

Performance Plan Evaluation – July 1, 2014 Submission

Department of Natural Resources

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 Major Program Area/Function	Strategy/action steps identified
Safer winter travel and recreation in Colorado mountains	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is generally directional and understandable.	Colorado Avalanche Information Center (CAIC)	There are not strategy or action steps identified; the CAIC did identify two critical processes to the program in the strategic component.
Balance resource development and public health & safety	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific	The SPI is neither directional nor specific.	It is unclear which major program area/function has been identified to drive this initiative.	The Department has not identified strategy or action steps for this initiative.
Ensure economical and safe oil & gas production	Yes- the outcome is broadly defined in the initiative itself.	The initiative is measurable, although no specific measures were identified that correlate with the one- and three-year goal time frame.	The SPI is not directional, which may make it more difficult for the Department to assess progress.	Oil and Gas Conservation Commission (OGCC)	The Department has expanded its field presence, improving its inspection frequency to an average of once every 1.8 years; also taking steps to reduce median processing times to 30 days.

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	Measurable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Creative and responsible development of public trusts	Yes- the outcome is broadly defined in the initiative itself.	The initiative is measurable; although no specific measures were identified that correlate with the one- and three-year goal time frame.	The SPI is not directional, which may make it more difficult for the Department to assess progress.	State Land Board (SLB)	The Department did not identify specific strategies related to the SPI, but rather processes in the operational component that may influence the SPI.
Connect people through quality outdoor opportunities	Yes- the outcome is broadly defined in the initiative itself.	The initiative is measured through one- and three-year goals for the number of hunting and fishing licenses the CPW seeks to issue, as well as the number of State Park visitors.	The SPI is not directional, although the measures associated with the initiative are.	Colorado Parks and Wildlife (CPW)	The Department did not identify specific strategies related to achieving its one- and three-year goals that affect progress toward the SPI.
Promote development and use of recreational trails	The specific outcome for this is not clear.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is generally directional and understandable.	Colorado Parks and Wildlife (CPW)	The Department did not identify specific strategies for promoting development and use of recreational trails.
Ensure viability of native fish and wildlife	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	Colorado Parks and Wildlife (CPW)	The Department did not identify specific strategies for ensuring the viability of native fish and wildlife.
Meet current and future water supply needs of the State	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is measurable to the degree that it includes goals for facilitating statewide planning.	The SPI is specific, and generally directional.	Colorado Water Conservation Board (CWCB)	The Department identified strategies including implementation of new projects and methods for meeting water supply needs, as well as providing technical and financial resources.
Protect the public and their property in floods	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	It is unclear which Division is specifically responsible for this initiative – CWCB or DWR?	The Department has not identified strategy or action steps for this initiative.

Strategic Policy Initiative (SPI)	Outcome oriented	Measurable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Reduce demand for water through water use efficiencies	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	It is unclear which Division is specifically responsible for this initiative – Division of Water Resources (DWR)?	The Department has not identified strategy or action steps for this initiative.
To meet Colorado's nonconsumptive water needs	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	It is unclear which Division is specifically responsible for this initiative – DWR?	The Department has not identified strategy or action steps for this initiative.
Maximize water use under state and interstate water law	Yes- the outcome is broadly defined in the initiative itself.	DWR seeks to achieve 100% compliance with interstate water compacts in FY15 and FY17.	The SPI is not directional, and specificity is only driven by the measures associated with the initiative.	Division of Water Resources (DWR)	The Department did not identify specific strategy or action steps for achieving full compliance; however, the stream flow measurements and ground water regulation are fundamental to monitoring compliance.
Minimize dam failures	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	Division of Water Resources (DWR)	The Department has not identified strategy or action steps for this initiative.
Ensure protection of groundwater resources	Yes- the outcome is broadly defined in the initiative itself.	In its current form, the initiative is neither measurable nor time-specific.	The SPI is not directional or specific, which may make it more difficult for the Department to assess progress.	Division of Water Resources (DWR)	The Department has not identified strategy or action steps for this initiative.

Additional Feedback: Each division within the Department identified a number of Strategic Policy Initiatives. However, many of these are not specific or measurable. For the next iteration of the plan, OSPB recommends the Department review priorities for the Department as a whole, identify measurable goals for each initiative, and develop clear and specific action steps for making progress on those initiatives.

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
Colorado Avalanche Information Center (CAIC)	Defined within the strategic component. Each description includes a list of major processes.	Highway travelers, CDOT highway workers, mountain recreationalists, and avalanche professionals.
Division of Reclamation, Mining and Safety (DRMS)	Defined within the strategic component. Each description includes a list of major processes.	Programs within DRMS identified customers (landowners, citizens and visitors who hike, hunt, recreate and visit Colorado’s historic mining districts and back-country areas).
Oil and Gas Conservation Commission (OGCC)	Defined within the strategic component. Each description includes a list of major processes.	General public, oil and gas industry, county assessors, local planning officials, federal Department of Interior’s Bureau of Land Management; Colorado Departments of Revenue, Local Affairs, and State Land Board.
State Land Board (SLB)	Defined within the strategic component. Each description includes a list of major processes.	The SLB identified beneficiaries of the division’s activities; for the next iteration, OSPB recommends the SLB identify direct customers of its major processes.
Colorado Parks and Wildlife (CPW)	Defined within the strategic component. Each description includes a list of major processes. The major processes listed for this program area, however, appear to be programs themselves (boating, hunting, fishing, etc.). For the next iteration, OSPB recommends CPW rephrase these areas to more explicitly identify a process.	State park visitors, anglers, hunters, and boaters.
Colorado Water Conservation Board (CWCB)	Defined within the strategic component. Each description includes a list of major processes.	Local governments, communities, non-profit groups, state and federal agencies; these customers were not directly identified as customers, and for the next iteration of the plan, OSPB recommends the CWCB highlight the customers more specifically.
Division of Water Resources (DWR)	Defined within the strategic component. Each description includes a list of major processes.	Farmers, municipalities, recreationalists, anglers, real estate developers, attorneys, state and federal entities, canal companies, water managers and downstream states.

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
CAIC	Avalanche forecasting	Number of manual observations	Number of avalanche forecasts issued	
	Avalanche safety training	FTE	Number of student hours taught, number of website hits	
DRMS	Permitting	Workload demand	Number of approved coal permit applications and modifications, number of coal program acres permitted, number of minerals program acres permitted	
	Inspections	Workload demand	Number of coal program inspections, number of minerals program inspections completed, number of coal program notices of alleged violations issued, number of minerals program notices of alleged violations issued	
	Enforcement	Workload demand (citizen complaints)	Number of coal program notices of alleged violations issued, number of minerals program notices of alleged violations issued	
	Inactive Mines Program Management	Workload demand, FTE	Number of abandoned mine hazards mitigated, number of acres reclaimed, number of legacy mining water quality and environmental impacts addressed	

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
DRMS	Miner Certification and Safety Training	Workload demand, FTE	Number of miners trained, number of certification exams completed, number of certification exams completed	
OGCC	Permitting and Hearing	Workload demand	Number of approved drilling permits, number of orders for applications issued by the OGCC	Median number of days to process permits
	Monitoring and Enforcement	Workload demand	Number of notices of alleged violations, number of inspections completed, number of water quality samples on the OGCC website	Average inspection frequency
	Restoration	Workload demand	Number of remediation plans completed, number of wells plugged and abandoned by the OGCC	
SLB	Management of Mineral Resources	Workload demand	Number of audits conducted, amount of audit recoveries, number of oil and gas nominations audited	Percent of mineral lease revenue audited within the statute of limitations (5 years)
	Management of Agricultural Properties	Workload demand	Number of agricultural leases	
	Management of Commercial Properties and Real Estate	Workload demand	Gross number of properties acquired/disposed, gross number of acres acquired/disposed, gross value of properties acquired/disposed	
	Non-Traditional Management	Workload demand	Number of recreational leases new/renewed, number of active ecosystem projects, number of right-of-way new contracts, number of other non-traditional leases new/renewed, number of renewable energy leased acres, number of renewable energy leases	

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CPW	Operation of State Park System	Workload demand	Number of camping reservations, number of camping nights sold, revenue from passes, permits and other fees, new park management plans completed, new stewardship and resource management plans, Asset Management Tools - percent coverage	
	Provide Hunting Recreation	Workload demand	Number of hunting licenses issued, number of game animals harvested, number of game animals harvested	
	Provide Fishing Recreation	Workload demand	Number of fishing licenses issued, number of warm water fish stocked, number of catchable-size trout stocked	
	Provide Wildlife Viewing Opportunities	Wildlife viewing website page hits	Wildlife festivals with CPW involvement	
	Manage Aquatic Nuisance Species	Workload demand	Number of infected boats caught/decontaminations, number of boat inspections	
	Recruitment and retention		Number of returning hunters, number of hunter education classes conducted, number of students reached/receiving hunter education cards, number of students reached - angler education, number of students reached - hunter mentoring	
	Grant Program Administration and Management	Workload demand, revenue	Number of OHV grant awards, number of recreational trails grant awards	

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CPW	Land and Water Management	Workload demand (proposals), funds allocated	State Wildlife and Habitat Area Acres Protected (Total), number of state land board acres managed, number of acres improved through Habitat Partnership Program, number of Colorado Wildlife Habitat Protection Program acquisitions closed, number of wetland grants awarded	
	Species Conservation	Number of listing decisions by the U.S. Fish and Wildlife Service	Number of candidate species listed under the Federal Endangered Species Act, number of designated and registered natural areas	
CWCB	Water Supply	Water Supply Reserve Fund value, funding available, applications, workload demand	Water Supply Reserve Fund: # of new grants awarded, Water Supply Reserve Fund: \$ of new grants awarded, Water Project Loans: # of new loans, Water Project Loans: \$ of new loans, number of decision support system models operating, number of decision support system website hits	
	Flood Mitigation	Workload demand	Number of new digital floodplain maps, number of total floodplain designations, total value of premium reductions to communities, DNR number of communities enrolled in federal flood insurance programs,	
	Water Efficiency	Workload demand, dollar value of funding sought	Number of approved drought plans, number of water efficiency plans approved	
	Stream and Lake Protection	Workload demand	Number of instream flow water rights managed by CWCB	

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CWCB	Watershed Protection and Restoration	Workload demand	Number of watershed protection plans, number of water protection projects, leveraging of watershed protection funding	
	Recreational In-Channel Diversion	Workload demand	Number of recreational in-channel diversion recommendations by the Board	
DWR	Administration of Water Rights	Workload demand (water rights, water court applications, etc.)	Number of water court consultations, number of statements of opposition, number of water right observations and structure observations, number of records of actual diversions maintained, number of substitute water supply plans issued, number of enforcement orders, augmentation plan administration and accounting, number of wells completed/administered	
	Interstate Compact Enforcement	Workload demand	Number of interstate compact meetings attended	
	Administer the Dam Safety Program	Workload demand (dams, observed incidents, etc.), FTE	Approved plans for new dams or modifications, number of restriction orders in place, number of inspection reports, number of updated emergency action plans	
	Administer Well Inspection Program	Workload demand (new wells, contractors and pump installers), FTE	Number of well inspections, number of total licenses issued, number of injunctions and compliance orders issued, number of approved minerals permit applications and modifications	

Additional Feedback: (Highlighted measures are being revisited by the Department to ensure the effective capture of meaningful data) The Department has identified a significant number of processes and measures – which will enable the Department to track progress effectively over the next iterations of the

performance plan. For the next plan, OSPB recommends the Department identify at least one critical, informational output for each major program area in order to focus and prioritize continuous process improvement efforts.