Letter from the Director

Dear Colleagues,

We cannot predict the future, but we can plan for it. Our Operational Plan lays the foundation for us to continue Colorado Parks and Wildlife’s (CPW) progress, to identify challenges and to establish our vision for our future. Although we did not secure our Financial Sustainability Bill, we will continue working toward achieving financial sustainability by analyzing our operations, future needs and the demands of our constituents—the people of the State of Colorado.

In November 2015, Colorado Parks and Wildlife Commission adopted our Strategic Plan. It provides staff with direction and outlines goals, objectives, and strategies to fulfill our mission to the State of Colorado.

Our Operational Plan helps link our work together to achieve our strategic goals. It reflects shared intentions developed through public input, the 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 snapshot to our approach of managing Colorado’s parks and wildlife, and shows what we’ve accomplished in the past year.

Bob Broscheid
Director, Colorado Parks and Wildlife
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 writing and 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.

CPW Commission

James C. Pribyl, Chair
John V. Howard, Vice Chair
Michelle Zimmerman, Secretary
Robert W. Bray
Jeanne Horne
Dale E. Pizel
James Vigil
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

*As of the time of printing, there are two vacancies on the CPW Commission.

CPW Leadership Team

Bob D. Broscheid, Director
Reid DeWalt, Assistant Director
Wildlife & Natural Resources
Patt Dorsey, Southwest Region Manager
Heather Dugan, Assistant Director
Law Enforcement
Mark Leslie, Northeast Region Manager
Dan Prenzlow, Southeast Region Manager
JT Romatzke, Northwest Region Manager
Justin Rutter, Assistant Director for Financial Services
Margaret Taylor, Assistant Director for Capital, Parks, and Trails
Gary Thorson, Assistant Director for Information and Education
Jeff Ver Steeg, Assistant Director for Research, Policy and Planning
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 and the 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 sustainability
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 intended to be updated as needed. To implement the Plan, CPW developed a two-year operational plan for FY 2016-17 and FY 2017-18, with actionable targets, indicators, and benchmarks (Figure 1). This annual report provides a snapshot of CPW’s work by highlighting our progress on 44 indicators (Appendix 1) after the first year (half-way point) of implementing the 2016-2018 Operational Plan. As we complete the 2016-2018 Operational Plan, we will further evaluate our performance to inform the development of the next two-year operational plan.

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)

Overall progress

In the first year of implementing the Strategic Plan, we have made significant progress towards achieving a number of our objectives. We are on track or making significant progress towards meeting our two-year targets for over 90 percent of the indicators identified in the 2016-2018 Operational Plan (Figure 2).
Goal Achievements

This section provides an overview of selected achievements that we tracked and measured to help show progress towards implementing the Strategic Plan, broken down by goal. These accomplishments occurred between July 2016 and June 2017, unless otherwise specified.

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

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

Ensuring robust wildlife populations provides recreational opportunities, economic benefits and helps to maintain sustainable ecosystems for the benefit of Coloradans and visitors. Balancing the interests of various land users and biological factors for maintaining healthy wildlife populations requires carefully-developed herd management plans. The agency is updating CPW’s approach to herd management planning to create more consistent and efficient processes statewide. An early result of this work is improved opportunities for the public to learn about how CPW manages game populations and to help set long-term priorities.

Providing sustainable fishing recreation opportunities requires the scientific management of Colorado’s fish populations. To help accomplish this, we are surveying anglers, assessing aquatic resources, and updating Basin Management Plans. Although budget cuts and competing priorities have diminished our abilities to fully assess aquatic program priorities, CPW aquatic biologists conducted nearly 1,250 fish population surveys and 10 fish harvest surveys, entered this information into our statewide database, and updated the classification of all lakes and streams.

Preserve and enhance diverse habitat

Habitat conservation and enhancement is critical to the management of both terrestrial and aquatic ecosystems across the state. We are working to enhance and conserve additional priority habitat to assure robust aquatic and terrestrial wildlife communities and enhance environmental conditions for a wide range of species. Towards this objective, we completed a baseline assessment of both aquatic and terrestrial habitat projects, and we plan to track these projects next year.

The Parks and Wildlife Commission voted to suspend the annual Request for Proposals (RFP) program for the 2017 cycle, and as a result, we did not meet targets for conserving additional priority habitat.

Key Accomplishments

In FY 2016-17, CPW sold 1.7 million hunting and fishing licenses.

We also improved habitat on over 3,500 linear feet of rivers and streams and more than 22,000 acres of land.
Manage and monitor species of greatest conservation need while working with partners to maintain viable populations
The State Wildlife Action Plan (SWAP) identifies critical conservation needs to maintain viable populations of our most vulnerable species. To ensure the efficient and strategic implementation of priority actions outlined in the SWAP, we are developing species-specific and/or habitat-specific work plans. As a part of this process, we established a working group of partners that will advise on conservation planning. CPW also expanded the SWAP database, which includes information on species, threats, and tasks to help inform our decisions.

Protect and enhance water resources for fish and wildlife populations
Enhancing and protecting water resources is critical for Colorado’s fish and wildlife populations. We are working to increase water agreements that protect and enhance reservoir levels and improve river health by increasing instream flows. CPW and the Colorado Water Conservation Board are implementing flow augmentation plans in several rivers and creeks, and we have assessed existing water agreements at our State Parks and State Wildlife Areas to help prioritize future actions.

Conduct research and monitoring to inform management decisions
Studies conducted by CPW’s research scientists are essential for making sound management decisions. CPW is working to increase the efficiency of these studies through cost-saving measures, while continuing to provide critical field and data support for agency operations. In addition, CPW is working to improve communication between researchers and managers in the field. Doing so will ensure scientific findings are incorporated into management decisions. We held a joint research-management meeting, implemented a survey to determine how managers obtain and use research information, and developed indicators to track how research results are implemented in management activities.

Due to staff turnover and funding constraints, CPW did not make progress updating the “Planning Trails with Wildlife in Mind,” which will provide guidance on the stewardship of natural resources and wildlife when designing trails.

Finally, CPW wants to ensure we are interacting with the public in the most efficient and effective manner to raise awareness of our programs and gather public input. To do this, we are working to refine our approach for conducting surveys and assessing customer satisfaction. We initiated a working group to provide staff with direction on when and how to contact hunters and anglers for marketing and other purposes, with an eye towards maintaining high customer satisfaction.

Key Accomplishments
Between April 2016 and April 2017, CPW produced 63 peer-reviewed publications and reports.
**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**

Planning for maintenance needs is an important part of increasing the overall quality of Colorado’s state park system. CPW is working to improve our process of conducting large-scale and routine maintenance. We developed a standardized, online method for collecting information related to parks maintenance plans which allows our staff to easily enter information about upcoming maintenance needs, cost estimates and corresponding deadlines.

Ensuring state parks continue to provide positive experiences for visitors also depends on robust tracking of state park visitation and maintaining high visitor satisfaction. To ensure consistent and reliable reporting on visitation trends, we are improving our process for measuring visitation at Colorado’s state parks. Specifically, we have begun assessing how we collect these data to enable the agency to provide concrete recommendations for future improvements. We are also communicating the results of existing visitor satisfaction surveys both within CPW and with the public, and we are developing an internal policy for contacting and surveying state parks visitors.

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

As Colorado’s population expands, preparing for future acquisitions is essential to meet the growing demands for state parks. We achieved this Operational Plan target by beginning development of systematic guidelines and criteria to evaluate how new state parks are to be established and how existing parks are expanded. In addition, we assembled a group of experts to assess historical information that will guide decisions on expanding state parks going forward.

**Market the special qualities of Colorado’s state parks**

To preserve high visitor satisfaction with Colorado’s state parks and encourage additional visitation, we need to market the unique recreational, cultural and natural resources each park provides and ensure those resources are maintained. To improve this process, we are creating meaningful, quantifiable indicators (i.e., factors to show progress) of resource management and we are standardizing how and how often to measure them. We have established an excellent team that represents park management in each region, and we are in the process of identifying who will track the indicators and the most effective mechanisms for reporting them.
Goal 3: Achieve and maintain financial sustainability

Identify potential new and broader sources of funding

CPW’s revenue is not keeping up with costs and its long-term financial viability is being eroded by inflation. Without additional revenue CPW will not be able to maintain current opportunities for wildlife and parks. As a result, we are working to identify alternative sources of funding to help achieve and maintain our financial sustainability and ensure that a broader constituency feels invested in CPW and its work. In the past year, we collaborated with researchers at Colorado State University to better understand how Coloradans think CPW is currently funded and how the agency should be funded in the future. Director Bob Broscheid also convened an Executive Summit meeting with a group of influential leaders from recreation, land trust, conservation, sportsmen/women and land management organizations to discuss how best to balance outdoor recreation and sustainable management of wildlife in Colorado. Identifying and pursuing alternative funding opportunities is one of the priority areas this group is exploring.

CPW also supported House Bill 17-1321 Parks and Wildlife Financial Sustainability, which would have directed CPW to develop a report with recommendations about how additional users could contribute to the costs of maintaining CPW-managed lands. While HB 17-1321 did not pass, it was encouraging to see how the bill increased public awareness of CPW’s financial needs and generated new conversations about how alternative sources of funding might help to address those needs.

Sponsorship and donations could provide additional resources to support CPW’s work, while helping to build relationships with sponsors and donors aligned with our mission. To improve our ability to accept these resources, in September 2016 the Commission approved its Sponsorships Policy, which provides guidelines on how CPW can accept resources from public and private partners. In the past year, we also began developing staff guidance on the implementation of this policy.

Key Accomplishments

CPW held 22 public meetings to discuss our financial sustainability, reaching 350 people, in addition to receiving more than 2,630 online comments.
In FY 2016-17, 5,994 individuals donated 304,948 hours of their time to CPW programs. That is the staff equivalent of over 146 full time employees and a financial donation equivalent to $7.1 million!

Goal 4: Maintain dedicated personnel and volunteers

Capitalize on the knowledge and experience of all personnel
A communicative culture engenders a more effective and more engaged staff. Having merged two agencies with differing communication practices and infrastructure, we are now rebuilding our internal communication in a way that best serves the merged agency. To that end, we focused on improving the emotional intelligence of employees utilizing an assessment tool, Insights Discovery. In the last year, four CPW employees became certified Insights trainers and are conducting trainings with CPW staff.

The 2016 employee satisfaction survey also helped us to better understand our communication need. Based on survey results, we formed a team to develop strategies to improve internal communication. We are also updating all of our administrative directives and policies to help us carry out our daily work more efficiently and effectively.

CPW is working to promote more coaching and mentoring in everyday interactions. The 2016 employee satisfaction survey showed that approximately 50 percent of staff are open to additional coaching and mentoring to improve their skills or prepare them for promotions. To accomplish this objective, we more explicitly defined the concept of mentoring and coaching within CPW and began developing a new training program in coaching skills.

Recruit and develop a highly qualified and diverse workforce
Recruiting a talented and diverse workforce makes the agency stronger and better able to meet the demands of the future. A cross-sectional team began documenting and reviewing existing approaches and drafting new strategies to improve our recruitment of highly qualified personnel. New recruitment videos are being produced with the hopes that our messages will resonate with highly-motivated, skilled employees.

Additionally, a workforce that keeps expanding and building its knowledge and skills is more engaged, resilient, and ultimately valuable to the state and its citizens. CPW is working to improve our on-going training programs and develop new programs to help maintain job skills and encourage professional growth. In 2017, 39 Park Resource Technicians and 49 Wildlife Technicians attended in-service training and 350 parks and wildlife officers completed a three-day Peace Officers Standards Training (POST) course. We also created a performance management training and a new leadership and supervisor training that will help ensure the agency remains a productive, safe, and communicative environment.

Attract inspired staff and volunteers committed to CPW’s mission
Understanding what motivates staff and attracts individuals to the agency is vital to maintaining and building an engaged and diverse workforce. To help with this effort, we are creating and implementing surveys to track demographic changes, job satisfaction, and retention dynamics.

Volunteers are also critical to the success of the agency while inspiring future stewards. Hands-on volunteer projects give people a chance to connect with the outdoors and contribute to the stewardship of Colorado’s amazing natural resources.

CPW is working to maintain and build a statewide network of volunteers focused on natural resource stewardship and education. To better track and evaluate our efforts, we are developing and implementing a training program to ensure volunteer hours are consistently recorded. In December 2016, the Statewide and Regional Volunteer Coordinators co-hosted a training for the state park volunteer coordinators. Representing every region, 42 staff members attended and participated in the training, received volunteer program updates, and shared potential program ideas within their region and statewide. Additionally, we sent out a survey to all active volunteers asking about their experience. Those results will be used to improve our volunteer program.
Goal 5: Increase awareness and trust for CPW

Communicate information about CPW’s mission, funding and key programs
Communicating information about our mission, funding and programs is important because it increases awareness of and trust in CPW. To ensure that we are reaching our stakeholders and constituencies effectively, we are in the process of developing an agency-wide communication plan. This plan will help to clarify our goals and objectives, streamline and target our communication to the public, and build brand recognition and consistency. In the past year, we have outlined the structure of the communication plan, created agency “topic sheets” to improve access to key information, and created a detailed editorial calendar. We are also increasing the quality and frequency of our reporting to the Commission and the public on CPW’s financial situation to improve trust and transparency.

Provide opportunities for stakeholder and public involvement
CPW values input from stakeholders to inform planning processes that will guide future management. In the past year, we sought public involvement for the development of game species management plans, including elk in the Gunnison basin and for the development of Sylvan Lake State Park management plan. In addition, we continued to collaborate with stakeholders through informal roundtables to share information and discuss issues related to outdoor recreation and wildlife management.

Also, as part of Governor John Hickenlooper’s Colorado the Beautiful initiative, we collaborated with the Statewide Trails Committee to create a new strategic plan for the State Trails Program. To inform this plan, we conducted four focus groups around Colorado with a broad range of interests. We shared information and materials on a central webpage, hosted a telephone town-hall meeting, and held two public open-house events.

Increase public awareness about the importance of wildlife management
Our Communication and Marketing teams are working to streamline agency communication so that our message is better understood by our customers. We are working to rebuild an understanding of how CPW’s work benefits the lives of Coloradans through messaging and storytelling. We need to provide people with a reason to connect and support our efforts.

Through coordinated communication we will be able to provide our customers with the information they need to know, help them find the experience they are seeking and inspire them to act because they care.

We are working to communicate more effectively with the public through a variety of channels, but making sure we do this in a collaborative and coordinated way. We are collecting information from our customers through surveys, reactions to stories and from our Customer Service Representatives. This feedback also allows us to provide information to people based on their interests.

In the past year, we have identified many channels that we use to communicate information to people. Some examples include the website, press releases, television and radio interviews, staff, volunteers, our magazine and blog, marketing and social media. By understanding our communication channels, we can develop targeted messages for key groups. We are analyzing the impact of outreach to better understand how our message is received and how we can harness our communication strategies to increase public perception of CPW.
Goal 6: Connect people to Colorado’s outdoors

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

As the overall population continues to rise in Colorado, residents and visitors are engaging in outdoor recreation like never before. The Outdoor Retailer trade shows moving to Colorado in 2018 emphasizes the state’s status as an outdoor recreation leader. Providing access to a broad variety of recreation opportunities and understanding any obstacles that people are encountering to enjoying outdoor recreation is essential for CPW. To meet this growing demand, we are maintaining and improving existing public access to trails, waters, and other forms of recreation, and identifying new opportunities. We began by assembling a group of knowledgeable, experienced professionals who are gathering data on barriers to outdoor recreation, and analyzing and prioritizing ideas for improving public access to recreation across the state.

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

By establishing better infrastructure, CPW can provide enhanced customer service, a better outdoor experience, and improve public safety. As a part of the Strategic Plan, we are working to identify and evaluate deficiencies in technology and infrastructure, as well as plans to upgrade them. We are making steady progress in this area in coordination with the Office of Information Technology.

Technology can help to improve service to our customers. CPW has started the process of automating several of our license, pass, reservation and registration processes into a new system, called the Integrated Parks and Wildlife System (IPAWS). This unique system will give customers a one-stop shop for our agency’s products. IPAWS will also allow us to know who our customers are and improve our communications with them. Despite setbacks, in the past year we made substantial progress developing IPAWS and we have a detailed plan to go live in the next year.  

Key Accomplishments

CPW launched the Colorado Trails Explorer, which is an online application allowing Coloradans and visitors to explore over 39,000 miles of recreational trails.

In September 2017, CPW will host its first-ever Outdoor Adventure Expo at Cherry Creek State Park to encourage participants to try many of the outdoor recreation opportunities at our state parks.
Foster partnerships to enhance recreation opportunities
Partnerships are critical to CPW’s success in connecting people to Colorado’s outdoors. To better encourage partnerships among a broad cross-section of outdoor recreation professionals, we expanded the Partners in the Outdoors initiative conference. This conference provides a platform to promote connections among organizations, agencies, schools and communities in their collective desire to impact responsible recreation, stewardship and conservation in Colorado. Over the past two years, the conference has doubled in size to nearly 350 individuals representing over 110 organizations.

Additionally, at the 2016 conference, the network was introduced to the Principles for Advancing Outdoor Recreation and Conservation developed by SHIFT, a program run by the Center for Jackson Hole, a nonprofit organization that leverages outdoor recreation for conservation gains. These principles serve as a unified framework to increase success in the conservation of public lands, waters and wildlife. They also support and advance the goals of the Partners in the Outdoors Initiative. Colorado became the first state, through the formal action of the Colorado Parks and Wildlife Commission, to adopt a version of the SHIFT Principles.

Promote the value of CPW’s mission and services to expand awareness, grow CPW’s volunteer network and inspire stewardship
CPW programs provide jobs to rural communities, add to Colorado’s economic growth, and provide memorable outdoor experiences. However, many Coloradans do not know about our mission and the importance of wildlife, state parks, outdoor recreation and natural-resource stewardship. For that reason, marketing is essential to CPW and we are developing a comprehensive, agency-wide marketing plan to help get out the agency’s message. In the past year, we hired an external consultant to develop initial marketing concepts which we will expand upon in the coming year.

Our outreach and educational programs are crucial to expanding awareness of CPW’s mission and services. As part of our strategic objectives, we are evaluating our outreach programs to better meet the needs of our customers. This year we developed a survey to help us understand what types of programs our customers want, and how we use programs to communicate a consistent outreach message.

Become familiar with the needs, interests, and expectations of residents and visitors who are new to outdoor recreation
Understanding the changing needs, interests, and expectations of residents and visitors is essential to improving outdoor recreation experiences and connecting more people to Colorado’s outdoors. To accomplish this strategic objective, we are developing the 2019-2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP) that assesses existing outdoor recreation conditions, interests, opportunities and goals. The SCORP will also be used to guide Land and Water Conservation Fund (LWCF) grant allocations to local governments. In the past year, we applied for a LWCF grant to help fund our work to develop the 2019-2023 SCORP and began assembling a group of partners to assist with this process.

Key Accomplishments
There were 175,000 educational and recreational program participants in FY 2016-17.

Colorado became the first state to adopt a version of the Principles for Advancing Outdoor Recreation and Conservation.
**Challenges**

Despite this progress, we have encountered a number of challenges. The most frequently cited challenges for staff in achieving the targets set out in the 2016-2018 Operational Plan are competing priorities and a lack of time. In many cases, we created “stretch goals,” which require significant work above and beyond normal duties, and staff reported difficulties balancing their day-to-day workloads and making progress towards achieving these strategic priorities.

Additionally, staff turnover and vacancies delayed our progress. Our ability to make progress on many goals was also limited by resource constraints due to budget cuts and a lack of dedicated funding available. Structural hurdles, such as the delay in launching the Integrated Parks and Wildlife System (IPAWS) for licensing and the failure of the passage of our financial sustainability legislation, constrained our progress on a number of objectives as well. Staff also identified other challenges, including difficulties coordinating with external partners and problems with sequencing and timing the implementation of related objectives, which also reduced the speed of our implementation progress (Figure 3).

Figure 3: Main reasons identified for not being “on track” to complete indicators at the end of the two-year Operational Plan for 2016-2018 (multiple responses possible, n=44)
Looking Forward

Despite the challenges we have faced, we have made considerable progress over the past year 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.

Looking ahead, we anticipate completing the indicators outlined in the Operational Plan for the majority of benchmarks we are tracking by the end of FY 2017-18. We will use our experiences implementing and tracking this inaugural Operational Plan to develop the next two-year operational plan, furthering our mission to perpetuate the 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

This table highlights the status of CPW’s progress after FY 2016-17 (half-way point) towards achieving two-year indicators for the 2016-2018 Operational Plan. Tracking and reporting measurable indicators provides a snapshot of information to help evaluate our progress towards accomplishing our strategic goals, while increasing our accountability and transparency.

“On track” means there were no major challenges in the past year and we are halfway to achieving the indicator.

“Work in progress” indicates some challenges were encountered and at the current moment we are less than halfway to achieving the indicator.

“Needs improvement” indicates that there were major challenges, and significant changes will need to be made to achieve the indicator by the end of 2018.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Indicator</th>
<th>Status</th>
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<tbody>
<tr>
<td>Goal 1: Conserve wildlife and habitat to ensure healthy sustainable populations and ecosystems</td>
<td>Evaluate the current state of herd management plans and the current planning process</td>
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<td></td>
<td>Manage Colorado’s fisheries using management strategies by Statewide Water Category</td>
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<td>Develop work plans to implement conservation actions identified in the State Wildlife Action Plan</td>
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<td>Increase and/or stabilize reservoir levels for wildlife and recreation</td>
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<td></td>
<td>Improve river health through innovative tools and solutions including increasing in-stream flow levels</td>
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<td>Conserve priority habitat statewide through Real Estate</td>
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<td>Perform and track habitat treatments</td>
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<td></td>
<td>Produce scientific research</td>
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<td>Improve communication loop between research and managers</td>
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<td>Implement scientifically-based, agreed-upon management measures</td>
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<td>Update “Planning Trails with Wildlife in Mind”</td>
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<td>Refine the agency approach to conducting surveys</td>
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Goal 2: Manage state parks for world class outdoor recreation

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<th>Indicator</th>
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<tr>
<td>Define a process to develop plans for both large-scale and routine maintenance at each park</td>
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<td>Develop systematic criteria to evaluate potential new state parks or park lands</td>
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<td>Measure visitation in a consistent and reliable manner</td>
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<td>Goal</td>
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<td>Communicate existing visitor satisfaction results and develop an agency policy to improve customer contacts/surveying</td>
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<td>Define natural values indicators for each park</td>
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<td>Goal 3: Achieve and maintain financial sustainability</td>
<td>Identify, prioritize, and build public support for alternative sources of revenue</td>
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<td>Identify and communicate significant programmatic efficiencies</td>
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<td>Develop an annual Division funding plan taking priorities into account</td>
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<td>Evaluate what is necessary to make a long-term funding plan to assess alternative scenarios</td>
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<td>Establish value metrics and a reporting mechanism for documenting outside funding, partnerships and volunteers</td>
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<td>Goal 4: Maintain dedicated personnel and volunteers</td>
<td>Create and implement surveys to establish a baseline for demographics, diversity, recruitment, job satisfaction, and retention dynamics</td>
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<td>Assess current recruitment strategies and identify strategies to resolve the problems</td>
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<td>Define and develop a program for succession planning and mentoring</td>
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<td>Provide on-going training to make people more effective in their current role</td>
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<td>Establish certificate programs to promote career development</td>
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<td>Report and analyze recruitment efforts each year</td>
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<td>Demonstrate improvement in engagement and employee development surveys</td>
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<td>Review, update and finalize Administrative Directives, which serve as guiding documents for the agency</td>
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<td>Develop and implement a training program for staff to ensure volunteer hours are tracked consistently</td>
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<td>Identify a measure of volunteer’s quality of experience</td>
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<td>Goal 5: Increase awareness and trust for CPW</td>
<td>Develop and implement agency-wide communication plan</td>
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<td></td>
<td>Identify target populations and recommend platforms to reach these populations</td>
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<td>Look at analytics to understand impact of communications</td>
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<td>Establish the future revenue and needs projections and communicate them to the public in a transparent way</td>
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<td>Goal 6: Connect people to Colorado’s outdoors</td>
<td>Conduct the Statewide Comprehensive Outdoor Recreation Plan every five years to inform agency work</td>
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<td>Maintain or improve existing public access to recreational trails, waters, and other forms of outdoor recreation, while identifying opportunities to better meet demand</td>
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<td>Identify and evaluate gaps and deficiencies in technology infrastructure and establish an ongoing upgrade plan</td>
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<td>Establish evaluation criteria for outreach programs</td>
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<td>Establish and deploy consistent outreach messaging</td>
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<td>Develop comprehensive agency-wide marketing plan</td>
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<td>Identify barriers to outdoor recreation and develop strategies to address these</td>
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<td>Research, develop and implement technology that will improve interaction with and service to customers</td>
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