

C O L O R A D O P A R K S & W I L D L I F E

Strategic Plan Progress Report

FY 2016-17 & FY 2017-18



September 2018

Letter from the Director

Dear Colleagues,

With the passing of the Hunting, Fishing and Parks for Future Generations Act through the Colorado Legislature in April 2018, Colorado Parks and Wildlife has a valuable opportunity to secure the funding it needs to repair aging infrastructure, improve Colorado's big game populations and habitat, increase the number of fish stocked in Colorado's waters, and avoid the large budget shortfalls due to rising operational costs that would have severely limited our effectiveness in protecting Colorado's natural resources and outdoor recreation opportunities.

Most importantly, the funding allows us to continue pursuing the six goals laid out in our Strategic Plan. When the Colorado Parks and Wildlife Commission adopted our Strategic Plan in November of 2015, its purpose was to provide a framework and direction for CPW staff to outline goals, objectives and strategies to fulfill our mission to the State of Colorado.

Our planning efforts lay the foundation for us to continue linking our work together to achieve our strategic goals. It reflects shared intentions developed through public input, the Colorado Parks and Wildlife Commission and CPW staff and sets a high-level vision that will guide CPW's work into the future.

The following report provides a glimpse into the progress we've made on those goals, and highlights the many achievements we've accomplished in the past two years.



Bob Broscheid
Director, Colorado Parks and Wildlife

VISION

Colorado Parks and Wildlife is a national leader in wildlife management, conservation and sustainable outdoor recreation for current and future generations.

MISSION

To perpetuate the wildlife resources of the state, to provide a quality state park system, and to provide enjoyable and sustainable outdoor recreation opportunities that educate and inspire current and future generations to serve as active stewards of Colorado's natural resources. (C.R.S. 33-9-101)



Acknowledgements

We would like to thank the dedicated Colorado Parks and Wildlife (CPW) staff members who helped develop the Strategic Plan and are leading the implementation of the Operational Plan. We are grateful for their ongoing efforts to track and report the outcomes and impacts of their work.

We would also like to thank CPW's Public Information Unit for their editing assistance, as well as CPW's Marketing Unit for their help designing the format of this report.

Finally, we would like to thank CPW's Leadership Team and the Parks and Wildlife Commission for their important feedback and support throughout the process of creating and implementing the Strategic and Operational Plans.

COVER: Lark bunting, Colorado's state bird © Wayne D. Lewis, CPW



CPW Commission

John V. Howard, Chair
Michelle Zimmerman, Vice Chair
James Vigil, Secretary
Robert W. Bray
Marie Haskett
Carrie Besnette Hauser
Marvin McDaniel
Dale E. Pizel
Dean Wingfield
Alexander Zipp

Ex-Officio Members:

Don Brown
Commissioner of Agriculture
Bob Randall
Executive Director of the Department of Natural Resources
Bob Broscheid
Director of Colorado Parks and Wildlife

CPW Leadership Team

Bob D. Broscheid
Director
Mark Leslie
Northeast Region Manager
Dan Prenzlów
Southeast Region Manager
JT Romatzke
Northwest Region Manager
Patt Dorsey
Southwest Region Manager
Reid DeWalt
Assistant Director Wildlife & Natural Resources
Gary Thorson
Assistant Director for Information & Education
Heather Dugan
Assistant Director Law Enforcement
Jeff Ver Steeg
Assistant Director for Research, Policy & Planning
Justin Rutter
Assistant Director for Financial Services
Margaret Taylor
Assistant Director for Capital, Parks & Trails

Introduction

The Colorado Parks and Wildlife Strategic Plan (Plan), finalized in November 2015, provides a roadmap for achieving the agency's vision and mission through concrete goals and objectives. The public, stakeholders, partners, the Colorado Parks and Wildlife Commission and CPW staff participated in shaping the vision of CPW through development of the Plan.

The six CPW goals identified in the plan are:

1. Conserve wildlife habitat to ensure healthy sustainable populations and ecosystems.
2. Manage state parks for world class outdoor recreation.
3. Achieve and maintain financial responsibility.
4. Maintain dedicated personnel and volunteers.
5. Increase awareness and trust for CPW.
6. Connect people to Colorado's outdoors.

The Plan's goals, objectives and strategies are high-level and updated as needed. To implement the Plan, CPW developed a two-year operational plan for FY 2016–17 and FY 2017–18 (Figure 1). This report highlights CPW's progress on 44 indicators (Appendix 1) after two years of implementing the 2016–18 Operational Plan. The indicators are factors that were developed to show progress on the plan goals.

CPW staff applied lessons learned from implementing and tracking this inaugural Operational Plan to develop the next two-year Operational Plan. The next plan started July 1, 2018, and runs through June 30, 2020.



Figure 1: Relationship between the Strategic Plan, Operational Plan and Implementation

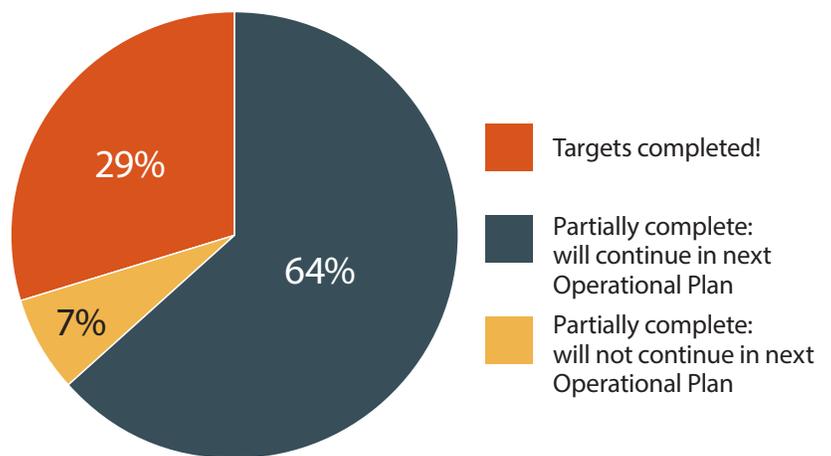


Figure 2: Percentage completion of Operational Plan indicators.

Overall progress

At the end of the first Operational Plan, CPW demonstrated significant achievements (Figure 2). We fully completed 29% of our indicators and made considerable progress toward achieving the remaining indicators. In the first Operational Plan, many of the indicators represented ongoing work with no specific end date. Progress will continue on these indicators in the next two years, as the majority have been carried over into the next Operational Plan. Other partially completed indicators will not continue in the next plan, a reflection of changed priorities or reworking indicators to better reflect current agency priorities. An improvement in the next Operational Plan is that it more clearly spells out two-year milestones, even in the context of ongoing work.

Goal Achievements

This section provides an overview of selected achievements, highlighted to help show progress towards implementing the Strategic Plan, broken down by goal. These accomplishments occurred between July 2016 and June 2018, unless otherwise specified.

Goal 1: Conserve wildlife and habitat to ensure healthy, sustainable populations and ecosystems.

Manage sustainable populations of game and nongame species to support fishing, hunting, trapping and wildlife-viewing opportunities.

Planning is essential to sustaining the fish and wildlife populations that support hunting, angling and wildlife-viewing opportunities across Colorado. For game species, CPW's wildlife biologists rely on accurate and up-to-date herd management plans to make important decisions about hunting quotas and other management priorities. Each herd management plan contains a population target, which is set to try to balance concerns of interested parties, ranging from agricultural damage to hunter preference. Public participation is an essential component of the herd management planning process, but it often required extensive staff time and resources to complete, resulting in delays in getting the plans updated. Using process-improvement techniques, CPW staff worked to modify and streamline the way the public participates in setting these population targets, which led to a marked increase in the pace and volume of approved plans.

Similarly, CPW's aquatic biologists rely on aquatic management basin plans as a framework for making decisions about fish management strategies, fish stocking, regulations and species conservation and recovery. These plans, which were originally completed in 2002–08, need to be updated to reflect important changes to Colorado's waters. As a part of this process, CPW staff reviewed and categorized thousands of miles of streams and rivers, as well as acres of lakes and reservoirs based on their potential for fishing recreation or species conservation. This will help CPW to manage Colorado's aquatic resources and habitat more accurately.

Preserve and enhance diverse habitat.

Healthy ecosystems sustain robust wildlife populations. The Colorado Wildlife Habitat Program (CWHP), a statewide program that offers funding opportunities for private landowners who wish to voluntarily protect important wildlife habitat and/or provide sustainable wildlife-related recreational access to the public, is one of CPW's most effective tools to increase acres of habitat protection and hunting and fishing access. While the program was put on pause in 2017, CPW staff worked closely with the Parks and Wildlife Commission to re-establish the program in 2018 after making modifications to the scoring matrix, improving relations with state legislators, and expanding the program to encompass additional habitat improvements and access agreements. Additionally, to improve our ability to track habitat conservation work as it is happening on the ground, staff developed internal databases to record progress on terrestrial and aquatic habitat projects as they take place.

Manage and monitor species of greatest conservation need while working with partners to maintain viable populations.

Colorado's State Wildlife Action Plan (SWAP) documents knowledge about wildlife species of greatest conservation need (most of which are not hunted or fished); threats to the species and habitats upon which they depend; and strategies that can be employed to lessen those threats. The SWAP is based upon the best science available at the time, the collective judgment of many of Colorado's scientists and the interests and concerns of citizens with a stake in Colorado wildlife conservation. Because of recent work, CPW has a much-improved process to ensure the recommendations in the SWAP directly inform work-planning decisions throughout the agency.

Protect and enhance water resources for fish and wildlife populations.

Water is a very important asset to CPW for both wildlife and recreation. Protecting water rights and agreements helps keep reservoirs at state parks and wildlife areas full, as well as rivers flowing with enough water to maintain the aquatic life. CPW achieved a big win in 2017 by ending a 40-year, multi-jurisdictional deadlock to secure water for a fish and wildlife conservation pool at John Martin Reservoir, with a goal of providing a vibrant fishery, reliable recreation opportunities for future generations and providing an ongoing economic boost to the regional economy. CPW also assisted the Colorado Water Conservation Board in obtaining water rights to maintain flows on segments of Elkhead Creek, the North Fork of Elkhead Creek, Hahn Creek, Abrams Creek and Lost Creek to protect native Colorado River cutthroat trout, as well as Miners Creek and Prong Creek to protect Rio Grande cutthroat trout. Additionally, CPW assisted with lake level protection at Upper and Lower Square Top Lakes for greenback cutthroat trout recovery and is working with Trout Unlimited and the Colorado Water Trust to implement creative solutions for keeping streams flowing even in low water years, all contributing to the mission of providing recreation and fish and wildlife habitat.

Conduct research and monitoring to inform management decisions.

Defensible science is the foundation of CPW's operations and management. While CPW has long been a leading natural resource agency with top-notch scientists, communicating that research and ensuring management decisions are based on the most up-to-date science can be a challenge. Over the past two years, CPW research staff significantly improved the linkage between research and management by improving communication channels with managers, cataloging research projects and documenting management actions that have their origins in research, and through better distribution of research results. For example, the American Fisheries Society recently highlighted a CPW study using cutting-edge GPS technology to acquire locations of fish within streams and record data on their habitat use. This technology resulted in better estimates of fish abundance in bigger aquatic systems, providing valuable information for fish management in Colorado and beyond.

Similarly, conducting public surveys is an important way for CPW to gather input that refines our programs and builds trust in the agency. To improve this process, CPW is developing internal guidance on data access, use and requests, which will help maximize how the research is used across the agency, while minimizing the impacts on customers. As with any scientific advancements, research conducted today has benefits that often are not fully appreciated immediately but provide great payoffs and value to the agency in the future.



VIC SCHENDEL/CPW

Goal 2: Manage state parks for world-class outdoor recreation.

Manage facilities and outdoor recreation amenities within state parks to provide positive experiences for Coloradans and visitors.

CPW provides state park visitors high quality outdoor experiences. To continue offering these opportunities, we must take care of our facilities and understand our visitors' use and satisfaction with their experiences. Funding secured through the passage of the Future Generations Act will help to complete much needed construction and maintenance of facilities and ensure quality infrastructure at CPW properties. In addition, CPW staff recently completed an inventory of the infrastructure in all of the state parks, with yearly maintenance and operation plans. CPW staff are also developing surveys to better document visitor satisfaction at state parks. This work enables park managers to effectively plan and develop appropriate visitor services and facilities.

Explore fiscally sound real estate opportunities for new or expanded state parks.

Colorado's wildlife and outdoor spaces are among our most valued resources. They enhance our quality of life, bring us prosperity and represent our western heritage. Coloradans depend on CPW to deliver on its mission and ensure future generations have access to the quality hunting, fishing and parks recreational opportunities available today. As a part of that mission, CPW started the process to identify and plan for the development of Colorado's next state park. We are currently developing criteria to evaluate potential new parks or the expansion of existing parks.

Market the special qualities of Colorado's state parks.

Ensuring the natural, scenic, scientific and outdoor recreation areas of Colorado are protected, preserved, enhanced and managed for the benefit of Colorado's citizens and visitors is essential to the mission of CPW. To assist with that, CPW staff have developed metrics to measure the natural resources in our state parks. This allows CPW staff to use quantifiable data to track and analyze management actions. Additionally, CPW staff are working to refine our marketing strategies to help our customers, as well as the public to understand the importance of state parks to Colorado.



Goal 3: Achieve and maintain financial sustainability.

Identify potential new and broader sources of funding.

CPW can do even more for Colorado when Coloradans invest in us. Identifying and pursuing alternative funding opportunities to ensure more extensive contributions to conservation in Colorado is a priority for CPW. We improved our internal processes for accepting sponsorships as a means of bringing in new sources of fund-ing. We also updated how we communicate in our annual CPW factsheet the value of in-kind contributions, like volunteering, in maintaining CPW’s financial sustainability. Finally, CPW is currently financing a study to analyze and test potential new funding mechanisms.

Maintain existing sources of funding.

Because CPW relies on user fees and not general fund tax dollars, it is essential to make sure the fees we charge keep pace with inflation. After more than two years of work by CPW staff and partners, we are celebrating the passage of the Future Generations Act, which received bipartisan support in both the Senate and the House and was signed into law by Governor Hickenlooper on Friday, May 4, 2018. Now, because the Future Generations Act allows the agency to adjust most user fees with inflation, CPW is well positioned to meet 10 key goals by 2025.

Deploy financial and workforce resources responsibly.

Ensuring we use and manage our funds efficiently is also an important part of maintaining financial sustainability. To that end, CPW is documenting and disseminating efficiency success stories and developing a multi-year funding plan to manage our long-term funding needs and priorities more effectively.

FUTURE GENERATIONS ACT GOALS BY 2025:

1. Grow the numbers of hunters and anglers in Colorado.
2. Expand access for hunters, anglers and outdoor recreationists.
3. Identify and begin planning Colorado’s next state park.
4. Reduce CPW’s dam maintenance and repair backlog.
5. Increase the number of fish stocked in Colorado waters through hatchery modernization and renovations.
6. Attract and retain high-caliber employees.
7. Improve species distribution and abundance monitoring through partnerships with private landowners.
8. Increase and improve big game populations through investments in habitat and conservation.
9. Engage all outdoor recreationists in the maintenance of state lands and facilities and the management of wildlife.
10. Provide quality infrastructure at CPW properties by completing much needed construction and maintenance.



Goal 4: Maintain dedicated personnel and volunteers.

Capitalize on the knowledge and experience of all personnel.

In order to engage employees in the most effective manner, CPW continually seeks to improve its communication infrastructure. The agency's internal communication team is working to unify communication processes since the merger between Parks and Wildlife, creating a list of strategies, guiding principles and a resource guide to improve communication within the agency. Additionally, revisions to CPW's internal Administrative Directives are helping to improve internal communications and maintain dedicated personnel.

Hand-in-hand with communication, leadership is a crucial component of a healthy organization. CPW recently launched the FranklinCovey online leadership development pilot program to reach more remote employees and understand if the longer, more immersive leadership-training program has a greater impact. Additionally, 120 CPW employees have now completed the Daniels Program, a leadership development class. Finally, the Department of Natural Resources Human Resources' Fundamentals of Supervision Training is now required for newer supervisors and has notably reduced employee relation cases.

CPW is also enhancing its coaching and mentoring culture. A master's student recently completed a capstone paper on the feasibility of succession planning and mentoring in the state system using surveys sent to CPW employees. These findings, along with the results of the Employee Development survey, helped to identify ways to strengthen employee skill sets to further advance their careers in the agency. The Employee Development section also created job interview and career planning classes and plans to disseminate them throughout the agency.

Recruit and develop a highly qualified and diverse workforce.

CPW seeks the most qualified, diverse applicants to build a passionate workforce and carry out the agency's mission. An internal team developed several strategies to improve recruitment, including fostering a new web presence for jobs, creating new job videos, using social media more effectively, holding career fairs and rolling out updates and improvements on the CPW job page.

CPW is also dedicated to improving its employee development. Survey comments from CPW's annual Park Resource and Wildlife Tech Trainings highlighted 2017 as the "best in-service to date!" To compliment employees' growth, 42 supervisors went through a new Performance Management Training to discuss and implement best practices. CPW also recognizes the value of emotional intelligence in the workplace and is using a new assessment tool, called Expanded Insights Discovery, to boost this skill as a part of the agency's culture. Promoting continued learning opportunities helps to build the capacity of individual employees and our agency as a whole.

Attract inspired staff and volunteers committed to CPW's mission.

Employee surveys provide insight into workplace culture, morale and communication preferences, among other variables. Recent results show an improvement in leadership and supervisor ratings. Newly implemented surveys for temporary employees and interns help capture their experiences at CPW, as well as diversity within the agency. By creating a more diverse, inclusive and satisfied workforce, engagement and retention levels within CPW increase.

In 2017, 6,134 individuals donated 334,864 hours of their time to CPW programs. That is the staff equivalent of a 160 full time employees or a financial value of \$8.26 million dollars donated to the agency. CPW is thrilled about the public support for our mission. To better support its volunteers, CPW convened 48 participants in a Statewide and Regional Volunteer Coordination meeting to discuss strategies to maintain and grow its volunteer base. New volunteer and camp host surveys also help to deepen our understanding of volunteer experiences. Hands-on volunteer projects foster stewardship for Colorado's natural resources, now and into the future.

Goal 5: Increase awareness and trust for CPW.

Communicate information about CPW's mission, funding and key programs.

In order to increase awareness in and trust for CPW, staff is creating an agency-wide communication plan focused on themes, frequency and platforms of communication. Currently in a working draft format, this plan will help us understand our various audiences, available channels of communication and project a unified message about CPW's work. By having a consistent message for CPW it will allow us to help the public become better acquainted with the work we do. The messaging will allow staff to infuse their passions into their presentations and deepen employee engagement and connection with various audiences.

Because CPW values transparency, we created revenue and expense projections to share with the public and our stakeholders. This was an effective communication strategy during the last legislative session, as it helped us demonstrate financial gaps that need to be addressed to improve our operations and programs in the long term. These projections will also be vital as we work to implement the Future Generations bill.

Provide opportunities for stakeholder and public involvement.

Public and stakeholder involvement drives many of our efforts as an agency. To inform our updated Statewide Comprehensive Outdoor Recreation Plan (SCORP), we surveyed nearly 2,000 public participants and 500 land managers across the state. An advisory group comprised of outdoor recreation representatives is also helping to shape the strategies and goals outlined in the plan.

Because CPW works to protect land belonging to and used by the public, we rely heavily on public input. Recently, staff sought input from the public in the development of big game species management plans, park management plans and the State Trails Program in the form of surveys, focus groups, open-houses, town-hall meetings, forums and workshops. We are also actively seeking ways to improve trans-boundary and cross-agency collaboration to create a network of informed management throughout the state.

Increase public awareness about the importance of wildlife management.

Providing people with a reason to connect with and support CPW's efforts is essential to our mission. Because people use so many vehicles of communication, CPW staff are reimagining how to reach our target audiences through our website, via communication with partners, through key committees or organizations, on social media and using more traditional media channels like television, radio and newspaper. Effective storytelling is key to any type of public engagement, and CPW is starting to produce its own mini-series regarding conservation and wildlife interactions. In turn, our staff collect information from our customers through surveys, reactions to stories and customer service reports to ensure our messages are having the intended impact. Communicating our staffs' knowledge and passion about the importance of wildlife management is key to ensuring the public feels that same passion.



NYC SCHEDEL/CPW

Goal 6: Connect people to Colorado's outdoors.

Broaden the access and variety of recreation opportunities available to Coloradans and visitors.

With Colorado's increasing and diversifying population, ensuring access to a variety of recreation opportunities is quickly becoming a top priority in the agency. Several years of studies and surveys have helped CPW identify key trends, barriers and opportunities related to outdoor recreation. The public survey conducted as part of the SCORP planning process yielded important findings about region-specific recreation and access issues, like proximity to trails and the cost of participating in recreation activities. The updated SCORP will inform the work of CPW and organizations statewide about the best course of action to diversify recreation opportunities and participants.

Provide facilities, infrastructure and access to support opportunities for premier outdoor recreation experiences.

To enhance customers' outdoor experiences, CPW recently completed an analysis of needed technology and network upgrades at all of our offices and state parks. These upgrades provide an important means of enhancing customers' satisfaction with CPW. For example, in January 2017, CPW launched its Integrated Parks and Wildlife System (IPAWS), which provides a customer-friendly, one-stop-shop for all of CPW's products and services. By providing improved technology, CPW can connect more people to Colorado's outdoors.

A new way that we are promoting access to recreation is through our Colorado Trail Explorer (COTREX) online application. COTREX connects Coloradans and visitors to rewarding trail experiences by enabling anyone with a phone or computer to explore over 39,000 miles of multi-use recreational trails. In addition, to address overcrowding issues, CPW is consulting with groups, such as the Interagency Visitor Use Management Council, to improve our visitor management tactics, develop maintenance priorities and identify new infrastructure for our parks while protecting their natural resources. In addition, CPW also developed a new online fishing application, to help customers discover new fishing locations, learn new skills, stay on top of the latest regulations and journal their fishing experiences, as well as the State Parks NatureFinder, which allows state park visitors to track and view biodiversity.

Foster partnerships to enhance recreation opportunities.

As in any sector, CPW's efforts are made stronger through collaboration with other organizations. Towards that end, CPW has successfully organized the Partners in the Outdoors Conference for five straight years. This conference assembles representatives from organizations, agencies, schools and communities to build a shared movement to advance and balance outdoor recreation and conservation in Colorado. The 2018 conference drew record-breaking attendance, with over 500 representatives from 235 organizations.

Since May 2017, CPW has facilitated the Colorado Outdoor Partnership (CO-OP), a coalition of 35 diverse organizations invested in land, water and wildlife conservation in Colorado. In November 2016, Colorado also became the first state to officially adopt a version of the SHIFT Principles (Shaping How We Invest for Tomorrow), naming them Colorado's Outdoor Principles. These principles help to guide CPW's work with its partners through the Partners in the Outdoors Initiative, the CO-OP and efforts to update the SCORP, ensuring a shared vision among our many partners.



Promote the value of CPW’s mission and services to expand awareness, grow CPW’s volunteer network and inspire stewardship.

Building and maintaining a statewide network of volunteers focused on natural resource stewardship and education is one of CPW’s primary goals. To assist with this effort, the CPW Statewide and Regional Education/Volunteer Coordinators developed overarching goals for the Education/Volunteer and Partnership program and adapted our programs accordingly to achieve these goals more effectively. CPW staff also recently revised our Education Database to better track the impacts of our programs and determine which programs are in the highest demand.

However, without marketing our messages properly, the goals of our education and volunteer programs cannot be fully realized. To help unify the outreach and messaging to the public, the education and volunteer programs are now collaborating on new marketing and communication strategies, which will be disseminated throughout the agency.

Become familiar with the needs, interests and expectations of residents and visitors who are new to outdoor recreation.

Engaging new recreationists is one of CPW’s most challenging and crucial tasks. New users can arise through several avenues: recreationists who relocate to Colorado, visitors who seek Colorado’s outdoors and new/current residents who have not previously taken up outdoor recreation. Understanding the different wants, needs and barriers of these groups is key in informing our outreach and management actions. Towards that end, CPW is working to understand barriers to access and recreation for various groups of potential users. Recent research on health equity and the physical and psychological benefits of nature highlight the importance of outdoor recreation for all citizens’ health. CPW staff participated in the Colorado Department of Public Health and Environment’s Health Equity Forum to understand how to overcome barriers to outdoor recreation more effectively.



Challenges

Staff made considerable progress in achieving CPW’s strategic goals over the course of the first Operational Plan, despite a number of challenges. In many cases, staff turnover and vacancies delayed progress, as these constraints contributed to competing demands, a lack of time and necessary training to get new staff up-to-speed. Staff also reported difficulties ensuring quality work while dealing with a high volume of responsibilities. Limitations of the state government system and CPW’s decentralized organizational structure also created challenges in preventing duplicate efforts and streamlining processes. Finally, technological challenges also created problems for many staff, especially with the delayed launch of IPAWS.

Going Forward

Despite the challenges we have faced, we made considerable progress over the past two years in achieving our objectives in the following strategic goals:

- Conserving wildlife habitat to ensure healthy sustainable populations and ecosystems.
- Managing state parks for world class outdoor recreation.
- Achieving and maintaining financial sustainability.
- Maintaining dedicated personnel and volunteers.
- Increasing awareness and trust for CPW.
- Connecting people to Colorado’s outdoors.

Through the next two-year Operational Plan, CPW will continue to robustly carry out our mission to perpetuate wildlife resources of the state, provide a quality state park system and provide enjoyable and sustainable outdoor recreation opportunities that educate and inspire current and future generations to serve as active stewards of Colorado’s natural resources.

Status of progress by indicator

The table on the following pages highlights the status of CPW’s progress towards achieving two-year indicators at the end of the 2016–2018 Operational Plan. Tracking and reporting measurable indicators provides information to help evaluate our progress towards accomplishing our strategic goals, while increasing our accountability and transparency.



The targets outlined in the 2016–2018 Operational Plan were completed.



The targets outlined in the 2016–2018 Operational Plan were partially completed, and the work has been incorporated into the next Operational Plan.



The targets outlined in the 2016–2018 Operational Plan were partially completed, but the work has not been prioritized for inclusion in the next Operational Plan. Some of this work may continue informally but will not be formally tracked or reported.

GOAL	INDICATOR	STATUS
Goal 1: Conserve wildlife and habitat to ensure healthy sustainable populations and ecosystems.	Evaluate the current state of herd management plans and the current planning process.	
	Manage Colorado's fisheries using management strategies by Statewide Water Category.	
	Develop work plans to implement conservation actions identified in the State Wildlife Action Plan.	
	Increase and/or stabilize reservoir levels for wildlife and recreation.	
	Improve river health through innovative tools and solutions including increasing instream flow levels.	
	Conserve priority habitat statewide through Real Estate.	
	Perform and track habitat treatments.	
	Produce scientific research.	
	Improve communication loop between research and managers.	
	Implement scientifically-based, agreed-upon management measures.	
	Update "Planning Trails with Wildlife in Mind."	
	Refine the agency approach to conducting surveys.	
	Goal 2: Manage state parks for world class outdoor recreation.	Define a process to develop plans for both large-scale and routine maintenance at each park.
Develop systematic criteria to evaluate potential new state parks or park lands.		
Measure visitation in a consistent and reliable manner.		
Communicate existing visitor satisfaction results and develop an agency policy to improve customer contacts/surveying.		
Define natural values indicators for each park.		
Goal 3: Achieve and maintain financial sustainability.	Identify, prioritize, and build public support for alternative sources of revenue.	
	Identify and communicate significant programmatic efficiencies.	
	Develop an annual Division funding plan, taking priorities into account.	
	Evaluate what is necessary to make a long-term funding plan to assess alternative scenarios.	
	Establish value metrics and a reporting mechanism for documenting outside funding, partnerships and volunteers. ¹	
Goal 4: Maintain dedicated personnel and volunteers.	Create and implement surveys to establish a baseline for demographics, diversity, recruitment, job satisfaction and retention dynamics.	
	Assess current recruitment strategies and identify strategies to resolve the problems.	

¹ Documenting and reporting on outside funding, partnerships and volunteers will continue in the future, but did not rise to priority status in the next Operational Plan.

GOAL	INDICATOR	STATUS
	Define and develop a program for succession planning and mentoring.	
	Provide on-going training to make people more effective in their current role.	
	Establish certificate programs to promote career development.	
	Report and analyze recruitment efforts each year.	
	Demonstrate improvement in engagement and employee development surveys.	
	Review, update and finalize Administrative Directives, which serve as guiding documents for the agency. ²	
	Develop and implement a training program for staff to ensure volunteer hours are tracked consistently.	
	Identify a measure of volunteer's quality of experience.	
Goal 5: Increase awareness and trust for CPW.	Develop and implement agency-wide communication plan.	
	Identify target populations and recommend platforms to reach these populations.	
	Look at analytics to understand impact of communications.	
	Establish the future revenue and needs projections and communicate them to the public in a transparent way.	
Goal 6: Connect people to Colorado's outdoors.	Conduct the Statewide Comprehensive Outdoor Recreation Plan every five years to inform agency work.	
	Maintain or improve existing public access to recreational trails, waters, and other forms of outdoor recreation, while identifying opportunities to better meet demand. ³	
	Identify and evaluate gaps and deficiencies in technology infrastructure and establish an ongoing upgrade plan.	
	Establish evaluation criteria for outreach programs.	
	Establish and deploy consistent outreach messaging.	
	Develop comprehensive agency-wide marketing plan.	
	Identify barriers to outdoor recreation and develop strategies to address these.	
	Research, develop and implement technology that will improve interaction with and service to customers.	

² Reviewing, updating and finalizing Administrative Directives will continue in the future, but did not rise to priority status in the next Operational Plan.

³ This indicator has been reworked to better reflect agency priorities in the next Operational Plan. For additional clarity, it has been separated into three sub-objectives: 1) Colorado the Beautiful Initiative improves outdoor recreation opportunities across the state with the goal of connecting people to trails and outdoor recreational opportunities; 2) Obtain public access for fishing and hunting to expand opportunities on private land while maintaining opportunities on public land; and 3) Identify user demand and use levels for outdoor recreation while also identifying barriers and opportunities to support and develop outdoor recreation priorities.



COLORADO PARKS & WILDLIFE
1313 Sherman St. #618, Denver, CO 80203
(303) 297-1192 • cpw.state.co.us