



CO L O R A D O

Department of Natural Resources

FY 2015-16 Performance Plan

September, 2015

COLORADO DEPARTMENT OF NATURAL RESOURCES
STRATEGIC OPERATIONAL PLAN – FISCAL YEAR 2015-16

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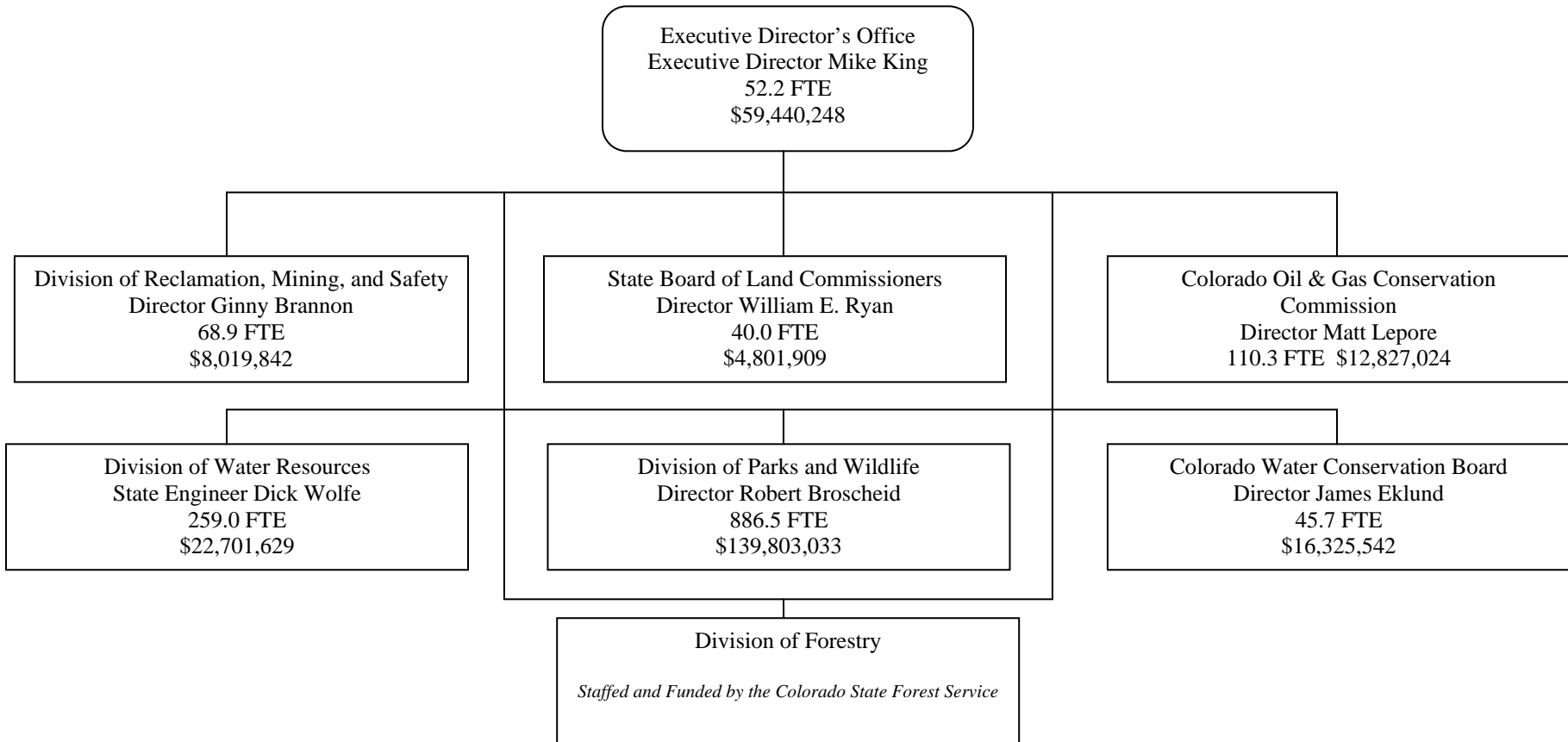
Section I

Introduction to the Department

Of Natural Resources

FY 2015-16 Performance Plan

Colorado Department of Natural Resources



1,462.6 FTE

\$263,919,227 Total Funds

\$27,671,518 GF

\$198,404,864 CF

\$8,701,045 RF

\$29,141,800 FF

June 2015. Figures shown are FY 2015-16 Appropriations

A Letter from Mike King, Executive Director of the Colorado Department of Natural Resources

I. OVERVIEW

Colorado is incredibly blessed with natural resources. Our majestic mountains, our beautiful outdoor landscapes, and our diverse wildlife and terrains are an important part of our identity as Colorado citizens. Natural resources also play an integral role in Colorado's economic wellbeing. Water is an essential input for agriculture and many other industries. Hunting, fishing, and wildlife viewing bring an estimate economic impact of \$5.0 billion (including secondary impacts) and support an estimated 50,000 jobs in Colorado. Outdoor recreation at state parks brings another \$571 million of economic impact to Colorado communities. Finally, energy and mineral resources also play an important role in Colorado's economy. In 2013, the mineral and energy industry produced over \$15.7 billion worth of oil and gas, coal, and other minerals. Similarly, in 2015, an estimated 36,000 people will be employed in the mining and logging industries in Colorado. To help sustain and improve upon these benefits, the Department of Natural Resources is committed to continuous process improvement and becoming more efficient. In limited cases, where more resources would assist the Department in better operating its programs, decision items are submitted.

II. PREVIEW AND KEY CHALLENGES

Looking more broadly than FY 2015-16 and FY 2016-17, I believe there are several key challenges facing the Department of Natural Resources and the State of Colorado over the coming years:

Challenge #1: Water Supply – The Colorado Water Conservation Board completed a comprehensive update to the Statewide Water Supply Initiative (SWSI 2010), which examined Colorado's projected water supplies and water demands. SWSI 2010 found that Colorado's municipal and industrial water supply needs will continue to grow and that Colorado will need an additional 600,000 to 1 million acre feet of municipal and industrial water by the year 2050. SWSI 2010 also concluded that in order to meet Colorado's water needs, a mix of local water projects, conservation, reuse, agricultural transfers, and the development of new water supplies should be pursued concurrently. Funding the infrastructure to meet these water needs will cost billions of dollars. Additional moneys will be needed to develop, study, and design projects and solutions to meet these water needs.

The important next step in the process will be to finalize the Colorado's Water Plan, which will leverage and integrate years of work accomplished by Colorado's basin roundtables, the Interbasin Compact Committee (IBCC), and the Colorado Water Conservation Board. The goal of the Colorado Water Plan is to develop a path forward towards providing Colorado's water supply needs while supporting healthy watersheds, a clean environment, strong recreation and tourism economies, vibrant and sustainable cities, and a viable, productive agriculture industry.

Challenge #2: Youth and Natural Resources – Like most states, Colorado's population is increasingly living in urban areas. Because of this shift, and perhaps due to other societal changes, younger generations are less likely to hunt, to fish, and enjoy other forms of outdoor recreation. This concerns me for several reasons. First, a long term decline in hunting and fishing will present a serious challenge to maintaining the financial sustainability of Colorado Parks and Wildlife and, more specifically, the hunting, fishing, and wildlife protection programs (both game and non-game) which are funded from the fees these activities generate. Further, it threatens the significant economic impact that these sports have on many rural Colorado communities. Second, it makes it more difficult to recruit and retain younger people to natural resources professions across the entire Department, which is essential to building and maintaining a diverse and qualified DNR workforce. I have challenged all of my divisions to increase

the use of summer temps where feasible, increase mentoring programs, and provide other opportunities to take young kids to the outdoors or to bring outdoor education to the kids in their schools. Over the coming years, a major priority for me is to have the Department increase the number of Colorado's youth that are, through various programs, provided an opportunity to experience Colorado's outdoors and learn more about natural resource issues.

III. LEAN PRINCIPLES

“Lean” is a process management approach where the delivery of products and services are matched to the needs of the customers utilizing a process that requires a minimum use of time and resources. The State of Colorado's statewide Lean program began in 2011. Since then every division within the Department of Natural Resources (DNR) has conducted at least one Lean evaluation project. The process improvements resulting from DNR's lean projects have substantially cut processing time and increased quality and have allowed staff to focus more time and resources on those natural resource programs which most benefit Colorado citizens.

The following are recent lean projects within DNR:

- DNR employee on-boarding process
- The Oil and Gas Conservation Commission field inspection process
- The Colorado Parks and Wildlife Off-Highway Vehicle (OHV) Program

The Department will continue its commitment to Lean, as well as to implementing other programmatic and budgetary efficiencies. Further, the Department remains committed to continuing and improving the performance reporting process. If anyone – legislators, interest groups, private citizens, or others – has suggestions on how this Performance Plan could be improved, please don't hesitate to contact Bill Levine (bill.levine@state.co.us) with your input.



Mike King
Executive Director, Colorado Department of Natural Resources

COLORADO DEPARTMENT OF NATURAL RESOURCES INTRODUCTION TO FY 2015-16 DNR Performance Plan

The Performance Plan for the Department of Natural Resources (DNR) is being submitted in compliance with the State Measurement for Accountable, Responsive, and Transparent Government (SMART) Act, as amended by the General Assembly through H.B. 13-1299. While this plan is developed consistent with Section 2-7-203 (2), this single document is not intended to fully comply with all of the requirements of the SMART Act hearings required by this section of statute. Instead, separate documentation will be provided related to the DNR's regulatory agenda, its budget request, and its legislative agenda. This plan was also developed in accordance with general instructions issued by the Governor's Office of State Planning and Budgeting (OSPB). Based on a number of conversations with OSPB as well as the participants in the Governor's Performance Academy, the Department has decided to make several significant changes to the DNR Performance Plan. These changes include

- (1) General Layout – In prior years, the DNR performance plan was broken down into discrete programs, almost all of which were contained within a single DNR division. In this regard, the Department performance plan was really a consolidation of division performance plans. In contrast, the new structure attempts to find large, cross-division goals to which all DNR divisions work. In a nutshell, we believe that all DNR divisions work towards three big picture goals: (1) managing the State's lands and wildlife for the benefit of Colorado citizens; (2) managing water for public benefit, and; (3) managing mineral and energy resources in a balanced manner which allows for both the economic benefits of resources development while, at the same time, protecting the public from the potential negative impacts of resource development. Each of these three goals will be discussed in greater detail on the following pages.
- (2) Streamlining of the DNR Performance Plan – At its 2014 SMART Act Hearing, the Department of Natural Resources presented a 180 page Performance Plan. While very thorough and complete, covering a wide variety of large and small programs, this Plan was simply “too much”. The Department believes that the expression “less is more” is generally true. In order to focus on the programs with the largest budgets, as well as the programs that generate the most questions and interest from both the general public and the General Assembly, the Department is removing six programs (and the associated metrics) from the Performance Plan. These programs are: (1) The Well Inspection Program in the Division of Water Resources; (2) the Mine Safety Training Program in the Division of Reclamation, Mining, and Safety; (3) The Wildlife Viewing Program in Colorado Parks and Wildlife; (4) the Boating Program in Colorado Parks and Wildlife; (5) the Volunteer Program in Colorado Parks and Wildlife, and; (6) the Avalanche Information Center within the DNR Executive Director's Office. While these programs remain important and will continue to be managed in the same way by the associated divisions, it is also true that these programs are less integral in meeting the three large picture goals discussed in the “General Layout” section above. Most of the associated metrics will continue to be tracked by the programs and will be available upon request. Additionally, to achieve further streamlining, some of the less helpful, lower profile metrics will be removed from the Performance Plan going forward so that the remaining narrative can focus more on the highest priority, most meaningful metrics.

Colorado Department of Natural Resources

Mission and Vision Statement

The Colorado Department of Natural Resources (DNR) is responsible for the management of the water, land, wildlife, minerals/energy, and outdoor recreation resources of the State. Its mission is to develop, preserve and enhance Colorado's natural resources for the benefit and enjoyment of current and future citizens and visitors. The Department of Natural Resources consists of six divisions plus an Executive Director's Office (the Avalanche Information Center is located within the Executive Director's Office but could be argued to be a separate program). Collectively, these divisions carry out the Department's responsibilities for natural resources management, which includes use or access to some resources, promotion of the development of select resources, and the protection or preservation of other resources.

Mission Statement

Colorado is blessed with a wealth of natural resources, including beautiful landscapes, abundant energy and mineral resources, diverse wildlife, and unique geology. The State's natural resources play a significant role in the high standard of living enjoyed by Coloradans. Out-of-state visitors and Coloradans alike enjoy hunting, fishing, outdoor recreation, and visiting Colorado's public lands. Wise use of the state's many high quality natural resources have a variety of positive impacts on Colorado's economy.

With these benefits comes the responsibility of good stewardship. As people move to Colorado to enjoy all that the state has to offer, stresses have been placed on resources such as water supply and wildlife habitat. Mineral and energy development must be undertaken in a responsible manner that protects the quality of Colorado's water and wildlife habitat resources. The Colorado Department of Natural Resources acts as a leader in coordinating the protection of natural resources with the federal government, other state agencies, local governments, businesses, the General Assembly, and private citizens. By soundly managing Colorado's natural resources, future generations of Coloradans will enjoy the same high standard of living enjoyed today. The Department's mission also includes the promotion of outdoor recreation as well as natural resources education.

Vision Statement

Under the leadership of the Department of Natural Resources, Colorado will:

- **Water** - Provide for the long-term municipal, industrial, and agricultural water needs of the State in a way that recognizes and provides for the instream flow needs of fish, wildlife, and recreation. Through the Roundtables and Interbasin Compact Committee processes, Colorado's river basins work towards sharing water in ways that generate win/win results for all parties. Colorado achieves greater efficiencies in water use through conservation, reuse, conjunctive use, and exploration of water projects that benefit all parties. The State finds alternatives to the permanent transfer of water from agricultural use to municipal use, thereby avoiding the permanent loss of irrigated agricultural lands and associated benefits.
- **State Parks** - Maintain a system of parks across the State that offers diverse outdoor recreation opportunities, protects high quality landscapes for current and future generations, and fosters natural resource education. Colorado State Parks remain affordable to all Coloradans, provide excellent customer service to visitors, and maintain safe, high-quality park facilities.
- **Minerals & Energy** - Promote responsible and sustainable development of Colorado's energy and mineral resources in a manner that is consistent with 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 Lands** – Manage state school lands held in a perpetual, inter-generational trust for the benefit and support of public schools. Through prudent and strategic management, the Department will protect the long term value of these trust assets. Recognizing that the long term economic productivity of all lands held in public trust is dependent upon sound stewardship, the Department will protect and enhance the beauty, natural values, open spaces, and wildlife habitat on trust properties.

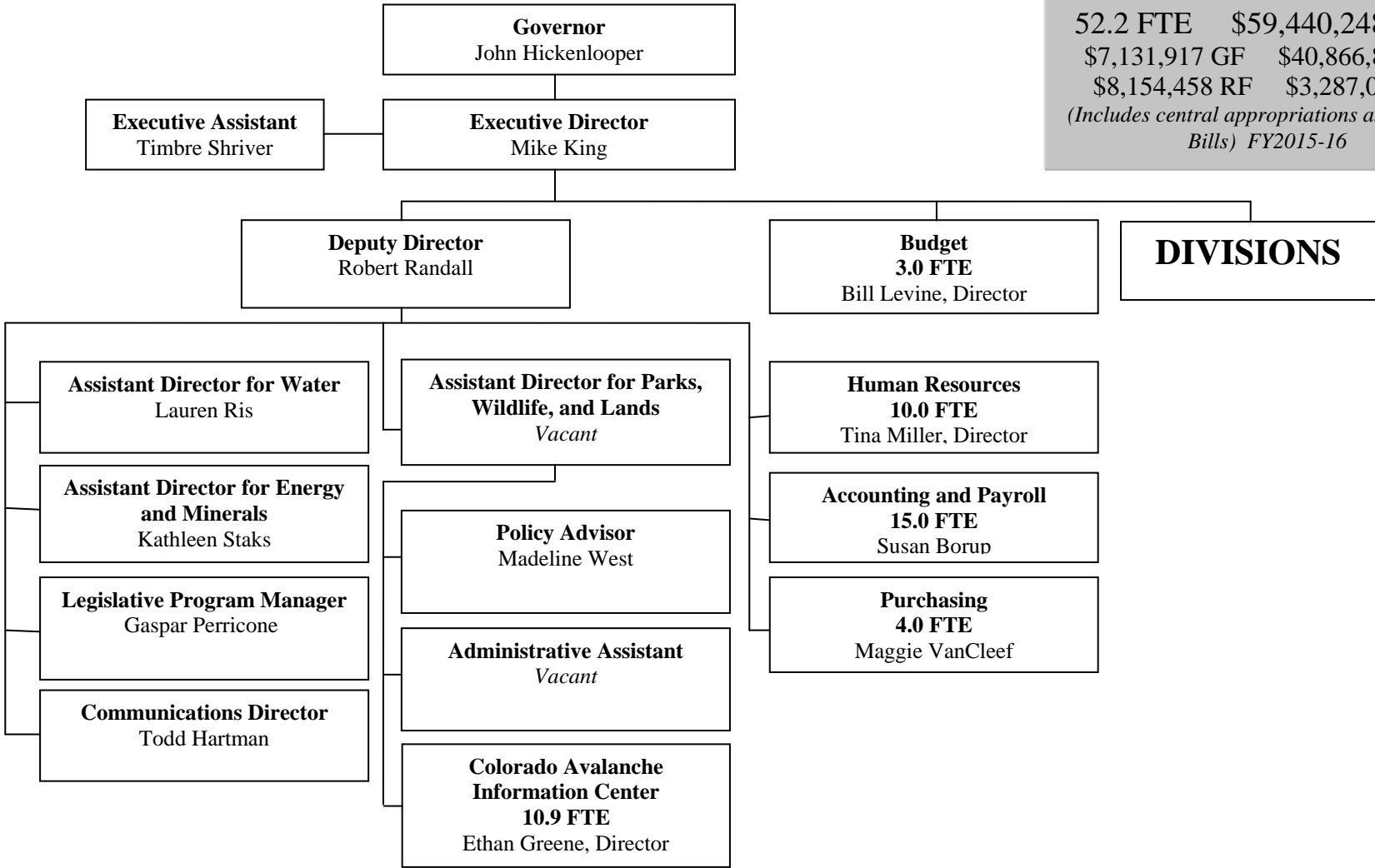
With a diverse mission, the employees, volunteers, and partners of the Colorado Department of Natural Resources will be highly motivated, knowledgeable, and committed to finding creative, thoughtful, innovative, and cost-effective solutions to Colorado's many natural resource issues. Educating the public and engaging younger generations will be a key part of the long-term effort to protect Colorado's natural resources. The Department is passionate about and committed to its duty to the wise management and conservation of Colorado's incredible natural resource portfolio.

Section II

Colorado Department of Natural Resources

Program Descriptions

Executive Director's Office
 52.2 FTE \$59,440,248 Total
 \$7,131,917 GF \$40,866,815 CF
 \$8,154,458 RF \$3,287,058 FF
(Includes central appropriations and Special Bills) FY2015-16



Colorado Avalanche Information Center

What is this program?

The Colorado Avalanche Information Center (CAIC) is a program in the Executive Director's Office of the Colorado Department of Natural Resources. This program is funded by the Operational Account of the Severance Tax Trust Fund, fees, donations, reappropriated funds from the Colorado Department of Transportation, and a small amount of federal funds. This program performs avalanche safety education and training for the public and industry, along with avalanche danger forecasting for the Colorado mountains. Through its education and forecasting efforts the Center attempts to reduce risk to highway travelers, Colorado Department of Transportation highway workers, mountain recreationalists, and avalanche professionals.

The CAIC began in 1973 as the Colorado Avalanche Warning Center. It is the oldest public avalanche forecast program in the United States. The Warning Center grew out of the US Forest Service's avalanche research efforts. The US Forest Service dropped the program in 1983 due to budget cuts. That winter the CAIC found a home with the Colorado Department of Natural Resources and, in 1987, the CAIC was placed into the administration of the Colorado Geological Survey. In 1993 the Colorado Department of Transportation contracted with the CAIC to forecast avalanche conditions for many mountain roads. The highway forecasters work closely with the Department of Transportation to keep mountain highways open and travelers safe. In 2013, the Colorado Geological Survey was transferred to the Colorado School of Mines and the CAIC was retained in the Department of Natural Resources as part of the Executive Director's Office.

Why Is This Program Important?

The Colorado Avalanche Information Center protects people and property by reducing or eliminating short and long-term risks from avalanches. Avalanches not only take lives and destroy property; they damage local and regional economies. Local communities and regional industries all suffer serious economic losses when avalanches close transportation corridors causing lost visitor days and increased transportation costs. The Colorado Department of Transportation, Colorado's Ski Industry, and others use CAIC's forecasting, online tools, and maps to avoid or reduce their vulnerability and losses to avalanche hazards. The CAIC also increases public safety through extensive educational programs and educational aids readily available to the public.

- Emergency Managers, Local Governments, and State agencies such as the Colorado Department of Transportation rely on CAIC educational aids, avalanche-safety courses, and expert forecasting to prevent highway closures, avalanche deaths, and disasters.
- Public safety is protected by the quick response of the CAIC to natural hazards and disasters across the state.
- In 2010, Colorado set a new record of 28.9 million overnight visitors who spent \$8.8 billion (up from \$8.6 billion in 2009) on tourism-related expenditures and, with 24 ski areas, Colorado is the number one ski destination in North America. The Ski and Tourism Industries rely on CAIC weather and avalanche forecasts to reduce lost visitor days and associated economic losses.
- Highways are an essential part of the State's economic infrastructure. In addition to allowing visitors access to ski areas and other tourist destinations, highways allow trucks and other vehicles to deliver a wide variety of consumer items to market places throughout Colorado.

Highway closure due to avalanches may result in shipping delays and/or increased cost of shipping, both of which negatively impact Colorado businesses.

Key Products and Customers:

CDOT and local governments use the Center's avalanche forecasting information to reduce the costs of avalanche mitigation and road closures, thereby reducing maintenance costs and economic losses from transportation delays. The Ski and Recreation Industries, backcountry rescue, guides, and local businesses rely on CAIC forecasting, online tools, and maps to assess and manage their vulnerability and losses to avalanche hazards. Backcountry recreationalists use the Center's educational activities, along with forecasting, online tools and maps to inform their trip planning and avoid or reduce the danger that avalanches pose to their safety.

What is this Program Trying to Achieve?

The objective of the CAIC is to minimize the economic and human impact of snow avalanches on recreation, tourism, commerce, industry and the citizens of Colorado by providing information and education on avalanche danger. Since 1950 more people have died in avalanches in Colorado than in any other state. On average, more people have died in avalanches in Colorado than as a result of any other natural hazard since 1995. With a staff of 15 avalanche professionals, the Center achieves its purpose through a dual mission of forecasting and public education.



**DIVISION OF RECLAMATION,
 MINING AND SAFETY**
68.9 FTE **CF \$4,492,845**
 RF \$30,000
 FF \$3,496,997

DEPT OF NATURAL RESOURCES
 Mike King, Executive Director

**DIV OF RECLAMATION, MINING
 AND SAFETY**
Virginia Brannon, Division Director

MINED LAND RECLAMATION BOARD
Representatives:
 Dept of Natural Resources Soil Conservation Bd
 Conservation (2) Agriculture
 Mining Industry (2)

OFFICE OF MINED LAND RECLAMATION

OFFICE OF ACTIVE AND INACTIVE MINES

**COAL REGULATORY
 PROGRAM**
 22.0 FTE TOTAL

**MINERALS
 REGULATORY
 PROGRAM**
 24.1 FTE TOTAL

**INACTIVE MINES
 RECLAMATION PROGRAM/
 Mine Safety Training Group**
 22.8

Division of Reclamation, Mining and Safety

Mined Land Reclamation Programs

What is this program?

The Office of Mined Land Reclamation is one of two major programs in the Division of Reclamation, Mining, and Safety. It consists of two sub-programs, the Coal Program and the Minerals Program, along with the Mined Land Reclamation Board, which serves as the appellate body for the Coal Program and as an approval/appellate body for the Minerals Program. The Office of Mined Land Reclamation is committed to balancing the need for mineral resource production with protection of the public, environment and natural resources.

The Coal Regulatory Program (Coal Program) regulates active coal mine and exploration operations and reclamation of the land by the mining company after the coal has been extracted. Responsibilities of the program include coal mine permitting, inspection and enforcement. Program authority is pursuant to the Colorado Surface Coal Mining Reclamation Act [Section 34-33-101, C.R.S (2014)] and through a state primacy cooperative agreement with the federal Department of the Interior/Office of Surface Mining as allowed by the federal Surface Mining Control and Reclamation Act of 1977, PL 95-87. Existence of the state Coal Program is also required to allow federal funds to be allocated to the Colorado Inactive Mines Program, which safeguards hazardous mine features that resulted from legacy mine operations.

The Coal Program currently regulates 34 coal mines and 47 exploration permits, covering over 169,900 permitted acres (as of June 30, 2015). Financial warranty coverage for these sites exceeds \$204 million. The majority of Colorado's coal production is from underground mines. Colorado coal is of high quality and is used to manage clean air compliance requirements in Colorado and other states. Colorado coal production was 22.9 million tons in 2014.

Coal Program staff have direct permit action and enforcement authority, and the Mined Land Reclamation Board serves as an appellate body if staff actions are appealed. Coordination with federal agencies and national organizations on policies, legislation, regulation, and funding is critical to maintaining state primacy. Federal oversight activities and policies can influence state regulatory, permitting, and enforcement activity. The Division has established working relationships through Memorandums of Understanding (MOUs), and other coordinating documents to engage and cooperate with federal agencies at various levels for emerging projects and issues.

The Coal Program is funded by a federal grant from the Office of Surface Mining and by state matching funds from severance tax revenue. The funding formula is based on the amounts of permitted mine acreage that is located on federal (79%) versus non-federal (21%) lands.

The Minerals Regulatory Program (Minerals Program) and the Mined Land Reclamation Board issue and enforce mining and reclamation permits for all non-coal mines in Colorado on state, federal and private lands. Program authority is pursuant to the Colorado Mined Land Reclamation Act [Section 34-32-101 C.R.S. (2014)] and the Colorado Land Reclamation Act for the Extraction of Construction Materials [Section 34-32.5-101 C.R.S. (2014)]. Hardrock/metal minerals include uranium, gold, silver and molybdenum as well as construction materials include sand, gravel, marble, clay and flagstone. The Minerals Program currently regulates 1,498 mines and 168 prospecting operations for a total of 1,710 sites, covering 190,019 acres. Financial warranty coverage is approximately \$468 million for these sites.

The program is funded from revenue generated from statutory fees on permitted mining and prospecting operations (32 percent) and from severance taxes (68 percent). Fines paid by operators for mining violations accrue to the state's General Fund.

Regulatory staffing for both the Coal and Minerals Programs provides a diverse array of expertise in a team environment. The areas of expertise include geology, engineering, hydrology, range science, soil science, vegetation ecology and other related fields. Teams are structured to allow cross utilization of individual expertise and to maximize geographic coordination of inspection duties, enhanced through a regional office in Grand Junction.

Coordination Across the Regulatory Programs – The Coal and Minerals Programs utilize a single mine permit data tracking system and records imaging system. Starting in FY 2015-16, e-permitting is being used in both the Coal Program and the Minerals Program. Technical and financial warranty trainings have also benefitted staff in both programs.

Why Is This Program Important?

The Office of Mined Land Reclamation regulates mining and reclamation activities at coal, hardrock, and construction materials mines. Primary objectives are to review mining and reclamation permits, accurately calculate a reclamation financial warranty/bond that is adequate to reclaim the mine site if the operator fails, and inspect mining operations to ensure that reclamation plans are being followed. Reclamation ensures that land is returned to beneficial use. More generally, the program protects public health, safety and welfare, as well as wildlife and aquatic species and their habitat.

The mining industry is an important economic base within Colorado. There are eight coal and 1,479 minerals active mine operations in Colorado. It is estimated that Colorado companies produced \$900 million worth of coal and \$2.5 billion worth of minerals in 2014. [Source: *Colorado Mining Association and U.S. Geological Survey Mineral Commodity Summaries-February 2015*]. As of December 2014, there were about 1,778 coal miners employed at Colorado's eight active coal mines [Source: *Colorado Mining Association*]. Mineral mines employ thousands of additional employees. For example, the Cresson Mine (a gold mine in the Cripple Creek mining district) employs approximately 500 people along with numerous contract employees. In addition, these operations generate royalty payments, severance tax revenues, and General Fund revenue through corporate taxes and the sales and income taxes paid by industry employees.

Colorado ranks 11th in coal production in the United States. Approximately 8.4 million tons mined from Colorado mines stays in-state to support 64 percent of the state's electricity demand. An additional 12 million tons are shipped to other states and 2.1 million tons are shipped outside the U.S. [Source: *Colorado Mining Association*].

The state's construction materials industry produced an estimated 911 million tons of sand and gravel in 2014, which is an increase of 50 million short-tons from 2013. Colorado moved from seventh place to sixth in the national ranking of top producing states, as shown in the following list: Texas, California, Minnesota, Washington, Michigan, Colorado and Arizona. Construction materials demand has continued to increase with an 8 percent increase from 2013. This is in line with improving housing and construction demand in the U.S. which is up 3 percent from 2013. [Source: *U.S. Geological Survey Mineral Commodity Summaries-February 2015*].

Who are the Program's Customers?

The Office of Mined Land Reclamation serves the mining industry, the public and other government agencies. The office serves the mining industry by promoting responsible development of Colorado's mineral resources. A clear, predictable regulatory environment is essential to the success of the mining industry, along with a timely and efficient permitting process. The office serves the general public through appropriate regulation, bonding, and

reclamation requirements. A major goal of the office is to protect the public and the environment from the adverse impacts of coal and mineral mining. Many of the requirements of the Coal Program are directed by federal law, making the federal government an important partner in program oversight and audits for this program. Coordination with local governments and other state agencies is essential to address jurisdictional issues such as land use, air, and water quality standards.

What is the Objective of this Program?

- Promote the responsible development of the State's mineral and energy resources while protecting public health, safety, welfare, and the environment.
- Reclaim coal and mineral mined acres to beneficial post mining land use.
- Protect the environment by ensuring regulatory compliance at coal and mineral mine sites.
- Coordinate permitting, regulatory and public review processes with federal, state, and local agencies. Implement interagency agreements for groundwater, storm water, point source, and mine waste issues.

Inactive Mine Reclamation Program

What is this program?

The Office of Active and Inactive Mines is one of two programs within the Division of Reclamation, Mining and Safety. It consists of the Inactive Mine Reclamation Program and the Mine Safety Training group.

The Inactive Mine Reclamation Program was established in 1980 to address the hazards and environmental problems arising from abandoned mines in Colorado. It was instituted under the provisions in the Surface Mining Control and Reclamation Act (SMCRA) of 1977, which gives the states that have approved Coal mining regulatory programs under Title V of SMCRA the ability to assume exclusive responsibility and authority to reclaim abandoned mine lands within their borders. Mines abandoned prior to 1977 are eligible for the program. The program was launched with an inventory of hazards and environmental problems associated with past mining activities, which at that time estimated 23,000 abandoned mine sites remained throughout the state. Using this inventory, Colorado prepared a statewide reclamation plan, which was approved by the U.S. Department of the Interior, Office of Surface Mining in June of 1982. Approximately 9,758 abandoned mined features have been addressed through this program and 33 underground coal mine fires have been identified and investigated for safeguarding and control. The primary federal funding for safeguarding activities comes from the Office of Surface Mining. Additional funding for safeguarding and reclamation activities comes from the U.S. Bureau of Land Management, the U.S. Forest Service, as well as state severance tax.

Why Is This Program Important?

Abandoned mine reclamation includes several different aspects including safeguarding, environmental clean-up, and economic stimulation in rural areas of the state. The safeguarding of dangerous mine openings protects the public health, safety, and general welfare from the hazards associated with an estimated 13,242 remaining abandoned mines. The program characterizes and determines the extent of the environmental problems associated with legacy mine waste, mill tailings, and acid mine drainage. It then develops and executes reclamation projects to address these environmental

problems. If water quality issues are not addressed at legacy mining sites, Colorado's streams will continue to be degraded by dissolved metals and acidity associated with historic mining operations.

In FY 2014-15 the Inactive Mine Reclamation Program contributed approximately \$4.3 million into Colorado's construction and engineering services economy, including a significant amount in economically depressed rural areas. These construction activities create jobs and enhance the local economic climate and result in greater tax revenues for state and local governments by increasing the revenues collected from income and sales taxes.

Who are the Program's Customers?

The program protects the public from hazards associated with legacy mining sites statewide and the customers include citizens and visitors who hike, hunt, recreate and visit Colorado's historic mining districts and back-country areas. The direct program customers are entities that own or control lands previously disturbed by historic mining practices. These include private land owners; local town, city and county governments; and federal land management agencies such as the Bureau of Land Management, the U.S. Forest Service, and the National Park Service. The program also implements reclamation of permitted mine sites where the operator has forfeited the reclamation bond to the state and this activity benefits the health and safety of the citizens of Colorado.

What is the Objective of this Program?

- Safeguard hazardous abandoned mine openings in the most cost effective and environmentally sound manner; and
- Reclaim and remediate abandoned mine environmental problems that affect air and water quality.

COLORADO OIL & GAS CONSERVATION COMMISSION

**Department of
Natural Resources
Executive Director
Mike King**

**Executive Assistant
1 FTE**

**Director
Matt Lepore
1 FTE**

COMMISSION

**Deputy Director,
Field Operations
1 FTE**

**\$12,827,024 Total Funds
111 FTE
\$12,719,508 CF
\$ 107,516 FF**

**Hearings and
Regulatory
Affairs
1 FTE**

- Enforcement 4 FTE
- Adjudicatory Applications 3 FTE
- Government Liaisons and Complaints 3 FTE
- Hearings Assistant 1 FTE

**Finance
1 FTE**

- Accounts Payable/Receivable 1 FTE
- Accounting 1 FTE
- Budget 1 FTE

**Permit/Technical
Services
1 FTE**

- Permitting 10 FTE
- Levy and Production 7 FTE
- Data Services 4 FTE
- Financial Assurance 2 FTE

**Engineering
1 FTE**

- Eastern Colorado 6 FTE
- Western Colorado 5 FTE
- Flowline Integrity 4 FTE

**Environmental
1 FTE**

- Eastern Colorado 8 FTE
- Western Colorado 5 FTE
- O&G Location Assessment 6 FTE
- Environmental Data 1 FTE

**Field
Inspection
1 FTE**

- Quality Assurance 1 FTE
- Northwest Field Inspectors 6 FTE
- South Field Inspectors 4 FTE
- Denver-Julesburg Basin Field Inspectors 9 FTE
- Reclamation Inspectors 6 FTE
- East Field Inspectors 4 FTE

Regulation of Oil and Gas Exploration and Production

What is this Program? The Regulation of Oil and Gas Exploration and Production is the single major program managed by the Oil and Gas Conservation Commission (also referred to as the OGCC or “the Commission”). It consists of nine sub-programs: well permitting and location approvals; spill response and waste regulation; inspections; financial assurance; enforcement; well reports; environmental studies; orphaned wells; and public information.

Well Permitting and Location Approval: This sub-program annually issues approximately 4,000 permits for the drilling of new oil and gas wells and another 50 to 80 permits for the recompletion of existing wells. In addition, the Commission annually approves about 1,000 to 2,000 locations for well pads and tank batteries. This permitting and approval program is the cornerstone of the Commission’s efforts to ensure that new and recompleted wells are drilled, completed, and operated, and that locations are constructed, maintained, and reclaimed in a manner that protects public health, safety, and welfare, including the environment and wildlife. The OGCC’s permitting, engineering, and environmental groups all participate in this process, and input is solicited from local governments, the public, and, in certain circumstances, the Department of Public Health and Environment (CDPHE) and the Division of Parks and Wildlife (CPW). The permit review and approval process is the first step in the Commission’s regulatory compliance regime. Where necessary, the OGCC imposes special conditions of approval to ensure efficient resource production and appropriate environmental protection on a site-specific basis.

Spill Response and Waste Regulation: The OGCC regulates the generation, storage, treatment, and disposal of exploration and production waste from oil and gas operations, including drilling and completion fluids and produced water. To this end, the OGCC’s engineering group annually issues about 50 permits for the underground injection of such waste into Class II wells pursuant to authority delegated by the Environmental Protection Agency. The OGCC’s environmental group annually issues another 50 to 80 permits for the management of such waste in pits. The agency has noticed a recent decline in the latter due to closed loop drilling, a new technology that does not require pits. Where spills or contamination occurs, the OGCC’s environmental group ensures that appropriate remediation activities are undertaken by the operator. The environmental group had been overseeing the remediation of 300 to 500 new spills and releases annually up until FY 2013-14 when the reporting threshold was lowered by statute, causing the annual number of spills and releases reported to increase to nearly 800.

Inspections: The OGCC annually conducts more than 30,000 inspections on oil and gas facilities, including wells, tank batteries and multi operational locations. These inspections help to ensure that operators are complying with OGCC regulations and permit conditions. The field inspection staff also responds to complaints from surface owners and other members of the public, and monitors interim and final reclamation of oil and gas locations. Members of the field inspection group are assigned to, and work in, specific geographic areas throughout the state. Field inspectors physically inspect the locations and develop a field inspection report for each visit. The field inspection report is sent to oil and gas operators and may identify corrective actions required to bring a facility into compliance with OGCC rules and permit conditions.

Financial Assurance – The OGCC administers about 1,200 surety bonds and other forms of financial assurance in the total amount of approximately \$96 million for oil and gas wells and certain other facilities and operations. These bonds help to ensure that wells are properly plugged and abandoned and that sites are properly reclaimed.

Enforcement – The OGCC annually issues between 150 and 300 notices of alleged violation (NOAVs) to operators who have violated regulatory or permit requirements. These notices identify the factual and legal bases underlying an alleged violation and require corrective or remedial action to remedy the alleged violation. The OGCC’s Hearings Unit may also seek monetary penalties for violations. When the OGCC seeks a monetary penalty, the NOAV may be resolved through settlement decrees or administrative orders.

Well Reports – The OGCC processes monthly production reports from operators covering more than 53,000 active wells in the state, together with additional reports on well completions, completed intervals, and well abandonments. The resulting information is publicly available and is used by the oil and gas industry to make exploration and acquisition decisions and by local governments, mineral owners, and others to predict and track royalty revenues.

Environmental Studies – The OGCC annually spends \$200,000 to \$300,000 conducting regional environmental studies, many of which seek to establish baseline conditions and trends for ground water quality in areas of significant oil and gas development. This information is used to develop appropriate permit conditions and to help monitor the effect of development on ground water.

Orphaned Wells – The OGCC annually spends about \$400,000 plugging orphaned wells and reclaiming and re-vegetating orphaned oil and gas sites. This work helps to mitigate the safety and environmental risks associated with orphaned wells and facilities. Identifying the location of orphaned wells is an ongoing process; many additional sites in need of remediation are identified annually.

Public Information – The OGCC provides information to the public on oil and gas development in Colorado in several ways. The OGCC’s website annually receives over one million visits and provides information on the OGCC’s programs, activities, pending permits, approved permits, and all existing wells. It includes an interactive Geographic Information System (GIS) map, which provides about 165 layers of geographic, geologic, hydrologic, environmental, and other information. The OGCC staff regularly participates in quarterly meetings in two areas of the state (northwest and southwest), at which OGCC staff, operators, local governments, and interested citizens discuss oil and gas development, issues of local concern, and regulatory developments. The OGCC staff also participates in scores of speaking engagements and public presentations across the state in response to requests from stakeholders, educators, local and state elected officials, and special interest groups, among others.

How are the Program’s Operations Funded? The Oil and Gas Conservation Commission is funded by a levy assessed on the value of oil and gas production, by severance taxes, and by a small federal grant that reimburses some of the costs associated with the underground injection program. Fines paid by operators for violations of state rules are used to fund specific program expenses, such as environmental response, remediation projects, and special environmental studies. The program does not receive or track royalty payments resulting from oil and gas extraction.

Why is this Program Important? As a statewide regulator of oil and gas exploration and development, the OGCC is charged with fostering the responsible, balanced development of the state’s oil and gas resources while protecting the public health, safety and welfare, including the environment and wildlife resources.

The oil and gas industry occupies an important role in Colorado’s growing economy. There are more than 53,000 active wells in Colorado, which collectively produced over \$15 billion worth of oil and gas in CY 2014. The industry directly employs over 50,000 people and

supports about 60,000 additional jobs in the state.¹ In addition, these operations generate royalty payments, severance tax revenues, and General Fund revenue through corporate taxes and the sales and income taxes paid by industry employees.

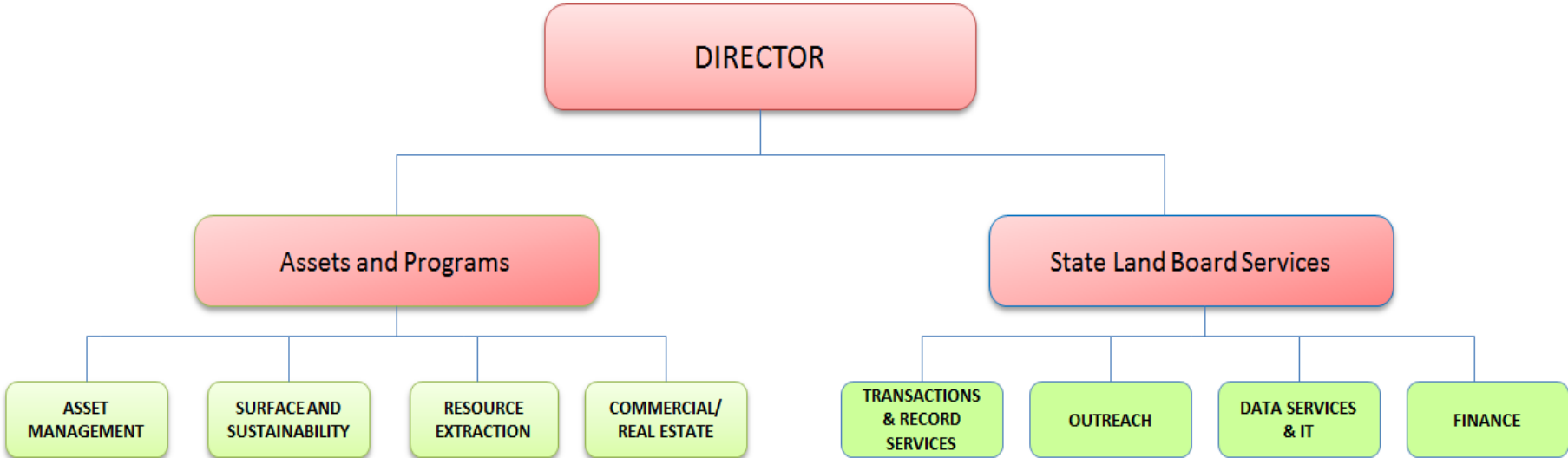
Who are the Program’s Customers? The Regulation of Oil and Gas Exploration and Production Program serves several customers. First, the Program serves the general public through appropriate regulation and reclamation requirements; OGCC also responds to public complaints and concerns regarding industry activity. Second, the Program services the oil and gas industry by fostering the responsible development of Colorado’s oil and gas resources. A predictable regulatory environment is essential to the success of the industry, as is a fast and efficient permitting process. Additionally, county assessors rely on the OGCC’s compilation of oil and gas production and sales information to project tax revenues; local planning officials rely on well location and well data for subdivision planning; and the federal Department of Interior’s Bureau of Land Management relies on the OGCC’s information for tracking oil and gas activities on their lands. Other state agencies, such as the Department of Revenue, Department of Local Affairs, and the State Land Board depend on the wealth of information provided on the OGCC’s website.

What is the Objective of this Program? The Program’s mission is to ensure the state's oil and gas resources are produced in an economically efficient manner that protects correlative rights and which holds operators to the highest standards in the nation for protecting public health, safety, welfare, the environment, and wildlife. Through its permitting, monitoring, enforcement, and restoration efforts, the Program seeks to encourage innovative technologies and practices that reduce environmental impacts.

¹ Source: “Assessment of Oil and Gas Industry 2012 Industry Economic and Fiscal Contributions in Colorado,” Business Research Division, CU Boulder – July 2013.

Colorado State Board of Land Commissioners

State Land Board
40 FTE
CF \$4,801,909



State Land Board

What is this program?

The Colorado State Board of Land Commissioners (State Land Board) is a constitutionally created state agency to which the State of Colorado delegated its fiduciary and management responsibility for the trust lands of eight public trusts in Colorado. The trust lands were lands transferred as an endowment to Colorado by the federal government around the time of statehood to be managed for the benefit of public education and public institutions. Today these assets include approximately three million surface acres of land, leased for agricultural, grazing, recreational, commercial real estate, rights-of-way, renewable energy and other uses, and approximately four million acres of mineral estate, leased for oil, natural gas, coal, and other solid mineral extraction uses.

Approximately 95% of the State Land Board assets are part of the School Trust, with the remaining five percent distributed across the other seven trusts: the Public Buildings Trust; the Penitentiary Trust; the Land for University and the Land for Agricultural University Trusts (University of Colorado and Colorado State University, respectively); the Hesperus Trust, which is also known as the Fort Lewis Grant; and the Internal Improvements Trust and Salt Springs (Saline) Trusts, both of which benefit the Colorado Division of Parks and Wildlife. While the properties held by the State Land Board are publicly held lands, they are held in the various trusts and thus are not open to public access except where leases for public use have been developed.

Why is This Program Important?

Revenues generated by the trust lands through surface leases, rights-of-way, and mineral production royalties go to the trust beneficiaries, capital investment, and board operations. School Trust revenues benefit K-12 public schools through allocation in the Building Excellent Schools Today (BEST) Program, which supports capital improvements to school facilities across the state, and the Public School Permanent Fund, the interest on which is used in the State's annual public education budget. The Permanent Fund, also an asset of the School Trust, is an inviolate cash fund managed by the State Treasurer, currently totaling \$750 million. In Fiscal Year 2013-14, the assets of all eight trusts generated a record \$174 million in revenues, while the Permanent Fund generated \$22 million in interest. This compares to revenues of \$66 million and interest of \$28 million in FY'09-10 when the first version of this plan was written. While revenue growth has been strong, the income levels can fluctuate widely from year-to-year based on oil and gas prices and production.

Who are the Program's Customers?

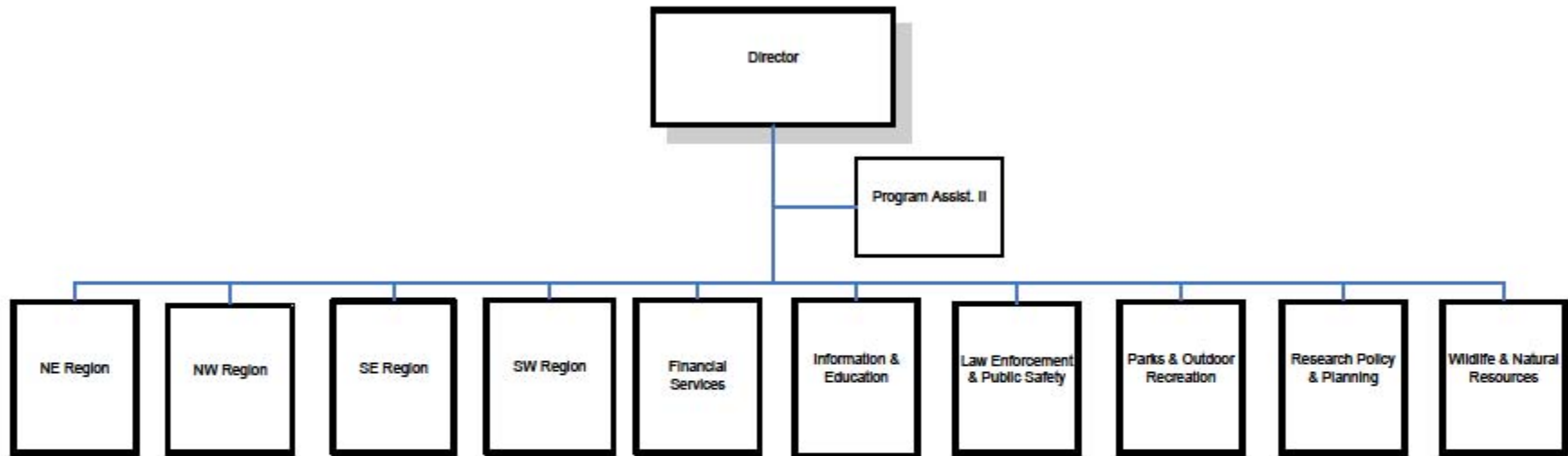
The State Land Board's purpose is to serve the trust beneficiaries both now and for future generations to come. In addition to the beneficiaries, our other critical customers are the lessees, the citizens of Colorado, the Governor, and the Legislature.

What is the Objective (Goal) of this Program?

Colorado’s trust lands will be recognized as one of the state’s most significant assets in our state, providing value for each generation of beneficiaries. The program’s strategic goals as outlined in the State Land Board’s formally adopted Strategic Plan are:

- Goal: Deliver enhanced financial outcomes for the eight public trusts
- Goal: Provide excellent stewardship of lands held in the trusts
- Goal: Implement best governance and business practices for managing information, knowledge, and human resources
- Goal: Achieve greater understanding, positive recognition, and support for the agency and its initiatives.

Colorado Parks & Wildlife



Total Funds	\$139,803,033
General Fund	\$ 150,000
Cash Funds	\$117,785,467
Federal Funds	\$ 21,867,566
FTE	886.5

August 1, 2015

Colorado Parks and Wildlife

In 2011, Colorado Parks and Wildlife (CPW) was formed by the merger of the former Division of Parks and Outdoor Recreation and Division of Wildlife. A primary goal of the merger is to create more efficient and effective services through economies of scale and use of shared services, while at the same time maintaining the high-quality programs and recreational opportunities for which the agencies are known. As a merged entity, Colorado Parks and Wildlife is also better positioned to support a comprehensive outdoor recreation mission for the state.

CPW strives to ensure efficient and effective use of financial and human resources. Through planning and by following Colorado's Lean Program, CPW evaluates programs and makes spending adjustments accordingly. In fiscal year 2014-15, CPW initiated development of a revised agency-wide Strategic Plan and undertook a major update of the Colorado Wildlife Action Plan, both involving extensive public review and input. CPW also provided local grants for trails, new shooting ranges, expanded angling opportunities, improved wildlife habitat, and collaborated with partners to provide outdoor experiences for youth and families, to name a small fraction of accomplishments.

Wildlife and outdoor recreation represent an important part of Colorado's economy and quality of life, accounting for an estimated \$34.5 billion in total economic significance. Hunting, angling, wildlife viewing and state park visitation contributes roughly \$6.1 billion in economic effects statewide. Through ongoing partnerships, strategic planning and wise resource investments, CPW is poised to continue providing quality wildlife management and outdoor recreation during the coming years and beyond.

Colorado Parks and Wildlife is the lead DNR Division responsible for three major programs – 1) Outdoor Recreation, 2) Trails and 3) Wildlife and Habitat Conservation. More extensive discussion of each of the programs follows.

Outdoor Recreation Program:

What Is This Program?

To provide an Outdoor Recreation Program to the citizens of Colorado, CPW manages a number of significant and distinct sub-programs and processes, including the State Parks System, Hunting program, Fishing program, Wildlife Viewing program, Boating program, Aquatic Nuisance Species program, as well as the Recruitment/Retention and Volunteer programs. Another aspect of outdoor recreation, the State Trails Program, is treated separately as one of the three major programs of the Division. The Outdoor Recreation Program supports CPW's statutory goals to:

- 1) Protect, preserve, enhance, and manage wildlife and their environment for the use, benefit, and enjoyment of the people of Colorado and its visitors and provide a comprehensive program designed to offer the greatest possible variety of wildlife-related recreational opportunities to the people of Colorado and its visitors, and;

- 2) Protect, preserve, enhance and manage the natural, scenic, scientific and outdoor recreation areas of Colorado for the use, benefit, and enjoyment of the people of Colorado and its visitors and provide a comprehensive program of outdoor recreation in order to offer the greatest possible variety of outdoor recreational opportunities to the people of Colorado and its visitors. This goal includes the continuous acquisition, development, and management of outdoor recreation lands, waters, and facilities.

Why Is This Program Important?

Recognized around the country and the world for its beautiful scenery and diverse natural attributes, Colorado offers unique and extensive outdoor recreation opportunities. Outdoor recreation is a cornerstone of the Colorado lifestyle and quality of life, and access to outdoor recreation opportunities has been valued through much of the state's history. Additionally, outdoor recreation is a critical driver for Colorado's economy. The wide variety of outdoor recreation opportunities at state parks generates roughly \$571 million annually in direct spending in local communities and a total of \$1.7 billion annually when secondary expenditures are factored in. Non-local visitors (people who travel 50+ miles to visit a state park) generate about 70% of that economic impact, contributing an estimated \$396 million toward local economies.

A 2014 study for CPW by Southwick Associates on the economic impact of outdoor recreation found that 1) hunting, fishing and wildlife viewing generated more than \$5 billion in economic activity and supported nearly 50,000 jobs; 2) the full range of 38 outdoor recreation activities identified in the report (e.g. skiing, recreational shooting, white water rafting, hiking, fishing, etc.) accounted for \$21 billion in direct expenditures and supported more than 200,000 jobs across the state; 3) taking the multiplier effect into account, outdoor recreation is responsible for \$34.5 billion in economic activity and supports 310,000 jobs; and 4) more than 9 out of every 10 Coloradans participate in one of the identified outdoor activities every year. The study also documented the major economic role of outdoor recreation in rural areas, noting, for example, that nearly 92,000 jobs in the northwest area of the state are tied to outdoor recreation, representing one-third of the region's adult population.

Who are the Program's Customers?

Outdoor Recreation potentially serves nearly all Colorado citizens as well as visitors from other states and countries. Recent research indicates that nearly 95 percent of Colorado residents participate in the types of recreation provided by CPW. About 46 percent of Coloradans reported that they visited state parks regularly, while more than one out of every three Colorado residents are anglers and about 16 percent are hunters. Furthermore, more than 95 percent of participants in a 2009 focus group indicated that they viewed state parks as very important to Colorado, even if they did not generally visit state parks.

Each year thousands of non-resident sportsmen come to Colorado to hunt deer, elk, and other game species. Another 350,000 anglers visit Colorado to fish in the State's Gold Medal trout streams. Millions more travel to Colorado for wildlife viewing, camping, hiking, biking, and boating. A 2012 study by the Colorado Tourism Office found that outdoor recreation opportunities are the leading reason people visit Colorado, and that outdoor vacations have grown by more than 25 percent over the past ten years. Thousands of businesses, and their employees, benefit from the economic activity generated by outdoor recreation.

What are the Objectives of this Program?

The Parks and Wildlife Commission has identified three overarching goals for the agency – Recruitment and Retention, Habitat Preservation and Financial Sustainability. For the Outdoor Recreation Program, the Recruitment and Retention strategic priority provides important guidance, as follows:

Goal #1 - Recruitment and Retention: Connect People to the Outdoors by Providing Quality Outdoor Opportunities and Settings.

- *Objective 1: Promote public awareness of and participation in Colorado’s outdoor and wildlife recreation opportunities.*
- *Objective 2: Provide a variety of hunting, fishing, and trapping opportunities on public and private lands.*
- *Objective 3: Maintain or increase current levels of hunter and angler satisfaction and participation.*
- *Objective 4: Operate, maintain and enhance park resources and services to meet visitor needs and enrich the Colorado State Parks experience.*
- *Objective 5: Promote participation by youth and families in hunting, fishing, parks visitation and other outdoor recreation activities by providing accessible and meaningful recreational and educational opportunities.*
- *Objective 6: Continue to direct leadership, support, and resources to promote and establish a statewide-interconnected trails network.*
- *Objective 7: Seek adequate resources to meet current and future demand for outdoor recreational opportunities.*

What are the Major Processes of this program and what strategies are employed in these processes to achieve program objectives?

CPW’s statutory mission includes the direction to “offer the greatest possible variety of recreation” to Colorado’s citizens and visitors to the state. CPW accomplishes this through statewide plans and assessments, such as the SCORP (the Statewide Comprehensive Outdoor Recreation Plan), Big Game Season Structure, various grant programs, cooperation with local governments, coordination with federal natural resource agencies, and interaction with a number of recreation stakeholders and groups throughout Colorado. Given the exceptional outdoor recreation participation rates among Colorado residents, this is the program area that engages the greatest proportion of Coloradans. Major processes within the Outdoor Recreation Program are described below

The State Park System – Managing the State Park System includes the acquisition, development, improvement and operation of state parks and state recreation areas that are used for outdoor recreational activities including camping, picnicking, hiking, horseback riding, environmental education, sightseeing, hunting, boating, fishing, swimming, as well as other water sports and recreational activities. It also includes promoting access to and use of the Colorado State Park System through the distribution of area guides, through the media including the web, through sponsor partnerships, and through educational and interpretive programs. Another important process is the development and enforcement of regulations aimed at

ensuring safe and responsible use of the state parks. Finally, this program includes habitat management (forests, grasslands, water, riparian areas, etc) to ensure the preservation of the state parks' scenic, natural, and cultural resources for future generations.

The State Parks System is funded by multiple cash and federal funding sources, most notably parks passes and permits. State Parks receive no state General Fund support. Park pass, camping permit and registration fees are set by the Colorado Parks and Wildlife Commission. Per the Colorado Constitution, the State Park System receives, through a direct distribution from the Colorado Lottery Division, 10% of net lottery proceeds annually for the acquisition, development, and improvement of new and existing state parks, recreation areas, and recreational trails. Great Outdoors Colorado (GOCO) supports the State Park System as one of the four constitutionally authorized purposes for GOCO funds.

Hunting Program –The Hunting Program includes inventorying game populations, collecting animal harvest data, developing population models to guide license allocations and management decisions, wildlife health research , setting and enforcing hunting regulations, acquiring access for hunters through access leases and easements, cooperative programs with landowners, and habitat protection efforts. The Hunting Program also includes educating hunters about safety, as well as informing and advising hunters about hunting opportunities in the state. Education and information is provided through information brochures, representation at state and national hunting trade shows, the CPW website, and other appropriate information channels.

The Hunting Program is funded with wildlife cash, primarily through the sale of hunting licenses, and federal funding, predominantly through the Pittman-Robertson Act. The Hunting Program receives no on-going General Fund support.

Fishing Program –The Fishing Program includes inventorying fish populations and stream habitat, research into fish health and population dynamics, fish propagation and stocking, fish disease management, setting and enforcing fishing regulations, acquiring access for anglers through access leases and easements, as well as improving and operating State Wildlife Areas. It also includes providing angler education and fishing clinics as well as informing and advising anglers about angling opportunities in the state through information brochures, participation in state and national angling trade shows and expos, the CPW website, e-mail newsletters and other means.

Recent research by CPW shows that Colorado anglers fish at state parks about 35 percent of the time, further illustrating the level of overlap between state park and wildlife operations in Colorado. The Fishing Program is funded with wildlife cash, primarily through the sale of fishing licenses, and federal funding, predominantly through the Sportfish Restoration Program (Dingell-Johnson). The Fishing Program receives no on-going General Fund support.

Aquatic Nuisance Species – Aquatic nuisance species (ANS) pose a serious threat to the water infrastructure, recreation and natural resources in Colorado, with potentially serious economic consequences. Prior to the creation of the ANS program, zebra or quagga mussels were identified in eight reservoirs in Colorado in 2008 as a result of a multi-year statewide sampling effort conducted by the former Division of Wildlife in partnership with the former State Parks division and the U.S. Bureau of Reclamation. As a result of these discoveries, the Colorado General Assembly passed the

Aquatic Nuisance Species Act in May 2008, which allocated severance tax funding to ANS programs. CPW has further leveraged the appropriation with external partners to gain additional funding for the ANS program.

Due to the threat that invasive mussels and other ANS pose to water infrastructure for municipal, agricultural and industrial supply, many water owners closed key lakes and reservoirs to boating and fishing in 2008. In order to protect Coloradoan's ability to boat and fish, DOW and Parks (now fully merged as CPW) implemented a comprehensive and standardized boat inspection and decontamination program in partnership with local and federal governments, as well as with private industry. Not only does the ANS program keep waters open to boating and fishing by reducing the risk of introducing ANS, it also preserves high quality sport fisheries and water based recreational opportunities.

In addition to inspections and decontaminations, the program provides for a large public education and information campaign through the use of signs, brochures, youth education, professional trainings and various other media including the web. The program's successful impact and track record has led several other western and eastern states to adopt Colorado's model. The integrated inspection, decontamination and education programs have proven so effective in stopping the inoculation of Colorado's waters with invasive species that CPW de-listed seven of eight reservoirs in 2014. Since there are no viable control methods for zebra or quagga mussels, or most other ANS, the prevention program is the most effective and efficient method to protect recreational opportunities, natural resources, the economy and the water infrastructure of the state from the irreversible harm of an ANS infestation.

Recruitment and Retention – Recruitment and retention encompasses the full range of outdoor recreation activities, including fishing, camping, hiking, bird watching, hunting, boating, enjoying nature, and all other related activities. Since the merger, CPW has shifted from separate recruitment for wildlife activities and marketing state parks visits to a stronger focus on connecting youth and families to the outdoors. In fact, one of the fundamental reasons for the merger was that parks serve as a “gateway” to other recreation activities, including fishing, camping and hunting.

CPW has developed an internal strategy entitled “Increasing Hunting, Angling and Park Visitation, Long-Term Strategy”. CPW faces significant challenges as the average age of those who hunt and fish increases and as the rate at which younger generations participate in outdoor activities decreases. Additionally, there has been a nationwide decline in outdoor activities among youth, extending back several decades. Increasingly major health care organizations, such as Kaiser Permanente, recognize the health benefits stemming from regular outdoor activities.

CPW has identified the following main objectives: increase awareness of wildlife and parks programs among non-sportsman and non-park users; increase recruitment of youth, adults and families; increase retention rates of current sportsman and parks visitors; increase the number of actively engaged partner organizations and volunteers; and increase coordination and alignment of existing programs. To accomplish these objectives CPW plans to focus on marketing and branding, recruitment, public information, experiential education, and partnerships and volunteers.

Other important programs in support of outdoor recreation include CPW's wildlife viewing program, including assistance with local wildlife festivals across the state and educational brochures; and CPW's boating program, including boating safety and river outfitter licensing.

TRAILS PROGRAM

What Is This Program?

The Trails Program consists of three sub-programs: the recreational trails program (non-motorized trails), the Off-highway Vehicle (OHV) Program, and the Snowmobile Program. The Trails Program exists to increase accessibility and encourage the use of Colorado's extensive outdoor and natural resources, through hiking, bicycling, horse riding and other compatible recreational activities, and to provide for recreational motorized trail uses (C.R.S. §33-11-102 *et seq.*). Furthermore, state statutes authorize Colorado Parks and Wildlife to establish and maintain trails that connect the state parks and other outdoor recreation resources, provide access to areas of special or historic interest, and promote a more complete use of public lands for recreation. A key component of the statutory direction is to coordinate, assist and develop such trails with all levels of government.

Colorado Parks and Wildlife delivers the Trails Program primarily by making grants to governmental agencies, non-governmental organizations, and individuals for the purpose of planning, constructing, improving, and maintaining trails in Colorado. The sources of the grant funds are Great Outdoors Colorado, federal funds, statutorily dedicated revenue from off-highway vehicles and snowmobile registrations, and the Colorado Lottery. CPW also develops, improves, and maintains its own trails in the state park system. Trail management on state parks is based on the recognition that park visitors see trails in the parks as an important feature of their park visits. Since 2010, thirty-two state parks trail projects have been funded, and nearly all of the projects have been completed. Additionally, State Parks also handle many trail maintenance projects using park operating and capital funds, allowing improved and expanded trail opportunities in the state parks, directly benefiting park visitors. CPW recently completed an important effort to map all state parks trails in Colorado, comprehensively and consistently. The project provides miles of trail, terrain conditions, permitted uses and other trail characteristics for every trail in the State Parks System. The result is a package of highly reliable maps of all state parks trails, including key trail characteristics, which in turn are now available and downloadable by the public. Finally, CPW provides technical expertise and assistance to recipients of trails grants and provides support to the Colorado Recreational Trails Committee.

The State Trails Committee is a statutorily created committee (C.R.S. §33 11-105), which works through the approval of the Parks and Wildlife Commission, coordinating trail development with local governments and assisting in the formation of trail plans that consider both the extent and location of trails. The Trails Committee also advises the Commission on matters directly or indirectly pertaining to trails, particularly through the review and recommendation of trail grant proposals.

Why Is This Program Important?

Recreational, non-motorized trail use in Colorado is an extremely popular outdoor activity attracting outdoor recreational enthusiasts from around the world. Public surveys over the past two decades consistently find that trails are a top priority for recreation enjoyment. The most recent studies all indicate that between 80 to 90 percent of Colorado residents hike, bike, ride or enjoy other types of trail recreation, making trail recreation the most popular outdoor recreation activity in the state. The State Comprehensive Outdoor Recreation Plan (SCORP) outlines the top recreational priorities of residents throughout the State. In the most recent SCORP (2014), trails were identified as a top priority.

Colorado's recreational trails program is essential to the effective development of regional and statewide non-motorized trail systems across Colorado. While municipal, county, and federal government agencies often have established trail programs, the state trails program serves to ensure coordinated and linked trail development that builds toward a unified trail system around the state. The program brings together a variety of trail interest groups who use and frequent Colorado's recreational trails system, including hikers, bikers, equestrians, runners, persons who have a need for access accommodations, and families that seek a variety of healthful, outdoor recreational opportunities.

Funding for the recreational, non-motorized trails program comes from a mix of state and federal funding sources, including federal Recreation Trails Program (RTP) grants administered by the Federal Highways Administration and from the federal Land and Water Conservation Fund (LWCF) allocations administered by the National Park Service. Significant funding comes from the Colorado Lottery and Great Outdoors Colorado (GOCO). LWCF funds are subject to annual appropriations through the U.S. Congress and are susceptible to fluctuations or cancellation. Funding available through the RTP have diminished over the past decade. The availability of federal funds is increasingly problematic, while the need and public demand for greenway and trail funding continues to increase dramatically.

State Demography Office projections show Colorado's population growing to more than 7.7 million people by 2040, almost a 50 percent increase over Colorado's current population. With an increased public conscientiousness regarding the benefits of active lifestyles, public interest and demand for non-motorized recreational trails is likely to increase substantially in the future. This raises concerns that the non-motorized trail program may not have the financial resources to meet future demands on the program.

Funding for the OHV program comes directly from the OHV user community through the sale of OHV registrations to in-state residents and permits to out-of-state OHV riders visiting Colorado. Registration fees provide financial support for motorized recreation in Colorado and represents the program's principal funding source for OHV recreation. Motorized recreation groups apply for grants for trail maintenance or construction projects. OHV program funds also go to federal agencies as well as several state parks with motorized trails on the parks, to support OHV riding opportunities.

Without good management of the motorized trails across Colorado, severe environmental impacts to public lands and waters could occur. In the past several years the OHV program, supported by key OHV user groups, instituted an effort to expand law enforcement and maintenance activities on public lands. This program included an assessment of environmental impacts from motorized recreation, effectively supplanting largely unfounded opinions with solid, factual information. The success of this effort, especially in defining the needs for good management practices, encouraged the Parks and Wildlife Commission to continue the effort.

Snowmobiling is an extremely popular winter sport in Colorado, drawing tourists from across the U.S. to experience backcountry, winter trail recreation. Program funding is principally from the sale of snowmobile registrations to in-state and snowmobile permits to non-resident snowmobilers who sled in Colorado. The registration fee provides sound financial support for snowmobile recreation in Colorado and is the primary funding mechanism for snowmobile programs in Colorado. Program funds are available to volunteer groups, clubs and state parks that support snowmobile trails and recreation.

Who are the Program's Customers?

The Trails Program serves those Colorado citizens and visitors to our state who use trails, including walkers, hikers, bikers, snowmobilers, OHV riders, equestrians, and runners. As noted above, recent research indicates that between 80 to 90 percent of Colorado residents regularly participate in trails-related recreation, and thereby either directly or indirectly benefit from the trails program. The program also serves municipalities, local governments, volunteer and trails groups, as a source of funding and coordination.

What are the Objectives of this Program?

Objective 1: Promote the responsible development of recreational trails in Colorado, both motorized and non-motorized.

Objective 2: Increase public access to trail-related outdoor recreation.

Objective 3: Coordinate, assist and develop such trails with all levels of government, interested organizations and the public.

Objective 4: Work to emphasize public safety on trails throughout Colorado.

Wildlife and Habitat Conservation

What Is This Program?

Wildlife and Habitat Conservation is a fundamental part of the DNR mission. Section 33-1-101(1), C.R.S., stipulates that “wildlife and their environment” are managed “for the use, benefit, and enjoyment of the people of this state and its visitors.” This same statute directs the management of wildlife habitats both comprehensively and continuously, to accomplish those purposes.

CPW’s primary Wildlife and Habitat Conservation efforts involve Land and Water Management and Species Conservation for game and non-game species. The Wildlife and Habitat Conservation Program consists of many different elements, activities, and processes that support CPW’s statutory goals to “Protect, preserve, enhance, and manage wildlife and their environment for the use, benefit, and enjoyment of the people of Colorado and its visitors and provide a comprehensive program designed to offer the greatest possible variety of wildlife-related recreational opportunities to the people of Colorado and its visitors.”

Why Is This Program Important?

Colorado Parks and Wildlife's Species Conservation program is the state's primary effort to protect the full array of wildlife habitats, both terrestrial and aquatic. The Species Conservation program has a central, critical role in addressing species decline and averting species listings under the federal Endangered Species Act, and the associated restrictions on land and water use.

In addition to Colorado’s statutory policy for wildlife and habitat, tens of thousands of hunters and anglers come to Colorado each year to hunt the state’s deer, elk and other game species and to fish Gold Medal trout streams. Also important are the many more visitors who come to enjoy Colorado’s extensive wildlife viewing opportunities. Wildlife-related recreation is an important part of Colorado’s tourism economy. A 2014 study for CPW by Southwick and Associates on the economic impact of outdoor recreation in Colorado found that: 1) fishing recreation generated \$1.9 billion in economic activity and supported 16,400 jobs; 2) hunting generated nearly \$920 million in economic activity and supported just shy of 11,000 jobs; and 3) wildlife viewing recreation was responsible for more than \$2.25 billion in economic activity and supported more than 19,500 jobs. The study also documented the important economic impact of wildlife recreation in Colorado’s small, rural communities. Hunting recreation alone accounted for nearly 250 jobs in Moffat County, 290 in Routt County, 190 in Rio Blanco County and 275 in Gunnison County.

Who are the Program’s Customers?

Customers for the Species Conservation program include water users, farmers and ranchers, mining and forestry industries, construction companies and tradesmen, local businesses and many others throughout the state's economy. The program also serves hunters, anglers, outdoor enthusiasts, and the small towns and businesses that directly benefit from hunting, fishing, outdoor recreation, and wildlife viewing activities. More than one-third of Coloradoans engage in angling recreation and 16 percent are hunters. A recent U.S. Fish and Wildlife Service survey estimated that more than 1.4 million Colorado residents engage in wildlife viewing activities annually.

What are the Objectives of this Program?

The Parks and Wildlife Commission has identified wildlife habitat conservation as one of three strategic priorities for the Division of Parks and Wildlife, and provided the following guidance:

Strategic Priority #2 - Habitat Preservation and Enhancement: *Support and Facilitate Habitat Protection and Natural Resource Stewardship*

- *Objective 1: Protect, restore, and enhance habitat for fish and wildlife.*
- *Objective 2: Cooperate with other agencies and conservation organizations to collect, share, and disseminate natural resource information and to coordinate resource management.*
- *Objective 3: Promote the stewardship of properties managed by CPW through proactive management and sound planning to minimize impacts and keep resources intact for future generations.*
- *Objective 4: Ensure the long-term viability of native fish and wildlife and strive to maintain the broadest representation of the diversity of native wildlife in suitable habitats across the state. Proactively prevent and control non-native species and fish and wildlife diseases.*
- *Objective 5: Maintain healthy and viable game and sport fish populations sufficient to meet the demand for hunting, fishing and trapping, while minimizing landowner conflicts.*
- *Objective 6: Provide meaningful interpretive and environmental education opportunities that expand public awareness, appreciation and stewardship of Colorado's natural values.*

What are the Major Processes of this program and what strategies are employed in these processes to achieve Strategic Policy Initiatives?

The Major Processes within the Wildlife and Habitat Conservation Program are: (1) Land and Water Management, and; (2) Species Conservation (Game & Non-Game Species)

Land and Water Management

The Land and Water Management Program includes a multitude of activities and processes including: (1) managing CPW-owned property and water rights in support of wildlife populations and wildlife-related recreation statewide; (2) mapping critical wildlife habitats; (3) monitoring the water quality of critical aquatic habitats statewide; (4) supporting wildlife habitat protection and improvement efforts on private lands and waters, and on public lands not owned by CPW, through a variety of cooperative programs; (5) controlling noxious weeds; (6) conducting forest management and fuel mitigation activities; (7) developing stewardship plans for CPW properties, and; (8) providing input on land management decisions to a variety of land management agencies as well as local and county governments.

One high-profile component of this program is the Colorado Wildlife Habitat Protection Program (CWHPP), initiated in 2006 with the enactment of legislation to create the Colorado Wildlife Habitat Stamp. A ten-dollar habitat stamp must be purchased prior to the purchase of a hunting or fishing license in Colorado (only one habitat stamp is required per license buyer each year). The habitat stamp generates approximately \$6 million in revenue annually that, by statute, is earmarked for habitat protection and enhancement. The CWHPP program focuses on work with private landowners, local governments, and conservation organizations to protect important fish and wildlife habitat and provide access for the public to enjoy our wildlife heritage. The program has helped permanently protect more than 170,000 acres of wildlife habitat through conservation easements and, to a much lesser extent (approximately 5 percent of the acreage involved), fee title acquisition.

Wetlands and riparian areas make up less than two percent of Colorado's land but, according to some estimates, provide life cycle or important habitat benefits to approximately 75 percent of species in the state. Colorado Parks and Wildlife's Wetlands Program, first established in 1997 using wildlife purpose GOCO funds, conserves wetland and riparian habitats and their ecological functions by planning and delivering conservation actions on a landscape scale. The program is guided by an updated strategic plan adopted in 2011. Major goals of the program are to improve the status of declining or at-risk species, and to improve the abundance and distribution of ducks and opportunities for waterfowl hunting. The program funds wetland enhancement and restoration projects, conducts strategic planning to prioritize habitat conservation investments, facilitates partnerships, supports local Focus Area Committees, conducts education and outreach on wetlands conservation, and monitors and evaluates wetland projects. In cooperation with partner organizations and landowners, the Wetlands Program has protected, restored or enhanced nearly 300,000 acres of wetlands and adjacent habitats and more than 275 miles of streams.

In addition, CPW leads or is a partner in more than a dozen other programs focused on voluntary efforts by landowners in support of wildlife habitat or species conservation. The programs range from species-specific recovery efforts to cost-sharing programs for habitat improvements to annual recognition awards for landowners who make significant commitments to improving wildlife habitat on their property. Perhaps the best known of these programs is the Habitat Partnership Program (HPP), which allocates five percent of big game license revenues (about \$2.2 million per year on average) to reduce and mitigate the impact of big game populations on agricultural operations. HPP projects are selected by 19 local committees, covering nearly all of the Western Slope, much of the Front Range, plus the Republican River basin on the eastern plains. Forage and fencing problems were the initial focus of the HPP program when it was established in 1990, and they remain the primary focus of the program today. Habitat improvements on public and private lands that help distribute big game herds across a larger area, lessening localized conflicts, are a priority for local committees. Partner match, including in-kind labor donations, often comes in at more than four times the HPP funding amount, providing strong leverage for hunter dollars invested through the program.

The Colorado Natural Areas Program (CNAP) has 93 designated Natural Areas encompassing over 182,000 acres which help to protect habitats and natural features of statewide significance and importance. These areas can be owned by federal, state, local or private entities; the program's role is to ensure proper stewardship of these rare and special areas through voluntary cooperative agreements. Areas are eligible for designation based on a variety of factors, but in general the aim is to incorporate the best representative examples of rare plants and animals, native ecosystems, and unique geology and paleontology. Protection of these areas requires ongoing monitoring, including regular photo monitoring and technical plant counts. CPW collaborates with partners to implement stewardship projects, research studies, and outreach to protect Colorado's most significant natural features.

Species Conservation – Colorado is home to more than 900 wildlife species. Species Conservation Programs provide wildlife and habitat conservation activities for both game and non-game species. General activities under the programs are often similar, but focus on different species. Processes include monitoring wildlife populations in the state, assessing population trends, determining distribution patterns, identifying limiting factors, developing conservation or recovery plans, working with other state, federal and local agencies, and private landowners to implement recovery plans, conducting research on population dynamics including disease, propagation of certain individual species, mapping of the presence and distribution of species, and working with a variety of partners, both public and private, on cooperative strategies for conserving, protecting and enhancing populations.

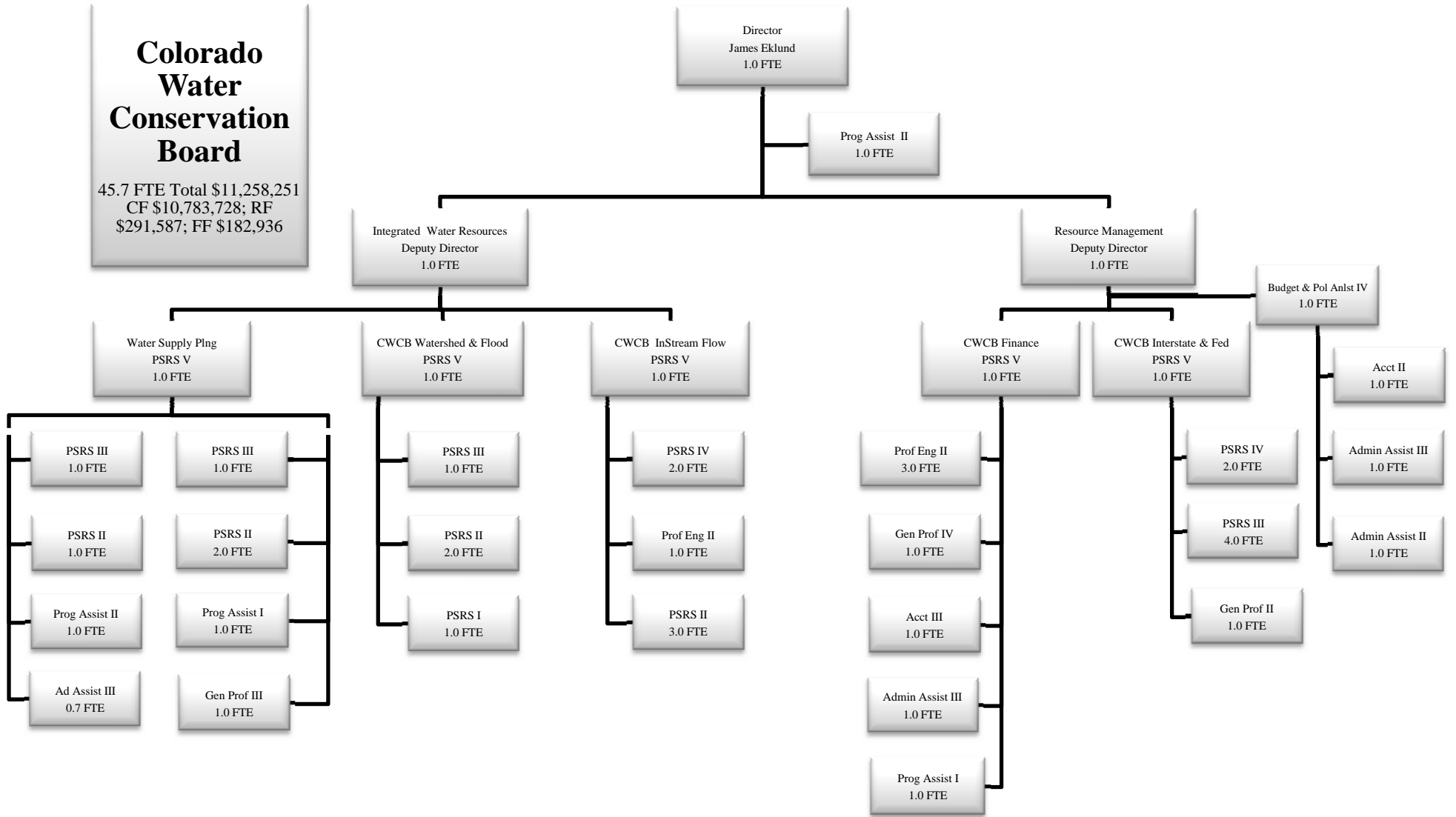
In 2006, CPW adopted the Colorado Wildlife Action Plan, which identified 201 wildlife species “of greatest conservation need” because of declining populations, habitat loss or degradation, adverse impacts from invasive species and other factors that could potentially put the species in peril. The plan links species, habitats, threats, and conservation actions, and sets priorities for conservation efforts. The plan also identifies key wildlife habitats and watersheds, and has been an important guide for conservation easement acquisition priorities for both CPW and private land trusts in the state. The Colorado Wildlife Action Plan is in the process of a comprehensive revision, which is scheduled for completion in September, 2015. The revision will update and enhance information on the highest priority wildlife species, habitats, threats and conservation actions to provide even greater utility for species conservation efforts; it will also incorporate conservation strategies for Colorado’s rare plant species and a climate change component.

Programs and projects in support of species conservation are vital to Colorado’s efforts to adequately conserve native species and avert threatened or endangered listings under the federal Endangered Species Act. Success in meeting recovery plan goals or in proactive actions on declining species are crucial to retain wildlife management authority at the state level, allowing water projects to move forward and preventing costly and burdensome federal actions. CPW also coordinates with neighboring states on the development of range-wide recovery plans and in meeting recovery plan goals. Recovery plans are a crucial guide in setting priorities and organizing efforts among the many partners that can be involved in species recovery, such as federal land management agencies, local and county governments, landowners, business and industry groups, private conservation organizations, and, in the case of range wide recovery plans, neighboring states.

The Natural Areas Program is the only state program tasked with rare plant species conservation. The rare plant conservation program performs scaled-down conservation activities for the 118 imperiled plant species that occur in Colorado with a parallel goal of conserving rare plant species and habitats and averting federal threatened or endangered listings under the federal Endangered Species Act.

Colorado Water Conservation Board

45.7 FTE Total \$11,258,251
 CF \$10,783,728; RF \$291,587; FF \$182,936



July 2015

Colorado Water Conservation Board

The Colorado Water Conservation Board's (CWCB) strategic mission is *Conserve, Develop, Protect, and Manage Colorado's Water for Present and Future Generations* in accordance with applicable state and federal law and regulations. The Board works to achieve this mission through several sections which are managed as programs. For purposes of this Performance Plan, the Colorado Water Conservation Board's program will be broken into two sections: (1) Water Management and Planning, and; (2) Environmental Programs.

Water Management and Planning

What is this program?

Water Management and Planning is one of two major programs within the Colorado Water Conservation Board (CWCB). Water Management and Planning consists of two sub-programs: A) Water Supply and B) Water Efficiency.

- A) The Water Supply Program implements the Statewide Water Supply Initiative (SWSI), supports the ongoing implementation of the Colorado Water for the 21st Century Act, and is involved in a collaborative effort to produce the Colorado Water Plan. The mission is to plan Colorado's water supply future to help maintain adequate water supplies for Colorado's citizens, industry, agriculture, and the environment. To do this, the Program provides tools, products, and programs that support local basin planning and state water supply planning, as well as implementing projects and methods to help meet the state's consumptive and nonconsumptive water supply needs.

The Water Supply Program is funded primarily from the CWCB Water Project Loan Program, which manages the Colorado Water Conservation Board Construction Fund and the Severance Tax Perpetual Base Account. Additionally, the Water Supply Program also receives funding from the Water Supply Reserve Account and the Interbasin Compact Committee Operating Fund, both of which receives revenues from the Operational Account of the Severance Tax Trust Fund. The principal and interest from CWCB's Water Project Loan Program, combined with annual Mineral Lease and Severance Tax revenues, fund all of CWCB's operating expenses, while also providing loan and grant funds to water entities that are seeking funding assistance to construct various raw water projects that are beneficial to the state.

- B) The Water Efficiency Program promotes water use efficiency by providing public information as well as technical and financial assistance for water conservation planning. Drought planning is promoted by encouraging and assisting communities to prepare and implement drought mitigation plans and by monitoring drought impacts and informing the public, media, and state officials. The Program provides financial and technical assistance for local drought mitigation planning and coordinates CWCB's initiatives and programs related to climate change and water adaptation. In addition, the Water Efficiency Program ensures that all covered entities – retail water providers who sell 2,000 acre feet or more of water annually – are in compliance with Colorado's Water Conservation Act of 2004 (H.B. 04-1365) by having a water efficiency plan on file with the state that has been approved by the CWCB. The CWCB provides technical assistance and grant money to covered entities seeking to develop or update water conservation plans. In addition, the Act requires that covered entities submit a new or revised plan prior to the CWCB Board's approval of new loan funds.

The Water Efficiency Program is funded from cash fund reserves in the Colorado Water Conservation Board Construction Fund and the Operational Account of the Severance Tax Trust Fund. A majority of the funds from the Operational Account of the Severance Tax Trust Fund

are made available to covered entities via grants. Additional funds are made available to water providers through loans from the CWCB Construction Fund and Severance Tax Perpetual Base Account.

Why Is This Program Important?

The Water Supply Program provides low-interest loans to agricultural, municipal and commercial borrowers for the design and construction of raw water projects in Colorado. The Program conducts on-going studies (i.e., Statewide Water Supply Initiative) that provide a comprehensive picture of Colorado's water needs, now and in the future. Through the Statewide Water Supply Initiative, the CWCB initially projected water demands to the year 2030 and estimated that Colorado would need an additional 120,000 acre feet (AF) of water for municipal and industrial (M&I) use by 2030. The CWCB updated these projections in 2010 and now estimates that Colorado will need between 600,000 and 1,000,000 AF of additional water by 2050 to meet M&I needs with passive conservation included. Many local water providers have projects or plans in place – known as Identified Projects and Processes– to address these increasing water demands. Thoughtful water supply planning is critical to ensure a secure future for the state. Meeting future water needs must be done in a manner that considers all solutions and addresses the varied water needs of Colorado and its citizens. The CWCB is focused on helping prepare for and meet Colorado's future water supply needs and is involved in creating the Colorado Water Plan.

The Water Efficiency Program provides funding to water entities that develop water efficiency plans, which will extend Colorado's water supply as demands increase from a growing population. Lowering water demands as a result of water efficiency can assist providers in avoiding, downsizing, or postponing the construction and operation of water supply facilities and wastewater facilities as well as eliminating, reducing, or postponing water purchases. In addition to these water supply benefits, there are other societal, political, and environmental benefits, including:

- Reduction of wastewater discharges through indoor water savings which can improve water quality and aquatic habitat;
- Reduction of outdoor irrigation runoff which can improve water quality;
- Demonstrating commitment to sustainability;
- Meeting political and regulatory requirements necessary to obtain permitting for local and regional water supply projects;
- Demonstrating leadership to the community that being more efficient is the right thing to do in a semi-arid environment;
- Lowering operational costs such as pumping and water treatment; and
- Lowering the amount of chemicals needed to treat water.

In addition, the Program ensures that all covered entities are in compliance with Colorado's Water Conservation Act of 2004 by having a water efficiency plan on file with the state that has been approved by the CWCB. Since July 1, 2006, a covered entity seeking financial assistance from either the CWCB or the Colorado Water Resources and Power Development Authority has been required to submit a new or revised plan that meets the water conservation goals adopted by the covered entity prior to the CWCB Board's approval of the release of new loan funds. The use of CWCB loan or grant funds for water projects provides a benefit to the state by maximizing the efficient use of Colorado's water.

Who are the Program's Customers?

The Water Management and Planning Program and the Water Efficiency Program serve several customers. Governmental organizations receive technical support in developing project plans and qualifying for financial assistance. The Program also provides financial assistance to communities, water providers and eligible agencies for water conservation-related activities and projects. Eligible entities (including state and local governments and agencies) can receive funding to develop water conservation and drought plans, implement water conservation goals outlined in a water

conservation plan and educate the public about water conservation. Through the Water Supply Reserve Account grant program, the Program services water conservation districts, irrigation companies, other governmental and non-governmental organizations and municipalities in making funds available for low interest loans that will aid in studies related to consumptive and nonconsumptive water needs, water conservation, storage and improved delivery of water.

What are the Objectives of this Program?

Objective #1: The objective of the Water Supply Program is to meet the current and future water supply needs of the State.

Objective #2: The objective of the Water Efficiency Program is to reduce the demand for water through increases in water efficiencies.

Environmental Programs

What is this program?

Environmental Programs are one of two major programs within the Colorado Water Conservation Board (CWCB). Environmental Programs provide oversight of and correlate activities for programs that have a positive impact on the environment. The CWCB is responsible for the appropriation, acquisition, protection, and monitoring of instream flow and natural lake level water rights to preserve and improve the natural environment to a reasonable degree. In this regard, CWCB holds water rights on more than 8,900 miles of streams and on 477 natural lakes.

The Program supports watershed planning as well as projects designed to restore and protect watersheds to reduce flood hazards, stabilize and restore stream channels, provide habitat, reduce erosion and increase the capacity to utilize water. The agency partners with numerous organizations to plan and undertake multi-objective projects designed to reduce flood hazards, stabilize and restore stream channels, provide habitat, reduce erosion and increase the capacity to utilize water. The Program supports watershed protection and restoration efforts through the administration of:

- The Colorado Watershed Restoration Program, which provides grants for watershed/stream restoration and flood mitigation projects throughout the state;
- The Colorado Healthy Rivers Fund, which helps support local watershed organizations in their efforts to provide clean water, protect habitat and improve recreation and accessibility;
- The Fish and Wildlife Resources Fund, which provides grant money to mitigate the impacts of existing water supply facilities and help preserve a balance between development of the state's resources and the protection of the state's fish and wildlife resources; and
- The Invasive Phreatophyte Control Program, which is a grant program that provides cost share assistance to eligible entities to control and/or eradicate Tamarisk (also known as salt cedar), Russian Olive, or other woody riparian invasive phreatophytes that have degraded the state's riparian areas, restricted channel capacity thereby increasing flood risk, and resulted in increased non-beneficial consumptive use of water.

Additionally, under Environmental Programs, the CWCB participates in water-related endangered species initiatives and programs for the benefit and protection of water users in Colorado. These programs include:

- Glen Canyon Adaptive Management Program: Seeks to develop dam operations and other management activities to protect and enhance the natural resources of the Colorado River ecosystem in the Grand Canyon.
- Platte River Recovery Implementation Program: An agreement between the states of Nebraska, Wyoming and Colorado and the U.S. Department of Interior, the Platte River Recovery Implementation Program has two main purposes:
 1. To implement a Platte River Recovery Implementation Program to maintain, improve and conserve habitat for four threatened and endangered species that use the Platte River in Nebraska.
 2. To enable existing and new water uses in the Platte River Basin to proceed without additional Endangered Species Act requirements for the four target species.
- San Juan River Recovery Program: Focuses on the San Juan River Basin and two endangered fish.
- Upper Colorado River Recovery Program: Focuses on four endangered fish in the Yampa/White, Colorado and Gunnison River Basins and the recovery strategies include conducting research, improving river habitat, providing adequate stream flows, managing non-native fish and raising endangered fish in hatcheries for stocking.

Finally, on behalf of the State of Colorado, the CWCB reviews all applications for recreational in-channel diversions, which limit water rights to the minimum stream flow necessary for a reasonable recreational experience in and on the water. The recreational in-channel diversions legislation was established in 2001 and amended in 2006 and may be subject to further legislation and court challenges. Upon review, the CWCB Board provides its findings to the water court after deliberation in a public meeting.

Since recreation and tourism are vital to Colorado and the economy, meeting nonconsumptive needs (environmental and recreational) are an important element of the Program. On behalf of the State of Colorado, the Program's staff reviews all applications for recreational in-channel diversions, which limit water rights to the minimum stream flow necessary for a reasonable recreational experience in and on the water.

Environmental Programs are funded from cash fund reserves in the Colorado Water Conservation Board Construction Fund, the Operational Account of the Severance Tax Trust Fund, and the Colorado Healthy Rivers Fund.

Why Is This Program Important?

In Colorado's semi-arid environment, water is scarce with many competing demands placed on it by an ever-increasing population. The CWCB recognizes the need to correlate the activities of mankind with the reasonable preservation of the natural environment. The Environmental Programs provide protection of diverse environments in Colorado including: coldwater and warm water fisheries, waterfowl habitat, unique glacial ponds and habitat, riparian vegetation, unique hydrologic and geologic features, and critical habitat for declining, threatened, or endangered native fish and aquatic species.

In addition, because millions of people within the state participate in outdoor recreational activities that are connected to Colorado's water resources, Environmental Programs reviews all applications for recreational in-channel diversions for water-related recreational experiences. Water-related recreational activities bring between \$7 and \$8 billion into the state's economy and employ about 85,000 people across Colorado. The state's recreational opportunities and natural environment continue to draw in businesses and new residents to Colorado, further underscoring their importance to the state's economy.

Finally, in protecting threatened and endangered species, the CWCB is working to minimize the impacts of federal actions on water use and development. Water is a tremendously valuable asset in Colorado, being an essential input for agriculture and many different industries. By protecting instream flows, riparian habitats, and endangered species, the CWCB is able support biological diversity in Colorado and allow water to be put to beneficial use by agricultural, municipal, and industrial uses.

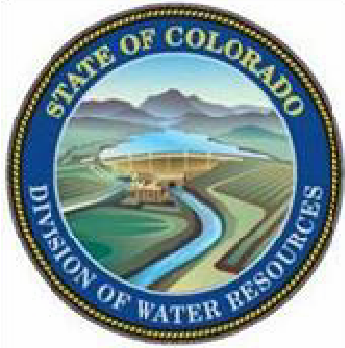
Who are the Program's Customers?

Environmental Programs serve several customers. First, the Programs service the citizens and water users in the state by providing reasonable protection of stream flows and preservation of the natural environment. Second, the Programs work with various Federal agencies involved in the protection of streamflows on federal lands in a manner consistent with state law. Finally, the Program benefits native and/or threatened and endangered species by preserving the natural environment to a reasonable degree to maintain and enhance these species' habitats. As mentioned previously, current and future water users benefit when their uses of water can be harmonized with protection of threatened and endangered species. In this regard, agriculture, businesses, and municipalities are all customers of the program.

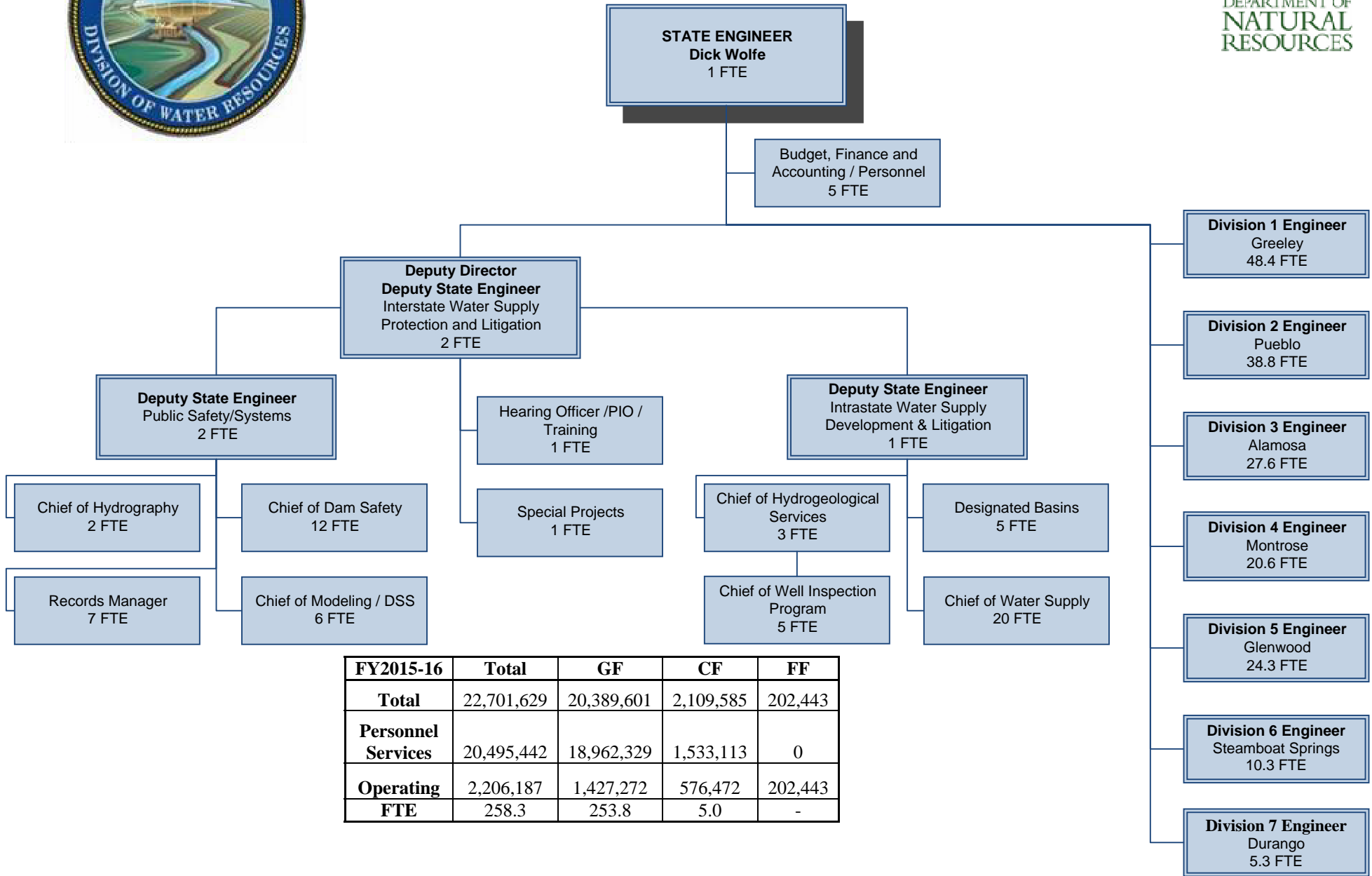
What are the Strategic Policy Initiatives of this Program?

Strategic Policy Initiative #1: To protect additional miles of decreed instream flow water rights resulting in enhanced preservation of Colorado's environment.

Strategic Policy Initiative #2: To restore and protect the ecological processes which connect stream channels to upland areas through multi-objective projects.



COLORADO DIVISION OF WATER RESOURCES ORGANIZATIONAL CHART



FY2015-16	Total	GF	CF	FF
Total	22,701,629	20,389,601	2,109,585	202,443
Personnel Services	20,495,442	18,962,329	1,533,113	0
Operating	2,206,187	1,427,272	576,472	202,443
FTE	258.3	253.8	5.0	-

Division of Water Resources

The Colorado Division of Water Resources (DWR) is responsible for the supervision and control of water resources in the state and is funded primarily by the General Fund (Sections 37-80-102(h), C.R.S.). It is the mission of the Colorado Division of Water Resources 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. DWR strives to fulfill its mission by exercising good stewardship of Colorado's human and fiscal resources, by assisting the public in the clarification of complex water issues and the generation of creative solutions to problems, and using technology to its greatest advantage while promoting the sustainability of the state's limited water resources. The agency is committed to meeting the ever increasing challenges of origin issues, reserved rights, wetlands, endangered species recovery, and interstate water issues on an already limited water supply.

Organizationally, DWR consists of two major program areas:

- Water Administration
- Dam Safety

Water Administration Program

What is this program? Water Administration is one of two major programs within DWR. It consists of two sub-programs: administration of intrastate water rights and interstate compact enforcement. The process of allocating water to various water users is traditionally referred to as water rights administration. It is the statutory responsibility of DWR to verify: 1) stream diversions are per decree; 2) wells are operated in compliance with their decrees; 3) augmentation plans or substitute water supply plans are replacing stream depletions; and 4) interstate compact flows are delivered to downstream states. This requires daily oversight of the water allocation system that distributes water to farmers, industries, municipalities, and all other water users. Through the administration of approximately 170,000 water rights through over 56,000 structures, DWR provides supervision and control of surface and ground water resources in Colorado. There are seven division offices located throughout the state, one in each major drainage basin; these division offices employ field staff, including water commissioners, who perform duties that contribute to water administration. Duties of the field staff include turning headgates to control water flow, collecting water use and/or diversion data, and enforcing decrees and water laws.

In addition to meeting the needs of Colorado water users, DWR also ensures interstate compact compliance and monitors water supplies through stream flow measurements and ground water regulation. Waters flowing across state boundaries are apportioned through interstate compacts, federal court decrees, and U.S. Supreme Court decisions. The State Engineer/Division Director

administers flows along the South Platte, Rio Grande, Republican, Costilla, Arkansas, Colorado, Laramie, North Platte, Animas, and La Plata Rivers and their tributaries on a daily basis to make sure that Colorado is meeting the commitments set forth in compact agreements. The State of Colorado is directly involved in one international treaty, two U.S. Supreme Court decrees, two interstate agreements, and nine interstate compacts.

Why Is This Program Important? Water is a scarce resource in Colorado and demands for water far exceed the supply. Further, water supplies fluctuate daily. For over 130 years, Colorado has used a system of water distribution known as the doctrine of prior appropriation. Appropriation is the act of diverting and using water. Under this doctrine, the first appropriator of water has a senior right to that water and that right must be satisfied before any rights junior to that right can receive water. DWR is empowered to administer approximately 170,000 surface and ground water rights throughout the state and to ensure that this priority doctrine is enforced. This program is extremely important in that, when taken as a whole and applied consistently statewide, it provides surety to water users/owners through competent and dependable distribution of water in accordance with statutes, decrees and interstate compacts.

Any evaluation of the supply of water available for use by the citizens of Colorado must also consider the ramifications of constitutional law and international law. Colorado is situated such that the streams arising within its borders are vital to the economies of 18 other states and the Republic of Mexico. The consideration of geography alone is enough to make Colorado a prospective defendant in many interstate water cases. Further, water is a vital input to Colorado's economy. One-twentieth of the land in Colorado is under irrigation with 85% of Colorado's water supply going to the economic engine of agriculture (the remaining 15% is divided between municipal/domestic, recreation/fisheries, industrial/commercial, augmentation; and recharge). The ability to protect and defend this essential factor of the state's economy is of major importance to Colorado. The value of water is nearly incalculable since it is essential to 3,000,000 acres of irrigated agriculture, millions of municipal and recreational users, and thousands of businesses. The value of water varies tremendously based on a number of factors, including where it is available, the time of year, the climatic conditions, what the uses are, what the demand is, how long the user will need it, and economic conditions. In areas or times with high demand and scarce supply, the value of water will be high. However, in areas or times with low demand and ample supply the value will be low. The value of water can be equated to the value of irrigated agriculture in Colorado, thriving municipalities in Colorado, preservation of diverse environments, and robust recreational and business opportunities in Colorado.

Who are the Program's Customers? The Water Administration Program serves many customers, including farmers, municipalities, recreationalists, anglers, real estate developers, attorneys, other state and federal entities, canal companies, water managers, and downstream states. All these users depend on the accurate and timely distribution of Colorado's water and accurate information on the fluctuating supply and distribution of water in the State.

What are the Objectives of this Program?

Objective #1: Maximize beneficial/optimal use of water: The chief objective of the Water Administration Program is accurate and timely water distribution to maximize beneficial use and provide for optimum utilization of Colorado's limited resource. This objective serves DWR's customers and is met by maintaining and providing accurate and timely information concerning water, its availability, diversion, and use and in assisting the public with water administration questions. As an example, the satellite-linked monitoring system is an important tool for water administration, in that it provides DWR and its customers, such as municipalities, farmers, rafting companies, water managers, and recreationalists with access to real-time and historical stream flow and diversion data from gauging stations across Colorado. These data and software systems provide for more effective water rights administration, water resource management, emergency flood warnings for public safety, and low flow warnings for environmental purposes.

Objective Initiative #2: Water delivered correctly to entitled users: The hydrologic system is dynamic with seasonal and daily fluctuations in water supply. Delivery to users requires daily analysis to assure that a user who is entitled to water on a given day receives the correct amount. It also requires field inspections to assure that the right amount is diverted (or replaced as required) at each diversion location in the state.

Objective Initiative #3: Full compact compliance: As a headwaters state, Colorado has many delivery obligations to downstream states. Compacts are agreements between states that share a river and are ratified by the U. S. Congress. Assuring that the proper amount of water is delivered to each state ensures that Colorado will meet its compact obligations and avoid costly interstate litigation.

What are the Major Processes of this program and what strategies are employed in these processes to achieve program strategic policy initiatives?

Administration of Water Rights (AWR): Water administration by enforcing decrees is a major process of DWR. Decrees are issued by state water courts and are administered by DWR. Approximately 170,000 water rights have been decreed to date and over 900 new water court cases are filed annually. DWR staff consult with Colorado's seven water courts on every case to assure new decrees are administrable. This important statutory task assures that the court has all the information to decree water rights that work within the priority system and to ensure vested water rights are protected. To physically administer decreed water rights, DWR has field staff in each river basin to assure accurate water operations (including water measurement, diversion, replacement, storage, and exchange.). Since groundwater is interconnected with surface water, administration includes understanding and accounting for groundwater use and its delayed impact on surface water availability. By law, every well in the state that diverts groundwater must have a well permit. Over 290,000 small and large capacity wells exist in Colorado. Small capacity wells generally serve individual households while large capacity wells supply irrigation and municipal needs. Over 5,000 groundwater well permit applications are submitted to DWR annually. As part of the permitting process, DWR staff determines the amount of water available and analyzes the potential for injury to other existing water rights under strict statutory guidelines. In addition to well permitting, DWR employs professional engineers and scientists who collect and analyze data on water supply to forecast streamflows, determine diversion requirements, investigate

stream transit losses, determine evaporation losses, and calculate historical use and current conditions. A staff of hydrographers maintains the satellite-linked monitoring system. This system gives real-time streamflow information for over 570 stream locations in Colorado for use in daily water administration. This system has also become crucial in Colorado's flood warning and drought monitoring efforts.

Interstate Compact Enforcement (ICE): The State of Colorado is a party to nine interstate compacts; DWR is responsible for assuring the obligations of these compacts are met. Compacts ensure that states who share a river (including Colorado) receive a portion of the available water supply and give the surety of water supply needed for reasonable economic development within the states. As a headwaters state, Colorado's responsibilities to deliver water to these interstate agreements are of utmost importance. Due to growth within Colorado, there is increasing scrutiny of Colorado's administration of water and compact deliveries by other states with an eye toward gaining water for downstream states. An over-delivery of water to downstream states is a missed opportunity for beneficial use of that water by Colorado citizens. An under-delivery could cause interstate litigation to be initiated by the downstream states. If Colorado fails to meet its intrastate water compact obligations due to the unavailability of accurate and timely streamflow and diversion information, the state may incur significant legal costs and be liable for subsequent repayment of any shortfall in water delivered to the injured state. Ignoring these compact obligations has proven problematic for Colorado in the past, resulting in expensive litigation and repayment requirements. Non-compliance with a decree or permit within Colorado can injure more than just Colorado citizens if that action causes Colorado to fail in meeting its Compact obligations. Thus, enforcement of decrees and permits is needed to ensure Colorado does not fail in meeting its obligations under all of its interstate agreements.

Dam Safety Program

What is this program? Dam Safety, which consists of 12 General Funded FTE and just over \$200,000 of federal FEMA grant funding, is one of the major programs with the Division of Water Resources (DWR). The Dam Safety Program is managed by the State Engineer in accordance with Title 37, Article 87 of the Colorado Revised Statutes (C.R.S.), which includes Erosion Control Dams, and the Livestock Water Tank Act, Title 35, Article 49 C.R.S. The Dam Safety Program protects life and property through the regulation of approximately 2,900 jurisdictional and non-jurisdictional dams within Colorado. Currently in the state there are over 1,967 jurisdictional dams (1,853 of which are non-federal dams), many of them over 100 years old. The Dam Safety Program utilizes on-site inspections to assure the structural stability and maintenance of dams, and includes the review and approval of plans for the construction, alteration, modification, repair, enlargement, and removal of any dam. The Dam Safety Program also requires the development of Emergency Action Plans for public safety in the event of a dam failure. Of Colorado's non-federal dams, approximately 668 (352 high hazard and 316 significant hazard), or about 34 percent of the total non-federal dams, are classified as dams that, in the event of a failure, would be expected to cause loss of life and/or significant property damage within the flood plain areas below the dams.

Why Is This Program Important? Dams are large complex structures that can cause catastrophic damage and loss of life if they fail. Many of the dams in Colorado are over 100 years old and require regular inspection and maintenance. The Dam Safety Program is important in that it oversees and is responsible for the safety of jurisdictional dams in the State of Colorado. Dam safety engineers regularly inspect jurisdictional dams throughout the state in order to prevent loss of life and property damage and to protect against the loss of water supplies due to a dam failure.

Who are the Program's Customers? Dams and reservoirs store water for use by irrigators, municipalities, and other entities. Dams and reservoirs are an important part of the infrastructure that allows Colorado to optimize the use of water within the state. The Dam Safety Program serves many customers, including farmers, municipalities, recreationalists, anglers, other state and federal entities, canal companies, water managers, and downstream states. Citizens and property owners in the flood plain areas below the State's dams are a primary customer of the program as well.

What are the Objectives of this Program?

Objective #1: Minimize number of dam failures: Ultimately, the Dam Safety Program is in place to protect the public from the potentially adverse impacts of a dam failure. Dams are complex structures and many in the state are over 100 years old. Unfortunately, there is always a possibility that any given dam might experience partial or total failure and cause extensive damage in the downstream flood plain. Therefore, regular inspection and maintenance are needed to minimize the potential for the failure of a dam. Dam safety engineers conduct physical inspections and issues storage restrictions, if necessary, to help prevent catastrophic failures. Additionally, dam safety engineers review all construction plans to assure the stability of new or repaired dams.

Objective #2: Minimize number of deaths: An objective of the Dam Safety Program is to prevent the loss of life from dam failure. This objective is met by classifying dams by their potential impact, prioritizing the inspecting of dams, restricting storage in defective dams as appropriate, reviewing all plans for construction, and requiring plans for emergency action for each dam in the unlikely event of a failure.

Objective #3: Minimize property value lost: An additional objective of the Dam Safety Program is to prevent property damage incidents from dam failure. This objective is met by classifying dams by their potential impact, prioritizing the inspecting of dams, restricting storage in defective dams as appropriate, reviewing all plans for construction, and requiring plans for emergency action for each dam in the unlikely event of a failure.

What are the Major Processes of this program and what strategies are employed in these processes to achieve strategic policy initiatives?

The Dam Safety Program has three processes, identified below.

Classification, Inspection, Restriction: All dams (approximately 2,900) in Colorado are reviewed to determine if they are jurisdictional (over a certain size or volume) per the legislative direction in Section 37-87-101, C.R.S. Those 1,853 dams that are jurisdictional and non-federal are further reviewed to determine if life or property *could* be impacted *in the event* of a failure (hazard classification). That classification determines the regular schedule of safety inspections for each of these dams. Dams that have problems found during inspections are then evaluated through safety evaluations to determine the safe storage levels for that structure. An order restricting storage may be placed on a dam to keep storage at that safe level until repairs are made. Minimizing storage until repairs are made also protects life and property.

Plan Review and Construction Inspection: The Dam Safety Program also uses a plan and construction review process to assure competent construction or repairs for any dam. This includes the review and approval of plans for the construction, alteration, modification, repair, enlargement, and removal of dams and reservoirs, and field inspections during construction or repairs. These inspections assure that construction proceeds according to the approved plans. Proper design and construction processes are designed to minimize the loss of life and property by avoiding dam failures.

Emergency Action Plans: Emergency Action Plans are required to be developed by the dam owners and filed with the Dam Safety Program and with local emergency responders. These plans rely on hydrographic models to estimate the impacted area from a dam failure. An Emergency Action Plan assures that the local responders know of the dam, whom to contact in an emergency, and the potential affected area in the event of a dam failure. The Emergency Action Plans process is designed to minimize the loss of life and property in the event of a dam failure.

APPENDIX A: RECENT ACCOMPLISHMENTS

Colorado Oil & Gas Conservation Commission

Soil Study in the Greater Wattenberg: COGCC environmental staff released a report entitled “Analysis of Naturally Occurring Radioactive Materials in Drill Cuttings, Greater Wattenberg Field, Weld County, Colorado,” November 2014. This first phase study analyzed certain exploration and production waste in the Greater Wattenberg Field for the presence of naturally occurring radioactive materials (“NORM”), and found no NORM present at levels of concern.

Complaints by the Public Made Easier: The COGCC rolled out a new public complaint process, which includes a fully functional webpage where the public can learn about the process and file a complaint via a simple to use and transparent online tool.

Penalty Bill Rulemaking: The COGCC Commissioners passed new enforcement and penalty rules that fully implement HB 14-1356, which increases the Commission’s penalty authority and implements enforcement policy changes consistent with direction provided in the Governor’s Executive Order D-2013-004.

Study of Southern Colorado Groundwater Quality: The COGCC completed “Investigation of Occurrences of tert-Butyl Alcohol in Raton Basin Groundwater, Huerfano and Las Animas Counties, Colorado.” This report documents an 18 month investigation into the presence of tert-Butyl Alcohol (TBA) in groundwater in an area of the state where coalbed methane natural gas production is prevalent. COGCC environmental protection specialists collected samples from more than 70 sources and analyzed data from 108 sources of groundwater, produced water, and domestic water wells in the study area. The study also used analytical data from samples obtained by the U.S. Environmental Protection Agency and an oil and gas operator. Following this in-depth investigation, the COGCC concluded that, at present, no link can be found between oil and gas exploration and production activities and TBA in groundwater accessed by domestic water wells. However, the exact source of TBA could not be identified.

Floodplain Rulemaking: On March 2, 2015 the COGCC adopted new rules for oil and gas operations within floodplains. The Commission held a multi-stakeholder workshop following the historic September 2013 floods, and prepared a Staff Report to the Commissioners: “Lessons Learned in the Front Range Flood of September 2013.” The new rules require operators to employ best management practices related to site construction and remote well operation that were identified in the “Lessons Learned” report as effective tools for minimizing flood damage.

Bulk Data Access for the Public: The COGCC released data for public complaints and mechanical integrity tests in bulk download format. The agency is releasing data in this format in response to stakeholder requests. Bulk data downloads on other subjects will be released to the public throughout 2015 as the COGCC strives to continually improve public transparency.

Website Makeover: The COGCC launched its new, modernized website on April 30, 2015. The new website is designed to be more “user friendly,” especially for the public. The site’s layout is more intuitive to use and easier to navigate than the older design.

Operator Guidance Documents: Working with operators, the COGCC finalized operator guidance documents in the spring of 2015 to clarify COGCC rules related to mechanical integrity testing, oil and gas flowlines, storage of equipment, weeds and trash on oil and gas locations, flowline integrity, and miscellaneous notices required to be filed by operators. Additional guidance documents for other COGCC rules will be completed in FY 2015-16.

Governor’s Task Force: The COGCC provided both formal and informal input to the Governor’s Oil and Gas Task Force regarding key issues, including the COGCC’s regulatory regime, its permitting procedures, the Local Governmental Liaison and Local Governmental Designee program, effective use of Operator Agreements (memoranda of understanding) between operators and local governments, and the increase in scale and intensity of oil and gas operations associated with multi-well horizontal development. The agency is conducting a series of informational meetings, formal stakeholder meetings, and rulemaking hearings in FY 2015-16 to fully implement two Task Force recommendations supported by the Governor that pertain to the COGCC.

Division of Reclamation, Mining and Safety

Office of Active and Inactive Mines: In FY 2014-15, the Colorado Inactive Mine Reclamation Program completed over 100 mine reclamation and water quality improvement projects and distributed an estimated \$4.3 million worth of construction and engineering contracts into Colorado’s rural economies. A total of 286 hazardous mine features were safeguarded during last fiscal year and 114 acres of disturbed lands were reclaimed to beneficial use. This was accomplished using federal grant funds, state severance tax revenue, private donations, and leveraging additional federal funds available to the program for environmental restoration and water quality improvement work. Of the state’s estimated 23,000 abandoned mine features, the Division of Reclamation Mining and Safety has safeguarded 9,758.

Coal Regulatory Program: The Coal Mine Regulatory Program continues to effectively balance coal mine production and environmental compliance. Timely and accurate permitting activity helped ensure the ongoing production of 22.9 million tons of coal at eight operating mines in calendar year 2014. There are currently 34 permits, including eight actively producing operations, one

active loadout and 25 sites that are either idle or in reclamation. The program also manages 47 coal exploration permits. The program staff's diligent efforts, including permitting, ongoing inspections and coordination with mine operators, landowners and government agencies, has resulted in a compliance rate in excess of 99 percent on approximately 170,000 permitted acres. Contemporaneous reclamation continues to occur at active operations along with reclamation and maintenance operations at idled and closed mines. Two mine sites, one permitted and one whose permit was revoked, were released from regulatory liability during FY 2014-15. The Coal Program monitors that over \$200 million in financial warranties are posted to ensure completion of reclamation at all permitted operations if operators fail. The program also completed 202 permitting actions, 362 inspections, issued 3 notices of violation, and released 3,490 acres of reclaimed land during FY 2014-15. In addition to the staff's permitting, inspecting and enforcement activities, Coal Program specialists provide their expertise as instructors for the Office of Surface Mining, training other federal, state and tribal employees.

Minerals Regulatory Program: The Minerals Regulatory Program continues to address a variety of mining and exploration challenges across the state. There are presently 1,607 permitted sites covering 187,515 permitted acres with a total financial warranty of \$478 million. The Minerals Program has finalized e-permitting capability for operators to submit annual reports and fees electronically. The program also completed a lean process in June of 2014 to develop an internal permitting handbook. The standardization of permitting processes across the staff has led to increased efficiency in responding to and serving our customers.

Division of Parks and Wildlife

- Initiated work on the Staunton State Park Phase II Development. The project will expand Colorado's newest State Park to include a Service Center, walk-in campsites, additional trails and expanded recreational opportunities at the Davis Ponds.
- Colorado Parks and Wildlife expanded its Schools and Outdoor Learning Education (SOLE) program from a pilot program of two schools in FY 2013-14, to a total of 11 schools in 7 Denver-area school districts in FY 2014-15. The program was in 39 classrooms, reaching 1,300 4th grade students. SOLE provides each student with: (1) field trips to a State Park, the History Colorado Center and one other site of choice; (2) in-class presentations by SOLE staff and partners, and; (3) a Family Nature Night at each of the schools. The goal of the program is to connect kids and families to the outdoors multiple times throughout the school year. The program is slated to expand to 15-25 schools in the 2015-16 school year.
- Governor Hickenlooper signed into law H.B. 15-1243, which establishes a trust fund for oil and gas royalties and other revenues earned on parks and wildlife properties. Trust fund deposits and interest are to be used to mitigate or offset adverse impacts of energy development on parks and wildlife properties without requiring further legislative approval.

- CPW biologists initiated a long-term monitoring program for lynx, aimed at determining how the species is faring in the southern Rockies, specifically the San Juan Mountains. The program follows-up on the reintroduction of 218 lynx into Colorado which began in 1999.
- CPW awarded \$400,000 to 11 angling improvement projects across the state through the Fishing Is Fun program, and another \$500,000 to 11 shooting range development or improvement projects. All the proposals were led by outside groups such as local or county governments, gun clubs, angling organizations, park and recreation departments and others.
- Of the state parks damaged in the 2013 flooding, Arkansas Headwaters Recreation Area, Chatfield State Park and Golden Gate State Parks have been completely repaired.
- Oversaw \$50 million of active State Parks capital construction projects, including approximately 20 miles of road repair, additional bike lanes at Chatfield and Cherry Creek, and swim beach improvements at Lathrop State Park. At Navajo State Park, capital improvement completed or underway include boat ramp resurfacing, expanded boat storage, and road and drinking water system upgrades.
- CPW partnered with Colorado Springs Utilities and Colorado Springs Park and Recreation District to open up the South Slopes Reservoirs on Pikes Peak, which had been closed to public fishing for more than a century.
- In October 2014, CPW biologists took part in a program to release more than 100 black-footed ferrets on private lands in southeastern Colorado. The releases were on properties enrolled in Safe Harbor Agreements and were authorized under the terms of H.B. 14-1267

Colorado Water Conservation Board

- Governor Hickenlooper issued an Executive Order in May 2013 directing the Colorado Water Conservation Board (CWCB) to develop the Colorado Water Plan. This plan is a grassroots effort, incorporating and building upon eight years of comprehensive work, unprecedented dialogue, and consensus that water leaders from across the state have produced through the Interbasin Compact Committee and Basin Roundtable process. The Colorado Water Plan will be Coloradans' plan for a water future aligned with our values: vibrant and sustainable cities, viable and productive agriculture, a robust skiing, recreation and tourism industry, and a strong environment that includes healthy watersheds, rivers, streams, and wildlife. The CWCB continues to work on the important content and process for Colorado's Water Plan, including substantial outreach opportunities with various stakeholder groups.

- Continued technical and leadership efforts on stream restoration, emergency stabilization, and master planning activities in the flood impacted areas (on-going).
- As a result of the unprecedented floods of September 2013, the CWCB has authorized and awarded 20 zero-interest and no-payment, 3-year bridge loans to water suppliers for projects totaling \$22.6 million. At this time approximately 90% of the funds needed have been disbursed for structural rehabilitation of damaged river diversion systems.
- Worked with other state agencies, watershed groups, and local governments to manage the adverse impacts of wildfire to flood-prone areas downstream of burn scars. Provided technical assistance and funding to all wildfire-affected communities.
- Worked with other state agencies, watershed coalitions, and local governments to manage the adverse impacts of flooding. Provided technical assistance and funding to communities affected by the unprecedented floods that occurred in September of 2013. In FY 2014, the CWCB provided 10 grants and one technical assistance grant. In FY2015, the capabilities were further enhanced for these ten watershed groups through grants provided by the Department of Local Affairs, to hire staff, which will be used as the points of contact for watershed-related recovery activities moving forward.
- Assisted with the formation of nine local watershed coalitions tasked with prioritizing projects and strategies to address unmet needs remaining from the 2013 flood. Collaborated closely with the Colorado Department of Transportation (CDOT) in numerous flood related issues common to both transportation and floodplain management/watershed restoration. This includes consideration of river issues to be addressed at the same time as road rebuilding as well as development of new watershed hydrology in flood-affected watersheds with outdated design hydrology. Served as program lead for both the Floodplain Management Subcommittee of the Long-Term Stream Recovery Group and the Watersheds and Natural Resources Sector for the Colorado Resiliency Working Group. Both are ongoing throughout the 2013 flood recovery.
- In implementation of SB 14-179, a total of 21 flood recovery projects were funded and managed. Activities through this program include debris removal and stream and watershed restoration in the areas affected by the 2013 flood. Total funding through this program is \$2.5 million.
- Through a partnership with the Colorado Department of Transportation, flood hydrology for all mainstem rivers affected by the 2013 flood was updated using current scientific methods. Data collected from the 2013 flood event was used for calibration purposes. In many cases, this new data replaces previous studies that were over 40 years old. In many reaches, the new flood hydrology is higher than that previously used, indicating that flood risk is higher than that previously portrayed to the public and local governments. FEMA has issued a Best Available Data memorandum, indicating their concurrence with the new studies and their recommendations for its use.

- Working with the Colorado Recovery Office, the legislature passed SB 15-245, providing funds for hazard mapping in the areas of: (1) floodplain identification in the areas affected by the 2013 flood; (2) erosion zone identification, and; (3) debris flow zone identification. CWCB staff provided data needed for budgeting purposes and is tasked with managing this three-year effort beginning July 1, 2015.
- CWCB staff participated in the Colorado Resilience Working Group, established and administered by the Colorado Recovery Office. In addition to participating in the Working Group, CWCB staff chaired the Watershed and Natural Resources Sector and also participated in the Infrastructure and Community Sectors. Involvement in this process was crucial to the development and adoption of the Colorado Resiliency Framework and the Phase I application for the National Disaster Resilience Competition.
- The CWCB continues to work closely with numerous stakeholders to monitor and recover from drought conditions affecting Colorado over the last few years. The drought plan remains activated and both the Drought Task Force and Agricultural Impact Task Force continue to meet to ensure that Colorado reaches full recovery. In September of 2013 the updated Drought Mitigation and Response Plan was approved by the CWCB board and subsequently approved by the Governor and FEMA as part of the state's all hazard mitigation plan.
- In FY 2015, the CWCB provided funding for 13 new loans for new water projects in the amount of \$24.8 million. This created or preserved over 2,700 acre-feet of water storage.
- Continued support for the “Colorado Water for the 21st Century Act” by assessing various water portfolios (combinations of water conservation, reuse, agricultural transfers, and new supply development) developed by the Basin Roundtables, and began a scenario planning process to look at different water “futures” for Colorado.
- Negotiated a facilitation agreement between the Upper Colorado River Commission and the funding entities (Bureau of Reclamation, Denver Water, Metropolitan Water District of Southern California, Southern Nevada Water Authority, and the Central Arizona Water Conservation District) to implement a the System Conservation Pilot Program within the Colorado River. This Pilot Program will allow Colorado to explore the use of different conservation methods to help manage drought in the future.
- Continued working with Denver Water, Grand County and other participants in the Colorado River Cooperative Agreement process to ensure that the CWCB can protect water provided to it and Grand County for instream flow use. Denver Water, Grand County and the CWCB have been negotiating with objectors to the joint water court application filed in 2011 to implement that mechanism and other aspects of the Colorado River Cooperative Agreement.

- Worked with the United States Bureau of Reclamation and the basin states to complete and publish the Colorado River Basin Moving Forward Report, which documents opportunities and strategies that could help the basin states help meet the water demands within the entire Colorado River basin.
- Led the region in meeting and/or exceeding FEMA's goals and metrics for the Risk Map program. FEMA is the primary funding source for these activities and successful metrics insure ongoing funding.
- Worked closely with numerous stakeholders to successfully obtain funding for future topographic basemapping projects and minimize costs through data exchange

Colorado State Forest Service/Division of Forestry

- The Department of Natural Resources worked with the General Assembly, the Governor's Office, and interested citizens and groups to support the creation of a Wildfire Risk Reduction Grant Program. With the passage of S.B. 13-269, \$9.8 million was allocated to this program in FY 2013-14 to reduce the risk of wildfire in areas where human development and forest lands overlap. The program hopes to reduce the risk for damage to property, infrastructure, and water supplies as well as minimize the likelihood of wildfires spreading into populated areas.
- The new grant program has now spent down the account as follows. Three rounds of grant proposals were solicited and DNR has now granted \$9,388,187 across 26 counties. Once completed, the projects will treat a total of 19,589.4 acres. Awardees from the first two rounds are now working with the Colorado Forest Restoration Institute to establish data points for the monitoring and effectiveness research component of the program.
- The Department of Natural Resources is again the lead state agency to support the Forest Summit, an annual meeting that brings together members of statewide collaborative groups, the forestry industry, legislators, and scientists. This year's event took place in Fort Collins, CO in October, 2014. The Summit featured field tours in areas recovering from wildfire.

Note: The Department of Natural Resources is not appropriated any on-going funding or staff for forestry-related issues. In Colorado, funding for these issues is located in the State Forest Services (for issues related to forestry research and on-the-ground forest work) and within the newly created Division of Fire Prevention and Control (for wildfire-related issues). The Department of Natural Resources works cooperatively with both agencies on forestry issues. The Department of Natural Resources assists the State Forest Service in policy/legislative matters, working closely with State Forester Mike Lester. The successes described above are being included here to document the collaborative effort of the Department of Natural Resources on forestry issues.

State Land Board

- Over the course of the past five years, the State Land Board has earned approximately \$934 million. Of this amount, \$467 million went to the BEST program and was leveraged into grants to construct or renovate schools throughout rural Colorado. The State Land Board's contribution to the BEST program has helped the program to be successful. The program has funded 235 grant applications in 119 school districts.

Division of Water Resources

- In the Republican River basin (Water Division No. 1), in *Kansas v. Nebraska and Colorado* (Supreme Court Original, No. 126) the Special Master made a final ruling in this case regarding modeling issues and non-compliance by Nebraska. The Special Master awarded Kansas monetary losses and awarded some damages for Nebraska's 2005 non-compliance. The Master also found Nebraska was being incorrectly charged for imported water and recommended accounting changes to solve the issue. The report was filed with the US Supreme Court. All three States filed exceptions to portions of the ruling. The US Supreme Court rejected the States exceptions and adopted the Special Master Report without change.
- After extensive arbitration in 2013 and 2014 Kansas and Colorado arranged for a one year temporary approval of the Compact Compliance Pipeline (CCP) operations for 2014. That temporary approval was extended through 2015. Colorado delivered 7400 acre-feet of water to the Stateline during the spring of 2015 and will deliver additional water during the winter. The CCP and Bonny plans are key to helping Colorado to get into compliance with the Republican River Compact and the three States are conducting monthly negotiation meetings to settle issues.
- The Division of Water Resources (DWR) continues investigation of high groundwater issues in the South Platte basin (Water Division No. 1) as result of reports of property damage beginning in 2012. The DWR initiated ground water level data collection from a network of existing and recently-constructed wells in two targeted areas in the basin. This data was used along with other hydrologic information by an outside consultant to develop an understanding of the interrelationships between all the natural and man-made hydrologic factors and high ground water levels. The results are in a report delivered in July 2015.
- The Republican River groundwater measurement rules were amended to incorporate wells within the Republican River Compact Administration model domain. DWR worked with the users to adjust the rules based on actual experience by the users.
- Intense precipitation in May 2015 caused portions of the South Platte and Arkansas rivers to exceed flood stage. Minor, localized flooding occurred in the river corridors. DWR worked to keep water users and emergency managers informed on

river conditions. Several Dam Emergency Action Plans were initiated at stage one (lowest level of alert) level as reservoir spillways and releases increased downstream flows.

- Long Hollow reservoir was completed in FY 2014-15. Water storage during the winter was limited due to the dry conditions in the La Plata river basin, however some water was stored and will be available for use. The dam will assist the State in complying with the La Plata River Compact and will allow water users to extend their water supplies in a basin that is very water short.
- DWR worked with Tribes, Conservation and Conservancy districts, Associations, and the state of New Mexico to resolve diligence issues on the Animas La Plata project water rights which will help effectuate the Animas La Plata Compact.
- The State Engineer and Attorney General's office worked with a large group of attorneys and water users to address water right issues including representative period or record, res judicata issues, and ditch-wide analysis issues that have come up during change of water right and diligence court cases. Legislation passed during the spring of 2015 should help resolve many of these issues.
- The U.S. Supreme Court accepted the case of *Texas v. New Mexico and Colorado* Original No. 141, regarding compact operations in the Rio Grande Project and the surface and groundwater rights associated with the project. A Special Master has been appointed to hear the case. Texas, New Mexico, the Bureau of Reclamation and Colorado are all parties to the case. Colorado continued to meet with each party in an attempt to de-escalate and mediate the issues rather than promote litigation.
- DWR completed meetings with the San Luis Valley Special Advisory Committee on Groundwater Rules. Twenty-three meetings were held over several years to gain local input on the forthcoming groundwater use rules.

Strategic Policy Initiative #1: Manage, enhance, preserve and protect state lands, wildlife and their environment for the use, benefit, and enjoyment of the people of Colorado and its visitors, now and into the future.

Discussion of the Strategic Policy Initiative: DNR, through its Divisions, is responsible for management of lands and wildlife resources for their natural, scenic, scientific, outdoor recreation and production values now and into the future. The agency must manage these resources and assets for the use, benefit, and enjoyment of the people of Colorado and its visitors.

The State Land Board manages an endowment of assets held in perpetual intergenerational public trust for the financial support of Colorado's public schools and other public entities. The State Land Board strives to ensure Colorado's trust lands are recognized as one of the state's most significant assets, providing value for generations of beneficiaries.

Colorado Parks and Wildlife manages a number of programs, as well as significant land and water assets, for the purpose of providing high quality and varied outdoor recreational opportunities, along with both consumptive and non-consumptive wildlife-related opportunities. CPW strives to continuously acquire, develop and manage outdoor recreation lands, waters, and facilities in support of its mission, including the establishment and maintenance of trails that connect state parks and other outdoor recreation resources, provide access to areas of special or historic interest, and promote a more complete use of public lands for recreation.

How to Measure Success: Success in achieving this initiative will be measured by tracking outcomes measures relating to state park visitation, recreational trail projects supported, the number of licensed hunters, the number of licensed anglers, habitat protected, and federal listings of endangered species. For lands managed by the State Land Board, outcomes measures will focus on both revenue earned on trust assets as well as performance related to protecting and enhancing property values.

Discussion of Actual Success and Past Performance

The table below provides metrics with which to analyze the Department's performance related to this Strategic Policy Initiative.

State Land Management - Outcomes	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
Manage State Parks, Recreation Areas, and State Wildlife Areas to Promote Outdoor Recreation							
Total Trail Miles in State Parks	Benchmark: 530	Benchmark: 550	Benchmark: 600	Benchmark: 700	Benchmark: 745	Benchmark : 720	Benchmark: 745
	Actual: 534	Actual: 584	Actual: 718	Actual: 710	Actual: 720	Actual: N/A	Actual: N/A
State Park Visitation	Benchmark: 12,192,817	Benchmark: 12,314,745	Benchmark: 12,437,893	Benchmark: 12,687,396	Benchmark: 12,800,000	Benchmark: 12,000,000	Benchmark: 12,250,000
	Actual: 12,338,520	Actual: 12,233,271	Actual: 11,501,520	Actual: 11,948,406	Actual: 12,032,209	Actual: N/A	Actual: N/A
Promote the Responsible Development and Use of Recreational Trails							
OHV Trail Grant Awards	Benchmark: 40	Benchmark: 40	Benchmark: 45	Benchmark: 45	Benchmark: 50	Benchmark: 50	Benchmark: 50
	Actual: 39	Actual: 50	Actual: 46	Actual: 51	Actual: 50	Actual: N/A	Actual: N/A
Snowmobile Trail Grant Awards	Benchmark: 5	Benchmark: 5	Benchmark: 5	Benchmark: 5	Benchmark: 5	Benchmark: 5	Benchmark: 5
	Actual: 5	Actual: 5	Actual: 6	Actual: 3	Actual: 6	Actual: N/A	Actual: N/A
Recreational Trail Grant Awards	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 20
	Actual: 18	Actual: 22	Actual: 20	Actual: 22	Actual: 23	Actual: N/A	Actual: N/A

Promote Hunting, Fishing, and Wildlife Viewing							
Number of Licensed Hunters	Benchmark: 290,000	Benchmark: 290,000	Benchmark: 290,000	Benchmark: 290,000	Benchmark: 290,000	Benchmark: 290,000	Benchmark: 290,000
	Actual: 288,098	Actual: 288,086	Actual: 286,363	Actual: 281,201	Actual: N/A	Actual: N/A	Actual: N/A
Number of Licensed Anglers	Benchmark: 670,000	Benchmark: 660,000	Benchmark: 675,000	Benchmark: 675,000	Benchmark: 675,000	Benchmark: 675,000	Benchmark: 680,000
	Actual: 674,755	Actual: 662,617	Actual: 674,775	Actual: 664,051	Actual: N/A	Actual: N/A	Actual: N/A
Waters Closed Due to ANS	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0
	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: 0
Big Game Animals Harvested	Benchmark: 93,945	Benchmark: 91,346	Benchmark: 91,500	Benchmark: 91,500	Benchmark: 90,000	Benchmark: 91,000	Benchmark: 90,000
	Actual: 93,945	Actual: 91,346	Actual: 88,815	Actual: 86,350	Actual: 83,972	Actual: N/A	Actual: N/A
Ensure the Long-Term Viability of Native Fish and Wildlife, Including Habitat Protection							
Habitat Acres Protection Through CWHPP	Benchmark: N/A	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 15,000	Benchmark: 8,000
	Actual: 24,371	Actual: 24,012	Actual: 38,784	Actual: 4,634	Actual: 37,534	Actual: N/A	Actual: N/A
Species Listed under the ESA (Cumulative)	Benchmark: 15	Benchmark: 15	Benchmark: 18	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 21
	Actual: 15	Actual: 15	Actual: 15	Actual: 17	Actual: 20	Actual: N/A	Actual: N/A
Riparian Acres Impacted by Wetlands Program	Benchmark: N/A	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 15,000	Benchmark: 8,000
	Actual: 0	Actual: 2,870	Actual: 1,225	Actual: 4,729	Actual: N/A	Actual: N/A	Actual: N/A

State Land Management -	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
Reasonable and Consistent Income							
Total Trust Revenue	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$124,681,913	Benchmark: \$194,368,504	Benchmark: \$154,302,124	Benchmark: \$102,849,690
	Actual: \$122,777,917	Actual: \$146,309,540	Actual: \$124,939,389	Actual: \$173,603,522	Actual: \$186,923,370	Actual: N/A	Actual: N/A
Mineral Resources							
Coal Revenue (Non-Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$525,000	Benchmark: \$4,846,832	Benchmark: \$4,000,000	Benchmark: \$2,000,000
	Actual: \$7,787,310	Actual: \$3,363,070	Actual: \$946,854	Actual: \$251,506	Actual: \$4,959,244	Actual: N/A	Actual: N/A
Oil & Gas Revenue (Non-Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$102,424,181	Benchmark: \$118,006,088	Benchmark: \$74,360,000	Benchmark: \$62,317,000
	Actual: \$27,364,379	Actual: \$28,669,503	Actual: \$47,845,024	Actual: \$102,424,181	Actual: \$105,359,734	Actual: N/A	Actual: N/A
Other Mineral Revenue (Non-Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$56,406,499	Benchmark: \$52,426,963	Benchmark: \$53,308,939	Benchmark: \$14,311,178
	Actual: \$73,547,393	Actual: \$98,949,574	Actual: \$58,451,830	Actual: \$53,223,237	Actual: \$56,689,230	Actual: N/A	Actual: N/A
Agricultural Resources							
Agricultural Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$9,139,254	Benchmark: \$10,531,709	Benchmark: \$12,079,566	Benchmark: \$12,138,947
	Actual: \$7,887,797	Actual: \$8,573,158	Actual: \$9,142,944	Actual: \$8,855,856	Actual: \$11,031,204	Actual: N/A	Actual: N/A
Commercial/Real Estate Resources							
Commercial Lease Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$3,408,630	Benchmark: \$3,309,821	Benchmark: \$4,106,788	Benchmark: \$5,199,173
	Actual: \$2,772,299	Actual: \$2,863,664	Actual: \$3,772,167	Actual: \$4,129,210	Actual: \$3,170,745	Actual: N/A	Actual: N/A

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
Non-Traditional Surface Uses							
Recreation Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$1,004,364	Benchmark: \$1,092,657	Benchmark: \$1,480,000	Benchmark: \$1,734,799
	Actual: \$915,295	Actual: \$919,718	Actual: \$986,761	Actual: \$1,024,853	Actual: \$1,380,475	Actual: N/A	Actual: N/A
Renewable Energy Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$636,000	Benchmark: \$785,444	Benchmark: \$750,847	Benchmark: \$902,658
	Actual: \$417,506	Actual: \$564,983	Actual: \$601,382	Actual: \$683,974	Actual: \$650,134	Actual: N/A	Actual: N/A
Right-of-Way Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$700,000	Benchmark: \$998,048	Benchmark: \$1,472,800	Benchmark: \$1,472,800
	Actual: \$283,515	Actual: \$782,435	Actual: \$1,614,638	Actual: \$1,351,680	Actual: \$1,802,261	Actual: N/A	Actual: N/A
Other Revenue (Recurring)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: \$1,874,505	Benchmark: \$2,250,490	Benchmark: \$2,743,184	Benchmark: \$2,773,135
	Actual: \$1,802,423	Actual: \$1,572,482	Actual: \$1,530,329	Actual: \$1,543,809	Actual: \$1,880,344	Actual: N/A	Actual: N/A
Protect and Enhance Value							
Well Inspections Rated Satisfactory or Above	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 80%	Benchmark: 80%	Benchmark: 90%
	Actual: N/A	Actual: N/A	Actual: N/A	Actual: 77%	Actual: 76%	Actual: N/A	Actual: N/A
Agricultural Inspections Rated Good or Above for Range Conditions	Benchmark: 65%	Benchmark: 60%	Benchmark: 65%	Benchmark: 65%	Benchmark: 50%	Benchmark: 60%	Benchmark: 65%
	Actual: 53%	Actual: 50%	Actual: 60%	Actual: 45%	Actual: 49%	Actual: N/A	Actual: N/A

Total Trail Miles in State Parks – The benchmark measures the availability of one of the most in-demand resources at State Parks, and CPW’s investment in expanding that recreational opportunity. The large jump in actual miles between FY 11-12 and FY 12-13 is the result of project with CPW’s GIS Unit to accurately map and measure all the trails in the State Parks system. The benchmark was subsequently adjusted to account for the higher baseline.

Parks Visitation – The benchmark assumes annual growth of parks visitation of approximately 1%. However, as described earlier, general weather conditions as well as significant events such as floods or fires can cause visitation to vary dramatically year to year. The benchmark was readjusted downward for FY 15-16 reflecting lower actual visitation in previous years

OHV, Snowmobile and Recreational Trail Grants - Benchmarks are based on historical experience with the three programs and an expectation of no significant change in available funding. Snowmobile applications only refer to capital grant proposals.

Number of Licensed Hunters and Anglers – Both benchmarks are relatively steady, with anglers showing slightly more year to year variation. A goal of CPW is to at least maintain current participation levels, with some growth in future years as recruitment and retention programs draw more participants, particularly youth, into the sports.

Waters Closed to Recreation Due to ANS – The program goal is to prevent any waters from being infected and closed to recreation due to ANS. Boat inspections and current monitoring efforts have proven successful to date.

Big Game Animals Harvested – Benchmarks are largely based on assessments of biological health of herds, the number of licenses issued, and historical hunter success rates. General weather conditions during the main hunting seasons can be an important factor in actual results.

Acres protected through CWHPP – Initial benchmarks were based on historical averages. The current year and future year benchmarks account for a tightening of program focus, rising land values and a drop-off in total funding for the program.

Acres Impacted by Wetland Program Grants – The Benchmark is based on historical averages for the program and the funding allocated to the program.

Species Listed under the ESA – A goal of CPW’s Species Conservation Program is to keep the cumulative number of listings as low as possible, reducing any impact to landowners, water users, businesses and others. The benchmark measures only wildlife species, not plant species.

State Land Board Trust Revenue Benchmarks – The benchmarks for FY 2015-16 and FY 2017-18 were established through trend analysis as well as commodity pricing where applicable.

Well Inspections - The benchmarks for FY 2015-16 and FY 2017-18 were determined based on the State Land Board’s objective to increase satisfactory results, which will be managed through consistent oversight.

Agricultural Inspections - The benchmarks for FY 2015-16 and FY 2017-18 reflect a focus by the State Land Board on agricultural inspections, which will result in a higher rating of good or above for agricultural range conditions. These benchmarks also recognize that range conditions also depend on environmental conditions such as drought.

The vision contained in Strategic Policy Initiative #1 will be achieved using several specific strategies, including:

Strategy #1: Generate reasonable and consistent income over time for State Land Board Trust beneficiaries.

The State Land Board manages approximately three million surface acres of land, which are leased for agricultural, recreational, commercial real estate, rights-of-way, renewable energy, and other uses. Additionally, the State Land Board manages approximately four million acres of mineral estate, which are leased for oil, natural gas, coal, and other solid mineral extraction uses.

Revenues generated by the trust lands go to trust beneficiaries, board operations, and state trust land capital investment. About 95% of the State Land Board assets are part of the School Trust, with the remaining five percent distributed across the other seven trusts. School Trust revenues benefit K-12 public schools through the Building Excellent Schools Today or “BEST” Program (which supports capital investment in school facilities), and the Public School Permanent Fund. The Permanent Fund, an inviolate fund managed by the State Treasurer, currently totals \$725 million, with interest on this Fund used to support annual school funding. The Permanent Fund generated \$21 million in interest in Fiscal Year 2013-14.

A number of factors drive the workload for State Land Board and impact the ability of the program to achieve programmatic goals and objectives. Workload inputs include the number of state trust acres and buildings square footage. The acreage illustrates how diverse

the management of the portfolio is. For example, a 640 parcel can be used for various uses from agriculture, recreation, and Oil and Gas.

**State Land Board Inputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Mineral Resources							
Number of Acres of Mineral Rights	3,995,825	3,995,666	3,996,681	4,000,437	4,000,437	4,000,437	4,000,437
Total Mineral Leases	3,212	3,505	3,252	3,140	3,241	3,241	3,241
Producing Oil and Gas Wells	N/A	N/A	N/A	2,231	2,243	2,520	2,860
Agricultural Resources							
Number of Ag Leased Acres	2,769,019	2,708,324	2,757,091	2,671,032	2,654,379	2,654,379	2,654,379
Commercial and Real Estate Resources							
Number of Surface Acres	2,811,702	2,799,538	2,792,312	2,789,870	2,789,870	2,789,870	2,789,870
Square Feet of Commercial Buildings	377,167	377,167	461,422	482,308	482,308	676,245	776,245
Non-Traditional Surface Uses							
Acres of Non-Ag Leases	1,519,717	1,466,916	1,378,676	1,344,509	1,069,321	1,069,321	1,069,321

Producing Oil and Gas Wells – The number of producing wells includes all wells with State Land Board ownership. Wells may be located on non-state surface. FY 2015-16 and FY 2017-18 estimates were determined by the expected drilling activity as commodity prices improve.

Square Feet of Commercial Buildings – The FY 2015-16 and FY 2017-18 estimates assume the potential acquisition of a commercial building.

**State Land Board Outputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Mineral Resources							
Well Inspections Performed	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,016	Benchmark: 800	Benchmark: 869
	Actual: N/A	Actual: N/A	Actual: N/A	Actual: 1,016	Actual: 1,060	Actual: N/A	Actual: N/A
Number of Oil & Gas Nominated Parcels Auctioned	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 392	Benchmark: 120	Benchmark: 126	Benchmark: 200
	Actual: 263	Actual: 681	Actual: 429	Actual: 293	Actual: 129	Actual: N/A	Actual: N/A
Agricultural Resources							
Number of Ag Leased New/Renewed	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 167	Benchmark: 281	Benchmark: 229	Benchmark: 229
	Actual: 179	Actual: 179	Actual: 207	Actual: 281	Actual: 229	Actual: N/A	Actual: N/A
Commercial and Real Estate Resources							
Number of Acquisitions	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 5	Benchmark: 5
	Actual: 2	Actual: 5	Actual: 4	Actual: 2	Actual: 5	Actual: N/A	Actual: N/A
Number of Disposals	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 4	Benchmark: 4
	Actual: 7	Actual: 6	Actual: 9	Actual: 5	Actual: 4	Actual: N/A	Actual: N/A
Non-Traditional Surface Uses							
Number of Recreation Leases New/Renewed	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 34	Benchmark: 51	Benchmark: 32	Benchmark: 32
	Actual: 47	Actual: 30	Actual: 32	Actual: 51	Actual: 32	Actual: N/A	Actual: N/A

State Land Board Outputs (Continued)	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Number of Rights-of-Way New Contracts	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 20	Benchmark: 43	Benchmark: 26	Benchmark: 26
	Actual: 9	Actual: 18	Actual: 30	Actual: 43	Actual: 26	Actual: N/A	Actual: N/A
Number of Other Non- Traditional Leased New/Renewed	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 40	Benchmark: 10	Benchmark: 10	Benchmark: 10
	Actual: 46	Actual: 36	Actual: 49	Actual: 10	Actual: 10	Actual: N/A	Actual: N/A
Number of Renewable Energy Leases	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 13	Benchmark: 31	Benchmark: 48	Benchmark: 48
	Actual: 8	Actual: 11	Actual: 12	Actual: 31	Actual: 48	Actual: N/A	Actual: N/A

Well Inspections Performed – The Well Inspection Program commenced in FY 2013-14 with all wells receiving an initial inspection. The FY 2014-15 benchmark now reflects inspections on a two-year basis, plus follow-up inspections on unsatisfactory initial inspections and inspections of abandoned wells and well sites.

Number of Oil & Gas Nominated Parcels Auctioned – The FY 2015-16 and FY 2017-18 benchmarks are based on expectations that leasing/auction activity will slowly increase as existing leases on high potential acreage will expire, which makes these tract available for leasing.

Strategy #2: Manage State Parks, State Recreation Areas, and State Wildlife Areas to promote outdoor recreation, including hunting and fishing. This strategy will recognize the need for some lands to be managed for wildlife and wildlife habitat, which may preclude recreation at some sites.

CPW’s statutory mission includes the direction to “offer the greatest possible variety of recreation” to Colorado’s citizens and visitors to the state. CPW accomplishes this mission, in part, by managing a 42 state park system that is used for outdoor recreational activities including camping, picnicking, hiking, horseback riding, environmental education, sightseeing, hunting, boating, fishing, swimming, as well as other water sports and recreational activities. Management of the state park system includes educational and interpretive programs as well as the development and enforcement of regulations aimed at ensuring safe and responsible use of the state parks. Finally, this program includes habitat management (forests, grasslands, water, riparian areas, etc) to ensure the preservation of the state parks’ scenic, natural, and cultural resources for future generations.

State Wildlife Areas also offer wildlife-related recreation to the public. While most activities focus on hunting and fishing, each State Wildlife Area has different allowed activities, based on location and available resources. Colorado Parks and Wildlife managed about 350 State Wildlife Area lands around Colorado.

The following table shows some of the input measures that impact these outdoor recreation programs.

**Outdoor Recreation on CPW Lands - Inputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Land Acres Managed for State Parks / State Recreation Areas	225,318	218,564	218,564	220,365	220,414	220,457	222,000
Annual Park Passes Sold	60,582	63,102	63,110	66,096	66,774	67,000	68,000
Daily Park Passes Sold	741,597	805,661	748,465	770,111	832,799	784,558	790,000

Land Acres Managed – With the rare exception of the addition of an entirely new park (e.g. Staunton State Park), the total acreage of parks property managed shows only small increases, if any, on an annual basis. Small acquisitions can address in-holdings or provide buffers to existing parks. The benchmark does not project a major new park, only opportunistic in-holding and buffer acquisitions.

Passes Sold - Annual pass sales show a more regular increase in comparison to daily pass sales, which are particularly impacted by summer weather conditions and major events such as fires or flooding. While benchmarks for daily passes are included, wide divergence from the benchmark is not unexpected.

**Outdoor Recreation on CPW Lands - Outputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
State Park Trails Improved (in Miles)	Benchmark: 10	Benchmark: 10	Benchmark: 10	Benchmark: 10	Benchmark: 10	Benchmark: 10	Benchmark: 10
	Actual: 11	Actual: 12	Actual: 5	Actual: 37	Actual: 9	Actual: N/A	Actual: N/A
Revenue from Passes, Permits, Other Fees (\$000's)	Benchmark: 18,900	Benchmark: 20,000	Benchmark: 21,500	Benchmark: 22,999	Benchmark: 20,700	Benchmark: 21,000	Benchmark: 21,000
	Actual: 19,752	Actual: 20,026	Actual: 19,125	Actual: 19,844	Actual: N/A	Actual: N/A	Actual: N/A

State Parks Trails Improved – The benchmark assumes steady and continued allocation of GOCO funding for the State Parks Trails Program.

Parks Revenue –Revenues generated from Parks passes, permits and other fees can be highly dependent on weather conditions, particularly during the summer. An adjustment downward in the revenue benchmark was made in projections for the FY 14-15 after previous years’ growth projections proved overly optimistic. The result was a growing divergence over time between the benchmark and actual revenues. The benchmark was adjusted to reflect the previous years’ actual results, with a lower, more realistic annual growth projected after that.

Strategy #3: Promote the responsible development and use of recreational trails, both motorized and non-motorized, on both DNR properties as well as other public and private lands.

The Trails Program consists of three sub-programs: the recreational trails program (non-motorized trails), the Off-highway Vehicle (OHV) Program, and the Snowmobile Program. The Trails Program exists to increase accessibility and encourage the use of Colorado’s extensive outdoor and natural resources, through hiking, bicycling, horse riding and other compatible recreational activities, and to provide for recreational motorized trail uses. Furthermore, state statutes authorize Colorado Parks and Wildlife to establish and maintain trails that connect the state parks and other outdoor recreation resources, provide access to areas of special or historic interest, and promote a more complete use of public lands for recreation. A key component of the statutory direction is to coordinate, assist and develop such trails with all levels of government. Colorado Parks and Wildlife delivers the Trails Program primarily by making grants to governmental agencies, non-governmental organizations, and individuals for the purpose of planning, constructing, improving, and maintaining trails in Colorado.

**Trails Program Inputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Off-Highway Vehicle Registrations and Permits	159,099	163,444	163,768	171,073	170,754	170,000	172,000
Snowmobile Registrations and Permits	33,675	31,543	31,406	32,793	32,693	33,000	33,000
Recreational Trail Grant Funding (\$)	5,679,245	6,336,811	7,123,012	7,003,013	7,710,678	7,000,000	7,000,000

OHV and Snowmobile Registrations – The benchmarks reflect trends in registrations over recent years, with OHV showing a slight increase and snowmobiles showing a flatter trend line. Snowmobile registrations can be particularly impacted by early snow conditions, with registrations dropping for years in which heavy snow arrives later in the winter.

Recreational Trail Grant Funding – The benchmarks for recreational trail metrics are based on historical experience, with adjustments made based on the outlook for availability of future funding, particularly from federal sources.

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
OHV Grant Applications	Benchmark: 46	Benchmark: 46	Benchmark: 48	Benchmark: 50	Benchmark: 50	Benchmark: 50	Benchmark: 52
	Actual: 39	Actual: 42	Actual: 63	Actual: 57	Actual: 58	Actual: 50	Actual: N/A
Recreational Trail Grant Applications	Benchmark: 40	Benchmark: 40	Benchmark: 40	Benchmark: 40	Benchmark: 40	Benchmark: 40	Benchmark: 40
	Actual: 40	Actual: 43	Actual: 40	Actual: 27	Actual: 41	Actual: N/A	Actual: N/A
Snowmobile Grant Applications	Benchmark: 7	Benchmark: 7	Benchmark: 7	Benchmark: 7	Benchmark: 7	Benchmark: 7	Benchmark: 7
	Actual: 7	Actual: 7	Actual: 7	Actual: 4	Actual: 8	Actual: N/A	Actual: N/A

OHV, snowmobile and recreational trail grants - Benchmarks are based on historical experience with the three programs and an expectation of no significant change in available funding. Snowmobile applications only refer to capital grant proposals.

Strategy #4: Promote hunting and fishing programs statewide, and;

CPW’s statutory mission includes the direction to “offer the greatest possible variety of recreation” to Colorado’s citizens and visitors to the state. While part of this mission is met through operation of the state park system (see Strategy #2), another important component of this mission is met by offering hunting and fishing programs. In addition to being important parts of what makes Colorado such a special place to live for many residents, hunting and fishing are an important part of the State’s economy. A 2014 study for CPW by Southwick Associates on the economic impact of outdoor recreation found that hunting, fishing, and wildlife viewing generated more than \$5 billion in economic activity and supported nearly 50,000 jobs.

The Hunting Program includes inventorying game populations, collecting animal harvest data, developing population models to guide license allocations and management decisions, wildlife health research , setting and enforcing hunting regulations,

acquiring access for hunters through access leases and easements, cooperative programs with landowners, and habitat protection efforts. The Hunting Program also includes educating hunters about safety, as well as informing and advising hunters about hunting opportunities in the state.

The Fishing Program includes inventorying fish populations and stream habitat, research into fish health and population dynamics, fish propagation and stocking, fish disease management, setting and enforcing fishing regulations, acquiring access for anglers through access leases and easements, as well as improving and operating State Wildlife Areas. It also includes providing angler education and fishing clinics as well as informing and advising anglers about angling opportunities in the state through information brochures, participation in state and national angling trade shows and expos, the CPW website, e-mail newsletters and other means. Recent research by CPW shows that Colorado anglers fish at state parks about 35 percent of the time, further illustrating the level of overlap between state park and wildlife operations in Colorado.

The following table shows some of the input measures that impact these outdoor recreation programs.

**Hunting and Fishing Inputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Hunter Education Classes	810	813	780	802	763	800	800
Habitat Partnership Program Funding (Millions \$)	\$2.06	\$2.20	\$2.25	\$2.12	\$2.14	\$2.28	\$2.30
Big Game Applications	470,576	473,875	492,532	502,501	510,312	525,000	500,000
State Land Board Access Funding	\$779,100	\$784,600	\$813,955	\$797,445	\$816,264	\$846,070	\$875,000
Waters Monitored for Aquatic Nuisance Species	230	260	216	173	173	175	175

Hunter Education Classes – The estimates for FY 2015-16 and FY 2017-18 reflects historical experience with the number of classes offered and the availability of hunter education instructors. Future projections are the midpoint of the expected range as the number of classes can vary based on student demand.

HPP Funding – The estimates for FY 2015-16 and FY 2017-18 are based on the program’s legislatively-mandated share of actual and anticipated big game license sales in areas where HPP has local committees.

Big Game Applications – Big game application totals can vary depending on the biological health of big game herds across the state, state and national economic conditions, and changes in license fees (among other factors). The projection for the current fiscal year includes an adjustment upward reflecting Colorado’s experience over the last 3-4 years.

State Land Board Access Funding – The estimates for FY 2015-16 and FY 2017-18 reflect projections of available funding for the program, including federal Pittman-Robertson funds and wildlife cash funds, which are the major funding sources for the program.

Waters Monitored for ANS – The estimates for FY 2015-16 and FY 2017-18 reflect projections of available funding and experience with the comparatively new program, along with the impact of the program’s success allowing low-risk waters to be dropped.

**Hunting and Fishing Outputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Habitat Partnership Program Acres Improved	Benchmark: N/A	Benchmark: 30,000	Benchmark: 30,000	Benchmark: 28,000	Benchmark: 25,000	Benchmark: 25,000	Benchmark: 25,000
	Actual: 25,654	Actual: 37,172	Actual: 22,174	Actual: 24,943	Actual: 24,295	Actual: N/A	Actual: N/A
Acres of State Land Board Access	Benchmark: 525,000	Benchmark: 500,000	Benchmark: 510,000	Benchmark: 490,000	Benchmark: 488,000	Benchmark: 480,000	Benchmark: 490,000
	Actual: 525,427	Actual: 492,113	Actual: 480,800	Actual: 485,227	Actual: 485,227	Actual: N/A	Actual: N/A
Number of Boat Inspections (for Aquatic Nuisance Species)	Benchmark: N/A	Benchmark: 380,000	Benchmark: 412,845	Benchmark: 418,576	Benchmark: 420,000	Benchmark: 420,000	Benchmark: 420,000
	Actual: N/A	Actual: 411,200	Actual: 416,494	Actual: 400,849	Actual: 420,000 (Est)	Actual: N/A	Actual: N/A
Hunting Licenses Issued	Benchmark: 540,000	Benchmark: 530,000	Benchmark: 530,000	Benchmark: 520,000	Benchmark: 530,000	Benchmark: 530,000	Benchmark: 530,000
	Actual: 535,893	Actual: 529,618	Actual: 537,371	Actual: 553,826	Actual: 556,941	Actual: N/A	Actual: N/A
Fishing Licenses Issued	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,000,000	Benchmark: 1,050,000	Benchmark: 1,050,000	Benchmark: 1,050,000	Benchmark: 1,050,000
	Actual: 988,291	Actual: 1,050,721	Actual: 1,049,557	Actual: 1,085,445	Actual: 1,087,369	Actual: N/A	Actual: N/A
Catchable-Sized Trout Stocked	Benchmark: N/A	Benchmark: 3,010	Benchmark: 3,000	Benchmark: 3,000	Benchmark: 2,800	Benchmark: 3,100	Benchmark: 3,100
	Actual: 3,100	Actual: 2,829	Actual: 2,906	Actual: 2,369	Actual: 3,400	Actual: N/A	Actual: N/A

Habitat Partnership Program Acres Improved – The benchmarks reflect multi-year averages of acres improved and projections of funding available. Year to year actual figures can vary significantly from the benchmark due to weather conditions (e.g. drought)

preventing a funded project from being implemented in a particular year, or a large project that could involve multiple years of planning before any acres are actually treated.

Acres of State Land Board Access – Each year adjustments are made to specific acreage covered under the access program. Combined with incremental lease rate increases and funding dedicated to the program, total leased acreage can vary. Benchmarks are based on the outlook for all of those factors.

Number of ANS Boat Inspections – The benchmark is based on the program coordinators expectation of steady funding, no significant changes in waters monitored, and no new infestations of ANS in the state.

Hunting Licenses Issued – Benchmarks based on an overall assessment of a variety of factors, including the overall biological health of big game herds (i.e. whether herds individually and cumulatively are over, at or under objective), public access, changes in license allocation programs and general economic conditions.

Fishing Licenses Issued – Overall fishing license sales stay within a relatively narrow band, with the major variable in actual sales believed to be the presence or absence of drought conditions and the associated low water levels and elevated stream temperatures.

Catchable-sized Trout Stocked – State hatchery production of catchable trout remains fairly constant, with the exception of when a hatchery is taken “off-line” for major repairs or renovations.

Strategy #1E: Ensure the long-term viability of native fish and wildlife. Strive to maintain the broadest representation of the diversity of native wildlife across the state. As part of this strategy, the Department will protect, restore, and enhance habitat for fish and wildlife.

Efforts related to this strategy generally come under one of two major processes: (1) Land and Water Management, and; (2) Species Conservation (Game & Non-Game Species). Each of these two areas will be briefly described below.

Land and Water Management

The Land and Water Management Program includes a multitude of activities and processes including: (1) managing CPW-owned property and water rights in support of wildlife populations and wildlife-related recreation statewide; (2) mapping critical wildlife habitats; (3) monitoring the water quality of critical aquatic habitats statewide; (4) supporting wildlife habitat protection and improvement efforts on private lands and waters, and on public lands not owned by CPW, through a variety of cooperative programs; (5) controlling noxious weeds; (6) conducting forest management and fuel mitigation activities; (7) developing stewardship plans for CPW properties, and; (8) providing input on land management decisions to a variety of land management agencies as well as local and county governments.

One high-profile component of this program is the Colorado Wildlife Habitat Protection Program (CWHPP), initiated in 2006 with the enactment of legislation to create the Colorado Wildlife Habitat Stamp. A ten-dollar habitat stamp must be purchased prior to the purchase of a hunting or fishing license in Colorado (only one habitat stamp is required per license buyer each year). The habitat stamp generates approximately \$6 million in revenue annually that, by statute, is earmarked for habitat protection and enhancement. The program has helped permanently protect more than 170,000 acres of wildlife habitat through conservation easements and, to a much lesser extent (approximately 5 percent of the acreage involved), fee title acquisition.

Wetlands and riparian areas make up less than two percent of Colorado's land but, according to some estimates, provide life cycle or important habitat benefits to approximately 75 percent of species in the state. Colorado Parks and Wildlife's Wetlands Program conserves wetland and riparian habitats and their ecological functions by planning and delivering conservation actions on a landscape scale. The program funds wetland enhancement and restoration projects, conducts strategic planning to prioritize habitat conservation investments, facilitates partnerships, supports local Focus Area Committees, conducts education and outreach on wetlands

conservation, and monitors and evaluates wetland projects. In cooperation with partner organizations and landowners, the Wetlands Program has protected, restored or enhanced nearly 300,000 acres of wetlands and adjacent habitats and more than 275 miles of streams.

In addition, CPW leads or is a partner in more than a dozen other programs focused on voluntary efforts by landowners in support of wildlife habitat or species conservation. The programs range from species-specific recovery efforts to cost-sharing programs for habitat improvements to annual recognition awards for landowners who make significant commitments to improving wildlife habitat on their property. Perhaps the best known of these programs is the Habitat Partnership Program (HPP), which allocates five percent of big game license revenues (about \$2.2 million per year on average) to reduce and mitigate the impact of big game populations on agricultural operations.

The Colorado Natural Areas Program (CNAP) has 93 designated Natural Areas encompassing over 182,000 acres which help to protect habitats and natural features of statewide significance and importance. These areas can be owned by federal, state, local or private entities; the program's role is to ensure proper stewardship of these rare and special areas through voluntary cooperative agreements. Areas are eligible for designation based on a variety of factors, but in general the aim is to incorporate the best representative examples of rare plants and animals, native ecosystems, and unique geology and paleontology. Protection of these areas requires ongoing monitoring, including regular photo monitoring and technical plant counts. CPW collaborates with partners to implement stewardship projects, research studies, and outreach to protect Colorado's most significant natural features.

Species Conservation – Colorado is home to more than 900 wildlife species. Species Conservation Programs provide wildlife and habitat conservation activities for both game and non-game species. General activities under the programs are often similar, but focus on different species. Processes include monitoring wildlife populations in the state, assessing population trends, determining distribution patterns, identifying limiting factors, developing conservation or recovery plans, working with other state, federal and local agencies, and private landowners to implement recovery plans, conducting research on population dynamics including disease, propagation of certain individual species, mapping of the presence and distribution of species, and working with a variety of partners, both public and private, on cooperative strategies for conserving, protecting and enhancing populations.

Programs and projects in support of species conservation are vital to Colorado’s efforts to adequately conserve native species and avert threatened or endangered listings under the federal Endangered Species Act. Success in meeting recovery plan goals or in proactive actions on declining species are crucial to retain wildlife management authority at the state level, allowing water projects to move forward and preventing costly and burdensome federal actions. CPW also coordinates with neighboring states on the development of range-wide recovery plans and in meeting recovery plan goals. Recovery plans are a crucial guide in setting priorities and organizing efforts among the many partners that can be involved in species recovery, such as federal land management agencies, local and county governments, landowners, business and industry groups, private conservation organizations, and, in the case of range wide recovery plans, neighboring states.

The Natural Areas Program is the only state program tasked with rare plant species conservation. The rare plant conservation program performs scaled-down conservation activities for the 118 imperiled plant species that occur in Colorado with a parallel goal of conserving rare plant species and habitats and averting federal threatened or endangered listings under the federal Endangered Species Act.

**Species and Habitat Protection Inputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Colorado Wildlife Habitat Protection Program Funding (millions of dollars)	\$15.0	\$12.5	\$11.0	\$9.0	\$9.3	\$9.3	\$9.3
Wetland Program Funding	\$0	\$1,018,020	\$850,000	\$900,000	\$700,000	\$700,000	\$700,000
Endangered Species Act Listing Decisions Due	N/A	N/A	0	2	5	2	2

CWHPP and Wetland Funding – Estimates for FY 2015-16 and FY 2017-18 are based on projections of future funding availability, drawn in part from multi-year financial plans for Great Outdoors Colorado funding.

ESA Listing Decisions Due – A 2011 court-mandated work plan for final decisions by the US Fish and Wildlife Service on whether to list 750 species nationwide is the primary factor in this benchmark. Nine of the 750 species are found in Colorado. The benchmarks reflect the work plan schedule, as well as additional species that have separately been petitioned for listing that may be present in Colorado.

**Species and Habitat Protection Outputs
FY 2010-11 to FY 2017-18**

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Colorado Wildlife Habitat Protection Program Applications	Benchmark: 80	Benchmark: 70	Benchmark: 60	Benchmark: 60	Benchmark: 40	Benchmark: 40	Benchmark: 40
	Actual: 69	Actual: 45	Actual: 58	Actual: 45	Actual: 42	Actual: N/A	Actual: N/A
Endangered Species Act Listing Prevented	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 20	Benchmark: 24	Benchmark: 27	Benchmark: 29
	Actual: 22	Actual: 22	Actual: 22	Actual: 24	Actual: 25	Actual: N/A	Actual: N/A
Wetlands Grants Awarded	Benchmark: 18	Benchmark: 18	Benchmark: 17	Benchmark: 16	Benchmark: 17	Benchmark: 15	Benchmark: 15
	Actual: 0	Actual: 19	Actual: 18	Actual: 15	Actual: 15	Actual: N/A	Actual: N/A

CWHPP and Wetland Grant Applications – Benchmarks are based on projections of future funding availability, drawn in part from multi-year financial plans for Great Outdoors Colorado funding, along with historical experience with landowner interest in the program and the impact on applications from changes in program priorities and focus areas.

ESA Listings Prevented – A goal of CPW’s Species Conservation Program is to prevent any additional listings of wildlife species under the federal Endangered Species Act. While that may not be possible in all cases, the effort has shown success in averting listings over the years through state-based actions, as well as through species research and inventory programs.

Strategic Policy Initiative #2: Conserve, develop, protect, and administer Colorado’s water for present and future generations in accordance with state and federal laws.

Discussion of the Strategic Policy Initiative: In regards to how the State of Colorado manages its water resources, the vision behind this Strategic Policy Initiative is to achieve the following:

- A productive economy that supports vibrant and sustainable cities, viable and productive agriculture, and a robust skiing, recreation, and tourism industry;
- Efficient and effective water infrastructure; and
- A strong environment that includes healthy watersheds, rivers and streams, and wildlife.

DNR has four strategies to achieve the initiative. These include:

1. Help meet Colorado’s municipal, industrial, environmental, and recreational water supply needs by: (1) helping to develop new sources of water supply; (2) maintaining existing water supply infrastructure, and; (3) promoting water conservation to reduce water demand.
2. 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.
3. Provide water for Colorado’s environmental and recreational needs.
4. *Protect the public health, safety, and welfare from negative outcomes associated with water-based natural disasters. This shall include protecting the public from the impacts of flooding, dam failures, and avalanches.*

Success in achieving this initiative will be measured by the following outcomes:

- Outcome Measure #1: Maximize beneficial re-use of water (Water Administration)
- Outcome Measure #2: Regulatory orders or notification (Water Administration)
- Outcome Measure #3: Full compact compliance (Water Administration)
- Outcome Measure #4: # of Dam Failure Incidents (Dam Safety)
- Outcome Measure #5: # of Deaths from Dam Failure Incidents (Dam Safety)
- Outcome measure #6: Acre-feet of Existing Storage Maintained (Water Supply)
- Outcome measure #7: Acre-feet of New Storage Created (Water Supply)
- Outcome Measure #8: Estimated amount of water saved through a water efficiency plan in acre-feet (Water Efficiency)
- Outcome Measure #9: Additional Miles of stream protected (Environmental Programs)

Water-related Outcome Measures

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
Administration of Water Rights							
Maximize beneficial/optimal use of water	Benchmark: 3.2	Benchmark: 3.2	Benchmark: 3.2	Benchmark: 3.2	Benchmark: 3.3	Benchmark: 3.5	Benchmark: 3.5
	Actual: 3.59	Actual: 2.09	Actual: 4.90	Actual: 3.7	Actual: N/A	Actual: N/A	Actual: N/A
Regulatory Orders or Notifications ¹	Benchmark: 4.2%	Benchmark: 4.5%	Benchmark: 5.1%	Benchmark: 5.1%	Benchmark: 5.2%	Benchmark: 5.0%	Benchmark: 5.0%
	Actual: 3.02%	Actual: 5.45%	Actual: 5.95%	Actual: 12.26%	Actual: 4.3%	Actual: N/A	Actual: N/A
Interstate Compact Enforcement							
Full Compact Compliance	Benchmark: 100%	Benchmark: 100%	Benchmark: 100%	Benchmark: 100%	Benchmark: 100%	Benchmark: 100%	Benchmark: 100%
	Actual: 88%	Actual: 88%	Actual: 88%	Actual: 88%	Actual: 88%	Actual: N/A	Actual: N/A
Dam Safety							
Number of Dam Failure Incidents	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0
	Actual: 0	Actual: 0	Actual: 11	Actual: 2	Actual: 0	Actual: N/A	Actual: N/A
Number of Death Incidents from Dam Failure	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0
	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: N/A	Actual: N/A
Number of Property Damage Incidents from Dam Failure	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0	Benchmark: 0
	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: 0	Actual: N/A	Actual: N/A

¹ Formal regulatory orders or notifications issued by DWR per year compared to the total number of surface and ground water structures actively diverting water.

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012- 13 Actual	FY 2013-14 Actual	FY 2014- 15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
Water Project Loan Program							
Acre-feet of Existing Storage Maintained	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,000	Benchmark: 1,000	Benchmark: 1,000	Benchmark: 1,000
	Actual: 3,800	Actual: 1,050	Actual: 4,120	Actual: 7,500	Actual: 7,500	Actual: N/A	Actual: N/A
Acre-feet of New Storage Created	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,000	Benchmark: 1,000	Benchmark: 1,000	Benchmark: 1,000
	Actual: 72,000	Actual: 3,270	Actual: 5,040	Actual: 430	Actual: 430	Actual: N/A	Actual: N/A
Office of Water Conservation and Drought Planning							
Estimated Amount of Water Saved Through a Water Efficiency Plan in Acre Feet	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 31,200	Benchmark: 31,200	Benchmark: 44,000	Benchmark: 51,000
	Actual: 7,921	Actual: 15,842	Actual: 23,200	Actual: 31,688	Actual: 37,000	Actual: N/A	Actual: N/A
Environmental Programs							
Additional Miles of Stream Protected (Instream Flows)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 100	Benchmark: 100	Benchmark: 100	Benchmark: 100
	Actual: 75.86	Actual: 138	Actual: 7	Actual: 86.34	Actual: 40.56	Actual: N/A	Actual: N/A

Discussion of One and Three Year Goals

Water Administration - The benchmarks for maximizing the beneficial reuse of water reflect a slight improvement upon the average re-use of water over the last four years for which we currently have data (FY 2010-11 through FY 2013-14). The benchmarks for regulatory compliance reflect recent rates of compliance, removing a one-time spike in 2013 related to well head orders in the Arkansas River Basin. To be clear, the goal is to have 100% compliance with all rules. However, the benchmark of 5.0 percent represents a reasonable expectation of non-compliance that will require regulatory enforcement. Similarly, the benchmark for Interstate Water Compacts is 100 percent compliance with all compacts. Although Colorado has not been in compliance with the Republican River Compact over the last several years, the Department is actively working towards compact compliance and expects to achieve this result in the near future.

Water Efficiency - The benchmark estimates listed in the table above are the year one and year three goals of the CWCB. The benchmarks for the *estimated amount of water saved through a water efficiency plan* are an estimated average of savings outlined in water providers plans. Each plan varies in the amount of annual savings as some programs ramp up over time, while others begin big and taper down. Normally, savings are estimated to accumulate over a planning period such as 5-10 years and then reevaluated at some interval.

Dam Safety - The benchmarks all reflect a goal of zero dam failures.

Instream Flow – As a result of both staff departures and instream flow acquisitions were which contested, the Colorado Water Conservation Board has not always been able to meet its annual benchmark of adding 100 additional miles of a stream protection.

Strategy #1: Help meet Colorado’s municipal, industrial, environmental, and recreational water supply needs by: 1) helping to develop new sources of water supply; 2) maintaining existing water supply infrastructure, and; 3) promoting water conservation to reduce water demand.

The Department of Natural Resources, through the Colorado Water Conservation Board, has a number of programs and processes that help to carry out this strategy. Grant and loan programs, funded out of the Construction Fund, Perpetual Base Fund, Water Supply Reserve Account, and the Water Efficiency Grant Program Cash Fund all assist in implementing this strategy. All of these programs are contained within the CWCB’s Water Management and Planning Program. The inputs and outputs for these programs are discussed in the table below.

Water Management and Planning Inputs - FY 2010-11 to FY 2017-18

Input Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
<i>Water Supply Reserve Account</i>							
Total dollar value of funding sought	\$4,749,789	\$5,051,647	\$7,811,708	\$13,541,818	\$8,618,389	\$10,000,000	\$10,000,000
Grant funding available	\$10,312,705	\$12,562,916	\$8,296,763	\$19,649,223	\$16,107,404	\$13,896,891	\$13,500,000
# of grant applications	46	36	41	80	55	60	60
<i>Water Efficiency Grant Fund</i>							
# of water providers seeking grants	12	9	13	14	14	13	13
Total dollar value of funding sought	\$527,672	\$432,919	\$431,311	\$519,482	\$482,374	\$450,000	\$450,000
<i>Water Project Loan Program</i>							
Prospects List: total # of applicants and dollars requested	33 \$125,125,000	33 \$124,075,000	16 \$145,550,000	30 \$75,000,000	27 \$101,000,000	25 \$100,000,000	25 \$100,000,000
Pre-qualified projects list: total number of applicants and dollar requested ¹	9 \$21,627,525	15 \$7,030,000	19 \$99,482,000	5 \$50,000,000	8 \$17,000,000	5 \$50,000,000	5 \$50,000,000

Note: ¹The Pre-qualified Projects list identifies potential borrowers who have submitted an application, but have not completed a loan feasibility study and do not yet have CWCB Board approval to move a project forward. The total dollars requested for the fiscal years 2010-11 through 2017-18 depends on projects moving from the Pre-qualified Projects list to being an approved project as well as the dollar amount that is being requested by a potential borrower for a project.

Discussion of One and Three Year Goals

The benchmark estimates listed in the table above are the year one and year three goals of the CWCB. The CWCB Water Project Loan Program information is regularly distributed to water providers. The CWCB receives requests for placement on the Prequalification List as the borrower's project develops to a level necessary for consideration for prequalification.

Water Management and Planning Outputs - FY 2010-11 to FY 2017-18

Output Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
<i>Water Supply Reserve Account</i>							
# of new grants and total dollar value for the Water Supply Reserve Fund	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 38 \$10,000,000	Benchmark: 38 \$10,000,000	Benchmark: 50 \$10,000,000	Benchmark: 50 \$10,000,000
	Actual: 46 \$4,749,789	Actual: 36 \$5,051,647	Actual: 41 \$7,811,708	Actual: 80 \$13,541,818	Actual: 80 \$8,618,389	Actual: N/A	Actual: N/A
<i>Water Project Loan Program</i>							
# of new loans and total dollar value for new water project loans	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 15 \$48 M	Benchmark: 15 \$48 M	Benchmark: 20 \$30 M	Benchmark: 20 \$30 M
	Actual: 12 \$15.3 M	Actual: 9 \$17.9 M	Actual: 18 \$37.3 M	Actual: 53 \$107.3 M	Actual: 13 \$24.8 M	Actual: N/A	Actual: N/A
<i>Decision Support System</i>							
# of Decision Support System models operating	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 3	Benchmark: 3	Benchmark: 4	Benchmark: 5
	Actual: 3	Actual: 3	Actual: 3	Actual: 3	Actual: 3	Actual: N/A	Actual: N/A
<i>Office of Water Conservation and Drought Planning</i>							
# of water efficiency plans approved	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 77	Benchmark: 77	Benchmark: 85	Benchmark: 88
	Actual: 45	Actual: 57	Actual: 67	Actual: 70	Actual: 78	Actual: N/A	Actual: N/A

Discussion of One and Three Year Goals

The benchmark estimates listed in the table above are the year one and year three goals of the CWCB. The # of new loans and total dollar value for new water project loans, the # of Decision Support System models operating, and the # of water efficiency plans approved were recommended by CWCB staff.

Output Measure Benchmark: *# of new grants and total dollar value for the Water Supply Reserve Account* are based on the total funding anticipated for the Water Supply Reserve Fund from the Severance Tax Trust Fund Operational Account.

Output Measure Benchmark: *# of Decision Support System models operating* - the Decision Support system model that staff intends to complete within the next fiscal year is the South Platte River Decision Support System. In addition, in this fiscal year, the staff will initiate the development of the Arkansas River Decision Support System.

Output Measure Benchmark: *# of water efficiency plans approved* will level off as the number of entities required to have plans reaches saturation. There may be additional plans that come in from non-covered entities, but they are not required to do so. In the next three years, the CWCB estimates there may be an additional 7-10 new plans approved not counting revised plans.

Strategy #2: 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.

Water Administration is the program by which the Department of Natural Resources allocates water to various water users. This program involves two major sub-programs: administration of interstate water rights (AWR) and interstate water compact enforcement (ICE). The Department administers about 170,000 water rights, as well as 9 interstate compacts, one international treaty with Mexico, two U.S. Supreme Court decrees, and two interstate agreements. The table below provides additional details on the workload and inputs which affect the Water Administration program:

Water Administration Inputs - FY 2010-11 to FY 2017-18

Input Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Est.	FY 2017-18 Projected
# of water rights (AWR)	N/A	165,177	164,973	166,901	168,580	170,000	173,000
# of water court applications (AWR)	1,127	920	1,012	966	894	980	1,000
# of well permit applications (AWR)	9,319	4,372	5,079	5,471	5329	5,400	5,400
# of substitute water supply plans received (AWR)	243	279	254	310	287	300	300
# of stream gages operated/maintained (AWR)	510	523	540	560	573	580	590
# of structures with diversion records (AWR)	48,853	52,549	54,347	55,052	56,294	57,000	58,000
# of call changes on water rights (AWR)	N/A	N/A	N/A	2,771	1,968	2,400	2500
# of interstate compacts (ICE)	9	9	9	9	9	9	9

Water Administration Outputs - FY 2010-11 to FY 2017-18

Output Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Est.	FY 2017-18 Projected
# of permit applications acted upon (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 6,104	Benchmark: 5,700	Benchmark: 5,600	Benchmark: 5,000	Benchmark: 5,200
	Actual: 9,042	Actual: 4,480	Actual: 4,882	Actual: 5,003	Actual: 5,172	Actual: N/A	Actual: N/A
# of water court consultations (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 985	Benchmark: 985	Benchmark: 940	Benchmark: 940	Benchmark: 940
	Actual: 1057	Actual: 880	Actual: 987	Actual: 822	Actual: 940	Actual: N/A	Actual: N/A
# of statements of opposition (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 54	Benchmark: 50	Benchmark: 40	Benchmark: 40	Benchmark: 40
	Actual: 70	Actual: 40	Actual: 25	Actual: 29	Actual: 40	Actual: N/A	Actual: N/A
# of water right observations and structure observations (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 453,000	Benchmark: 475,000	Benchmark: 480,000	Benchmark: 515,000	Benchmark: 520,000
	Actual: 421,382	Actual: 450,879	Actual: 460,646	Actual: 467,002	Actual: 512,574	Actual: N/A	Actual: N/A
# of records of actual diversions maintained (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 31,000	Benchmark: 35,000	Benchmark: 37,000	Benchmark: 38,000	Benchmark: 38,000
	Actual: 32,004	Actual: 33,495	Actual: 34,907	Actual: 35,939	Actual: 36,787	Actual: N/A	Actual: N/A
# of substitute water supply plans issued (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 291	Benchmark: 291	Benchmark: 275	Benchmark: 280	Benchmark: 275
	Actual: 243	Actual: 279	Actual: 254	Actual: 310	Actual: 287	Actual: N/A	Actual: N/A

Output Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Est.	FY 2017-18 Projected
# of enforcement orders (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 2,308	Benchmark: 2,308	Benchmark: 2,535	Benchmark: 2,538	Benchmark: 2,538
	Actual: 1,411	Actual: 2,570	Actual: 3,218	Actual: 6,752 ²	Actual: 2,425	Actual: N/A	Actual: N/A
Augmentation plan administration and accounting (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,504	Benchmark: 1,494	Benchmark: 1,500	Benchmark: 1,500	Benchmark: 1,500
	Actual: N/A	Actual: 1198	Actual: 1,504	Actual: 1,494	Actual: 1,445	Actual: N/A	Actual: N/A
# of wells completed/administered – cumulative (AWR)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 295,000	Benchmark: 298,000	Benchmark: 300,000	Benchmark: 303,000
	Actual: 287,777	Actual: 290,443	Actual: 293,702	Actual: 296,551	Actual: 299,921	Actual: N/A	Actual: N/A
# of interstate compact meetings attended (ICE)	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 22	Benchmark: 25	Benchmark: 29	Benchmark: 29
	Actual: 23	Actual: 21	Actual: 22	Actual: 31	Actual: 47	Actual: N/A	Actual: N/A

Benchmarks for the above output measures were established based on FY 2014-15 actual outputs, recent trends, and program specific knowledge. Growth in the number of water wells administered by the Division of Water Resources reflects the fact that the State continues to complete a few thousand new wells each year. The number of interstate compact meetings the Department anticipates attending is 29 per year, down from 47 in FY 2014-15. The benchmark is closer to the three year average and reflects that FY 2014-15 was abnormally high due to arbitration and negotiation meetings to resolve Republican River Compact issues.

² Early extreme dry conditions in the Arkansas basin caused a lack of augmentation supplies for wells necessitating the issuance of many wellhead orders.

² Formal regulatory orders or notifications issued by DWR per year compared to the total number of surface and ground water structures actively diverting water.

³ These objectives are tracked on a water year (WY) which runs from November 1 (each year) through October 31 (each year).

⁴ Not Complete; Full listing of incidents not available for WY 2010-11.

⁵ 11 Incidents in WY 12-13 from November 1, 2012- August 27, 2013, the remainder were recorded during and as a result of the September 11-20, 2013 flooding.

⁶ Fluctuations due to retirement/hiring cycles.

Strategy #3: Provide water for Colorado’s environmental and recreational needs.

Environmental Programs are one of two major programs within the Colorado Water Conservation Board (CWCB). Environmental Programs provide oversight of and correlate activities for programs that have a positive impact on the environment. The CWCB is responsible for the appropriation, acquisition, protection, and monitoring of instream flow and natural lake level water rights to preserve and improve the natural environment to a reasonable degree. In this regard, CWCB holds water rights on more than 9,267 miles of streams and on 480 natural lakes. The Program supports watershed planning as well as projects designed to restore and protect watersheds to reduce flood hazards, stabilize and restore stream channels, provide habitat, reduce erosion, and increase the capacity to utilize water. Additionally, under the Program, the CWCB participates in water-related endangered species initiatives and programs for the benefit and protection of water users in Colorado.

Environmental Programs Inputs - FY 2010-11 to FY 2017-18

Input Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
<i>Stream and Lake Protection</i>							
# of Instream Flows requested by stakeholders	29	28	38	43	47	30	30
<i>Watershed Protection and Restoration</i>							
# of Watershed Protection/Restoration project applications	36	29	32	44	44	36	39

Discussion of One and Three Year Goals

The benchmark estimates listed in the table above are the year one and year three goals of the CWCB.

of Instream Flows requested by stakeholders - The CWCB’s goals, for the Stream and Lake Protection benchmark, directly depend upon the number of requests received from recommending entities, including Colorado Parks and Wildlife and the U.S. Bureau of Land Management. Over the past 10 years, recommending entities have averaged approximately 30 requests per year. In some years, staff is unable to process all of the requests, resulting in streams being carried over to the following year for processing.

of Watershed Protection/Restoration project applications – The benchmark for Watershed Protection and Restoration will have an overall increase in applications because of the addition of Stream Management Plans as grant category in the Colorado Watershed Restoration Program. The number of applications in this program will increase over the next several fiscal years. The increase may be slight because applications from the Colorado Healthy Rivers Fund are expected to decrease over the next several fiscal years. This grant program is annually funded at less than \$100,000 through voluntary tax donations. The program is highly competitive. CWCB staff will make recommendations to narrow the eligible applicant pool.

Environmental Programs Outputs - FY 2010-11 to FY 2017-18

Output Measures	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimate	FY 2017-18 Estimate
<i>Stream and Lake Protection</i>							
# of instream flow water rights managed by CWCB	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,618	Benchmark: 1,694	Benchmark: 1,670	Benchmark: 1,625
	Actual: 1,581	Actual: 1,593	Actual: 1,595	Actual: 1,613	Actual: 1,694	Actual: N/A	Actual: N/A
<i>Watershed Protection and Restoration</i>							
# of watershed protection plans	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 9	Benchmark: 9	Benchmark: 9	Benchmark: 12
	Actual: 3	Actual: 3	Actual: 9	Actual: 14	Actual: 14	Actual: N/A	Actual: N/A
# of watershed protection projects	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 21	Benchmark: 21	Benchmark: 21	Benchmark: 21
	Actual: 20	Actual: 11	Actual: 12	Actual: 15	Actual: 15	Actual: N/A	Actual: N/A
Leveraging of watershed protection funding ¹	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 4:1	Benchmark: 4:1	Benchmark: 4:1	Benchmark: 4:1
	Actual: 7.2:1	Actual: 4:1	Actual: 4:1	Actual: 4:1	Actual: 4:1	Actual: N/A	Actual: N/A

*Notes: ¹Not all projects in FY 2015-16 have been awarded funding; therefore, the leverage ratio is an estimate. ²Contains both ISF and acquisitions.

Discussion of One and Three Year Goals

The benchmark estimates listed in the table above are the year one and year three goals. The benchmarks are recommendations from CWCB staff. Benchmark goals depend on factors affecting both the CWCB staff and the requesting entities.

Output Measure Benchmark: *# of instream flow water rights managed by CWCB* - Staff's one and three year goals are estimates based on the success of instream flow recommendations in previous years. Staff estimates that approximately 10 additional instream flow water rights will be added to CWCB's portfolio each year.

Strategy #4: Protect the public health, safety, and welfare from negative outcomes associated with water-based natural disasters. This shall include protecting the public from the impacts of flooding, dam failures, and avalanches.

The Department of Natural Resources has several programs that assist with implementation of this strategy. The Colorado Avalanche Information Center is appropriated 10.9 FTE protects people, property, and local businesses from the impacts of avalanches by performing avalanche safety education and training, along with avalanche forecasting. The Colorado Water Conservation Board (CWCB) has 2.0 FTE who assist local communities to update floodplain maps as well as to implement flood mitigation projects. Additionally, the CWCB is the coordinating agency for the National Floodplain Insurance Program. The largest program in the Department related to this strategy is the 12.0 FTE Dam Safety Program. Given its relative size, as well as its source of funding (General Fund, along with about \$260,000 in federal FEMA funding), this is the only program which will be analyzed via metrics in this section. The below tables discuss the inputs and outputs for the Dam Safety Program:

Input measures ³	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated	FY 2017-18 Projected
# of new dams and modifications to existing dams	52	52	66	41	49	52	52
# of existing jurisdictional dams	1,956	1,956	1,960	1,962	1967	1967	1967
# of observed incidents	N/A ⁴	14	51 ⁵	11	14	14	14
# dam inspectors appropriated	12.0	12.0	12.0	12.0	12	12	12
# dam inspectors actual ⁶	10.48	10.61	12.0	12.0	12	12	12

³ These objectives are tracked on a water year (WY) which runs from November 1 (each year) through October 31 (each year).

⁴ Not Complete; Full listing of incidents not available for WY 2010-11.

⁵ 11 Incidents in WY 12-13 from November 1, 2012- August 27, 2013, the remainder were recorded during and as a result of the September 11-20, 2013 flooding.

⁶ Fluctuations due to retirement/hiring cycles

Output Measures ⁷	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Est.	FY 2017-18 Projected
Approved plans for new dams or modifications	Benchmark: N/A	Benchmark: N/A	Benchmark: 52	Benchmark: 55	Benchmark: 52	Benchmark: 52	Benchmark: 52
	Actual: 52	Actual: 52	Actual: 66	Actual: 41	Actual: 48	Actual: N/A	Actual: N/A
# of restriction orders in place	Benchmark: N/A	Benchmark: N/A	Benchmark: 140	Benchmark: 145	Benchmark: 146	Benchmark: 152	Benchmark: 146
	Actual: 141	Actual: 146	Actual: 155	Actual: 158	Actual: 162	Actual: N/A	Actual: N/A
# of inspection reports	Benchmark: N/A	Benchmark: N/A	Benchmark: 533	Benchmark: 485	Benchmark: 550	Benchmark: 572	Benchmark: 572
	Actual: 536	Actual: 519	Actual: 537	Actual: 757 (169 by Volunteers)	Actual: 681	Actual: N/A	Actual: N/A
# of updated emergency action plans	Benchmark: N/A	Benchmark: N/A	Benchmark: 86	Benchmark: 83	Benchmark: 83	Benchmark: 90	Benchmark: 90
	Actual: 97	Actual: 75	Actual: 78	Actual: 81	Actual: 117	Actual: N/A	Actual: N/A

Benchmarks in this section are generally based on the five year rolling average of actual performance.

⁷ These objectives are tracked on a “water year-WY” which runs from November 1 (each year) through October 31 (each year).

Strategic Policy Initiative #3: Balance the responsible and efficient development of the State's energy and mineral resources with the protection of public health, safety, and welfare, and the environment including wildlife, from the negative impacts associated with resource development.

Discussion of the Strategic Policy Initiative: The State will achieve this initiative through:

- A robust, evolving regulatory scheme with some of the highest standards in the nation;
- Thorough, strategic inspection programs based on a risk profile of the individual sites; and
- Long-term reclamation requirements that ensure the restoration of land used for energy and mineral development back to beneficial use.

How to Measure Success: Success in achieving this initiative will be measured by the following:

- Outcome Measure #1: Percent of Wells Permitted Using Closed Loop System
- Outcome Measure #2: Percent of Permits Issued in Sensitive Wildlife Habitats that are included in a Wildlife Management Plan
- Outcome Measure #3: Percent of Wells Drilled Horizontally and/or from Multi-Well Pads
- Outcome Measure #4: Average # of Calendar Days Between Complaint Receipt and Complaint Resolution
- Outcome Measure #5: Percent of Reclamation Inspections that Comply with OGCC Rules
- Outcome Measure #6: # of Coal Program Acres Reclaimed
- Outcome Measure #7: % of Coal Mine Site Compliance
- Outcome Measure #8: # of Minerals Program Acres Reclaimed
- Outcome Measure #9: # of Minerals Mine Sites Reclaimed
- Outcome Measure #10: % of Minerals Mine Site Compliance
- Outcome Measure #11: # of Abandoned Mine Incidents
- Outcome Measure #12: Additional abandoned mine reclamation funding leveraged with severance tax appropriations

Discussion of Actual Success and Past Performance

The table below provides metrics with which to analyze the Department's performance related to this Strategic Policy Initiative.

Oil and Gas Outcomes	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Permitting and Hearings							
Percent of Oil & Gas Wells Permitted Using a Closed Loop System	Benchmark: N/A	Benchmark: N/A	Benchmark: 75%	Benchmark: 90%	Benchmark: 90%	Benchmark : 90%	Benchmark: 90%
	Actual: 72%	Actual: 79%	Actual: 87%	Actual: 92%	Actual: 91%	Actual: N/A	Actual: N/A
Percent of permits issued in Sensitive Wildlife Habitats that are included in a Wildlife Management Plan	Benchmark: N/A	Benchmark: N/A	Benchmark: 75%	Benchmark: 75%	Benchmark: 65%	Benchmark: 65%	Benchmark: 65%
	Actual: 45%	Actual: 53%	Actual: 53%	Actual: 47%	Actual: 50%	Actual: N/A	Actual: N/A
Percent of Wells Drilled Horizontally and/or from Multi-Well Pads	Benchmark: N/A	Benchmark: N/A	Benchmark: 85%	Benchmark: 90%	Benchmark: 90%	Benchmark: 90%	Benchmark: 90%
	Actual: 58%	Actual: 81%	Actual: 90%	Actual: 88%	Actual: 93%	Actual: N/A	Actual: N/A
Monitoring and Enforcement							
Average # of Calendar Days Between Complaint Receipt and Complaint Resolution	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 30	Benchmark: 30
	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A
Restoration							
Percent of Reclamation Inspections that Comply with OGCC Rules	Benchmark: N/A	Benchmark: N/A	Benchmark: 90%	Benchmark: 80%	Benchmark: 70%	Benchmark: 70%	Benchmark: 70%
	Actual: 82%	Actual: 87%	Actual: 91%	Actual: 92%	Actual: 68%	Actual: N/A	Actual: N/A

Coal and Mineral Outcomes	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Acres Reclaimed and Released from Financial Warranty	Benchmark: N/A	Benchmark: N/A	Benchmark: 500	Benchmark: 15,000	Benchmark: 2,000	Benchmark: 3,500	Benchmark: 3,500
	Actual: 97	Actual: 366	Actual: 4,994	Actual: 12,708	Actual: 3,490	Actual: N/A	Actual: N/A
% of Mine Site Compliance	Benchmark: N/A	Benchmark: N/A	Benchmark: 98%	Benchmark: 98%	Benchmark: 99%	Benchmark: 99%	Benchmark: 99%
	Actual: 99%	Actual: 98%	Actual: 98%	Actual: 99%	Actual: 99%	Actual: N/A	Actual: N/A
Minerals Regulatory Program							
# of Acres Reclaimed / Released from Financial Warranty	Benchmark: N/A	Benchmark: N/A	Benchmark: 1,800	Benchmark: 1,800	Benchmark: 1,800	Benchmark: 2,500	Benchmark: 2,500
	Actual: 1,083	Actual: 1,772	Actual: 2,199	Actual: 3,159	Actual: 4,671	Actual: N/A	Actual: N/A
# of Mine Sites Reclaimed to Beneficial Use	Benchmark: N/A	Benchmark: N/A	Benchmark: 110	Benchmark: 95	Benchmark: 95	Benchmark: 90	Benchmark: 90
	Actual: 110	Actual: 106	Actual: 43	Actual: 75	Actual: 88	Actual: N/A	Actual: N/A
% of Active Mine Sites in Compliance	Benchmark: N/A	Benchmark: N/A	Benchmark: 96%	Benchmark: 96%	Benchmark: 96%	Benchmark: 96	Benchmark: 96
	Actual: 95%	Actual: 95%	Actual: 95%	Actual: 98%	Actual: 94%	Actual: N/A	Actual: N/A

Percent of Oil & Gas Wells Permitted Using a Closed Loop System: The OGCC is holding steady its benchmark for the percent of permitted wells that reduce environmental impacts by using a closed loop (*i.e.* “pitless”) drilling system. The FY 2015-16 and FY 2017-18 benchmarks are set to 90 percent.

Percent of permits issued in Sensitive Wildlife Habitats that are included in a Wildlife Management Plan: The OGCC will hold steady its benchmark of 65 percent for the share of drilling permits issued in Sensitive Wildlife Habitats that are included in Wildlife

Management plans. With low natural gas prices, West Slope operators have not been pursuing new wildlife management plans, though the Division and Colorado Parks and Wildlife personnel continue to encourage plan development.

Percent of Wells Drilled Horizontally and/or from Multi-Well Pads: The OGCC will maintain its benchmark of 90% for the share of wells that are drilled horizontally and/or from multi-well pads. Both practices minimize oil- and gas-related impacts to water resources, wildlife, and surface owners, by either reducing the number of wells needed to drain the resource or by reducing the number of surface disturbances. There will always be an opportunity for conventional development using single wells at lower drilling density, though these plays or resource extraction opportunities are becoming more difficult to find. Therefore, it seems appropriate to the OGCC to not elevate the benchmark to 100%.

Average # of Calendar Days Between Complaint Receipt and Complaint Resolution: This metric is new to the OGCC's performance plan. After a multi-disciplinary staff team redesigned and strengthened the agency's complaint process early in 2015, the Division established a goal to resolve all complaints in an average of 30 days.

Percent of Reclamation Inspections that Comply with OGCC Rules: OGCC reclamation staff has begun to offer guidance documents for operators to help them achieve a higher rate of compliance with the stringent requirements of the reclamation rules. Guidance and outreach should eventually improve compliance, but it may take several years to be effective statewide, given the variable level of operator qualifications and resources. While the benchmark of 70% may not be attainable in the near term, the Division will maintain that as its goal.

Coal Program Benchmarks – While always subject to variability, the number of acres to be released during FY 2015-16 and FY 2017-18 is projected to remain within the historic average of 3,500 acres. The mine site compliance rate over the next few years is also projected to remain within the historic range of 98-99 percent.

Minerals Program Benchmarks – The number of acres reclaimed to a beneficial use and ultimately released is the desired final outcome. This number varies from year to year due to a number of factors mostly out of control of the Division. For instance, the Division issues "Life of Mine" permits, meaning operations can remain active or viable as long as mineral reserves are present. However, once the mining resource is exhausted and mining ceases, operators have five years to reclaim the site. Given the varying product demand cycles, mining extraction timelines can vary widely over the "life of mine". As a result, it is very difficult to project how many acres will be reclaimed in a given year.

The inspection/enforcement strategic policy initiative is expected to remain relatively constant over the next few years. Once the number of distressed operators decreases, the program expects to see a parallel decrease in enforcement actions. Economic conditions are slowly improving.

Minerals Program FY 2017-18 Outlook – As mentioned in the benchmarks discussion, it is difficult to predict the number of sites and acres that will be reclaimed to a beneficial use from year to year. However, the Mineral Program does expect a slight increase in both the number of sites released and the number of acres reclaimed to a beneficial use in the upcoming year and through FY 2017-18.

DNR has four strategies to achieve Strategic Policy Initiative #3. These include:

1. Use permitting to ensure mineral and energy development occurs consistent with Colorado’s laws and regulations
2. Use inspections to deter illegal activity and prevent negative impacts associated with resource development.
3. Use enforcement to stop current illegal behaviors and deter future illegal activity.
4. Address activities that occurred before the establishment of the State’s regulatory programs, or for which no other responsible party can be found and made to address the issue, and which threaten the public welfare if left unaddressed.

Strategy #1: Use permitting to ensure mineral and energy development occurs consistent with Colorado’s laws and regulations.

The Department of Natural Resources, through the Oil and Gas Conservation Commission (OGCC) and the Division of Reclamation, Mining, and Safety (DRMS), has a number of permitting programs and processes. Oil, gas, coal, and mineral development must be permitted prior to mining. Permits specify performance standards and conditions to help protect the public and environment from adverse impacts. The OGCC uses permitting to balance access to oil and gas resources with reasonable environmental protection, as well as consideration of other public impacts such as aesthetics, noise, dust, and traffic. Another important part of the permitting process for both OGCC and DRMS is for the developing party to post a financial warranty that could be used to reclaim the development site in cases where an operator is unwilling and/or unable to reclaim the site themselves.

Permitting Inputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Permitted Coal Sites Including Exploration	156	166	122	94	84	79	75
Minerals Regulatory Program							
# of Active Minerals Mines Includes Prospecting	1,789	1,768	1,717	1,673	1,710	1,730	1,760
Regulation of Oil and Gas Exploration and Production							
# of Drilling Permits Requested	4,883	4,541	3,893	4,399	3,880	3,300	3,300
# of Applications for Orders	255	456	525	614	672	604	604

Coal Program Inputs – The number of permitted coal mines in Colorado is projected to decrease slightly in FY 2015-16 and FY 2017-18 as coal mines adjust to possible changes in the market and the Coal Program’s termination of jurisdiction of mine sites that have met all statutorily required reclamation obligations.

Minerals Program Inputs – The number of active minerals mines are projected to increase as the economy recovers and the need for construction materials increases, as reflected in the numbers shown for FY 2015-16 and FY 2017-18.

Oil and Gas Inputs: Because the level of oil and gas drilling activity has fallen in response to a steep decline in oil prices, the OGCC is currently estimating that drilling permits requested will drop to 3,300 per year and that the number of applications for orders will be 604 per year in both FY 2015-16 and FY 2017-18.

Permitting Outputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Program							
# of Coal Permit Applications and Modifications Approved	Benchmark: N/A	Benchmark: N/A	Benchmark: 190	Benchmark: 212	Benchmark: 212	Benchmark: 200	Benchmark: 185
	Actual: 167	Actual: 182	Actual: 209	Actual: 209	Actual: 202	Actual: N/A	Actual: N/A
# of Acres Permitted by Coal Program	Benchmark: N/A	Benchmark: N/A	Benchmark: 172,000	Benchmark: 185,500	Benchmark: 175,000	Benchmark: 168,300	Benchmark: 168,200
	Actual: 165,984	Actual: 171,050	Actual: 185,515	Actual: 174,545	Actual: 169,990	Actual: N/A	Actual: N/A
Minerals Program							
# of Permit Applications and Modifications Approved	Benchmark: N/A	Benchmark: N/A	Benchmark: 450	Benchmark: 455	Benchmark: 500	Benchmark: 525	Benchmark: 550
	Actual: 419	Actual: 410	Actual: 508	Actual: 501	Actual: 606	Actual: N/A	Actual: N/A
# of Acres Permitted	Benchmark: N/A	Benchmark: N/A	Benchmark: 185,877	Benchmark: 185,877	Benchmark: 190,000	Benchmark: 190,000	Benchmark: 190,000
	Actual: 182,204	Actual: 181,854	Actual: 189,327	Actual: 189,634	Actual: 187,515	Actual: N/A	Actual: N/A
Regulation of Oil and Gas Exploration and Production							
# of Approved Drilling Permits	Benchmark: N/A	Benchmark: N/A	Benchmark: 4,000	Benchmark: 4,000	Benchmark: 4,200	Benchmark: 3,100	Benchmark: 3,100
	Actual: 4,898	Actual: 4,549	Actual: 3,643	Actual: 3,988	Actual: 3,662	Actual: N/A	Actual: N/A
Median # of days to process permits	Benchmark: N/A	Benchmark: N/A	Benchmark: 30	Benchmark: 30	Benchmark: 30	Benchmark: 45	Benchmark: 45
	Actual: 30	Actual: 29	Actual: 32	Actual: 53	Actual: 48	Actual: N/A	Actual: N/A
# of Orders Issued by the OGCC	Benchmark: N/A	Benchmark: N/A	Benchmark: 400	Benchmark: 400	Benchmark: 500	Benchmark: 514	Benchmark: 514
	Actual: 239	Actual: 391	Actual: 448	Actual: 526	Actual: 567	Actual: N/A	Actual: N/A

Coal Program Benchmarks (Outputs): Permitting activities are projected to decrease slightly over the next three years as operators adjust to possible changes in the coal market. Additionally, the coal program has and is in the process of terminating jurisdiction on several reclaimed and revoked coal sites. As a result, the program's permitting output numbers are projected to decrease accordingly. Acreage numbers are also projected to decrease slightly due to the termination of jurisdiction on reclaimed and revoked sites.

Minerals Program Benchmarks (Outputs): Recent levels of minerals mine permitting and reclamation have remained relatively constant. Two things that could have an impact going forward are continued increases in construction demand and falling metal commodity prices. Strong base metal prices during 2012-13 increased permitting and prospecting associated with smaller metal mines (silver, lead, zinc, and gold) and generated numerous inquiries about milling and mining opportunities in Colorado. However, these smaller operations appear to be having some difficulty as prices decline. The decline in commodity prices may also reduce the number of prospecting submittals related to the base metals. On the construction side, if Colorado's economy continues to stay strong and population growth projections are correct, it's expected that demand for sand and gravel construction materials will increase as the pace of economic growth picks up. The demand for these materials is very closely related to an increased demand for housing and commercial developments. Clearly, this projected trend is now occurring with increased housing prices, increasing rental prices and accompanying shortages of affordable housing. Many projects that were mothballed after the fallout of 2008 are now being resurrected as housing prices and availability are under pressure. As these projects move forward, it is anticipated that increased construction on the housing side will lead to a greater demand for construction materials, thereby leading to an increase in mine permitting. It is anticipated that we will begin to see this effect starting in FY 2015-16.

Number of Approved Drilling Permits: Because the level of oil and gas drilling activity has fallen in response to a steep decline in oil prices, the OGCC has lowered the FY 2015-16 and FY 2017-18 benchmarks for approved drilling permits to 3,100.

Median Number of Days to Process Permits: As new oil and gas development increasingly occurs in urbanizing areas, the public comment portion of the permitting process has grown in importance. OGCC staff members now work through a greater number of conflicts between different parties and a greater number of requested permit conditions, which have pushed the median processing time to about 50 days in recent years. The Division's goal for the next few years, however, is to reduce the median processing time to 45 days.

Number of Orders Issued by the OGCC: The benchmark number of development orders – such as orders for drilling and spacing units – that the Commission will issue in fiscal years 2015-16 and 2017-18 is projected to be at about the same level as the most recent three year average of these orders (514 orders per year).

Strategy #2: Use inspections to deter illegal activity and prevent negative impacts associated with resource development

The Colorado Oil and Gas Conservation Commission and the Division of Reclamation, Mining, and Safety both have active inspection programs. Active coal mines are inspected monthly. Active mineral operations are also regularly inspected, with higher risk “designated mining operations” inspected more frequently than lower risk mining operations, for an overall target frequency of every four years. This risk-based approach to inspections allows for a limited number of field staff to prioritize their time inspecting higher risk sites and sites that have not been inspected in several years. The OGCC annually conducts more than 30,000 inspections on oil and gas facilities, including wells, tank batteries and multi operational locations. These inspections help to ensure that operators are complying with OGCC regulations and permit conditions. Members of the OGCC’s field inspection group are assigned to, and work in, specific geographic areas throughout the state. Field inspectors physically inspect the locations and develop a field inspection report for each visit. The field inspection report is sent to oil and gas operators and may identify corrective actions required to bring a facility into compliance with OGCC rules and permit conditions.

The inspection process in both OGCC and DRMS also involves responding to citizen complaints and responding to inquiries from the general public, industry, environmental groups, the media, and other governmental agencies. Inspections also occur in response to bond release requests to ensure reclamation was completed as required. Inspections are used to ensure permit conditions are being followed, environmental resources are protected, onsite impacts are minimized, and offsite impacts are prevented.

Inspection Inputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Known Required Inspections	382	374	367	330	328	328	300
Minerals Regulatory Program							
# of Known Required Inspections	447	442	430	419	440	440	450
Regulation of Oil and Gas Exploration and Production							
Total # of Active Wells	45,401	47,860	50,909	52,337	53,608	54,800	57,200

Coal Program Inputs – Required inspections are projected to remain the same in FY 2015-16 at 328. However, the number of required inspections is projected to decrease slightly, to 300 by FY 2017-18, due to the termination of jurisdiction of several permitted and revoked mine sites.

Minerals Program Inputs – The number of inspections is expected to go up over the next few years as new mines come online triggering more pre-operational inspections. Recently, the Minerals Program has also instituted a team approach to reviewing and inspecting our larger more complex designated mining operations. This has led to an increased inspection frequency on those sites. There are approximately six of these operations statewide which will lead to at least 18 additional inspections for these sites from previous years.

Inspections performed by the Minerals Program are expected to change over the next year. Currently, every site must be inspected at least once every four years with designated mining operations being inspected every year. Recent review of site inspections suggest that a new procedure for conducting inspections should be implemented to ensure that all sites are being inspected to cover liability commensurate with the size and complexity of the operations. This could potentially mean some sites would be inspected less frequently than once every four years, while inspection frequency at other sites would increase to more than once every four years. An inspection matrix would be used to identify the inspection frequency for all sites going forward.

Oil and Gas Inputs – Between FY 2013-14 and FY 2014-15, the total number of active oil and gas wells in Colorado grew by about 1,200 wells. Projecting forward, the OGCC anticipates a similar level of growth through FY 2017-18.

Inspection Outputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Inspections Completed	Benchmark: N/A	Benchmark: N/A	Benchmark: 450	Benchmark: 450	Benchmark: 425	Benchmark: 375	Benchmark: 350
	Actual: 395	Actual: 443	Actual: 455	Actual: 382	Actual: 362	Actual: N/A	Actual: N/A
Minerals Regulatory Program							
# of Inspections Completed	Benchmark: N/A	Benchmark: N/A	Benchmark: 685	Benchmark: 640	Benchmark: 650	Benchmark: 660	Benchmark: 670
	Actual: 593	Actual: 683	Actual: 604	Actual: 638	Actual: 616	Actual: N/A	Actual: N/A
Regulation of Oil and Gas Exploration and Production							
# of Inspections Completed	Benchmark: N/A	Benchmark: N/A	Benchmark: 12,000	Benchmark: 22,000	Benchmark: 30,000	Benchmark: 37,800	Benchmark: 40,000
	Actual: 17,088	Actual: 15,126	Actual: 18,725	Actual: 28,439	Actual: 36,421	Actual: N/A	Actual: N/A
# of High Risk Inspections	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 775	Benchmark: 775
	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A	Actual: N/A
Average Inspection Frequency (years between inspections)	Benchmark: N/A	Benchmark: N/A	Benchmark: 3.0	Benchmark: 2.5	Benchmark: 1.8	Benchmark: 1.5	Benchmark: 1.4
	Actual: 2.7	Actual: 3.2	Actual: 2.7	Actual: 1.8	Actual: 1.5	Actual: N/A	Actual: N/A
# of Water Quality Samples on the OGCC Website	Benchmark: N/A	Benchmark: N/A	Benchmark: 24,050	Benchmark: 25,500	Benchmark: 29,000	Benchmark: 31,000	Benchmark: 35,500
	Actual: 23,222	Actual: 23,532	Actual: 24,518	Actual: 26,300	Actual: 28,053	Actual: N/A	Actual: N/A

Coal Program Benchmarks: The benchmark for actual inspections is projected to be greater than the number of required inspections because it includes additional inspections for citizen complaints, acreage release inspections, compliance or violation follow-up and exploration projects. The number of total inspections for FY 2015-16 is projected to decline slightly to 375 inspections. As a result of some coal mine sites being reclaimed and jurisdiction over those sites being “terminated” (removed from oversight of the Coal Regulatory Program), the number of total inspections for FY 2017-18 is projected continue to decline, reaching 350 inspections in FY 2017-18.

Minerals Program Benchmarks: The number of completed site inspections at minerals mines will remain near current levels, with the few notable exceptions of the most complex operations being inspected more often (as previously discussed).

Oil and Gas Benchmarks: The OGCC’s field inspection unit will grow by almost ten percent, or three FTE, in FY 2015-16, consistent with the recommendations of the 2014-15 Governor’s Task Force on State and Local Regulation of Oil and Gas Operations. As a result of additional staffing, total inspection benchmarks have been increased to 37,800 and 40,000 in fiscal years 2015-16 and 2017-18, respectively.

High risk inspections include field inspector visits to oil and gas locations undergoing construction, hydraulic fracturing, and flowback operations. The OGCC’s goal is to conduct 775 of these inspections in fiscal years 2015-16 and 2017-18. More will be conducted, as needed, to ensure all locations deemed high risk by the new risk-based inspection model are inspected at least once.

With additional field inspection staff starting in FY 2015-16, thousands more inspections will be conducted each year. The rate of growth in inspections is expected to surpass the rate of growth in active wells, enabling the average inspection frequency to continue falling from the expected 1.5 years per well in FY 2015-16 to 1.4 years per well in FY 2017-18.

As stated in current rules, the OGCC requires water quality testing prior to and after drilling operations in certain locations. According to expected levels of industry activity in the coming three years, the size of the OGCC’s water quality database is projected to grow to 31,000 water samples in FY 2015-16 and to 35,500 samples in FY 2017-18.

Strategy #3: Use enforcement to stop current illegal behaviors and deter future illegal activity

Enforcement is used for violations of the statutes or rules. When non-compliance is found through regular inspection and complaint response, enforcement may be needed to ensure the public is protected from the adverse impacts of mineral and energy development. To the extent possible, the Department will work with operators to correct minor problems found either as a result of routine inspections or in response to a citizen complaint.

In the Division of Reclamation, Mining, and Safety, the Mined Land Reclamation Board and the Division share the authority to determine when a permit is in violation of statutes, rules, or regulations. Coal Program staff are authorized to directly issue non-compliance violations to mine operators and the Mined Land Reclamation Board addresses appeals to those violations. The Minerals Program staff must present alleged violations to the Mined Land Reclamation Board which then issues all legal decisions, except in the case of cease and desist orders where there is an emergency.

The OGCC annually issues between 150 and 300 notices of alleged violation (NOAVs) to operators who have violated regulatory or permit requirements. These notices identify the factual and legal bases underlying an alleged violation and require corrective or remedial action to remedy the alleged violation. The OGCC’s Hearings Unit may also seek monetary penalties for violations. When the OGCC seeks a monetary penalty, the NOAV may be resolved through settlement decrees or administrative orders.

Enforcement Inputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Citizens Complaints	6	4	5	0	0	5	5
Minerals Regulatory Program							
# of Citizens Complaints	21	28	19	15	23	20	20
Regulation of Oil and Gas Exploration and Production							
# of Citizen Complaints	293	245	194	197	318	350	350

Coal Program Inputs – The Coal Program expects the number of notices of citizen complaints to remain similar to the long-term historic trend of about five per year.

Minerals Program Inputs – As with the Coal Program, the Minerals Program is estimating that citizen complaints will continue at a level which is consistent with recent history.

Oil and Gas Inputs – Based on the 318 actual citizen complaints in FY 2014-15, as well as growth in the total number of active oil and gas wells, the OGCC is projecting that there will be about 350 complaints per year in FY 2015-16 and FY 2017-18.

Enforcement Outputs - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2017-18 Projected
Coal Regulatory Program							
# of Notice of Violations Issued	Benchmark: N/A	Benchmark: N/A	Benchmark: 3	Benchmark: 8	Benchmark: 6	Benchmark: 5	Benchmark: 5
	Actual: 3	Actual: 8	Actual: 7	Actual: 5	Actual: 3	Actual: N/A	Actual: N/A
Minerals Regulatory Program							
# of Notices Violations Issued	Benchmark: N/A	Benchmark: N/A	Benchmark: 26	Benchmark: 26	Benchmark: 30	Benchmark: 30	Benchmark: 30
	Actual: 30	Actual: 37	Actual: 37	Actual: 34	Actual: 48	Actual: N/A	Actual: N/A
Regulation of Oil and Gas Exploration and Production							
# of Enforcement Orders Issued / NOAVs Resolved	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 69 / 152	Benchmark: 77 / 170
	Actual: 28 / 34	Actual: 14 / 87	Actual: 25 / 39	Actual: 53 / 116	Actual: 38 / 89	Actual: N/A	Actual: N/A

Coal Program Benchmarks: Enforcement activities are entirely dependent on operators’ adherence to the law and regulations. The Coal Program expects the number of notices of violation to remain similar to the historic trend. The Coal Program projects that it will issue five notices of violation in both FY 2015-16 and FY 2017-18.

Minerals Program Benchmarks: The Division utilizes a progressive discipline approach when implementing enforcement procedures. For instance, issues that are not obvious illegal mining activities or are not causing off-site environmental impact are treated as problems during initial observance and citation. If these problems go unresolved, they can become violations upon follow-up inspections. The Minerals Program will be implementing electronic filing and payment of annual fees in FY 2015-016. This should lead to timelier submittal of annual fees and reports which will reduce the number of violations issued as a result of non-payment or late payment. Finally, the Minerals Program has worked through the majority of stale prospecting sites resulting in the remaining sites being current in their activities and on track to seek release once prospecting activities are completed. As a result of these trends, it is expected that the number of violations will remain constant at around 30 over the next few fiscal years (a slight decrease over recent actual performance).

Oil and Gas Benchmarks: This metric is new to the performance plan. With the recent additions to the agency's enforcement staff, the number of enforcement orders issued and the number of associated Notices of Alleged Violations (NOAVs) that were resolved through those orders are expected to grow to 69/152 (*i.e.* 69 orders and 152 NOAVs) in FY 2015-16 and 77/170 in FY 2017-18.

Strategy #4: Address activities that occurred before the establishment of the State's regulatory programs, or for which no other responsible party can be found and made to address the issue, and which threaten the public welfare if left unaddressed.

The Inactive Mine Reclamation Program in the Division of Reclamation, Mining, and Safety was established in 1980 to address the hazards and environmental problems arising from abandoned mines in Colorado. It was instituted under the provisions in the federal Surface Mining Control and Reclamation Act (SMCRA) of 1977, which gives the states that have approved Coal mining regulatory programs under Title V of SMCRA the ability to assume exclusive responsibility and authority to reclaim abandoned mine lands within their borders. Mines abandoned prior to 1977 are eligible for the program. The program was launched with an inventory of hazards and environmental problems associated with past mining activities, which estimated 23,000 abandoned mine sites remained throughout the state. Using this inventory, Colorado prepared a statewide reclamation plan, which was approved by the U.S. Department of the Interior, Office of Surface Mining in June of 1982. Approximately 9,472 abandoned mined features have been addressed through this program, and 33 underground coal mine fires have been identified and investigated for safeguarding and control. The primary federal funding for safeguarding activities comes from the Office of Surface Mining. Additional funding for safeguarding activities comes from the U.S. Bureau of Land Management, the U.S. Forest Service, as well as state severance tax. Between 2006 and July 2014, Colorado received \$52 million in mine reclamation annual grant funds from the federal Office of Surface Mining (OSM). This grant funding is sourced from federal fees collected on Colorado coal production and was used to safeguard and reclaim approximately 300-400 hazardous abandoned mine openings each year.

The OGCC annually spends about \$400,000 plugging orphaned wells and reclaiming and re-vegetating orphaned oil and gas sites. This work helps to mitigate the safety and environmental risks associated with orphaned wells and facilities. Identifying the location of orphaned wells is an ongoing process; many additional sites in need of remediation are identified annually.

Inputs Related to Historic Impacts - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2016-17 Projected
Division of Reclamation, Mining, and Safety (Inactive Mines Program)							
# of Mine Hazards projected for safeguarding on annual prioritization list	360	448	398	374	286	275	250
# of Legacy mining water quality/envIRON. impacts projected for mitigation on annual prioritization list	5	6	7	7	5	5	5
Regulation of Oil and Gas Exploration and Production							
# of Spills & Releases of E&P Waste	519	485	382	787	770	700	700
Percent of New Wells that are Horizontal	14%	22%	47%	58%	62%	70%	70%

DRMS Inactive Mines Inputs: The estimates shown provide a forecast of the outputs anticipated in future grant and project construction cycles. It takes into account existing feature inventories, expected funding levels, staff resources, and the timing of grants and projects associated with federal land management agencies and Colorado Department of Public Health and Environment funding and initiatives. Over the next five years, hazardous-feature reclamation outputs are expected to decline due to planned decreases in federal funding. The annual number of environmental restoration projects could either decrease or increase depending on federal programmatic and administrative reviews after the Gold King mine incident and their decisions on how best to proceed.

OGCC Inputs: Where spills or contamination occurs, the OGCC’s environmental group ensures that appropriate remediation activities are undertaken by the operator. The environmental group had been overseeing the remediation of 300 to 500 new spills and releases annually up until FY 2013-14 when the reporting threshold was lowered by statute, causing the annual number of spills and releases reported to increase to nearly 800. Moving forward, the OGCC is projecting responding to about 700 spills and releases annually.

Outputs Related to Historic Impacts - FY 2010-11 to FY 2017-18

	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Projected	FY 2016-17 Projected
Division of Reclamation, Mining, and Safety (Inactive Mines Program)							
# of Abandoned Mining Hazards Mitigated	Benchmark: N/A	Benchmark: N/A	Benchmark: 345	Benchmark: 374	Benchmark: 400	Benchmark: 275	Benchmark: 250
	Actual: 337	Actual: 455	Actual: 445	Actual: 397	Actual: 286	Actual: N/A	Actual: N/A
# of Acres Reclaimed	Benchmark: N/A	Benchmark: N/A	Benchmark: 205	Benchmark: 200	Benchmark: 150	Benchmark: 100	Benchmark: 100
	Actual: 239	Actual: 220	Actual: 169	Actual: 181	Actual: 114	Actual: N/A	Actual: N/A
# of Legacy mining water quality/ environmental impacts addressed	Benchmark: N/A	Benchmark: N/A	Benchmark: 10	Benchmark: 7	Benchmark: 5	Benchmark: 5	Benchmark: 5
	Actual: 5	Actual: 7	Actual: 4	Actual: 9	Actual: 5	Actual: N/A	Actual: N/A
Regulation of Oil and Gas Exploration and Production							
Wells Plugged and Abandoned and Sites Reclaimed by the OGCC	Benchmark: N/A	Benchmark: N/A	Benchmark: 25	Benchmark: 20	Benchmark: 18	Benchmark: 25	Benchmark: 25
	Actual: 2	Actual: 25	Actual: 19	Actual: 12	Actual: 29	Actual: N/A	Actual: N/A
Remediation Plans Completed	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: N/A	Benchmark: 400	Benchmark: 550	Benchmark: 600
	N/A	Actual: 733	Actual: 500	Actual: 466	Actual: 638	Actual: N/A	Actual: N/A

DRMS Inactive Mines Benchmarks: The benchmarks shown provide a forecast of the outputs anticipated in future grant and project construction cycles. It takes into account existing feature inventories, expected funding levels, staff resources, and the timing of grants and projects associated with federal land management agencies and Colorado Department of Public Health and Environment funding and initiatives. Over the next five years, hazardous-feature reclamation outputs are expected to decline due to planned decreases in federal funding. Environmental restoration outputs could either decrease or increase depending on federal programmatic and administrative reviews after the Gold King mine incident and their decisions on how best to proceed.

OGCC Benchmarks: The OGCC has raised its benchmark to 25 restoration projects, because the current industry slowdown has provided the Division with quicker access to service companies and other oil and gas contractors. The number of projects actually completed, though, will heavily depend on their respective costs and complexity. The annual appropriation for this work is \$445,000. For remediation plans completed, the benchmarks set for fiscal years 2015-16 and 2017-18 are slightly lower than the actual number of remediation plans completed in FY 2014-15, because a likely, near-term reduction in facility improvements by operators should result in a decrease in the number of remediation plans that need to be completed by OGCC staff.