COLORADO DEPARTMENT OF PUBLIC SAFETY

Strategic Component of Performance Plan
July 1, 2014

Stan Hilkey
Executive Director

Mission:

The mission of the Colorado Department of Public Safety is to provide a safe environment in Colorado by maintaining, promoting, and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, emergency management, recidivism reduction, and victim advocacy. The Department also provides professional support of the criminal justice system, fire safety and emergency response communities, other governmental agencies, and private entities. Throughout, our goal is to serve the public through an organization that emphasizes quality and integrity.

Vision:

The Colorado Department of Public Safety (CDPS) seeks excellence in all aspects of public safety through integrity, science, research, technical competence, and community partnerships. CDPS' five operating divisions interface with stakeholders at various levels of government, the private sector, and individual citizens through the Department's law enforcement, traffic safety, homeland security, fire suppression and mitigation, community corrections, and research programs. The Department employs core values to maximize resources, streamline operations, and identify efficiencies in all of its programs without compromising customer service or public safety.

Statutory Authority:

24-33.5-103, C.R.S. (2014)

Overview of Major Program Areas
See the Department Description starting on page 1-4 for additional information

- ➤ Executive Director's Office
- ➤ Colorado Bureau of Investigation
- ➤ Colorado State Patrol
- ➤ Division of Criminal Justice
- ➤ Division of Fire Prevention and Control
- ➤ Division of Homeland Security and Emergency Management

Overview of Strategic Policy Initiatives
See the Strategic Policy Initiatives section starting on page 1-33 for additional information

The Colorado Department of Public Safety has identified strategic policy initiatives across its major program areas to reflect the Department's diverse public safety responsibilities. The strategic policy initiatives listed below and associated performance measures are explained in detail on page 1-33 of this document.

- o Forensic Services
- o Investigations
- o Criminal Justice Information Services
- o Traffic Safety
- o Community Corrections
- o Fire and Life Safety
- o Wildland Fire Management
- o Certification, Training, and Licensing
- o Training and Professional Development
- o Grant Administration
- o Emergency Response Management
- o Mitigation and Disaster Recovery
- o Intelligence and Information Sharing
- o Homeland Security Preparedness and Training

Organizational Charts
See Appendix A for organizational charts for the Department of Public Safety and its divisions

DEPARTMENT DESCRIPTION

Executive Director's Office

Mission Statement

The Executive Director's Office (EDO) provides administrative and management services to the operating divisions of the Department. This includes the following:

- The Executive Director and Deputy Director;
- Financial Services;
- Human Resources Services; and
- Planning and Resource Development.

The appropriation to the EDO also includes centrally-appropriated items for personal services, including salary survey, health-life-dental, performance-based pay, and the statewide multiuse network, among several others.

Major Funding Sources and Customers/Stakeholders

The EDO is funded by multiple sources including General Fund, cash funds, reappropriated funds, Highway Users Tax Fund "Off the Top," and federal funds.

Customers of the EDO include:

- Accounting and budget staff within CDPS' divisions;
- Potential, current, and former employees of CDPS;
- Legislators and legislative staff;
- Colorado Governor's Office;
- Media;
- Other executive branch agencies;
- Schools, teachers, students, and parents seeking information or support about school safety;
- Criminal justice agencies through the administration of the Colorado Integrated Criminal Justice Information Service (CICJIS);
- Local and federal law enforcement partners.

Geographic Location

The EDO is located at CDPS headquarters in Lakewood.

Programmatic Priorities and Processes for the Executive Director's Office

Executive Support–The EDO's fundamental charge is to provide effective service to the Department's operating divisions. The demand on EDO services continues to increase as the public safety programs provided by the divisions increase in size and scope. The EDO must engage in ongoing efforts to increase efficiencies through the implementation of new processes and technologies in order to keep pace with increasing workload demands.

The Department monitors the performance of the EDO through measures of service provided to the Department's operating agencies. In addition, the EDO maintains primary responsibility for meeting the standards and deadlines of outside agencies such as the Department of Personnel and Administration, Division of Human Resources, the State Controller's Office, the Governor's Office, and the General Assembly.

Colorado School Safety Resource Center – **The mission of the Colorado School Safety Resource Center (CSSRC) is to assist educators, emergency responders, community organizations, school mental health professionals, parents and students to create safe, positive and successful school environments for Colorado students in all pre K-12 and higher education schools.** The CSSRC was created by Senate Bill 08-001 (C.R.S. Section 24-33.5-1801, et seq.). The CSSRC has an eighteen member advisory board from various state agencies and others with a stake in school safety issues in Colorado. The staff of the CSSRC provides free consultation, resources, training, and technical assistance to foster safe and secure learning environments, positive school climates, and early intervention to prevent crisis situations. The CSSRC supports schools and local agencies in their efforts to prevent, prepare for, respond to, and recover from all types of emergencies and crisis situations.

Colorado Integrated Criminal Justice Information System – **The mission of the Colorado Integrated Criminal Justice Information System (CICJIS) is to develop and maintain criminal justice services that promote cost effective information sharing with timely and appropriate access, avoiding unnecessary duplication, while maintaining information security.** CICJIS is a collaborative program designed to facilitate information sharing at key decision points in the criminal justice process, across the boundaries of organizations and jurisdictions among the State criminal justice agencies to:

- Enhance public safety;
- Improve decision making;
- Increase productivity; and
- Improve access to information.

The five State criminal justice agencies include:
- Colorado Department of Public Safety, Colorado Bureau of Investigation (CBI);
- Colorado District Attorneys Council (CDAC);
- Colorado Judicial Branch (JUD);
- Colorado Department of Corrections (DOC); and
- Colorado Department of Human Services, Division of Youth Corrections (DYC).

CICJIS is an independent program that relies on the equal participation of the five CICJIS agencies. Each agency has its own business, business models, and strategies, yet each has a vested interest in and gains benefits from the CICJIS program. The agencies (primary stakeholders) and integrated systems are depicted on the following page.
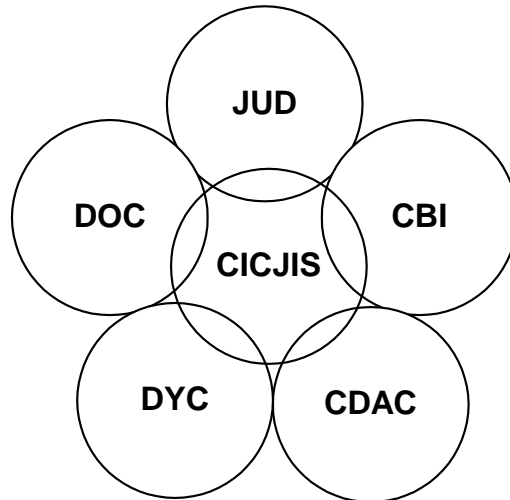
The main value (or product) of CICJIS is getting the right information to the right people at the right time and place. CICJIS monitors its effectiveness in reaching through several technical measures of system performance (throughput, volume, capacity, load, stress, uptime), and transaction performance (time, efficiency, auto recovery, error rate, validation).

At this time, Disposition Matching is the main outcome performance measure, indicative of criminal history accuracy. Disposition matching is the process of connecting the disposed court case with an arrest on the defendant's RAP sheet. In April 1998, Colorado's Disposition Match rate was between 8 and 10 percent. By contrast, the Disposition Match rate for the twelve months ending in April 2014 was 98.24 percent.

Colorado Bureau of Investigation

Mission Statement

The mission of the Colorado Bureau of Investigation (CBI) is to serve Colorado with the finest in law enforcement services that include, but are not limited to:

- Suppress crime, promote safety and security, and manage statewide criminal justice information;
- Deliver excellence in criminal and background investigations, forensic laboratory services, and comprehensive criminal justice data management;
- Build trusting relationships and partnerships within the state and in local communities to improve the quality of life in Colorado.

Major Funding Sources and Customers/Stakeholders

The CBI is funded by multiple sources including General Fund, cash funds, reappropriated funds, and federal funds.

Customers of the CBI include:
- Colorado State Patrol;
- Colorado Police Departments;
- Colorado Sheriff's Offices;
- Colorado District Attorney's Offices;
- Colorado gun dealers, or Federal Firearms Licensees (FFLs);
- Colorado citizens seeking civil background checks;
- Local media;
- Colorado Limited Gaming Commission within the Department of Revenue;
- Colorado Complex Financial Fraud Board;
- Victims of identify theft;
- Criminal justice agencies through the administration of the Colorado Integrated Criminal Justice Information Service (CICJIS);
- Federal law enforcement agencies.

Geographic Location

The CBI's headquarters are located Lakewood, with regional offices in Pueblo, Grand Junction, Montrose, Greeley, and Boulder.

Programmatic Priorities for the Colorado Bureau of Investigation

Information Technology Unit – The CBI operates an information system for local, state, and federal criminal justice agencies, enabling them to exchange timely, accurate, and complete information. The Colorado Crime Information Center (CCIC) network also enables communications between out-of-state law enforcement agencies and agencies within Colorado.

The CCIC operates on a 7-day, 24-hour basis to ensure delivery of key information to law enforcement organizations around the clock. The CCIC network provides information on criminal history, wants and warrants, case status, stolen property, vehicle registrations, sex offender registration, protection orders, and intelligence information to over 410 Colorado locations serving law enforcement activities. This system directly affects the quality of life and safety of Colorado's citizens as well as officer safety. The CCIC transports essential law enforcement queries for information to the correct database, such as CCIC and FBI's National Crime Information Center (NCIC). It is also responsible for all Colorado law enforcement communication from Law Enforcement Agencies (LEA) to state and national level databases, and for messages between LEAs.

The CBI monitors performance of this unit primarily through measures of system availability and response and recovery times to unforeseen system problems. The services provided by the current system have an availability of over 99 percent.

Forensic Services – **The Forensic Services Unit provides forensic investigative assistance to law enforcement agencies throughout Colorado.** Local law enforcement agencies (LEAs) often lack the resources and technical expertise to analyze evidence found at crime scenes. The CBI employs highly-qualified personnel and state-of-the-art equipment to ensure complete, accurate, and effective analysis of criminal evidence from LEAs. Among several others, some activities performed by the Laboratory Services Unit are summarized as follows:

- **Forensic DNA Casework analysis** – includes the extraction, quantification, amplification, analysis, and preservation of DNA evidence;
- **Forensic Latent Print analysis** – involves the collection, preservation, examination, and comparison of latent finger and palm prints left at crime scenes;
- **Forensic Firearms and Toolmark analysis** – includes the forensic analysis of evidence related to the mechanical functioning of firearms, gunshot and bullet residue, distance determination, serial number restorations, and toolmark identifications;
- **Drug Chemistry analysis** – involves the collection, analysis, and interpretation, and identification of controlled substances and unknown chemical substances found at crime scenes;
- **Crime Scene Investigations** – response to requests from LEAs in the technical investigation of crime scenes, including finding, identifying, documenting, and collecting evidence;
- **Forensic Serology analysis** – includes the identification, characterization, analysis, and interpretation of physiological fluids found at crime scenes;
- **Trace Evidence analysis** – includes the preservation, and analysis of hair, fiber, paint, gunshot residue, bloodstain patterns, and fire debris found at crime scenes;
- **Forensic Digital Evidence analysis** – includes analysis and interpretation of audio and video evidence found at a crime scene; and
- **DNA Offender Database management** – involves accepting, extracting, analyzing, and interpreting, and entry into the Combined DNA Index System

(CODIS) database of DNA samples submitted by the Department of Corrections from convicted offenders.

In large part, the CBI monitors the effectiveness of these programs through the number of cases assisted and the turn-around time to process evidence requests from LEAs. The CBI's goal is to turn around evidence processing between 75 and 90 days of receipt.

Office of Professional Standards (OPS) – The OPS is responsible for employee accountability for the Bureau. This includes the oversight and standardization of the Bureau's policies and procedures to ensure compliance with law enforcement best practice standards to accomplish national accreditation with the Commission for Accreditation for Law Enforcement Agencies (CALEA).

The CBI is proud that the agency has earned this accreditation and met the requirements of CALEA. For the first time in agency history, the CBI will receive formal accreditation in July 2014. This achievement of accreditation requires compliance with nearly 188 professional standards measures examining in detail every major aspect of the CBI operation. These standards are designed to make an agency more efficient, more accountable, and more responsive to the needs of citizens.

The OPS also oversees the administration for the Bureau's compliment/complaint/inquiry process for CBI members as well as the public, internal affairs investigations, staff inspections, line inspections, agency audits; coordination of agency-wide training, and departmental statistical strategic plan reporting.

Investigative Services – **The Investigative Services Unit provides critical investigative assistance to law enforcement agencies (LEAs) throughout Colorado.** LEAs often lack the resources and technical expertise to investigate serious crimes such as homicide, sexual assault, arson, robbery, and organized crime. The CBI may also respond to requests from the governor, state agencies, or any district attorney to investigate crimes. Pursuant to HB 10-1399, fire department chief executives may also request assistance with fire/arson investigations. The Investigative Services Unit is comprised of the following areas:

- **Major Crimes** – The CBI provides investigative assistance, technical support, forensic computer crime investigations (partnership with the FBI's Regional Forensic Computer Laboratory), arson investigations (the CBI has two certified arson K9 units), criminal information support, background investigations, and polygraph testing;
- **Gaming Unit** – The Gaming Unit evaluates and addresses the enforcement, investigative, and intelligence needs associated with limited gaming and organized crime in Colorado;
- **Complex Fraud Unit** - This unit was created by HB 06-1347 that created a Financial Fraud Board and a CBI task force to combat identity theft and multi-jurisdiction financial fraud crimes;

- **Sex Offender Fugitive Unit** – This unit researches and analyzes all failure-to-register warrants issued in Colorado. Information is then forwarded to the appropriate agency within Colorado and out-of-state agencies. This unit also coordinates fugitive task force efforts with local law enforcement agencies;

- **Cold Case Homicide** – This unit was created by HB 07-1272 that created a Cold Case Task Force and an Intelligence Analyst to create a cold case database and assistance to local law enforcement agencies with cold case homicides;

- **Missing Persons** – This program helps families, criminal justice agencies, and missing persons-related organizations with the identification, location, and return of missing persons, including the authorization for law enforcement agencies to issue AMBER Alerts; and

- **Cyber Crime Unit** – This unit was created by HB 14-1095 and gives CBI the authority to conduct criminal investigations relating to computer crime violations when discovered by CBI or requested by law enforcement officials. The unit works in cooperation and with coordination of local, state or federal law enforcement.

The CBI monitors the performance of Investigative Services through measures of the effectiveness of its response to requests from other agencies. In FY 2013-14 (as of May 31, 2014), CBI Investigative Services responded to 2,069 requests for investigative assistance from law enforcement agencies, investigated a total of 476 separate cases, and made 56 arrests.

Identification Unit – **The CBI's Identification Section is the state repository for criminal history information.** Colorado criminal histories are updated continuously with a wide variety of demographic data, including subsequent arrests, court dispositions, aliases, and social security numbers. The Identification Unit receives and catalogs this information either electronically or on paper cards from law enforcement agencies throughout Colorado. The Identification Unit also responds to requests for fingerprint-based and name-based criminal history records checks from federal agencies, local law enforcement agencies, private entities, and citizens.

In April 2013, the CBI completed a three-plus year effort to replace its ailing Automated Fingerprint Identification System – installed 20 years earlier – with a state of the art Automated Biometric Identification System capable of handling the increasing volume of criminal and civil fingerprint submissions. The new system allows CBI to process fingerprints with far greater speed, automating what used to take 13 manual steps for each fingerprint card submitted. System improvements include increased fingerprint matching which will improve public safety and crime solving. It will create a palm print identification system which will link to the Federal Bureau of Investigation.

The CBI monitors performance of this unit through measures of services provided to both public and private customers. In FY 2013-14 (as of May 31, 2014), the Identification Unit processed over 323,000 name-based criminal history checks for the public and over 135,000 fingerprint-based criminal background checks for licensure or pre-employment

as required by state statute. Additionally, the unit processed over 209,000 fingerprints received from law enforcement agencies at arrest or booking.

Program Support Unit (PSU) – It is the mission of the CBI Program Support Unit (PSU) to provide support services and ensure security regulations are met by users of Colorado criminal justice information (CJI). The CBI is responsible for upholding and enforcing the standards enacted by the Federal Bureau of Investigation's (FBI) Criminal Justice Information Services (CJIS) division, which require the CBI to enforce standards, provide training and perform audits of agencies who access CJI as users of the Colorado Crime Information Center (CCIC), Uniform Crime Reporting (UCR) Program, the National Data Exchange (N-DEx), the Colorado State Coplink node and the Colorado Sexual Offender Registry (COSOR). To fulfill its mission, PSU provides:

- **CCIC System Security Enforcement** – This program is responsible for the implementation and enforcement of laws, regulations and policy to protect the CCIC/NCIC, and other related criminal justice databases secure from any unauthorized use, access and dissemination;

- **Criminal Justice Information User Management** – This program identifies users of Criminal Justice Information, verifies they meet national standards for access, and enforces the continued training and testing of the users to assure CJI is secure and accurate in Colorado;

- **Criminal Justice Database System Integrity** – This program is responsible for ensuring information within the CCIC/NCIC, along with information used for the National Incident Based Reporting System (NIBRS) files, sex offender registry and intelligence databases are accurate, complete, and timely. This unit performs routine audits of Colorado law enforcement agencies to ensure state and federal laws, regulations, policies and procedures are met;

- **Criminal Justice Database Training** – This program develops and presents training information for state, local, and federal agencies regarding the use of several criminal and law enforcement related databases;

- **Uniform Crime Reporting Program** – This program collects, verifies, and reports statistical data regarding crime trends and victimization in Colorado. To assure accuracy, the program contacts agencies where data errors are identified and works cooperatively to correct them. The collected data are used by law enforcement for investigative purposes, and are released in the *Crime in Colorado Publication.* Crime in Colorado is an annual publication reporting offense and arrest statistics submitted by law enforcement agencies throughout the State; and

- **Sexual Offender Registration Unit** – This program engages in the constant monitoring and compliance of sexual offender registrants within the Colorado Sex Offender Registry as it pertains to Colorado state statute. Duties include the management of sexual offender registry lists for the public, the Sex Offender website, and inquiring law enforcement agencies.

In FY 2013-14 (as of May 31, 2014), the PSU maintained a database of 16,471 registered sex offenders, processed 1,046 sex offender DOC releases and 203 sex offender "Failure to Register" information packets, audited 137 criminal justice agencies; trained 767

individuals in CCIC use, crime reporting and sex offender registration; and added 2,056 additional law enforcement users to the CCIC system. The PSU gathered UCR statistics from 252 agencies, all are reporting through NIBRS. The PSU has received and logged 1,395 new CCIC requests to resolve system issues during the fiscal year, (i.e. deactivate terminal access integrity).

Instant Criminal Background Check Program – The InstaCheck Unit contributes significantly to the safety and well-being of Colorado citizens and is mandated by the Brady Handgun Violence Prevention Act of 1993 to conduct background checks for firearms transfer; however the unit was not launched until August 1999. Colorado is one of 13 states that serve as the Point of Contact (POC) to conduct all or part of a firearm background check as opposed to relying on the FBI National Instant Criminal Background Check System (NICS).

Presently, the InstaCheck Unit examines seven distinct databases to determine the eligibility of an applicant to purchase, possess or receive a firearm. Much of the background material queried by the InstaCheck Unit is not available to NICS through their basic NICS search. The InstaCheck Unit's unique ability to access otherwise restricted records is one of the primary characteristics that distinguish the information gained through the InstaCheck Unit versus background searches conducted by FBI NICS. The additional databases searched by the InstaCheck Unit include the Colorado State Judicial database, Colorado Crime Information Center (CCIC), and Department of Motor Vehicles (DMV). The Unit also reviews any felony juvenile adjudications when making a determination on a firearm background check, while federal firearm statutes do not specify felony juvenile adjudications as qualifying prohibitors.

During the 2013 Session, the General Assembly passed new legislation, including cash funding for background checks and universal background checks. HB 13-1228 required a fee (currently $10) to be collected by Colorado Federal Firearms Licensed (FFL) dealers on every transfer of a firearm in the State of Colorado. The fee is collected monthly by the CBI to fund InstaCheck's operations. The InstaCheck Unit does not anticipate a change in the fee at this time.

HB 13-1229 requires a background check on all firearms transfers to include private sales of firearms. The law mandates that private sellers/buyers must seek out an FFL to perform a background check on buyers before a firearm can be legally transferred (not including exceptions between certain family members).

InstaCheck measures performance by the number of firearm transactions processed, the rate of transaction denials, and the efficiency gained from using new technologies. From 1999 through May 2014, InstaCheck processed a total of 3,007,089 firearms transactions. In FY 2013-14 (as of May 31, 2014) InstaCheck processed a total of 290,275 transactions. Of this number, 5,604 transactions were denied, which represents a denial rate of 1.93 percent. Additionally, of the total number of transactions, approximately 96

percent are processed via the Internet, while the remaining transactions are performed over the telephone.

Colorado State Patrol

Mission Statement

The mission of the Colorado State Patrol (CSP) is to ensure a safe and secure environment in Colorado for all persons by utilizing the strengths of its members to provide professional law enforcement services that reflect our core values of Honor, Duty and Respect.

Since its origin, in 1935, the Colorado State Patrol has focused on preserving human life and protecting property within our communities. The CSP continues to strive towards achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the core values of Honor, Duty and Respect.

Through the dedication of CSP members, past and present, and a high level of professional service and industry-leading technical competence, the CSP has adhered to its traditions while taking on new and challenging law enforcement missions.

Major Funding Sources and Customers/Stakeholders

The CSP is funded by multiple sources including General Fund, cash funds, reappropriated funds, Highway Users Tax Fund "Off the Top," and federal and state grant funds.

Customers of the CSP include:
- Other executive branch agencies and the Governor's Office;
- Motoring public;
- Commercial motor vehicle industry;
- Residents and visitors of the State of Colorado;
- Local and federal law enforcement agencies;
- Media.

Geographic Location

The CSP Headquarters is located in Lakewood, while district and branch offices are located across the state to include; Pueblo, Alamosa, Glenwood Springs, Golden, and Greeley. Within each district, there are many troop offices and posts which are staffed by CSP personnel. The CSP has communication centers located in Lakewood, Pueblo, Alamosa, Craig, and Montrose. The CSP Port of Entry has nine fixed locations and many mobile ports.

Programmatic Priorities and Processes for the Colorado State Patrol

The Patrol's fundamental statutory charge is to facilitate the safe and efficient movement of all motor vehicle traffic and to help motorists in need of assistance.

This is accomplished through the development and implementation of a thorough agency strategic plan. The Colorado State Patrol Strategic Plan outlines the following organizational goals and priorities:

- **Maximize the Protection of Life and Property**

  The definitive purpose of the CSP is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the CSP is an established industry leader that remains focused in the area of public safety.

- **Professional Development of CSP Members**

  Developing a culture of continuous learning provides our members with the comprehensive resources needed to achieve success. The Patrol continues to enrich the personal and professional lives of its members by providing the programmatic means by which members can advance at all stages within their careers.

- **Establish and Maintain Internal and External Partnerships**

  The Colorado State Patrol recognizes a strong commitment to fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. Effective partnerships offer agency recognition, information sharing, joint investigations, specialized training, and application of mutual resources.

- **Provide Professional Public Safety Communication Services**

  The ability to effectively communicate across geographical areas is critical to officer safety and mission effectiveness. The Colorado State Patrol is committed to ensuring our members and allied partners have a reliable avenue through which to communicate while providing service to the public.

- **Protect Critical Infrastructure and State Assets**

  The Colorado State Patrol is committed to providing its members with the mission-critical skills required to provide both dignitary and critical infrastructure protection. The agency focuses on intelligence-led strategies that utilize analytical products and data to create plans ensuring the maximum safety of human assets and high value targets.

- **Efficiently Manage Resources and Capital Assets**

  Efficiently acquiring, deploying and managing the tools and resources utilized in CSP's law enforcement mission are crucial to the operational success of the Colorado State Patrol. By providing predictive management of materials and capital

assets, the CSP can ensure responsive support through both routine and challenging circumstances.

- **Develop and Refine Internal Processes**
  The Colorado State Patrol is continuously examining internal working processes. The agency's strategies include the integration of practical technology and process improvements to eliminate duplication and maximize available resources, while providing enhanced public safety.

Division of Criminal Justice

Mission Statement

The mission of the Division of Criminal Justice (DCJ) is to improve public safety, the quality of services to crime victims, and the management of offenders. DCJ accomplishes this mission by analyzing policy, conducting criminal justice research, managing programs, and administering grants.

The DCJ provides a wide range of services, including technical, research, and financial resources for the improvement of juvenile and adult criminal justice in Colorado. DCJ services address the needs of victims of crime, juvenile and adult offenders, and law enforcement efforts, among many other activities. Standards and policies regarding community corrections, sex offender management, and domestic violence offender management are all part of the Division's responsibilities.

Major Funding Sources and Customers/Stakeholders

The DCJ receives federal funding from the US Department of Justice totaling $80 million in active awards for more than 20 different programs, and also receives General Fund, cash funds, and reappropriated funds.

Customers of DCJ include:
- Crime victim service agencies;
- Criminal justice agencies;
- Community corrections providers and boards;
- Sex offender treatment providers and victim service agencies;
- Local law enforcment agencies throughout Colorado;
- Criminal justice students and researchers;
- Juvenile justice practitioners;
- Domestic violence treatment providers and victim service agencies.

Geographic Location

The DCJ is housed within the CDPS headquarters complex in Lakewood.

Programmatic Priorities and Processes for the Division of Criminal Justice

Office of Community Corrections – **Through this office, DCJ allocates State funding for community corrections facilities (halfway houses) as an alternative to prison for certain felony offenders.** The Division distributes these dollars to local community corrections boards that subsequently contract with private providers of community corrections services. Additionally, DCJ performs regular audits of the private providers to ensure compliance with established State standards and contract requirements for community corrections. The Division is statutorily required to provide technical

assistance to community corrections boards and programs. The Division priority is system improvement through the implementation of evidence based practices (EBP) in community corrections as part of this technical assistance function.

Office of Adult and Juvenile Justice Assistance – **The Office of Adult and Juvenile Justice Assistance (OAJJA) administers several major federal funding programs in the areas of criminal and juvenile justice, and the State Juvenile Diversion Program.**

Overall in FY 2013-14, the Office of Adult and Juvenile Justice Assistance (OAJJA) made 112 awards totaling over $4.7 million in state and federal funding. This includes $1.2 million in state **Juvenile Diversion Program** funding to 19 programs to support community based programming to prevent further involvement of juveniles in the formal justice system.

Federal funding is a signifcant portion of the funds awarded by the OAJJA. In FY 2013-14, OAJJA made 47 **Justice Assistance Grant (JAG)** awards totaling over $2.2 million to local and state government and community based organizations for criminal and juvenile justice system improvement and basic law enforcement efforts. Four additonal grant programs, the **National Criminal History Improvement Program** (NCHIP), **Coverdell Forensic Science Grant Program**, the **Prison Rape Elimination Act** (PREA), and the **Sex Offender Registration and Notification Act** (SORNA) resulted in awards to 13 projects totaling $508,750.

The **Juvenile Justice Formula (Title II) Grant and the Juvenile Accountability Block Grant (JABG)** both provide dollars for DCJ to distribute to communities for local efforts addressing delinquency issues from prevention through aftercare. The 2013-14 funding priorities included: Deinstitutionalization of Status Offenders; Jail Removal; Separation of Juveniles from Adult Inmates; Disproportionate Minority Contact; Native American Programming; Juvenile Justice System Improvement; and the prevention of delinquency by addressing the needs of high risk youth in the areas of disproportionate minority contact, mental health, and substance abuse services. The monies were used for direct services, program development, policy design, research and other activities. In FY 2013-14, these grant programs awarded over $700,000 to 20 programs.

The **John R. Justice (JRJ) Program** aims to retain full-time prosecutors and public defenders through the use of financial incentives (loan repayment). DCJ awarded JRJ funds to 13 recipients totaling $56,142. The **Juvenile Information Sharing (JIS) Grant** supports continued efforts to address information exchanges between children and youth systems in the State of Colorado. The main purpose of this effort is to assist state and local agencies with the access to timely and reliable information to determine and coordinate appropriate services for children, youth and families in youth serving agencies while implementing relevant information exchanges in the at-risk youth and juvenile justice community.

Through an Interagency Agreement with the Department of Human Services, Child Welfare Division, DCJ staff are part of a collaborative team to address educational stability for juveniles in the foster care system. Colorado's **Education in Foster Care**

Demonstration Project was established to build state and local infrastructure to ensure youth in foster care are afforded educational stability and opportunity for permanency in order to increase school success. In another Interagency Agreement with the DHS, Office of Behavioral Health, DCJ staff work on the **Colorado Prevention Partnership for Success** (CPPS) initiative as the population consultant. This prevention initiative works on addressing the disparity in underage binge drinking in the Latino high school population. Finally, the DCJ serves as the applicant and administering agency with the **MacArthur Foundation** so that Arapahoe County can receive intense technical assistance and $60,000 in grant funds to implement intervention strategies for addressing Disproportionate Minority Confinement.

Office of Research and Statistics – **The Office of Research and Statistics (ORS) is the State's criminal justice Statistical Analysis Center (SAC).** As the SAC, the office collects and disseminates crime-related data for the purpose of planning and enhancing the quality of Colorado's criminal and juvenile justice systems. It conducts research and policy analysis on behalf of the General Assembly and the Governor's Office, including forecasting the adult and juvenile correctional and parole populations for the Department of Corrections and the Division of Youth Corrections, respectively. The Office evaluates criminal justice initiatives, offender programs, and best correctional practices, and it staffs the state's Criminal and Juvenile Justice Commission, providing research support to the Commission and its task forces.

Office of Victims Programs - **The Office for Victims Programs (OVP) is committed to the physical and emotional recovery of crime victims and to the restoration of victims' confidence in the criminal justice system.** The OVP administers four separate federal grant programs for victims, along with the **State VALE** (Victim Assistance and Law Enforcement) grant program. OVP received a second federal **Encourage Arrest** grant from the US Department of Justice – Office of Violence Against Women to help communities develop Sexual Assault Response Teams to provide a victim-centered approach to the investigation and prosecution of sexual assault cases. The OVP also received a grant from the US Department of Justice, Office of Victims of Crime to assist victims of the Aurora Theater Shooting. These funds are sub granted to six agencies in the 18th Judicial District who provide direct services to these victims/survivors.

OVP also develops and implements public policy and standards, monitors the local VALE and Crime Victim Compensation Boards in Colorado's 22 judicial districts, reviews and resolves victim complaints regarding non-compliance with the Victim Rights Act.

During FY 2013-14, the federal victims grant programs administered by OVP totaled over $13.5 million. Additionally, OVP administered over $1.4 million in State VALE funds. In total, these funds served over 100,000 victims in Colorado. Additional victims are served with federal Victim Compensation funds by local programs.

Office of Domestic Violence and Sex Offender Management – The Office of Domestic Violence and Sex Offender Management is responsible for the administration of the Domestic Violence Offender Management Board (DVOMB) and the Sex Offender Management Board (SOMB). The DVOMB is statutorily responsible for developing and implementing standards and policies for the evaluation, treatment, behavioral monitoring, and management of convicted adult domestic violence offenders. In addition, the DVOMB is statutorily responsible for creating and maintaining the state list of Approved Treatment Providers to be used by the criminal justice system throughout the State.

The SOMB is statutorily responsible for developing and implementing standards and policy for the evaluation, treatment, behavioral monitoring, and management of convicted adult sex offenders and juveniles adjudicated for a sexual offense.

In addition, the SOMB is statutorily responsible for creating and maintaining the state list of Approved Treatment Providers, Evaluators, and Polygraph Examiners. Further, the SOMB and the Division of Criminal Justice are statutorily responsible for providing assistance to local law enforcement agencies in carrying out community notification on a Sexually Violent Predator within their jurisdiction via a Community Notification Technical Assistance Team.

The Office of Domestic Violence and Sex Offender Management provides training for domestic violence and sex offender management service providers in Colorado where appropriate. Finally, both the DVOMB and SOMB conduct research related to the effectiveness of the standards they create and implement.

Office of Evidence Based Practices for Capacity (EPIC) – The Office of Evidence Based Practices for Capacity (EPIC) was created in statute as a sustainable infrastructure to increase the efficacy of professionals who work with various offender populations by providing education, skill-building, and consultation in evidence-based practices and the science of implementation. EPIC is staffed by a team of professionals who partner with criminal justice agencies in creating, replenishing, or maintaining internal, sustainable structural implementation components to support evidence based practices. EPIC began in 2009 with grant funds from the U.S. Department of Justice and in four years educated and coached over 4,300 Colorado professionals from 104 agencies in probation, parole, behavioral health and community corrections.

Division of Fire Prevention and Control

Mission Statement

The mission of the Colorado Division of Fire Prevention and Control (DFPC) is to safeguard those that live, work, learn and play in Colorado, by reducing threats to lives, property and the environment. The Division safeguards the public through: fire prevention and code enforcement; wildfire preparedness, response, suppression, coordination, and management; training and certification; public information and education; and technical assistance to local governments.

This mission is accomplished through the development and maintenance of relationships and cooperative delivery of various statewide fire prevention, protection and suppression programs that support local governments as well as state and federal agencies for delivery of services to the citizens of Colorado.

Major Funding Sources and Customers/Stakeholders

The DFPC is funded by multiple sources including General Fund, cash funds, reappropriated funds, and federal funds.

Customers of the DFPC include:
- Fire Chiefs;
- Training Officers;
- Emergency Response Command Staff;
- Fire Departments;
- Fire Protection Districts;
- County Sheriffs;
- County Commissioners;
- Contractors;
- Health Care Facilities;
- Property Owners.

Geographic Location

The DFPC's two main locations are Lakewood and Fort Collins. DFPC also has fire management officers, inspectors, and wildland engine crews strategically located throughout Colorado.

Programmatic Priorities and Processes for the Division of Fire Prevention and Control

Wildland Fire Management Program[1]

The Wildland Fire Management Section of the Division of Fire Prevention and Control provides technical assistance to local governments, assumes the management of wildfires that exceed the capacity of local governments upon the request of local authorities or when wildfires threaten to become state emergencies or disasters, and, at all times, provides for the safety of firefighters and the public.

Primary responsibility for wildfire response and suppression rests first with fire departments or fire protection districts. When wildland incidents exceed local control, statutory responsibility for control or extinguishment of wildland fires rests with the County Sheriff. Fire protection in Colorado requires the ability to utilize expertise and resources from local, state, federal, and tribal governments. The DFPC may assist in any necessary administrative, technical and planning support, including supervision of suppression activities, at the request of the County Sheriff.

Health Facility Construction and Inspection Program[2]

The Health Facility Construction and Inspection Program ensures the safety of licensed health facilities and their occupants through the adoption and enforcement of building, fire, and life safety codes, issuing building permits, performing construction inspections, issuing certificates of occupancy, certifying inspectors and plan reviewers, and conducting ongoing safety inspections.

Public School and Junior College Construction and Inspection Program

The School Construction and Inspection Program requires the DFPC to adopt and **enforce building and fire codes**, issue building permits, perform construction inspections, issue certificates of occupancy, certify inspectors and plan reviewers, certify local jurisdictions interested in delegated authority, and conduct annual maintenance inspections for public schools and junior colleges.

Certification Programs – The DFPC is **responsible for several different certification and licensing programs** for the following occupations:

- Firefighter
- Hazardous Material Emergency Responder
- Medical First Responder
- Public School Fire and Life Safety Inspector and Plan Reviewer
- Public School Building Inspector
- Pyrotechnician (fireworks shooter)
- Fire Suppression Systems (fire sprinkler systems)

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[1] Program transferred from CSU to CDPS pursuant to HB12-1283 that began July 2012.
[2] Program transferred from CDPHE to CDPS pursuant to HB12-1268 that began July 2013.

- Fire Sprinkler Fitters
- Colorado Type III Incident Management Team
- Federal National Incident Management System

The Division's core certification programs are the firefighter, hazardous material emergency responder, and medical first responder programs. Currently, the Division has records of approximately 28,000 Colorado emergency responders in its system. **The Division issues approximately 798 certificates per month** for these emergency responder certifications.

The Division's Firefighter and Hazardous Materials Emergency Responder certification programs are accredited through both the International Fire Service Accreditation Congress (IFSAC) and the National Board on Fire Service Professional Qualifications (Pro Board). **The Division's programs are among the few that have been awarded both IFSAC and Pro Board accreditation**.

While the Division's Firefighter and Hazardous Materials Emergency Responder certification programs are "voluntary," certification is no longer truly voluntary. More and more fire departments require certification for employment and promotion. The Division's Fire Suppression System Inspector, Sprinkler Fitter, Public School Fire Inspector, Public School Building Inspector, and Pyrotechnician certification programs are not voluntary; people involved in these activities are required by Colorado law to be certified and or licensed.

Other Programs – As part of its statutory mandate, DFPC manages several other fire safety programs. A summary of these programs includes:

- **Colorado All-Risk Incident Reporting System** – Pursuant to HB 02-1315, the Division is responsible for administering a uniform statewide reporting system for fires, hazardous materials incidents, emergency medical services incidents, and other incidents to which fire departments respond. Significant progress has been made toward the statewide implementation of the National Fire Incident Reporting System (NFIRS) an all-incident reporting system for fire departments. Participation in NFIRS has increased to 287 fire departments, which protect about 88% of the State's resident population.
- **Emergency Services Responder Education and Training** – Through this program, the Division provided a broad range of emergency service education and training programs to 750 students.
- **Fire Suppression Program** – This program ensures that fire sprinkler systems installed in commercial and residential occupancies are installed and maintained properly, according to nationally recognized standards.
- **Colorado Fireworks Act** – This program establishes minimum requirements and licensing for the sale and use of fireworks in Colorado.

- **Fire Safety in Limited Gaming Establishments** – The purpose of this program is to ensure minimum standards are met for building construction and fire and life safety systems in Colorado's limited gaming establishments.
- **Regulation of Reduced Ignition Propensity Cigarettes** – The Division enforces the Reduced Cigarette Ignition Propensity Standards and Firefighter Protection Act, which establishes flammability standards on cigarettes sold in Colorado.
- **Regulation of Fire Safety in Waste Tire Facilities** – The Division establishes, administers and enforces rules and regulations for fire safety in waste tire facilities. This program began in July 2011.
- **Hotel and Motel Fire Safety** – The Division protects lives and property by addressing Colorado's responsibilities under the federal Hotel and Motel Fire Safety Act of 1990.
- **Technical Assistance to Local Government** –The Division greatly increased its technical assistance ability in fire codes and standards. Local jurisdictions recognized this, and the Division experienced a substantial increase in technical assistance requests.

Quick Facts

- The Division of Fire Prevention and Control was created by HB 12-1283, which transferred the health facility life safety code enforcement from the Department of Public Health and Environment, effective July 1, 2013.

- In calendar year 2012, there were an estimated 10,687 fires in Colorado.[3] Fires caused 23 civilian fire deaths and 188 hospitalizations due to burns or smoke inhalation. On average, one Colorado firefighter is killed in the line-of-duty annually. Fortunately, there were no line-of-duty deaths last year; however, 93 line-of-duty injuries were reported. Additionally, fires resulted in approximately $371 million in direct property loss.[4]

- On a given school-day, there are over 818,000 children and over 55,000 teachers and administrators occupying Colorado public school buildings. It is vital to establish the minimum requirements to safeguard the public's health, safety, and general welfare through code enforcement. These requirements protect life and property from fire and other hazards attributed to the building environment; and provide safety to fire fighters and emergency responders during emergency operations.

- Of the approximately 395 fire departments in Colorado, 57 percent are all-volunteer, 32 percent are combination volunteer and career and 11 percent are all-career. There are approximately 5,810 (38 percent) career firefighters and 9,324 (62 percent) volunteer firefighters in the state

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[3] Fire statistics are reported on the calendar year, as many departments only report annually.

[4] $352.6 Million in direct property loss of insurance claims was filed due to the Waldo Canyon Fire, which is more than three times Colorado's average annual fire loss over the last five years.

Division of Homeland Security and Emergency Management

Mission Statement

The Division of Homeland Security & Emergency Management (DHSEM) was created July 1, 2012, pursuant to HB12-1283. The Division consists of three offices: the Office of Emergency Management, Office of Prevention and Security and the Office of Preparedness. **The mission of DHSEM is to "Provide leadership and support to Colorado Communities to prevent, protect, mitigate, respond and recover from all-hazard events including acts of terrorism.**

This mission is accomplished through an array of products, services and programs delivered in conjunction with our state, local, tribal and federal partners, along with non-governmental organizations and private-sector businesses. DHSEM seeks continual improvement to eliminate waste and inefficiency and relies strongly upon partnerships with the whole community to execute its mission, promoting greater resiliency within Colorado communities.

The values of the Division are:
- Division of Homeland Security and Emergency Management staff will build public trust and confidence through performance and partnerships by demonstrating a commitment to excellence that is reflected in our services, skills, collaborations, timeliness and understanding the needs of those we support.
- As representatives of state government, and as individuals, DHSEM values communication, transparency, consistency, compassion, innovation, personal excellence, mutual respect, and teamwork. The Division is accountable to its partners and the communities of Colorado by honoring its commitments, being focused on outcomes, and striving for the highest quality of service. DHSEM is committed to the essential services it provides.

Major Funding Sources and Customers/Stakeholders

DHSEM derives much of its funding from Federal grants, the largest being the Emergency Management Performance Grant (EMPG), Homeland Security Grant Program (HSGP), and Chemical Stockpile Emergency Preparedness Program (CSEPP) grants. The Division also receives General Fund appropriations and may leverage funding from the State Disaster Fund for those personnel participating in recovery activities related to Federally-declared disasters.

Customers of DHSEM include:
- Local governments;
- Federal emergency management entities;
- Other state agencies; and
- Local law enforcement.

Geographic Location

DHSEM's central offices are divided between Centennial and Lakewood. Personnel resources are positioned around the State and serve in a support role to local and county governments in the event of a disaster.

Programmatic Priorities and Processes for DHSEM

Office of Emergency Management (OEM)

The Office of Emergency Management was created in CDPS on July 1, 2012. The mission for the Office of Emergency Management is to lead, manage and coordinate state-level actions for all hazards preparedness, natural hazards mitigation, emergency response, and disaster recovery in support of local governments within Colorado.

To help achieve its mission, the Office:

- Reduces the vulnerability of people and communities to damage, injury, and loss of life and property resulting from natural catastrophes or catastrophes of human origin;

- Prepares for prompt and efficient search, rescue, recovery, care, and treatment of persons lost, entrapped, victimized, or threatened by disasters or emergencies;

- Provides a setting conducive to the rapid and orderly restoration and rehabilitation of critical infrastructure affected by disasters;

- Clarifies and strengthens the roles of the Governor, state agencies, and local governments in the prevention of, preparation for, response to, and recovery from disasters;

- Authorizes and provides coordination of activities relating to disaster and emergency prevention, preparedness, response, and recovery by agencies and officers of the State and local, interstate, federal, and tribal partners;

- Provides disaster and emergency management systems embodying all aspects of pre-disaster and pre-emergency preparedness and post-disaster and post-emergency response; and,

- Assists local jurisdictions in the prevention of disasters by providing technical assistance and grants for mitigation plans and projects.

OEM's activities are often delivered through local field managers, which provide direct support to local emergency managers. This takes the form of technical assistance in developing emergency operation plans, sponsoring training courses, evaluating exercises, developing pre-disaster mitigation plans, providing financial documentation requirements during disasters or emergencies, and providing liaison staff in an effort to identify potential areas where State assistance can be employed.

During a State declared disaster or emergency, OEM coordinates the State's response and recovery programs. OEM maintains the State Emergency Operations Center where representatives from other State departments and non-state agencies come together to coordinate the State's response to disasters large and small.

Programmatic Priorities for the Office of Emergency Management

Improve State Level Incident Response –The Office's strategy for better preparing Colorado for the next emergency focuses on developing and validating the state's ability to implement incident and capability based action plans. This strategy also involves a re-focusing of human resources and the targeted application of federal grant resources. The Office executes an annual series of exercise events to assess state response capability, validate incident action plans and improve the state's ability to respond to the next disaster emergency. These regularly scheduled exercises, with measured outcomes and implemented improvement plans, will better prepare Colorado for the next emergency.

Mitigate Hazards – OEM's strategy for reducing risk to Colorado communities focuses efforts on increasing the number of counties that have a federally approved hazard mitigation plan and on managing known community high hazard risks. In addition to hazard mitigation planning, OEM personnel work with local emergency managers to identify hazards, assess the risk the hazards pose, identify and implement risk mitigation and management actions, and develop state response plans to support local government in the event the hazards may occur.

Improve the Delivery of Emergency Management Services – OEM depends on its relationships with local emergency managers and supporting state agencies. The Office's strategy for strengthening and maintaining these relationships involves a combination of customer satisfaction surveys and targeted action plans to improve service delivery.

Emergency Resource Mobilization – Pursuant to 24-33.5-705.4, C.R.S., the Office is responsible for developing and administering a statewide plan for the allocation and deployment of resources in the event of a disaster or local incident that requires more resources than those available locally. The Office is currently involved in a public-private partnership with the Colorado Emergency Preparedness Partnership that allows the Office to inventory private resources.

Planning – The Office is responsible for development of the State Homeland Security Strategy and the State Preparedness Goal. The section also facilitates implementation of U.S. Department of Homeland Security planning requirements, coordinates the state's continuity of government program, and completes the annual State Preparedness Report for FEMA, the State Emergency Operations Plan (SEOP), and the Threat Hazard Identification Risk Assessment (THIRA). The Office also coordinates planning activities with other local, state, regional, tribal and federal partners to ensure greater coordination and alignment with strategic objectives.

Training and Exercise – This program facilitates state-level training that supports the State Emergency Operations Plan (SEOP), multi-year training and exercise plan, State Homeland Security Strategy and State Preparedness Goal. The Office also works with local agencies and the regions to ensure greater coordination in planning local and

regional exercises. The Office leads the integration of state-level training with local, regional and federal training programs, and works collaboratively with stakeholders for both training and exercise planning and implementation. The Office also ensures compliance with exercise and training support documentation records and submission of reports for federal compliance.

Office of Prevention and Security

The Office of Prevention and Security was created on July 1, 2012. Its mission is to serve as the focal point within the state for receiving, analyzing, gathering, and sharing of threat-related information among federal, state, local, tribal, nongovernmental, and private sector partners.

The vision of the Office is to achieve its mission through a collaborative, cooperative, and interdisciplinary approach. This vision includes the accomplishment of goals and objectives that are focused on prevention and deterrence that are reliant on information-sharing, sound strategies, and quality training.

The Office is authorized or required by 24-33.5-1606, C.R.S. to perform the following, among other, functions:

- Enhance interagency cooperation.
- Operate the state's fusion center.
- Develop and maintain a standardized crisis communication and information-sharing process through cooperation with tribal, state, local, regional, and federal agencies.
- Collect, assess, and disseminate information regarding the threat of terrorism shared by federal, state, local and other relevant sources.

Programmatic Priorities for the Office of Prevention and Security

Colorado Information Analysis Center (CIAC) – **The CIAC serves as Colorado's central point for the collection, analysis, and timely dissemination of terrorism-related information and functions as a terrorism early warning system.** Information is distributed from the CIAC in the form of situation awareness bulletins, special reports, and incident reports to numerous agencies representing a multitude of disciplines.   The center is designed to be a cross-jurisdictional partnership between private sector, local, state, tribal and federal agencies.

Planning – Office of Prevention and Security personnel   review and provide recommendations the State Terrorism Annex within the State Emergency Operations Plan. The Office coordinates planning activities with multiple agencies, including the Colorado Department of Corrections, the Colorado Department of Public Health and Environment and the Colorado Department of Agriculture.

Office of Preparedness

The Office of Preparedness was created on July 1, 2012. The Office of Preparedness works in concert with the Office of Emergency Management and Office of Prevention and Security to enhance the resiliency of our communities by partnering with local government to build

homeland security and emergency management capabilities that protect our citizens. The mission of the Office of Preparedness is to best position the state to prevent, protect, mitigate, respond and recover from threats and hazards that jeopardize Colorado communities by developing sustainable programs, increasing capability and building strong partnerships statewide.

The Office's responsibilities include:

- Improve state-level preparedness and citizen involvement through external outreach;
- Coordinate all-hazard public risk communication products;
- Administer Federal homeland security and emergency management performance grants, providing technical assistance to grantees;
- Coordinate critical infrastructure protection activities for the State in partnership with local, State, Federal, Tribal and private-sector partners;
- Provide geospatial and digital imagery support and resources before, during, and after disasters; and
- Provide strategic communications in support of division operations and citizen engagement.

To accomplish its mission, the Office of Preparedness is organized into multiple program areas that reflect its diverse mission. These include State Preparedness; GIS; Critical Infrastructure Protection & Cybersecurity; Grant and Finance; and Strategic Communications.

Programmatic Priorities for the Office of Preparedness

State Preparedness – The Office of Preparedness coordinates with non-governmental organizations and other local, regional, state and federal partners, along with non-governmental organizations, to enhance the resiliency of Colorado communities through education and training, awareness, outreach with citizens and communities, and identification and resolution of gaps in preparedness that currently exist at the state level. The program also embraces the "Whole Community" approach, empowering people, organizations, and government at all levels to work cooperatively to achieve resiliency against natural, man-made and technological hazards.

Geospatial (GIS) – The GIS program support DHSEM and other CDPS agencies with geospatial and imagery support before, during and after disasters. The program also provides crime mapping support capabilities to the Colorado Information Analysis Center (CIAC) and other local jurisdictions.

Critical Infrastructure Protection/Cyber-Security – This program is charged with working closely with private industry, state, local, tribal, territorial, and federal partners to identify and protect key resources, facilities, systems and assets that are vital to Colorado's safety and security. The program also works closely with state agencies on protecting State-owned infrastructure and assets and assists in conducting site vulnerability assessments as part of the state's continuity of government program. Lastly,

the program is charged with developing and disseminating cyber-crime intelligence in support of local, state, federal and private-sector partners.

Grant/Finance – This program is the financial arm of the division, facilitating grant administration, financial accounting, monitoring, fiscal reporting, procurement, budgeting, and other key functions. Program personnel also serve within the Finance Section during activation of the State Emergency Operations Center. This program also prepares all federal financial reporting documentation, maintains accounting related to the Disaster Emergency Fund (DEF), and participates in all federal and state audits and monitoring sessions.

Strategic Communications – Strategic Communications is the messaging arm of the division, responsible for media relations, public information and warning, crisis communications, social media, marketing, division websites, and outreach activities. This program also serves in the Emergency Support Function 15 (ESF15) role within the State Emergency Operations Center during exercises and activations. This section also develops and coordinates risk-based communication products, incorporating homeland security, public health, and emergency management to enhance state-level awareness and education.

Homeland Security & All-Hazards Senior Advisory Committee

In addition to its many internal programs, the division is the principal supporter of the Homeland Security & All-Hazards Senior Advisory Committee (H-SAC), created pursuant to 24-33.5-1614, C.R.S., and the strategic framework document adopted by the H-SAC, which constitutes the State Homeland Security Strategy. A multitude of goals, strategies, and performance objectives resulting from the State Homeland Security Strategy are made applicable to the division and other state agencies represented on the Committee.

STRATEGIC POLICY INITIATIVES

Executive Director's Office - Colorado School Safety Resource Center

CSSRC Strategic Policy Initiative #1: School Safety Training and Consultation

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Provide school safety training to an increasing number of students, parents, teachers, and communities across Colorado	2,986	3,291	3,629

Process 1.1 – Training
The CSSRC provides in-person and web-based trainings around the state on multiple school safety topics.
      Input 1.1 – Number of trainings
      Output 1.2 – Number of participants trained

Process 2.1 – Resource Distribution
The CSSRC is an information clearinghouse that distributes resources on standard and specific school safety topics based on stakeholder demand.
      Input 2.1 – Number of trainings
      Output 2.2 – Number of resources distributed in hard copy at trainings

Process 3.1 – Consultations and Technical Assistance
The CSSRC is available for consultations on school safety practices as well as funding opportunities to improve school environments.
      Input 3.1 – Number of FTE
      Output 3.2 – Number of consultations

Colorado Bureau of Investigation

CBI Strategic Policy Initiative #1: Forensic Services

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Timely Response and Return of Forensic Investigative Information	244 days	120 days	90 days

Process 1.1 – Forensic Analysis of Evidence

The CBI employs highly-qualified personnel and state-of-the-art equipment to ensure complete, accurate, and effective analysis of criminal evidence submitted by law enforcement agencies. For example, DNA forensic analysis includes the extraction, quantification, amplification, analysis, and preservation of evidence.

        Input 1.1 – Number of forensic submissions

        Output 1.1 – Average turnaround time of information

CBI Strategic Policy Initiative #2: Investigations

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Effective Criminal Investigations Resulting in Affirmative Case Resolution	89%	60%	60%

Process 2.1 – Criminal Investigations

CBI provides investigative assistance at the request of local law enforcement. With these requests for assistance with investigations, CBI provides investigative assistance or sometimes assumes the capacity of leading the investigation depending on the nature of the investigation and or the agency's needs.

        Input 2.1 – Number of requests for criminal investigations

        Output 2.1 – Affirmative clearance rate

CBI Strategic Policy Initiative #3:Criminal Justice Information Services

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Timely Response and Return of Criminal Justice Information- Process 3.1	24 hours	24 hours	24 hours
Timely Response and Return of Criminal Justice Information- Process 3.2	25 minutes 27 seconds	7 minutes	7 minutes

Process 3.1 – Biometric Identification of Criminal Arrestees
The process to identify criminal arrestees uses a Livescan system that sends fingerprints and demographics directly to a Multi-Biometric Identification System (or Automated Fingerprint Identification System). The fingerprints are searched, identified and processed and the charges are sent to the Colorado Criminal Histories and fingerprints to the FBI, if necessary.
      Input 3.1 – Number of criminal arrestee fingerprints received
      Output 3.1 – Average turnaround time of information

Process 3.2 – Background Checks for Firearms Transfers
Perform background checks for firearms transfers submitted by Colorado gun dealers, or federal firearm license (FFL) using seven distinct databases.
      Input 3.2 – Number of firearms background checks received
      Output 3.2 – Average turnaround time of information

Colorado State Patrol

CSP Strategic Policy Initiative #1: Fatal and Injury Crashes

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the number of fatal and injury crashes investigated by troopers statewide	3,610	3,249	2,888

Process 1.1 – Trooper proactive patrolling hours
Colorado State Patrol Troopers will reduce the number of fatal and injury crashes on CSP covered roadways through the increase of proactive patrolling hours. Proactive enforcement will affect the CSP's mission to ensure a safe and secure environment for all persons within the State of Colorado.
> Input 1.1 – Number of CSP troopers assigned to the traffic safety and/or HUTF funded duties
> Input 1.2 – Number of proactive patrolling hours by CSP troopers
> Output 1.1 – Number of fatal and injury crashed investigated by troopers

CSP Strategic Policy Initiative #2: DUI/DUID Caused Crashes

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the number of DUI/DUID caused fatal and injury crashes investigated by troopers	480	408	360

Process 2.1 – Proactive DUI/DUID Arrests
Colorado State Patrol Troopers will reduce the number of fatal and injury crashes on CSP covered roadways through the increase of proactive DUI/DUID arrests. Proactive arrests will further the CSP's mission of safeguarding life and protecting property throughout Colorado.
> Input 2.1 – Number of CSP troopers assigned to the traffic safety and/or HUTF funded duties
> Input 2.2 – Number of proactive DUI/DUID arrests
> Output 2.1 – Number of DUI/DUID caused fatal and injury crashes investigated by troopers

CSP Strategic Policy Initiative #3: Commercial Motor Vehicle Crashes

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the number of commercial motor vehicle crashes investigated by troopers statewide	964	944	925

Process 3.1 – CSP Level 1 Commercial Motor Vehicle Inspections
Colorado State Patrol Troopers will reduce the number of commercial motor vehicle crashes on CSP covered roadways through the increase of Level 1 commercial motor vehicle inspections. Inspections not only ensure commercial motor vehicle compliance, but also allow CSP troopers to interact and provide education to drivers and the commercial motor vehicle industry.
> Input 3.1 – Number of CSP troopers assigned to the traffic safety and/or HUTF funded duties
> Input 3.2 – Number of Level 1 commercial motor vehicle inspections conducted by all CSP members.
> Output 3.1 – Number of commercial motor vehicle crashes investigated by troopers

CSP Strategic Policy Initiative #4: Hazardous Material Incidents

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the number of hazardous materials incidents investigated by troopers statewide	177	169	159

Process 4.1 – Hazardous Material Inspections
Colorado State Patrol Troopers will reduce the number of hazardous material incidents on CSP covered roadways through the increase of hazardous material inspections. Proactive enforcement will affect the CSP's mission to ensure a safe and secure environment for all persons within the State of Colorado.
> Input 4.1 – Number of CSP troopers assigned to the traffic safety and/or HUTF funded duties
> Input 4.2 – Number of CSP hazardous material inspections
> Output 4.1 – Number of hazardous material incidents investigated by troopers

CSP Strategic Policy Initiative #5: Unrestrained Occupant Fatalities

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide	159	143	128

Process 5.1 – Seatbelt Citations
Colorado State Patrol Troopers will reduce the number of unrestrained occupant fatalities in motor vehicle crashes on CSP covered roadways through the increase of seatbelt citations. Enforcing seatbelt laws will further the CSP's mission of saving lives and protecting property.
> Input 5.1 – Number of CSP troopers assigned to the traffic safety and/or HUTF funded duties
> Input 5.2 – Number of seatbelt citations issued by CSP troopers
> Output 5.1 – Number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers

Division of Criminal Justice

DCJ Strategic Policy Initiative #1: Community Corrections

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Resource boards and providers such that the risk and needs of offenders is reduced by at least 15% upon completion of residential supervision*	15% reduction in risk	15% reduction in risk	15% reduction in risk

*Risk and needs reduction is measured by administering the Level of Supervision Inventory (LSI), a validated risk/needs assessment instrument, at two times during residential placement. The LSI is first administered at intake and then again after six months of residential supervision. A risk reduction in the six month period of residential supervision is a desirable outcome.

Process 1.1 – Contracting with Boards and Facilities
The DCJ establishes and maintains contracts with Boards and providers for the purpose of community corrections supervision and treatment.
      Input 1.1 – Total number of boards and providers
      Input 1.2 – Appropriated FTE and operating budget
      Output 1.1 – Number of bills paid
      Output 1.2 – Total number of regular, non-residential and specialized programs funded

Process 2.1 – Facilities Monitoring and Auditing
The DCJ completes audits and contract monitoring to determine compliance with state standards and contractual requirements.
      Input 2.1 – Total number of facilities subject to audit
      Input 2.2 – Appropriated FTE and operating budget
      Output 2.1 – Total number of facilities/programs audited
      Output 2.2 – Total number of facilities monitored

Process 3.1 – Technical Assistance
The DCJ provides formal training, coaching and fidelity measurement as well as situational technical assistance to boards and providers.
      Input 3.1 – Total number of boards and providers
      Input 3.2 – Appropriated FTE and operating budget
      Output 3.1 – Total number of technical assistance, coaching, and fidelity measurement events for boards and providers annually
      Output 3.2 – Total number of formal training events for boards and providers annually

Division of Fire Prevention and Control

DFPC Strategic Policy Initiative #1: Fire and Life Safety

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce property loss in regulated facilities through fire and life safety code administration	$2,202,136	$2,136,072*	$2,071,990*
Reduce incident of civilian fire related injury	11	0*	0*
Reduce incident of civilian fire related death	22	0*	0*
Reduce incident of firefighter related injury	93	8*	7*
Reduce incident of firefighter related death	04	0	0

1 - 4 Data was captured from the Colorado Fire Incident Reporting System
*Goal is 3% reduction for July 1, 2015 and July 1, 2017. Reduction in property loss in regulated facilities through fire and life safety code administration is subject to multiply variables that are beyond DFPC's control. Assessment of Inputs and Outputs listed below will also be included in assessment of benchmark performance.

Process 1.1 – Plan Review
The purpose of Plan Review is to review the submitted construction documents such as blueprints, product specification sheets, and project specifications for compliance with the applicable adopted Codes & Standards. During the review process, any code discrepancies are brought to the attention of the project design team for revision and/or explanation. This helps to ensure that life safety & property loss concerns are minimized.

        Input 1.1 – Number of projects
        Input 1.2 – Number of construction documents
        Output 1.1 – Number of plan reviews conducted
        Output 1.2 – Number of permits issued
        Output 1.3 – Percentage of plan reviews completed within 20 days from assignment
        Output 1.4 – Percentage of permits issued within 30 days from submittal

DFPC Strategic Policy Initiative #2: Wildland Fire Management

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce the impact of wildland fire on state and private land by increasing state support to local agencies for preparedness and response (e.g. equipment, aircraft, personnel, crews and technical assists).	$1,265,893*	$1,202,598	$1,142,468

* Goal is a 5% reduction for July 1, 2015 and July 1, 2017 in total fire loss due to wildland fire. Wildland fire occurrence and impacts are subject to multiple variables (weather, fuels, fire reporting, land ownership, etc.) that are beyond DFPC's control. Assessment of Inputs and Outputs listed below will also be included in assessment of benchmark performance.

Process 2.1 – County-State Agreements
State-County Agreement is the common term for the Agreement for Cooperative Wildfire Protecyion. The Colorado Division of Fire Prevention and Control (DFPC) have this agreement in place with each County in Colorado. These agreements establish the basis for the State and each county to cooperate together and define roles and responsibilities for wildland fire preparedness, prevention, training and response.

  Input 2.1 – Number of requests for assistance
  Output 2.1 – Number of annual operating plans (AOPs)
  Output 2.2 – Number of Emergency Fire Fund agreements
  Output 2.3 – Number of training classes
  Output 2.4 – Pieces of equipment assigned to counties
  Output 2.5 – Number of reimbursements within 30 days

DFPC Strategic Policy Initiative #3: Certification, Training and Licensing

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Reduce incidences of fire related responder deaths	0	0	0
Reduce incidences of fire related responder injury	1061	100*	95*
Reduce property fire dollar loss	$145,202,4642	$137,942,340*	$131,046,23*
Reduce incidences of civilian fire related injury	2743	260*	247*
Reduce incidences of civilian fire related deaths	224	21*	20*

1 - 4 Data was captured from the Colorado Fire Incident Reporting System
*Goal is 5% reduction per year for July 1, 2015 and July 1, 2017. Reduction of incidences of responder injury, death, and loss of property is subject to multiply variables that are beyond DFPC's control. Assessment of Inputs and Outputs listed below will also be included in assessment of benchmark performance.

Process 3.1 – Training/Certification
The Division of Fire Prevention and Control's Training and Certification Unit identifies, provids and oversees the training curriculum used for firefighters, fire investigators, fire inspectors, fire officers, fire service instructors, as well as emergency responders dealing with hazardous materials. Candidates must take a written exam and also demonstrate proficiency in compliance with national standards in order to receive certification. The Division received accreditation for its certification programs from the International Fire Service Accreditation Congress (IFSAC) and the Pro Board Fire Service Professional Qualifications System (Pro Board). Accreditation is accomplished through the review of certification programs of member entities to ensure they meet nationally recognized professional qualification standards in their administration of skills and knowledge exams.

    Input 3.1 – Number of training applications
    Input 3.2 – Number of tests administered
    Output 3.1 – Number of certifications issued
    Output 3.2 – Number of licenses issued
    Output 3.3 – Certification of psychometrics within acceptable range
    Output 3.4 – Certifications or licenses issued to candidates within one week of completion

Division of Homeland Security and Emergency Management

DHSEM Strategic Policy Initiative #1: Training and Professional Development, Civil Rights & Civil Liberties

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Ensure each CIAC member completes CR/CL Training Annually	100-percent	100-percent	100-percent

Process 1.1 – Civil Rights/Civil Liberties
The Office of Prevention and Security mission is to ensure a safe and secure environment for the citizens of Colorado from intentional acts of terrorism, accidental harmful events, or natural disasters, through the implementation of innovative prevention methods, coordinated response procedures, and effective recovery plans.
>   Input 1.1 – Number of FTE and operating budget
>   Output 1.1 – Percent of CIAC personnel completing required privacy and security training

DHSEM Strategic Policy Initiative #2: Grant Administration

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Ensure that SHSGP funds are distributed efficiently and in a timely manner	9 SHSGP Agreements	9 SHSGP Agreements	9 SHSGP Agreements
Number of desk monitoring sessions performed by DHSEM staff	250	200	200
Number of on-site monitoring sessions performed by DHSEM staff	12	5	5
Average Cycle time for contract approval and reimbursements	5 Days	5 Days	5 Days

Process 2.1 – Monitoring, Reimbursements, and Contract Approval
The Division manages the allocation of Department of Homeland Security and Department of Defense grants to state agencies, local governments and other sub grantees. The Division is responsible for developing grant guidance, approving grant expenditures, tracking progress, and implementing corrective action to ensure compliance.

     Input 2.1 – Number of FTE and operating budget
     Input 2.2 – Grant funds available
     Input 2.3 – Number of local applications for funding
     Output 2.1 – Number of desk monitoring sessions performed by DHSEM staff
     Output 2.2 – Number of on-site monitoring sessions performed by DHSEM staff
     Output 2.3 – Cycle time for contract approval and reimbursements

DHSEM Strategic Policy Initiative #3: Emergency Response Management

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Number of resources listed in the resource mobilization database.	7,925 resources listed	15,000 resources listed	18,500 resources listed
Number of Colorado resource rate forms submitted/entered into WEBEOC	n/a	600 CRRF Forms	750 CRRF Forms

Process 3.1 – Resource Mobilization
In emergency or disaster situation provide emergency resource management to include acquisition, prioritization and mobilizations of resources to respond and mitigate the event.
        Input 3.1 – Number of FTE and operating budget
        Output 3.1 – Number of resources listed in the resource mobilization database
        Output 3.2 – Number of Colorado resource rate forms submitted/entered into WebEOC

DHSEM Strategic Policy Initiative #4: Mitigation and Disaster Recovery

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Number of Project Applications Developed	21	75	20
Number of Projects Selected and/or Awarded	12	60	12

Process 4.1 – Hazard Mitigation Planning and Grants
Provide disaster recovery hazard mitigation and technical assistance for state disasters, mitigation and recovery plans, and coordinate state / federal recovery efforts in support of disasters.
        Input 4.1 – Number of FTE and operating budget
        Input 4.2 – Grant funds available
        Input 4.3 – Number of project submissions
        Output 4.1 – Number of applications developed
        Output 4.2 – Number of projects selected/awarded

DHSEM Strategic Policy Initiative #5: Intelligence and Information Sharing

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Number of Classified Briefings Delivered	n/a	53	60
Number of local requests for information received/processed	1,208	1,030	1,100
Number of CIAC products disseminated	472	490	500

Process 5.1 – Product Distribution and Classified Briefings
The Office of Prevention and Security mission is to ensure a safe and secure environment for the citizens of Colorado from intentional acts of terrorism, accidental harmful events, or natural disasters, through the implementation of innovative prevention methods, coordinated response procedures, and effective recovery plans.

> Input 5.1 – Number of FTE and operating budget
> Output 5.1 – Number of classified briefings delivered
> Output 5.2 – Number of local requests for information received
> Output 5.3 – Number of CIAC products disseminated

DHSEM Strategic Policy Initiative #6: Homeland Security Training and Preparedness

Performance Measure Statement	FY 2012-13 Actual (Benchmark)	July 1, 2015 Goal	July 1, 2017 Goal
Number of state supported training deliveries	n/a	147	167
Number of attendees to state supported training	n/a	2,175	2,300

Process 6.1 – Homeland Security/Emergency Management Training Delivery
Provide the delivery of homeland security and emergency management training programs to tribal, state, local, and regional agencies to prevent, respond, and recover from large scale disasters.

> Input 6.1 – Number of FTE and operating budget
> Input 6.2 – Grant funds available
> Output 6.1 – Number of state sponsored training deliveries
> Output 6.2 – Number of attendees to state-sponsored trainings