



COLORADO

Department of Public Safety



**FY20
Performance Plan**



CO L O R A D O

Department of Public Safety

Mission:

Engaged employees working together
to safeguard lives and provide diverse public safety
services to local communities.

Vision:

Creating safer and more resilient communities
across Colorado.

Core Values in Action:

Unity: Reach Out.

Honor: Speak Up.

Service: Pitch In.

Introduction

Letter from the Executive Director

The Colorado Department of Public Safety (CDPS) comprises six divisions that deliver a variety of public safety services for Colorado communities, from law enforcement to wildland firefighting, and from criminal justice research to emergency management. The Executive Director's Office provides central administrative support to the five operating divisions.

Our motto at CDPS is "Safer Together" in recognition that public safety is achieved through the collaborative efforts of numerous local, state and federal agencies in partnership with the people and communities we serve.

Due to the breadth and variety of services provided by CDPS, this plan does not attempt to convey the multitude of goals and activities of our divisions; instead, this plan highlights several of our most salient, critical priorities for the coming fiscal year.



Our FY20 Wildly Important Goals are aimed at keeping communities safe and improving criminal justice outcomes:

- Reduce fatal and injury crashes – Colorado State Patrol
- Increase support of local black market marijuana interdiction –Colorado Bureau of Investigation
- Ensure that schools have emergency operations plans and have exercised them–School Safety Resource Center
- Expand the availability of juvenile diversion programs–Division of Criminal Justice
- Establish a framework for performance-based contracting in community corrections–Division of Criminal Justice

We believe that these initiatives—and indeed, our daily work—provide critical support for the Polis Administration's Bold 4 priorities. Safe roads, communities and classrooms are foundational for achieving a strong economy, healthy population, and successful education system. Diverting youth from the criminal justice system helps them focus on completing their education. And enhancing outcomes for adult offenders improves their ability to contribute to a strong economy while ultimately saving taxpayer dollars.

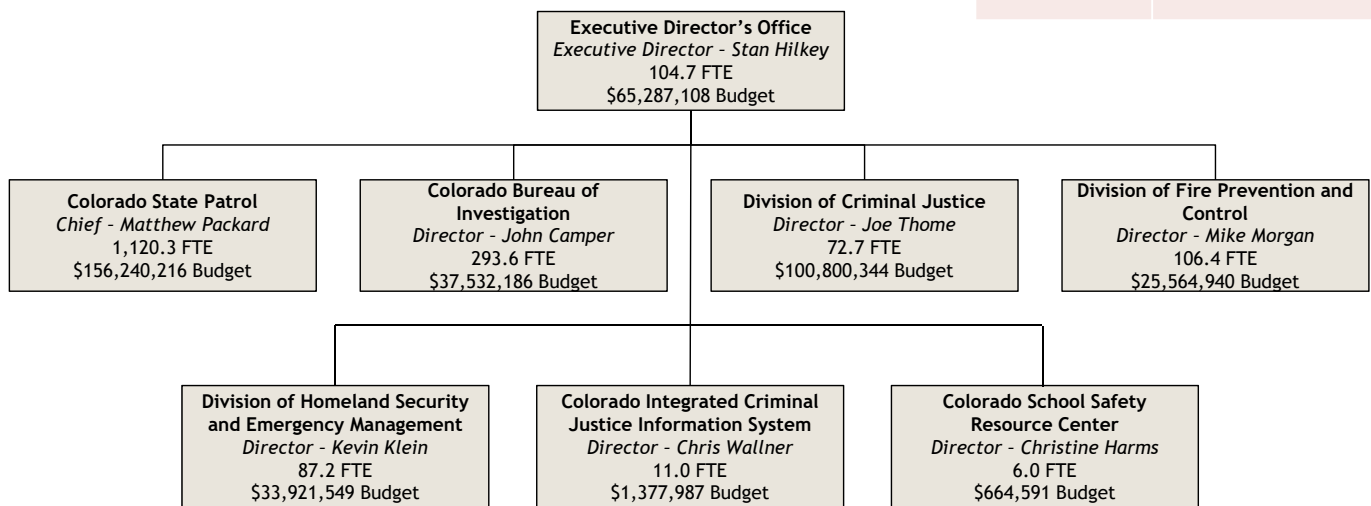
Sincerely,

Stan Hilkey
Executive Director

Department Description: Organizational Chart

Colorado Department of Public Safety

Total Department FTE & budget breakdown (based on FY 2018-19 appropriations)	
1,800.5	Total FTEs
\$420,382,651	Total funds
\$123,435,771	General Fund
\$199,253,031	Cash funds
\$40,957,422	Re-appropriated funds
\$56,736,427	Federal funds



Department Description

The Colorado Department of Public Safety (CDPS) has approximately 1,900 dedicated employees who are committed to providing excellent public safety services to local communities and people in Colorado. At CDPS, we understand that when we collaborate with our partners, listen to our customers, and support our employees, we make Colorado *Safer Together*.

The operating divisions of CDPS are:

- Colorado Bureau of Investigation
- Colorado State Patrol
- Division of Criminal Justice
- Division of Fire Prevention and Control
- Division of Homeland Security and Emergency Management.

These divisions are supported by the Executive Director's Office (EDO).

Executive Director's Office

The Executive Director's Office (EDO) is the backbone of CDPS, providing effective administrative and management support services to the Department's five operating divisions. The EDO includes:

- The Executive Director and Deputy Executive Director
- Financial Services
- Human Resources
- Strategic Communications
- Logistics (such as fleet and facilities maintenance)
- Compliance and Professional Standards.

The EDO also includes the Colorado School Safety Resource Center (CSSRC), which assists local schools and communities to create safe and positive school climates, and the Colorado Integrated Criminal Justice Information System (CICJIS), which develops cost-effective information sharing services for criminal justice agencies.



Executive Director's Office Customers

- Financial staff in CDPS and other agencies
- Internal fleet users
- Potential, current, and former employees of CDPS
- Colorado General Assembly and staff
- Media
- Other executive branch agencies and the Governor's Office
- Local governments
- Schools, teachers, students, and parents seeking information or support for school safety
- Criminal justice agencies that use CICJIS.

Department Description

Colorado Bureau of Investigation

For more than 50 years, the Colorado Bureau of Investigation (CBI) has provided exceptional support to Colorado residents and public safety organizations across the state. The dedicated CBI team has offered assistance through comprehensive criminal investigations, scientific testing in its internationally accredited forensic laboratories, and through the management of millions of criminal justice records.

Forensic Services—Scientists conduct the forensic testing of evidence submitted to the Bureau’s five laboratories. CBI scientists provide testing in nine disciplines: biology, DNA, latent prints, impression evidence, firearms, tool marks, drug chemistry, trace chemistry and toxicology. Teams are available to provide crime scene response 24 hours a day.

Investigative Services—Agents and analysts provide a full range of criminal investigative assistance to more than 300 police departments, sheriffs’ offices, district attorneys and state agencies in Colorado. The types of crimes investigated include homicide, officer-involved uses of force, sexual assault, cybercrime, fraud, identity theft, missing persons, gaming violations and public corruption. Agents assigned to the Investigation Section routinely conduct fugitive and human trafficking operations across the state. Additionally, Colorado’s Sex Offender Registry is housed within Investigations.

Criminal Information Management Unit—Serves as the conduit for nationwide criminal justice information provided by CBI. They provide policy and regulation for the handling and security of criminal justice information for every organization that uses the information in Colorado. CBI also manages the Colorado Crime Information Center (CCIC) and the Colorado Crime Stats repositories. Respectively, these systems provide real-time information regarding individuals, property and vehicles sought by law enforcement and statistical data related to crime within a jurisdiction. Through connections to these systems, Colorado law enforcement agencies have split-second communications with all law enforcement nationwide, as well as internationally.

Identification—Serves as the state repository for millions of criminal history records. The team conducts



fingerprint-based and name-based criminal history background checks for nearly 500 federal, state and local law enforcement agencies. Additionally, the team provides criminal history checks for licensing purposes for nearly 1,100 government and private entities.

InstaCheck—Conducts hundreds of thousands of background checks for firearms transfers each year, as well as background checks for Colorado sheriffs for the Concealed Handgun Permit process.

Office of Professional Standards—Ensures adherence to national accreditation standards, standardizes policies and training, investigates complaints and allegations of misconduct, and reports on CBI statistics and inspections.

Colorado Bureau of Investigation Customers

- General public
- Crime victims
- Police departments and sheriffs’ offices
- District attorney offices
- Colorado firearms dealers (Federal firearms licensees)
- Federal partners
- Colorado Limited Gaming Commission

Department Description

Colorado State Patrol

The Colorado State Patrol ensures a safe environment by providing professional law enforcement services that reflect honor, duty, and respect. Through high-visibility, strict enforcement, maximum resource deployment, and community education, CSP promotes safety, protects lives, and preserves state highways through the following programs:

Traffic Safety—Enforces Colorado laws on 8,400 miles of highway and 57,000 miles of county roads, including selective enforcement actions, saturation patrols, crash investigations, and educational safety programs.

Communications—Supports members of the Patrol, other state, local, and federal agencies, and Colorado residents.

Criminal Interdiction and Automobile Theft—Proactively investigates motor vehicle theft and related offenses, inspects Vehicle Identification Numbers, interdicts illegal drugs, and gathers intelligence to support state and national homeland security efforts.

Hazardous Materials Enforcement—Enforces permitting and routing rules, develops safe transportation rules and regulations, and provides timely response and mitigation for hazardous materials events on roadways.

Executive and Capitol Security—Provides 24-hour security at the State Capitol and Capitol Complex, and security for the Governor, First Family, visiting dignitaries, and public demonstrations.

Smuggling and Trafficking Interdiction Section—Enforces the state's human smuggling and human trafficking laws on Colorado roadways.

Port of Entry and Motor Carrier Safety Assistance Program—Collaborates with industry to support the safe transport of materials on commercial motor carriers in Colorado.

Aircraft Program—Supports traffic enforcement activities and transports state officials and employees.

Victims Assistance—Provides direct services to



victims of highway traffic crimes in accordance with the Victim Rights Act.

Colorado State Patrol Customers

- Motoring public, including residents and visitors of Colorado
- Commercial motor vehicle industry
- Local and federal law enforcement agencies
- Media
- Other executive branch agencies and the Governor's Office
- Colorado Governor and First Family
- Staff and visitors at the Colorado Capitol
- State officials and employees
- Highway traffic crash victims, survivors, and family members

Department Description

Division of Criminal Justice

The Division of Criminal Justice (DCJ) provides services to crime victims, conducts criminal justice research and analysis, and supports the management of offenders. DCJ's range of statutory charges includes technical assistance, grants management, data collection and reporting, victim assistance, and the creation of standards for community corrections, sex offender management, and domestic violence offender management. The offices described below carry out DCJ's multi-faceted responsibilities:

Adult and Juvenile Justice Assistance (OAJJA) – Administers seven federal and state criminal and juvenile justice funding programs. Additionally, OAJJA supports the Justice Assistance Grant (JAG) Board and the Juvenile Justice and Delinquency Prevention (JJDP) Council. Staff from OAJJA are actively involved in policy initiatives intended to improve the criminal and juvenile justice systems.

Community Corrections – Provides a sentencing alternative in lieu of prison incarceration for felony offenders. Community Corrections combines residential supervision and treatment for offenders ineligible for probation supervision or for those who have spent time in prison and are awaiting parole placement by the state parole board.

Domestic Violence and Sex Offender Management – Sets and reviews standards of practice for the court-ordered treatment for individuals charged with domestic violence or sex offenses. The standards are designed to enhance victim and community safety, promote offender accountability, and provide an opportunity for individuals to eliminate violent and assaultive behavior.

Evidenced-based Practices in Implementation Capacity (EPIC) Resource Center – Applies implementation science to strengthen and improve criminal justice system processes. Evidence-based practices are used to build staff skills in an effective, sustainable way to improve service delivery to individuals involved in the justice system. EPIC trains, coaches and uses a variety of additional educational methods to achieve its goals.

Research and Statistics – Analyzes justice policies and problems, evaluates criminal justice programs, conducts recidivism studies, provides research



support to the Colorado Commission on Criminal and Juvenile Justice (CCJJ), and distributes information through publications, presentations, and its web site. The office undertakes this work to assist the General Assembly, the Governor's Office, state and local agencies, and the public for the purpose of enhancing the administration of justice.

Victim Programs – Houses a series of programs to support the lives of crime victims. Some programs provide indirect support to victims, while other programs work directly with crime victims and agencies to ensure the rights of crime victims are upheld. Programs include victim compensation, sexual assault response, human trafficking prevention, victim assistance, and more.

Division of Criminal Justice Customers

- Crime victim services agencies
- Criminal justice agencies
- Community corrections providers and boards
- Sex offender treatment providers and sex offender victim services agencies
- Domestic violence offender treatment providers and victim services agencies
- Juvenile justice practitioners
- District attorney offices
- Local law enforcement agencies throughout Colorado
- Colorado Commission on Criminal and Juvenile Justice
- Colorado General Assembly

Department Description

Division of Fire Prevention and Control

The Division of Fire Prevention and Control (DFPC) safeguards the lives of those who live, work, learn and play in Colorado by reducing fire threats to people, property and the environment. Each of the programs described below supports the Division's mission in various ways:

Wildfire Management—Provides technical assistance to local governments and manages wildfires that exceed the capacity of local agencies.

Health Facility Construction and Inspections—Issues building permits, performs inspections, and ensures that licensed health facilities comply with fire and life safety codes.

Public School and Junior College Construction and Inspections — Ensures that public schools and junior colleges comply with building and fire codes by conducting plan reviews and inspections or certifying local plan reviewers and inspectors.

Certifications—Certifies firefighters, haz-mat emergency responders, medical first responders, fire sprinkler fitters, and others.

Colorado All-Risk Incident Reporting System—Administers a statewide reporting system for fires and related incidents.

Emergency Services Responder Education and Training—Provides training for emergency responders.

Center of Excellence for Advanced Technology Aerial Firefighting — Researches, tests, and evaluates new technologies related to aerial firefighting.

Fire Suppression—Ensures that fire sprinkler systems are properly installed and maintained.

Colorado Fireworks Act—Establishes minimum standards for the sale and use of fireworks.

Fire Safety in Limited Gaming Establishments—Establishes minimum building and fire safety standards for limited gaming establishments.



Regulation of Reduced Ignition Propensity Cigarettes — Enforces flammability standards on cigarettes.

Fire Safety in Waste Tire Facilities—Creates rules for fire safety in waste tire facilities.

Fire Prevention and Control Customers

- Fire chiefs, training officers, emergency responders
- Fire departments and fire protection districts
- County sheriffs
- County commissioners
- Other state and federal agencies
- Contractors, regulated businesses, property owners
- Health care facilities, school districts, gaming establishment owners
- General public

Department Description

Division of Homeland Security & Emergency Management

The Division of Homeland Security and Emergency Management (DHSEM) provides leadership to Colorado communities to prevent, mitigate, respond to, and recover from all-hazard events including natural disasters and human acts. DHSEM was created in 2012 to consolidate homeland security and emergency management functions that were previously located in multiple state agencies. In 2017 and 2018, the Division engaged stakeholders throughout Colorado to determine their needs and the best way for DHSEM to support local communities. Based on customer, partner and community feedback, DHSEM underwent a reorganization; its offices and units now include:



Division Director's Office—Is responsible for the general administrative and organizational management of the division. This includes reviewing, updating and developing policies and procedures, leading strategic initiatives, staff development and engagement, and the division's strategic planning. In addition, this office includes internal and external communications and stakeholder outreach and education. The business sections include:

- Chief of Staff
- Strategic Policy Section
- Strategic Communications and Outreach Section.

Office of Emergency Management—Conducts the four phases of emergency management (Preparedness, Response, Mitigation and Recovery) in coordination with other state agencies and in support of local jurisdictions. It integrates emergency management efforts across all levels of government: state, local, tribal and federal.

- Preparedness Section
- Response Section
- State Mitigation Section
- Field Services Section
- Recovery Task Force

Office of Grants Management—Works to standardize, streamline and improve federal and state grant management practices. This office provides assistance for projects and programs to build, sustain, and deliver the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from all-hazards events. The support provided includes all phases of the grant life cycle, from application and awarding of the grant agreements to close-out of the grant program and agreements.

- Subrecipient Monitoring Section
- Grant Reporting and Management Section
- Preparedness Grants and Contract Section
- Recovery Grant Section.

Office of Security and Prevention—Colorado Information Analysis Center (CIAC)—Serves as the focal point within the state for receiving, analyzing and sharing threat-related information among private sector, local, tribal, and federal partners. The CIAC includes representatives from all levels of government and serves as a clearinghouse for threat information with a focus on protecting civil rights, civil liberties and privacy concerns. The CIAC also provides situational awareness and a common operating picture, and coordinated information collection, analysis, and dissemination for CDPS.

- All-Hazards Threat Analysis Unit
- Watch Center
- Terrorism Liaison Officer Program
- State, local and federal partners co-located in the CIAC.

Homeland Security & Emergency Management Customers

- Local governments
- Local emergency managers
- Federal emergency management entities
- Other state agencies
- Local law enforcement
- Federal law enforcement
- General public

FY19 Outcomes

For FY19 CDPS selected and tracked six strategic policy initiatives (SPIs). The charts below indicate progress toward the SPI metrics as of March 31, 2019. Full-year data for each FY19 strategic policy initiative will be available in mid-July 2019.

SPI #1: Reduce fatal and injury crashes on Colorado's Highways

Metric: Number of fatal and injury crashes	FY16	FY17	FY18	FY19 Goal	Progress as of 3/31/2019
Reduce the number of fatal and injury crashes under CSP's jurisdiction by 5% by June 30, 2019, and by 15% by June 30, 2021, to benefit highway users.	4,055	3,948	3,946	3,641	2,809

SPI #2: Reduce impact and incidence of wildland fires

Metric: Number of large ¹ wildland fires	Baseline ²	2018	2019 ³ Goal	Progress as of 3/31/2019
Reduce the number ² of large wildland fires that threaten lives or property by 8% by June 30, 2019, and by 15% by June 30, 2021, to safeguard the lives and property of Colorado residents.	39	64	37	3

¹A large fire is any wildland fire 100 acres or greater in timber or 300 acres or greater in grasslands/rangelands. This information is collected and reported on a calendar year basis. Data collection for a particular calendar year is closed out in April of the subsequent year. ²DFPC established the baseline against which to track progress by calculating a seven-year average of large wildland fires using data from 2009 to 2015. ³This goal is tracked on an annual rather than fiscal-year basis.

SPI #3: Increase support of local law enforcement black market marijuana investigations

Metric: Number of responses	June 1, 2018 Actual*	FY19 Goal	Progress as of 3/31/2019
Increase CBI's ability to support local law enforcement black market marijuana investigations by increasing the total number investigations initiated from 0 to 20 by June 30, 2019, and to 50 by June 30, 2021, for the protection of Colorado residents and legal businesses, as well as neighboring states.	0	20	32

*Since this is a new function within CBI, the baseline number of investigative responses is 0.

FY19 Outcomes

SPI #4: Mitigate risk of communities losing grant funding

Metric: Number of on-site monitoring visits	FY17	FY18	FY19 Goal	Progress as of 3/31/2019
Implement a division-wide monitoring system for all subrecipients of federal and/or state grants from DHSEM to increase the number of annual on-site monitoring visits from 45 to 50 by June 30, 2019, and to 55 by June 30, 2021, to better identify high-risk subrecipients early and mitigate risk of local communities losing funding.	40	48	50	43

SPI #5: Improve efficiency & ease-of-use of DCJ grants system

Metric: Percent of grant recipients reporting satisfaction	June 1, 2018 Actual	FY19 Goal	Progress as of 3/31/2019
Improve the efficiency and ease-of-use of the DCJ grants system for grantees to achieve a 75 percent customer satisfaction rate by June 30, 2019, and a 90 percent customer satisfaction rate by June 30, 2021.	N/A*	75%	N/A

*As this was a new goal established in 2018, no baseline exists for this goal.

SPI #6: Implement process improvements to increase efficiency and engagement

Metric: Number of process improvements	June 1, 2018 Actual	FY19 Goal	Progress as of 3/31/2019
Implement at least 1 process improvement per division and a total of 10 process improvements per year by June 30, 2019, and continuing thereafter, to improve work efficiencies for CDPS employees and enhance the experience for CDPS customers.	N/A*	10	26

* No baseline exists for this goal. Each process improvement will identify specific customers who will benefit from the efficiencies achieved through implementation of each project.

Mission: Keep Colorado Communities Safe



COLORADO

State Patrol

Department of Public Safety

Reduce fatal and injury crashes on Colorado’s highways

Metric: Rate of fatal & injury crashes per 100 million vehicle miles traveled (VMT)	Baseline (2017)	FY19 Actual	June 30, 2020 goal (1-year goal)	June 30, 2022 goal (3-year goal)
The Colorado State Patrol will lead the statewide effort towards the reduction of the Colorado fatality rate per 100 million VMT from a ratio of 1.24 in 2017 to a ratio of 1.14 by 2020 and to a ratio of 1.04 by 2022.	1.24	<i>Will be available in July 2019</i>	1.14	1.04

The Colorado State Patrol (CSP) was created to “promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways.” (C.R.S. 24-33.5-201)

CSP’s jurisdiction includes approximately 8,483 miles of state highways and more than 57,000 miles of county roads throughout Colorado. Since its inception more than 85 years ago, the State Patrol has evolved into a progressive law enforcement agency that has adapted to the changing priorities of the communities we serve – all while adhering to a longstanding belief in the core values of honor, duty and respect.

The members of the Colorado State Patrol have maintained a focus on traffic safety initiatives, while accepting the challenges of a more diverse public safety mission.

CDPS, the Colorado Department of Transportation and the Colorado Department of Public Health and Environment are collaborating to support this goal.

The following strategies and processes drive achievement of the goal to reduce fatal and injury crashes, as indicated by the input and output metrics below.

Strategies/processes to drive achievement of SPI:

- Deploy high-visibility and strict enforcement strategies.
- Identify local-specific challenges and develop needs-based responses.
- Educate the community about highway safety.

Input and output metrics that indicate progress:

The following metrics are used to manage progress toward implementing strategies to achieve CSP’s strategic policy initiative and will be reported on quarterly throughout FY20:

- Number of proactive DUI citations
- Number of seatbelt citations
- Number of contacts by troopers.



Mission: Keep Colorado Communities Safe



COLORADO
School Safety Resource Center
 Department of Public Safety

Increase schools' preparedness for emergencies

Metric: Percent of schools with an exercised emergency operations plan	Baseline	June 30, 2020 goal (One-year goal)	June 30, 2022 goal (Three-year goal)
Create a baseline (or inventory) of schools with an exercised emergency operations plan by October 2019, and develop a plan to equip no less than 90% of schools by June 30, 2020.	TBD ¹	90%	TBD ²

¹This baseline will be established by October 2019. ²The three-year goal will be established after confirming the baseline and assessing achievement of the one-year goal.

A safe and secure learning environment provides the cornerstone for successful education. Our goal is for Colorado parents and students to be able to focus fully on children's growth and development because they know that their schools are prepared for and able to respond to a variety of emergencies.

Schools throughout Colorado have worked tirelessly to continuously improve the safety of their students, staff and visitors. Many schools have well-honed emergency plans in place that they exercise regularly; however, some schools may need additional support and assistance improving, refining, and/or exercising their plans. The Colorado School Safety Resource Center will research to determine the current status of emergency preparedness of Colorado schools, and then will develop a plan to increase the number of schools that have and exercise emergency operations plans.

Strategies/processes to drive achievement of SPI

- CSSRC will partner with CDHE and CDE to survey schools on gaps and to establish a baseline of exercised emergency operations plans.
- DFPC, DHSEM and CSSRC will partner and perform outreach to their key constituent groups on the requirements of the School Response Framework, C.R.S. 22-32-109.1 (4).
- DHSEM will encourage local and tribal emergency management offices to incorporate schools and campuses into as many exercises as practical.
- DHSEM will work with the CSSRC to align identified

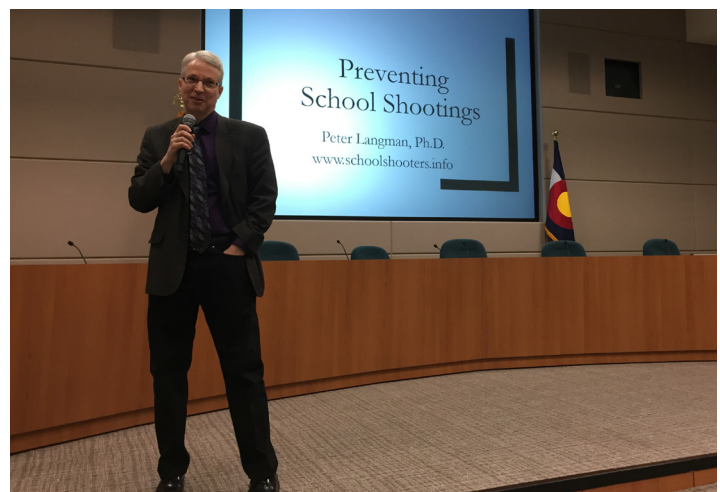
training and delivery needs at the local level through the annual State Training and Exercise Plan Workshop process.

- CSSRC and DHSEM will encourage schools to involve local first responders in exercising their plans in accordance with specific needs.

Input and output metrics that indicate progress:

The following metrics will be tracked in FY20 to indicate progress toward the SPI:

- Completion of baseline measurement
- Completion of implementation plan
- Number of schools contacted and engaged in the planning process.



Mission: Keep Colorado Communities Safe



COLORADO
Bureau of Investigation
 Department of Public Safety

Increase support of local law enforcement black market marijuana investigations

Metric: Number of investigations	Baseline (2018)	FY19 Actual	June 30, 2020 goal (1-year goal)	June 30, 2022 goal (3-year goal)
Increase CBI's ability to support local law enforcement black market marijuana investigations by increasing the total number of investigations initiated since 2018 from 0 to 45 by June 30, 2020, and to 90 by June 30, 2022 ² for the protection of Colorado residents and legal businesses	0	32 ¹	45	90 ²

¹A final number will be available in July 2019. ²This goal may be adjusted based on length and complexity of investigations; demand for services; and commitments of staff to testify at subsequent trials, etc.

According to local law enforcement and the DEA, black market cultivation, distribution, and exportation of marijuana continues to be a prevalent and under-addressed problem in Colorado. Criminal enterprises continue to move into Colorado to establish grow operations for exportation outside of the state.

In 2018, Colorado Legislature approved the creation of an 8-person Black Market Marijuana Team housed in CBI to assist with statewide interdiction. CBI hired and trained the members of the team in 2018, adding their expertise to existing investigative resources in order to ramp up assistance to local law enforcement beginning in early 2019.

Input and output metrics that indicate progress:

- Number of Illegal grow sites dismantled
- Number of assists to local agencies (or requests for service from local agencies)
- Number of illegal marijuana plant seizures
- Quantities of illegal bulk marijuana seized
- Number of arrests.

Strategies/Processes to Drive Achievement of SPI:

- Deepen relationships with local Law Enforcement to determine how to target the marijuana problem.
- Develop a methodical and systematic investigations best practice, in cooperation with local law enforcement.
- Develop a tips line and e-mail for local law enforcement to pass on requests; Use CCIC/ NCIC and other digital technology as a conduit to pass on information from the team to local law enforcement, and develop working tips.



Vision: Create more resilient communities



COLORADO

Division of Criminal Justice

Department of Public Safety

Expand availability of juvenile diversion programs

Metric: Number of juvenile diversion programs	Baseline (2019)	June 30, 2020 goal (One-year goal)	June 30, 2022 goal (Three-year goal)
Reduce juvenile criminal justice system involvement by expanding the availability of juvenile diversion programs from 15 to 22 ¹ by June 30, 2020.	15	22	N/A

¹There are 22 judicial districts in Colorado, therefore 22 is the final goal for this SPI.

Colorado Revised Statutes 19-2-303 (1974) authorized the establishment of Juvenile Diversion programs as an alternative to the formal court system. The goal is to reduce juvenile crime and recidivism, change juvenile offenders' behavior and attitudes, and reduce costs within the juvenile justice system. Program strategies differ for each jurisdiction including screening for treatment needs, education, restorative justice, bullying prevention, pre- and post-filing diversion and more.

The Division of Criminal Justice will partner with local Judicial Districts, the Colorado Department of Human Services Division of Youth Services, and other community stakeholders and partners to achieve this goal.

Strategies/processes to drive achievement of SPI

- Identify jurisdictions with under-utilized juvenile diversion programs to target resources.
- Conduct site visits to all Judicial Districts not currently participating in juvenile diversion to assist in application processes and program design.
- Work with stakeholders and partners to implement a funding allocation model that encourages participation in the program.

Input and output metrics to indicate progress:

The following input/output metrics are used to manage progress toward implementing strategies to achieve this strategic policy initiative:

- Number of jurisdictions assessed for utilization of diversion
- Number of site visits
- Number of applications for juvenile diversion funds
- Number of new programs designed
- Completion of revised funding allocation model.

Vision: Create more resilient communities



COLORADO

Division of Criminal Justice

Department of Public Safety

Implement performance-based contracting in Community Corrections

Metric: Completion of baseline and framework	Baseline (2019)	June 30, 2020 Goal (One-year goal)	June 30, 2022 Goal (Three-year goal)
Establish a statewide baseline and framework for implementing performance-based contracting in community corrections compliant with PACE guidelines by June 30, 2020.	0% complete	100% complete	N/A

Performance-based contracting requires that providers who receive state funding to deliver services demonstrate that they are achieving minimum standards and demonstrating the use of evidence-based best practices in their operations. In Colorado, community corrections is provided by individual companies and nonprofits that contract with local community corrections boards to receive state and federal funding and deliver community corrections in those communities.

The Colorado Office of Community Corrections has been working on a long-term plan to implement performance-based contracting for community corrections providers in Colorado. Performance-based contracting should increase positive outcomes for offenders in community corrections in Colorado once fully implemented, established, and sustained. The implementation plan began with defining best practices and establishing a means to measure facilities' adoption and application of best practices; this is achieved through the PACE (Program Assessment for Correctional Excellence) evaluations and Core Security Audits.

To ensure a successful and outcome-producing performance-based contracting system, in FY20 the Office of Community Corrections will continue with the long-term implementation plan.

Strategies/processes to drive achievement of SPI:

- Complete baseline measurements for both the Core Security Audits and the PACE evaluations.
- Contract with a consultant to determine risk-informed outcomes.
- Hold a conference with a focus on the implementation of best practices for recidivism reduction.
- Work with the Governor's Advisory Council on Community Corrections on any needed review of the initial Performance Based Contracting plan.

Input and output metrics to indicate progress:

The following metrics will be tracked in FY20 to indicate progress toward the SPI:

- Completion of baseline measurements for Core Security Audits and PACE evaluations
- Number of participants in recidivism reduction conference.



CO L O R A D O

Department of Public Safety