

**AGENDA**  
**UPPER YAMPA WATER CONSERVANCY DISTRICT**  
**SEARCH COMMITTEE MEETING**  
**WEDNESDAY, APRIL 29, 2020 (2:00 PM)**  
**ONLINE MEETING: [HTTPS://BLUEJEANS.COM/504979676](https://bluejeans.com/504979676)**

- (1) Finalize leadership profile
- (2) Review additional stakeholder input gathered
- (3) Review updated advertising plan
- (4) Review updated candidate outreach plan
- (5) Other items



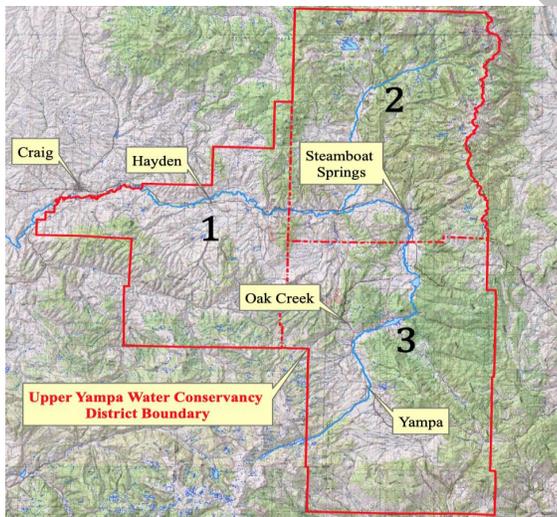
## Leadership Opportunity – General Manager

### Upper Yampa Water Conservancy District Mission

*To lead water resource management within the District's boundaries by responsibly conserving, protecting, developing, providing, and enhancing the water resources of the Upper Yampa River Basin, for the benefit of the Basin.*

### District Background

The Upper Yampa Water Conservancy District was formed in 1966 and instituted a mill levy under the Water Conservancy Act of the State of Colorado, in order to plan and develop water conservation projects in the Upper Yampa Basin. The District encompasses Routt County and a portion of Moffatt County and is divided into three divisions: Division 1 (Hayden area), Division 2 (Steamboat Springs area), and Division 3 (Oak Creek/Yampa area). The nine members of the Board of Directors, three representing each Division, are appointed by the District Judge to serve staggered four-year terms.



The District was formed on the basis that properties within the District would benefit through conservation, development, and stabilization of water supplies for domestic irrigation, power, manufacturing, and other beneficial uses. This led to the construction of Yamcolo Reservoir, located in the Flattops near the headwaters of the Yampa River, in 1980 and Stagecoach Reservoir, located southeast of Steamboat, in 1989.

Yamcolo offers 9,621 acre feet of storage, which primarily provides water to agricultural operations in South Routt County; some of which is delivered via the Stillwater Ditch, a District-owned and operated irrigation ditch that crosses the Five Pines Mesa. With up to 36,439 acre feet of storage, Stagecoach serves a multitude of water users, including municipalities, industrial use such as energy production,



agricultural operations, and recreation including snowmaking. The District also owns and operates an 800 kW hydroelectric power plant at Stagecoach Dam.

In addition to safely maintaining and operating District-owned facilities, the District promotes healthy reservoirs, streams, and watersheds within the District. In 2012, the District partnered with the Colorado Water Trust to coordinate the first environmental water release out of Stagecoach Reservoir. As part of its maintenance and operation, the District also closely adjusts and monitors the temperature and oxygen content of its releases to ensure a healthy habitat for trout and other aquatic life downstream, a contribution to both the environment and recreational opportunities on the Yampa River.

In collaboration with various agencies, the District supports water quality efforts and participates in working groups to address issues that may affect water quantity in the future. The District monitors issues throughout the Colorado River Basin in an effort to protect the water resources of the Upper Yampa Basin and plan for potential water shortages.

The District is committed to an Upper Yampa River Basin with safe, secure water storage and supply that benefits all uses in the Basin.

The Board of the Upper Yampa Water Conservancy District now seeks a new **General Manager** to manage operations and to implement our robust strategic plan.

### General Manager Position

Under direction of the District Board of Directors, the General Manager (GM) manages the overall activities of the District. The GM recommends and participates in the formation and revision of policies and programs by the Board and is responsible for implementing and directing through effective leadership, the District's mission, vision and strategic plan.

The General Manager reviews the status of the strategic plan's implementation annually and ensures that strategic priorities for the coming year are accurately reflected in the annual budget. The General Manager reports to the Board regularly on the status of the plan and any needed adjustments to timelines or priorities.

The GM supervises day to day activities of the District, including water delivery and operation of two reservoirs and a hydroelectric facility. This includes managing an annual operating budget of \$2 million and a staff of six dedicated professionals. The General Manager builds and maintains a culture that fosters staff development, collaboration, accountability, and customer service.

The GM represents the District on water policy matters and is directly involved in water rights issues and other legal matters. The GM engages in long-term financial planning to ensure the effective alignment with the District's vision and its budget. The GM partners with the board in identifying long-term sources of revenue.

The GM works with representatives from the Basin Round Table, Colorado Water Conservation Board, stream management planning efforts and other advocacy groups. The GM coordinates and collaborates on projects, legislative activities and Colorado River water policies.



## Board Interaction with the General Manager

A strong collaborative relationship between the District Board and the General Manager is essential to a highly functioning Board and District. The General Manager is the primary agent of the Board and is the one to whom the Board delegates authority to manage and administer the District's daily operations in accordance with approved policies, budget, and governing documents of the District. The General Manager has two roles: chief executive officer and top advisor to the Board. As the most visible employee, the General Manager represents the District to its stakeholders and constituents.

The Board must be able to support the recommendation decisions of the General Manager, provide the General Manager with clear direction, and grant him/her the authority to manage and lead the District. Both parties will endeavor to publicly support and be responsive to one another. They are expected to raise questions or concerns with one another in a direct, timely manner through open, honest and respectful communications, with regard to both the District's internal and external operations.

The General Manager informs the Board about key issues, provides pros and cons of different courses of action, and provides legal advice to ensure that the Board has all the necessary information to make good decisions. Directors expect the General Manager to make a recommendation on issues before the Board.

Overall, the Board and the General Manager work collaboratively and strategically together to ensure that the District delivers on its commitments and satisfies the public trust.

## Opportunity for Impact

The incoming General Manager will play a significant role in leading the District's operations and positioning it for increased impact. The General Manager will ensure that the District continues to provide high quality operations and will demonstrate a clear commitment to public service. The General Manager in partnership with the Board of Directors and staff will lead efforts in these areas:

### *Strategic Plan Implementation*

The Board and staff of the District have recently completed a strategic plan to guide our work and to clarify priorities for the next several years. The incoming General Manager will partner with the Board and the staff to implement this plan and to guide the achievement of the ten goals outlined. ([http://www.upperyampawater.com/wp-content/uploads/Strategic-Plan\\_Adopted-1\\_15\\_2020.pdf](http://www.upperyampawater.com/wp-content/uploads/Strategic-Plan_Adopted-1_15_2020.pdf)). The General Manager will review the status of the plan's implementation with the Board regularly and realign priorities in cooperation with the Board as needed.

Field Code Changed

### *External Collaboration and Partnership Development*

In addition to managing the District's daily operations that support the businesses, farms, ranches, and residents of the Yampa Valley, the incoming General Manager will lead our new efforts to work with groups that focus on all non-consumptive uses of the Basin's resources including agriculture, municipal, industry, and recreation and environmental. The General Manager will have the opportunity to build collaborative relationships with a number of stakeholders across the area including water quality managers, the Yampa-White-Green Basin Roundtable, the Colorado Water Conservation Board, and many others. Building long-term collaborative relationships across the region and the state is one of the District's key priorities. The General Manager will also ensure that District communications are clear, frequent, and relevant to our various stakeholders.



#### *Future Positioning*

The General Manager will also lead the District's efforts to assess the upcoming effects of climate change and potential extended drought periods on local water resources as well as finding the best ways to maintain the health of the river for all users. The General Manager will actively participate in the implementation of the Colorado River Plan, the work of the Basin Roundtable, the feasibility of managing demand, and the development of an integrated water plan for the Yampa as well as any efforts to update and manage the state's overall water plan. The District will also be affected by the upcoming closure of two coal-powered power plants, and the General Manager will support the Board in understanding how best to manage those changes on the District. Monitoring local, state, and federal legislative changes and trends and providing a strong voice for the Western Slope with other local leaders will also be important elements of the General Manager's role to position the District for continued successful operations in the future.

#### **Ideal Candidate**

Qualified candidates for this leadership role will have experience and skills in these areas:

##### *Proven Leader*

To achieve its goals and future aspirations, the District needs a proven, talented leader who knows how to effect change, who is fully committed to the mission of the District, who can manage our reservoirs and staff as well as water sales while helping who can help our organization grow and develop. We seek a leader who is -and who is well-versed in the unique issues of water management in the Rocky Mountain west.

##### *Strong Manager & Relationship Builder*

Qualified candidates will have demonstrated the ability to lead organizations in the public, private, or nonprofit sectors with at least five years' managerial experience and have outstanding communication and relationship building skills. Candidates will understand how to manage a complex operation, how to build an effective team, how to use technology effectively to support operations, how to apply for and administer grants, and how to partner well with a dedicated governing board. Candidates will also demonstrate the ability to work well with a wide variety of stakeholders including business, government, and agricultural leaders, local residents, and advocacy groups.

##### *Visionary*

Candidates should have strong strategic capabilities with the ability to see the big picture while ensuring accountability for operational details. Leading the District requires thinking broadly, and holistically, and at times out of the box coupled with a bias for action and getting things done. Qualified candidates will have had experience in dealing with unexpected issues and finding effective short term and long term approaches to such crises and understand how to manage change thoughtfully and effectively. Candidates need to be conversant with the fundamentals of systems analysis and modeling as well as their strengths and limitations.



### *Personal Qualities*

On a personal level, qualified candidates for this role will have a high level of integrity, a good sense of humor, outstanding listening skills, a natural tendency to collaborate, and a clear desire for impact. Candidates will be excited to engage directly with different stakeholders and can represent the breadth of our communities in many different forums with integrity and grace. Candidates ideally will have had some experience in living in western agricultural and resort communities and are enthusiastic about building a long-term commitment to this part of Colorado and its residents.

Candidates must also have an undergraduate degree in engineering, management, law, natural resources, or a related field; advanced degrees in any of these areas are preferred.

### **Compensation and Benefits**

The District offers a competitive benefits package to its staff members including healthcare insurance and a match of up to 6% of gross pay annually for 401(a) contributions. The salary range for the General Manager position is \$1230,000-\$1760,000 commensurate with skills and experience. Relocation support for candidates currently living outside the local area may also be available.

### **Our Community**

Nestled in the high plains of Northwest Colorado, two and half hours' drive from Denver and minutes from the Continental Divide, are Routt and Moffat counties. Brilliant sun, clean air, snow fed rivers and streams, mountains and grass covered valleys are woven into the fabric of life in the Elk and Yampa River valleys.

This area is celebrated for its outdoor recreation and is home to Steamboat Ski Resort and multiple hiking/biking areas. State Parks include Pear Lake State Park, Stagecoach State Park, Steamboat Lake State Park, and the Yampa River State Park. Routt National Forest, White River National Forest, and the National Wilderness areas of Mount Zirkel, Flattops, and Sarvis Creek are also located within the area.

We have a robust and diverse business community, with a wide range of resources to meet the needs of employers and employees. There are multiple industries to provide employment which allows for more socioeconomic diversity than in most resort communities. Telecommuting is an increasingly important segment of that diversity. While Steamboat Springs is the largest employment center in the area, additional economic activity is generated in the towns of Oak Creek, Hayden and Yampa. Economic diversity is also enhanced by a robust retirement community attracted by the healthy environment and lifestyle of the area.

Education, music and the visual and literary arts have been part of this valley's culture for 100 years. The Perry Mansfield School of Performing Arts, the Steamboat Strings pavilion and summer music festival, the Steamboat Symphony and Singers, Literary Sojourn, the Bud Werner Memorial Library, the Steamboat Creative District, The Steamboat Art Museum, Art in the Park, multiple art galleries and even an independent bookstore mean there is no time in the year when the arts scene isn't hopping.



**Ready to Apply?**

If you are excited about the opportunity to provide vision and leadership for the next chapter of the Upper Yampa Water Conservancy District’s growth, we want to hear from you as soon as possible. Please send cover letter, resume, and salary requirements to Carolyn McCormick of Peak HR Consulting, LLC at [carolyn.mccormick@peakhrconsulting.com](mailto:carolyn.mccormick@peakhrconsulting.com). All applications are to be submitted electronically. To learn more about the District and this opportunity, please visit us at <http://www.upperypawater.com>.

*The Upper Yampa Water Conservancy District is an equal opportunity employer. Employment decisions are made without regard to any otherwise qualified person’s race, creed, color, sex, sexual orientation, age, national origin, ancestry, religion, disability or genetic information, subject to such reasonable requirements of the District as may be permitted by law.*

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**Upper Yampa Water Conservancy District  
Summary of External Stakeholder Feedback**

**Revised: 28 April 2020**

**Strategic Priorities**

<p><b>Lead on Behalf of Basin</b></p>	<ul style="list-style-type: none"> <li>• Fulfill goals outlined in strategic plan; really good, thoughtful plan; appreciate that the District wants to be more of a leader</li> <li>• Maintain and increase active presence with local, regional, statewide water groups; use opportunity to play larger leadership role in these groups and to represent local interests more effectively</li> <li>• Take lead on broader community issues; be a convener of different groups</li> <li>• Represent all users of Basin water; be more proactive with different groups to understand their needs and realities</li> <li>• Continue to provide dependable operations and maintain infrastructure effectively; manage safety actively</li> <li>• Continue to undertake long-term planning; could do more advance planning with water flows; must focus plans on how to support all constituents and not be tied to only building more hard infrastructure; be a leader in setting long term direction for water usage in the Valley</li> <li>• Embrace fact of Yampa River being a wild river with limited storage options</li> <li>• Can effectively partner with the Board to find new sources of revenue as contracts with TriState &amp; Xcel.</li> <li>• Leverage financial resources of the District to attract additional external, grant funding</li> <li>• Lead on water quality issues locally and regionally</li> </ul>
<p><b>Increase Openness &amp; Transparency</b></p>	<ul style="list-style-type: none"> <li>• As taxing entity, recognize obligation to be as transparent as possible</li> <li>• Increase knowledge about mini grant programs for agricultural diversions and for nonprofits</li> <li>• Help residents understand what the District does, how it adds value, and why these funds are worth the investment; only way to protect funding from taxpayers is to showcase the District's services and contributions</li> <li>• Undertake more outreach to Basin groups about timing and subjects of meetings to encourage more participation</li> <li>• Ensure fiscal accountability and appropriate use of funds internally</li> <li>• Continue work to increase the professionalization of the District's operations</li> </ul>
<p><b>Partner Well</b></p>	<ul style="list-style-type: none"> <li>• Rebuild some relationships and image that have been badly damaged in recent years</li> <li>• Empower and equip staff to deliver with their skills and expertise; build a strong, effective culture that fosters skill development, teamwork, accountability, mutual respect</li> <li>• Be more customer focused; see customers in more consistently positive way, focus on all customer groups</li> <li>• Take leadership role in working with other water groups regionally and across the state; seek collaborative solutions</li> </ul>

**Upper Yampa Water Conservancy District  
Summary of External Stakeholder Feedback**

**Characteristics Needed in New General Manager**

<p><b>Water Knowledge</b></p>	<ul style="list-style-type: none"> <li>• Must understand how water industry, players work; really should understand water in Colorado and ideally in the Basin; this knowledge is a starting point, not the ending point in terms of qualifications needed</li> <li>• Has good statewide network and is committed to staying active with statewide groups/task forces, etc.</li> <li>• Mission-driven; understands what working on behalf of the public means;</li> <li>• Some background in water policy would be helpful</li> <li>• Can bring back knowledge of what is happening in progressive water districts elsewhere and apply it appropriately; not tied to past but wants to make good, healthy change for the future</li> <li>• Can advocate for the ecological value of the river and can push back on Front Range challenges</li> <li>• Understands the challenges and limitations of working with a 'wild' river</li> </ul>
<p><b>Proven Executive</b></p>	<ul style="list-style-type: none"> <li>• Committed to District's strategic goals and knows how to implement/track strategic plans; can take good ideas and turn them into effective actions</li> <li>• Knows how to manage change effectively and thoughtfully</li> <li>• Brings out the best in staff; empowers and holds accountable for results</li> <li>• Knows how to partner with and leverage the Board; knows how to help the board be successful in its role and have a meaningful experience in serving on the board</li> <li>• Can manage budgets, operations, projects, staff to full effectiveness</li> <li>• More of a good executive than an engineer; District already has staff with good engineering expertise</li> <li>• Savvy regarding office technology use and tools</li> </ul>
<p><b>Relationship Builder</b></p>	<ul style="list-style-type: none"> <li>• Wants to partner; knows how to build and maintain strong relationships for the long term with myriad stakeholders</li> <li>• Excellent communicator</li> <li>• Wants the District to participate in all discussions about the future of the Valley, not just direct water use issues</li> <li>• Can continue to foster good, productive discussions between Board members and between Board and staff</li> <li>• Strong bridge builder, not condescending or dismissive</li> <li>• Can represent the District well in groups that include the Roundtable, Inter-Basin Compact Committee, etc.</li> <li>• Can adapt communication style to fit audience</li> <li>• Likes engaging personally with people directly; wants to be visibly engaged with the community</li> </ul>

**Upper Yampa Water Conservancy District  
Summary of External Stakeholder Feedback**

**Characteristics Needed in New General Manager (continued)**

<p><b>Visionary</b></p>	<ul style="list-style-type: none"> <li>• Knows how to look holistically at issues and opportunities; can be a leading edge thinker about water</li> <li>• Can work on how to position the Yampa as a key environmental resource as the impacts of climate change increase</li> <li>• Can plan for the long term and thinks big</li> <li>• Out of the box thinker who is not tied to the past</li> <li>• Outgoing, likes being with people, wants to be out of the office and around the Valley, very personable</li> <li>• Can be a strong voice for the Yampa in statewide discussions that will be tough around expected budget cuts</li> </ul>
<p><b>Cultural Fit Locally</b></p>	<ul style="list-style-type: none"> <li>• Must embrace and understand what it means to be part of the local culture: honest, plain spoken, open hearted, open minded</li> <li>• Demonstrates a clear passion for the Yampa Basin</li> <li>• Needs to have or be able to build strong trust and respect locally</li> <li>• Some knowledge of ranching and agriculture would be useful</li> </ul>
<p><b>Personal Qualities</b></p>	<ul style="list-style-type: none"> <li>• Proactive</li> <li>• Holds him/herself accountable for results</li> <li>• Good listener; open to learning</li> <li>• Action-oriented, follows through</li> <li>• Pragmatic, reasonable</li> <li>• Good sense of humor</li> <li>• Well-respected and can build trust</li> <li>• Could be helpful to live in different part of Valley, not in Steamboat</li> </ul>



**Upper Yampa Water Conservancy District  
Summary of External Stakeholder Feedback**

**External Stakeholders Contacted to date (4/28)**

<b>Name</b>	<b>Role</b>	<b>Data Gathered (Y/N)</b>
Alfone, Frank	General Manager, Mount Werner Water & Sanitation District	Y
Blakeslee, Geoff	Former Chair, Colorado Water Conservation Board	
Brown, Jackie	Board member, Colorado Water Conservation Board	Y
Fetcher, Jay	Community leader	Y
Gallagher, Jay	Former member, Colorado Water Conservation Board	Y
George, Russell	Chair, Inter-Basin Compact Committee	Y
Golten, Ryan	Consensus Building Institute	Y
Gray, Tom	Board member, Colorado River District	
Kemper, Doug	Executive Director, Colorado Water Congress	Y
Light, Erin	Division Engineer, Colorado Division of Water Resources	Y
Mitchell, Becky	Executive Director, Colorado Water Conservation Board	Y
Mueller, Andy	General Manager, Colorado River District	
Romero-Heaney, Kelly	Water Resources Manager, City of Steamboat	Y
Schaffner, Andi		Y
Seltzer, Nicole	Science & Policy Manager, River Network	Y
Snyder, Al	Park Country Outfitters	Y
Vertrees, Kent	President, Friends of the Yampa	Y

# Upper Yampa Water Conservancy District – General Manager Advertising Plan

## UYWCD Network

Source	Posting/Distribution Date	End Date	Comments
UYWCD Website	May 1, 2020	July 1, 2020	No cost
UYWCD Board	May 1, 2020	n/a	No cost
UYWCD Partner orgs	May 4, 2020	n/a	Organizations to be identified

## National Water & Other Industry Websites

Source	Posting/Distribution Date	End Date	Cost
Am Water Resources Assn	May 1, 2020	June 1, 2020	\$295 for 30 day posting for members; \$495 for nonmembers
Am Water Works Assn	May 1, 2020	June 1, 2020	\$399 for 30 day posting for members
Water Strategies	May 1, 2020	n/a	Send press release
Assn Metropolitan Water Agencies	May 1, 2020	July 1, 2020	No cost for 60 day posting
CEO Update	May 1, 2020	Until filled	No cost; only nonprofit jobs; national reach

## Local/Regional Websites

Source	Posting/Distribution Date	End Date	Cost
Colo Nonprofit Assn	May 1, 2020	June 1, 2020	No cost if UYWCD is member; \$110 if not
A. Hudson Jobs List	May 1, 2020	June 1, 2020	\$150 for 30 day posting
Colo Municipal League	May 1, 2020	June 1, 2020	Free to members; members only
RMWEA	May 1, 2020	August 1 2020	No cost; 3month posting
Colo Water Congress	May 4, 2020	June 15, 2020	No cost to members
Water Education Colo	May 4, 2020	n/a	Will distribute to alums/members; no fees
Colorado Counties, Inc.	May 4, 2020	n/a	No job listings; send to members?
Special District Assn – CO	May 1, 2020	June 1, 2020	No fees; members only
Colo Chapter – APWA	May 1, 2020	June 1, 2020	No fees
CU Careers	May 1, 2020	June 1, 2020	No fee; post through Handshake
CSU Careers	May 1, 2020	June 1, 2020	No fee; post through Handshake

## Regional Newspapers

Source	Posting/Distribution Date	End Date	Cost
Steamboat Pilot	May 1, 2020	Dates to be confirmed	~ \$200 for print and online for 30 days
High Country News	June 1, 2020	July 1, 2020	~ \$150 for print and online
Daily Sentinel	May 4, 2020	May 11, 2020	\$384 for basic employment package
Post Independent	May 4, 2020	May 18, 2020	\$164 for 14 days print + online

# Upper Yampa Water Conservancy District – General Manager Advertising Plan

## Total Costs

### National Websites

Am Water Works Assn \$ 399 (member rate)

Am Water Resources \$ 295

Subtotal \$ 694

### Local Websites

Andrew Hudson \$ 150

Colo Nonprofit \$ 110 (may not be needed)

Subtotal \$ 260

### Regional Newspapers

High Country News \$ 150

Daily Sentinel \$ 384

Post Independent \$ 164

Steamboat Pilot \$ 200

Subtotal \$ 898

**Total \$1,852**

**Upper Yampa Water Conservancy District  
Summary of Staff Feedback**

**Revised: 28 April 2020**

**Strategic Priorities**

<p><b>Lead on Behalf of Basin</b></p>	<ul style="list-style-type: none"> <li>• Number one priority is to continue to ensure the safe operation of current infrastructure</li> <li>• Continue efforts to make the organization mature and more sophisticated</li> <li>• Focus on defined strategic priorities and ensure that staff and board don't chase too many rabbit holes (leave the decision to not build extra storage alone for now)</li> <li>• Manage input from external sources; stay focused</li> <li>• Continue to effectively maintain aging infrastructure</li> <li>• Monitor continuing changes in the water landscape and find ways to apply those changes to the District effectively</li> <li>• Ensure that staff are not asked to take on too many tasks outside their main areas of responsibility</li> <li>• Balance effectively the needs/issues of different constituents across the District</li> <li>• Focus more time and energy locally and less time with big statewide water groups; Upper Yampa is too small to be a big influencer with these groups</li> </ul>
<p><b>Increase Openness &amp; Transparency</b></p>	<ul style="list-style-type: none"> <li>• Increase public's understanding of the District's work</li> <li>• More public outreach</li> </ul>
<p><b>Partner Well</b></p>	<ul style="list-style-type: none"> <li>• Be more open to suggestions from other groups; take time to explain why decisions have been made in a certain way</li> <li>• Consider fewer board meetings to reduce burden on staff to prepare for these meetings so often</li> <li>• Prepare material that is clear and well-organized for robust board discussions and good decision-making</li> <li>• Repair relationships and rebuild respect and trust</li> </ul>

**Upper Yampa Water Conservancy District  
Summary of Staff Feedback**

**Characteristics Needed in New General Manager**

<b>Water Knowledge</b>	<ul style="list-style-type: none"> <li>• Must understand how water industry, players work; really should understand water in Colorado and ideally in the Basin</li> <li>• Has respect in water community across the state</li> <li>• Understands the details of the daily water operations</li> </ul>
<b>Proven Executive</b>	<ul style="list-style-type: none"> <li>• Disciplined yet flexible</li> <li>• Can stay focused on business goals</li> <li>• Good manager and developer of people; doesn't need to be a 'brilliant visionary water leader'</li> <li>• Knows how to work well with the board</li> <li>• Understands public service role/responsibility; could be a city manager background</li> </ul>
<b>Relationship Builder</b>	<ul style="list-style-type: none"> <li>• Can listen to input from external stakeholders but knows when to keep focused and not chase any new shiny object; resist being overly influenced by external perspectives</li> <li>• Can rebuild some broken relationships; earns people's respect</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Mature, highly professional</li> <li>• Listens well; shows appreciation for people's ideas and input</li> <li>• Collaborator</li> <li>• Level-headed, no drama</li> <li>• Makes decisions deliberately and not too quickly</li> </ul>

**Upper Yampa Water Conservancy District  
Summary of Staff Feedback**

**Staff Contacted to date (4/28)**

<b>Name</b>	<b>Role</b>	<b>Data Gathered (Y/N)</b>
Bastien, Deb	Business Manager	
Blankenship, Matt	Dam Operator	
Craig, Karina	Accountant	
Kirkpatrick, Holly	Communications and Marketing Manager	Scheduled
Rogers, Eddie	Dam Operator	Y
Rossi, Andy	District Engineer	Y
Weiss, Bob	General Counsel	Y