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*Colorado Division
of
Water Resources*

*Long Range Plan
1994 - 1998*

Initiated March 15, 1994

Revised August, 1996

I. **Department Director's Mission Statement**

The mission of the Colorado Department of Natural Resources is to develop, preserve, and enhance Colorado's natural resources for the benefit and enjoyment of its citizens--both now and into the future.

II. **Division Mission Statement**

Our Mission is to serve the water resource needs of the public and to conserve, protect, develop, and maximize the beneficial use of the state's present and future water supplies.

The achievement of our mission will be guided by the following principles:

- A. Water Distribution
 - B. People
 - C. Public Safety
 - D. Efficiency
 - E. Planning
 - F. Beneficial Use
 - G. Engineering and Geology
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III. Summary of Strategic Direction

Colorado is at a very critical stage in its water resource development and management responsibilities. We must plan for future demands related to growth and changing public values. We must also address the significant impacts on our water users resulting from federal statutes, regulations, and policies. The demands of downstream states as they relate to our nine interstate compacts and the possibility of export of Colorado's water to other states must be carefully evaluated and appropriate decisions made. At the same time, the resources presently available to our agency are limited by Amendment 1 and other important demands upon the General Fund.

With the above issues in mind, in 1994 the staff of the Division of Water Resources initiated a very useful strategic planning process to develop a Long Range Plan for the next five years. The Department of Natural Resources provided support and direction for this effort for all of its agencies. Several areas of emphasis were identified after discussions and questionnaires were completed with staff, managers, and our customers, the water using community.

The area receiving the greatest emphasis will be the management of our most valuable asset, our staff. We simply cannot achieve our mission or move to greater levels of support and capability unless we have our staff properly prepared and motivated. We will focus heavily on employee recognition, communication, career path development, diversity in the work force, and improving management skills.

Because technology is so important in support of the mission of the Division, the plan focuses on maintaining high quality data and ready access to computer hardware, software and communication technology that link computers, data and people. This will be achieved by enhanced training, data communication links and data verification standards. The Division will also complete, in cooperation with the Colorado Water Conservation Board and assigned consultants, the Colorado River Decision Support System and the South Platte Water Resource Management System. Both of these systems will greatly assist key decision makers.

The Division is also committed to improve water resources administration and its well permitting system to improve service to our customers. Quality data collection and record keeping will be a focus, as well as a review of the well permitting process and system. Quality data is necessary if we are going to develop decision support systems for our river basins. The Division of Water Resources will be an important agency since we collect and process considerable water resource data.

Finally, the long range plan will focus on the allocation of the Division's human and fiscal resources, and find new ways to communicate with and serve our customers. These goals will be accomplished in a number of ways, including staffing analyses, educational efforts and increased public contact and communication.

Only through vision and strategic planning can the demands of the future be met. The Division of Water Resources strongly believes that through this long range plan an excellent beginning has been made on being prepared for those future challenges and the staff of the Division looks forward to bringing the goals and objectives set forth into reality.

III. Situation Analysis

A. **Strengths:**

1. Highly technically skilled work force.
2. Staff generally have high interest in water business.
3. Field staff who take personal responsibility for their service to their communities.
4. A subject area that has high potential for technological creativity.
5. We provide conscientious and ethical distribution of a resource that can easily become the subject of political controversy.

B. **Problems:**

1. Work force requires continual training to maintain and develop competency.
 2. Agency depends on General Funds to operate programs; long term availability seems tenuous.
 3. Water is not a high priority of concern on public individuals' minds.
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C. Trends

1. Coloradans spend large sums of money litigating the initiation and transfers of water rights.
 2. The State of Colorado incurs major expenses when it becomes necessary to litigate issues of interstate compact administration. Although our litigation with Kansas appears headed for completion, we expect a continuation of similar interstate conflict and competition over our water. Fronts for such demands include the Federal government in the form of the Endangered Species Act, Clean Water Act, etc, the lower basin states in the form of challenges to the Law of the River, Indian Tribes in the form of seeking their desired share of available water, including compact entitlements, and representation in compact deliberations, and private companies seeking to develop water for delivery to other states (such as Nevada) which have seemingly unquenchable thirst.
 3. The Division's appropriation for its operations remains, and is expected to remain, almost constant. Amendment 1 places a strict spending limit on the growth of general State government. Because water is typically of less perceived concern than education, Medicaid, or prisons, for example, it seems unlikely that funding for water programs is likely to increase.
 4. The complexity of new water decrees will continually increase, resulting in an increase in difficulty in administration of those decrees. Examples of these are the Colorado Springs case, and the Thornton case, still in progress. The Colorado Springs case provided the basis for one additional water commissioner for administration in that area. The Thornton decree may specify that Thornton provides cash funding for an additional water commissioner for administration, before water may be delivered.
 5. Water quality, environmental, and aesthetic values will be of increasing importance to the public, which will place additional demands upon traditional water rights development and administration.
 6. An ever-growing population will likely develop in areas close to water, including streams and reservoirs. Development in areas below reservoirs will place an increased burden on both dam owners and the Division's dam safety inspection program to ensure the safety of these structures.
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7. Future decisions regarding water resources will demand extensive and correct data. Without improving our breadth, depth, and quality of data, we will not be adequately prepared to represent water issues correctly and responsibly.

D. Constituents

1. Service and water delivery beneficiaries:

- The general public
- The General Assembly
- The Governor and DNR Executive Director
- Water users
- Everyone who takes a drink of water or bathes
- Individuals who own water rights
- Reservoir, ditch, and canal companies
- Conservation and Conservancy Districts
- Cities, towns, and water supply districts
- Water user associations

State agencies that own water rights, dams, or wells

The environmental community

Other states through interstate compacts and Supreme Court decrees

Federal agencies

2. Customers for non-water products and services:

- Water Engineers
- Water Attorneys
- Real Estate Agents
- Developers
- Individuals seeking water rights or well permit information

IV. Goals and Objectives

GOAL 1: TO ASSIST IN ACHIEVING OUR MISSION, THE DIVISION OF WATER RESOURCES MUST FOCUS ON OUR MOST VALUABLE ASSET, OUR PEOPLE. THIS WILL BE ACCOMPLISHED BY IMPROVING EMPLOYEE SATISFACTION AND INVOLVEMENT, AND BY IMPROVING OUR MANAGEMENT CAPABILITIES. OUR GOAL IS TO INCREASE THE SCORE ON ANNUAL EMPLOYEE ATTITUDE SURVEYS BY 40% BY 12-31-98.

Objective 1: Annually, the State Engineer will ensure PACE evaluations are completed and employee non-performance issues are fully documented and corrective action taken.

Tactics:

The Deputy State Engineer will continue to ensure that each supervisor meets every six months one-on-one with each employee who reports to them to discuss performance, career goals, training, problems, etc. These discussions will be documented and submitted to the Deputy State Engineer no later than 45 days following the employee meeting, and will become a part of each employee's performance planning and appraisal process. The purpose of this is to ensure PACE reviews and discussions are thorough and are taking place throughout the Division in a timely fashion. Meetings with part-time staff members will be held at appropriate intervals.

Objective 2: Annually, the State Engineer will ensure all employees receive clear, consistent and improved direction as measured by the annual employee attitude survey.

Tactics:

The Division will continue to provide additional training on improving management and leadership skills of supervising positions.

Management staff will improve employee acknowledgement by MBWA (Management by Walking Around). Each manager will briefly visit at least two staff members each week.

For positions that have supervisory responsibilities, the Deputy State Engineer will ensure that in promotions and hiring decisions, supervisory and management skills are weighted in similar proportion with those duties as defined by the position's PDQ for those who directly and indirectly supervise more than three employees.

The Deputy State Engineer will ensure that supervisory/management performance on supervisors' and managers' PACE forms are weighted in similar proportion with those duties as defined by the position's PDQ.

Each manager or supervisor starting with State Engineer will initiate and meet annually one-on-one (in person or by phone) with each of his/her immediate staffs' (direct reports') employees. The purpose of this two-down meeting is to improve two-way communication, coordination and unity throughout the organization.

Objective 3: By 1998, the Division of Water Resources will improve the diversity of our work force by increasing the number of women, minorities, and persons with disabilities to 20% of new hires.

Tactics:

The Personnel Administrative Officer will update the Division of Water Resources Diversity Action Plan and get approval from the State Engineer. The recruiting section of the plan will then be implemented by the State Engineer, Deputy State Engineer, Assistant State Engineers, Technical Support Manager, and the Division Engineers by March 1996.

Before hiring, managers must make and document proactive recruiting contacts, discuss with the State Engineer the candidates for their open position and the impact on diversity and get the State Engineer's approval to hire.

The Deputy State Engineer will ensure each manager and supervisor have goals which address diversity hiring and diversity awareness training in their PACE plan.

Objective 4: The Employee Council will make semi-annual presentations to the State Engineer on employee issues, problems, suggestions, etc. The Employee Council will be elected by employees (3 from Denver, and 1 from each Division).

Objective 5: The Training Coordinator will continue the Discovery Program between the field and Denver staff, or alternatively between two Divisions. This program involves two or three one-week exchanges per quarter.

Objective 6: The State Engineer will continue to improve overall communications throughout the Division.

Tactics:

The Division Engineers will expand distribution of staff meeting notes to all satellite offices and others as needed to ensure all employees have the opportunity to view the notes.

The managers and supervisors who attend the Senior Staff Meetings will update their staff on the content of the meetings, plans, problems, general information, etc. by holding quarterly meetings with their employees.

The Special Assistant to the State Engineer will form a standing communication committee that will examine all issues of communication within the Division. This committee will report to the State Engineer, annually, beginning 1/1/97.

Objective 7: The management staff will continue to improve employee acknowledgment as measured by development and implementation of a new recognition program based upon recommendation from the Employee Council.

Objective 8: Continue to improve physical work environment in all offices.

Tactics:

By 12-31-96, the Roadside Diner Committee will continue to look for ways to improve the Denver office environment by trying to acquire more new panels from State Surplus and by looking for affordable ways to patch the existing carpet.

Objective 9: The State Engineer will ensure that all current policies and procedures are written and maintained in policy manuals.

Objective 10: At least annually, all supervisors will encourage each supervised staff member to propose in writing a specific job/career enhancement proposal including training needs. The employee will submit his/her career development plan to the supervisor to be discussed at their annual PACE plan review. This will be completed annually starting 7-1-94. The career development plans should address enhancements to the current job to make it more satisfying as well as advancement interests.

GOAL 2: TO PROVIDE TECHNOLOGY THAT EFFECTIVELY SUPPORTS THE PUBLIC'S INFORMATION NEEDS AND THE FUNCTIONS OF OUR AGENCY BY COLLECTING AND MAINTAINING HIGH QUALITY DATA AND PROVIDING READY ACCESS TO COMPUTER HARDWARE, SOFTWARE, AND COMMUNICATIONS FACILITIES TO LINK COMPUTERS, DATA, AND PEOPLE. THE SUCCESS OF THIS GOAL WILL BE MEASURED BY THE SPECIFIC QUANTIFICATIONS IN THE OBJECTIVES.

Objective 1: Technical Support will establish and maintain adequate data communication links to facilitate e-mail communication and data exchange between Division offices and Denver.

Tactics:

Technical Support will purchase and install the required communication software and hardware by 9-1-97.

Technical Support will receive comments and monitor usage of the data communication lines to prevent bottlenecks and ensure adequate links are available for upcoming applications. A report will be issued annually. Other assessments will be made as needed.

Objective 2: All of Division of Water Resources staff will continue to have the necessary hardware, software, and computer related training to effectively perform their required job functions.

Tactics:

Technical Support will maintain computer systems at a level adequate to the application load on them or to be placed on them within resources available.

Objective 3: The Division of Water Resources will provide readily accessible computer support to our field offices by 12-31-98.

Tactics:

Evaluate the hardware, software, and training needs of each Division office by 12-31-96.

Document the operational procedures required to support each node of the Wide Area Network by 6-30-96.

Coordinate with the Department of Natural Resources' Information Technical Services Division and other state departments to investigate sharing the cost of remote office desktop software support and training.

Investigate the options and costs for outsourcing desktop and server support by local service providers.

Objective 4: Technical Support will convert the current dBASE files that contain water data records to an INFORMIX database with a graphical GIS component by 6-30-98 and will provide training and on-going support.

Objective 5: Technical Support and Division offices will improve data quality by implementing data verification standards and procedures in all Divisions.

Tactics:

Technical Support will distribute existing standards and procedures to the east slope offices by 3/1/98.

Technical Support and the east slope Division offices will attempt to obtain funding for data clean-up by 3/1/98.

Objective 6: The Division of Water Resources will cooperate with the Colorado Water Conservation Board to complete development and provide on-going operation and maintenance of water resources decision support systems for all river basins in Colorado.

Tactics:

The Division will complete, in cooperation with the Colorado Water Conservation Board and the assigned consultants, the development of the Colorado River Decision Support System (CRDSS) technology so that all models are calibrated and working by 6-30-98. Responsible party: CRDSS Project Management Group.

By March 1, 1997, develop a plan for operation and maintenance of the CRDSS, including its hardware, software, data, communications, and models.

In the 1998 legislative/budget cycle, submit a funding initiative to the legislature providing the long-term funding for decision support system operation and maintenance.

In the 1998 legislative/budget cycle, the Division of Water Resources will work jointly with the Colorado Water Conservation Board to seek authority and funding to begin design of a decision support system for all non-Colorado River basins.

Objective 7: Annually, the Permitting and Licensing Branch supervisor will review and implement a program so that the quality of data in the well file will be improved in completeness and reduction of errors.

Tactics:

Existing records will be checked and corrected by the Permit and Licensing Branch staff, Records staff, or temporaries at the rate of at least 5,000 records per year.

The Permitting and Licensing Branch supervisor will continue to offer instruction to water well contractors and their employees on proper reporting and completion of forms.

Objective 8: The Division will transfer all of its well permit files documents into digital images by July 1, 1999.

Tactics:

The Deputy State Engineer will procure funding for the imaging project in the 1997 budget/legislative process.

Upon funding, the Tech Support Manager will appoint a staff person from Technical Support to assist the ITS Section in developing a RFP to perform the imaging.

The imaging contractor will provide a complete imaging system to the Division not later than July 1, 1999.

GOAL 3: TO CONTINUOUSLY IMPROVE WATER RIGHTS ADMINISTRATION AND WATER RECORDS BY INCREASING THE REGULATION, DATA COLLECTION, AND RECORD KEEPING OF WATER DIVERSION AND USE.

Objective 1: Establish complete and correct data in the Division of Water Resources databases.

Tactics:

By July 1, 1997, the Task Force appointed at the 1996 Late Summer Meeting will assess the status of all data in the Division's data bases, focusing on that data which is in or will be in HydroBase.

As data is transferred to HydroBase, the project manager assigned to convert any portion of that data will develop a process to identify and correct data, either as part of the conversion process, or after conversion.

The Task Force will assist the conversion project manager(s) in determination of appropriate data quality standards, and in locating resources available to review and correct the data.

By 12-31-2001, the Task Force's work should be complete. At that time, the Task Force shall issue a report describing the current data quality of each table in the HydroBase data base.

Objective 2: Each Division Engineer will continue to develop and submit for approval of the State Engineer a specific plan which quantifies achievable targets and due dates for each of the following:

- Increasing the number of accurate water measuring devices on diversion structures.
 - Increasing the number of recording devices on diversion structures.
 - Improving and maintaining accurate records of real-time data.
 - Administering decreed plans for augmentation, substitute water supply plans, and gravel pits.
 - Developing and making available daily flow information sheets for water districts.
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- Expanding records of water diversions by:
 - Assigning ID's to all structures.
 - Entering decreed wells into the tabulation of water rights.
 - Identifying decreed wells that are not yet registered.
 - Designing and implementing a reporting format to document augmentation and exchange activities.
 - Increasing the number of records of previously unreported diversions.

Objective 3: Each Division Engineer will continue to evaluate the feasibility of determining the following:

- Irrigated acreage
- Cropping patterns
- Consumptive use
- Quantifying return flows
- Developing a runoff forecasting tool based on snow surveys

If feasible, the State Engineer will ensure the water use reports containing the above will be provided by 12-31-98.

Objective 4: By 10-1-96, the Ombudsman will provide a report to the State Engineer with recommendations for a program that requires owners of permitted wells to install a permanent tag on the well.

Tactics:

By 7-1-97, determine if a statute or Rules and Regulations may be changed to require the well driller to install the identifying tag upon completion of the well.

To efficiently allow for monitoring of well construction, encourage the Board of Examiners to require well drillers to provide at least one day's notice before commencing any well drilling operation.

A tagging device will be placed into each Division field office by 7-1-97, to allow such tags to be applied to existing wells.

Objective 5: By 1998, require flow meters or alternative means to allow an accurate measurement of water pumped by large capacity wells.

Objective 6: Participate in Water Court to protect vested water rights by ensuring proper water administration provisions, correct engineering principles, and consistency with statutes and law.

Tactics:

The Special Assistant to the State Engineer will continuously review and monitor the Division's water court participation for consistency in engineering, administration, and law/policy interpretation.

GOAL 4: TO ALLOCATE BOTH HUMAN AND FISCAL RESOURCES TO MEET AND MAINTAIN CURRENT LEVELS OF PERFORMANCE FOR STATUTORY REQUIREMENTS AND MISSION-RELATED ACTIVITIES, AND PROVIDE ADDITIONAL RESOURCES TO MEET THE DEVELOPMENTAL GOALS OF THE AGENCY AS STATED IN THE LONG RANGE PLAN.

Objective 1: State Engineer appointed individual task committees will complete staffing analyses by 12-31-96.

Tactics:

Develop focus and priorities. Teams in each functional area will develop a prioritized list of duties they perform and will: 1) recommend a direction and focus for their functional areas; 2) identify any less important tasks which deter the group from higher priority areas, etc. The several reports will then be reviewed by the Employee Council and a management team to set a Division focus and conduct a staffing analysis.

Senior staff will provide on-going review of the individual task committee staffing recommendations and consider appropriate means of implementing the study by 12-31-96.

Based on the staffing analysis, at each year's spring budget parity meeting beginning in spring of 1997, senior staff including Division Engineers will consider transfers of existing personnel or positions, or utilization of existing staff in different locations, and/or strategy for acquisition of personnel necessary to accomplish an equitable availability of personnel to meet workload demands. The State Engineer will implement the plan by July 1 following such decisions.

Objective 2: Prioritize the allocation of all funds of the Division, including personal services, operating, capital, and special purpose, to meet the mission, goals, and objectives of the Division.

Tactics:

In preparation for the annual spring budget parity meeting beginning in spring of 1997, the Deputy State Engineer will prepare his best estimate of funds that will be available from all sources in the following fiscal year, and will distribute said information to all managers.

In preparation for the annual spring budget parity meeting beginning in spring of 1997, senior staff including Division Engineers will prioritize operating, capital equipment, and maintenance needs. An allocation plan will be developed at the annual budget parity

meeting, and the State Engineer and Deputy State Engineer will implement the plan by July 1 of the following fiscal year.

Refurbish decaying gaging stations and replace all old DCP's (8004's) by 12-31-2002 following the current plan of funding through the CWCB.

GOAL 5: TO IMPROVE SERVICE TO COLORADO CITIZENS BY REDUCING WELL PERMIT APPLICATION AND SUBDIVISION REVIEW TURN-AROUND TIME BY 25% AND INCREASING WELL SYSTEMS RECORDS COMPLETENESS BY 25%, BY 12-31-98.

Objective 1: By 11/1/97, a team (Leapfrog) shall be created to investigate the use of technology and new data to decrease the processing time of well permit applications. A proposed plan shall be submitted by 7/1/97, and a decision on implementation shall be made within 120 days of plan submittal.

Objective 2: The Assistant State Engineer will annually review and develop a schedule to provide continuous training for field personnel on the well permitting and subdivision review process. Training shall begin in the fall of 1994.

Objective 3: Proposed plans to resolve Statement of Beneficial Use and Final Permit backlogs by 12/31/98 will be developed and submitted by September 16, 1996. The Designated Basins Team Leader is responsible for the Final Permit Plan and the supervisors of the Permit Services and South Region Water Supply Branches are jointly responsible for the Statement of Beneficial Use Plan. A decision on implementation will be made by 4/1/97.

Objective 4: By 12-31-97, all managers and staff will have the capability to develop database reports necessary to measure workloads and work efficiency.

Tactics:

By 4-1-97, the Assistant State Engineer, the Technical Support Engineer, the Deputy State Engineer, and personnel they deem necessary, will determine the types of reports that would be useful to managers and staff to assist in workload measurement determinations. They will also determine the types of training, hardware, and software that will be needed to achieve the objective.

By 7-1-97, the Technical Support Manager will ensure that required staff will have all of the technical tools necessary (software and hardware) to generate the reports determined to be useful.

By 12-31-97, the Technical Support Manager will ensure that all staff who desire the needed training to generate the desired reports, have had an opportunity to be trained in generating the reports.

Objective 5: Team leaders, in cooperation with supervisors, shall develop contingency plans for timely processing of backlogged well permit applications by March 31 of each year.

Tactics:

The Supervisor of Permitting Services shall provide forecast data from the well system to the team leaders at least quarterly.

Team leaders will use forecast data to develop a long range annual workload forecast for well permitting. Such forecasts will be used to better allocate personnel during times of heavy workload.

Objective 6: The Division of Water Resources will assist and support on-going Departmental cooperative efforts with counties that further communication and information sharing (e.g. GIS).

GOAL 6: TO IMPROVE THE PUBLIC'S OPINION OF THE DIVISION OF WATER RESOURCES' SERVICE, EDUCATIONAL EFFORTS, ABILITY TO MEET ITS RESPONSIBILITIES, ASSISTANCE TO WATER USERS, AND PROTECTION OF WATER RIGHTS. THIS WILL IMPROVE 25 PERCENT AS MEASURED BY OPINION SURVEYS, BY 12-31-98.

Objective 1: The State Engineer will meet annually with at least one water conservation or water conservancy district per Division to discuss the strategic plan and issues of common interest and seek to expand public input in matters related to the development of regional policy.

Objective 2: The Division Engineers or their designated representatives will normally attend meetings of any water conservation district or conservancy district in their Division to discuss the strategic plan, progress on various special studies, issues of common interest, and possible areas for assistance to the water users. The Division Engineers will report to the State Engineer important information from these meetings.

Objective 3: By 1998, increase the customer satisfaction of the Division and insure that our customers receive competent, knowledgeable information and assistance by utilizing the following steps.

Tactics:

By 12-31-97, all employees and first line supervisors will have received training on delivering good customer service as required by the Governor's Executive Order.

By 12-31-94, the Deputy State Engineer will identify and train as necessary a person to be the Division's customer service representative to assist the receptionists in directing the public to the proper person to address the specific issue of concern or answer the question directly.

The Training Coordinator will train Division field personnel on customer service and whom to refer problems in the Denver Office.

Customer Service will be part of every PACE Performance Plan.

Maintain a well-trained work force to provide the quality and friendly service as outlined in the Division of Water Resources' "Philosophy of Service".

Develop effective questions to get customers (public) directly to their needs -- for Ground Water Information Desk and Records. Develop standard answers to frequently asked questions.

Objective 4: The Division will continue the on-going program to inform the attorneys, engineers, and real estate agents who practice in the water rights arena on the State Engineer's policies and interpretations of statutes with the purpose of improving relations and reducing contested cases.

Tactics:

The litigation manager will coordinate the program by establishing a standing committee with members from the water bar, Attorney General Office's water section, and Division Engineers to identify the time and location for conferences. (The committee will meet annually.)

Objective 5: The Public Information Officer would develop by the indicated date the following:

- Design and utilize public opinion surveys (1996)¹
- Informational Brochures (1995)
- Policy Notices (1995)
- Press Release policies and procedures (1995)
- Promotional materials and efforts (for both internal and external use) (1995)
- Identify and implement educational opportunities (1996)
- Establish Speaker's Bureau (1996)
- Procedures to inform staff of policy decisions and sensitive issues (1996)
- Identify opportunities for conferences sponsored by the Division and/or jointly sponsored conferences
- Develop multi-media

Objective 6: Beginning in 1996, the Public Information Officer will develop a state and federal agencies informational process that will allow us to inform them of statutes, permits and policies that may affect them and inform them of services that the State Engineer's Office can provide.

¹ or by the Personnel Administrative Officer if the Public Information Officer is not available.

Objective 7: The Division will assist in the implementation of the Department of Natural Resources' education program through the following:

- Assign motivated staff to the Department of Natural Resources' (DNR) Educational Team.
- Formalize through Memorandum of Understanding with other DNR Divisions collaboration efforts toward education programs with similar objectives.
- Support Youth in Natural Resources (YNR) through the creation of two job and training opportunities per year for high school youth. Provide staff and budget resources to assist in the administration of YNR.
- Encourage staff through appropriate incentives to participate in DNR education program activities.

Objective 8: Technical Support and the Public Information Officer shall provide public access to Division of Water Resources data via the Internet by 6-30-2000.

Tactics:

The Public Information Officer will interview our public customers to assess their information needs.

Obtain general funds to replace the cash funds currently used to support data requests from the public.

Develop a plan, including a cost-recovery scheme, for dissemination of GIS data and maps.

Design public applications for use on the Internet which transform our "raw" data into useful information.

GOAL 7: TO IMPROVE COLORADO'S ABILITY TO PROTECT ITS ENTITLEMENTS TO WATER OBTAINED THROUGH INTERSTATE COMPACTS.

Objective 1: The Division will continue to defend Colorado's interest in the litigation with Kansas on the Arkansas River Compact.

Tactics:

Obtain adequate funding from the Legislature in 1996 to engage consulting engineers and an expert economist to assist Colorado in preparation for Phase II of the trial.

Continue to collect data and revise models to analyze the impacts of post-compact wells on stateline flows for the period 1950 to 1994.

Objective 2: The State Engineer will enforce existing rules and promulgate additional rules as needed to protect the flows of the Arkansas River both in Colorado and at the stateline from out-of-priority depletions of tributary wells in the Arkansas River Basin.

Tactics:

Seek advice from the Arkansas River Coordinating Committee on the nature and timing of additional rules that may be necessary to protect the flows of the Arkansas River. Also seek advice from the Committee on possible sources of water available for augmentation in the Arkansas River Basin; costs associated with acquiring this water by augmentation groups; and possible mechanisms to assist these groups with financing the purchase of this water.

Objective 3: The State Engineer, as Colorado's Commissioner on the Rio Grande Compact, will protect Colorado's interests by maintaining an active role in the development of a Recovery Plan for the endangered Silvery Minnow for critical habitat in New Mexico.

Objective 4: Support state efforts to arrive at a three state/federal Recovery Plan for endangered species on South Platte River.

Objective 5: Work closely with the CWCB and other agencies to develop and protect Colorado's water resources.

Tactics:

The State Engineer, through the Rio Grande Compact Commission, will be an important party in the development of a recovery plan. Colorado engineers and legal advisors will actively participate in the development of the recovery plan.

The State Engineer will seek necessary funding through the CWCB and Legislature to support any efforts related to the Recovery Plan for the Rio Grande basin.

Participate within resources in dispute resolution process on the Republican River Compact between Kansas and Nebraska.

Provide direction and support to Rio Grande Basin scoping study funded by the Colorado Water Conservation Board Construction Fund.

GOAL 8: TO PROTECT THE PUBLIC'S SAFETY WITH RESPECT TO THE SAFE OPERATION, REPAIR, AND CONSTRUCTION OF DAMS AND THROUGH THE PROPER CONSTRUCTION OF WATER WELLS.

Objective 1: The goals of the Dam Safety Program are prioritized to provide for the public safety through the inspection, evaluation, establishment of reasonable standards for review and approval of design, construction, repair and modification of dams and the coordination of emergency preparedness plans as well as associated activities.

- In order to protect the public, the Dam Safety Branch will conduct safety inspections of dams in accordance with established rules and regulations and will promote the education of staff and owners in basic observation skills in order to maximize opportunities for early detection of problems.
- To ensure the safety of the public from incidents and failures of dams, the Dam Safety Branch shall notify owners of the need to prepare and implement Emergency Preparedness Plans (EPP) for Class I and II dams in accordance with the regulations.
- In order to improve the public safety from the failure of dams, the Dam Safety Branch shall implement the Rules and Regulations for Dam Safety and Dam Construction in a reasonable time.
- In order to protect the public safety from the failure of dams, the Dam Safety Branch shall review and recommend approval of plans and specifications for the construction, enlargement, modification, and repair of dams, in accordance with the regulations.
- To improve the communications of the Dam Safety Branch, the Principal Engineer of the branch and the Division Engineers shall coordinate their activities closely.
- In order to improve the functions of the branch and to meet the public's needs, the Dam Safety Branch shall maintain the data information system for dams.

Objective 2: Annually review the dam safety rules to determine if revisions are necessary.

Objective 3: Improve the quality of well construction statewide through an effective well construction observation program and water well contractor education program.

Tactics:

Review and critically evaluate the well observation program, identify the outcome desired, goals, and objectives to accomplish the outcome and align the organization structure, staff level, activities, and work processes to effectively and efficiently achieve the desired results.

Continue to advocate and support activities and efforts to have continuing education requirements in the industry.

VII. Linkages

This plan must be implemented in coordination with the following Long Range Plans:

- Water Conservation Board Long Range Plan
 - DNR Education Plan
 - DNR Diversity Plan
 - DNR ITS Information Management Plan
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APPENDIX TO LONG RANGE PLAN

1994 ACCOMPLISHED OBJECTIVES

GOAL 1

The State Engineer will distribute the final long-range plan to all employees by 2-1-94.

By 1-25-94, the Personnel Administrative Officer will expand the baseline employee attitude survey by retaining current questions and adding additional questions as appropriate. Results will be compiled and available for the annual meeting in February, 1994. The process will be repeated using the expanded survey at the same time each year; trends will be tracked and results communicated to all employees.

By 6-1-94, the Personnel Administrative Officer will prepare and distribute to all supervisors and managers instructions on how to apply personnel rules and corrective action for temporary, probationary and certified employees in order to deal with non-performing employees. Training will be arranged by the Personnel Administrative Officer and will be conducted by the DNR Personnel Office staff.

Beginning with the 1994 Annual Meeting, the Division will provide additional training on improving management and leadership skills of supervising positions.

By 3-1-94, the Personnel Administrative Officer will design a strategy for attracting and recruiting employees and conducting diversity awareness training.

By 7-1-94, the State Engineer will establish a ten-person Employee Council to communicate with and speak for employees.

Nominations for employee council representatives will be taken at the spring 1994 Division and Denver meetings.

By 2-22-94, the Deputy State Engineer will use input from employees solicited by the State Engineer at the fall 1993 Division and Denver "general staff" meetings to design a discussion and decision-making process for use at the February 94 Annual Meeting, to develop a recognition program by the objective date.

By the February 1994 annual meeting, the State Engineer will ensure the existing draft policy manual is completed and distributed to all Division offices and all managers.

GOAL 2:

The State Engineer will authorize a Computer Steering Committee which will include Division office representation by 12-1-93.

Technical Support will evaluate and select local area network software by 7-1-94.

Data verification standards will be developed by Technical Support and representatives from the Division offices and submitted to the State Engineer for approval. The approved standards and procedures will be implemented by 1-1-94.

QINFO will be made available to each Division and the Denver office 1-1-94. Primary support for the software will be provided by the program's author, Kent Holt.

GOAL 3:

A statute change may be initiated by the 1995 legislative session to require a change of ownership form to be completed as part of any real estate transfer for property which includes a well.

GOAL 4:

By 3-1-94, the Personnel Administrative Officer will work with DNR Personnel to develop FLSA-appropriate time sheets which may be used to acquire consistent and comprehensive work time data for all employees.

GOAL 5:

By the February 1994 annual meeting, the Assistant State Engineers will make recommendations to the State Engineer on the AU (application unacceptable) process that shall streamline and facilitate timely turnaround of obvious AU's.

GOAL 6:

Technical Support will develop the capability for computer generation of colored visual aids to assist speakers and support promotional/educational efforts by 7-1-94.

1995 ACCOMPLISHED OBJECTIVES

GOAL 1

By 2-1-95, the State Engineer will ensure all policies and procedures are written and available.

GOAL 2

The Water Commissioner computer tool kit and training will be made available to all water commissioners that need a tool kit by 6-30-98.

Improve data accessibility and public education via personal computers in Division offices dedicated to public use by 12-31-95.

Technical Support has identified hardware and software to be included in the initial Water Commissioner's tool kit. Division 1 staff will provide an evaluation of the effectiveness of the tool kit and its configuration by 11-30-94.

Technical Support will establish a Local Area Network in each Division office by 3-1-95.

Technical Support will ensure local area network software and required hardware is purchased and installed by 3-1-95.

Technical Support, the Division 1 field office, regional water users and assigned consultants have provided the necessary data development and support of the South Platte Water Rights Management System such that the system is now operational.

The Water Commissioner computer tool kit and training will be made available to all water commissioners that need a tool kit by 6-30-98.

Technical Support, Hydrography, and the Division offices will develop a Denver to Division office data communication plan by 4-1-95.

Additional data quality tools will be made available to Denver and the Division offices and supported by selected staff by 12-31-94.

Technical Support will submit a development plan to the State Engineer for approval by 4-30-95.

GOAL 5

By 12-31-94, a TQM team will complete a review of the well permitting process including policies and procedures. Recommendations to streamline the processes will be made to the State Engineer.

By 12-31-94, the TQM team will identify duplicate, outdated, and conflicting policies to the State Engineer.

By 12-31-94, the supervisor of the North Region Water Supply Branch will develop a plan to prioritize subdivision review to assure that actions are taken within 15 days of the receipt of the request. A decision on implementation will be made within 60 days.

GOAL 6

The State Engineer will appoint a person to fill the role of Public Information Officer by 12-31-94.

The State Engineer will assign Public Information Officer duties to an existing position and modify the PDQ accordingly. This would require about 10-15% of the person's time.

Training Coordinator will train staff on proper phone etiquette and public relations by 12-31-94.

GOAL 7

Obtain general funds through the Legislature in 1995 to support the effort began in 1994 with Colorado Water Conservation Board funds to enforce the 1972 rules and the 1994 rules. The additional 4.5 FTE must be funded on an on-going basis until the need no longer exists.

The Division will work closely with the CWCB to meet the requirements of Senate Joint Resolution 94-32 by the specified completion date of 7-1-95.

1996 ACCOMPLISHED OBJECTIVES

GOAL 1

Beginning 8-1-95, the FY 95-96 PACE performance plans for all managers and supervisors will include an IPO requiring increased recognition of outstanding performance with adequate documentation of recognition efforts. A minimum weight of 5% shall be assigned to this IPO.

By the 1996 Annual Meeting, the Personnel Administrative Officer will incorporate DWR-specific orientation materials into the Department of Natural Resources' orientation packet and distribute the packets to Denver and the Divisions.

By 2-1-95, the State Engineer will ensure all policies are re-inventoried and any "unwritten" policies are written, reviewed and incorporated into the policy manual. The re-inventory process will include requesting employees to identify additional policies which may need to be committed to writing.

By 2-1-95, each manager will ensure that all written procedures are centralized and made available to staff.

GOAL 2

The Technical Support Manager will ensure development and implementation of an overall computer support plan by 2-1-96. The plan will identify hardware and commercial software standards for use by the Division of Water Resources. The selected hardware and software standards will be fully supported by the Technical Support staff. Where appropriate, the plan will also identify application specific software to support other Division of Water Resources activities.

The Water Commissioner computer tool kit and training will be made available to all water commissioners that need a tool kit by 6-30-98.

A minimum of 20% of the hardware and software will be purchased each Fiscal Year.

On receipt of hardware and software, Technical Support will provide a training course at the Division level using available personnel and resources.

Technical Support shall provide GIS capabilities for the benefit of the well permit process and well information research activities, by 3-31-96.

Technical Support will complete the design and conversion of the well permitting databases from the Wang VS to the INFORMIX database by 4-1-95 with a graphical GIS component by 3-1-96.

Technical Support, in conjunction with the Imaging Steering Committee, will evaluate document imaging via a pilot program and make a recommendation to the State Engineer for or against implementation of a continued program by 1-1-96.

GOAL 3

By 1-1-96, each Division Engineer will develop and implement a plan to expand the coverage and accuracy of water supply data by accomplishing the following:

- Reviewing the need for additional hydrographic records.
- Adding additional stations to the satellite monitoring system.
- By 12-1-95, information will be provided to the Hydrographic Branch from each Division to develop report on status of Objective 3.

Make all historic streamflow data from Colorado available to each Division on CD format by 12-31-96.

Begin trial program in the Arkansas Valley in 1994 for evaluation of effectiveness of using flow meters or alternative means to measure water pumped by large capacity wells.

By 1-1-96, the Special Assistant to the State Engineer will develop a cooperative effort program with other Department of Natural Resources agencies to allow their use of the Division Engineer's water court consultation process.

GOAL 5

The Well Permit Application Form and Permit Process Teams shall submit recommendations to the State Engineer no later than 9-30-95. The State Engineer will implement after discussion at Annual Meeting.

- A committee consisting of selected members of the Well Permit Application Form Team, the Assistant State Engineers, the State Engineer's Special Assistant, and other Division of Water Resources staff, shall draft final revised well permit forms by 12-31-95. The new forms shall be printed and available for use by 2-1-96.
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- Training on distribution and use of new well permit application forms shall be made available to all Division of Water Resources staff and water well construction contractors by 12-31-96.
- By 12-31-95, the Assistant State Engineer will review the findings of the Permit Process Team regarding policies and shall prepare, adopt, and implement any revised or new policies that are deemed necessary to expedite well permit processing.
- By 12-31-95, a committee consisting of selected members of the Permit Process Team, the Deputy State Engineer, the Assistant State Engineers, the State Engineer's Special Assistant, and other Division of Water Resources staff, shall prepare new guidelines and processes for use in the evaluation of well permit applications that standardize, clarify, or simplify the permitting process so as to achieve a shorter evaluation time for well permit applications.
- Training on new guidelines and processes for all well permit evaluation staff shall be completed by 6-30-96.

By 12-31-95, the Deputy State Engineer will complete a feasibility study for decentralization of water supply branches (including well permit, subdivision, substitute water supply plan, and litigation review) to the Division offices and make recommendations to the State Engineer.

By 12-31-95, the Deputy State Engineer shall develop a program to acquire and maintain well permitting staff commensurate with workload by the end of each legislative year.

GOAL 6

By 6-30-96, the Public Information Officer will develop a comment card process to allow the public to evaluate the service they received.

GOAL 7

Promulgate rules for 1996 and thereafter to bring about compliance with the U. S. Supreme Court decision in Kansas v. Colorado.

Seek funding from the Legislature for 9.5 FTE in the Arkansas River basin to implement 1996 rules.
