

Goal	Objective	Sub-objective	Lead	Metric
I. Conserve wildlife and habitat	A. Manage sustainable populations	Complete timely revisions and amendments of herd management plans to ensure plans are up to date per ten year periods	Brian Dreher	Sixteen or more, new or existing herd management plans will be revised each year.
		Manage wildlife population to within the objectives set in herd, regional, and statewide management plans	Brian Dreher	Continue annual assessment of population inventory and composition as resources allows, monitoring of intensive monitoring of survival, and incorporation of annual data in population models. Ensure coordinated regulation and license setting processes between Terrestrial and Field Operations to meet population performance and management objectives. Changes are focused on improving CPW's ability to achieve management objectives within constraints including, but not limited to, habitat conditions, winter severity, harvest success, game damage and special situations that may present themselves. For big game populations, increase the proportion of populations that fall within target management objective ranges by 5% each year.
		Reduce or limit CWD prevalence below the management threshold as set in the 2019 CWD Response Plan for free-ranging deer, elk and moose herds.	Matt Eckert	Continue annual monitoring CWD prevalence through mandatory testing. Use these data to inform herd management planning and annual license quota setting. Hold regional CWD management meetings to coordinate implementation of the CWD Response Plan in February 2020 and 2021. Prescribe management actions to reduce CWD prevalence in deer herds in 2020 license setting process.
		Evaluate and update recreational fish management strategies	Matt Nicholl	Update all of the water-specific sport fishery management summaries (50% by June 2021, and other 50% by June 2022) and post on the CPW website.
	B. Preserve & enhance habitat	Priority habitat is conserved statewide and tracked in land acres and river miles by Real Estate.	Kim Rogers	Carry out the 2020 RFP with a focus on public access, one of the Governor's WIG's, and other priorities as supported by the Commission. Begin the process of replacing the Real Estate database by going out for a Request For Information by July 1, 2021.

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		Follow Executive order 2019-011 for the conservation of Colorado's Big Game Winter Range and Migration Corridors	Brian Dreher	Compile status report on Colorado's big game migration corridors and winter range by April 1st annually; identify policy, regulatory, and legislative opportunities to ensure the ongoing conservation of seasonal big game habitat and migration corridors by July 1 annually; and hold meetings with interested stakeholders to further the implementation of the executive order.
		Improvements of wetland habitat	Brian Sullivan	1,000 acres of wetland habitat are improved annually, between June 2020 through June 2021, and June 2021 through June 2022.
		Improvements of big game habitat	Trevor Balzer	Between 1,500-3,000 acres of big game and sage-grouse habitat are improved annually, between June 2020 through 2021 and June 2021 through June 2022.
		Improvement of small game habitat (Corners for Conservation)	Matt Eckert/Ed Gorman	Improve more than 800 acres of small game habitat per year via Corners for Conservation.
		Develop a statewide vision and guidelines for regional partnerships dedicated to enhanced coordination for achieving sustainable outdoor recreation and conservation of natural resources.	Jody Kennedy	Have three regional partnerships adopt the vision and guidelines by June 30, 2021, and six regional partnerships do so by June 30, 2022.
	C. Manage & monitor species of greatest conservation need while working with partners to maintain viable populations	Manage & monitor Terrestrial SGCN	Dave Klute	Implement adequate population monitoring/status assessments for at least 60 Terrestrial SGCN annually. Implement disease monitoring and/or management programs for 10 Terrestrial SGCN annually. Implement translocation projects for at least 2 Terrestrial SGCN by June 2022.
		Work with partners to maintain viable populations of Terrestrial SGCN	Dave Klute	Participate in collaborative planning and partnership processes for at least 10 Terrestrial SGCN by June 2022. Types of outcomes may include developing conservation plans, implementing population and habitat management actions, and monitoring outcomes in cooperation with partner organizations and agencies.

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	D. Protect and enhance water resources	Water for habitat, fish, and recreation (including reservoir levels for wildlife and recreation) is improved or protected through administration of CPW's water rights	Robert Harris	File a minimum of 4 water court applications in FY21 and 4 in FY21 for new CPW water rights or to manage CPW's existing water rights, including correct/change for use, location, or other issues.
		Securing water supply for parks for drinking and sanitation uses and reservoir levels for recreation through filing water court applications and entering new or renewing existing water agreements	Robert Harris	By the end of FY22, complete "dashboard" spreadsheet tool capable of coordinating management and maximizing utilization of CPW's statewide water resources.
		Protect and restore water quality through participation in Colorado Clean Water Act and other decision processes to advocate for outcomes most protective of aquatic life	Robert Harris	By the end of FY21, finalize Algal Toxin Directive; work with Regional staff, Sr. Aquatic Bios, and Algal Toxin Team to get input on finalizing Directive; work with Policy & Planning staff to get Directive ready for LT review; incorporate LT edits and finalize for Director review. In FY22, provide all necessary support to Regional and Field staff in implementing the Directive.
		Assisting CWCB to obtain or protect instream flow/natural lake level water rights	Robert Harris	By the end of FY21, collect, evaluate, and analyze field data to support and formulate a minimum of 10 ISF/Natural Lake Level recommendations for CWCB consideration. Solicit input and lead all necessary coordination with Regional and Aquatic staff. Repeat by the end of FY22.
	E. Conduct research to inform management	Production of applied research for management of fish, wildlife, parks and outdoor recreation in Colorado.	Jim Gammonley	Produce annual progress reports for 21 research projects.
		Communicate research results to CPW staff, emphasizing management applications	Jim Gammonley	Performance management plans for all research staff include Individual Performance Objectives (IPOs) related to communication of scientific research to the agency.
		Implement scientific results of research conducted at CPW into management actions	Jim Gammonley	Produce an annual fact sheet highlighting examples of applications of research results for agency management and planning.

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		Incorporate angler survey information to help guide future management actions and potential regulation changes.	Matt Nicholl	During Chapter 1 regulation review period, we will decide if regulation changes are warranted from results of the angler survey. By June 2021, we will decide if management changes are warranted from results of the angler survey.
		Use most effective communication channels with our constituents.	Matt Nicholl	By June of 2021, identify which communication channels are most effective to communicate effectively with our constituents. By June 2022, incorporate the use of most effective channels with our constituents.

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II. Manage state parks for world class recreation	A. Manage facilities & outdoor recreation amenities	Refine and improve the quality of CPW's Asset Inventory	Gene Potter	By June of 2022, perform field quality assurance/quality control to bring confidence level to approximately 50% on asset inventory (Includes utilities and structures).
		Complete resource stewardship actions to maintain natural and cultural resource values of each state park	Matt Schulz and Jeff Thompson	1) Conduct at least 5 weed surveys and at least 4 natural/cultural resource inventories on state parks each year. 2) Track total park effort spent on resource stewardship actions by June 2022.
		Maintain and update 5-year capital plan	Gene Potter	Annual review with Regions/Branches and approval by LT of 5 year capital planning report.
		Implement "I Love CO State Parks" Act. (If approved)	Margaret Taylor	70% completion by June 30, 2022.
	B. Explore fiscally sound real estate opportunities for new or expanded state parks	Implement the criteria developed to assess new properties proposed for creation of new state parks or expansion of existing state parks	Jody Kennedy	Establish and pilot the process for utilizing parks criteria in evaluating potential new sites by June 2021. Complete GIS assessment of existing system of state parks by June 2021.
		Open Fishers Peak State Park to public access.	Crystal Dreiling	1) Open property to limited public access by September 1, 2020. 2) Complete an inclusive and collaborative master planning process with partners and the community by 6/30/2022.
	C. Market the special qualities of Colorado's state parks.	<i>See Goal VI</i>		
		Host national events/conferences that showcase state parks	JT Romatzke	1) Plan and execute 5 National Shooting Events at Cameo by June 2022. 2) At least 75% of participants are satisfied with the conference as measured by a post-event evaluation survey.
	D. Enhance technology to provide accessible information and parks products (strategy under Objective C)	<i>See Goal VI(B)</i>		

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		Measure visitation in a consistent and reliable manner. Assess current collection methodology, identifying gaps and improving process	Kirk Teklits	Implement new technology to improve visitation counts at 3 pilot parks by June 2022.

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III. Achieve & maintain financial sustainability	A. Identify potential new and broader sources of funding	Increase relevancy of CPW and build support for new sources of funding	Katie Lanter	Implement CPW [Cactus] relevancy study engagement plan by June 30, 2022. Coordinate efforts with Goal 5 and Goal 6 marketing and communications strategies.
		Expand the retail program	Erin Mata	Expand retail program to more parks and regional and area offices. Form retail committee to develop a business plan with growth goals and fund management strategy by September 30, 2020. Have gross sales meet business plan growth goals each fiscal year. FY21 target of \$1 million in gross sales.
		Increase donations and corporate sponsorship	Tony Gurzick	Hire a fundraising director and program assistant by September 30, 2020. Complete fundraising plan by December 31, 2020. Meet fiscal year fundraising targets set in the fundraising plan.
	B. Maintain existing sources of funding	Determine health of top three sources of revenue in Parks and in Wildlife.	David Porter	By June 30, 2021, identify top three sources of revenue for Parks and Wildlife and establish a measure of health of the source. By June 30, 2022, incorporate analysis into reporting.
		Ensure revenue from various sources of funding is fully recognized.	Pat Bergin	Identify tools or processes to ensure sure that CPW is receiving all revenue by June 30, 2021. Review two selected revenue streams (e.g., concessionaire contracts, mineral royalties, etc.) by June 30, 2022.
		C. Deploy financial & workforce resources responsibly	Meet the Future Generations Act goals while maintaining existing operations	Katie Lanter
	Expand financial education and outreach for CPW employees.		Justin Rutter	By June 30, 2021, develop materials to present to CPW staff to provide more detail about financial structures and costs associated with parks or wildlife operations. By June 30, 2022, incorporate materials into staff communication.

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IV. Maintain dedicated personnel & volunteers	A. Capitalize on the knowledge and experience of all personnel	Improve internal communications in CPW	Organizational Development	(1) Identify key performance indicators to include in revised Employee Engagement Survey, by June 2020. (2) Implement revised Employee Engagement Survey in January 2021.
	B. Recruit and develop a highly qualified and diverse workforce	Identify opportunities/challenges for recruiting and retaining full time staff	Organizational Development	1) Maintain a qualified applicant pool to meet vacancy needs for park managers/district wildlife managers and hatchery techs each year. 2) Make changes to our job descriptions, hiring practices and mentoring opportunities to maintain staffing levels needed to fill vacancies.
				1) Use the results from the employee engagement survey to inform training programs and lead/supervisor mentoring programs. 2) In cooperation with Field Services, design and deploy at least one new adaptive leadership program for the agency by January 2022. 3) Conduct a thorough review of employment retention in each job classification within the agency by December 2020. 4) Conduct exit interviews with FTE staff to understand reasons for working for CPW and reasons for leaving. Use this information to information organizational training programs and supervisor mentoring opportunities.
		Work with partner organizations like Environmental Learning for Kids (ELK), the Colorado Youth Corps., Junior Colleges and Colleges/Universities to create apprenticeships, certificate programs and robust internships to promote agency awareness, career pathways and growth in candidate pools for open positions.	Organizational Development/Heather Hubbard	1) Develop a high school formal education program, in conjunction with the state's Career and Technology Education (CTE) pathway in Natural Resources programs with one school district by 2022. 2) Conduct an audit with HR on application rate from key partner organizations to obtain a baseline metric. 3) Create and pilot an internship program with partner organizations to build career awareness, job readiness and mentorship by 2022.
		Improve organizational effectiveness by investing in leadership training programs, developing core Individual Performance Objectives to develop job skills and encourage professional growth	Organizational Development	1) Minimum of 20% of permanent staff have the opportunity to attend training each fiscal year 2) Minimum of 30% of Supervisors/Lead Workers have the opportunity to attend training focused on promoting and improving EI, leadership, communication, and coaching skills by January 2022. 3) 85% or more employees respond favorably to course applicability in evaluation.

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	C. Attract inspired volunteers committed to CPW's mission	Develop staff skills and knowledge on volunteer management best practices and national trends to most effectively achieve our mission.	Becky Mares	1) Implement three staff and/or supervisor trainings each fiscal year to share best practices and national trends in volunteer management. 2) Ensure the number of volunteers and their hours are tracked and reported consistently across the state in FY21 and FY22. 4) Conduct annual volunteer and staff survey and use results to inform and improve volunteer/staff engagement strategies in FY21 and FY22.
		Align CPW Volunteer program strategies to support broader participation in volunteer events.	Becky Mares, in collaboration with Dan Zimmerer and Workforce Development Coordinator	1) Conduct a literature review and/or 4 regional listening sessions on how cultural and community factors affect volunteer behavior by December 2021. 2) Cultivate relationships with three partner organizations to identify ways CPW's volunteer strategies can amplify the work they are already doing in the DEI, conservation, and community service space by June 2022.

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V. Increase awareness & trust for CPW	A. Communicate information about CPW's mission, funding, and key programs.	Develop messaging to be used by all CPW staff to communicate about the agency	Rebecca Ferrell	(1) Talking and Writing about CPW Document shared with agency staff by December 2020. (2) Develop webinar and have PIOs present document at area meetings by December 2021. (3) Per Goal 6, audit internal communications for consistency of messaging	
			Rebecca Ferrell/Travis Duncan/Bridget Kochel	(1) Analyze 1.5 years of media coverage to identify success of previously targeted campaigns (e.g. young wildlife, bear aware, hyperphagia, ANS) (2) Use findings (from #1) to develop 3 media kits for appropriate topics and bolster/update current campaigns to improve upon coverage by June 2022.	
		Use IPAWS data to inform the public as well as agency decision making.	Danielle Isenhart	(1) Establish a baseline for response time regarding IPAWS data requests by June 2021. (2) Determine the top five data requests routinely requested and develop standard annual reports to proactively fulfill those requests by June 2022.	
	B. Provide opportunities for stakeholder and public involvement		Provide opportunities for stakeholders and the public to engage with CPW through key communication channels	Rebecca Ferrell	(1) Develop RFP and select agency to rebuild CPW website by December 2021. (2) Compile website board per JTC guidelines. (3) Complete 50% of content audit for existing website content by June 2022.
			Enhance opportunities for Colorado's communities to engage in decision making processes and planning.	Jody Kennedy	(1) CPW adopts community engagement principles by December 2020. (2) Principles are applied to 3 CPW projects by June 2022.
Measure and communicate the regional and statewide economic contribution of Colorado's state parks system.			Kristen Koehler	1) By June 2021, report on the regional economic contribution of 14 state parks. 2) By June 2022, report on the regional economic contribution of 19 additional state parks and the system-wide economic contribution of Colorado state parks.	

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		<p>The Partners in the Outdoors Conference maintains its prominence among outdoor recreation and conservation professionals in Colorado by providing a platform for our stakeholders and partners to gather, network and collaborate to advance the priority areas identified in our Statewide Comprehensive Outdoor Recreation Plan.</p>	<p>Dan Zimmerer</p>	<p>(1) The Partners in the Outdoors Conference continues its growth trajectory increasing attendance by 10% in 2020 (from 570 in 2019) and reaches maximum capacity of 620 by April of 2021. (2) The Partners in the Outdoors Grant program grows to \$100,000 by June of 2021 from \$60,000 in 2019.</p>
	<p>C. Increase public awareness about the importance of wildlife management</p>	<p>Continue to fund the Wildlife Education Fund (Wildlife Council)</p>	<p>Jennifer Anderson</p>	<p>(1) Use Colorado Wildlife Council (CWC's) entire budget each fiscal year to support and expand multi-faceted education campaign and include one new communication strategy each year to reach the identified target audience. (2) Pilot a CWC Outreach Team summer 2020 & 2021 to personally engage with the target audience and use results from this effort to develop strategy to capture level of engagement by 2022.</p>

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VI. Connect people to Colorado's outdoors	A. Broaden access opportunities available to Coloradans and visitors.	Offer educational, interpretive programs and hands-on training for new or basic outdoor skills	Jennifer Anderson	By June 2021, 90% of "sites" will report program participation numbers in the education database. By June 2022, CPW will have baseline numbers in the database and reporting compliance will maintain or increase.	
		Improve trail recreation opportunities while protecting wildlife, habitat, and natural resources.	Fletcher Jacobs	Analyze grant applications & timelines to ensure projects meet the demand for trail opportunities. Metric: Increase grant funds that go toward maintaining existing trails by 10% by June 2022.	
		Plans advance sustainable design and management for trail recreation development and maintenance with consideration to wildlife conservation management	Fletcher Jacobs	Planning Trails with Wildlife in Mind handbook is completed - Updated Plan approved, finalized and ready for distribution. Final by June 30, 2021 and then integrated into trails planning.	
		Expand all types of public access in support of the Governor's WIG's.	Kim Rogers	CPW will add 200,000 acres of public access annually in FY21 and FY22.	
	B. Provide facilities, infrastructure, and access to support opportunities for premier outdoor recreation experiences.	Develop plans to assess the needs of major asset groups which will have significant impacts of CPW's Capital Program	Margaret Taylor	Update and revise the internal long range plan for CPW's dams to include new projects and changes to existing dams by June 2022.	
		Hatchery Modernization Phase 2	Riley Morris	Results and recommendations from the Phase 2 final report (completed by June 2021) will guide resource allocation for future operation and maintenance of the current CPW hatchery system.	
		Hatchery Modernization Phase 3	Riley Morris	Results and recommendations from the Phase 3 final report (completed by June 2022) will suggest resource allocation for modernization of one CPW hatchery and future modernization of other CPW hatcheries.	
			Gene Potter	Update and include inspections of all building components by June 2022.	

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		IPAWs - research, develop and implement technology that will improve interaction with and service to CPW's customers	Danielle Isenhardt	By June 2022, implement, at a minimum, one type of electronic pass and one type of electronic license for customers to purchase. Continue to implement improvements to the customer IPAWS interfaces through efforts such as online queuing and new payment options. Also, decrease mail-in renewals for OHVs, boats, and snowmobiles by 50% by directing customers to online renewals.
		Implement and update an ongoing upgrade plan to identify and evaluate gaps and deficiencies in technology infrastructure	Deon Kuhl and Kirk Teklits	Implement plan for infrastructure upgrades and expansion throughout fiscal year 2021, improving bandwidth and number of network enabled sites by 25%.
	C. Foster partnerships to enhance recreation opportunities <i>and conservation of natural resources.</i>	Build the capacity of Colorado Parks and Wildlife as a model of equitable young professional development and retention among state/federal land management agencies.	Dan Zimmerer	For the 2021 & 2022 Partners in the Outdoors Conference connect and mentor CO young leaders in their leadership and engagement in the Conference. 1) At least two young leaders will be on the planning committee. 2) Support young leaders in their development of at least one session at the Partners Conference. 3) Work with a consultant to facilitate a workshop (or series of meetings across two days) to engage stakeholders and partners in CPW youth leadership strategy. 4) Implement 50% of the consultant's recommendations on how to continue to engage and elevate community-based partners.
		Convene state leaders representing conservation, agriculture and recreation interests to advise CPW and build support for statewide initiatives.	Dan Zimmerer	The Colorado Outdoor Partnership maintains strong engagement and participation with meeting attendance at 75% or above.

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	D. Promote the value of CPW's mission and services to expand awareness, grow CPW's volunteer network, and inspire stewardship.	A marketing plan guides communication regarding programs	Tony Gurzick	Implement a marketing plan that not only promotes the agency and the agency's mission but also informs overall communication. Metric: increase in social media engagement 10% by June 2022 (5% per year). Marketing plan informs consistent communication across the state demonstrated by annual internal audits. By June 2021 develop a baseline metrics for marketing messages, then measure increase by June 2022. Plan captures Goal II objectives to promote the unique and diverse range of outdoor recreation opportunities offered by state parks.
	E. Become familiar with the needs, interests, and expectations of residents and visitors who are new to outdoor recreation <i>and conservation.</i>	Conduct post surveys for participants in educational, interpretive programs and hands-on training for new or basic outdoor skills	Howard Horton	Collect and establish baseline measures of participant satisfaction by June 2021. Implement measures to improve participant satisfaction; measure and report outcomes by June 2022.
		Offer hands-on training to meet recreational needs and current trends.	Grant Brown	By September 2021 provide 2 paddle courses per region annually. Through increased educational outreach (signage, PSAs, etc.), by September 2022 obtain a 15% decrease in paddle craft related personal floatation device (PFD) carriage violations.