



COLORADO

Department of Natural Resources

FY 2017-18 Performance Plan

June 2017

Vision

Colorado will be a national leader in promoting the responsible use and conservation of the state's natural resources for this and future generations.

Mission

The Colorado Department of Natural Resources mission is to develop, preserve and enhance the state's natural resources for the benefit and enjoyment of current and future citizens and visitors.

- **Water** - Provide for the long-term municipal, industrial, and agricultural water needs for the state in a way that recognizes and provides for the instream flow needs of fish, wildlife, and recreation.
- **State Parks** - Maintain accessible, affordable, and diverse outdoor recreation opportunities and promote natural resource education.
- **Minerals & Energy** - Promote responsible and sustainable development of Colorado's energy and mineral resources in a manner that is consistent with public safety, environmental protection, maintenance of Colorado's quality of life, and protection of Colorado's diverse economic base.
- **Wildlife** - Manage and conserve healthy and sustainable wildlife populations for the benefit of current and future Coloradans.
- **State Trust Lands** - Manage state lands held in perpetual, inter-generational trusts for the benefit and support of public schools and other public institutions.

Department Description and Organizational Chart

The Colorado Department of Natural Resources (DNR) is responsible for the management of the water, land, wildlife, minerals/energy resources, and outdoor recreation of the state. In addition to the Executive Director’s Office, the DNR has six divisions:

- Colorado Parks and Wildlife (CPW)
- Colorado Water Conservation Board (CWCB)
- Division of Reclamation, Mining, and Safety (DRMS)
- Division of Water Resources (DWR)
- Oil and Gas Conservation Commission (OGCC)
- Colorado State Board of Land Commissioners (SLB)

The Colorado Avalanche Information Center is also a part of the DNR, administered as a special program within the Executive Director’s Office. Collectively, these divisions carry out the Department’s responsibilities for natural resource management, which includes providing access to, promoting the development of, and protecting or preserving Colorado’s natural resources.



Performance Environment

This section highlights some important factors outside of the direct control of the Department of Natural Resources that shape its performance.

Population Growth

Colorado is experiencing significant and ongoing growth in population, adding approximately 100,000 people per year since 2010. The total population of the state is projected to reach 6.0 million by 2020 and 8.5 million by 2050. This trend presents both opportunities and challenges for the DNR, especially in terms of increasing demand for: (1) water, (2) residential and commercial development, and (3) outdoor recreation.

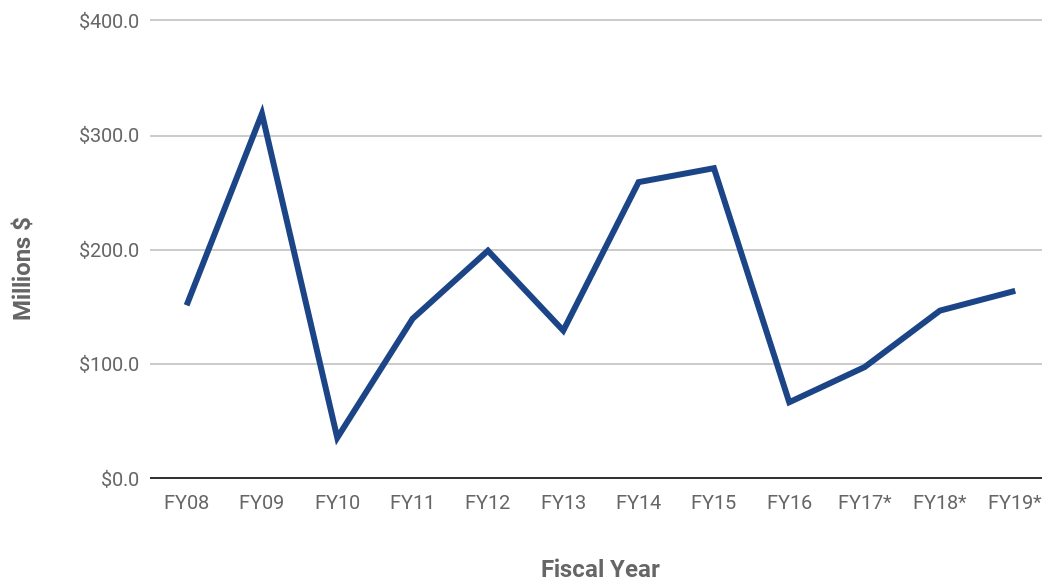
- The State Water Plan anticipates that Colorado will experience a gap of more than 500,000 acre feet between water supply and demand for water resources by 2050. DNR is working to implement the Water Plan recommendations to close this gap responsibly through increased water storage and water conservation.
- Population growth increases contact between citizens and natural resources as urban development expands into new areas. DNR seeks to navigate these conflicts as they arise in a manner that minimizes the short and long term impact on natural resources.
- Outdoor recreation contributes more than \$35 billion in annual economic activity and creates over 300,000 jobs in Colorado. DNR is in the process of implementing the Colorado the Beautiful initiative to construct priority trails in response to increasing demand for outdoor recreation opportunities. However, population growth can also place stress on DNR's existing services, facilities, and grants. Responding to this demand with limited financial resources represents an ongoing challenge for the DNR.

Energy Development and Mineral Revenue

Colorado's energy industry supports about 150,000 workers and produces more than \$11.4 billion in economic activity. The development of the state's energy and mineral resources, specifically the level and location of mineral development activity, can have a significant impact on the workload of DNR divisions that have regulatory responsibilities related to minerals, oil, and gas.

Many divisions and programs within the DNR depend on state severance tax revenue to support personnel, operations, and a variety of important grant and loan programs. As shown in the following figure, severance tax is an extremely volatile revenue stream in part because collections are tied to energy commodity markets, especially oil and natural gas. Severance tax revenues can vary by hundreds of millions of dollars from one year to the next, which can make program management and long-term planning a challenge.

Total Annual Severance Tax Revenue (Non-Interest)



* = Projected severance tax revenue based on the June 2017 Legislative Council Staff Revenue Forecast.

Federal Partnerships and Funding

The DNR works closely with a number of federal land management agencies to manage and protect the state's natural resources by sharing data, expertise, and comments regarding federal land and natural resource management decisions. Additionally, most of the Department's divisions receive federal funding in support of their programs and projects. Federal funding accounts for 10.2% of the DNR's total annual operating appropriation in FY 2017-18.

As with any transition to a new administration, federal agencies are currently in a period of adjustment with regards to spending and budgets. While this creates some short-term uncertainty, the DNR is carefully monitoring policy developments and fiscal decisions at the federal level and continues to collaborate with our partner agencies on important natural resources issues.

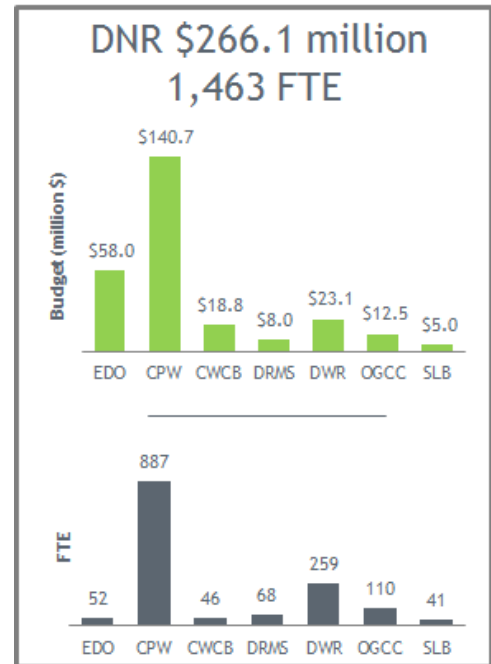
Environmental Trends and Natural Events

Long-term environmental trends due to climate change have an undeniable effect on Colorado's natural resources and the DNR must account for this in its approach to managing and protecting those resources. The DNR is also heavily involved whenever Colorado experiences certain types of natural disasters, including floods and wildfires. DNR divisions administer programs that support wildfire prevention and flood mitigation projects to help prevent future events and provide both expertise and funding for recovery efforts when they do occur.

DNR Manage/Regulate FY 2016-17

Alphabetic Order by Division

- 41 state parks and 350 wildlife areas - CPW
- 960 wildlife species - CPW
- \$373.3 million loan portfolio - CWCB
- 1,630 mine sites - DRMS
- 14 interstate compacts - DWR & CWCB
- 172,000 water rights - DWR
- 2,000 dams - DWR
- 54,500 active O&G wells - OGCC
- 4,460 O&G permit applications - OGCC
- 3 million acres land 4 million acres minerals - SLB
- 8,000 leases and contracts - SLB



DNR Key Accomplishments FY 2016-17

Alphabetic Order by Division

- | | |
|---|---|
| <ul style="list-style-type: none"> • 13.6 million state park visits - CPW • 1.7 million hunting & fishing licenses - CPW • Improved habitat on over 3,500 linear feet of rivers and streams and more than 22,000 acres of land - CPW • 299,000 volunteer hours - CPW • 175,000 educational and recreational program participants - CPW • Implemented Colorado Trail Explorer - CPW (https://cts.state.co.us/cotrex/desktop/) • \$31.3 million Grants and Loans - CPW/CWCB • Held Agricultural Water Summit (175 Participants) - CWCB • Approved 14 water efficiency plans equaling about 18,000 acre feet reduction of water use - CWCB • Secured 15 instream flow rights covering 100 miles of streams and 2 natural lakes - CWCB • Implemented new inspection policy for high risk metals mines - DRMS | <ul style="list-style-type: none"> • Maintained 99 percent regulatory compliance rate for coal mines- DRMS • Collected water samples with CDPHE at 145 mine sites - DRMS • Safeguarded 300 mine hazards - DRMS • Resolved water accounting issues under the Republican River Compact. - DWR • Upgraded water well permit system - DWR • Created a 15,000 acre foot conservation storage pool in John Martin Reservoir - DWR/CPW • Implemented Daily Activity Report - OGCC (http://cogcc.state.co.us/dashboard.html#/dashboard) • Address complaints in < 15 days - OGCC • Seven years of more than \$100 million in annual trust revenues - SLB • Implemented Greater Sage Grouse Stewardship Action Plan - SLB • Appointed Permanent Fund Investment Committee - SLB |
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DNR Strategic Policy Initiatives

DNR has three strategic policy initiatives listed below. Each initiative is supported by DNR division performance plans:

DNR Strategic Policy Initiative #1

Implement regulatory changes to improve safety

- Division of Reclamation, Mining, and Safety (DRMS)
- Division of Water Resources (DWR)
- Oil and Gas Conservation Commission (OGCC)

DNR Strategic Policy Initiative #2

Implement programs to improve habitat and public access

- Colorado Parks and Wildlife (CPW)
- State Land Board (SLB)

DNR Strategic Policy Initiative #3

Implement Colorado's Water Plan

- Colorado Conservation Board (CWCB)

Colorado Parks and Wildlife

The mission of Colorado Parks and Wildlife (CPW) is to perpetuate the wildlife resources of the state, to provide a quality state parks 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 (Section 33-9-101 (12)(b), C.R.S.). CPW is comprised of two main sections, formerly separate divisions: Wildlife and State Parks and Outdoor Recreation.

Customers and Constituents

CPW serves nearly all of Colorado's citizens as well as visitors from other states and countries, including: outdoor recreationalists; sportsmen and anglers; the outdoor recreation industry; and local communities and businesses.

Primary Processes

1. Managing and conserving 960 native species including mammals, birds, fish, reptiles, amphibians, mollusks and crustaceans. This includes: managing elk and other big and small game species for hunting and trapping; hatching and stocking sport fish in Colorado's waters; and conserving "nongame" wildlife, listed species, and species of greatest conservation need.
2. Selling hunting and fishing licenses to in-state and out-of-state hunter and anglers (1.7 million in FY 2016-17).
3. Conducting research, population monitoring, planning and public engagement programs to inform management decisions.
4. Providing hunters, anglers, wildlife watchers and other outdoor recreationists access to the outdoors on over 2.5 million acres of nonfederal land.
5. Managing 769,000 acres of land within 350 State Wildlife Areas owned and managed by CPW.
6. Providing hunter education and outreach programs; enforcing wildlife rules and regulations.
7. Managing law enforcement, boater safety, acquisition, development, improvement and operations at Colorado's 41 state parks.
8. Supporting conservation, education and stewardship activities for adults, school children, and teachers that provide opportunities to learn how to hunt, fish, camp and be good stewards of Colorado's natural resources.
9. Providing access to over 700 miles of motorized and non-motorized trails.
10. Distributing grants and supporting capital improvements that benefit trail users.

Major Funding Sources

CPW is funded through user fees from hunting and fishing licenses, passes, permits and registrations (58%), lottery proceeds and the Great Outdoors Colorado grant program (19%), other state and federal grants (15%), and a variety of other sources including severance tax and donations (9%). CPW receives only a small amount of General Fund to support free entrance for veterans to state parks during the month of August. The division currently has an allocation of 886.0 FTE.

For more information about this division, please refer to the CPW website at: <http://cpw.state.co.us/>

CPW Strategic Policy Initiative #1

Enhance land stewardship through increased conservation of priority land habitat, water habitat, and Green Cutthroat Trout streams by 2019.

Major Programs

- CPW Terrestrial Wildlife Management
- CPW Aquatic Wildlife Management
- CPW Land and Water Conservation
- CPW Species Protection/Restoration
- CPW Law Enforcement

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CPW	# of acres of priority land habitat conserved statewide through CPW fee title ownership (VISION 2018)	⇒	2016	394,594 acres	2019	394,798 acres
CPW	# of acres of priority land habitat conserved statewide through CPW owned Conservation Easements (VISION 2018)	↑	2016	210,413 acres	2019	212,976 acres
CPW	# of acres of priority land habitat conserved statewide through 3 rd party owned Conservation Easements (VISION 2018)	↑	2016	233,711 acres	2019	247,932 acres
CPW	# of miles of priority water habitat conserved statewide (VISION 2018)	↑	2016	36 miles	2019	37 miles
CPW	Stream miles occupied by native Greenback Cutthroat Trout (VISION 2018)	↑	2017	10 miles 30 acres	2019	17 miles 30 acres
CPW	# of waters monitored for aquatic nuisance species	⇒	2017	185 waters monitored	2019	185 waters monitored
CPW	# of annual interceptions of aquatic nuisance species	⇒	2017	20 intercepts	2019	20 intercepts
CPW	% of deer, elk and pronghorn populations on target	↑	2017	30% on target	2019	43% on target

Critical Strategies and Activities

1. Continue to steward and conserve acres of critical wildlife habitat, maintain working lands and provide public access for wildlife-related recreational opportunities. Working with partners, including private landowners, foster greater understanding, support for and investment in habitat conservation work across Colorado.
 - a. Monitor conservation easements to ensure they meet conservation objectives.
 - b. Improve access for sportsmen to private and state lands.
 - c. Intercept infested watercraft and monitor for aquatic nuisance species.
2. Produce scientifically based research to inform management.
 - a. Publish scientific studies that inform and influence wildlife management.
 - b. Communicate wildlife research findings and recommendations through internal channels and the CPW website.
3. Wildlife populations meet agency objectives.
 - a. Update game population plans.
 - b. Complete work plans for Species of Conservation Need or related habitats advancing priority conservation actions identified in the State Wildlife Action Plan.
 - c. Complete fishery inventories and angler creel surveys towards updates to Fishery Categorization System and Basin Plans.
 - d. Increase the number of deer, elk and pronghorn herds that are within 10% of population objectives.
4. Achieve and maintain financial sustainability.
 - a. Collaborative with stakeholders to identify prioritize and build support for alternative sources of revenue.
 - b. Continue internal projects and initiatives to improve programmatic efficiencies.
 - c. Future revenue projections and needs are communicated to the Parks and Wildlife Commission and the public on CPW's webpage.

CPW Strategic Policy Initiative #2

Increase recreational usage & connect people to the outdoors through outdoor education and recreation programs and activities and increasing hunting, angling and wildlife watching public access by 2019.

Major Programs/Processes

- CPW Trail Development & Enhancement
- CPW State Park System
- CPW Public Outreach and Outdoor Education
- CPW Law Enforcement

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CPW	# of State Park Visitations (VISION 2018)	↑	2017	13,615,312 visits	2019	13,887,618 visits

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CPW	# of fishing license sales (VISION 2018)	↑	2017	1,081,861 licenses sold	2019	1,092,680 licenses sold
CPW	# of hunting license sales (VISION 2018)	⇒	2017	487,664 licenses sold	2019	487,664 licenses sold
CPW	# of complete trail segments identified in the Colorado 16 trail initiative (VISION 2018)	↑	2017	6 segments	2019	15 segments
CPW	# acres CPW owns in Hunting, Angling, and Wildlife Watching Public Access Easements on Private lands.	↑	2016	246,348 acres	2019	251,283 acres
CPW	# acres CPW owns in Public Access Easements on State Land Board land.	⇒	2016	464,872 acres	2019	464,872
CPW	# of participants in outdoor education and recreation programs	↑	2017	174,700 participants	2019	175,600 participants
CPW	# of volunteer hours	↑	2017	298,884 hours	2019	301,900 hours

Critical Strategies and Activities

1. Colorado provides a world-class system of trails
 - a. Create a comprehensive map of Colorado trails that is available to the public
 - b. Award trail grants to build, improve or restore trails across Colorado while stewarding wildlife habitat and other natural resources.
2. Colorado manages state parks for world-class outdoor recreation. CPW will preserve high visitor satisfaction with state parks and ensure natural values of parks are maintained.
 - a. Evaluations for large scale and routine maintenance plans for state parks meet objectives
3. Engage more youth and adults in hunting and fishing activities.
 - a. Outdoor adventure expo -meets or exceeds expectations
 - b. Outdoor education and recreation programs increases measured by participants in fishing clinics, hunter education classes, Teaching Environmental Science Naturally (TEN), Outdoor Understanding for Teachers (OUT), Schools and Outdoor Learning Environments (SOLE), Parks Interpretive Programs and the Novice Hunter Program.
4. Maintain dedicated personnel, volunteers, and partners to advance CPW's mission and leverage ability to do more with less.
 - a. Number of Volunteers working to advance CPW's mission continues to grow.
 - b. Participation at the annual Partners Conference continues to grow.
5. Achieve and maintain financial sustainability.

Colorado Water Conservation Board

The Colorado Water Conservation Board's (CWCB) strategic mission is to conserve, develop, protect, and manage Colorado's water for present and future generations. The CWCB provides policy direction on water issues, is Colorado's most comprehensive water information resource, and provides technical assistance to further the utilization of Colorado's waters.

Customers and Constituents

The CWCB serves several customers, including citizens and communities, water providers and users, governmental (local, municipal, state, federal) and non-governmental organizations, irrigation companies, agricultural entities, and businesses.

Primary Processes

1. Overseeing the implementation of Colorado's Water Plan.
2. Administering loans and grants to fund various water projects.
3. Implementing the Statewide Water Supply Initiative.
4. Negotiating and protecting interstate compact agreements.
5. Appropriating, acquiring, protecting, and monitoring instream flow and natural lake level water rights.
6. Addressing long-term flood protection for Coloradans' health, safety, and welfare.
7. Supporting watershed planning and projects that restore and protect watersheds.
8. Promoting water use efficiency and drought mitigation planning.
9. Participating in water-related endangered species initiatives and programs.

Major Funding Sources

The majority of the funding for the CWCB is from the CWCB Construction Fund, a large cash fund that receives revenue from various sources including interest on water projects loans and investments, Federal Mineral Lease distributions, and transfers of severance tax revenue from the Perpetual Base Fund. In addition, the CWCB receives some funds from the Severance Tax Operational Fund as well as federal funds from the Federal Emergency Management Agency. The division currently has an allocation of 46.7 FTE.

For more information about this division, please refer to the CWCB website at:

<http://cwcb.state.co.us/Pages/CWCBHome.aspx>

Information about the Colorado Water Plan is available at:

<https://www.colorado.gov/cowaterplan>

CWCB Strategic Policy Initiative #1

Increase Water Storage by 400,000 acre feet by 2050. CWCB anticipates providing funding assistance for 1% to 25% of storage project costs (100,000 acre-feet). Over 40 years (2010 to 2050) an annual target of 2,500 acre feet of storage from state financial support is a target.

Major Programs

- Loan Program
- Water Supply Reserve Fund Grant Program
- Feasibility Study Grant Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CWCB	# acre-feet created which has state financial support (Vision 2018)	↑	2017	17,000 acre feet	2019	22,000 acre feet
CWCB	# new acre feet under development with state funding (Vision 2018)	↑	2017	15,000 acre feet	2019	10,000 acre feet
CWCB	# acre-feet maintained which has state financial support	↑	2017	130,000 acre feet	2019	150,000 acre feet
CWCB	# of new or improved storage projects with state funding	↑	2017	14 projects	2019	15 projects
CWCB	Annual funding granted/loaned for storage related projects	↑	2017	\$14 million	2019	\$20 million

Critical Strategies and Activities

1. CWCB conducts marketing and outreach activities for its Loan & Grant Program through the following activities:
 - a. Conference vendor at CML, SDA, DARCA, Water Congress, 4 Basin Forums,
 - b. Speaking Engagements
 - c. Presentations to Engineering firms, Reservoir owner boards,
 - d. Intra-Department coordination (ie. DWR, Dam Safety, CPW)
2. CWCB provides subsidized interest rates for reservoirs with safety restriction and to agricultural borrowers to provide an incentive for improving high priority reservoir infrastructure and agricultural activities.
3. CWCB provides matching funds support through CWCB Loan-Grant leverage and coordination, leveraging other state funding, and providing 50/50 grants for feasibility studies.

CWCB Strategic Policy Initiative #2

Reduce municipal and industrial demand through water conservation by 400,000 acre feet by 2050

Major Programs

- The Water Efficiency Grant Fund
- 1051 Conservation Plan Program and Data Reporting
- Water Supply Reserve Fund
- Water Efficiency and Land Use Integration Training Program
- Colorado Water Loss Control Initiative

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CWCB	% of statewide municipal and industrial water demand covered by water efficiency plans (Vision 2018)	↑	2017	78% covered	2019	80% covered
CWCB	# of acre-feet conserved as reported through approved conservation plans and the 1051 database (Vision 2018)	↑	2017	48,000 acre feet conserved	2019	50,000 acre feet conserved

Critical Strategies and Activities

1. Statewide Water Supply Initiative (SWSI)
 - a. Quantify M&I water conservation potential out to 2050
 - b. Set water conservation related milestones for scenarios
 - c. Present SWSI findings to CWCB (June 2018)
2. 1051 Analysis and Report
 - a. Analyze water use and water conservation programming
 - b. Calibrate 1051 data with water efficiency plans on file to ground truth planning vs. actual
 - c. Meet with the CWCB’s water conservation technical advisory group to discuss changes in data categories and findings from ground truthing (Dec 2017)
 - d. Implement changes to 1051 data categories (March 2018)
 - e. Report out 1051 data collection progress and lessons learned to senate agriculture and natural resources committee and the house of representatives agriculture, livestock, and natural resources committee (Feb 2019)
3. Conservation Plans % AF of demand
 - a. Calibrate with 1051 data to ground truth planning vs. actual
 - b. Encourage water providers to adopt leading edge water efficiency best practices into plans
 - c. Draft water efficiency grant funding (Section 37-60-126, C.R.S.) reauthorization legislation (Sept 2018)
 - d. Pass water efficiency grant funding (Section 37-60-126, C.R.S.) reauthorization

legislation (Jan 2019)

4. Land Use and Water Integration

- a. Ensure that water providers are evaluating and integrating their land use-water efficiency planning into their water conservation plans as described in 37-60-126, C.R.S.
- b. With DOLA, convene Land Use-Water Advisory group to develop next steps for integrating land use and water planning for Colorado (August-Sept 2017)
- c. Develop additional training modules and webinars (January-June 2018)
- d. Annually measure implementation of water saving actions into land use planning decisions using water efficiency plans, 1051 data, and DOLA’s land use survey (June 2018)

CWCB Strategic Policy Initiative #3

Increase Aquatic Environmental Protections, Enhance Recreation Opportunities, and Protect 1,000 Additional Stream Miles by 2030

Major Programs

- Instream Flow and Natural Lake Level Program
- Watershed Restoration Program
- Endangered Fish Recovery Programs
- Flood Recovery Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CWCB	# of miles of stream protected (annual)	↑	2017	9,661 miles	2019	9,861 miles
CWCB	Acre feet of water protected for the Recovery Programs through contracts and ISFs	↑	2017	194,640 acre-feet	2019	225,000 acre-feet
CWCB	Acre feet of water provided by CWCB to the Recovery Programs	↑	2017	12,000 acre-feet	2019	14,000 acre-feet

Critical Strategies and Activities

1. CWCB supports design, construction and/or repair of whitewater parks throughout Colorado by providing grants to governmental and/or quasi-governmental organizations.
2. CWCB supports endangered species recovery through the Upper Colorado River Endangered Fish Recovery Program (UC Program), the San Juan River Basin Recovery Implementation Program (SJ Program), and the Platte River Recovery Implementation Program (PRRIP). The UC Program and SJ Program are designed to recover four endangered fish species in the Colorado River Basin; PRRIP is focused on the recovery

of three bird and one fish species on the Platte River in Central Nebraska. These programs are designed to promote species recovery while allowing water development to proceed in accordance with federal and state laws and interstate compacts. Recovery strategies include conducting research, improving river habitat, providing adequate stream flows, managing non-native fish and raising endangered fish in hatcheries for stocking.

3. CWCB supports watershed and stream health through stream management and watershed management plans.
4. CWCB supports flood mitigation through partnerships involved in various programs. CWCB works with local governments and other governmental entities to provide technical and financial assistance to plans, studies, and project designs leading to effective flood mitigation measures.
5. CWCB supports healthy riparian ecosystems and keeps more water in stream by supporting removal of non-native vegetation, including tamarisk.
6. CWCB will work to develop partnerships with state and local government organization to promote environmental conservation and recreational activities.

CWCB Strategic Policy Initiative #4

Promote Voluntary Alternative Transfer Methods to share 50,000 acre feet of agricultural water by 2030.

Major Programs

- Alternative Agricultural Water Transfer Method Grant Program
- Low interest loans for Agriculture
- Colorado River Basin Salinity Control Program
- Gunnison Basin Selenium Management Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
CWCB	increase number of new ATM projects	↑	2017	6 projects	2019	10 projects
CWCB	#of Acre-feet of water supplied annually through an ATM program	↑	2017	7,000 acre feet	2019	10,000 acre feet

Critical Strategies and Activities

1. Engage the agricultural community on programs that benefit water quality through changes to irrigation practices, including the Colorado River Basin Salinity Control Program and the Gunnison Basin Selenium Management Programs.
2. A portion of CWP implementation grant funding will be directed towards developing new ATM projects.

Division of Reclamation, Mining, and Safety

The Division of Reclamation, Mining, and Safety (DRMS) regulates mining and reclamation activities at coal, hardrock and construction materials mines; safeguards and reclaims mine sites that existed prior to mining laws; and provides safety and health training for miners and mining contractors.

Customers and Constituents

The DRMS serves the mining industry; the public; landowners and land managers with property impacted by historic mining; and other local, state, and federal agencies.

Primary Processes

1. Issuing mining and reclamation permits. This process is defined by statutory timeframes that commence once the application or revision is received.
2. Conducting mine site inspections and enforcement. This process is defined by statutory timeframes, Mined Land Reclamation Board actions, citizen complaints and requests for site release.
3. Addressing hazards and environmental problems at abandoned mine sites. This process is defined by available funding and project staffing availability to oversee reclamation contracts.
4. Training and certifying miners on health, safety, and occupational topics. This process is defined by the number of requests for training received from all mining sectors and requests for certification from coal mine employees.

Major Funding Sources

DRMS is supported by federal funds from the U.S Departments of Interior and Labor (44%), severance tax revenue (43%), and mine permitting fees (13%). The division's Inactive Mines Reclamation Program also receives non-appropriated funds from the Bureau of Land Management, U.S. Forest Service, Environmental Protection Agency, and other state agencies and local partners. The division currently has an allocation of 67.9 FTE.

For more information about this division, please refer to the DRMS website at:

<http://mining.state.co.us/Pages/Home.aspx>

DRMS Strategic Policy Initiative #1

Ensure mined lands are reclaimed to beneficial use, while protecting public health, safety and the environment during resource development through implementation of high risk inspection strategy at complex hard rock sites.

Major Programs

- DRMS Mineral Regulatory Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DRMS	# of high risk hardrock mine inspections completed (Vision 2018)	⇒	2017	43 inspections	2019	43 inspections

Critical Strategies and Activities

1. Implement statutory inspection frequency on approximately 1,600 mine sites and use a higher inspection frequency on high risk hard rock sites as outlined in the key metrics.
2. By 2021, complete review of eight sections of rules in both Construction Materials and Hard Rock and propose changes as necessary to advance permitting efficiency and effectiveness.
3. Continue to effectively implement permitting actions in a timely manner.
4. Continue to improve compliance through effective enforcement strategies.

DRMS Strategic Policy Initiative #2

Ensure mined lands are reclaimed to beneficial use, while protecting public health, safety and the environment during mining through timely phased bond release as acreages become eligible and through increasing to 75% the permitting action approvals that adhere to regulatory timeframes.

Major Programs

- DRMS Coal Regulatory Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DRMS	Number of acres eligible for bond release under Phase 1, 2 and 3 criteria (<i>new acreages become available for Phased bond release each year</i>)	⇒	2017	Ph 1=13,900 Ph 2=9,200 Ph 3=8,400	2019	Ph 1=13,700 Ph 2=12,300 Ph 3=8,700
DRMS	Number of acres released under Phase 1, 2 and 3 criteria	⇒	2017	Ph 1=12,000 Ph 2=10,000 Ph 3=6,400	2019	Ph 1=12,300 Ph 2=9,700 Ph 3=6,100

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DRMS	# of permit applications and modifications approved within regulatory timeframes	↑	2017	58% approved within reg timeframes	2019	75% approved within reg timeframes

Critical Strategies and Activities

1. Encourage phased bond release for reclaimed mine sites through inspections, monitoring and timely review of Annual Reclamation Reports. Based on this information make recommendations to operators for bond release application submittals.
2. Work with mine operators to improve completeness and technical accuracy of applications prior to submittal and shorten DRMS review times through improved workload management and tracking.
3. Improve coordination with other state and federal agencies by 2019.

DRMS Strategic Policy Initiative #3

Address mining activities that occurred prior to the establishment of the State's regulatory program, for which no responsible party can be determined, and which pose risks to public health and safety through inventorying 600 legacy uranium mine sites by 2019.

Major Programs

- DRMS Inactive Mines Reclamation Program

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DRMS	# of Dept of Energy Legacy Mine sites inventoried (cumulative)	⇒	2017	0	2019	600

Critical Strategies and Activities

1. Continue to safeguard approximately 300 hazardous and abandoned mine sites per year.
2. Conduct environmental reclamation activities on legacy mine sites through partnerships with Federal, State and Local entities.
3. Assist U.S. Department of Energy, Legacy Management program to inventory defense related uranium mine sites (DRUMs) by completing the inventory.

Division of Water Resources

It is the mission of the Colorado Division of Water Resources (DWR) to competently and dependably administer and distribute the waters of Colorado in accordance with the laws of this state, ensure that dams and water wells are properly constructed and maintained to ensure public safety, and to develop, maintain and provide access to accurate and timely information regarding water resources. This requires daily oversight of the water allocation system that distributes water to farmers, industries, municipalities, and other water users and a Dam Safety program to assure dams are properly constructed, maintained, operated, or repaired to prevent loss of life and/or property damage.

Customers and Constituents

The DWR serves many customers including citizens, farmers, municipalities, recreationalists, anglers, property owners, real estate developers, attorneys, canal companies, water managers, other state and federal entities, and downstream states.

Primary Processes

1. Administering 171,000 surface water and groundwater rights at over 56,000 structures by verifying surface and ground water diversions and uses, assuring augmentation and exchange plans remedy injury, and that compact deliveries are made.
2. Issuing enforcement orders to curtail injurious diversions or uses.
3. Monitoring water supply through streamflow measurements at over 600 gages.
4. Enforcing and ensuring compliance with 14 interstate obligations including compacts, decrees, treaties, and agreements.
5. Conducting physical inspections of approximately 2000 existing dams, reviewing construction plans for new dams or dam repairs, restricting storage for defective dams, and requiring emergency action plans to ensure dam stability and safety.
6. Issuing about 5000 permits for groundwater use annually and consulting with the Water Court on an average of 900 new water rights cases each year to assure administrable decrees.

Major Funding Sources

The DWR is mostly supported by General Fund (93.0%), with a small amount of fee revenue and federal funds from the Federal Emergency Management Agency and U.S. Bureau of Reclamation (7%). The division currently has an allocation of 254.0 FTE.

For more information about this division, please refer to the DWR website at:

<http://water.state.co.us/Home/Pages/default.aspx>

DWR Strategic Policy Initiative #1

Manage water to assure that it is put to beneficial use by legally entitled water right holders, including efforts to comply with Interstate Water Compacts through increasing the number of structures with diversion records from 56,860 to 57,500 by 2019.

Major Programs

- DWR Administration of interstate water rights
- DWR Interstate water compact enforcement

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DWR	# of Structures w/Diversion Records	↑	2017	56,860 records	2019	57,500 records
DWR	# Regulatory Orders and Notifications (annual)	⇒	2017	3,054 orders	2019	3,000 orders

Critical Strategies and Activities

1. Assure that water diversions occur when water is legally available,
2. Issue enforcement orders where necessary to curtail inappropriate diversions,
3. Assuring that Compact deliveries and obligations are met,
4. Consulting with the water court in over 900 cases each year to assure new water rights are administrable,
5. Reviewing and issuing or denying over 5000 groundwater use (well) applications annually
6. Operating/maintaining over 600 stream gages to determine water availability for Colorado diversion and/or for compact obligation
7. Interacting/meeting with other compact states to assess/assure compact performance

DWR Strategic Policy Initiative #2

Protect the public health, safety, and welfare from negative outcomes associated with dam failures through conducting inspections of all ‘high hazard’ ranked dam structures in Colorado by 2019

Major Programs

- DWR Dam Safety

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DWR	# of dam failure incidents	⇒	2017	0 dam failures	2019	0 dam failures

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
DWR	# of death or property damage incidents from dam failure	⇒	2017	0 damage incidents	2019	0 damage incidents
DWR	# of inspections conducted	↑	2017	610 inspections	2019	625 inspections (5 year average)
DWR	% of high hazard class dams inspected (annual)	⇒	2017	100%	2019	100%

Critical Strategies and Activities

1. Inspection of existing dams
 - a. There were 373 high hazard dams in FY 2016-17
2. Review of design plans for new dams or modifications to existing dams,
3. Inspection of new dam construction
4. Restricting/limiting water storage in dams where appropriate.

Colorado Oil and Gas Conservation Commission

Through its permitting, monitoring, enforcement, and restoration efforts the Colorado Oil and Gas Conservation Commission (COGCC) ensures the state's oil and gas resources are produced in an economically efficient manner; protects correlative rights; and holds operators to the highest standards in the nation for protecting public health, safety, and welfare, and the environment and wildlife resources.

Customers and Constituents

The COGCC serves the general public; the oil and gas industry; local and county officials and governments; federal agencies; other state agencies including the Departments of Local Affairs, Public Health and Environment, and Revenue; and other divisions in the Department of Natural Resources such as the State Land Board and Colorado Parks and Wildlife.

Primary Processes

1. Commission Orders, including spacing and pooling, and permits, including new oil and gas wells and new locations for oil and gas well pads and production facilities.
2. Inspecting oil and gas locations and facilities around the state using a risk-based priority system.
3. Responding to public complaints, reported spills and releases, and overseeing remediations.
4. Enforcing regulatory and permitting requirements; resolving violations through corrective actions, settlement decrees, or administrative orders.
5. Ensuring wells are properly plugged and abandoned and sites are properly reclaimed by operators or, in the case of orphaned wells, by the COGCC.
6. Conducting environmental studies, such as water quality studies that establish trends for groundwater quality in areas of significant oil and gas development.
7. Providing comprehensive oil and gas-related data and information to all stakeholders through extensive online databases, interactive GIS map, and other public outreach activities.

Major Funding Sources

The COGCC is funded with severance tax revenue and a levy assessed on the value of oil and gas production. The division also receives a small federal grant related to the regulation of underground injection wells, as well as penalty revenue that must be used to fund specific program expenses associated with environmental response, remediation projects, and special environmental studies. The division currently has an allocation of 110.3 FTE.

For more information about this division, please refer to the COGCC website at:

<http://cogcc.state.co.us/about.html#/about>

OGCC Strategic Policy Initiative #1

Improve public trust in the agency by automating the administrative hearing application process and increasing form processing efficiency by 2019

Major Programs

- Hearings Unit

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
OGCC	% of permit hearing application process automated	↑	2017	N/A New Metric	2019	100% automated
OGCC	Average number of days to approve form 2 and 2a	↓	2017	XX days	2019	YY days
OGCC	Average wait time for processing forms 5 and 5a	↓	2017	N/A New Metric	2019	YY days
OGCC	Average wait time for processing forms 6 and 6s	↓	2017	N/A New Metric	2019	YY days
OGCC	# number forms updated/changed	↑	2017	N/A New Metric	2019	Y forms

Critical Strategies and Activities

1. Improve forms 2 and 2A
2. Development rejection policy for forms 5 and 5A
3. Educate and train operators
4. Engage IT resources

OGCC Strategic Policy Initiative #2

Strive to maintain Colorado's status as a nationally recognized leader in progressive regulation through inspecting all high risk oil and gas wells and resolve all high risk issues within 30 days by 2018

Major Programs

- Field Inspection Unit
- Environmental Unit
- Engineering Unit

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
OGCC	% of complaint received via online tool (Vision 2018)	⇒	2017	98%	2018	98%
OGCC	% of high-risk wells inspected each year (Vision 2018)	⇒	2017	87%	2018	100%
OGCC	% citizen complaints resolved within 30 days (Vision 2018)	⇒	2017	73%	2018	75%
OGCC	% high-risk issues resolved in high-risk wells within the Corrective Action timeframe (Vision 2018)	⇒	2017	80%	2018	80%

Critical Strategies and Activities

1. Develop tracking system
2. Modify Electronic Inspection Form

State Board of Land Commissioners (State Land Board)

The State Land Board is a constitutionally created state agency responsible for managing a \$4.0 billion endowment of assets in eight public trusts in Colorado for the benefit of K-12 public education and other public institutions. The Colorado Constitution spells out a dual obligation for the State Land Board: (a) generate reasonable and consistent income over time; and (b) protect and enhance the natural values of state trust lands.

Customers and Constituents:

The agency serves the current and future trust beneficiaries (schoolchildren and other public institutions), as well its stakeholders: lessees, the Governor, and the General Assembly, and the local communities in which the State Land Board operates.

Primary Processes

1. Managing surface leases for agricultural, grazing, and recreational land use; commercial real estate; rights-of-way and renewable energy development.
2. Managing mineral leases for oil, natural gas, coal, and other solid mineral development and extraction.
3. Inspecting leases on trust lands to ensure good stewardship practices for intergenerational benefit to beneficiaries.
4. Generating trust revenue to provide financial support to beneficiaries, primarily public schools. Revenue flows to schoolchildren in two ways:
 - a. The Building Excellent Schools Today (BEST) program, which offers competitive grants to rural school districts for the construction of new schools or for the renovation of existing school facilities
 - b. The Public School Permanent Fund, an endowment managed by the Treasurer that generates annual interest for the department of education.

Major Funding Sources

The State Land Board is entirely self-funded with revenue generated by leasing state-owned land and receives no tax dollars. The agency currently has an allocation of 41.0 FTE.

For more information about this division, please refer to the State Land Board website at: <https://www.colorado.gov/statelandboard>

SLB Strategic Policy Initiative #1

Deliver enhanced financial outcomes for the eight public trusts through operations improvements and diversification of investments. Make properties more valuable to leasing through investments that provide water and access. Increase recurring revenue from \$15.7 million to \$17.3 million by 2018.

Major Programs

- SLB Field Operations
- SLB Real Estate
- SLB Minerals
- SLB Operations
- SLB Outreach

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
SLB	Trust Recurring Revenue	↑	2017	\$15.7 million	2018	\$17.3 million
SLB	total # of non-producing parcels disposed of	↑	2017	20	2018	29
SLB	total # of isolated trust property parcels newly accessible	↑	2017	0	2018	12
SLB	# of parcels competitively bid	⇒	2017	36	2018	36
SLB	# of water wells added to vacant trust properties	↑	2017	0	2018	10
SLB	Complete lessee self-serve portal	↑	2017	N/A	2018	100%
SLB	Create line-of-business sales packets for each LOB	↑	2017	N/A	2019	100%

Critical Strategies and Activities

1. Grow and diversify the portfolio of tangible and financial assets to take advantage of market opportunities and to minimize the impact of market volatility.
2. Preserve and enhance the value of Trust assets through strategic property improvements, acquisition and divestment.
3. Increase organizational efficiency through investments in systems, training, policies, staff communication and planning.
4. Ensure organizational continuity by implementing succession planning and development of bench strength in all critical roles.
5. Strengthen external communications to promote the agency's role in supporting public education to key stakeholders and targeted customers.

SLB Strategic Policy Initiative #2

Provide excellent stewardship of lands held in the Trusts by increasing the number of stewardship management plans implemented, lease inspections performed, lease performance stipulations incorporated and lease deficiencies corrected.

Major Programs

- SLB Conservation Services
- SLB Outreach
- SLB Field Operations
- SLB Minerals

Key Metrics

Division	Measure	Desired Trend	Baseline FY	Baseline Number	Target FY	Target Number
SLB	# of inspections performed on active oil & gas leases	⇒	2017	948	2018	950
SLB	% of oil & gas inspections with deficiencies	⇩	2017	14%	2018	12%
SLB	# of inspections performed on rangeland leases	⇒	2017	280	2018	280
SLB	Stewardship management action plans developed and implemented	⇒	2017	1	2018	1
SLB	# of properties enrolled in the Colorado Habitat Exchange program	⇩	2017	0	2018	5
SLB	Publish/distribute annual report	⇩	2017	Publish	2018	Publish

Critical Strategies and Activities

1. Protect natural values on trust lands by implementing science-based management plans in partnership with lessees and other land management partners.
2. Evaluate the performance and condition of Stewardship Trust parcels and address needed changes.
3. Improve public and stakeholder understanding of the impact of SLB stewardship efforts across the portfolio to build interest in partnerships targeted at land stewardship.