

Performance Plan Evaluation – July 1, 2014 Submission

Colorado Energy Office

Strategic Policy Initiatives

Initiative criteria¹:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as “increase” or “decrease/reduce”.
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Reduce the amount of household income expended by low-income households on energy	Yes -the outcome is generally summarized in the initiative statement.	One- and three-year goals with respective measures	It is clear from the goal that the agency seeks to reduce the amount of household income spent on energy in low-income households.	Weatherization Assistance Program	N/A
Increase the number of entities across all economic sectors in Colorado (residential, commercial, industrial, agricultural, governmental, etc.) that either purchase or make improvements that lead to highly energy efficient facilities.	Yes -the outcome is generally summarized in the initiative statement.	One- and three-year goals with respective measures, although the one- and three year measures could be more consistent for the next iteration.	The goal clearly communicates the increase of entities that make energy efficient facilities.	Programs/Initiatives	N/A

¹ These parameters are from OSPB’s instructions; wording is more specifically from the “Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers”, p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Increase the percentage of new medium and heavy duty CNG and EV light duty vehicles in Colorado.	Yes- the outcome is generally summarized in the initiative statement.	One- and three-year goals with specific measurements.	The language is directional and the one- and three-year goals make it measurable.	The connection to a major program and/or function is slightly unclear in the text; for the next iteration, suggest making the connection for how the agency can influence this goal clearer.	N/A
Increase the diversity of the Colorado electric generation portfolio, specifically concerning RES-compliant emerging clean technologies.	The outcome for this is initiative is slightly vague – suggest refining the language to clarify the outcome of an increased electric generation portfolio.	One-and three-year goals; however, it is less clear how these are “measurable” (indicating an improvement) v. “projects”.	While the diversification is made clear in the one-year goal, the next iteration may clarify what the level of diversification is for each type of generation source and the respective reason.	The connection to a major program and/or function is slightly unclear from the text; for the next iteration, suggest making the connection for how the agency can influence this goal clearer.	N/A

Additional Feedback: The Colorado Energy Office effectively assigned measurable goals to the Strategic Policy Initiatives. For the next iteration, it is suggested that the Office clarify how the agency is able to influence the various initiatives and goals, and to discuss strategies or action steps necessary for the Office to achieve its goals.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Programs/Initiatives	Defined within the strategic component.	For the next iteration of the plan, it may be beneficial to the agency to more explicitly identify the customers for this specific area.
Weatherization Assistance Program	Defined within the strategic component.	The Office identified lower-income households throughout all 64 counties as the primary customer for the program area.

Major Program Area	Defined	Customer identified
Policy and Legislation	Defined within the strategic component.	For the next iteration of the plan, it may be beneficial to more explicitly identify other specific customers, in addition to the Office's Programs/Initiatives area.
Finance and Operations	Defined within the strategic component.	Since this is an internal program, the primary customer is the Office itself. However, it may be helpful for the agency to identify secondary customers as well in order to review additional opportunities for process improvement.
Communications, Public Relations and Social Media	Defined within the strategic component.	Since this is an internal program, the primary customer is the Office itself. However, it may be helpful for the agency to identify secondary customers as well in order to review additional opportunities for process improvement.

Additional Feedback: The Office may want to continue to outline additional primary and secondary customers for each major program area in order to identify more opportunities for process improvements.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
 - Input: workload demand, FTE, operating budget, etc.
 - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
 - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Weatherization Program	Inspection of sub-grantee closed housing units	FTE	Number of site-specific home inspections conducted across Colorado	Percent of home retrofits meeting or exceeding performance standards for weatherization
Programs and Initiatives	Targeted Stakeholder Engagement	FTE	Number of trainings conducted	Number of stakeholders that successfully complete training

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Policy, Research and Legislation	Analysis of market and regulatory impediments to accomplishing CEO's mission, and proposed policy solutions	FTE	Number of potential market and regulatory impediments identified	Percent of identified market and regulatory impediments for which solutions were proposed – this measure could be improved with more specifics about what this process entails.
Finance and Operations	Initiating and executing procurements	FTE	Number of procurements executed	Percent of procurements executed within seven business days of request.
Communications	Selecting and publishing informational context (external)	FTE	Number of stories/case-studies/articles published on CEO's website	Number of web-hits per published story/case-study/article

Additional Feedback: The Office has identified at least one critical process per major program area, and has identified additional measures to be added to the next iteration of the performance plan. For the next iteration, it may be useful to break out each process a little further to identify additional areas for performance improvement.