

**COLORADO OFFICE OF PUBLIC GUARDIANSHIP
PILOT PROGRAM**



SMART Act Hearing

Performance Plan

01.25.2021

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MISSION AND VALUES

EXECUTIVE SUMMARY

The Colorado Office of Public Guardianship (OPG) Pilot Program established by the Colorado General Assembly will strive to meet the guardianship needs of incapacitated and indigent adults, within the targeted judicial district, who lack willing or appropriate family or friends, while implementing the least restrictive alternatives and person-centered planning. The Colorado OPG Pilot Program will assess the need for, and feasibility of, a statewide office of public guardianship services and provide detailed recommendations for action to the Colorado General Assembly by January 1, 2023.

MISSION STATEMENT

The Mission of the Colorado OPG Pilot Program is to provide guardianship services for indigent and incapacitated adults, within the targeted judicial district, when other guardianship possibilities are exhausted. If Colorado adults lack willing and appropriate family or friends, resources to compensate a private guardian, and access to public service organizations that offer guardianship, the Colorado OPG Pilot Program provides guardianship services to secure the health and safety of these individuals while safeguarding their individual rights and preserving their independence wherever possible.

VALUE STATEMENTS

Dignity: At-risk adults are treated with individual dignity and respect.

Self-determination: The concerns and decisions of at-risk adults are, to the greatest extent possible, considered with the assistance to regain or develop capacities and participate in supported decision-making and person-centered planning.

Access and Quality: At-risk adults should receive timely access to appropriate services, consistent with best practice, to ensure personal safety and well-being.

Collaboration: The Colorado OPG Pilot Program actively seeks collaborative relationships with governmental and community stakeholders to maximize resources and support continuous improvement of policies and processes.

Accountability and Transparency: Outcomes of the Colorado OPG Pilot Program are defined, documented and made available to the Colorado General Assembly and the public, as required by statute, accurately and on a timely basis.

VISION STATEMENT

The Colorado OPG Pilot Program will serve at-risk adults, within the targeted judicial district, with dignity and collaborate with stakeholders to assist in ensuring individuals receive appropriate public guardianship services. The Colorado OPG Pilot Program will educate stakeholders of the value and dignity of at-risk adults to consistently implement least restrictive alternatives and supportive decision-making to ensure the appropriate level of public guardianship is tailored on an individual basis.

AGENCY OVERVIEW

GOVERNING AUTHORITY

The Colorado Office of Public Guardianship (OPG) is a public agency established by the Colorado General Assembly. The Director and the Governing Body have the decision-making authority to determine agency policy. The Director serves at the pleasure of the Governing Body pursuant to § 13-94-104(3), C.R.S. (2019).

Pursuant to § 13-94-104(1), C.R.S. (2017), the Colorado General Assembly created the Office of Public Guardianship within the Judicial Department.

The OPG is a pilot program initially operating in the Second Judicial District and subsequently the Seventh and Sixteenth Judicial Districts conditional upon securing additional funding effective until June 30, 2023, at which time the agency will either continue, discontinue, or be expanded by the General Assembly pursuant to § 13-94-111, C.R.S. (2019).

GOVERNING BODY

The Colorado Office of Public Guardianship (OPG) Commission is the Governing Body of the Colorado OPG.

Pursuant to § 13-94-104(1), C.R.S. (2017), the Colorado General Assembly created the Office of Public Guardianship Commission. The Commission is comprised of 5 members. Three of the members are appointed by the Colorado Supreme Court, of which two must be attorneys admitted to practice law in Colorado and one must be a resident of Colorado not admitted to practice law. The remaining two members are appointed by the Governor, one who must be an attorney admitted to practice law in this state and one who must be a resident of Colorado not admitted to practice law.

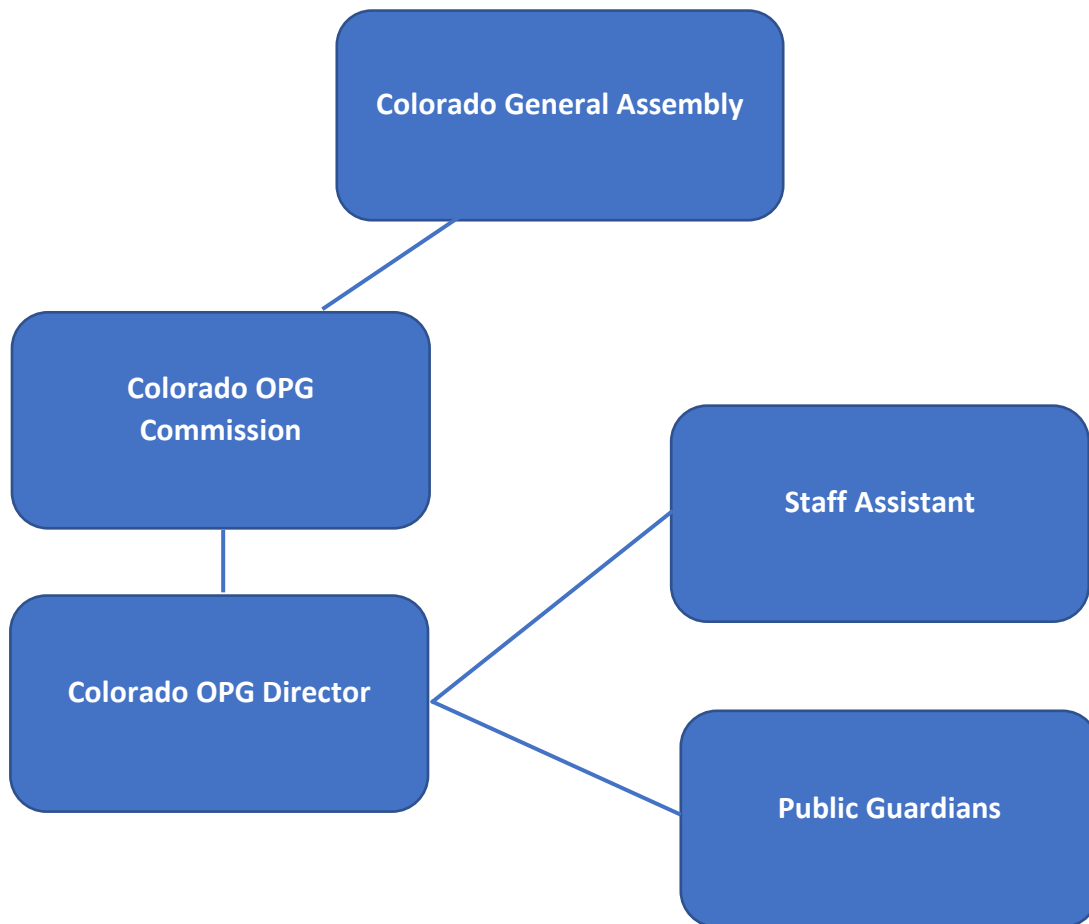
Pursuant to HB 19-1045, signed into law on May 30, 2019, effective on July 1, 2019, the Commission is charged with appointing the Director for the Office of Public Guardianship. The Director serves at the pleasure of the Commission pursuant to § 13-94-104(3), C.R.S. (2019).

ORGANIZATIONAL STRUCTURE

The Colorado Office of Public Guardianship (OPG) operates at arms-length and functions independently from the Judicial Branch and other entities providing direct services and courts having direct decision-making authority.

The Colorado OPG operates separately from the services which many wards will need to access. This separation of powers ensures that Public Guardians are not providing services by contract or directly so that no conflict of interest or potential conflict of interest to the possible detriment to the ward.

STRUCTURAL OVERVIEW



DUTIES AND SERVICES PROVIDED BY THE OPG

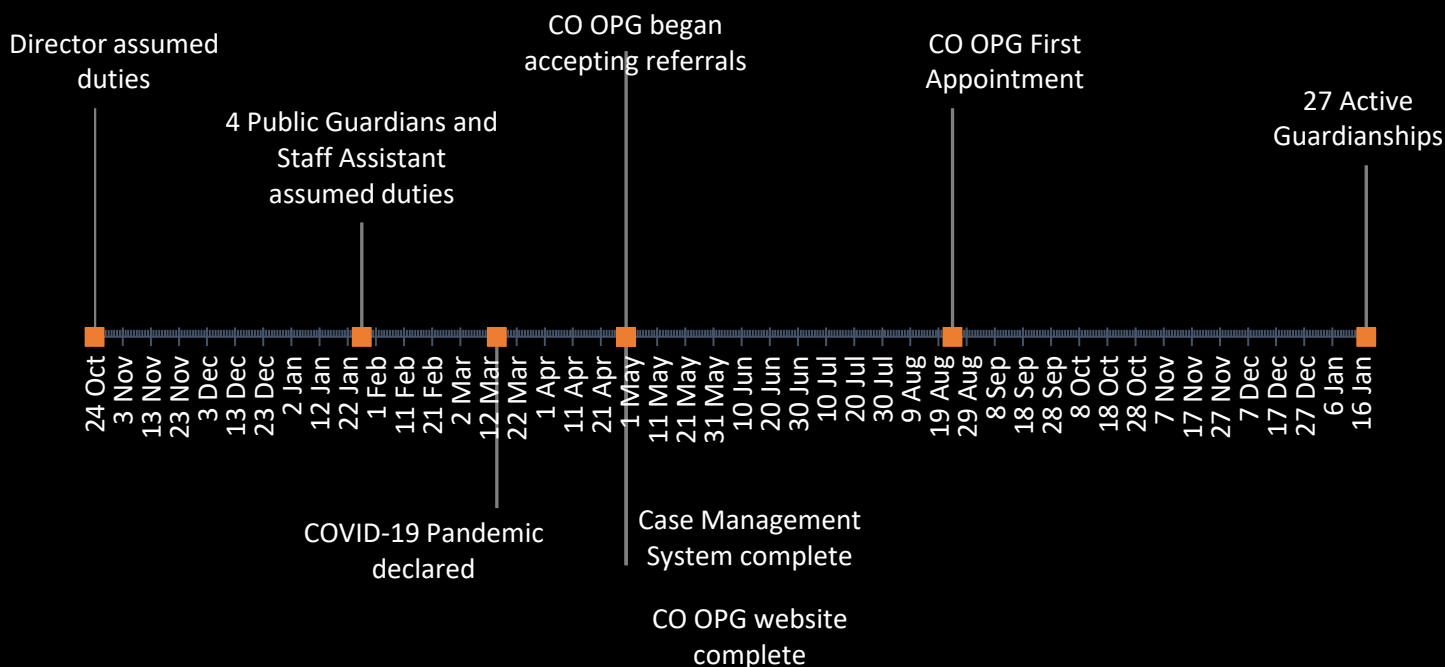
The Colorado Office of Public Guardianship (OPG) shall provide guardianship services; gather data to help the general assembly determine the need for, and the feasibility of, a statewide office of public guardianship; and that the office is a pilot program, to be evaluated and then continued, discontinued, or expanded at the discretion of the general assembly in 2023.

REPORTING REQUIREMENTS

1. On or before January 1, 2023, the Director shall submit to the judiciary committees of the senate and house of representatives, or to any successor committees, a report concerning the office.
2. The Report, at a minimum, must:
 - a. Quantify, to the extent possible, Colorado's unmet need for public guardianship services for indigent and incapacitated adults;
 - b. Quantify, to the extent possible, the average annual cost of providing guardianship services to indigent and incapacitated adults;
 - c. Quantify, to the extent possible, the net cost or benefit, if any, to the state that may result from the provision of guardianship services to each indigent and incapacitated adult in each judicial district of the state;
 - d. Identify any notable efficiencies or obstacles that the office incurred in providing public guardianship services pursuant to statute;
 - e. Assess whether an independent statewide office of public guardianship or a nonprofit agency is preferable and feasible;
 - f. Analyze costs of and off-setting savings to the state from the delivery of public guardianship services;
 - g. Provide uniform and consistent data elements regarding service delivery in aggregate format that does not include any personal identifying information of any adult; and
 - h. Assess funding models and viable funding sources for an independent office of public guardianship or a nonprofit agency, including the possibility of funding with a statewide increase in probate court filing fees.
3. The Director, in consultation with the OPG Commission, shall develop a strategy for the discontinuation of the office in the event that the general assembly declines to continue or expand the office in 2023. The strategy must include consideration of how to meet the guardianship needs of adults who will no longer be able to receive guardianship services from the office.

Establishment and Development of the Colorado Office of Public Guardianship

OVERVIEW



OFFICE INFRASTRUCTURE

- The Director started on October 21, 2019. The Director began engaging with stakeholders and establishing a case management system, among her other duties as outlined in 13-94-102 C.R.S. (2019). Four Public Guardians and a Staff Assistant began on January 27, 2020.

Staff has completed continuous training, both in-house and by external organizations. The Director and the Public Guardians are in the process of completing training and an examination to become a Center for Guardianship Certification National Certified Guardian. Staff continues to complete various research and client-based projects, such as compiling available services for clients. Public Guardians will have an eventual caseload of approximately 20 clients, in line with national best practice standards. The Director and Public Guardians are on-call 24/7 for client

needs and emergencies. The Director directly supervises the Public Guardians and Staff Assistant, at a minimum, on a weekly basis through individual case conferences, group conferences and administration meetings.

- COVID-19 Pandemic declared nationally
- The Colorado OPG website went live in April 2020. Prior to that, the Commission web site was active. The web site provides information about the OPG and houses the referral process. The web site was designed to coordinate with the Case Management System: <https://colorado-opg.org/>
- The Case Management System (CMS) was completed in April 2020. The cost of the Case Management System (CMS) came in right above the budgeted cost of the 2017 budget request, about \$300,425.11, at the end of the FY20. There are ongoing maintenance and licensing expenses.
 - i. The CMS serves many purposes, as outlined in C.R.S. 13-94-105:
 1. Housing the referral process, referral, and client data
 2. Maintaining client data to serve clients
 3. Creation of court documents for various court proceedings and processes
 4. Data gathering abilities for the 2023 Director Report
 5. Tracking Complaints against the OPG, of which there have not been any formal complaints following the OPG process
- The Colorado OPG began accepting referrals on April 30, 2020. The goal was March 2020. The one-month delay was due to the referral process and serving clients requiring that the Case Management System be completed. Additionally, the delay was due to the COVID-19 pandemic starting in March 2020. This led to emergency discussions at OPG Commission meetings about whether to start accepting referrals amid a pandemic. A further delay in the OPG's first court-appointment as Guardian was due to barriers faced by referring parties in obtaining legal representation
- In October 2020, the Colorado OPG office moved to a shared workspace community, allowing the staff to work from home, in the community, and in an office.

COLORADO OPG CASELOAD AS OF JANUARY 18, 2021

The Colorado OPG is appointed Guardian for 27 clients. The breakdown of client population served:

Dementia related diagnoses	Intellectual/Developmental disability	Cognitive/Traumatic Brain Injury or Neurological disorder	Severe Mental Health Illness (schizophrenia and/or bipolar)
7	4	14	2

The Colorado OPG receives referrals from many sources, including referrals from other states:

1. Hospitals
2. Attorneys
3. Guardians ad Litem
4. Facility Social Workers
5. Adult Protective Services
6. Rocky Mountain Human Services
7. CDHS – Ft. Logan
8. CDHS - Pueblo
9. Denver Forensic Collaborative members

The Colorado OPG has accepted 24 referrals that are pending in court proceedings. Ideally, the Colorado OPF will be appointed as guardian for all 24 cases. The Colorado OPG has eight incomplete referrals it is currently reviewing. These referrals require more information provided to the Colorado OPG to determine acceptance or declination. Two appointments were terminated due to the client deaths (non-COVID-19 pandemic related). The Colorado OPG declined two referrals that were incomplete, and the referring party did not provide additional information. Three referrals were withdrawn due to the referring party indicating the Colorado OPG services were no longer needed. Three referrals were withdrawn due to the alleged incapacitated person passing away prior to the appointment of a guardian.

The Colorado OPG declined 20 referrals due to the alleged incapacitated person living outside of the 2nd Judicial District and therefore, not statutorily eligible. The breakdown of the 20 referrals: 6 – Arapahoe County, 2 – El Paso County, 1 – Gunnison County, 2 – Jefferson County, 3 – Larimer County, 1 – Montrose County, 1 – Washington County, and 4 – Weld County.

Based on the current rate of referrals and court proceedings, it is anticipated that the Colorado OPG will reach capacity by April 2021.

IMPACT OF COVID-19 PANDEMIC

The Colorado OPG began accepting referrals on April 30, 2020 early on during the COVID-19 pandemic. The first referral was received on June 4, 2020 and the Colorado OPG's first appointment was on August 24, 2020.

There were/are four main issues that delayed the appointment of the Colorado OPG as guardian: Supreme Court and Denver Probate Court Administrative Orders Regarding Court Operations under COVID-19; hospitals not seeking a guardianship due to COVID-19 pandemic delays, facilities not accepting new patients due to the COVID-19 pandemic, and barriers for referring parties in obtaining legal representation.

Due to the COVID-19 pandemic Denver Probate Court was unable to address petitions for permanent guardianship for at least three months which delayed the appointment of the Colorado OPG as guardian. Once a petition for guardianship is filed, a hearing on the appointment of guardianship is typically scheduled within 30 – 60 days, depending on the court's docket.

Due to the COVID-19 pandemic, hospitals were not making as many referrals for guardianship knowing that the Denver Probate Court was unable to address petitions for permanent guardianship and that facilities were not accepting patients due to the COVID-19 pandemic.

A delay in the Colorado OPG appointment as guardian was also due to referring parties facing barriers in obtaining legal representation. There were two referrals withdrawn due to the referring party not having funds to hire legal counsel and/or pay the filing and court fees. There were 8 cases where the referring party declined to file a referral due to not having funds to hire legal counsel and/or pay the filing and court fees. The Director reached out to the Denver Bar Association as well as other attorneys and organizations to help facilitate the referring parties to obtain legal representation. The Director continues to search for options to eliminating this barrier.

OPG PERFORMANCE GOALS, OBJECTIVES, AND STRATEGIES

Goal 1: Provide appropriate and quality public guardianship services within the targeted judicial district

The Colorado OPG Pilot Program is committed to addressing the individual needs of eligible adults. The Colorado OPG Pilot Program will establish best practice standards to ensure it is meeting the needs of eligible adults.

Objective 1.1: Establish appropriate eligibility criteria in line with the Colorado OPG Pilot Program statutory mandates.

Strategy 1.1A: Formulate an intake, referral, and acceptance process that allows for confidential information sharing regarding referred individual's indigency, level and type of incapacity, that no other persons are available or appropriate to serve as guardian, and that the referred individual is not subject to a petition filed by a county Adult Protective Services.

Strategy 1.1B: Formulate a case acceptance policy in consideration of Public Guardians' experience, training and complexity of referred case.

Strategy 1.1D: Formulate a Colorado OPG Pilot Program intake and referral narrative to educate clients, the public, providers, and stakeholders.

Objective 1.2: Alternatives to guardianship.

Strategy 1.2A: Formulate an intake and referral process that allows for the consideration of least restrictive alternatives to ensure that the Colorado OPG Pilot Program is serving eligible adults.

Strategy 1.2B: Formulate a Colorado OPG Pilot Program alternatives to guardianship narrative to educate clients, the public, providers, and stakeholders.

Strategy 1.2C: Promote alternatives to guardianships education, training and clinics to educate clients, the public, providers, and stakeholders.

Objective 1.3: Establish ethics and best practices standards for Public Guardians and staff.

Strategy 1.3A: Establish and document minimum qualifications of Public Guardians and staff and hire four (4) Public Guardians and a Staff Assistant.

Strategy 1.3B: Establish best practices standards, including a conflict of interest policy, in line with the National Guardianship Association standards.

Strategy 1.3C: Provide initial and ongoing training of standards to Public Guardians and Staff Assistant.

Strategy 1.3D: Formulate a Colorado OPG Pilot Program best practices and standards of practice narrative to educate clients, the public, providers, and stakeholders.

Objective 1.4: Assess the needs of the clients.

Strategy 1.4A: Obtain thorough court visitor investigator reports.

Strategy 1.4B: Obtain thorough clinical evaluations.

Strategy 1.4C: Identify appropriate assessments and train Public Guardians to perform assessments.

Strategy 1.4D: Promote effective communication between Public Guardians and clients.

Strategy 1.4E: Promote effective communication between Public Guardians and service providers.

Strategy 1.4F: Formulate individualized client case plans.

Strategy 1.4G: Formulate a Colorado OPG Pilot Program narrative regarding the necessity of thorough reports and evaluations to assess client eligibility and ongoing and appropriate client needs to educate clients, the public, providers, and stakeholders.

Strategy 1.4H: Communicate the necessity for thorough reports and evaluations to clients, the public, providers, and stakeholders.

Strategy 1.4I: Promote quality education and training for court visitor investigators and clinicians.

Objective 1.5: Increase client access to appropriate services.

Strategy 1.5A: Formulate a Colorado OPG Pilot Program narrative regarding the need for appropriate services, including, but not limited to: housing, mental health services, medical services, and appropriate direct-care providers.

Strategy 1.5B: Identify, establish, and maintain relationships with direct-care providers and various stakeholders to collaborate on increasing client access to appropriate services.

Strategy 1.5C: Identify, establish, and maintain relationships with local, state and federal governmental agencies to collaborate on increasing client access to appropriate services.

Goal 1 Process and Metrics

Provide appropriate and quality public guardianship services within the targeted judicial district

Objective 1.1: Establish appropriate eligibility criteria in line with the Colorado OPG Pilot Program statutory mandates.

The Case Management System houses eligibility and additional data for referrals. An intake case acceptance process and criteria are established and maintained in accordance with the Colorado Public Guardianship Act, national best practices and Colorado OPG policies and procedures. Consideration of Public Guardian's experience and ability to provide quality services occurs with every referral.

A streamlined referral option is available to gather data related to the need for public guardianship services outside of the targeted Judicial District.

An intake and referral narrative are available on the Colorado OPG website to educate clients, the public, providers, and stakeholders.

Objective 1.2: Alternatives to guardianship.

The Director completes a full review of referrals, which includes ensuring that the referral meets all statutory requirements and the necessity of a guardianship. Review includes a showing that least restrictive alternatives (alternatives to guardianship) have been attempted and ineffective.

The Director continuously educates various stakeholders about least restrictive alternatives to guardianship.

Objective 1.3: Establish ethics and best practices standards for Public Guardians and staff.

The Colorado OPG procedures and policies include ethics, conflict of interest, and best practices for Public Guardians and staff in accordance with the Colorado Public Guardianship Act, national best practices and Colorado OPG policies and procedures. Minimum qualifications were established in order to hire Public Guardians and the staff assistant.

Staff completes continuous trainings related to available services, compassion fatigue, communicating and interacting with clients, cultural competency, fiduciary best practices, National Guardianship Association annual conference, training for Certified Guardianship Certification National Certified Guardian.

Objective 1.4: Assess the needs of the clients.

As part of the referral process, the Colorado OPG requests, receives, and reviews medical documentation, clinical evaluations, and assessments. During the court appointment process, the Colorado OPG receives, and reviews Court Visitor Reports and additional medical documentation provided by the parties.

Public Guardians are trained to evaluate all information received and evaluating the client's need for updated clinical evaluations and assessments. Public Guardians create and maintain Individualized Guardianship Plans (IGP) as per best practice. IGP are updated monthly and reviewed at least quarterly by the Director and Public Guardian. IGP address all client services and goals and are created with the input of the client and service providers.

Objective 1.5: Increase client access to appropriate services.

As part of the Director Report due to the General Assembly, the Director is to report on notable efficiencies and obstacles that the office incurred in providing services. The limited or lack of availability of appropriate services is a continuous obstacle that Public Guardians encounter and impacts client's access and goals.

As previously indicated, the Director works with various stakeholders to increase access to appropriate services.

GOAL 2: ACCOUNTABILITY

The Colorado OPG Pilot Program mandates are defined, will be documented and made available to the public, as appropriate, and to the General Assembly, as required by statute.

Objective 2.1: Establish Colorado OPG Pilot Program performance standards.

Strategy 2.1A: Establish performance standards of the Colorado OPG Pilot Program and Public Guardians, including a disciplinary action policy.

Strategy 2.1B: Conduct annual review of Public Guardians and Staff Assistant.

Objective 2.2: Formulate a complaint policy to address and respond to complaints against the Colorado OPG Pilot Program.

Strategy 2.2A: Establish a complaint policy to allow for multiple methods of filing a complaint.

Strategy 2.2B: Perform investigations and sanction.

Strategy 2.2C: Formulate a Colorado OPG Pilot Program narrative regarding the complaint policy to educate clients, the public, providers, and stakeholders.

Objective 2.3: Improved organizational performance.

Strategy 2.3A: Formulate a uniform system of data collection.

Strategy 2.3B: Develop and maintain a guardianship case management system.

Strategy 2.3C: Formulate realistic performance measures.

Strategy 2.3D: Formulate a review policy of Colorado OPG Pilot Program operating policies.

Strategy 2.3E: Balance confidentiality and public access.

Strategy 2.3F: Achieve and report results of the OPG Pilot Program.

Strategy 2.3G: Ongoing Public Guardian training including, but not limited to: compassion fatigue, communicating and interacting with clients, and cultural competency.

Goal 2 Process and Metrics

Accountability

Objective 2.1: Establish Colorado OPG Pilot Program performance standards.

Colorado OPG policies and procedures are in line with the National Guardianship Association's best practices and standards, Colorado Probate statutes and best practices, and the Public Guardianship Act requirements. The Colorado OPG follows the Judicial Branch Human Resources policies.

The Colorado OPG policies and procedures include standards and best practices related to Public Guardian services. Public Guardians are evaluated and supervised on a weekly basis. The Director is conducting staff Annual Performance Reviews, due in February 2021.

Objective 2.2: Formulate a complaint policy to address and respond to complaints against the Colorado OPG Pilot Program.

A two-tiered formal complaint process and policy are established and available on the Colorado OPG website. Complaints fall in to two categories: 1. Complaints against Public Guardians/staff and 2. Complaints against the Director/Office. Complaint 1 category is first reviewed by the Director and if not fully resolved, the Commission then reviews. Complaint 2 category is automatically reviewed by the Commission.

Objective 2.3: Improved organizational performance.

The Case Management System is a uniform system of data collection and allows for guardianship case management as well. The Case Management System allows for reporting of information and data in a confidential basis. The Director, with assistance from the Commission, is formulating realistic performance measures. A Stakeholder Engagement Plan was formulated to assist in proving organizational performance. As this is a pilot program, basic performance measures include reaching caseload capacity, ensuring quality, ethical, and non-discriminatory public guardianship services. Review of these measures will be through internal review, Commission review, client and provider surveys, and quarterly public meetings. A Stakeholder Advisory Panel is in development and members will serve to provide feedback on the Colorado OPG's performance.

Reviews of Colorado OPG policies and procedures are continual as the pilot program grows, but an annual review by the Director, Commission, and Stakeholder Advisory Panel will be scheduled.

The Director reports results of the Colorado OPG monthly to the Commission and public members. The Director is gathering data to submit the statutorily required Director Report to the General Assembly by January 1, 2023.

Staff completes continuous trainings related to available services, compassion fatigue, communicating and interacting with clients, cultural competency, fiduciary best practices, National Guardianship Association annual conference, training for Certified Guardianship Certification National Certified Guardian.

GOAL 3: ADEQUATE FUNDING

To ensure successful expansion of the Colorado OPG Pilot Program, it is imperative to identify multiple avenues of funding.

Objective 3.1: Assess and maintain annual budgets.

Objective 3.2: Develop several funding streams.

Strategy 3.2A: Develop a fundraising plan, including, but not limited to: the solicitation and acceptance of gifts, grants, and donations pursuant to C.R.S. section 13-94-108(3).

Strategy 3.2B: Submit legislative budget requests, including continuance of filing fees as a revenue source.

Strategy 3.2C: Identify and apply for grants.

Strategy 3.2D: Consult, or contract, for comprehensive research, data-gathering, analyzing and cost-benefit analysis of the Colorado OPG Pilot Program and its potential expansion.

Goal 3 Process and Metrics

Adequate Funding

Objective 3.1: Assess and maintain annual budgets.

The Director, with assistance of the State Court Administrator's Office Budget Manager's Office, annual budgets are maintained and reported monthly to the OPG Commission. The Director annually reports to the Joint Budget Committee about legislative budget requests and continuance of filing fees as a revenue source.

Objective 3.2: Develop several funding streams.

The Director is working with other State of Colorado agencies and stakeholders for revenue funding streams and grants.

A Ph.D. graduate student was hired in December 2020 as a Research Assistant to assist in comprehensive research, data-gathering, analyzing and cost-benefit analysis of the Colorado OPG Pilot Program and its potential expansion.

GOAL 4: DEVELOP A STRATEGY FOR DISCONTINUATION OF THE OPG PILOT PROGRAM IN CONSULTATION WITH THE COMMISSION

Pursuant to statute, the Director will work with the Commission to develop a strategy if the General Assembly chooses to discontinue the Colorado OPG Pilot Program.

Objective 4.1: Develop a wind-down procedure in consultation with the OPG Pilot Program Commission

Objective 4.2: Identify, establish, and maintain relationships with various stakeholders to collaborate on available client resources.

Objective 4.3: Assess needs of clients to identify appropriate case plan and services required for ongoing/follow up services if the Colorado OPG Pilot Program is discontinued.

Objective 4.4: Promote education for various stakeholders and identify volunteer and private guardians willing to provide guardianship services if the Colorado OPG Pilot Program is discontinued.

Goal 4 Process and Metrics

Develop a Strategy for Discontinuation of the OPG pilot program in consultation with the Commission

The Director had identified and established relationships with various stakeholders to collaborate on available client resources. These relationships may assist with providing guardianship services if the Colorado OPG is discontinued.

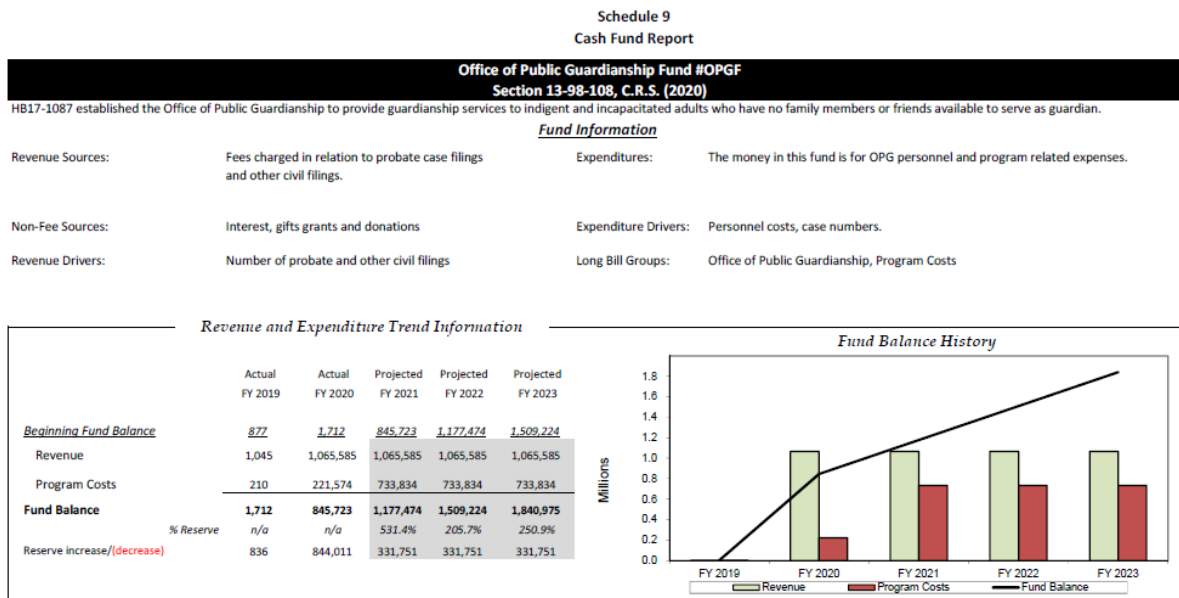
It is a goal to create a Guardianship Academy to locate and train volunteer guardians to potentially provide guardianship services if the Colorado OPG is discontinued.

The Director and Commission needs to fully develop a strategy for discontinuation.

FINANCIAL FORECAST

At this time, the Colorado OPG Pilot Program does not anticipate any significant changes in its financial planning. The Colorado OPG requested a continuation budget, plus any common policy adjustments for the Fiscal Year 2022. It is not expected to have a significant change to the budget unless expansion occurs prior to 2023 and requires the hiring of additional Public Guardians.

HB19-1045 allows for fees charged in relation to probate case filings. This funding source has allowed the Colorado OPG not request budget increases for Fiscal Years 2021 and 2022.



The Office of Public Guardianship cash fund is not subject to the 16.5% target reserve. Pursuant to Section 24-75-402 (2) (e) (V), C.R.S. (2020), fees do not include "any monies received from charges or assessment: amount of which are established in law and over which the entity has no authority to change or are otherwise not determined by the entity."

CONCLUSION

The Colorado Office of Public Guardianship (OPG) Pilot Program successfully formed and began serving clients within six months of the Director assuming her duties. The Colorado OPG Pilot Program strives to provide quality public guardianship services to incapacitated and indigent adults and will continue to review and improve its policies and procedures to effectively expand its services statewide.