



CAP
CENTRAL ARIZONA PROJECT

STRATEGIC PLANNING SESSION
COLLECTING STAKEHOLDER INPUT

September 24-25, 2009

ACTION PLAN CLASSIFICATION

Specific evaluation, proposal or action plan - "go do this and bring something back to us" - specific end date
Short-term action plan - ongoing rather than one time - start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure
COMPLETED - Something we are doing as an ongoing process - these items will be dealt with and reported in the normal course of business

Long-term action plan - will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
L P E U A B L E R C S H I R P U S & T	Image - Education / Knowledge and Visibility of CAP	Improve knowledge of water and CAP among the general public and community leaders.	1	Continue efforts to involve Board members in setting strategic communications direction.	
			2	Develop opportunities for Board members to educate community leaders, elected officials and members of the public about water and the value CAP brings to the tri-county service area.	
	Relationships - Customers	Improve relationships with customers.	3	Identify and develop opportunities for Board members to collaborate with customers and other stakeholders, including involvement in meetings, issues, discussions, etc., based on expertise, experience, and relationships.	
			4	Identify opportunities to obtain customer input and collaborate with customers on decisions, but without abdicating decisions to others.	
	Relationships - Other stakeholders	Improve relationships with other stakeholders.	5	Define relationship that CAP wishes to have with environmental groups and how that relationship will benefit CAP.	
			6	Define relationship that CAP wishes to have with Indian communities and how that relationship will benefit CAP; recognize that tribes vary in objectives, culture, etc.	
			7	Define relationship that CAP wishes to have with public land use constituencies and how those relationships will benefit CAP.	

Specific evaluation, proposal or action plan
 -"go do this and bring something back to us"
 -specify end date

Short-term action plan
 - ongoing rather than one time
 -start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
 - these items will be dealt with and reported in the normal course of business

Long-term action plan
 - will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
L P E U A B L E D I R C S H I R I P U S & T	Future Water Leadership	Educate potential future CAP leaders.	8	Continue efforts and identify additional opportunities to educate community leaders, elected officials and members of the public about water and the value CAP brings to the tri-county service area through leadership development programs and other forums.	
			9	Identify new audiences for leadership development opportunities, including customers, employees, emerging and former community leaders and elected officials.	
	CAP Internal Leadership - Board	Identify how interested Board members become officers.	10	Executive Committee to develop guidance for members wishing to hold a leadership position on the Board (officer terms, how to qualify, etc.) (NEW -- short term)	
	CAP Internal Leadership - Key Staff & Succession Planning	Have a succession plan for the General Manager and key senior staff.	11	Develop a succession plan for the General Manager that provides flexibility to replace with internal or external candidates. (Submit to Board by December 2007)	
			12	Develop succession plan for senior staff that provides flexibility to replace with internal or external candidates.	

Specific evaluation, proposal or action plan
 - "go do this and bring something back to us"
 - specific end date

Short-term action plan
 - ongoing rather than one time
 - start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
 - these items will be dealt with and reported in the normal course of business

Long-term action plan
 - will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
P R O J E C T R E L I A B I L I T Y	Managing our workforce	Attract and retain human resources.	13	Continue the following activities: - Conduct regular employee surveys and target lowest scoring items with improvement programs. - Review employee turnover annually. - Conduct market salary surveys at least every two years. - Conduct market benefit comparisons at least every two years.	
		Develop and grow our own workforce.	14	Maximize efficiency and effectiveness of the existing Apprenticeship Program. Education is procured primarily from the outside; some modules may be brought in house.	
			15	Continue the following activities: - Exploration of other alternatives for obtaining skilled labor. - Providing appropriate Manager and Supervisor training. - Providing training opportunities for employees to maintain job competency and improve skills. Employees and managers are responsible for achieving development plan goals. - Maintain the tuition reimbursement program for appropriate education.	
		Investigate outsourcing.	16	Do not outsource critical activities necessary to maintain reliable water deliveries. Define what is critical and what is not.	
			17	Explore more outsourcing for jobs that aren't done every day, jobs for which we do not have the expertise, and appropriate routine jobs.	

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
R E P R I O R I T Y	Managing our workforce (continued)	Plan for succession of key jobs.	18	Continue the following activities: - Use of succession planning for key jobs expected to be vacated within 3 years. - Proactive identification of candidates for succession to key jobs. - Maintenance of workforce planning for all jobs expected to be vacated.	
		Provide a safe and secure work environment.	19	Continue efforts to obtain VPP Star Status and achieve Target Zero.	
			20	Establish and achieve an improved target for participation in annual health assessment.	
	Effectively operating and maintaining the system.	Maintain our physical assets.	21	Utilize appropriate state-of-the-art equipment to protect assets and employees and provide surveillance.	
			22	Continue efforts to achieve Maintenance Excellence (CAP's asset management initiative).	
		Provide reliable water deliveries.	23	Attain 90% system operating availability while providing for necessary planned outages.	
			24	Maintain current critical incident plan and emergency operations plan (current = less than 2 years old).	
			25	Maintain cross-departmental partnership agreements.	
26	Aggressively pursue consensus resolution of issues surrounding Pima County CAP reliability.				

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
R E L I A B I L I T Y P R O J E C T	Preparedness for business disasters and threats.	Prepare the workforce for Business Disaster Recovery.	27	Proceed with current BDR planning efforts and maintain the existing BDR plan.	
			28	Meet semi-annually with managers/SMT for review and identification of critical skill sets.	
			29	Provide annual BDR training and communications.	
		Protect intellectual property and information technology.	30	Continue with current plan - IT BDR plan in place and tested by the end of 2007.	
			31	Evaluate 2 complete hot sites - CAP site and IBM site (long term).	
			32	Vital records protection to be completed by 2008.	
		Protect water resource.	33	Utilize appropriate state-of-the-art equipment to protect assets, monitor water quality and provide surveillance.	
		Guard against internal and external threats.	34	Perform regular computer system security audits.	
			35	Maintain a current terrorism response plan.	
			36	Conduct a third-party security audit of CAP facilities every five years.	
Prepare for potential pandemics.	37	Develop a pandemic response plan and incorporate into the existing BDR plan.			

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
F I N A N C E	Effectively operating and maintaining the system.	Maintain a capital replacement plan.	38	Regularly review and update reserve strategy, capital replacement strategy and long-range financial forecast.	
		Maintain reliable rates.	39	Regularly review rate setting process.	
			40	Regularly review and update rate components.	
			41	Update supply and demand assumptions annually.	
			42	Establish a policy to address rate setting in times of shortage.	

Specific evaluation, proposal or action plan
 - "go do this and bring something back to us"
 - specific end date

Short-term action plan
 - ongoing rather than one time
 - start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
 - these items will be dealt with and reported in the normal course of business

Long-term action plan
 - will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
E L E C T R I C A L P O W E R	Use of Power Resources	Effectively Manage Costs	43	Continue the following activities: - Participation on Navajo O&M committee. - Effective utilization of Hoover resources. - Maintaining operating flexibility. - Energy Risk Oversight Committee evaluation of energy costs and risks. - Efforts to participate in NGS audits.	
			44	Monitor and evaluate the possibility of auditing APA.	
		Effectively Manage Revenue	45	Manage sale and use of SO ₂ credits to stabilize rates.	
			46	Maximize benefit of Basin Development Fund revenues to CAWCD.	
			47	Optimize CAP's flexibility in sale of excess Navajo power after 2011. Evaluate contracting with marketing specialist (short term action plan).	
			48	Evaluate the use of Navajo power for treating and delivering CAP water.	
			49	Maintain energy rate structure associated with use (in-state, out of state, subcontract, recharge, etc.) after 2011.	

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
E L E C T R I C A L P O W E R	Prepare CAP and the Board to Manage Its Power Future after 2011	Continue to increase the Board's understanding of the electric power environment, operation and policies.	50	Provide ongoing training for Board members in the area of electric power economics in order for them to become well-versed in the subject.	
			51	Create an electric power primer to use for orientation of new Board members and act as a reference after new member is seated.	
			52	Hold semi-annual informational and educational seminars on electric power policy.	
		Implement policies to manage CAP electric power resources after 2011.	53	Staff and consultant initiative to assist Board in establishing strategies and policies. (short term action plan)	
	54		Maintain the FA&P committee to stimulate innovative thinking, provide oversight, evaluate options and champion legislative changes.		
	Transmission	Construct new lines	55	Continue to participate in regional transmission planning and influence line siting to benefit CAP.	
			56	Evaluate agreements to offer land in exchange for power transmission.	
		Maximize reliability	57	Partner with others to maintain transmission lines, increase reliability and reduce costs.	
58			Establish transmission redundancy.		

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
W A T E R S U P P L Y	Improving Colorado River Reliability	Reduce the risk associated with CAP's junior priority	59	Be a leader in efforts and financial assistance to establish shortage criteria and acquire and manage supplies, while searching for opportunities to change the priority in Congress.	
			60	Make a commitment of significant staff and budget to influence Colorado River management decisions, identify and implement programs and ensure necessary facilities are constructed and operated. These activities include: - Continuing CAP's role in providing input into Colorado River issues, e.g. operation of YDP, Drop 2 Reservoir, MSCP;	
		Manage the river to optimize existing supply	60	- Evaluating the business case and determine how much effort and resources are needed to devote to YDP operation; - Evaluate the need for a formal Arizona Colorado River Advisory Board, with CAP as a designated principal.	
			61	Fully commit CAP's public, political and financial resources to support updated augmentation studies and pilot programs (e.g. weather modification, watershed management, phreatophyte removal, ocean desalinization),	
		Augment Colorado River Supplies	61	followed by, when feasible and cost effective, technical and financial leadership in establishing programs that will increase average annual yield and reduce probability of shortfall significantly.	
			61		

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
W A T E R S U P P L Y	Developing New Water Supplies for the CAP Three County Area	Identify the potential demand for new supplies and the potential supply to meet that demand.	62	Collaborate with CAP service area users to develop and maintain a CAP service area database. Revisit and update, if necessary, data prepared in the CAGR D Plan of Operation.	
		Develop an approved standard form wheeling agreement that addresses all cost components and the issue of project and non-project water.	63	Set a short-term process and timeline for CAP to lead a collaborative effort to identify potential future water supplies and develop a wheeling agreement, pricing guidelines, definition of non-project water and environmental compliance requirements for all future needs. Revisit existing policy.	
		Establish a collaborative process to determine when new supplies need to be acquired and what entities get those supplies. Encourage fair competition and eliminate perceptions of unfair advantage.	64	CAP takes the lead role developing a process that includes water user entities, CAGR D, and ADWR to decide the who, when, what and how much questions. CAP, as owner/operator of the CAP system, is lead agency.	
	Managing the Competition for New Water Supplies & CAP System Capacity	Maximizing available System Capacity to support future need for new supplies.	65	Evaluate constraints and risks to increasing and using system capacity in excess of 3,000 cfs. Make further decisions after evaluation. Prior to evaluation and further decisions, do not agree to deliveries above 3,000 cfs and 1.8 million acre-feet.	
	Drought Contingency Planning	Develop credible recovery plans for AWBA banked water.	66	Complete planning process by mid-2007.	

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT
2006 STRATEGIC PLAN**

KEY RESULTS AREA	STRATEGIC ISSUE	STRATEGIC OBJECTIVE	2006 STATUS	ACTION PLANS (2009 Update)	STAKEHOLDER COMMENTS
R E P L E N I S H M E N T	Water Supply	Obtain sufficient water supplies to meet replenishment obligation.	67	Revisit and update CAGR D Plan of Operation, as necessary, including obligations, available water supplies, water supply portfolio, timing and cost of acquisition, and fees and rates.	
	Enrollment	Identify and implement an appropriate level of management for enrollment.	68	Establish a process to reach consensus on whether there are any conditions to enrollment upon which stakeholders can agree.	
	Hydrologic Impact of Replenishment	Evaluate the magnitude of the problem. Identify CAGR D roles, responsibilities and capabilities.	69	Support ADWR's efforts to investigate potential areas where excessive groundwater declines are possible; investigate ways to mitigate local groundwater decline impacts through new CAWCD policies and contract replenishment.	

Specific evaluation, proposal or action plan
- "go do this and bring something back to us"
- specific end date

Short-term action plan
- ongoing rather than one time
- start doing something we are not doing today or modify the way we are doing something

COMPLETED - One-time action plan that has come to closure

COMPLETED - Something we are doing as an ongoing process
- these items will be dealt with and reported in the normal course of business

Long-term action plan
- will be addressed after the short term items are completed