



COLORADO
Department of Public Safety

FY2023
Performance Plan

Table of Contents

CDPS Guiding Principles	3
Introduction	4
Letter from the Executive Director	
Department Description	6
Colorado Bureau of Investigation (CBI)	
Colorado State Patrol	
Colorado Division of Criminal Justice (DCJ)	
Division of Fire Prevention & Control (DFPC)	
Division of Homeland Security and Emergency Management (DHSEM)	
Executive Director’s Office (EDO)	
CDPS Organizational Chart+	
FY2022 Performance Evaluation	17
WIG #1: Increase safety for the traveling public by reducing fatal and injury crashes by 5% in one year.	
WIG #2: Increase judicial districts' understanding of minority over-representation in the juvenile justice system.	
WIG #3: Increase the diversity of our workforce to better represent the public we serve.	
WIG #4: Expand community access to government through increased digital engagement.	
WIG #5: Increase collaboration and mutual support within our department to enhance our ability to deliver services.	
FY2022 Process Improvements	
FY2023 Wildly Important Goals	21
WIG #1: Increase accessibility of our information and services.	
WIG #2: Increase Support to Local Fire Agencies	
WIG #3: Enhance Investigative Services to Colorado Communities by Right-Sizing the CBI and Its Ability to Respond to Requests	
WIG #4: Save lives by reducing fatal and injury crashes on Colorado highways	



COLORADO
Department of Public Safety

CDPS Guiding Principles

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 numerous public safety services for Colorado communities, including law enforcement and investigation, fire prevention and response, emergency management, and a variety of criminal justice functions.

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.



Our FY23 Wildly Important Goals aim to save lives and enhance service to our customers:

- Reduce fatal and injury crashes on Colorado's highways;
- Increase accessibility of our services and information;
- Increase our support of local fire agencies for wildland fire and all-hazard incidents;
- Increase CBI's response to local jurisdiction requests for investigative assistance.

These initiatives and the ongoing public safety work of CDPS provide critical support for the Polis Administration's vision of a Colorado For All. Safe communities, roads, and classrooms are foundational for achieving a strong economy, healthy population, and successful education system. Meanwhile, training our staff in accessibility ensures that all Colorado residents and visitors have equal access to critical information and services.

CDPS will track our Wildly Important Goals in the [Governor's monthly dashboard](#), utilizing the lead and lag measures described in this report. 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.

Finally, it is important to note the environment in which the Department of Public Safety operates. Colorado's home rule status means that nearly all decisions and responses start locally. Local jurisdictions manage disasters, wildfires, investigations,

and criminal justice in their communities, and turn to CDPS for support, guidance, and resources. Additionally, although CDPS engages in public awareness campaigns and proactive strategies aimed at achieving our public safety goals, major factors beyond our control influence safety outcomes in Colorado. For example, Colorado has experienced unprecedented challenges due to the pandemic, climate change and drought, civil unrest, and economic uncertainty. These and other factors have contributed to nationwide trends such as more frequent, destructive wildfires and disasters; higher crime rates and increased highway deaths; and an opioid crisis in which illicit fentanyl has risen to the forefront. The members of CDPS have adapted and responded to these and other crises. They will continue to work tirelessly with our state and local partners to find innovative solutions to enhance public safety in the face of new and complex challenges.

Sincerely,
Stan Hilkey

Department Description

The Colorado Department of Public Safety (CDPS) has approximately 2,000 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.

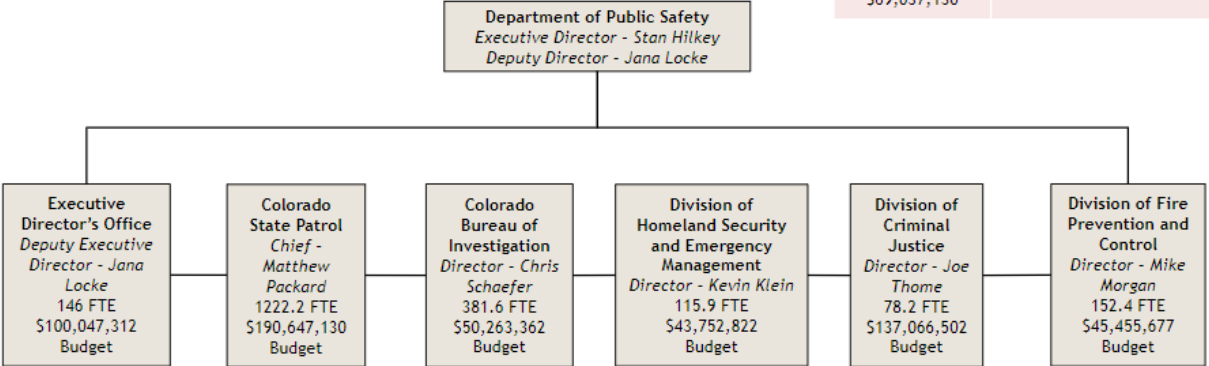
The operating divisions of CDPS are:

- Colorado Bureau of Investigation (CBI)
- Colorado State Patrol
- Division of Criminal Justice (DCJ)
- Division of Fire Prevention and Control (DFPC)
- Division of Homeland Security and Emergency Management (DHSEM).

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

Colorado Department of Public Safety

Total Department FTE & budget breakdown (based on FY23 Long Bill & Supplemental Bill)	
2,096.3	Total FTEs
\$567,232,805	Total funds
\$196,594,096	General Fund
\$254,166,808	Cash funds
\$47,434,771	Re-appropriated funds
\$69,037,130	Federal funds



Colorado Bureau of Investigation (CBI)

The CBI is dedicated to providing exceptional support to public safety organizations and Colorado residents across the state. As a by request agency, 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 one regional facility. CBI scientists provide testing in nine disciplines: Serology, DNA, DNA Database, Latent Prints, Firearms and Toolmarks, Drug Chemistry, Toxicology, Trace Chemistry and Digital Media.

Investigative Services

Agents, analysts and crime scene responders 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, 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 more than 1,000 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.

CBI Customers:

- Police departments and sheriffs' offices
- District attorney offices
- General public
- Crime victims
- Colorado firearms dealers (Federal Firearms Licensees)
- Federal partners
- State partners
- Media

“Right Sizing” the CBI

The Decision Item to add more than 100 new staff members to the CBI is the most robust endeavor in the Bureau's 55-year history. The effort to Right Size the CBI is part of a three-year phased approach to increase staffing primarily in the Bureau's Investigations and Forensic Services sections. The proposed addition of generalized criminal investigative agents will have geographic and case flexibility to provide resources to operations involving Major Crime Investigation, Cold Cases, Human Trafficking, Fugitives, Registered Sex Offenders, Drug Offenses, Cyber Crime and Identity Theft, and many other crimes throughout the state. The additional forensic services staff will address increased evidence submissions that have coincided with Colorado's population growth.

In a review of 32 (out of 47) state criminal investigative agencies participating in a comprehensive CBI survey, the CBI was found to have the lowest Agent per million population vs. Agency in the nation at .008. The survey was critical in showing that both the CBI's Investigations and Forensic Services sections are dramatically understaffed compared to most states across the nation.

To provide perspective within Colorado, the CBI's entire sworn Investigation Section is smaller than that of the Lakewood Police Department (48 total deployable detectives for 155,146 population), the El Paso County Sheriff's Office (41 total deployable

investigators for 720,403 population) and others. With only 41 agents to provide statewide investigative assistance (note Colorado’s population of 5.75 million) the CBI has less sworn staff than the Wheat Ridge Police Department, serving a population of 31,331.

We are very pleased to announce that the Colorado Legislature approved this Decision Item in its entirety in the spring of 2022. At a cost of \$15.3 million, the CBI is already hard at work to complete the implementation plan for the positions identified in the Decision Item over the next three years.

The following table provides a snapshot of the funding and staffing goals over the next three years.

Service area	FY2023 FTE	FY2023 General Fund	FY2024 FTE	FY2024 General Fund	FY2025 FTE	FY2025 General Fund
Investigation services	26	\$4,320,647	53	\$8,516,801	72	\$11,255,985
Forensic Services	13	\$1,693,665	18	\$2,275,156	23	\$2,909,652
Support Services	4	\$401,354	6	\$691,340	6	\$664,238
EDO Administrative Services	4	\$394,033	6	\$545,784	6	\$531,784
Total Request	47	\$6,809,699	83	\$12,029,081	107	\$15,361,659

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, and other dignitaries.

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, weapons and currency, 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 the motor carrier 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.

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 employee
- Highway traffic crash victims, survivors, and family members.

Colorado Division of Criminal Justice (DCJ)

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)

OAJJA administers nineteen (19) federal and state criminal and juvenile justice funding programs. Additionally, OAJJA supports the Justice Assistance Grant Board, the Juvenile Justice and Delinquency Prevention Council, Crime Prevention Advisory Committee, Crime Prevention and Intervention Advisory Committee, Law Enforcement Workforce Advisory Committee, and the Health Needs of Persons in Criminal Justice System Review Committee. Staff from OAJJA are actively involved in policy initiatives intended to improve the criminal and juvenile justice systems.

Office of Community Corrections

Community Corrections provides a sentencing or placement alternative in lieu of prison incarceration for felony offenders, combining residential supervision and specialized treatment for individuals ineligible for probation supervision or for those who have spent time in prison and are awaiting parole placement by the state parole board. The State Office of Community Corrections sets the standards for community corrections programs and distributes funding through performance-based contracting to local community corrections boards. Local boards establish contracts with and provide oversight for community corrections programs serving their judicial district.

Office of Domestic Violence and Sex Offender Management (ODVSOM)

ODVSOM supports the Domestic Violence Offender Management Board and the Sex Offender Management Board. These boards set and review standards of practice for the evaluation and treatment for individuals convicted of 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 abusive behavior.

Office of Research and Statistics (ORS)

ORS 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 website. This work informs the General Assembly, the Governor's Office, state and local agencies, and the public for the purpose of enhancing the administration of justice.

Office of Victim Programs (OVP)

OVP supports the lives of crime victims through a series of programs. 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.

Office of Liaison for Missing and Murdered Indigenous Relatives (MMIR)

This office will be established per SB22-150 and CRS 24-33.5-2603 to serve as a liaison on behalf of the indigenous community on issues related to missing or murdered indigenous relatives.

DCJ 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
- Colorado Commission on Criminal and Juvenile Justice
- Colorado General Assembly
- The Governor's Office
- Colorado residents

Division of Fire Prevention & Control (DFPC)

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 sections 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.

Fire and Life Safety

Administers fire, building, and life safety codes and is available to assist local fire and building officials with plan review, inspection, code analysis of non-regulated facilities, and investigations at their request.

- The Investigation Section is available to determine the origin, cause, and circumstances of fires (structural and wildland) that occur throughout Colorado.
- The Building Code Branch ensures that public schools, charter schools, and junior colleges comply with building and fire codes by conducting plan reviews and inspections or certifying local plan reviewers and inspectors.
- The Fire Prevention Branch issues building permits, performs inspections, and ensures that state-licensed health facilities comply with fire and life safety codes. It is also responsible for inspections and fire and/or life safety permits for schools and other buildings upon request.

The Fire & Life Safety Section also ensures that fire sprinkler systems are properly installed and maintained; establishes minimum standards for the sale and use of fireworks; establishes minimum building and fire safety standards for limited gaming establishments; enforces flammability standards on cigarettes; and creates rules for fire safety in waste tire facilities.

Colorado All-Risk Incident Reporting System

Administers a statewide reporting system for fires and related incidents.

Professional Qualifications & Training

Provides educational offerings for Firefighter, Hazardous Materials Responder, Driver Operator, Fire Officer, Youth Firesetter Prevention, Fire and Life Safety Educator and Fire Instructor programs. The Section also administers the state's voluntary firefighter certification program, hosts three fire schools annually featuring National Fire

Academy courses, and supports other fire educational and training programs as needed by fire services.

Center of Excellence for Advanced Technology Aerial Firefighting

Researches, tests, and evaluates new technologies related to aerial firefighting.

Fire Commission

Leads an integrated, statewide process focused on the fire service's capacity to conduct fire management and preparedness, prevention, and response activities.

Grants

Administers grants intended to help volunteer, combination, and career fire and rescue companies improve their capabilities to provide firefighting, and rescue services.

DFPC 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

Division of Homeland Security and Emergency Management (DHSEM)

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. The business sections include:

- Chief of Staff

- Support Services Section
- Strategic Communications 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:

- Field Operations Section
- Integrated Preparedness Section
- Planning Section
- Mitigation Section
- State Recovery Section
- State Emergency Operations Center / Response Section

Office of Preparedness (Office of Grants Management)

Works to standardize, streamline, and improve federal and state grant management practices. This office manages over \$2.5 billion in grants 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:

- School emergency Response Section
- Subrecipient Monitoring Section
- Preparedness Grants and Contract Section
- Recovery Grant Section
- Chemical Stockpile Emergency Preparedness Program 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 Threats Intelligence Unit
 - Terrorism Liaison Officer Program
- Watch Center
- Safe2Tell

- State, local and other agencies
- Federal partners co-located in the CIAC

CIAC Customers

- Local governments
- Local emergency managers
- Private Sector
- Nonprofit Governmental Organizations
- Federal emergency management entities
- Other state agencies
- Local law enforcement
- Federal law enforcement
- General public and media

Executive Director's Office (EDO)

The 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, auditing, 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.

EDO 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
- Criminal justice agencies that use CICJIS

FY2022 Performance Evaluation

For FY22, CDPS selected and tracked five Strategic Policy Initiatives, also called Wildly Important Goals (WIGs). The charts below indicate progress toward the WIG metrics as of June 1, 2022. Full-year data for each FY22 strategic policy initiative will be available in mid-July 2022.

WIG #1: Increase safety for the traveling public by reducing fatal and injury crashes by 5% in one year.

Goal: In an effort to increase safety for the traveling public in Colorado, the Colorado State Patrol will reduce the number of CSP-investigated fatal and injury crashes from 3,766 in 2021 to 3,577 (-5%) by June 30, 2022.

Activities:

- Increase proactive traffic stops for speeding, weaving, or lane usage, which cause the most crashes.
- Increase the number of proactive impaired driving citations.
- Increase the number of seatbelt citations.

Outcomes:

Metric	FY2021 Baseline	FY2022 Goal	FY24 Goal	Progress as of 6/30/2022
Number of fatal & injury crashes	3,766	3,577	3,228	4,194

This WIG aligns with the Cabinet-level goal: “In an effort to protect the traveling public in Colorado, the Colorado State Patrol, the Colorado Department of Transportation, and other state agencies will reduce the number of statewide traffic fatalities from 611 in FY19-20 to 565 (-7.5%) in FY 21-22 by June 30, 2022.”

Colorado’s challenges with the reduction of fatal and injury crashes reflect the national trend as fatalities have been on the rise across the country for the last two years. There are multiple potential causes for this rise; increased population, increased dangerous driving behavior, and staffing shortages within the Colorado State Patrol.

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

Goal: In an effort to reduce overrepresentation of minority youth in the juvenile justice system, the Division of Criminal Justice will facilitate Juvenile Justice Race and Ethnicity Forums in targeted districts in Colorado, from one judicial district previously to four judicial districts by June 30, 2022.

Activities:

- Identify target judicial districts and partner training agencies
- Develop curriculum.

Outcomes:

Metric	FY2021 Baseline	FY2022 Goal	FY2024 Goal	Progress as of 6/30/2022
Number of judicial districts that have held Juvenile Justice Race and Ethnicity Forums	1	4	7	7

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

Goal: Increase CDPS employee diversity of racial and ethnic minorities from 17% in 2021 to 18% by June 30, 2022.

Activities:

- Increase the number of internal equity, diversity and inclusion trainings.
- Increase the number of CDPS policies reviewed with an equity lens.
- Increase the percentage of open/hiring position descriptions being reviewed with an equity lens.
- Increase CDPS attendance at outreach events in underrepresented communities.

Outcomes:

Metric	FY2021 Baseline	FY2022 Goal	FY2024 Goal	Progress as of 6/30/2022
Percent of CDPS employees who are racial and ethnic minorities	17%	18%	18%	18.02%

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

Goal: To expand community access through increased digital government engagement, CDPS will increase the number of trainings and conferences with a virtual option offered to external stakeholders from 45 to 100 by June 30, 2022.

Activities:

- Increase the number of training documents prepared with accessibility in mind.
- Increase the number of trainings where the presenter proactively offered accommodations.
- Increase internal training of staff in tools and best practices for virtual meetings.

Outcomes:

Metric	Baseline ¹	FY2022 Goal	FY2024 Goal	Progress as of 6/30/2022
Number of trainings/ conferences with a virtual option	45	100	110	522

¹ Baseline is from FY2019 to reflect pre-pandemic “normal” operations

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

Goal: 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.

Activities:

- Launch internal “traveling award” to recognize cross-unit collaboration and support.
- Increase attendance at department-wide internal events.
- Increase the number of improvement ideas submitted by employees.

Outcomes:

Metric	Baseline ²	FY2022 Goal	FY2024 Goal	Progress as of 6/30/2022 ³
Percent of employees responding positively that “other work groups give us the support we need.”	55%	65%	70%	51%

² The Employee Engagement survey occurs once every 2 years, therefore the baseline is from 2019.

³ This data is from the 2021 Employee Engagement survey, conducted in January 2022.

FY2022 Process Improvements

In support of the WIGs above, as well as to promote greater efficiency and effectiveness of CDPS programs and services, the department engaged in the following process improvements:

- Digitized numerous internal forms and workflows to reduce manual work and improve information retention.
- Created a digital fire invoice retrieval system for DFPC’s Federal Partners to retrieve invoices and to improve invoice tracking.
- Improved the Family Medical Leave and Short Term Disability tracking and information flow within Human Resources.
- Implemented a new electronic file management system for Human Resources to improve access and retention of vital documents and information.
- Trained 50 state employees in Lean Process Improvement tools and facilitation and 100 state employees in Project Management Planning and Tracking, to promote successful innovation at all levels of the organization.

FY2023 Wildly Important Goals

WIG #1: Increase accessibility of our information and services.

Goal

In order to provide equal access to vital public safety services and information, CDPS will increase the percentage of its website editors, content creators, and public meeting/event hosts, who have completed accessibility training from 5% to 100% by June 30, 2023.

Metric	FY2022 Baseline	FY2023 Goal	FY2025 Goal
Percentage of website editors, content creators & meeting hosts who have completed accessibility training.	45	100	100%

Problem Statement

Lack of accessibility is a clear and critical barrier to people with disabilities receiving equitable access to government services and information and participating fully in decision-making, training, and events that impact their lives. Additionally, improving accessibility has universal benefits for people of all abilities, increasing the overall usefulness, convenience, and effectiveness of the public's interaction with government. Ensuring that CDPS members follow evidence-based best practices for accessibility will enhance access to and overall quality of our service to the public.

Desired Outcome

Successful completion of this goal will increase equity of access to CDPS services and participation in government by diverse stakeholders. This goal will also help CDPS achieve compliance with HB21-1110.

Impact on Equity, Diversity and Inclusion in Colorado

This WIG aligns with statewide goals to increase equity, diversity and inclusion in state government by specifically seeking greater equity and inclusion of people with disabilities.

Strategies

- Train all employees in disability etiquette.

- Require meeting, training and event hosts to complete training in ADA accommodations and best practices for blended/virtual meetings.
- Require all content creators to complete training in WCAG standards and general accessibility best practices.
- Provide checklists for employees, based on type of activity, to ensure they are implementing accessibility best practices and measure our progress.
- Provide resources and information on our employee Intranet to help them understand accessibility and access resources such as interpretation.
- Ensure divisions have tools to help make blended/virtual meetings effective and accessible.
- Research hiring an ASL interpreter or training an employee to become ASL certified.
- Ensure all divisions have equipment for virtual trainings.
- Verify that commonly rented facilities are ADA compliant.

Lead Measures

Metric	FY2022 Baseline	FY2023 Goal
Number of CDPS websites that achieve a score of 90 or higher on WCAG level A and AA in SiteImprove	6	14
Percent of CDPS employees who have completed disability etiquette training	0.2%	95%
Percent of CDPS web editors who have completed training in WCAG standards	8%	100%
Percent of CDPS event/training hosts who have completed training in accessible and virtual meeting best practices	0%	75%

WIG #2: Increase Support to Local Fire Agencies

Goal

The Division of Fire Prevention & Control (DFPC) will increase the total number of response hours personnel spend supporting local fire agencies with wildland fire and all-hazard incidents from a 4-year average of 48,500 to 53,350 (10%) by June 30, 2023.

Metric	FY2022 Baseline	FY2023 Goal	FY2025 Goal
Number of response hours supporting local fire agencies	48,500	53,350	56,018

Problem Statement

Fires have been steadily increasing in both frequency, severity and cost to Coloradans due to a number of factors. 4 of the 5 largest wildfires have occurred in the last three years. The 3 largest fires in Colorado's history all happened in 2020. DFPC is the Colorado fire authority and has the capability to help local fire agencies with fire prevention, mitigation and response. This specific goal is focused on response to fires and all hazard events that DFPC can assist with.

Desired Outcome

Successful completion of this goal improves safety and reduces losses for Colorado residents by reducing the impacts of wildfires and all-hazard incidents.

Impact on Equity, Diversity and Inclusion in Colorado

This WIG is tracking the support DFPC provides to local fire departments responding to incidents in their communities. Over the past several years, DFPC has worked to supplement local resources in areas that have less money for response resources locally (e.g. Sterling, La Junta, Alamosa). This WIG will impact EDI by increasing state support to volunteer fire departments in rural communities with fewer resources.

Strategies

- Increase outreach to local fire departments to ensure they have a good understanding of DFPC resources available to support local response efforts.
- Strategically locate DFPC response resources in rural communities that are predominately supported by volunteer fire departments.
- Ensure field staff are attending county and regional fire chiefs meetings to better understand local needs and communicate about capabilities.

Lead Measures

Metric	FY2022 Baseline	FY2023 Goal
Increase DFPC support to wildland fire	285	314

Metric	FY2022 Baseline	FY2023 Goal
incidents by 10%		
Increase DFPC support to non-wildland fire and all-hazard incidents by 10%	772	849

WIG #3: Enhance Investigative Services to Colorado Communities by Right-Sizing the CBI and Its Ability to Respond to Requests

Goal

The CBI will increase agent response to local jurisdiction requests by 5% (from 362 to 380) by June 30, 2023.

Metric	FY2022 Baseline	FY2023 Goal	FY2025 Goal
Number of CBI responses to local jurisdiction requests	362	380	437

Problem Statement

Crime rates across Colorado have been sharply increasing. Violent crime, which includes homicides, aggravated assaults, sex assaults and robberies, is up 17% between 2019 and 2021. Murder is up 47% and property crime is up 86% between 2019 and 2021. According to a one-year (2019-2020) analysis done by the FBI, Colorado had the fourth-highest crime increase in the country. The primary purpose of the CBI is to pursue justice and to ensure a safer Colorado by providing exceptional investigative and forensic testing assistance to the public safety community throughout Colorado. This WIG offers law enforcement agencies, especially those in rural parts of the state, with the resources needed to assist in investigating complex crimes in their communities. A byproduct of this WIG is that it enables local police and sheriff departments to deploy their existing resources to address other crime impacting their residents.

Desired Outcome

Successful completion of this goal will allow the State an opportunity to provide invaluable, geographically diverse investigative and forensic assistance to hundreds of

law enforcement agencies by offering the skill set of some of the most highly trained and experienced investigators and scientists in the state.

Impact on Equity, Diversity and Inclusion in Colorado

Rural communities have not been exempt from increasing incidents of major crimes. Without sufficient resources, the law enforcement agencies in these communities have been dramatically impacted when major crimes occur. This CBI “Right Sized” WIG brings valuable resources to Colorado’s rural and underserved communities.

Strategies

- Hire and train 48 investigative agents and 18 forensic scientist positions over the next three years, beginning in July 2022.
- Drastically increase service responses as staffing reaches desired full levels needed to meet community needs.
- Coordinate with stakeholders to ensure their needs and the needs of their communities are being addressed.

Lead Measures

Metric	FY2022 Baseline	FY2023 Goal
Reduce average turnaround days for forensic reports (DNA, CHEM, Digital, Firearms, Latent, TOX and Trace) to be delivered.	129 days	126 days
Increase number of hits from the forensic databases (CODIS for DNA, AFIS/NGI for Fingerprints and NIBIN for Firearms)	5009	5259
Increase the number of CBI members who attend public safety leadership meetings across Colorado to provide updates regarding CBI activities and to gather feedback on ways the Bureau can improve the effectiveness and efficiency of its service	10	18
Increase CBI investigation support to rural law enforcement agencies	290	304

Metric	FY2022 Baseline	FY2023 Goal
Increase the number of new positions filled to 'Right Size' the CBI	0	37

WIG #4: Save lives by reducing fatal and injury crashes on Colorado highways

Goal:

The Colorado State Patrol, the Colorado Department of Transportation and other state agencies will reduce the percentage of fatal and serious injury crashes by 15% compared to the same month in FY2019 by June 30, 2023.

Metric	FY2022 Baseline	FY2023 Goal
Reduce fatal and injury crashes	0	15% reduction

Problem Statement

In recent years, highway fatalities have been steadily increasing along with the state's population, and CDPS would like to continue to focus on reducing fatal and injury crashes as a WIG. This continues to be an important overall focus for CDPS and it contributes to our department's vision of creating safe and resilient communities in Colorado.

Desired Outcome

Successful completion of this goal will lead to the reduction of fatal and injury crashes and improved safety and well-being for people throughout the state.

Impact on Equity, Diversity and Inclusion in Colorado

To better understand the impact of traffic in Disproportionately Impacted communities, CDOT will track fatal crashes involving vulnerable roadway users in 100% of Disproportionately Impacted communities during the next FY. Through our partnership, CSP will be able to target education and outreach based on this analysis. By better understanding the fatal crashes occurring in DI communities, it allows us to focus on residents of those communities (as opposed to those just traveling through).

Strategies

- Apply data-driven strategies, high visibility, and strict enforcement,

- Increase the number of proactive citations for top crash causal factors.
- Prioritize the deployment of limited personnel in “surge enforcement” efforts based on data such as day of week, time of day, and crash causal factor.
- Perform education and community outreach to help the public understand the importance of safe driving behaviors, with a focus on the 2021 top causal factors of inattentive driving/lane violations.

Lead Metrics

Metric	FY2022 Baseline	FY2023 Goal
Increase the number of proactive traffic stops initiated for speeding, weaving, or lane violations	114,785	118,228
Increase the proactive use of data-driven surge enforcement events	0	45
Increase the number of media impressions related to lane violations	141 million	148 million