



COLORADO
Department of Public Safety



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Division of Criminal Justice
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One DCJ

Division of Criminal Justice

Strategic Plan



One DCJ

The Colorado Division of Criminal Justice's plan to radically improve and elevate public safety for all who call Colorado home.

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Colorado Division of Criminal Justice

The Colorado Department of Public Safety (CDPS) brings together a diverse network of professionals committed to creating safer communities across our state. Through the collective efforts of its six divisions, Colorado Bureau of Investigations, Colorado State Patrol, Division of Criminal Justice, Division of Fire Prevention and Control, and the Division of Homeland Security and Emergency Management, and the Executive Director's Office, CDPS addresses the full spectrum of public safety—working side by side to prevent harm, respond to crises, and support long-term recovery and resilience. This shared mission is grounded in service, collaboration, and a deep responsibility to the people of Colorado.

For over five decades, the Colorado Division of Criminal Justice (DCJ) has stood at the forefront of advancing public safety, supporting the needs of communities across the state. Its work spans the criminal justice continuum—reaching survivors of crime, justice-involved individuals, service providers, researchers, and public safety professionals. With a mission rooted in integrity, data-driven practices, and human-centered services, DCJ delivers statewide leadership to strengthen the lives of individuals and entire systems.

DCJ fulfills this mission through the development and implementation of policy, management of critical victim services programs, support for juvenile and adult justice reform, and the administration of federal and state grant funding. Its work is guided by the belief that real safety requires not only enforcement and accountability, but also opportunity, prevention, and care.

This Strategic Plan is more than a statement of goals. It is a blueprint for impact, aligning with the broader mission of the Colorado Department of Public Safety. It charts a bold course for a future while honoring the values that define our work. The pillars of DCJ's 2025 Strategic Plan emphasize access, evidence, community partnership, and transparency. Together, they represent our commitment to leading with purpose, responsiveness, and results.



Mission

The mission of the Colorado Division of Criminal Justice (DCJ) is to improve the safety of the community, the quality of services to crime victims, and the effectiveness of services to justice-involved individuals. DCJ accomplishes this through the work of our six program offices and the office of administration by analyzing policy, conducting criminal justice research, managing programs, and administering grants. The seven program offices are the Office of Adult and Juvenile Justice Assistance; Office of Community Corrections; Office of Domestic Violence and Sex Offender Management; Office of the Liaison for Missing and Murdered Indigenous Relatives; Office of Research and Statistics; and Office for Victims Programs.



Seven Offices within DCJ

The Office of Adult and Juvenile Justice Assistance

➤ OAJJA

OAJJA manages several state and federal grant programs—all designed to provide support to and assist in the improvement of the justice system. Programs range from juvenile justice funding to support priorities such as addressing the needs of low-risk but high-need juveniles or research and evaluation, to criminal justice funding that supports local law enforcement and other criminal justice entities. Funding is generally made available to local and state agencies (both governmental and non-governmental) through a grant-making process.

Through regulation, innovation and collaboration, the Office of Community Corrections

➤ OCC

OCC strives to support community partners in delivering superior services to clients, building a stronger, safer Colorado. The OCC provides funding support for community correction programs which provide residential and non-residential supervision and treatment throughout Colorado. The OCC works collaboratively with many agencies, including community corrections providers, community corrections boards in the various judicial districts, the Colorado Department of Corrections, the Colorado State Judicial Branch, and the Office of Behavioral Health. As part of its duties, the OCC audits and monitors community corrections boards and programs to ensure compliance with contracts, statutes, and with the Colorado Community Corrections Standards.

The Office of Domestic Violence and Sex Offender Management

➤ ODVSOM

ODVSOM is dedicated to upholding the highest standards of practice for the treatment, evaluation, and supervision of individuals who commit domestic violence and sexual offenses. ODVSOM believes that by enhancing victim and community safety, promoting offender accountability, providing individuals with the opportunities to rehabilitate and prevent violent and sexually assaultive behavior, a positive difference can be made for victims, offenders, families, and communities. Safeguarding communities through evidence-based treatment is a priority and in the collective effort to break the cycles of domestic violence and sexual abuse.



The Office of the Liaison for Missing and Murdered Indigenous Relatives

► OMMIR

OMMIR helps connect families with resources, provides information to the families on how to report a missing or murdered loved one, works collaboratively across systems and communities to increase awareness regarding missing and murdered Indigenous people, develops and enhances partnerships with Tribal Law Enforcement and communities, and collaborates with state and local partners to develop training.

The mission of the Office of Research and Statistics

► ORS

ORS applies the highest level of scientific rigor and objectivity in the study of criminal justice policies, programs and practices, and to identify activities that improve the administration of justice. This includes educating policy makers, practitioners, fellow researchers, and the public through the timely dissemination of research findings.

The Office for Victims Programs

► OVP

OVP houses a number of programs to support victims of crime. The programs include grant funding for victim service agencies, support for local victim compensation and Victim Assistance and Law Enforcement (VALE) programs, victim rights compliance, supporting statewide anti-human trafficking efforts, and supporting statewide responses to sexual assault.

The Office of Operations and Administration

► OOA

OOA is the division's only inward-facing office. OOA exists to effectively and efficiently manage the overall administration of DCJ to ensure consistency across the division's program offices. Responsibilities include the management and coordination of division-wide day-to-day operations, special projects; division budgeting and accounting; public information and communications; human resources; procurement; information technology and web administration; grants administration and compliance; and administrative support for the Division Director and Deputy Director.

The Colorado Division of Criminal Justice is at a pivotal moment in its history, driven by its continued commitment to justice, innovation, and collaboration. With the challenges and complexities of public safety in an ever-changing world, the DCJ recognizes the necessity of evolving to meet the needs of all Coloradans. This strategic plan, titled "One DCJ," is a comprehensive roadmap for the future, rooted in a collective effort to transform and enhance DCJ's service to the community. This plan emerged from a collaborative process involving both internal staff and external stakeholders, whose insights have shaped a vision centered on three critical pillars: elevating and being responsive to all who call Colorado home, recruitment and retention of staff, and enhancing collaboration in public safety.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Performing a SWOT analysis is a crucial component of any strategic planning process, as it allows an organization to gain a comprehensive understanding of its current position by evaluating its Strengths, Weaknesses, Opportunities, and Threats (SWOT). At DCJ, conducting a SWOT analysis was particularly important to ensure that its strategic decisions are informed by a realistic assessment of both internal and external factors. By identifying strengths, such as the DCJ staff and their expertise, the DCJ leadership team can leverage these assets to advance the Division's mission. At the same time, recognizing weaknesses, such as rigidity to historic ways of doing business, allows the organization to address these challenges proactively.

Moreover, the SWOT analysis conducted by the leadership team at the DCJ provided valuable insights into potential opportunities and threats in the external environment. By examining opportunities, such as collaborations and partnerships, the Division can identify avenues for growth and innovation. Conversely, acknowledging potential threats, like a reactive political and professional environment, enables the DCJ to prepare strategies to mitigate risks. Ultimately, this analysis equips the entire division with a clearer understanding of the landscape in which they operate, ensuring that their strategic planning is both comprehensive and grounded in reality.

Strengths

- ▶ Current DCJ staff and expertise
- ▶ Well-respected and credible
- ▶ Impactful work



Weaknesses

- ▶ Past internal follow through
- ▶ Rigidity - "this is the way we have always done it"
- ▶ Rapid growth and associated change



Opportunities

- ▶ Increased operational capacity
- ▶ Collaboration and increased partnerships
- ▶ Mission and impact growth



Threats

- ▶ Reactive political and professional environment





Plan Development

To develop this strategic plan, the DCJ embarked on a comprehensive stakeholder engagement process to capture the perspectives of those DCJ serves and those who serve within the organization. DCJ initiated surveys of staff and external stakeholders, including community organizations, local governments, and justice-involved individuals to understand their experiences, needs, interests, and

aspirations. Simultaneously, the DCJ invited its staff to participate in a series of focus groups, creating a space for open dialogue about the organization's strengths, challenges, and opportunities for growth. The feedback received through these surveys and focus groups provided a rich foundation for the plan, ensuring it reflects the voices and needs of the diverse communities DCJ aims to support.

Organizational Imperatives

In order to achieve the overarching goals of this strategic plan, the DCJ, as an organization, must first be aligned in how to approach everyday decisions. The organizational imperatives are vital for aligning an organization's goals and ensuring all staff members understand the actions needed to achieve them. These imperatives must be actionable, meaning they should clearly define the steps taken by the staff to contribute to the organization's objectives. By making imperatives actionable, every member of the organization can understand their role and responsibilities, fostering a sense of ownership and accountability. This clarity in action helps streamline efforts across departments, leading to greater efficiency and productivity.

In addition to being actionable, organizational imperatives should also be aspirational in nature. This means they should inspire and motivate staff members by painting a picture of the desired future state of the organization. Aspirational imperatives encourage the staff to

strive for excellence, innovation, and continuous improvement. When imperatives are framed in this way, they can serve as a source of inspiration, helping to foster a positive organizational culture where staff members are driven to exceed expectations and push boundaries.

Lastly, it is important that the organizational imperatives are broad enough to ensure they resonate with all staff members, regardless of their specific roles within the DCJ. Broad imperatives provide a common framework that can be adapted to various contexts and job functions, ensuring that every staff member can see how their work contributes to the larger organizational goals. By striking a balance between specificity and breadth, the imperatives provide enough direction to guide action while allowing flexibility for individual interpretation and application. This approach ensures that the imperatives remain relevant and meaningful across all levels of the organization.

1

Develop structures and standardized business practices to streamline workflows.

2

Commit to using the strongest available evidence and innovative strategies.

3

Provide consistent collaboration, communication and engagement with internal and external stakeholders.

4

Foster an organizational culture of belonging, inclusion, and transparency.



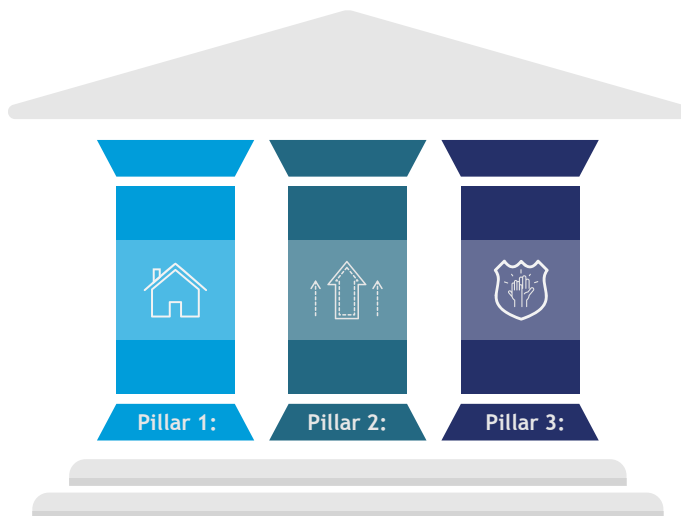
Strategic Plan

The following are the three Pillars of the DCJ strategic plan:

Pillar 1: Elevating and Being Responsive to all who call Colorado Home

The first pillar, elevating and being responsive to all who call Colorado home, is grounded in a commitment to all communities across our great state. As the state of Colorado continues to grow and change, so too must the approach to criminal justice. To elevate our unique individual communities, the DCJ is committed to bringing new grantees and programs into the fold, specifically those that serve communities that have not traditionally benefited from government funding or programs. The DCJ recognizes that many underserved groups, including communities of color, rural populations, and those with limited access to resources have been historically overlooked by public safety initiatives. Through targeted outreach and partnership building, the DCJ will seek to bring on board grantees who are culturally competent and community centered, and whose work is deeply rooted in the unique needs and contexts of these communities.

This effort will include a deliberate expansion of funding opportunities and support for programs that are culturally and community relevant and responsive. DCJ will prioritize initiatives that incorporate lived experience, local knowledge, and innovative approaches to justice that resonate with impacted populations. By fostering an environment where all voices are elevated, and their needs addressed, the DCJ aims to ensure that its policies and practices are not only fair but transformative. DCJ's work on analyzing policy and managing programs will also focus on ensuring responsiveness to all of the needs of our communities. This commitment extends to the training and development of the DCJ staff, ensuring that every member of our team understands the cultural, social, and historical contexts in which they work. In doing so, the DCJ aspires to create a more balanced, inclusive, and just Colorado, where all communities are protected, empowered, and supported.





Pillar 2: Recruitment and Retention of Staff

The second pillar, recruitment and retention of staff, speaks to the heart of the organization: the DCJ staff. The DCJ acknowledges that its strength lies in the talent, dedication, and expertise of the workforce. However, as the DCJ looks toward the future, it is imperative to prepare for a new generation of leaders and innovators who will guide the DCJ forward. Recruitment and retention of staff involves two key strategies: hiring for the future and retaining the amazing DCJ team.

To hire for the future, the DCJ will adopt forward-looking recruitment strategies designed to attract a broad range of applicants, including those with non-traditional backgrounds, an understanding of the communities they serve, and skill sets that will help us adapt to the evolving landscape of public safety. The DCJ will focus on creating pathways for employment that welcome talent from all sectors and communities, particularly those that have been underrepresented in our ranks, utilizing skills-based recruitment strategies. This approach is not only about filling positions but about building a workforce that reflects the culture and dynamism of Colorado itself.

Equally important is retaining the talent currently working at the DCJ. The DCJ will invest in the personal and professional development of the staff, recognizing that their growth is integral to the DCJ's success. The DCJ will provide opportunities for continued learning, mentorship, and career advancement, ensuring that the DCJ staff members feel valued and motivated. By fostering a culture of belonging, inclusion, innovation, and support, the DCJ aims to build a workplace where all employees can thrive. The DCJ's goal is to create an environment where professional development is encouraged, leadership is nurtured at all levels, work-life balance is respected, and every staff member has the opportunity to contribute meaningfully to the Division's mission.



Pillar 3: Enhancing Collaboration in Public Safety

The final pillar, enhancing collaboration in public safety, is rooted in the understanding that the challenges of today cannot be solved in silos. Effective public safety requires a collective effort across multiple sectors, disciplines, and communities. The DCJ is committed to enhancing collaboration by improving data governance, collection, and evaluation to drive better outcomes for all.

Central to this effort is the development of robust data systems that enable the DCJ to measure and evaluate the impact of its programs and policies. Accurate, timely, and comprehensive data will help identify gaps, assess progress, and guide informed decisions that enhance public safety. The DCJ will work to standardize data collection across the Division, ensuring consistency and reliability in how it tracks and reports outcomes. This effort will include building partnerships with external stakeholders, such as local governments, community-based organizations, and academic institutions, to share data, insights, and best practices.

In addition to improving data practices, the DCJ will strengthen collaborations across systems. Public safety is a complex ecosystem involving law enforcement, the courts, social services, healthcare providers, and community organizations and members. By fostering stronger partnerships among these entities, the DCJ can create a more coordinated and holistic approach to justice. This will involve developing joint initiatives, sharing resources, and aligning efforts to address the root causes of crime and recidivism, such as poverty, lack of access to educational resources, and mental health issues.

To support these collaborations, the DCJ is committed to increasing access to resources for rural and underserved communities. The DCJ recognizes that many of these communities face unique challenges and often lack the funding for community-based services and providers. To address this disparity, the DCJ will decrease barriers in grantmaking efforts, provide technical assistance, and actively reach out to potential grantees in these areas. By doing so, the DCJ aims to build capacity and empower all communities to participate in shaping a safer Colorado.

The One DCJ strategic plan represents a bold vision for the future, guided by the principles of justice, innovation, and collaboration. Through elevating and being responsive to all who call Colorado home, recruitment and retention of staff, and enhancing collaboration in public safety, the Colorado Division of Criminal Justice will be positioned as a leader in creating a more just and inclusive society. This plan is not merely a document; it is a call to action for every member of the organization and every community the Division serves. Together, as One DCJ, a path to improve public safety for all who call Colorado home will be forged.



Objectives and Measures

This section outlines the specific objectives and measures that will guide the successful implementation of the DCJ's strategic plan. Rooted in the three foundational pillars—Elevating and Being Responsive to all who call Colorado home, Recruitment and Retention of Staff, and Enhancing Collaboration in Public Safety—these objectives are designed to ensure the DCJ remains adaptive, inclusive, and effective in meeting both current and future challenges.

For each pillar, clearly defined objectives provide direction, while measurable indicators track our progress and impact. By ensuring all Colorado communities are included, the DCJ aims to foster culturally and

community-based approaches in all aspects of the Division's work, ensuring that programs and services reflect the communities served. Through targeted recruitment and retention strategies, the DCJ will strengthen the workforce, promoting a culture that values inclusion, professional growth, diversity, and long-term commitment. Lastly, enhancing collaboration in public safety will solidify partnerships across agencies and communities, improving communication, resource sharing, and coordinated responses to public safety challenges.

The DCJ will strive to continuously evaluate and adjust to ensure alignment with its mission and the evolving needs of all who call Colorado home.



Pillar 1: Elevating and Being Responsive to All who Call Colorado Home

Objective 1.1: Collect actionable data on critical public safety issues and use data-driven decision making to implement policies and practices.

Measure 1.1.1: Track community corrections acceptance rates by judicial district.

Measure 1.1.2: Analyze law enforcement contact data.

Objective 1.2: Increase engagement with under-served communities.

Measure 1.2.1: Number of training and technical assistance contacts provided.

Measure 1.2.2: Number of new grant applicants from support areas or jurisdictions not previously funded.

Measure 1.2.3: After a review and update to the DCJ's grantee risk assessment and monitoring process, report out survey results from impacted communities.

Objective 3: Enhancement of Board member recruitment and development efforts.

Measure 1.3.1: Track organization types of representative board members and seek representation from all of the needed communities and organizations in Colorado.

Measure 1.3.2: Track the numbers and types of training offered to the DCJ's boards and commissions.

Measure 1.3.3: Develop mentorship and coaching programs to enable access and special training opportunities related to leadership, governance, and service.



Pillar 2: Recruitment and Retention of Staff

Objective 2.1: Develop a centralized resource hub for DCJ staff development.

Measure 2.1.1: Publication of the resource hub and track the number of training and professional development resources offered.

Measure 2.1.2: Track the number of staff who participated in professional development opportunities.

Measure 2.1.3: Develop DCJ staff member career roadmaps as part of the annual performance review process

Objective 2.2: Improve staff recruitment efforts including efforts towards achieving an inclusive DCJ staff where all communities are represented by developing college recruitment outreach, decreasing barriers to employment for those with lived experience, and developing a culture guide for Offices and DCJ including the use of story telling.

Measure 2.2.1: Publication of a “This is DCJ” video.

Measure 2.2.2: Launch DCJ recruitment campaign

Measure 2.2.3: Track the number of applications including demographic information for the DCJ employment opportunities.

Objective 2.3: Improve onboarding process for new DCJ staff.

Measure 2.3.1: Publish a division-wide onboarding plan that offices can add their own unique content to.

Measure 2.3.2: Create an onboarding survey for new staff to complete within a few months of their start date to determine any gaps in the onboarding plan.

Objective 2.4: Create a DCJ culture of community, inclusion, and belonging, and support work/life balance.

Measure 2.4.1: Develop, deploy, and make available retention survey data.

Measure 2.4.2: Improve/Standardize the offboarding process for staff that leave DCJ including the process for scheduling exit interviews with DCJ Director/Deputy Director.



Pillar 3: Enhancing Collaboration in Public Safety

Objective 3.1: Increase collaboration with stakeholders to improve efficiencies and access to DCJ services including information sharing sessions, listening sessions, and developing emerging leaders.

Measure 3.1.1: Develop and initiate focus groups with community partners to gather feedback about DCJ services/programming.

Objective 3.2: Enhance DCJ's image in the community.

Measure 3.2.1: Track followers and engagement with our social media platforms, website, and newsletters.

Measure 3.2.2: Track the number of proactive media engagements.

Objective 3.3: Increase cross-office collaboration through such mechanisms as joint office meetings and cross-office position-specific meetings

Measure 3.3.1: Track the number of cross-office collaborations.



Ongoing Evaluation and Public Reporting

To ensure the DCJ strategic plan remains a dynamic and effective tool for guiding our activities, the staff across all offices in the Division will be expected to actively engage with the framework of the three pillars. This includes aligning individual and team goals with the strategic objectives, using the plan as a reference point for decision-making, and identifying opportunities to advance the DCJ mission. Regular team meetings, from office-wide and leadership meetings to one-on-ones with members of the leadership team and the director, will incorporate discussions on strategic priorities, allowing for real-time adjustments and fostering a culture of accountability and continuous improvement.

Annually, the DCJ will produce an update to the annual report detailing progress toward the stated objectives under each pillar. This report will be the result of a coordinated effort, where each office contributes an update of their achievements, challenges, and lessons learned over the past

year. The report will highlight key performance measures, showcase successful initiatives, and identify areas where further attention is needed. It will serve both as an internal tool for reflection and improvement and as a communication piece for stakeholders, demonstrating our commitment to transparency and results.

To support this process, a timeline and set of milestones will be established at the beginning of each fiscal year. Periodic check-ins will be conducted to monitor progress and address any barriers to success. Feedback mechanisms will be integrated to capture insights from staff and stakeholders, ensuring the strategic plan remains responsive to emerging needs and opportunities.

Together, the DCJ staff, along with the communities it serves, can work towards the mission of improving the safety of the community, the quality of services to crime victims, and the effectiveness of services to justice-involved individuals.



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