

7-8-2019

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Goals/Governance Board Committee – Meeting Agenda

Upper Yampa Water Conservancy District

Monday, July 8 @ 1pm – 4pm, UYWCD District Office

Purpose of the meeting:

- Plan + timeline for next 3 months
- Refine draft Mission-Policy-Goals document
- Confirm next steps

Welcome and preliminaries (1-1:10)

- Approve 6/10 Committee minutes
- June Board meeting follow up
- Confirm goals for today

Confirming Committee goals and work plan (1:10-1:40)

- What's the final product; how will it be used?
- Goals/plan for Board involvement
- Revisit meeting schedule, roles, and tasks – what's needed, what's realistic
- Confirm plan for today and 7/15

Refine Mission/Policy/Goals (MPG) Document (1:40-3:20)

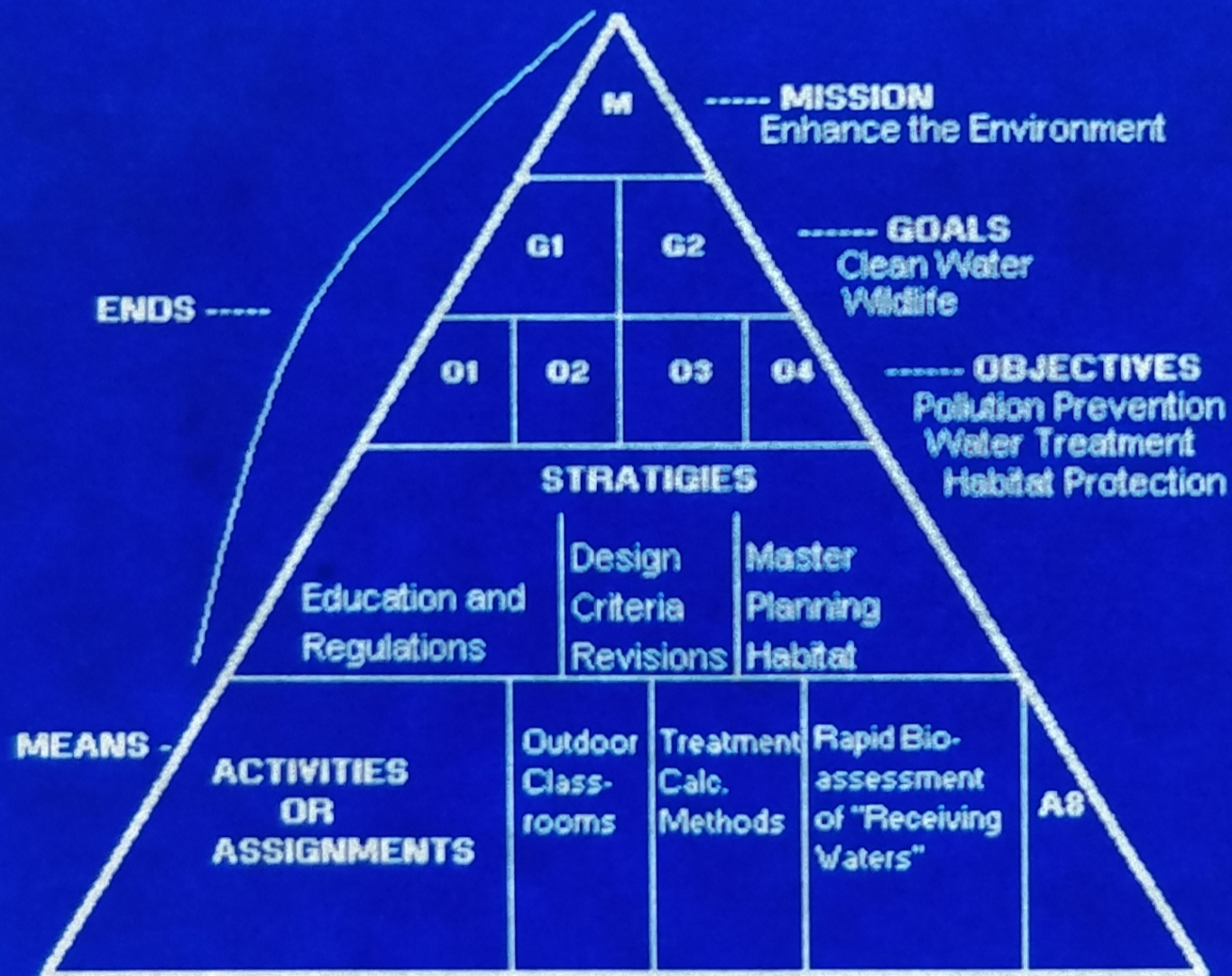
- Briefly review strategic plan terms and sample plans
- Discuss/refine Mission + Policies (Woodmansee to share overall suggestions)
- Refine/clarify goals – for each one, what do we really want to achieve?
- Next steps

Next Steps for District/Board Governance Recommendations (3:20-3:50)

- ID topics for 7/15 meeting
- Homework, tasks, and next steps

Wrap Up, Next Steps, Actions Items (3:50-4:00)

- Review next steps
- Clarify topics for 7/15 and future meetings



Strategic Planning Terminology

Mission

- The ‘how’
- What we currently do (to achieve our vision); whom do we serve; how do we serve them?

Vision

- The ‘why’ (aspirational)
- Mental image of what we want to achieve; what problem are we solving for the greater good; hopes/dreams; future-focused; what we wants to see happen or want to become.
- Intended to guide internal decision-making. Provides a goal post.

Goals

- Takes the vision and breaks it down into component parts
- Broad statements of what you hope to achieve
- Qualitative
- Supported by measurable objectives
- Can be short-term and long-term

Objectives (for each goal)

- Answer the questions "How much? By when?"
- Quantitative (as opposed to goals and activities/tactics, which describe *how* things get done, but not *what* will be accomplished)
- Drives strategy development
- One rule of thumb is that objectives begin with the words "increase" or "decrease." (If you are simply trying to *maintain* something, it doesn't necessarily belong in a strategic plan.)

Strategies (for each objective)

- Approach for attaining objectives and resolving issues, not specific activities
- Strategies begin to answer the question, "How will we go about accomplishing our objectives?"

Tasks

- Specific, concrete, actionable things you'll do to implement strategies and achieve objectives
- One rule of thumb is that, while objectives should start with the words "increase" or "decrease," activities should start with *verbs*.
- Should have due dates and people assigned to carry them out.

UPPER YAMPA WATER CONSERVANCY DISTRICT MISSION, POLICIES & GOALS

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.

The District will initiate and participate in works and projects that embody and promote the protection of water rights, provide broad benefits to District constituents and develop works and projects that provide responsible conservation, responsible growth, beneficial water storage and usage, and public awareness within the Upper Yampa Water Conservancy District.

The Board of Directors believes the Districts' mission is reflected in the following policy statements, as informed by guidance from the Upper Yampa District's 2017 community survey and 2019 stakeholder assessment report. Some of these policy statements reflect the District's responsibilities and core mission, while others reflect values and opportunities the Board sees embodied in carrying out its mission.

The statements and goals are not currently listed in order of priority. They are temporarily numbered for purpose of internal cross-referencing.

Policy Statements

1. The Board regards irrigation, municipal, commercial, domestic and industrial uses, and opportunities to support ecologic or aquatic values and water-based recreation, to be important matters for the District and the public it serves, and seeks to achieve mutual benefits among competing uses of water within the District to minimize conflict among uses.
2. The Board supports ranching and irrigated agriculture in the District for its economic, socio-cultural values, and environmental contributions to the community.
3. The Board recognizes that industrial uses, such as energy development and production, require direct flow and storage water, and support the economic welfare of the Yampa River Basin.
4. The Board supports planning and development of long-term water supplies for future municipal uses to ensure a vibrant diverse economy in the upper Yampa River basin.
5. The Board supports economically viable, water-based outdoor recreational activities, e.g., aesthetic enjoyment by residents and visitors, winter sports, water sports, fishing, and hunting.

6. The Board supports the concept that the Yampa River Basin and its healthy functioning rivers and streams are and will be the lifeblood of the county's agricultural, environmental, municipal, commercial, domestic, and recreational cultures, and, thus, its economic future.
7. The Board supports the District's participation in partnerships protecting the healthy functioning of rivers and streams, and the riparian and upland ecosystems and hydrology supporting such rivers and streams, within the District.
8. The Board supports wise land use policies by local governments to protect the Basin's water resources and the District's ability to develop the water resources of the Upper Yampa River basin.
9. The Board supports science-based programs related to monitoring, protection and restoration, as appropriate, in order to maintain the chemical, physical, and biological integrity of the rivers and streams in the upper Yampa River basin, and the health and protection of the ancillary watersheds from which such rivers and streams derive flow, as a necessary part of a healthy economy and environment within the District.
10. The Board acknowledges the written reports of the CWCB and the U.S. Bureau of Reclamation, and the preponderance of scientific evidence, which have predicted that warmer temperatures are already having effects in the District on quantity and timing of precipitation, evaporative losses, forest and rangeland health and timing of spring peak runoff, and that such changes will continue or increase in the future; it is therefore necessary to adapt the Board's future planning assumptions to appropriately take into account such predicted changing climatic conditions in the upper Yampa River basin.
11. The Board believes the District should participate in local and statewide processes to address co-occurring challenges such as climate, environmental, social, political, legislative, administrative and economic changes.
12. The Board recognizes the need for collaborative efforts with partners to monitor, and, if warranted and specifically directed by Board action, to support or oppose legislation, regulations, litigation, or administrative actions that have a nexus with water law or policy.
13. The Board opposes any new transfers of stream flow or storage water from the Yampa River and its tributaries to other basins, because such transfers would interfere with existing beneficial uses of water, damage economic stability, may diminish flows supporting the Colorado River Compact and reduce environmental quality of stream flow within the District.

14. The Board values education in order to provide water-related information to the public. In addition, the Board values a two-way exchange of ideas and information with our community regarding the District's programs and priorities.

15. Outreach by the District should focus on developing and improving partnerships, including identifying ways in which District activities can support broader Basin goals.

16. The Board supports and adopts as an integral part of its vision, policies, and goals, the legislative declaration of the Colorado Water Conservancy Act (the "Act") under which the District was created, as set forth in Colo. Rev. Stat. Ann. §37-45-102. In particular, the Board affirms that the development, use, and conservation of water within Colorado is inextricably tied to the development and construction of works as defined in the Act, that the development and construction of such works shall be deemed to be the development, use, and conservation of water, and that such works are deemed to be a public use essential for the public benefit of the people of Colorado and the Upper Yampa District.

17. The Board affirms the primacy, support and protection of the Yamcolo Reservoir and the Stagecoach Reservoir projects owned and developed by the District, and the efficient and beneficial storage, release and subsequent beneficial usage of waters therein.

18. The Board should continually but prudently seek to develop and construct financially viable water works within the District where appropriate for the continued or expansion of beneficial uses and conservation of water within the upper Yampa River basin.

District Goals

The goals below capture the Board's vision of what the District should pursue to advance the policy statements described above. (Note that each goal should correspond to at least one policy statement above. Each goal may have several concrete objectives and tasks associated with it.)

Goal 1 Protect Yampa water resources, and local beneficial uses of those water resources, with respect to new or expanded transmountain diversions, or other plans or projects that would impinge on those water resources and uses.

Goal 2 Prudently operate, maintain and improve the District's existing reservoirs and the efficient and beneficial storage of water and releases of such water for subsequent beneficial uses within the District.

- Goal 3 Promote and pursue water management that sustains historic agricultural, municipal, commercial, domestic, industrial and other beneficial uses while protecting the environmental and recreational uses of the Yampa River.
- Goal 4 Represent Yampa basin water interests at the regional and statewide level, including on relevant policy, legislative, administrative, regulatory, and judicial matters.
- Goal 5 Anticipate and plan for future long-term water benefits and needs in the upper Yampa River basin, including exploration of viable storage options.
- Goal 6 Study, address and promote water quality concerns in a manner that is consistent with the District's overall responsibilities, including protecting and encouraging the beneficial use of water within the District.
- Goal 7 Support and provide public education opportunities, regularly communicate with, and seek input from our constituents, including Board and staff members, regarding the goals and activities of the District and their relationship to broader water issues in the upper Yampa River Basin.
- Goal 8 Manage the District's water rights portfolio and water resources in, anticipation of predicted extended drought and changing climate conditions.
- Goal 9 Develop short- and long-term financial plans, with projections for potential impacts to future revenues and expenses, to support these goals. These projections will aid the Board of Directors during annual budget discussions concerning the implementation of our strategic priorities identified for that year. By anticipating potential revenue shortfalls and operating budget increases, the Board will be better able to set appropriate pricing for water.

Boston Harbor Now

Strategic Plan and Work Plan for 2017-2020

DRAFT as of July 18, 2017

BACKGROUND

Boston Harbor Now was formed by an April 2016 merger of two non-profit organizations, the Boston Harbor Association and the Boston Harbor Island Alliance. Shortly thereafter, the Board of Trustees embarked on a strategic planning process to guide Boston Harbor Now through 2020.

VISION, MISSION, CORE PRINCIPLES

Vision

Boston's harbor, waterfront, and islands are economically active, environmentally healthy, and valued as critical community assets by both residents and visitors.

Mission

Boston Harbor Now leads the planning, advocacy, and activation efforts that increase the harbor's value to the Greater Boston community.

Core Principles

We are guided by these principles in all our efforts. We believe in:

- **Partnering and collaborating** with all levels of government, other civic organizations, individuals, and businesses to execute our mission and achieve our vision.
- **Waterfront development and infrastructure** that promotes a vibrant and accessible public realm along Boston Harbor.
- **Dynamic, connected open space and recreational development** that attracts visitors, tourists, and residents from all parts of the city to the waterfront and the harbor islands.
- **Climate preparedness** based on the best available science.
- **A robust working port** that continues its role as a major contributor to the region's economy.
- **Boston Harbor and Islands National and State Parks** that provide a range of engaging accessible, and affordable visitor activities and support well designed infrastructure.
- **Water transportation** that is integrated with landside transportation and development.
- **Protecting the healthy environment** and ecology of Boston Harbor and Islands.

GOALS and OBJECTIVES

GOAL #1: LEAD THE PLANNING EFFORT TO INCREASE THE HARBOR'S VISIBILITY, UTILIZATION, AND VALUE TO THE GREATER BOSTON COMMUNITY.

OBJECTIVE 1.1 Lead the development of a vision and comprehensive plan that is creative and visionary, reflects on our core principals, and builds on the *Imagine Boston 2030* process and other relevant planning initiatives. Complete Plan by 2019.

IMPLEMENTATION LEADS:

Board: Planning and Policy Committee

Staff: President and CEO, Director of Planning

OBJECTIVE 1.2 Lead the development of a Harbor-wide Passenger Water Transportation Study and Water Transportation Strategy for the Boston Harbor Islands National and State Park by spring 2018 resulting in 1 to 3 new routes.

IMPLEMENTATION LEADS:

Board: Policy and Planning Committee

Staff: Director of Water Transportation

OBJECTIVE 1.3 Work with partners to develop a capital plan for the islands by December 2018.

IMPLEMENTATION LEADS:

Board: Park Projects and Operations Committee

Staff: Manager of Park Projects and Operations

GOAL #2: ADVOCATE FOR THE IMPLEMENTATION OF THE NEW COMPREHENSIVE PLAN REFERENCED IN GOAL #1, AND FOR BOSTON HARBOR NOW'S CORE PRINCIPLES.

OBJECTIVE 2.1 Ensure public accessibility, climate-readiness, and economic viability in and around the harbor through research and review of all significant projects that could materially impact the harbor and implementation of the comprehensive plan.

IMPLEMENTATION LEADS:

Board: Planning and Policy Committee

Staff: Director of Policy

Commented [CH1]: This statement should mimic the mission, however it gets finalized.

Commented [CH2]: From Austin: Long Island task in 1.3 is very narrowly defined and may not totally be under the organizations control without significant investment of resources. It literally could be a full time job to respond requests from BPDA. Make sure that you are comfortable with.

Commented [CH3]: Brian: "...with a goal of creating a plan that provides for funding 30% of identified improvements for the following 3 years

OBJECTIVE 2.2 Work with state and local leaders on harbor-related policies and regulations that result in the City of Boston's adoption of climate resilient regulations, at least one new climate-conscious district, and a retrofit of an existing residential development by December 2021.

IMPLEMENTATION LEADS:

Board: Climate Task Force

Staff: Director of Policy

OBJECTIVE 2.3 Increase the number of individuals on our mailing list by at least 10% per year.

IMPLEMENTATION LEADS:

Board: Planning and Policy Committee

Staff: Director of Policy, Director of Planning

GOAL #3: ACTIVATE BOSTON HARBOR, WATERFRONT, AND ISLANDS THROUGH PROGRAMS AND FACILITIES

OBJECTIVE 3.1 Host or partner with others to support a suite of public programming (including youth engagement and education) that increases the number of visitors to the harbor, waterfront, and islands by 10% each year.

IMPLEMENTATION LEADS:

Board: Programming and Marketing Committee

Staff: Director of Programs

OBJECTIVE 3.2 With partners, make at least one major strategic physical and one major operational improvement on the harbor in the next three years.

IMPLEMENTATION LEADS:

Board: Park Projects and Operations Committee

Staff: President and CEO, Manager of Park Partnerships and Operations, Director of Finance and Administration

OBJECTIVE 3.3 Work with partners to improve the visitor experience, particularly through improved revenue-generating harbor operations including ferry and food services, moorings, and programs.

IMPLEMENTATION LEADS:

Board: Park Projects and Operations Committee

Staff: Manager of Park Partnerships and Operations and Director of Finance and Administration

GOAL #4: BUILD AND DEVELOP A SUSTAINABLE ORGANIZATION

OBJECTIVE 4.1 Develop a financially-sustainable business model by December 2017 and implement specific recommendations through 2021.

IMPLEMENTATION LEADS:

Board: Development Committee, Finance Committee, Executive Committee

Staff: President and CEO, Vice President of Institutional Advancement, Director of Finance and Administration.

OBJECTIVE 4.2 Create 3-year plans for each department, including development, programs, marketing and communications, and administration that build on the goals, objectives, and tactics stated in this strategic plan. Complete by December 2017.

IMPLEMENTATION LEADS:

All department directors and associated board committees, Executive Committee.

OBJECTIVE 4.3 Recruit the necessary staff and voluntary leadership as identified in this plan and by the Executive Committee to achieve the stated objectives.

IMPLEMENTATION LEADS:

Board: Governance and Nominating Committee, Executive Committee.

Staff: President and CEO

IMPLEMENTATION PLAN

The board and staff noted under “Implementation Leads” for each objective are responsible for ensuring the objectives are met. Each board/staff team will devise a system for monitoring their progress on a quarterly basis. Each board/staff team will be asked to report progress and outcomes to the organization on a regular basis. The board recognizes that circumstances may change and objectives may need to be adjusted during the planning period.

Commented [CH4]: From Bud: This doesn't seem wise to me. The organization – led by the ED – should have a common set of standards and benchmarks that will apply uniformly across the program areas. The ED needs to keep a tight focus on all this work, and keep it aligned with the strategic plan.

EVOLVING ISSUES

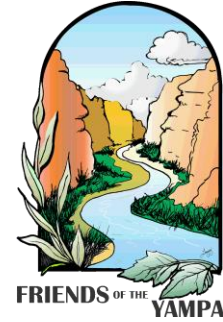
- **Working Port:** Supporting the working ports in Boston Harbor is important to Boston Harbor Now. In the next three years our focus will be primarily on questions about Designated Port Areas (DPAs), but going forward we also expect to undertake issues related to the modernization of the ports, the potential impacts of building a deepwater port, and expanding our focus to the range of needs and issues for ports in all Boston Harbor cities.
- **Capital Improvements:** In this plan we have committed to support at least one major physical improvement to the harbor and islands each year and to create a capital plan with specific goals for the islands (Objectives 1.3 and 3.2). We recognize that the more there is to see and do in the harbor and on the waterfront and islands, the more people will enjoy and embrace the entire area; therefore we are committed to increasing our role in promoting capital improvements over time.
- **Other Harbor Communities Beyond Boston:** In coming years Boston Harbor Now intends to increase our engagement with cities in the region (from Salem on the north to Hull on the south) and our facilitation of cross-municipal collaboration on issues related to the harbor.
- **Support for Harbor Neighborhoods:** As waterfront neighborhoods morph and change, conflicts among long-term businesses and residents and new businesses and residents are to be expected. Boston Harbor Now may play a larger role in facilitating collaborative approaches to waterfront neighborhood planning and functions.
- **Climate resiliency efforts** will continue to be a focus and become more important over time. For example, we anticipate increasing work on issues related to the feasibility of the inner Harbor protection measures and outer Harbor barrier system.

Commented [CH5]: Bob G. suggests that we include “water dependent activities” in this section. Thoughts?

NOTE ON STAKEHOLDER INPUT TO THIS PLAN

During the development of the strategic plan, many of Boston Harbor Now's key stakeholders were asked for their perspective on the organization's position relative to its vision. Their views are worth noting here:

- The work requires a collaborative effort and Boston Harbor Now has the relationships, organizational independence, and expertise to successfully convene diverse stakeholders.
- Boston Harbor Now has long-standing relationships with key players across sectors, including federal, state, and local government; non-profits; and private businesses.
- The organization's statutory relationships with the National Park Service (NPS) and the Massachusetts Department of Conservation and Recreation (DCR) are a unique strength.
- The two previous organizations played significant roles in the clean-up of the harbor and as stewards of the islands.
- The two previous organizations built strong reputations for being bold yet reasonable and practical advocates for parks and public access to the waterfront and islands; creative, public compliance with regulations; community engagement; coastal flood preparedness; and a robust working port.
- Boston Harbor Now is the only civic organization positioned to work comprehensively, regionally, and through partnerships to optimize the relationship between Greater Boston and the harbor.



Description (who we are)

Friends of the Yampa is a 501(c)(3) nonprofit watershed group working in the Yampa River Basin of Northwest Colorado since 1980.

Mission

To protect and enhance the environmental and recreational integrity of the Yampa River and its tributaries through stewardship, advocacy, education, and partnerships.

Vision

The Yampa River will be recognized nationally and remain a model of a healthy river, providing harmony between human use and the environment.

Ten Year Goal

By 2028 FOTY will have developed statewide, regional, and national support for a healthy Yampa River, one that supports a vibrant and diverse economy and is accessible for all to enjoy.

Guiding Principles

1. Yampa River Awareness Project (YRAP) – Educate, Document and Inspire

Goal: - Inspire participation and respect for a healthy Yampa River

Strategy A: Utilize hands on experiential opportunities to educate people about the Yampa River and its tributaries

Strategy B: Engage academic institutions throughout the basin (and beyond) to teach both students and the public about the benefits of a healthy river system

Strategy C: Educate local, state, and national water leaders in the significance of a healthy Yampa River

Strategy D: Celebrate the Yampa River with annual events that inspire awareness and action

Strategy E: Expand awareness by utilizing various arts and media efforts.

Strategy F: Create a better awareness of who the Friends of the Yampa are and what we do

Tasks:

- Inventory, build upon existing **water educational** efforts in the Yampa Basin (ALL)
- Fund and finalize existing Yampa is Wild **mural project** and work to create more art installations that support FOTY mission (ALL)

- Create hands on, experiential river experiences for all ages to teach basic river boating skills while educating participants on all aspects of the Yampa River environment (A, B, C, D, F)
- Maintain signature annual Yampa Canyon **Awareness Float** trip and **expand** awareness float(s) to other ages and demographics and to other sections of the river (A, B, C, D, E)
- Plan, fund, and produce a series of short **videos** about the Yampa Basin for general outreach, education, and awareness (B, C, E, F)
- Continue and grow **State of the Yampa River** presentation(s) (B, C, D, F)
- Organize and produce an annual Yampa Basin/West Slope Rendezvous (B, C, D, F)
- Seek high value media outlets to share the story of the Yampa River both within and outside of the basin (C, E, F)
- Recruit, train, and deploy volunteer speaker corps (expand capacity to talk in schools(A, B, F)
- Maintain and grow annual **Yampa River Festival** (A, D, F)
- **Big Snow Dance** will continue to be annual and primary fundraiser (D, F)
- Continue hosting **Beers with the Board** gatherings biannually; grow attendance and interactivity with board (D, F)

2. Partnerships

Goal: FOTY will become a key organization that other groups and individuals will turn to with any interests pertaining to the Yampa River and its tributaries

Strategy: Take an active leadership role in coordinating, participating in and implementing existing and future planning efforts and projects with other related boards, organizations, agencies, groups and individuals to expand upon FOTY's mission

Tasks:

- Inventory existing, current and future planning efforts to identify initiatives where FOTY can take an active leadership role in implementation. Some examples could be:
 - Pursuit of instream flow rights on the Yampa River and its tributaries
 - Finding a sustainable funding source for the Yampa River Fund
 - Bear River Takeout
 - Yampa River Passage Project (Yampa River State Park and Maybell Ditch diversion passages for recreation)
 - Right to Float education on the Yampa River
- Continue to encourage, participate in, and develop Yampa River specific planning and implementation efforts to meet the vision of a healthy Yampa River system that is accessible for all to enjoy. Some current efforts include:
 - Yampa-White-Green Basin Roundtable
 - Integrated Water Management Plan
 - Yampa River Leafy Spurge Project

- Yampa River Water Fund
- Yampa River Health Assessment and Streamflow Management Plan
- Yampa River Systems Legacy Partnership
- Upper Yampa River Watershed Group planning document
- BLM, Forest Service, Yampa River State Park and other governmental agencies planning efforts within the basin
- Upper Yampa Watershed Plan
- Other existing, future, and unforeseen planning efforts
- Increase FOTY's partnerships and footprint in lower Yampa Basin by
 - Implementing projects including
 - Craig Diversion Project
 - Little Yampa Canyon campsite MOU execution
 - Maybell Ditch efficiency improvements and diversion passage
 - Little Snake River documentary
 - Yampa River Leafy Spurge research project
 - Identify a river centered mural project in a visible location in Craig
 - Participating in planning efforts including
 - Integrated Water Management Plan for lower basin subgroup
 - Take active role with the Endangered Fish Recovery Program to identify future efforts to prolong PBO beyond 2023 expiration
 - Monitoring and participating in public lands management decision making processes
 - Engaging with residents, agencies, governments in the lower basin, e.g.
 - Meeting with Moffat County Commissioners and Moffat County Tourism Authority in person twice a year
- Encourage FOTY's board members and staff to sit on and participate with other Yampa Basin water related non-profits, agencies, and groups
- Leverage partnerships for fundraising (to achieve vision/mission/plan)
- Support and provide leadership for in-basin partners to coordinate efforts and leverage resources to satisfy the goal of creating a healthy Yampa River system that is accessible to all.
- Identify and improve communication with strategic national or regional partner non-profit organizations to coordinate efforts and leverage resources
- Work with agricultural community to study and document the causes and benefits of late season return flows via a science-based approach
- Organize one listening session per year within a subbasin of the Yampa River system in order to engage water users and residents to hear river related concerns and challenges
- Utilize existing Colorado water laws and mechanisms in coordination with the State Engineer's Office and willing water right holders to achieve FOTY's mission
 - Participate in any meetings with stakeholders involved with Stagecoach Reservoir water releases to create long term management direction and strategy

- Investigate an effective demonstration project by identifying two willing water rights holders to put in place alternative transfer mechanisms to keep water in the river during certain low water years
- Provide ad hoc groups with fiscal sponsorship that further FOTY's overall mission and goals, such as Yampa River Leafy Spurge Project and Juniper Hot Springs

3. Stewardship

Goal: FOTY will develop, participate in, and implement planning efforts that foster responsible use and management to maintain and improve upon the integrity of a healthy Yampa River system

Strategy A: Preserve and protect flows

Strategy B: Enhance, protect, and preserve the health and integrity of the Yampa River system by mitigating human and environmental impacts

Strategy C: Create and protect recreational opportunities and river access in the basin

Tasks:

- Oppose transbasin diversions out of the Yampa Basin (ALL)
- Consider opportunities that will augment flows to enhance water quality and recreational/environmental attributes (ALL)
- Support the development and implementation of the Yampa Basin Water Fund and/or similar endowment program (ALL)
- Support the City of Steamboat Springs Recreational Instream Channel Diversion (A, B, C)
- Investigate creative solutions to maintain, beyond the current expiration date of 2023, the Programmatic Biological Opinion for the endangered fishes in the lower Yampa River (A, B)
- Work to support and implement the City of Steamboat Springs Yampa River Health Assessment and Streamflow Management Plan (A, B)
- Support conservation efforts related to acquisition of open space and conservation easements along river corridor with funding partners and other non-profits (B, C)
- Enhance water quality in the Yampa River by implementing elements of Upper Yampa River Watershed Plan. (A, B)
- Provide safe boater passage past agricultural diversions while not impairing or injuring existing water rights (C)
- Identify and implement opportunities to enhance river access and recreational opportunities in and on the Yampa River and its tributaries (C)
- Maintain and expand signature Yampa River cleanups (B)
- Finalize existing Little Yampa Canyon campsite development, develop and provide information related to recreational and environmental aspects of that

stretch of river; and fulfill the obligations delegated to FOTY within the executed MOU (C)

4. Advocacy

Goal: - FOTY will advocate for a healthy Yampa River system

Strategy: Garner public engagement with policies, programs, and projects that impact the Yampa River system

Tasks:

- Monitor policies, programs, and projects that could impact the goal of a healthy Yampa River system and express our public support of positive efforts while opposing efforts we deem to have high risk of detrimental effects

5. Organizational Development

Goal: - FOTY will increase its capacity, organizational structure and financial stability

Strategy A: Develop staffing structure and job descriptions

Strategy B: Refine board responsibilities

Strategy C: Create self sustaining fundraising campaign

Strategy D: Expand FOTY membership

Strategy E: Create a marketing and outreach program

Tasks:

- Recruit and hire a program manager (A)
- Recruit and hire an executive director (A)
- Expand board and strategically recruit board members (B)
- Create board, subcommittee structure, and meeting regimen (B)
- Develop an annual membership structure (C, D)
- Implement strategies to increase FOTY membership (C, D)
- Solicit a three-year salary seed money campaign to fund staffing needs (A)
- Identify and solicit select donors for funding capacity (C)
- Create a project/program based funding structure (C)
- Develop content for website, social media and other outreach sources (D, E)
- Create and publish a quarterly newsletter (D, E)
- Host high value events (D, E)
- Re-write the FOTY bylaws (B)
- Organize an additional fundraising float trip (C, D, E)
- Organize a donor event at a partnered riverside location (C, D, E)

Three-year OPERATIONAL Plan:

Staffing Structure

Goal: - FOTY will fund an executive director (ED) by January 2020 to oversee the implementation of FOTY's 2018 strategic plan. FOTY will hire a program manager by the end of 2018 to carry out administrative and program goals.

Diagram below outlines functions of FOTY with both an ED and PM, only a PM and without either.

	<u>Current Structure</u>	<u>Ideal Structure</u>	<u>Resource Constrained Structure</u>
Organizational Tasks			
Project Logistics	Board of Directors	Program Manager	Combined Program Manager/Executive Director
Connect with Schools			
Coordinate/Take lead on projects			
Website/Media Outreach/Social Media			
Admin			
Invoicing/Billing/Deposits			
Donor contact/thank yous			
Contact with Partner Organizations			
Volunteer Logistics			
Board communication/Information Distribution			
Event Planning/Logistics			
Monitoring information from Partners, Agencies, etc			
Leads Fundraising Efforts		Executive Director	
Facilitate Committees			
Grant Writing/Research			
Coordinates organization			
Face of the Organization/Point Person			
Supervise Program Manager			
Membership Relations			
Facilitation of Organizational Goals			
Partnership Relations			
Technical expertise/Specialized knowledge			
Budget Planning/Forecasting			
Board Coordination			
Political relations			
Response to information from Partners, Agencies, etc			
Policy Direction		Board of Directors	Board of Directors
Strategic Planning			
Fundraising Identification and Push			
Service on other Boards			
Community Engagement			
Ambassadors of Organization			
Actively Volunteer/Donate			
Set Organizational Programming			
Evaluate and Approve Budget			
Subcommittee Participation			
Clear direction to Supervising staff			
Attendance at Core Functions			
Attend meetings			
Provide expertise, represent area of interest			
Bring Passion to Organization			

Possible Subcommittees Structure (each subcommittee should have minimum 2 board members)

Board of Directors

- Entire board plus ED and PM; meets bimonthly on opposite months of bimonthly FOTY executive committee

Executive

- Officers of the Board, ED and PM; meets bimonthly on opposite months of bimonthly FOTY board meetings.

Finance/Fundraising

- Treasurer and President of the Board, ED and/or PM at minimum
- Works on budgets, grants and membership platforms
- Annual budget is formulated in August, drafted in October with final draft circulation in November

Marketing/Communications

- ED/PM plus other interested board members and public involvement
- Media and outreach focused

Projects

- ED/PM plus board President and board leadership and public involvement

Events - BSD, Riverfest, Yampa Basin Rendezvous, Clean Up(s)

- These subcommittees need board leadership with public involvement
- Event subcommittees are timely and organized leading up to specific events

YRAP/Education/Programs

- Board leadership and public involvement
- Overseeing awareness floats along with any and all educational efforts FOTY is working on

Monitoring/Advocacy

- Board leadership and public involvement

Ad Hoc (as needed - e.g. Water Fund, Stream Management)

- ED/PM, board leadership and public involvement

New Board Member Needs:

- Science expertise
- Upper basin (above Stagecoach)
- Lower basin (below Elkhead confluence)
- Tributaries (Elk River specifically)
- Fly Fishing
- Government Connections/Elected Official
- Fundraising/Grants Expert
- Agriculture
- Women

FOTY board will actively work to recruit board members in 2018 and 2019 to fill needs. At least 2 additional board members (as of April 2018 FOTY board is at 12 members). Perfect board size would be 13.

FOTY board in the future will meet bi-monthly and may move to quarterly in the future.

FOTY subcommittees will be more active in future than they are presently.

Communications:

Target audience is broad but will be focused during specific campaigns.

Youth, Lower Basin, Residents, Fishermen, Environment, Ag Interests, 2nd Home Owners, Other Water Related Groups, Potential Funders, Public Lands supporters, Media outlets, Boaters, River Users, K-12 Educators...

Direct communication and collaboration with priority organizations such as:

- Local in-basin: CAA, Yampa Valley Sustainability Council, Yampatika, Trout Unlimited, Yampa Valley Fly Fishers, Yampa Valley Land Trust/Colorado Open Lands/Cattlemen's Association, Northwest Colorado Chapter of the Parrotheads, Upper Yampa Watershed District
- National/Regional: American Rivers, American Whitewater, The Colorado Water Trust, The Nature Conservancy, The River Network, Conservation Lands Foundation, Audubon Society
- Agencies: Bureau of Land Management, Colorado Parks and Wildlife, United States Forest Service, National Parks Service, City and Towns within basin, Upper Yampa Conservancy District, United States Geological Society

Tagline ideas:

- Respect the Yampa
- The Yampa is Wild
- Serving the wild Yampa River and the people of its basin since 1980

Messaging to specific target audiences:

- Residents: share mission/vision, healthy-wild river, value of environment and recreation, we are all responsible for the river/sense of stewardship, defining/confirming strategy, keep the stoke high
- Water related and similar organizations: FOTY is a reliable and needed environmental and recreational partner for all things Yampa River Basin river endeavors
- Youth: healthy-wild rivers are important, special and fun; there are other important uses of the water beyond the environmental and recreational elements, we are all responsible for the river; create an ethic of river stewardship; experiential education eyes wide open, Grand Canyon in your backyard, insects, fish, fun, riparian habitat
- Funders: achieve sustainable funding, reliable, focused, capable

- Media/Outside Entities: recognition of Yampa as something unique/special and needs to stay this way in uncertain future of climate and population growth
- Lower Basin: value of river to economy and way of life, recognize the amazing resource out our back door.
- Fishermen: collaboration, inclusivity, FOTY is partner

30-second elevator pitch:

Since 1980 FOTY has been initiating projects and organizing volunteers to protect and enhance the Yampa's environmental and recreational integrity.

As the wildest river in the Upper Colorado River system, the Yampa is an exceptional model of how a well-managed river can serve all its users well into the future.

4-5 page case statement for grant applications - need to do.

- *Profile past successes, current projects - need to do.*

Media Strategy to reach target audiences:

Events, annual State of the Yampa address, Beers with the Board, editorials, social media (Facebook/Instagram), school discussions, email/newsletter, conferences, YRAP, website, radio, Respect Yampa and Yampa is Wild stickers, posters, film/documentaries -> storytelling, murals...

Consistent messaging campaign, target - spend bulk of time and effort with those that matter and where we can be effective

C. Development and fundraising.

Working well:

Yampa River Festival, Big Snow Dance, grants (CLF), swag, royalties, recurring contributions from specific organizations (OARs, Home Ranch) - keep/foster these and branch out.

New Fundraising opportunities:

- New partnerships with water/river related organizations
- direct outreach/personal asks to individuals
- Yampa Valley Gives
- monitor/research grants
- Water Fund
- Golf/Trout partnership
- user fees/contributions(\$1/day/user for tubes and rafters)
- membership (monthly/annual contribution)
- legacy grants (wills)
- project based work - physical improvements/consultant work with admin/hours covered in grant/funding breakdown

- art sales
- consistent swag sales/content
- annual river float with bbq
- invitation only event at local fishing ranch (Yampa Tailwaters Preserve..?)
- Foundations (Anschultz grant?)
- County/City/Conservancy grants
- Colorado Common Grant Application - online
- Wells Fargo
- Community Resource Center
- North American Association for Environmental Education grants

When would we say no to funding:

Something against our mission, if not mutually beneficial, if we can't deliver on the commitment attached to the money

UPPER YAMPA WATER CONSERVANCY DISTRICT MISSION, POLICIES & GOALS

Mission

To lead water resource management within the District's boundaries by responsibly conserving, protecting, developing, providing and enhancing the water resources security of the Upper Yampa River Basin. The District will initiate and participate in works and projects that embody and promote the protection of water rights, provide broad benefits to District constituents and develop works and projects that provide responsible conservation, responsible growth, beneficial water storage and usage, and public awareness within the Upper Yampa Water Conservancy District.

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The Board of Directors believes the Districts' mission is reflected in the following policy statements, as informed by guidance from the Upper Yampa District's 2017 community survey and 2019 stakeholder assessment report. Some of these policy statements reflect the District's responsibilities and core mission, while others reflect values and opportunities the Board sees embodied in carrying out its mission.

The statements and goals are not currently listed in order of priority. They are temporarily numbered for purpose of internal cross-referencing.

Policy Statements

16. The Board acknowledges as an integral part of its vision, policies, and goals, the legislative declaration of the Colorado Water Conservancy Act (the "Act") under which the District was created, as set forth in Colo. Rev. Stat. Ann. §37-45-102. In addition, the Board acknowledges and seeks to prudently interpret and integrate the more recent federal and state mandates, statutes, policies, and regulations into the modern functioning of the District. In particular, the Board affirms that the development, use, and conservation of water within Colorado is inextricably tied to the development and construction of works as defined in the Act, that the development and construction of such works shall be deemed to be the development, use, and conservation of water, and that such works are deemed to be a public use essential for the public benefit of the people of Colorado and the Upper Yampa District

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6. The Board supports the concept that the Yampa River Basin and its healthy functioning of reservoirs, rivers and streams are and will be the lifeblood of the district's county's agricultural, environmental, municipal, commercial, industrial, domestic, and recreational cultures, and, thus, its economic future.

Commented [W1]: Added reservoirs

10. The Board acknowledges the written reports of the CWCB, the U.S. Bureau of Reclamation, the National Climate Assessment, the Intergovernmental Panel on Climate Change, and many other publications describing the preponderance of scientific evidence which have predicting that warmer temperatures are already having effects in the Colorado River Basin, including the UYWCD. The effects include

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quantity and timing of precipitation, evaporative losses, forest and rangeland health, and timing of spring peak runoff. Such changes will continue or increase in the future. It is therefore necessary to adapt the Board's future planning assumptions to appropriately take into account such predicted changing climatic conditions in the upper Yampa River basin.

1. The Board regards irrigation, municipal, commercial, domestic and industrial uses, and opportunities to support ~~environmental~~ ecologic or aquatic values and water-based recreation, to be important matters for the District and the public it serves, and seeks to achieve mutual benefits balance among competing uses of water within the District ~~to~~ and minimize conflict maximize collaboration among ~~uses~~ users to meet the challenges of 10. above.

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17. The Board affirms the primacy, support and protection of the Yamcolo Reservoir and the Stagecoach Reservoir projects owned and developed by the District, and the efficient and beneficial storage, release and subsequent beneficial usage of waters therein.

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7. The Board supports the District's participation in partnerships protecting the healthy functioning of, reservoirs, rivers and streams, and the riparian and upland ecosystems and hydrology supporting such rivers and streams, within the District.

Commented [W2]: Added reservoirs

2. The Board supports ranching and irrigated agriculture in the District for its economic, socio-cultural values, aesthetic, and environmental contributions to the community.

Commented [W3]: Somewhere, sometime someone needs to confront the "gorilla in the room" and call out destructive and dysfunctional management practices.

3. The Board recognizes that prudent industrial uses, such as energy development and production, may require direct flow and storage water, and support the economic welfare of the Yampa River Basin.

4. The Board supports planning and development of long-term water supplies supply strategies for future municipal uses to ensure a vibrant, diverse, and resilient economy in the upper Yampa River basin.

5. The Board supports economically viable, water-based outdoor recreational activities, e.g., aesthetic enjoyment by residents and visitors, winter sports, water sports, fishing, and hunting.

~~6. The Board supports the concept that the Yampa River Basin and its healthy functioning rivers and streams are and will be the lifeblood of the county's agricultural, environmental, municipal, commercial, domestic, and recreational cultures, and, thus, its economic future.~~

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~~7. The Board supports the District's participation in partnerships protecting the healthy functioning of rivers and streams, and the riparian and upland ecosystems and hydrology supporting such rivers and streams, within the District.~~

8. The Board supports wise land use policies by local governments to protect the Basin's water resources and the District's ability to manage and develop the water resources of the Upper Yampa River basin.

9. The Board supports science-based programs related to monitoring, protection, and restoration, as appropriate, in order to maintain the chemical, physical, ~~and~~ biological, and aesthetic integrity of the reservoirs, rivers, and streams in the upper Yampa River basin, and the health and protection of the ancillary watersheds from which such reservoirs, rivers, and streams derive flow, as a necessary part of a healthy economy and environment within the District.

~~10. The Board acknowledges the written reports of the CWCB and the U.S. Bureau of Reclamation, and the preponderance of scientific evidence, which have predicted that warmer temperatures are already having effects in the District on quantity and timing of precipitation, evaporative losses, forest and rangeland health and timing of spring peak runoff, and that such changes will continue or increase in the future; it is therefore necessary to adapt the Board's future planning assumptions to appropriately take into account such predicted changing climatic conditions in the upper Yampa River basin.~~

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11. The Board believes the District should participate in local and statewide processes to address co-occurring challenges such as climate, environmental, social, political, legislative, administrative and economic changes.

12. The Board recognizes the need for collaborative efforts with partners to monitor, and, if warranted and specifically directed by Board action, to support or oppose legislation, regulations, litigation, or administrative actions that have a nexus with water law or policy influencing the UYWCD.

13. The Board opposes any new transfers of stream flow or storage water from the Yampa River and its tributaries to other basins, because such transfers would interfere with existing beneficial uses of water, damage economic stability, may diminish flows supporting the Colorado River Compact and reduce environmental quality of stream flow within the District.

14. The Board supports establishing partnerships valuesto develop new and innovative tools for education and engagement in order to provide water-related information to the public, collaborators, and other relevant organizations, Such tools include online, interactive K-12 and adult instructional material, virtual field trips, and a clearinghouse for links to ongoing water activities. In addition, the Board values a two-way exchange of ideas and information with our community regarding the District's programs and priorities.

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Commented [W4]: Maybe move to Goals # 7

15. Outreach by the District should focus on developing and improving partnerships, including identifying ways in which District activities can support broader Basin goals.

Commented [W5]: Combine 14 and 15.

18. The Board should continually but prudently seek to evaluate and develop, and construct financially viable water works within the District where appropriate for important, the continued or expansion of beneficial, recreational, and environmental uses and conservation of water within the upper Yampa River basin.

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District Goals

The goals below capture the Board's vision of what the District should pursue to advance the policy statements described above. (Note that each goal should correspond to at least one policy statement above. Each goal may have several concrete objectives and tasks associated with it.)

Goal 1 Protect Yampa River basin water resources, and local beneficial, environmental, and recreational uses of those water resources, with respect to new or expanded transmountain/trans mountain diversions, or other plans or projects that would impinge on those water resources and uses.

Goal 2 Prudently operate, maintain and improve the District's existing reservoirs and the efficient and beneficial storage of water and releases of such water for subsequent beneficial uses within the District.

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Goal 3 Promote and pursue water management that sustains the environmental and recreational uses of the Yampa River while protecting historic agricultural, municipal, commercial, domestic, and industrial uses.

Commented [R6]: This Goal seems to overlap with Goal #5. Can we further distinguish them? Or are they clearly distinguishable as is?

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Goal 4 Represent Yampa basin water interests at the regional and statewide level, including on relevant policy, legislative, administrative, regulatory, and judicial matters.

Goal 5 Anticipate and plan for future long-term water needs, water and benefits security and needs in the upper Yampa River basin, including exploration, evaluation of viable storage options, in order to ensure water availability for a strong resilient and sustainable economy as well as addressing water quality concerns.

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Commented [R7]: See comment re Goal #2.

Goal 6 Study, address and promote water quality concerns in a manner that is consistent with the District's overall responsibilities, including protecting and encouraging the beneficial, environmental, and recreational uses of water within the District.

Goal 7 Support and provide public education opportunities, regularly communicate with, and seek input from our constituents, including Board and staff members, regarding the goals and activities of the District and their relationship to broader water issues in the upper Yampa River Basin.

Goal 8 Manage the District's water rights portfolio and water resources in, anticipation of predicted extended drought and changing climate conditions.

Goal 9 Develop short- and long-term financial plans, with projections for potential impacts to future revenues and expenses, to support these goals. These projections will aid the Board of Directors during annual budget discussions concerning the implementation of our strategic priorities identified for that year. By anticipating potential revenue shortfalls and operating budget increases, the Board will be better able to set appropriate pricing for water.

Commented [R8]: As discussed by the Committee, strategies or objectives for this Goal (with corresponding tasks for each) could include: protect and develop the conditional water rights owned by the District; utilize and update District Master Plan; utilize and update Model; etc

Concepts relating to policy statements that may be missing from list of Goals above

- Support Ag in the District through programs and policies (e.g., providing grants, keeping Ag water costs low, etc) – see Survey, p.6
- Manage District's land for benefit of the public
- Also see Upper Gunnison Goals #1, 2, 3

Board/District Governance Suggestions

1) Clarify roles and responsibilities for Board/District operations

Process to better define and execute roles

- Need to work as a Board to understand different styles of governance and **best practices** for how board and staff can work together productively, without micromanaging – on annual basis (e.g., strategic planning and budget development) and on-going basis (e.g., developing Board meeting agendas).
- May be useful to define needed and/or wanted tasks and necessary skills/qualifications; then needed roles to perform tasks (staff, directors, contractors, volunteers). Encourage active participation of Board members in tasks (hands-on, or subcommittees).
- May need **bylaws** revisions as appropriate.
- Assignments to work with staff on particular issues should be **specified by Board** (unless specified by bylaws).

GM responsibilities should reflect District strategic planning

- GM responsibilities should reflect annual District goals and budget.
- Goals should be strategic, specific and **measureable** and become the basis for work plans and Board agendas.

2) Standardize process for updating annual goals and budget

Suggestions for setting annual goals and action planning

- Utilize five-year **budget projections** to develop specific District goals. Work with County Assessor's office to predict revenues and review expense projections (including impacts from decommissioning of power plants, reduced coal production, Gallagher).
- **Standardize** process for reviewing budget projections in late summer in anticipation of Board Retreat -- our opportunity to review and prioritize our strategic plan so budgeting reflects current goals for the District
- Consider whether Executive Committee or a new **Finance Committee** should oversee this responsibility.

3) Enhance clear, direct communications between Board and GM

- Board members to provide **policy direction** to staff in Board meetings, not one-on-one. (Okay to discuss issues or share opinions.)

Commented [R1]: Include some discussion of Subcommittees in this Document; keep others aware (e.g., K negotiations) so privy to what's happening. Maybe under #4?

- **Annual review** process should focus on discussing progress toward goals, reflecting strengths/areas for improvement, and goal setting for next year. Reviews should be clear, deliberative, and transparent (and not anonymous).
- **Specific** issues or concerns should be addressed as they arise in a direct and non-personalized manner. Initial communication should happen one-on-one, with a procedure for conflict resolution as needed.

4) Improve efficiency and productivity of Board meetings

Board meeting prep

- Continue to use **Board Communication Forms**. Add more detail – e.g., alternatives, pros/cons, other considerations to frame important discussions.
- Offer an option for electronic **packets** for Board members. Ensure electronic packets are available on website prior to the meeting.

Board meeting protocol and ground rules

- Ensure Board member comments are **succinct** and time-limited.
- Empower Chair to keep discussion **focused** and not let members dominate or ‘ramble.’ This can be disruptive and cast Board in a bad light with public.

Board meetings vs. Work Sessions

- More strategic use of **work sessions** versus meetings. **Alternate** months between normal board meetings (per bylaws) and work sessions (no more than 3 topics of importance). At work sessions, encourage candid discussion and questioning of ideas and strategies. At meetings, make decisions.
- More frequent Board meetings has been helpful.

Board meeting agenda structure/format

- Address **action items** at beginning of the meeting (important things first).
- Engineer’s report **earlier** on agenda – and/or use written reports from staff, as opposed to verbal. Information-only agenda items should be treated like consent agenda: **only discuss** if warranted and relevant to current or pending policy decisions. Need strategy for sharing FYI info, so as **not to limit** available information
- **Fewer items** on the agenda with more robust, thorough discussion on contentious issues.
- Create streamlined process to develop Board meeting **agendas** – including, at end of each meeting, have standing item to discuss **next meeting** agenda.
- **Invite** one stakeholder to join us for lunch before each meeting.
- Consider inviting **presentations** by external partners, Board members (for co-learning), and staff on specific topics.
- Utilize a brief “work session” **before each meeting** to offer technical discussions by board members or the public.

Between meetings

- GM to provide regular e-**updates** to the directors on current events and activities.
- Use **committees** as appropriate to research and identify alternatives.

On-boarding of Board members

- **Orientation** to facilities, goals, statements, legal boundaries, etc.

5) Increase sense of inclusiveness/openness at Board meetings

Board meeting structure/format

- **Introduce** audience members at beginning of meetings. Directors should also welcome and introduce themselves to members of the public when they arrive at meetings, during breaks, or at other appropriate opportunities.
- **'Round robin'** format is useful to ensure directors have chance to comment on every discussion.
- Allow and encourage **public comment** at beginning of meeting and during agenda items as appropriate.
- More **voting** with possibility of minority or split votes (vs. voting procedure in which loudest/most passionate voice can sway the group).

Meeting protocol / ground rules

- Encourage open and candid discourse, but ensure that it is **polite**/respectful.
- Encourage well-articulated, well-reasoned arguments – e.g., using BCFs to share perspectives **prior** to meetings.
- Roberts rules?
- Get **agreement** from Board, then fully empower Chair to enforce agreements to keep comments focused and succinct, with no member dominating.
- Have meeting **placards** for each Board member.

Board meeting prep/between meetings

- Solicit and/or allow others to provide information to be included in board **packets**, in the form of letters, updates, or other.
- Fully utilize **website** to display minutes, agendas, packet materials, current events and news, water related data and educational material and videos.
- Ensure **transparency** on water pricing development and policy discussions to alleviate concerns that the district is motivated only for profitability as opposed to responsible public service.
- Board agreement on our mission will help.

Commented [R2]: omit

6) Increase Board participation in Basin water efforts

Policy and protocol suggestions

- Strongly encourage all directors to regularly participate in **at least one** other external group and provide brief written report on key items (BCFs?).
- Clearly **identify** when speaking as Board member vs. a private individual in external meetings.
- Develop protocol for Directors in representing District positions externally, to ensure we are delivering a **consistent message**.
- When attending other regular meetings, provide brief **updates** on District's plans and policy discussions as appropriate.
- Need careful attention to **conflicts of interest**.

Considerations/priorities

- Actively support **Basin Roundtable** public outreach and education activities, e.g., the one mentioned at the May meeting involving local K-12 schools
- Fully participate in **western CO** Basin Roundtable collaboration.
- To help 'tell our story,' develop short **videos** for the District (2-3 minutes). These could include a wide array of topics, even detailing our options for firming Stagecoach.
- We should generally be perceived by district taxpayers, as the statutory water authority with a voter-approved tax base, as taking leadership on water matters.

Logistics

- Provide board members with District **name tags** (and business cards if they would like them for other meetings and water-related activities)

Board meeting structure

- Include agenda item for President's report and Board member **reports**?
- Set aside time at a few Board meetings during the year (i.e. **quarterly** for 1-2 hours) for presentations on water issues.

7) Encourage *more collaborative approach* in Board meetings and external engagement by District

Board meetings

- Active use of Board **subcommittees**
- More invitations for outside **presentations** (already started)

External protocol

- When attending outside meetings, prioritize **listening**, not lecturing or trying to convince. Demonstrate we can offer balance perspectives on most issues.

Activities

- Co-host annual '**Yampa water world**' conference engaging all water related groups and encouraging coordination/collaboration among the groups.
- Actively **support** the activities of the BRT and integrated water management plan efforts.
- Host annual picnic/bbq with **CPW** at Stagecoach, to showcase our park and rec opportunities at the reservoir, and to strengthen relationship with CPW.
- Coordinate/provide leadership to multi-group effort (with BRT, YIWMP) to upgrade **Ag infrastructure**, given pending 'over appropriation' designation.
- Revisit and possibly expand mini-grant program; review and update our criteria.

8) Conflict resolution procedure (within Board or Board-GM)

Rationale

- Areas of conflict that impact the Board should be brought to the attention of the Board in a timely and appropriate manner. Personal issues among Board and staff impact efficiency and productivity of both. Need **protocol** to address these situations.
- In general, want to encourage **clear, open, respectful** communication.

Policy suggestions

- Create new Board **Committee** (personnel committee, like contractual negotiation, State Park lease renegotiation, Stagecoach firming, etc) to address conflicts.
- Research **best practices**

Possible next steps (CBI suggestions)

1. Committee to hear relevant legal perspective/considerations from District counsel re: above governance issues

2. Committee to study models, best practices and other resources re the following:

- Roles and levels/types of involvement for Board officers and members – e.g., developing agendas, hiring/firing, representing District in external efforts, communicating with staff outside of Board meetings
- Annual reviews of GM
- Standardized practice for updating strategic planning docs along with annual work plan and budget
- Protocol for communicating official District positions with consistent messaging when Board members are involved in outside efforts
- Conflict resolution procedure – for staff, Board members, and Board/GM

3. Committee to make recommendations to Board as relevant in the form of:

- District and/or Board policies or procedures
- Internal Code of Conduct
- Proposed updated structure for Board meetings and/or process for info-sharing
- Bylaws updates
- Suggested presentations/trainings (e.g., retreat activity for Board development?)
- Other

DRAFT