

Fiscal Year 2022 Performance Plan



COLORADO
Department of Public Safety



COLORADO

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 FY22 Wildly Important Goals aim to save lives, re-imagine how we deliver services, and contribute towards a more just, equitable and inclusive community.

- Reduce fatal and injury crashes on Colorado's highways.
- Increase judicial districts' understanding of minority over-representation in the juvenile justice system.
- Expand community access to government through increased digital engagement.
- Increase the diversity of our workforce to better represent the public we serve.
- Increase collaboration and mutual support within our department to enhance our ability to deliver services.

We believe that these initiatives—and indeed, our daily work—provide critical support for the Polis Administration's vision of a Colorado For All.

- Safe roads, communities and classrooms are foundational for achieving a strong economy, healthy population, and successful education system.
- Minority over-representation in the juvenile justice system has long-lasting effects that ripple out through the individuals' entire lifetimes, families, and communities. Raising awareness of these inequities and their impacts is the first step towards eliminating them.
- A diverse, inclusive, collaborative state workforce is crucial to ensure we are effective in serving Coloradans. CDPS is most successful in serving the public when our workforce is engaged and reflects the diversity of our communities.
- Better access to government leads to better government. We aim to increase public engagement by using technology to overcome barriers such as language, ability, transportation, work scheduling, and geographic location.

CDPS will track our Wildly Important Goals in the Governor's monthly dashboard, utilizing the lead and lag measures described in this report. Finally, in addition to these goals, CDPS pursues continuous improvement across all of our services and programs. We encourage our employees to innovate and to always seek to improve, every day.

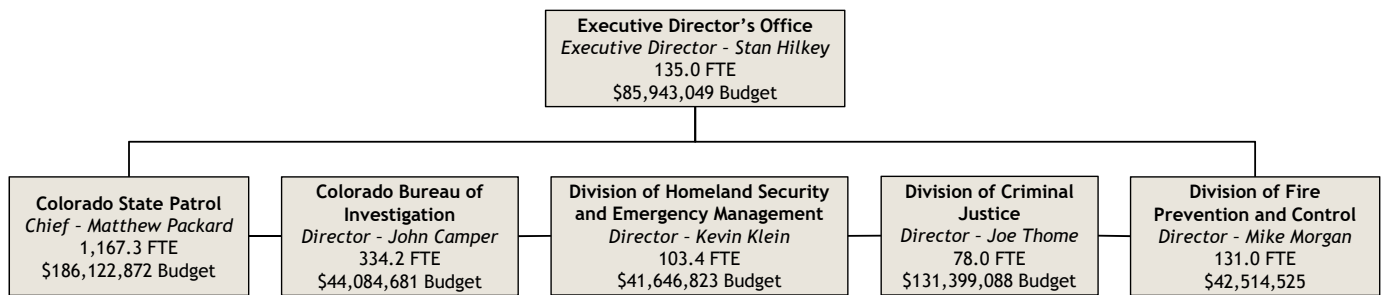
Sincerely,

Stan Hilkey
Executive Director

Department Description: Organizational Chart

Colorado Department of Public Safety

Total Department FTE & budget breakdown (based on FY22 Long Bill Appropriations)	
1,948.9	Total FTEs
\$513,711,038	Total funds
\$168,742,644	General Fund
\$241,553,361	Cash funds
\$53,042,492	Re-appropriated funds
\$68,372,541	Federal funds



Note: Budget figures reflect FY21-22 Long Bill appropriations, excluding special bill appropriations. Division and department budget figures also include significant Federal stimulus and pandemic response 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 (accounting and procurement)
- 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
- Local governments
- Other executive branch agencies and the Governor's Office
- Schools, teachers, students, and parents seeking information or support for school safety
- Criminal justice agencies that use CICJIS

Department Description

Colorado Bureau of Investigation

The Colorado Bureau of Investigation (CBI) provides exceptional support to public safety organizations and Colorado residents 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 three full-service laboratories, and at two regional facilities. CBI scientists provide testing in nine disciplines: Serology, DNA, Latent Prints, Firearms and Toolmarks, Drug Chemistry, Toxicology, Trace Chemistry and Digital Media.

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, illicit market marijuana, 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. Crime Scene teams are available to provide crime scene response 24 hours a day. Additionally, Colorado's Sex Offender Registry is housed within Investigations.

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

Crime Information Management Unit—Serves as the conduit for nationwide criminal justice information provided by the 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.

Biometric Identification and Records Unit—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.

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
- State partners
- Media
- Colorado Limited Gaming Commission

Department Description

Colorado State Patrol

The Colorado State Patrol ensures a safe and secure environment for all persons by providing professional law enforcement services that reflect the Core Values of honor, duty, and respect. Through a high visibility, education and enforcement strategy, CSP works to save lives 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, saturation patrols, crash investigations, and educational safety programs.

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.

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

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.

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
- Colorado Governor and First Family
- Other executive branch agencies and the Governor’s Office
- 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 or placement 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.



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 boards and providers
- 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
- Colorado law enforcement agencies
- CCJJ
- Colorado General Assembly
- The Governor's office
- Colorado residents

Department Description

Division of Fire Prevention and Control



The mission of the Division of Fire Prevention and Control is to serve and safeguard the people and protect the property, resources, environment, and quality of life in Colorado. Each of the programs described below supports the Division's mission in various ways:

Wildfire Management—Mitigates, detects, and responds to wildfires with aggressive initial attack strategies; 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. DHSEM's offices and units 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. The office integrates emergency management efforts across all levels of government: state, local, tribal and federal. Sections include:

- 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. Sections include:

- Sub-recipient 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, a common operating picture, and coordinated information collection, analysis, and dissemination for CDPS. Sections include:

- 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

FY21 Outcomes

For FY21 CDPS selected and tracked four Strategic Policy Initiatives, also called Wildly Important Goals (WIGs). The charts below indicate progress toward the WIG metrics as of June 1, 2021. Full-year data for each FY21 strategic policy initiative will be available in mid-July 2021.

WIG #1: Improve highway safety by reducing fatal and injury crashes

Metric: Number of CSP-investigated fatal and injury crashes	2019	2020	FY21 Goal	Progress as of 6/1/2021
	3,888	3,589	3,693	Pending

Strategies to achieve this goal include increasing proactive stops for speeding and impaired driving, and increasing seatbelt enforcement.

WIG #2: Increase firefighters' access to live-fire training

Metric: Number of firefighters trained on the state's mobile live fire training unit (MLFTU)	FY20	FY21 Goal	Progress as of 6/1/2021
	1,263	1,400	2,027

Strategies to achieve this goal include: Position additional training staff on the Western Slope; obtain a third MLFTU; advertise and market the MLFTU to target audiences; and craft an enhanced training plan and request process.

WIG #3: Increase the number of cold case homicides investigated

Metric: Number of Cold Case homicides reviewed and/or investigated by the CBI	FY20	FY21 Goal	Progress as of 6/1/2021
	10	15	84

Strategies to achieve this goal include: Increase the number of cold cases categorized; increase proactive outreach to law enforcement agencies to identify possible genetic genealogy cases; increase the number of cases submitted for genetic genealogy.

WIG #4: Enhance schools' emergency preparedness

Metric: Percent of districts that have exercised their emergency operations plans	FY20	FY21 Goal	Progress as of 6/1/2021
	34%	95%	65%

Strategies to achieve this goal include increasing the number of districts that CSSRC has directly contacted and offered to assist with creating and/or exercising an emergency plan.

FY21 Outcomes

Special Focus: Implementing Process Improvements

AMBER Alert Enhancements

CBI electronically linked the AMBER Alert bulletin to the Wireless Emergency Alert (WEA) notifications on cell phones to provide the community with more detailed information, including images, without any delay. This change will allow for greater reach of the AMBER Alert information in an expedited manner.

Colorado State Patrol Trooper Hiring Process

With a competitive job market becoming increasingly more challenging within the last 18 months, the Colorado State Patrol made changes to its hiring process in order to secure the best candidates who need or desire immediate employment. Prior to this update, cadet candidates often have had to wait weeks or months after applying before their academy class began. As a result, CSP has lost candidates to other law enforcement agencies and employers. Beginning in 2020, CSP can hire pending trooper cadets and place them in temporary, alternative roles until the Academy begins.

By offering open roles to those who are interested in beginning employment as soon as they are approved for hire in areas like communications, executive security, and troop offices (some of which are facing critical staffing levels), these members are beginning to learn the Patrol, our culture, and our values. In addition, these new members are also developing other skills and relationships within the agency.

In 2020, CSP hired 14 cadets early, with six assigned to communication centers, four to executive security, and four to troop offices in support roles.

Teletherapy for Offenders During the Pandemic

The Office of Domestic Violence and Sex Offender Management responded quickly to the pandemic by authorizing the use of teletherapy or e-Therapy by domestic violence treatment providers for use with offenders. In order to receive approval to provide teletherapy under the variance, each provider had to submit an expedited variance request form. The initial surge of forms, sent to staff as attachments via email, took about three weeks to process. This process was time-consuming and labor-intensive for staff who had to review, track, verify, and provide

certification to the treatment providers. In 2021, DCJ implemented an online form that was much easier for providers to complete correctly, submit, and receive instant verification. In fact, staff were able to process more than half of the variance requests on the first day the new online form was launched. Overall, customer satisfaction increased and staff review time was reduced from about three weeks to a few hours.

Digital Performance Management Plans

In late 2019, CDPS decided to digitize our employee performance management system. This change allowed every employee at CDPS to view and sign off on their performance management plan (PMP) inside of a web-based application, instead of a PDF form that was used previously.

Using ideas from both Lean & Agile, the HR implementation team hosted focus groups to determine what users would like in a web-based application. The team then created a test product to gain real feedback.

The team rolled out the digital interface in spring 2021, along with a training website loaded with videos showing how to complete each step. The new process provided a fully digital solution that eliminated the need for in-person work to complete this mandatory annual activity. In terms of long-term benefits, this improvement saves an enormous amount of time for employees and supervisors by eliminating redundant steps inherent in using PDF versions. It also vastly streamlined the work process of HR staff, who previously had to manually receive, acknowledge, track, and manage versions via email; the new system automates the flow of documentation and updates the files in real time, ensuring that HR always has the most up-to-date version.

Forensic Services Portal

In an effort to improve access to forensic science information in an accelerated manner through the use of enhanced technology for Colorado Law Enforcement Agencies, CBI Forensic Services has begun to implement a digital dashboard system for Colorado law enforcement to access case information in an electronic format.

FY22 Wildly Important Goals

WIG #1: Improve highway safety by reducing fatal and injury crashes.

Metric: Number of CSP-investigated fatal and injury crashes	FY21 Baseline	1-year goal	3-year Goal
	3,589	3,409	3,077

WIG #2: Increase judicial districts' understanding of minority over-representation in the juvenile justice system.

Metric: Number of judicial districts that have received facilitated forums on juvenile justice race and ethnicity	FY21 Baseline	1-year goal	3-year Goal
	1	4	7

WIG #3: Increase the diversity of our workforce to better represent the public we serve.

Metric: CDPS employee representation of racial and ethnic minorities	FY21 Baseline	1-year goal	3-year Goal
	17%	18%	18%*

**The most recent Census figures indicate that Colorado's population is about 84% white/16% racial and ethnic minorities. This aggregate goal exceeds representation proportionate to the overall state population and therefore remains steady once 18% has been achieved.*

WIG #4: Expand community access to government through increased digital engagement.

Metric: Number of trainings and conferences per year with a virtual option offered to external stakeholders	FY21 Baseline	1-year goal	3-year Goal
	45	59	63

WIG #5: Increase collaboration and mutual support within our department to enhance our ability to deliver services.

Metric: Percent of CDPS employees reporting positively in the Employee Engagement survey that "other work groups give us the support we need to succeed"	FY21 Baseline	1-year goal	3-year Goal
	55%	65%	70%

FY22 Wildly Important Goals



COLORADO

State Patrol

Department of Public Safety

WIG 1: Reduce the number of CSP-investigated fatal and injury crashes from 3,589 in 2020 to 3,409 (-5%) by June 30, 2022, and to 3,230 (-15%) by June 30, 2023.

Problem Statement

Colorado has seen an increase in fatalities when comparing 2019 to 2020. During the COVID-19 pandemic, total highway miles traveled decreased, however, more people died in 2020 than in 2019. Coloradans' health and quality of life is impacted by the safety of highways; the reduction of fatal and injury crashes improves safety and wellbeing for people throughout the state.

Desired Outcome

If this goal is achieved, it equates to lives saved in Colorado. This measure correlates with the goals set forth in the Colorado Strategic Transportation Safety Plan, which is being coordinated by CDOT.

The reduction of fatal and injury crashes also correlates with the Criminal Justice and Public Safety Cabinet Working Group dashboard to reduce the statewide number of highway fatalities.



Impact on Equity, Diversity and Inclusion in Colorado

Through education and community outreach, CSP members engage all populations throughout the state to encourage safe driving behaviors. Most programs and outreach campaigns target specific demographics who are at higher risk for injuries and fatalities, such as young drivers, motorcyclists, pedestrians, aging drivers, etc.

Monthly Lead Measures

- The State Patrol will increase the number of proactive traffic stops initiated for speeding, weaving, or lane usage (which cause the most crashes) from 140,439 in FY20 to 144,652 in FY22.
- The State Patrol will increase the number of proactive impaired driving citations from 3,241 in FY20 to 3,338 in FY22.
- The State Patrol will increase the number of seat belt citations issued from 14,531 in FY20 to 14,966 in FY22.

Strategies

- Through the use of data-driven strategies, high visibility, and strict enforcement, CSP will proactively enforce laws related to the top crash causal factors.
- Education and community outreach will help the public understand the importance of safe driving behaviors. Speeding and impaired driving continue to be leading causes of fatal and injury crashes.
- CSP will focus its efforts on proactive traffic stops to deter these dangerous behaviors and detect impaired drivers before a crash occurs.
- We know that seatbelts save lives. Troopers will seek to increase use of seatbelts through education and citations.

FY22 Wildly Important Goals



COLORADO
Division of Criminal Justice
Department of Public Safety

WIG 2: In an effort to reduce over-representation of minority youth in the juvenile justice system, DCJ will increase the number of targeted judicial districts in Colorado that receive facilitated forums on juvenile justice race and ethnicity, from one judicial district to four, by June 30, 2022.

Problem Statement

According to the most recent available juvenile data (July 1, 2018 - June 30, 2019), 5.9% of Colorado's population 10-17 year-olds were Black, but Black youth were 17.7% of the juveniles arrested, 19.2% of the juveniles detained pre-adjudication and 21% of the state's commitments to the Division of Youth Services. In that same time period, Latino juveniles were also over-represented, although to a smaller degree. Latino youth made up 31% of the population of 10-17 year-olds, but were 37% of juvenile arrests, 46% of the juveniles held pre-adjudication detention, and 47% of the juveniles committed to the Division of Youth Services. The data indicate that there are disproportionate outcomes throughout the juvenile justice system, beginning at arrest.

Desired Outcome

Successful completion of this goal will increase key juvenile justice system professionals' awareness of the problem of over representation of youth of color within their juvenile justice system and provide a systematic process for identifying and addressing contributing factors.

Impact on Equity, Diversity and Inclusion

This WIG is a small step to begin to address a larger societal issue with long-term impacts. The outcomes of an inequitable justice system have long-term effects. Previously detained or committed youth face major challenges entering the workforce, receiving a livable wage, and finding steady employment as adults. Spending time in the juvenile justice system is tied to increased risk behaviors and poorer health in adulthood.

Monthly Lead Measures

- The total number of people participating in a Juvenile Justice Race and Ethnicity Forum will increase from 25 to 70 people by June 30, 2022.
- DCJ will increase at least 75% of forum attendees' understanding in one or more knowledge areas by June 30th, 2022.

Strategies

- Provide Juvenile Justice Race and Ethnicity Forums to seven judicial districts so that every attendee returns to their respective agency or juvenile justice decision point with a working understanding of the problem of over representation in the juvenile justice system, and an idea of the path to address over representation within their own judicial district.

FY22 Wildly Important Goals



WIG 3: Increase CDPS employee representation of racial and ethnic minorities from 17% in 2020 to 18% by June 30, 2022.

Problem Statement

Diversity comes in many forms: gender, race, religion, sexual orientation, age, culture, socioeconomic background, etc. CDPS identified that 17% of our workforce is made up of racial and ethnic minorities (Hispanic/Latino, Black/African American, American Indian/Alaska Native, Asian, Native Hawaiian/other Pacific Islander or Two or more races). Although the CDPS workforce generally reflects the diversity of the state (the most recent Census reports Colorado's population to be 84% white), there are specific job categories within CDPS in which racial and ethnic minorities are significantly underutilized.

Desired Outcome

Successful completion of this goal will result in a public safety workforce that is more diverse and representative of the population of Colorado.

Impact on Equity, Diversity and Inclusion in Colorado

A diverse and inclusive state workforce is crucial to ensure we are effective in serving Coloradans. CDPS is most successful in serving the people who work, live and play in Colorado when our workforce reflects the diversity of our communities.

Monthly Lead Measures

- Increase the number of equity, diversity and inclusion-related trainings and events from 23 to 30 by June 30, 2022.
- Increase the number of CDPS policies reviewed through an EDI lens, with each division reviewing at least one, from 2 to 20 by June 30, 2022.
- Increase the percent of positions descriptions for positions being filled with an equity lens from 0 to 100% by June 30, 2022.
- Increase CDPS attendance to hiring and outreach events in underrepresented communities from 6 to 10 by June, 2022.

Strategies

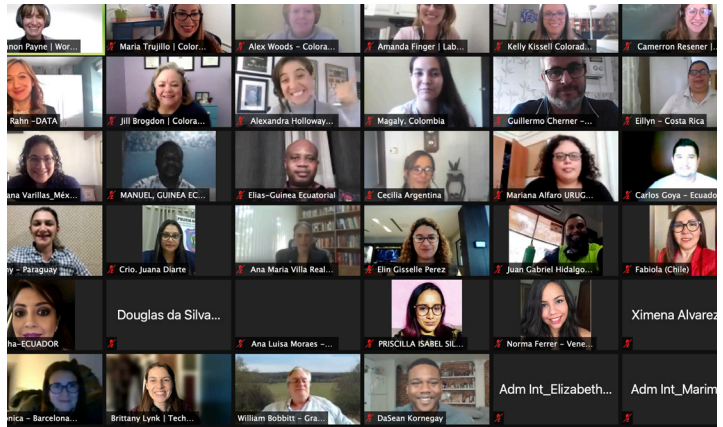
- Seek to increase the number of diverse applicants by increasing events focused on diversity recruitment
- Ensure that policies do not harm one particular group over another by looking at them through an EDI lens
- Retain diverse workforce by ensuring employees feel valued and welcomed at CDPS, regardless of their background.



WIG 4: To expand community access to government through increased digital engagement, CDPS will increase the number of trainings and conferences with a virtual option offered from 45 to 59 (30% increase) by June 30, 2022.

Problem Statement

CDPS aims to ensure access to trainings to stakeholders outside the metro area and/or without the means to travel in-state. In addition to physical location accessibility, CDPS wants to improve access to training in different languages and in formats that serve individuals with disabilities. A side effect of traveling to in-person training is that it creates more congestion on Colorado's roads and increases greenhouse gas emissions. Increasing our offering of virtual training to a sustainable percentage will increase accessibility for our stakeholders and reduce traffic and GHG emissions.



Desired Outcome:

Successful completion of this WIG will increase the accessibility of important training and resources for our department's stakeholders and make Colorado a safer state.

Impact on Equity, Diversity and Inclusion

By allowing stakeholders to attend training from where they are located, there will be less reliance on travel, which will increase the equity and inclusion of the training we provide. Furthermore, virtual meetings offer technological solutions that may enable us to better serve individuals with language, access, and functional needs.

Monthly Lead Measures

- Increase the number of virtual meeting/training attendees from 100 in 2019 to 200 by June 30, 2022.
- Increase the number of training documents that are reviewed to ensure accessibility from 38 to 50 by June 30, 2022.
- Increase the number of trainings where the trainer proactively asks attendees about accommodation needs from 48% to 90% by June 30, 2022.
- Increase the Employee Engagement Team's offering to assist CDPS trainers learn and utilize virtual meeting tools and platforms from 0% to 100% by June, 2022.

Strategies

- Train staff in accessibility and virtual meeting best practices and tools.
- Establish a standard expectation that public meetings and trainings offer accommodations.

FY22 Wildly Important Goals



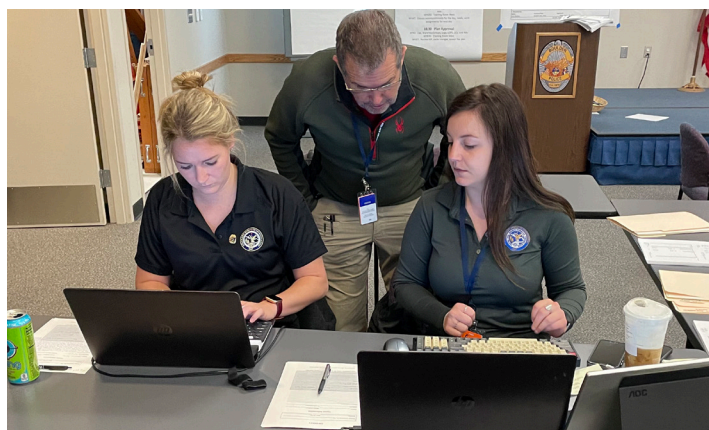
WIG 5: Improve collaboration among CDPS divisions by increasing the Employee Engagement Survey metric "Other work groups give us the support we need to succeed" from 55% to 65% by June 30, 2022.

Problem Statement

Colorado is safer when CDPS employees are internally supported by one another and are able to successfully complete their duties. CDPS has an internal strategic priority to operate as "One CDPS" to realize our motto of "Safer Together." As identified on our 2019 employee engagement survey, 55% of CDPS employees believe that other units give them the support they need to succeed.

Desired Outcome:

Successful completion of this goal will increase internal support of CDPS employees, resulting in higher resilience and enhanced ability to fulfill our mission to safeguard the people of Colorado and deliver diverse public safety services.



Impact on Equity, Diversity and Inclusion

Receiving support from others at one's workplace is integral to an inclusive environment. Meanwhile, it is important to equity and diversity for our members to feel that the workplace give and take is equitable no matter who you are or what your job is. Achieving this goal will help employees believe they can depend on their colleagues to be there for them, to provide support and help to achieve success.

Monthly Lead Measures

- Increase peer-to-peer recognition in the department's performance management system from 2,458 per year to 2,827 per year by June 30, 2022.
- Launch a traveling recognition token program and increase the number of recognitions from 0 to 400 by June 30, 2020.
- Increase total yearly attendance at department-wide events from approximately 1,000 to 2,220 by June 30, 2022.
- Increase the number of improvement ideas shared in the I.D.E.A. Center and CSP's N.I.R.D. from 20 to 40 by June 30, 2022.

Strategies

- Drive greater participation in existing peer-to-peer recognition opportunities that encourage teamwork and collaboration; launch a new recognition program that encourages these values and behaviors.
- Support a culture of mutual respect and "One CDPS" by engaging employees in events that educate them about the work of their colleagues and provide networking opportunities.



CO L O R A D O

Department of Public Safety