

Goals/Governance Board Committee – Meeting Agenda

Upper Yampa Water Conservancy District
Friday, September 13 @ 11:15am–1:45pm, UYWCD District Office

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 – 9/3 discussion, outcomes & next steps (1:00-1:30)

- Review 9/3 discussion and follow-up
- Identify next steps for upcoming meetings

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

- Next steps and timeframes

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.

[Placeholder for possible Vision Statement]

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

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

Board Policy Statements

~~The 1. The Board acknowledges as an integral part of its District's vision, policies mission, and goals are also informed by 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, as well as relevant. 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.~~

Policy Statements

- ~~1. The Board supports the concept that 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 will 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, and seeks to achieve balance among uses of water within the District.~~
- ~~4. The Board affirms the importance of District is committed to maintaining the structural integrity and functionality of District is committed to maintaining the structural integrity and functionality and protecting the water rights of the District's Yamcolo and Stagecoach reservoirs.~~

Commented [R1]: Alternately:

...providing water security in the Upper Yampa River Basin. Water security entails protection of water rights, conservation, responsible projects and works, watershed health and protection, informed stakeholders, collaboration, and partnerships.

Or

Keep the same, but add at the end 'including participating in water resource projects and works.'

5. Collaboration in ~~partnerships that protect watershed management is important to the healthy functioning of reservoirs, rivers and streams, and the riparian ecosystems and upland hydrology supporting such rivers and streams, where such participation advances~~ the District's mission.

6. ~~The Board supports~~R-ranching and irrigated agriculture ~~provide critical in the District for its economic, socio-cultural values, aesthetic, and environmental contributions to the community, and healthy functioning of river and stream systems.~~

Commented [R2]: I omitted 'and healthy rivers/streams bc it seemed redundant w/ 'environmental.'

7. ~~The Board recognizes that P~~prudent industrial uses, such as energy development and production, may require direct flow and storage water ~~and, and that such uses may can~~ support the economic welfare of the District.

8. ~~The Board supports planning and development of~~A long-term ~~municipal~~ water supply ~~is critical strategies for future municipal uses to ensure~~ a vibrant, diverse, and resilient economy within the District.

9. ~~The Board affirms its support for W~~water-based outdoor recreational activities ~~are likewise critical to a thriving and resilient economy within~~ the District.

10. ~~The Board supports~~Local land use policies ~~by local governments that protect the Upper Yampa Basin's water resources and are compatible~~ ~~protect with~~ the District's ability to manage and develop the water resources within its boundaries ~~are essential to protecting the Upper Yampa Basin's water resources.~~

Commented [R3]: Not sure about this one... What's the central point of this one?

11. ~~The Board supports~~S-science-based ~~water quality~~ programs ~~are important to in order to maintain~~ing the chemical, physical, biological, and aesthetic integrity of the reservoirs, rivers, and streams within the District.

Commented [R4]: Would it make sense to combine w/ #15?

12. ~~The Board believes the~~District should participate in local and statewide processes to address ~~challenges such as~~ climate, environmental, social, political, ~~legal, legislative, administrative~~ and economic ~~changes~~ ~~challenges~~ as they affect water resources.

Commented [R5]: I propose to delete the 'collaboration to oppose legal actions' statement bc it seems to be easily covered by the previous statement and it's covered well in the goals.

13. ~~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 could impact the District's mission.~~

Commented [R6]: I deleted legis and admin since to me these refer to the 'processes' rather than the 'challenges' themselves.

13. The ~~Board~~District opposes any new transfers of stream flow or storage water from the Upper Yampa River ~~Basin~~ and its tributaries to other ~~basins.~~

Commented [R7]: This ok as is?

14. ~~The Board values a two-way exchange of ideas and information with our community regarding the District's programs and priorities.~~

14. ~~The Board should continue to prudently seek to evaluate and develop financially viable Future water works may be important to within the District's future, and the District should evaluate them~~ -where appropriate.

15. ~~The Board recognizes~~As the District is 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 and is committed to being responsive to and engaged with our community and constituents.

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. The Board believes they capture and advance the policy statements listed above. The bullets represent tasks.

Goal 1 Upper Yampa Basin water resources and local water uses are protected from transbasin diversions and Compact administration that would adversely impact those water resources and uses.

Commented [R8]: Kevin will refine

Objectives

- 1) Prevent out-of-District transfers of water that could have adverse impacts for the District and its constituents
 - Monitoring monthly filings, other legal and legislative activities
 - Board and staff to raise relevant issues for Board discussion, with regular or standing reports at Board meetings
 - Ensure District water contracts do not permit export of Yampa water to another Basin
- 2) Increase District understanding and potential role in tools to address Big River issues, such as the Drought Contingency Plan and demand management/and water banking.
 - Explore water banking concept with state/regional organizations
 - Monitor and participate in local, regional and state discussions to help ensure demand management efforts are voluntary, temporary and compensated and further District goals
 - Schedule Board training to learn about state water plan/tools
 - Study means of preserving and using pre-Compact water rights in Yampa Basin in event of a water call, to protect District infrastructure and broader Upper Yampa Basin needs

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
 - Budget for O&M activities necessary to maintain and/or improve water infrastructure, including developing/annually updating 5-year capital improvement plan
- 2) Initiate or support efforts to address algae and other water quality issues in Stagecoach Reservoir
- 3) Participate in local emergency preparedness operations with local entities
- 4) Develop written procedures for District dam operators to follow when operating or entering parts of the infrastructure
- 5) Develop long-term capital plan for maintaining Stillwater Ditch if District remains the owner.
- 6) Maintain Stagecoach as a public recreation facility
 - Initiate discussions for potential renegotiation of Stagecoach lease with CPW
 - Participate with CPW in updating Stagecoach master plan
 - Ask CPW for update of annual activities

Goal 39 District is financially sustainable and able to meet its stated goals.

Objectives

- 1) Develop short- and long-term financial planning to support District goals.
 - Create a cash-flow projection reflecting anticipated revenues and expenditures over 20-year planning period
 - [Anticipate decreased property tax revenues because of changes in energy industry](#)
- 2) Clarify District's business model, including use of tax revenue with respect to contract pricing
 - Determine whether and how to use the Enterprise Fund concept for budgeting and/or pricing purposes
 - Determine how to best utilize District tax revenues to subsidize constituent and District priorities
 - Develop contract-pricing criteria in light of the above to ensure pricing decisions are nuanced and tailored to each set of circumstances, yet based on clear considerations.

Goal 43 All water uses in the District are protected, consistent with the policy statements above.

Objectives

- 1) [Formalize and consider expanding](#) District's [grant program](#)

- Consider expanding mini-grant program to assist individuals in complying with metering requirements for ditch diversions
 - Review and consider Clarify and expanding grant criteria to support other constituent needs
- 1)2) Promote District's existing augmentation plans on Yampa and Elk Rivers
- 2)3) Explore potential expansion or creation of augmentation plans that benefit properties not currently within the boundaries of the District's existing augmentation plans (e.g., above Stagecoach)
- 3)4) Increase participation in ~~efforts to address~~ demand management ~~efforts that also while helping~~ ensure agriculture is not the sole source of water for addressing Compact issues
- 4)5) Increase communications with local municipalities regarding long-term water supplies
- 5)6) Maintain and/or increase level of partnering with entities that may want to purchase District water for environmental and recreational uses (e.g., Water Fund, FOTY, Yampatika, SBS)
- 6)7) Explore tools to enhance water delivery flexibility (Big River)
- Explore the water banking concept with state and regional organizations
- 7)8) Increase tools to support physical and legal availability of environmental and recreational water
- Identify amount of the District's current supply that is physically and legally available for environmental and recreational uses within District
 - Explore other tools, e.g., substitute water supplies, to support these uses
 - Participate in relevant legislative discussions to increase flexibility in water law to support these uses
 - Explore storage possibilities that support non-consumptive needs ~~in~~ of the District
- 8)9) Clarify District policy and role regarding the use of District water to support non-consumptive water uses
- Develop Environmental and Recreational (ERC) policy
 - Schedule Board discussions, with relevant groups to present as useful

Commented [R9]: Ken, please review/edit

Goal 54 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

- Monitor proposed and pending state legislation and local government legislation, report to the Board or Board committee, and appropriately convey Board concerns or positions regarding the same to appropriate government representatives
 - Develop relationships with relevant elected state and county officials
- 2) Increase District collaboration with Roundtable partners to advocate for Upper Yampa Basin interests
- Clarify organizational structure and expectations to ensure Board and staff roles, coordination, and messaging is clear when representing District externally
 - In collaboration with other stakeholders, develop positions and messages related to key Yampa policy issues, e.g., negotiated equitable apportionment for post-Compact proportional sharing, DCP/demand management, Yampa Doctrine
 - Develop a plan for conveying these positions effectively and consistently

Goal 65 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
 - Study and evaluate relevant data, technologies, models and scenarios
 - Periodic agenda item for Board to share and receive relevant updates, including from guest speakers
- 3) Increase engagement with partners and constituents regarding long-term Basin water needs
- 4) Increase science-based tools for internal planning
 - Develop a science-based, living 'white paper' for the District
 - Review and evaluate other relevant modeling tools
 - Enhance scientific understanding of subsurface hydrology (natural lateral flow) and assumed return flows from irrigation

Goal 76 Healthy reservoirs, streams and watersheds within the District in support of ways that promote 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

- Annually fund USGS and County long-term monitoring; continue support for Watershed Group
 - Work with CDPHE regarding current and future needs and role of District in addressing water quality.
 - Consider funding and/or partnership support for other water quality work in Basin
- 2) Anticipate potential future role and responsibilities for the District to support water quality in the District
- Study possibility of future mandated role to evaluate non-point source influences on water quality
- 4) Explore opportunities to support efforts or partner with others on watershed management and forest health

Goal ~~8~~7 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
- Revise/redesign website to describe history and achievements of UYWCD, with Board input
 - Consider partnering on a Yampa River app
 - Develop annual report - online and hardcopy
 - Email updates to interested constituents
 - Develop social media presence
 - Promote and support other public education programs concerning water resources in the District
 - Explore potential annual event
 - Promote better understanding of water conservation methods and irrigation efficiencies
- 2) Improve Board collaboration, participation and representation with other organizations doing water-related work in the Upper Yampa Basin
- Consistent with tasks set out in Goal 4, clarify Board/staff roles in external engagement and a plan for clear, consistent District messaging; prioritizing and enhancing collaboration and listening skills
- 3) Improve two-way exchange with stakeholders and partners regarding District priorities and activities
- Host relevant groups at monthly Board meetings
 - Ensure opportunity for public input in District planning
 - Provide opportunities for public input at Board meetings
 - Ensure District meeting and planning materials are available and accessible to the public
 - Host forums of thought leaders regarding specific water issues to help clarify the District's role or position
- 4) Increase local awareness of local water issues and resources

- Budget education/outreach funds
 - Support local education groups that align with District mission and [appreciate the multiple water uses and needs in the Basin](#)
 - Explore working with local partners to promote online adult learning programs
 - Provide education on water issues and policies such as demand management and equitable apportionment
 - Create clearinghouse of relevant programs, organizations, and agencies
- 5) Build engagement of staff and Board, as experts and key stakeholders, to help understand issues and define the District's role
- Continue work sessions
 - Regular Board member updates (in writing, and verbally where needed) at Board meetings

Goal ~~98~~ Robust District water rights portfolio.

Objectives

- 1) Maintain and, where appropriate, perfect District's water rights
 - Legal department to anticipate and prepare tasks for upcoming due diligence, based on court decrees and Master Plan
 - Keep Board apprised of legal issues and relevant budget needs
- 2) Enhance District involvement/advocacy on water administration matters
 - Clearly define staff roles in interacting with regulatory agencies
 - Develop tools for more productive dialogue/relationship with DWR
- 3) Evaluate potential and conditional water rights
 - Explore potential abandonment of water rights where appropriate
- 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 for our constituents.
- 6) Support in-stream flow rights for City of Steamboat Springs, in part to help firm the District's portfolio.
- 7) Explore increasing flexibility of use for District's stored water rights.
 - Discuss options with Colorado Water Trust

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
 - Consider in-house legal staff possibilities
- 2) Increase redundancy among staff and responsibilities
 - Develop job descriptions, evaluating possibilities for redundancies

- 3) Clarify Board goals and objectives, and the respective roles of Board and staff in achieving them
 - Adopt 5-10 year Strategic Plan
 - Consider and implement Board governance recommendations, e.g., related to staff/ Board roles in external engagement
 - Clarify staffing needs
- 4) Ensure legal departments reflects needs of the District
- 5) Create an Upper Yampa Basin records and archive repository to catalogue and preserve historic water resources records.
 - Coordinate with CSU

Goal ~~11~~ Collaborative, public-service relationship with customers, constituents and partners

Objectives

- 1) Increase two-way outreach and collaboration with customers, constituents and partners
 - Implement 'low-hanging fruit' from 360 Assessment in 2019
 - Convene informal conversations or focus groups to review other Assessment themes and brainstorm strategies to address issues
 - Refine job description and work plan for new Marketing/Outreach position

UPPER YAMPA WATER CONSERVANCY DISTRICT STRATEGIC PLAN

Mission

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[Placeholder for possible Vision Statement]

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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 integrity and functionality 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.

Commented [R1]: Alternately:

...providing water security in the Upper Yampa River Basin. Water security entails protection of water rights, conservation, responsible projects and works, watershed health and protection, informed stakeholders, collaboration, and partnerships.

Or

Keep the same, but add at the end 'including participating in water resource projects and works.'

Commented [R2]: I omitted 'and healthy rivers/streams bc it seemed redundant w/ 'environmental.'

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 that protect the District's ability to manage and develop the water resources within its boundaries are essential to protecting the Upper Yampa Basin's water resources.

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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.

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12. The District should participate in local and statewide processes to address climate, environmental, social, political, legal, and economic challenges as they affect water resources.

Commented [R5]: I propose to delete the 'collaboration to oppose legal actions' statement bc it seems to be easily covered by the previous statement and it's covered well in the goals.

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.

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14. Future water works may be important to the District's future, and the District should evaluate them where appropriate.

Commented [R7]: This ok as is?

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 transbasin diversions and Compact administration that would adversely impact those water resources and uses.

Commented [R8]: Kevin will refine

Objectives

- 1) Prevent out-of-District transfers of water that could have adverse impacts for the District and its constituents
- 2) Increase District understanding and potential role in tools to address Big River issues, such as the Drought Contingency Plan and demand management/water banking.

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) Participate in local emergency preparedness operations with local entities
- 4) Develop written procedures for District dam operators to follow when operating or entering parts of the infrastructure
- 5) Develop long-term capital plan for maintaining Stillwater Ditch if District remains the owner.
- 6) Maintain Stagecoach 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 use of tax revenue with respect to contract pricing

Goal 4 All 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 benefit properties not currently within boundaries of the existing augmentation plans (e.g., above Stagecoach)
- 4) Increase participation in demand management efforts that also help ensure agriculture is not the sole source of water for addressing Compact issues
- 5) Increase communications with local municipalities regarding long-term water supplies
- 6) Maintain and/or increase level of partnering with entities that may want to purchase District water for environmental and recreational uses (e.g., Water Fund, FOTY, Yampatika, SBS)
- 7) Explore tools to enhance water delivery flexibility (Big River)
- 8) Increase tools to support physical and legal availability of environmental and recreational water
- 9) 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 partners 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 partners and constituents regarding long-term Basin water needs
- 4) Increase science-based tools for internal planning

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) Explore opportunities to support efforts or partner with others on watershed management and forest health

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 with stakeholders and partners regarding District priorities and activities
- 4) Increase local awareness of local water issues and resources
- 5) Build engagement of staff and Board, as experts and key stakeholders, to help understand issues and define the District's role

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) Support in-stream flow rights for City of Steamboat Springs, in part to help firm the District's portfolio.
- 7) 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) Increase redundancy among staff and responsibilities
- 3) Clarify Board goals and objectives, and the respective roles of Board and staff in achieving them
- 4) Ensure legal departments reflects needs of the District
- 5) Create an Upper Yampa Basin records and archive repository to catalogue and preserve historic water resources records.

Goal 11 Collaborative, public-service relationship with customers, constituents and partners

Objectives

- 1) Increase two-way outreach and collaboration with customers, constituents and partners
 - Implement 'low-hanging fruit' from 360 Assessment in 2019
 - Convene informal conversations or focus groups to review other Assessment themes and brainstorm strategies to address issues
 - Refine job description and work plan for new Marketing/Outreach position

**UYWCD Strategic Plan
Supplemental Chart for Internal Work Planning
2020**

This chart of key tasks corresponds to the Goals and Objectives in the Strategic Plan. This document is intended for internal planning purposes and will be reviewed and updated annually, in coordination with updating the District’s budget and work plan.

1. Upper Yampa Basin water resources and local water uses are protected from transbasin diversions and Compact administration that would adversely impact those water resources and uses.

Commented [R1]: Kevin will refine

#	Objective	Key Tasks	Department(s)
1.1	Prevent out-of-District transfers of water that could have adverse impacts for the District and its constituents	<ul style="list-style-type: none"> ● Monitor monthly filings, other legal and legislative activities ● Board and staff to raise relevant issues for Board discussion, with regular or standing reports at Board meetings ● Ensure District water contracts do not permit export of Yampa water to another Basin 	●
1.2	Increase District understanding and potential role in tools to address Big River issues, such as the Drought Contingency Plan and demand management/water banking.	<ul style="list-style-type: none"> ● Explore water banking concept with state/regional organizations ● Monitor and participate in local, regional and state discussions to help ensure demand management efforts are voluntary, temporary and compensated and further District goals ● Schedule Board training to learn about state water plan/tools ● Study means of preserving and using pre-Compact water rights in Yampa Basin in event of a water call, to protect District infrastructure and broader Upper Yampa Basin needs 	●

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

#	Objective	Key Actions	Department(s)
2.1	Ensure sufficient funds to maintain and/or improve our infrastructure	<ul style="list-style-type: none"> Budget for O&M activities necessary to maintain and/or improve water infrastructure, including developing/annually updating 5-year capital improvement plan 	•
2.2	Initiate or support efforts to address algae and other water quality issues in Stagecoach Reservoir	•	•
2.3	Participate in local emergency preparedness operations with local entities	•	•
2.4	Develop written procedures for District dam operators to follow when operating or entering parts of the infrastructure	•	•
2.5	Develop long-term capital plan for maintaining Stillwater Ditch if District remains the owner.	•	•
2.6	Maintain Stagecoach as a public recreation facility	<ul style="list-style-type: none"> Initiate discussions for potential renegotiation of Stagecoach lease with CPW Participate with CPW in updating Stagecoach master plan Ask CPW for update of annual activities 	•

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

#	Objective	Key Actions	Department(s)
3.1	Develop short- and long-term financial planning to support District goals.	<ul style="list-style-type: none"> ● Create a cash-flow projection reflecting anticipated revenues and expenditures over 20-year planning period ● Anticipate decreased property tax revenues because of changes in energy industry 	●
3.2	Clarify District's business model, including use of tax revenue with respect to contract pricing	<ul style="list-style-type: none"> ● Determine whether and how to use the Enterprise Fund concept for budgeting and/or pricing purposes ● Determine how to best utilize District tax revenues to subsidize constituent and District priorities ● Develop contract-pricing criteria in light of the above to ensure pricing decisions are nuanced and tailored to each set of circumstances, yet based on clear considerations. 	●

4. All water uses in the District are protected, consistent with the policy statements above.

#	Objective	Key Actions	Department(s)
4.1	Formalize and consider expanding District's grant program	<ul style="list-style-type: none"> ● Consider expanding mini-grant program to assist individuals in complying with metering requirements for ditch diversions ● Review and consider expanding grant criteria to support other constituent needs 	●
4.2	Promote District's existing augmentation plans on Yampa and Elk Rivers	●	●
4.3	Explore potential expansion or creation of augmentation plans that benefit properties not currently within boundaries of the existing augmentation plans (e.g., above Stagecoach)	●	●
4.4	Increase participation in demand management efforts that also help ensure agriculture is not sole source of water for addressing Compact issues	●	●
4.5	Increase communications with local municipalities regarding long-term water supplies	●	●
4.6	Maintain and/or increase level of partnering with entities that may want to purchase District water for environmental and recreational uses (e.g., Water Fund, FOTY, Yampatika, SBS)	●	●

9/6/19

4.7	Explore tools to enhance water delivery flexibility (Big River)	<ul style="list-style-type: none">• Explore water banking concept with state and regional organizations	<ul style="list-style-type: none">•
4.8	Increase tools to support physical and legal availability of environmental and recreational water	<ul style="list-style-type: none">• Identify amount of the District's current supply that is physically and legally available for environmental and recreational uses within District• Explore other tools to support these uses, e.g. substitute water supply• Participate in relevant legislative discussions to increase flexibility in water law to support these uses• Explore storage possibilities that support non-consumptive needs in the District	<ul style="list-style-type: none">•
4.9	Clarify District policy and role regarding the use of District water to support non-consumptive water uses	<ul style="list-style-type: none">• Develop Environmental and Recreational (ERC) policy• Schedule Board discussions, with relevant groups to present as useful	<ul style="list-style-type: none">•

Commented [R2]: Ken, please review/edit

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

#	Objective	Key Actions	Department(s)
5.1	Ensure representation of District interests in local and state matters, including on the IBCC, Basin Roundtable, CWCB and Colorado River District	<ul style="list-style-type: none"> • Monitor proposed and pending state legislation and local government legislation, report to the Board or Board committee, and appropriately convey Board concerns or positions regarding the same to appropriate government representatives • Develop relationships with relevant elected state and county officials 	•
5.2	Increase District collaboration with Roundtable partners to advocate for Upper Yampa Basin interests	<ul style="list-style-type: none"> • Clarify organizational structure and expectations to ensure Board and staff roles, coordination, and messaging is clear when representing District externally • In collaboration with other stakeholders, develop positions and messages related to key Yampa policy issues, e.g., negotiated equitable apportionment for post-Compact proportional sharing, DCP/demand management, Yampa Doctrine • Develop a plan for conveying these positions effectively and consistently 	•

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

#	Objective	Key Actions	Department(s)
6.1	Maintain and improve District's CDSS hydrology/water rights administration model	•	•
6.2	Increase District's understanding of relevant potential effects of climate change, population growth, and demographics for District planning	<ul style="list-style-type: none"> • Study and evaluate relevant data, technologies, models and scenarios • Periodic agenda item for Board to share and receive relevant updates, including from guest speakers 	•
6.3	Increase engagement with partners and constituents regarding long-term Basin water needs	•	•
6.4	Increase science-based tools for internal planning	<ul style="list-style-type: none"> • Develop a science-based, living 'white paper' for the District • Review and evaluate other relevant modeling tools • Enhance scientific understanding of subsurface hydrology (natural lateral flow) and assumed return flows from irrigation 	•

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

#	Objective	Key Actions	Department(s)
7.1	Support water quality efforts in the District, and, where relevant, respond to concerns that arise, consistent with District's mission	<ul style="list-style-type: none"> • Annually fund USGS and County long-term monitoring; continue support for Watershed Group • Work with CDPHE regarding current and future needs and role of District in addressing water quality. • Consider funding and/or partnership support for other water quality work in Basin 	•
7.2	Anticipate potential future role and responsibilities for the District to support water quality in the District	<ul style="list-style-type: none"> • Study possibility of future mandated role to evaluate non-point source influences on water quality 	•
7.3	Explore opportunities to support efforts or partner with others on watershed management and forest health	•	•

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

#	Objective	Key Actions	Department(s)
8.1	Increase public understanding of the District's role and activities	<ul style="list-style-type: none"> ● Revise/redesign website to describe history and achievements of UYWCD, with Board input ● Consider partnering on a Yampa River app ● Develop annual report - online and hardcopy ● Email updates to interested constituents ● Develop social media presence ● Promote and support other public education programs concerning water resources in the District ● Explore potential annual event ● Promote better understanding of water conservation methods and irrigation efficiencies 	●
8.2	Improve Board collaboration, participation and representation with other organizations doing water-related work in the Upper Yampa Basin	<ul style="list-style-type: none"> ● Consistent with tasks set out in Goal 4, clarify Board/staff roles in external engagement and a plan for clear, consistent District messaging; prioritizing and enhancing collaboration and listening skills 	●
8.3	Improve two-way exchange with stakeholders and partners regarding District priorities and activities	<ul style="list-style-type: none"> ● Host relevant groups at monthly Board meetings ● Ensure opportunity for public input in District planning ● Provide opportunities for public input at Board meetings ● Ensure District meeting and planning materials are available and accessible to the public ● Host forums of thought leaders regarding specific water issues to help clarify the District's role or position 	●
8.4	Increase local awareness of local water issues and resources	<ul style="list-style-type: none"> ● Budget education/outreach funds ● Support local education groups that align with District mission and appreciate the multiple water uses and needs in the Basin 	●

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		<ul style="list-style-type: none">● Explore working with local partners to promote online adult learning programs● Provide education on water issues and policies such as demand management and equitable apportionment● Create clearinghouse of relevant programs, organizations, and agencies	
8.5	Build engagement of staff and Board, as experts and key stakeholders, to help understand issues and define District's role	<ul style="list-style-type: none">● Continue work sessions● Regular Board member updates (in writing, and verbally where needed) at Board meetings	<ul style="list-style-type: none">●

9. Robust District water rights portfolio.

#	Objective	Key Actions	Department(s)
9.1	Maintain and, where appropriate, perfect District's water rights	<ul style="list-style-type: none"> Legal department to anticipate and prepare tasks for upcoming due diligence, based on court decrees and Master Plan Keep Board apprised of legal issues and relevant budget needs 	•
9.2	Enhance District involvement/advocacy on water administration matters	<ul style="list-style-type: none"> Clearly define staff roles in interacting with regulatory agencies Develop tools for more productive dialogue/relationship with DWR 	•
9.3	Evaluate potential and conditional water rights	<ul style="list-style-type: none"> Explore potential abandonment of water rights where appropriate 	•
9.4	Explore small tributary storage projects within Upper Yampa Basin	•	•
9.5	Pursue water projects that utilize/perfect District water rights and that provide water supply for consumptive and non-consumptive purposes	•	•
9.6	Support in-stream flow rights for City of Steamboat Springs, in part to help firm the District's portfolio.	•	•
9.7	Explore increasing flexibility of use for District's stored water rights	<ul style="list-style-type: none"> Discuss options with Colorado Water Trust 	•

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

#	Objective	Key Actions	Department(s)
10.1	Begin succession planning where appropriate	<ul style="list-style-type: none"> Budget for O&M activities necessary to maintain and/or improve water infrastructure, including developing/annually updating 5-year capital improvement plan 	•
10.2	Increase redundancy among staff and responsibilities	<ul style="list-style-type: none"> Consider in-house legal staff possibilities Develop job descriptions, evaluating possibilities for redundancies 	•
10.3	Clarify Board goals and objectives, and the respective roles of Board and staff in achieving them	<ul style="list-style-type: none"> Adopt a 5-10 year Strategic Plan Consider and implement Board governance recommendations, e.g., related to staff/ Board roles in external engagement Clarify staffing needs 	•
10.4	Ensure legal departments reflects needs of the District	•	•
10.5	Create an Upper Yampa Basin records and archive repository to catalogue and preserve historic water resources records.	<ul style="list-style-type: none"> Coordinate with CSU to explore possibilities 	•

11. Collaborative, public-service relationship with customers, constituents and partners.

#	Objective	Key Actions	Department(s)
11.1	Increase two-way outreach and collaboration with customers, constituents and partners	<ul style="list-style-type: none"> ● Implement 'low-hanging fruit' from 360 Assessment in 2019 ● Convene informal conversations or focus groups to review other Assessment themes and brainstorm strategies to address issues ● Refine job description and work plan for new Marketing/Outreach position 	●