

Office of Colorado's Child Protection Ombudsman

FY 2023-2024 Agency Summary and Budget Request



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OFFICE OF COLORADO'S CHILD PROTECTION OMBUDSMAN - BUDGET REQUEST FISCAL YEAR 2024

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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).

The program was created 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 Colorado's child protection system. The public demanded the state create a mechanism to examine the components of the state's child protection system, help citizens navigate the complexity of the system and provide recommendations on how to improve the system overall.

Years after its creation, legislators determined that the CPO needed independence from the agencies it was designed to review. And on June 2, 2015, Senate Bill 15-204, Concerning the Independent Functioning of the Office of the Child Protection Ombudsman, was signed into law. The new, independent CPO opened in 2016.

Senate Bill 15-204 not only transformed the original "program" into a distinct and independent state agency, but it also created the first ever Child Protection Ombudsman Board (CPO Board). Designed to ensure the accountability and transparency of the CPO, the CPO Board is required to oversee the Child Protection Ombudsman's performance and act as an advisory body.

Since its independence, the CPO has worked consistently to keep its practices aligned with national standards. 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 works to provide a clear channel between Coloradans and the agencies and providers tasked with protecting children. Specifically, the CPO independently gathers information, investigates complaints and provides recommendations to child protection agencies, providers and the state's legislature.

Further aligning the CPO with national standards, House Bill 21-1272 was signed into law on June 24, 2021. The law allows the CPO to be more responsive to citizens requesting a review of the circumstances surrounding a critical incident, such as a child fatality. Prior to its passage, the CPO was unable to complete such reviews in a timely or robust manner. Additionally, House Bill 21-1272 created additional protections for the confidential information and documents reviewed by the CPO during a case.

In June 2021 and June 2022, the CPO's duties and powers were expanded with the passage of House Bill 21-1313 and House Bill 22-1319. Intended to help unaccompanied immigrant children placed within Colorado's borders by the federal Office of Refugee Resettlement, these bills

permit the CPO to initiate reviews of the safety and well-being of such youth who are placed in state-licensed residential child care facilities, as well as monitor their care.

Also in June 2022, two task forces were established in the CPO through the passage of House Bill 22-1240 and House Bill 22-1375. Each is designed to objectively examine issues that are critical to improving the state's child protection system and are comprised of members with diverse experience and knowledge. The Mandatory Reporting Task Force, established by House Bill 22-1240, will analyze 19 directives concerning the procedures and effectiveness of Colorado's child abuse and neglect mandatory reporting system and possible improvements. The Timothy Montoya Task Force to Prevent Children from Running Away From Out-Of-Home Placement (Timothy Montoya Task Force), established by House Bill 22-1375, will analyze nine directives aimed at improving safeguards for children in out-of-home placement who have runaway behaviors.

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

The 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. The agency:

- Listens to people about their experience with, and concerns about, the state's child protection system.
- Researches concerns reported by any individual or entity about service delivery within Colorado's child protection system.
- Resolves issues by determining the best way to assist people. This may mean bridging communication barriers or mediating conflicts based on misunderstandings.
- Identifies trends where the child protection system's funding, resources or practices are not keeping up with the needs of children, youth and families.

- Makes public recommendations for child protection system improvements. This may mean working with lawmakers, professionals and other stakeholders to advance legislation and policies that have a lasting, positive impact on children, youth and families.

Responsibilities of the CPO

The CPO is responsible for responding to citizens' 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 but is not limited to law enforcement, mental health agencies, child welfare services and the Division of Youth Services (DYS).

The CPO may self-initiate an independent and impartial investigation and ongoing review of the safety and well-being of an unaccompanied immigrant child who lives in a state-licensed residential child care facility and who is in the custody of the Office of Refugee Resettlement of the federal Department of Health and Human Services as set forth in 8 U.S.C. sec. 1232 et seq. As part of this responsibility, the CPO may create and distribute outreach materials to state-licensed residential child care facilities and to individuals that have regular contact with unaccompanied immigrant children.

Additionally, the CPO is responsible for informing on systemic changes to promote better outcomes for, and improve the safety and well-being of, children, youth and families receiving child protection services in Colorado. Being uniquely situated to gather and share information with state and non-state entities, the CPO may issue recommendations to enhance the state's child protection system. The CPO shares this and other information with the public by publishing reports and other content at www.coloradocpo.org.

Jurisdiction and Environment

Each year, the CPO provides free and confidential services to hundreds of citizens who have questions and concerns about the state's child protection system. These citizens include parents, grandparents, kin, youth, medical professionals, lawyers, social workers, police officers and many others.

Citizens' questions and concerns often relate to specific program areas within the state's child protection system, including child welfare, juvenile justice and behavioral health. With access to child protection records that are not otherwise available to the public, the CPO is able to independently and objectively resolve citizens' questions and concerns while concurrently identifying systemic issues afflicting the child protection system.

The agency's enabling statutes are C.R.S. § 19-3.3-101 — 19-3.3-110. Pursuant to C.R.S. § 19-3.3-103, the CPO has the authority to:

- Receive complaints concerning child protection services.

- Request, access, and review any information, records, or documents, including records of third parties, that the ombudsman deems necessary to conduct a thorough and independent review of a complaint.
- Independently and impartially investigate complaints.
- Seek resolution of complaints.
- Recommend changes and promote best practices to improve the state's child protection services.
- Educate the public concerning strengthening families and keeping children safe.
- Self-initiate an independent and impartial investigation and ongoing review of the safety and well-being of any unaccompanied immigrant child who lives in a state-licensed residential child care facility and is in federal custody.

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.
- Testify in a court proceeding in which the CPO is not a party.
- Provide third-party records/documents acquired in the course of a case.
- 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 2021-22

During Fiscal Year 2021-22, the CPO opened a record number of cases. In total, the agency open 982 cases. That total reflects a 15% year-over-year increase in cases compared to the previous fiscal year. Approximately 68% of the questions and concerns the CPO received were from family members – including mothers, fathers, grandparents and other relatives. The agency also received numerous questions and concerns from foster and adoptive parents, youth, state legislators and professionals that serve youth and families. A significant portion of cases were related to behavioral health issues (28 percent), domestic violence issues (10 percent), sex abuse issues (8 percent) and child custody issues (15 percent). Approximately 18 percent of cases were related to specific child welfare practices – such as family visitation, kinship placements, father engagement, the use of safety and risk tools and records access. Additionally, cases centered on the care and treatment of youth within Division of Youth Services' (DYS) youth services centers, and several cases raised the question of whether Colorado's child protection system is designed to adequately serve under-resourced families, families of color and children with disabilities. Regardless of whether the agency received a call about an issue once or multiple times, the CPO reviewed each case with care and an eye toward systemic improvement.

Additional highlights from FY 2021-22 include:

Launch of Public Policy Advancement Center – The CPO launched an innovative new program to address pressing issues facing Colorado's child protection system. The Public Policy Advancement Center brings together professionals from across Colorado's child protection service array, families, youth and other community members, to discuss multidisciplinary, multifaceted issues – all with the aim of improving the way Colorado safeguards its children and families. It creates space for robust policy discussions that explore the breadth and depth of issues, and it supports problem solving by integrating input from those with lived experience, subject matter experts and the best available research.

Improving Colorado's Mandatory Reporting Law –On September 15, 2021, the CPO published an issue brief detailing its study of Colorado's mandatory reporting law.¹ That study revealed an inconsistent understanding of the law, a fragmented system of mandatory reporter trainings and a general lack of supports to help mandatory reporters perform the job asked of them – namely, to report suspected child abuse and neglect. The study also raised questions of whether mandatory reporting disproportionately impacts families of color, under-resourced communities and individuals with disabilities, and how best to support such groups. Shortly after the CPO's issue brief was published, the agency began working with members of Colorado's General Assembly to improve the law. That work

¹ See CPO Issue Brief: [“Mandatory Reporters: How Colorado's mandatory reporter law lacks the necessary infrastructure to support those charged with reporting suspected child abuse.”](#)

culminated in the creation of House Bill 22-1240, “Mandatory Reporting.”² With the ratification of this bill, the Public Policy Advancement Center is positioned to convene a two-year task force to analyze mandatory reporting’s effects, processes, trainings and resources, for the ultimate goal of supporting the safety and well-being of Colorado’s children and families.

Making Out-of-Home Placements Safer and More Effective – During the summer of 2021, the CPO convened several stakeholder meetings with Colorado’s residential treatment providers for youth in need of intensive behavioral health and psychiatric services. These meetings centered on how Colorado can make out-of-home placements safer and more effective, especially for youth with runaway behaviors. These conversations echoed many the agency held with families – families with deep-rooted concerns. In one case, the agency heard from the mother of 12-year-old Timothy Montoya. She described how Timothy was hit and killed by a car shortly after running away from his out-of-home placement, and how she didn’t believe anything was being done to prevent such an occurrence from happening to another family. In the fall of 2021, the agency promptly started working with members of Colorado’s General Assembly to address the quality of out-of-home placements. Our work culminated in the creation of House Bill 22-1375, “Child Residential Treatment and Runaway Youth,” which created the Timothy Montoya Task Force to Prevent Children from Running Away from Out-Of-Home Placement.³ This critical task force will analyze what constitutes runaway behaviors, and will work to create a consistent, prompt and effective response to children who run away from their out-of-home placement.

Recognizing Strong Work in Child Protection – Given the CPO’s unique position within the child protection system, we believe it is important to highlight issues that are impacting the delivery of services to children and families. But the agency also works to acknowledge and highlight strong and innovative work. Through its case reviews, the CPO often observe elements of practice that not only meet the minimums outlined in rule and law, but also align with best practice standards. Examples include efforts by agencies and providers to communicate with clients in an honest, clear and transparent manner, efforts to locate and sustain family connections for children, and creative ways that agencies and providers have addressed service delays or barriers. The CPO believes in the importance of highlighting this work as it demonstrates a commitment to client-centered, solution-focused and trauma-informed work with Colorado families.

Connecting with the community – During the past fiscal year, the CPO continued its efforts to connect with Colorado citizens to share what it is learning about the child protection

² See [House Bill 22-1240, Mandatory Reporters](#)

³ See [House Bill 22-1375, Child Residential Treatment and Runaway Youth](#)

system and how the agency is working to improve our own practices. Below are highlights from these efforts.

Youth Outreach: During the past fiscal year, the CPO have continued to prioritize youth outreach to improve how we engage with youth impacted by the child protection system and improve the services we provide them. To do this the agency worked with stakeholders and youth to improve connections in individual cases, as well as agency-wide efforts. Those efforts include the formation of the CPO Board Youth Voice Subcommittee. This subcommittee utilized the expertise and connections of CPO Board members to connect with and learn from other organizations that work with youth in Colorado. The subcommittee also completed a review of the CPO's youth-specific materials to identify improvements and is working to develop ongoing reviews to ensure these materials are fresh and engaging.

The CPO remained committed to elevating youth voice by partnering with a national research and design lab called Think of US. Focused on improving the lives of those in foster care, Think of US helped us engage foster youth by facilitating discussions about youth needs, and helping us better understand what is most important to youth who may need assistance from the CPO. The CPO is also working on a national level to engage youth impacted by child protection services. Child Protection Ombudsman Stephanie Villafuerte was selected by the American Bar Association to serve on its Commission on Youth at Risk Advisory Committee. The commission's mission is to address the legal needs of children, youth and young adults who are disadvantaged or marginalized due to legal system involvement, poverty, race, national origin or ethnicity, gender or gender identification, disability, or religion.

National Presence: The agency continues to serve as an innovative leader among child protection ombudsmen offices across the country. The CPO has worked to elevate the work of child protection ombudsman nationally. The CPO presented to national organizations and worked with states such as New Mexico, New York, Kansas and others to establish and promote ombudsmen offices.

These and many other accomplishments are highlighted in the CPO's FY 2021-22 Annual Report.⁴

⁴ See Appendix 1, [Office of Colorado's Child Protection Ombudsman Annual Report, Fiscal Year 2021-22](#).

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 2022-23 Performance Plan (Plan) to the Gov. Jared Polis on July 1, 2022, and the Plan was posted online on July 1, 2021.⁵ The Plan contains the CPO's strategic goals for the upcoming year. These include expanding communication and engagement efforts, efficiently managing caseloads and research and establishing the CPO as a leader with respect to understanding child protection issues and best practices. Additionally, the Plan lists the specific strategies, processes, activities and metrics the CPO is using to help achieve these strategic goals. These efforts include monitoring demographic data to help expand services to youth populations that are overrepresented in the child protection system, including Black, Indigenous, Latino and youth of color.

Budget Status FY 2021-22

In June 2022, the CPO reverted \$54,545 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 agency experienced multiple vacancies and unpaid leave cases for the Client Services Analysts positions.

⁵ See Appendix 2, [Office of Colorado's Child Protection Ombudsman's Fiscal Year 2022-23 SMART Act Performance Plan](#)

FY 2023-24 Decision Items

November 1, 2022

Department Priority: Decision Item R-01 through R-06

Request Title: Office of Colorado's Child Protection Ombudsman

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 489,701	\$ 489,701	\$ -	2.5	-
Total Program:	\$ 489,701	\$ 489,701	\$ -	2.5	-
Office of the Child Protection Ombudsman					
RI-01 Employee Support Services		\$ 110,803	\$ -	1.0	-
RI-02 Client Services Analyst		\$ 103,052	\$ -	1.0	-
RI-03 Public Info. Coord.		\$ 129,095	\$ -	0.5	-
RI-04 Salary Increases		\$ 88,560	\$ -	-	-
RI-05 Operating Restoration		\$ 10,000	\$ -	-	-
RI-06 Contract Investigator		\$ 48,191	\$ -	-	-
Program Costs	\$ 489,701	\$ 489,701	\$ -	2.5	-

Introduction

In 2016, the Office of Colorado's Child Protection Ombudsman (CPO) was established as an independent state agency housed in the Colorado Judicial Branch (Judicial Branch). When the CPO was first established as an independent agency, it had a total of 3 employees and the agency's total budget for Fiscal Year 2015-16 was \$484,762. The CPO opened a total of 580 cases during the same fiscal year. During the past six years, the CPO has worked diligently to fulfill its statutory mandate to serve the citizens of Colorado on a one-to-one and systemic level. Through consistent and creative outreach and education, the CPO has worked to educate citizens, legislators and stakeholder partners about the agency's unique and impactful services.

The results of these efforts are substantial. Repeatedly during the past six years, the CPO has identified issues impacting how child protection services are administered in this state and issued recommendations for improvement. To date, the CPO's work has led to five pieces of successful legislation that have addressed long-standing and complicated issues. Much of this work has been rooted in the one-to-one services the agency offers any citizen who contacts it. The CPO has refined and expanded these services, so that each client receives free and confidential services to review and help resolve concerns they have about the child protection system. While the issues presented to, or identified by, the CPO have been diverse and complex, growth in the demand for CPO services has remained constant.

As the agency has refined and improved its practice, the demand for the CPO's services has continued to grow each year. Since Fiscal Year 2018-19, the CPO has seen an average increase of 20 percent in cases each year. In fact, the CPO opened a record number of cases during the past fiscal year, totaling 982 cases.

CPO Case History	Total Number of Cases
Fiscal Year 2018-19	575
Fiscal Year 2019-20	725
Fiscal Year 2020-21	852
Fiscal Year 2021-22	982

This unyielding demand for CPO services has resulted in the agency growing and expanding at a rate much faster than anticipated. Today, the CPO is comprised of 10.5 FTE and operates with an annual budget of \$1,355,762.⁶ The six request items detailed below reflect the impacts of this growth on the agency and the services the CPO provides citizens. Each item will play a unique role in ensuring the agency is able to continue providing Colorado citizens with the services and perspective for which the CPO was established.

RI-01 Employee Support Services Manager – \$110,803 annually and 1.0 FTE

				General Fund FTE	Cash Fund FTE
Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds		
TOTAL REQUEST (All Lines)	\$ 110,803	\$ 110,803	\$ -	1.0	0.0
Total Program:	\$ 110,803	\$ 110,803	\$ -	1.0	0.0
Office of the Child Protection Ombudsman					
Program Costs	\$ 110,803	\$ 110,803	\$ -	1.0	0.0

When the CPO was established as an independent state agency, it was situated with the Judicial Branch similar to other independent agencies, such as the Office of Alternative Defense Counsel, the Office of the Colorado State Public Defender, the Colorado Office of the Child's Representative and the Colorado Office of Respondent Parents' Counsel.

After the CPO was placed in the Judicial Branch in 2016, a Memorandum of Understanding (MOU) was executed between the CPO and the Supreme Court Administrator's Office (SCAO). While the Judicial Branch has no authority – and in most instances – no involvement with the CPO's services, the MOU detailed administrative support services the Judicial Branch would provide to the CPO. These include human resource services, such as hiring and payroll; budget support services such

⁶ See Appendix 3, CPO Staff Organization Chart

as assistance with annual budget submissions, supplemental requests and figure setting; purchasing and accounting; and dedicated office space at the Ralph Carr Judicial Center in Denver, Colorado. Given the provisions of the MOU, the CPO has not sought a permanent FTE to absorb any of these services. Ultimately, the CPO has relied on assistance from the Judicial Branch for these services during the past six years.

The CPO's use of some services – such as payroll and accounting – has remained constant as part of the agency's overall operations. Utilization of other services – such as human resources management – have ebbed with need. Until earlier this year, the CPO had no concerns or issues accessing human resource services from the Judicial Branch. For example, the CPO has worked with the Judicial Branch's human resources specialists to navigate complex leave cases for employees with medical needs. The Judicial Branch has provided guidance regarding best practices for carrying out terminations, including how to discuss such decisions with employees and how to prevent legal liability. However, it was not until February of 2022 that the CPO became concerned with its ability to access human resource management assistance from the Judicial Branch.

During the past nine months, a culmination of events has impacted the CPO's overall operations, ability to properly support existing staff, recruit new staff and proactively avoid legal liability for the agency. Beginning in February 2022, and continuing to current day, the CPO has encountered unexpected and unprecedented need for human resources support services. During this time the CPO has experienced prolonged employee absences, unexpected vacancies and performance management cases. However, also during the past nine months, the CPO was informed that the Judicial Branch had shifted its interpretation of the MOU. The CPO was informed that the Judicial Branch no longer believed it was appropriate – or required – to provide the CPO with guidance regarding a significant portion of human resource issues. While the Judicial Branch would continue to provide assistance in the administration of the agency's payroll and employee benefits, it would no longer advise or assist the CPO with other human resource needs.

The CPO first became aware of these changes after it requested assistance with human resource matters that required urgent attention and assistance. In these instances, the CPO attempted to contact the Judicial Branch and request guidance – as it had done in the past. However, the Judicial Branch informed the agency that – given the SCAO's current interpretation of the MOU – the CPO's questions constituted a request for “legal services” which could not be provided. The CPO was directed to confer with the CPO's assigned attorney general for guidance regarding this case. Several subsequent requests by the CPO were met with the same response from the Judicial Branch.

The CPO met with the SCAO on April 28, 2022; July 29, 2022; and August 11, 2022, to discuss the MOU. During those meetings, the SCAO confirmed that it would no longer provide the CPO guidance regarding:

- Employee performance management and monitoring;
- Complex leave cases;

- Recruitment and onboarding best practice;
- Determining appropriate leave for complicated cases;
- Cases involving employee discipline and possible terminations; and
- Day-to-day guidance regarding compliance with applicable federal and state laws, including the Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA).

The SCAO informed the CPO that providing assistance in these areas would constitute the Judicial Branch providing legal guidance and support to another state agency, which is impermissible. This interpretation of the MOU has impacted daily operations in the agency, as well as agency planning and growth. Because the CPO has not previously handled these services, current staff have absorbed these duties, primarily the Deputy Ombudsman. The duties and responsibilities absorbed by the Deputy Ombudsman include entering and approving all staff leave, performance management cases, administration of employee performance evaluations and human resource management.

Since March 2022, the Deputy Ombudsman has dedicated more than 300 hours to human resources management for the agency. This equates to more than 31% of the available working hours for the months of March, April, May, June, July and August. It should be noted that the CPO's Director of Administrative Services and Director of Client Services have also absorbed duties related to hiring and recruitment, onboarding and maintenance of personnel files. Today, the Deputy Ombudsman dedicates at least 30 to 40 hours per month to human resources management. Many of these areas require consultation with the agency's attorney general. This demand on the CPO's attorney general had significant impacts to the agency's legal services budget. Between February 2022 and July 2022, 44% of the CPO's available legal services budget was dedicated to addressing human resource issues.

More importantly, maintaining this role with the Deputy Ombudsman has created a circumstance that is uncomfortable for employees and precarious for the agency. Currently, there is no separation between leadership and employees seeking support for non-performance-based issues. The Deputy Ombudsman – in consultation with the Attorney General's Office – is currently advising employees of their rights under the FMLA, ADA, as well as questions about leave and pay. This provides no degree of separation between employees seeking information and their supervisor. Employees should not be required to disclose medical information, mental health needs and other concerns, to the same person whose job duties include performance monitoring, pay and termination decisions. The CPO has had employees who have experienced long-term medical issues, maternity leave, mental health needs and physical limitations. Without the ability to direct employees to a Judicial Branch analyst – or an in-house human resource analyst – employees are required to disclose these concerns with leadership just to receive resources and guidance.

Recognizing the urgency and severity of the need for consistent human resource assistance, the CPO advertised for a full-time, contract Employee Support Services Manager. This position will not only absorb the human resources duties currently carried by the Deputy Ombudsman, it will

also establish and direct the agency's in-house human resources program. They will also serve as a liaison between the CPO and the Judicial Branch regarding services still being provided, such as payroll and benefits. Other duties will include:

- Manage the talent acquisition process, which may include recruitment, interviewing and hiring of qualified job applicants. The position will collaborate with CPO managers to understand skills and competencies required for openings.
- Create and maintain a record keeping system for all personnel files.
- Coordinate training and professional development for all CPO staff. This includes identifying and coordinating training opportunities that provide professional development for employees.
- Provide support and guidance to staff when complex, specialized and/or sensitive issues arise, including employees who are experiencing personal health issues.
- Administer benefits and payroll utilizing the Judicial Branch's existing systems and processes. This person will serve as a liaison to the Judicial Department's staff.
- Review, monitor and develop CPO personnel rules.
- Oversee employee disciplinary meetings, terminations and investigations of allegations of wrongdoing.
- Maintain compliance with federal, state, and local employment laws and regulations, and recommended best practices.
- Maintain knowledge of trends, best practices, regulatory changes, and new technologies in human resources, talent management, and employment law.⁷

A copy of the full job posting has been provided in Appendix 4. At the time of submission, the CPO had scheduled interviews with multiple qualified applicants. The agency anticipates the position to be filled by early November. (The CPO will submit a supplemental request for its Fiscal Year 2022-23 budget to cover the cost of the new position.)

The CPO is requesting \$110,803 (including PERA, Medicare, AED/SAED, and STD) and 1.0 FTE to transition its current Human Resources Program Manager from a contract position to a permanent, full-time position. This position would fall into the following category:

Human Resource Analyst II (R43210)⁸

Salary range: \$70,368 – \$83,856 – \$97,344

The CPO is seeking the midpoint salary for this position. The midpoint salary is necessary to attract applicants who have experience establishing and managing similar programs. This would also keep the salary consistent with other manager positions in the agency.

⁷ See Appendix 4, CPO Employee Support Services Manager job posting.

⁸ See Appendix 5, Human Resources Analyst II Job Description (R43210)

Impact if request is not granted: Continuing without in-house human resources support is untenable for the agency. If this request is not granted – and the CPO is unable to continue the work of the contract position – several operational and programmatic areas of the agency will be impacted.

First, the Deputy Ombudsman will be required to continue carrying out the duties described above. Second, the agency will not be able to ensure that employees have an appropriate environment to seek resources for a multitude of concerns related to physical and mental well-being. As stated above, without a dedicated position, agency leadership is required to fill this role, removing the necessary separation to ensure employees are not required to disclose personal information. This position will also be key in developing sustainable practices that promote a healthy workplace for CPO employees and enhances recruitment and retention for the agency.

RI-01 - Employee Support Services Director			
PERSONAL SERVICES		Employee Support Services Director Year 1	Total Year 2
Number of FTE per class title		1.00	1.00
Monthly base salary		\$ 6,988	\$ -
Number of months charged in FY23-24		11	12
Salary		\$ 76,868	\$ 83,856
PERA (Staff, GF)	11.57%	\$ 8,894	\$ 9,703
Medicare (Staff, GF)	1.45%	\$ 1,115	\$ 1,216
AED	5.00%	\$ 3,843	\$ 4,193
SAED	5.00%	\$ 445	\$ 485
Health/Life/Dental	\$ 10,042	\$ 9,205	\$ 10,042
Short-Term Disability	0.16%	\$ 123	\$ 134
Total Personal Services		\$ 100,493	\$ 109,629
OPERATING			
Phone (common policy)	\$ 450	\$ 450	\$ 450
Supplies (common policy)	\$ 500	\$ 500	\$ 500
Total Operating	\$ 950	\$ 950	\$ 950
CAPITAL OUTLAY			
Office Furniture (common policy)	\$ 5,000	\$ 5,000	\$ -
Computer (agency specific)	\$ 2,100	\$ 2,100	\$ -
Software/licensing (agency specific)	\$ 2,260	\$ 2,260	\$ 2,260
Total Capital Outlay	\$ 9,360	\$ 9,360	\$ 2,260
Grand Total		\$ 110,803	\$ 112,839
<p>- Employee Support Services Director based on mid-point of Judicial's job class R43210 - Human Resources Analyst II.</p> <p>- OCPO's Long Bill line is a program line. There are no centrally appropriated costs; therefore, HLD, AED/SAED, STD are appropriated 'to the program line.</p> <p>- Computer: Surface Tablet, Keyboard, Mouse, Docking Station, Monitor, Cables 1st Yr only.</p> <p>- Software/licensing: Unlimited Help Desk, Microsoft, Sales Force, Encryption, Cloud ongoing.</p>			

RI-02 Client Services Analyst – \$103,052 annually and 1.0 FTE

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 103,052	\$ 103,052	\$ -	1.0	0.0
Total Program:	\$ 103,052	\$ 103,052	\$ -	1.0	0.0
Office of the Child Protection Ombudsman					
Program Costs	\$ 103,052	\$ 103,052	\$ -	1.0	0.0

Nationally and in Colorado, the administration of child protection services has never been more complicated. The lingering impacts of the COVID-19 pandemic have revealed the fragility of the dozens of systems that must coordinate to provide children and families timely and appropriate services. It has also revealed the precarious nature of the workforce charged with administering these services – particularly those working on the frontlines. Local child welfare agencies continue to struggle to maintain a workforce to handle these cases. The compounding impacts of these issues are felt most by the children and families attempting to navigate these systems, including parents working to regain custody of their children, family members working to care for children placed in their homes and children and youth themselves.

The CPO has experienced this shift in two ways: First in the consistent increase in the number of citizens seeking services each year and, in the increasing complexity presented in individual cases.

The CPO’s Client Services Team is currently comprised of five Client Services Analysts (CSA).⁹ CSAs are charged with responding to the concerns and questions brought to the agency by citizens. Each analyst – as well as the Director of Client Services – are currently required to carry a caseload. Each case brought to the CPO is unique and can require hours to months of work by each analyst. Cases vary in complexity, as well as the systems that they involve. Many of the cases brought to the CPO require CSAs to study the practices and requirements of multiple systems – including child welfare services, Medicaid, and behavioral health services – and determine whether the interactions between those systems are adequately serving children and families in Colorado. CSAs provide a unique review of citizens’ concerns that may not be obtained through any other state agency. The demand for these reviews has grown consistently – and substantially – during the past four fiscal years.

Since FY 2018-19, the CPO has seen an average increase of 20 percent in cases each year. During the past fiscal year, the CPO opened a record number of cases – totaling 982 cases. As the

⁹ See Appendix 6, CPO Client Services Analyst job description.

caseloads continue to increase, the CPO has not shifted its requirements that each case receive a complete and thorough review. To accommodate the increase in the cases, and maintain the standards required for each case, the CPO's five CSAs and the Director of Client Services have had to carry higher caseloads and keep cases on their caseloads longer. With few exceptions, the CPO aims to complete each case review within 60-business days. For CSAs to meet this mark, while also taking on new cases, the CPO has determined that each analyst should carry a caseload of 20 to 25 cases.

Based on the growth experienced during previous fiscal years, the CPO anticipates it will see – at a minimum – a 15% increase in cases each year for the foreseeable future. At this rate, the CPO will open approximately 1,300 cases during Fiscal Year 2023-24. To maintain thorough and timely review of cases, each CSA would be required to carry at least 33 cases – approximately 30% above the recommended caseload.

These cases are complicated and involve systems that span a broad spectrum of specialties – such as child welfare services, Medicaid, schools, law enforcement and behavioral health services – which require CSAs to review not only what each system requires, but how each of these systems is interacting with the other. Additionally, these cases often involve evolving circumstances that require the CSA to adjust their review to new information or developments. Some examples of complex cases include:

- A non-custodial parent contacted the CPO concerned that their teenage son was using Fentanyl with his father. The youth disclosed his substance use, however, the responding agencies informed the CPO there was no available services for youth using substances. The CPO has been working to review this case – and identify services for this youth – for more than six months. The CSA on the case has completed more than 20 hours of work – including interviews with collateral agencies such as, hospitals in multiple states, child welfare services in multiple states and substance use experts. The CSA has placed more than 20 calls attempting to locate substance use services for this youth. This case remains open, and the youth has still not been provided therapeutic services or comprehensive medical care to address his substance use.
- The CPO was contacted by adoptive parents whose son had experienced placement in 23 different facilities to help address his mental health needs. After exhausting available resources in Colorado, the child was placed in a facility out-of-state which now desired to discharge the child to his family without a subsequent placement or treatment plan. According to the parents, the facility threatened to place the child on a plane back to Colorado and advised them they could either meet the child at the airport or contact local child welfare services. His parents – concerned about the child's previous threats to hurt himself and his parents – were frustrated because the state's mental health system was

not addressing the needs of their son. In the three weeks this case has been open, the assigned CSA has contacted facilities in multiple states, sought medical records from multiple placements, and made half a dozen phone calls to decipher the inconsistencies contained in the child's records. This case required approximately 10 hours of attention in one week alone. This case is an ongoing and the CSA is still working to ensure the child is not discharged without a subsequent care plan.

CSAs must maintain these complex cases on their caseload, while also taking on new cases. Cases of this complexity are increasingly becoming the norm for the agency. In fact, during the first quarter of FY 2022-23, the CPO has closed 33% fewer cases compared to the same quarter the previous fiscal year.

Additionally, current staffing levels requires all CSAs and the Director of Client Services to carry full caseloads. Operating at this maximum capacity does not accommodate extended leave or vacancies for any of these positions. If the CPO experiences a vacancy in one of these positions, caseloads for each of the remaining analysts routinely reach up to 40 to 50 cases, creating a backlog that can take weeks or months to clear out. During the past fiscal year, the CPO has experienced simultaneous vacancies in the CSA positions. These vacancies, which are more easily absorbed by larger agencies, have significant impacts to the CPO. During the first quarter of FY 2022-23, these vacancies have resulted in caseloads between 70 to 90 cases for each of the remaining CSAs and the Director of Client Services. This is almost triple the recommended caseload.

Recognizing the urgency and severity of these caseloads – and the need to provide timely services to citizens – the CPO advertised for a full-time, contract CSA during July 2022. The position was filled and joined the agency in September of the same year. This position carries all the duties of a full-time CSA and will help return caseloads to a manageable level. Additionally, this position will be key in maintaining caseloads at manageable levels as the CPO continues to see rising cases during the upcoming fiscal years. (The CPO will submit a supplemental request for its Fiscal Year 2022-23 budget to cover the cost of the new position.)

The CPO is requesting \$103,052 (including PERA, Medicare, AED/SAED, and STD) and 1.0 FTE to transition its current contract CSA to a permanent, full-time position. This position would fall into the following category:

Probation Services Analyst I (R43485)¹⁰
Salary Range: \$63,720 – \$75,960 – \$88,140

¹⁰ See Appendix 7, Probation Services Analyst I Job Description(R443485).

The CPO is requesting an annual salary of \$76,736, slightly above the midpoint. This request reflects the requested salary adjustment for this position discussed in RI-04(G). This will ensure this position is equitable with other CSAs in the agency.

Impact if request is not granted: Without an additional CSA, the CPO will not be able to maintain caseloads of 25 or fewer. This will result in cases remaining open longer. The majority of citizens who contact the CPO call in crisis – often after having attempted to maneuver various other grievance processes. Often, by the time citizens contact the CPO their concerns require timely review and delays can have significant impacts in their lives. The agency hears from parents or foster parents with approaching court dates, parents whose children have been removed from their care and children and youth residing in 24-hour facilities with no other recourse.

Additionally, the CPO will be unable to ensure the Director of Client Services does not carry a full caseload. Requiring the Director of Client Services to carry a full caseload may delay progress in other areas for the agency. This includes the review of child fatalities, the monitoring of unaccompanied immigrant children in state licensed facilities and other systemic work. Additionally, it will impact the quality of training and supervision that can be provided to the other CSA's thereby implicating the CPO's ability to recruit and retain employees.

RI-02 - Client Services Analyst			
		<i>Client Services Analyst Year 1</i>	Total Year 2
PERSONAL SERVICES			
Number of FTE per class title		1.00	1.00
Monthly base salary		\$ 6,395	\$ -
Number of months charged in FY23-24		11	12
Salary		\$ 70,341	\$ 76,736
PERA (Staff, GF)	11.57%	\$ 8,139	\$ 8,879
Medicare (Staff, GF)	1.45%	\$ 1,020	\$ 1,113
AED	5.00%	\$ 3,517	\$ 3,837
SAED	5.00%	\$ 407	\$ 444
Health/Life/Dental	\$ 10,042	\$ 9,205	\$ 10,042
Short-Term Disability	0.16%	\$ 113	\$ 123
Total Personal Services		\$ 92,742	\$ 101,173
OPERATING			
Phone (common policy)	\$ 450	\$ 450	\$ 450
Supplies (common policy)	\$ 500	\$ 500	\$ 500
Total Operating	\$ 950	\$ 950	\$ 950
CAPITAL OUTLAY			
Office Furniture (common policy)	\$ 5,000	\$ 5,000	\$ -
Computer (agency specific)	\$ 2,100	\$ 2,100	\$ -
Software/licensing (agency specific)	\$ 2,260	\$ 2,260	\$ 2,260
Total Capital Outlay	\$ 9,360	\$ 9,360	\$ 2,260
Grand Total		\$ 103,052	\$ 104,383
<p>- Client Services Analyst based Judicial's job class 'R43485 - Probation Services Analyst I</p> <p>- OCPO's Long Bill line is a program line. There are no centrally appropriated costs; therefore, HLD, AED/SAED, STD 'are appropriated to the program line.</p> <p>- Computer: Surface Tablet, Keyboard, Mouse, Docking Station, Monitor, Cables 1st Yr only.</p> <p>- Software/licensing: Unlimited Help Desk, Microsoft, Sales Force, Encryption, Cloud ongoing.</p>			

RI-03 Communications, Community Engagement and Outreach – \$129,095 annually and .5 FTE

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 129,095	\$ 129,095	\$ -	0.5	-
Total Program:	\$ 129,095	\$ 129,095	\$ -	0.5	-
Office of the Child Protection Ombudsman					
A - Personal Services		\$ 54,095	\$ -	0.5	-
B - Diversity and Inclusion Consultation		\$ 35,000	\$ -	-	-
C - Tori Shuler Community Advocate Program		\$ 40,000	\$ -	-	-
Program Costs	\$ 129,095	\$ 129,095	\$ -	0.5	-

RI-03(A) Transition the CPO’s Public Information Coordinator to Full Time – \$54,095 annually and .5 FTE

The CPO is charged with helping “*educate the public concerning child maltreatment and the role of the community in strengthening families and keeping children safe.*”¹¹ The agency has long recognized the importance of fulfilling this charge as it provides citizens, legislators and stakeholder partners with information about the issues identified by the CPO. The agency also prioritizes connecting citizens with the CPO’s services, which they are entitled to and should have knowledge of. The CPO is required to “*recommend to the general assembly, the executive director, and any appropriate agency or entity statutory, budgetary, regulatory, and administrative changes, including systemic changes, to improve the safety of and promote better outcomes for children and families receiving child protection services in Colorado.*”¹² While the agency routinely delivers such recommendations, it has found that it needs to ensure it is consistently and clearly communicating with the public regarding ongoing work and promoting the CPO’s services to the citizens who may need them.

As such, during the past four fiscal years, the CPO has dedicated resources to a variety of methods to ensure the agency is clearly and consistently communicating with the public it serves. This includes updating its website so the public – including youth – may easily connect with the agency and remain up to date about the services the CPO provides. The CPO has worked with website designers and a local public relations firm to streamline messaging and create in-house tools that will allow the CPO to effectively deliver its messaging to citizens, as well create consistent products detailing the CPO’s reviews and systemic findings.

¹¹ See C.R.S. §19-3.3-103(c)

¹² See C.R.S. §19-3.3-103(e)

During FY 2022-23, the CPO was awarded a part-time Public Information Coordinator, after the CPO determined that one of the most efficient and effective methods for providing consistent and clear information to the public was to bring someone in-house. Doing so would remove any delay caused by utilizing an outside vendor. This position was also designed to relieve the Deputy Ombudsman and Director of Legislative Affairs and Public Policy from producing outreach materials and products. The CPO was able to fill this position in August of 2022 and the benefits were immediately recognized. The Public Information Coordinator has quickly engaged with the CPO's mission, products and existing outreach methods.

However, the position was almost immediately limited by its part-time status. The position immediately absorbed the following duties:

- Responding to media inquiries regarding CPO cases and public policy initiatives;
- Creating material for and maintaining the CPO's social media accounts;
- Promoting and publishing updates and notices about the Timothy Montoya Task Force to Prevent Children from Running Away from Out-of-Home Placements and the Mandatory Reporting Task Force which are both housed within the CPO; and
- Maintaining website content.

While these duties are central tenants for the position, the part-time status of this position keeps it in a purely reactionary posture. A full-time position would allow the CPO to report on trends and issues the agency identifies sooner. For example, there are several instances each year in which the CPO identifies concerns or trends regarding how child protection services are delivered. Examples include:

- A series of cases in which child welfare workers were not making required, monthly contact with children involved in open child welfare cases;
- Data that demonstrated parents in a specific jurisdiction were not getting timely or regular visits with their children after they were removed from their care; and
- Multiple cases that involve children and youth who spend weeks or months in emergency rooms waiting for placement in a behavioral health facility.

Additionally, without a full-time position, the CPO will not be able to take proactive steps to engage with key populations in Colorado – namely the children and families who benefit from the CPO's services.

Of the nearly 1,000 cases opened by the CPO during FY 2021-22, only 53 of them were initiated by a child or youth. The majority of those youth were residing in the Division of Youth Services, where information about the CPO is readily available and youth may access the agency directly via phones at the facilities. While the CPO is encouraged by these contacts, it

is clear the agency is not hearing from children or youth in residential child care facilities, youth residing in foster homes and other youth involved with the child protection system.

Transitioning the Public Information Coordinator position from a part-time to full-time position will allow the agency to take a more proactive – and targeted – approach in reaching children and youth across Colorado. If the funds are provided, the full-time position will coordinate state-wide tours to promote the CPO's services, expedite updates to the CPO's website and revise outreach materials to make them more youth friendly and accessible.

The CPO is requesting \$54,095 (including PERA, Medicare, AED/SAED, and STD) and .5 FTE to convert the CPO's Public Information Coordinator from a part-time position to a full-time position. This position would fall into the following category:

Public Information Coordinator (R43222)¹³
Salary range: \$70,368 – \$83,856 – \$97,344

The CPO is requesting funds to reach the midpoint salary to ensure the agency can recruit and/or retain an employee with several years of experience. The midpoint salary is necessary to attract applicants who have experience establishing and managing similar programs. This would also keep the salary consistent with other manager positions in the agency.

Impact if request is not granted: The CPO will be unable to effectively transition its outreach and communication programs to a more proactive posture. Ultimately, the CPO will be unable to effectively communicate with children and youth who need the CPO's services and for whom the agency was designed in the first place. Additionally, if the position remains at a part-time status, the CPO will struggle to recruit and retain a qualified and experienced employee who can not only handle day-to-day operations but develop strategic plans and outreach campaigns effectively.

RI-03(B) Equity, Diversity and Inclusion Consultation and Strategic Support – \$35,000 one-time

Colorado's population is as diverse as its landscape. The CPO is acutely aware of the disproportionate impact the child protection system has on communities of color and under resourced communities. The agency has long monitored these impacts and keeps up-to-date with the expansive amount of literature detailing these disparate impacts. As such, the CPO must ensure that its staff and the CPO Advisory Board, are appropriately trained regarding equity, diversity and inclusion (EDI) principles so the agency may not only appropriately handle cases involving concerns of racism and exclusion, but the agency may also serve as the most effective advocates for citizens who call with these concerns.

¹³ See Appendix 8, Public Information Coordinator Job Description (R43222).

Additionally, like many agencies in Colorado, the CPO must also look inward to determine if its own practices, messaging and actions are compliant with EDI principles. While training is a crucial component of this work, the CPO must also ensure that the agency is integrating these principles into its own work. This will require the CPO to contract with an outside vendor who will evaluate the CPO's internal culture, processes and business landscape. The selected vendor will also complete an in-depth analysis of the CPO's website and other materials to determine not only needed improvements, but how the CPO may better connect with diverse communities. The CPO is also seeking a vendor who will provide recurring training and provide the CPO with a strategic plan to implement change and ensure the agency adheres to EDI principles on a day-to-day basis.

The CPO recognizes that this is just the first step to integrating the agency's practice with EDI principles. While the agency is aware that many similar-sized agencies are employing full-time employees to monitor and carry out this work, the CPO has determined that it must first determine what is needed to successfully carry out this work. The CPO anticipates subsequent requests during upcoming fiscal years to ensure the agency continues to implement EDI work into its practices.

The CPO received quotes from multiple vendors in researching this request and determined that \$35,000 is an appropriate figure to ensure the contract allows for ample training, thorough assessment and the necessary support to implement the work.

As such, the CPO is seeking \$35,000 for a one-year contract with an outside vendor for EDI analysis, training and strategic support.

Impact if request is not granted: The CPO will continue to independently research EDI principles and work to implement them. However, without the assistance of a professional vendor, the CPO will be delayed in implementing the most effective and appropriate practices. This includes best practices to recruit and retain diverse staff, effectively connect with diverse communities and properly amend any necessary messaging or materials.

RI-03(C) Tori Shuler Youth Program – \$40,000 annually

When Tori Shuler first learned that the state of Colorado was considering establishing a child protection ombudsman office, she was a young adult with experience in Colorado's foster care system. Ms. Shuler was a fierce advocate for the formation of the agency, and then for transitioning the agency to an independent state agency. While legislation was under consideration by the General Assembly, Ms. Shuler would wait to catch legislators in the hallway and, on one occasion, stopped then Gov. John Hickenlooper as he walked to his

office. Passionately, and repeatedly, she told each of them, “We need this office for foster kids.”

Ms. Shuler, as an advocate and as a six-year member of the CPO Advisory Board, has long recognized the potential of the CPO to elevate the experience, perspective and knowledge of youth impacted by Colorado’s child protection system.

Unfortunately, the CPO has not yet been able to fully realize her vision or the vision of many others and fulfill a charge for which it was created. Thousands of children are impacted by the child protection system every year. But the CPO is not hearing from them. During the past fiscal year, the CPO only heard from 53 children and youth. This is not a result of a lack of effort. During the past two years, the CPO has worked to make meaningful connections with children and youth to inform them of the CPO’s services, and to learn how we can improve those services to better serve them. For example, the agency formed the CPO Board Youth Voice Subcommittee. This subcommittee utilized the expertise and connections of CPO Board members to connect with and learn from other organizations that work with youth in Colorado. The subcommittee also completed a review of the CPO’s youth-specific materials to identify improvements and is working to develop ongoing reviews to ensure these materials are fresh and engaging. These efforts revealed the need to create more streamlined messaging for children and youth, and the need to develop ongoing outreach efforts to ensure that the lived experience of children and youth are represented in the CPO’s ongoing work.

However, as in previous years, the CPO has not had the resources to implement these changes and that is because the agency does not have dedicated funds to consistently and meaningfully engage with children, youth and young adults who have experienced the child protection system.

For example, during the past fiscal year, the CPO was able to utilize vacancy savings to contract with Think of Us (TOU), a nationally recognized organization that specializes in engaging youth impacted by the child protection system and using their perspectives to improve systems. TOU pulled together four youth panels to discuss the CPO’s work, products, messaging and services to determine where improvements may be made. The panels’ insights were invaluable. One youth pointed out that the CPO receives concerns from citizens via its online complaint form and through the phone. However, the youth pointed out, that many youth residing in out-of-home care do not have access to a phone or computer to file a complaint. This feedback, as well as others, was provided to the CPO in a strategic report. Unfortunately, the CPO does not have the necessary funds to implement many of the changes suggested.

The CPO also lacks the necessary resources to create appropriate and trauma-informed spaces for children, youth and young adults to engage with the CPO's systemic public policy initiatives. The CPO has determined that it cannot – in good conscious – move some public policy initiatives forward without engaging with children, youth and young adults to gain their insights and suggestions. For example, on May 27, 2021, the CPO published an issue brief detailing significant gaps in Colorado's "Protections for Youth in Foster Care Law."¹⁴ The CPO reviewed the law and regulations that dictate how youth in foster care are advised of their care and protections. While well intended, Colorado's current law falls short of protecting youth in foster care. Specifically, the law does not create comprehensive mandated protections for foster youth. This omission has also resulted in a disjointed system that provides youth in foster care with inconsistent – and sometimes inaccurate – information. The issue brief has not resulted in any regulatory, legislative or budgetary reform, largely because the CPO has not had the funds to coordinate a collective of children, youth and young adults to determine the next steps. Incorporating their voices and perspectives is key when determining appropriate reform efforts and determining how to best to serve children and youth in Colorado. This is true for this project, as well as other reviews the CPO has concluded and is currently working on. To move forward on this project – and others – without the perspective of children, youth and young adults would be a disservice to Colorado.

The CPO is requesting \$40,000 annually to establish the CPO Tori Shuler Youth Program.

These funds would be utilized to engage youth in the CPO's systemic public policy initiatives and service provision. This is distinct from the role of the Public Information Coordinator, who will be charged with producing communication and outreach materials which will utilize and capture the information and insight gleaned from this program. The success of both the Public Information Coordinator and the Tori Shuler Youth Program are reliant on each other.

This program – and the correlating funds – will be used to ensure the CPO is able to continuously coordinate with organizations that work with youth and young adults, so the agency is constantly engaged with their lived-experience. This access and communication will help the CPO develop a subject matter expertise and work to develop more youth-centered approaches to its work. The CPO wants to ensure it is not only able to connect with youth and young adults, but that the agency may also fairly compensate them as well.

Impact if request is not granted: The CPO will maintain its efforts to connect with children, youth and young adults and incorporate their voice and perspective into projects and reform efforts. However, without dedicated funds to ensure there is timely communication and the ability to carry out suggested changes, the agency will be delayed in doing so.

¹⁴ See CPO Issue Brief, "[Strengthening Colorado's Foster Youth Protection Laws.](#)"

RI-03 - Communications			
PERSONAL SERVICES		Public Information Coordinator Year 1	Total Year 2
Number of FTE per class title		0.50	0.50
Monthly base salary		\$ 4,141	\$ -
Number of months charged in FY23-24		11	12
Salary		\$ 45,551	\$ 49,692
PERA (Staff, GF)	11.57%	\$ 5,270	\$ 5,749
Medicare (Staff, GF)	1.45%	\$ 660	\$ 720
AED	5.00%	\$ 2,278	\$ 2,485
SAED	5.00%	\$ 264	\$ 287
Health/Life/Dental	\$ 10,042	\$ -	\$ -
Short-Term Disability	0.16%	\$ 73	\$ 80
Total Personal Services		\$ 54,095	\$ 59,013
OPERATING			
Phone (common policy)	\$ 450	\$ -	\$ -
Supplies (common policy)	\$ 500	\$ -	\$ -
Total Operating	\$ 950	\$ -	\$ -
CAPITAL OUTLAY			
Office Furniture (common policy)	\$ 5,000	\$ -	\$ -
Computer (agency specific)	\$ 2,100	\$ -	\$ -
Software/licensing (agency specific)	\$ 2,260	\$ -	\$ -
Total Capital Outlay	\$ 9,360	\$ -	\$ -
RI-03 B & C			
B - Diversity and Inclusion Consultation	\$ 35,000	\$ 35,000	\$ -
C - Tori Shuler Community Advocate Program	\$ 40,000	\$ 40,000	\$ 40,000
Total RI-03 B and C		\$ 75,000	\$ 40,000
Grand Total		\$ 129,095	\$ 99,013
<p>- Public Information Coordinator based on Judicial's job class R43222 - Public Information Coordinator.</p> <p>- Capital outlay and supplies/phone not included as these dollars are built in to existing .50 FTE.</p> <p>- OCPO's Long Bill line is a program line. There are no centrally appropriated costs; therefore, AED/SAED, STD are appropriated to the program line.</p>			

RI-04 Reclassification and/or Salary Adjustments for CPO Staff – \$88,560 annually

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 88,560	\$ 88,560	\$ -	-	-
Total Program:	\$ 88,560	\$ 88,560	\$ -	-	-
Office of the Child Protection Ombudsman					
RI-04 (A)	\$ 14,503	\$ 14,503	\$ -	-	-
RI-04 (B)	\$ 13,991	\$ 13,991	\$ -	-	-
RI-04 (C)	\$ 11,253	\$ 11,253	\$ -	-	-
RI-04 (D)	\$ 8,003	\$ 8,003	\$ -	-	-
RI-04 (E)	\$ 5,300	\$ 5,300	\$ -	-	-
RI-04 (F)	\$ 7,502	\$ 7,502	\$ -	-	-
RI-04 (G)	\$ 28,007	\$ 28,007	\$ -	-	-
Program Costs	\$ 88,560	\$ 88,560	\$ -	-	-

Introduction

As an independent state agency, the CPO maintains a separate personnel system from the Judicial Branch. However, to remain competitive with other Colorado state agencies, the CPO has chosen to rely upon the [Judicial Compensation Plan](#) for guidance on state job classifications to set appropriate salaries for employees.

Last year, the CPO took the first step towards engaging in the Judicial Compensation Plan. This required the CPO to research various judicial positions, to identify those that most closely resemble CPO staff duties, and to classify employees so that they have a salary range. The goal was to ensure that CPO employees have an objective salary range that allows for growth and that employees also have the opportunity for upward mobility within positions in the agency. The CPO classified all positions except for the Child Protection Ombudsman (Ombudsman) position.

In preparation for this request, the CPO reviewed its classifications and considered possible salary adjustments. That review showed that, by utilizing the current classifications, the agency is experiencing salary compression among three leadership positions – the Ombudsman, Deputy Ombudsman and Director of Client Services. Without an increase to the Ombudsman salary and a reclassification of the Deputy Ombudsman and Director of Client Services positions, the agency is not able to effectively acknowledge the increased duties of these three positions, nor is it able to keep them competitive with similar independent agencies.

The CPO's ultimate goal is to create alignment of its employees' salaries with that of the Judicial Branch's independent agency common compensation plan.¹⁵ Such alignment will ensure the agency is able to keep salaries competitive and appropriate, as well as ensure the agency is able to recruit and retain qualified employees for these positions. The CPO is aware that it may take multiple budget cycles to complete this goal.

Increasingly the CPO has recognized the deep expertise that is required to administer the programs and services housed within the agency. This is prominently reflected in the leadership positions. For example, the current Deputy Ombudsman holds a Juris Doctorate, and the current Director of Client Services holds a master's degree in Public Administration. These qualifications are instrumental in fulfilling the strategic and day-to-day responsibilities required of these positions. Because of the complexity of this work the CPO intends to make such qualifications permanent requirements of these jobs and, as such, salaries will need to reflect these higher-level credentials and skill sets.

The CPO is also requesting salary increases for four other positions to ensure the positions are aligned with adjustments made to classifications in the FY 2022-23 Judicial Compensation Plan. Salary adjustments for the CSA positions and the Senior Client Services Analyst position are also intended to account for the increased number and complexity of cases carried by those positions.

RI-04(A) Child Protection Ombudsman Salary Increase – \$14, 503 annually

The role of the Ombudsman has changed significantly since the CPO became an independent agency. During the past six years, the agency has grown from 3 full-time employees to 10.5 employees. The agency has increased its budget from \$350,000 to \$1.3 million dollars and gone from 580 cases in Fiscal Year 2016-17 to nearly 1,000 cases in FY 2021-22. The CPO has also published several issue briefs and investigative reports that have served to spearhead legislative and regulatory change for children and families in Colorado. It also recently opened the CPO's Public Policy Advancement Center, which is hosting two state-wide task forces that will address issues of great importance to children and families.

Today, the CPO is recognized as a statewide resource to children and families across Colorado. The CPO works with citizens across the state, as well as with hundreds of child protection agencies including law enforcement, human services, treatment providers and advocacy groups. Increasing the Ombudsman's salary is appropriate to account for the agency's growth and the Ombudsman's increased responsibilities.

¹⁵ This plan includes the Office of the Alternative Defense Counsel, the Office of the Parents' Representative and the Office of the Child's Representative.

A review of comparable independent agencies showed that in FY 2021-22, executive directors of those agencies earned \$178,816. Following its normal process, the Judicial Compensation Unit evaluated these positions and adjusted the salary of these directors to \$183,816 in the Judicial Compensation Plan for FY 2022-23. This includes salaries for executive directors of the Office of Alternative Defense, Office of the Child's Representative and the Office of Respondent Parents' Counsel. However, despite also administering a statewide program, the Ombudsman position has remained stagnant compared to these agencies.

Due to their independent status within the Judicial Branch, there are no job classifications for executive directors or employees of independent agencies. Historically, independent agencies have selected job classifications from the Judicial Compensation Plan that reflect the duties of their staff. This ensures the correlating salaries for these positions remain competitive and appropriate. The CPO did not classify the Ombudsman position in its classification scheme which took effect on July 1, 2022.

The current annual Ombudsman salary is \$147,180. Because the Ombudsman position has not been classified, the Ombudsman salary has not kept up with the pace of other independent state agencies – effectively making the position non-competitive.

Ultimately, it is the CPO's goal to classify the Ombudsman position. Including the Ombudsman position in the Judicial Compensation Plan will ensure that a salary is assigned and could be adjusted upward as determined appropriate by the Judicial Compensation Unit. This action would complete the CPO's compensation plan and would ensure that all CPO employees are assigned a job classification, corresponding salary and an annual review of their salaries for sufficiency and fairness.

The CPO recognizes the significant salary adjustment any appropriate classification would require and is in the process of determining how best to accomplish this goal.

Today, for the CPO to relieve the compression between the three positions mentioned above, a salary adjustment for the Ombudsman position is still required. A review of applicable classifications and workload revealed that if increases of approximately 8% to 10% are applied for each position, it will create appropriate tiers between each of the positions.

The CPO requests a total of \$14,503 (including PERA, Medicare, AED/SAED, and STD) annually, to increase the base salary of the Ombudsman position. This represents an 8% increase that will raise the current Ombudsman salary from \$147,718 to \$158,954.

Impact if request is not granted: Failure to increase the salary for the Ombudsman position will maintain the current salary compression within the agency. Without a higher Ombudsman salary there will be very little difference in pay between the three leadership

positions, regardless of differences in their respective knowledge, skills, experience or abilities. Proper salary alignment will not be able to occur. Salary compression could have a negative impact on the CPO for two reasons.

First, it will impact the CPO's ability to retain current employees. Employees will feel undervalued when they discover that they are receiving little more money than more newly hired employees or employees who carry less responsibility. This could lead to increased employee turnover in the agency, a fact that would harm the citizens who rely upon continuity and consistency when they receive CPO services.

Secondly, salary compression will make recruitment of a new Ombudsman difficult. If the CPO's internal pay rate is dramatically different than the salaries of other director positions within the Colorado job market and the state judicial department more specifically, potential employees will be difficult to recruit and hire. As such, it is imperative to make the Ombudsman salary competitive with other Colorado judicial director positions.

RI-04(B) Deputy Ombudsman Re-classification and Salary Increase – \$13,991 annually

In its budget request for FY 2022-23, the CPO requested to classify the Deputy Ombudsman's position with that of a Probation Services Analyst IV (R43488) and to increase the position's salary 7% to \$113,580. The JBC granted this request. However, over the past year, the Deputy Ombudsman's responsibilities have increased, and the Probation Services Analyst IV classification no longer adequately reflects the totality of her job duties. This classification also fails to keep the position competitive with other deputy director positions within the state judicial independent offices common compensation plan.

During the past three years, the CPO has seen significant growth in its staff size, budget, scope of public policy initiatives and outreach. This expansion has required the Deputy Ombudsman position to take on a higher level of independent decision-making authority in visible areas – a primary responsibility for the new classification of Deputy Director of Probation Services. For example, the CPO is currently operating a budget that is 47% larger than when the current Deputy Ombudsman took over the position. As a result, the Deputy Ombudsman has assumed the responsibility of monitoring the agency's finances and assisting the Ombudsman in strategic budget planning for the agency. The position also handles the agencies procurement duties as well.

The Deputy Ombudsman has also gained the responsibility of overseeing the CPO's public policy initiatives. As the CPO has become a more prominent figure in addressing systemic issues in the child protection system, the Deputy Ombudsman has overseen the strategic planning for simultaneous projects. This includes working with fiscal analysts to determine the appropriate amount of funds and/or resources for various projects, obtaining necessary

resources to administer projects and coordinating with other agencies and entities to assist the Ombudsman in implementing these initiatives.

Additionally, the continued growth of the agency has resulted in additional engagement and utilization of the CPO Board. Previously, the Deputy Ombudsman supported the Board primarily through the distribution of meeting materials and coordination of meetings. Today, the Deputy Ombudsman position is heavily involved with strategic planning with the Board and oversees a number of special projects, including the creation and administration of the CPO Board Youth Voice Subcommittee meeting. Finally, the Deputy Ombudsman manages the agency-wide day-to-day operations of the CPO. This has required the Deputy Ombudsman to work closely with the agency's attorney general and the Ombudsman to identify issues, problem solve and mitigate legal liability for the agency. The Deputy Ombudsman assumes the responsibility of the Ombudsman in her absence.

Given these responsibilities, the current salary for the Deputy Ombudsman is not competitive with comparable positions. A review of comparable independent agencies of similar size and structure to the CPO showed that the Deputy Ombudsman's current salary is anywhere from \$34,000 to \$65,000 lower than similar positions in other agencies.

As such, the CPO is going to reclassify the Deputy Ombudsman position to the Deputy Director of Probation Services which will require a total of \$13,991 (including PERA, Medicare, AED/SAED, and STD) annually, to place the position's salary close to the minimum of the correlating salary range:

Deputy Director of Probation Services (R43131)¹⁶
Salary Range: \$125,148 – \$147,336 – \$169,512

This adjustment represents a 10% increase, raising the position's salary from \$113,580 to \$124,938 – which is at the minimum of the new classification.

Impact if request is not granted: The Deputy Ombudsman position will not be competitive with comparable positions. If the reclassification and salary adjustment are not provided, the Deputy Ombudsman position will continue to compress the salary of the Director of Client Services, which will subsequently result in the compression of the salaries of the Director of Administrative Services and the Director of Legislative Affairs and Public Policy.

RI-04(C) Director of Client Services Re-classification and Salary Increase – \$11,253

In its budget request for FY 2022-23, the CPO requested to classify the Director of Client Services' position with that of a Probation Services Analyst III (R43487) and to increase the position's salary 15.8% to \$90,000. The JBC granted this request. However, this classification

¹⁶ See Appendix 9, Deputy Director of Probation Services Job Description (R43131).

no longer reflects the duties of the Director of Client Services, namely managing department programs and the position's growing supervisory duties. Comparatively, the Probation Services Analyst IV (R43487) category, more clearly recognizes these duties. In addition, supervising the CPO's five CSAs, the Director of Client Services position carries the following responsibilities:

- Develops and manages statewide programs including the CPO's child fatality review program and the agency's monitoring of unaccompanied immigrant youth residing in state licensed facilities;
- Provides scheduling CSAs and establishing work standards, monitoring progress on cases and assigning cases;
- Coordinates with other agency directors;
- Reviews and evaluates department programs and implements improvements when necessary; and
- Provides training and leadership for the CPO's five CSAs.

Since the position was first classified, the Director of Client Services has started managing two new department-wide programs, including: (1) Administering the CPO's critical incident review program which reviews the fatalities, near fatalities incidents of egregious abuse of children; and (2) Monitoring the safety and well-being of unaccompanied immigrant children residing in state licensed facilities. All three of these programs are statutorily required.

As such, the CPO is going to reclassify the Director of Client Services position to the Probation Services Analyst IV (R43488) which will require an additional \$11,253 (including PERA, Medicare, AED/SAED, and STD) annually, to place the position's salary at an appropriate place on the correlating salary range:

Probation Services Analyst IV (R43488)¹⁷

Salary Range: \$95,532 – \$113,808 – \$132,096

This adjustment represents a 10% increase, raising the position's salary from \$91,356 to \$100,492. The CPO is requesting a salary above the minimum salary for this new classification.

Impact if request is not granted: The Director of Client Services position will not be competitive with comparable positions. If the reclassification and salary adjustment are not provided, the CPO will struggle to recruit and maintain employment for the position.

RI-04(D) Director of Administrative Services Salary Increase – \$8,003

The Director of Administrative Services position is currently classified as the Executive Assistant to the Supreme Court Administrator (R41051). The salary range for this classification

¹⁷ See Appendix 10, Probation Services Analyst IV Job Description (R43488).

was adjusted in the FY 2022-23 Judicial Compensation Plan. Currently, the Director of Administrative Services position has a salary of \$81,204, which was the midpoint salary in the FY 2021-22 Judicial Compensation Plan.

The CPO requests a total of \$8,003 (including PERA, Medicare, AED/SAED, and STD) annually, to increase the base salary of the Director of Administrative Services position to \$87,700 to place the position's salary at an appropriate place on the correlating salary range:

Executive Assistant to the Supreme Court Administrator (R41051)¹⁸
Salary Range: \$75,828 – \$90,360 – \$104,904

This requested 8% increase will maintain the Director of Administrative Services salary at approximately the midpoint of the updated classification salary range.

RI-04(E) Director of Legislative Affairs and Public Policy – \$5,300 annually

The Director of Legislative Affairs and Public Policy position is currently classified as the Legislative Liaison (R47000). The salary range for this classification was adjusted in the FY 2022-23 Judicial Compensation Plan. Currently, the Director of Legislative Affairs and Public Policy position has a salary of \$86,052, which is in between the minimum and the midpoint salary in the FY 2021-22 Judicial Compensation Plan.

The CPO requests a total of \$5,300 (including PERA, Medicare, AED/SAED, and STD) annually, to increase the base salary of the Director of Administrative Services position to \$90,355 to place the position's salary at an appropriate place on the correlating salary range:

Legislative Liaison (R47000)¹⁹
Salary Range: \$87,324 – \$104,064 – \$120,816

This requested increase will maintain the Director of Legislative Affairs and Public Policy salary between the minimum and midpoint of the updated classification's salary range.

Impact if request is not granted: The Director of Legislative Affairs and Public Policy position will not be competitive with comparable positions. If the salary increase is not granted, the Director of Legislative Affairs and Public Policy's salary will not be equitable with other, non-supervising directors in the agency, namely the Director of Administrative Services.

RI-04(F) Senior Client Services Analyst Salary Increase – \$7,502 annually

The Senior Client Services Analyst position is currently classified as the Probation Services Analyst II (R43486). The salary range for this classification was adjusted in the FY 2022-23

¹⁸ See Appendix 11, Executive Assistant to the Supreme Court Administrator Job Description (R41051).

¹⁹ See Appendix 12, Legislative Liaison Job Description (R47000).

Judicial Compensation Plan. Currently, the Senior Client Services Analyst position has a salary of \$76,128, which was between the minimum and midpoint salaries in the FY 2021-22 Judicial Compensation Plan.

The CPO requests a total of \$5,329 (including PERA, Medicare, AED/SAED, and STD) annually, to increase the base salary of the Senior Client Services Analyst position to place the position's salary at an appropriate place on the correlating salary range:

Probation Services Analyst II (R43486)²⁰
Salary Range: \$70,368 – \$83,856 – \$97,344

This requested 8% increase will maintain the Senior Client Services Analyst salary between the minimum and midpoint of the updated classification's salary range, at \$82,218. It is also intended to account for the increased number and complexity of cases carried by the position.

Impact if request is not granted: The Senior Client Services Analyst position will not be competitive with comparable positions. If the salary increase is not granted, the Senior Client Services Analyst position's salary could compress the salaries of the CSAs.

RI-04(G) Client Services Analysts Salary Increase (4 Positions) – \$28,007

The CSA position is currently classified as the Probation Services Analyst I (R43485). The salary range for this classification was adjusted in the FY 2022-23 Judicial Compensation Plan. Currently, the CSA position has a salary of \$71,052, which was between the minimum and midpoint salaries in the FY 2021-22 Judicial Compensation Plan.

The CPO requests a total of \$28,007 (including PERA, Medicare, AED/SAED, and STD) annually, to increase the base salary of four CSA positions to \$76,736 to place the position's salary at slightly above the midpoint for the correlating salary range:

Probation Services Analyst I (R43485)²¹
Salary Range: \$63,720 – \$75,960 – \$88,140

The requested 8% increase will place each CSA's salary slightly above the midpoint of the updated classification's salary range at \$76,736. It is also intended to account for the increased number and complexity of cases carried by the position.

Impact if request is not granted: The CSA position will not be competitive with comparable positions. The CPO will risk the ability to recruit and retain employees.

²⁰ See Appendix 13, Probation Services Analyst II Job Description (R43486).

²¹ See Appendix 7, Probation Services Analyst I Job Description (R43485).

RI-04 (A-G) Salary Increases for Existing Positions										
<i>PERSONAL SERVICES</i>		Ombudsman RI-04 (A)	Deputy Ombudsman RI-04 (B)	Director of Client Services RI-04 (C)	Director of Administrative Services RI-04 (D)	Legislative Affairs & Public Policy RI-04 (E)	Senior OCPO Analyst RI-04 (F)	4 OCPO Analysts RI-04 (G)	Total Year 1	Total Year 2
Monthly base salary increase		\$ 981	\$ 947	\$ 761	\$ 541	\$ 359	\$ 508	\$ 1,895		
Number of months charged in FY23-24		12	12	12	12	12	12	12	\$ 12	12
Salary		\$ 11,774	\$ 11,358	\$ 9,136	\$ 6,496	\$ 4,303	\$ 6,090	\$ 22,737	\$ 71,894	\$ 71,894
PERA (Staff, GF)	11.57%	\$ 1,362	\$ 1,314	\$ 1,057	\$ 752	\$ 498	\$ 705	\$ 2,631	\$ 8,319	\$ 8,319
Medicare (Staff, GF)	1.45%	\$ 171	\$ 165	\$ 132	\$ 94	\$ 62	\$ 88	\$ 330	\$ 1,042	\$ 1,042
AED	5.00%	\$ 589	\$ 568	\$ 457	\$ 325	\$ 215	\$ 305	\$ 1,137	\$ 3,595	\$ 3,595
SAED	5.00%	\$ 589	\$ 568	\$ 457	\$ 325	\$ 215	\$ 305	\$ 1,137	\$ 3,595	\$ 3,595
Short-Term Disability	0.16%	\$ 19	\$ 18	\$ 15	\$ 10	\$ 7	\$ 10	\$ 36	\$ 115	\$ 115
Total Personal Services		\$ 14,503	\$ 13,991	\$ 11,253	\$ 8,003	\$ 5,300	\$ 7,502	\$ 28,007	\$ 88,560	\$ 88,560
- See attachments to this budget request for job descriptions used to support salary increases.										

RI-05 Restoration of CPO Operating Budget – \$10,000 annually

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 10,000	\$ 10,000	\$ -	-	-
Total Program:	\$ 10,000	\$ 10,000	\$ -	-	-
Office of the Child Protection Ombudsman					
Program Costs	\$ 10,000	\$ 10,000	\$ -	-	-

Following the onset of the COVID-19 pandemic, the CPO – like other state agencies – was asked to trim \$30,000 from its budget to accommodate projected impacts. The CPO was able to absorb most of these cuts by reverting an unfilled FTE and funds intended to assist the CPO with its outreach and communication.

However, the CPO did cut \$10,000 from its base operating budget. It did so by canceling software subscriptions, limiting training opportunities, suspending travel and other methods. The CPO has also continued finding ways to save and decrease its operating budget, including renegotiating its internet services, renegotiating its phone services and limiting the purchase of office supplies. It has been able to maintain this deficit in its operating budget through these efforts and others. For example, the CPO currently requires 3 to 4 staff to share the same Adobe account. However, given the growth CPO has experienced during the past three fiscal years, the CPO can no longer accommodate the deficiency in its operating budget.

The addition of new staff has also required the agency to purchase additional Salesforce licenses so they may access the CPO’s internal database. Additionally, all staff must have full access to Outlook and the Microsoft suite. These licenses require the agency to increase its IT support budget. The agency must also purchase new hardware for employees – such as computers, monitors and other devices– as well as implement a system for replacing these devices.

As such, the CPO is requesting \$10,000 annually to restore its operating budget to a level that accommodates current staffing.

Impact if request is not granted: If this request is not granted, the CPO will be required to rely on vacancy savings and, if applicable, surplus to maintain the baseline functions of the agency. This will result in the CPO utilizing outdated equipment and require the staff to continue sharing programs.

RI-06 Contract Investigator Services – \$48,191 annually

Summary of Incremental Funding Change for FY24	Total Funds	General Fund	Cash Funds	General Fund FTE	Cash Fund FTE
TOTAL REQUEST (All Lines)	\$ 48,191	\$ 48,191	\$ -	0.0	0.0
Total Program:	\$ 48,191	\$ 48,191	\$ -	0.0	0.0
Office of the Child Protection Ombudsman					
Program Costs	\$ 48,191	\$ 48,191	\$ -	0.0	0.0

The CPO requests funds for a part-time contract investigator to provide support to the CPO's Client Services team for long-term systemic investigations. The CPO's research found that the Compliance Investigator Position (H6K2TX) listed in the Colorado State Personnel System is most closely aligned with the skill set required for this task.

The CPO is requesting \$48,191 annually to fund this contract position.

The investigator is necessary to conduct specialized investigations into concerns about facilities that house Colorado youth.

Regardless of age, youth in facilities – Division of Youth Services (DYS), group homes, and residential child care centers (RCCF), and qualified residential treatment programs (QRTPS) – are the most vulnerable youth in our child protection system. These youth are not only removed from their families and support systems and placed in a facility; they also frequently suffer from severe behavioral health and substance use disorders. These two factors make them vulnerable and entirely dependent upon facility staff for their well-being and care. They not only lack access to support systems who can assist them when needed, they also do not possess actual legal rights that guarantee their care and well-being. Because they are isolated, they can become victims of staff misconduct, neglect and even abuse. This is a problem in Colorado and nationally.²²

²² In 2008, the U.S. Government Accountability Office (GAO) made clear that a lack of federal oversight and patchwork of state regulations is failing to keep residential treatment programs across the country properly licensed and monitored. In their report, the GOA underscored how monitoring deficiencies are putting already vulnerable youth at higher risk for abuse, and even death. The GAO cited over 1,300 reports of maltreatment by

During the past six years, the CPO has received dozens of calls about the poor treatment of youth in RCCFs and the DYS. Specifically, during the past two years alone, the CPO has received concerns about the care provided by three different residential child-care facilities. These concerns alleged that youth in these facilities were improperly supervised, punished or mistreated.

For example, in FY 2020-21, the CPO received four complaints within a five-week time span regarding a metro-area RCCF licensed by the Colorado Department of Human Services (CDHS). The complaints alleged a series of events that demonstrated youth were not appropriately supervised within the RCCF. These reports included:

- Allegations that there are inadequate numbers of staff to supervise youth;
- Staff are not monitoring youth's movement once they run away from the RCCF – a practice which leaves youth unsupervised and at risk of harm for significant periods of time;
- Youth accessing medications and sharp objects and injuring themselves or staff;
- Youth being injured by staff; and
- Multiple allegations of sexual misconduct between youth.

One incident involved the death of a 12-year-old who ran away from the RCCF and was struck by a vehicle.

While the CPO reviewed these concerns, it ultimately had to rely upon the findings of other county and state agencies to gain information and context about the problems in the facility. This meant that family and community members who had concerns about the facility did not receive the benefit of a full independent review or investigation – unlike the other citizens who contact the CPO. While the CPO alerted CDHS about these concerns, the CPO was unable to fully review the concerns presented by citizens. In essence, the CPO addressed the individual case concerns but was not able to address systemic concerns in the facility – potentially leaving other children at risk of harm.

This is especially important because while Colorado does have compliance-based monitoring, it does not have a quality assurance program that assures youth's well-being and that they are receiving appropriate care in these facilities.

A part-time investigator would increase the CPO's capacity to conduct independent systemic investigations on behalf of youth in facilities. This position would also be of assistance to the CPO on these and other investigations by:

staff – including substantiated accounts of starvation, excessive use of physical restraints and isolation, severe verbal abuse and intimidation and neglectful medical practices – at programs throughout 34 states, including Colorado. <https://www.gao.gov/assets/gao-08-346.pdf>

For several years, Congress has attempted to address the GOA's concerns through legislation; however, to date, attempts have been unsuccessful.

- Gathering facts by conducting site visits and interviewing witnesses;
- Securing important records for analysis including law enforcement, autopsy and hospital records;
- Identifying, collecting, analyzing, and summarizing evidence in cases;
- Determining if regulatory violations have occurred; and
- Making recommendations for system reform.

Impact if not Granted

The CPO will be unable to conduct full-scale independent investigations on cases impacting youth. This is particularly true for youth located in state licensed facilities.

RI-06 - Contract Investigator			
		Investigator Year 1	Total Year 2
<i>PERSONAL SERVICES</i>			
Number of FTE per class title		0.00	0.00
Monthly base salary		\$ 3,553	\$ -
Number of months charged in FY23-24		12	12
Salary		\$ 42,640	\$ 42,640
PERA (Staff, GF)	11.57%	\$ 4,933	\$ 4,933
Medicare (Staff, GF)	1.45%	\$ 618	\$ 618
Total Personal Services		\$ 48,191	\$ 48,191
- Assumes about 20 hours per week in contract investigator services. - 20 hrs X 52 weeks = 1,040 hours/yr X \$41/hr			

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FY 2023-24 Summary of Change Requests

Schedule 10

Request Name	Interagency Review	Requires Legislation	Total Funds	FTE	General Fund	Cash Funds	Reappropriated	Federal
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Non-Prioritized Request

None	N/A	N/A	-	-	-	-	-	-
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Prioritized Request

OCPO - RI-01 Employee Support Services	No Other Agency Impact	No	\$110,803	1.0	\$110,803	-	-	-
OCPO - RI-02 Client Services Analyst	No Other Agency Impact	No	\$103,052	1.0	\$103,052	-	-	-
OCPO - RI-03 Public Information Coordinator	No Other Agency Impact	No	\$129,095	0.5	\$129,095	-	-	-
OCPO - RI-04 Salary Increases	No Other Agency Impact	No	\$88,560	-	\$88,560	-	-	-
OCPO - RI-05 Critical Incident Tool	No Other Agency Impact	No	\$10,000	-	\$10,000	-	-	-
OCPO - RI-06 Contract Investigator Services	No Other Agency Impact	No	\$48,191	-	\$48,191	-	-	-
Subtotal Prioritized Request			\$489,701	2.50	\$489,701	-	-	-

Total for Office of the Child Protection Ombudsman			\$489,701	2.50	\$489,701	-	-	-
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FY 2023-24 Budget Request - Office of the Child Protection Ombudsman

Schedule 02

	Total Funds	FTE	General Fund	Cash Funds	Reappropriated	Federal
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FY 2020-21 Actual Expenditures

09. Office of the Child Protection Ombudsman	\$930,231	-	\$930,231	-	-	-
Total For: FY 2020-21 Actual Expenditures	\$930,231	-	\$930,231	-	-	-

FY 2021-22 Actual Expenditures

09. Office of the Child Protection Ombudsman	\$1,119,781	9.9	\$1,119,781	-	-	-
Total For: FY 2021-22 Actual Expenditures	\$1,119,781	9.9	\$1,119,781	-	-	-

FY 2022-23 Initial Appropriation

09. Office of the Child Protection Ombudsman	\$1,551,412	10.5	\$1,551,412	-	-	-
Total For: FY 2022-23 Initial Appropriation	\$1,551,412	10.5	\$1,551,412	-	-	-

FY 2023-24 Elected Official Request

09. Office of the Child Protection Ombudsman	\$2,141,793	13.0	\$2,141,793	-	-	-
Total For: FY 2023-24 Elected Official Request	\$2,141,793	13.0	\$2,141,793	-	-	-

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

FY 2020-21 Actual Expenditures	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
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Program Costs

HB 20-1360 FY 2020-21 Long Bill	\$961,637	8.0	\$961,637	-	-	-
FY 2020-21 Final Appropriation	\$961,637	8.0	\$961,637	-	-	-
FY 2020-21 Final Expenditure Authority	\$961,637	8.0	\$961,637	-	-	-
FY 2020-21 Actual Expenditures	\$930,231	8.0	\$930,231	-	-	-
FY 2020-21 Reversion (Overexpenditure)	\$31,406	-	\$31,406	-	-	-
FY 2020-21 Personal Services Allocation	\$848,758	8.0	\$848,758	-	-	-
FY 2020-21 Total All Other Operating Allocation	\$81,472	-	\$81,472	-	-	-

Total 09. Office of the Child Protection Ombudsman

FY 2020-21 Final Expenditure Authority	\$961,637	8.0	\$961,637	-	-	-
FY 2020-21 Actual Expenditures	\$930,231	8.0	\$930,231	-	-	-
FY 2020-21 Reversion (Overexpenditure)	\$31,406	-	\$31,406	-	-	-

09. Office of the Child Protection Ombudsman

Schedule 3B

FY 2021-22 Actual Expenditures	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
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Program Costs

HB 21-1313 Child Protection Ombudsman and Immigrant Children	\$90,600	0.9	\$90,600	-	-	-
SB 21-205 Long Appropriations Bill	\$1,071,053	9.0	\$1,071,053	-	-	-
FY 2021-22 Final Appropriation	\$1,161,653	9.9	\$1,161,653	-	-	-
FY 2021-22 Final Expenditure Authority	\$1,161,653	9.9	\$1,161,653	-	-	-
FY 2021-22 Actual Expenditures	\$1,119,781	9.9	\$1,119,781	-	-	-
FY 2021-22 Reversion (Overexpenditure)	\$41,872	-	\$41,872	-	-	-
<i>FY 2021-22 Personal Services Allocation</i>	<i>\$1,026,471</i>	<i>9.9</i>	<i>\$1,026,471</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>FY 2021-22 Total All Other Operating Allocation</i>	<i>\$93,311</i>	<i>-</i>	<i>\$93,311</i>	<i>-</i>	<i>-</i>	<i>-</i>

Total 09. Office of the Child Protection Ombudsman

FY 2021-22 Final Expenditure Authority	\$1,161,653	9.9	\$1,161,653	-	-	-
FY 2021-22 Actual Expenditures	\$1,119,781	9.9	\$1,119,781	-	-	-
FY 2021-22 Reversion (Overexpenditure)	\$41,872	-	\$41,872	-	-	-

[Return to TOC](#)

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

	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal
Program Costs						
HB22-1329 Long Bill	\$1,355,945	10.5	\$1,355,945	-	-	-
HB22-1133 Family And Medical Leave Insurance Fund	(\$1,533)	-	(\$1,533)	-	-	-
HB22-1240 Mandatory Reporters	\$97,500	-	\$97,500	-	-	-
HB22-1375 Child Residential Treatment And Runaway Youth	\$99,500	-	\$99,500	-	-	-
Total 09. FY 2022-23 Initial Appropriation	\$1,551,412	10.5	\$1,551,412	-	-	-

[Return to TOC](#)

09. Office of the Child Protection Ombudsman

Schedule 3D

FY 2023-24 Budget Request	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
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Program Costs

FY 2023-24 Starting Base	\$1,551,412	10.5	\$1,551,412	-	-	-
OCPO - TA01 Annualize HB22-1240	(\$13,500)	-	(\$13,500)	-	-	-
OCPO - TA02 Annualize HB22-1375	(\$8,000)	-	(\$8,000)	-	-	-
OCPO - TA03 Annualize FY23 R8	(\$2,063)	-	(\$2,063)	-	-	-
OCPO - TA04 Annualize FY23 R9	(\$9,300)	-	(\$9,300)	-	-	-
OCPO - TA05 Annualize SB18-200	\$1,552	-	\$1,552	-	-	-
OCPO - TA06 FY23-24 Total Comp Request	\$109,388	-	\$109,388	-	-	-
OCPO - TA07 COWINS Total Comp Request	\$22,603	-	\$22,603	-	-	-
FY 2023-24 Base Request	\$1,652,092	10.5	\$1,652,092	-	-	-
OCPO - RI-01 Employee Support Services	\$110,803	1.0	\$110,803	-	-	-
OCPO - RI-02 Client Services Analyst	\$103,052	1.0	\$103,052	-	-	-
OCPO - RI-03 Public Information Coordinator	\$129,095	0.5	\$129,095	-	-	-
OCPO - RI-04 Salary Increases	\$88,560	-	\$88,560	-	-	-
OCPO - RI-05 Operating Restoration	\$10,000	-	\$10,000	-	-	-
OCPO - RI-06 Contract Investigator Services	\$48,191	-	\$48,191	-	-	-
FY 2023-24 Elected Official Request	\$2,141,793	13.0	\$2,141,793	-	-	-
Personal Services Allocation	\$1,758,307	13.0	\$1,758,307	-	-	-
Total All Other Operating Allocation	\$383,486	-	\$383,486	-	-	-

Schedule 14B

		FY 2020-21 Actual Expenditure	FTE	FY 2021-22 Actual Expenditure	FTE	FY 2022-23 Appropriation Budget	FTE	FY 2023-24 Gov Request Budget	FTE
Line Item	Object Code Detail								

09. Office of the Child Protection Ombudsman

Program Costs

Personal Services - Employees									
Object Group	Object Group Name								
FTE	Total FTE		8.0		9.9		10.5		13.0
1000	Total Employee Wages and Benefits	\$833,631		\$1,000,249		\$1,236,546		\$1,758,307	
Object Code	Object Name								
1000	Personal Services	-		-		\$1,236,546		\$1,758,307	
1110	Regular Full-Time Wages	\$2,828		-		-		-	
1210	Contractual Employee Regular Full-Time Wages	\$503,851		\$688,315		-		-	
1211	Contractual Employee Regular Part-Time Wages	\$96,878		\$22,654		-		-	
1230	Contractual Employee Overtime Wages	\$2,431		\$4,791		-		-	
1240	Contractual Employee Annual Leave Payments	\$879		\$5,174		-		-	
1340	Employee Cash Incentive Awards	-		\$10,500		-		-	
1510	Dental Insurance	\$3,283		\$4,104		-		-	
1511	Health Insurance	\$88,766		\$101,262		-		-	
1512	Life Insurance	\$674		\$861		-		-	
1513	Short-Term Disability	\$881		\$1,049		-		-	
1520	FICA-Medicare Contribution	\$8,385		\$10,180		-		-	
1521	Other Retirement Plans	\$7,336		-		-		-	
1522	PERA	\$55,847		\$76,272		-		-	

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Schedule 14B

Line Item Object Code Detail	FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
	Actual Expenditure	FTE	Actual Expenditure	FTE	Appropriation Budget	FTE	Gov Request Budget	FTE
1524 PERA - AED	\$28,989		\$34,758		-		-	
1525 PERA - SAED	\$28,989		\$34,758		-		-	
1532 Unemployment Compensation	\$3,013		\$4,970		-		-	
1630 Contractual Employee Other Employee Benefits	\$600		\$600		-		-	

Personal Services - Contract Services

Object Group Object Group Name

1100	Total Contract Services (Purchased Personal Services)	\$15,127		\$26,222		-		-	
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Object Code Object Name

1920	Personal Services - Professional	\$10,961		\$21,522		-		-	
1935	Personal Services - Legal Services	\$208		-		-		-	
1960	Personal Services - Information Technology	\$3,958		\$4,700		-		-	

Subtotal All Personal Services	\$848,758	8.0	\$1,026,471	9.9	\$1,236,546	10.5	\$1,758,307	13.0	
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All Other Operating Expenditures

Object Group Object Group Name

2000	Total Operating Expenses	\$81,472		\$90,730		\$314,866		\$383,486	
3000	Total Travel Expenses	-		\$2,581		-		-	

Object Code Object Name

2000	Operating Expense	-		-		\$314,866		\$383,486	
2231	Information Technology Maintenance	\$4,743		\$5,640		-		-	
2253	Rental of Equipment	\$1,382		\$2,201		-		-	

Schedule 14B

Line Item Object Code Detail		FY 2020-21		FY 2021-22		FY 2022-23		FY 2023-24	
		Actual	FTE	Actual	FTE	Appropriation	FTE	Gov Request	FTE
		Expenditure		Expenditure		Budget		Budget	
2510	In-State Travel	-		\$49		-		-	
2512	In-State Personal Travel Per Diem	-		\$62		-		-	
2513	In-State Personal Vehicle Reimbursement	-		\$15		-		-	
2531	Out-Of-State Common Carrier Fares	-		\$2,455		-		-	
2610	Advertising And Marketing	\$374		\$1,295		-		-	
2631	Communication Charges - Office Of Information Technology	\$1,267		\$1,224		-		-	
2641	Other Automated Data Processing Billings-Purchased Services	\$16,677		\$5,204		-		-	
2680	Printing And Reproduction Services	\$1,272		\$196		-		-	
2820	Purchased Services	\$25,939		\$34,499		-		-	
3118	Food and Food Service Supplies	\$148		\$748		-		-	
3120	Books/Periodicals/Subscriptions	\$7,081		\$8,865		-		-	
3121	Office Supplies	\$1,792		\$4,214		-		-	
3123	Postage	\$38		\$152		-		-	
3128	Noncapitalizable Equipment	-		\$222		-		-	
3132	Noncapitalizable Furniture And Office Systems	-		\$3,883		-		-	
3140	Noncapitalizable Information Technology	\$7,636		\$9,506		-		-	
3145	Software Subscription	\$8,046		\$8,848		-		-	
4140	Dues And Memberships	\$4,077		\$2,324		-		-	
4220	Registration Fees	\$1,000		\$1,710		-		-	
Subtotal All Other Operating		\$81,472		\$93,311		\$314,866		\$383,486	
Total Line Item Expenditures		\$930,231	8.0	\$1,119,781	9.9	\$1,551,412	10.5	\$2,141,793	13.0

FY 2023-24 Budget Request Office of the Child Protection Ombudsman					Schedule 06	
	Total Funds	FTE	General Fund	Cash Funds	Reapprop.	

2020-21 Special Bill Line Item Appropriations (Excludes Reg Supplemental Bills & LB Appr.)

None

2021-22 Special Bill Line Item Appropriations (Excludes Reg Supplemental Bills & LB Appr.)

HB 21-1313 Child Protection Ombudsman and Immigrant Children

09. Office of the Child Protection Ombudsman	\$90,600	-	\$90,600	-	-
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Total -- HB 21-1313 Child Protection Ombudsman and Immigrant Children	\$90,600	-	\$90,600	-	-
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FY 2022-23 Special Bill Line Item Appropriations (Excludes Long Bill Appropriations)

HB22-1133 Family And Medical Leave Insurance Fund

09. Office of the Child Protection Ombudsman	(\$1,533)	-	(\$1,533)	-	-
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HB22-1240 Mandatory Reporters

09. Office of the Child Protection Ombudsman	\$97,500	-	\$97,500	-	-
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HB22-1375 Child Residential Treatment And Runaway Youth

09. Office of the Child Protection Ombudsman	\$99,500	-	\$99,500	-	-
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Total -- HB22-1133, HB22-1240, HB22-1375	\$195,467	-	\$195,467	-	-
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OCPO Salary Pots Request Template					
	TOTAL FUNDS/FTE FY 2023-24	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
I. Continuation Salary Base		FUND SPLITS - From Position-by-Position Tab			
Sum of Filled FTE as of July 27, 2022	11.00	100.000%	0.000%	0.000%	0.000%
Salary X 12	\$912,816	912,816	-	-	-
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 PERA Rates	\$105,613	105,613	-	-	-
Medicare @ 1.45%	\$13,236	13,236	-	-	-
Subtotal Continuation Salary Base =	\$1,031,665	1,031,665	-	-	-
II. Salary Survey Adjustments					
System Maintenance Studies	\$71,868.00	\$71,868.00	\$0.00	\$0.00	\$0.00
Across the Board - Base Adjustment	\$27,384.00	\$27,384.00	\$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
Subtotal - Salary Survey Adjustments	\$99,252	\$99,252.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 PERA Rates	\$11,483	11,483	-	-	-
Medicare @ 1.45%	\$1,439	1,439	-	-	-
Request Subtotal =	\$112,174	\$112,174.00	\$0.00	\$0.00	\$0.00
III. Increase for Minimum Wage if applicable					
Increase for Minimum Wage	-	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal - Minimum Wage Adjustments	-	\$0.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 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
IV. Merit Pay Adjustments					
Merit Pay - Base Adjustments	\$0	\$0.00	\$0.00	\$0.00	\$0.00
Merit Pay - Non-Base Adjustments	\$0	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal - Merit Pay Adjustments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 PERA Rates	\$0	-	-	-	-
Medicare @ 1.45%	\$0	-	-	-	-
Request Subtotal =	\$0	\$0.00	\$0.00	\$0.00	\$0.00
V. Shift Differential					
FY 2021-22 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	-	-	-	-
VI. Revised Salary Basis for Remaining Request Subtotals					
Total Continuation Salary Base, Adjustments, Performance Pay & Shift	\$1,012,068	1,012,068	-	-	-
VII. Amortization Equalization Disbursement (AED)					
Revised Salary Basis * 5.00%	\$50,603	50,603	-	-	-
VIII. Supplemental AED (SAED)					
Revised Salary Basis * 5.00%	\$50,603	50,603	-	-	-
IX. Short-term Disability					
Revised Salary Basis * 0.15%	\$1,518	1,518	-	-	-
X. Health, Life, and Dental					
Funding Request	\$148,883	\$148,883.00	\$0.00	\$0.00	\$0.00
XI. Paid Family and Medical Leave Insurance Program Premiums (50% Employer Share of 0.9% of wages for six months)					
	\$4,554	\$4,554	\$0	\$0	\$0
Salary Base in FY 2022-23	\$912,816				
FY 2022-23 PERA Rate	11.40%				
PERA At FY 2022-23 Rate	\$104,061				
FY 2023-24 PERA Rate	11.570%				
PERA at FY 2023-24 Rate	\$105,613				
Incremental PERA for 0.17% Pera Employer Contribution Increase	\$1,551.79				
Additional Appropriations Needed for SB18-200 Changes	\$1,552	\$1,552	\$0	\$0	\$0

FY23 OCPO POTs SUMMARY

OCPO Common Policy Line Item	FY 2022-23 Appropriation	GF	CF	RF	FF
Salary Survey	\$22,394	\$22,394	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$1,533	\$1,533	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$34,065	\$34,065	\$0	\$0	\$0
SAED	\$34,065	\$34,065	\$0	\$0	\$0
Short-term Disability	\$1,090	\$1,090	\$0	\$0	\$0
Health, Life and Dental	\$101,191	\$101,191	\$0	\$0	\$0
TOTAL	\$194,338	\$194,338	\$0	\$0	\$0
OCPO Common Policy Line Item	FY 2023-24 Total Request	GF	CF	RF	FF
Salary Survey	\$112,174	\$112,174	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$4,554	\$4,554	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$50,603	\$50,603	\$0	\$0	\$0
SAED	\$50,603	\$50,603	\$0	\$0	\$0
Short-term Disability	\$1,518	\$1,518	\$0	\$0	\$0
Health, Life and Dental	\$148,883	\$148,883	\$0	\$0	\$0
TOTAL	\$368,335	\$368,335	\$0	\$0	\$0
OCPO Common Policy Line Item	FY 2023-24 Incremental	GF	CF	RF	FF
Salary Survey	\$112,174	\$112,174	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$4,554	\$4,554	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$16,538	\$16,538	\$0	\$0	\$0
SAED	\$16,538	\$16,538	\$0	\$0	\$0
Short-term Disability	\$428	\$428	\$0	\$0	\$0
Health, Life and Dental	\$47,692	\$47,692	\$0	\$0	\$0
TOTAL	\$197,924	\$197,924	\$0	\$0	\$0

OCPO COWINS Salary Pots Request Template

	TOTAL FUNDS/FTE FY 2023-24	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS
I. Continuation Salary Base					
Sum of Filled FTE as of July 27, 2022	11.00	100.000%	0.000%	0.000%	0.000%
Salary X 12	\$912,816	912,816	-	-	-
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 PERA Rates	\$105,613	105,613	-	-	-
Medicare @ 1.45%	\$13,236	13,236	-	-	-
Subtotal Continuation Salary Base =	\$1,031,665	1,031,665	-	-	-
II. Salary Survey Adjustments					
System Maintenance Studies	\$71,868.00	71,868	-	-	-
Across the Board - Base Adjustment	\$45,641.00	45,641	-	-	-
Across the Board - Non-Base Adjustment	\$0.00	-	-	-	-
Movement to Minimum - Base Adjustment	\$0.00	-	-	-	-
Subtotal - Salary Survey Adjustments	\$117,509	117,509	-	-	-
PERA (Standard, Trooper, and Judicial Rates) at FY 2023-24 PERA Rates	\$13,596	13,618	-	-	-
Medicare @ 1.45%	\$1,714	1,714	-	-	-
Request Subtotal =	\$132,841	132,841	-	-	-
VI. Revised Salary Basis for Remaining Request Subtotals					
Total Continuation Salary Base, Adjustments, Performance Pay & Shift	\$1,030,325	1,030,325	-	-	-
VII. Amortization Equalization Disbursement (AED)					
Revised Salary Basis * 5.00%	\$51,516	51,516	-	-	-
VIII. Supplemental AED (SAED)					
Revised Salary Basis * 5.00%	\$51,516	51,516	-	-	-
IX. Short-term Disability					
Revised Salary Basis * 0.15%	\$1,546	1,546	-	-	-
X. Health, Life, and Dental					
Funding Request	\$148,883	148,883	-	-	-

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FY23 OCPO COWINS POTs SUMMARY

	9/30/22				
	FY 2023-24				
OCPO Common Policy Line Item	Total Request	GF	CF	RF	FF
Salary Survey	\$135,475	\$112,174	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$4,554	\$4,554	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$50,603	\$50,603	\$0	\$0	\$0
SAED	\$50,603	\$50,603	\$0	\$0	\$0
Short-term Disability	\$1,518	\$1,518	\$0	\$0	\$0
Health, Life and Dental	\$148,883	\$148,883	\$0	\$0	\$0
TOTAL	\$368,335	\$368,335	\$0	\$0	\$0
	FY 2023-24				
OCPO Common Policy Line Item	Total Request	GF	CF	RF	FF
Salary Survey	\$132,841	\$132,841	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$4,636	\$4,636	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$51,516	\$51,516	\$0	\$0	\$0
SAED	\$51,516	\$51,516	\$0	\$0	\$0
Short-term Disability	\$1,546	\$1,546	\$0	\$0	\$0
Health, Life and Dental	\$148,883	\$148,883	\$0	\$0	\$0
TOTAL	\$390,938	\$390,938	\$0	\$0	\$0
	FY 2023-24				
Common Policy Line Item	Incremental	GF	CF	RF	FF
Salary Survey	\$20,667	\$20,667	\$0	\$0	\$0
Merit Pay	\$0	\$0	\$0	\$0	\$0
PERA Direct Distribution	\$0	\$0	\$0	\$0	\$0
Paid Family and Medical Leave Insurance Program	\$82	\$82	\$0	\$0	\$0
Shift	\$0	\$0	\$0	\$0	\$0
AED	\$913	\$913	\$0	\$0	\$0
SAED	\$913	\$913	\$0	\$0	\$0
Short-term Disability	\$28	\$28	\$0	\$0	\$0
Health, Life and Dental	\$0	\$0	\$0	\$0	\$0
TOTAL	\$22,603	\$22,603	\$0	\$0	\$0

Office of the Child Protection Ombudsman FTE Detail

Object Code 1110,1121,1130,1210,1211, 1230	FY2020-21		FY2021-22	
	Total Funds	FTE	Total Funds	FTE
Position Detail:				
Ombudsman (pos. #85001)	131,568	1.0	135,192	1.0
Deputy Ombudsman (pos. #85002)	101,537	1.0	104,330	1.0
Director of Administrative Services (pos. #85003)	67,979	1.0	74,936	1.0
Client Services Analyst (pos. #85004)	56,193	1.0	59,629	1.0
Director of Client Services (pos. #85005)	75,450	1.0	79,025	1.0
Director of Legislative Services (pos. #85006)	72,996	1.0	76,503	1.0
Senior Analyst (pos. #85007)	66,500	1.0	69,829	1.0
Client Services Analyst (pos. #85008)	33,765	1.0	60,081	1.0
Client Services Analyst (pos. #85009)	-	-	58,867	1.0
Client Services Analyst (pos. #85010) *	-	-	16,718	0.9
Total Full-Time/Part-Time Wages	605,988	8.0	735,111	9.9

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Office of Colorado's Child Protection Ombudsman:

Long-Range Financial Plan

November 1, 2022

1. Introduction to the CPO

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

The 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. The agency:

- Listens to people about their experience with, and concerns about, the state's child protection system.
- Researches concerns reported by any individual or entity about service delivery within Colorado's child protection system.
- Resolves issues by determining the best way to assist people. This may mean bridging communication barriers or mediating conflicts based on misunderstandings.
- Identifies trends where the child protection system's funding, resources or practices are not keeping up with the needs of children, youth and families.
- Makes public recommendations for child protection system improvements. This may mean working with lawmakers, professionals and other stakeholders to advance legislation and policies that have a lasting, positive impact on children, youth and families.

Responsibilities of the CPO

The CPO is responsible for responding to citizens' 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 but is not limited to law enforcement, mental health agencies, child welfare services and the Division of Youth Services (DYS).

The CPO may self-initiate an independent and impartial investigation and ongoing review of the safety and well-being of an unaccompanied immigrant child who lives in a state-licensed residential child care facility and who is in the custody of the Office of Refugee Resettlement of the federal Department of Health and Human Services as set forth in 8 U.S.C. sec. 1232 et seq. As part of this responsibility, the CPO may create and distribute outreach materials to state-licensed residential child care facilities and to individuals that have regular contact with unaccompanied immigrant children.

Additionally, the CPO is responsible for informing on systemic changes to promote better outcomes for, and improve the safety and well-being of, children, youth and families receiving child protection services in Colorado. Being uniquely situated to gather and share information with state and non-state entities, the CPO may issue recommendations to enhance the state's child protection system. The CPO shares this and other information with the public by publishing reports and other content at www.coloradocpo.org.

Jurisdiction and Environment

Each year, the CPO provides free and confidential services to hundreds of citizens who have questions and concerns about the state's child protection system. These citizens include parents, grandparents, kin, youth, medical professionals, lawyers, social workers, police officers and many others.

Citizens' questions and concerns often relate to specific program areas within the state's child protection system, including child welfare, juvenile justice and behavioral health. With access to child protection records that are not otherwise available to the public, the CPO is able to independently and objectively resolve citizens' questions and concerns while concurrently identifying systemic issues afflicting the child protection system.

The agency's enabling statutes are C.R.S. § 19-3.3-101 — 19-3.3-110. Pursuant to C.R.S. § 19-3.3-103, the CPO has the authority to:

- Receive complaints concerning child protection services.

- Request, access, and review any information, records, or documents, including records of third parties, that the ombudsman deems necessary to conduct a thorough and independent review of a complaint.
- Independently and impartially investigate complaints.
- Seek resolution of complaints.
- Recommend changes and promote best practices to improve the state's child protection services.
- Educate the public concerning strengthening families and keeping children safe.
- Self-initiate an independent and impartial investigation and ongoing review of the safety and well-being of any unaccompanied immigrant child who lives in a state-licensed residential child care facility and is in federal custody.

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.
- Testify in a court proceeding in which the CPO is not a party.
- Provide third-party records/documents acquired in the course of a case.
- 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

OUTREACH AND EDUCATION: *Educate the public and stakeholders about the CPO to ensure equitable access to services and to identify opportunities for improvement.*

The CPO is statutorily required “to help educate the public 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, critical processes, key metrics and outcomes as ways to increase the public's knowledge of the CPO's services while concurrently learning how best to engage with various communities. The CPO has identified the following processes as ways to increase the public's knowledge of the CPO's services while concurrently learning how best to engage with various communities:

- Engage youth impacted by the child protection system to increase the number of youth who receive services directly from the CPO, promote equitable access to services and improve how the agency serves youth in Colorado.

- Engage child protection professionals, including but not limited to treatment and service providers, educators, medical providers, mental health professionals and the child protection legal community.
- Engage caregivers – including parents, relatives, foster parents, adoptive parents and kin – of children involved in the child protection system to help ensure all caregivers have equitable access to CPO services.
- Engage rural communities to ensure citizens across Colorado are informed of the CPO's services and have equitable opportunities to inform the agency and improve practices.
- Evaluate the CPO's listserv to determine which communities the CPO is engaging with and how to increase the CPO's statewide.
- Engage legislators in the CPO's work.
- Continue to develop effective methods for delivering and promoting the CPO's services and ongoing work.
- Identify whether the CPO is serving all the states' racial/ethnic groups to develop targeted outreach campaigns.
- Develop inclusive processes, systems and communications that reflect principles of diversity, equity and inclusion to share the CPO's services with all of Colorado's diverse communities.
- Offer opportunities for the public, legislators and other stakeholders to engage in the CPO's system work.

SERVICES AND PROGRAMS: *Continue to develop and strengthen efficient and effective CPO practices to better serve Colorado citizens.*

The CPO is statutorily required “to receive 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 the child.” See C.R.S. § 19-3.3- 103(1)(a). The CPO delivers a wide variety of services pursuant to its statute. These include one-on-one services for clients who contact the agency with concerns or questions regarding the child protection system, reviewing critical incidents – such as child fatalities – and monitoring the safety and well-being of unaccompanied immigrant children residing in state-licensed facilities. The CPO has identified the following processes as ways to help ensure efficient and effective CPO services:

- Provide CPO staff ongoing training and education.
- Provide CPO staff ongoing training and education on diversity, equity and inclusion to inform staff of the disproportionate impact of the child welfare system on communities of color, under-resourced communities and people with disabilities.

- Engage unaccompanied immigrant children residing in state-licensed care that are in the custody of the Office of Refugee Resettlement and professionals that serve them.
- Develop and implement a unique, research-informed process for reviewing critical incidents in Colorado to improve and advance child protection systems.

PUBLIC POLICY: Continue to serve as a leader in advancing reforms to Colorado’s child protection system.

The CPO is statutorily required “to recommend...systemic changes, to improve the safety of and promote better outcomes for children and families receiving protection services in Colorado.” See C.R.S. § 19-3.3-130(2)(e). Additionally, the CPO must “...promote best practices and effective programs relating to a publicly funded child protection system and to work collaboratively...regarding improvement of processes.” See C.R.S. § 19-3.3- 103(2)(d).

To promote positive systemic changes, best practices and effective programs, the CPO must produce high-quality work in a timely manner while building strong partnerships with others working within the state’s child protection system. The CPO has identified the following processes as ways to encourage collaboration, identify areas of the child protection system in need of improvement, efficiently communicate its findings and ensure recommendations are being considered and/or implemented:

- Analyze CPO data to identify systemic child protection issues.
- Facilitate and support stakeholder engagement through the CPO’s Public Policy Advancement Center.
- Communicate the CPO’s efforts, findings and recommendations to the public, legislators and stakeholders.

2. Financial Structure

The CPO is funded entirely by moneys allocated by the Joint Budget Committee from the General Fund.

Fiscal Year	Total Funds	General Fund
FY 2018-19	\$1,024,898	\$1,024,898
FY 2019-20	\$994,028	\$994,028
FY 2020-21	\$961,637	\$961,637
FY 2021-22	\$1,071,053	\$1,071,053
FY 2022-23	\$1,355,945	\$1,355,945

3. Financial Forecast

As the CPO implements new programming and continues to complete outreach and education initiatives, the agency anticipates it will continue to experience an increase in caseloads. 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.

The CPO case totals for the past five fiscal years are:

- Fiscal Year 2017-18 = 611
- Fiscal Year 2018-19 = 575
- Fiscal Year 2019-20 = 725
- Fiscal Year 2020-21 = 852
- Fiscal Year 2021-22 = 982

The CPO anticipates this trend will continue and it may open as many as 1,130 cases during Fiscal Year 2022-23 and approximately 1,300 cases during Fiscal Year 2023-24. If provided the additional Client Services Analyst requested in its FY 2023-24 budget request, the CPO does not anticipate requiring any additional staff to handle this increase in cases. However, the CPO does anticipate it will need additional staff to support other program areas, including its efforts to elevate youth voice and incorporate equity, diversity and inclusion practices.

- **FY 2024-25** – The CPO anticipates it will need 2 FTE to continue effective outreach and connection with Colorado children and youth impacted by the child protection system, as well as ensuring the agency is amending and continually evaluating its equity, diversity and inclusion practices. The FTE would be as follows:
 - Lived-experience Coordinator (1 FTE)
 - This position would help to coordinate the CPO’s efforts to incorporate the perspectives and insights of children and youth in Colorado. This position would be dedicated to applicants with experience with the child protection system, who can help the CPO implement the strategies shared by youth and ensure youth voice is elevated. The base salary for this position would be equal to that of the CPO’s client services analysts, approximately \$76,000 annually. This salary will also be contingent upon research for comparable positions in other agencies.
 - EDI Coordinator (1 FTE)
 - This position will help the CPO implement the work completed during FY 2023-24, with the contracted EDI evaluation and consultation. Ongoing

duties will include coordinating with agency leadership to ensure practices and materials incorporate EDI practices and that staff receive continuous education and training regarding EDI principles. The CPO anticipates this position will receive a salary to other manager positions within the agency. This salary will also be contingent upon research for comparable positions in other agencies.

- **FY 2025-26** – The CPO anticipates its budget will be static.
- **FY 2026-27** – If cases continue to rise at the current rate, the CPO may require an additional FTE for a Client Services Analyst.
- **FY 2027-28** – The CPO anticipates its budget will be static.
- **FY 2028-29** – The CPO anticipates its budget will be static.

4. Anticipated Funding Decreases

None of the CPO's programs are currently funded with federal dollars, gifts, grants or donations.

Office of the Chld Protection Ombudsman

Program Costs

FY2024		FY2025		FY2026		FY2027		FY2028		FY2029	
Appropriation		Appropriation		Appropriation		Appropriation		Appropriation		Appropriation	
FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total
13.0	\$2,141,793	15.0	\$2,196,216	15.0	\$2,169,367	15.0	\$2,230,825	15.0	\$2,294,190	15.0	\$2,359,520
13.0	\$2,141,793	15.0	\$2,196,216	15.0	\$2,169,367	15.0	\$2,230,825	15.0	\$2,294,190	15.0	\$2,359,520

Assumptions for Calculations:

FY 2025: Assumes FY24 decision items plus 2.0 new FTE and 3% ATB

FY 2026: Assumes 3% increase for salary and 4% for HLD.

FY 2027: Assumes 3% increase for salary and 4% for HLD.

FY 2028: Assumes 3% increase for salary and 4% for HLD.

FY 2029: Assumes 3% increase for salary and 4% for HLD.

Operating reduced to annualize legislation and other one-time costs.

Appendix 1



OFFICE *of* COLORADO'S CHILD PROTECTION OMBUDSMAN



ANNUAL REPORT
FISCAL YEAR 2021-2022

LISTEN

INVESTIGATE

RESOLVE

IDENTIFY TRENDS

LASTING CHANGE

LETTER FROM THE OMBUDSMAN

Dear friends and community partners,

I am honored to present this Fiscal Year 2021-22 annual report to you. In 2010, the Colorado General Assembly created the Office of Colorado's Child Protection Ombudsman (CPO). Their intention was to create a state agency dedicated specifically to children and families who receive services from Colorado's child protection systems. In addition to helping citizens problem solve each year, we were also tasked with making recommendations to the legislature to improve the safety and outcomes for all children and families receiving services in Colorado.

I am pleased to say that our agency not only met these goals but exceeded them during FY 21-22.

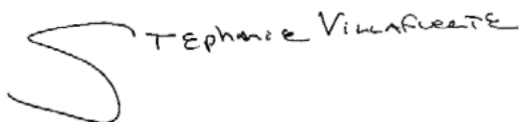
The CPO has been an independent agency for only six years. During this time, we have grown from 3 to 10.5 staff members and gone from 580 cases during Fiscal Year 2016-17 to 982 cases in FY 21-22. We experienced a 15 percent increase in cases compared to the previous year, and a 70 percent increase in cases since we opened our doors as an independent agency in 2016.

This year, like every year, we focused heavily on providing Colorado citizens with strong customer service. We provided expert, timely, one-on-one assistance for citizens who receive services from agencies such as child welfare, behavioral health and the Division of Youth Services. Our staff engage in rigorous training to ensure they have the skills to really listen to citizens' concerns and help them problem solve. It is not unusual for our staff to spend up to an hour on the phone with a client and additional hours researching their case and working with them to jointly build solutions. Our goal is to make citizens feel heard, respected and to leave them more informed about their situation than before they contacted us.

This past year, the CPO also deepened its public policy and community stakeholder work through multiple initiatives, including the launch of the CPO's Public Policy Advancement Center. This year we facilitated two large scale public policy discussions to address harmful gaps in our state's mandatory child abuse reporting law and in our state's response to youth who run away from foster care and residential child care facilities. To address these significant problems, the CPO worked with 90 different stakeholders to pass two pieces of significant legislation which established two multidisciplinary task forces to examine complex safety issues and to make recommendations for system improvements. These task forces will be housed in the Public Policy Advancement Center and will center on the experience and voices of family and youth to ensure those who experience these systems have direct input on how these systems can work better.

To date, the CPO's successes and accomplishments are due to the work of an entire team of people including the CPO Advisory Board and staff. We have also been successful because of the support we receive from our community partners. I am proud to say that we continue to meet the increasing demand for our services while at the same time refining and deepening our approaches to helping people and creating systemic reform.

Sincerely,

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

Stephanie Villafuerte

Colorado Child Protection Ombudsman



CONTINUED GROWTH

CPO TOTAL CASE ACTIVITY IN FY 2021-2022

In Fiscal Year 2021-22, we opened a record number of cases. In total, we opened 982 cases. That total reflects a 15 percent year-over-year increase of our cases. It also reflects our commitment to informing communities about our services, as we attribute the rise in our caseload to our education and outreach efforts. Approximately 68 percent of the questions and concerns we received were from family members – including mothers, fathers, grandparents and other relatives. We also received numerous questions and concerns from foster and adoptive parents, youth, state legislators and professionals that serve youth and families.

A significant portion of our cases were related to behavioral health issues (28 percent), domestic violence issues (10 percent), sex abuse issues (8 percent) and child custody issues (15 percent). Approximately 18 percent of cases were related to specific child welfare practices – such as family visitation, kinship placements, father engagement, the use of safety and risk tools and records access. We also had several cases about the care and treatment of youth within Division of Youth Services' (DYS) youth services centers, and several cases raised the question of whether Colorado's child protection system is designed to adequately serve under-resourced families, families of color and children with disabilities.

Regardless of whether we hear about an issue once or multiple times, we review each of our cases with care and an eye toward systemic improvement. We extensively analyze our cases to identify issues and create change.

CPO CASE HISTORY	TOTAL # OF CASES
Fiscal Year 2021-22	982
Fiscal Year 2020-21	852
Fiscal Year 2019-20	725
Fiscal Year 2018-19	575
Fiscal Year 2017-18	611
Fiscal Year 2016-17	577

Case Highlights



CASE #1

The CPO was contacted by a youth living in a DYS youth services center. The youth shared concerns that the center's kitchen staff were serving undercooked chicken and "rotting" fruits and vegetables. The CPO connected with the youth center's director to learn more about the required food safety procedures and whether they were aware of the food safety concerns. The director explained how food safety is monitored and the CPO was connected with the food services director for DYS. This director provided additional documentation demonstrating the youth center's food temperature log, which showed the internal cooking temperatures of cooked food items that had been served in the center for the previous month. The CPO confirmed that the internal temperatures of all chicken dishes were recorded at or above 165 degrees, the safe internal temperature per the DYS' safety standards. The food services director also ensured the CPO that anyone residing at the youth center may raise concerns about the food as they arise. The CPO shared this knowledge with the youth who contacted the agency. The CPO later followed up with the youth, who stated that the food service improved. They also reported that all youth living in the youth center were surveyed about their opinions of the food after the CPO contacted the youth center. The youth also reported that all youth had been served a special meal recently that they thought it was particularly good.



CASE #2

The CPO received a call from an attorney who was concerned that a county human services department was retaliating against a parent – primarily because the parents' rights to another child had been terminated several years prior. The attorney stated that the court reports in the case contained inaccurate information, the parent was not being invited to important meetings and the county department was not meeting with the parent regularly. The attorney was concerned that a motion had been filed with the court to terminate the parent's rights to the child, based on inaccurate information. The CPO reviewed the case. While the CPO could not confirm any intentional retaliation by the county department, it did find that caseworkers were not holding required monthly meetings with the parent, the parent was not being included in educational meetings and there was inconsistent and inaccurate information in the case file. When the CPO raised these concerns with the county department, the department agreed. The county department committed to meeting with the parent to review the treatment plan, something that had not been done for more than two years. Ultimately, the county department withdrew their motion to terminate the parent's parental rights.



CASE #3

The CPO was contacted by staff at a residential child care facility (facility), who were concerned that a youth living at the facility did not require the intensive care and programming offered. Staff were concerned that the agencies and providers involved in the youth's case were not working effectively to find a more appropriate placement for the youth. This youth – who had resided at the facility for about 70 days – has complex needs. The CPO reviewed the case, including records that documented the efforts made by the facility and other agencies and providers to find a new placement for the youth. The CPO's review included meeting with multiple agencies and providers to understand how these various entities were communicating and coordinating with one another. Ultimately, the CPO was able to work with the facility, agencies and providers involved in the case to break down communication barriers. These efforts helped all the entities involved work towards a more appropriate placement for the youth.



CASE #4

A parent whose child had been removed from their custody contacted the CPO. The parent was upset because they had completed everything a county human services department asked them to do, but their child had not yet been returned to their care. The CPO reviewed the case and found that the caseworker agreed the parent had completed their required treatment but recommended that a relative maintain permanent custody of the child. The CPO spoke with the county department. The county department reported that they did not realize the parent wanted full custody of the child. The CPO encouraged the parent to make sure the caseworker and guardian ad litem knew, in writing, their desire for custody. The parent did this, and a new custody hearing was scheduled with the court.

FISCAL YEAR HIGHLIGHTS



Launch of Public Policy Advancement Center

During the past fiscal year, we launched an innovative new program to address pressing issues facing Colorado's child protection system. We call it the "Public Policy Advancement Center." The Public Policy Advancement Center brings together professionals from across Colorado's child protection service array, families, youth and other community members, to discuss multidisciplinary, multifaceted issues – all with the aim of improving the way Colorado safeguards its children and families. It creates space for robust policy discussions that explore the breadth and depth of issues, and it supports problem solving by integrating input from those with lived experience, subject matter experts and the best available research. We are pleased to share that the Public Policy Advancement Center is preparing to administer two critically needed task forces – the Mandatory Reporting Task Force and the Timothy Montoya Task Force. For more information about these task forces, please see below.



Improving Colorado's Mandatory Reporting Law

On September 15, 2021, we published an issue brief detailing our study of Colorado's mandatory reporting law. Our study revealed an inconsistent understanding of the law, a fragmented system of mandatory reporter trainings and a general lack of supports to help mandatory reporters perform the job asked of them – namely, to report suspected child abuse and neglect. The study also raised questions of whether mandatory reporting disproportionately impacts families of color, under-resourced communities and individuals with disabilities, and how best to support such groups. Shortly after our issue brief was published, we began working with members of Colorado's General Assembly to improve the law. Our work culminated in the creation of House Bill 22-1240, "Mandatory Reporting." With the ratification of this bill, our Public Policy Advancement Center is positioned to convene a two-year task force to analyze mandatory reporting's effects, processes, trainings and resources, for the ultimate goal of supporting the safety and well-being of Colorado's children and families.



Making out-of-home placements safer and more effective

During the summer of 2021, we convened several stakeholder meetings with Colorado's residential treatment providers for youth in need of intensive behavioral health and psychiatric services. These meetings centered on how Colorado can make out-of-home placements safer and more effective, especially for youth with runaway behaviors. The conversations we had echoed many we have had with families – families with deep-rooted concerns. In one case, we heard from the mother of 12-year-old Timothy Montoya. She described how Timothy was hit and killed by a car shortly after running away from his out-of-home placement, and how she didn't believe anything was being done to prevent such an occurrence from happening to another family. In the fall of 2021, we promptly started working with members of Colorado's General Assembly to address the quality of out-of-home placements. Our work culminated in the creation of House Bill 22-1375, "Child Residential Treatment and Runaway Youth," which created the Timothy Montoya Task Force to Prevent Children from Running Away from Out-Of-Home Placement. This critical task force will analyze what constitutes runaway behaviors, and will work to create a consistent, prompt and effective response to children who run away from their out-of-home placement.



Recognizing Strong Work in Child Protection

Given our unique position within the child protection system, we believe it is important to highlight issues that are impacting the delivery of services to children and families. But we also work to acknowledge and highlight strong and innovative work. Through our case reviews, we often observe elements of practice that not only meet the minimums outlined in rule and law, but also align with best practice standards. Examples include efforts by agencies and providers to communicate with clients in an honest, clear and transparent manner, efforts to locate and sustain family connections for children, and creative ways that agencies and providers have addressed service delays or barriers. The CPO believes in the importance of highlight this work as it demonstrates a commitment to client-centered, solution-focused and trauma-informed work with Colorado families.

Connecting with the Community

During the past fiscal year, we continued our efforts to connect with Colorado citizens to share what we are learning about the child protection system and how we are working to improve our own practices. Below are highlights from several of our efforts.



Youth Outreach

During the past fiscal year, we have continued to prioritize youth outreach to improve how we engage with youth impacted by the child protection system and improve the services we provide them. To do this we worked with stakeholders and youth to improve connections during individual cases, as well as agency-wide efforts. Those efforts include the formation of the CPO Board Youth Voice Subcommittee. This subcommittee utilized the expertise and connections of CPO Board members to connect with and learn from other organizations that work with youth in Colorado. The subcommittee also completed a review of the CPO's youth-specific materials to identify improvements and is working to develop ongoing reviews to ensure these materials are fresh and engaging.

We remained committed to elevating youth voice by partnering with a national research and design lab called Think of US. Focused on improving the lives of those in foster care, Think of US helped us engage foster youth by facilitating discussions about youth needs, helping us better understand what is most important to youth who may need assistance from the CPO. We are also working on a national level to engage youth impacted by child protection services. Child Protection Ombudsman Stephanie Villafuerte was selected by the American Bar Association to serve on its Commission on Youth at Risk Advisory Committee. The commission's mission is to address the legal needs of children, youth and young adults who are disadvantaged or marginalized due to legal system involvement, poverty, race, national origin or ethnicity, gender or gender identification, disability, or religion.



National Presence

We continue to serve as an innovative leader among child protection ombudsmen offices across the country. We have worked to elevate the work of child protection ombudsman nationally, as well as lead discussion regarding how to improve how such agencies serve children, youth and families. We presented to national organizations and worked with states such as New Mexico, New York, Kansas and others to establish and promote ombudsmen offices.

CPO PROGRAM UPDATES

UNACCOMPANIED IMMIGRANT CHILDREN AND YOUTH

During the past fiscal year, we worked diligently to fulfill the requirements of House Bill 21-1313, which requires us to review and monitor the care of unaccompanied immigrant children who are residing in state-licensed facilities but who remain in the custody of the federal Office of Refugee Resettlement (ORR). We continue to establish relationships with professionals and agencies who support and serve unaccompanied immigrant children, including the ORR, the Colorado Department of Human Services, legal representatives, advocates and medical professionals.

We conducted two scheduled and supervised site visits to the state-licensed facility that serves this population. During these visits we had the opportunity to learn about the facility and the residential services that are provided to this population. However, our attempts to access the youth and programming during unscheduled visits have been denied.

Unfortunately, we have encountered administrative and bureaucratic challenges in effectively accessing the facility that currently houses this population. As a result, we have not been able to fully execute the duties outlined in state law. We remain committed to serving this population and are actively working with our legal counsel – the Colorado Attorney General's Office – to resolve these barriers.

Despite these issues, we have worked to ensure that the youth have access to our office. We asked the facility to program the CPO's hotline number into phones at the facility, which youth have access to on a regular basis. This helps ensure the youth can call us confidentially at any time. We've distributed posters that describe our services to the facility. These posters were translated and printed in four different languages – English, Spanish, K'iche', and K'iche' – which are the most utilized languages in the programs. Because the CPO has not been provided access to the facility, we cannot confirm facility staff have hung the posters or programmed the CPO's hotline number into the phones.

CRITICAL INCIDENT REVIEWS

During July 2021, we announced the launch of our independent process for reviewing incidents of egregious abuse, near fatalities and child deaths caused by abuse and neglect. In doing so, we joined the majority of child protection ombudsman offices across the country already doing this critical work. To demonstrate the need for our independent process, we published an issue brief detailing the gaps in Colorado's long-standing child fatality review processes. The brief illustrates that approximately 39 percent of child maltreatment death reviews do not result in public facing reports that detail findings and recommendations for systems improvement – information that may be useful for preventing future fatalities.

The goal of our independent review process for incidents of egregious abuse, near fatalities and child deaths caused by abuse and neglect is to learn more about the decisions that took place during an incident, and the factors that contributed to each decision.

In September of 2021, we received a generous grant from the Casey Family Foundation which allowed us to partner with Collaborative Safety, LLC to begin incorporating principles of Safety Science. Safety Science is an evidence-based approach to understanding everyday work, performance outcomes, critical incidents and organizational culture within complex systems. By using Safety Science, we aim to build a culture of safety within Colorado's child protection system, one capable of promoting improvements to underlying systemic issues.

We hosted two educational sessions for statewide partners interested in learning more about Safety Science and our review process. During the past year, our team received advanced practical training and technical assistance from Collaborative Safety, LLC. This included specialized interview training to help us better engage with agencies and services providers during our reviews, and training on Collaborative Safety's unique database and mapping tool, which we use to complete our reviews.

We conducted two reviews during the past fiscal year. In completing these reviews, we facilitated meetings with agencies, including front line staff and supervising staff. We were impressed and enthused by the level of engagement and honesty displayed as the professionals worked together to understand complex situations. Here are some examples of the feedback we received from the staff we engaged:

“ I felt very comfortable engaging because we were already comfortable with the work the CPO does, we trust their work. This process was no different. There was a clear intentionality to allow everyone an opportunity to speak.”

“ When I first heard about Safety Science being used, I was doubtful when it would happen and then I was able to participate in one of the reviews. I love the intent. This case was heavily scrutinized by other agencies, but it didn't feel like that in the review. I expected everyone to be guarded, but everyone was tuned in and excited to work through the process.”

CPO ADVISORY BOARD

The CPO Advisory Board is an independent, nonpartisan board comprised of 12 members. Four members are appointed from each branch of government and all members serve for a period of four years. Each position on the Board requires a certain set of experience or expertise. The Board was established to provide a mechanism of oversight for the Child Protection Ombudsman, however, its role is much broader. The CPO team routinely relies on the expertise of its Board to expand and guide its work. Members have decades of experiences and include child welfare professionals, judges, doctors, attorneys, county commissioners, human service directors, foster parents and advocates.

This year, Board Chair Ann Roan and Child Protection Ombudsman Villafuerte established a board member education session during each of the bi-monthly Board meetings. During these sessions, board members share updates about their professional work, solicit advice and/or share their expertise and experiences impacting the child protection system. The Board was unanimously in favor. The sessions have included discussions on the impacts of the federal Family First Prevention Services Act on the child protection system, the importance of sibling connections, the distinct roles of people involved in a child protection case, the difference between involuntary and non-court involved child welfare cases and the difference between child welfare and school district truancy petitions.

CPO BOARD OF DIRECTORS

Ann Roan, *Board Chair*
Benjamin Rounsborg
Hon. Amanda Hopkins
Hon. Kenneth Plotz

Governor Appointments
Judith Martinez, *Vice Chair*
April Lane
Aaron Miltenberger
Jerene Peterson

Senate President Appointment
Victoria Shuler

Senate Minority Appointment
Wendy Buxton Andrade

Speaker of the House Appointment
Dr. Coral Steffey

House Minority Leader Appointment
Brian Bernhard

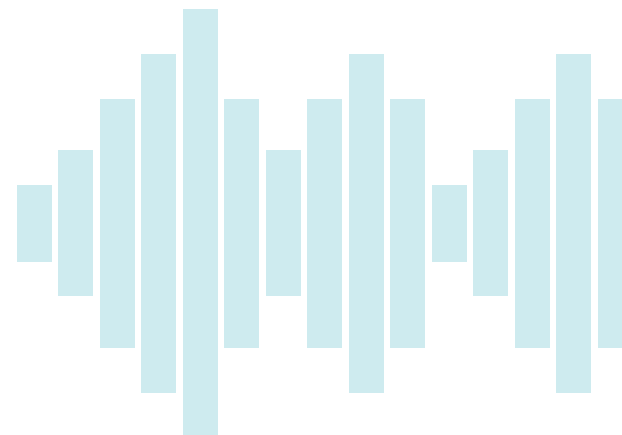
ABOUT

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*
Tiffany Madrid, *Director of Legislative Affairs and Policy*
Karen Nielsen, *Director of Administrative Services*
Amanda Pennington, *Director of Client Services*
Claire Hooker, *Client Services Analyst*
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Appendix 2

[Return to TOC](#)



CHILD PROTECTION OMBUDSMAN

**FISCAL YEAR 2022-2023
PERFORMANCE PLAN**

July 1, 2022

**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).

The program was created 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 Colorado's child protection system. The public demanded the state create a mechanism to examine the components of the state's child protection system, help citizens navigate the complexity of the system and provide recommendations on how to improve the system overall.

Years after its creation, legislators determined that the CPO needed independence from the agencies it was designed to review. And on June 2, 2015, Senate Bill 15-204, Concerning the Independent Functioning of the Office of the Child Protection Ombudsman, was signed into law. The new, independent CPO opened in 2016.

Senate Bill 15-204 not only transformed the original "program" into a distinct and independent state agency, but it also created the first ever Child Protection Ombudsman Board (CPO Board). Designed to ensure the accountability and transparency of the CPO, the CPO Board is required to oversee the Child Protection Ombudsman's performance and act as an advisory body.

Since its independence, the CPO has worked consistently to keep its practices aligned with national standards. 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 works to provide a clear channel between Coloradans and the agencies and providers tasked with protecting children. Specifically, the CPO independently gathers information, investigates complaints and provides recommendations to child protection agencies, providers and the state's legislature.

Further aligning the CPO with national standards, House Bill 21-1272 was signed into law on June 24, 2021. The law allows the CPO to be more responsive to citizens requesting a review of the circumstances surrounding a critical incident, such as a child fatality. Prior to its passage, the CPO was unable to complete such reviews in a timely or robust manner. Additionally, House Bill 21-1272 created additional protections for the confidential information and documents reviewed by the CPO during a case.

In June 2021 and June 2022, the CPO's duties and powers were expanded with the passage of House Bill 21-1313 and House Bill 22-1319. Intended to help unaccompanied immigrant children placed within Colorado's borders by the federal Office of Refugee Resettlement, these bills permit the CPO to initiate reviews of the safety and well-being of such youth who are placed in state-licensed residential child care facilities, as well as monitor their care.

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

Each year, the CPO provides free and confidential services to hundreds of citizens who have questions and concerns about the state's child protection system. These citizens include parents, grandparents, kin, youth, medical professionals, lawyers, social workers, police officers and many others.

Citizens' questions and concerns often relate to specific program areas within the state's child protection system, including child welfare, juvenile justice and behavioral health. With access to child protection records that are not otherwise available to the public, the CPO is able to independently and objectively resolve citizens' questions and concerns while concurrently identifying systemic issues impacting the child protection system.

The agency's enabling statutes are C.R.S. § 19-3.3-101 – 19-3.3-111. Pursuant to C.R.S. § 19-3.3-103, the CPO has the authority to:

- Receive complaints concerning child protection services.
- Request, access, and review any information, records, or documents, including records of third parties, that the ombudsman deems necessary to conduct a thorough and independent review of a complaint.
- Independently and impartially investigate complaints.
- Seek resolution of complaints.
- Recommend changes and promote best practices to improve the state's child protection services.
- Educate the public concerning strengthening families and keeping children safe.
- Self-initiate an independent and impartial investigation and ongoing review of the safety and well-being of any unaccompanied immigrant child who lives in a state-licensed residential child care facility and is in federal custody.

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.
- Testify in a court proceeding in which the CPO is not a party.
- Provide third-party records/documents acquired in the course of a case.
- 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.

Summary of Fiscal Year 2021-2022 Quarter 2 Performance Evaluation

During Quarter 2 (Q2) of [Fiscal Year \(FY\) 2021-2022](#), the CPO worked on three Strategic Policy Initiatives (SPI):

- Target communications and engagements to better educate and serve citizens and stakeholders.
- Implement practices that ensure efficient and effective CPO services.
- Establish the CPO as a leader on issues facing the child protection system.

Pursuant to the requirements in SMART Act, the CPO evaluated its progress and efforts to fulfill its SPI. Key takeaways from that evaluation include:

- The CPO had a strong presence in legislative and public policy efforts to improve Colorado's child protection system. This included publishing public policy briefs regarding the state's child fatality review process and mandatory reporting practices in Colorado. The CPO also initiated legislative efforts to address these issues.
- Increased and improved its efforts to provide consistent and timely communications with stakeholders and the public regarding CPO services and ongoing projects. These included the efforts mentioned above, as well as an extensive campaign to meet with members of the Colorado General Assembly.
- Continued to improve the CPO's internal data system to better track and monitor the populations the agency serves and strengthen the CPO's outreach and education initiatives. This work was also crucial in informing the CPO's budget request and priorities.

To access the CPO's full length Q2 Performance Evaluation, please click [here](#) or visit the website of the Colorado Governor's Office of State Planning and Budgeting.

Fiscal Year 2022-2023 Performance Plan

Strategic Policy Initiatives

SPI 1 – OUTREACH AND EDUCATION: Educate the public and stakeholders about the CPO to ensure equitable access to services and to identify opportunities for improvement.

The CPO is statutorily required “to help educate the public 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, critical processes, key metrics and outcomes as ways to increase the public’s knowledge of the CPO’s services while concurrently learning how best to engage with various communities.

Strategy: *Target communications and engagements to strengthen the CPO’s statewide presence and 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 –particularly populations which are overrepresented in the child protection system – will be key to promoting impactful, equitable reforms to Colorado’s child protection system.

Critical Process: Engage youth impacted by the child protection system to increase the number of youth who receive services directly from the CPO, promote equitable access to services and improve how the agency serves youth in Colorado.

Key Activities

FY 2022-2023

- Utilizing the results of youth surveys and working groups completed during Fiscal Year 2021-22, improve the CPO’s youth outreach materials and develop new materials and platforms to connect with youth in Colorado.
- Distribute youth-specific materials describing the CPO’s services to agencies, providers and communities serving youth in out-of-home placements.
- Complete outreach campaigns to increase the CPO’s direct contact with youth clients, including those in DYS youth centers and out-of-home placements. Discuss their experiences, needs and how the CPO may better serve them.
- Continue to engage youth panels and facilitate discussions with youth groups to re-assess the agency’s materials and services.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Distribution of youth-specific written materials, in both English and Spanish, as measured by the

- number of sites in which materials are distributed.
- Engagement with youth impacted by the child protection system, as measured by the number of presentations and/or focus groups hosted by the CPO.
- Increased services to youth, as measured by an increase in cases initiated by youth.

Critical Process: Engage child protection professionals, including but not limited to treatment and service providers, educators, medical providers, mental health professionals and the child protection legal community.

Key Activities

FY 2022-2023

- Complete outreach campaigns to at least four organizations/agencies/providers per year.
- Provide educational opportunities to interested entities about the CPO's services.
- Collect feedback from child protection professionals regarding issues impacting services and possible improvements to the CPO's education materials and engagement opportunities.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Engagement with professionals/providers, as measured by the number of presentations completed per quarter.
- Increased services to child protection professionals, as measured by an increase in cases initiated by child protection professionals.

Critical Process: Engage caregivers – including parents, relatives, foster parents, adoptive parents and kin – of children involved in the child protection system to help ensure all caregivers have equitable access to CPO services.

Key Activities

FY 2022-2023

- Develop and distribute caregiver-specific materials describing the CPO's services to agencies, providers and communities serving caregivers.
- Complete outreach campaigns to increase the CPO's direct contact with parent clients, including foster parents, adoptive parents and parents of youth in DYS youth centers. Discuss their experiences, needs and how the CPO may better serve them.
- Collect feedback from caregivers regarding issues impacting services and possible improvements to the CPO's services and future engagement opportunities.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Distribution of caregiver-specific written materials, in both English and Spanish, as measured by the number of sites in which materials are distributed.
- Engagement with caregivers impacted by the child protection system, as measured by the number of presentations and/or focus groups hosted by the CPO.

- Increased services to parents, relatives or other caregivers, as measured by an increase in cases initiated by parents, relatives or other caregivers.

Critical Process: Engage rural communities to ensure citizens across Colorado are informed of the CPO's services and have equitable opportunities to inform the agency and improve practices.

Key Activities

FY 2022-2023

- Complete outreach campaigns to at least two rural judicial districts per year. During the campaigns, engage with entities such as child welfare departments, court improvement programs, school districts, regional hospitals, non-profit community organizations and law enforcement.
- Collect feedback from rural communities about issues impacting child protection services in their areas, as well as possible improvements to the CPO's services and future engagement opportunities.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Engagement with rural communities, as measured by the number of presentations completed per quarter.
- The provision of services to those in rural communities, as measured by the number of cases initiated by those in rural communities.

Critical Process: Evaluate the CPO's listserv to determine which communities the CPO is Engaging with and how to increase the CPO's statewide.

Key Activities

FY 2022-2023

- Survey the CPO's listserv to identify communities not included.
- Determine strategies to engage with underrepresented communities.
- Expand the listserv to include underrepresented communities.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Increased awareness of the CPO, as measured by an increase in the CPO's listserv subscribers.

Critical Process: Engage legislators in the CPO's work.

Key Activities

FY 2022-2023

- Complete one outreach campaign to all legislators every year.
- Survey legislators about their interest, and their constituents' interest, in child protection issues.
- Analyze survey data to develop and target communications.

- Provide additional educational opportunities about the CPO's services to interested legislators.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Engagement with legislators, as measured by the number of meetings or other interactions between the CPO and legislators.

Strategy: Provide consistent, timely and informative communications regarding the CPO's services, ongoing projects, ombudsman practice and findings.

Critical Process: Continue to develop effective methods for delivering and promoting the CPO's services and ongoing work.

Key Activities

FY 2022-2023

- Hire part-time Public Information Coordinator.
- Send newsletters that feature the CPO's most up-to-date efforts, findings and recommendations to citizens, legislators and stakeholders.
- Post CPO work products to the CPO's website and social media.
- Attend stakeholder meetings related to child protection issues.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Awareness of child protection issues, as measured by the number of newsletters sent per quarter.
- Continual CPO presence in stakeholder meetings, as measured by the CPO's community outreach spreadsheet.

Strategy: Apply principles of diversity, equity and inclusion to the CPO's communications.

Critical Process: Identify whether the CPO is serving all the states' racial/ethnic groups to develop targeted outreach campaigns.

Key Activities

FY 2022-2023

- Collect and analyze client racial/ethnic demographic data to determine which communities the CPO is serving.
- Pull and analyze child protection racial/ethnic demographic data to identify populations that are represented throughout Colorado.
- Compare the percentage of populations the CPO is serving to the percentages of each demographic present in the child protection system to inform ongoing outreach campaigns.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Increased services to various racial/ethnic communities, as measured by the number of cases initiated by various racial/ethnic groups.

Critical Process: Develop inclusive processes, systems and communications that reflect principles of diversity, equity and inclusion to share the CPO's services with all of Colorado's diverse communities.

Key Activities

FY 2022-2023

- Using an independent assessment of the CPO's materials – which was completed in Fiscal Year 2021-22 – amend outreach and education materials to reflect the principles of diversity, equity and inclusion identified by the agency.
- Based on the independent assessment, update the CPO's website to reflect the principles of diversity, equity and inclusion identified by the agency.
- Using the independent assessment, develop and implement an inclusive outreach and education campaign to demonstrate the CPO's commitment to advancing diversity, equity and inclusion principles in the child protection system.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Updated CPO outreach and education materials, as determined by the feedback provided by the independent assessment.
- Publication of new materials on the CPO's website.

Strategy: Encourage citizens and stakeholders to use the CPO as a resource to improve the child protection system.

Critical Process: Offer opportunities for the public, legislators and other stakeholders to engage in the CPO's system work.

Key Activities

FY 2022-2023

- Develop opportunities for the public, legislators and stakeholder to engage in the CPO's work by continually offering information regarding CPO projects, initiatives and legislative efforts.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Increased use of the CPO as a resource for child protection information, as measured by the number of opportunities offered by the CPO.

SPI 2 – SERVICES AND PROGRAMS: Continue to develop and strengthen efficient and effective CPO practices to better serve Colorado citizens.

The CPO is statutorily required “to receive 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 the child.” See C.R.S. § 19-3.3- 103(1)(a). The CPO delivers a wide variety of services pursuant to its statute. These include one-on-one services for clients who contact the agency with concerns or questions regarding the child protection system, reviewing critical incidents – such as child fatalities – and monitoring the safety and well-being of unaccompanied immigrant children residing in state-licensed facilities.

The CPO has identified the following strategies, critical processes, key metrics and outcomes as ways to help ensure efficient and effective CPO services.

Strategy: Provide ongoing professional development opportunities for CPO staff.

The high demand for CPO services requires 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 supported will, in turn, ensure the CPO is providing services in an efficient and effective 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.¹

Critical Process: Provide CPO staff ongoing training and education.

Key Activities

FY 2022-2023

- Have CPO staff attend ongoing training - for various subjects to support ongoing program development and primary functions of the agency. Training subjects include, customer services, negotiation and mediation strategies, child welfare policy and practice, ombudsman theory and practice and other applicable child protection issues.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- The total number of educational opportunities attended, as measured by the CPO’s community outreach spreadsheet.²

¹ For more information about the CPO’s practices and procedures, please refer to the [Office of Colorado’s Child Protection Ombudsman Case Practices and Operating Procedures](#).

² Every month, CPO staff record community outreach activities for the CPO Board in a spreadsheet, detailing conferences, trainings, meetings, presentations and other engagements with child protection system stakeholders.

Strategy: Apply principles of diversity, equity and inclusion to the CPO's services.

Critical Process: Provide CPO staff ongoing training and education on diversity, equity and inclusion to inform staff of the disproportionate impact of the child welfare system on communities of color, under-resourced communities and people with disabilities.

Key Activities

FY 2022-2023

- Provide CPO staff with ongoing diversity, equity and inclusion educational opportunities so they may work to address and recognize biases within the child protection system and how those biases impact clients' experiences and outcome.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- The total number of educational opportunities attended, as measured by the CPO's community outreach spreadsheet.

Strategy: Continue to develop the CPO's unaccompanied immigrant children's program – established by C.R.S. § 19-3.3- 103(1)(a.5)(I) – to better review and monitor the safety and well-being of unaccompanied immigrant children.

Critical Process: Engage unaccompanied immigrant children residing in state-licensed care that are in the custody of the Office of Refugee Resettlement and professionals that serve them.

Key Activities

FY 2022-2023

- Distribute youth-specific materials, in appropriate dialects and languages, describing the CPO's services.
- Complete quarterly visits to qualifying residential child care facilities to meet with youth and observe operations and care.
- Respond directly to any complaints the CPO receives from unaccompanied immigrant children residing in state care.
- Facilitate quarterly meetings with child protection professionals that work with unaccompanied immigrant children to build relationships, discuss concerns and/or CPO observations.
- Provide educational opportunities to interested entities about the CPO's services.
- Develop outreach materials for child protection professionals that work with unaccompanied immigrant children that outline the CPO's services and jurisdiction.
- Respond directly to any complaints the CPO receives regarding unaccompanied immigrant children residing in state care.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Increased knowledge of the CPO's services, as measured by the distribution of youth-specific written

materials in relevant languages.

- Monitor the safety and well-being of unaccompanied immigrant children, as measured by the number of visits to residential child care facilities that serve unaccompanied immigrant children.
- The provision of services to unaccompanied immigrant children, as measured by the number of cases initiated by unaccompanied immigrant children.
- Engagement with child protection professionals that work with unaccompanied immigrant children, as measured by the number of meetings completed per quarter.
- The provision of services to child protection professionals that work with unaccompanied immigrant children, as measured by the number of cases initiated by child protection professionals that work with unaccompanied immigrant children.

Strategy: Continue to develop the CPO's process and procedures for reviewing egregious abuse or neglect, near fatalities or fatalities of a child, as established by C.R.S. § 19-3.3- 103(1)(a)(I)(A).

Critical Process: Develop and implement a unique, research-informed process for reviewing critical incidents in Colorado to improve and advance child protection systems.

Key Activities

FY 2022-2023

- Facilitate an objective, multidisciplinary review of qualifying critical incident using Safety Science to identify areas of the child protection system that can improve.
- Draft and distribute public-facing reports.
- Assess possible improvements to the CPO's process for reviewing critical incidents in Colorado.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- Increased knowledge of how the state's child protection system is currently working on a systemic-level and the identification of recommendations to improve the system, as measured by the number of reviews performed using Safety Science.

SPI 3 – PUBLIC POLICY: Continue to serve as a leader in advancing reforms to Colorado's child protection system.

The CPO is statutorily required *"to recommend...systemic changes, to improve the safety of and promote better outcomes for children and families receiving protection services in Colorado."* See C.R.S. § 19-3.3-130(2)(e). Additionally, the CPO must *"...promote best practices and effective programs relating to a publicly funded child protection system and to work collaboratively...regarding improvement of processes."* See C.R.S. § 19-3.3- 103(2)(d).

To promote positive systemic changes, best practices and effective programs, the CPO must produce high-quality work in a timely manner while building strong partnerships with others working within the state's child protection system. The CPO has identified the following strategies, critical processes, key metrics and outcomes as ways to encourage collaboration, identify areas of the child protection system in need of improvement, efficiently communicate its findings and ensure recommendations are being considered and/or implemented.

Strategy: Identify and/or support systemic improvements to the child protection system.

Critical Process: Analyze CPO data to identify systemic child protection issues.

Key Activities

FY 2022-2023

- Quarterly analyze trends within CPO data to identify any themes/topics/issues that are emergent or reoccurring.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- The identification of child protection issues, as demonstrated in trend data.

Critical Process: Facilitate and support stakeholder engagement through the CPO's Public Policy Advancement Center.

In June 2022, two task forces were established in the CPO through the passage of House Bill 22-1240 and House Bill 22-1375. Each is designed to objectively examine issues that are critical to improving the state's child protection system and are comprised of members with diverse experience and knowledge.

The Mandatory Reporting Task Force, established by House Bill 22-1240, will analyze 19 directives concerning the procedures and effectiveness of Colorado's child abuse and neglect mandatory reporting system and possible improvements. The Timothy Montoya Task Force to Prevent Children from Running Away from Out-Of-Home Placement (Timothy Montoya Task Force), established by House Bill 22-1375, will analyze nine directives aimed at improving safeguards for children in out-of-home placement who have runaway behaviors.

Key Activities

FY 2022-2023

- Convene and facilitate the Mandatory Reporting Task Force, as established by C.R.S. § 19-3-304.2.
- Convene and facilitate the Timothy Montoya Task Force to Prevent Children from Running Away from Out-Of-Home Placement, as established by C.R.S. § 19-3.3- 111.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

- The completion of task force reports, as delineated in Colorado state law.

Strategy: Provide consistent, timely and informative communications regarding the CPO's public policy efforts, which may include findings and recommendations.

Critical Process: Communicate the CPO's efforts, findings and recommendations to the public, legislators and stakeholders.

Key Activities

FY 2022-2023

- Send newsletters that feature the CPO's most up-to-date efforts, findings and recommendations to citizens, legislators and stakeholders.
- Post CPO work products to the CPO's website and social media.
- Attend stakeholder meetings related to child protection issues.

FY 2023-2024

- Key activities are completed yearly.

FY 2024-2025

- Key activities are completed yearly.

Key Outcome(s) and Metrics

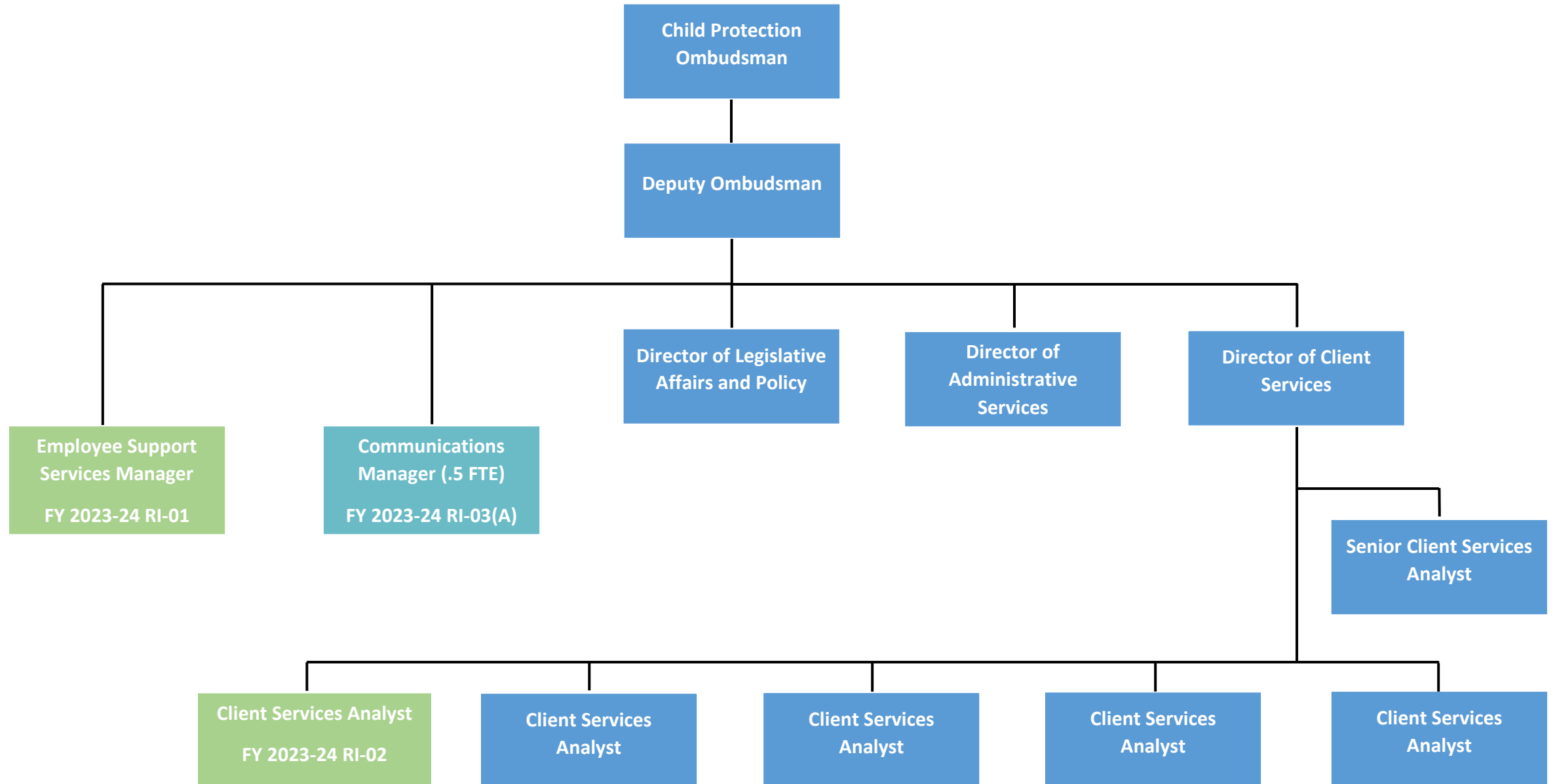
- Awareness of child protection issues, as measured by the number of newsletters sent per quarter.
- Continual CPO presence in stakeholder meetings, as measured by the CPO's community outreach spreadsheet.

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



Appendix 4



Position: Human Resources Program Manager

Status: 40 Hour Per Week / Full-time Contract Position (October-June 30, 2023)

Salary: \$40/Hour

FSLA Classification: Contract

Program/Department: Office of Colorado's Child Protection Ombudsman

Location: Denver, Colorado

Reports to: Ombudsman/Deputy Ombudsman

AGENCY STATEMENT

The Office of Colorado's Child Protection Ombudsman (CPO) was established in 2010 to improve the child protection system by serving as a resource to citizens, employing a complaint process for citizens to voice their concerns about child protective services and by making recommendations to the Governor's Office, Colorado State Legislature and other stakeholders for system improvements.

The CPO is housed within the Colorado Judicial Department and is independent from other agencies within the child protection system.

POSITION OVERVIEW

This is a new position for the CPO. The agency currently has 10.5 employees with diverse backgrounds and experience. The CPO is not part of the Colorado government personnel system. Rather, the CPO is an independent agency that is governed by its own personnel rules. These rules comply with applicable provisions of state and federal employment laws. The CPO reviews and updates its personnel rules annually. All CPO employees serve as 'at will' employees at the pleasure of the Ombudsman.

To date, the CPO has exclusively relied upon the Colorado Judicial Department (Department) to provide human resource management and other administrative services. However, the CPO now requires an internal human resources professional who can create, lead and direct the agency's human resources management (HR) program. The CPO will continue to rely on the Department's payroll and leave management systems. This position will serve as a liaison between the CPO and the Department, while supporting the CPO's in-house HR program. A full description of the position's duties is below.

This position requires a person who is an excellent communicator, meaning they can effectively give oral and written reports, and prepare clear and concise documentation. A team-oriented mindset is crucial for this position, as well as the ability to embrace diversity and build and maintain quality professional relationships. The person who fills this position must be organized, utilize effective time management skills and understand the importance of deadlines. Honesty, reliability and the ability to

keep commitments to colleagues and clients are vital aspects of the position. This position requires someone who can seek effective solutions to help resolve concerns and issues in a timely manner

POSITION DESCRIPTION AND DUTIES

This contract position will provide advice to CPO leadership and staff regarding a broad range of human resource issues. This position will work with CPO leadership to do the following:

- Manage the talent acquisition process, which may include recruitment, interviewing and hiring of qualified job applicants. The position will collaborate with CPO managers to understand skills and competencies required for openings.
- Create and maintain of a record keeping system for all personnel files.
- Coordinate training and professional development for all CPO staff. This includes identifying and coordinating training opportunities that provide professional development for employees.
- Provide support and guidance to staff when complex, specialized and/or sensitive issues arise, including employees who are experiencing personal health issues.
- Administer benefits and payroll utilizing the Department's existing systems and processes. This person will serve as a liaison to the Department's staff.
- Review, monitor and develop CPO personnel rules.
- Oversee employee disciplinary meetings, terminations and investigations of allegations of wrongdoing.
- Maintain compliance with federal, state, and local employment laws and regulations, and recommended best practices.
- Maintain knowledge of trends, best practices, regulatory changes, and new technologies in human resources, talent management, and employment law.
- Performs other duties as assigned.

REQUIRED SKILLS AND ABILITIES

This position requires a diverse set of skills and abilities. Required skills and abilities include:

- Excellent verbal and written communication skills.
- Excellent interpersonal, negotiation and conflict resolution skills.
- Excellent organizational skills and attention to detail.
- Strong analytical and problem-solving skills.
- Ability to prioritize tasks and to delegate them when appropriate.
- Ability to act with integrity, professionalism and confidentiality.
- Thorough knowledge of employment-related laws and regulations.
- Proficient with Microsoft Office Suite or related software.

REQUIRED QUALIFICATIONS

Possession of a bachelor's degree and three years' experience in human resources, benefits and/or organizational development.

DESIRED QUALIFICATIONS

SHRM-CP or SHRM-SCP highly desired.

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; and is subject to possible interruptions.

CONDITIONS OF EMPLOYMENT

The successful applicant in this position must be willing and available to submit to the following conditions:

- Must be willing to submit to and able to successfully pass a criminal background check.
- This position will require documented proof of full COVID-19 vaccination. Vaccinated means two weeks after a second dose in a two-dose series for the COVID-19 vaccine, as defined by current guidance issued by the Colorado Department of Public Health and Environment. New employees will be required to provide attestation to their status with proof of vaccination within thirty (30) business days of hire. Religious and medical exemptions and reasonable accommodation will be addressed as required by law pursuant to the Equal Employment Opportunity Commission's vaccination guidance.
- All CPO employees may be required to work at the CPO office suite at the Ralph L. Carr Judicial Center in Denver, Colorado, either on a hybrid or full-time basis. Currently, the CPO is requiring all employees to work two days per week in the office.

SUPERVISOR RESPONSIBILITIES

No supervisory responsibilities. Responsible for one's own work product.

HOW TO APPLY

To be considered for this position, you must email knielsen@coloradocpo.org, and submit the required items outlined below. **Applications must be submitted by 5 p.m. on Monday, September 26, 2022.** Please include "Human Resources Employee Assistance Manager" in the subject line.

Applications will not be accepted through any other state or government website or application process.

Applications must include:

- Cover letter
- Resume identifying specific experience and dates of employment.

Human Resources Analyst II

Human Resources Analyst II Job Description

Job Title:	Human Resources Analyst II
Job Code:	R43210
Job Series:	Human Resources 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: Provides professional human resources services for the Colorado Judicial Department. This position may be assigned to and required to provide human resources related services to specific departments throughout the Judicial Department.

Distinguishing Factors: The Human Resources Analyst II is distinguished from other human resources classifications due to the responsibility of performing a wide variety of human resources related functions. The Human Resources Analyst II provides advice and assistance to judges, management, and employees on a broad range of human resources issues including; the interpretation of personnel rules and federal, state and local laws concerning employment in order to reduce liability; implementation of human resources rules and policies; employee recruitment and retention; performance management; training and development; and employee relations. This position will effectively interface with employees, all levels of management and members of the Human Resources Division. Supervision is received from the Manager of Employee Relations.

Essential Functions Of the Position: Reviews, interprets, and advises on federal, state and local employment regulations including but not limited to Family Medical Leave Act, Fair Labor Standards, Workers' Compensation, and the Americans with Disability Act. Initiates changes to Judicial Department policy to ensure compliance.

Creates and facilitates training on human resources topics which incorporate employment trends, remains consistent with federal and state regulations, and addresses management and employee needs.

Provides advice and management consultation to Judges, Court Executives, Chief Probation Officers, Division Directors, and employees regarding human resources issues requiring the interpretation and application of personnel rules, human resources laws and individual circumstances.

Conducts office hours in various assigned locations on a regular basis.

Monitors the employment environment to ensure consistent treatment of employees state-wide.

May represent the Human Resources Division on various judicial committees or as a participant in various projects.

Participates in creating and implementing specialized projects in the area of human resources. Areas may include but are not limited to, EEO, HRIS, Database Administration, Employee Relations, Training, Performance Appraisals, Investigations, and Compensation Analysis.

Provides support on the research, design, implementation and communication of human resources initiatives.

Human Resources Analyst IIs participate as an advisory member on regional Performance Management Teams (PMT).

Conducts classification reviews and provides recommendations regarding proper classification. Provides recommendations for updates and revisions to job descriptions as needed.

May assist in conducting wage analysis and providing compensation recommendations.

Drafts personnel rules, administrative recommendations, Chief Justice Directives; designs forms; proposes procedures and directives based upon research and evaluation of issues and problems; and analyzes proposed legislation for possible impact on the Judicial Department.

Participates in recruitment and selection for Colorado Judicial Department personnel.

Responds to EEOC complaints, conducts investigations into claims of discrimination and harassment, and makes formal recommendations. Assists in the resolution of employee disputes. Some positions may provide mediation.

Human Resources Analyst IIs shall be available to local district management and employees on issues related to corrective and disciplinary actions. May be considered a first line of contact during employee emergencies.

Attends meetings and training as required.

Performs other duties as assigned.

**Supervisor
Responsibilities:**

Responsible for one's own work product and may provide guidance, assistance, or mentorship to less knowledgeable or experienced coworkers, volunteers, or interns. This may include scheduling of work, instructing in work methods, and reviewing work products.

**Minimum
Education:**

Graduation from an accredited college or university with a bachelor's degree and three years of experience in human resources, benefits, and/or organizational development which must have included one year of training (group facilitation) experience. Additional work experience in these or other related fields may be substituted on a year for year basis for the required formal education.

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. Position may require frequent travel with overnight stays.



Position: Associate Ombudsman -- Client Services Analyst

Status: Full Time

Salary: \$70,000 with benefits

FSLA Classification: Exempt

Program/Department: Office of Colorado's Child Protection Ombudsman

Location: Denver, Colorado

Reports to: Director of Client Services

AGENCY STATEMENT:

The Office of Colorado's Child Protection Ombudsman (CPO) was established to improve the child protection system by serving as a resource to citizens, employing a complaint process for citizens to voice their concerns about the child protection system and by making recommendations to the Colorado General Assembly, Governor and other stakeholders for system improvements.

The agency has 10 full-time employees with diverse backgrounds and experience. This position sits within the five-person Client Services Team and reports to the Director of Client Services and the Ombudsman. CPO employees serve at the pleasure of the Ombudsman.

POSITION OVERVIEW

This position values public services and has a strong desire to help meet the needs of CPO clients. Analysts must be passionate about providing quality customer service to all clients and serving as a leader in the child protection community. The CPO aims to provide every client with education, information and resources during each interaction they have with this agency. This position requires a person who is an excellent communicator, meaning they can effectively give oral and written reports, and prepare clear and concise documentation. A team-oriented mindset is crucial for this position, as well as the ability to embrace diversity and build and maintain quality professional relationships. The person who fills this position must be organized, utilize effective time management skills and understand the importance of deadlines. Honesty, reliability and the ability to keep commitments to colleagues and clients are vital aspects of the position. This position requires someone who can seek effective solutions to help resolve concerns and issues in a timely manner.

POSITION DESCRIPTION AND DUTIES

This is an entry-level position at the agency. Analysts have substantial responsibility and discretion to exercise independent judgment and complete accurate and thorough analysis while reviewing complaints. The analyst operates independently, but under the overall direction of the Director of Client

Services and the Ombudsman. The analyst keeps the agency informed of progress of cases, potentially controversial matters and the implications of the work performed.

Overview

Analysts receive inquiries and complaints from the public and independently review a variety of issues from moderate to difficult complexity. Such issues involve a range of sensitive and factual situations. Complaints may include concerns or questions about a wide variety of issues, including child welfare services, Medicaid, behavioral health services, residential treatment for children and youth, the Division of Youth Services, parental rights and applicable law and regulations.

Analysts are required to carry a full caseload. Cases are equally divided among client service analysts. In reviewing complaints and cases, analysts may be required to identify applicable standards, regulations and practices. They may also be required to identify situations in which no clear criteria or standards exist. Duties typically require the analyst to make decisions based on independent, substantial analysis of the issues presented by citizens. Their analysis typically include:

- Review of applicable laws, regulations and policies.
- Accurate interpretation of law, regulations and policies and meaningful application of those standards to the facts in each case.
- Identification of key issues in each case and prioritization of those issues.
- Determination of an accurate and meaningful resolution for each case to possibly include facilitation of conversations, recommendations and appropriate guidance.

Examples of duties:

- Receive complaints from citizens and provide phone coverage for Client Services during normal business hours.
- Educate clients regarding agency practices, procedures and jurisdiction in an understandable manner so those with little to no familiarity with the child protection system can meaningfully engage in the process.
- Collect, analyze and interpret information needed to complete a thorough case review. This often includes utilizing external sources – such as child welfare records, court records, regulations and law – and facilitating discussions with relevant agencies and stakeholders.
- Notify all parties of the case resolution and disposition.
- Monitor cases for trends and possible systemic issues within the child protection system.
- Draft a variety of written products based on individual case assignments, trends and systemic public policy issues. These products may include briefs, blogs and letters.
- Performs other duties as assigned.

SKILLS AND ABILITIES:

The analyst position requires a diverse set of skills and abilities. Analysts are required to be flexible and all-utility players, as all agency employees are expected to aid in the overall advancement of the CPO and the child protection system.

Applicable skills and abilities include:

- Initiative and ability to work with little supervision.

- Ability to effectively communicate with a wide audience, as evidenced by sound writing skills, a strong command of the English language and the ability to change speaking and writing styles to fit the target audience.
- Comfort working with people experiencing extreme stress or crisis, as well as confrontational situations with both clients and stakeholders. This skill is demonstrated by maintaining control of one's response to effectively guide a conversation or interview to elicit necessary information, while using person-centered language that is respectful and empathetic.
- Independently conduct research and review law, regulations, caselaw and policies using external databases, such as Westlaw, Lexis, Colorado Code of Regulations and the Colorado Department of Human Services' memo series.
- Must be able to conduct fair and impartial investigations, as evidenced by the ability to:
 - Gather and analyze information and data;
 - Reason logically and accurately;
 - Read, comprehend and interpret state laws, regulations, legal opinions, administrative interpretations, policy and procedure manuals and similar resource materials;
 - Define allegations and issues and accurately summarize the various positions and the merits of each;
 - Describe and apply ombudsman principles, standards and techniques appropriate to the complaint under review;
 - Initiate and complete and review without bias and to present findings supported by evidence; and
 - Suggest practical and effective solutions.
- Ability to work under pressure and demonstrate flexibility and creativity within a changing work environment.
- Ability to establish and maintain cooperative working relationships with other employees and with persons contacted in the course of work.
- Proficiency with Outlook and Microsoft Office Suite programs, including Word, Excel and PowerPoint is required.

REQUIRED QUALIFICATIONS:

Possession of a bachelor's degree and three years of relevant employment experience are required. Acceptable relevant experience may include:

- Child welfare social caseworker or supervisor experience and knowledge of Colorado's child protection system.
- Investigative work for public or private agencies with experience and knowledge of Colorado's child protection system.
- News reporting for which one of the responsibilities involved investigative reporting and working knowledge of government agencies.
- Work in the legal profession, including attorneys and paralegals with experience and knowledge of Colorado's child protection system.
- Conflict resolution experience, including mediators and facilitators with experience and knowledge of Colorado's child protection system.

DESIRED QUALIFICATIONS:

- Advanced degree in an applicable field, including, but not limited to, social and behavioral sciences, public administration, the legal field, quality assurance, journalism and communications.

- Knowledge of the Colorado Department of Human Services to include organizational structure, divisions and duties
- Spanish language fluency

SUPERVISOR RESPONSIBILITIES:

No supervisory responsibilities. Responsible for one's own work product.

Probation Services Analyst I

Probation Services Analyst I Job Description

Job Title:	Probation Services Analyst I
Job Code:	R43485
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: Participates in program or project management in the Division of Probation Services to improve managerial procedures and practices in the Colorado Judicial Department's probation business.

Distinguishing Factors: The Probation Services Analyst I classification is distinguished from other classifications due to the focus on research, compiling and analyzing data, and providing recommendations based on findings which may influence local or state wide probation policies and procedures. Positions in this classification will participate in, but do not spend more than 50% of their time on ongoing program or project management responsibility. Supervision is received from a Probation Services Analyst II, III, IV or Division Director.

Essential Functions Of the Position: Reviews and evaluates organizational policies, practices, structure, functions, programs, work methods, resources, relationships within various probation departments, management and program performance; interprets data; prepares reports and provides recommendations.

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

Drafts rules, administrative recommendations, and Chief Justice Directives; revises forms; develops and assists in implementing program policies and procedures for various probation departments.

Compiles and analyzes information collected; verifies accuracy of information; identifies issues and problems; formulates recommendations that will encourage local or state wide change.

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

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. Rarely provides lead function, advice, or explains work instructions to other employees or volunteers.

**Minimum
Education:**

Graduation from an accredited college or university with a bachelor's degree and three 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. Additional work experience in these or other related fields may be substituted on a year for year basis for the required formal education.

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.

Public Information Coordinator

Public Information Coordinator Job Description

Job Title: Public Information Coordinator

Job Code: R43222

Job Series: Public Information Coordinator

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: Assists in development and implementation the Colorado Judicial Department's communications, public education and information programs. Primary responsibilities will include content analysis and development, publications, and public education.

Distinguishing Factors: Positions in this classification are distinguished from other classifications by the focus on Colorado Judicial Department communications, public education and information programs. This position reports to the Public Information Manager.

Essential Functions Of the Position: Assists in responding to media inquiries by gathering information and referring the media to appropriate resources.

Works with public information officer to provide workshops and round table discussions for the media about the courts statewide.

Updates, edits, and distributes the "Media Guide to Colorado Courts".

Develops, designs branch publications including annual report narratives, self-help brochures, and executive summaries of reports.

Assists in the development and implementation of statewide public education project initiatives, including coordination of Supreme Court and Court of Appeals "Courts in the Community Program".

Manages logistics with Supreme Court and Court of Appeals regarding requests to visit the court; attends court visits and provides event support to court staff and PIO.

Assists in developing press releases, media alerts and Branch announcements.

Works with PIO to develop and implement strategies for dealing with difficult issues publicly and for garnering positive press attention.

Serves as an advisor for programs and individuals within the Judicial Department on communications matters.

Assists in providing advice to judges in matters related to the media and in media relations training for judges.

Works with PIO and Web Administrator to develop and enhance the Colorado Judicial Branch's internet and intranet websites.

Seeks and secures approvals for internet postings and works with the Webmaster to post information to the internet in a timely manner.

Assists in managing social media outlets for the Colorado Judicial Branch.

Provides staff support to Supreme Court and Court of Appeals committees as appropriate.

**Supervisor
Responsibilities:**

No formal responsibility. Responsible for one's own work product and work within a unit performing similar functions.

**Minimum
Education:**

A bachelor's degree from an accredited college or university in communications, journalism, judicial or public administration or a related field. Master's degree preferred. Minimum three years experience in news media, emphasis on court-related reporting highly desired; experience in education, communications, court management or like field may be substituted. Institutional knowledge of the courts is highly preferred. Working knowledge of web-based communications preferred. Additional related work experience may be substituted on a year for year basis for the required formal education.

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.

Deputy Director of Probation Services

Deputy Director of Probation Services Job Description

Job Title:	Director of Probation Services
Job Code:	R43131
Job Series:	Deputy Director of Probation Services
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: This classification will support the Director of the Division by managing the operational work of the Division. The incumbent serves as acting Director in the Director's absence.

Distinguishing Factors: This classification is distinguished by managing the day-to-day operation of the Division of Probation Services. This classification has a high level of independent decision-making authority in visible areas.

Essential Functions Of the Position:

Manages the day-to-day operations of the Division of Probation Services.

Assumes the responsibilities of the Director of Probation Services in the Director's absence.

Assists the Director of Probation Services with strategic planning, implementation of strategic plans, problem identification, problem solving, risk management, and coordination with other divisions.

Assists the Director in areas of signing authority, training, hiring procedures, budgetary, legislative, fiscal and personnel matters.

Manages multiple probation programs, including the interstate compact, program support, research and evaluation, and staff development programs.

Assists in the development, implementation, and revision of programs necessary to the administration and operation of the Judicial Department.

Drafts reports, procedures, rules, recommendations, and Chief Justice Directives.

Serves as central coordinator for regular communication with field stakeholder groups, Division staff, and external agencies.

Supervises and provides leadership, direction and coaching to Division managers. Oversees multiple units within the Division.

Assigns tasks and projects to staff; establishes expectations and provides feedback; assists subordinates in establishing goals.

Attends meetings and training as required.

Performs other duties as assigned.

**Supervisor
Responsibilities:**

Manages multiple operations or programs. Has supervisory accountability for other employees, volunteers, or interns. Plans, directs and coordinates activities for multiple units. Conducts 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 six years of experience in probation, community supervision, or related experience, which must have included three years of supervisory experience. Additional work experience in these or other related fields may be substituted on a year for year basis for the required formal education.

OR

Three years of supervisory experience in the Colorado Judicial Department or other state agency with a minimum of 6 years of experience in probation or community supervision.

**Physical
Demands:**

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee must occasionally lift and/or move up to 25 pounds.

**Work
Environment:**

This position is subject to many interruptions and may be required to handle multiple calls and inquiries at once. The noise level in the work environment is usually moderate.

Probation Services Analyst IV

Probation Services Analyst IV Job Description

Job Title:	Probation Services Analyst IV
Job Code:	R43488
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: The Probation Services Analyst IV position is distinguished from other classifications due to the supervisory responsibility for one or more units, two or more programs or projects, and supervision of 5 or more employees. This position receives supervision from a Division Director.

Essential Functions Of the Position:

Manages and administers two or more statewide probation programs or projects; supervises at least 5 other analysts.

Identifies areas to implement new 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 state probation system; offers recommendations and implements solutions; compares estimates and trend projections through the application of mathematical or statistical methods.

Drafts rules, administrative recommendations, and 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 more than one unit; monitors grant requests.

Responsible for recruitment and selection of unit employees.

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

Assists subordinates in establishing goals.

Evaluates subordinates' goal achievement through conferences or informal meetings.

Provides 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.

Assigns 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:**

Has supervisory accountability for other employees, volunteers, or interns. 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. Conducts 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 six 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

Three years as a Probation Services Analyst II or III 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.

Executive Assistant to the SCA

Executive Assistant to the SCA Job Description

Job Title: Executive Assistant to the SCA

Job Code: R41051

Job Series: Executive Assistant

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: Provides specialized professional services and high level administrative and analytical support to the State Court Administrator in the State Court Administrators Office.

Distinguishing Factors: The Executive Assistant to the State Court Administrator (SCA) is distinguished from the Staff Assistant classification by the performance of advanced levels of administrative work and analysis needed for various projects. 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 materials for the SCA.

Conducts or participates in special projects and committees.

Coordinates events, meetings and travel services such as conference rooms, hotel reservations, transportation, food services, presentations, technology needs, 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 contracts and budgets for the SCA review as requested.

Coordinates calendar and schedule for SCA. Schedule meetings and appointments and manage travel arrangements within scheduling processes.

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 minimum two years of experience supporting leaders 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.

Legislative Liaison

Legislative Liaison Job Description

Job Title:	Legislative Liaison
Job Code:	R47000
Job Series:	Legislative Liaison
FLSA Status:	Excluded
OCC Group:	Professional Services (PS)

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

General Statement Of Duties:

This position coordinates, plans, and manages legislative activities impacting the Colorado Judicial Department.

Distinguishing Factors:

Positions in this classification are responsible for representing the agency before the Legislature. Responsibilities include analyzing, monitoring and reporting on legislative, budgetary or program initiatives which affect the Judicial Department's programs or policies. This position reports to the Chief of Staff. The Legislative Liaison serves in a classified, non-certified position that is considered at-will and may be terminated at any time with or without cause.

Essential Functions Of the Position:

Plans, develops, and coordinates legislative activities.

Provides effective consultation to Judicial staff in defining and implementing year-round legislative strategies.

Demonstrates an understanding of Judicial Department programs, trends and priorities, target audiences, appropriate goals, and success indicators

Develops strategies to achieve legislative goals; develops and defends legislative position; and coordinates legislative testimony.

Attends and actively participates in legislative committee meetings for the department as assigned by the Director of Court Services.

Assists agency staff in translating legislative needs into appropriate bill formats

May testify before the legislature on important issues.

During the legislative session, prepares for and meets regularly with the Court Services Division to discuss and support division and department initiatives.

Establishes an effective process for monitoring legislation proposed during the legislative session.

Reports on legislative progress of bills of note to internal department constituencies, such as judges, clerks and probation.

Tracks legislation and analyzes progress. Provides legislative updates to appropriate staff as needed.

Reviews/develops pertinent legislative proposals and works with designated staff to determine impact on the department.

Works with state court administrative staff in developing implementation plans for new legislation.

During the off session, this position reports to the Division of Court Services and performs court analyst tasks as assigned.

Attends meetings and training as required.

Some travel is 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 three year's experience with legislative relations, legislative analysis or related experience.

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 25 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, and ability to adjust focus.

**Work
Environment:**

This position is subject to many interruptions and may be required to handle multiple calls and inquiries at once. The noise level in the work environment is usually moderate.

Probation Services Analyst II

Probation Services Analyst II Job Description

Job Title: Probation Services Analyst II

Job Code: R43486

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 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: The Probation Services Analyst II position is distinguished from other classifications due to the responsibility of leading an ongoing program or project which must consume 50% or more of the employee's time. Leading programs or projects includes assigning tasks, monitoring progress and work flow, checking the product, scheduling work, and establishing work standards. Provides indirect supervision of field staff and may directly supervise up to 2.99 staff. Supervision is received from a Probation Services Analyst III, a Probation Services Analyst IV, Division Director or an Administrator.

Essential Functions Of the Position: Plans, administers, and implements state wide probation programs and projects. Serves as project leader for the development, implementation and maintenance of new policies and procedures within the state probation system; develops training for new policies and procedures.

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.

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

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

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.

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:**

Responsible for one's own work product and may provide guidance, assistance, or mentorship to less knowledgeable or experienced coworkers, volunteers, or interns. This may include scheduling of work, instructing in work methods, and reviewing work products. May provide input into the hiring and discipline/termination processes. May have input into performance evaluation process.

**Minimum
Education:**

Graduation from an accredited college or university with a bachelor's degree and four 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. Additional work experience in these or other related fields may be substituted on a year for year basis for the required formal education.

OR

One year of experience as a Probation Services Analyst I in the Colorado Judicial Department.

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.