

Goals/Governance Board Committee – Meeting Agenda

Upper Yampa Water Conservancy District

Monday, October 14 @ 1pm – 4pm, UYWCD District Office

Purpose of the meeting:

- Clarify plan for discussing/refining/adopting DRAFT strategic plan at or after 10/23 retreat (*including hearing from staff at Retreat regarding key strategic questions and how draft plan may affect budget/work plan*)
- Discuss governance recommendations for Board consideration at Retreat

Welcome and preliminaries (1-1:15)

- Adopt past meeting minutes, review 9/30 meeting outcomes
- Agenda review, confirm today's plan

Retreat plan for refining/adopting Strategic Plan (1:15-2:15)

- Review/refine Retreat goals and agenda
- Confirm plan to hear from staff regarding key strategic questions and how draft plan may affect budget/work plan; and subsequent Board discussion
- ID other items for discussion/decision-making at Retreat

Discuss Governance items and recommendations (2:15-3:45)

- Review/refine draft Principles (see 9/3 mtg packet); identify items, if any, to develop into Board recommendation at Retreat (via Bob Weiss or otherwise)
- Other next steps for fleshing out and presenting recommendations (Bob Weiss is generally unavailable on 10/14 but possible he may be able to phone in at end of meeting)

Wrap Up and Actions Items (3:45-4:00)

- Next steps and timeframes

**Upper Yampa Water Conservancy District Annual Retreat
October 23, 2019 Catamount Lake Club, 8:30am – 5:00pm**

DRAFT AGENDA

- 8:00 **Breakfast**
- 8:30 **Welcome and Overview of the Day**
- 8:45 **Taking Stock** – reflections on major accomplishments and changes affecting the District over the past year
- 9:15 **What Does Draft Strategic Plan Say, and What Does It Mean for UYWCD?**
Discussion and exchange among Staff and Board, including what may change or remain consistent, and other staff input to refine and ‘operationalize’ the plan.
- 11:15 **BREAK**
- 11:30 **2020 Prioritization.** For budget/work plan purposes, prioritize opportunities identified in draft strategic plan for 2020 (as opposed to non-discretionary statutory/regulatory responsibilities).
- 12:15 **LUNCH**
- 1:00 **Addressing Strategic Questions for current draft Plan** – e.g., what is District’s current (and past) role in water quality and watershed issues, and what should it be going forward?
- 2:00 **Moving toward closure on draft Strategic Plan** – final questions, revisions, and adoption of draft
- 2:45 **BREAK**
- 3:00 **Fiscal Policy, Accounting Structure, and Pricing.** What *decisions* do we need to make, what *data* do we need to do so, and in what *process/sequence/ timeline*?
- 4:00 **Confirm New Administrative Position**
- 4:30 **Governance Update from Special Committee**
- 4:30 **Wrap up and adjourn**

UPPER YAMPA WATER CONSERVANCY DISTRICT STRATEGIC PLAN

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.

Draft Vision Statement

An Upper Yampa Basin with safe, secure water storage and supply for its customers that benefits all uses in the Basin.

The Board of Directors believes the Districts' mission is reflected in the following statements. Some reflect the District's responsibilities and core mission, while others reflect values and opportunities for the District in carrying out its mission. The statements and goals below are not currently listed in order of priority.

The District's mission and goals are also informed by the legislative declaration of the Colorado Water Conservancy Act (the "Act") under which the District was created, in Colo. Rev. Stat. Ann. §37-45-102, as well as relevant recent federal and state mandates, statutes, policies, and regulations.

Policy Statements

1. The Upper Yampa River Basin and the healthy functioning of its reservoirs, rivers and streams are essential to the District's agricultural, environmental, municipal, commercial, industrial, domestic and recreational cultures, and thus its economic future.
2. Climate change must be considered in planning.
3. Irrigation, municipal, commercial, domestic and industrial uses, and opportunities to support water-based environmental and recreational values, are important matters for the District and the public it serves.
4. The District is committed to maintaining the structural and functional integrity and protecting the water rights of the District's Yamcolo and Stagecoach reservoirs.
5. Collaboration in watershed management is important to advancing the District's mission.
6. Ranching and irrigated agriculture provide critical economic, socio-cultural values, aesthetic, and environmental contributions to the community.
7. Prudent industrial uses, such as energy development and production, may require direct flow and storage water and can support the economic welfare of the District.

8. A long-term municipal water supply is critical to a vibrant, diverse, and resilient economy within the District.
9. Water-based outdoor recreational activities are likewise critical to a thriving and resilient economy within the District.
10. Local land use policies and practices that ensure the District's ability to manage and develop the water resources within its boundaries are crucial to safeguarding the Upper Yampa Basin's water resources.
11. Science-based water quality programs are important to maintaining the chemical, physical, biological, and aesthetic integrity of the reservoirs, rivers, and streams within the District.
12. The District will participate in local and statewide deliberative processes to address climate, environmental, social, political, legal, and economic challenges as they affect water resources.
13. The District opposes any new transfers of stream flow or storage water from the Upper Yampa River Basin and its tributaries to other basins.
14. Future water works may be important to the District's future, and the District should evaluate them where appropriate.
15. As a taxpayer-supported public entity, the District values a two-way exchange of ideas and information with our community and constituents regarding the District's programs and priorities.

District Goals

The goals below collectively represent the District's vision for the future, consistent with the policy statements above. These goals supplement the evolving regulatory compliance activities that form the core of much of the District's work.

Goal 1 Upper Yampa Basin water resources and local water uses are protected from trans-basin diversions and Colorado River administration that would adversely impact those uses.

Objectives

- 1) Develop District understanding and policies to address Big River issues.
- 2) Prevent out-of-District transfers of water that could have adverse impacts for the District as a whole and its constituents.

Goal 2 District's infrastructure is safe and maintained, or improved as needed, to serve the needs of the District.

Objectives

- 1) Ensure sufficient funds to maintain and/or improve our infrastructure.
- 2) Initiate or support efforts to address algae and other water quality issues in Stagecoach Reservoir.
- 3) Ensure integrity and safety of dams.
- 4) Ensure safe work environment for dam operators, employees and visitors.
- 5) Develop long-term capital plan for maintaining Stillwater Ditch if District remains the owner.
- 6) Maintain Stagecoach Reservoir as a public recreation facility.

Goal 3 District is financially sustainable and able to meet its stated goals.

Objectives

- 1) Develop short- and long-term financial planning to support District goals.
- 2) Clarify District's business model, including whether and how tax revenues will be used with respect to contract pricing.

Goal 4 All in-Basin beneficial vested water uses in the District are protected, consistent with the policy statements above.

Objectives

- 1) Formalize and consider expanding District's grant program.
- 2) Promote District's existing augmentation plans on Yampa and Elk Rivers.
- 3) Explore potential expansion or creation of augmentation plans that aid in protecting the beneficial uses of junior priority water rights not currently within boundaries of the existing augmentation plans.
- 4) Protect productive agricultural water uses in the District.
- 5) Effectively communicate with local municipalities regarding long-term water supplies.
- 6) Enter into appropriate and financially prudent water allotment contracts for District water from Stagecoach Reservoir and/or Yamcolo Reservoir for environmental and recreational beneficial uses.
- 7) Increase flexibility of District's water rights portfolio in order to provide water for environmental and recreational purposes.
- 8) Clarify District policy and role regarding the use of District water to support non-consumptive water uses.

Goal 5 Upper Yampa Basin water interests are represented at the local, regional and statewide levels on relevant policy, legislative, administrative, regulatory and judicial matters.

Objectives

- 1) Ensure representation of District interests in local and state matters, including on the IBCC, Basin Roundtable, CWCB and Colorado River District.

- 2) Increase District collaboration with Roundtable members to advocate for Upper Yampa Basin interests.

Goal 6 Adequate water supplies within the District in light of changing climate conditions, population shifts, and other changes.

Objectives

- 1) Maintain and improve District's CDSS hydrology/water rights administration model.
- 2) Increase District's understanding of relevant potential effects of climate change, population growth, and demographics for District planning.
- 3) Increase engagement with District constituents and other Upper Yampa Basin water interests in planning for long-term Yampa Basin water supply and use.
- 4) Expand Board's understanding of relevant issues and trends for District decision-making.

Goal 7 Healthy reservoirs, streams and watersheds within the District in support of the policy statements above.

Objectives

- 1) Support water quality efforts in the District, and, where relevant, respond to concerns that arise, consistent with District's mission.
- 2) Anticipate potential future role and responsibilities for the District to support water quality in the District.
- 3) Support efforts in the District to improve watershed management and forest health.
- 4) Explore mechanisms to support use of District water rights for environmental purposes, e.g., in-stream flows.

Goal 8 District constituencies understand water issues in the Upper Yampa Basin and the role of the District in addressing them.

Objectives

- 1) Increase public understanding of the District's role and activities.
- 2) Improve Board collaboration, participation and representation with other organizations doing water-related work in the Upper Yampa Basin.
- 3) Improve two-way exchange among constituents, stakeholders, Board and staff regarding District priorities and activities.
- 4) Increase local awareness of local water issues and resources.

Goal 9 Robust District water rights portfolio.

Objectives

- 1) Maintain and, where appropriate, perfect District's water rights.
- 2) Enhance District involvement/advocacy on water administration matters.

- 3) Evaluate potential and conditional water rights.
- 4) Explore small tributary storage projects within the Upper Yampa Basin.
- 5) Pursue water projects that utilize/perfect Districts water rights and provide water supply for consumptive and non-consumptive purposes.
- 6) Explore increasing flexibility of use for District's stored water rights.

Goal 10 Robust staff, legal and administrative resources to ensure District's viability and ability to effectively serve its constituents.

Objectives

- 1) Begin succession planning where appropriate.
- 2) Regularly review and update Board goals and objectives.
- 3) Clarify District governance structure that promotes interaction, transparency, trust, and *esprit de corp* between Board, General Manager, and staff.
- 4) Improve District organizational structure to maximize effectiveness, collaboration and teamwork.
- 5) Encourage opportunities for professional development.
- 6) Ensure District continues to be represented by competent legal staff.
- 7) Demonstrate commitment to and capacity for public service and engagement with constituents.
- 8) Create an Upper Yampa Basin records and archive repository to catalogue and preserve historic water resources records.

RECORD OF PROCEEDINGS

**UPPER YAMPA WATER CONSERVANCY DISTRICT
BOARD OF DIRECTORS BOARD GOVERNANCE COMMITTEE MEETING
AUGUST 13, 2019 1 pm
MOUNTAIN VALLEY BANK COMMUNITY ROOM
2220 CURVE PLAZA, STEAMBOAT SPRINGS, CO**

MINUTES

Board Governance Committee members present were Directors Ken Brenner, Bob Woodmansee, Jim Haskins, and Web Jones. District Engineer Andy Rossi and Ryan Golten, Consensus Building Institute (facilitator) were also present.

The following agenda was proposed:

Purpose of the meeting:

- Clarify District governance questions and plan for evaluating options and developing recommendations
- Review latest draft of preliminary strategic plan prior to 8/22 work session

Welcome and preliminaries (1-1:10)

- Approve 7/15 and 7/29 Committee minutes, agenda review, confirm today's plan

Clarify and discuss governance issues (1:10-3:15)

- Review Issues Chart to clarify 2 main 'buckets' of questions
- Board meeting issues – discuss ideas + develop initial recommendations; identify potential implications for staff planning and resources
- Structural/organizational issues -- Board/GM structural roles – clarify issues or questions, potential models/options, and follow-up tasks to discuss/vet possibilities and make decisions

Review draft strategic plan and 8/22 work session with Board (3:15-3:45)

- Review latest draft - any refinements prior to sharing with Board?
- Confirm 8/22 overall agenda/format

Wrap Up, Next Steps, Actions Items (3:45-4:00)

- Next steps and timeframes

Preliminaries. Ryan Golten, facilitator, reviewed the purpose and agenda for the meeting. Since Kevin was not present, the Committee focused on understanding the issues and suggesting possible approaches and agreed these should be discussed and refine with Kevin's input at a future meeting.

Governance. The Committee reviewed the different categories of items in the materials: 1) Board meeting process, and 2) clarification of expectations, roles and norms between Board and the GM/staff. The Committee discussed each of the identified issues and proposed an initial list of

RECORD OF PROCEEDINGS

principles to capture the key points for each. (See 8/13 Draft Governance Principles.) These will later be refined with input from Kevin and the Committee, and drafted into proposed recommendations for Board review, discussion and consideration. The Committee will also ask Bob Weiss to provide input on the potential recommendations in terms of any legal considerations or implications.

Next Steps for Strategic Plan. The Committee discussed and refined the plan for the 8/22 Board work session for more in depth input from the Board on the draft strategic plan. This discussion is reflected in the 8/22 Board meeting agenda.

Determination of future meetings. Committee will meet September 3, 2019 1pm – 4pm, at the District Office, 2220 Curve Plaza Ste. 201, Steamboat Springs, CO.

I certify that the foregoing constitutes a true and correct summary of the proceedings at the above referenced meeting.

_____ Date: _____
Kevin McBride, District Secretary/Manager

RECORD OF PROCEEDINGS

**UPPER YAMPA WATER CONSERVANCY DISTRICT
BOARD OF DIRECTORS BOARD GOVERNANCE COMMITTEE MEETING
SEPTEMBER 3, 2019 1:00 pm
MOUNTAIN VALLEY BANK COMMUNITY ROOM
2220 CURVE PLAZA, STEAMBOAT SPRINGS, CO**

MINUTES

Board Governance Committee members present were Directors Ken Brenner, Bob Woodmansee, and Web Jones. General Manager Kevin McBride and Ryan Golten, Consensus Building Institute (facilitator) were also present.

The following agenda was proposed:

Purpose of the meeting:

- Update strategic plan with input from 8/22 Board work session
- Plan next steps for 1) staff to review/edit the strategic plan, and 2) Committee to pivot back to developing governance recommendations

Welcome and preliminaries (1-1:15)

- Review 8/13 Committee meeting, agenda review, confirm today's plan

Strategic Plan – edits, updates and next steps (1:15-3:15)

- Debrief and take-aways from 8/22 meeting
- Review and incorporate edits
- Next steps – clarify purpose, scope, timeline for staff review/input

Governance recommendations – 8/13 discussion, outcomes & next steps (3:15-3:45)

- Review 8/13 discussion and follow-up
- Identify next steps for upcoming meetings

Wrap Up, Next Steps, Actions Items (3:45-4:00)

- Next steps and timeframes

Preliminaries. Ryan Golten, facilitator, reviewed the purpose and agenda for the meeting.

Strategic Plan – debrief 8/22 Board input, refine document, and next steps. At the 8/22 Board meeting there was broad agreement to continue moving forward with the strategic plan, with substantive input provided at the 8/22 session. The goal is to have a draft plan in time for the October Board retreat. It would then be updated as needed, in coordination with the 2020 budget and work plan, before being shared with (and high-level feedback sought from) the public.

RECORD OF PROCEEDINGS

The strongest points of overall Board input on 8/22 were: 1) the District needs to re-consider its financial model, including pricing, use of tax dollars, and enterprise fund accounting model, and in light of current projected revenues; 2) the document is currently long and complicated and would be onerous to revisit every year. It may be worthwhile to split it into public-facing Policies, Goals, and Objectives, with an internal planning document that has tasks to be reviewed and updated annually.

The Committee reviewed the latest draft of the Strategic Plan, which incorporated edits and suggestions from the 8/22 meeting. The Committee went through the edits, incorporating or modifying them as needed, as reflected in the updated document dated 9/6. The Committee requested that Ryan further edit the policy statements to eliminate redundancies and extraneous verbiage. Ryan's editorial suggestions are also reflected in the 9/6 draft as well.

Next Steps for District/Board Governance Recommendations – this topic was deferred until 9/13.

Determination of future meetings Committee will meet September 13, 2019 11:15 pm – 1:45 pm, at the District Office, 2220 Curve Plaza Ste. 201, Steamboat Springs, CO.

I certify that the foregoing constitutes a true and correct summary of the proceedings at the above referenced meeting.

_____ Date: _____
Kevin McBride, District Secretary/Manager

RECORD OF PROCEEDINGS

**UPPER YAMPA WATER CONSERVANCY DISTRICT
BOARD OF DIRECTORS BOARD GOVERNANCE COMMITTEE MEETING
SEPTEMBER 13, 2019 11:15 am
MOUNTAIN VALLEY BANK COMMUNITY ROOM
2220 CURVE PLAZA, STEAMBOAT SPRINGS, CO**

MINUTES

Board Governance Committee members present were Directors Ken Brenner, Bob Woodmansee, Jim Haskins, and Web Jones. General Manager Kevin McBride and Ryan Golten, Consensus Building Institute (facilitator) were also present.

The following agenda was proposed:

Purpose of the meeting:

- Refine strategic plan doc(s)
- Plan next steps for 1) staff to review/edit the strategic plan, and 2) Committee to pivot back to developing governance recommendations

Welcome and preliminaries (11:15-11:30)

- Review 9/3 Committee meeting, agenda review, confirm today's plan

Strategic Plan – edits, updates and next steps (11:30-1:00)

- Review/accept/reject proposed changes to Strategic Plan
- Review internal Tasks Chart
- Next steps – clarify purpose, scope, timeline for staff review/input

Governance recommendations – 8/13 discussion, outcomes & next steps (1:00-1:30)

- Review 8/13 discussion and follow-up
- Identify next steps for upcoming meetings

Wrap Up, Next Steps, Actions Items (1:30-1:45)

- Next steps and timeframes

Preliminaries. Ryan Golten, facilitator, reviewed the purpose and agenda for the meeting.

Strategic Plan – edits, updates, and next steps. The strategic plan has been shortened to Policy statements, Goals, Objectives. The action items are now in an internal planning chart that staff will use for work planning and budgeting in accordance with District goals and objectives. The Committee reviewed and made edits to proposed updated language. All changes are reflected in the current draft of the document.

RECORD OF PROCEEDINGS

The staff has the current draft of the planning chart and will provide their input and edits by 10/4 (including questions, additions, suggested edits, and relevant departments). That will enable time for some back-and-forth with the Committee, so that key strategic questions can be put on the Board Retreat agenda. This will also enable staff to have the benefit of these planning documents in developing the 2020 work plan and budget in October. (This may require a post-Retreat exercise to incorporate input from Retreat into the budget/work plan.) The Committee clarified that if staff members have questions in reviewing and editing the chart, they should approach Kevin, and if Kevin has questions or is unsure of the answer, he will copy Ken and Ryan. Kevin will update Ryan on the staff's progress by 9/26 in order to plan for the 9/30 Committee meeting.

The Committee's goal is to have the Board adopt the draft strategic plan by the end of October, so it can be made available to the public for input for 30 days. (The Committee will propose to the Board that the draft will be emailed to the assessment interviewees and any other stakeholders identified by Kevin or the Board, as well as posted on the website.) The Committee would like to see the Board to adopt a final plan by the end of the year.

The Committee also discussed how the Retreat could advance the strategic plan priorities. A brainstormed list of potential topics included: reviewing strategic plan and potentially adopting a draft; prioritizing actions for 2020 budget; discussing how elements of the strategic plan may (or may not) affect day-to-day operations; financial policy in light of future revenues/expenses; pricing strategy; negotiation strategy; moving forward on certain Board governance items; possible initial discussion on Big River issues in light of the District's past role and the Yampa Doctrine. Kevin will recommend that Ryan facilitate the Retreat discussions and work with Board members to prioritize and plan the agenda.

Next Steps for District/Board Governance Recommendations. Ryan briefly reviewed the draft Principles and the Committee agreed to refine these on 9/30 and discuss how they can be turned into specific recommendations or otherwise operationalized.

Determination of future meetings. Committee will meet September 30, 2019 1pm – 4pm, and on October 14, 2019 1pm – 4pm, at the District Office, 2220 Curve Plaza Ste. 201, Steamboat Springs, CO.

I certify that the foregoing constitutes a true and correct summary of the proceedings at the above referenced meeting.

Kevin McBride, District Secretary/Manager

Date: _____