



## Colorado Parks and Wildlife

### 2013 Path Forward:

### Strategic Plan and Merger Report

#### -DRAFT Outline-

Section	Notes
<b>Executive Summary</b> (1-2 pages)	Broad overview of the plan including Mission, Vision, and Priorities and summary information on the merger.
<b>Chapter 1. Introduction and Background</b> (1-2 pages)	
a. What is the "Path Forward"?	<ul style="list-style-type: none"> <li>Brief discussion of the overall intent and purpose of the plan and merger report. Reference the merger and the legislation that influenced development of this document.</li> </ul>
i. Statutory Requirements	<ul style="list-style-type: none"> <li>Brief reference to C.R.S. 33-9-101 (11) (see Appendix A).</li> </ul>
ii. Historical Background of Two Divisions and the Merger Process	<ul style="list-style-type: none"> <li>Brief summary of the two prior Divisions and the process to merge in 2011-2012.</li> <li>Reference 2010 Division Strategic Plans and alignment of key objectives.</li> <li>Timeline graphic depicting key milestones.</li> </ul>
<b>Chapter 2. Summary of Key Steps in the Plan Development</b> (2-4 pages)	
a. Commission	<ul style="list-style-type: none"> <li>Overview of the three overarching Commission priorities (e.g. Habitat Preservation and Improvement, Recruitment and Retention, and Financial Sustainability) and key junctures where the Commission helped shape the plan.</li> </ul>
b. CPW Guiding Principles	<ul style="list-style-type: none"> <li>Reference to 2012 Merger Implementation Plan, existing 2010 agency strategic plans, guiding organizational documents, etc.</li> <li>Brief reference to "desired future condition" as reflected in updated organizational structure.</li> <li>Commitment to ongoing adjustments and changes to ensure success of the merger, as necessary.</li> </ul>



<p>c. Public Input</p>	<ul style="list-style-type: none"> <li>• Brief mention of public involvement process and input opportunities (e.g. open house meetings in Denver, Colorado Springs, Grand Junction and Durango; statewide telephone town hall meeting(s); stakeholder organization engagement; media outreach; etc.).</li> <li>• Reference overarching groups of stakeholders contacted, summary information about comments received and key takeaways.</li> </ul>
<p><b>Chapter 3. Issues and Trends</b> (2-4 pages)</p>	
<p>a. Statewide Considerations</p>	<ul style="list-style-type: none"> <li>• Broad overview of key statewide trends and issues directly and indirectly affecting CPW (e.g. population and demographic shifts, environmental change, connecting families to the outdoors, etc.).</li> </ul>
<p>i. SCORP Public Survey and Statewide Trends</p>	<ul style="list-style-type: none"> <li>• Brief reference to relevant takeaways from the SCORP Public Survey and evaluation of other statewide trends.</li> </ul>
<p>b. Agency Considerations (<i>CPW-specific considerations</i>)</p>	<ul style="list-style-type: none"> <li>• Reference to internal financial challenges such as ability to meet long-term operational and capital investment needs, decreasing license revenues, staff relocation needs, organizational restructuring, etc. Select information from the CPW Statewide Fact Sheet may be included.</li> </ul>
<p>i. CPW Customer and Market Trends Report</p>	<ul style="list-style-type: none"> <li>• Brief reference to key takeaways from the Customer and Market trends report.</li> </ul>
<p>c. Other Relevant Plans</p>	<ul style="list-style-type: none"> <li>• Brief reference to other relevant plans that helped inform development of the Path Forward (i.e., CO Blueprint, GOCO strategic plan, 2012 Merger Implementation Report, DNR Operational Strategic Plan, etc.)</li> </ul>
<p><b>Chapter 4. Path Forward Strategic Plan</b> (2-4 pages)</p>	
<p>a. Mission</p>	<p>A draft mission statement is:</p> <p>From C.R.S. 33-9-101 (12) (b): <b><i>“To perpetuate the wildlife resources of the state, provide a quality state parks 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.”</i></b></p>



<p>b. Vision</p>	<p>A draft vision statement is:</p> <p><i>“Colorado sustains a natural abundance of fish and wildlife, and high quality lands and waters. These resources give residents and visitors opportunities to enjoy healthy interactions with the natural world, creating rich traditions with family and friends, promoting stewardship of our natural resources, and supporting local communities and the state’s economy. Agency employees and their partners work together to protect the public trust and provide outstanding customer service through recreational programs, amenities, and services.”</i></p>
<p>c. Strategic Priorities</p>	<ul style="list-style-type: none"> <li>• Draft priorities as well as some of the relevant supporting plans and documents that correspond to each priority are provided below:             <ul style="list-style-type: none"> <li>○ <b><i>Financial Sustainability: Stabilize and Strengthen Colorado Parks and Wildlife’s Financial Condition:</i></b> 2012-2013 Commission priority (e.g. financial sustainability); DNR Strategic Operational Plan priority; State Parks 2010 Strategic Plan goal. 2008 Statewide Comprehensive Outdoor Recreation Plan.</li> <li>○ <b><i>Recruitment and Retention: Connect People to the Outdoors by Providing Quality Outdoor Opportunities and Settings:</i></b> 2012-2013 Commission priority (e.g. recruitment and retention); Division Guiding Principles; 2013 Information and Education Section plan entitled “Increasing Hunting, Angling and Park Visitation Efforts”; State Parks 2010 Strategic Plan goal; Division of Wildlife 2010 Strategic Plan goal; GOCO 2010 Strategic Plan goal; 2013 “Youth Volunteers and Pathways to the Outdoors” plan. 2008 Statewide Comprehensive Outdoor Recreation Plan.</li> <li>○ <b><i>Habitat: Support and Facilitate Habitat Protection and Natural Resource Stewardship:</i></b> 2012-2013 Commission priority (e.g. habitat preservation and improvement); State Parks 2010 Strategic Plan goal; Division of Wildlife 2010 Strategic Plan goal; GOCO 2010 Strategic Plan goal. Division of Wildlife State Wildlife Action Plan.</li> </ul> </li> </ul>



<p><b>Chapter 5. 2013 Merger Report</b> (2-4 pages)</p>	<ul style="list-style-type: none"> <li>This Section would provide the merger information required in C.R.S. 33-9-101(11)(a) and (b). The focus would be on: documenting continued increased efficiencies, cost savings and other effects of the 2011 merger of CDOW and State Parks into CPW. In addition, estimates of annual fiscal costs and savings associated with the duties and programs of the Division would be documented.</li> </ul>
<p>a. Division Summary Facts</p>	<ul style="list-style-type: none"> <li>Inclusion of Statewide Fact Sheet or some of its components (e.g. # employees, revenues, expenditures, number of parks, acres conserved, etc.).</li> </ul>
<p>b. General Discussion of Realized and Planned Cost Savings and Efficiencies</p>	<ul style="list-style-type: none"> <li>Per C.R.S. 33-9-101(11)(a), this would identify increased efficiencies and cost savings resulting after, and that may be realized from, the merger.</li> </ul>
<p>c. Fiscal Costs and Savings Related to the Merger</p>	<ul style="list-style-type: none"> <li>Per C.R.S. 33-9-101(11)(a), provide estimated annual fiscal costs and savings associated with the duties and programs of the division.</li> </ul>
<p>d. Statewide Input</p>	<ul style="list-style-type: none"> <li>Per C.R.S. 33-9-101(11)(b) – Brief discussion/outline of public outreach performed as part of the Path Forward process as well as other important Division stakeholder outreach efforts (e.g. roundtables, SCORP Advisory Group, etc).</li> </ul>
<p>e. On-going or New Issues, Effect on policies, objectives, strategies</p>	<ul style="list-style-type: none"> <li>Per C.R.S. 33-9-101(11)(a), this section would briefly report on any new or emerging issues associated with the merger of Colorado State Parks and the Colorado Division of Wildlife.</li> </ul>



## Appendix A

### § 33-9-101 C.R.S.

- (11)(a) In addition to discharging its regular duties and functions, the commission shall specifically discuss and formulate a five-year strategic plan to address ongoing or new issues resulting after, and identify increased efficiencies and cost savings that may be realized from, the 2011 merger of the former division of wildlife and the former division of parks and outdoor recreation into the division of parks and wildlife. The strategic plan must address how the merger has affected policies, objectives, strategies, and estimated annual fiscal costs and savings associated with the duties and programs of the division.
- (b) The commission shall finalize the strategic plan required by this subsection (11) by December 31, 2013. In developing the strategic plan, the commission shall place special emphasis on obtaining meaningful statewide input.
- (c) Notwithstanding section 24-1-136(11), C.R.S., for every year included in the strategic plan, the commission shall submit a report annually to the house committee on agriculture, livestock, and natural resources and the senate committee on agriculture, natural resources, and energy, or any successor committees, regarding the progress and status of the strategic plan. In order to reduce costs associated with preparing and transmitting such reports, the commission is authorized to send the reports in an electronic format.



# Colorado Parks and Wildlife

## "Path Forward" Strategic Plan and Merger Report to the Legislature

