
Office of the Child's Representative



Performance Plan Evaluation

Fiscal Year 19-20

*OCR is an
independent
agency within the
Judicial Department*



The OCR's current Performance Plan (updated from FY19-20) is found at <https://coloradochildrep.org/wp-content/uploads/2020/06/FY1920-FINAL-Performance-Plan-SMART.pdf>. For FY 19-20 the OCR focused on three goals:

OCR Performance Goals and Strategies	
Goal 1: Provide children a voice in the Colorado legal system through effective attorney services and advocacy.	A. Ensure children's voice & interests are paramount throughout the proceedings and in the development of policy, law & practice B. Establish attorney qualifications & practice standards C. Provide oversight & evaluation of attorney practice D. Contract with attorneys based on data illustrating compliance with CJD and OCR practice standards E. Establish fair and reasonable compensation for OCR attorneys F. Investigate alternative models of providing legal representation
Goal 2: The OCR will optimize efficiencies in attorney practice and billing.	A. Manage appropriations & assess program needs B. Assess judicial district needs C. Maximize use and effectiveness of OCR CARES (OCR's on-line case management/billing system) D. Provide litigation support and facilitate practice innovations E. Provide case consultant (CC) support to attorneys F. Process, manage, and evaluate contractor billings
Goal 3: The OCR will ensure attorneys remain current in state and federal law and regulations, social science research and evidence-based services.	A. Cultivate a learning & practice environment that supports excellence in legal representation B. Implement Core Competencies C. Assess attorney education needs D. Require attorneys to meet minimum training requirements E. Disseminate updates on developments in law and social science F. Maintain current and relevant resources for attorney's use

In FY 19-20 the OCR collected youth feedback surveys, conducted youth focus groups and made significant efforts to reach at least one youth for each renewing attorney which is reflected in the data below. The OCR will increase our focus and training around attorney's stating youth position in court.

Goal 1: Provide children a voice in the Colorado legal system through effective attorney services and advocacy.							
Increase feedback from youth directly	Baseline Data Est. FY17-18	FY18-19		FY19-20		FY20-21	
		Goal	Actual	Goal	Actual	Goal	Actual
# of youth events attended/sponsored	5	5	8	5	8	5	
# of youth surveys	114	50	108	75	85	100	
% of renewing attorneys w/ at least 1 youth reference interview completed	53%	60%	77%	65%	92%	70%	
% of attorneys stated child's (5 & over) position in court observations	63%	70%	87%	75%	65%	80%	
% of attorneys who indicated efforts to get child to attend in court observations ¹	12%	20%	13%	30%	12%	40%	

¹ For Juveniles who were not already present in court and are over 5 years of age.

Stakeholders indicate attorney Always/Usually advises Ct of child's position	90%	95%	87%	95%	90%	95%	
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To ensure high quality attorney services the OCR uses a comprehensive evaluation strategy to ensure compliance with OCR practice standards and the Chief Justice Directive 04-06 (CJD) as it establishes attorney eligibility lists each year. Data in the charts below come from various components of this evaluation. The OCR created benchmarks to review each of these components to ensure consistency in application. The Stakeholder Report is generated for each attorney from an annual survey which is sent to Judicial Officers and various court staff, departments of Human Services staff, CASA agencies, probation officers and other involved attorneys. In FY19-20 the OCR received 1,844 survey responses concerning 247 attorneys; these included 361 responses from Judicial Officers.

Goal 1: Provide children a voice in the Colorado legal system through effective attorney services and advocacy.

Stakeholder Survey Responses indicate Strongly Agree/Agree that the attorney:	FY16-17		FY17-18		FY18-19		FY19-20		FY20-21	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Possesses relevant advocacy skills	90%	91%	90%	91%	95%	90%	95%	92%	95%	
Possesses requisite knowledge	90%	91%	92%	90%	95%	90%	95%	92%	95%	
Attends all court hearings ²	93%	94%	95%	97.4%	97%	96%	97%	96%	97%	
Demonstrates a good understanding of the child's strengths and needs	-	-	Est. Baseline	86.1%	90%	85%	90%	89%	90%	
Critically assesses department case & permanency plans ³	80%	88%	82%	89.0%	90%	85%	90%	97%	95%	

In FY 19-20 OCR conducted 396 court observations involving 100 attorneys and 626 children/youth using standardized forms for D&N and JD cases and 252 reference interviews (with children/youth, parents, and caregivers) concerning the 86 attorneys under evaluation. The OCR will be assessing why the measure regarding attorney position was such a departure from previous years.

Goal 1: Provide children a voice in the Colorado legal system through effective attorney services and advocacy.

Provide oversight and evaluation of attorney practice.	FY16-17		FY17-18		FY18-19		FY19-20		FY20-21	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Average # of court observations per attorney per year	3	5.4	3	3.54	3	4.46	3	4.05	3	

² Beginning in 2020 this question is only answered by Judicial Officers.

³ Beginning in 2020 this question is only answered by Judicial Officers.

Appointed Attorney Personally Appeared	92%	97%	95%	95%	95%	94%	95%	94%	95%
Attorney provided current, independent information	85%	80%	85%	86%	90%	86%	90%	86%	90%
Attorney Clearly Stated Position	90%	89%	90%	93%	95%	94%	95%	65%	95%
% of attorneys with at least 1 reference interview with a child/youth, a parent and a caregiver	-	-	<i>Est. Baseline</i>	39%	45%	72%	55%	88%	65%

Through its litigation support and training, the OCR ensures that every OCR contract attorney has access to a wide variety of supports and training specific to this field. In FY19-20 150 attorneys covering all 22 Judicial Districts participated in the OCR satisfaction survey, in part about these supports as you can see below:

Goal 2: The OCR will optimize efficiencies in attorney practice and billing								
<i>Provide litigation support and facilitate practice innovations</i>	FY17-18		FY18-19		FY19-20		FY20-21	
	<i>Goal</i>	Actual	<i>Goal</i>	Actual	<i>Goal</i>	Actual	<i>Goal</i>	Actual
Newsletters published per year	4	4	4	4	4	4	4	
Update the GRID	<i>Annual</i>	Yes	<i>Annual</i>	Yes	<i>Annual</i>	Yes	<i>Annual</i>	
% attorneys indicated very satisfied/satisfied with GRID	<i>Est. Baseline</i>	91%	95%	88%	95%	100%	95%	
% attorneys indicated very satisfied/satisfied with OCR Listserv	<i>Est. Baseline</i>	74%	80%	84%	80%	96%	80%	
Litigation Tool Kit forms/resources available online	<i>Est. Baseline</i>	42	60	109	120	160	140	
% attorneys indicated very satisfied/satisfied with OCR Litigation Toolkit	<i>Est. Baseline</i>	64%	70%	72%	75%	93%	80%	

The OCR maintains a robust training program in an inclusive learning and practice environment which provides ongoing and meaningful trainings tailored to the specialized needs of attorneys representing children. In addition, the OCR pairs new attorneys with seasoned mentors in the first year of their contract. In FY 19-20 there were 22 mentoring pairs covering 11 judicial districts. The OCR's training program ensures attorneys are current in legal developments, social science research, and best practices and is based on four core competencies that are the foundation of high-quality legal representation for D&N and juvenile delinquency cases. To ensure training is current and relevant 87 CLEs of outdated content was removed from the OCR's online training in FY19-20.

Goal 3: The OCR will ensure attorneys remain current in state and federal law and regulations, social science research and evidence based services.

Provide training in identified Core Competencies.	Baseline Data Established FY17-18	FY18-19		FY19-20		FY20-21	
		Goal	Actual	Goal	Actual	Goal	Actual
% of Core Competencies covered in OCR sponsored training	100%	100%	100%	100%	100%	100%	
% of new attorneys who completed Core Competencies I & II	82% (in person only)	100%	100%	100%	100%	100%	

Goal 3: The OCR will ensure attorneys remain current in state and federal law and regulations, social science research and evidence-based services.

Require attorneys to meet minimum training requirements.	FY17-18		FY18-19		FY19-20		FY20-21	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
% of attorneys who completed the OCR training verification	<i>Est. Baseline</i>	97%⁴	100%	97%	100%	100%	100%	
# of new CLE hours sponsored by OCR/yr.	<i>Est. Baseline</i>	81	80	89	80	105.4	80	
Min. of 5 CLEs offered per year relevant across all case types	-	-	100%	100%	100%	100%	100%	
# of hours of OCR sponsored training focused on juvenile delinquency	10	16	10	17.8	10	18	10	
Min. of 1 OCR sponsored training focused on non D&N/JD specialty case types per year.	-	-	100%	75%	100%	100%	100%	
OCR attorneys Strongly Agree/Agree the OCR offers sufficient in-person training opportunities	<i>Est. Baseline</i>	86%	90%	90%	90%	95%	90%	
OCR Attorneys Strongly Agree/Agree OCR training is tailored to meet the specialized needs of best interest attorneys	<i>Est. Baseline</i>	93%	95%	96%	95%	95%	95%	

⁴ Attorneys granted an exception from the training requirements were not included.