
Office of the Child's Representative



Performance Plan Evaluation

Fiscal Year 20-21

*OCR is an
independent
agency within the
Judicial Department*



The OCR focused on these priorities for FY2020-2021:

OCR Performance Goals and Strategies	
Goal 1: Provide children a voice in the Colorado legal system through effective attorney services and advocacy.	<ul style="list-style-type: none"> 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. Ensure attorneys stay within the established child cap F. Establish fair and reasonable compensation for OCR attorneys G. Investigate alternative models of providing legal representation, including multidisciplinary representation
Goal 2: The OCR will optimize efficiencies in attorney practice and billing.	<ul style="list-style-type: none"> 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 and case consultants remain current in state and federal law and regulations, social science research, best practices in diversity and inclusion and evidence-based services.	<ul style="list-style-type: none"> A. Cultivate a learning & practice environment that supports excellence in legal representation B. Review, update and implement Core Competencies C. Assess attorney and case consultant education and support needs D. Require attorneys to meet minimum training requirements E. Disseminate updates on developments in law, social science and diversity and inclusion F. Maintain current and relevant resources for attorney and case consultant use

The OCR released the [Engaging and Empowering Youth Paper](#) and [Executive Summary](#) early this fiscal year. Unfortunately, the OCR’s ability to gather surveys and conduct youth events was significantly impacted by COVID-19. However, the OCR did conduct 86 youth reference interviews in FY21.

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 or sponsored	5	5	8	5	8	5	4
# of youth surveys received	114	50	108	75	85	100	18
% of renewing atty. w/ at least 1 youth ref. interview completed	53%	60%	77%	65%	92%	70%	88%
% of attorneys stated child’s (5 & over) position in court observations	63%	70%	87%	75%	65%	80%	33%

% of attorneys who indicated efforts to get child to attend in court observations ¹	12%	20%	13%	30%	12%	40%	8%
Judicial Officers indicate attorney Always/Usually advises Court of child's position	90%	95%	87%	95%	90%	95%	99%
% of youth report GAL told the Judge what they wanted always/usually in youth survey	-	-	-	Est. Baseline	74%	80%	63%
% of youth over 12 who attended a benchmark or permanency hearing	-	-	-	Est. Baseline	30%	40%	26%
% of youth report GAL asked them about going to court always/usually (D&N)	-	-	-	Est. Baseline	62%	75%	63%

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 part of that evaluation the OCR obtained 349 surveys from judicial officers, conducted 278 reference interviews and completed 194 court observations. Responses that report an answer of strongly agree or agree are noted with "SFS".

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

<i>Contract with attorneys based on data illustrating compliance with CJD and OCR practice standards</i>	FY16-17		FY17-18		FY18-19		FY19-20		FY20-21	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Possesses relevant advocacy skills (SFS)	90%	91%	90%	91%	95%	90%	95%	92%	95%	99%
Possesses requisite knowledge (SFS)	90%	91%	92%	90%	95%	90%	95%	92%	95%	99%
Attends all court hearings (SFS)	93%	94%	95%	97.4%	97%	96%	97%	96%	97%	99%
Demonstrates a good understanding of the child's strengths and needs (SFS)	-	-	Est. Baseline	86.1%	90%	85%	90%	89%	90%	Question discontinued
Appears to critically assesses department case & permanency plans (SFS)	80%	88%	82%	89.0%	90%	85%	90%	97%	95%	98%

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

% of youth report GAL visited them in each placement (SFS)	-	-	-	-	-	-	-	<i>Est. Base line</i>	81%	90%	67%
% of youth report GAL knew what was best for them (SFS)	-	-	-	-	-	-	-	<i>Est. Base line</i>	64%	75%	73%
% of attorneys below child count cap	-	-	-	-	-	-	-	100%	99%	100%	99.6%
% of initial 30 day visits completed	-	-	-	-	-	-	-	-	-	100%	97%

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

<i>Provide oversight and evaluation of attorney practice.</i>	FY16-17		FY17-18		FY18-19		FY19-20		FY20-21	
	<i>Goal</i>	Actual	<i>Goal</i>	Actual	<i>Goal</i>	Actual	<i>Goal</i>	Actual	<i>Goal</i>	Actual
Average # of court observations per attorney per year	3	5.4	3	3.54	3	4.46	3	4.05	3	3.25
Appointed Attorney Personally Appeared	92%	97%	95%	95%	95%	94%	95%	94%	95%	97%
Attorney provided current, indy information	85%	80%	85%	86%	90%	86%	90%	86%	90%	72%
Attorney Clearly Stated Position	90%	89%	90%	93%	95%	94%	95%	65%	95%	80%
% of attys w/ at least 1 ref. interview with a child/youth, a parent and a caregiver	-	-	<i>Est. Baseline</i>	39%	45%	72%	55%	88%	90%	91%

Through its litigation support and robust training program, the OCR ensures that every OCR contract attorney has access to a wide variety of supports and training specific to this field. In FY21, the OCR offered 90 new CLEs, bringing the total hours of CLEs available online to 404.

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	4
Update the GRID	<i>Annual</i>	Yes	<i>Annual</i>	Yes	<i>Annual</i>	Yes	<i>Annual</i>	Yes
% attorneys indicated very satisfied/satisfied with GRID	<i>Est. Baseline</i>	91%	95%	88%	95%	100%	95%	99%
% attorneys indicated very satisfied/satisfied with OCR Listserv	<i>Est. Baseline</i>	74%	80%	84%	80%	96%	95%	96%

Litigation Tool Kit forms/resources available online	<i>Est. Baseline</i>	42	60	109	120	160	190	206
% attorneys indicated very satisfied/satisfied with OCR Litigation Toolkit	<i>Est. Baseline</i>	64%	70%	72%	75%	93%	95%	95%

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

Implement Core Competencies	FY17-18		FY18-19		FY19-20		FY20-21	
	Establish Baseline Data	Goal	Actual	Goal	Actual	Goal	Actual	
% of Core Competencies covered in OCR sponsored training	100%	100%	100%	100%	100%	100%	100%	
% of new attorneys who completed Core Competencies I & II	82% (in person only)	100%	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%²	100%	97%	100%	100%	100%	99%
# of new CLE hours sponsored by OCR/yr.	<i>Est. Baseline</i>	81	80	89	80	105.4	80	90
Min. of 5 CLEs offered per year relevant across all case types	-	-	100%	100%	100%	100%	100%	100%
# of hours of OCR sponsored training focused on juvenile delinquency	10	16	10	17.8	10	18	10	16
Min. of 1 OCR sponsored training focused on non D&N/JD specialty case types per year.	-	-	100%	75%	100%	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%	Question discontinued
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%	98%

² Attorneys granted an exception from the training requirements were not included.