

COLORADO
DEPARTMENT OF LAW
FY 2023-24 Strategic Plan

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Table of Contents

Vision3

Values3

Priorities3

Attorney General Authority4

Department Description5

 Business and Licensing 5

 Civil Litigation and Employment Law 5

 Natural Resources and Environment 5

 State Services..... 6

 Revenue and Utilities..... 6

 Criminal Justice 6

 Division of Community Engagement..... 6

 Consumer Protection 7

 Criminal Appeals 7

FY 2023-24 Appropriations to the DOL8

Performance Measures.....9

 Defending the Rule of Law 9

 Addressing the Opioid Epidemic 11

 Improving the criminal justice system and protecting public safety 13

 Protecting consumers 24

 Protecting Colorado’s Land, Air, and Water 29

 Engaging Colorado Communities..... 33

DOL Transformation34

Diversity, Equity & Inclusion34

Digital Transformation35

Professional Growth and Development37

Vision

At the Colorado Department of Law (“DOL” or “Department”), we are committed to serving as the “People’s Lawyer.” The DOL vision for this role is:

“Together, we serve the people of Colorado, advancing the rule of law, protecting our democracy, and promoting justice for all.”

Values

To guide how we implement this vision, the DOL developed four core values—we are principled public servants who are innovative and better together.

<u>PRINCIPLED</u>	<u>PUBLIC SERVANTS</u>	<u>INNOVATIVE</u>	<u>BETTER TOGETHER</u>
<ul style="list-style-type: none"> • We act with integrity • We do our best • We deliver excellent work • We are transparent 	<ul style="list-style-type: none"> • We uphold the rule of law and serve all the people of Colorado • We are engaged and empathetic • We act with humility • We serve our client agencies 	<ul style="list-style-type: none"> • We act with courage • We seek and create opportunities for others • We are creative problem solvers • We are committed to continuous improvement 	<ul style="list-style-type: none"> • We are inclusive and diverse • We work as a team • We are respectful of others • We have fun

Priorities

The DOL has a special opportunity to demonstrate how government can work efficiently, effectively, and fairly. By doing so, the DOL advances our constitutional commitment to work towards a more perfect union and serve the people of Colorado.

The DOL aims to achieve its vision and accomplish its mission through these priorities set by the Attorney General:

- **Defending the Rule of Law**: Advancing the principles of justice, freedom, and equality for all.
- **Addressing the Opioid Epidemic**: Fighting the opioid epidemic through accountability, collaboration, and innovation.

- **Improving the Criminal Justice System and Protecting Public Safety**: Keeping communities safe through smarter, fairer response to crime.
- **Protecting Consumers**: Allowing responsible businesses to thrive by holding bad actors accountable.
- **Protecting Colorado's Land, Air, and Water**: Preserving and protecting Colorado's precious and limited natural resources.
- **Engaging Colorado Communities**: Engaging in meaningful dialogue with communities around the State.

Attorney General Authority

The Attorney General and the DOL represent and defend the legal interests of the people of the State of Colorado and defend its sovereignty. The Attorney General exercises the responsibilities entrusted to the office by the Colorado Constitution, Colorado Revised Statutes, and common law.

The statutory authority for the Attorney General and for the DOL is primarily found in section 24-31-101, et seq., C.R.S. Additional statutory authority is found in titles 5, 6, 10, 11, 12, 25, 33, 34, 36, 37, and 39.

The Attorney General has primary authority for enforcement of consumer protection and antitrust laws, prosecution of criminal appeals and certain complex white-collar crimes, training and certification of peace officers, and natural resource and environmental matters.

Most complex criminal matters are investigated by the Statewide Grand Jury. Additionally, the Department works with Colorado's 22 district attorneys and other local, state, and federal law enforcement authorities to carry out the criminal justice responsibilities and activities of the Department.

The Attorney General is also the State's chief legal representative as well as the legal counsel to the State government's Executive Branch – including the governor, 20 principal departments, and other state agencies, boards, and commissions – and Judicial Branch.

The DOL is largely a cash-funded agency that receives funding from state agencies and various programs for the provision of legal services, the investigation and prosecution of fraud, and the protection of citizens of this State through consumer protection efforts. The DOL delivers its responsibilities within an approximately \$133 million

appropriated budget and a workforce of approximately 630 employees to carry out these responsibilities.

Department Description

The DOL's services are primarily delivered through nine operational sections (referred to in statute as "divisions"). These sections carry out their specific responsibilities in order to provide the highest quality legal representation for State clients, to all State government principal departments and agencies, and each program and board within. Additionally, DOL investigative and prosecutorial efforts help protect the interests of Colorado citizens by preventing and stopping fraud and ensuring public safety.

Business and Licensing

The Business and Licensing Section provides legal advice and litigation services to several state agencies, including the Department of Regulatory Agencies which houses the Divisions of Professions and Occupations, Banking, Civil Rights, Financial Services, Insurance, Real Estate, and Securities. The Section also represents the Department of Agriculture, the State Personnel Board, and the Independent Ethics Commission.

Civil Litigation and Employment Law

The Civil Litigation and Employment Section defends state employees and agencies in administrative, state, and federal courts. Cases may involve personal injury suits, property damage, constitutional violations, or employment discrimination. The Section also prosecutes civil rights violations in administrative and state courts and provides employment law counsel to all state agencies. The Section provides day-to-day legal services to the Departments of Corrections, Public Safety, and Transportation. The Section also advises and represents all State agencies on labor and employment issues, including advice regarding the classified personnel system and collective bargaining agreements with state employee organizations.

Natural Resources and Environment

The Natural Resources and Environment Section works with client agencies to protect and improve the quality of Colorado's land, air, and water. The Section provides legal counsel and representation to the Department of Natural Resources on the regulation of mining, energy and carbon management, parks and wildlife, state lands, and water rights, and to the Department of Public Health and Environment on the regulation of air quality, water

quality, radiation control, and hazardous and solid waste management. The Section also advocates on behalf of the State Natural Resource Trustees and the Colorado Energy Office.

State Services

The State Services Section provides representation to eight of sixteen executive branch principal departments and Colorado's five statewide elected public officials: the Governor, Lieutenant Governor, Attorney General, Secretary of State, and Treasurer. The Section also represents the Judicial Branch, State Auditor, Public Utilities Commission, Departments of Human Services, Health Care Policy and Financing, Personnel and Administration, Public Health and Environment, Higher Education, Early Childhood, and Education, and the State Institutions of Higher Education. The Section reviews hundreds of state contracts and defends the State against claims typically involving the inadequacy of funding of various programs. The Section also advises state agencies on data privacy, cybersecurity, and the Colorado Open Records Act.

Revenue and Utilities

The Revenue and Utilities Section provides litigation and general counsel support to the Department of Revenue, Public Utilities Commission trial staff, Property Tax Administrator and Property Tax Division within the Department of Local Affairs, and statewide clients regarding bankruptcy matters.

Criminal Justice

The Criminal Justice Section assists local prosecutors and law enforcement agencies throughout the State on matters that occur in more than one local jurisdiction, including presenting cases to the Statewide Grand Jury and serving as special district attorneys upon request. Section members provide special assistance to district attorneys in complex violent crimes including homicides and cold cases. The Section also prosecutes multijurisdictional cases that include human trafficking, major drug trafficking organizations, white collar and environmental crimes. The Section prosecutes crimes in which it has original jurisdiction including securities, insurance, and election fraud. The Section also houses the Peace Officer Standards and Training Board ("POST").

Division of Community Engagement

The Division of Community Engagement builds relationships and establishes meaningful conversations across Colorado to hear the needs, ideas, and voices of the people of our State. The Division promotes these

connections through five programs: Outreach and Engagement, Consumer Engagement and Data Services, Safe2Tell Colorado, Opioid Response, Grants and Grants and Partnerships. Through these programs, the Division serve Coloradans on the priorities of the Attorney General's Office.

Consumer Protection

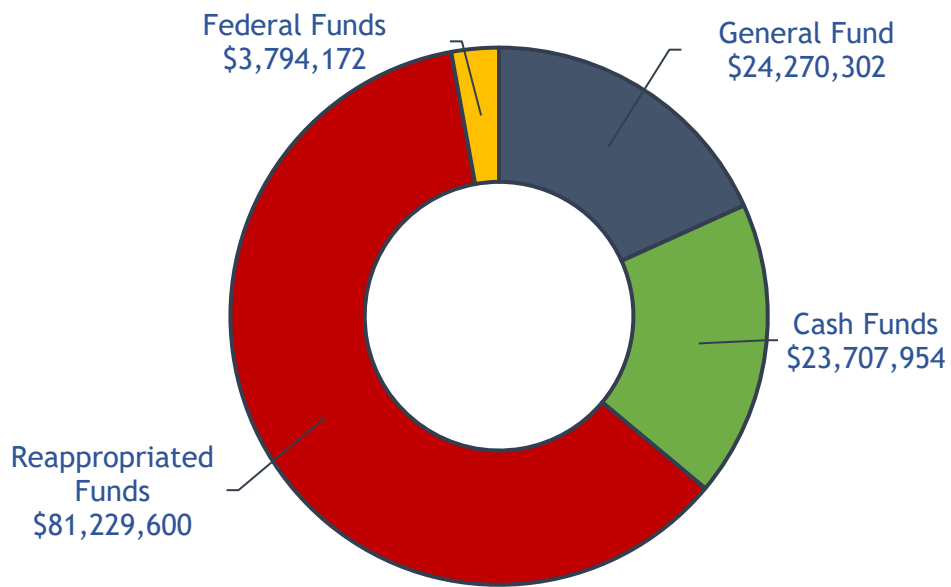
The Consumer Protection Section protects Colorado consumers and businesses by enforcing State and federal laws designed to maintain a fair and competitive business environment while protecting consumers from being targets of fraud. The Consumer Protection Section is devoted to meeting the goals of keeping Coloradans safe by enforcing antitrust laws, combating unfair or deceptive trade practices, enforcing data privacy and cyber security laws, stopping unscrupulous lenders and debt collectors, assuring fair and reasonable utility rates and fighting fraud against older Coloradans. The Consumer Protection Section also works to hold accountable those who caused or contributed to the opioid epidemic, including by actively investigating and suing irresponsible drug manufacturers, distributors, retailers, or their deceptive actions that fueled this crisis. Additionally, this section investigates and prosecutes fraud committed against the State by providers of Medicaid products and services, as well as abuse and neglect of patients in federally funded long-term care facilities.

Criminal Appeals

The Criminal Appeals Section represents the people of Colorado when defendants challenge their felony convictions in the state and federal appellate courts.

FY 2023-24 Appropriations to the DOL

The DOL annual budget request reports additional measures to help provide a complete analysis of DOL’s efforts. Please refer to the Department’s website at <https://coag.gov> to review the annual budget documents.



<u>Total Funds</u>	<u>FTE</u>	<u>General Fund</u>	<u>Cash Funds</u>	<u>Reappropriated Funds</u>	<u>Federal Funds</u>
\$133,002,028	630.3	\$24,270,302	\$23,707,954	\$81,229,600	\$3,794,172

Performance Measures

The DOL is engaged in a comprehensive performance management planning process across the organization to better align our performance metrics with our priorities.

First, the DOL is embarking on an effort to show the value of the legal services we provide to our client agencies through metrics other than billable hours.

The DOL works closely with client agencies to better align with our client goals and better communicate the value of the legal services provided.

Second, in coordination with the priorities set by the Attorney General, the DOL continuously assesses and revamps its strategic plan to provide more meaningful performance measures, strategies, and performance evaluations. As a result, some of the performance measures we used in past years have been retired and replaced with new performance measures, as detailed below.

Defending the Rule of Law

Advancing the principles of justice, freedom, and equality for all.

The DOL represents its various clients efficiently and effectively and serves as their legal partner supporting the work of Colorado's state agencies. The key to this success is by attracting and retaining quality attorneys and professional staff, providing a competitive compensation and benefits package, providing training and support, and creating a dynamic work environment. Every decision made in the DOL is grounded in a commitment to ensuring all Coloradans are protected and treated fairly under the law. The DOL fights for justice, freedom, equality, and fairness for all.

Representation and advice to clients.

The DOL strives to hire, develop, and retain the best lawyers possible to represent client agencies by providing high level, meaningful, and interesting work.

Goal: To provide quality legal counsel and representation and provide effort that is satisfactory or greater to client agencies.

Provide quality legal counsel and representation to client agencies as measured by client annual survey.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	9.5/10	9.5/10	9.5/10	9.5/10	9.5/10	9.5/10
Actual	9.3/10	NA*	9.3/10	TBD	TBD	TBD

**New survey tool implementation.*

The total number of open client agency cases at the end of the fiscal year.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	12,433	12,185	13,500	13,500	13,500	13,500
Actual	14,306	14,227	13,692	TBD	TBD	TBD

STRATEGY: The DOL strives to hire, develop, and retain the best lawyers possible to represent client agencies by providing high level, meaningful, and important work. The DOL is committed to the professional development of its attorneys through ongoing continuing legal education on a variety of subjects and skills, including brief writing, oral advocacy, substantive and procedural matters, professional ethics, and exercising good judgment in advising and representing client agencies. Additionally, the DOL will focus on improved client service, including better understanding our clients’ needs and objectives, demonstrating improved responsiveness to client requests, and improving client communication and reporting. We are also undertaking a comprehensive review of how we can better serve our clients and developing innovative alternative performance management measures focused on successfully meeting client needs.

EVALUATION OF PRIOR YEAR PERFORMANCE: The DOL annual client survey is reviewed to understand client needs and how client agencies perceive the quality of service provided by the DOL as well as to improve legal services provided to client agencies in the future. The DOL will continue to hire and do its best work to retain quality attorneys through the valuable work attorneys are exposed to and within available resources to continue to be “an employer of choice” in the legal field.

Addressing the Opioid Epidemic

Fighting the opioid epidemic through accountability, collaboration, and innovation.

The opioid epidemic has killed thousands of Coloradans and its impacts have devastated families, friends, and communities throughout the State. The Attorney General has made addressing the crisis one of his top priorities. The Attorney General is committed to working with local governments, public health authorities, state agencies, law enforcement agencies, treatment providers, and community leaders to develop effective strategies to address opioid use disorder (“OUD”) and has fought to hold accountable those responsible for the opioid epidemic.

Holding individuals and companies accountable.

The DOL is holding those responsible for the opioid epidemic and working to recover funds to address the opioid crisis. The Opioid Unit within the Consumer Protection Section focuses on investigation of opioid marketing and distribution practices and prepares, files, and prosecutes consumer protection enforcement lawsuits against opioid manufacturers, distributors, retail pharmacies, and other associated individuals and businesses. Other sections, including the Criminal Justice Section and the Business and Licensing Section also assist in this effort by prosecuting opioid cartels, preventing Medicaid fraud, and bringing enforcement actions against licensed professionals involving opioid abuse.

Goal: To hold those responsible for the opioid epidemic accountable and work to recover funds to address the opioid crisis.

Staff hours invested in statewide opioid efforts.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	18,000	18,000	11,000	11,000	11,000	11,000
Actual	18,295	16,888	9,535	TBD	TBD	TBD

EVALUATION OF PRIOR YEAR PERFORMANCE: During Fiscal Year 22, the Opioid Response Unit set up policies and procedures for the distribution of the over \$720 million in Opioid Settlement Funds that are expected to be

distributed to Colorado over the next eighteen years. Those activities included working with the Governor’s Office to set up the Opioid Crisis Recovery Funds Advisory Committee established by House Bill 19-1009 to advise and collaborate with the Department of Law on the use of any funds received by Colorado because of an opioid addicted-related settlement or damage award for which the use of the funds is not predetermined or committed by other orders. The Colorado Opioid Memorandum of Understanding (MOU) was finalized August 2021, and was signed by 312 Colorado municipalities and counties by January 2022. In accordance with the MOU, the Colorado Opioid Abatement Council “COAC” was formed in partnership with Colorado local governments to provide oversight of the Regional and Infrastructure Funds to ensure distribution of these funds complies with the terms of any opioid settlement and the MOU. Over \$39 million of Opioid Settlement Funds have been distributed to date since FY22. Of that amount, over \$33 million was distributed through the Regional Share, over \$4 million was distributed through the Local Government Share, and nearly \$2 million was distributed through Infrastructure Share. Additional detail on opioid funds and allocations is available on the [Colorado Opioid Settlement Funds Dashboard](#).

Collaborating with Colorado communities

The Director of Opioid Response works with the Attorney General and the Opioid Unit in the Consumer Protection Section to develop and implement a comprehensive plan that drives the DOL’s efforts in combating the opioid crisis. The Director of Opioid Response oversees opioid-related community outreach efforts and works with all regions in the State to identify best practices and determine how they can be implemented statewide.

Goal: To increase the opioid-related community outreach efforts by building trusted partners in local government, regional coalitions, and treatment/recovery providers.

Percentage of local governments that signed on to the Opioid Settlement Plan.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	95%	95%	NA	NA	NA
Actual	NA	99.8%	99.8%	TBD	TBD	TBD

STRATEGY: The DOL is committed to building trusted partners in local government, regional coalitions, and treatment/recovery providers. In conjunction with these trusted partners across Colorado, the Attorney General and Colorado stakeholders are committed to three core principles:

1. Ensuring that there are sufficient evidence-based, evidence-informed, or promising programs or strategies to expand access to treatment and recovery services for those suffering from or affected by OUD and/or Substance Use Disorder (“SUD”) and related Mental Health (“MH”) conditions;
2. Supporting robust efforts for prevention and education to prevent future generations from falling victim to SUD of any kind; and
3. Supporting effective oversight over, and accountability of, any custodial funds the DOL receives from litigation.

EVALUATION OF PRIOR YEAR PERFORMANCE: In 2022, the DOL worked with local governments around the state to formulate an allocation framework that would determine how the opioid response recovery settlement funds will be distributed. The agreement was finalized in late August 2021. Through the course of FY 22, the DOL received commitments from over 99% of local governments, signing on to the Opioid Settlement plan. The DOL is reevaluating appropriate measures for opioid efforts as the strategy will now shift to building collaborative solutions across the government enterprise to best utilize opioid dollars within settlement(s) requirements.

Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

The DOL is committed to improving the criminal justice system through prioritizing threats to public safety according to risk, acting in a humane and data-driven manner, and working collaboratively to protect victims and to protect public safety.

Supporting rural communities and their public safety goals

Protecting public safety and improving the criminal justice system are efforts requiring actions on a variety of fronts—from protecting victims of crime to ensuring a fair and effective system of cash bail. Since different parts of Colorado have different needs and concerns, it is important to gather feedback from and serve communities across the entire State.

Goal: To support rural communities and their public safety goals.

The number of judicial districts provided with litigation support.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	12	12	12	14	14	14
Actual	19	21	22	TBD	TBD	TBD

STRATEGY: The Attorney General joins community leaders to gather feedback on criminal justice issues facing rural communities by hosting conversations with local officials throughout the state to learn the needs of our communities, listen to their ideas, and collaborate with communities to improve our criminal justice system.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2022-23, the Special Prosecutions Unit (SP) assisted in all 22 Judicial Districts in Colorado.

Building law enforcement through effective training and guidance

The Colorado Peace Officer Standards and Training (“POST”) Board documents and manages the certification and training of all active peace officers and reserve peace officers working for Colorado law enforcement agencies. POST, a unit of the Criminal Justice Section, works with the POST Board to ensure standards for peace officer training and certification in the state remain realistic, relevant, and responsive.

Goal: To ensure peace officers have access to valuable, higher quality training.

The number of basic, reserve, and provisional certifications issued.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target*	NA	NA	NA	NA	NA	NA
Actual Total	920	1,111	1,192	TBD	TBD	TBD
Basic	826	1,013	1,081	NA	NA	NA
Provisional	80	83	111	NA	NA	NA
Reserve	14	15	0	NA	NA	NA

* POST is not able to set target goals for this metric as POST does not control admission to the academies.

The number of certifications revoked.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target*	NA	NA	NA	NA	NA	NA
Actual	30	43	40	TBD	TBD	TBD

* POST is not able to set target goals for this metric and instead addresses each of cases referred to POST.

The number of online training programs offered.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	15	15	15	19	23
Actual	15	15	17	TBD	TBD	TBD

The number of in-person training programs offered.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	20	20	20	20	20
Actual	6*	23	24	TBD	TBD	TBD

* The main driver for the drop in the number of in-person training programs offered was due to the COVID-19 pandemic.

The number of law enforcement officers trained through the grant program.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	150,000	150,000	150,000	120,000	120,000	120,000
Actual	174,934	118,878	111,615	TBD	TBD	TBD

The number of students taking online training.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	175,000	175,000	175,000	120,000	120,000	120,000
Actual	177,967	118,208	112,099	TBD	TBD	TBD

The number of students taking in-person training.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	2,500	3,250	3,250	3,250	3,250
Actual	2,559	3,076	3,320	TBD	TBD	TBD

STRATEGY: POST is undertaking a multiple year project to completely redesign the basic law enforcement training academy curriculum. This redesign is intended to elevate law enforcement basic training to better prepare recruits to serve their communities by using evidence based adult learning methodologies, increasing critical thinking skills and emotional intelligence, while also weaving essential themes such as de-escalation, mental health, and engaging with special populations throughout the entire curriculum.

Peace officers often have challenges in obtaining quality training and, when they do, there can be significant hurdles in finding shift coverage to allow for attendance of the training. POST staff developed an aggressive development plan to create new, Colorado specific online training programs to help peace officers overcome these hurdles and to address important cutting-edge issues. POST also contracted with a national online training provider in order to provide additional content opportunities for peace officers and worked with that provider to update current courses and to develop additional, Colorado specific content.

POST has also worked with vendors to offer improved in-person training. POST sponsored Train-the-Trainer courses and taught end user courses across the state for Integrating Communications, Assessment and Tactics (ICAT), which is the only scientifically validated de-escalation system in the U.S. POST worked with Georgetown Law to bring Active Bystandership for Law Enforcement (ABLE) to all agencies in the state. ABLE teaches peace officers how to intervene with other peace officers before a career ending mistake is made. Currently, 55% of all peace officers in Colorado work for an ABLE agency as a result of these efforts. Lastly, POST worked with a vendor to create Ethical Decision Making Under Stress (EDMUS) which teaches peace officers how to make better decisions in a stressful environment. POST Staff has been teaching EDMUS courses across the state.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2022-23, POST had to address significant hurdles related to making training available to peace officers statewide whose agencies were experiencing hiring and retention challenges, leading to staffing shortages. In FY 2022-23, POST witnessed an 8% increase in those taking in-person training. POST is anticipating this trend to continue in out years.

Building law enforcement through effective training and guidance

Goal: The allocate money to local government, colleges, universities, or nonprofits to fund peace officer training programs.

The dollar amount of grants funded in rural and urban law enforcement communities.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	\$2.6M	\$3.6M	\$2.9M	\$2.9M	\$2.9M
Actual	\$1.8M	\$2.4M	\$2.9M	TBD	TBD	TBD

STRATEGY: The POST Board Grants Program allocates money to local governments, colleges, universities, and nonprofits to fund peace officer training programs. Training regions and agencies can apply directly through a grant database, which also tracks all transactions on the grants, to support worthy programs. This critical database simplifies tracking how grant funds are expended and how Colorado communities' benefit from such programs. Managers with the Regional Training Grant program and the In-Service Grant Program conduct site visits, which helps to ensure the integrity of the Grants Program.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2022-23, POST Staff continue to make improvements to the coordination and communication with grant recipients ensuring grant dollars are available for the priorities of the training regions and local jurisdictions. This resulted in awards of \$2.9 million dollars in funding to rural and urban law enforcement communities. The POST grant dollars granted to these jurisdictions were used to meet the contract deliverables of each contracting agency.

Effectively administering State criminal law

The DOL assists local prosecutors and law enforcement agencies throughout the State on various criminal matters including prosecuting multi-jurisdictional cases that include human trafficking, major drug trafficking organizations, white-collar and environmental crimes. The Department has original jurisdiction to prosecute securities, insurance, and election fraud crimes. It also investigates and prosecutes fraud committed against the State by providers of Medicaid products and services as well as abuse and neglect of patients in federally funded long-term care facilities.

Goal: To effectively administer State criminal law.

The number of case investigations opened.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	160	160	160	110	120	130
Actual (Medicaid)	141	153	48	TBD	TBD	TBD
Target	25	25	25	25	25	25
Actual (Securities)	26	37	23	TBD	TBD	TBD
Target	200	200	200	200	200	200
Actual (Insurance)	162	176	155	TBD	TBD	TBD
Target	125	125	125	125	125	125
Actual (Special Prosecution)	101	265	262	TBD	TBD	TBD

The number of cases filed.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	19	20	20	13	15	15
Actual (Medicaid)	22	11	10	TBD	TBD	TBD
Target	8	8	8	8	8	8
Actual (Securities)	5	5	10	TBD	TBD	TBD
Target	60	60	60	60	60	60
Actual (Insurance)	74	58	46	TBD	TBD	TBD
Target	25	75	75	75	75	75
Actual (Special Prosecution)	71	64	72	TBD	TBD	TBD

Medicaid Fraud Control Unit

STRATEGY: The Colorado Medicaid Fraud Control Unit’s (“COMFCU”) mission is to protect state and federal tax dollars from fraud by Medicaid providers, as well as to protect Coloradans from physical abuse and neglect within Medicaid facilities. COMFCU’s actions encourage care and compliance by Medicaid providers, incentivize changes in corporate behavior, ensure that parties are held responsible for their actions, and promote the public's confidence in the invaluable state service of Medicaid. In this pursuit the Unit is dedicated to the criminal and civil investigation and prosecution of both Medicaid provider fraud and the abuse, neglect and exploitation of the most vulnerable residents of Colorado.

The COMFCU conducts statewide training and outreach, and pursues three types of cases:

- Fraudulent conduct by Medicaid providers;
- The abuse, neglect, and exploitation of individuals by Medicaid providers and health care facilities that receive Medicaid funds; and

- The recovery of Medicaid program losses identified during the course of fraud investigations.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2022-23, 48 cases were opened for formal investigation. The COMFCU experienced significant turnover in the past year, which contributed to fewer investigations opened. However, the Unit is now approaching full staffing and anticipates an increase in the quantity and quality of investigations and prosecutions. Of note, despite a lower number of investigations, the COMFCU filed 10 cases and recovered \$7,632,023.44 Medicaid dollars in this fiscal year.

The COMFCU has adjusted its target expectations for FY 2024-26. This change reflects a more discerning and targeted approach to investigations and enforcement. With its new larger and highly-trained staff, the Unit is prioritizing the most egregious offenders and the most wide-reaching fraud schemes.

Securities Fraud Team

STRATEGY: To conduct a statewide program that upholds the rule of law by investigating and prosecuting violations of applicable state laws pertaining to securities fraud. The team will take the lead on large and multi-jurisdictional cases and those which local jurisdictions may not have the resources to handle. The Team seeks to use innovative techniques for investigating and resolving cases that result in the best outcome for the community and the State, as well as proper justice for the offender.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2022-23, the Team received multiple complaints each week. The Team timely reviewed and acted upon each of those complaints. In the right circumstances, investigations were opened, and charges filed when appropriate. Over the course of the last year the DOL initiated several multijurisdictional securities fraud grand jury investigations. Multiple convictions have been obtained by way of pleas and jury trials. The DOL is meeting this performance measure.

Insurance Fraud Unit

STRATEGY: To conduct a statewide program that upholds the rule of law by investigating and prosecuting violations of applicable state laws pertaining to insurance fraud. The Team seeks to use innovative techniques for investigating and resolving cases that result in the best outcome for the community and the State, as well as proper justice for the offender.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Insurance Fraud Team continued to deliver excellent work during FY 23, by timely reviewing each complaint. Based upon this review, the DOL opened 155 cases. Over the course of the last year the DOL initiated several complex and multijurisdictional insurance fraud investigations. Multiple convictions have been obtained by way of pleas and jury trials. The DOL is meeting this performance measure.

Special Prosecutions Unit

STRATEGY: The Special Prosecutions Unit (SP) has original jurisdiction to investigate specified crimes such as tax fraud, election offenses, certain environmental crimes, and mortgage fraud-related theft crimes. The majority of SP cases are initiated through referrals received from a variety of sources, including, not limited to local, state and federal governmental agencies. These referrals are typically made to SP when the alleged criminal activity is complex and/or multi-jurisdictional, meaning that the alleged criminal activity occurred in two or more judicial districts in Colorado. SP investigated and prosecuted cases involving human trafficking, narcotics trafficking, burglaries, identity theft and other frauds (such as crimes involving illegally obtaining Unemployment Insurance benefits), auto theft, and threats to public servants. Many of these crimes are facilitated by organized crime rings. SP also assisted rural jurisdictions with a number of violent crime prosecutions at the request of elected district attorneys.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2022-23, the Special Prosecutions (SP) Unit had a positive impact by better ensuring public safety this fiscal year by virtually meeting, and in other measurables exceeding its performance goals. The bulk of the fiscal year was directly handling all of the prosecution functions in both the 12th Judicial District (the San Luis Valley) and then in the 22nd Judicial District (Montezuma and Dolores counties) following the Governor's issuance of executive orders appointing the Attorney General to assume prosecutorial leadership in both districts upon the respective elected district attorneys vacating office.

Criminal Appeals

Criminal Appeals Section attorneys are among the State's most experienced appellate advocates. In addition to their appellate caseload, they share their expertise in criminal law and appellate issues with the State's prosecutors and others through informal advice, presentations at meetings and training sessions, and weekly case law updates to the Colorado District Attorneys Council.

The Criminal Appeals Section also provides recent law school graduates with the opportunity to work with some of the State's most experienced appellate advocates and obtain extensive brief-writing experience at the outset of their legal careers through the innovative Ralph L. Carr Appellate Fellowships Program.

Carr Fellows brief approximately 25 appeals each year and conduct several oral arguments. Carr Fellows also work with the Solicitor General to prepare briefs and oral arguments, work on multistate litigation, and advise the Attorney General and state officials about a wide variety of federal and state constitutional issues.

Goal: To reduce the time it takes to achieve justice and provide quality representation of the State's interests in an efficient manner.

The number of briefs filed.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	1,000	1,000	1,000	1,000	1,000	1,000
Actual	876	803	787	TBD	TBD	TBD

The number of backlog of briefs due.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	394	394	397	397	377	357
Actual	493	417	258	TBD	TBD	TBD

The percentage change in backlog from previous year.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	-5%	-5%	-5%	-5%	-5%	-5%
Actual	19%	-15.4%	-39.2%	TBD	TBD	TBD

STRATEGY: To achieve the goal of reducing the time it takes to achieve justice, the Criminal Appeals Section continues to focus on providing quality representation of the State's interests in as efficient a manner as possible. The section's workload will be carefully screened to ensure that the best suited attorneys work on particular cases. Many attorneys have developed special expertise, and to the extent possible, supervisors assign

cases dealing with particular subject areas to those with the appropriate expertise. Few cases, however, consist of single issues. Resource materials, including a brief bank and topical outlines, help provide starting points for research.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Criminal Appeals Section saw a 39% decrease in its backlog of briefs due (from 417 briefs in FY 2021-22 to 258 briefs in FY 2022-23). Two primary factors contributed to the decrease in the backlog.

First, the new attorneys the Section hired in the last fiscal year are now fully trained and operating at peak efficiency. At the same time, the Section's managerial staff have been more targeted and intentional in case assignments, making sure to match cases to attorneys based on their areas of expertise.

Second, the number of opening briefs filed by criminal defendants has steadily decreased (from an average of 61 incoming briefs per month in FY 2021-22 to an average of 52 incoming briefs per month in FY 2022-23). The Section has no control over the quality or quantity of opening briefs filed by criminal defendants.

Safe2Tell

The Safe2Tell™ program is a violence intervention and prevention program that provides an anonymous reporting tool that students, parents, and community members can use to report potential threats to their own and others' safety by calling 1-877-542-7233, by going to safe2tell.org, or through the Safe2Tell™ mobile app. Tips are shared with local law enforcement, school officials, and other appropriate responding parties according to state law. The Safe2Tell program's mission is to ensure that every student, parent, teacher, and community member in Colorado has a safe and anonymous way to report any concerns for their safety or the safety of others, with a focus on early intervention and prevention through awareness and education.

Goal: To promote youth safety and wellness across Colorado.

The percentage of actionable Safe2Tell tips that are processed, reviewed, and closed within 30 days of receipt and dissemination to local partners.*

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	95%	95%	90%	92%	93%	94%
Actual	99.5%	97.6%	98.8%	TBD	TBD	TBD

* Safe2Tell data is aggregated by school year, from August 1 through July 31.

STRATEGY: Safe2Tell’s mission is to empower Colorado youth and residents to report concerns about their safety and the safety of others, with an emphasis on keeping our schools and students safe through prevention. Additional priorities include assisting schools in cultivating a positive reporting culture and increasing education on the proper use of the Safe2Tell program. The program also seeks to highlight mental health and teen suicide prevention awareness through public service announcements and by providing contact information for Colorado Crisis Services to every person making a tip. Safe2Tell partners with law enforcement, schools, teachers, parents, and students who step forward to keep themselves, their friends, and their communities safe.

EVALUTION OF PRIOR YEAR PERFORMANCE: In FY 2022-23, Safe2Tell exceeded the goal of 90% actionable tips. Safe2Tell forwarded information to responding parties that could be acted upon 97.2% of the time during the 2022-2023 school year. This means that less than 3% of the time the information received through a Safe2Tell tip could not be investigated. The percentage of Safe2Tell tips that were processed, reviewed, and closed within 30 days of receipt and dissemination was 98.8% which surpassed the target goal. This was due in large part to the policy that all unopened tips receive a follow up phone call within hours of dissemination and tips that are not closed within 72 hours receive communication from the Safe2Tell analysts requesting outcome data be entered into the disposition report and marked closed.

Protecting consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

The Consumer Protection Section has very broad jurisdiction through the Colorado Consumer Protection Act, State Antitrust Act of 2023, Consumer Credit Code, data protection laws, and approximately a dozen other state and federal statutes. The Section receives complaints about possible violations of these laws from a variety of

sources. The Section will continue to select appropriate cases for investigation and enforcement to maximize overall benefit to consumers as well as provide consumer outreach to empower consumers, especially vulnerable populations, to protect themselves against common scams.

Protecting consumers against fraud

Holding irresponsible businesses and individuals accountable when they harm Colorado consumers is a top priority of the DOL. By so doing, the DOL supports a business environment that fosters entrepreneurship, upholds responsible business practices, and protects responsible businesses that play by the rules by holding accountable unscrupulous actors who fail to do so. Through both enforcement and outreach, the DOL works to protect consumers and provide consumers with tools to protect themselves.

Goal: To receive complaints about possible violations of consumer protection laws and select appropriate cases for investigation and enforcement to protect consumers against fraud.

The total number of Consumer Protection investigations opened.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	65	65	65	70	75	80
Actual	94	39	100	TBD	TBD	TBD

The total number of settlements/judgments obtained.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	15	15	25	28	30	33
Actual	20	31	28	TBD	TBD	TBD

STRATEGY: The Consumer Protection Section investigates a wide range of alleged fraudulent activity and anticompetitive business practices. Within the Section, each specialized Unit focuses on a particular type of harm to consumers—whether that harm involves violations of state and Federal competition laws, the Colorado Consumer Protection Act, the Uniform Consumer Credit Code, certain civil rights protections, the Colorado False Claims Act, or other laws designed to protect Coloradans. The Section’s investigations range in complexity and

size, from egregious conduct that affects a limited number of consumers to cases against the largest national and international companies. Frequently the Section will partner with similar units from other state Attorneys General offices to multiply the resources it can bring to bear against large and well-resourced bad actors.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Consumer Protection Section has continued to pursue existing and new cases and has successfully resolved investigations involving scam magazine solicitations, failures to appropriately protect and secure consumer data, and deceptive fees billed to Colorado consumers. Several of these cases have resulted in significant restitution for Colorado consumers. The Section also resolved a number of multistate litigations that it undertook in partnership with other state Attorneys General. Often consumer protection cases take years to develop from investigation to conclusion and some cases are larger and more complex. One large case can often affect the lives of millions of consumers. Accordingly, in some years the DOL will see a number of cases resolved, but in other years with similar or greater effort, only a few matters may be resolved.

Protecting consumers against data privacy and cybersecurity

Goal: To ensure compliance with data privacy laws through review and investigation of data breach notifications and advice state agencies on data privacy and cybersecurity.

The number of data breaches reviewed.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	80	80	225	225	225	225
Actual	183	233	210	TBD	TBD	TBD

The number of engagements with state agencies advised on data privacy and cybersecurity.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	72	72	80	80	90	100
Actual	142	141	209	TBD	TBD	TBD

STRATEGY: Since the passage of Colorado’s security breach notification laws, the DOL has identified data privacy and cybersecurity as a strategic focus for development in the office. In order to increase its capacity to address privacy and cybersecurity issues, the DOL has two attorneys (one full-time and one part-time with other duties) who enforce existing laws, another counsels State agencies on their own compliance with Federal and State privacy and cybersecurity laws. In addition, the DOL established the Data Privacy and Cybersecurity Impact Team in 2019, which is a cross-functional team consisting of 28 attorneys and staff members focused on coordinating the DOL’s guidance and responses to privacy and cybersecurity issues. The passage of the Colorado Privacy Act (CPA) in June of 2021 has reinforced the need for more focus in this area.

EVALUTION OF PRIOR YEAR PERFORMANCE: As noted above, the DOL has seen growth in cybersecurity and privacy matters across the office. The Consumer Protection team the Consumer Fraud Unit continues to investigate reported breaches, in addition to identifying entities that fail to meet reporting requirements and coordinating with other states on multi-state data breach investigations.

Regulating consumer credit providers

Goal: To ensure compliance and protection of consumers through regulation of providers and enforcement of consumer credit laws.

Investigate and resolve 90% of complaints within 60 days or less.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	90%	90%	90%	90%	90%	90%
Actual (UCCC)	90%	85%	71%	TBD	TBD	TBD
Actual (Debt Management)	72%	58%	52%	TBD	TBD	TBD
Actual (Debt Collection)	85%	80%	71%	TBD	TBD	TBD

STRATEGY: The Consumer Credit Unit endeavors to expeditiously review and investigate all complaints it receives related to the programs it oversees, including soliciting a response from the licensee or business. While the Consumer Credit Unit accomplishes this goal with most complaints, occasionally the complexity of a

complaint, challenges in communication with a consumer or a business, or a change in staffing will result in a longer investigation period.

EVALUATION OF PRIOR YEAR PERFORMANCE: FY 2022-23 regulatory and work trends continued. The performance numbers are indicative of several factors. Some of the complaints received are complex in nature and entail more back and forth with not only the consumer filing a complaint but also with the entity the complaint is against. The Consumer Credit Unit also works with Consumer Protection lawyers to seeks redress on behalf of consumers and hold accountable businesses that deceive consumers.

Protecting student loan borrowers

Goal: To protect student loan borrowers by replacing student loan servicers and enforce consumer protection laws and the student loan servicing act.

The percent of complaints closed with consumer education included.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	30%	30%	80%	80%	80%	80%
Actual	65%	92.5%	99.6%	TBD	TBD	TBD

STRATEGY: The Colorado Student Loan Servicer Act calls for a Student Loan Ombudsperson to receive, review, and attempt to resolve complaints from student loan borrowers. The Ombudsperson also aids borrowers to understand their rights and responsibilities under the terms of their loans. The Consumer Credit Unit endeavors to provide education to consumers, where appropriate, to help student loan borrowers navigate the repayment process and interact with their servicers. Where appropriate the Unit will reach out to servicers for response to issues raised in complaints.

The Unit received complaints on topics including:

- The federal Public Service Loan Forgiveness program.
- Borrower defense.

- Student loan debt relief scams.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2022-23, the Consumer Credit Unit was able to provide education to a significant percentage of student loan borrowers. Where possible the Unit endeavors to provide borrowers with reliable, targeted assistance in understanding and navigating the complex loan repayment process. Information topics can include applying for an income-driven repayment plan, qualifying for Public Service Loan Forgiveness, applying for Borrower Defense, and avoiding or getting out of default.

Protecting Colorado's Land, Air, and Water

Preserving and protecting Colorado's precious and limited natural resources

Protecting Colorado's land, air, and water and facilitating a clean energy future are top priorities for the Department. To accomplish these goals, the Department supports Colorado's natural resources and environmental agencies. These agencies include the environmental divisions within the Colorado Department of Public Health and Environment and the Colorado Department of Natural Resources. The DOL assists these agencies with implementation of their missions through strategic counseling on legal matters.

The protection of water resources is a particular priority. The Colorado River and its tributaries supply over a third of Colorado's water needs, providing water to nearly 60 percent of the State's population. Colorado has a substantial interest in the management and administration of water rights in Colorado, as well as in protecting Colorado's rights and obligations under its interstate compacts and equitable apportionment decrees.

Partnering with client agencies to protect our land, air, and water.

A good example of how DOL's partnership works to protect Colorado's land, air, and water is when the DOL works together with its client agencies to enforce the laws the agencies are charged with implementing.

Goal: To effectively and strategically partner with client agencies to enforce our environmental laws, thus protecting our land, air & water.

The number of enforcement actions partnered with client agencies to protect out land, air, and water.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	100	100	100	100	100	100
Actual	112	134	101	TBD	TBD	TBD

STRATEGY: The number of enforcement cases is a significant driver of the DOL’s NRE work and NRE will continue to focus on ensuring a comprehensive understanding of the scope of this work by determining how much of this work, reflected through carefully collected data, occurs. The NRE team tracks the number and types of enforcement cases in five of the section’s eight units and is thus able to analyze the clients’ utilization of NRE’s enforcement expertise. Once the baseline has been established, the team will be able to assess trends, consider ways to improve on this work, and develop plans to improve our partner-based enforcement strategies.

EVALUATION OF PRIOR YEAR PERFORMANCE: The DOL supports this endeavor and client agencies through a variety of DOL sections and expertise. Five DOL units report data for this measure. Each unit that reported for this analysis provided the number of enforcement cases opened in the reporting quarter, each relying on a different trigger for what constituted “opened.” Those different triggers are largely based on the process the clients use to request support from NRE.

While NRE supports the Section’s clients on enforcement, there is a body of enforcement work that the clients handle on their own. The cases where NRE attorneys are not involved tend to be more routine cases, with fewer legal issues at stake. NRE attorneys are brought in for complex, complicated cases.

Protecting Colorado’s Interests in the Colorado River Basin

For the last one hundred years, the Colorado River Basin States relied on the certainty provided by the Colorado River Compact to develop water supplies for 40 million people, 5.5 million acres of farmland, and water for our national public lands, all of which drive a \$1.4 trillion economy annually. The entire basin has been plagued by 21-year drought. This has resulted in reduced precipitation and snowmelt in the Upper Basin States, limiting our ability to consume our apportionment under the Compact. Meanwhile, water stored in Lakes Powell and Mead

has supported growing use in the Lower Basin States, above their allocated shares. As the Basin States and federal government plan for the future of the Colorado River Basin, balance must be restored to preserve the allocations established under the Compact, including Colorado’s.

Goal: To effectively and strategically partner with client agencies to lead the West towards a sustainable Colorado River.

The number of staff hours invested in protecting the Colorado River.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	NA	NA	10,600	13,480	14,200	14,200
Actual	NA	7,041	5,350	TBD	TBD	TBD

STRATEGY: In response to growing tensions between the Basin States and federal government at the beginning of the drought, in 2006 the Colorado Water Conservation Board (“CWCB”) approved the establishment and funding of the Defense of the Colorado River Sub-unit within the DOL. Since that time, the Colorado River Sub-unit has successfully protected Colorado’s interests in the Colorado River. The Sub- unit has worked with Colorado’s water-related agencies and in partnership with them, the Colorado River Basin States, to address the challenges facing the basin as populations continue to grow, water demands increase, and supplies diminish. It has also engaged in litigation to support and protect Colorado’s interests so it can fully develop its allocation of water under the Compact.

Investing in developing this expertise within DOL established needed expertise that Colorado’s water- related agencies can rely upon to provide thoughtful and consistent advice as they develop strategies to deal with complex issues that result from increasing pressures and diminished supplies. It has also created strong voices who can lead the other Basin States as they negotiate strategies to adapt to a new future while preserving their rights under the Compact. The number of staff hours dedicated to this work reflects time advising client agencies, as well as building relationships with stakeholders in Colorado, and engaging with the federal government and Basin States.

EVALUATION OF PRIOR YEAR PERFORMANCE: Despite one good water year in 2023, workloads continued to increase as drought conditions eased slightly throughout the Upper Basin and the Lower Basin saw record rainfall. Those conditions triggered operations at Lake Powell and Lake Mead to “balance” the contents of the two reservoirs under the current operating guidelines. This has resulted in releasing all the water from the good snowpack that was able to boost elevations in Lake Powell down to Lake Mead and allowed for the continued overuse in the Lower Basin. Due to a dry monsoon season, the Upper Basin has slipped back into drought conditions. Recognizing that this one good snow year does not recover Lake Powell and Lake Mead, the Department of the Interior issued a SEIS to the current reservoir operating guidelines in late 2022 to address critically low elevations at Lake Powell and Lake Mead. The Lower Basin objected to the two alternatives proposed and spent much of early 2023 trying to develop a third alternative. The DOL engaged in significant efforts to keep the Supplemental Environmental Impact Statement (SEIS) on track and to hold the Lower Basin accountable for its overuse. The draft DSEIS is due out in late 2023 and will require significant effort by the DOL to avoid and mitigate negative impacts to reservoir operations that could harm the post-2026 negotiations.

Post-2026 Colorado Reservoir Operations Negotiation – The DOL is now engaged in the negotiations among the 7-Colorado River Basin States for the post-2026 reservoir operating guidelines. The Basin States and the Department of the Interior met regularly in 2022 and 2023 to coordinate efforts. A federal register notice for NEPA scoping was issued by the DOI on June 15, 2023, with Scoping Comments due August 15, 2023. The DOL attorneys coordinated with Colorado’s Commissioner, the Department of Natural Resources, the Colorado Water Conservation Board, the Division of Water Resources, Colorado water users, the Upper Division States/Upper Colorado River Commission and the Basin States to determine the scope of submitted comments. To address increasing responsibilities associated with the Colorado River negotiations, the General Assembly appropriated funding for two additional FTE in FY 2024.

Investing in additional staff within the Department of Law will allow us to maintain our leadership role. Such strategic investment will ensure Colorado continues to lead in the Basin and to protect its apportionment under the Compact and its significant interests in the Colorado River.

Engaging Colorado Communities

Engaging in meaningful dialogue with communities around the State.

The DOL works to build relationships with communities across Colorado to understand how we can best serve the State. While listening, learning, and engaging with residents throughout Colorado, we inform our understanding about community needs, opportunities, and priorities. We work with teams across the Department to translate that feedback into actions designed to benefit Colorado communities.

The percentage of counties visited by the Attorney General for meetings and public events.

	Actual FY 21	Actual FY 22	Actual FY 23	FY 24	FY 25	FY 26
Target	35%	35%	35%	35%	35%	35%
Actual	44%	52%	45%	TBD	TBD	TBD

STRATEGY: The mission of the Division of Community Engagement (“DCE”) is to establish, reinforce, and advance meaningful connections between the DOL and Colorado communities, and to learn about the issues on which the Department should be engaged.

This work focuses on a range of issues—including rural revitalization, civic engagement, promoting positive mental health and school safety outcomes for Colorado youths, improving criminal justice, protecting consumers, addressing the opioid epidemic, and protecting Colorado’s land, air, and water.

This is accomplished through five DCE programs:

1. Safe2Tell Colorado
2. Opioid Response
3. Grants and Partnerships
4. Outreach and Engagement
5. Consumer Engagement and Data Services

EVALUATION OF PRIOR YEAR PERFORMANCE: Attorney General Weiser visited 29 counties between July 1, 2022, and June 30, 2023, throughout the State. The Attorney General and DCE hosted public events and townhalls,

listening sessions with the community, workshops with issue stakeholders and advocates, and participated in local meetings on timely Department-specific issues such as responding to Colorado's opioid epidemic, public safety, updating the training curriculum for Colorado peace officers, workforce and economic development, promoting positive outcomes for Colorado's youth, school safety, protecting Colorado consumers and natural resources, and receiving public input on DOL's review of proposed mergers.

The DOL announced and managed several grants this year for programs supporting rural economies and housing, empowering youth, addressing youth mental health and safety, educating consumers to prevent victimization of fraud and scams, developing the fair chance hiring landscape in Colorado, and providing services and support to victims of crime. Grantees are working to achieve objectives including to: create fair chance employment opportunities for jobseekers exiting prison; reduce the level of youth incarceration in Colorado; create an outdoor environment to strengthen opportunities for vulnerable populations who may otherwise become involved in the criminal justice system; remediate blighted housing and develop workforces in southern Colorado; and increase the number of trained cybersecurity professionals that work in rural Colorado communities.

DOL Transformation

The DOL has a special opportunity to demonstrate how government can work efficiently, effectively, and fairly by providing an inclusive environment where our colleagues work together to seek innovative ways to solve problems.

The DOL Transformation consists of three main initiatives focused on:

1. Diversity, equity & inclusion
2. Digital transformation
3. Professional growth and development

Diversity, Equity & Inclusion

Goal: To advance collaborative and innovative initiatives to support diversity, equity, and inclusion.

Plans for 2023-24:

- Innovate new ways to highlight the commitment to DEI and its importance in serving the People of the State of Colorado.
- Extend the data and metrics project to drive and measure DEI work.
- Designing and offering new and exciting DEI programming to ensure a welcoming and supportive workplace.
- Prioritizing extending our recruitment pipelines to create a workplace of diverse thought and backgrounds.
- Innovating ways to best foster our “Employee Resource Group” Leadership Council.
- Offering in-person DEI events to build interpersonal relationships, connect with colleagues from various sections, and learn critical information and skills for the betterment of the Department.

Digital Transformation

Goal: To provide a culture of innovation by transforming existing systems and processes to improve customer experience and employee productivity and efficiency. By embracing technology, DOL is equipped to quickly innovate and implement creative solutions to meet DOL’s business needs.

PLANS FOR 2023-24:

Enhance DOL fraud resource websites to elevate the user experience, modernize the design, and increase access to critical resources.

Deploy updated fraud resource websites in English and Spanish by undertaking a comprehensive revamp of our current fraud websites, focusing on delivering an improved user experience, modernizing the visual design, and ensuring content accessibility. This revamp aims to align the website with current industry standards, optimize navigation, and provide users with easier access to relevant information and resources.

Integrate data and information systems to provide comprehensive insights and enhance organizational

understanding of fraud related issues occurring throughout the State.

Integrate various DOL programs into a unified system by establishing a cohesive approach to integrating diverse data sources and information, enabling the organization to gain a holistic understanding of activities and trends occurring across Colorado. This integration will empower informed decision-making, facilitate strategic planning, and enhance the DOL's ability to proactively address challenges and opportunities impacting Coloradoans.

Enhance all DOL wide public facing digital assets to provide an accessible and inclusive digital experience for all users.

Deploy accessible digital assets by conducting a systematic review of all public-facing digital sources, including websites and domains, documents, and imagery to evaluate their accessibility in alignment with state compliance standards. These efforts will guide the DOL in identifying relevant updates and inform future development to ensure compliance with accessibility standards.

PRIOR YEAR SUCCESSES:**Increase rulemaking transparency by enabling the public to submit a view pre-rulemaking and rulemaking public comments.**

Through the successful design and implementation of a user-friendly solution, we have realized a remarkable advancement in rulemaking transparency. Enabling the public to seamlessly submit, view, and search for public comments during pre-rulemaking and rulemaking processes has fostered an open and inclusive environment, empowering stakeholders with unprecedented access to information and enriching the quality of regulatory discussions.

Improve efficiency of investigations by implementing a records management system that increases the speed and efficiency of the overall process.

Successfully implementing a robust records management system, that has achieved a substantial enhancement in the efficiency of our investigations. This system has significantly expedited the entire process, resulting in quicker access to critical information, streamlined workflows, and ultimately has led to more prompt and effective resolutions.

Professional Growth and Development

Goal: To provide professional development opportunities to all members of the Department of Law. Topics typically include: DOL Policies & Procedures; Diversity, Equity, and Inclusion; Ethics; Leadership; Substantive Law and Trial Advocacy; Professionalism; and Technology & Visual Advocacy.

PLANS FOR 2023-24:

Create professional development programming for administrative professional, specified attorney classifications, grow the DOL high school shadow program, and implement diversity, equity, and inclusion for the entire department.

Deploy various DOL trainings and enhanced outreach efforts to continue to grow DOL staff awareness on relevant social issues and professional training.

PRIOR YEAR SUCCESSES:

Through the successful enhancement of the Department of Law University (DOLU), the DOL hosted over 80 training programs, as well as providing DOL paralegals access to the Rocky Mountain Paralegal Summit. Additionally, the DOL launched the General Counsel Academy and hosted Core Competency trainings in coordination with the National Association of State Attorneys General.