



2017 CWC STRATEGIC PLAN

INTRODUCTION

The Colorado Water Congress has been very successful in recent years at improving its programs and services for its members and the greater Colorado water community. In September 2015, the Board of Directors began a strategic planning process. The goal was to determine the highest-priorities for the organization in the coming years. This document summarizes the results of that process.

SURVEY RESULTS

In preparation for this strategic planning process, the Colorado Water Congress (“CWC”) retained Corona Insights to conduct a survey of members to gauge their satisfaction with the organization and gather their opinions on future priorities for growth. Based on survey results, the Board perceives the strengths of the Colorado Water Congress are: members are satisfied with their membership; value the networking, education, and professional development opportunities; and appreciate our advocacy activities. The Board believes CWC is on the right track and would like to continue to refine certain capacities.

There may be some room for improvement relative to the perceptions and level of engagement among certain members, especially those who hold junior positions in our member organizations. What may have the greatest impact on overall member satisfaction is for members to feel more connected to the organization. Educating and communicating to existing and prospective members how membership protects and advances their interests will likely increase their satisfaction.

MISSION AND PURPOSE

The strategic planning process builds upon the organization’s mission and purpose. The mission of the Colorado Water Congress is to initiate and advance programs for the conservation, development, administration, and protection of the water resources of the State of Colorado.

The purpose of the Colorado Water Congress is to provide its membership with a forum for the discussion of water matters and to the end that, where possible, conflicts among water users may be resolved through the medium of mutual discussion of the facts and proposed solutions. It will provide, to the greatest extent possible, information for the membership.

Through the development of facts, dissemination of information and resolution of apparent conflicts, the CWC will make its influence felt to the greatest extent possible in each area of public authority over water matters.

In furtherance of these objectives, the CWC may cooperate with and support organizations working for the same general objectives.

VISION

The Colorado Water Congress implements its vision through five strategic goal areas to ensure that the organization is successful in accomplishing its mission.

- ⇒ **Communication and Partnerships.** Communications **keep CWC members and committees connected and engaged** with CWC actions. In many cases, accomplishing the Colorado Water Congress mission will occur through mutually-beneficial, strategic partnerships with other organizations.
- ⇒ **Policy Development and Advocacy.** CWC serves as **an essential resource to develop sound water policy** and provides a forum for the exchange of ideas. A policy development program reflects the Colorado Water Congress mission and consensus of our members. Robust advocacy advances policies based on Colorado Water Congress members' interests. Legislators, government agencies, media, and others rely on the organization as a resource.
- ⇒ **Education and Networking.** **Informed, involved, and connected members create a strong, effective water community.** The Colorado Water Congress provides information about issues of importance to the water community.
- ⇒ **Governance** the Governance Committee is responsible for the vitality of the Colorado Water Congress; ensuring that CWC is effective, remains focused on its strategic direction, coordinates organizational planning, and continues to have a high-performing, diverse, and engaged Board of Directors.
- ⇒ **Financial Management.** Adequate revenue streams are necessary to provide **a solid financial basis** to implement CWC programs and projects.

STRATEGIC PLAN OBJECTIVES

Strategic Area	Objectives
<p style="text-align: center;"><u>Communications and Partnerships</u></p> <p>Goal: Engage members and strategic partners with Colorado Water Congress activities as specified in the CWC Communications Plan.</p> <p>Board Oversight: Communications and Partnerships Committee</p> <p style="text-align: center;">Standing Committee: Communications</p>	<ol style="list-style-type: none"> 1. Membership benefits from the opportunity for an open and transparent dialogue on water matters as provided by the Colorado Water Congress. 2. Actively solicit feedback from members regarding their relevant water issues and expectations of the Colorado Water Congress. 3. Inform our geographically diverse members on the status of key water issues and how the Colorado Water Congress is advancing water community priorities and helping shape Colorado water policy. 4. Support efforts and develop media strategy directed at informing the public about issues important to the water community. 5. Design, develop, and invest in technology and communication tools to support Colorado Water Congress education and advocacy strategies. 6. Develop and strengthen strategic partnerships in order to broaden and leverage the impact of Colorado Water Congress' work.
<p style="text-align: center;"><u>Policy Development and Advocacy</u></p> <p>Goal: Provide a robust forum to help formulate State and Federal water policy that reflects the CWC Mission.</p> <p>Board Oversight: Policy Development Committee</p> <p style="text-align: center;">Standing Committees: State Affairs Federal Affairs Water Quality</p>	<ol style="list-style-type: none"> 1. Assert supremacy of state water law over federal administration of water and support the continuing evolution of the prior appropriation doctrine consistent with CWC policies. 2. Develop policy positions with input from CWC Standing Committees and Special Projects. 3. Maintain special outreach to Colorado House and Senate Agriculture Committee and Interim Water Resources Review Committee members to serve as a resource on water matters. 4. Maintain effective outreach to the Colorado Congressional Delegation and Federal agencies to serve as a resource on water matters. 5. Facilitate constructive dialog between CWC members and governmental agencies in developing water regulations and their implementation. 6. Provide leadership with partner organizations on ballot initiatives, legislative, and regulatory matters of mutual interest. 7. Provide Colorado Water Congress members with tools to advocate for water policy. 8. Ensure that positions and activities of Standing Committees and Special Projects are consistent with CWC policies.

Strategic Area	Objectives
<p style="text-align: center;"><u>Education and Networking</u></p> <p>Goal: Provide valuable networking and educational events and opportunities to ensure an educated and informed water community.</p> <p>Board Oversight: Programs Committee</p> <p>Standing Committees: POND Awards</p>	<ol style="list-style-type: none"> 1. Provide ample opportunities for members to be actively involved in the Colorado Water Congress. 2. Assess Colorado Water Congress members' educational needs on relevant water matters. 3. Deliver annual and summer conference programs according to the needs of Colorado Water Congress members. 4. Coordinate with and provide guidance to the Colorado Foundation for Water Education. 5. Provide a wide array of internal and external networking and partnership opportunities.
<p style="text-align: center;"><u>Governance</u></p> <p>Goal: Establish and maintain a sound governance structure to implement and manage CWC activities in a manner that incorporates the CWC Mission, Goals, Objectives, and Policies.</p> <p>Board Oversight: Management Committee</p>	<ol style="list-style-type: none"> 1. Working closely with the Executive Director, coordinate activities among the various CWC functions and be a source of expertise and support for the Executive Director to manage human and financial resources. 2. Along with the full Board of Directors, ensure CWC is meeting its legal and fiduciary responsibilities. 3. Ensure Board members are doing their job well by providing needed training and guidance to actively fulfill their responsibilities as a Board member. 4. Be a resource for all Committees to accomplish CWC's Mission, Goals, Objectives, and Policies.
<p style="text-align: center;"><u>Financial Management</u></p> <p>Goal: Maintain clear financial policies and practices that are accountable to Colorado Water Congress members.</p> <p>Board Oversight: Finance Committee</p>	<ol style="list-style-type: none"> 1. Annual Business Plans guide expenditure of the organization's funds and focus priorities of the Colorado Water Congress. 2. Ensure CWC Board has accurate, timely financial status information. 3. Review proposed budget and track adopted budget to support CWC goals. 4. Pursue a portfolio of diverse revenue sources and adequate financial reserves to sustain CWC activities, including Special Projects. 5. Prepare financial information in accordance with standard accounting practices, including an independent annual financial audit.