

**Coconino Plateau Water Advisory Council
Strategic Plan
January 2011 – 2013**

Overview

On October 29, 2010 the Coconino Plateau Water Advisory Council hosted a strategic planning retreat with Water Advisory Council and subcommittee members, and other stakeholders. At this retreat, the participants reviewed accomplishments from the previous plan, discussed key trends that impact the CPWAC, and developed a list of strategies to guide the WAC's work for the next two years.

In general, the retreat participants expressed support for the work of the CPWAC over the past few years and a desire to keep focused on completing the tasks and studies that are currently underway with an eye toward future implementation. There was no major change in strategic direction proposed.

Key themes that emerged from the retreat and will be the framework of the 2011-2013 Strategic Plan include:

Water Ethic—Now that the CPWAC has adopted a Water Ethic, the retreat participants discussed what the next steps should be. This was a separate strategic planning area under the 2008 Plan and should probably remain as such, being updated with next steps identified through the retreat.

Sustainable Water Budget—The CPWAC retreat participants identified completion of the Sustainable Water Budget as a high priority. The new strategic direction: **Environment and Sustainable Use** replaces the former “**Environmental Needs: Prioritizing Environmental Needs for Sustainable Water Use.**” The strategies outlined build upon the work completed and that are still underway, with a goal of completing and implementing both the sustainable water budget and the regional groundwater flow model.

The new **Sustainable Regional Water Planning** (formerly **Managing Demand, Supply and Conservation: Developing Short Term Goals and Long Term Strategies**) also prioritized developing the SWB, working on the feasibility study, developing other potential studies, finding funding, and actually completing the studies.

Partnerships, Outreach, and Funding--- The strategic action area that deals primarily with government affairs was expanded to broaden the focus to also include regulatory, financial, and intergovernmental relations. The themes that came out of this discussion included building on the work the partnership and education aspects through outreach such as legislative day. The previous plan focused on federal opportunities and the new strategic area broadens the pursuit of funding to look at state and local opportunities as well. Another action identified as critical to the CPWAC is need to pursue partners who aren't participating, and to keep new members informed about the CPWAC.

Feasibility Study: Although there were no specific exercises to focus on the feasibility study at the retreat, the need to develop a cost share agreement for the non-federal partners was raised, and the expectation that the CPWAC will move forward with the Study and continue to pursue funding will be a primary focus of the CPWAC in the upcoming years is inherent in all of the strategic areas.

With the first Strategic Plan adopted in 2006, there was a strategic area focusing on education and outreach. With the 2008 Strategic Plan that section was eliminated and became integral to the other strategic areas. This year there was a separate break-out group to develop a vision and specific strategies. Whether this should maintain its own strategic direction, or again be incorporated into the other elements will be a decision to be made by the CPWAC at the recommendation of the Public Outreach Committee. Some key issues that came out of the retreat for the POC include updating the web page to be interactive and current, with monthly updates before each meeting. Also, using social media when appropriate was mentioned.

The Subcommittees will review the proposed changes to the current strategic plan and make appropriate changes. Eliminating existing strategies that have been completed, modifying those that need to be updated, and adding new ones to achieve future strategic directions.

STRATEGIC DIRECTION 2010: Creating a Water Ethic	
Vision: Education and awareness leads to a regional adoption of a water ethic. (Includes criteria for functioning water sheds, linking groundwater flow to the at-risk water study, and determine the environmental effects and hydrological sensitive areas.)	
Success Indicators: Adoption of Water Ethic by Member Agencies	
Challenges: <ul style="list-style-type: none"> • Getting the public to “buy in” and have ownership of the water ethic. • Getting good data, information and predictions for the roadmap. • Different cultures and groups have different interpretations of water ethic. 	Opportunities: <ul style="list-style-type: none"> • Identified “best use” of water resources by area can guide planning. • Education

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
1.1 WAC Member agencies adopt Water Ethic making it part of the regional value system- Water Ethic is key message of WAC.	TBD	TBD	TBD	Adopted June 2010
1.2 Create an understanding of the reality in terms of what water use is now, what is sustainable, etc.	Exec Committee	TBD	TBD	This has not been started-probably relies in part on sustainable water budget work of TAC
1.3 Define an “adequate” usage amount (per capita target number) with parameters to develop a desired water footprint and potential model (similar to a carbon footprint).	Exec. Com./ Coordinator	TBD	TBD	This has not been started-probably relies in part on sustainable water budget work of TAC

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
1.4 Develop and define priorities (hierarchy of needs) to determine “best use” for the water supply.	Exec.Com/ Coordinator	TBD	TBD	Clarify Role and Intent
1.5 Create a “cool” WAC mascot (ex. Northern AZ Leopard Frog) or other icon symbol of the water ethic.	Public Outreach	TBD	TBD	This project is still in process. Schools have been identified, letters need to be composed and mailed with a target date (of February) to pick a winner, (announcement in April).
1.6 Find utilities and entities willing to give financial incentives to individuals incorporating a water ethic into their lifestyle (storm water harvesting).	TAC/Public Outreach	TBD	TBD	Not Started
1.7 Utilize partnerships (ex. tourism industry, Chamber of Commerce, travel organizations, schools, realtors, and developers) to promote the water ethic.	Public Outreach	TBD	TBD	Not Started
1.8 Develop CPP Water Conservation Awards	Public Outreach/ TAC (criteria)	In kind	TBD	In progress
1.8 Use Social Research Lab to identify where we are and where we want to go with key audiences.	TBD	TBD	TBD	Not Started
1.9 Create ownership/buy-in/accountability for implementing our regional water ethic (public and policy makers).	Public Outreach	TBD	TBD	In Progress (see conservation strategies)
1.11 Utilize the IMAX Grand Canyon theater	TBD	TBD	TBD	Not Started

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1.12 Involve high school “cool” kids to deliver message. Jr. WAC for High School students; promote youth representation on WAC; school water audits conducted by students	Public Outreach Committee	Funds budgeted	In progress	Proposal for Youth Council submitted by John Davison and under consideration by Public Outreach Committee and WAC
1.13 Develop marketing and communications plan to promote water ethic	TBD	TBD	TBD	TBD

STRATEGIC DIRECTION	
2010: Environment and Sustainable Water Use	
Vision: Lead Colorado Plateau toward sustainable water use for people and the environment	
Success Indicators: WAC approves Sustainable Water Budget; Uses the regional groundwater flow model to test sustainable water budget, monitoring water quality and quantity (ID Gaps)	
Challenges: <ul style="list-style-type: none"> • funding • Linking studies • 1872 mining act • Integrating legislation 	Opportunities: <ul style="list-style-type: none"> • Climate change efforts (nationally) and Picture Canyon (locally) have made people more aware of their environmental impacts. • Possibilities for new funding, creativity, prioritizing projects, water alert system • Reaching new audiences (such as people who don’t live in N. AZ, although impact the area). •

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2.1 Assess environmental needs for quality and quantity of water. Identify water quality and quantity (both surface and ground) thresholds for environmental needs (standards differ by species and system)	TAC	In kind, grant	TBD	In Progress-Sustainable Water Budget project

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
2.2 Identify and promote land management practices that improve water availability and protect hydrologically sensitive areas.	TAC	In kind	TBD	In Progress-TAC has identified several good data sources and will provide appropriate information to the POC for inclusion on the CPWAC website
2.3 Prioritize “at risk” areas for management. Identify important environmental resources (priorities based on risk, etc.)	TAC	In kind, grants	TBD	In Progress - Coconino Plateau At-Risk Water Project Final Report
2.4 Identify legislative needs to protect important environmental resources.	TAC, Government Affairs	In kind	TBD	In Progress - joint meetings held to discuss issues of mutual/overlapping concern of committees but have not developed this list-GAC needs direction from WAC
2.5 Develop a plan to link models and studies and identify next steps, gaps in research, etc. 2010 revised results of groundwater model scenarios and ID ways to track/monitory quantity and quality	TAC	TBD	TBD	TAC is working on several studies and has incorporated existing information. Data gaps will be identified as appropriate.
2.6 Incorporate other types of water conservation projects into feasibility study (storm water recharge, rainwater harvesting, greywater systems) and associated impacts.	TAC	In kind	TBD	Feasibility authority and federal appropriations approved August 2010. Conservation was considered at the appraisal level. TAC will discuss how to include the feasibility level.
2.7 Identify thresholds for wildlife and vegetative communities.	TAC	TBD	TBD	Ongoing-SWB
2.8 Determine what role the WAC might play in water quality issues as relates to the environmental needs.	TAC	TBD	TBD	Ongoing-SWB

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
2.9 Track Regional Planning: 4FRI, WRDC	Coordinator	TBD	TBD	Ongoing
2.10 Outreach to NFS and other members to assure continuous WAC engagement	TBD	TBD	TBD	TBD

STRATEGIC DIRECTION 2010: Sustainable Regional Water Planning	
Vision: Development and managing water resources in a sustainable manner based on supply, demand, and conservation	
Success Indicators: Informed and knowledgeable public	
Challenges: <ul style="list-style-type: none"> • Cost • People to know and understand who we are. • Lack of WAC staff to take the lead. 	Opportunities: <ul style="list-style-type: none"> • Website • Focus on creating “way of life” for children. • WAC sponsored public forums/partnerships.

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
3.1 Develop a sustainable water budget to determine the limit to both human and environmental demands. Develop a sustainable water budget (develop thresholds and triggers)	TAC	In kind	TBD	In progress - SWB
3.2 Assess conservation plans that have been completed and submitted to ADWR to identify best practices. Publicize-get the word out on BMP’s and other info on website (work with utilities to get the word out to public)	TAC	In kind	TBD	Plans have been submitted to ADWR and are included in their Community Water Systems Database. Additionally ADWR has assembled a spreadsheet of BMP available at cpwac.org

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
3.3 Develop and use a list of grants and funding resources on the web site to assist member agencies and others in implementing conservation plans.	Exec.Com./ Coordinator	In kind	TBD	Not started
3.4 a. Work on Feasibility Study (public outreach on process and objectives and latest information) b. secure non-federal funding/in kind c. continue to apply for and receive federal funding	TAC	Rural Water Supply Program/ Matching funds	2010-2015	In progress
3.5 Sponsor “big-picture” talks to inform the public on ongoing WAC activities	TBD	TBD	TBD	TBD
3.6 Access and utilize more focused scenario runs based on changes in water use. (USGS groundwater model) (downscaling groundwater model for Plateau)	TBD	TBD	TBD	TBD
3.7 Develop list of potential studies (some are already identified, i.e. Rocky Mountain Institute’s next steps. Focus on sustainable water budget	TBD	TBD	TBD	TBD
3.8 Develop water conservation section of the website. (Different sections... urban rural, etc.) <ul style="list-style-type: none"> Highlight conservation best practices and what is happening on different parts of the Plateau to showcase the diversity of current use and 	Public Outreach	In kind	2012	BMP’s for Municipal water providers is posted on website, link prominently displayed on home page. Water conservation tips section is prominently displayed on home page with links to various organizations that offer detailed information on water

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<p>conservation practices.</p> <ul style="list-style-type: none"> • Add an interactive activity (articles on developing a water footprint, etc.) to website. • Develop information and display on water hauling for the web site. 				conservation strategies which the average person can integrate into their lives.
3.5 Identify potential partners that are already working on conservation issues and coordinate activities – co-sponsor events (public forums)	TAC	None	2012	See lists identified ongoing programs at www.cpwac.org
3.6 Develop an educational program for promoting potential greywater and rainwater harvesting opportunities to develop support for an ordinance (work with the development community and manufacturers of products to assist in this effort).	TAC	In kind and materials TBD	2012	See lists identified ongoing programs at www.cpwac.org
3.7 Coordinate with experts (ex. Kerry Schwartz – Project Coordinator and Chris Newell – Willow Bend, County Superintendent of Schools) on how to get curriculum in schools, presentation to WAC. <ul style="list-style-type: none"> • Coordinate outreach activities to schools – letters to teachers and ask kids to draw/describe where water comes from. See who has a “sustainability week” or other curriculum we could add on. 	Education Subcommittee of Public Outreach	In kind	2012	In progress—see creating a water ethic 1.5 above
3.8 Collect information on industrial,	TAC	TBD	TBD	Clarify the role and value of this strategy.

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residential and commercial users – where they get water, how much (listed under website). <ul style="list-style-type: none"> • Research the industrial impacts of mining. 				Effort temporarily on hold.
3.9 Identify existing infrastructure for reclaimed water.	TAC	TBD	TBD	Completed by ADWR, see summary at www.cpwac.org
3.10 Review the Rocky Mountain Institute study – identify next steps and propose activities to the WAC.	TAC	TBD	TBD	Next step recommendations included in the Rocky Mountain Institute Study, follow-up
3.11 Collaborate with USGS on numeric groundwater model.	TAC	In kind	2012	In Progress TAC provided scenarios to USGS for model runs, awaiting results.

STRATEGIC DIRECTION:	
2010: Regulatory, Financial, and Intergovernmental Relations: Building Legislative and Financial Support and Partnerships	
Vision: Adopt formalized water management policies that link growth and adequate water supply; investigate existing institutional and financial models and partnerships to implement regional water solutions (Central Arizona Water Conservation District) and identify required legislation to implement and fund it.	
Success Indicators: Budget	
Challenges: <ul style="list-style-type: none"> • Education of the public about formal water management (so development community is engaged). • Need to investigate the options without appearing to have a pre-determined solution. 	Opportunities: <ul style="list-style-type: none"> • Educate legislators and other stakeholders • Expand internal dialogue between WAC and partners on institutional framework.

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Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
4.1 Continue legislative day efforts and efforts to educate legislators with emphasis on new ones (every 2 years) <ul style="list-style-type: none"> • partnerships/collaboration with groups with similar interests e.g. Greater Arizona mayor's Association League of Cities and Towns 	Gov. Affairs	In kind	TBD	Legislative day held 8/28/2009 with good attendance from state and federal representatives.
4.2 Continue to identify legislative tools to manage water resources more effectively.	Gov. Affairs/TAC	TBD	TBD	In Progress. AZ Budget issues have sidelined possibilities. WAC members participating on Water Resources Development Commission
4.3 Monitor and report on water rights adjudication	Gov. Affairs/TAC	TBD	TBD	We have had periodic updates on the adjudication and the Navajo/Hopi water settlement. Since the confidentiality order is lifted, we need a comprehensive report on the settlement
4.4 Monitor rulemaking process	Gov. Affairs	None	Ongoing	Presentation given to WAC by City of Flagstaff and Coconino County in 2009 but rulemaking moratorium has suspended the discussion for now.
4.5 Update the 1989 SRP report on regional water authority models.	TAC	TBD	TBD	Report reviewed by TAC. Ongoing efforts at the state level through Water Resources Development Commission
4.6a. Review state and federal legislation for funding opportunities. b. Develop partnerships with state, local, and federal agencies that may be receiving funds.	Exec Com/Coord/Gov. Affairs	TBD	TBD	In Progress Successfully worked with Committees and WAC to seek Rural Water Act authority
4.7 Present Coconino Plateau water	Gov. Affairs	In kind	2012	Yet to be done although AMWUA did

Strategies to Implement	Lead Role	Resources	Projected Timeline	Status
<p>conservation/management successes to the Arizona Municipal Water Users Association board.</p> <p>a. Develop relations with strategic partnerships outside and within Northern Arizona. Build on this</p> <p>b. Partnerships/collaboration with groups with similar interests e.g. Greater Arizona Mayor’s Association, League of Cities and Towns</p>				<p>make presentation to CPWAC</p> <p>4.7a WAC members are active in various State water discussions, strengthening northern AZ ties to other state water interests. Seeking input whether we want more direct representation by the WAC in these groups.</p>
<p>4.8 Governmental affairs – contacting, briefing and including newly elected officials in WAC.</p> <p>Including both new members and local government. Getting involvement in WAC and understanding of WAC</p>	Governmental Affairs Committee	In kind, materials costs TBD	Ongoing	Will arrange local council and officials briefing for this year. Need welcome letter for new WAC members.
<p>4.9 Speaker’s Bureau expanded to orgs and schools; lecture series guest speakers or our speakers</p>	TBD	TBD	TBD	TBD
<p>5.0 Update webpage to be interactive and current</p>	TBD	TBD	TBD	TBD