



COLORADO WATER CONSERVATION BOARD

Strategic Plan

Originally Adopted: September 1994

**Revised: July 1995, March 2002, July 2003, July 2004,
and September 2005**

Revised & Readopted: September 2006

INTRODUCTION

The CWCB's Strategic Plan is summarized in the following document. The Strategic Plan contains four elements as described below:

- The Strategic Plan
- Section A: Statutory Authorities
- Section B: Detailed Section Objectives
- Section C: CWCB Board Member Work Plan

STRATEGIC PLAN

Purpose of the Strategic Plan

In 2001 the Colorado Water Conservation Board (CWCB) undertook a strategic planning process and updates its plan each year. The purpose of this process was to create a Strategic Plan and to review it annually to ensure the CWCB provides the citizens of Colorado, and its water users and others, with an understanding of how this organization would achieve its mandate to *Conserve, Develop, Protect, and Manage Colorado's Water for Present and Future Generations* in accordance with applicable state and federal law and regulations.

The Board uses the Strategic Plan to:

- Identify policy development needs
- Set program direction
- Define program and project priorities
- Develop staff performance goals

CWCB Mission Statement

Conserve, Develop, Protect and Manage Colorado's Water for Present and Future Generations

Fundamental Goals

CWCB must develop and implement programs to:

- **Conserve** the waters of the State for wise and efficient beneficial uses
- **Develop** waters of the State to:
 - Preserve the natural environment to a reasonable degree
 - Fully utilize State compact entitlements
 - Help ensure that Colorado has an adequate water supply for our citizens and the environment by implementation of CWCB adopted mission statements and the findings and recommendations identified in the 2004 Statewide Water Supply Initiative
- **Protect** the waters of the State for maximum beneficial use without waste

- **Manage** the waters of the State in situations of extreme weather conditions – both for floods and droughts

The CWCB must also maintain and sustain its autonomy and identity with respect to other State and Federal entities, while collaborating and cooperating with local, State and Federal entities and others, in service to the citizens of Colorado.

These Fundamental Goals apply to all of the major programs and projects undertaken by CWCB, and to the staff working within this organization.

Operating Guidelines

The following defines the operating guidelines within which the Strategic Plan has been developed. The guidelines include the identification of the CWCB’s major programs, the structure and role of the Board, the statutory authority of the Board and Board Staff, and the customers that the CWCB serves.

The CWCB was created in 1937. It is responsible for water supply protection, flood protection, water supply planning and finance, stream and lake protection, water conservation and drought planning, intrastate water development and management, as well as the management of related water information and educational materials.

CWCB’s Major Programs include:

- **Water supply protection**
- **Flood protection**
- **Water supply planning and finance**
- **Instream flow and natural lake level protection**
- **Conservation and drought planning**
- **Water information and education**
- **Intrastate Water Management and Development**

Structure, Authority, and Role of the Board

The Colorado Water Conservation Board (CWCB) consists of 15 members. The Governor appoints one representative Board member from each of the state's eight major river basins and one representative member from the City and County of Denver. All appointees are subject to Senate confirmation and serve three-year terms. The Executive Director of the Department of Natural Resources is an ex-officio, voting member. The Director of the CWCB, the State Engineer, the Attorney General, the Director of the Division of Wildlife, and the Commissioner of the Department of Agriculture are also ex-officio, non-voting members.

To the greatest extent possible, Board appointees are persons experienced in water resource management, water project financing, engineering, planning, and development of water projects, water law, irrigated farming and/or ranching. No more than five appointees can be members of the same political party. By statute, six voting members constitute a quorum for the conduct of business, with six affirmative votes needed for the Board to take a position on any matter.

Statutory authorities and responsibilities of the Board and Board Staff are defined in 37-60 and 37-92 C.R.S. The specific authorities are presented in Section A.

The role of the Board, as defined in the Statute, includes:

- **Establishing policy to address state water issues**
- **Exercising the exclusive authority of the Board to hold instream and natural lake level water rights to protect and improve the environment**
- **Mediating and facilitating resolutions of disputes between basins and water interests**
- **Maintaining and upholding fiduciary responsibilities related to the management of state resources including, but not limited to, the Construction Fund and the Severance Tax Trust Fund**
- **Representing citizens within individual basins**
- **Identifying, prioritizing and implementing water development projects to be funded using its Funds and when necessary, recommending such projects for approval by the General Assembly**
- **Making Findings and Recommendations concerning applications for water rights for Recreational In-channel Diversions and defending its decisions in water courts**
- **Making decisions regarding Watershed Protection Fund grants, upholding fiduciary responsibilities related to the Fund and implementing its own river restoration projects designed to help the CWCB accomplish its mission**
- **Supporting the on-going implementation of the Water for the 21st Century Act**
- **Distributing Water Supply Reserve Account Grants and Loans**

Identification of CWCB's Customers

All Colorado citizens are the CWCB's customers. Among these citizens, the CWCB works closely with: water users, local governments, federal and state government entities, municipal and domestic water suppliers, ditch and reservoir companies, irrigation districts, water conservancy and conservation districts, environmental and other special interest groups, private (for profit) entities, and special districts.

Objectives

Objectives are developed to identify the key issues that the Board and its staff must strive to accomplish to achieve the Fundamental Goals of the organization. The objectives are classified into three key categories: Policy Development, Policy Implementation, and Program Performance and Management. The objectives can also be defined in terms of long-term objectives and short-term objectives for each of these categories. The long-term objectives for each category are provided below, whereas the short-term objectives (those that may change from year to year) are provided in Section B.

Policy Development

The Board and Board Staff will identify and analyze issues for policy recommendations to the Board for consideration and adoption.

The Board will develop, review, and where appropriate, pass resolutions to plan and implement strategies, projects and programs required to achieve the CWCB's mission and implement its statutory authorities.

The Board will support outreach, education and other programs that promote a better understanding of water issues so Colorado's citizens and other government entities will understand water as a limited resource and will make informed decisions related to its conservation, development, protection and management.

The Board and the Board Staff will identify and analyze and respond to the need for statutory changes to ensure the effective implementation of this plan and the Board's mission.

Policy Implementation

The Board and its staff will:

- Continue to support the statutory requirements which mandate CWCB involvement in projects and programs and interstate compacts
- Recommend statutory changes to ensure the effective implementation of this plan and the Board's mission
- Provide regulatory stability and support to water users and others
- Respond to requests for technical support from customers, other agencies, the DNR Executive Director and the Director of Compact Negotiations
- Provide water planning tools
- Support State legislative and administrative requests
- Support existing and future water supply infrastructure project financing and construction
- Reduce the risk of Colorado's citizens from weather related hazards, specifically flood and drought
- Provide conservation and drought and other general water related information

- Protect the environment and the ability to continue to utilize water by protecting and restoring streams and lakes
- Conduct scientific and other planning studies to resolve intra and inter-water basin issues
- Implement the mission developed from the Statewide Water Supply Initiative
- Support the on-going work of the Inter-basin Compact Committee and the Basin Roundtables

Program Performance and Management

The Board and staff will:

- Undertake their duties professionally with a goal of achieving excellence
- Undertake effective succession planning
- Provide for adequate staff attraction and retention
- Produce high quality, useable products (through communication, teamwork, timeliness, accountability and image)
- Maintain appropriate financial controls
- Continually develop means to leverage people, goodwill, and technology, and utilize innovation to adapt to changing customer needs and demands.
- Increase the publics' understanding of water as a natural resource so informed decisions may be made.

Section A

**To the
CWCB Strategic Plan**

**Listing of Statutory Authorities of the Colorado Water
Conservation Board and Board Staff**

(To be reviewed and revised on an annual basis)

Statutory Authority of the Board and Board Staff

The Board's statutory authorities and responsibilities are defined in Section 37-60 and 37-92 C.R.S. The specific authorities are further discussed below.

Water Supply Protection

Sections 37-60-106 and 37-60-115 C.R.S. (1990) set forth the statutory requirements for the CWCB to protect the authority, interests and rights of the State and its citizens in matters pertaining to interstate waters of the State of Colorado. Under these statutes, the CWCB is required to cooperate with federal agencies and other states to better utilize the waters of the State of Colorado, develop legislation to secure greater beneficial utilization of these waters, recommend mitigation to maintain a balance between water development and protection of the State's fish and wildlife resources and control phreatophytes. The Board also has the authority to investigate and provide responses regarding activities of the federal government and other state agencies that may affect the use and development of Colorado's surface and groundwater water resources. The CWCB is responsible for administration of major International Treaties, Interstate Compacts and U.S. Supreme Court decisions impacting Colorado's Water Resources.

The following are the compacts and decisions the CWCB must continually administer, or support other state officials in their administration:

- 1922 Colorado River Compact (37-61-101 to 37-61-104 C.R.S.)
- 1922 La Plata River Compact (37-63-101 and 37-63-102 C.R.S.)
- 1923 South Platte River Compact (37-65-101 C.R.S.)
- 1938 Rio Grande Compact (37-66-101 and 37-66-102 C.R.S.)
- 1942 Republican River Compact (37-67-101 and 37-67-102 C.R.S.)
- 1944 Costilla Creek Compact (Rev. 1963) (37-68-101 and 37-68-102 C.R.S.)
- 1945 Treaty between United States and Mexico, Utilization of waters of the Colorado and Tijuana Rivers and of the Rio Grande
- 1945 Nebraska v. Wyoming (325 U.S. 589)
- 1948 Upper Colorado River Compact (37-62-101 to 37-62-106 C.R.S.)
- 1949 Arkansas River Compact (37-69-101 to 37-69-106 C.R.S.)
- 1957 Wyoming v. Colorado ((309 U.S. (1940)), (259 U.S. 419 (1922))
- 1969 Animas-La Plata Project Compact (37-64-101 C.R.S.)
- Colorado River Basin Salinity Control Act -- Codified as 43 U.S.C.A 1571 to 1599 (P.L. 93-320)
- Criteria for the Coordinated Long-Range Operation of Colorado River Reservoirs pursuant to the Colorado River Basin Project Act of September 30, 1968 -- This document was filed June 9, 1970 as Federal Register Document 70-7138 and published in Vol.35, No.112 FEDERAL REGISTER, Wednesday, June 10, 1970
- Colorado River Interim Surplus Guidelines -- The Colorado River Interim Surplus Guidelines were adopted as a result of a Record of Decision signed by the Secretary of Interior on January 16, 2001 and published in the FEDERAL REGISTER on January 25, 2001 (66 FR 7772-7782).

Also, a notice regarding implementation of the Guidelines was published in the FEDERAL REGISTER, on June 19, 2002 (67 FR 41733-41735)

- California Quantification Settlement Agreement and Related Agreements and Documents -- The Colorado River Water Delivery Agreement: Federal Quantification Settlement Agreement for purposes of Section 5(B) of the Colorado River Interim Surplus Guidelines was signed by the Secretary of Interior and others on October 10, 2003

Section 37-92-102 C.R.S. requires the Board to deliberate in a public meeting concerning applications for Recreational In-channel Diversion water rights. The Board must make findings of fact concerning the maximum utilization of water, compact entitlements and injury to instream flow water rights and submit these findings to the water court .

Flood Protection

The Flood Protection Program is directed in Section 37-60-106(1) C.R.S. (1990) to prevent flood damages, review and approve floodplain designations prior to adoption by local government entities, and provide local jurisdictions with technical assistance and floodplain information.

State statutes encourage operations, research, experimentation, and development in the field of weather modification. These statutes require that operations be carried out with proper safeguards and by non-state governmental entities. The authority for carrying out this statute was given to the DNR Executive Director who has delegated this responsibility, including issuing permits, to the CWCB (36-20-101 to 36-20-127 C.R.S.).

In 2002, the General Assembly created a Watershed Protection Fund to be financed with money from an annual tax check-off. The Fund was created because protecting the natural heritage and quality of life in Colorado are of fundamental importance and locally based collaborative approaches to the restoration and protection of lands and natural resources within Colorado's watersheds can be and should be conducted in concert with economic development. The CWCB manages these funds in cooperation with the Colorado Water Quality Control Commission and in consultation with the Colorado Watershed Assembly in the annual distribution of grants (39-22-2401 to 39-22-2403 C.R.S.).

The CWCB must also implement Executive Orders related to Flood Protection:

- An August 1, 1977 Executive Order requires the CWCB and Land Use Commission to provide assistance to entities in meeting the requirements of the National Flood Insurance Program.
- An October 1, 1977 Executive Order designating the CWCB as the state agency responsible administering duties and responsibilities associated with the National Flood Insurance Program in Colorado.

Water Supply Planning and Finance

The CWCB Construction Fund was created by the Colorado General Assembly in 1971 to provide low interest loans to water users in the development of water resource projects. The fund and its use are governed by § 37-60-121 through 125 C.R.S. The CWCB Construction Fund is a partially self-supporting revolving loan fund. Sources of revenue are from the return of principal and interest on outstanding loans, interest earned on the cash balance of the fund through investments by the state Treasurer, mineral lease fund distributions, and occasional cash transfers from the General Assembly. The types of projects that are eligible for funding are specified by state statute.

Another funding source is the Severance Tax Trust Fund Perpetual Base Account. Twenty-five percent of the revenues collected from the production of oil, gas, coal and a few other minerals are set aside for loans for water projects (32-29-109 C.R.S.)

Pursuant to a Drought or Drought Disaster Declaration, the CWCB Director, in consultation with the State Engineer, the Executive Director of the Department of Natural Resources and the Commissioner of Agriculture may also provide up to \$1 million in grants and loans per year from the Perpetual Base Account to agricultural organizations for emergency drought-related water augmentation purposes and must report annually to the General Assembly regarding how such spending authority was exercised.

The Board is also statutorily allowed to annually request up to five percent of the funds in the Severance Tax Trust Fund Operational Account for projects and programs that relate to energy, mining, geology and water. In requesting these funds the Board cooperates and consults with the state Minerals, Energy and Geology Policy Advisory (MEGA) Board. The requests for funds are reviewed by the CWCB, the MEGA Board and the DNR Executive Director who may forward such requests to the Governor and the General Assembly for consideration and appropriation through the Long Bill (32-20-104 and 32-29-109 C.R.S.)

The Severance Tax Trust Fund Operational Account and Construction Fund “non-reimbursable” projects are typically scientific or planning studies designed to solve regional or basin-wide problems. Such projects are reviewed and approved pursuant to Board policies that prioritize the use of this funding.

Instream Flow and Natural Lake Level Protection

The 1973 General Assembly enacted Senate Bill 97, which created the Colorado Instream Flow and Natural Lake Level Program ("ISF Program") to be administered, exclusively by the CWCB. The statutory authorities for the ISF Program are found at Section 37-60-106 C.R.S. (2004) and Section 37-92-102 (3) C.R.S. (2004). Pursuant to Section 37-60-108, C.R.S. (2004), the Board adopted rules concerning the Instream Flow and Natural Lake Level Program to codify CWCB procedures for implementing this program. CWCB is responsible for the appropriation and protection of instream flow and natural lake level water rights to preserve the natural environment to a reasonable degree and the acquisition of water rights to preserve and improve the natural environment.

The CWCB may also accept loans of water rights for instream flow use pursuant to a decreed instream flow water right for a period of up to 120 days (not to be exercised for more than three years in a ten-year period subject to State Engineer approval and to certain conditions set forth at Section 37-83-105, C.R.S. (2005) (2) (a)). State statutes require the Colorado Water Quality Control Commission to advise, consult and cooperate with the Board to protect the quality of the water for beneficial uses; minimize negative impacts on water rights and to avoid adopting control regulations that would be either redundant or unnecessary (25-8-101 to 25-8-209 C.R.S.)

Conservation and Drought Planning

In 1989, the State Projects Water Conservation in Landscaping Act (HB89-1169) was passed that requires governmental agencies to consider the use of water efficient landscaping on all public projects where landscaping is needed.

In 1991, the Water Conservation Act of 1991 was passed to give general statutory authority to the Board to provide conservation and drought planning support to the State and its citizen under § 30-60-124 and § 30-60-106 C.R.S., respectively. The Office of Water Conservation (OWC) was also established in 1991 by this Act. The Primary Tasks of the OWC are incorporated into the Conservation and Drought Planning Section. The section develops and approves water efficiency plans, monitors water use, provides technical assistance and public information, inventories and prepares drought plans and assists with policy development, while networking with water suppliers, legislators and key constituencies.

The 1991 Act also authorized the Board to expend up to five hundred thousand dollars (\$500,000) to demonstrate the benefits of water efficiency measures by providing incentive grants to any Colorado public agency that requested assistance in the designing and implementation of water conservation measures. In 1994, the General Assembly authorized the Board to expend an additional five hundred thousand dollars (\$500,000), on a fifty percent cost-sharing basis for agricultural and multipurpose water system water conservation demonstration projects. The grant program was designed to provide an opportunity to learn more about water conservation and acquire data regarding “what works and what doesn’t.”

In 2004, the General Assembly passed HB 1365 that enhances the elements that must be considered by a covered entity when creating a water conservation plan amended the Water Conservation Act of 1991. The new provisions will establish water savings goals and provide a better indication of the overall effectiveness of the entities water conservation plan. In May 2005, CWCB adopted a model conservation plan guidance document, guidelines for reviewing and evaluating conservation plans, including methods for prioritizing the distribution of technical assistance grants. In addition, CWCB adopted guidelines for reviewing and evaluating drought mitigation plans. The name of the Office of Water Conservation was changed to the Office of Water Conservation and Drought Planning.

In 2005 the General Assembly passed HB 1254 which establishes a water efficiency grant program and creates a water efficiency grant program cash fund. The three year program is intended to help implement water efficiency goals identified in the conservation plans of covered entities, and to fund outreach or education programs aimed at demonstrating the benefits of water efficiency.

Water Information

The Water Information Program promotes the development, implementation and maintenance of statewide water information management systems. The program coordinates data with federal, state and local agencies and develops and maintains the Decision Support System (CDSS). The data from the State's Dam Site Inventory and regional water meetings reside within this program. The program also maintains the agency's file systems, including hard copy, archived, and digital records and makes these records available to the public via the agency's web site. The agency maintains its web site under this program and posts documents, articles and information, including current CWCB Board items, news releases, newsletters, annual reports, and completed studies funded by the agency

Intrastate Water Management and Development

C.R.S. Title 37, Article 60 requires the Board to formulate methods, means and plans; to gather data and information; to foster conservation; to recommend water infrastructure projects; make mitigation recommendations to balance between the development of the state's water resources; and to protect the state's fish and wildlife resources as means to promoting the utilization of the waters of the state. This Program implements the above statutory authority through the projects associated with the findings and recommendations of the Statewide Water Supply Initiative (SWSI).

CRS Title 37 Article 75 defines water resource tasks to be undertaken pursuant to the Water for the 21st century Act and requires the non-duplication of work by the Director of Interbasin Compact Negotiations with the activities undertaken by this CWCB Program. It also requires the development of a common technical platform.

CRS 39-29-108 creates the Water Supply Reserve Account to aid in water resource management and development and requires the Board to develop Criteria and Guidelines in consultation with the Interbasin Compact Commission. These funds will be distributed by the CWCB based on recommendations from Interbasin Basin Roundtables.

Colorado Water for the 21st Century Act

In 2005 the General Assembly passed HB 1177 which develops a process for negotiation of interbasin compacts and the equitable division of the state's waters. The legislation draws heavily on the Statewide Water Supply Initiative process and institutionalizes a process to evaluate and negotiate interbasin water issues. The legislation creates an interbasin compact committee and interbasin compact roundtables. The legislation

establishes an appropriation and staffing for the Board for implementation of the Act. The Board is required to support the ongoing implementation of this Act.

Section B

**to the
CWCB Strategic Plan**

Listing of Detailed Objectives

For

**Policy Development
Policy Implementation
Policy Performance and Management**

(to be reviewed and revised on an annual basis)

Policy Development Objectives

Areas that require policy development by the Board, supported by the Board Staff:

- Public Policy considerations related to defining key terms as they relate to CWCB's Mission and Statutory Authorities:
 - Maximizing Utilization of the State's Water Resources
 - Protecting State's Ability to Use Compact Entitlements
 - Hold Instream Flow and Natural Lake Level Water Rights
- Provide, Promote, and Support Water User Dialog Necessary to Plan and Implement Water Conservation, Development, Protection and Management Projects
- Promote and Support Water Resource Development/Management to Ensure Future Water Needs are Met Consistent with the Following Board Mission Statements:
 - Following the lead of local water suppliers, the state will monitor long-term water needs, provide technical and financial assistance to put the necessary plans, projects and programs in place to meet those needs, and foster cooperation to avoid being forced to make trade-offs that would otherwise harm Colorado's environment, lifestyle, culture, and economy (Mission Statement of the Board regarding the 80 percent solution for meeting 2030 municipal and industrial water demands).
 - Foster cooperation among water suppliers and citizens in every water basin to examine and implement options to fill the gap between ongoing water planning and future water needs (Mission Statement of the Board regarding the 20 percent municipal and industrial gap, agricultural shortages and environmental and recreational enhancements).
- Correlating the Activities of Mankind with the Preservation and Improvement of the Environment
- Protecting State's Citizens from Floods and State's Property from Flood Water Damage through Planning and Prevention
- Providing Water Supply Planning and Financing Support to State Water Users
- Providing Watershed Planning and Restoration Support
- Providing Drought Planning and Water Conservation Support to State and Citizenry

- Recommending Statutory Changes to Ensure the Goals Stated in the Board's Mission are Achieved
- Coordinating with Other States and Federal Entities to Ensure the Achievement of the Board's Mission
- Performing Overview and Review of Federal Regulations that are Promulgated to Evaluate Impact on State Water Delivery
- Develop Guidelines for Interest Rates and Rates of Return for Construction Fund and Severance Tax Perpetual Base Account
- Protect the Integrity of the Construction Fund and the Severance Tax Perpetual Base Account to Ensure the Money is Utilized for Intended Statutory Purposes
- Support and Promote Water Information and Education on a State-Wide Basis
- Develop and Maintain, in cooperation with other Local, State and Federal entities, Technical Expertise and Information, to Aid Decision-Makers
- Review Applications for Recreation In-channel Diversions; Submit and Defend Recommendations in Water Court; and, Promulgate Rules and Guidelines
- Representing and Supporting State Representatives in Interstate Activities
- Providing Support and Impetus for Local Planning to Utilizing Water
- Support the on-going implementation of the Water for the 21st Century Act by helping local basin roundtables, developing a common technical platform for decision making, avoiding duplication and distributing Water Supply Reserve Account grants.

Policy Implementation Objectives

Water Supply Protection Section

Compacts – Assure the states ability to utilize and develop its full entitlements under interstate compacts (pursuant to the appropriation doctrine), especially the:

- Colorado River and Upper Colorado River Compacts
- 7 States Issues
- The Colorado Salinity Control Program
- Arkansas River Compact

Proactively seek resolution of compact interpretations of disputed issues and interactions with federal law.

Ensure timely and effective deliberations occur regarding applications for Recreational In-channel Diversion water rights and deliver findings of fact concerning the maximum utilization of water, compact entitlements and injury to instream flow water rights and submit these findings to water courts.

Provide the State Engineer and the Division of Water Resources with support and consultation regarding other compacts and U.S. Supreme Court decisions allocating water to aide the State in maximizing the beneficial use of its water.

The significant tools to be developed and/or maintained to reach these goals include: use of the Colorado Water Conservation Board (CWCB) financial resources and developing, maintaining, and using the Colorado's Decision Support Systems (CDSS).

Serve Water Providers and the Public – Serve water providers and the public regarding water supply, compacts, water policies, threatened and endangered species, federal water rights, and water quality issues. Specific areas related to technical support and consulting include:

- Intra- and inter-state water quantity management
- Inter-state water quality issues
- Guide and counsel those wanting to develop water
- Environmental and recreational issues
- Reviewing RICD applications and making appropriate recommendations, and lead efforts to improve RICD administrative/hearing and rulemaking processes
- Assisting the executive directors office regarding Tamarisk issues

Native Species Programs – Provide regulatory stability for water users via active participation in the development and implementation of the Programs identified below. This is achieved through cooperation with Program participants in habitat development

and protection, formulation of flow recommendations, and coordination on other activities associated with endangered species protection and recovery efforts. Work cooperatively with Program participants to assure that flow recommendations are developed in accordance with Colorado's Compact entitlements. Make recommendations for expenditures from the Native Species Conservation Trust Fund. Use CDSS as a foundation for decision-making. Provide support for the SEO and the Division of Wildlife (DOW) for their activities. Participate in interstate programs that provide regulatory stability for water users such as:

- The Upper Colorado River Endangered Fish Recovery Program;
- The San Juan River Endangered Fish Recovery Program;
- The Platte River Cooperative Agreement; and,
- The Glen Canyon Dam Adaptive Management Program.

Federal Water Claims – Better define water needed to fulfill federal land uses. Support efforts to determine reasonable and appropriate quantities of water needed to satisfy federal claims for water for federal lands and evaluate the impact of such claims on compact apportionments and development opportunities.

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information – Make information accessible to CWCB's customers and the public regarding water supply protection, federal water rights, and native species, as well as general information, through publications, the Internet, the Intranet, databases, and the imaging of documents. Improve flood threat "forecasting" and outreach to improve reservoir operations/planning. Ensure that information is clear, concise, and conveys information in an understandable manner.

Flood Protection Section

Floodplain Designation – Review and Approve new maps and updates and revisions to current maps to designate floodplains, using Geographical Information Systems (GIS), Global Positioning Systems (GPS), digital floodplain mapping, LIDAR, two-dimensional modeling and feasible and practical "state-of-the-art" techniques.

Floodplain Mapping – Produce and review floodplain studies to identify floodplains and clarify flood-related issues for CWCB and other state, federal, and local entities.

Prepare for, Respond to, and Forecast Flood Conditions – Prepare for and respond to flood events including conducting field and technical activities (e.g., documentation of the flood, providing technical guidance and support) in response to significant floods in Colorado. Staff the CWCB mitigation officer position during declared disasters. Improve forecast methods and public information and outreach.

Flood Hazards Mitigation Projects – Provide technical services to support recovery from and mitigation to flood and flood hazards. Provide post-flood technical guidance for immediate and future decision making under emergency conditions (including providing engineering, GPS, survey, and technical support) to aid the State and its citizens and help implement “state-of-the-art” techniques that are feasible and practical. Explore and promote the use of flood storage facilities, and non-structural flood mitigation to meet multiple objectives.

Partnership with Federal, State, and Local Entities – Participate in partnering with federal, state, and local entities for the management, marketing, and administration of flood and flood related programs. Identify and make recommendations regarding “Homeland Security” needs that correspond to other hazard reduction duties and existing relationships with the Federal Emergency Management Administration and the state Office of Emergency Management.

Multi-objective Planning, Project Development and Stream Restoration – Participate with partners to plan and undertake multi-objective projects designed to reduce flood hazards, stabilize and restore stream channels, provide habitat, reduce erosion, and increase the capacity to utilize water. Administer the Watershed Protection Fund and the projects approved by the Board and the Colorado Water Quality Control Division. Explore and promote opportunities to maximize storage and minimize cost while ensuring protection of public safety. Improve inter and intra agency coordination, communication, and prioritization efforts regarding resource management decisions, including river restoration. Use river restoration techniques and projects to identify areas of the state that would benefit when combined with water development projects. Explore and promote additional uses of flood plain map data as modernization occurs.

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information – Make information accessible to CWCB’s customers and the public including maintaining and updating the floodplain Information Support System and CWCB flood web site, as well as general information related to the Section, through publications, the Internet, databases, and the imaging of documents. Improve flood threat “forecasting” and outreach to improve reservoir operations/planning.

Weather Modification – Permit and monitor weather modification operations to increase the amount of water available from winter and summer weather systems and to suppress hail. Examine and promote opportunities to increase water supply availability through the weather modification program. Use data from the Statewide Water Supply Initiative to identify areas of the state that would most benefit from the program base on growth rate and water supply availability. Promote the use of sound science to document and quantify the benefits and effects of weather modification.

Water Supply Planning and Finance

Financial Resource Management – Uphold the Board’s fiduciary responsibility to maintain and manage the integrity of the Construction Fund and Severance Tax Trust Fund Perpetual Base Account by complying with performance audit recommendations, applying sound management strategies, disbursing funds, developing annual legislation to authorize appropriations, and by preparing an annual financial statement to prepare for the annual financial audit of the Board’s funds. Evaluate and implement options to address differential growth and expenditure rates, and the long-term health of both funds. Examine and coordinate federal funding opportunities to leverage state funds.

Promote the Utilization of Financial Resources – Promote and market financial resources to ensure full utilization to enhance water supply development through the construction of new reservoirs and rehabilitation of existing structures including, but not limited to, dams, diversions, pipelines, pump stations, and irrigation channels. Identify and coordinate the submittal of non-reimbursable project applications and authorizations with other CWCB sections and the public. Ensure such projects meet statutory priorities and CWCB objectives. Continue to prioritize loan and non-reimbursable program marketing based on Board policy and the needs of water providers.

Promote Sound Projects – Promote the efficient and effective completion of statutorily required feasibility studies to ensure the proper and effective use of the Board’s financial resources and the utilization of the state’s water resources. Continue to promote and fund projects that reduce the amount of restricted storage space.

Facilitate and Monitor Construction – Facilitate and promote the completion of projects by monitoring the processes associated with the quality of the constructed project.

Contract and Loan Management – Prepare, negotiate, and execute binding documents for loans, programs and special projects receiving funding from the Board. Perform contract and loan account management through tracking contract and loan account activity (e.g., payment records, account receivables), managing delinquent accounts, supporting the development of fund interest rates and rates of return, and maintaining record keeping.

Serve Water Providers and the Public – Assist water providers and the public in the areas of:

- Project evaluation and feasibility analyses
- Project engineering
- Accounting and finance

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to

increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information – Make information accessible to CWCB’s customers and the public regarding water supply planning and finance, project identification, and project applications, as well as general information related to the Section, through publications, the Internet, databases, and the imaging of documents.

Instream Flow and Natural Lake Level Protection Section

Instream Flow and Natural Lake Level Program – Exercise the CWCB’s exclusive statutory authority to appropriate, acquire and protect instream flow and natural lake level water rights in the State.

Maintain Existing Base Programs – New Appropriations, Water Acquisitions, Legal Protection, Physical Protection, Engineering and Water Quality, ISF Methodology and Biology

Develop, manage, implement, and administer the program to correlate the activities of mankind with the preservation of the natural environment to a reasonable degree by:

- Implement the Board’s statutory authorities
- Identifying streams and lakes that would benefit from a Board held water right
- Quantifying the amount of water needed to protect the environment
- Filing for new water right appropriations
- Acquiring water rights via donation, lease, and purchase to preserve or improve the natural environment
- Protect the Board’s existing water right assets
- Prioritize the Section’s work plans to coincide more closely with Statewide Water Supply Initiative (SWSI)-related plans and information
- Explore and promote opportunities to use the program to provide regulatory stability to help water suppliers meet permitting needs

- Support and maintain regulatory stability with the Section’s base programs and program applications
- Support and implement the “conserve, protect and restore (or CPR)” framework identified in SWSI
- Support the State’s river restoration efforts
- Support the State’s Native Species programs

Promote the Use of Storage for Instream Flows – Identify and encourage state agencies and water providers to amend storage decrees to add instream flows to the potential uses of their water rights

Increase communication with Board, key program stakeholders, and the public:

- Proactively work with Board Members, key program stakeholders and the public to develop an objective and dynamic process for evaluating, quantifying and prioritizing environmental and recreational uses of water
- Strive for balance in, and reduce conflicts between, human needs for water and recreation and the environment
- Increase levels of understanding and communication
- Track new and emerging issues
- Expand use of external resources
- Identify needs of the projects and process identified to address 80% of Colorado's 2030 municipal and industrial needs (relative to the ISF Program)
- Enhance current relationships (e.g., Federal government)
- Pursue and obtain funding sources to assist in meeting statutory responsibilities and the CWCB's strategic plan goals and objectives

Serve Water Providers and the Public – Serve water providers and the public in the areas of:

- Biological data collection and scientific analysis
- Hydrologic and engineering analysis
- State water policy and water law
- Water quality
- Gaging and measurement
- Decision Support Services
- Reviewing RICD applications and making appropriate recommendations
- Engendering coordination and cooperation
- Providing regulatory stability by using program tools to assist with permitting and mitigation needs, as only can be accomplished by a state agency

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information – Make information accessible to CWCB's customers and the public regarding stream and lake protection, instream water rights, and lake level protection, as well as general information related to the Section, through publications, the Internet, databases, and the imaging of documents.

Conservation and Drought Planning Section

Promote Water Conservation Planning – Initiate, evaluate for approval, and monitor water conservation plans from water suppliers and state entities, with an emphasis on those entities serving over 2,000 acre feet of water annually. Provide assistance to water

suppliers through meetings, workshops, and personal contacts. Assure conservation plans meet statutory requirements to ensure they are of high quality. Make recommendations and foster the development of model plans.

Promote Drought Planning – Assist water suppliers to develop drought response and mitigation plans. Provide assistance to water suppliers through meetings, workshops, and personal contacts. Assure drought plans meet statutory requirements to ensure they are of high quality. Encourage communities to prepare and implement drought plans. Prepare and disseminate water conservation information and model drought plans including Best Management Practices for landscape and turf management for a wide variety of water users.

Conservation and Drought Planning Assistance – Develop and maintain an inventory of communities with conservation and drought plans. Provide technical and financial assistance to water users and communities to evaluate their water supply facilities under drought scenarios and to help communities develop conservation and drought. Contact water users and communities to determine the status of conservation and drought planning efforts and determine if technical or financial assistance is needed. Administer grant program (HB 04-1365) for water conservation and drought planning assistance per statute and guidelines.

Implementation of Conservation Planning Goals – Utilizing information and guidelines from the conservation planning technical assistance effort and HB 05-1254 implement the water efficiency grant program.

Serve Water Providers and the Public – Assist water providers and the public by coordinating the need for conservation and drought plans with the CWCB Construction Fund Loan Program and Colorado Water Resource and Power Development Authority to ensure loan applicants have satisfied the requirements of HB 91-1154. Monitor compliance with grant contracts and coordinate with grant recipients to ensure completion of plans and projects. Assist in the development of a standardized method to report and receive water use data.

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information and Education – Make information accessible to CWCB's customers and the public regarding water supply conservation and drought planning and protection, as well as general information related to the Section, through publications, the Internet, databases, and the imaging of documents. Work with the Colorado Foundation for Water Education to make water information available to the public, water users, educators, and elected officials.

Water Availability Task Force – Participate on the state drought task force to assist state efforts to monitor, respond, and mitigate the impacts of drought. Make the information available to the public, media, and state officials.

Water Information Section

Water Information – Provide coordination of and support to all facets of CWCB water information management including decision support, Internet, mapping, database, electronically imaged documents, section newsletters, and library filing and maintenance.

Decision Support Systems (DSS) – Operate and maintain Colorado’s DSS as an essential service. Continue development and support of the DSS for the major basins. Explore the feasibility of a reconnaissance study in the Arkansas River basin. Work with CWCB sections, private entities, and the public on other possible enhancements and/or additions to the DSS to meet their section needs, and improve usability of DSS tools.

Web and Technical Support – Serve water users, the public, and CWCB staff in the area of water information management. Promote the CWCB website as a primary resource for the public to gather information concerning Colorado water issues. Provide technical and Internet support to CWCB staff and website visitors. Strive for clear, concise, and effective communication of state water and water resource management issues, challenges, and opportunities.

Mapping – Create and provide consistently accurate spatial data and mapping to meet the agency’s needs, as well as making spatial products available to the general public. Continue working with sister agencies in obtaining the most current spatial data.

Electronic Data Management – Provide a comprehensive centralized inventory of the CWCB’s electronic data and help ensure that databases can be integrated to the extent possible. Coordinate with all CWCB sections to determine their data needs, and develop databases and access tools to maintain their information. Ensure electronically imaged documents, maps, and data are available to and accessible by the water community, the public, and CWCB staff through desktop software and the Internet. Assist in the development of methods for obtaining and interpreting water use data and in the development of a system for tracking and supporting water development projects.

Water Resource Information Center– Maintain a central resource center for the review and analysis of CWCB actions, CWCB recommendations, publications, studies, reports, and associated materials designed to educate the public and help water users make sound resource decisions.

Statewide Outreach and Education – Perform outreach and water education, including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB, and develop opportunities for each Section to achieve their goals.

Water Education – Provide a better understanding of water issues through tools and information, such as the DSS, State Internet Map Server, the Internet, and printed materials, including annual publications, reports and newsletters. Promote the use of these mediums so Colorado citizens will understand water as a limited resource, and will be encouraged to make informed decisions.

Intrastate Water Management and Development

Implement the Statewide Water Supply Initiative (SWSI) -- Help ensure an adequate water supply for Colorado’s citizens and the environment through a collaborative, cooperative, consensus approach to water resource issue resolution by focusing on strong local stakeholder involvement. Colorado will grow from 4.3 million to 7.1 million people by the year 2030 and will need 630,000 acre-feet more municipal and industrial water. Water providers and planners under the *most optimistic scenario* have identified projects and processes to address about 80 percent (512,000 acre-feet) of this additional water need. This leaves a municipal and industrial gap of 20 percent (118,000 acre-feet).

Coordinate Efforts to Encourage Cooperation – Help avoid harmful competition for water and competing uses for water between “sectors” (municipal, industrial, agricultural, environmental and recreational) by examining regional issues, impacts, and by proposing solutions.

Develop Reconnaissance Level Water Supply Alternatives – Coordinate, manage and conduct river basin technical roundtables to examine and develop structural and non-structural water supply alternatives. Manage technical assistance contracts to achieve project goals.

Track and Support Water Supply Projects and Planning Processes – Identify and track the status of individual projects and planning processes and identify relevant legal, financial, or political issues that are impeding the resolution of these issues.

Grant and Loan Program Development and Implementation – Review and obtain approval of grant and loan application requests based on the Criteria and Guidelines developed jointly with the Interbasin Compact Commission from the Water Supply Reserve Account.

Provide Technical Support to the Water for the 21st Century Act Process – Participate in contract scoping, provide roundtable updates on water use data, inform and assist roundtables in improving their understanding of existing and future water supply needs and issues.

Statewide Outreach and Education – Each Section shall perform outreach and education including participating in public awareness and program advocacy activities to increase public and organizational understanding of CWCB and develop opportunities for each Section to achieve their goals.

Water Information and Education – Make information accessible to CWCB’s customers and the public regarding each of the agency’s sections and programs as they contribute to the Objectives of the section, as well as information related to the Section’s specific Objectives, through publications, the Internet, databases, and the imaging of documents. Work with the Colorado Foundation for Water Education to make water information available to the public, water users, educators and elected officials.

Policy Performance, Management, and Administrative Objectives

Strategic Planning

Annually review the Strategic Plan and propose amendments, if necessary. Review objectives, implementation processes, and program needs within the CWCB Directors Office, with every section, and with the DNR Executive Director as necessary.

Review the progress of activities and evaluate the purpose and goals of participation in strategic planning activities on an ongoing basis. Adjust goals, objectives, work and performance plans, and staff priorities as necessary to meet deadlines, avert crisis or take advantage of new opportunities.

Encourage consultation and cooperation among sections to coordinate objectives, including:

- non-reimbursable projects and programs,
- policy implementation,
- implementation of the DSS within and between sections,
- Attorney General's Office/Executive Directors Office ,
- coordination with external entities, including tracking and supporting projects and processes identified to help meet Colorado's 2030 water needs and developing solutions to address the gaps between water needs and water supply.

Implement planning objectives via the budget and purchasing process, Board meetings, and through performance planning.

Create opportunities for active and beneficial participation in decision making by staff with the Board.

Communication

Communicate information to keep the public informed and increase the public's knowledge about water issues.

Respond quickly to requests for information and help.

Identify and document accomplishments for inclusion in memos, reports, newsletters and press releases.

Ensure documents that have been imaged are accessible via the web site so as to increase the easy availability of public records.

Ensure Board meetings are conducted to efficiently convey information and promote decision-making.

Provide communications to the Board in an effective manner, promoting two-way communications between staff and the Board, to highlight key issues for Board reaction and guidance.

CWCB recognizes the value of technology and emerging analytical tools and models. It is the goal of CWCB to have each section coordinate with the Water Information Section to ensure efficient and cost effecting operation of the agency.

Management (Managerial, Fiscal, and Personnel)

Managerial

- Assure that excellence is the Board and staff standard.
- Motivate employees to improve performance, provide training opportunities and demonstrate effective methods of supervision by reviewing and discussing workload, supervisory and performance planning issues with staff.
- Create and implement appropriate office policies.
- Keep the Board's rules, policies and guidelines current to ensure their effective and practical implementation and application.
- Ensure fiscal responsibility in project management.

Fiscal

- Follow state fiscal and procurement rules.
- Prepare budgets designed to ensure the achievement of the Board's goals and then operate within these budgets.
- Continually evaluate the use of Construction and Severance Tax Funds to ensure such funds are used wisely, in accordance with Board policy, accounting principles, audit recommendations, statutory authorizations and state fiscal rules.
- Ensure fiscal responsibility in fund disbursement.
- It is the objective of CWCB to cost effectively provide the highest quality products and resources to accomplish the Boards' mission.
- Follow state contracting rules and coordinate with the Attorney General's Office and State Controller.
- Explore external funding opportunities to implement the Board's goals, objectives and mission statements:
 - Leverage Board funds with match from other sources
 - Support funding efforts for State's water users, environmental and recreational interests, etc.

Personnel

- Work to ensure the filling of vacancies in a timely manner.
- Follow state personnel rules.

Legislative

Develop and implement state and federal legislative priorities with Board direction.

Prepare, or supervise the preparation of, background and supporting materials for use during the legislative session.

Effectively represent the Board at legislative hearings and in meetings.

Develop and improve communication with state legislators.

Efficiently and effectively implement new legislative authorization.

Technical Support

Implement CWCB activities to assist with applicable Departmental initiatives.

Plan and prepare for all aspects of CWCB Board Meetings.

Provide administrative support to staff members in the CWCB.

Create and implement practical and efficient administrative processes.

Section C

**to the
CWCB Strategic Plan**

Board Member Work Plan

Board Member Work Plan

Key Element/Action	Estimated Frequency of Action
General Responsibilities	
Coordinate policy needs and development with Administration, Sections, and Board Staff	Bi-monthly
Guide and promote outreach of CWCB programs into each basin, for water users, state and federal agencies and other potential customers	As needed
Provide direction and guidance to water users and agencies regarding the conservation, development, protection, and management of the State's waters	As needed/continuous
Provide guidance on matters considered in Executive Session	Bi-monthly
Provide policy development guidance for each program area	Bi-monthly
Effectively represent basin interests to the Board in fulfillment of appointed responsibilities	As needed/continuous
Recommend agenda items and workshop topics	Bi-monthly
Review and update Strategic Plan and Objectives	Annually
Review statutes to ensure fulfillment of obligations	Annually
Review and evaluate administrative and legislative proposals that may effect the Board's operation and ability to achieve its mission	As needed/continuous
Water Supply Protection	
Define the State's policy and role with respect to intra- and inter-state water quantity issues to ensure maximum beneficial use of water	Bi-monthly
Evaluate and recommend programs and projects to provide regulatory stability for water users with respect to federal and state regulatory process	As needed
Evaluate impacts of new water demands on existing water rights (e.g., RICDs, water projects and changes in consumptive uses and losses)	As needed
Provide policy direction on the implementation of salinity control efforts	As needed
Review and approve agreements with National Fish and Wildlife Service, Park Service, Forest Service, Bureau of Reclamation, and other entities	As needed
Review and comment on the implementation of federal and interstate programs, federal reservoir operating plans, and federal claims to water	As needed
Review and make recommendations concerning funding from the Native Species Conservation Trust Fund	Annually

Board Member Work Plan

Review, evaluate, and provide guidance to water users regarding emerging legal issues	As needed
Review, evaluate, and make recommendations to water courts regarding RICDs	As needed
Review, evaluate and provide guidance regarding phreatophyte control	As needed
Stream and Lake Protection	
Acquire, acquire with limitations, or reject proposed water right acquisitions for ISF purposes.	As needed
Define the instream flow program implementation priorities	As needed
Exercise exclusive trust responsibilities to hold water rights to protect the environment	As needed and in accordance with CWCB rules
Help identify future goals for the instream flow program	As needed
Make determination regarding inundation of an ISF within 120 days	As needed
Ratify Statements of Opposition	As needed
Refine and redefine the meaning of “preserve the natural environment to a reasonable degree” as it relates to the State’s pursuit and management of ISF and NLL rights	As needed
Review and approve ISF work plan	Annually
Review, evaluate, and adopt enforcement agreements regarding inundation, modifications, disposal, and injury to ISFs	As needed
Review, evaluate, and approve recommendations to proceed to trial regarding Board held ISFs	As needed
Review, evaluate, and form intent to file for new ISF appropriations – this includes finding that there is water available for an ISF, there is a natural environment to protect, and the water right will protect that environment	Annually
Review, evaluate, and make recommendations about ISF polices and methodologies	As needed
Review and evaluate settlements to provide necessary protection to ISF water rights from injury	As needed
Flood Protection	
Define Board’s interest and role in procuring Federal funding to support local requests for flood protection and environment restoration projects	As needed
Approve the implementation of river restoration projects	As needed
Review and approve 100 year floodplain information	Bi-monthly

Board Member Work Plan

Review and approve projects eligible to receive funds from the Watershed Protection Fund	Annually
Review and approve annual agreements with FEMA regarding cooperative partnership and review resulting task orders for projects	Annually
Review and approve floodplain delineations	Bi-monthly
Review and make recommendations regarding the activities of the Flood task Force and flood hazard outlook	Annually
Review and approve easement requests for project lands	As needed
Review, evaluate, and approve technical guidelines used for community decision making regarding hazard reduction methods	As needed
Review, evaluate, and make recommendations regarding floodplain regulations	As needed
Review expenditures from the Flood Emergency Response Fund	Annually
Review weather modification permit requests	As needed
Water Supply Planning and Finance	
Fulfill fiduciary responsibilities for management of funds via policies and guidelines by defining loan interest rates, loan fund return rates, and non-reimbursable allowances and expenditures	Annually
Identify and promote, and as appropriate, fund potential water projects	As needed/continuous
Review and approve disbursements from fund sources for loans, non-reimbursable projects, litigation, and other expenditures	Annually
Review, evaluate, and make severance tax Operational Account expenditure recommendations	Annually
Review, evaluate and approve Fish and Wildlife Mitigation Account project proposals	As needed
Conservation and Drought Planning	
Determine need for comprehensive and consistent drought planning statewide	As needed/continuous
Help increase and advocate for public awareness about drought and opportunities to conserve water	As needed/continuous
Identify basin needs for conservation and drought efforts and applications of CWCB technical and financial support	As needed/continuous

Board Member Work Plan

Water Information	
Identify application opportunities for DSS technology	As needed/continuous
Review adequacy and timeliness of updates to data, models, and other DSS components	Annually
Review, evaluate, and make recommendations concerning CDSS	Annually
Review, evaluate, and make recommendations concerning studies and planning documents	As needed/continuous
Intrastate Water Management and Development	
Serve on technical and other committees related to program implementation strategies and activities	As needed/continuous
Serve as a liaison with IBCC roundtables	As needed/continuous
Review, evaluate, and make recommendations regarding SWSI implementation	As needed/continuous
Encourage the development of a common technical platform for water resource decision making	As needed/continuous