Thinking about change occupies many pages in popular culture. We see change every day churning around us. A hundred years ago Leadville was a boomtown and mining was king in Colorado. There was no Moffat Tunnel, Colorado River (it was called the "Grand River"), ski industry, snowboards, airplanes, airports, automobiles, Interstate highways, wilderness areas, national forests, Air Force Academy, Vail, wireless communications, computers, HMO's or Federal budget deficits. 

A few things are still here in 1997 that were around a hundred years ago (but, they've changed too) — the Brown Palace, the Rocky Mountain, and Coors. 

Change has affected the Water Congress also. When it was formed, the focus was on reclamation project issues. Now, we spend most of our time on water quality, endangered species, ground water, preservation of existing water rights yield, ballot initiatives and proposed legislation. Change affects us all, and we all adapt in some way. 

Two years ago people in the Water Congress saw the end of the millennium coming and mused about the future of the organization — would it survive into the 21st century in its present form? How could the Water Congress redesign itself to respond to change and shape the change itself? And, make those changes to better serve the interests of the members? 

A hard working core of a dozen people have worked for the past two years to develop a Strategic Plan for the CWC. Those people were helped tremendously by numerous members of CWC with surveys, in focus groups and in convention sessions to review draft proposals. 

The culmination of this two-year Strategic Planning effort is presented in this issue of Colorado Water Rights. I believe this plan reflects consensus of the Water Congress members about the future shape and direction their organization. It isn't a perfect plan, but it does provide positive direction and focus for moving the Water Congress into the next millennium — which will be full of change. 

This Strategic Plan, however, will be only as successful as the commitment of members to do at least two things. The first will be members volunteering to serve on at least one of the nine new and ongoing committees which are contained within the recommendations of the Strategic Plan. Those committees will be pivotal in achieving the goals which emerged from the focus groups and review sessions. The topics of those committees range from education for legislators and K-12 citizens, to ballot issues to communications technology. 

The second factor for success of the Strategic Plan will be the members' review of the Strategic Plan within two to three years. I believe that periodic review of the progress of the CWC and the Strategic Plan will ensure an effective organization which can shape the nature of change in Colorado and respond to members needs in light of changes in Colorado. 

Finally, this Strategic Plan could not have been concluded without hundreds of hours of time volunteered by members of the Strategic Planning Committee. Also, the time donated by CWC members who participated in focus groups and review sessions were invaluable — keeping the Plan based upon the thoughts of members. My thanks and kudos to all of those people!

Well you've done it! It's beginning to look like we'll survive to see another century arrive in the history books. Holy cow!! Not only is this the beginning of the 21st century, but the beginning of the 3d millennium! This is a big deal! A big change!! Who would have thought we'd make it? Cool!! 

The culimination of this two year-strategic planning effort is presented in this issue of Colorado Water Rights. I believe this plan reflects the consensus of the Water Congress members about the future shape and direction their organization. It isn't a perfect plan, but it does provide positive direction and focus for moving the Water Congress into the next millennium — which will be full of change. 

This Strategic Plan, however, will be only as successful as the commitment of members to do at least two things. The first will be members volunteering to serve on at least one of the nine new and ongoing committees which are contained within the recommendations of the Strategic Plan. Those committees will be pivotal in achieving the goals which emerged from the focus groups and review sessions. The topics of those committees range from education for legislators and K-12 citizens, to ballot issues to communications technology. 

The second factor for success of the Strategic Plan will be the members' review of the Strategic Plan within two to three years. I believe that periodic review of the progress of the CWC and the Strategic Plan will ensure an effective organization which can shape the nature of change in Colorado and respond to members needs in light of changes in Colorado. 

Finally, this Strategic Plan could not have been concluded without hundreds of hours of time volunteered by members of the Strategic Planning Committee. Also, the time donated by CWC members who participated in focus groups and review sessions were invaluable — keeping the Plan based upon the thoughts of members. My thanks and kudos to all of those people!

Well you've done it! It's beginning to look like we'll survive to see another century arrive in the history books. Holy cow!! Not only is this the beginning of the 21st century, but the beginning of the 3d millennium! This is a big deal! A big change!! Who would have thought we'd make it? Cool!!
## Colorado Water Congress

### Strategic Plan

Approved by the Board of Directors, October 23, 1996

## Theme

Provide for the financial security of the CWC in order to successfully fulfill the mission statement.

Develop proactive programs to deal with legislative, regulatory and initiative issues.

Establish an urgent action process.

Become advocates of water policy in the media.

Education — CWC will develop a leadership role in providing water education to two target groups:
- public officials
- K through 16 children, young adults and teachers.

Integrate the purpose and structure of the CWC to promote protection of established water rights.

## Action Items

<table>
<thead>
<tr>
<th>Theme</th>
<th>Action Items</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide for the financial security of the CWC in order to successfully fulfill the mission statement.</td>
<td>1. Reinvigorate the Board of Directors to retain existing members within their category.</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>2. Task the Board of Directors to develop new members from within their category.</td>
<td>Intermediate/Long-term</td>
</tr>
<tr>
<td></td>
<td>3. Task the Management and Budget Committee to develop recommendations to increase charges for CWC services, e.g., higher State Affairs Committee administration fees; increase the service charge for special projects.</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>4. Include in the consideration of staffing requirement the feasibility of adding additional employees or contractors to provide for membership development or advocacy.</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>5. Review dues structure in light of ability to pay and new membership categories.</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Develop proactive programs to deal with legislative, regulatory and initiative issues.</td>
<td>1. Establish a Ballot Issue Advisory Committee (This subcommittee would review the response or proactive stance of CWC regarding initiatives — to select issues, recommend staff commitment and develop funding.)</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>2. Strengthen the resolution process to increase membership and Board participation; to provide a strong basis for CWC policies. Development of resolutions should reflect the diverse interest of the membership.</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>3. Reestablish the Federal Affairs Committee, which would:</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>• meet on a regular basis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• draw upon the resources with in other national groups, e.g. NWRA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• coordinate with Congressional delegations and staff</td>
<td></td>
</tr>
<tr>
<td>Establish an urgent action process.</td>
<td>1. Establish a committee to investigate the feasibility and cost of alternatives to speed timely communication among members regarding urgent issues, e.g., fax services, calling trees, Internet options (CWC home page, e-mail), teleconferencing.</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>2. Improve coordination and communication through technology among compatible lobbying organizations, e.g. CACI, CCI, Farm Bureau, CCA, CO Muni League, NWRA.</td>
<td>Immediate/Intermediate</td>
</tr>
<tr>
<td>Become advocates of water policy in the media.</td>
<td>1. Establish a “Media Committee” to develop a formal image management plan.</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>2. Initiate periodic meetings with the editorial boards of the major media.</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>4. Task the Media Committee to coordinated tailoring of CWC policies to press releases, positions within the media and, where necessary, respond to editorials or letters.</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Education — CWC will develop a leadership role in providing water education to two target groups:</td>
<td>1. Continue complementary registration of state legislators at CWC seminars and conventions.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• public officials</td>
<td>Immediate</td>
</tr>
<tr>
<td></td>
<td>• K through 16 children, young adults and teachers.</td>
<td>Immediate</td>
</tr>
<tr>
<td>Integrate the purpose and structure of the CWC to promote protection of established water rights.</td>
<td>1. Promote input and draw talent from the geographically dispersed water user community in Colorado.</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>2. Establish a special committee to review the Articles of Incorporation in light of the changing economic and demographic status of users of existing water rights in Colorado.</td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>3. Task the Management and Budget Committee to develop staff recommendations to reflect the changing duties of the Executive Director in light of the Strategic Plan; develop a succession plan to assure a smooth staff transition, as appropriate.</td>
<td>Intermediate</td>
</tr>
</tbody>
</table>
Colorado Water Congress
39th Annual Convention
January 30 - 31, 1997
Holiday Inn Northglenn - Denver
I-25 & 120th Avenue, Northglenn, Colorado

Wednesday, January 29, 1997
10:00 a.m. Colorado Water Conservation Board Meeting
7:00 p.m. CWC Board of Directors' Meeting

Thursday, January 30, 1997
7:30 a.m. Registration Openings
8:00 a.m. Colorado Water Conservation Board Meeting
8:00 a.m. Three Concurrent Workshops - i.e., (1) Roundtable on Water Education; (2) Engineering & Management Developments; and (3) Water Legal Issues.
9:45 a.m. GENERAL SESSION I - Dr. Evan Vlahos of Colorado State University will speak on "The 21st Century is Tomorrow: Are You Ready?"; Mayor Robert Isaac of Colorado Springs will speak on "Leadership"; and State Senator Jim Costa of California will speak on "Financing the Future: The California Experience."
11:30 a.m. CWC BUSINESS MEETING
2:15 p.m. GENERAL SESSION II - Attorney General Gale Norton who will speak on "Significant Water Legal Issues Pertaining to Colorado"; and Don Gliser, Executive Director, Western Water Policy Review Advisory Commission, who will speak on "Water in the West Today."
3:45 p.m. Four Concurrent Workshops - i.e., (1) Issues with the Instream Flow Program; (2) Engineering & Management Developments: (3) Endangered Species Issues; and (4) Water and Water Quality and Drinking Water Issues & Developments.
6:00 p.m. RECEPTION

Friday, January 31, 1997
7:00 a.m. LEGISLATIVE BREAKFAST - Addressing the delegates will be: Senator Don Ament of Illi.; Senator Timlan Bishop of Grand Junction; Senator Joan Johnson of Adams County; Senator Tom Norton of Greeley, Representative Lew Entz of Hooper, and Representative Jeanne Reeser of Thornton.
8:45 a.m. GENERAL SESSION III - A panel of "Washington 1997 - What's Going to Happen?" The panelists are: (1) Tom Donnelly, Executive Vice President, National Water Resources Association, Washington, D.C.; (2) Honorable Ray Kogovsek, President, Kogovsek and Associated, Inc. and former Member of Congress; and (3) Bill Brack, Attorney at Law, Brownstein, Hyatt, Farber and Sharpand, Washington, D.C. and former Chief Aide to U.S. Senator Hank Brown.
10:30 a.m. Five concurrent Workshops - i.e., (1) Colorado Water History as viewed by the Aspinall Award Recipients; (2) Conflict Management - Does It Work?; (3) Ground Water Issues; (4) Water Conservancy District Issues with Reclamation; and (5) Water Quality and Drinking Water Issues & Developments.
12:15 p.m. THE WAYNE N. ASPINALL LEADERSHIP LUNCHEON - U.S. Senator Hank Brown will be the speaker. The Seventeenth Annual "Wayne N. Aspinall Water Leader of the Year Award" will be presented at this luncheon. Results of the CWC Board of Directors Election will be announced at the luncheon.
1:45 p.m. CWC Board of Directors' Meeting

California Votes Yes for Proposition 204

California voters approved Proposition 204, the Safe, Clean, Reliable Water Supply Act, by a 63-37 margin on Tuesday, November 5. The measure garnered 5,464,490 yes votes with 100% of precincts voting (without absentee ballots counted): 4,299,127 voted no.

"Tonight (November 5, 1996), California has returned a vote for the future," said Senator Jim Costa, the measure's author and Yes of Prop 204 campaign chair. "This is a historic moment in California's water history, and represents the largest step toward a comprehensive solution to the state's water supply problems since the development of the State Water Project in 1960."

"Water is the lifeblood of California's economy," said Secretary of State Bill Jones, vice chair of the Prop. 204 campaign. "Passage of Proposition 204 will pay dividends for our children and our grandchildren that will benefit our state for decades to come."

"Proposition 204 succeeded because of the support and commitment of a broad coalition of groups," said ACWA Executive Director Stephen Hall. "It will now be up to us to continue that cooperation and move ahead with developing a comprehensive plan to address the Bay-Delta."

(Reprinted from the ACWA News, November 18, 1996)

Senator Jim Costa

State Senator Jim Costa of California

Senator Jim Costa was elected to the California State Senate in 1994, after serving 16 years in the State Assembly. He represents the West Side of the San Joaquin Valley, including portions of Fresno, Kings, Tulare, and Kern Counties, as well as a small portion of Madera County. Upon election to the Senate, he was appointed to Chair the Senate Agriculture and Water Resources Committee.

Senator Costa has a long history in agriculture and water. He was raised on his family's farm in western Fresno County. Jim and his family have farmed in the San Joaquin Valley since the early 1900's in Tulare, Kings, and Fresno Counties.

While in the California State Assembly, he chaired the Assembly Water, Parks and Wildlife Committee, where he championed efforts such as creating the San Joaquin River Parkway, groundwater management legislation, and water financing and development issues.

He is the author of Proposition 204, which passed overwhelmingly on the November 5, 1996 ballot, to finance a variety of water projects and programs, with emphasis on restoration of the Sacramento-San Joaquin Delta, the heart of the state's water supply system.

Senator Costa is one of the featured speakers at the CWC 39th Annual Convention.
**Colorado Water Congress**

**Strategic Plan**

**Time Schedule**

### Immediate Action Items

1. Continue complementary registration of state legislators at CWC seminars and conventions.
2. Reinvigorate the Board of Directors to retain existing members within their category.
3. Strengthen the resolution process to increase membership and Board participation; to provide a strong basis for CWC policies. Development of resolutions should reflect the diverse interest of the membership.
4. Reestablish the Federal Affairs Committee, which would:
   - meet on a regular basis
   - draw upon the resources within other national groups, e.g. NWRA
   - coordinate with Congressional delegations and staff.
5. Establish a Ballot Issue Advisory Committee.
6. Establish an “Education Committee” to investigate development/coordination of K through 16 education programs.
7. Provide a legislator “class” concerning current or fundamental water issues on a regular basis during the legislative session.

### Intermediate Action Items

1. Review the dues structure in light of ability to pay and new membership categories.
2. Task the Management and Budget Committee to develop recommendations to increase charges for CWC services, e.g. higher State Affairs Committee administration fees; increase the service charge for special projects.
3. Establish a Committee to investigate the feasibility and cost of alternatives to speed timely communication among members regarding urgent issues, e.g. fax services, calling trees, Internet options (CWC home page, e-mail) teleconferencing.
4. Establish a “Media Committee” to develop a formal image management plan.
5. Initiate periodic meetings with the editorial boards of the major media.
7. Task the Media Committee to coordinate tailoring of CWC policies to press releases, positions within the media and, where necessary, respond to editorials and letters.
8. Establish CWC as a resource for water information available to K through 16 educators.
9. Task the Management and Budget Committee to develop staff recommendations to reflect the changing duties of the Executive Director in light of the Strategic Plan; develop a succession plan to assure a smooth staff transition, as appropriate.
10. Include in the consideration of staffing requirements the feasibility of adding additional employees or contractors to provide for membership development or advocacy.
11. Promote input and draw talent from the geographically dispersed water user community in Colorado.
12. Establish a special committee to review the Articles of Incorporation in light of the changing economic and demographic status of users of existing water rights in Colorado.

### Long Term Action Item

1. Task the Board of Directors to develop new members from with their category.

---

**Colorado Water Rights**

*Immediate — August 1996 – August 1997
Long Term — after November 1998*
COLORADO WATER RIGHTS

Published by:
Colorado Water Congress
1390 Logan Street, Suite 312
Denver, Colorado 80203
Phone (303) 837-0812
Fax (303) 837-1607

Member of
National Water Resources Association
Dick MacRavey
Publisher

Linda Deaton/ Latitudes North
Editing/Production

Publication Printers

OFFICERS 1996 - 1997
Neil Jaquet, Golden
President
Peter Nichols, Carbondale
Vice President
Douglas Kemper, Aurora
Treasurer
Kirt Kimball, Denver
Assistant Treasurer
Dick MacRavey, Denver
Secretary
Jim Hokit, Montrose
Immediate Past President

BOARD OF DIRECTORS
Robert O. Burr, Walden
Steve Clark, Denver
Kenneth Crandall, Sterling
Ralph Curtis, Alamosa
John R. Fitcher, Steamboat Springs

Mike Gross, Silt
Ronald A. Hellbusch, Westminster
Jim Hokit, Montrose
Neil Jaquet, Golden
Doug Kemper, Aurora
Kirt Kimball, Denver
Rod Kuharich, Colorado Springs
Douglas Lockhart, Grand Junction & Lakewood
Wayne Miller, Windsor
Peter Nichols, Carbondale
R. L. "Bud" O'Hare, Pueblo
Ed Pokorney, Denver
John Porter, Conroe
David Robbins, Denver
Paul Testwuide, Vail
Reford Theobold, Grand Junction
W. H. "Bill" Webster, Greeley
Eric Wilkinson, Loveland
Bart Woodward, Snyder
Ed Pokorney, Denver
NWRA Director
Eric Wilkinson, Loveland
NWRA First Alternate
Rod Kuharich, Colorado Springs
NWRA Second Alternate
Mark T. Pithee, Colorado Springs
NWRA Resolution Member
Sara Duncan, Denver
NWRA First Resolution Alternate

© Colorado Water Congress, 1996

TO: COLORADO WATER CONGRESS BOARD OF DIRECTORS
FROM: ____________________________

(Name, Address, Telephone Numbers - Business and Home, and Fax Number)

SUBJECT: COMMITTEE VOLUNTEER

I would like to volunteer for the following committees:

1. Ballot Issue Advisory Committee  Yes  No  No
2. Infrastructure Financing Committee  Yes  No  No
3. Winter & Summer Convention Program Planning Committee  Yes  No  No
4. Workshop Planning Committee  Yes  No  No
5. Education Committee  Yes  No  No
6. News Media Committee  Yes  No  No
7. Membership Committee  Yes  No  No
8. Resolutions/Policy Committee  Yes  No  No
9. Technology/Communications Committee  Yes  No  No

THE ABOVE COMMITTEES MAY BE ESTABLISHED
— DEPENDING UPON RESPONSE —

I would like to suggest the following program ideas and speakers for future CWC meetings:

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

Other comments that I would like to offer:

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

Colorado Water Rights
1390 Logan Street, Room 312
Denver, CO 80203

BULK RATE
U.S. POSTAGE PAID
Permit No. 514
Denver, Colorado

Dr. Robert Ward
Colorado State University
CWRR
410 North Univ. Serv. Center
Fort Collins, CO 80523