



COLORADO

DEPARTMENT OF LAW



SMART GOVERNMENT ACT STRATEGIC PLAN

OCTOBER 1, 2021

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 Colorado and its people by advancing the rule of law, protecting 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.***

PRINCIPLED	PUBLIC SERVANTS	INNOVATIVE	BETTER TOGETHER
<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



We act according to the highest ethical standards, rigorous legal analysis, and a careful evaluation of the facts.



Our work is not about us; it is about serving the people of Colorado. Whatever matters we are working on, we are doing it to serve the people of Colorado.



We will make decisions deliberately and with an eye to whether there are opportunities to improve or experiment with new approaches.



We are committed to supporting one another across the office, working collaboratively with our clients, and engaging people and resources across Colorado to accomplish our goals. Our best work will be done in partnership with others.

ATTORNEY GENERAL AUTHORITY

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

The statutory authority for the Attorney General and for the DOL is 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 most natural resource and environmental matters.

Most complex criminal matters are investigated by the Statewide Grand Jury. Additionally, the Department works concurrently 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 chief legal counsel and advisor to the State government's Executive Branch—including the governor, 19 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 a number of consumer protection efforts. The DOL delivers its responsibilities within an approximately \$104 million appropriated budget and utilizes roughly 565 employees to carry out these responsibilities.

DEPARTMENT DESCRIPTION

The DOL's services are primarily delivered through nine operational units (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, investigative and prosecutorial efforts help protect the interests of Colorado citizens by minimizing fraud and ensuring public safety.

Business & Licensing

Provides legal advice and litigation services to several state agencies, including the Department of Regulatory Agencies and 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 & Employment Law

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 advice to all state agencies. The Section provides day-to-day advice 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 & Environment

Works with client agencies to protect and improve the quality of Colorado's natural environment. The Section provides legal counsel and representation to the Department of Natural Resources on the regulation of mining, oil and gas, 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

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, the Public Utilities Commission, the Departments of Human Services, Health Care Policy and Financing, Personnel and Administration, Public Health and Environment, State Institutions of Higher Education, Department of Higher Education, and the Department of 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 and cybersecurity, and the Colorado Open Records Act.

Revenue & Utilities

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

DEPARTMENT DESCRIPTION (CONT'D)



Criminal Justice

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 in local counties upon request. Section members provide special assistance to district attorneys in complex violent crimes including homicides and cold cases. The Section also prosecutes multi-jurisdictional 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. It 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. The Section also houses the Peace Officer Standards and Training Board ("POST").

Division of Community Engagement

The Division of Community Engagement is Coloradans' open door to the AG's office in its operation of five programs: Outreach and Engagement, Consumer Engagement and Data Services, Safe2Tell, Opioid Response, and Granting. The Division works to build relationships and establish meaningful dialogue across Colorado to hear the needs, ideas, and voices of the people of our State.



Consumer Protection

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 those who caused or contributed to the opioid epidemic accountable, including by actively investigating and suing irresponsible drug manufacturers, distributors, retailers, and others for their deceptive actions that fueled this crisis.

Criminal Appeals

Represents law enforcement interests when defendants challenge their felony convictions in the state and federal appellate courts.

PERFORMANCE MEASURES



The DOL aims to achieve its vision and accomplish its vision through its priorities stated above.

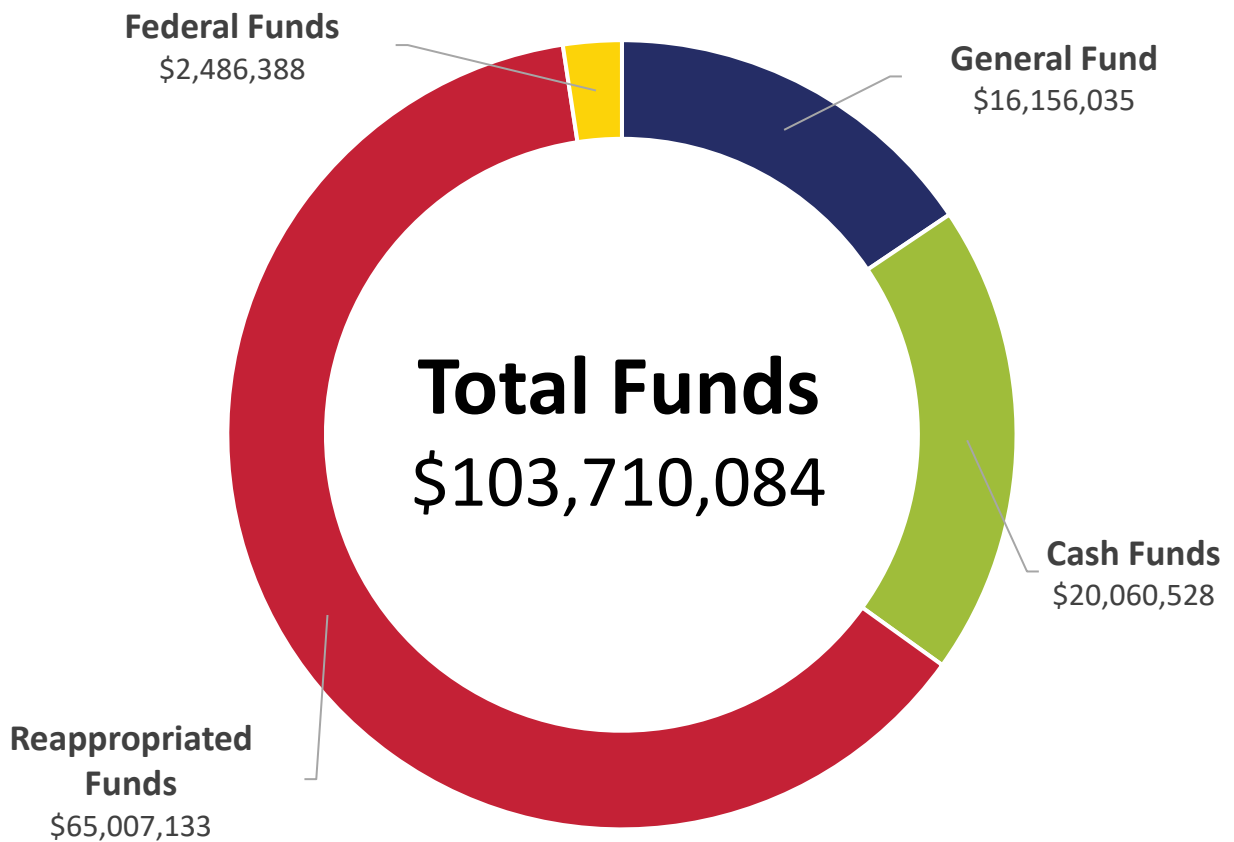
The DOL is engaged in a comprehensive performance management planning process across the organization to better align our performance metrics with our priorities. First, the DOL is embarking on an effort to show the value of the legal services we provide to our client agencies through metrics other than billable hours. The DOL is working 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 listed above, the DOL is continuously assessing and revamping our strategic plan to provide more meaningful performance measures, strategies, and performance evaluations. As a result, some of the performance measures we have used in past years have been retired and replaced with new performance measures, as detailed below.



FY 2021-22 LONG BILL AND SPECIAL APPROPRIATIONS TO DOL

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



Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
\$103,710,084	565.1	\$16,156,035	\$20,060,528	\$65,007,133	\$2,486,388

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.

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.



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 a legal partner supporting the work of Colorado’s state agencies. The key to this success is attracting and retaining quality attorneys and professional staff, by providing a competitive compensation and benefits package, training and support, and 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.

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
Provide quality legal counsel and representation to client agencies as measured by client annual survey as satisfied or very satisfied.	95%	95%	95%	95%	95%	95%
	97.5%	98%	Nov 2021	TBD	TBD	TBD

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The total number of open client agency cases at the end of the fiscal year.	NA	New	12,433	12,185	11,940	11,940
	NA	12,687	14,306	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 interesting 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: Our 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 to retain quality attorneys through the valuable work attorneys are exposed to and within the available resources to continue to be “an employer of choice” in the legal field. Client surveys will be sent to clients in November 2021.



Addressing the opioid epidemic

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

The opioid epidemic has killed thousands of Coloradans and devastated families, friends, and communities throughout the State. The Attorney General has made addressing the crisis one of his top priorities. The impacts of the opioid crisis are devastating, and 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 also fighting to hold accountable those responsible for the opioid epidemic.

Holding individuals and companies accountable

The DOL is holding those responsible for the opioid epidemic accountable 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 help prosecute opioid cartels, Medicaid fraud, and 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.

		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
Staff hours invested in statewide opioid efforts.	Target	15,000	18,000	18,000	11,000	11,000	11,000
	Actual	15,042	22,355	18,295	TBD	TBD	TBD

STRATEGY: The DOL launched an internal working group, known as the Opioid Response Impact Team, comprised of staff from most DOL sections coordinate the legal efforts and expertise within the Department to better impact the abuse of opioids throughout the State and support effective oversight over, and accountability of, those who prescribe, dispense, and distribute opioids. Through this coordinated effort, the DOL prioritizes and responds to a wide variety of opioid issues facing the State. The Attorney General, with the partnership of the House Bill 19-1009 Opioid Crisis Recovery Funds Advisory Committee established by the General Assembly, is also committed to directing all funds that the State obtains from opioid litigation judgments or negotiated settlements to abatement—including drug treatment and recovery, education and prevention programs.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Opioid Response Impact Team met nine times during the 2020/2021 fiscal year and created several educational opportunities for the DOL employees. They hosted a Mental Health First Aid course, an Opioids 101 course, and with the Opioid Response Impact Team they learned about opioid supply disruption through DOL’s Criminal Justice team They also received training on use of naloxone/Narcan to reverse opioid overdoses.

During FY 21, DOL led several critical settlements, generating millions of dollars and funding to abate the opioid crisis. McKinsey & Company will pay \$10 million for its support of deceptive marketing schemes by opioid manufacturers. Colorado expects to receive more than \$50 Million from the Purdue Pharma bankruptcy, including an increase in the personal contribution of Sackler family nationally from \$3 Billion to \$4.5 Billion. DOL played a leadership role in the multistate effort to negotiate a \$26 Billion settlement with Johnson & Johnson/Janssen and three of the largest opioid drug distributors, AmeriSource Bergen, Cardinal Health, and McKesson and Colorado expects to receive over \$350 Million.



Addressing the opioid epidemic

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

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 leads the Opioid Response Impact Team and 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.

The number of local governments reached with high quality contacts.		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
	Target	NA	NA	150	150	150	150
	Actual	NA	NA	456	TBD	TBD	TBD
The % of Colorado population that sign on to anticipated settlement.		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
	Target	NA	NA	NA	NA	NA	NA
	Actual	NA	NA	NA	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 2021, we continued to work 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, and we are working to obtain signatures from Colorado local governments. Once the agreements are fully signed, opioid funds will be allocated by formula to nineteen regions throughout the state for opioid abatement purposes.



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 fair treatment of incarcerated individuals to cash bail reform. Since different parts of Colorado have different needs and concerns, it is important to gather feedback from and serve communities across the entire State.

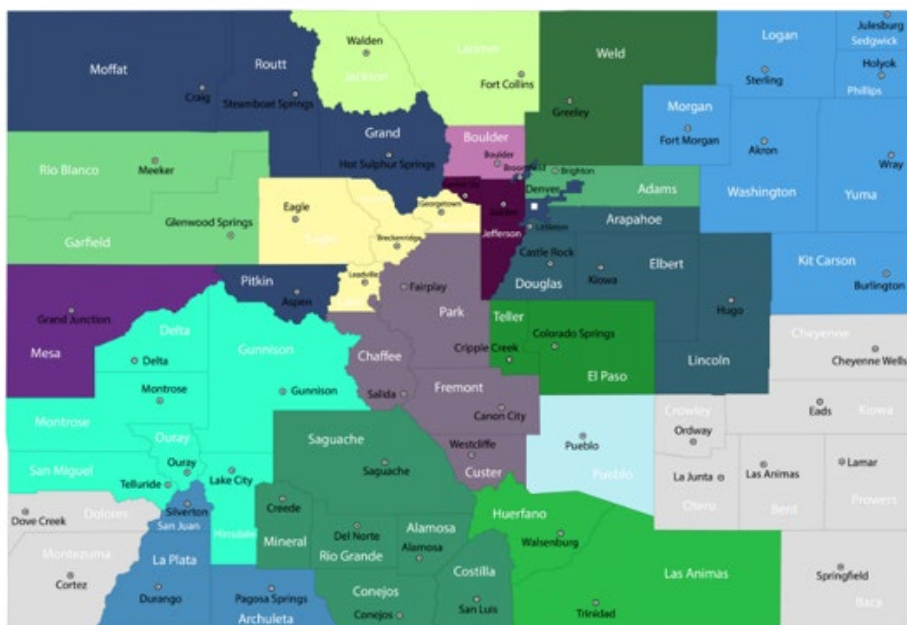
Goal: To support rural communities and their public safety goals

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of rural jurisdictions provided with litigation support.	Target	NA	NA	12	12	12
	Actual	NA	11	19	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 FY21, the Special Prosecutions Unit (SP) assisted in 19 of the 22 Judicial Districts in Colorado.

Judicial Districts assisted by the Criminal Justice Division



- = 1st Judicial District
- = 2nd Judicial District
- = 3rd Judicial District
- = 4th Judicial District
- = 5th Judicial District
- = 6th Judicial District
- = 7th Judicial District
- = 8th Judicial District
- = 9th Judicial District
- = 10th Judicial District
- = 11th Judicial District
- = 12th Judicial District
- = 13th Judicial District
- = 14th Judicial District
- = 17th Judicial District
- = 18th Judicial District
- = 19th Judicial District
- = 20th Judicial District
- = 21st Judicial District



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

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 to our ever-changing world.

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

Certifications Issued and Revoked

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of basic, reserve, and provisional certifications issued.	Target*	NA	NA	NA	NA	NA
	Actual Total	1,234	1126	920	TBD	TBD
	Basic	1,077	1,023	826	NA	NA
	Provisional	96	82	80	NA	NA
	Reserve	61	21	14	NA	NA

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

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of certifications revoked.	Target*	NA	NA	NA	NA	NA
	Actual	32	22	30	TBD	TBD

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

Training Programs Offered

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of online training programs offered.	Target	NA	NA	15	19	23
	Actual	6	11	15	TBD	TBD

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of in-person training programs offered.	Target	NA	NA	20	20	20
	Actual	26	26	6*	TBD	TBD

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



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Building law enforcement through effective training and guidance (cont'd)

Training Programs Taken

The number of law enforcement officers trained through the grant program.	Actual	Actual	Actual	FY 22	FY 23	FY 24
	FY19	FY 20	FY 21			
	Target	NA	2,500	150,000	150,000	150,000
Actual	3,077	1,956	174,934	TBD	TBD	TBD

The number of students taking online training.	Actual	Actual	Actual	FY 22	FY 23	FY 24
	FY19	FY 20	FY 21			
	Target	NA	NA	175,000	175,000	175,000
Actual	1,473	3,415	177,967	TBD	TBD	TBD

The number of students taking in-person training.	Actual	Actual	Actual	FY 22	FY 23	FY 24
	FY19	FY 20	FY 21			
	Target	NA	NA	2,500	2,500	2,500
Actual	374	255	2,559	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 difficulty finding 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.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, POST had to overcome significant hurdles related to the COVID-19 pandemic, as well as the challenge of making training available to peace officers statewide whose agencies were experiencing hiring and retention challenges, leading to staffing shortages. Coupled with responses to public safety risks, this unprecedented series of events led to significant challenges to peace officer training. POST met these challenges well by working with the local training regions, in-person, and online training providers to encourage student engagement. POST also created unique training content that resulted in the most engagement in the history of the POST online training curriculum.



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Building law enforcement through effective training and guidance (cont'd)

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

The dollar amount of grants funded to rural and urban law enforcement communities.	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
	Target	NA	NA	\$2.9M	\$2.7M	\$2.7M
Actual Total	\$4.1M	\$3.7M	\$1.8M	TBD	TBD	TBD

STRATEGY: The POST Board Grants Program allocates money to local government, 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. The addition of 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 also began conducting site visits, which helps to ensure the integrity of the Grants Program.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, the Training Grant program updated its grant database software in order to gain additional functionality, including increased tracking and reporting capabilities. The Training Grant program also conceived, created, and implemented a brand-new grant opportunity pursuant to HB 20-1229. This legislation created 24-31-310(4), C.R.S., which gave the POST Board statutory authority to establish a scholarship program for law enforcement agencies in rural and smaller jurisdictions with limited resources to assist with the payment of tuition costs for peace officer candidates to attend an approved law enforcement training academy. These peace officer candidates are required to be employed for at least three years by a law enforcement agency in a rural and small jurisdiction after attending the approved law enforcement training academy, or they would be required to repay POST the cost of the tuition. The intent behind this new program was to allow smaller and rural jurisdictions the ability to recruit peace officers from their own communities, which has been a historic challenge. This was a complex program to set up, but it is already seeing successes across the state. The COVID-19 pandemic and responses to public safety risks were significant barriers to in-person training, which created significant hurdles for agencies to expend their grant awards this year, including on a large capital improvement project for a training facility, resulting in POST not meeting its grant spending goal by a sizeable margin.



Peace Officer Standards and Training



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

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.

	Actual	Actual	Actual	FY 22	FY 23	FY 24
	FY19	FY 20	FY 21			
The number of case investigations opened.	Target	NA	NA	160	160	160
	Actual Medicaid	178	166	141	TBD	TBD
	Target	NA	NA	25	25	25
	Actual Securities	39	28	26	TBD	TBD
	Target	NA	NA	200	200	200
	Actual Insurance	234	214	162	TBD	TBD
	Target	NA	NA	125	125	125
	Actual Special Pros.	343	153	101	TBD	TBD

	Actual	Actual	Actual	FY 22	FY 23	FY 24
	FY19	FY 20	FY 21			
The number of cases filed.	Target	NA	NA	19	20	21
	Actual Medicaid	10	16	22	TBD	TBD
	Target	NA	NA	8	8	8
	Actual Securities	10	5	5	TBD	TBD
	Target	NA	NA	60	60	60
	Actual Insurance	72	63	74	TBD	TBD
	Target	NA	NA	75	75	75
	Actual Special Pros.	202	60	71	TBD	TBD



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Effectively administering State criminal law (cont'd)

Medicaid Fraud Control Unit

STRATEGY:

The Colorado Medicaid Fraud Control Unit (“COMFCU”) seeks to deter future illegal activity, incentivize changes in corporate behavior, ensure that parties are held responsible for their actions, and promote the public's confidence in our justice system. 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 and individuals involved with providing Medicaid services
- The abuse, neglect, and exploitation of individuals at the hands of Medicaid providers or in health care facilities that receive Medicaid funds
- The recovery of Medicaid overpayments identified during the course of investigations.

EVALUATION OF PRIOR YEAR PERFORMANCE:

During the fiscal year of the 141 cases opened for formal investigation, 79 were criminal investigations and 62 were civil investigations. Of the criminal investigations, 48 were abuse and neglect cases, 28 were provider fraud investigations and 3 investigations involved suspected drug diversion.

COVID had a significant impact on both the investigation and litigation of matters by limiting the ability to conduct interviews, visit facilities and slowing the progression of matters through the courts. Despite this COMFCU filed 22 criminal cases, and 1 civil case during the review period. Over the same time frame the unit settled 27 civil cases and 5 criminal defendants were sentenced in abuse and neglect cases and 1 defendant was sentenced in a fraud case. As a result of these convictions and settlements, with state funding of \$671,589 the COMFCU recovered \$7,136,382.41 and collected \$4,606,507.77 for the citizens of Colorado.

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 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 the current fiscal year, the Team received multiple complaints each week. The Team delivered excellent work by timely reviewing and acting 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.



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Effectively administering State criminal law (cont'd)

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 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 the current fiscal year the Team received hundreds of complaints each month. The Team delivered excellent work by timely reviewing and acting 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 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 Prosecution Team

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 the crimes were 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 FY21, the Special Prosecutions Unit despite pandemic restrictions and other factors the Special Prosecutions (SP) Unit had a positive impact on better ensuring public safety this fiscal year by virtually meeting its performance goals. Some case investigations and full use of the state grand jury were still limited during part of this fiscal year. Modified restrictions on in-person meetings, travel, and the increased use of remote working protocols required creative solutions by the unit to continue with its assignments. Additionally, budget shortfalls resulting in less human talent being available in the SP Unit were contributing factors which required a reallocation of resources. The SP Unit adjusted to these challenges and continue to increase productivity as restrictions decrease and resources increase.



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Criminal Appeals



The Criminal Appeals Section represents local district attorney offices when defendants challenge felony convictions in State and federal appellate courts. The Section works to provide effective and ethical representation in all cases. While a majority of the cases impact only the defendants and the victims directly involved, any given case may result in new published law that has a significant impact on law enforcement procedures, procedures for criminal trials and sentencing hearings throughout the State, the State's Department of Corrections, or those on probation, parole, and in county community corrections programs.

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

		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of briefs filed.							
	Target	NA	New	1,000	1,000	1,000	1,000
	Actual	1,028	1,002	876	TBD	TBD	TBD

		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of backlog of briefs due.							
	Target	NA	New	394	374	354	334
	Actual	463	414	493	TBD	TBD	TBD

		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The % change in backlog from previous year.							
	Target	NA	New	-5%	-5%	-5%	-5%
	Actual	-6.2%	-10.5%	19%	TBD	TBD	TBD



Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

Criminal Appeals (cont'd)

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. In the coming year, senior staff will pilot a new Streamlined Docket program aimed at quickly resolving lower-level cases in an effort to reduce the backlog. The section's remaining 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.

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.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, the Criminal Appeals Section saw a 19% increase in its backlog of briefs due. Three primary factors contributed to this increase: (1) disruptions caused by the pandemic and the shift to remote work; (2) the loss of three FTE due to pandemic-related budget constraints; and (3) the need to take four attorneys off of the brief quota to work on an emergent case before the state's Grand Jury. Additionally, there has been a steady increase in the number of 'A' level cases (which present the most challenging legal issues), and a steady decrease in the number of 'C' level cases (which present the most straightforward legal issues) over the past five years. We have no control over the number, or difficulty, of our incoming cases.

The combined result of these factors was a reduction of the section's annual output.





Improving the criminal justice system and protecting public safety

Keeping communities safe through smarter, fairer response to crime.

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.

	Actual 2018-19	Actual 2019-20	Actual 2020-21	2021-22	2022-23	2023-24
The percentage of actionable tips received.*	Target	NA	New	90%	90%	90%
	Actual	93.8%	91.8%	90.6%	TBD	TBD
The percentage of actionable tips that are processed, reviewed, and closed within 30 days of receipt and dissemination to local partners.*	Target	NA	New	95%	90%	95%
	Actual	NA	NA	99.5%	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.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, Safe2Tell exceeded the goal of 90% actionable tips. Safe2Tell forwarded information to responding parties to be acted upon 90.6% of the time during the 2020-2021 school year. This means that less than 10% 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 99.5% which surpassed the goal of 95%. 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.



Ten Common Scams Targeting Older Coloradans And How to Avoid Them>>



The Consumer Protection Section has very broad jurisdiction through the Consumer Protection Act, Antitrust Act, 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 selecting appropriate cases for investigation and enforcement to maximize overall benefit to consumers as well as providing consumer outreach to empower consumers, especially vulnerable populations, to protect themselves against common scams.

Distinguishing Legitimate COVID-19 Vaccines from Fraud

As COVID-19 vaccine distribution begins, Attorney General Phil Weiser offers tips to spot COVID-19 vaccine scams so that Coloradans are not taken advantage of and provided with ineffective or even unsafe treatments. The FDA-approved vaccines are safe and effective.

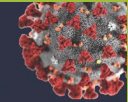
Publication date: December 30, 2020

Here are some tips for identifying a vaccine-related scam to avoid becoming a victim:

- ▶ Do not respond to unsolicited e-mails, text messages, advertisements, or telephone calls offering to sell COVID-19 vaccines or other cures or treatment.
- ▶ Do not pay for a COVID-19 vaccine. You will not have to pay for the vaccine itself, although you may be charged a small fee for administration of the vaccine—any offer to “sell” a vaccine is a scam.
- ▶ Beware of any attempt to sell you an appointment for the approved vaccine or to enter you into a lottery or sweepstakes to receive a vaccine.
- ▶ Before responding to communications from a doctor, pharmacy, health department, or other health care practitioner, verify the source of that communication. Tips to detect fraudulent emails are available at: <https://cscap.gov/apps/uploads/COVID19/is-that-email-suspicious.png>.
- ▶ Do not respond to advertisements offering vaccines through what purports to be an online pharmacy or other online source.
- ▶ Talk to your doctor to receive accurate information on when a vaccine will be available for you.

Instead of relying on unsubstantiated claims from strangers about the vaccines' availability, you can review official information on Colorado's vaccine distribution plans at <https://covid19.colorado.gov/covid-19-vaccine-development-and-planning> or by contacting your county health department.

If you believe you have been victimized by a COVID-19 vaccine scam or wish to report suspicious activity, please contact Stop Fraud Colorado at 800-222-4444 or www.StopFraudColorado.gov.



The Attorney General does not serve as legal counsel or advisor or provide legal advice, interpretation, or counsel to private citizens. Any information in this document constitutes only general statements and is not intended to serve as legal advice for any personal or specific situation.



COVID-19 Vaccine Fraud

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, celebrates 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.



**“Colorado AG, labor officials
announce task force to combat
unemployment fraud”**

Unemployment Fraud





Protecting consumers

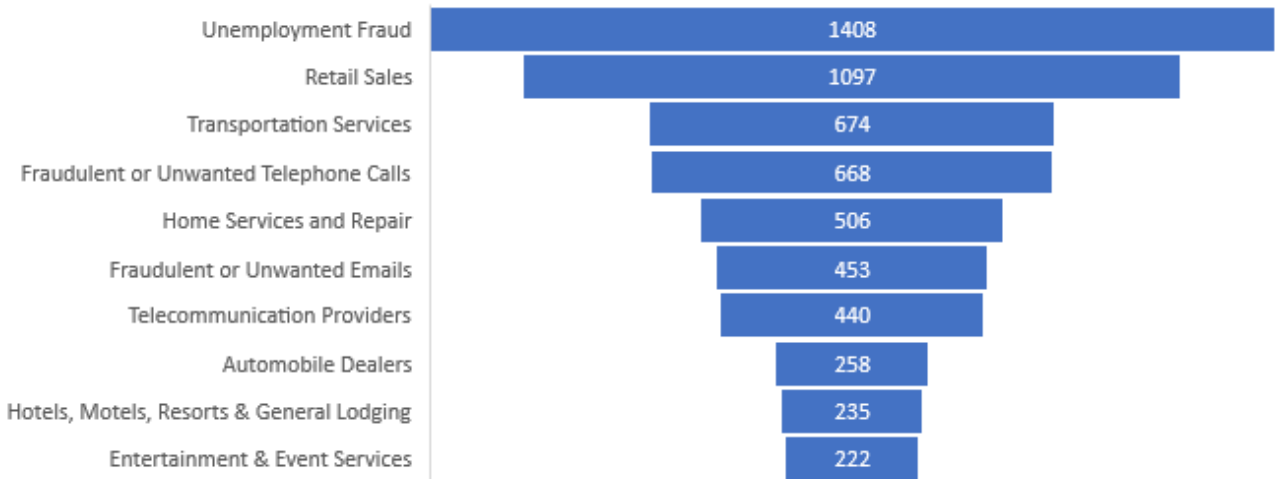
Allowing responsible businesses to thrive by holding bad actors accountable.

Protecting consumers against fraud (cont'd)

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

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of consumer complaints processed.	NA	New	9,000	9,000	9,000	9,000
Target	NA	New	9,000	9,000	9,000	9,000
Actual	8,872	8,850	11,720	TBD	TBD	TBD

FY21 Top Complaint Categories



Complaints are received by the DOL from all over the United States

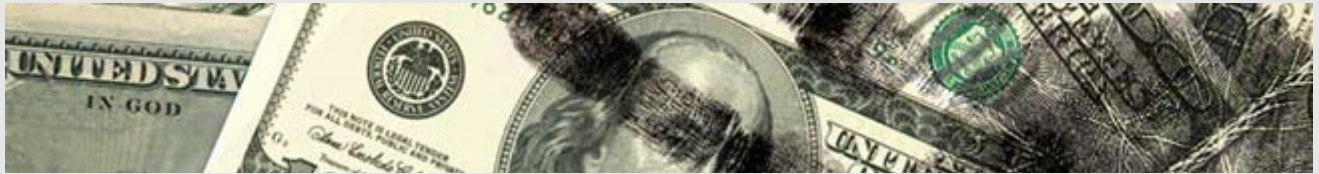




Protecting consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

Protecting consumers against fraud (cont'd)



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

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The total number of investigations opened.	Target	NA	New	65	65	65
	Actual	NA	41	94	TBD	TBD

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The total number of settlements/judgments obtained.	Target	NA	New	15	15	15
	Actual	NA	8	20	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, or other laws designed to protect consumers. 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 its sister offices from other state Attorneys General to multiply the resources it can bring to bear against large and well-resourced bad actors.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, the focus of the Consumer Protection Section has been investigating and preventing fraud related to the COVID-19 crisis. The Section’s Consumer Fraud Unit has pursued investigations relating to knockoff PPE and hand sanitizer, fraudulent cures, schemes relating to mask purchases, fraudulent billing for administration of vaccines, and failures by businesses to offer refunds for canceled events or travel. At the same time, 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 complicated than others. One large case can often affect the lives of millions of consumers. Accordingly, in some years we will see a number of cases resolved, but in other years with similar or greater effort, only a few matters may resolve.



Protecting consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

Protecting consumers against data privacy and cybersecurity

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

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of data breaches reviewed.	Target	NA	New	80	80	80
	Actual	NA	81	183	TBD	TBD
The number of engagements with state agencies advised on data privacy and cybersecurity.	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
	Target	NA	New	72	80	80
	Actual	NA	NA	142	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 only reinforced the need for more focus in this area. With funding contemplated by the the CPA, the Consumer Protection Section will be adding another full-time privacy attorney to spearhead rulemaking and develop an enforcement strategy for the CPA.

EVALUATION 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 has seen a 125% increase in reported breaches in FY21, resulting on increased investigations of reported breaches, in addition to identifying entities that fail to meet reporting requirements, and coordinating with other states on multi-state data breach investigations. Notable in FY21 was a favorable settlement with a mobile home park that failed to maintain reasonable security protocols in compliance with Colorado law.

State Services has also seen a marked increase in privacy and cybersecurity matters from government agencies. This work has only become more important as agencies moved to remote work during the pandemic presenting novel privacy and security issues not seen before. Examples of matters seen by the State Services team include counseling on data governance and policy issues, drafting and negotiating data sharing agreements, legal compliance with State and Federal laws, as well as supporting agencies when they experience a security breach.



Protecting consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

Regulating consumer credit providers



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

		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
Investigate and resolve 90% of complaints within 60 days or less.	Target	90%	90%	90%	90%	90%	90%
	Actual UCCC	96%	97%	90%	TBD	TBD	TBD
	Actual Debt Management	86%	79%	72%	TBD	TBD	TBD
	Actual Debt Collection	53%	91%	85%	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 is able to accomplish this goal with the vast majority of 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: In FY21 the performance numbers are indicative of several factors. The Unit began using a new database in January 2021 and continues to work through best practices for complaint handling and reporting in the new database. Also, 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 Enforcement Lawyers to seek redress on behalf of consumers and hold accountable businesses that may deceive consumers.



Protecting consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

Protecting student loan borrowers

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

The percent of complaints closed with consumer education included.		Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
	Target		NA	NA	30%	50%	50%
Actual		NA	NA	65%	TBD	TBD	TBD



Student loan help is here

Your student loan Ombudsperson is here to **advocate** for borrowers having problems with their student loans.




What is an Ombudsperson?
An ombudsman is a Swedish word that means someone who investigates, reports on, and helps settle complaints. An ombudsman is your advocate.

What is the role of the Student Loan Ombudsman?

The Student Loan Ombudsman is part of a team that investigates complaints submitted by student loan borrowers and provides information and education on student loan issues. The Student Loan Ombudsman is a voice and a resource for Colorado's student loan borrowers.





How can the Ombudsman help?

Are you having problems with your student loans? Struggling to understand a loan servicer's decision? Do you need help navigating the student loan repayment process? The Student Loan ombudsman may be able to help. File a complaint at coag.gov/studentloans.

Who should contact the Student Loan Ombudsman?

Any Coloradan with federal or private student loans may file a complaint with Student Loan Ombudsman.





How can you contact the Ombudsman?

Having a problem with your student loan? Contact the Colorado Attorney General's Student Loan Ombudsman by email at studentloans@coag.gov, by filing a complaint at www.coag.gov/studentloans, or by calling (720) 508-MySL (6975).

A part of the Student Loan Ombudsman's role is to make recommendations on student loan issues to policymakers. Every complaint we receive helps us to identify trends and possible violations of our laws. **Help us ensure fairness for student loan borrowers.**

STRATEGY: The Colorado Student Loan Servicer Act took effect in 2019. The new statute calls for a Student Loan Ombudsman to receive, review, and attempt to resolve complaints from student loan borrowers. The Ombudsman also provides assistance to 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:

- Public Service Loan Forgiveness
- Borrower defense
- Student loan debt relief scams

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY21, 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.



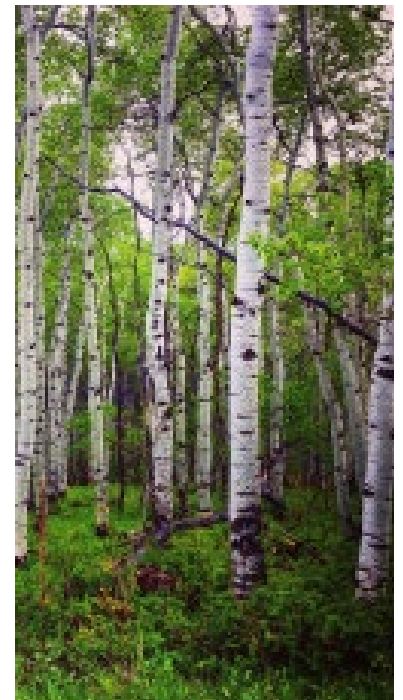
Protecting Colorado's land, air, and water

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 partners with 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 their 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 sixty (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.





Protecting Colorado’s land, air, and water

Preserving and protecting Colorado’s precious and limited natural resources



Partnering with client agencies to protect our land, air & 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.

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of enforcement actions partnered with client agencies to protect our land, air & water.	Target	NA	NA	100	100	100
	Actual	NA	~100	112	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: This was the first year that NRE considered the scope of its enforcement work. Five of the Section’s eight units reported data. 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 were largely based on the process the clients use to request support from NRE.

Note, too, that 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 the most complex, complicated cases.

The units reporting enforcement data were: Air Quality, Water Quality, Hazardous/Solid Waste/CERLA, Resource Conservation, and Water Resources. The unit with the highest number of enforcement cases was the Hazardous/Solid Waste/CERLA unit, with thirty-four (34) cases.

The plan is to continue to gather this data so that we are able to see trends, and then determine if there are improvements that should be considered, economies of scale examined, or focused trainings we might want to provide to ensure that this body of work continues to occur at the highest level of practice.



Protecting Colorado’s land, air, and water

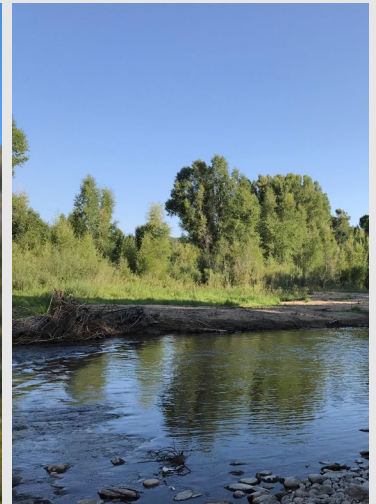
Preserving and protecting Colorado’s precious and limited natural resources

Stewarding Colorado’s Interests in the Colorado River Basin

For the last one hundred years, the Colorado River Basin States have 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.

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The number of staff hours invested in protecting the Colorado River.	Target	NA	NA	10,600	10,600	12,400
	Actual	NA	NA	TBD	TBD	TBD

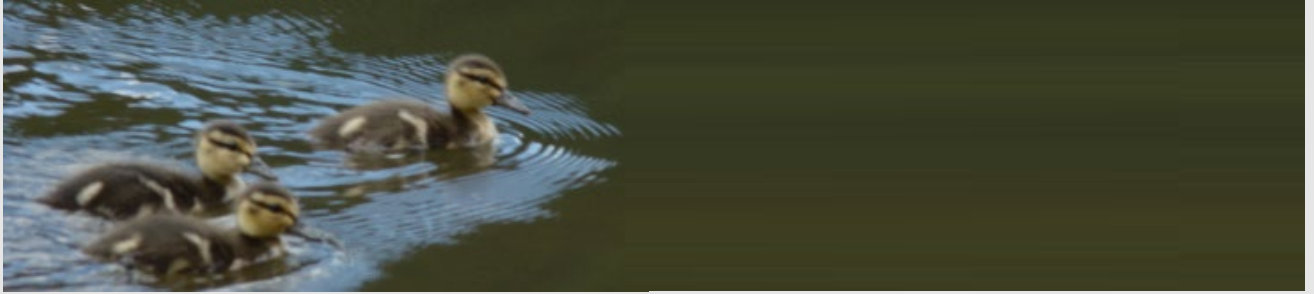




Protecting Colorado's land, air, and water

Preserving and protecting Colorado's precious and limited natural resources

Stewarding Colorado's Interests in the Colorado River Basin (cont'd)



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: This was the first year that NRE considered the number of staff hours invested in the Defense of the Colorado Sub-unit as a performance metric. Throughout the year, workloads increased beyond what was expected as drought conditions worsened throughout the basin. Those conditions have triggered emergency operations at federal reservoirs and mounting pressure on Colorado and the Upper Basin States to further reduce their usage of water and to supply additional water to the Lower Basin. This has delayed negotiations regarding post-2026 operations of the system's major reservoirs. Those negotiations are expected to begin in earnest next year. The Sub-unit hopes to add two new staff members to its team to meet the competing demands of negotiating post-2026 operations and protecting Colorado's entitlements even under emergency operations.

Colorado is a leader in the basin. Colorado has carefully selected and grown its own team of experts within the Department of Law. Many other states within the Colorado River Basin contract with private firms to represent them, but at significantly higher costs. Investing in additional staff within the Department of Law will allow us to maintain our leadership role, but at a fraction of the cost. Such strategic investment will ensure Colorado continues to lead in the Basin and to protect its allocation under the Compact.



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 our 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.





Engaging Colorado communities

Engaging in meaningful dialogue with communities around the State.

Community Outreach and Engagement

The Division of Community Engagement conducts outreach across the State, partnering with community groups, non-profits, advocates, stakeholders, and local governments, to build lasting connections that inform the DOL’s service to all of Colorado.

Goal: To serve as “Open Door” between Colorado’s communities and the Department of Law.

	Actual FY19	Actual FY 20	Actual FY 21	FY 22	FY 23	FY 24
The % of counties visited by the Attorney General for meetings and public events.	Target 20%	30%	35%	35%	35%	35%
	Actual 22%	42%	44%	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—from rural revitalization, to civic engagement (including the Ginsburg/Scalia initiative), to promoting positive mental health and school safety outcomes for all of Colorado’s youth, to criminal justice improvement, to protecting consumers, to addressing the opioid epidemic, and protecting Colorado’s land, air, and water, among others.

This is accomplished through five DCE programs:

1. Community Outreach and Engagement
2. Consumer Engagement and Data Services
3. Safe2Tell
4. Opioid Response
5. Granting





Engaging Colorado communities

Engaging in meaningful dialogue with communities around the State.

Community Outreach and Engagement

EVALUATION OF PRIOR YEAR PERFORMANCE: AG Weiser visited 28 counties between July 1, 2020 and June 30, 2021, from Montezuma to Sedgwick counties, to Mesa to Kit Carson and Cheyenne counties.

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, fair opportunity employment, racial justice, pandemic response and economic recovery, promoting positive outcomes for Colorado's youth, school safety, and protecting Colorado consumers and natural resources.

The DOL announced and advanced several grants this year to support programs supporting rural economies and housing, empowering youth and addressing youth mental health and safety, educating consumers to prevent victimization of fraud and scams, and providing services and support to victims of crime. Funds will support entities to achieve objectives including to: 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 developing workforces in southeast Colorado; and create a new cybersecurity degree program in northwestern Colorado.





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

PLAN FOR 2022:

- Build out Recruitment & Retention plans
- Roll out Safe Space initiatives
- Offer Allyship training and certification
- Extend implicit bias training
- Finalize Strategic Plan to ensure coordination and accountability across various DEI subgroups and initiatives
- Pilot the use of scorecards for use in hiring process with DEI considerations



2021 SUCCESSES:

- Launched several successful initiatives including: Employee Resource Groups, Mentorship Committee, DOL Voices, Diverse Traditions, and Book Club
- Conducted Section by Section DEI climate survey and developed customized presentation to each Section on DEI programming and goals
- Launched website for all DEI programming, committee information, and events
- Collaborated with various groups across the office to celebrate Black History Month, PRIDE, AAPI Heritage Month, and more
- Partnered with several internal and external speakers to offer trainings and programs designed to enhance DEI awareness
- Incorporated best practices for DEI into new office-wide hiring practices guide
- Instructed Fellowship and Internship Committees on Best Practices in Diverse & Inclusive Hiring

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 2022:

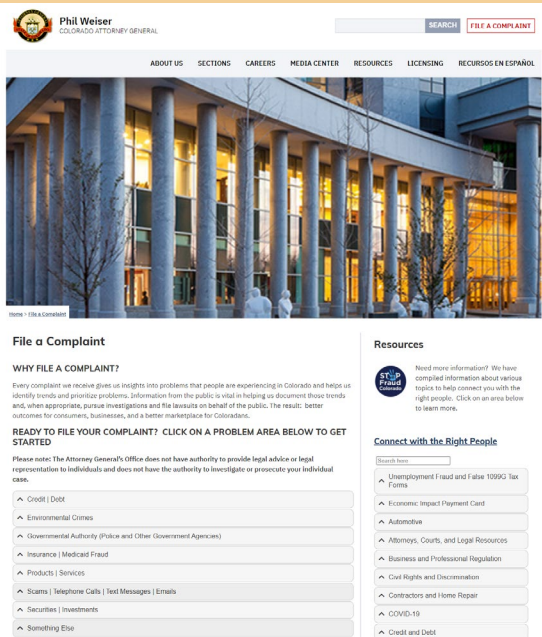
IMPLEMENT TECHNOLOGY FOR NEW POST-PANDEMIC FLEXIBLE WORK POLICY AND SPACE PLANNING MEASURES

- Implement a hoteling software solution to reserve workspace throughout the office. This allows the DOL to manage a more flexible work environment when DOL employees return to the office.
- The new policy supports DOL employees' ability to (1) have a healthy work-life balance and (2) maximize the use of DOL office space to accommodate for future growth.

DEVELOP A PUBLIC OPIOID DASHBOARD FOR ACCOUNTABILITY AND TRANSPARENCY

- Provide accountability and transparency to the public on the receipt, distribution, use, and impact of funds received in judgements and settlements in lawsuits brought on behalf of the people of Colorado against the parties responsible for the Opioid Crisis.

2021 SUCCESSES:



REVAMPING DOL'S LICENSING AND COMPLAINT MANAGEMENT SYSTEM

- Launched DOL's new licensing and complaint management system to improve the overall user experience and increase internal efficiencies.

ENABLING THE DOL WORKFORCE TO WORK REMOTELY IN RESPONSE TO THE COVID-19 PANDEMIC

- Continued to enable DOL employees to work remotely during the COVID-19 pandemic so DOL employees were able to continue serving Colorado and the people of Colorado.

ENHANCE EMPLOYEES' OVERALL TECHNOLOGICAL KNOWLEDGE WITHIN THE DOL

- Launched a peer-led anonymous forum for DOL employees to ask questions and learn how to best utilize existing technologies to more efficiently serve our clients, Colorado, and the people of Colorado.

PROFESSIONAL GROWTH AND DEVELOPMENT



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.



PLAN FOR 2022:

- Continue to increase participation in the Colorado Trial Advocacy program
- Host NAGTRI for negotiations and legal writing training
- Develop a curriculum for leadership training and for training new Firsts



2021 SUCCESSES:

- Developed Business & Licensing's BALLAST program into the DOL's Colorado Trial Advocacy Certificate program.
- Sponsored 60+ professional development trainings and programs
- Facilitated leadership competencies training for all frontline leaders
- Developed a programming curriculum for Fellows that includes a combination of trial advocacy and professionalism skills
- Hosted diversity allyship training
- Recommended monthly programming for leaders, mid-level attorneys, newer attorneys, investigators, paralegals, and administrative professionals
- Trained Intern and Fellowship committees on best practices in diverse and inclusive hiring



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