

SOUTHEASTERN COLORADO
Water Conservancy District
"Your investment in water"

STRATEGIC PLAN

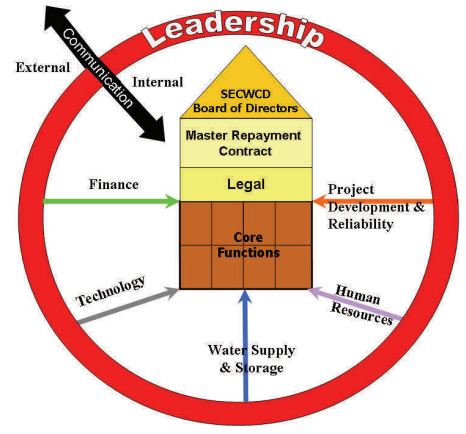


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INTRODUCTION

As a 50 year old organization, the District needs to create strategies and actions with a new management system designed to manage strategy. Strategic performance requires objectives, issues, and employees to be aligned with the organization's strategy. With rapid changes in technology and processes, the formulation and implementation of strategy must be a continual and participative process. Organizations need a language for communicating strategy and systems to implement it. Success comes from having strategy become everyone's everyday job.

In the past, the District's management system focused on financial measures. Financial measures are lag indicators that report on outcomes that are the consequences of past actions. A new strategic management approach will retain measures of financial performance and supplement them with measures of the organization's vision and strategy. Therefore, the objectives and measures, financial and nonfinancial, will be derived from the organization's vision and strategy.

The vision and strategy allows the District to concentrate on factors that create

economic value. This allows the District to build a management system that is designed to manage strategy. This system has three distinct dimensions:

1. Strategy: Make strategy the District's central agenda in order to communicate in ways that are understood and acted on.
2. Focus: Create focus and use it as a navigation tool. Every resource and activity is focused on the strategy.
3. Organization: Mobilize employees to establish new alignments linked to the strategy, objectives, and issues.

DEVELOPMENT

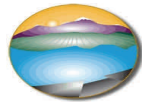
The development of the Strategic Plan (Plan) is to identify and prioritize activities, to improve current and future operations, and to accomplish the organization's mission and goals in light of changing and probable events. The Strategic Plan will provide a basis for guiding the District toward the next century. The Plan will be updated and revised every six years.

The Strategic Plan will clearly communicate the programmatic direction to Southeastern stakeholders. The Plan will provide direction for conducting capital, resource, and financial planning; for developing and implementing programs and projects; and for preparing the District budget. The basic policies in the Strategic Plan will facilitate and guide progress in the coming years

on the Long-Term Financial Plan, the System Overview Study, the Long Range Personnel Plan, the Annual Operating Plan, and the annual budget process. It will provide a basis for evaluation of the District's accomplishments in accordance to its mission, vision, values, and goals.

OUR VISION

As we strive to realize our vision of the future, all our actions and efforts will be guided by communication, consultation, and cooperation, focused in a direction of better accountability through modernization and integration across the Southeastern Colorado Water Conservancy District.



Objectives and Strategies

OUR VALUES

Reliability

Ensure we will optimize our existing Colorado River supply

Leadership

We will be a leader in local and regional water issues

Our Employees

Our employees are our most important resource

Stewardship

We serve our District and its people by responsibly managing the resources entrusted to our care

Excellence

We expect world-class performance and we strive for improvement in all we do

Environment

We will operate in an environmentally responsible manner

CORE VALUES

A commitment to honesty and integrity

A promise of responsible and professional service and action

A focus on fairness and equity

The following presents the objectives and strategies that staff believes will achieve the District's mission, goals, and objectives. Staff has followed the Board's direction in developing the key result areas, as well as the preliminary objectives and strategies that comprise the Strategic Plan.

Although it represents many hours of work, this effort is far from complete. The strategic planning process, will start the development of benchmarks for productivity

and accomplishment, and will initiate a dialogue on resource allocation and priorities. Most importantly, staff is seeking the Board's counsel on its work to date and guidance in extending the strategic planning process to fully include the Board, and other appropriate stakeholders.

The development of a Strategic Plan is necessary to identify and prioritize District activities and improve overall operations. The Plan can serve as a covenant with

the Board, specifying exactly what staff will achieve and for which it will be held accountable. When completed, the Plan will provide clear direction for delegating resources, for long-term financial planning, and for executing District programs and projects. The preliminary Plan is not intended to be complete or final. It is expected, however, to improve substantially the ongoing involvement of the Board, stakeholders, and staff.

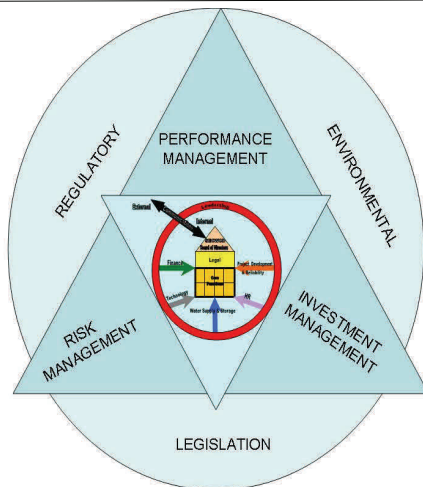
DEVELOPMENT PROCESS

Given that the Strategic Plan is a dynamic document, it is designed to be modified over time. At present, it captures The District's key results areas and identifies a number of issues, objectives and strategies (management strategies) necessary to take the District into the next century. For example, it establishes a level of service and integrated resource planning objectives to guide all planning and programs, it

commits to increase productivity in the next decade, enhances the District's workforce, and it sets out to develop a financial structure that will support the achievement of the level of service and resource objectives.

In undertaking the strategic planning process, the District could have chosen to hire a consultant to interview stakeholders, develop recommendations, and a

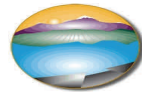
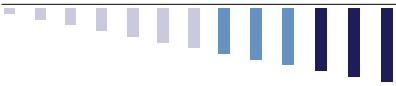
plan for approval by staff and the Board. While the approach might have saved time and avoided inconvenience, it could not have assured acceptance by and commitment from staff that must be relied upon for implementation. Instead, the planning process has involved all staff in a dialogue to develop a common understanding of District priorities and a shared vision of how all individual activities fit into the overall plan.



IDENTIFYING KEY PLANNING UNCERTAINTIES

The following crucial areas were identified and evaluated in order to develop the Strategic Plan, Goals, Objectives and Management Strategies.

1. Shift in Supply and Demand
2. Water Quality Changes
3. Regional Roles
4. Catastrophic Events and Failures
5. Regulatory and Environmental Issues
6. Changes in Technology
7. Climate Change
8. Economic, Political, and Social Issues



ELEMENTS OF THE STRATEGIC PLAN

Key Results Areas

The District performed a situational analysis which identified internal strengths and areas in need of improvement, in addition to external opportunities and threats.

During the situational analysis, the changing environment highlighted the resource challenges facing the District. Staff has defined the District's resource challenges as the Key Results Areas. Key Result Areas have been established as a means of assessing the District's related mission, goals, and objectives.

Strategic Goals

Following the situational analysis, the Strategic Goals are broad statements of organizational aspirations for the future. They reflect the distinctive capabilities that the District possesses in order to achieve its mission.

Strategic Objectives

The objectives established in the Strategic Plan are commitments that are both specific and measurable. They are internally focused, indicating desired results in either financial or other quantifiable terms.

Performance against measurable objectives is the prime indicator for judging whether or not the goals are being achieved. The evaluation of key success factors, and internal and external issues, form the basis for deciding whether the objectives are realistic and sufficient.

Objectives require both the commitment and expenditure of resources, as described in their related strategies. The objectives presented in the Strategic Plan are not meant to be conclusive. They are intended to provide a basis for dialogue regarding what must happen

to achieve the Board's mission and goals. Further analysis must be conducted on strategies to determine associated resource requirements needed to achieve desired results.

Management Strategies

Management strategies listed under the Strategic Objectives state overall approaches to achieving the objectives. They identify opportunities to be explored and resources to be organized to take advantage of opportunities. Although they are not detailed, they define the framework for developing specific work or action plans.

Key Performance Indicators

Key Performance Indicators are used by an organization to evaluate its success or the success of a particular activity in which it is engaged. Success is defined as making

progress toward strategic goals, but often, success is simply the repeated achievement of some level of operational goal.

Process Status

Process Status indicates the process each Management Strategy is in during a particular phase. Further explanation for the Process Status is provided on page 18 of this document and definitions for the processes are included in the footer of each page of the Strategic Plan Matrix on pages 6 - 17.

NEXT and FUTURE STEPS

Next Steps

A number of tasks remain in the development of the Strategic Plan. They include developing program guidelines, priorities, and performance measures that are consistent with actions identified in the Plan. These will be developed in the next phase of the process. In addition a review and further development of objectives and strategies based on counsel provided by an ad-

hoc sounding board, Board Committees, individual Board members, and then back to the Board as a whole for final review and refinement.

Future Steps

Future steps include the development of a Management Strategies model; development of a plan to internalize the Strategic Plan into all activities (including the budget process); assign-

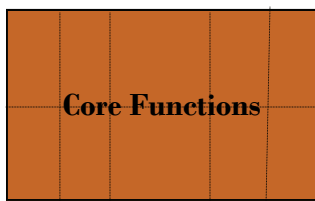
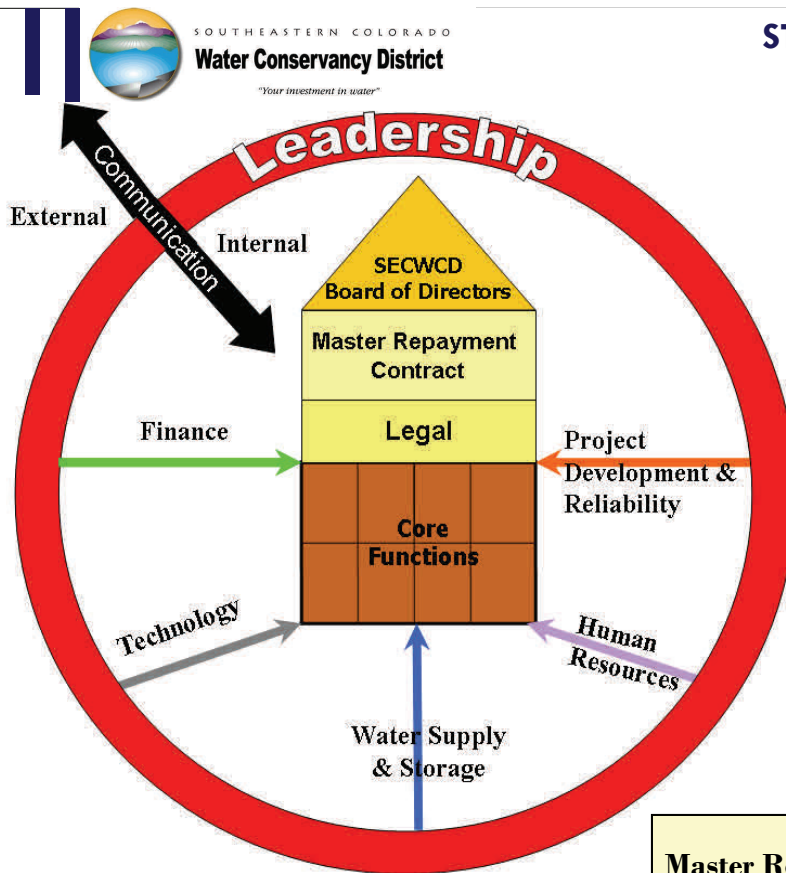
ing a schedule and timeline to management strategies for implementation; and developing an accountability model for staff core.

MAJOR ELEMENTS OF THE STRATEGIC PLAN

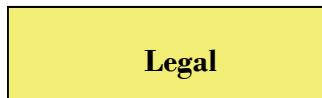
- ◆ Mission
- ◆ Vision
- ◆ Values
- ◆ Key Results Areas
- ◆ Strategic Goals
- ◆ Strategic Objectives
- ◆ Management Strategies
- ◆ Process Status
- ◆ Budget
- ◆ Timelines
- ◆ Performance Reporting

THE STRATEGIC PLAN STAMP

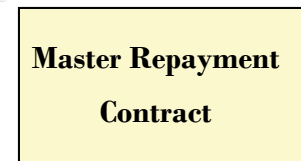
This page is intended to illustrate what is known as the Strategic Plan Stamp. The Stamp is used to demonstrate how the different elements of the Strategic Plan fit together.



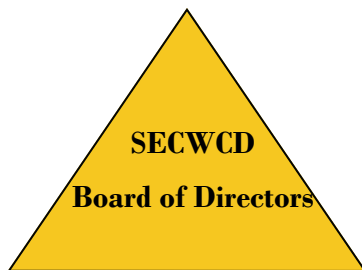
Core functions are defined as a majority of the programs and projects to accomplish the day to day operations of the SECWCD



To review and manage water cases to protect Fryingpan-Arkansas Project water rights and to advise the Board and District on policies



Master Repayment Contract No. 5-07-70-W0086 between the United States and the SECWCD



The governing body, responsible from a legal and fiduciary perspective for overseeing the activities of SECWCD



Internal: Educate potential future SECWCD leaders

External: Better inform and involve community decision makers and leaders



Develop a "leadership vision" and effectively communicate it to a variety of organizations





KEY RESULTS AREA - WATER SUPPLY and STORAGE

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Reliable Future Water Supply Committee: Resource & Engineering Planning	1. Protect & Secure SECWCD Colorado River Water Rights	A. Establish an Assessment for Colorado River Diversions	1. CWCB Technical Report: Non-Consumptive Needs Assessment Phase II 2. CWCB Technical Report: 2050 Municipal and Industrial Water Use Projections 3. CWCB Technical Report: Municipal and Industrial Conservation Strategies 4. CWCB Technical Report: Watershed Flow Evaluation for Roaring Fork and Fountain Creek Watersheds 5. CWCB Technical Report: Current and 2050 Agricultural Demands 6. CWCB Technical Report: Cost estimates for Agricultural and New Supply Strategy Concepts	Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved	2010 -2011 2010 -2011 2010 -2011 2010 -2011 2010 -2011 2010 -2011
		B. Participate with east & west Slope water providers to establish a permanent delivery of 10,825 ac-ft/yr to the 15-mile reach of the upper Colorado River per federal Programmatic Biological Opinion	1. Water Resources Assessment of Proposed 10825 Alternative, Sept. 2, 2010 Technical Report 2. USBR Environmental Assessment study completed 3. Secure federal contract regarding Ruedi Reservoir contract 4. Purchase Red Top Mountain Ranch Ditch to secure water rights	Outcome Achieved Outcome Achieved Outcome Achieved	2010 2012 2012 - 2013 2012 - 2013
		C. Determine the use of excess storage capacity in Blue Mesa Reservoir to avoid or reduce the impact of a Colorado River Compact curtailment in Colorado	1. A technical memorandum is developed summarizing the assumptions used and the scenarios developed to be used to evaluate water banking options 2. Technical memorandum summarizing the available hydrologic models and recommendation to evaluate management options in subsequent tasks 3. Modeling output is prepared for each scenario and results are presented to Roundtables, CWCB & other parties as part of the 4. Modeling output for scenarios is prepared and a report of model sensitivity to significant input parameters is presented to the Arkansas and Gunnison Basin Roundtables, CWCB staff, and other interested parties 5. Modeling output for each scenario is prepared & results are presented to Roundtables, CWCB & other parties 6. Model output and results are summarized in a draft report format delivered to the Arkansas and Gunnison Basin Roundtables and CWCB staff 7. Draft & final report summarizing the management options using Blue Mesa Reservoir to avoid or mitigate a curtailment of Colorado River diversions includes: model description, results, conclusions & recommendations	Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved Outcome Achieved	2011 2012 2012 2012 2012 2013



KEY RESULTS AREA - WATER SUPPLY and STORAGE

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Reliable Future Water Supply (continued) Committee: Resource & Engineering Planning	1. Protect & Secure SECWCD Colorado River Water Rights (continued)	C. Determine the use of excess storage capacity in Blue Mesa Reservoir to avoid or reduce the impact of a Colorado River Compact curtailment in Colorado (continued)	8. Meeting summaries for action items from coordination meetings provided	Outcome Achieved	2013
		D. Review Wilderness Campaigns & Environmental issues	9. Provide presentations for use at Basin Roundtables & Board meetings	Outcome Achieved	2013
	2. Determine Opportunities for Improvement in Water Supply Committee: Allocation	A. Catalogue all SECWCD water rights	1. GIS mapping of water rights areas completed & facilities catalogued	Implementation	2014 - 2015
		B. Support the development of the CWCB Decision Support System (DSS) for the Arkansas River basin.	1. DSS is developed and implemented within the basin	Implementation	2014 - 2015
		C. Review SECWCD imported water supply portfolio	1. Imported target amount determined	Design	2012 - 2015
			2. Average imported number determined	Design	2012 - 2015
			3. Amount to maintain as reserves determined	Implementation	2012 - 2013
			4. Strategies recommended	Implementation	2014 - 2015
		D. Develop management strategies for allocation of water in wet, average, & dry years and for prolonged drought years	1. Perimeters defined & for allocation actions to be taken in wet, average, & dry years	Design	2013 - 2015
			2. SECWCD drought plan developed	Planning	2015 - 2016
		E. Review the need to purchase additional water rights	1. Water availability, types of water, & amounts of water to purchase are defined	Outcome Achieved	2013 - 2015
			2. Bookends for water purchases are determined	Outcome Achieved	2013 - 2015



KEY RESULTS AREA - WATER SUPPLY and STORAGE

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line		
Reliable Future Water Supply (continued)	1. Protect & Secure SECWCD Colorado River Water Rights (continued)	E. Review the need to purchase additional water rights (continued)	3. Board of Directors authorize the purchase of additional water rights	Outcome Achieved	2013 - 2014		
		F. Determine the gap for agricultural water supply within the basin	1. Funding is secured to conduct a gap analysis	Design	2013 - 2014		
			2. The gap in agricultural water supply is determined	Design	2013 - 2014		
Reliable & Secure Water Storage	1. Establish SECWCD Long-Term Excess Capacity Master Contract	A. Establish excess capacity storage contracts with participating entities	1. Secure a Memorandum of Agreement with each contracting entity	Outcome Achieved	2011 - 2012		
			2. Complete NEPA EIS for Excess Capacity contract	Outcome Achieved	2014		
			3. Structure for negotiating long-term contracts is determined	Strategy	2014 - 2015		
			4. Secure signed contracts with storage participants	Strategy	2015		
			5. Perform a yearly review to evaluate the contracts	Discovery	2015		
		Committee: Excess Capacity		B. Develop a Fry-Ark Project Spill Model	1. Utilize SECWCD Repayment Contract & USBR accounting to determine who stores water & the amount each stores in Pueblo Reservoir	Outcome Achieved	2012
					2. Establish a policy agreement with Reclamation on exactly how spill priority is determined & how the storage space is allocated	Discovery	2015
					3. A model is developed to identify the spill priority for Pueblo Reservoir	Design	2015
		2. Study of East Slope System Reservoirs	A. Determine storage & carriage for consumptive & non-consumptive needs		1. Consumptive & non-consumptive needs are defined	Design	2013 - 2015
					2. Environmental, recreational, agricultural, municipal, & power needs are defined	Strategy	2013 - 2015
3. Establish storage useage history & project future useage	Design			2013 - 2015			
Committee: Enlargement		B. Determine the demand for additional storage & carriage capacity	1. Reservoir capacities & reserved storage space as well as other space is identified	Strategy	2012 -2015		
			2. Additional storage needs are defined	Strategy	2012 -2015		
			3. Determine whether enlargment through Fry-Ark Project or individual entity enlargement on their own	Strategy	2012 -2015		
			4. Legislation for enlargment feasibility study of Fry-Ark reservoirs secured	Strategy	2012 -2015		



KEY RESULTS AREA - WATER SUPPLY and STORAGE

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Reliable & Secure Water Storage (Continued)	2. Study of East Slope System Reservoirs (Continued)	C. Determine the storage needs for agricultural	1. Funding to conduct study is secured	Strategy	2013 - 2015
			2. Storage needs for agricultural water is determined	Strategy	2013 - 2015



KEY RESULTS AREA - HUMAN RESOURCES

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line	
Provide a Healthy and Safe Work Environment	1. Develop a SECWCD Safety Manual	A. Develop SECWCD Safety Manual that meets OSHA guidelines to ensure a safe working environment	1. Manual developed	Outcome Achieved	2010	
			2. Staff trained on safety procedures	Outcome Achieved	2011	
			3. Manual reviewed every 5 years	Implementation	2011 - 2015	
	2. Provide Health Education & Resources	A. Provide an Employee Wellness Program	1. Employees are provided with wellness literature	Implementation	2012	
			2. Cost sharing of wellness programs is investigated	Implementation	2012	
			3. Partnerships with other organizations for health screenings	Implementation	2012 - 2015	
Establish a Workforce to Move SECWCD and the Strategic Plan Forward	1. Develop a Staff Position Assignment Plan	A. Determine gaps in current staffing and develop plan to shift or reassign duties	1. Current gaps in staff assignments are evaluated	Implementation	2011-2015	
			2. A reassignment of staff duties are made to fill the gap	Implementation	2011-2015	
			3. Current gaps in staff assignments are evaluated and new staff positions are defined	Implementation	2011-2015	
			4. New staff positions are secured to fill the gap	Implementation	2011-2015	
	2. Develop and Sustain an Effective Education & Training Program	A. Develop qualifications & requirements for staff training	1. Requirements for qualification & training determined	Implementation	2011 - 2015	
			2. Based on determinations trainings are provided	Implementation	2011 - 2015	
			3. Certifications and/or degrees are delivered or a written report on the benefit & implementation of training is provided	Implementation	2011 - 2015	
			4. Annually determine educational training needs for all staff	Implementation	2011 - 2015	
			B. Develop an information technology (IT) training program for staff and Board that follows the IT Plan implementation	1. Assessment of staff & Directors technology skill sets is completed	Discovery	2011 - 2015
				2. Training completed on software and firmware	Implementation	2011 - 2015
3. Training completed on audio/visual equipment	Implementation	2011 - 2015				

Committee: Human Resources

Committee: Human Resources



KEY RESULTS AREA - INFORMATION TECHNOLOGY (IT)

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Determine How to Use & Manage Information Technology (IT) to Benefit SECWCD	1. Define, Evaluate, & Standardize Current IT	A. Update the filing system & develop a retention schedule	1. Filing system updated and retention schedule developed	Outcome achieved	2010
		B. Establish an outsourcing contract for IT	1. Establish a contract for repair & maintenance of computers & network	Outcome achieved	2010
			2. Secure off-premise network back-up system	Outcome achieved	2011
Committee: Human Resources					
Develop & Implement an IT Plan to Support Business Functions	1. Develop an IT Plan	A. Review & determine internet policies & capabilities	1. External and internal intranet & internet needs are determined	Outcome achieved	2012
			2. Determination of a web-based system is made	Outcome achieved	2012
			3. All SECWCD websites are housed & presented in a consistent manner	Design	2012 - 2015
		B. Determine IT standards for software, hardware, & security	1. IT standards are determined	Outcome achieved	2012
			2. Standardization of IT software & hardware is consistent throughout SECWCD.	Implementation	2012 - 2015
			3. Priorities are set & a budget & schedule is made for implementation of the IT plan	Implementation	2012 - 2015
		C. Develop & implement an audio/visual plan for communications	1. Audio/visual needs & functionalities are determined for the board & conference rooms	Design	2011 - 2015
			2. Plan is developed and implemented for upgrading the audio/visual equipment	Implementation	2011 - 2015
			3. Priorities are set, budgeted & scheduled for implementation of the audio/visual plan	Outcome Achieved	2011 - 2014
Committee: Human Resources					



KEY RESULTS AREA - PROJECT DEVELOPMENT and RELIABILITY

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Manage Fry-Ark Project Assets Committee: Resource & Engineering Planning	1. Ensure Infrastructure & Equipment Readiness	A. Establish a system overview study	1. Scope of study is developed in cooperation with USBR	Outcome Achieved	2013
			2. Scope of study defined in contract with USBR	Outcome Achieved	2013
			3. Study performed in conjunction with USBR	Outcome Achieved	2013
		B. Develop a long-term OM&R strategy	1. Asset condition analysis performed & baseline established	Outcome Achieved	2013
			2. Operational procedures reviewed with USBR	Outcome Achieved	2013
			3. Maintenance & repair procedures reviewed	Outcome Achieved	2013
			4. Plan developed for OM&R on future elements (AVC, Enlargement, etc.)	Implementation	2014 - 2015
	5. Asset priorities & evaluations to define critical areas established		Discovery	2015	
	6. Funding requirements determined by developing a Catastrophic Assets Failure Fund		Design	2015	
	7. Contract amendments for funding secured		Design	2015	
	2. Maximize Fry-Ark Diversions to the Limit of SECWCD's Water Rights	A. Manage the collection system diurnal flows to capture snow melt peaks	1. Determinations formed in conjunction with USBR & west slope entities	Strategy	2012 - 2015
			2. Cooperation from USBR & USFS secured	Discovery	2012 - 2015
			3. Regulating reservoirs constructed to store diurnal flows	Discovery	2012 - 2015
			4. SCADA system improved	Outcome Achieved	2012
B. Research options to receive the full Fry-Ark imported water supply		1. Options are researched for relocating unbuilt collection system structures in conjunction with USFS and USBR	Design	2015	
		2. A plan for possible options is developed	Discovery	2015	



KEY RESULTS AREA - PROJECT DEVELOPMENT and RELIABILITY

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line			
Manage Fry-Ark Project Assets (continued) Committee: Resource & Engineering Planning	3. Develop & Maximize Fry-Ark Power Generation Capabilities	A. Research power generation capabilities on Fry-Ark facilities	1. Conduct Hydropower Resource Assessment for Fry-Ark Project facilities - <i>Hydropower Resource Assessment at Existing Reclamation Facilities - 2010</i>	Outcome Achieved	2011			
			2. Perform site-specific analysis of physical & environmental features	Outcome Achieved	2011			
			3. Research Lease of Power Privilege (LOPP) from Reclamation to use existing releases of water for power generation	Outcome Achieved	2011			
				B. Develop Feasibility Study	1. Feasibility study is completed	Implementation	2011 - 2015	
				C. Develop Partnerships	1. Memorandum of Agreements or Understandings are secured with partners	Implementation	2011 - 2015	
				D. Submit LOPP application to Reclamation	1. LOPP application is submitted to Reclamation for approval	Implementation	2011 - 2015	
				E. Investigate NEPA & ESA requirements	1. NEPA & ESA requirements and funding are investigated	Outcome Achieved	2011 - 2014	
					2. Funding for the NEPA &/or ESA is secured	Outcome Achieved	2011 - 2014	
					3. NEPA &/or ESA is completed	Outcome Achieved	2011 - 2014	
				F. Develop a cost agreement with Reclamation for construction	1. Advance funds to Reclamation for costs development of the LOPP, administration, construction, operation, maintenance & security	Outcome Achieved	2012 - 2015	
				G. Develop conceptual design and construction of hydropower facility	1. Conceptual design and engineering is completed	Implementation	2013 - 2015	
					2. Construction is completed	Design	2015	
			4. Develop Procedures for Reclamation Reform Act (RRA) Compliance	A. Develop procedures for compliance with Reclamation Summary of District Responsibilities to ensure accuracy of RRA reporting forms & enforcement	1. Procedures for RRA are developed	Outcome Achieved	2011 - 2012	
						2. Procedures for Commingling Plans are developed	Outcome Achieved	2012
						3. Procedures are developed for RRA reporting to USBR	Outcome Achieved	2012
	5. Develop Protocols for SECWCD Inclusions Process	A. Complete Inclusions Manual	1. Inclusions Manual completed & approved by the Board	Implementation	2011 - 2012			
		B. Implement procedures in Inclusions Manual	1. Follow-up on pending inclusions with USBR	Implementation	2012 - 2013			
				2. Future municipal annexation are included in District boundaries subject to Reclamation assent	Implementation	2014 - 2015		



KEY RESULTS AREA - PROJECT DEVELOPMENT and RELIABILITY

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line		
Develop the Fry-Ark System	1. Arkansas Valley Conduit	A. Complete the pre-construction phase of the Arkansas Valley Conduit	1. STAG grant for pre-NEPA purposes completed	Outcome Achieved	2011		
			2. Memorandum of Agreements (MOA) for NEPA EIS costs are completed for all participants	Outcome Achieved	2011		
			3. NEPA EIS Phase completed	Outcome Achieved	2011-2014		
			4. AVC Regional Water Conservation Plan is completed and implemented	Implementation	2012 - 2013		
			5. Federal legislation is pursued to assist with construction costs	Implementation	2010 - 2015		
			6. MOAs for AVC construction costs are completed for all participants	Strategy	2013 - 2015		
			7. Pre-Design phase completed	Implementation	2013 - 2015		
			8. Design phase completed	Discovery	2013 - 2015		
	2. Secure a Long-Term Excess Capacity Master Contract with USBR	A. Long-term Excess Capacity Master Contract NEPA Environmental Impact Study (EIS)	1. MOA with participants for NEPA EIS are secured	Outcome Achieved	2011		
			2. NEPA study completed	Outcome Achieved	2011 - 2014		
			B. Secure an Excess Capacity Master Contract with USBR	1. Excess Capacity contract with USBR is secured	Design	2014 - 2015	
				2. Storage contracts with participants are secured	Design	2014 - 2015	
				Committee: AVC			
				Committee: Excess Capacity			



KEY RESULTS AREA - LEGAL

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Review & Manage Water Cases to Protect Fryingpan-Arkansas Water	1. Review & Settle Water Cases in Division 2, 5, & Other Divisions	A. Legal Counsel provide review reports on current cases	1. Quarterly review reports provided for Division 2, 5, & other division cases 2. Annual review reports provided for Division 2, 5, & other division cases	Implementation Implementation	2010 - 2015 2010 - 2015
		2. Review & Settle Federal Water Cases	A. Legal Counsel provide review reports on current cases	1. Quarterly review reports provided for Federal cases 2. Annual review reports provided for Federal cases	Implementation Implementation
	Committee: Executive	3. Maintain Diligence on Fry-Ark Water Rights & Ensure Conditional Water Rights are Absolute	A. Make conditional water rights absolute for existing Fry-Ark structures	1. Additional 6 years for conditional water rights for existing structures is obtained	Implementation
B. Maintain diligence of unbuilt collection system structures			1. Secure a 6 year stipulation for water rights diligence application on conditional water rights 2. Determination is made on how to use water rights and/or alternatives to using them is defined	Design Design	2011 - 2015 2011 - 2015
1. Determine Policies on SECWCD Board Actions & District Policies			A. External administration enforcement & implementation through policy B. Internal legal policy & administration matters	1. Policies related to outside issues are determined: 10825, Front Range Water Council, Colorado River Coalition, proposed surface irrigation efficiency rules for Water Division 2, Colorado River basin water quality standards, Lake County 1041 regulations, Colorado Supreme Court Water Court committee, etc. 1. Review policies & direction provided related to USBR, SEWAE, AVC, financial plan, allocation of water, etc.	Implementation Implementation
Committee: Executive					



KEY RESULTS AREA - FINANCIAL

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Establish a Long-Term Financial Plan Committee: Finance	1. Establish a Long-Term Stable Funding Mechanism	A. Develop a plan for Project water sales utilization	1. A Project water sales utilization plan is developed and implemented	Outcome achieved	2012 - 2014
			2. A three year reserve fund for Project water revenue is established	Outcome achieved	2012 - 2014
		B. Establish grant management protocols	1. Grant management protocols are developed and implemented	Outcome achieved	2010
			2. Grant budget tracking and reporting protocols are developed	Outcome achieved	2013
			3. Strategy to review grant opportunities to fund projects are developed	Outcome achieved	2013
		C. Determine how financial debt for 10825 program will be accomplished	1. Long-term funding plan for 10825 is determined and secured	Outcome achieved	2012 - 2013
			D. Establish a master plan for Project capital debt repayment	1. Level of payment to retire the debt by 2031 is determined	Outcome achieved
		2. Determine Board Direction		Outcome achieved	2012
		3. Balance of non-appropriated revenue to be used towards developing a long-term OM&R fund for Fry-Ark assets		Strategy	2011 - 2015
		4. Develop a plan for a Catastrophic Assets Financial Fund (CAFF)		Strategy	2013 - 2015
		5. Contractual agreement with the USBR is established		Strategy	2011 - 2015
		E. Perform a Financial Rate Study	1. Financial Rate Study is completed	Discovery	2015
		F. Budget and establish use of miscellaneous revenues to pay off Project elements	1. South Outlet works debt is paid off	Outcome Achieved	2011
			2. Fountain Valley Authority debt structure paid off	Implementation	2012 - 2015
			3. Future funds are applied toward the Arkansas Valley Conduit project debt	Outcome Achieved	2011



KEY RESULTS AREA - FINANCIAL

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line		
Establish a Long-Term Financial Plan (continued)	1. Establish a Long-Term Stable Funding Mechanism (continued)	G. Review the need to purchase additional water rights	1. Review the authorization to purchase additional water rights	Outcome Achieved	2012		
			2. Market for purchased water is identified	Outcome Achieved	2012		
			3. Pricing and marketing procedures are developed	Outcome Achieved	2013		
				H. Develop a plan for working with USBR on the determination of cost of service versus market based analysis for pricing storage costs	1. A Team with USBR is established to review market based rate for short-term & long-term protocols	Outcome Achieved	2014
			I. Establish an investment strategy plan		1. Investment strategy plan is developed and implemented	Outcome Achieved	2013
					2. Investment plan is reviewed annually	Outcome Achieved	2013
Manage Budget Performance	1. Manage Budget Performance	A. Implement Governmental Accounting Standards Board (GASB) issued Statement #54 into the Fund Balance reporting portion of the 2012 budget	1. Interpret GASB Issue Statement #54 as it applies to the District	Outcome Achieved	2012		
			2. Implement GASB Issue Statement #54 into the Budget Write-ups and presentation	Outcome Achieved	2012		
			3. Implement GASB Issue Statement #54 into the 2011 Financial Statements	Outcome Achieved	2012		
			B. Align the budget with the Strategic Plan		1. Develop budget line-items that coincide with the Strategic Plan	Outcome Achieved	2012
					2. Enhance the published budget presentation	Outcome Achieved	2013

Committee: Finance



KEY RESULTS AREA - LEADERSHIP

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Support Effective Leadership & Develop Future Water Leaders	1. Develop a Governance Document	A. Develop a governance document	1. Governance document developed by an ad-hoc Committee & staff	Discovery	2013 - 2015
		B. Review & realign officers of the Board of Directors duties	1. SECWCD bylaws, governance documents and other documents are researched	Outcome Achieved	2014
			2. Requirements and duties of Board officers is determined	Outcome Achieved	2014
			3. Board member candidate qualifications are determined	Discovery	2014 - 2015
		C. Realign existing Board committees to support the Strategic Plan strategies	1. Board committees are realigned to coincide with the Strategic Plan	Outcome Achieved	2014
	D. Establish a plan for developing internal future water leaders	1. Plan for developing internal future water leaders is developed and implemented	Planning	2013 - 2015	
	2. Develop a Strategic Plan to Lead SECWCD	A. Develop & implement the Strategic Plan	1. Strategic Plan developed and Board approves	Outcome Achieved	2011
			2. Measurement performance standards for action plans are developed and implemented	Outcome Achieved	2012
			3. Quarterly reports on the status of implementing the Strategic Plan are provided to the Board	Strategy	2012 - 2015
			4. Strategic Plan updated every six years	Implementation	2015
Develop Leadership Through Effective Education & Outreach	1. Meet Constituents Needs Through Education & Outreach on Issues Within the Basin	A. Provide public awareness to improve knowledge of the Fry-Ark Project & SECWCD	1. Conduct outreach events throughout the Arkansas River basin to educate the public and community leaders of the importance and value of the Fry - Ark Project.	Implementation	2010 - 2015
			2. Participate in outreach events throughout the State to educated the public & community leaders of the importance and value of the Project by capitalizing on the Fry-Ark Project 50th Anniversary and the Colorado Water 2012 Celebration	Outcome Achieved	2010 - 2012
		B. Improve relationships so stakeholders are aware of education opportunities & are knowledgeable of SECWCD strategies	1. Communication Plan is developed focusing on effective communications with decision makers, leaders, and constituents within the District	Planning	2013 - 2015
			2. Fry-Ark Project tours are held bi-annually	Implementation	2012 - 2014
			3. Annual report is created & posted on SECWCD website	Strategy	2013 - 2015
		4. Leadership role taken in annual Arkansas River Basin Water Forum & other educational opportunities	Outcome Achieved	2013 - 2015	
		5. New videos & educational material are developed & maintained	Outcome Achieved	2012	

Committee: Executive

Committee: Executive



KEY RESULTS AREA - LEADERSHIP

Strategic Goals	Strategic Objectives	Management Strategies	Key Performance Indicators	Process Status	Time line
Develop Leadership Through Effective Education & Outreach (continued)	2. Support Communication & Activities with Stakeholders	A. Establish a regional outreach campaign that supports research & education	6. Stakeholders alliances are built	Outcome Achieved	2010 - 2015
		1. Bi-annual water users meeting held in conjunction with the PRWCD, UAWCD & LAVWCD	Design / Implematation	2015	
		2. Regional funding is secured to support research that will benefit the basin	Outcome Achieved	2011 - 2015	
			3. Arkansas Basin Roundtable is utilized to identify issues & for a strong voice	Outcome Achieved	2010 - 2015

