

COLORADO
DEPARTMENT OF LAW
FY 2024-25 Strategic Plan

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Vision

At the Colorado Department of Law (“DOL” or “Department”) we are committed to serving as the “People’s Lawyer”. The DOL vision for this role is:

“Together, we serve the people of Colorado, advancing the rule of law, protecting our democracy, and promoting justice for all.”

Values

To guide how we implement this vision, the DOL developed four core values—we are principled, public servants who are innovative and better together.

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

Priorities

The DOL has a special opportunity to demonstrate how government can work efficiently, effectively, and fairly. By doing so, the DOL advances our constitutional commitment to work towards a more perfect union and serve the people of Colorado.

The DOL aims to achieve its vision and accomplish its mission through these priorities set by the Attorney General:

- Defending the Rule of Law: Advancing the principles of justice, freedom, and equality for all.
- Addressing the Opioid Epidemic: Fighting the opioid epidemic through accountability, collaboration, and innovation.
- Improving the Criminal Justice System and Protecting Public Safety: Keeping communities safe through smarter, fairer responses to crime.
- Protecting Consumers: Allowing responsible businesses to thrive by holding bad actors accountable.
- Protecting Colorado’s Land, Air, and Water: Preserving and protecting Colorado’s precious and limited natural resources.
- Engaging Colorado Communities: Engaging in meaningful dialogue with communities around the State.

Attorney General Authority

The Attorney General and the DOL represent and defend the legal interests of the people of the State of Colorado and defend the State's sovereignty. The Attorney General exercises the responsibilities entrusted to the Department by the Colorado Constitution, Colorado Revised Statutes, Code of Colorado Regulations, and common law.

The statutory authority for the Attorney General and for the DOL is primarily found in section 24-31-101, *et seq.*, C.R.S. Additional statutory authority is found in titles 5, 6, 10, 11, 12, 25, 33, 34, 36, 37, and 39. The Attorney General has primary authority for certain natural resource and environmental matters, enforcement of consumer protection, antitrust, Medicaid fraud, and some civil rights laws, prosecution of criminal appeals and certain complex white-collar crimes, and training and certification of peace officers.

Most complex criminal matters are investigated by the Statewide Grand Jury. Additionally, the Department works with Colorado's 23 district attorneys and other local, state, and federal law enforcement authorities to carry out the criminal justice responsibilities and activities of the Department.

The Attorney General is also the State's chief legal representative as well as legal counsel to the State government's Executive Branch – including the governor, 20 principal departments, and other state agencies, boards, and commissions – and the Judicial Branch.

The DOL is largely a cash-funded agency that receives funding from state agencies and various programs for the provision of legal services, the investigation and prosecution of fraud, and the protection of citizens of this State through consumer protection efforts. The DOL delivers its responsibilities within an approximately \$147 million appropriated budget and a workforce of approximately 650 employees.

Department Description

The DOL's services are primarily delivered through eight operational sections (referred to in statute as "divisions"). These sections carry out their specific responsibilities in order to provide the highest quality legal representation for State clients, all State government principal departments and agencies, and each program and board within. Additionally, DOL's investigative and prosecutorial efforts help protect the interests of Colorado citizens by preventing and stopping fraud and ensuring public safety.

Civil Litigation and Employment Law

The Civil Litigation and Employment Law Section defends state employees and agencies in administrative, state, and federal courts. Cases may involve personal injury suits, property damage, constitutional violations, or employment discrimination. The Section also prosecutes civil rights violations in administrative and state courts and provides employment law counsel to all state agencies. The Section provides day-to-day legal services to the Departments of Corrections, Public Safety, and Transportation. The Section also advises and represents all State agencies on labor and employment issues, including advice regarding the classified personnel system and collective bargaining agreements with state employee organizations.

Natural Resources and Environment

The Natural Resources and Environment Section works with client agencies to protect and improve the quality of Colorado's land, air, and water. The Section provides legal counsel and representation to the Department of Natural Resources on the regulation of mining, energy and carbon management, parks and wildlife, state lands, and water rights; and to the Department of Public Health and Environment on the regulation of air quality, water quality, radiation control, and hazardous and solid waste management. The Section also advocates on behalf of the State Natural Resource Trustees and the Colorado Energy Office.

State Services

The State Services Section provides representation to eight of the sixteen executive branch principal departments that report to the governor and Colorado's five statewide elected public officials: the Governor, Lieutenant Governor, Attorney General, Secretary of State, and Treasurer. The Section also represents the Judicial Branch, State Auditor, Public Utilities Commission, Departments of Human Services, Health Care Policy and Financing, Personnel and Administration, Public Health and Environment, Higher Education, Early Childhood, and Education, and the State Institutions of Higher Education. The Section reviews hundreds of state contracts and defends the State against claims typically involving the inadequacy of funding of various programs. The Section also advises state agencies on data privacy, cybersecurity, and the Colorado Open Records Act.

Revenue and Regulatory Law

The Revenue and Regulatory Law Section provides litigation and general counsel support to the Department of Revenue, Public Utilities Commission trial staff, Property Tax Administrator and Property Tax Division within the Department of Local Affairs, and statewide clients regarding bankruptcy matters. Additionally, this Section provides legal advice and litigation services to the Department of Regulatory Agencies which houses the Divisions of Professions and Occupations, Banking, Civil Rights, Financial Services, Insurance, Real Estate, and Securities. The Section also represents the Department of Agriculture, the State Personnel Board, the Independent Ethics Commission and numerous other boards and commissions.

Criminal Justice

The Criminal Justice Section assists local prosecutors and law enforcement agencies throughout the State on matters that occur in more than one local jurisdiction, including presenting cases to the Statewide Grand Jury and serving as special district attorneys upon request. Section members provide special assistance to district attorneys in complex violent crimes prosecution including homicides and cold cases. The Section also prosecutes multijurisdictional cases that include human trafficking, major drug trafficking organizations, white collar, and environmental crimes. The Section prosecutes crimes in which it has original jurisdiction including securities, insurance, and election fraud. The Section also houses Peace Officer Standards and Training ("POST").

Community Engagement

The Division of Community Engagement builds relationships and establishes meaningful conversations across Colorado to hear the needs, ideas, and voices of the people of our State. The Division promotes these connections through five programs: Outreach and Engagement, Consumer Engagement and Data Services, Safe2Tell Colorado, Opioid Response, and Grants and Partnerships. Through these programs, the Division serves Coloradans on the priorities of the Department.

Consumer Protection

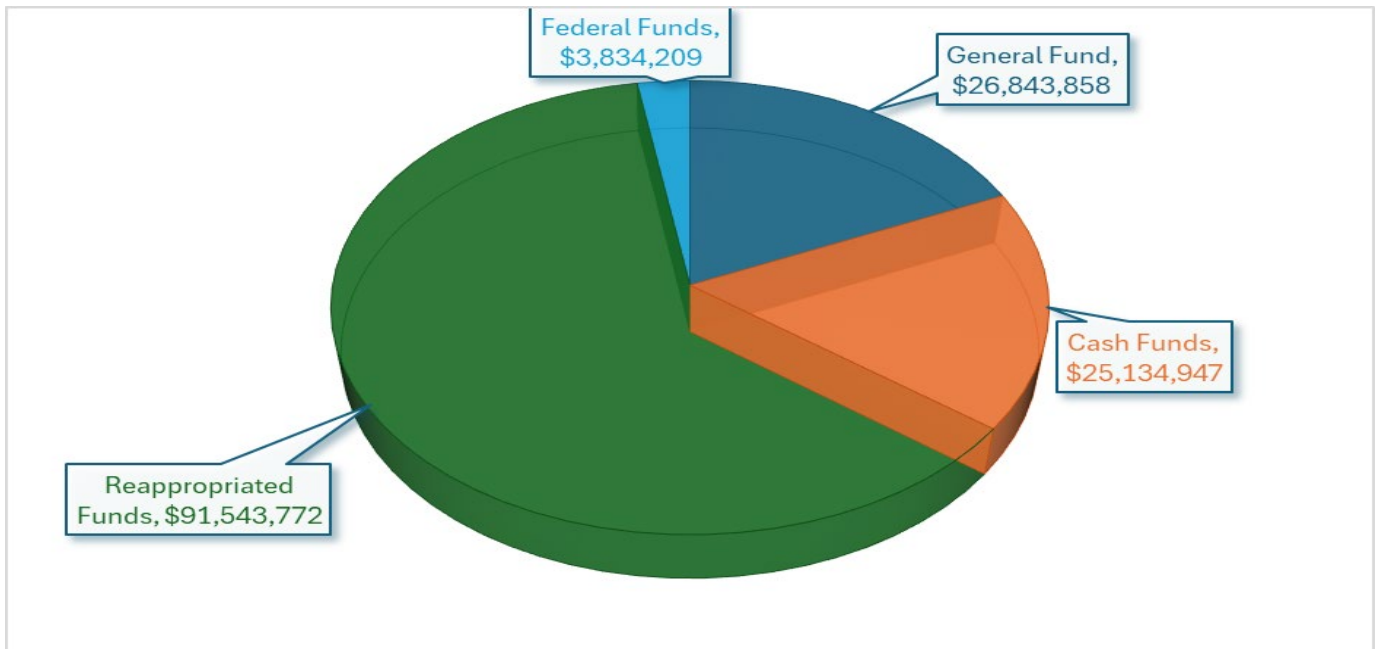
The Consumer Protection Section protects Colorado consumers and businesses by enforcing state and federal laws designed to maintain a fair and competitive business environment while protecting consumers from being targets of fraud. The Consumer Protection Section is devoted to meeting the goal of keeping Coloradans safe by enforcing antitrust laws, combating unfair or deceptive trade practices, enforcing data privacy and cyber security laws, stopping unscrupulous lenders and debt collectors, assuring fair and reasonable utility rates, combating waste of taxpayer funds in government contracting fraud, and fighting fraud against older Coloradans. The Consumer Protection Section also works to hold accountable those who caused or contributed to the opioid epidemic, including by actively investigating and suing irresponsible drug manufacturers, distributors, and retailers; and investigating their deceptive actions that fueled this crisis. Additionally, this Section investigates and prosecutes fraud committed against the State by providers of Medicaid products and services, as well as abuse and neglect of patients in federally funded long-term care facilities. The Section also protects Colorado tenants and workers’ rights, and investigates patterns and practices of deprivations of rights by government agencies.

Criminal Appeals

The Criminal Appeals Section represents the people of Colorado when defendants challenge felony convictions in the state and federal appellate courts.

FY 2024-25 Appropriations to the DOL

The DOL Annual Budget Request reports additional measures to help provide a complete analysis of DOL’s efforts. Please refer to the Department’s website at <https://coag.gov> to review the annual budget documents.



<u>Total Funds</u>	<u>FTE</u>	<u>General Fund</u>	<u>Cash Funds</u>	<u>Reappropriated Funds</u>	<u>Federal Funds</u>
\$147,356,786	655.4	\$26,843,858	\$25,134,947	\$91,543,772	\$3,834,209

Performance Measures

The DOL conducts a comprehensive performance management planning process across the organization to align our performance metrics with our priorities.

First, the DOL continues to explore ways to show the value of the legal services provided to the client agencies through metrics other than billable hours. The DOL works closely with client agencies to better align with client goals and communicate the value of the legal services provided.

Second, in coordination with the priorities set by the Attorney General, the DOL continuously assesses and revamps its strategic plan to provide more meaningful performance measures, strategies, and performance evaluations. As a result, some of the performance measures used in past years have been retired and replaced with new performance measures, as detailed below.

Defending the Rule of Law

Advancing the principles of justice, freedom, and equality for all.

The DOL represents its various clients efficiently and effectively; and serves as their legal partner supporting the work of Colorado’s state agencies. The key to this success is attracting and retaining quality attorneys and professional staff, providing a competitive compensation and benefits package, providing training and support, and creating a dynamic work environment. Every decision made in the DOL is grounded in a commitment to ensuring all Coloradans are protected and treated fairly under the law. The DOL fights for justice, freedom, equality, and fairness for all.

Representation and advice to clients.

The DOL strives to hire, develop, and retain the best lawyers possible to represent client agencies by providing high level, meaningful, and interesting work.

Goal: To provide high quality legal counsel and representation that meet or exceed client agencies’ expectations.

Provide quality legal counsel and representation to client agencies as measured by a satisfactory or greater rating in the annual client survey.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	9.5/10	9.5/10	9.5/10	9.5/10	9.5/10	9.5/10
Actual	NA*	9.3/10	9/10	TBD	TBD	TBD

**New survey tool implementation.*

The total number of open client agency cases at the end of the fiscal year.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	12,185	13,500	13,500	13,500	13,500	13,500
Actual	14,227	13,692	13,745	TBD	TBD	TBD

STRATEGY: The DOL strives to hire, develop, and retain the best lawyers possible to represent client agencies by providing high level, meaningful, and important work. The DOL is committed to the professional development of its attorneys through ongoing continuing legal education on a variety of subjects and skills, including brief writing, oral advocacy, substantive and procedural matters, professional ethics, and exercising good judgment in advising and representing client agencies. Additionally, the DOL will focus on improved client service, including better understanding the clients’ needs and objectives, demonstrating improved responsiveness to client requests, and improving client communication and reporting. The Department is also undertaking a comprehensive review of how to better serve the clients and developing innovative alternative performance management measures focused on successfully meeting client needs.

EVALUATION OF PRIOR YEAR PERFORMANCE: The DOL reviews the annual client survey to understand client needs and how client agencies perceive the quality of service provided by the DOL as well as to improve legal services provided to client agencies in the future. The DOL will continue to hire and retain high-performing team members by offering meaningful work. In doing so, the DOL will continue to be “an employer of choice” in the legal field.

Addressing the Opioid Epidemic

Fighting the opioid epidemic through accountability, collaboration, and innovation.

The opioid epidemic has killed thousands of Coloradans and its impacts have devastated families, friends, and communities throughout the State. Addressing the opioid crisis is one of the Attorney General’s top priorities. The Attorney General is committed to working with local governments, public health authorities, state agencies, law enforcement agencies, treatment providers, and community leaders to develop effective strategies to address opioid use disorder (“OUD”) and has fought to hold accountable those responsible for the opioid epidemic.

Holding individuals and companies accountable.

The DOL is holding accountable those responsible for the opioid epidemic and working to recover funds to address the opioid crisis. The Opioid Unit within the Consumer Protection Section focuses on investigation of opioid marketing and distribution practices; and prepares, files, and prosecutes consumer protection enforcement lawsuits against opioid manufacturers, distributors, retail pharmacies, and other associated individuals and businesses. The Medicaid Fraud Control Unit of the Consumer Protection Section, the Criminal Justice Section, and the Revenue and Regulatory Section all assist in this effort by prosecuting opioid cartels, preventing Medicaid fraud, and bringing enforcement actions against licensed professionals involving opioid abuse. For example, the DOL employs an experienced investigator fully dedicated to working with federal partners to investigate complex drug trafficking cases, and two prosecutors who specialize in multijurisdictional wiretaps.

Goal: To hold accountable those responsible for the opioid epidemic and work to recover funds to address the opioid crisis.

Staff hours invested in statewide opioid efforts.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	18,000	11,000	11,000	11,000	11,000	11,000
Actual	16,888	9,535	11,451	TBD	TBD	TBD

EVALUATION OF PRIOR YEAR PERFORMANCE: During Fiscal Year 23, the Opioid Response Unit (“ORU”), as administrative support for the Colorado Opioid Abatement Council (“COAC”), continued to build out policies and procedures for the distribution of the over \$787 million that Colorado is on track to receive in Opioid Settlement Funds. In June 2023, Attorney General Weiser unveiled the final approval of national opioid agreements with Teva, Allergan, CVS, and Walgreens, securing approximately \$270 million for Colorado over 15 years. In September 2023, an agreement in principle with Kroger was announced, adding approximately \$70 million to Colorado's opioid recovery resources. Over \$110 million of Opioid Settlement Funds have been received to date since Fiscal Year 22. Of that amount, over \$14 million has been expended through December 31, 2023, and over \$50 million is anticipated in expenditures in 2024. Additional detail on opioid funds, including allocations and expenditures, is available on the Colorado Opioid Settlement Funds Dashboard at <https://geoinfo.coag.gov/portal/apps/sites/#!/settlement-distributions>.

Among the first State grants in Fiscal Year 23 were to the Southern Ute and Ute Mountain Ute Tribes, which received one-time distributions from the State share. These distributions, totaling \$1,274,536 and \$747,178 respectively, were allocated based on the impact of the crisis within these communities, utilizing public health data, and are comparable to nearby areas. These funds, distinct from settlements with Native American tribes and other entities, underscore a commitment to targeted interventions.

In December 2023, the DOL allocated \$4 million through the Opioid Innovation Grants to combat the crisis. Eight organizations were selected to expand efforts in prevention, early intervention, appropriate harm reduction, treatment, recovery, and behavioral health, further bolstering Colorado's multifaceted approach to addressing opioid misuse and its repercussions.

In 2023, the 2nd annual Colorado Opioid Abatement Conference was held in Montrose, where over 200 in--person attendees convened, and a new statewide prevention education campaign was started (ConnectEffectCO.org) for Colorado youth and their trusted adults.

Improving the Criminal Justice System and Protecting Public Safety

Keeping communities safe through smarter, fairer response to crime.

The DOL is committed to improving the criminal justice system by prioritizing threats to public safety according to risk, acting in a humane and data-driven manner, and working collaboratively to protect victims and to protect public safety.

Supporting rural communities and their public safety goals.

Protecting public safety and improving the criminal justice system are efforts requiring actions on a variety of fronts—from protecting victims of crime to providing support on complex investigations and prosecutions. Since different parts of Colorado have different needs and concerns, it is important to gather feedback from and serve communities across the entire State.

Goal: To support rural communities and their public safety goals.

The number of judicial districts provided with litigation support.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	12	12	12	22	22	22
Actual	21	22	22	TBD	TBD	TBD

STRATEGY: The Attorney General joins community leaders to gather feedback on criminal justice issues facing rural communities by hosting conversations with local officials throughout the state to learn the needs of our communities, listen to their ideas, and collaborate with communities to improve our criminal justice system. The DOL received additional resources for FY 2024-25 and ongoing to provide additional investigation and prosecutorial support to local judicial districts, upon request.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2023-24, the Criminal Justice Section assisted in all 22 Judicial Districts in Colorado.

Building law enforcement through effective training and guidance.

The Colorado Peace Officer Standards and Training (“POST”) Board documents and manages the certification and training of all active peace officers and reserve peace officers working for Colorado law enforcement agencies. POST, a unit of the Criminal Justice Section, works with the POST Board to ensure standards for peace officer training and certification in the state remain realistic, relevant, and responsive.

Goal: To ensure peace officers have access to valuable, higher-quality training.

The number of basic, reserve, and provisional certifications issued.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target*	NA	NA	NA	NA	NA	NA
Actual	1,111	1,192	1,241	TBD	TBD	TBD
<i>Basic</i>	1,013	1,081	1,140	NA	NA	NA
<i>Provisional</i>	83	111	83	NA	NA	NA
<i>Reserve</i>	15	0	18	NA	NA	NA

* POST is not able to set target goals for this metric as POST does not control admission to the academies.

The number of certifications revoked.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target*	NA	NA	NA	NA	NA	NA
Actual	43	40	42	TBD	TBD	TBD

* POST is not able to set target goals for this metric and instead addresses each case referred to POST.

The number of online training programs offered.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	15	15	15	19	19	19
Actual	15	17	19	TBD	TBD	TBD

The number of in-person training programs offered.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	20	20	20	35	35	35
Actual	23	24	39	TBD	TBD	TBD

The number of law enforcement officers trained through the grant program.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	150,000	150,000	150,000	120,000	120,000	120,000
Actual	118,878	111,615	106,034	TBD	TBD	TBD

The number of students taking online training.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	175,000	175,000	120,000	120,000	120,000	120,000
Actual	118,208	112,099	110,827	TBD	TBD	TBD

The number of students taking in-person training.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	2,500	3,250	3,250	3,500	3,500	3,500
Actual	3,076	3,320	3,705	TBD	TBD	TBD

STRATEGY: POST is undertaking a multiple year project to completely redesign the basic law enforcement training academy curriculum. This redesign is intended to elevate law enforcement basic training to better prepare recruits to serve their communities by using evidence-based adult learning methodologies, increasing critical thinking skills and emotional intelligence, while also weaving essential themes such as de-escalation, mental health, and engaging with special populations, throughout the curriculum.

Peace officers often have challenges in obtaining quality training, and when they do, there can be significant hurdles in finding shift coverage to allow for attendance at the training. POST staff developed an aggressive plan to create new, Colorado-specific online training programs to help peace officers overcome these hurdles and to address important cutting-edge issues. POST also contracted with a national online training provider to provide additional training opportunities for peace officers and worked with that provider to update current courses and to develop additional, Colorado-specific content.

POST has also worked with vendors to offer improved in-person training. POST sponsored “Train-the-Trainer” courses and taught end user courses across the state for Integrating Communications, Assessment and Tactics (“ICAT”), which is the only scientifically validated de-escalation system in the U.S. POST worked with Georgetown Law to bring Active Bystandership for Law Enforcement (“ABLE”) to all agencies in the State. ABLE teaches peace officers how to intervene with other peace officers before a career ending mistake is made. Currently, 55% of all peace officers in Colorado work for an ABLE agency as a result of these efforts. Lastly, POST worked with a vendor to create Ethical Decision Making Under Stress (“EDMUS”) which teaches peace officers how to make better decisions in a stressful environment. POST Staff has been teaching EDMUS courses across the state.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2023-24, POST had to address significant hurdles related to making training available to peace officers statewide whose agencies were experiencing hiring and retention challenges, leading to staffing shortages.

Building law enforcement through effective training and guidance.

Goal: To allocate money to local government, colleges, universities, or nonprofits to fund peace officer training programs.

The dollar amount of grants funded in rural and urban law enforcement communities.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	\$2.6M	\$3.6M	\$3.6M	\$2.8M	\$2.8M	\$2.8M
Actual	\$2.4M	\$2.9M	\$2.5M	TBD	TBD	TBD

STRATEGY: The POST Board Grants Program allocates money to local governments, colleges, universities, and nonprofits to fund peace officer training programs. Training regions and agencies can apply directly through a grant database, which also tracks all transactions on the grants, to support worthy programs. This critical database simplifies tracking how grant funds are expended and how Colorado communities benefit from such programs. Managers with the Regional Training Grant program and the In-Service Grant Program conduct site visits, which help to ensure the integrity of the Grants Program.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2023-24, POST Staff continue to make improvements to the coordination and communication with grant recipients ensuring grant dollars are available for the priorities of the training regions and local jurisdictions. This resulted in awards of \$2.5 million in funding to rural and urban law enforcement communities. The POST grant dollars granted to these jurisdictions were used to meet the contract deliverables of each contracting agency.

Effectively administering State criminal law.

The DOL assists local prosecutors and law enforcement agencies throughout the State on various criminal matters including prosecuting multi-jurisdictional cases that include human trafficking, major drug trafficking organizations, white-collar, and environmental crimes. The Department has original jurisdiction to prosecute securities, insurance, and election fraud crimes. It also investigates and prosecutes fraud committed against the State by providers of Medicaid products and services as well as abuse and neglect of patients in federally funded long-term care facilities.

Goal: To effectively administer State criminal law.

The number of case investigations opened.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	160	160	160	140	140	160
Actual (Medicaid)	153	48	173	TBD	TBD	TBD
Target	25	25	25	25	25	25
Actual (Securities)	37	23	23	TBD	TBD	TBD
Target	200	200	200	200	200	200
Actual (Insurance)	176	155	114	TBD	TBD	TBD
Target	125	125	125	125	125	125
Actual (Special Prosecution)	265	262	150	TBD	TBD	TBD

The number of cases filed.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	20	20	20	10	15	15
Actual (Medicaid)	11	10	5	TBD	TBD	TBD
Target	8	8	8	8	8	8
Actual (Securities)	5	10	8	TBD	TBD	TBD
Target	60	60	60	60	60	60
Actual (Insurance)	58	46	49	TBD	TBD	TBD
Target	75	75	75	75	75	75
Actual (Special Prosecution)	64	72	90	TBD	TBD	TBD

Medicaid Fraud Control Unit.

STRATEGY: The Colorado Medicaid Fraud Control Unit's ("COMFCU") mission is to protect state and federal tax dollars from fraud by Medicaid providers, as well as to protect Coloradans from physical abuse and neglect within Medicaid facilities. COMFCU's actions encourage care and compliance by Medicaid providers, incentivize changes in corporate behavior, ensure that parties are held responsible for their actions, and promote the public's confidence in the invaluable state service of Medicaid. In this pursuit, the Unit is dedicated to the criminal and civil investigation and prosecution of both Medicaid provider fraud and the abuse, neglect and exploitation of the most vulnerable residents of Colorado.

The COMFCU conducts statewide training and outreach, and pursues three types of cases:

- Fraudulent conduct by Medicaid providers;
- The abuse, neglect, and exploitation of individuals by Medicaid providers and health care facilities that receive Medicaid funds; and
- The recovery of Medicaid program losses identified during the course of fraud investigations.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2023-24, a record number of 173 cases were opened by the COMFCU for initial investigation. The COMFCU experienced significant turnover in past years, which contributed to fewer investigations opened and a backlog of incoming complaints. However, the Unit has now resolved a significant portion of its backlog, resulting in a substantial increase in the quantity and quality of opened investigations and higher investigator caseloads. Of note, despite a lower number of investigations in FY 2023, the COMFCU still filed 5 cases and recovered \$1,828,292 Medicaid dollars in FY 2024.

The COMFCU target expectations for FY 2025-27 are ambitious as the COMFCU continues to add staff and are focused on a targeted approach to investigation and enforcement. With its new larger and highly trained staff, the Unit is prioritizing the most egregious offenders and the most wide-reaching fraud schemes.

Securities Fraud Team.

STRATEGY: To conduct a statewide program that upholds the rule of law by investigating and prosecuting violations of applicable state laws pertaining to securities fraud. The Securities Fraud Team ("SF Team") takes the lead on large and multi-jurisdictional cases and those which local jurisdictions may not have the resources to handle. The SF Team seeks to use innovative techniques for investigating and resolving cases that result in the best outcome for the community and the State, as well as proper justice for the offender.

EVALUATION OF PRIOR YEAR PERFORMANCE: During FY 2023-24, the SF Team received multiple complaints each week. The SF Team timely reviewed and acted upon each of those complaints. In the right circumstances, investigations were opened, and charges were filed when appropriate. Over the course of the last year, the DOL initiated several multijurisdictional securities fraud grand jury investigations. Multiple convictions were obtained by way of pleas and jury trials. The DOL is meeting this performance measure.

Insurance Fraud Unit.

STRATEGY: To conduct a statewide program that upholds the rule of law by investigating and prosecuting violations of applicable state laws pertaining to insurance fraud. The Insurance Fraud Unit seeks to use innovative

techniques for investigating and resolving cases that result in the best outcome for the community and the State, as well as proper justice for the offender.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Insurance Fraud Unit continued to deliver excellent work during FY 2023-24, by timely reviewing each complaint. Based upon this review, the DOL opened 114 cases. Over the course of the last year, the DOL initiated several complex and multijurisdictional insurance fraud investigations. Multiple convictions have been obtained by way of pleas and jury trials.

Special Prosecutions Unit.

STRATEGY: The Special Prosecutions Unit (“SP”) has original jurisdiction to investigate specified crimes such as tax fraud, election offenses, certain environmental crimes, and mortgage fraud-related theft crimes. The majority of SP cases are initiated through referrals received from a variety of sources including, but not limited to, local, state, and federal governmental agencies. These referrals are typically made to SP when the alleged criminal activity is complex and/or multi-jurisdictional, meaning that the alleged criminal activity occurred in two or more judicial districts in Colorado. SP investigated and prosecuted cases involving human trafficking, narcotics trafficking, burglaries, identity theft, other frauds (such as crimes involving illegally obtaining Unemployment Insurance benefits), auto theft, and threats to public servants. Many of these crimes are facilitated by organized crime rings. SP also assisted rural jurisdictions with a number of violent crime prosecutions at the request of elected district attorneys.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2023-24, SP had a positive impact by better ensuring public safety this fiscal year by virtually meeting, and in other measurables, exceeding its performance goals. The bulk of the fiscal year was directly handling all of the prosecution functions in both the 12th Judicial District (the San Luis Valley) and then in the 22nd Judicial District (Montezuma and Dolores Counties) following the Governor’s issuance of executive orders appointing the Attorney General to assume prosecutorial leadership in both districts upon the respective elected district attorneys vacating office.

Criminal Appeals.

Criminal Appeals Section attorneys are among the State’s most experienced appellate advocates. In addition to their appellate caseload, they share their expertise in criminal law and appellate issues with the State’s prosecutors and others through informal advice, presentations at meetings and training sessions, and weekly case law updates to the Colorado District Attorneys’ Council.

The Criminal Appeals Section also provides recent law school graduates with the opportunity to work with some of the State’s most experienced appellate advocates and obtain extensive brief writing experience at the outset of their legal careers through the innovative Ralph L. Carr Appellate Fellowships Program.

Carr Fellows brief approximately 25 appeals each year and conduct several oral arguments. Carr Fellows also work with the Solicitor General to prepare briefs and oral arguments, work on multistate litigation, and advise the Attorney General and State officials about a wide variety of federal and state constitutional issues.

Goal: To reduce the time it takes to achieve justice and provide quality representation of the State’s interests in an efficient manner.

The number of briefs filed.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	1,000	1,000	1,000	1,000	1,000	1,000
Actual	803	787	652	TBD	TBD	TBD

The number of backlog of briefs due.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	394	397	245	325	309	294
Actual	417	258	342	TBD	TBD	TBD

The percentage change in backlog from previous year.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	-5%	-5%	-5%	-5%	-5%	-5%
Actual	-15.4%	-39.2%	28%	TBD	TBD	TBD

STRATEGY: To reduce the time it takes to achieve justice, the Criminal Appeals Section continues to focus on providing quality representation of the State’s interests in as efficient a manner as possible. The Section’s workload will be carefully screened to ensure the best suited attorneys work on particular cases. Many attorneys have developed special expertise, and to the extent possible, supervisors assign cases dealing with particular subject areas to those with the appropriate expertise. Few cases, however, consist of single issues. Resource materials, including a brief bank and topical outlines, help provide starting points for research.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Criminal Appeals Section saw a 28% increase in its backlog of briefs due (from 258 briefs in FY 2022-23 to 342 briefs in FY 2023-24). The primary factor contributing to the increase in the backlog was due to losing access to case files, records, and equipment in the Ralph L. Carr Judicial Center. This significantly impacted the Section’s workflow and presented many challenges. Additionally, the Section’s internal leadership team underwent several changes due to the retirement of two long-tenured supervisors. Though these changes have been positive for the Section, they also resulted in temporary inefficiencies as new supervisors have been trained.

Looking forward, the Section leadership team will work hard to increase efficiency by being targeted and intentional in case assignments, making sure to match cases to attorneys based on their areas of expertise.

Safe2Tell.

The Safe2Tell™ program is a violence intervention and prevention program that provides an anonymous reporting tool that students, parents, and community members can use to report potential threats to their own and others’ safety by calling 1-877-542-7233, by going to safe2tell.org, by texting S2TCO to 738477, or through the Safe2Tell™ mobile app. Tips are shared with local law enforcement, school officials, and other appropriate responding parties according to state law. The Safe2Tell program’s mission is to ensure that every student, parent,

teacher, and community member in Colorado has a safe and anonymous way to report any concerns for their safety or the safety of others, with a focus on early intervention and prevention through awareness and education.

Goal: To promote youth safety and wellness across Colorado.

The percentage of actionable Safe2Tell tips that are processed, reviewed, and closed within 30 days of receipt and disseminated to local partners.*

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	90%	90%	90%	90%	90%	90%
Actual	96.8%	97.2%	95%	TBD	TBD	TBD

* Safe2Tell data is aggregated by school year, from August 1 through July 31.

STRATEGY: Safe2Tell’s mission is to empower Colorado youth and residents to report concerns about their safety and the safety of others, with an emphasis on keeping our schools and students safe through prevention. Additional priorities include assisting schools in cultivating a positive reporting culture and increasing education on the proper use of the Safe2Tell program. The program also seeks to highlight mental health and harm prevention awareness through public service announcements and by providing contact information for Colorado Crisis Services to every person making a tip. Safe2Tell partners with law enforcement, schools, teachers, parents, and students who step forward to keep themselves, their friends, and their communities safe.

EVALUATION OF PRIOR YEAR PERFORMANCE: In FY 2023-24, Safe2Tell exceeded the goal of 90% actionable tips. Safe2Tell forwarded information to responding parties that could be acted upon 95% of the time during the 2023-2024 school year. This means that only 5% of the time, the information received through a Safe2Tell tip could not be investigated. The percentage of Safe2Tell tips that were processed, reviewed, and closed within 30 days of receipt and dissemination was 97.2%, which surpassed the target goal. This was due in large part to the policy that all unopened tips receive a follow up phone call within hours of dissemination and tips that are not closed within 72 hours receive communication from the Safe2Tell analysts requesting outcome data be entered into the disposition report and marked closed.

Protecting Consumers

Allowing responsible businesses to thrive by holding bad actors accountable.

The Consumer Protection Section has broad jurisdiction through the Colorado Consumer Protection Act, State Antitrust Act of 2024, Consumer Credit Code, Colorado Privacy Act, and approximately a dozen other state and federal statutes. The Section receives complaints about possible violations of these laws from a variety of sources. The Section will continue to select appropriate cases for investigation and enforcement to maximize overall benefit to consumers as well as provide consumer outreach to empower consumers, especially vulnerable populations, to protect themselves against common scams.

Protecting consumers against fraud.

Holding irresponsible businesses and individuals accountable when they harm Colorado consumers is a top

priority of the DOL. By so doing, the DOL supports a business environment that fosters entrepreneurship, upholds responsible business practices, and protects responsible businesses that play by the rules, by holding accountable unscrupulous actors who fail to do so. Through both enforcement and outreach, the DOL works to protect consumers and provide consumers with tools to protect themselves.

Goal: To receive complaints about possible violations of consumer protection laws and select appropriate cases for investigation and enforcement to protect consumers against fraud.

The total number of Consumer Protection investigations opened.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	65	65	65	100	100	100
Actual	39	100	101	TBD	TBD	TBD

The total number of settlements/judgments obtained.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	15	25	25	40	40	40
Actual	31	28	40	TBD	TBD	TBD

STRATEGY: The Consumer Protection Section investigates a wide range of alleged fraudulent activity and anticompetitive business practices. Within the Section, each specialized Unit focuses on a particular type of harm to consumers—whether that harm involves violations of state and federal competition laws, the Colorado Consumer Protection Act, the Uniform Consumer Credit Code, certain civil rights protections, the Colorado False Claims Act, or other laws designed to protect Coloradans. The Section’s investigations range in complexity and size, from egregious conduct that affects a limited number of consumers to cases against the largest national and international companies. Frequently the Section will partner with similar units from other state Attorneys General offices to multiply the resources it can bring to bear against large and well-resourced bad actors.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Consumer Protection Section has continued to pursue existing and new cases and has successfully resolved investigations involving fraudulent charities, scam business filing solicitations, failures to appropriately protect and secure consumer data, and deceptive fees billed to Colorado consumers. Several of these cases have resulted in significant restitution for Colorado consumers. The Section also pursued litigation in both state and federal court to hold companies accountable for their anti-competitive and anti-consumer practices. It also resolved a number of multistate cases that it undertook in partnership with other state Attorneys General. Often consumer protection cases take years to develop from investigation to conclusion and some cases are larger and more complex. One large case can often affect the lives of millions of consumers. Accordingly, in some years the DOL will see a number of cases resolved, but in other years with similar or greater effort, only a few matters may be resolved.

Protecting consumers against data privacy and cybersecurity.

Goal: To ensure compliance with data privacy laws through review and investigation of data breach notifications and advise state agencies on data privacy and cybersecurity.

The number of data breaches reviewed.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	80	225	225	350	350	350
Actual	233	210	372	TBD	TBD	TBD

The number of engagements with state agencies advised on data privacy and cybersecurity.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	72	80	80	150	150	150
Actual	141	209	147	TBD	TBD	TBD

STRATEGY: Since the passage of Colorado’s security breach notification laws, the DOL has identified data privacy and cybersecurity as a strategic focus for development in the office. To increase its capacity to address privacy and cybersecurity issues, the DOL has two attorneys (one full-time and one part-time) who enforce existing laws and another attorney who counsels State agencies on their own compliance with federal and state privacy and cybersecurity laws. In addition, the DOL established the Data Privacy and Cybersecurity Impact Team in 2019, which is a cross-functional team consisting of 28 attorneys and staff members focused on coordinating the DOL’s guidance and responses to privacy and cybersecurity issues. The passage of the Colorado Privacy Act (“CPA”) in June of 2021 reinforced the need for more focus in this area.

EVALUTION OF PRIOR YEAR PERFORMANCE: As noted above, the DOL has seen growth in cybersecurity and privacy matters across the office. The Consumer Fraud Unit in the Consumer Protection Section continues to investigate reported breaches, in addition to identifying entities that fail to meet reporting requirements, and coordinating with other states on multi-state data breach investigations.

Regulating consumer credit providers.

Goal: To ensure compliance and protection of consumers through regulation of providers and enforcement of consumer credit laws.

Investigate and resolve 90% of complaints within 60 days or less.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	90%	90%	90%	90%	90%	90%
Actual (UCCC)	85%	71%	74.2%	TBD	TBD	TBD
Actual (Debt Management)	58%	52%	78%	TBD	TBD	TBD
Actual (Debt Collection)	80%	71%	93.6%	TBD	TBD	TBD

STRATEGY: The Consumer Credit Unit endeavors to expeditiously review and investigate all complaints it receives related to the programs it oversees, including soliciting a response from the licensee or business. While the Consumer Credit Unit accomplishes this goal with most complaints, occasionally the complexity of a

complaint, challenges in communication with a consumer or a business, or a change in staffing, will result in a longer investigation period.

EVALUATION OF PRIOR YEAR PERFORMANCE: Several factors affected the performance numbers: Some of the complaints received are complex in nature and entail more back and forth with not only the consumer filing a complaint but also with the entity the complaint is against. The Consumer Credit Unit also works with Consumer Protection lawyers to seek redress on behalf of consumers and hold businesses that deceive consumers accountable.

Protecting student loan borrowers.

Goal: To protect student loan borrowers by replacing student loan servicers and enforcing consumer protection laws and the student loan servicing act.

The percent of complaints closed, with consumer education included.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	30%	80%	80%	80%	80%	80%
Actual	92.5%	99.6%	99%	TBD	TBD	TBD

STRATEGY: The Colorado Student Loan Servicer Act calls for a Student Loan Ombudsperson to receive, review, and attempt to resolve complaints from student loan borrowers. The Ombudsperson also aids borrowers to understand their rights and responsibilities under the terms of their loans. The Consumer Credit Unit endeavors to provide education to consumers, where appropriate, to help student loan borrowers navigate the repayment process and interact with their servicers. Where appropriate, the Unit will reach out to servicers for response to issues raised in complaints.

The Unit received complaints on topics including:

- The federal Public Service Loan Forgiveness program.
- Borrower defense.
- Student loan debt relief scams.

EVALUATION OF PRIOR YEAR PERFORMANCE: The Consumer Credit Unit provided education to a significant percentage of student loan borrowers. Where possible, the Unit endeavors to provide borrowers with reliable, targeted assistance in understanding and navigating the complex loan repayment process. Information topics can include: applying for an income-driven repayment plan, qualifying for Public Service Loan Forgiveness, applying for Borrower Defense, and avoiding or getting out of default.

Protecting Colorado’s Land, Air, and Water

Preserving and protecting Colorado’s precious and limited natural resources.

Protecting Colorado’s land, air, and water; and facilitating a clean energy future, are top priorities for the DOL. To accomplish these goals, the Natural Resources and Environment (“NRE”) Section supports Colorado’s natural

resources and environmental agencies. These agencies include the environmental divisions within the Colorado Department of Public Health and Environment and the Colorado Department of Natural Resources. The DOL assists these agencies with implementation of their missions through strategic counseling on legal matters.

The protection of water resources is a particular priority. The Colorado River and its tributaries supply over a third of Colorado’s water needs, providing water to nearly 60 percent of the State’s population. Colorado has a substantial interest in the management and administration of water rights in Colorado, as well as in protecting Colorado’s rights and obligations under its interstate compacts and equitable apportionment decrees.

Partnering with client agencies to protect our land, air, and water.

A good example of how DOL’s partnership works to protect Colorado’s land, air, and water is when the DOL works together with its client agencies to enforce the laws the agencies are charged with implementing.

Goal: To effectively and strategically partner with client agencies to enforce our environmental laws, thus protecting our land, air and water.

The number of enforcement actions partnered with client agencies to protect out land, air, and water.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	100	100	100	125	125	125
Actual	134	101	153	TBD	TBD	TBD

STRATEGY: The number of enforcement cases is a significant driver of the NRE Section’s work and NRE will continue to focus on ensuring a comprehensive understanding of the scope of this work by determining how much of this work, reflected through carefully collected data, occurs. The NRE Section tracks the number and type of enforcement cases in five of the Section’s eight Units and is thus able to analyze the clients’ utilization of NRE’s enforcement expertise. Once the baseline has been established, the team will be able to assess trends, consider ways to improve on this work, and develop plans to improve our partner-based enforcement strategies.

EVALUATION OF PRIOR YEAR PERFORMANCE: The DOL supports this endeavor and client agencies through a variety of DOL sections and expertise. Five DOL units report data for this measure. Each unit that reported for this analysis provided the number of enforcement cases opened in the reporting quarter, each relying on a different trigger for what constituted “opened.” Those different triggers are largely based on the process the clients use to request support from NRE.

While NRE supports the Section’s clients on enforcement, there is a body of enforcement work that the clients handle on their own. The cases where NRE attorneys are not involved tend to be more routine cases, with fewer legal issues at stake. NRE attorneys are brought in for complex, complicated cases.

Protecting Colorado’s Interests in the Colorado River Basin.

For the last one hundred years, the Colorado River Basin States relied on the certainty provided by the Colorado River Compact to develop water supplies for 40 million people, 5.5 million acres of farmland, and water for our national public lands, all of which drive a \$1.4 trillion economy annually. The entire basin has been plagued by a

24-year drought. This has resulted in reduced precipitation and snowmelt in the Upper Basin States, limiting our ability to consume our apportionment under the Compact. Meanwhile, water stored in Lakes Powell and Mead has supported growing use in the Lower Basin States, above their Compact apportionment. As the Basin States and federal government plan for the future of the Colorado River Basin, balance must be restored to preserve the apportionments established under the Compacts, including Colorado’s.

Goal: To effectively and strategically partner with client agencies to lead the West towards a sustainable Colorado River.

The number of staff hours invested in protecting the Colorado River.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	NA	10,600	10,600	10,600	10,600	12,400
Actual	7,041	5,350	11,191	TBD	TBD	TBD

STRATEGY: In response to growing tensions between the Basin States and federal government at the beginning of the drought, in 2006 the Colorado Water Conservation Board (“CWCB”) approved the establishment and funding of the Defense of the Colorado River Sub-unit within the DOL. Since that time, the Colorado River Sub-unit has successfully protected Colorado’s interests in the Colorado River. The Sub-unit has worked with Colorado’s water-related agencies and, in partnership with them, the Colorado River Basin States, and the federal government, to address the challenges facing the basin as populations continue to grow, water demands increase, and supplies diminish. It has also engaged in litigation to support and protect Colorado’s interests so it can fully develop its allocation of water under the Compact.

Investing in the Sub-unit enabled the development of the needed expertise that Colorado’s water-related agencies rely upon to receive thoughtful and consistent advice as they develop strategies to deal with complex issues that result from increasing pressures and diminished supplies. The Sub-unit has also enabled strong voices who can lead the other Basin States as they negotiate strategies to adapt to a new future while preserving their rights under the Compact. The number of staff hours dedicated to this work reflects time advising client agencies, as well as building relationships with stakeholders in Colorado, and engaging with the federal government and Basin States.

EVALUATION OF PRIOR YEAR PERFORMANCE: Despite one positive water year in 2023, workloads continue to increase even as drought conditions eased slightly throughout the Upper Basin; and the Lower Basin saw record rainfall. Those conditions triggered operations at Lakes Powell and Mead to “balance” the contents of the two reservoirs under the current operating guidelines. This resulted in releasing all the water from the good snowpack that was able to boost elevations in Lake Powell down to Lake Mead and allowed for the continued overuse in the Lower Basin. Due to a dry monsoon season, the Upper Basin has slipped back into drought conditions. Recognizing that this one good snow year does not recover Lakes Powell and Mead, the Department of the Interior issued a Supplemental Environmental Impact Statement (“SEIS”) to the current reservoir operating guidelines in late 2022 to address critically low elevations at Lakes Powell and Mead. The Lower Basin objected to the two alternatives proposed and spent much of early 2023 trying to develop a third alternative. The DOL engaged in significant efforts to keep the SEIS on track and to hold the Lower Basin accountable for its overuse. The Record of Decision for the SEIS was signed in 2024 and will require ongoing monitoring by the DOL to avoid and mitigate negative impacts to reservoir operations that could harm the post-2026 negotiations.

Post-2026 Colorado Reservoir Operations Negotiation: The DOL is now engaged in the negotiations among the

seven Colorado River Basin States for the post-2026 reservoir operating guidelines. The Basin States and the Department of the Interior met regularly in 2022 and 2023 to coordinate efforts. A federal register notice for the National Environmental Policy Act (“NEPA”) scoping was issued by the DOI on June 15, 2023, with Scoping Comments due August 15, 2023. DOL attorneys coordinated with Colorado’s Commissioner, the Department of Natural Resources, the Colorado Water Conservation Board, the Division of Water Resources, Colorado water users, the Upper Division States/Upper Colorado River Commission, and the Basin States to determine the scope of submitted comments. Based on those scoping comments, the Upper Division States submitted an Alternative for Reclamation to model as part of the on-going NEPA process for Post-2026 Operations of Lakes Powell and Mead. The Lower Basin also submitted an Alternative for consideration as part of the NEPA process. To address increasing responsibilities associated with the Colorado River negotiations, the General Assembly appropriated funding for two additional FTEs in FY 2024.

Investing in additional staff within the DOL will allow the Department to maintain its leadership role. Such strategic investment will ensure Colorado continues to lead in the Basin; and to protect its apportionment under the Compact and its significant interests in the Colorado River.

Engaging Colorado Communities

Engaging in meaningful dialogue with communities around the State.

The DOL works to build relationships with communities across Colorado to understand how the Department can best serve the State. While listening, learning, and engaging with residents throughout Colorado, the Department informs its understanding about community needs, opportunities, and priorities. Teams across the Department translate that feedback into actions designed to benefit Colorado communities.

The percentage of counties visited by the Attorney General for listening sessions, meetings, and public events.

	Actual FY 22	Actual FY 23	Actual FY 24	FY 25	FY 26	FY 27
Target	35%	35%	35%	35%	35%	35%
Actual	52%	45%	89%	TBD	TBD	TBD

STRATEGY: The mission of the Division of Community Engagement (“DCE”) is to establish, reinforce, and advance meaningful connections between the DOL and Colorado communities, and to learn about the issues on which the Department should be engaged. This work focuses on a range of issues—including promoting youth mental health and wellbeing, school safety, rural revitalization, civic engagement, protecting consumers, addressing the opioid crisis, and protecting Colorado’s land, air, and water.

This is accomplished through five DCE programs:

1. Safe2Tell Colorado.
2. Opioid Response.
3. Grants and Partnerships.
4. Outreach and Engagement.
5. Consumer Engagement and Data Services.

EVALUATION OF PRIOR YEAR PERFORMANCE: Attorney General Weiser visited 57 counties throughout the State between July 1, 2023, and June 30, 2024. The Attorney General and DCE hosted public events and townhalls, listening sessions with the community, workshops with issue stakeholders and advocates, and participated in local meetings on timely Department-specific issues such as responding to Colorado’s opioid epidemic, workforce and economic development, promoting positive outcomes for Colorado’s youth, school safety, protecting Colorado consumers and natural resources, and receiving public input on the Department’s review of proposed mergers.

The DOL continued grant support for programs supporting rural economies and housing, empowering youth, addressing youth mental health and safety, educating consumers to prevent victimization by fraud and scams, and developing the fair chance hiring landscape in Colorado. These grantees are working towards objectives to: create fair chance employment opportunities for jobseekers exiting prison; reduce the level of youth incarceration in Colorado; remediate blighted housing and develop workforces in southern Colorado, and increase the number of trained cybersecurity professionals that work in rural Colorado communities. DOL also launched funding opportunities to prevent domestic violence and provide victim advocacy services, to expand financial coaching and counseling, to combat youth vaping, and to address the opioid epidemic.

DOL Transformation

The DOL has a special opportunity to demonstrate how government can work efficiently, effectively, and fairly by providing an inclusive environment where our colleagues work together to seek innovative ways to solve problems.

The DOL Transformation consists of three main initiatives focused on:

1. Diversity, equity and inclusion.
2. Digital transformation.
3. Professional growth and development.

Diversity, Equity and Inclusion (“DEI”)

Goal: To advance collaborative and innovative initiatives to support diversity, equity, and inclusion.

Plans for 2024-25:

- Innovating new ways to highlight the commitment to DEI and its importance in serving the people of the State of Colorado.
- Extending the data and metrics project to help inform and measure DEI work.
- Designing and offering innovative DEI programming to ensure a welcoming and supportive workplace for all DOL employees.
- Prioritizing extending our recruitment pipelines to create a workplace of diverse thought and backgrounds.
- Innovating ways to best foster our “Employee Resource Group” Leadership Council.
- Offering in-person DEI events to build interpersonal relationships, connect with colleagues from various sections, and learn critical information and skills for the betterment of the DOL.

Digital Transformation

Goal: To provide a culture of innovation by transforming existing systems and processes to improve customer experience and employee productivity and efficiency. By embracing technology, DOL is equipped to quickly innovate and implement creative solutions to meet DOL's business needs.

PLANS FOR 2024-25:

Modernize Human Resource (“HR”) Processes.

Implement an integrated Human Resource Management System (“HRMS”) that automates and streamlines HR processes, such as onboarding and employee performance processes, to enhance overall productivity and employee experience.

Innovate in SharePoint Enhancements.

Enhance the organization’s SharePoint platform by migrating from the on-premises version to Microsoft 365. This migration will introduce modern intranet features such as: integrating Microsoft Teams, automating workflows using Power Automate, and driving search capabilities and interactive communication channels to foster better collaboration and information sharing across departments.

Automate Data-Driven Dashboards.

Develop and implement automated dashboards that provide real-time insights into critical data, such as case selection, resource allocation, and performance metrics.

PRIOR YEAR SUCCESSES:

Improved and streamlined the processes for how the DOL receives input from and interacts with the public.

Over the past several years, the DOL has successfully implemented an enterprise platform to streamline interactions with the public, benefiting licensees, constituents, and complainants alike. This comprehensive solution has enhanced efficiency in managing investigations, reduced processing times, and improved transparency. Ultimately, this process leads to fostering greater trust and engagement with the public.

Enhanced accessibility across the DOL to ensure accessible, user-friendly services to the public to ensure all individuals can easily access the resources and support they need.

Over the past year, accessibility efforts have intensified to ensure easy access to resources for all individuals. Key initiatives include a progress report, ongoing improvements to public-facing webpages, and compliance with HB 21-1110 and HB 24-1454 through audits, training, and the implementation of essential features. These actions underscore the DOL’s commitment to an inclusive, accessible digital environment.

Leveraged geospatial information to offer valuable insights to both the public and DOL personnel, enhancing services for Coloradans.

Geospatial services have been instrumental in providing spatial analysis for reporting and identifying trends, including the distribution of opioid settlement funding and supporting case investigations and litigation. These tools have also been applied to public initiatives, such as training programs and grant funding, helping to enhance statewide efforts and ensure resources are effectively distributed across Colorado.

Professional Growth and Development

Goal: To provide professional development opportunities to all members of the DOL. Topics typically include: DOL Policies and Procedures; Diversity, Equity, and Inclusion; Ethics; Leadership; Substantive Law and Trial Advocacy; Professionalism; and Technology and Visual Advocacy.

PLANS FOR 2024-25:

Develop and implement a training program for new Assistant Attorneys General and a specialized training and mentorship program for First and Second Assistant Attorneys General. Create professional development programming for administrative professionals, specified attorney classifications, and implement diversity, equity, and inclusion for the entire DOL.

Deploy various DOL trainings and enhance outreach efforts to continue to grow DOL staff awareness on relevant social issues and professional training.

PRIOR YEAR SUCCESSES:

Through the successful enhancement of the Department of Law University (“DOLU”), the DOL hosted a variety of training programs, as well as provided DOL paralegals access to the Paralegal Summit at Arapahoe Community College. Additionally, the DOL continues to enhance the General Counsel Academy and Colorado Trial Advocacy Certificate (“CTAC”), as well as Core Competency trainings in coordination with the National Association of State Attorneys General.