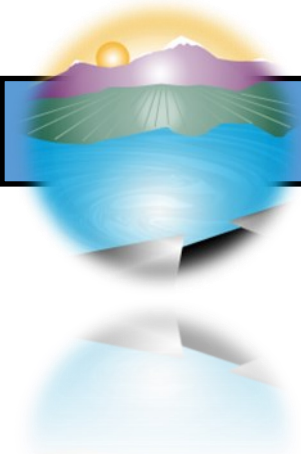


2017 Strategic Plan



Southeastern Colorado
Water Conservancy
District
www.SECWCD.com





The 2017 Strategic Plan

*Facing the future with a focused framework,
your investment in water.*

Purpose

This Strategic Plan has been prepared by the Southeastern Colorado Water Conservancy District (District or SECWCD) as a mid- and long-term strategic roadmap to strengthen the District's organizational capacity and grow the District's core services to the Fryngpan-Arkansas Project (Project) beneficiaries.

The District's last Strategic Plan was adopted in December 2009. This Strategic Plan provides a new strategic framework to grow the organization's value and impact in a broader region through expanded and strengthened partnerships; enhanced outreach and communications; reinforced or new program and organizational scaling; and capacity building.

The plan establishes goals that the District sets, and the resources that are allocated must be consistent with the purpose of the organization. The context for all strategic planning is provided by the District's Mission, Vision, and Values; that can only be realized through strong partnerships with our stakeholders and project beneficiaries. The Plan is a living document intended to be periodically reviewed and updated as necessary and appropriate.

The Plan sets into writing a view of what the District will need to do over the next 15 years.

Strategic Planning Process

The District ensures operations are strategically aligned across the organization by developing a 15-year Strategic Plan that sets forth the priorities it will accomplish with its resources. The Strategic Plan is developed by the Executive Director (ED) based on the policies and initiatives set by the Board of Directors (Board), reviews of the issues, risks and opportunities facing the Arkansas River basin (Basin) and reflects the changing environment, economy and District needs.

All District programs support at least one of four Strategic Initiatives :

- ◆ Water, Supply, Storage, & Power
- ◆ Water Efficiency & Project Water Supplies
- ◆ Future Water Supplies & Storage
- ◆ Core Business

To ensure that the Strategic Plan incorporates a fiscal perspective, the ED annually assesses the long-term fiscal health of the District and reviews a three-year forecast of revenues and expenditures. This process leads to the development of preliminary long-term objectives and the resource allocations necessary to achieve them.

Fryingpan-Arkansas Project History

Water truly is the lifeblood of our communities. That was never more true than during the Dust Bowl days of the 1930s. It was at that time in modern history that Arkansas River basin leaders created the vision of a more prosperous future: a future that would include a plentiful supply of water through the Fryingpan-Arkansas Project.

The vision became a reality 50 years ago with the signing of the Fryingpan-Arkansas Act by President John F. Kennedy on August 16, 1962. A special celebration was held in Pueblo. The President provided memorable recognition of the Project and its long developmental history by saying:

“When [people] come to this state and see how vitally important [water] is, not just to this state, but to the West, to the United States, then they realize how important it is that all the people of this country support this project that belongs to all of the people of this country.”

Since this historic date in 1962, the Fryingpan-Arkansas Project has provided our communities with more than 50 years of



A farm truck tried to outrun a cloud of dirt during the 1930s in Eastern Colorado.

benefits.

The vision of our forefathers and the continued investment and commitment of the citizens of today assures us an important resource of our future ... a natural resource that is indeed the lifeblood of our community: WATER.

The Southeastern Colorado Water Conservancy District was created under Colorado State Statutes on April 29, 1958, by the District Court of Pueblo, Colorado, for the purpose of developing and administering the Fryingpan-Arkansas Project.

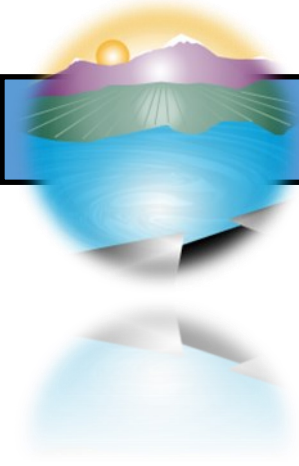
The District extends along the Arkansas River from Buena Vista to Lamar, and along Fountain Creek from Colorado Springs to Pueblo.

The District consists of parts of nine counties that provide support for and derive benefits from the Project.

On January 21, 1965, the U.S. Department of Interior Bureau of Reclamation and the Southeastern Colorado Water Conservancy District entered into a contract providing “construction of the Fryingpan-Arkansas Project works for the purpose of supplying water for irrigation, municipal, domestic and industrial uses; generating and transmitting hydroelectric power and energy; controlling floods; and for other useful and beneficial purpose.”

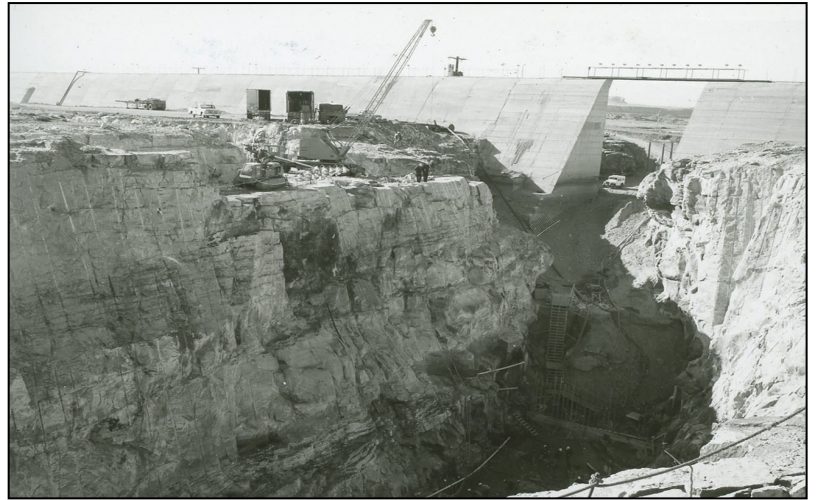


President John F. Kennedy launched the Fryingpan-Arkansas Project in a speech in Pueblo in 1962.



The 2017 Strategic Plan

Pueblo Dam as it was being built in 1970. Shown is the buttress and spillway outlet and channel excavation.



Repayment

The District is responsible to repay the portion of its construction cost of the Project as well as the cost for annual operation maintenance.

Because the Fryingpan-Arkansas Project provides many benefits to all individuals, the Project also is paid for by the American taxpayer. Funding to fulfill this obligation to the federal government is derived from a property tax on all property within the District boundaries. Payments total over \$6.9 million each year.

Allocations

The District allocates supplemental water from the Fryingpan-Arkansas Project for use by various private and mutual ditch companies, and for use by many municipal and domestic water suppliers who directly serve the District's 860,000 residents.

Benefits

Today, we enjoy the benefits of the Fryingpan-Arkansas Project. The project provides water for growing communities, industry, and agriculture. Project water helps to sustain fish and wildlife. It is used for rafting, fishing, and boating. The Project has provided millions of dollars worth of flood protection and produces clean energy to meet power needs.

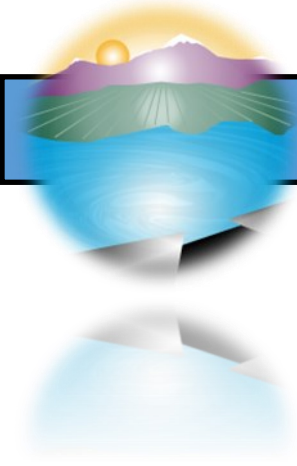
Early history

In 1859, the discovery of gold in the Arkansas River Valley brought many settlers to the area, but few were successful in their search for wealth. More and more gold seekers turned to farming to provide for themselves and their families. As permanent settlements were established, normal rainfall proved inadequate for farming and the era of irrigation began.

After years of drought and hardship, the residents of the Arkansas Valley sought government aid to plan and develop a project which would regulate existing water supplies for more efficient use and provide additional storage capacity for the conservation of flood flows, reservoir space for storage, and new water supplies.



Early-day sugar beet dump near Rocky Ford.



The 2017 Strategic Plan



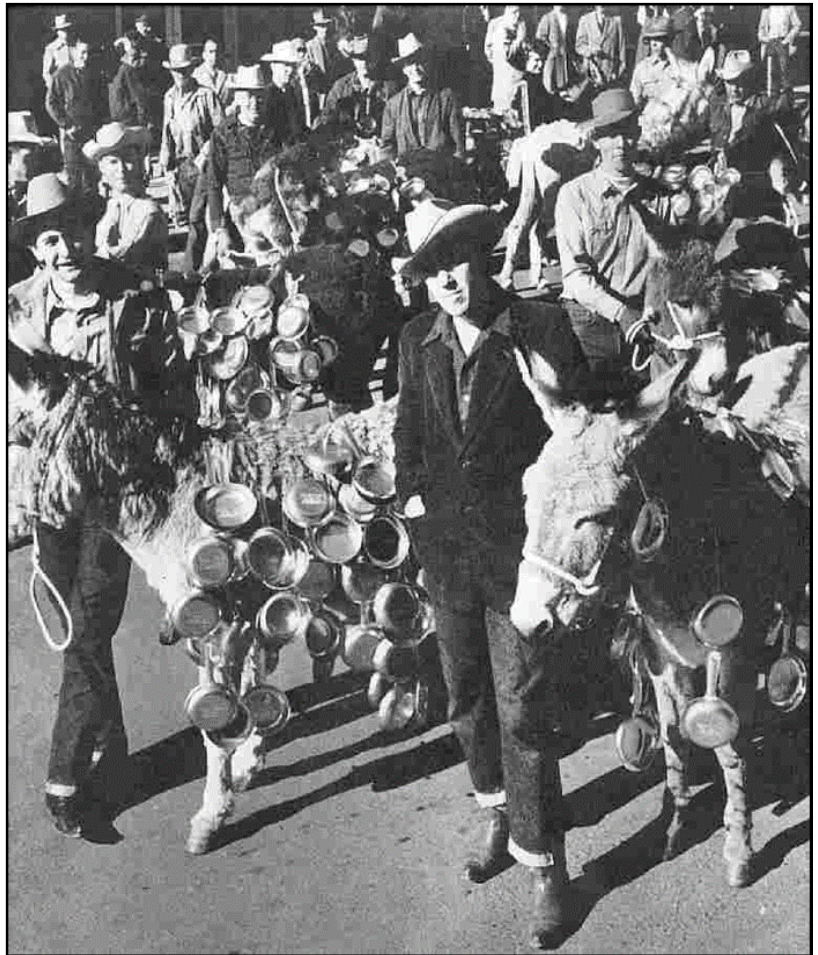
Arkansas Valley community leaders traveled to Washington, D.C., to promote the Fryingspan-Arkansas Project.

Fryingspan-Arkansas Project

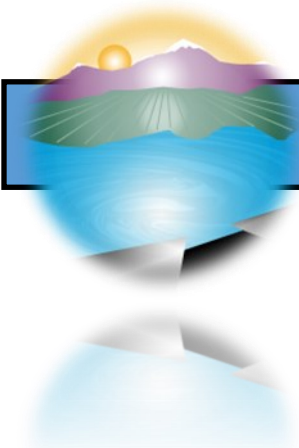
Community leaders and irrigators began pushing heavily for a project to bring water from the Western Slope, with its abundant snowfall and sparse population, to the Arkansas River basin, where irrigated agriculture and city water systems depended on a river that was only a trickle by the time it reached the Kansas state line.

The Fryingspan-Arkansas Project was supported by the sale of golden frying pans up and down the Arkansas Valley. Burros were used to carry the frying pans. During Water Week in January 1955, groups were able to buy small frying pans for \$5, and larger ones for \$100 and more. More than \$30,000 was raised by the end of the week. The money was used to send Project backers to Washington, D.C.

Finally, on June 13, 1962, the House passed the Fryingspan-Arkansas Project Act. The Senate followed suit on August 6, 1962. President John F. Kennedy signed the Project into law on August 16, 1962.



The sale of golden frying pans helped to pay for lobbying efforts on behalf of the Fryingspan-Arkansas Project.



The 2017 Strategic Plan

History of Construction

The Bureau of Reclamation (Reclamation) started construction of the Fryingpan-Arkansas Project beginning with the Ruedi Dam and Reservoir in 1964, completed in 1968. The Charles H. Boustead Tunnel, which is used to transport water from the West Slope to the East Slope was built between 1965-1971.

Turquoise and Twin Lakes Reservoirs were already in existence, but were enlarged by Reclamation. Turquoise was enlarged from 1965-68. Twin Lakes work began in 1975, and the Mount Elbert Power Plant on the north shore was under construction. Both were completed in 1981.

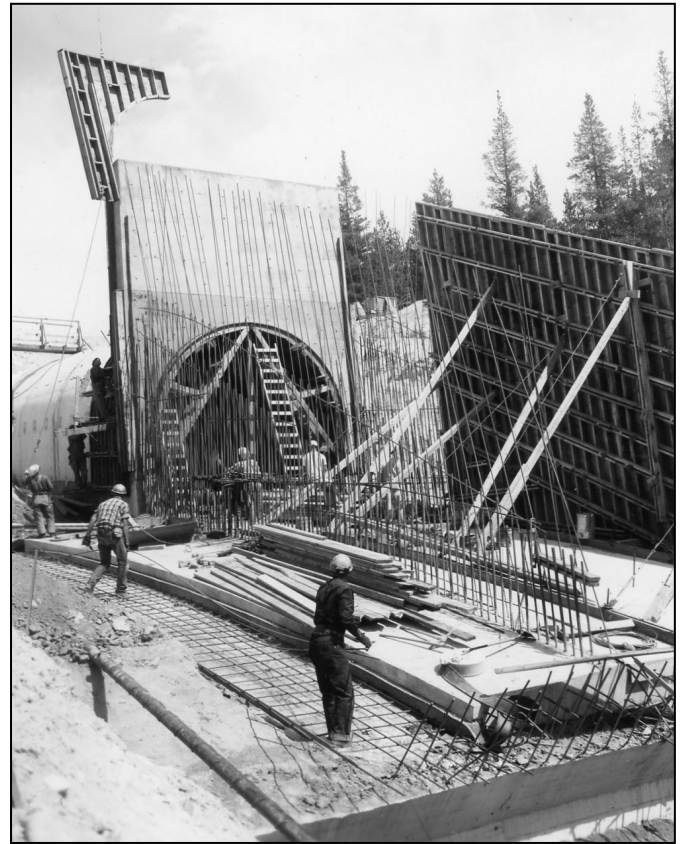
The first unit of Mount Elbert provided power to the Western Area Power Administration in 1981, and the second unit came online in 1984.

Pueblo Dam and Reservoir construction began in 1970 and was completed five years later. The first sale of Fry-Ark Project transmountain water was made in July 1972.

The Fountain Valley Conduit was constructed from 1980-1985.

Construction of the Project continued without interruption from 1964 until 1990, when the Pueblo Fish Hatchery was completed. The hatchery was dedicated on September 28, 1990, when the project was declared completed in a public ceremony.

However, the last piece of the Project, the Arkansas Valley Conduit is yet to be completed. Work is also progressing on two new features, hydroelectric power and an interconnection between the North and South Outlets at Pueblo Dam.



Construction at Ruedi Dam during the 1960s

Project Facilities

There are two distinct areas of the Project:

- ◆ The Western Slope collection system in the Hunter Creek and Fryingpan River watersheds.
- ◆ The Eastern Slope in the Arkansas River basin.

These areas are separated by the Continental Divide, which in many places exceeds an elevation of 14,000 feet.

The Project consists of diversion, storage and conveyance facilities designed primarily to divert water from Colorado River tributaries on the Western Slope for use in the historically water-short areas in Southeastern Colorado on the Western Slope.

The mission of the Southeastern District is to develop, protect, and manage those flows for the benefit of its constituents.



Southeastern Colorado Water Conservancy District STRATEGIC PLAN

2017

The Southeastern Colorado Water Conservancy District strives to strengthen its capacity to grow in order to serve beneficiaries of the Fryingpan-Arkansas Project.

Strategic planning incorporates the Mission, Vision, and Values of the District into all of its actions and partnerships through measurable goals and objectives.

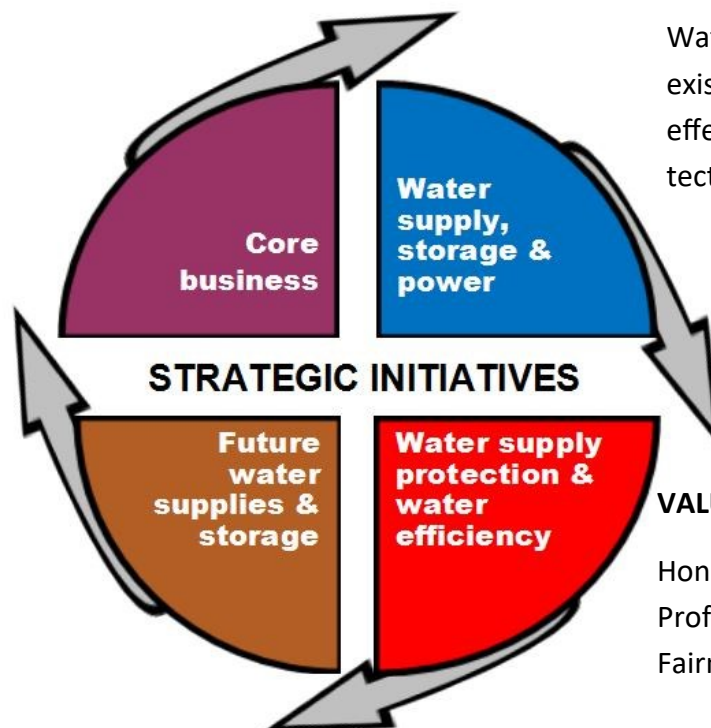


Pueblo Dam and Reservoir

**A long-term roadmap and strategic framework:
Initiatives, visions, goals, objectives, and measures**

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 the direction of better accountability through modernization and integration across the District.

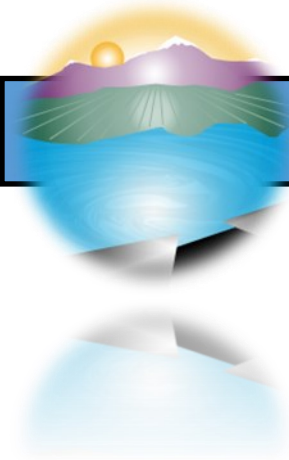


MISSION:

Water is essential for life. We exist to make life better by effectively developing, protecting, and managing water.

VALUES:

Honesty and Integrity
Professional Service and Action
Fairness and Equity



The 2017 Strategic Plan

STRATEGIC INITIATIVES

By focusing our priorities, we will continue to advance our vision

The District's strategic planning process is an ongoing activity.

The purpose of the Southeastern Colorado Water Conservancy District (District) Strategic Plan (Plan) is to develop a clear picture of the future from the Board's perspective as a policy-making body.

The Plan sets into writing a view of what the District will need to do over the 15-year period.

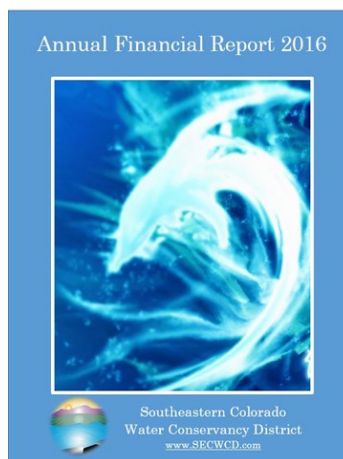
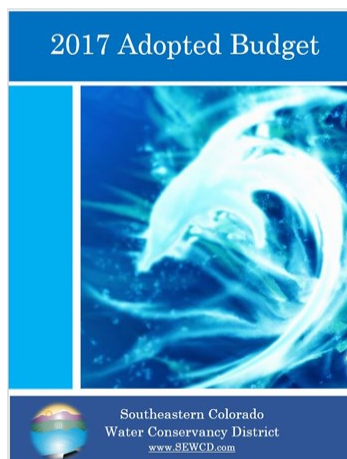
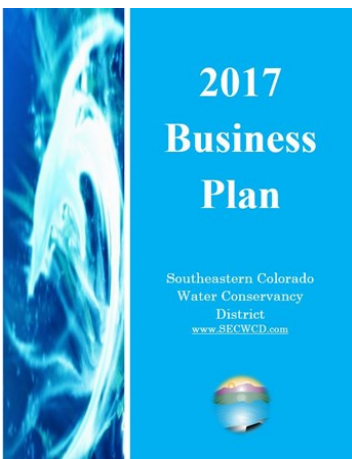
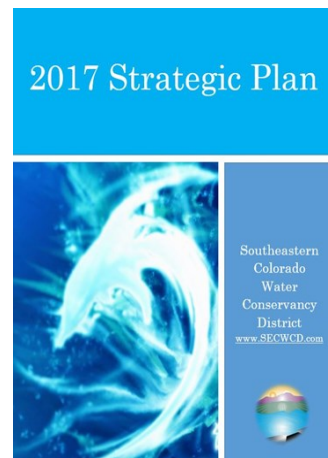
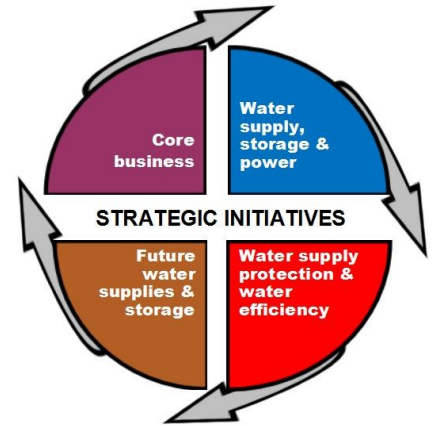
It identifies the Strategic Initiatives of critical concern that the Board must address if it is to continue moving forward, and provides management and staff with clear policy on our strategic direction.

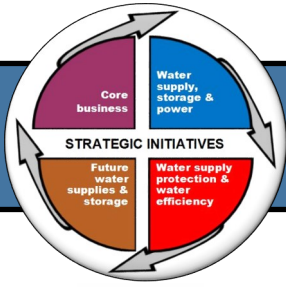
We will revisit the Plan every five years to make minor adjustments, as

necessary, to ensure that the priorities articulated in the Strategic Plan reflect the changing environment, economy, and District needs. The Strategic Plan is the first element of the Strategic Framework, an annual five-part cycle that is a disciplined approach to managing the District for maximum efficiency and effectiveness.

Exactly how we will get there will be discussed in the District's Business Plan, a three-year view, and in the Annual Budget document, which provides a one-year view. The Annual Financial Report details how the budget for the previous year was applied and is the District's audit.

Finally, the District is also publishing a Communication Plan that will guide it in describing its goals, objectives and progress to both internal and external audiences.





WATER SUPPLY, STORAGE & POWER

STRATEGIC INITIATIVE

Efficiently and economically collect, convey, store, distribute, and administer water in a safe and reliable manner.

◆ Collection System

- ✓ North
- ✓ South

◆ Transmission System

- ✓ Boustead Tunnel
- ✓ Turquoise Reservoir
- ✓ Mount Elbert Conduit
- ✓ Twin Lakes Reservoir
- ✓ Arkansas River

◆ Storage

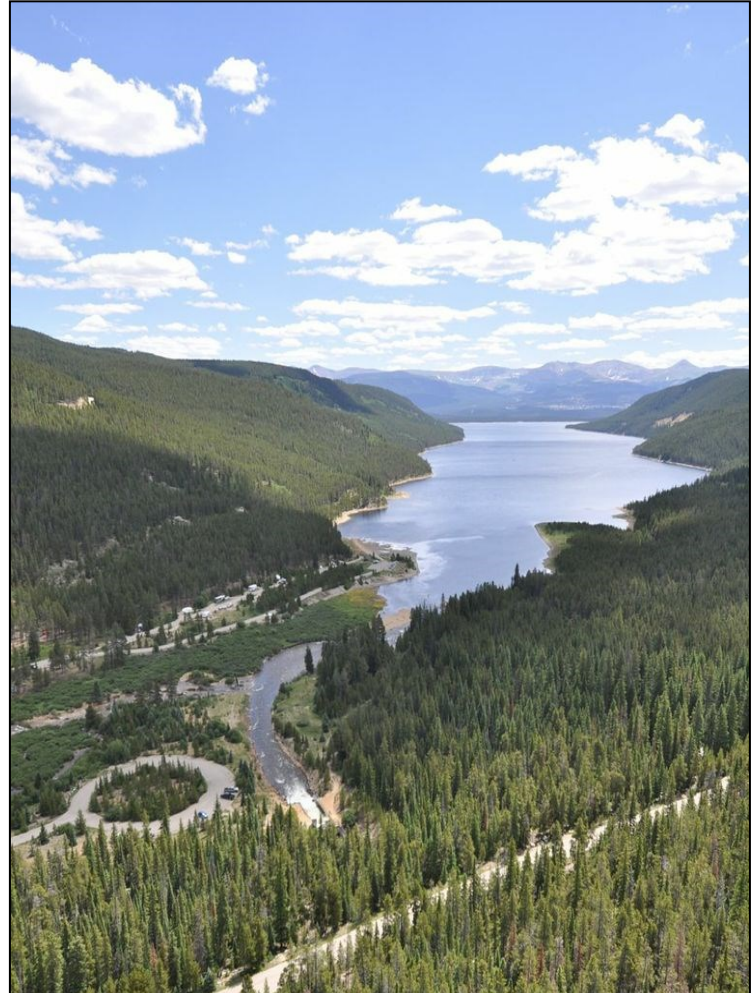
- ✓ Ruedi Reservoir
- ✓ Turquoise Reservoir
- ✓ Mount Elbert Forebay
- ✓ Twin Lakes Reservoir
- ✓ Pueblo Reservoir

◆ Hydropower Integration

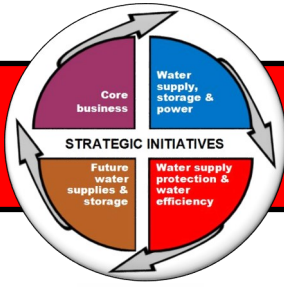
- ✓ Ruedi Dam
- ✓ Mount Elbert Power Plant
- ✓ Pueblo Dam

◆ Project Water Allocation and Storage

- ✓ Agricultural allocation
- ✓ Municipal and industrial allocation
- ✓ Return flows allocation
- ✓ Project water allocation
- ✓ Carryover storage
- ✓ If-and-when storage long-term and short-term in District
- ✓ If-and-when-storage long-term and short-term out of District



Boustead Tunnel flows into Turquoise Reservoir



WATER SUPPLY PROTECTION & EFFICIENCY

STRATEGIC INITIATIVE

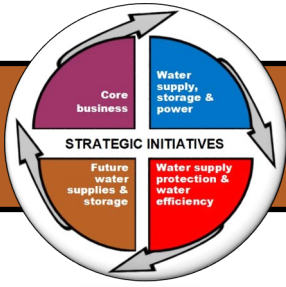
Conserve and protect water supply and monitor water quality using all appropriate operational, engineering, legal, and administrative services.

- **Base Water Supply**
 - ✓ Review of water rights in the Arkansas and Colorado River basins.
- **Fryingpan-Arkansas Project Water and Return Flows**
 - ✓ Modeling, account for and monitoring return flows and Reclamation Reform Act administration.
- **Conservation Programs**
 - ✓ Demonstration Garden and Conservation Plan updates.
- **Arkansas River Voluntary Flow Management Program**
 - ✓ Monitor flows for fishing and boating programs in the Upper Arkansas River Basin.
- **Water Quality Program**
 - ✓ Arkansas River USGS water quality programs.
- **Watershed Management**
 - ✓ Monitor and participate in activities related to watershed and forest health, as well as the Lake Pueblo Management Plan.
- **Arkansas River Compact**
 - ✓ Monitor and participate in activities associated with the compact.



Rafting and fishing in the Arkansas River canyon

- **Upper Colorado River Endangered Fish Recovery Program**
 - ✓ Coordinate peak and low flow enhancement.
- **Upper Colorado River Compact**
 - ✓ Colorado River Compact call Studies.



FUTURE WATER SUPPLIES & STORAGE

STRATEGIC INITIATIVE

Plan, permit, design, and construct projects to enhance water supplies for agricultural, domestic, municipal, and industrial uses.

- **Agricultural/Urban Opportunities**

- ✓ Alternative transfer methods
- ✓ Water Bank program
- ✓ Augmented deficit irrigation

- **Regional Water Storage Programs**

- ✓ Feasibility and planning efforts

- **Arkansas Valley Conduit**

- ✓ Project in design phase

- **Excess Capacity Master Contract**

- ✓ Regional water supply and Master Contract for District storage development

- **Enlargement Studies**

- ✓ Storage enlargement for future storage needs for agricultural, domestic, municipal, and industrial uses within the Arkansas River basin.

- **Interconnection at Pueblo Dam**

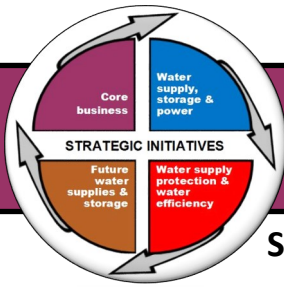
- ✓ Redundant infrastructure for South and North Outlets in design phase

- **Hydrological Variability**

- ✓ Potential impacts to Southeastern Colorado Water supplies



Water pumps for the Fountain Valley Conduit



CORE BUSINESS

STRATEGIC INITIATIVE

Development and implementation of the Core Business Focus Area programs are critical to achieving the vision. The Core Business programs can be grouped into five areas: planning for water supply, associated storage, power and infrastructure; building and maintaining external relations; ensuring financial capacity; maintaining qualified staff and technology; and managing the environmental processes that allow timely completion of our projects.

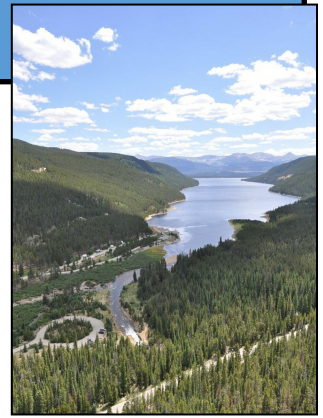
- **Financial Management Planning**
 - ✓ Comprehensive financial management plans.
- **Emergency Management Planning**
 - ✓ Facilities and system emergency response plan; business continuity plans.
- **Enterprise Resource Planning**
 - ✓ Programs and project report development
- **Headquarters Facility Planning**
 - ✓ Headquarters facilities improvements on main entrance and building security modifications; parking improvements.
- **Information Technology**
 - ✓ Network and computer improvements and software purchases.
- **Administrative Record Management**
 - ✓ Electronic filing system implementation, Phase I.
- **Strategic & Budget Planning**
 - ✓ Strategic Plan, Business Plan, and Budget integration.
- **Human Resources**
 - ✓ Review and develop long-term organization and staff plans.
- **Asset Management**
 - ✓ Develop a multi-year asset management forecasting tool.
- **Water Operations**
 - ✓ Water records and accounting system development and software acquisition.



Southeastern Colorado Water Conservancy District offices at the Pueblo Memorial Airport Industrial Park

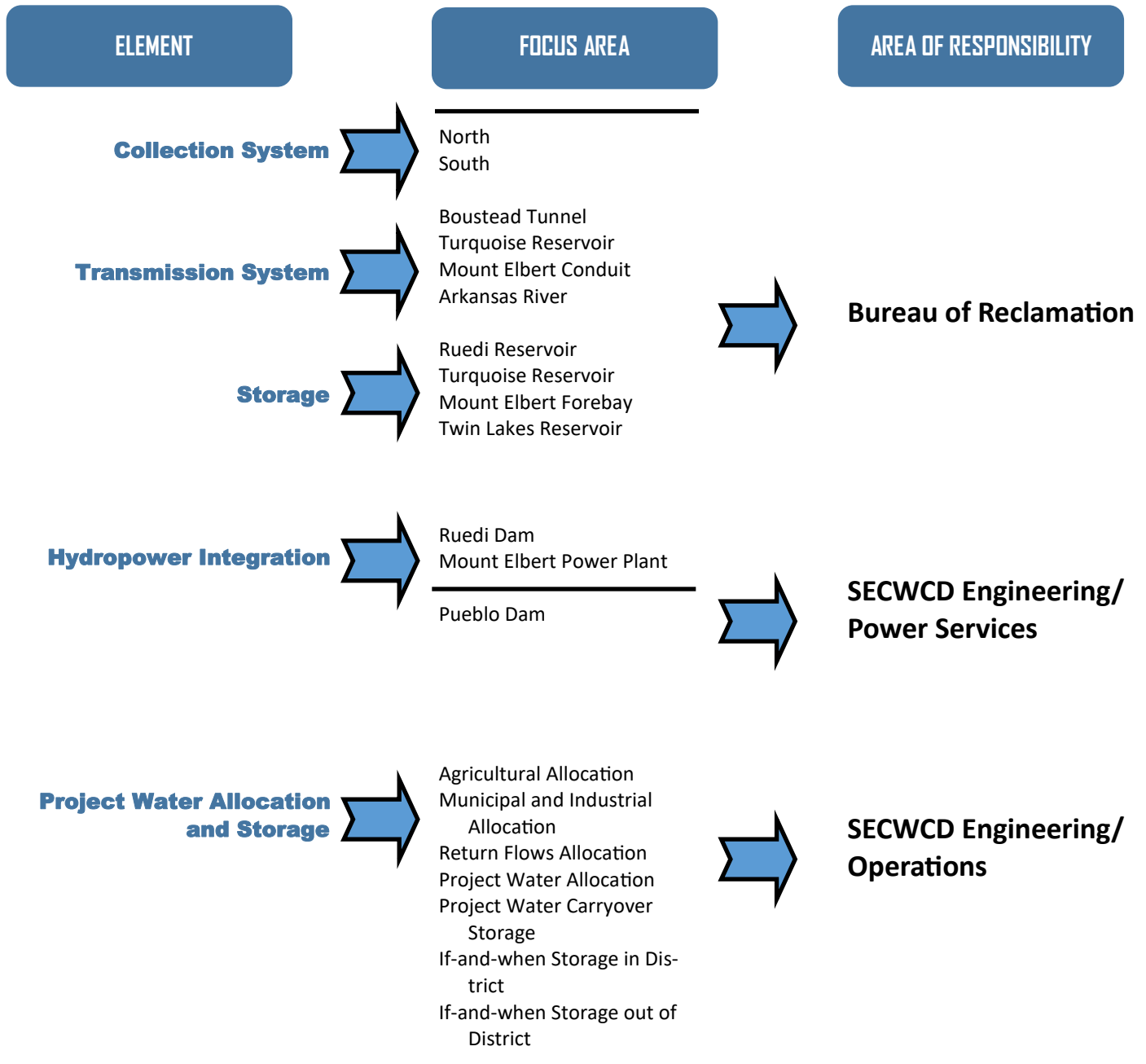


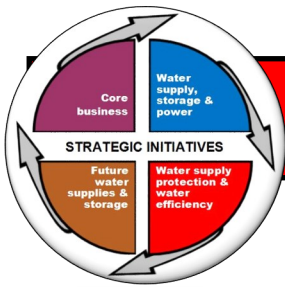
ACTION PLANS



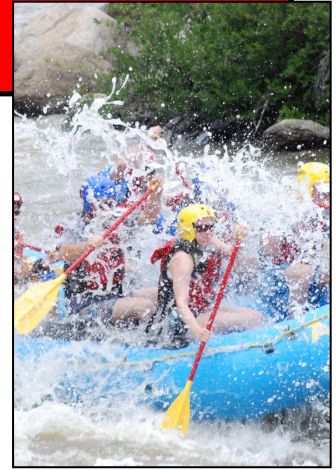
STRATEGIC INITIATIVE: WATER SUPPLY, STORAGE & POWER

Efficiently and economically collect, convey, store, distribute, and administer water in a safe and reliable manner.





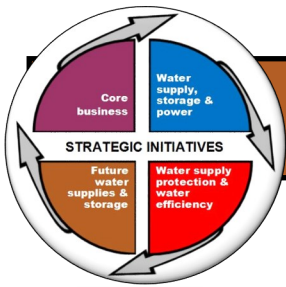
ACTION PLANS



STRATEGIC INITIATIVE: WATER SUPPLY PROTECTION & EFFICIENCY

Conserve and protect water supply and monitor water quality using all appropriate operational, engineering, legal, and administrative services.

ELEMENT	FOCUS AREA	AREA OF RESPONSIBILITY
Base Water Supply	Review of water rights in the Arkansas and Colorado River basins.	General Counsel
Fry-Ark Project and Return Flows	Modeling, account for and monitor return flows and Reclamation Reform Act administration.	Engineering/Administration
Conservation Programs	Demonstration Garden, publications update and Conservation Plan update	Community Relations / Administration
Arkansas River Voluntary Flow Management Program	Monitor flows for fish and river rafting programs in the Upper Arkansas River basin.	Engineering/Operations
Water Quality Program	Arkansas River USGS water quality programs.	USGS, Engineering/Operations
Watershed Management	Monitor and participate in activities related to watershed and forest health as well as the Lake Pueblo Watershed Plan.	Community Relations Engineering/Resource
Arkansas River Compact	Monitor and participate in activities related to the Arkansas River Compact with Kansas.	General Counsel
Upper Colorado River Endangered Fish Recovery Program	Coordinate peak and low flow enhancement.	General Counsel Engineering/Operations
Upper Colorado River Compact	Monitor and participate in activities related to the Colorado River Compact and Compact call studies.	General Counsel



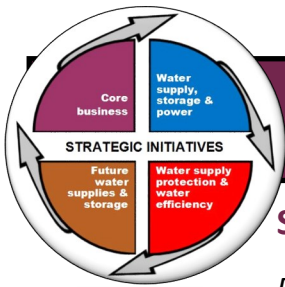
ACTION PLANS



STRATEGIC INITIATIVE: FUTURE WATER SUPPLIES & STORAGE

Plan, permit, design and construct projects to enhance water supplies and storage for agricultural, domestic, municipal, and industrial uses.

ELEMENT	FOCUS AREA	AREA OF RESPONSIBILITY
Agricultural/Urban Operations	Monitor Alternative transfer methods, Water Bank programs and augmented deficit irrigation studies.	Engineering/Resource Planning
Regional Water Storage Programs	Monitor and participate in regional water storage feasibility and planning efforts.	Engineering/Services
Arkansas Valley Conduit	Contracting agency with Bureau of Reclamation for building the AVC. Project in design phase.	Executive Director Office
Excess Capacity Master Contract	Regional Water storage Master Contract for District storage and development. Project is in final contract review and execution for 2017.	General Counsel Community Relations
Enlargement Studies	Plan for storage enlargement for future storage needs for agricultural, domestic, municipal and industrial uses within the basin.	Executive Director Office
Interconnection at Pueblo Dam	Redundant infrastructure for North and South Outlets. Project in design phase.	Executive Director Office
Hydrological Variability	Plan for potential impacts to Southeastern Colorado water supplies.	Engineering/Operations



ACTION PLANS

STRATEGIC INITIATIVE: CORE BUSINESS

Development and implementation of the Core Business Focus Area programs are critical to achieving the vision. The Core Business programs can be grouped into five areas: planning for water supply, associated storage, power and infrastructure; building and maintaining external relations; ensuring financial capacity; maintaining qualified staff and technology; and managing the environmental processes that allow timely completion of our projects.



ELEMENT	FOCUS AREA	AREA OF RESPONSIBILITY
Financial Management Planning	Comprehensive financial management plans, long-range financial planning.	Finance
Emergency Management Planning	Facilities and system emergency response plan and business continuity plans.	Finance/ Information Technologies Community Relations
Enterprise Resource Planning	Develop and design programs and projects; report on progress.	Finance Engineering/Resource
Headquarters Facilities Planning	Headquarters facilities improvements plan on building security, main entrance modifications and parking.	Administration Engineering/Services
Information Technology	Network and computer improvements and software purchases.	Finance/ Information Technologies
Administrative Record Management	Planning process for long-range electronic filing system. Phase One.	Administration Finance/ Information Technologies
Strategic and Budget Planning	Monitor Strategic Plan, Business Plan and Budget integration, audit integration and performance reporting.	Executive Director Office
Human Resources	Monitor and review long-term organization and staff plans.	Administration/ Human Resources
Asset Management	Develop multi-year asset management, maintenance forecasting tools.	Engineering/ Resource Planning
Water Operations	Water records and accounting system development and software acquisition.	Engineering/ Operations

Strategic Plan

