



# COLORADO

## DEPARTMENT OF LAW



# STRATEGIC PLAN

# ANNUAL PERFORMANCE REPORT

NOVEMBER 1, 2022

## 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.

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

## 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 FY20	Actual FY21	Actual FY22	FY23	FY24	FY25
<b>DEFENDING THE RULE OF LAW</b>							
Provide quality legal counsel and representation to client agencies as measured by client annual survey as satisfied or very satisfied.	<b>Target</b>	95%	9.5/10	9.5/10	9.5/10	9.5/10	9.5/10
	<b>Actual</b>	98%	9.3/10	9.3/10	TBD	TBD	TBD
The total number of open client agency cases at the end of the fiscal year.	<b>Target</b>	New	12,433	12,185	13,500	13,500	13,500
	<b>Actual</b>	12,687	14,306	14,227	TBD	TBD	TBD
<b>ADDRESSING THE OPIOID EPIDEMIC</b>							
Staff hours invested in statewide opioid efforts.	<b>Target</b>	18,000	18,000	18,000	11,000	11,000	11,000
	<b>Actual</b>	22,355	18,295	16,888	TBD	TBD	TBD
The % of Colorado population that signed on to the Opioid Settlement Plan.	<b>Target</b>	NA	NA	95%	NA	NA	NA
	<b>Actual</b>	NA	NA	99.8%	TBD	TBD	TBD
<b>IMPROVING THE CRIMINAL JUSTICE SYSTEM AND PROTECTING PUBLIC SAFETY</b>							
The number of judicial districts provided with litigation support.	<b>Target</b>	NA	12	12	12	12	12
	<b>Actual</b>	11	19	21	TBD	TBD	TBD
The number of basic, reserve, and provisional certifications issued.	<b>Target</b>	NA	NA	NA	NA	NA	NA
	<b>Actual Total</b>	1,126	920	1,111	TBD	TBD	TBD
	<b>Basic</b>	1,023	826	1,013	NA	NA	NA
	<b>Provisional</b>	82	80	83	NA	NA	NA
	<b>Reserve</b>	21	14	15	NA	NA	NA
The number of certifications revoked.	<b>Target</b>	NA	NA	NA	NA	NA	NA
	<b>Actual</b>	22	30	43	TBD	TBD	TBD
The number of online training programs offered.	<b>Target</b>	NA	15	15	15	19	23
	<b>Actual</b>	11	15	15	TBD	TBD	TBD
The number of in-person training programs offered.	<b>Target</b>	NA	20	20	20	20	20
	<b>Actual</b>	26	6	23	TBD	TBD	TBD
The number of law enforcement officers trained through the grant program.	<b>Target</b>	2,500	150,000	150,000	150,000	150,000	150,000
	<b>Actual</b>	1,956	174,934	118,878	TBD	TBD	TBD
The number of students taking online training.	<b>Target</b>	NA	175,000	175,000	175,000	175,000	175,000
	<b>Actual</b>	3,415	177,967	118,208	TBD	TBD	TBD
The number of students taking in-person training.	<b>Target</b>	NA	2,500	2,500	3,250	3,250	3,250
	<b>Actual</b>	255	2,559	3,076	TBD	TBD	TBD

		Actual FY20	Actual FY21	Actual FY22	FY23	FY24	FY25
The dollar amount of grants funded to rural and urban law enforcement communities.	Target	NA	\$2.9	\$2.6M	\$3.6M	\$3.6M	\$3.6M
	Actual	\$3.7M	\$1.8M	\$2.4M	TBD	TBD	TBD
The number of case investigations opened.	Target	NA	160	160	160	180	180
	Actual	166	141	153	TBD	TBD	TBD
	Medicaid						
	Target	NA	25	25	25	25	25
	Actual	28	26	37	TBD	TBD	TBD
	Securities						
	Target	NA	200	200	200	200	200
	Actual	214	162	176	TBD	TBD	TBD
The number of cases filed.	Insurance						
	Target	NA	125	125	125	125	125
	Actual	153	101	265	TBD	TBD	TBD
	Special Pros.						
	Target	NA	19	20	20	25	25
	Actual	16	22	11	TBD	TBD	TBD
	Medicaid						
	Target	NA	8	8	8	8	8
The number of criminal appellate briefs filed.	Actual	5	5	5	TBD	TBD	TBD
	Securities						
	Target	NA	60	60	60	60	60
	Actual	63	74	58	TBD	TBD	TBD
	Insurance						
	Target	NA	75	75	75	75	75
	Actual	60	71	64	TBD	TBD	TBD
	Special Pros.						
The number of backlogged criminal appellate briefs due.	Target	NA	1,000	1,000	1,000	1,000	1,000
	Actual	1,002	876	803	TBD	TBD	TBD
The % of change in backlog from previous year.	Target	New	394	394	397	377	357
	Actual	414	493	417	TBD	TBD	TBD
The percentage of actionable Safe2Tell tips received.	Target	NA	-5%	-5%	-5%	-5%	-5%
	Actual	-10.5%	19%	-15.4%	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	90%	90%	90%	90%	90%
	Actual	91.8%	90.6%	96.75%	TBD	TBD	TBD
	Target	NA	95%	95%	90%	95%	95%
	Actual	NA	99.5%	97.6%	TBD	TBD	TBD
PROTECTING CONSUMERS							
The total number of investigations opened.	Target	New	65	65	65	65	65
	Actual	41	94	39	TBD	TBD	TBD

		Actual FY20	Actual FY21	Actual FY22	FY23	FY24	FY25
The total number of settlements/ judgments obtained.	<b>Target</b>	New	15	15	25	25	25
	<b>Actual</b>	8	20	31	TBD	TBD	TBD
The number of data breaches reviewed.	<b>Target</b>	New	80	80	225	225	225
	<b>Actual</b>	81	183	233	TBD	TBD	TBD
The number of engagements with state agencies advised on data privacy and cybersecurity.	<b>Target</b>	New	72	72	80	80	65
	<b>Actual</b>	NA	142	141	TBD	TBD	TBD
Investigate and resolve 90% of consumer credit complaints within 60 days or less.	<b>Target</b>	90%	90%	90%	90%	90%	90%
	<b>Actual UCCC</b>	97%	90%	85%	TBD	TBD	TBD
	<b>Actual Debt Management</b>	79%	72%	58%	TBD	TBD	TBD
	<b>Actual Debt Collection</b>	91%	85%	80%	TBD	TBD	TBD
The percentage of student loan complaints closed with consumer education included.	<b>Target</b>	NA	30%	30%	80%	80%	80%
	<b>Actual</b>	NA	65%	92.5%	TBD	TBD	TBD
<b>PROTECTING COLORADO'S LAND, AIR, AND WATER</b>							
The # of enforcement actions partnered with client agencies to protect our land, air & water.	<b>Target</b>	NA	100	100	100	100	100
	<b>Actual</b>	~100	112	134	TBD	TBD	TBD
The number of staff hours invested in protecting the Colorado River.	<b>Target</b>	NA	NA	10,600	10,600	10,600	12,400
	<b>Actual</b>	NA	7,041	10,602	TBD	TBD	TBD
<b>ENGAGING COLORADO COMMUNITIES</b>							
The % of counties visited by the Attorney General for meetings and public events.	<b>Target</b>	30%	35%	35%	35%	35%	35%
	<b>Actual</b>	42%	44%	52%	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.