning the Independent Functioning of the Office of the Child Protection Ombudsman*, was signed into law. This legislation transformed the original "program" into a distinct and independent state agency. The new, independent CPO opened in 2016.

The concept of an ombudsman dates back hundreds of years and is designed to provide citizens with an independent, unbiased and trusted intermediary between the public and an entity. In a similar fashion, the CPO works to provide a clear channel between the citizens of Colorado and the agencies and providers tasked with protecting children. The CPO is guided by standards set by organizations such as the United States Ombudsman Association and the American Bar Association. Using those standards, the CPO serves the public by independently gathering information, investigating complaints and providing recommendations to child protection agencies and providers.

To ensure the accountability and transparency of the CPO and the Ombudsman, the legislature also created the Child Protection Ombudsman Board (CPO Board) in 2015. The CPO Board was the first of its kind in the nation. By law, the CPO Board is required to oversee the Ombudsman's performance and act as an advisory body on strategic direction and outreach decisions by the CPO.

The CPO is now housed within the Colorado State Judicial Branch and is located at the Ralph L. Carr Judicial Center in Denver. Colorado's current Child Protection Ombudsman, Stephanie Villafuerte, was appointed in December 2015 by the CPO Board. Ombudsman Villafuerte took office in January 2016.

## **Mission**

We are innovative change agents committed to informing and reforming child protection systems for children, families and communities.

## **Vision**

Ensuring safety for Colorado's children today and envisioning a stronger child protection system for the future.

## **Major Agency Functions**

### **Role of the CPO**

By design, the CPO serves as an independent, neutral problem solver that helps citizens navigate a complex child protection system in an expert and timely manner. The CPO has independent access to child protection records that are not otherwise available to the public. This allows the CPO to objectively assist citizens with concerns, investigate issues affecting the child protection system, deliver recommendations and drive systemic reform through research and education. Through objective study the CPO works to improve the delivery of services to children and families within the child protection system.

### **Responsibilities of the CPO**

The CPO was established pursuant to C.R.S. 19-3.3-101. The CPO receives complaints concerning actions or inactions by child protection agencies that may adversely impact the safety, permanency or well-being of a child. Child protection agencies are those that receive public funds to protect or care for children. This includes law enforcement, mental health agencies, child welfare services and the Division of Youth Services.

In addition to providing all citizens free and confidential services, the CPO provides citizens and stakeholders three primary services:

**Information and Resources Referral (IRR)** – The CPO provides citizens with information, resources and/or education to help resolve their questions regarding the child protection system. The CPO will speak with a citizen on the phone to learn more about their concern. CPO staff may personally connect the caller with a resource that is best suited to address their question.

**Assist** – This is the most common service provided by the CPO. The CPO works with citizens to clarify what is happening in their specific case, including processes and actions taken by an agency or provider. CPO staff will complete an independent review of relevant records, rule and law. Depending on the complexity and nature of the inquiry, the CPO may contact the agency/provider involved to gain a better understanding about a specific situation. In some instances, the CPO may facilitate communication between the caller and the agency involved in the case with the goal of resolving the problem.

**Investigation** – The CPO will open an investigation if it determines a case may result in recommendations for statutory, budgetary and/or administrative changes to improve the broader child protection system. A comprehensive, independent study of relevant facts, records, rules and law will be completed. The CPO will interview all relevant parties and may interview subject matter experts. For all investigations, the CPO will contact the relevant agency/provider and release a public investigation report.

## **Jurisdiction and Environment**

The CPO receives *“complaints concerning child protection services made by, or on behalf of, a child relating to any action, inaction, or decision of any public agency or any provider that receives public moneys that may adversely affect the safety, permanency, or well-being of a child. The Ombudsman may, independently and impartially, investigate and seek resolution of such complaints, which resolution*

*may include but need not be limited to, referring a complaint to the state department or appropriate agency or entity and making a recommendation for action relating to a complaint.” See C.R.S. 19-3.3-103(1)(a)(I)(A).*

Some examples of agencies/providers the CPO has jurisdiction to review include: human service agencies, youth corrections, law enforcement, educators, medical professionals and treatment providers.

Pursuant to C.R.S. 19-3.3-101 to 110, the CPO does not have the authority to:

- Investigate allegations of abuse and/or neglect.
- Interfere or intervene in any criminal or civil court proceeding.
- Investigate complaints related to judges, magistrates, attorneys or guardians ad litem.
- Overturn any court order.
- Mandate the reversal of an agency/provider decision.
- Offer legal advice.

## Recap of Fiscal Year 2018-19

2018-19 Performance Plan	Completed
5 Strategies	0 Strategies
14 Critical Processes	0 Critical Processes
32 Key Metrics	15 Key Metrics

The Strategic Policy Initiatives created by the CPO for Fiscal Year 2018-19 focused on three areas of the CPO's work: communication and outreach, efficient and impactful practices and expanding expertise. The CPO implemented improved practices during the past fiscal year, each designed to ensure the CPO's work is impactful, accessible and accurate. The agency also expanded its expertise significantly, bringing on staff with experience in the Division of Youth Services (DYS), mental health and public health. As of June 11, 2019, the CPO received 541 contacts during Fiscal Year 2018-19. The agency anticipates receiving just under 600 calls by the end of the fiscal year. The number of contacts received during Fiscal Year 2018-19 will likely not exceed the number of contacts received during the previous fiscal year. However, the cases opened during Fiscal Year 2018-19 represent some of the most complex and diverse issues ever presented to the CPO.

As the CPO's caseload diversified and the agency became better situated to take the lead on important public policy issues, the agency recognized the need to prioritize how it communicates with the public and how it engages stakeholders in creating change. As a result, the CPO initiated two significant projects during Fiscal Year 2018-19.

**CPO Communication and Education** – During the past three fiscal years, the CPO has struggled to implement several of the critical processes and key metrics aimed at improving how the agency communicates its work with citizens. Repeatedly, the agency was forced to place other operational priorities ahead of these efforts, such as ensuring cases are completed in a timely manner and the CPO is responsive to stakeholders and legislators. As the CPO's case practices and operating procedures have become more refined, however, the agency is now in a place where it may focus attention and resources on improving its communication strategy. To help accomplish this goal, the CPO obtained the services of a local public relations firm during the third quarter of Fiscal Year 2018-19. During the past quarter, the firm has surveyed stakeholders and others to determine the most effective approaches to improve how the CPO communicates with citizens and others in the child protection community. The firm will provide the CPO with a strategic plan (CPO Communication Plan) by the close of Fiscal Year 2018-19. In anticipation of this plan, the CPO has adjusted and, in some instances, removed critical processes from SPI One. During Fiscal Year 2019-20, the CPO will work to implement the strategies, programs and services outlined in the forthcoming communications plan.

**CPO Public Policy Advancement Center** – The CPO is charged with improving how child protection services are delivered to children and families in Colorado. To date, the CPO has primarily fulfilled that charge by studying systems and agencies and issuing appropriate recommendations for improvement. During the past fiscal year, however, the CPO recognized that its role in improving systems goes well beyond issuing recommendations. In fact, the CPO is

uniquely positioned to serve as an objective facilitator, statutorily designed to help bring together stakeholders, citizens and others to study and drive systemic change. As such, the CPO started drafting a strategic plan during the past quarter. That plan will guide the CPO in launching its Public Policy Advancement Center during Fiscal Year 2019-20. The CPO has created Strategic Policy Four to reflect this work.

Some additional highlights from Fiscal Year 2018-19 include:

- **Passage of Adoption Assistance Legislation:** In December 2017, the CPO released its investigation report regarding Colorado's adoption assistance program. The investigation resulted in a total of 14 recommendations. One recommendation directed the Colorado General Assembly to repeal and amend the Colorado's law outlining the adoption assistance program. Colorado's statute did not accurately reflect federal law and guidance and did not provide Colorado's 59 county human services departments with sufficient guidance to administer the program. Between June and October 2018, the CPO facilitated eight stakeholder meetings totaling more than 20 hours of discussion among nearly 30 stakeholders. Those discussions resulted in Senate Bill 19-178, which strengthened the state's adoption assistance program in three primary ways:
  - Colorado's law was brought into compliance with federal law and guidance
  - Ensured eligible children and youth have equal access to the program
  - Ensured adoptive families and county departments have consistent, accurate information and guidance about eligibility requirements and the services, benefits and remedies available under the program.

The legislation passed without any opposition. Gov. Jared Polis signed the bill on May 16, 2019.

- **Launch of CPO's Division of Youth Services Program:** Since becoming an independent agency in 2016, the CPO has seen a steady increase in the number of inquiries it receives regarding the Colorado Division of Youth Services (DYS). Those inquiries included individual cases centered on various concerns, including whether a juvenile received adequate medical care while in a facility and whether a DYS staff member's use of physical restraint was appropriate. While the CPO has attempted to address these issues, the agency has lacked both resources and expertise to address such inquiries and complaints effectively. During the 2018 Legislative Session, the Joint Budget Committee granted the CPO's request for an additional employee to lead the agency in creating and running the CPO's DYS program. During Fiscal Year 2018-19, the CPO filled this position. Since October 2018, the CPO's DYS Chief Analyst has been reviewing cases involving youth at DYS facilities, as well as strategizing how to best build the CPO's new program. The program will serve a variety of functions, including responding to inquiries from citizens about the DYS, educating stakeholders and the community about the CPO's services and providing recommendations for improvements to the DYS.

# Strategic Policy Initiatives

## Strategic Policy Initiatives for Fiscal Year 2019-2020

1

**STRATEGIC POLICY INITIATIVE: Improve communication methods and increase outreach campaigns to better educate and engage citizens and stakeholders on issues facing the child protection system.**

The CPO is statutorily required to educate citizens and stakeholders “concerning child maltreatment and the role of the community in strengthening families and keeping children safe.” See C.R.S. 19-3.3-103(2)(c). The CPO has identified the following Strategies and Critical Processes as ways to become more accessible to the public and improve the consistency in which it shares its work with citizens and stakeholders. The Strategies, Critical Process and Key Metrics outlined below are designed to ensure the CPO is fulfilling its mandate to educate the public regarding issues affecting the child protection system.

**STRATEGY ONE: Maintain consistent, timely and informative methods of communicating the CPO’s work to citizens and stakeholders.**

By clearly and consistently communicating both the individual and systemic issues plaguing the child protection system, and recommendations for improvement, the CPO continues to fulfill the utilitarian role the legislature designated for it.

**Critical Process – Complete investigation reports and case briefings using standardized templates and post finalized documents to the website in a timely fashion.**

### Key Metrics

Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022
<ul style="list-style-type: none"> <li>Implement any applicable practices or products detailed in the CPO Communication Plan.</li> <li>Develop a notification system to alert a list of subscribers when briefings and reports are posted to the website.</li> <li>Assess any needed changes to report formats and public release practices.</li> <li>Maintain timely posting of all CPO briefings and reports.</li> </ul>	<ul style="list-style-type: none"> <li>Determine whether the Critical Process has been completed.</li> <li>If the Critical Process has been completed, develop a Critical Process to improve and expand the notification system alerting the public to new reports.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop</li> </ul>	<ul style="list-style-type: none"> <li>If the Critical Process was not completed in FY 2020-21, implement any practices or products developed during the previous fiscal year.</li> </ul>



	appropriate Key Metrics.	
<b>Outcome:</b> This critical process will be complete after the notification system is launched and the CPO posts 100 percent of its issue briefs and investigation reports to the website within 48 business hours of finalization for two consecutive fiscal years. (Expected Completion Date: Fiscal Year 2020-2021)		

Critical Process – Ensure transparency regarding the CPO’s ongoing work by consistently updating and posting public notifications of pending cases, case extensions and legislative updates.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Implement any applicable practices or products detailed in the CPO Communication Plan.</li> <li>Update the list of public notifications on the Pending Cases page of the CPO’s website weekly.</li> <li>100 percent of case extensions will be completed and posted to the Case Extension page of the CPO’s website within the 60-day deadline set in the CPO’s <i>Case Practices and Operating Procedures</i>.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Determine whether the Critical Process has been completed.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>If the Critical Process was not completed in FY 2020-21, implement any practices or products developed during the previous fiscal year.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO updates its public notifications of pending cases every week, 100 percent of the case extensions are posted within the set deadline and the bill tracker is updated every week for two consecutive fiscal years. (Expected completion date: 2020-2021)		

Critical Process – Continue to improve communication with legislators concerning issues the CPO has identified and provide consistent and timely communication of CPO findings and recommendations.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Implement any applicable practices or products detailed in the CPO Communication Plan.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>During summer months, send legislators a survey asking about their interest in child protection issues and if</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> </ul>

<ul style="list-style-type: none"> <li>During the summer months, send legislators a survey asking about their interests in child protection issues and if there are any areas specifically, they and/or their constituents want to be informed about.</li> </ul>	<p>there are any areas specifically they and/or their constituents want to be informed about.</p> <ul style="list-style-type: none"> <li>Provide legislators an opportunity for a training/information session regarding the CPO's work, Public Policy Advancement Center and resources the agency provides.</li> </ul>	<ul style="list-style-type: none"> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO has created a consistent practice of communicating with legislators that results in the legislators' use of the CPO's services. (Expected completion date: Fiscal Year 2020-2021)		

**STRATEGY TWO: Expand outreach efforts and improve campaigns to better engage and serve communities less familiar with CPO services.**

The CPO will work to ensure that all communities in Colorado have equal access to CPO services and information. Expanding engagement with communities less familiar with the CPO's services – including Spanish speaking citizens – will be key in creating impactful reform to all areas of Colorado's child protection system.

Critical Process – Continue to increase engagement with foster and adoptive parents, kinship providers, children and juveniles, mandatory reporters and the child protection legal community through education and outreach campaigns.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Implement any applicable practices or products detailed in the CPO Communication Plan.</li> <li>Distribute CPO literature to all relevant agencies/providers and organizations.</li> <li>Complete outreach campaigns with four organizations and agencies/providers the CPO has not previously engaged with.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Complete outreach campaigns with four of the organizations and agencies/providers.</li> <li>Update listserv of organizations and agencies/providers.</li> <li>Provide interested parties an opportunity for a training session on the CPO Dashboard so they may quickly access data about their community.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>

<ul style="list-style-type: none"> <li>Distribute a survey to the CPO's stakeholder listserv seeking feedback regarding awareness of CPO services and interests in receiving additional materials or coordinating an informational meeting.</li> </ul>		
<b>Outcome:</b> This critical process will be complete after outreach campaigns with 12 groups have been completed. (Estimated completion date: Fiscal Year 2020-2021)		

Critical Process – Increase engagement with agencies/providers and organizations in rural communities through education and outreach campaigns.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Implement any applicable practices or products detailed in the CPO Communication Plan.</li> <li>Distribute CPO literature to all child welfare departments and judicial districts in the state.</li> <li>Complete two outreach campaigns in different rural judicial districts. During those campaigns engage with entities such as, child welfare departments, court improvement programs, school districts, regional hospitals and law enforcement.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Complete two outreach campaigns in different rural judicial districts. During those campaigns engage with entities such as, child welfare departments, court improvement programs, school districts, regional hospitals and law enforcement.</li> <li>Update listserv of all rural agencies/providers and organizations.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO has completed outreach campaigns in six different rural judicial districts. (Expected completion date: Fiscal Year 2020-2021)		

**Critical Process – Expand services to the Spanish-speaking community through increased outreach and improved accessibility.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>Distribute Spanish literature to all county child welfare departments and all judicial districts.</li> <li>Create the capability to view a Spanish version of the CPO website.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain translation services to aid Spanish-speaking citizens who contact the CPO.</li> </ul>	<ul style="list-style-type: none"> <li>Begin developing a strategic outreach plan for Spanish-speaking communities and start meeting with community leaders to determine how the CPO may efficiently deliver services.</li> </ul>

**Outcome:** This critical process will be complete after the CPO increases outreach for Spanish-speaking citizens. (Expected completion date: Fiscal Year 2021-2022)

**2**

**STRATEGIC POLICY INITIATIVE: Implement practices that ensure the CPO manages its caseload efficiently and effectively, allotting staff the necessary time and resources to investigate systemic concerns.**

The demand for CPO services has increased steadily since the agency’s inception, as has the breadth and complexity of issues presented to the CPO. To facilitate systemic reform through comprehensive investigations and inclusive policy resolution, the CPO must recognize complex cases quickly and resolve less complicated cases faster. The strategy below will help the CPO achieve this goal and ensure that the quality of services is maintained.

**STRATEGY ONE: Implement practices and procedures that will decrease the amount of Information/Resource Referrals and Assists are open and conversely increase the amount of time CPO staff dedicate to systemic issues affecting the child protection system.**

Information/Resource Referrals and Assists are the most common service provided by the CPO. The high demand for these services requires CPO staff to be efficient in contacting citizens, identifying their concerns and determining what is necessary to help citizens resolve their inquiry. Ensuring CPO staff are providing these services in an efficient and effective manner will, in turn, allow the CPO to dedicate the time necessary to study issues affecting the child protection system as a whole. All services provided by the CPO staff should be completed in a timely manner. The Critical Processes below, combined with the CPO’s policies outlined in the CPO’s *Case Practices and Operating Procedures*, will help the CPO provide all citizens quality services and ensure the agency has time and resources to address systemic issues.

**Critical Process – Streamline the process for identifying inquiries that result in Information/Resource Referral or Assists and close such cases in a timely manner.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>90 percent of inquiries resulting an Information/Resource Referral will be closed within 30 business days of receiving the inquiry.</li> <li>90 percent of inquiries resulting in Assists will be closed within 60 business days.</li> </ul>	<ul style="list-style-type: none"> <li>100 percent of inquiries resulting an Information/Resource Referral will be closed within 30 business days of receiving the inquiry.</li> <li>90 percent of inquiries resulting in Assists will be closed within 60 business days.</li> </ul>	<ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>

**Outcome:** This critical process will be complete after the CPO closes 100 percent of the inquiries resulting in an Information/Resource Referral within 15 business days of receiving the inquiry for two consecutive fiscal years and when 90 percent of inquiries resulting in Assists are closed within 60 business days of receiving the inquiry for two consecutive fiscal years. (Estimated completion date: Fiscal Year 2021-2022)

**Critical Process – Meet deadlines for completing investigations, as stated in the CPO’s *Case Practices and Operating Procedures*.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>70 percent of CPO investigations will be closed within the 60-business day deadline. (This figure does not include investigations in which case briefings are completed.)</li> </ul>	<ul style="list-style-type: none"> <li>80 percent of CPO investigations will be closed within the 60-business day deadline. (This figure does not include investigations in which case briefings are completed.)</li> </ul>	<ul style="list-style-type: none"> <li>100 percent of CPO investigations will be closed within the 60-business day deadline. (This figure does not include investigations in which case briefings are completed.)</li> </ul>

**Outcome:** This critical process will be complete after the CPO closes 100 percent of its investigations within the 60-business day deadline for two consecutive fiscal years. This figure does not include investigations in which case briefings are completed. (Expected completion date: 2021-2022)

**Critical Process – Utilize data to identify trends in the child protection system to launch investigations sooner.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>Launch two investigations based on</li> </ul>	<ul style="list-style-type: none"> <li>Launch two investigations based on</li> </ul>	<ul style="list-style-type: none"> <li>Determine whether the Critical Process was</li> </ul>

information gained from data collected from cases involving Assists.	information gained from data collected from cases involving Assists.	completed during Fiscal Year 2020-21. <ul style="list-style-type: none"> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO initiates at least two investigations based on an internal analysis of data and caseloads each year for two consecutive fiscal years. (Expected completion date: Fiscal Year 2020-2021)		

### 3 **STRATEGIC POLICY INITIATIVE: Increase the expertise and resources needed to investigate and research systemic issues within the child protection system.**

The CPO is charged with recommending systemic changes to *“improve the safety of and promote better outcomes for children and families receiving child protection services in Colorado.”* See C.R.S. 19-3.3-103(2)(e). These recommendations are often included in the CPO’s investigation reports. An investigation is the most time and resource intensive service the CPO provides. To ensure the CPO is completing these cases in a timely manner and maintaining a quality of work that will drive change within the child protection system, the agency must ensure its staff are both capable and well-equipped.

#### **STRATEGY ONE: Expand expertise and resources to ensure the CPO is fulfilling its mandated charge of investigating systemic issues and driving reform across the child protection system.**

During Fiscal Year 2017-18, the JBC granted the CPO’s request for additional staff. After all eight positions were filled, the CPO redistributed caseloads and assignments based on staff’s individual strengths and skill sets.

<b>Critical Process – Analyze whether systemic issues warrant additional staff and expertise.</b>		
<b>Key Metrics</b>		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Analyze data from the previous fiscal year to determine the impact the additional staff had on decreasing caseloads and increasing the CPO’s capacity to complete systemic</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Analyze data from the previous fiscal year to determine the impact the additional staff had on decreasing caseloads and increasing the CPO’s capacity to complete systemic</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO</li> </ul>

<p>investigations and research.</p> <ul style="list-style-type: none"> <li>Analyze data to determine the nature of the systemic issues facing the child welfare system.</li> <li>Using information from these analyses, determine whether to seek funds for additional staff.</li> </ul>	<p>investigations and research.</p> <ul style="list-style-type: none"> <li>Analyze data to determine the nature of the systemic issues facing the child welfare system.</li> <li>Using information from these analyses, determine whether to seek funds for additional staff.</li> </ul>	<p>from completing the task and develop appropriate Key Metrics.</p>
<p><b>Outcome:</b> This critical process will be complete after the CPO is able to analyze two complete fiscal years of data in determine staffing needs. (Estimated completion date: Fiscal Year 2020-2021)</p>		

Critical Process – Use expertise of staff to complete outreach in relevant areas.		
Key Metrics		
<p><b>Fiscal Year 2019-2020</b></p> <ul style="list-style-type: none"> <li>As the expertise of current staff grow, and/or the CPO gains additional staff, CPO staff will aid in outreach efforts and identifying systemic issues within their given area of expertise. These areas of expertise may include, DYS, mental health or child welfare.</li> </ul>	<p><b>Fiscal Year 2020-2021</b></p> <ul style="list-style-type: none"> <li>As the expertise of current staff grow, and/or the CPO gains additional staff, CPO staff will aid in outreach efforts and identifying systemic issues within their given area of expertise. These areas of expertise may include, DYS, mental health or child welfare.</li> </ul>	<p><b>Fiscal Year 2021-2020</b></p> <ul style="list-style-type: none"> <li>Determine whether the Critical Process was completed during Fiscal Year 2020-21.</li> <li>If the Critical Process has not been completed, determine the circumstances preventing the CPO from completing the task and develop appropriate Key Metrics.</li> </ul>
<p><b>Outcome:</b> This critical process will be complete after CPO staff has developed a broad range of expertise either through hiring additional positions or enhancing the knowledge of current staff. (Expected completion date: Fiscal Year 2020-2021)</p>		

**STRATEGY TWO: Improve how the CPO tracks and analyzes its recommendations to agencies/providers.**

The CPO has a statutory responsibility to maintain an accountable and transparent agency. Tracking and reporting the outcomes of its recommendations will provide a strong gauge for determining the CPO's impact in reforming the child protection system.

Critical Process – Design and implement system to track status of CPO recommendations.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Create and implement a policy that allows the CPO to track recommendations and determine whether they have been implemented.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Using the policy implemented during Fiscal Year 2018-19, the CPO will analyze the recommendations from the same period and determine whether they have been implemented. That information will be included in the CPO's Annual Report.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Using the policy implemented during Fiscal Year 2018-19, the CPO will analyze the recommendations from the same period and determine whether they have been implemented. That information will be included in the CPO's Annual Report.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO establishes an efficient policy for tracking and reviewing its recommendations, and that practice produces accurate data for at least two consecutive fiscal years. (Estimated completion date: Fiscal Year 2021-2022)		

4

**STRATEGIC POLICY INITIATIVE: Establish the CPO's Public Policy Advancement Center, which will serve as an objective and innovative space for citizens and stakeholders to discuss and improve child protection systems.**

The CPO is charged with recommending systemic changes to *"improve the safety of and promote better outcomes for children and families receiving child protection services in Colorado."* See C.R.S. 19-3.3103(2)(e). As part of this, the CPO will create the Public Policy Advancement Center to research, investigate and promote best practices in child protection systems and to make recommendations to improve Colorado's child protection systems, services and agencies.

**STRATEGY ONE: Ensure the CPO's Public Policy Advancement Center is an efficient, effective and inclusive space to promote improvements in Colorado's child protection system.**

The Public Policy Advancement Center will analyze trends from internal investigations as well as from local and state level data to assess critical gaps in Colorado's child protection systems. The program will also explore existing best practices and stakeholder recommendations to identify potential and necessary changes.

Critical Process – Implement thorough and consistent practices to ensure the CPO's Public Policy Advancement Center is effectively identifying priorities and providing an inclusive environment for discussion.		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>Launch the CPO's Public Policy Advancement Center.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>Assess the procedures established during the previous fiscal year.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>Assess the procedures established during the previous fiscal year.</li> </ul>



<ul style="list-style-type: none"> <li>• Establish public processes and expectations regarding how the program will select issues and what it will produce.</li> <li>• Establish a space on the CPO's website dedicated to informing citizens, stakeholders and legislators about the issues being addressed and the products being produced.</li> </ul>	<ul style="list-style-type: none"> <li>• Make any necessary improvements to the program to ensure it is inclusive, effective and efficient.</li> <li>• Make any necessary improvements to the CPO's website to ensure citizens are informed about the program and have the ability to access group discussions and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Make any necessary improvements to the program to ensure it is inclusive, effective and efficient.</li> <li>• Make any necessary improvements to the CPO's website to ensure citizens are informed about the program and have the ability to access group discussions and projects.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO establishes an efficient and effective program. (Estimated completion date: Fiscal Year 2022-2023)		

**Critical Process – Develop efficient outreach mechanisms to ensure the public is informed of the issues and has clear expectations regarding what the CPO's Public Policy Advancement Center will produce.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>• Implement any applicable practices or products detailed in the CPO Communication Plan.</li> <li>• Develop listservs of applicable stakeholders.</li> <li>• Develop and implement a system for consistently informing citizens, stakeholders and legislators about ongoing work.</li> <li>• Develop and implement a system for receiving public comment that accommodates for citizens and stakeholders in rural areas who may not attend meetings and discussions in person.</li> <li>• Develop and implement a system for distributing</li> </ul>	<ul style="list-style-type: none"> <li>• Assess all communication practices and products, including the CPO's website.</li> <li>• Assess the effectiveness of any outreach efforts to inform citizens and stakeholders of the program.</li> <li>• Make any necessary improvements to ensure that citizens and stakeholders are aware of the program and informed about the work being done.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess all communication practices and products, including the CPO's website.</li> <li>• Assess the effectiveness of any outreach efforts to inform citizens and stakeholders of the program.</li> <li>• Make any necessary improvements to ensure that citizens and stakeholders are aware of the program and informed about the work being done.</li> </ul>

and promoting final products and recommendations developed through the program.		
<b>Outcome:</b> This critical process will be complete after the CPO establishes an efficient and effective program. (Estimated completion date: Fiscal Year 2022-2023)		

**STRATEGY TWO: Ensure the center is consistently identifying relevant issues and developing well vetted, objective and detailed recommendations for change.**

Critical Process – Implement practices that will facilitate collaboration among stakeholders and ensure the CPO’s Public Policy Advancement Center is transparent and accessible		
Key Metrics		
<b>Fiscal Year 2019-2020</b> <ul style="list-style-type: none"> <li>• Develop and implement public procedures and practices for seeking and incorporating input from stakeholders and citizens.</li> <li>• Develop and implement public procedures and practices for alerting stakeholders and citizens when the program selects a new issue or project.</li> <li>• Develop and implement public procedures and practices for alerting stakeholders and citizens when recommendations have been issued.</li> </ul>	<b>Fiscal Year 2020-2021</b> <ul style="list-style-type: none"> <li>• Assess all of the program’s public reporting functions.</li> <li>• Make any necessary improvements to ensure all stakeholders are alerted when the program selects a new program, begins discussing a new issue and issues recommendations.</li> </ul>	<b>Fiscal Year 2021-2022</b> <ul style="list-style-type: none"> <li>• Assess all of the program’s public reporting functions.</li> <li>• Make any necessary improvements to ensure all stakeholders are alerted when the program selects a new program, begins discussing a new issue and issues recommendations.</li> </ul>
<b>Outcome:</b> This critical process will be complete after the CPO establishes an efficient and effective program. (Estimated completion date: Fiscal Year 2022-2023)		

**STRATEGY THREE: Ensure the CPO is producing products that effectively guide the child protection community in implementing recommendations developed through the CPO’s Public Policy Advancement Center.**

**Critical Process – Implement and maintain a process for assessing the outcomes of recommendations developed through the CPO’s Public Policy Advancement Center.**

**Key Metrics**

<b>Fiscal Year 2019-2020</b>	<b>Fiscal Year 2020-2021</b>	<b>Fiscal Year 2021-2022</b>
<ul style="list-style-type: none"> <li>• Create and implement a policy that allows the CPO to publicly track recommendations developed through the program and determine whether they have been implemented.</li> <li>• Solicit stakeholder feedback regarding the products and recommendations developed through the program.</li> <li>• Develop and implement a public reporting system which demonstrates how the CPO is working to ensure recommendations are implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess all of the programs and products implemented during the previous fiscal year.</li> <li>• Survey relevant stakeholders to determine which recommendations have been implemented.</li> <li>• Seek feedback regarding recommendations that were not implemented.</li> <li>• Make any necessary improvements to ensure the recommendations developed through the program are implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess all of the programs and products being utilized.</li> <li>• Survey relevant stakeholders to determine which recommendations have been implemented.</li> <li>• Seek feedback regarding recommendations that were not implemented.</li> <li>• Make any necessary improvements to ensure the recommendations developed through the program are implemented.</li> </ul>

**Outcome:** This critical process will be complete after the CPO establishes an efficient and effective program. (Estimated completion date: Fiscal Year 2022-2023)

## **Conclusion**

The Child Protection Ombudsman respectfully submits this report to the Joint Budget Committee and the General Assembly, as is required under C.R.S. 2-7-204. The CPO will comply with its requirements under the statute and will submit the required reports and evaluations.

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## APPENDIX 3

### Job Description, Probation Services Analyst III



# Mosaic

## Probation Services Analyst III Job Description

**Job Title:** Probation Services Analyst III  
**Job Code:** R43487  
**Full Time Salary Range:** \$6,698.00 - \$9,267.00  
**Job Series:** Probation Services Analyst  
**FLSA Status:** Exempt  
**OCC Group:** Professional Services (PS)

**Signature of the State Court Administrator approval available on file in the Human Resources Division.**

**General Statement Of Duties:** Manages specific programs and / or serves as project leader in the Division of Probation Services to develop improved managerial procedures and practices in the Colorado Judicial Department's probation business.

**Distinguishing Factors:** In addition to managing programs and/or projects which must consume 50% of the employee's time (managing programs or projects includes assigning tasks, monitoring progress and work flow checking, scheduling work, and establishing work standards), the Probation Services Analyst III position is distinguished from other classifications due to the supervisory responsibility for 3.0 or more full-time employees. If an employee does not meet the supervision requirement a Division may, in consultation with the Director of Human Resources and with the approval of the State Court Administrator, utilize this classification if the employee has responsibility for independently managing a highly specialized complex program or project. The complexity is reflected in a need for more sophisticated analytical methods and problem solving techniques. Work typically involves coordination with Director level positions within and external to the Judicial Department. The program or project schedule must exceed 12 months. A maximum of 30% of all Probation Services Analysts may be classified as a Probation Services Analyst III in a Division. This position will receive supervision from a Probation Services Analyst IV, Administrator or Division Director.

**Essential Functions Of the Position:**

- Manages and administers state wide probation programs and projects in the Division of Probation Services; leads or supervises other analysts and team members on projects.
- Identifies areas to implement new probation policies and procedures; coordinates implementation with various probation departments and other state agencies.
- Reviews and evaluates organizational policies, practices, structure, functions, programs, work methods, resources, relationships between various probation departments, and management and program performance; increases efficiency and effectiveness of state probation systems.
- Compiles and analyzes information collected; verifies accuracy of information; identifies issues and problems; formulates recommendations that will encourage change within the Division.
- Identifies problems within various departments of the probation system; offers recommendations and implements solutions; compares estimates and trend projections through the application of mathematical or statistical methods.
- Drafts rules, administrative recommendations, Chief Justice Directives.
- Prepares reports, schedules, forms, procedures and directives based upon research and evaluation of issues and problems.
- Analyzes proposed legislation, judicial processes, and procedures for possible impact on the probation business.
- Prepares budget requests and monitors budgets for small projects; prepares and monitors grant requests.
- May be responsible for recruitment and selection of unit employees.
- May establishes expectations and provides employee performance feedback on an on-going and annual basis.
- May assist subordinates in establishing goals.
- May evaluate subordinates' goal achievement through conferences or informal meetings.
- May provide recommendations regarding subordinate's employment probationary/trial period.

Provides orientation and on-going training, mentoring and coaching to existing subordinates.

Makes provisions for subordinates to attend outside training.

May provide cross-training and interdepartmental training.

May assign duties and responsibilities to staff; develops and establishes procedures for operating and maintaining required administrative systems.

Establishes response procedures designed to address internal and external requests for information.

Some positions may prepare grant proposals, monitor grant funds, and prepare grant completion reports.

Attends meetings and training as required.

Performs other duties as assigned.

**Supervisor Responsibilities:** May have supervisory accountability for other employees, volunteers, or interns. May plans, directs and coordinates activities for a unit. Duties include scheduling and assigning of work, training in all facets of work, quality control, and decisions impacting the pay, status and tenure of others. May conduct performance appraisals, and provides input into and participates in discipline, dismissal, and hiring processes.

**Minimum Education:** Graduation from an accredited college or university with a bachelor's degree and five years of management analysis experience in statistical or economic analysis, office systems, methods and procedures, work measurement, forms design, program planning or other related fields, which must have included one year of supervisory experience. Additional work experience in these or other related fields may be substituted on year for year basis for the required formal education.

**OR**

Two years as a Probation Services Analyst II in the Colorado Judicial Department required.

**Physical Demands:** While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to use hands and fingers and reach with hands and arms. The employee is occasionally required to stand and reach with hands and arms. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus.

**Work Environment:** The noise level in the work environment is usually quiet. This position is subject to varying and unpredictable situations; may handle emergency or crisis situations; is subject to many interruptions; may handle multiple calls and inquiries simultaneously; and may occasionally handle absentee replacement on short notice.



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## APPENDIX 4

### Job Description, Probation Services Analyst III



# Mosaic

## Probation Services Analyst III Job Description

**Job Title:** Probation Services Analyst III  
**Job Code:** R43487  
**Full Time Salary Range:** \$6,698.00 - \$9,267.00  
**Job Series:** Probation Services Analyst  
**FLSA Status:** Exempt  
**OCC Group:** Professional Services (PS)

**Signature of the State Court Administrator approval available on file in the Human Resources Division.**

### General Statement Of Duties:

Manages specific programs and / or serves as project leader in the Division of Probation Services to develop improved managerial procedures and practices in the Colorado Judicial Department's probation business.

### Distinguishing Factors:

In addition to managing programs and/or projects which must consume 50% of the employee's time (managing programs or projects includes assigning tasks, monitoring progress and work flow checking, scheduling work, and establishing work standards), the Probation Services Analyst III position is distinguished from other classifications due to the supervisory responsibility for 3.0 or more full-time employees. If an employee does not meet the supervision requirement a Division may, in consultation with the Director of Human Resources and with the approval of the State Court Administrator, utilize this classification if the employee has responsibility for independently managing a highly specialized complex program or project. The complexity is reflected in a need for more sophisticated analytical methods and problem solving techniques. Work typically involves coordination with Director level positions within and external to the Judicial Department. The program or project schedule must exceed 12 months. A maximum of 30% of all Probation Services Analysts may be classified as a Probation Services Analyst III in a Division. This position will receive supervision from a Probation Services Analyst IV, Administrator or Division Director.

### Essential Functions Of the Position:

Manages and administers state wide probation programs and projects in the Division of Probation Services; leads or supervises other analysts and team members on projects.

Identifies areas to implement new probation policies and procedures; coordinates implementation with various probation departments and other state agencies.

Reviews and evaluates organizational policies, practices, structure, functions, programs, work methods, resources, relationships between various probation departments, and management and program performance; increases efficiency and effectiveness of state probation systems.

Compiles and analyzes information collected; verifies accuracy of information; identifies issues and problems; formulates recommendations that will encourage change within the Division.

Identifies problems within various departments of the probation system; offers recommendations and implements solutions; compares estimates and trend projections through the application of mathematical or statistical methods.

Drafts rules, administrative recommendations, Chief Justice Directives.

Prepares reports, schedules, forms, procedures and directives based upon research and evaluation of issues and problems.

Analyzes proposed legislation, judicial processes, and procedures for possible impact on the probation business.

Prepares budget requests and monitors budgets for small projects; prepares and monitors grant requests.

May be responsible for recruitment and selection of unit employees.

May establishes expectations and provides employee performance feedback on an on-going and annual basis.

May assist subordinates in establishing goals.

May evaluate subordinates' goal achievement through conferences or informal meetings.

May provide recommendations regarding subordinate's employment probationary/trial period.

Provides orientation and on-going training, mentoring and coaching to existing subordinates.

Makes provisions for subordinates to attend outside training.

May provide cross-training and interdepartmental training.

May assign duties and responsibilities to staff; develops and establishes procedures for operating and maintaining required administrative systems.

Establishes response procedures designed to address internal and external requests for information.

Some positions may prepare grant proposals, monitor grant funds, and prepare grant completion reports.

Attends meetings and training as required.

Performs other duties as assigned.

**Supervisor Responsibilities:** May have supervisory accountability for other employees, volunteers, or interns. May plans, directs and coordinates activities for a unit. Duties include scheduling and assigning of work, training in all facets of work, quality control, and decisions impacting the pay, status and tenure of others. May conduct performance appraisals, and provides input into and participates in discipline, dismissal, and hiring processes.

**Minimum Education:** Graduation from an accredited college or university with a bachelor's degree and five years of management analysis experience in statistical or economic analysis, office systems, methods and procedures, work measurement, forms design, program planning or other related fields, which must have included one year of supervisory experience. Additional work experience in these or other related fields may be substituted on year for year basis for the required formal education.

#### OR

Two years as a Probation Services Analyst II in the Colorado Judicial Department required.

**Physical Demands:** While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to use hands and fingers and reach with hands and arms. The employee is occasionally required to stand and reach with hands and arms. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus.

**Work Environment:** The noise level in the work environment is usually quiet. This position is subject to varying and unpredictable situations; may handle emergency or crisis situations; is subject to many interruptions; may handle multiple calls and inquiries simultaneously; and may occasionally handle absentee replacement on short notice.



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## APPENDIX 5

Work Load Study, CPO Administrative Services Position

## Director of Administrative Services June-July 2019

Child Protection Ombudsman

JOB RESPONSIBILITIES	TIME IN HOURS	%
OFFICE ADMINISTRATION	28.00	11.8
ADVISORY BOARD	16.75	7.1
ACCOUNTING-FISCAL	30.00	12.7
HUMAN RESOURCES	45.25	19.1
OPERATIONS	15.50	6.5
EVENT COORDINATION	3.75	1.6
CASE MANAGEMENT	64.50	27.2
RECORDS MANAGEMENT	9.25	3.9
IT COORDINATION	19.25	8.1
SPECIAL PROJECTS	4.75	2.0
TOTALS	237.00	100.0



## APPENDIX 6

Job Description, Executive Assistant to SCA





# Mosaic

## Executive Assistant to the SCA Job Description

**Job Title:** Executive Assistant to the SCA  
**Job Code:** R41051  
**Full Time Salary Range:** \$5,042.00 - \$6,825.00  
**Job Series:** Executive Assistant  
**FLSA Status:** Non-exempt  
**OCC Group:** Professional Services (PS)

**Signature of the State Court Administrator approval available on file in the Human Resources Division.**

**General Statement Of Duties:** Provides specialized professional services and high level administrative support to the State Court Administrator in the State Court Administrators Office.

**Distinguishing Factors:** The Executive Assistant to the State Court Administrator is distinguished from the Staff Assistant classification by the performance of advanced levels of administrative work. This position works directly with the State Court Administrator and is responsible for performing executive administrative duties that are complex, confidential and sensitive in nature.

**Essential Functions Of the Position:**

- Assist the State Court Administrator in management of tasks for the organization.
- Communicates administrative policies, directives, rules and regulations.
- Enters, compiles, manages or analyzes statistical data as needed. Writes and edits reports on data as needed.
- Provides input and participates in projects designed to provide support to the functions of the State Court Administrator's Office.
- Composes and types correspondence and other material from rough draft or copy.
- Conducts or participates in special projects and committees.
- Coordinates events, meetings and travel services such as conference rooms, hotel reservations, transportation, food services, presentations, and materials for participants.
- Coordinate communications including taking calls, drafting and responding to emails, and interfacing with divisions of the State Court Administrator's Office, Judicial districts and the public effectively and in a timely manner.
- Takes meeting minutes.
- Prepares internal and external business documents, contracts, budgets, emails, letters, and memorandums for coordination and distribution.
- Coordinates calendar and schedule for SCA. Schedule meetings and appointments and manage travel arrangements within scheduling.
- Tracks budget and submits budget documentation, invoices, and reimbursement requests on behalf of SCA.
- Maintains organized filing systems of paper and electronic documents
- Attends meetings and training as required.
- Performs other duties as assigned.

**Supervisor Responsibilities:** No formal supervisory responsibility. Responsibility for one's own work product and work within a unit performing similar functions. Occasionally provides lead function, advice or explains work instructions to other employees, interns, or volunteers.

**Minimum Education:** Graduation from an accredited college or university with a bachelor's degree preferably in business, public or court administration and two years clerical experience at the executive level of an organization.

**Physical Demands:** While performing the duties of this job, the employee is regularly required to sit; use hands to perform repetitive motions, talk and hear. The employee is frequently required to walk/move about. The employee must occasionally lift and/or move up to 25

pounds. Specific vision abilities required by this job include close vision, color vision, depth perception and ability to adjust focus.

**Work  
Environment:**

The noise level in the work environment is usually moderate. May handle emergency or crisis situations; is subject to many interruptions; may handle multiple calls and inquiries simultaneously and may occasionally handle absentee replacement on short notice.



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## APPENDIX 7

### Barefoot PR Marketing Proposal



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**Proposal for**  
**The Office of Colorado's Child Protection Ombudsman:**  
***PR and Communications Services for FY 2020-2021***

September 29, 2019

## Situation Discussed/Opportunity

Barefoot PR has been implementing PR and communications support for The Office of Colorado's Child Protection Ombudsman (CPO) since May of 2019. As we near the end of the current engagement, the CPO has asked Barefoot PR to consider a scope of work to continue providing this work during Fiscal Year 2020 – 2021 (July 1, 2020 – June 30, 2021). Barefoot PR is pleased to present the following proposal detailing a scope of work, timeline and budget for this opportunity.

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## Scope of Work

### Strategy 1: Plan Update

At the start of the engagement, Barefoot PR will facilitate a discussion with the CPO to discuss priorities for the upcoming fiscal year. Following this discussion, Barefoot PR will update the CPO Purpose Plan and develop a tactical implementation timeline to support the approved strategies for both proactive and reactive needs.

### Strategy 2: Implementation

Once the Purpose Plan is updated, Barefoot PR will immediately move into tactical implementation, guiding the CPO's communications and marketing efforts through the end of the fiscal year 2020 – 2021. While these may change given CPO priorities, the following deliverables will likely be a focus for Barefoot PR throughout the contract period:

#### PUBLIC RELATIONS

- Develop relevant content to communicate information about recent/current projects to key CPO stakeholders, and facilitating the sharing of this content through approved CPO-owned platforms (i.e. Mail Chimp, website, social media)
  - To include development and distribution of e-newsletters (targeted quarterly)
- Coordinate with all necessary partners of the CPO to ensure communications/PR strategies are approved
- Implement intra-agency awareness campaigns — promoting the CPO's services among other child serving state agencies that intersect with the CPO's mission, including, but not limited to the CDHS – Divisions of Child Welfare, DYS, Office of Behavioral Health, Office of Early Childhood, HCPF (Medicaid unit) and CDPHE
- Increase community outreach through development and distribution of agency materials to citizens across the state including schools, pediatricians and other child serving professionals
- Implement approved media outreach to share information and establish subject matter expertise for the CPO (utilizing the CPO Subject Matter Expert Guide)
- Serve as primary point of contact for all media requests
- Media train organizational spokespeople when and where appropriate
- Monitor appropriate media coverage and industry trends

#### SOCIAL MEDIA

- Use of social media, videos and mini awareness campaigns to promote the services of the CPO
- Work with the CPO team to implement social media strategies as detailed in the Purpose Plan (i.e. CPO Q&A “events,” campaign targeting professionals) and achieve goals associated with establishing a strong online presence for the CPO

## WEBSITE

- Manage website content updates
- Project manage any approved website design needs

## GENERAL COMMUNICATIONS/MARKETING

- Manage quarterly e-communications for the CPO
- Consult on design of and create content for marketing collateral needs, including, but not limited to:
  - A CPO training toolkit for professionals and mandatory reporters to promote the CPO services
  - Culturally relevant, inclusive materials to promote the CPO services to the general public
- Support development of CPO Roadshow content and collateral
- Project manage the development of videos to support storytelling on behalf of the CPO
- Develop a concept for and implement all strategies associated with a targeted Awareness Campaign (details TBD)
- Serve as a sounding board to the CPO for all communications and PR-related needs

## ADVOCACY

- Support content and collateral needs associated with the 2021 Legislative Session

Other deliverables may be mutually determined following the update of the Fiscal Year 2020 – 2021 Purpose Plan.

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## Budget and Timeline

<b>Project Timeline</b>	<b>12 Months</b> <i>July 1, 2020 through June 30, 2021</i>
<b>Project Budget</b>	<b>\$3,500 per month</b> <i>Total Project Fee = \$42,000</i>

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## Proposal Terms

1. Should this proposal be accepted, a Service Agreement will follow outlining the complete terms of the contract.
2. Payment Terms upon contract agreement:
  - a. Invoicing Schedule:
    - i. Barefoot PR will invoice on the first of each month for work performed the month prior (i.e. will bill on February 1 for work performed in January), unless otherwise requested by the CPO.
  - b. All additional expenses associated with the project (i.e. travel expenses for up to two Barefoot PR representatives for events outside of the Denver metro area on behalf of CPO, graphic design, printing, postage, website development, etc.) will be the

responsibility of CPO, and will be pre-approved in writing or via email by CPO prior to being incurred.

- i. If requested, Barefoot PR will provide the CPO with graphic design services at a rate of no more than \$125 per hour. Expenses will be presented to the CPO as an estimate on a project-by-project basis and be pre-approved by the CPO prior to being incurred. Should graphic design services be rendered by Barefoot PR, Barefoot PR will include those costs in the next appropriate invoice showing hours/deliverables.
- c. Payment is required within 30 days of invoice date.

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## About Barefoot PR

Barefoot PR works across sectors to build reputational capital through traditional and non-traditional public relations strategies. Founded on the belief that reputations are built on a true commitment to doing the right thing, Barefoot PR never dresses up clients to be something they are not. We offer a variety of services under the public relations umbrella, focusing primarily on brand awareness and reputation management. With a true understanding of “positive story telling” to increase awareness of organizational impact, the team at Barefoot PR has extensive experience building reputations, creating and managing campaigns, and leveraging strategic impact. Through our holistic approach to public relations, we leverage available resources and identify innovative, effective and affordable tactics for successful results.

Our current client roster consists of nonprofit organizations, businesses and associations representing a variety of industries, but all contributing in some way to the greater public good. While our work spans across the public relations and community relations spectrums, our core approach is always focused on positive community impact – and we assist our clients in contributing to this philosophy through various methods.

It is important to note that our team has over a decade of experience working alongside organizations within the child protection arena and maintains a unique understanding of the sensitivities surrounding this issue. Our knowledge and experience has benefited our clients as we navigate messaging and communications strategies that respect these sensitivities, yet leverage our clients’ expertise in appropriate ways to ultimately benefit those served. A list of our past and present clients from within the child protection arena are as follows:

- Colorado Children’s Alliance
- Denver Human Services
- Growing Home
- The Kempe Foundation
- National Children’s Alliance
- Pennsylvania Chapter of Children’s Advocacy Centers & Multidisciplinary Teams
- Warren Village

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## The Barefoot PR Team

A team of creative and passionate professionals, Barefoot PR believes in collaboration and the ability to combine complementary skill sets for the benefit of our clients. While the CPO will have access to the entire Barefoot PR team throughout the duration of this contract, one individual team member will serve as project manager and the primary point of contact.



### **Cori Streetman – Co-Founder and Principal**

Cori Streetman co-founded Barefoot PR in 2010 with the hopes of “changing the face of public relations” to include a more holistic approach. She believes companies and organizations are most successful when they incorporate community involvement and cause-related marketing into more traditional marketing and business development plans. Her passion for integrating community investment into brand building and culture development is a primary focus for Barefoot PR’s work, and she works closely alongside a talented team to bring this passion to the clients she works with and the broader community. In 2013, The *Denver Business Journal* selected Cori as one of Denver’s Outstanding Forty Under 40. And in 2011, *ColoradoBiz Magazine* selected Cori as one of the “Top 25 Most Influential Young Professionals in Colorado” in conjunction with the annual GenXYZ Awards. Cori recently was accepted into the 2020 Class of the Governor’s Fellowship, a program of CiviCo. She is also very involved in the local community, serving on the board of directors for Girls Inc. of Metro Denver, and recently completing her term as a board member for Project PAVE (which included a term as the Board Chair) and Mi Casa Resource Center. In the past, Cori has also volunteered her time with such organizations as The Denver Foundation and The American Red Cross – Colorado & Wyoming, and served on the selection committees for the 9NEWS Leader of the Year Award and the Colorado Collaboration Award. Cori holds her Master of Science in Public Relations from the University of Denver.

### **Sarah Hogan – Co-Founder and Principal**

Sarah Hogan is a seasoned PR and Community Relations professional. Prior to founding Barefoot PR, she worked in-house for both regional and national companies, contributing to her knowledge an understanding of the business decisions that drive marketing and PR. Sarah enjoys digging into the strategy of public relations, and believes a good plan grows beyond what is written on paper. Sarah started her path to a career in PR early, trailing her dad – a former television executive – around t.v. stations throughout the Midwest. She formalized her training at the University of South Florida, where she graduated with a Bachelor’s degree in Mass Communications – Public Relations. Sarah’s past work includes creation and implementation of integrated marketing campaigns that include community investment, diverse charitable partnerships, multi-media advertising, and public relations strategies. She has worked with both for-profit and nonprofit clients to define key messaging, and train stakeholders to become more effective spokespeople. Sarah also has experience creating and implementing public relations and marketing programs from scratch. Sarah is a graduate of Leadership Denver 2019, and Chair of the 2019 B:Civic Summit for Corporate Social Responsibility professionals. She also completed Colorado Business Committee for the Arts’ Leadership Arts program and remains an active member of the organization’s advocacy committee. She recently completed her board service with the Denver Philharmonic Orchestra’s board of directors, serving as Vice President and previously served as a board member and board chair for The Delores Project.

### **Laura Schwinkendorf – Senior Associate**

Laura joined Barefoot PR in 2011, and has established herself as a key member of the team. Laura supports client services through research, copywriting, social media planning and tactics, as well as media relations. She is also well versed in cause marketing strategies and has supported the implementation of cause marketing programs associated with Barefoot PR’s clients. Laura holds her Bachelor of Science in Business Administration – Marketing from Texas A&M University. Laura is also committed to making a positive impact on the residents of Colorado – humans and animals alike. She serves on the board of Youth on Record and was a member of the PetAid Colorado Board of Directors, assisting the organization through its acquisition by Denver Dumb Friends League as a member of the Executive Committee. She is also an active volunteer with HomeAid Colorado and the Mile High Young Professionals, where she serves as the Marketing Co-Chair for their annual Rocky Mountain Young Professionals Summit.

### **Kathryn Goggin – Senior Associate**

Kathryn Goggin first joined Barefoot PR as an intern in 2013 before planning special events for the Denver Metro Chamber of Commerce for almost four years. She returned to the Barefoot team as an

associate in March 2017. In her role at Barefoot PR, Kathryn is responsible for supporting clients by writing press releases and media pitches, managing publicity reports, maintaining media relationships, conducting research and producing social media content. Kathryn has seven years of event planning experience in total and specialized in nonprofit events for four of those years. Her work included a variety of networking events, luncheons and special programming for the Denver business community. Kathryn received her Bachelor of Science in Journalism with honors and distinction from the University of Colorado at Boulder in 2013. She member of the board of directors for SAME Café, a current Big Sister in the Big Brothers Big Sisters of Colorado community mentoring program and a member of the B:Civic 2019 Summit planning committee.

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# Office of Colorado's Child Protection Ombudsman:

## Long-Range Financial Plan

October 2, 2019

### 1. Introduction to the CPO

#### Background

The Office of Colorado's Child Protection Ombudsman (CPO) was established in June 2010, under Senate Bill 10-171. This legislation provided that the CPO would operate as a program through a contract with a local non-profit agency, issued and managed by the Colorado Department of Human Services (CDHS).

Senate Bill 10-171 was passed in response to the deaths of 12 children in Colorado who were known to child protection services. The deaths of these children in 2007 sparked an outcry by the public that there be greater oversight, accountability and transparency of the child protection system in Colorado. The public demanded to know more about how the systems charged with protecting Colorado's children were keeping them safe and working to prevent such tragedies in the future.

Years after the CPO's creation, legislators determined that the CPO needed independence from the agencies it was designed to review. So, on June 2, 2015, Senate Bill 15-204, *Concerning the Independent Functioning of the Office of the Child Protection Ombudsman*, was signed into law. This legislation transformed the original "program" into a distinct and independent state agency. The new, independent CPO opened in 2016.

The concept of an ombudsman dates back hundreds of years and is designed to provide citizens with an independent, unbiased and trusted intermediary between the public and an entity. In a similar fashion, the CPO works to provide a clear channel between the citizens of Colorado and the agencies and providers tasked with protecting children. The CPO is guided by standards set by organizations such as the United States Ombudsman Association and the American Bar Association. Using those standards, the CPO serves the public by independently gathering information, investigating complaints and providing recommendations to child protection agencies and providers.

To ensure the accountability and transparency of the CPO and the Ombudsman, the legislature also created the Child Protection Ombudsman Board (CPO Board) in 2015. The CPO Board was the first of its kind in the nation. By law, the CPO Board is required to oversee the Ombudsman's performance and act as an advisory body on strategic direction and outreach decisions by the CPO.

The CPO is now housed within the Colorado State Judicial Branch and is located at the Ralph L. Carr Judicial Center in Denver. Colorado's current Child Protection Ombudsman, Stephanie Villafuerte, was appointed in December 2015 by the CPO Board. Ombudsman Villafuerte took office in January 2016.

### **Mission**

Ensuring that the state's child protection system consistently provides high-quality services to every child, family, and community in Colorado.

### **Vision**

Ensuring safety for Colorado's children today and envisioning a stronger child protection system for the future.

### **Major Agency Functions**

#### **Role of the CPO**

By design, the CPO serves as an independent, neutral problem solver that helps citizens navigate a complex child protection system in an expert and timely manner. The CPO has independent access to child protection records that are not otherwise available to the public. This allows the CPO to objectively assist citizens with concerns, investigate issues affecting the child protection system, deliver recommendations and drive systemic reform through research and education. Through objective study the CPO works to improve the delivery of services to children and families within the child protection system.

#### **Responsibilities of the CPO**

The CPO was established pursuant to C.R.S. 19-3.3-101. The CPO receives complaints concerning actions or inactions by child protection agencies that may adversely impact the safety, permanency or well-being of a child. Child protection agencies are those that receive public funds to protect or care for children. This includes law enforcement, mental health agencies, child welfare services and the Division of Youth Services.

In addition to providing all citizens free and confidential services, the CPO provides citizens and stakeholders three primary services:

**Information and Resources Referral (IRR)** – The CPO provides citizens with information, resources and/or education to help resolve their questions regarding the child protection system. The CPO will speak with a citizen on the phone to learn more about their concern. CPO staff may personally connect the caller with a resource that is best suited to address their question.

**Assist** – This is the most common service provided by the CPO. The CPO works with citizens to clarify what is happening in their specific case, including processes and actions taken by an agency or provider. CPO staff will complete an independent review of relevant records, rule and law. Depending on the complexity and nature of the inquiry, the CPO may contact the agency/provider involved to gain a better understanding about a specific situation. In some instances, the CPO may facilitate communication between the caller and the agency involved in the case with the goal of resolving the problem.

**Investigation** – The CPO will open an investigation if it determines a case may result in recommendations for statutory, budgetary and/or administrative changes to improve the broader child protection system. A comprehensive, independent study of relevant facts, records, rules and law will be completed. The CPO will interview all relevant parties and may interview subject matter experts. For all investigations, the CPO will contact the relevant agency/provider and release a public investigation report.

### **Jurisdiction and Environment**

The CPO receives *“complaints concerning child protection services made by, or on behalf of, a child relating to any action, inaction, or decision of any public agency or any provider that receives public moneys that may adversely affect the safety, permanency, or well-being of a child. The Ombudsman may, independently and impartially, investigate and seek resolution of such complaints, which resolution may include but need not be limited to, referring a complaint to the state department or appropriate agency or entity and making a recommendation for action relating to a complaint.”* See C.R.S. 19-3.3-103(1)(a)(I)(A).

Some examples of agencies/providers the CPO has jurisdiction to review includes: human service agencies, youth corrections, law enforcement, educators, medical professionals and treatment providers.

Pursuant to C.R.S. 19-3.3-101 to 110, the CPO does not have the authority to:

- Investigate allegations of abuse and/or neglect.
- Interfere or intervene in any criminal or civil court proceeding.

- Investigate complaints related to judges, magistrates, attorneys or guardians ad litem.
- Overturn any court order.
- Mandate the reversal of an agency/provider decision.
- Offer legal advice.

### **CPO Key Performance Goals**

**Goal One** – Ensure communication with citizens, legislators and stakeholders is consistent and informative so the public is informed about the CPO’s work and issues impacting child protection systems in Colorado. The majority of calls the CPO receives from citizens concern child welfare services within the metropolitan area. The agency’s outreach strategy is aimed at connecting with more citizens in rural Colorado, as well as agency stakeholders outside of child welfare.

**Goal Two** – Monitor and strengthen agency practices to ensure the CPO is efficient in managing its caseload, allotting staff the necessary time and resources to effectively address systemic and individual issues impacting Colorado’s child protection system.

## **2. Program and Goal Evaluation**

### **Major Programs and Goal Alignment**

The CPO operates as a singular program. A citizen or stakeholder who contacts the agency may receive one or several of the services enumerated above. Additionally, the agency may choose to highlight issues impacting the child protection system in a number of ways. As such, the two performance goals detailed below are designed to improve how the CPO connects and communicates with the public, as well as improving how the agency handles its caseload.

**Goal One** – Ensure communication with citizens, legislators and stakeholders is consistent and informative so the public is informed about the CPO’s work and issues impacting child protection systems in Colorado. The majority of calls the CPO receives from citizens involve child welfare services within the metropolitan area. The agency’s communication strategy is aimed at connecting with more citizens in rural Colorado, as well as agency stakeholders outside of child welfare.

During Fiscal Year 2018-19, the CPO obtained the services of a local communications firm to develop a comprehensive and strategic outreach plan. The plan was developed after the firm completed extensive research about the CPO, ombudsmen best practices and an in-depth survey of the CPO’s stakeholder partners. During the first quarter of Fiscal Year 2019-20, the CPO began the preliminary phases of this plan.

The Ombudsman and CPO staff host dozens of outreach events and presentations across Colorado every year. During Fiscal Year 2018-19, the CPO presented and met with agencies such as the Colorado Foster Parent Association, the Kempe Center and CDHS. Additionally, the Ombudsman and CPO staff traveled to various parts of Colorado – including Montezuma and Otero counties – to meet with citizens and stakeholders.

Through its website, the CPO provides citizens, legislators and stakeholders with copies of its investigation reports, compliance letters and issue briefs. These documents inform the public about the issues impacting the child protection system – both in individual cases and across systems. The CPO also posts a list of its active cases and a list of cases in which an extension was required. When extensions are required, the public is provided with a reason for the extension and an estimated completion date. Despite the large amount of information available on the CPO’s website, the website is currently being underutilized. Improvements to the structure and content of the CPO’s website will aid the agency in meeting this goal.

Currently, only 17% of the calls the CPO receives pertain to issues other than child welfare services. The CPO is charged with reviewing any system that receives public funds for the protection, well-being and safety of children. Additionally, the majority of calls received by the CPO involve agencies located within the metropolitan area. As such, the CPO will focus its outreach efforts on improving its communication with new agency partners – such as public safety and mental health – to broaden the issues it studies. Outreach efforts will also emphasize communication with rural communities in Colorado. Connecting with rural populations will not only increase the number of citizens the CPO serves, it will also help to reveal additional issues impacting child protection systems.

**Goal Two – Monitor and strengthen agency practices to ensure the CPO is efficient in managing its caseload, allotting staff the necessary time and resources to effectively address systemic and individual issues impacting Colorado’s child protection system.**

To help ensure the CPO is handling cases in an efficient manner, the agency has implemented a practice that all individual cases be completed within 60-business days. The agency also utilizes a system that requires the agency to publicly account for any cases that extend beyond that timeframe. CPO staff meet with the Ombudsman weekly to discuss cases and the Ombudsman must approve any case closures. This practice is designed to ensure that all cases involve a thorough review of the issue or complaint and all efforts have been made to provide citizens with guidance or a resolution regarding their concern. Additionally, the Ombudsman and Chief Child Welfare Analyst maintain consistent communication with stakeholder partners regarding active cases, emerging trends and systemic concerns. Additionally, CPO staff utilize information from



the agency's database to proactively identify trends and issues impacting the child protection system.

During the past two fiscal years, the CPO has experienced staff turnover in its child protection systems analyst positions. To effectively meet this goal, the CPO will need to obtain an increase in funding to help ensure it is hiring, training and retaining qualified and skillful employees. Such funds will be used to increase the salary for this position to an appropriate range and provide CPO staff with adequate, ongoing training.

### 3. Financial Structure

The CPO is funded entirely by moneys allocated by the Joint Budget Committee from the General Fund. The CPO has one program costs line in the Long Bill that is used for personal services and all other operating expenses. Appropriations to this line over the years is in the table below.

<b>Fiscal Year</b>	<b>Total Funds</b>	<b>General Fund</b>
<b>FY 2015-16</b>	<b>\$484,762</b>	<b>\$484,762</b>
<b>FY 2016-17</b>	<b>\$614,458</b>	<b>\$614,458</b>
<b>FY 2017-18</b>	<b>\$782,421</b>	<b>\$782,421</b>
<b>FY 2018-19</b>	<b>\$1,024,898</b>	<b>\$1,024,898</b>
<b>FY 2019-20</b>	<b>\$994,028</b>	<b>\$994,028</b>

### 4. Financial Forecast

As the CPO implements its strategic outreach plan, the agency anticipates that it will begin to receive calls from populations which are currently unfamiliar with the agency's services. Additionally, as the CPO emphasizes outreach to stakeholders outside child welfare, the agency anticipates that an increasing number of calls will involve systems the CPO has not yet reviewed. In total, the CPO anticipates a 20% increase in the number of calls it receives by the end of Fiscal Year 2024-25. This increased caseload – approximately 120 additional individual and systemic cases – will require an additional three FTE. See the table below for estimated appropriations over the next five years.

- **FY 2020-21** – If the CPO's current budget request is approved, the agency will fully implement its communication plan during Fiscal Year 2020-21.
- **FY 2021-22** – The agency anticipates an increase in its caseload – assuming the outreach plan was implemented during the previous fiscal year – during Fiscal Year 2021-22. This increase will be used to help inform its budget request for Fiscal Year 2022-23.

- **FY 2022-23** – The increased caseload will likely require a three additional FTE. The CPO will request in its Fiscal Year 2023-24 budget request. Two of the positions will be child protection analysts charged with handling the additional cases. (The salary range for this position is from \$58,212 to \$86,505.) The third position will be needed to assist the current Director of Administrative Services with the added administrative duties. (The salary range for this position is from \$42,384 to \$62,892.)
- **FY 2023-24** – The CPO anticipates its budget will be static.
- **FY 2024-25** – The CPO anticipates its budget will be static.

		FY2021		FY2022		FY2023		FY2024		FY2025	
		Appropriation		Appropriation		Appropriation		Appropriation		Appropriation	
		FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total
<b>Office of the Chld Protection Ombudsman</b>											
Program Costs	GF	8.0	\$1,092,070	8.0	\$1,112,532	11.0	\$1,424,747	11.0	\$1,460,693	11.0	\$1,489,387
		8.0	\$1,092,070	8.0	\$1,112,532	11.0	\$1,424,747	11.0	\$1,460,693	11.0	\$1,489,387

#### Assumptions for Calculations:

FY 2021: Includes FY21 budget request decision item and pots.

FY 2022: Assumes continuation budget from FY 2021, added 2% increase for salary and 4% for HLD.

FY 2023: Assumes a decision item for 3.0 FTE due to increased caseloads. Also, estimates 2% increase for salary and 4% for HLD for continuation staff.

FY 2024: Assumes continuation budget from FY 2023, added 2% increase for salary and 4% for HLD.

FY 2025: Assumes continuation budget from FY 2024, added 2% increase for salary and 4% for HLD.

## 5. Anticipated Funding Decreases

None of the CPO's programs are currently funded with federal dollars, gifts, grants or donations. The CPO does not anticipate any decreases in its general fund appropriation over the next five years.