

ATTACHMENT 2 – Summary of Potential Efficiencies, Cost Savings and Enhancements

	Efficiencies and Cost Savings	Enhancements
Biologists and Scientists	<ul style="list-style-type: none"> • Maintain current assignment of functions, but allow recent efficiency measures instituted by the former Division of Wildlife (e.g. creation of Habitat Conservation Program) to fully develop. • Restructure biological/scientific functions to: better integrate Resource Stewardship with other resource support functions (e.g. GIS, real estate, water) and integrate Colorado Natural Areas Program within the Habitat Conservation Program. • Create additional synergies and opportunities for collaboration by integrating Parks Resource Stewardship and Colorado Natural Areas Program functions with existing biological functions performed in the Terrestrial Section of the Wildlife Programs Branch. • Create a ‘Habitat Conservation/Resource Stewardship’ Program under the Terrestrial Section to better address the agency’s needs for both wildlife habitat conservation and support for property inventory, monitoring and stewardship. • Cost savings would be realized in terms of additional grant funding opportunities, native seed and plant coordination, more comprehensive approach to stewardship on CPW properties, and potentially the reduction of a GP V position to a GP IV (depending on personnel issues). 	<ul style="list-style-type: none"> • Increased levels of collaboration • Broader stewardship planning, noxious weed support, inventory and monitoring on both Parks and SWAs, which would meet a need expressed in DNR for more property stewardship • More consistent management of CPW lands (State Parks and SWAs) while reducing duplication of some job responsibilities. • Enhanced opportunities for vegetation management and forestry work on CPW properties • A more streamlined process to assure agency compliance with State and Federal cultural and T&E regulations
Capital Development	<ul style="list-style-type: none"> • Increase the horizon for capital planning from 1 year to 10 years. This could enable: More efficient project sequencing; better alignment with strategic plans; increased economic understanding of needs; balanced approach to needs assessment; more transparent process to funding partners; and a more stable decision-making framework. • Track capital funds for all infrastructure investments regardless of size. • Develop a strategy for insuring that small projects align with strategic plans and have appropriate operational funds and supporting infrastructure. • Utilize internal Subject Matter Experts. 	<ul style="list-style-type: none"> • Long-range capital improvement plan would: 1) be a valuable tool for the budget office in order to plan annual capital budget needs in years out; 2) allow capital programs section to better fill future vacancies to match the forecasted needs of the capital construction program • Capital selection/prioritization to create balanced approach to capital selection. • Accounting/Contracts Interface with Financial Service to increase productivity • Controlled Maintenance and Code Compliance to minimize code infraction, emergencies and increase service life of infrastructure

	<ul style="list-style-type: none"> • Having dedicated contracting, procurement and accounting support would increase staff efficiency. • Adopt an agency wide controlled maintenance program similar to the system currently embraced by the Division of Wildlife. • Preserve a centrally managed program that retains regionally located staff. 	
Customer Service	<ul style="list-style-type: none"> • Integrate customer service tools (call center, customer database, point-of-sale, web access, etc.) • Provide agency-wide access to all products and services. • Minimize duplicative administrative services. • Integrate training for customer service representatives. 	<ul style="list-style-type: none"> • Increased product sales opportunities because of additional CPW locations (Parks can sell Wildlife products and Wildlife sells Parks products) – “one stop shopping” • Increased customer service in familiar environment (same offices customers are used to) • Integrated Point of Sale System and integrated customer database would allow CPW to capture customer information and track sales trends • Staff would benefit from having one application for Point of Sale System and customer database • Improved staff knowledge which improves customer service • Training improves efficiency, consistency, and effectiveness. • Cross training of additional staff creates better coverage for offices/Parks. • Real time inventory of merchandise will allow for more efficient management of retail program
Field Operations	<ul style="list-style-type: none"> • Achieve efficiencies in the management of properties by: consolidating communication processes and providing integrated skills training; making formal adjustments to scope of work for positions tasked with property management to integrate shared work functions; and create integrated definitions of properties (e.g. select properties become “Park and Wildlife Areas” or “Wildlife Recreation Areas”). • Integrate certain components of internal law enforcement training as well as consider efficiencies associated with centralized vs. decentralized delivery of training. • Utilize one system for records and case management. • Single agency fleet coordinator position. • Sharing equipment to reduce number of equipment 	<p><i>Property Management:</i></p> <ul style="list-style-type: none"> • Consistent land management practices across boundaries, depending on definition of area type. • Improved customer service by shared over-the-counter duties <p><i>Hiring/Training:</i></p> <ul style="list-style-type: none"> • Cross training opportunities • Consistent message/customer service to public • Enhanced recruitment opportunities • All officers understand combined mission and functions <p><i>Law Enforcement Operations/Processes and Procedures:</i></p> <ul style="list-style-type: none"> • Integrated policies • Agency-wide consistency • Process to update critical policies

	<p>purchases.</p> <ul style="list-style-type: none"> • Alternatives for regional structure may result in fte reductions. 	
<p>Financial Services</p>	<p><i>Accounting:</i></p> <ul style="list-style-type: none"> • Standardize current processes in place, then combine best practices to work toward a model that would shift payment input to end-users, while still maintaining a central oversight. • Explore the use of information systems that could electronically manage the approval and archiving process. • Wildlife’s automated point of sale (POS) system provides an efficient system for revenue collection. Movement towards a shared POS system and automated cash management system would result in increased accountability and a more effective use of staff time involved in all aspects of the revenue process. <p><i>Budget:</i></p> <ul style="list-style-type: none"> • Budget alternatives start with a phased approach that keep two separate internal budget processes but change to a combined external budget request process; eventually integrating the budget responsibilities including: policy, evaluation, budget development, execution, and reporting. <p><i>Procurement:</i></p> <ul style="list-style-type: none"> • Maintaining status quo during the initial transition to one agency without too much disruption for the field is recommended. A full integration of procurement processes is the goal but should be explored with other work groups where a crossover is identified including, Capital Development and Water & Real Estate. Procurement is governed by statewide policies, rules and regulations, such as State Fiscal Rules. Internal controls in the form of central oversight ensure compliance with state mandated policies. <p><i>Grants:</i></p> <ul style="list-style-type: none"> • A staggered approach to adopting new grant administration/coordination functions and/or 	<ul style="list-style-type: none"> • Shared knowledge and maximized ability to cross-train. • Shared use of information systems. • Potential to update automated systems. • Professional staff will provide and share expertise resulting in consistency and efficiency.

	<p>organization that would allow responding to possible changes in Accounting, Budget, and Contracting Sections when appropriate. Creating Grant Subject or Program Area specialization with overall grant administration/coordination functions for all grants which would result in a more centralized new Grant Section that could provide additional efficiencies, enhancements, and improve grant processes to ensure accurate grant management and administration in the new joint agency.</p>	
Invasive Species	<ul style="list-style-type: none"> • Evaluate transferring responsibilities for non-agency waters to other recreation management agencies • Reduced travel costs with one agency rep. travelling to meetings/trainings rather than two • Reduced equipment cost by buying in bulk and sharing specialized equipment • Standardize protocols, certifications, policies and training • Improve customer service • Improve supervisory span of control with boat inspectors 	<ul style="list-style-type: none"> • More effective use of staff resources to better balance workloads statewide • Unified team with consistent internal communication • Improved public education and informational products • Improved customer service
Marketing, Branding, Public Information	<ul style="list-style-type: none"> • Combining three distinct sections involved in public involvement into a single Public Affairs section. This could eliminate duplication and the need for separate manager. • Reassignment of one of the statewide Public Information Officers (PIOs) positions to a social media coordinator. • Assignment of PIO's to regions could create overlap in job function of statewide PIO/External Relations manager. One of these positions could be reassigned to an internal communications coordinator. 	<ul style="list-style-type: none"> • Increased collaboration between related units through designation of single manager • Increased local responsiveness through rebuilding Outreach Teams • Increased sales of products • Enhanced collaborative outreach with stakeholders • Improved agency morale and internal communications through designation of internal communications position • Merged website and an agency web presence • Decentralizes product creation through strong brand standards, training and software support • Allows for development and implementation of social media/interactive media strategy through designation of social media coordinator
Property Evaluation	<ul style="list-style-type: none"> • Transfer of management responsibilities • Joint management activities • Disposal of properties • Combine administrative properties 	

Volunteer, Education, Interpretation	<ul style="list-style-type: none"> • Combined and consistent efforts to support proposed initiatives. One booth fee at events. • Consistent messaging on display materials. Reduced production costs (brochures, banners, volunteer gifts). • Unified effort on current partnership support and the development of new partners. • Unified volunteer management model to address the recruitment, training and retention of qualified volunteers. Conversion to a single database, insurance policies, newsletters, handbooks, forms, will result in a reduction of payments and printing costs. • Combined and consistent efforts for administrative support of the programs. Bulk ordering of needed materials will result in lower costs. Consistent budget management. Moving from paper to online registrations for Hunter Education and other events will reduce staff time. • Combined efforts in providing educational opportunities will result in reduction of staff time in over-lapping efforts. • One representative at professional meetings to reduce travel costs. 	<ul style="list-style-type: none"> • Shared education messages will meet user demands for education more efficiently • Added education and volunteer support to Park Managers • Through unified volunteer management, provide consistent and improved service to volunteers • Combined and consistent efforts to support education, volunteers & partnership outreach
Water , Real Estate, Geographic Information Systems (GIS)	<ul style="list-style-type: none"> • Improved throughput of projects in all three core work function areas • Eliminate duplication of GIS software and databases • Enhanced real property asset management • Shared Subject Matter experts: legal coordination, water quality, water resource engineers 	<p><i>Water:</i></p> <ul style="list-style-type: none"> • Further coordination between two water programs and development of Joint water projects <p><i>Real Estate:</i></p> <ul style="list-style-type: none"> • Improved service to other staff • Meet general public and governing body expectations <p><i>GIS:</i></p> <ul style="list-style-type: none"> • Centralized license server simplifies administration • Consolidate GIS services