



COLORADO

DEPARTMENT OF LAW



STRATEGIC PLAN

ANNUAL PERFORMANCE REPORT

NOVEMBER 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

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.

PERFORMANCE MEASURES

As seen in the [DOL SMART Act Strategic Plan](#), the DOL is engaged in a comprehensive performance management planning process across the organization to better align our performance metrics with our priorities.

		Actual FY19	Actual FY20	Actual FY21	FY22	FY23	FY24
DEFENDING THE RULE OF LAW							
Provide quality legal counsel and representation to client agencies as measured by client annual survey as satisfied or very satisfied.	Target	95%	95%	95%	95%	95%	95%
	Actual	97.5%	98%	Nov 2021	TBD	TBD	TBD
The total number of open client agency cases at the end of the fiscal year.	Target	NA	New	12,433	12,185	11,940	11,940
	Actual	NA	12,687	14,306	TBD	TBD	TBD
ADDRESSING THE OPIOID EPIDEMIC							
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
The number of local governments reached with high quality contacts.	Target	NA	NA	150	150	150	150
	Actual	NA	NA	456	TBD	TBD	TBD
The % of Colorado population that sign on to anticipated settlement.	Target	NA	NA	NA	NA	NA	NA
	Actual	NA	NA	NA	NA	TBD	TBD
IMPROVING THE CRIMINAL JUSTICE SYSTEM AND PROTECTING PUBLIC SAFETY							
The number of rural jurisdictions provided with litigation support.	Target	NA	NA	12	12	12	12
	Actual	NA	11	19	TBD	TBD	TBD
The number of basic, reserve, and provisional certifications issued.	Target	NA	NA	NA	NA	NA	NA
	Actual Total	1,234	1,126	920	TBD	TBD	TBD
	Basic	1,077	1,023	826	NA	NA	NA
	Provisional	96	82	80	NA	NA	NA
	Reserve	61	21	14	NA	NA	NA
	Target	NA	NA	NA	NA	NA	NA
	Actual	32	22	30	TBD	TBD	TBD
The number of online training programs offered.	Target	NA	NA	15	15	19	23
	Actual	6	11	15	TBD	TBD	TBD
The number of in-person training programs offered.	Target	NA	NA	20	20	20	20
	Actual	26	26	6	TBD	TBD	TBD
The number of law enforcement officers trained through the grant program.	Target	NA	2,500	150,000	150,000	150,000	150,000
	Actual	3,077	1,956	174,934	TBD	TBD	TBD
The number of students taking online training.	Target	NA	NA	175,000	175,000	175,000	175,000
	Actual	1,473	3,415	177,967	TBD	TBD	TBD

		Actual FY19	Actual FY20	Actual FY21	FY22	FY23	FY24
The number of students taking in-person training.	Target	NA	NA	2,500	2,500	2,500	2,500
	Actual	374	255	2,559	TBD	TBD	TBD
The dollar amount of grants funded to rural and urban law enforcement communities.	Target	NA	NA	\$2.9M	\$2.7M	\$2.7M	\$2.7M
	Actual	\$4.1M	\$3.7M	\$1.8M	TBD	TBD	TBE
The number of case investigations opened.	Target	NA	NA	160	160	160	160
	Actual	178	166	141	TBD	TBD	TBD
	Medicaid						
	Target	NA	NA	25	25	25	25
	Actual	39	28	26	TBD	TBD	TBD
	Securities						
	Target	NA	NA	200	200	200	200
	Actual	234	214	162	TBD	TBD	TBD
The number of cases filed.	Target	NA	NA	19	20	21	21
	Actual	10	16	22	TBD	TBD	TBD
	Medicaid						
	Target	NA	NA	8	8	8	8
	Actual	10	5	5	TBD	TBD	TBD
	Securities						
	Target	NA	NA	60	60	60	60
	Actual	72	63	74	TBD	TBD	TBD
The number of criminal appellate briefs filed.	Target	NA	New	1,000	1,000	1,000	1,000
	Actual	1,028	1,002	876	TBD	TBD	TBD
The number of backlogged criminal appellate briefs due.	Target	NA	New	394	374	354	334
	Actual	463	414	493	TBD	TBD	TBD
The % of change in backlog from previous year.	Target	NA	New	-5%	-5%	-5%	-5%
	Actual	-6.2%	-10.5%	19%	TBD	TBD	TBD
The percentage of actionable Safe2Tell tips received.	Target	NA	New	90%	90%	90%	90%
	Actual	93.8%	91.8%	90.6%	TBD	TBD	TBD
The percentage of actionable Safe2Tell tips that are processed, reviewed, and closed within 30 days of receipt and dissemination to local partners.	Target	NA	New	95%	95%	95%	95%
	Actual	NA	NA	99.5%	TBD	TBD	TBD

		Actual FY19	Actual FY20	Actual FY21	FY22	FY23	FY24
PROTECTING CONSUMERS							
The number of consumer complaints processed.	Target	NA	New	9,000	9,000	9,000	9,000
	Actual	8,872	8,850	11,720	TBD	TBD	TBD
The total number of consumer fraud investigations opened.	Target	NA	New	65	65	65	65
	Actual	NA	41	94	TBD	TBD	TBD
The total number of settlements/judgments obtained.	Target	NA	New	15	15	15	15
	Actual	NA	8	20	TBD	TBD	TBD
The number of data breaches reviewed.	Target	NA	New	80	80	80	80
	Actual	NA	81	183	TBD	TBD	TBD
The number of engagements with state agencies advised on data privacy and cybersecurity.	Target	NA	New	72	80	80	65
	Actual	NA	NA	142	TBD	TBD	TBD
Investigate and resolve 90% of consumer credit 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
The percentage of student loan complaints closed with consumer education included.	Target	NA	NA	30%	50%	50%	50%
	Actual	NA	NA	65%	TBD	TBD	TBD
PROTECTING COLORADO'S LAND, AIR, AND WATER							
The # of enforcement actions partnered with client agencies to protect our land, air & water.	Target	NA	NA	100	100	100	100
	Actual	NA	~100	112	TBD	TBD	TBD
The number of staff hours invested in protecting the Colorado River.	Target	NA	NA	NA	10,600	10,600	12,400
	Actual	NA	NA	7,041	TBD	TBD	TBD
ENGAGING COLORADO COMMUNITIES							
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

DOL TRANSFORMATION

The DOL Transformation consists of three main initiatives focused on:

- **Diversity, Equity & Inclusion:** Advance collaborative and innovative initiatives to support diversity, equity, and inclusion
- **Digital Transformation:** Provide a culture of innovation by transforming existing systems and processes.
- **Professional Growth and Development:** Cultivate DOL employees with professional development trainings and programs.