

AGENDA

**UPPER YAMPA WATER CONSERVANCY DISTRICT
BOARD GOVERNANCE/STRATEGIC PLAN COMMITTEE MEETING
TUESDAY, AUGUST 17, 2021 (11:00 AM)
MOUNTAIN VALLEY BANK COMMUNITY ROOM
2220 CURVE PLAZA, STEAMBOAT SPRINGS, CO
ONLINE MEETING:
[HTTPS://US06WEB.ZOOM.US/J/87991270461?pwd=MXdLTUVXVGLxQW1MNTLV
M1AvaU9xdz09](https://us06web.zoom.us/j/87991270461?pwd=MXdLTUVXVGLxQW1MNTLV M1AvaU9xdz09)**

AS RECOMMENDED BY THE STATE PUBLIC HEALTH ORDER AND THE CDC, THE UPPER YAMPA WATER CONSERVANCY DISTRICT REQUESTS THAT UNVACCINATED PEOPLE ATTENDING THE BOARD OF DIRECTORS MEETING AT THE MOUNTAIN VALLEY BANK COMMUNITY ROOM WEAR A MASK.

INSTRUCTIONS ON HOW TO JOIN A ZOOM MEETING FOLLOW THE AGENDA

A Board Governance/Strategic Plan Committee meeting packet is available for public review on our website at <https://upperyampawater.com/agendas-and-meeting-documents/> by the Friday before the meeting. Amendments to the Agenda and new documents that are generated or submitted after the original posting of the meeting materials will be posted under "Additional Documents" on the website for the relevant meeting.

QUESTIONS ON AGENDA AND/OR BOARD MATERIALS: Members of the public or Board of Directors with questions on the agenda or meeting materials, including the consent agenda, are welcome to contact the General Manager at the District offices prior to the meeting. You may reach the General Manager at: arossi@upperyampawater.com or (970) 871-1035 Ext. 2.

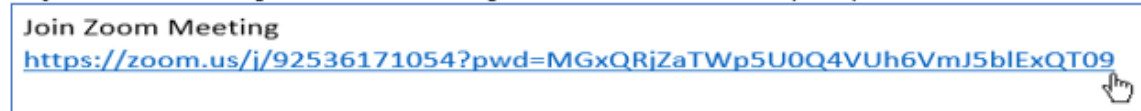
MEETING PROCEDURE: Comments from the Public are welcome at two different times during the course of the meeting: 1) Comments no longer than three (3) minutes on items **not** scheduled on the Agenda will be heard under Public Input and Comment; and 2) Comments no longer than three (3) minutes on all scheduled public hearing items will be heard following the presentation. Please wait until you are recognized by the President. With the exception of subjects brought up during Public Input and Comment, on which no action will be taken or a decision made, the Board may take action on, and may make a decision regarding, ANY item referred to in this agenda, including, without limitation, any item referenced for "review", "update", "report", or "discussion" whether or not listed as an "Action Item."

- (1) **11:00 AM** Establishment of Quorum and Call to Order
- (2) **11:00 AM** Approval of Agenda for Meeting **Action item**
- (3) **11:05 AM** Public Input and Comment
The Board will make no decision nor take action, except to direct the General Manager. Those addressing the Board are requested to identify themselves by name, organization, if any, and address. Comments shall not exceed three (3) minutes.
- (4) **11:10 AM** Board Governance Manual
- (5) **11:30 AM** Strategic Plan Review
- (6) **1:00 PM** Adjournment.

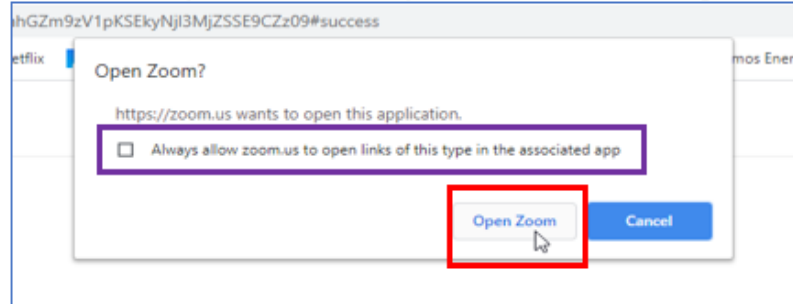
How to join a Zoom meeting

Join via "Join Zoom Meeting" link:

To join a Zoom meeting, click on the meeting link that has been sent to you by the host:

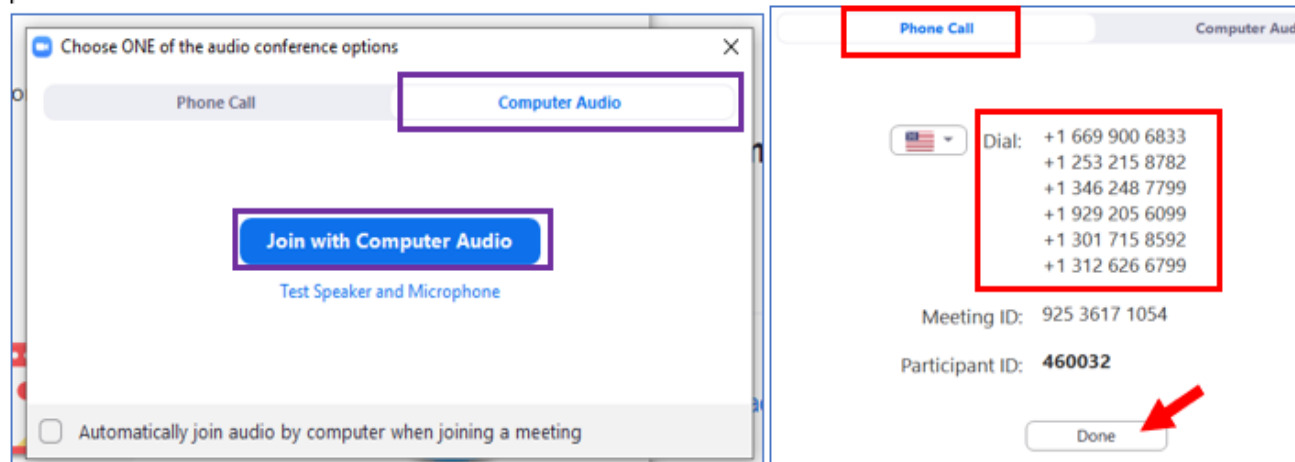


If you have not used Zoom before, you may receive this dialogue box to open Zoom. First, click on "always allow zoom.us..." so you will automatically connect for future meetings. Then, click on "Open Zoom" and follow the prompts.



Once you are connected to Zoom, you will need to choose your audio conference option. To join via your computer, click on "Computer Audio" and then "Join with Computer Audio".

To use your cell phone or landline, click on "Phone Call" and then choose a number from the list. Once you dial the number, you will be asked for the Meeting ID and Participant ID to enter the meeting. Click on "Done" once you are connected to the Zoom meeting. Or, you can use the "One tap mobile" option, see below, to connect via your cell phone.



Join via cell phone with "One tap mobile":

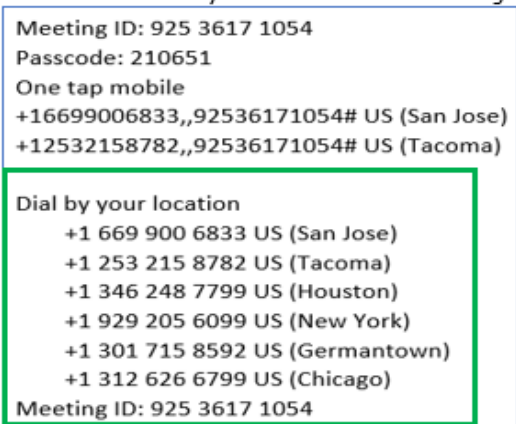
If you will be joining a Zoom meeting via your cell phone, click one of the "One tap mobile" links. Then click on "Call +1...". You will hear a request to "enter your Meeting ID followed by pound (#)". You **do not** need to enter the ID as the link will do this automatically for you.

You will be asked if you are a participant and to "Please press pound (#) to continue". You **must** press the pound key (#). Then you will be asked to "Enter your Participant ID followed by pound (#) or just press pound (#) to continue". If you **do not** enter anything, you will be automatically connected to the meeting.



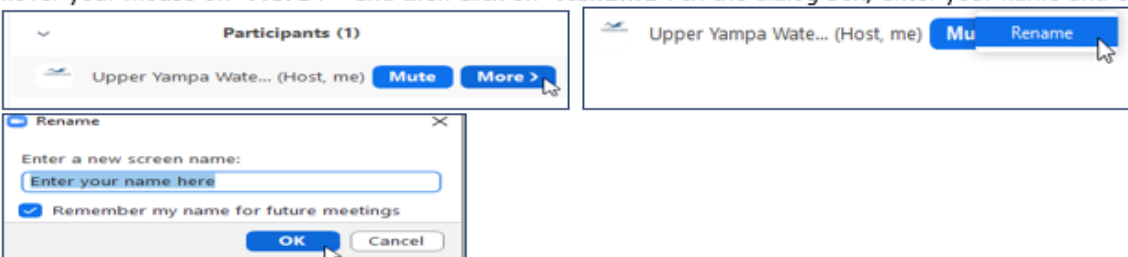
Join via "Dial by your location":

If you will be joining a Zoom meeting via your cell phone or landline, you can choose any of the numbers below to access the meeting. Once you dial the number you will be asked to "Enter your Meeting ID followed by pound (#)". Then, you will be asked to "press pound (#) if you are a participant". Finally, you will be asked to "Enter your Participant ID followed by pound (#) or just press pound (#) to continue". If you **do not** enter anything, you will be automatically connected to the meeting.



Be sure you are identified properly:

Once in Zoom, be sure that you are identified properly. If you need to change, in "Participants" click on your ID and hover your mouse on "More >" and then click on "Rename". In the dialog box, enter your name and click "OK".



Contact Deb Bastian for any questions
- Email: dbastian@upperyampawater.com
- Phone: 970-819-0189

PUBLIC INPUT AND COMMENT

The Board will make no decision nor take action, except to direct the General Manager. Those addressing the Board are requested to identify themselves by name, organization, if any, and address. Comments shall not exceed three (3) minutes.





BOARD COMMUNICATION FORM

From: Andy Rossi

Date: 08/11/21

Item: Upper Yampa Water Conservancy District Board Governance Manual

DIRECTION
 INFORMATION
 MOTION
 RESOLUTION

I. Request/Issue and Background Information:

The first installation of the Upper Yampa Water Conservancy District (UYWCD) Board of Directors (BOD) Board Governance Manual was adopted on May 21, 2020. The manual was reviewed by the UYWCD staff, General Counsel and BOD Governance Committee in June of 2021. Some revisions and/or updates were identified for inclusion in a revised document for 2021.

The UYWCD Board Governance Manual with proposed revisions is included with this communication for final committee review and discussion.

III. Staff Recommendation:

Review the proposed changes/updates to the UYWCD Board Governance Manual and direct the UYWCD staff to present the revised document to the full UYWCD BOD for adoption at the September 15, 2021, regular meeting of the UYWCD BOD.

IV. Legal Issues:

UYWCD By-Laws

V. Consistency with Board Goals and Policies:

2021 UYWCD Strategic Plan 10.2

Attachment: UYWCD Board Governance Manual



Board Governance Manual

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Upper Yampa Water Conservancy District Mission

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

Preamble

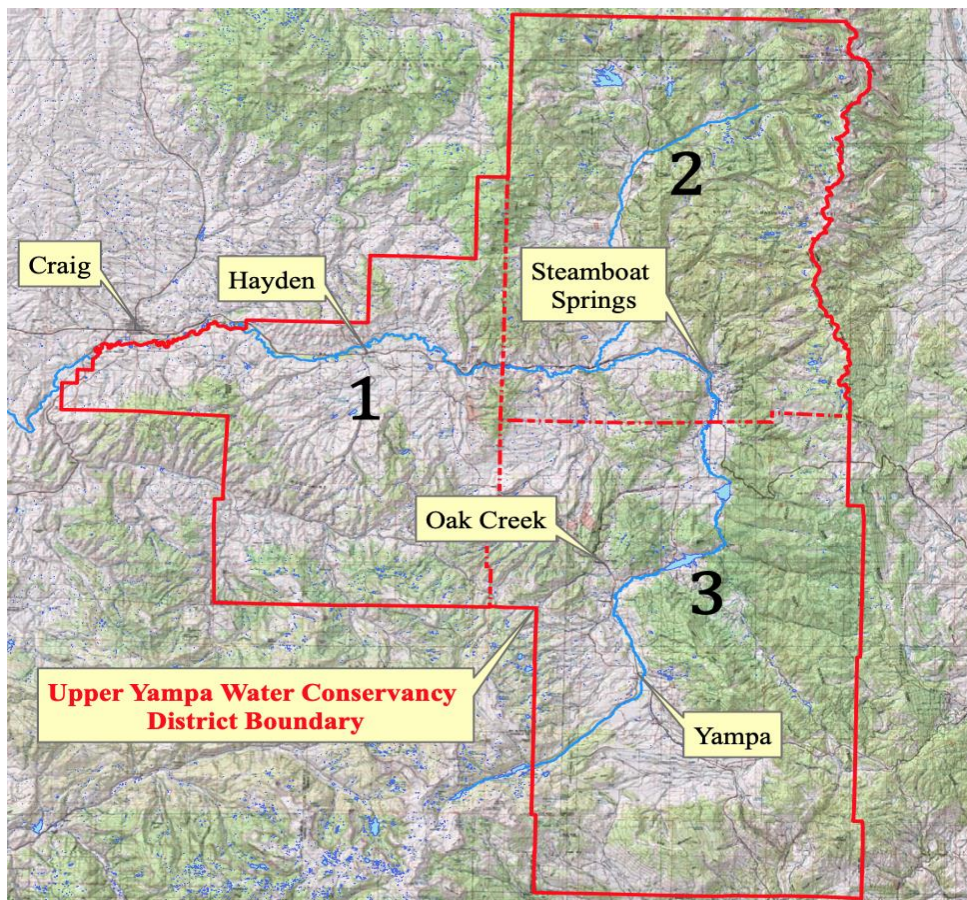
The Upper Yampa Water Conservancy District Board of Directors (herein ‘Board’) has developed and adopted, and will maintain, this Board Governance Manual as a resource to support the District’s mission, guide the Board, and encourage public confidence in the integrity of the District and its fair and effective operation. This Manual is shaped by the Board’s commitment to the following:

1. **Leadership** in the Upper Yampa Basin and regionally in the conservation and development of water resources.

2. **Partnership** with other agencies, stakeholders, and customers to conserve and develop water resources.
3. **Stewardship** of taxpayer dollars and the region’s precious water resources.

District Background

The Upper Yampa Water Conservancy District was formed in 1966 and instituted a mill levy under the Water Conservancy Act of the State of Colorado, in order to plan and develop water conservation projects in the Upper Yampa Basin. The District encompasses Routt County and a portion of Moffatt County and is divided into three divisions: Division 1 (Hayden area), Division 2 (Steamboat Springs area), and Division 3 (Oak Creek/Yampa area). The nine members of the Board of Directors, three representing each Division, are appointed by the District Judge to serve staggered four-year terms. Three Directors (one from each Division) are appointed each year, with the exception of every fourth year when no appointments are made. Directors must reside and own real property in the Division they desire to represent. There are no limits on the number of terms Directors may serve.



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

Reservoir, located southeast of Steamboat, in 1989. Yamcolo offers 9,621 acre feet of storage, which primarily provides water to agricultural operations in South Routt County; some of which is delivered via the Stillwater Ditch, a District-owned and operated irrigation ditch that crosses the Five Pines Mesa. With up to 36,439 acre feet of storage, Stagecoach serves a multitude of water users, including municipalities, industrial use such as energy production, agricultural operations, and recreation including snowmaking. The District also owns and operates an 800 kW hydroelectric power plant at Stagecoach Dam. In addition to safely maintaining and operating District-owned facilities, the District promotes healthy reservoirs, streams, and watersheds within the District. In 2012, the District partnered with the Colorado Water Trust to coordinate the first environmental water release out of Stagecoach Reservoir. The District continues to maintain partnerships with cooperative entities to deliver environmental water releases in response to low flow conditions. As part of its maintenance and operation, the District also closely adjusts and monitors the temperature and oxygen content of its releases to ensure a healthy habitat for trout and other aquatic life downstream, a contribution to both the environment and recreational opportunities on the Yampa River. In collaboration with various agencies, the District supports water quality efforts and participates in working groups to address issues that may affect water quantity in the future. The District monitors issues throughout the Colorado River Basin in an effort to protect the water resources of the Upper Yampa Basin and plan for potential water shortages.

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

Relevant Legal Authority

The District is a governmental entity organized under the Colorado Water Conservancy Act found in Title 37, Article 45 of the Colorado Revised statutes. The Act contains the State law governing the creation, powers and authority, governance, operation, and financing of the District. The 1966 Decree forming the District describes the Boundaries and Divisions within the District, the Board structure, and the certain projects then expected to be undertaken by the District. The District is also subject to other legal requirements of state and federal law including the Colorado Open Meetings law, the Open Records Act, the Local Government Budget Law, the Colorado Governmental Immunity Act, ~~and~~ the Code of Ethics, and current Electronic Meetings Rules. The District has adopted Bylaws, policy resolutions, Personnel Guidelines, and this Board Governance Manual.

Chapter 1 – Role and Authority

Board Values

District constituents, and persons and entities who contract for allotments of water from the District, are entitled to Directors (herein ‘Directors’) who are fair, ethical, and accountable. Directors strive to constantly seek to reflect the following qualities in discharging their duties:

- Strive to be independent, impartial, and fair in their judgment and actions;

- Use their public office for the public good, not for personal gain; and
- Conduct public deliberations and processes openly, where not legally confidential, in an atmosphere of respect, civility and transparency.

Role of the Board

The primary role of the Board is to establish policies and strategic direction that guide the District to meet its mission. The Board gives clear direction to the General Manager through motions, resolutions and other directives at Board meetings. This includes the need for visionary planning and adapting to unforeseen events. The Board exercises this authority only collectively as a Board, rather than as individuals. Directors recognize and respect the distinction between their policy-setting and oversight role, and the day-to-day implementation of policy by staff. The Board's role is to be 'nose in, fingers out,' meaning the Board is kept regularly informed of major District activities, pursuant to the Board's overall strategic plan and policy priorities, with the opportunity to provide feedback or raise questions at any time, and to discuss issues at Board meetings. The Board does not direct the day-to-day activities of the staff.

The Board's responsibilities are set forth in the District Bylaws and include the following:

- Promote the best interests of the District's constituents and stakeholders by establishing policies that support the current vision and mission of the District and ensuring implementation of those policies. Policies include the governing principles, strategic plans, and course of action for the organization.
- Establish policies that ensure fiscal stability and the effective use of funds. Each fiscal year the Board adopts a budget covering the anticipated revenues and expenditures of the District and reviews budget reports throughout the year. In addition, the Board hires an independent auditor to ensure District finances comply with standard governmental accounting rules. From time to time, the Board also reviews and/or adopts amendments to the District's cash reserve, investment, and other policies as necessary.
- Hire a General Manager to manage the day-to-day operations of the District. The Board holds the General Manager accountable for the effective operational management of the District and evaluates the General Manager at least annually.
- Engage legal counsel as needed to effectively represent the needs and interests of the District.
- Approves certain contracts and projects, appropriates water rights, and takes such other actions as set forth in the Bylaws.

For the Board of Directors to function in an effective manner, it is important that each member understand his/her respective role and the relationship they have to other members of the Board and to the General Manager.

Chapter 2 – Board Interactions with General Manager, Counsel and Staff

The Board is committed to supporting a healthy, responsive and well-functioning organization. This requires collaborative, open and well-defined relationships with the Board's General Manager, counsel, and staff.

The Board's Relationship with the General Manager

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

Directors will focus on maintaining a shared sense of purpose, open communication, honesty, trust and mutual support of each another, Counsel, and staff. The Board must be able to support the decisions of the General Manager, provide the General Manager with clear direction, and grant him/her the authority to manage and lead the District. Both parties will endeavor to publicly support and be responsive to one another. They are expected to raise questions or concerns with one another in a direct, timely manner through open, honest and respectful communications, with regard to both the District's internal and external operations.

The General Manager is responsible for ensuring Directors have the information they need to make Board-level decisions and that all Directors are provided the same information. Directors expect the General Manager to make a recommendation on issues before the Board, except those that are strictly reserved to the Board or legal matters within the responsibility of the District's legal counsel.

In addition to the above, the following guidelines are intended to help define the relationship between the Board and the General Manager:

- 1) Individual Directors are encouraged to discuss District-related matters with the General Manger at any time, including to provide feedback, input, and/or suggestions concerning District policy and operations. If at any time the General Manager or a Director believes an issue may require broader policy clarification and/or decision making by the Board, he or she brings the issue to the full Board for input or guidance.
- 2) The General Manager prepares an annual budget and work plan for approval by the Board of Directors. The General Manager's annual work plan directly references and advances the District's strategic plan.
- 3) The Board reviews and, as needed, updates the District's strategic plan on an annual basis, prior to the General Manager's development of the budget and work plan for the following year.
- 4) The Board, assisted by the General Counsel, provides the General Manager with a written evaluation at least annually that is standardized, transparent, and tied to his/her job description and annual work plan.

- 5) The General Manager updates the Board bimonthly on the status and implementation of his/her work plan, to foster open communication regarding District activities, accomplishments, and any areas of concern. Any specific concerns and/or feedback should be raised during the General Manager's reports at these meetings, rather than being delayed until his/her annual review, consistent with the provisions of Chapter 5 below.
- 6) Directors are encouraged to engage on water matters with District stakeholders and others. Important issues or information from these discussions should be shared with the General Manager.
- 7) The General Manager provides all Directors with the same information regarding District business.
- 8) When a Director is going to be out of town or unavailable for a Board meeting or other function involving the Board, he/she notifies District staff in a timely manner.
- 9) The General Manager advises the Board of Directors when he/she is out of the office for an extended period of time and designates the individual who shall be acting General Manager during that time.
- 10) If a Director or General Manager has concerns that these guidelines are not being properly followed, he or she will raise the issue with the full Board and/or in accordance with the conflict resolution procedure in Chapter 5, as appropriate.

The Board's Relationship with Counsel

- 1) **General counsel.** In general, any Director may contact the District's General Counsel with District-related inquiries. If the matter involves a request for significant legal work, it is approved by the Board as a whole. Exceptions include Directors collaborating with Counsel on longer-term District projects, in which cases approval by the Board is presumed, provided the Board initially authorized the project and is kept up to date. The Board President may also communicate with Counsel for purposes of Board meetings as needed; the General Manager is generally kept abreast of these communications. On an annual basis the Board shall approve an engagement letter with its General Counsel.
- 2) **Special counsel.** The District will from time to time employ special counsel. Unless otherwise determined by the Board, the protocol for Board member interaction with Special counsel is the same as with General Counsel.

Interactions with Staff (Apart from General Manager)

District staff serves the District as a whole. The Board adheres to the following guidelines in interacting with staff serving under the supervision of the General Manger:

- 1) Directors do not direct staff to initiate any action, change a course of action, or prepare any report without the approval of the General Manager and, if necessary, Board action.
- 2) Directors may make reasonable inquiries to staff regarding District-related matters. Requests for staff research are directed to the General Manager. Responses involving District policy are generally shared with the full Board.

- 3) Directors do not attempt to pressure or influence staff discussions, recommendations, workloads, schedules, or priorities.
- 4) If Directors have questions or information they would like addressed by staff at Board meetings, they strive to share this reasonably in advance with the General Manager, so that staff can provide the desired information in the regular Board meeting packet and verbally at the meeting as requested.
- 5) Soliciting political support from staff is prohibited. District staff may, as private citizens, support political candidates, but all such activities must be done away from the workplace and may not be conducted while on the job.
- 6) Any issues or conflicts are addressed in accordance with the issue or conflict resolution procedure in Chapter 5.

Chapter 3 – Board Governance

The District Bylaws establish the orderly conduct of District business where not otherwise provided by State law. The provisions below are non-binding guidelines, except where explicitly stated in the Bylaws.

The officers of the Board of Directors include the President and Vice-President. The General Manager serves ex officio as Secretary/Treasurer of the District. Officers of the District are elected annually by the Board.

Role of Board President

A collaborative relationship between the President and General Manager is essential to a highly functioning Board. The primary role of the Board President is to preside over meetings, consult with the General Manager regarding Board meetings, and sign certain District documents and checks. The President is expected to meet with the General Manager before Board meetings, to frame and clarify topics, and after Board meetings, to ensure clear and timely follow up regarding Board-related activities and tasks.

Board Meeting Schedule and Location

The regular ~~monthly~~ meeting schedule is approved by the Board at the November Board meeting for the upcoming year. In general, every other Board meeting will include topics, materials, and/or policy issues with a need for more lengthy, informal, and participatory discussions, which will often inform future decision-making. These ‘work session’ style meetings are still considered Board meetings with accompanying agendas, minutes and relevant action items.

Currently, most (but not all) regular Board meetings are held ~~on~~ the third ~~Thursday~~ Thursday-week of each month commencing at 12:00 pm in the upstairs conference room known as the Mountain Valley Bank Community Meeting Room, 2220 Curve Plaza, Suite 201, Steamboat Springs, Routt County, Colorado. Lunch is normally served before the meeting starting at 11:30 am. Remote access is provided for District Board meetings when possible. The Board may hold a day long Board retreat in October in lieu of the October Board meeting. Special meetings may be called from time to time in accordance with the Bylaws.

Board Meeting Agenda Development

Board meeting agendas are generally set at the end of each meeting for the next Board meeting. Once set, they may be subsequently modified by the General Manager and Board President, or at the request of two Directors, provided any changes are made well before Board packets are distributed and posted, except in the case of urgent matters. Where possible, the General Manager and Board President come to agreement on the agenda topics and briefing materials required, in order to help ensure Board meetings are organized and productive.

Board Meeting Structure

In general, Board meetings will follow the following agenda:

- Establishment of Quorum and Call to Order
- Approval of Agenda for Meeting
- Public Input and Comment
- Consent Agenda (minutes, financial report, disbursements, and other consent items)
- Report of General Manager
- Committee Reports
- Report of General Counsel
- District Engineer Report
- Consideration/Action on District Projects
- Board Member Reports
- Discussion of Pending Legislation
- New Business (as defined in District Bylaws)
- Determination of Next Meeting Agenda
- Adjournment

As specified in the Bylaws, the ‘Board of Directors Reports’ section of each meeting agenda is for members of the Board to provide brief reports on matters of interest to the Board, including all meetings attended in their capacity as Directors. If the report is lengthy, or a Director wishes to raise an issue for Board consideration, the report is put in writing in the form of a Board Communication Form for staff to include in the Board meeting packet.

Bimonthly meeting agendas also include an update from the General Manager on the implementation of his/her work plan and any issues that may have arisen.

Board Meeting Protocol

The following describes the Board’s expectations for how its meetings are conducted.

- 1) Directors treat members of the public with courtesy and respect.
- 2) Board meeting minutes are distributed to Directors in advance of the next meeting and generally approved with corrections, if any, at the next regular Board meeting.
- 3) Information relevant to the Board’s decision making and oversight should be shared efficiently by staff, but without unnecessary bureaucracy. In general, Board agenda items are accompanied by a Board Communication Form that explains the issue and what

action, if any, is being sought. The Board is kept apprised of issues relevant to Board policy or decision-making and on the progress of District activities. Relevant updates, information, and policy options are provided in writing prior to Board meetings. Board Communication Forms may be supplemented with discussion and questions as needed.

- 4) As set forth above, the President and/or Vice President is expected to meet with the General Manager prior to Board meetings to review and prepare for the upcoming meeting, as well as after the meeting to ensure clear and timely follow up.
- 5) At the direction of the General Manager, department heads or appropriate departmental managers will generally be present at Board meetings.
- 6) Committees are used where beneficial to discuss, vet and frame complex issues for broader Board consideration.
- 7) When appropriate the Board adopts policies by resolution and ensures a clear methodology for tracking policy resolutions.

Electronic Communications

Written and electronic documentation and communication regarding District business and/or operations is legally considered to be in the public domain. This excludes information protected by attorney-client or other privilege. Further, telephonic meetings, emails and texts that discuss public business and involve more than two members of the Board may constitute a ‘meeting’ under Colorado law and in such cases must be open to the public. Where appropriate, Directors’ ideas or proposals for consideration by the full Board are be sent to the General Manager (or, as relevant, the General Counsel) for inclusion in the Board packet prior to the next Board meeting. Board members understand that rules involving electronic communications are subject to change, and that their actions must be consistent with state law and the District Bylaws.

On-Boarding and Orientation of Directors

New Directors should receive copies of this Board Governance Manual, District Bylaws, Personnel Guidelines, current strategic plan, annual budget, and other relevant policy and governance materials.

Further, to effectively oversee the functions of the District, new Directors should receive a tour of District’s facilities and infrastructure within their first six months. All Directors are encouraged participate in this tour on a regular basis.

Chapter 4 – Board Interactions with the Public

As a public body, it is important for the District Board to establish a working environment that encourages public participation and trust. During their service, Directors may have a range of interactions with the public including written communication (i.e., letters, email, etc.), social media, phone calls, face-to-face, social functions, and regular and special Board meetings.

Engaging the Public in General^[DB1]

The Board respects the role of constituents in the governance of the District and encourages their participation. The Board values public comments, both in writing and during Board meetings,

and will seek input from stakeholders where appropriate in District decision making. Directors will encourage constituents to attend Board meetings where they have input, comments or concerns to share, whether in person or writing.

Public Input During Board Meetings

The Board President maintains an orderly progression of the business before the Board, and to the extent possible regulates the amount and type of input from the public and from members of the Board and staff. To engage the public, public comment is generally accepted on all agenda items, with time set aside for general public comment on items not on the agenda. This is clearly indicated on meeting agendas. In addition, the Board will often invite a stakeholder group to attend lunch before Board meetings.

Generally, Directors will not respond to public comments during the public input portion of the agenda except to refer matters to the General Manager for follow-up. Directors may ask clarifying questions to ensure that staff provides an appropriate response. Occasionally, a prompt response may be offered by the President or the General Manager when an obvious answer or resolution is available. The Board will not enter into a debate or make decisions in response to public comments that are not on the agenda for consideration.

Representing the District Outside of Board Meetings

Directors are always encouraged to attend meetings and events related to relevant water matters in an informal capacity. Primarily this helps create a more informed Board and enables Directors to share relevant issues and information with the rest of the District Board and staff at District Board meetings (during ‘Board Member Reports’). Additionally, Directors’ participation in other Basin water efforts can be helpful in raising the visibility and public understanding of the mission and activities of the District.

Board members strive to represent the positions and perspectives of the District in an accurate and well-coordinated manner. To do so, Directors adhere to the following guidelines:

- 1) When Directors attend other meetings or events as Directors of the District, they are encouraged to be collaborative and participatory, with the primary goal of listening, asking questions and contributing ideas, and reporting back to the District about relevant efforts and topics.
- 2) Directors attending another meeting or event will clearly delineate between their personal views and opinions and official District policy.
- 3) Directors do not represent policy positions of the District unless adopted by the Board.
- 4) Directors communicate and coordinate closely with District staff prior to communicating District policy positions, to ensure messaging is clear and consistent.
- 5) When a Director participates in a non-District meeting that is attended by District staff and/or by another Director, they coordinate regarding their respective roles, including the responsibility for reporting back to the Board as appropriate.

- 6) The General Manager may invite Directors to accompany him/her to external meetings where useful in discussing official District business. (In some cases the General Manager may decide it would be useful to have two Directors attend such meetings.)
- 7) Directors may be called upon by the full Board and/or General Manager to represent the District in a formal capacity or otherwise. The Board may determine annually which Directors officially represent the Board in other water groups or initiatives.
- 8) To the extent a Director may communicate with constituents or stakeholders regarding Board perspectives on non-confidential matters, he/she will strive to offer a balanced perspective with adequate disclaimers about his/her own role. When expressing personal opinions and comments that may be contrary to adopted District policy, Directors will clarify that these statements do not reflect the official position of the Board or District.
- 9) When addressing the media or utilizing social media or other forms of communications to express positions contrary to official Board policy, Board members will explicitly state that their views reflect personal opinions rather than Board policy.
- 10) When three or more Directors are authorized by the Board to attend a meeting, the meeting is properly noticed as a public meeting of the District.
- 11) Once the Board of Directors has taken an official position on an issue, official District correspondence regarding that issue will normally reflect the Board's adopted position, except as otherwise directed by the Board.

Chapter 5 – Resolution of Issues or Concerns

The Board recognizes that concerns, misunderstandings, and differences of opinion are inevitable for any organization. While in some cases the Board may simply agree to disagree, the Board is committed to addressing concerns that impair the healthy functioning of the District or Board. The Board strives to address these concerns directly, respectfully, with curiosity, and as transparently as possible, whether they concern Board members, the General Manager, or the District as a whole. Concerns are addressed in a timely, open and responsive manner to promote mutual understanding and healthy functioning of the District.

This Chapter describes options for resolving concerns, misunderstandings, and differences of opinion. They are not intended to apply to disciplinary matters addressed in the District's Personnel Guidelines. The Board and the General Manager (in the case of matters within the purview of the General Manager) are free to modify the procedures described or to disregard them as they deem appropriate under the circumstances. These procedures are not mandatory and are not the exclusive means of addressing such matters.

Concerns Involving Board Members

It is not uncommon for miscommunication, misunderstandings or conflicts to surface among Board members or between a Board member(s) and the General Manager. Board members will address such issues in a timely and direct manner, taking the following steps as appropriate (generally but not always in the following sequence, as needed).

- 1) Attempt to address any personal conflicts or concerns in a direct and timely manner with the other party or parties, striving for mutual understanding, curiosity, and appreciation for the different viewpoints involved.
- 2) Bring the concern to the Board President, who will facilitate the Board’s determination of how to proceed with the concern. The Board and/or party involved may ask that the complaint be summarized in writing to support productive discussions, particularly if the complaint is of a more serious nature. The Board may choose to address the matter at a regular or special Board meeting, suggest mediation between the parties, and/or refer the issue to the appropriate parties. If the Board President is one of the people involved, the Vice President will serve in the role of the President. If the concern involves the General Manager, the Board may choose to address the issue in his/her annual review, consistent with the language in Chapter 2.
- 3) If the Board decides to address the concern at a Board meeting, the Board President in consultation with the General Counsel will ensure the concern is described and handled fairly and in accordance with District policy. This includes ensuring that the parties involved understand the concern and have an opportunity to share their perspectives. The President will facilitate the decision making of the Board. If the President is one of the people involved, the Vice President will serve in the role of President. The Board may review its past decisions if new information comes to light or for other reasons.
- 4) If the Board decides the issue should be addressed through mediation, the Board President and/or Vice President will work with District Counsel to engage a neutral third party at the cost of the District to facilitate direct discussions between the parties to resolve the issue.
 - a. The mediator must be: a) a person that the parties agree to; or b) in the absence of agreement, a person appointed by the Board. The third party may be a Board member or impartial individual whose aim is to help the parties resolve the issue.
 - b. While the parties may agree to keep discussions confidential to the extent authorized by law, the result will be shared with the Board at whatever level of detail the parties agree is appropriate, to keep the Board apprised, avert surprises, and promote transparency.If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute by the Board or other means.
- 5) The Board may decide to refer the concern to appropriate authorities as needed.

Concerns Involving the General Manager

The above procedures apply to complaints or concerns regarding the General Manager from the public, Board members, staff, or Counsel.

Issues or Concerns Involving Staff Operations and Actions

Any concerns of a Director regarding the behavior or work of a District employee other than the General Manager are directed to the General Manager privately to ensure the concern is addressed. The GM will confer with District Counsel and keep him/her fully apprised of the handling of the issue. Directors do not reprimand employees directly nor do they communicate

their concerns about individual staff members to anyone other than the General Manager or as otherwise permitted by law or the governing documents of the District. The General Manager addresses and tries to resolve the issue, consistent, where relevant, with the District's Personnel Guidelines. The General Manager keeps the Board apprised on the resolution of such issues in an appropriate and timely manner and in accordance with the Bylaws and other policies.

The District's Personnel Guidelines state that 'If the grievance involves the General Manager, the grievance should be reported to the District's Board of Directors President. In that case the Decision of the Board of Directors of the District shall be final.' If a grievance is escalated to this level, the Board will generally follow the procedures above.^[AR2]

Issues Involving the District in General

The Board recognizes there will be occasions in which members of the public or stakeholder of the District have concerns about District operations or policy and raise such concerns with the General Manager and/or members of the Board. The District is committed to handling these concerns or complaints responsively and openly. When such concerns are presented to a Board member, the Director will promptly raise the issue directly with the General Manager. When such concerns or complaints are presented to the General Manager, he/she will provide the Board with a written or verbal report of the concern and the District's response, if any. The Board is also kept informed of significant or, politically sensitive, urgent and/ or repetitive telephone or electronic communication inquiries.

Liability Concerns

Information that may expose the District to liability will be shared with the Board at a noticed, executive session meeting of the Board of Directors as allowed by applicable law

Chapter 6 – District Liability and Insurance Issues ^[DB3]

As a Colorado governmental entity, the District, its Board and officers and employees enjoy limited protection from liability under the Colorado Governmental Immunity Act. In addition, the District maintains insurance, which includes coverage for general and automobile liability and public official liability coverage.

Disclaimer

This Manual is intended to provide guidance and establish best practices for Directors concerning their responsibilities as Directors and their interactions among themselves and with the public, staff, and constituents of the District in the conduct of District business and operations. This Manual does not establish binding requirements or legally enforceable rights. Nothing in this Manual is intended to supersede any applicable provision of the District's Bylaws, Rules and Regulations, adopted Policies, Personnel Guidelines or other applicable law, regulation, or document of the District.

CERTIFICATE OF SECRETARY

I hereby certify that the foregoing Board Governance Manual was approved by the Board of Directors of the Upper Yampa Water Conservancy District at a regular meeting of the Board on May 21, 2020^[DB4].

By _____
Andy Rossi, Acting General Manager
and Secretary/Treasurer

STRATEGIC PLAN REVIEW





BOARD COMMUNICATION FORM

From: Andy Rossi, General Manager

Date: 08/11/21

Item: 2022 Upper Yampa Water Conservancy District (UYWCD) Strategic Plan

DIRECTION
 INFORMATION
 MOTION
 RESOLUTION

I. Request/Issue and Background Information:

2021 Upper Yampa Water Conservancy District (UYWCD) Strategic Plan review, Work Plan review, and proposed schedule for the 2022 update for the UYWCD Strategic Plan is presented for consideration by the UYWCD Board of Directors (BOD) Strategic Plan Committee.

II. Summary and Alternatives:

The UYWCD Strategic Plan will be regularly reviewed and updated as appropriate by the UYWCD BOD and staff. A UYWCD staff review of the 2021 UYWCD Strategic Plan was presented to the full UYWCD BOD on July 21, 2021. This review included updates on the UYWCD work efforts in the first half of 2021 associated with the goals identified in the 2021 Strategic plan.

III. Staff Recommendation:

The UYWCD Strategic plan is intended to be a living document. Therefore, the UYWCD staff recommend that the information contained in the July 21, 2021, review of the work efforts associated with the UYWCD Strategic Plan goals be considered as the basis for the development of the 2022 UYWCD Strategic Plan. Along with identified 2021 work efforts, the status of the Potential New Tasks identified for inclusion in 2021 UYWCD Strategic Plan are indicated in the review. The status of these efforts is presented in four categories:

- Identified: Priority identified by UYWCD
- Planning: UYWCD is planning for implementation of identified items/strategies
- Implementing: UYWCD is actively working on this item/strategy
- Complete/Active: Task has been completed and/or incorporated into UYWCD ongoing work efforts.



Potential new tasks indicated as Planning, Implementing, and/or Complete will be included in the History, Current Work and Current Plans category in the 2022 UYWCD Strategic Plan. Potential new tasks indicated as still Identified, and not Implemented and/or Completed will be evaluated for possible inclusion in work efforts for the remainder of 2021 or retained for consideration and budgeting for 2022.

The 2021 Strategic plan will be referenced as the foundational document for the development of the 2022 UYWCD Budget and 2022 UYWCD Strategic Plan updates. Both the 2022 UYWCD Budget and Strategic Plan updates will be prominent topics for discussion during the October 20, 2021, UYWCD BOD Retreat. Therefore, the UYWCD staff and BOD have decided on the following schedule for the update of the UYWCD Strategic Plan for 2022:

- August 17, 2021, Strategic Plan Update Committee Meeting: Committee to hold first meeting to begin review and update of 2022 UYWCD Strategic Plan.
- September 15, 2021, Regular BOD Meeting: Recommendations from August 18, 2021, Committee meeting will be presented to the full UYWCD BOD for discussion. Additional input on updates to Strategic Plan for inclusion in 2022 UYWCD Strategic Plan update will be solicited from the full UYWCD BOD.
- October 20, 2021, UYWCD BOD Retreat: UYWCD Strategic Plan update discussion with full UYWCD BOD, including input received to date. Direction provided by UYWCD BOD will be incorporated into new DRAFT of 2022 UYWCD Strategic Plan.
- November 17, 2021, Regular UYWCD BOD Meeting: Present final DRAFT of 2022 UYWCD Strategic Plan for adoption by UYWCD BOD.

IV. Legal Issues:

NA

V. Consistency with Board Goals and Policies:

2021 UYWCD Strategic Plan 10.2

Attachments:

2021 UYWCD Strategic Plan Six-Month Summary Review

UYWCD Strategic Plan - Supplemental Chart for 2021 Internal Work Planning

Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks
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.					
1.1	<p>Develop District understanding and policies to address Big River issues</p> <ul style="list-style-type: none"> • Communications Director is attending multiple state-wide and regional water planning group meetings as a representative of the UYWCD. Completed the WECO Water Fluency Program in 2020. • Risk Study Analysis of Yampa Doctrine and Equitable Apportionment Complete, UYWCD Staff to recommend next steps with UYWCD BOD input. • UYWCD represented on Basin Roundtable Big River Subcommittee by K. Brenner, H. Kirkpatrick. Regular reports provided to UYWCD BOD as necessary. • IBCC negotiations will be monitored proactively. The UYWCD needs to formalize organization approach to ensure that Yampa Basin interests and science to assist with the 2020-2026 Colorado River Interim Guidelines Renegotiations • UYWCD is actively monitoring CWCB and State Water Plan activities through attendance and representation at regional planning groups. • Legislative Activities are being monitored through Colorado Water Congress State Affairs Committee, and UYWCD Board Member Reports. Updates provided to UYWCD BOD at regular UYWCD BOD meetings. • General Manager will propose a plan and schedule for the continued development of UYWCD positions on state-wide, Big River issues following presentation of Risk Analysis study at UYWCD July BOD meeting. 	<p>Invite Regional/State Experts to give public presentations on Big River Issues: Demand Management, CO River Compact Interim Guidelines</p>	<ul style="list-style-type: none"> • External affairs • Legal • Board 	<ul style="list-style-type: none"> • With the return to in-person meeting availability, the UYWCD staff will solicit presentations from outside organizations at the remaining UYWCD BOD meetings. 	Planning
1.2	<p>Prevent out-of-District transfers of water that could have adverse impacts for the District and its constituents</p> <ul style="list-style-type: none"> • Legal Staff is monitoring resumes and reports are provided to UYWCD BOD at regular UYWCD BOD meetings • Legal staff reviews all UYWCD water contracts. Most 2020 activity has been focused on Yamcolo agricultural contracts. Proposed CWT Stagecoach contract will be reviewed before presented to UYWCD BOD for authorization. • Legal staff is engaged in activities in 1.1 as needed and at the request of UYWCD General Manager. 	<p>Lobby legislature, in response to Big River Issues (State and Federal Representatives).</p>	<ul style="list-style-type: none"> • External affairs • Legal • Board 	<ul style="list-style-type: none"> • Continued collaboration with Colorado River District on Water Horse project opposition. • UYWCD Special Counsel provides reports/updates on water resumes and pertinent water law items at regular UYWCD BOD meetings. • Smaller events planned for the 2nd half of 2021 will allow UYWCD staff direct interaction with State of Colorado water policy managers. 	Planning
2. District's infrastructure is safe and maintained, or improved as needed, to serve the needs of the District.					
2.1	<p>Ensure sufficient funds to maintain and/or improve our infrastructure</p> <ul style="list-style-type: none"> • 2020 Budget for O&M activities is adequate to date. • 2020 Budget for capital activities is adequate for Stagecoach and Yamcolo Reservoirs. 2020 budget for capital improvements for the Stillwater Ditch has been expanded as part of approved budget amendment. • Facilities reserves included in 2020 approved budget • Facilities maintenance and improvement plan implementation is ongoing with progress reports provided by District Engineer at UYWCD BOD regular meetings. Reports are included in public materials distributed for UYWCD BOD meetings. 	<p>Funds designated for new facilities/project construction, including Water Quality funds in update of 30-year maintenance plan for Stagecoach.</p>	<ul style="list-style-type: none"> • Facilities • Finance • Board 	<ul style="list-style-type: none"> • 2021 Budget for facilities O&M is adequate to date. • 2021 Budget for capital improvements is adequate to date. • Facilities reserves are included in annual approved budget. • Capital Projects are underway for 2021. • Planning for 2022 capital projects to begin Summer of 2021. 	Implementing, Complete
2.2	<p>Initiate or support efforts to address algae and other water quality issues in Stagecoach Reservoir</p> <ul style="list-style-type: none"> • UYWCD staff and board members continue to be active participants in the Watershed Group. The UYWCD is the fiscal agent for water quality study grant. UYWCD Director Halliday is the project manager for the Nutrient and Water Quality Study. • UYWCD continues to participate in the baseline long term water quality monitoring effort through Routt County Department of Health as a fiscal partner. UYWCD staff maintain a working relationship with USGS regional staff. • UYWCD continues water quality monitoring as part of 401 water quality certification. Next round of data collection for 401 requirements scheduled as required. New WQ Data collection in 2020 in response to CDPHE rule making process. • CPW monitoring efforts at Stagecoach State Park are ongoing in 2020. UYWCD District Engineer is in direct communication with Stagecoach State Park Manager and CPW water quality staff. • Temperature string deployment and DO monitoring continues uninterrupted at Stagecoach Dam in 2020. Monthly data reports filed with FERC by District Engineer. 	<p>Engage with CPW to develop long-term Water Quality monitoring program and Media/Public Outreach campaign at Stagecoach Reservoir. Water Quality monitoring program should include necessary actions/responses.</p>	<ul style="list-style-type: none"> • Planning? • Facilities • Board • Finance 	<ul style="list-style-type: none"> • Upper Yampa River Basin Nutrient and Water Quality USGS Study Complete. • Successful delisting of Stagecoach Reservoir from CDPHE Reg 93 Lead Standard. • CPW WQ testing program at Stagecoach Reservoir is ongoing. • Morrison Creek Water and Sanitation District Mixing Zone Study completed with financial assistance from UYWCD. • Remaining WQ initiatives at Stagecoach planned, pending after action plan (multi-agency) for Muddy Slide Fire response. • All UYWCD regulatory water quality monitoring continues uninterrupted. 	Implementing, Complete

UYWCD Strategic Plan - Supplemental Chart for 2021 Internal Work Planning

Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks
2.3	<p>Ensure integrity and safety of dams</p> <ul style="list-style-type: none"> • FERC-required emergency action plan updates, reporting, and exercises are on schedule for 2020. • Stagecoach Dam 2020 annual inspections by FERC pending FERC Covid protocol requirements. Stagecoach Dam CDWR Dam Safety Inspection Scheduled for August 2020. Yamcolo Dam CDWR Dam Safety Inspection complete. UYWCD District Engineer and CDWR Dam Safety Division are coordinating on an update to the Yamcolo Dam seepage monitoring program. • Stagecoach Dam Part 12 inspection completed in 2019. Follow up item(s) responses filed with FERC June 2020. • UYWCD has contracted with AECOM for compliance with new FERC requirement for outside review of Owner's Dam Safety Plan. Review, report and recommendations to be filed with FERC in December 2020. UYWCD was an active participant in the Routt County Hazard Mitigation Plan development. 		<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • FERC-required emergency action plan updates, reporting, and exercises are on schedule for 2021. Functional Exercise planned for 2022. • Stagecoach Dam 2021 annual inspections by FERC pending FERC Covid protocol requirements. Stagecoach Dam CDWR Dam Safety Inspection completed May 2021. Yamcolo Dam CDWR Dam Safety Inspection complete. UYWCD District Engineer and CDWR Dam Safety Division are coordinating on an update to the Yamcolo Dam seepage monitoring program. • Stagecoach Dam Part 12 inspection completed in 2019. Follow up item(s) responses filed with FERC June 2020. • Completed FERC Audit of Owner's Dam Safety Plan. UYWCD was an active participant in the Routt County Hazard Mitigation Plan development. 	<p>Implementing</p>
2.4	<p>Ensure safe work environment for all UYWCD employees and visitors</p> <ul style="list-style-type: none"> • Implementation of recommendation from 2014 safety review (safety procedures, equipment, documentation) is ongoing at all UYWCD facilities. Safety protocols have been modified in response to Covid development. UYWCD facilities staff designated as Critical Infrastructure Employees. Coordination with FERC staff has been modified to comply with additional request and reporting as determined by FERC Covid protocols. FERC Covid protocol updates ongoing in response to changing conditions. 	<p>Explore connectivity upgrades for all UYWCD facilities, including UYWCD offices.</p>	<ul style="list-style-type: none"> • Facilities • Legal 	<ul style="list-style-type: none"> • Stagecoach control systems upgrades started in June of 2021, planned completion by August, 2021. Connectivity and security upgrades included in updates. • Fiber optic connectivity to Stagecoach Dam possible in next 5 years, pending YVEA infrastructure installation. • Yamcolo monitoring equipment upgrades ongoing, remote monitoring connectivity planned for 2022. 	<p>Implementing</p>
2.5	<p>Maintain Stagecoach as a public recreation facility</p> <ul style="list-style-type: none"> • CPW Stagecoach master plan infrastructure improvements continue in 2020 with substantial electrical power infrastructure upgrades at Stagecoach State Park. UYWCD staff coordinated with CPW on permitting and project development for planned upgrades. Construction scheduled for summer of 2020. • CPW provides regular updates of annual activities through communications with the District Engineer. 	<p>Schedule meetings with CPW in January of 2021 to begin renegotiation of Stagecoach lease. Establish CPW-UYWCD Lease Negotiation Committee.</p>	<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • First meetings with CPW representatives completed. • UYWCD General Counsel currently reviewing legal standards updates to CPW-UYWCD Lease agreement. 	<p>Implementing</p>

UYWCD Strategic Plan - Supplemental Chart for 2021 Internal Work Planning

Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks	
3. District is financially sustainable and able to meet its stated goals.						
3.1	<p>Develop short- and long-term financial planning to support District goals</p>	<ul style="list-style-type: none"> • Annual budget by department approved for 2020. New projects approved by the Board in 2020 recognized and incorporated through a budget amendment. 2021 budget development cycle to begin in August 2020. Year-to-date budget statutory deadlines met and year-to-come planned on-schedule. • Accurate accounting and financial reporting is a continuous process performed by the UYWCD staff. Budget comparisons and financial information reported to UYWCD BOD by the Chief Accountant at regular meetings. Additional financial reports are provided to BOD and staff as appropriate. • Contract negotiations for Yamcolo and Stagecoach Reservoir water storage agreements are one of the highest priorities of the UYWCD. UYWCD staff, BOD, and legal counsel have dedicated significant hours and resources to these efforts in 2020. • Completion of a state-wide search of a new auditor. New auditor specialized in local government auditing. Service costs under budget. • The Chief Accountant led the District's first audit executed entirely online. The audit was extensive and very detailed, as expected with a new auditor, first year audit. • Annual audit of 2019 financials completed successfully, with very minor adjustments. Audit of 2020 financials scheduled, adhering to BOD's decision in September 2020 to either rehire Mayberry & Co or search for another auditor. • Improvements to accounting procedures are currently being implemented through a full review and restructure project with the assistance of an outside consultant. UYWCD deployed beta version of account system in July 2020. New system to be fully operational and adopted as standard procedure by August 2020. In response to Covid development, implemented fully online banking procedures and internal processes with double authentication verification in adherence of separation of financial roles as required by audited best practices and by District bylaws. • Migration of daily banking to MVB complete, all WF checking accounts closed. • Upon change in Management, signatory privileges of all District bank accounts updated. • UYWCD documentation of formal financial policies is part of revised accounting procedures and legal requirements of UYWCD. • Potential future decrease in tax revenues based on changes in energy industry have been identified and reported by the Chief Accountant multiple times. Assessment of future impacts to the UYWCD will be re-examined as new information is available. • Migration of Accounting systems to match new budget structure, complete. • Financial analysis of District's cost centers with 2019 audited financials, complete. • Cost-based water price analysis with 2019 audited actuals, complete. • District-wide pricing model to be finalized after permanent replacement of UYWCD General Manager complete. 	<p>Develop Long-term financial planning methodology (e.g. 5, 10, 20yr, determine assumptions)</p>	<ul style="list-style-type: none"> • Finance • Board • All Departments 	<ul style="list-style-type: none"> • Internal financial accounting systems and controls update complete • UYWCD Budget re-formatting for alignment with updated internal financial accounting system complete • Migrated payment systems from paper to fully electronic, including a double authentication process and double electronic signatures in compliance with bylaws and governmental accounting best practices requiring increased separation of roles. • Annual audit of 2020 financials completed successfully, with very minor adjustments. Audit of 2021 financials scheduled. • Stagecoach Reservoir Water Marketing Policy complete. • Yamcolo Reservoir Water Marketing Policy planned for fall of 2021. 	Completed, Implementing
3.2	<p>Clarify District's business model, including the propriety, tenure, and extent of use of tax revenue with respect to contract pricing</p>	<ul style="list-style-type: none"> • 2020 approved budget was structured to identify facilities' direct and indirect operating costs. • Migration of Accounting systems to match new budget structure, complete. • Financial analysis of District's cost centers with 2019 audited financials, complete. • Cost-based water price analysis with 2019 audited actuals, complete. • District-wide pricing model to be finalized after permanent replacement of UYWCD General Manager complete. 	<p>Clarify financial structure of UYWCD budget incorporating tracking of revenue stream support of UYWCD facilities and programs.</p>	<ul style="list-style-type: none"> • Finance • Board 		

UYWCD Strategic Plan - Supplemental Chart for 2021 Internal Work Planning

Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks
4. All in-basin beneficial vested water uses in the District are protected, consistent with policy statements above.					
4.1	<p>Formalize and consider expanding District's grant program</p> <ul style="list-style-type: none"> UYWCD was granted \$100,000 in Water Supply Reserve Funds from the Basin Roundtable in January 2020. Marketing efforts include collaboration with outside agencies, local publications, and advertisements through local media including print and radio. The Diversion Infrastructure Improvement Project has received an influx of interested applicants who plan to complete projects in the coming months. A streamlined application process for the Diversion Infrastructure Improvement Project is currently in place. Reimbursement procedures for matching WSRF monies will be established with the first payment request submitted in July 2020. UYWCD staff is collaborating with local working groups and outside agencies to identify potential projects that could benefit from UYWCD grant fund. 	<p>Continue Infrastructure grant program with expansion to local reservoirs and stream gaging. Define explicit funding amount for non-infrastructure grant program (\$50,000 per year).</p>	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> \$50,000 Non-Infrastructure Grant Pilot Program authorized by UYWCD BOD. Approximately \$25,000 of grant funds awarded in first 6 months of 2021. Formal grant program administration to be determined as part of 2022 Strategic Planning process. 	Implementing
4.2	<p>Promote District's existing augmentation plans on Yampa and Elk Rivers</p> <ul style="list-style-type: none"> The first augmentation plan of 2020 was contracted in July. Communications Director is working with interested applicants on the Elk River. Website redesign is underway. Hive180 Marketing is in the development phase of the new website. 	<p>Study potential coverage for areas of need not serviced by existing plans. Outreach/Education presentations to local non-water industry business groups. Use area wide mailing w/RC Assessor tools for educational materials.</p>	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> Areas identified as lacking Augmentation coverage: Morrison Divide area, Areas within UYWCD bounds downstream of the Elkhead Creek confluence. Lower basin entities are actively working towards augmentation supply solutions in response to over-appropriation designation. Outreach meeting with Routt County on 07/19/21. Additional outreach meeting planned for fall of 2021. •UYWCD staff attendance at IWMP neighborhood meetings in Craig, Hayden, Clark, and South Routt throughout June and July. 	Planning, Implementing
4.3	<p>Explore potential expansion or creation of augmentation plans that aid in protecting the beneficial uses of junior priority water rights not currently within boundaries of the existing augmentation plans</p> <ul style="list-style-type: none"> Internal discussions to clarify potential future needs are identified as an important topic for inclusion in the 2020 UYWCD BOD retreat in October. 	<p>Hold internal discussions to clarify potential future needs; engage DWR in discussions as needed</p>	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> The UYWCD is an active participant in the discussions related to the potential development of a new augmentation water supply plan for the lower Yampa River basin. Joint presentation with CDWR, CRD made to Moffat County Commissioners. UYWCD presentation to Routt County Commissioners. 	Planning, Implementing
4.4	<p>Protect productive agricultural water uses in the District</p> <ul style="list-style-type: none"> The Diversion Infrastructure Improvement Project offers funding for measuring devices that will help protect existing agricultural water rights in the District through record-keeping. Involvement from K.Brenner and H. Kirkpatrick in the Basin Roundtable and subsequent subcommittees including the Big River Subcommittee and Public Education, Participation, and Outreach (PEPO) Subcommittee and the Integrated Water Management Plan (IWMP) and its' Stakeholder Engagement Subcommittee ensures a role for the District in updating the Basin Implementation Plan (BIP) and educating the public on key water issues in the basin. 		<ul style="list-style-type: none"> Public Legal External Affairs 	<ul style="list-style-type: none"> The UYWCD is actively pursuing the Coal Creek Diversion Project. 	Planning, Implementing
4.5	<p>Effectively communicate with local municipalities regarding long-term water supplies</p> <ul style="list-style-type: none"> UYWCD staff is engaged with local municipalities as a supportive technical advisor on possible instrumentation upgrades and data collection. 	<p>Adopt Stagecoach Water Pricing/Marketing Policy, Set schedule for existing municipal contract negotiations.</p>	<ul style="list-style-type: none"> Public Planning 	<ul style="list-style-type: none"> Stagecoach Water Marketing Policy complete. Discussions with existing municipal storage contractors planned for August, 2021. Existing Municipal contract price declaration planned for November 2021. 	Planning, Implementing

UYWCD Strategic Plan - Supplemental Chart for 2021 Internal Work Planning

Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks	
4.6	<p>Enter into appropriate and financially prudent water allotment contracts for District water from Stagecoach Reservoir and/or Yamcolo Reservoir for environmental and recreational beneficial uses</p>	<ul style="list-style-type: none"> Colorado Water Trust (CWT) engaged in discussion of HBs 1037, 1157. CWT engaged for Stagecoach water storage contract in 2020. Water Fund engaged as important funding partner for CWT storage contract for Stagecoach Reservoir in 2020. Other Stakeholder engagement ERC BOD discussions conducted at May 2020 BOD meeting. 		<ul style="list-style-type: none"> Legal Board 	<ul style="list-style-type: none"> CWT 2021 Contract complete. CWT ten-year Stagecoach Reservoir ERC agreement for CWCB Instream Flow Voluntary Loan program pending agency comments. CRD, Tr-State, UYWCD joint reservoir release modelling study complete. Final report due to project participants by August 1, 2021. 	Complete, Implementing
4.7	<p>Increase flexibility of District's water rights portfolio in order to provide water for environmental and recreational purposes</p>	<ul style="list-style-type: none"> Colorado Water Trust (CWT) engaged with UYWCD in discussion of HBs 1037, 1157. 	<p>Clarify District policy for support of instream flows (see 4.8 below), Specifically: work with CWT, consultants to identify HB20-1157 mechanisms for UYWCD reservoirs.</p>	<ul style="list-style-type: none"> Legal 		
4.8	<p>Clarify District policy and role regarding the use of District water to support non-consumptive water uses</p>	<ul style="list-style-type: none"> Colorado Water Trust (CWT) engaged in discussion of HBs 1037, 1157. CWT engaged for Stagecoach water storage contract in 2020. Potentials for change cases will be explored by UYWCD staff in 2021. ERC BOD discussions conducted at May 2020 BOD meeting. 		<ul style="list-style-type: none"> Legal 		
<p>5. Upper Yampa Basin water interests are represented at the local, regional and statewide levels on relevant policy, legislative, administrative, regulatory and judicial matters.</p>						
5.1	<p>Ensure representation of District interests in local and state matters, including on the IBCC, Basin Roundtable, CWCB and Colorado River District</p>	<ul style="list-style-type: none"> Attendance of Colorado Water Congress Winter Summit in January 2020 by Directors and staff including K.McBride and H.Kirkpatrick Collaboration with Colorado River District on Risk Study modeling and a virtual production of the Yampa State of the River. Involvement from K.Brenner and H. Kirkpatrick in the Basin Roundtable and subsequent subcommittees including the Big River Subcommittee and Public Education, Participation, and Outreach (PEPO) Subcommittee and the Integrated Water Management Plan (IWMP) and its' Stakeholder Engagement Subcommittee ensures a role for the District in updating the Basin Implementation Plan (BIP) and educating the public on key water issues in the basin. 	<p>Formalize UYWCD participation and responsibilities for UYWCD representation at outside group (decide what groups/efforts to participate in, set expectations for reporting back to GM, UYWCD BOD).</p>	<ul style="list-style-type: none"> External Affairs 	<ul style="list-style-type: none"> First attempt at formalizing UYWCD staff and BOD roles at outside organizations initiated at January 20, 2021 UYWCD BOD meeting. 	Planning, Implementing
5.2	<p>Increase District collaboration with Roundtable partners to advocate for Upper Yampa Basin interests</p>	<ul style="list-style-type: none"> Involvement from K.Brenner and H. Kirkpatrick in the Basin Roundtable and subsequent subcommittees including the Big River Subcommittee and Public Education, Participation, and Outreach (PEPO) Subcommittee and the Integrated Water Management Plan (IWMP) and its' Stakeholder Engagement Subcommittee ensures a role for the District in updating the Basin Implementation Plan (BIP) and educating the public on key water issues in the basin. H.Kirkpatrick serves on the technical advisory committee for the Yampa River Fund. 	<p>Formalize UYWCD participation and responsibilities for UYWCD representation at outside group (decide what groups/efforts to participate in, set expectations for reporting back to GM, UYWCD BOD).</p>	<ul style="list-style-type: none"> External Affairs 		
<p>6. Adequate water supplies within the District in light of changing climate conditions, population shifts, and other changes.</p>						
6.1	<p>Maintain and improve District's CDSS hydrology/water rights administration model</p>	<ul style="list-style-type: none"> CDSS model updates scheduled in coordination with BIP process. 	<p>UYWCD Staff will keep current on CDSS model updates through participation in BIP process.</p>	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> The UYWCD staff was an active participant in the 2021 BIP CDSS/SateMOD update effort. StateMOD updates for Bear River Reach of Yampa system will be included in Coal Creek project flow analysis. The new StateMod Baseline model will be used as the foundation for multiple analysis efforts in 2021. 	Complete, Implementing

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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"> CDSS model updates to include paleo study comparison with climate change hydrology. District Engineer maintains regular contact with Paleo Hydrology working group. 	UYWCD will participate in the community Just Transition Program for West Routt and Moffat Counties, possibly in coordination with Steamboat Chamber of Commerce. Participate in Routt County Master Plan as warranted. Explore water-related opportunities to address climate change resilience.	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> UYWCD staff met with Steamboat Chamber Economic Development staff to discuss strategies to incorporate water storage availability into future marketing and economic development campaigns. UYWCD staff have had multiple discussions with Moffat County representatives on the subject of water availability as a positive economic attribute. First step in addressing Climate Change resilience will be to advance the UYWCD knowledge of basin hydrology with the Soil Moisture network analysis to be completed by end of 2021. 	Implementing
6.3	Increase engagement with constituents and Upper Yampa Basin water interests in planning for long-term Yampa Basin water supply and use	<ul style="list-style-type: none"> Collaboration with existing agencies and interest groups is ongoing by UYWCD staff and BOD. 	Schedule and coordinate an annual event for 2021 a part of the 2021 work plan, Annual UYWCD Yampa Canyon trip.	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> Multiple small events and event sponsorships scheduled for second half of 2021. 	Planning, Implementing
6.4	Expand Board's understanding of relevant issues and trends for District decision-making	<ul style="list-style-type: none"> Regular discussions of pending legislation and interpretation of new legislation is ongoing by UYWCD staff and BOD. Collaboration with Colorado River District on Risk Study modeling. 		<ul style="list-style-type: none"> Board 		
7. Healthy reservoirs, streams and watersheds within the District in support of the policy statements above.						
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"> See 2.2 	Commission a Fire-Hazard Risk Study for the Yamcolo and Stagecoach contributing watersheds with USFS, NRCS and Rocky Mountain Restoration Initiative as partners. Continue to monetarily support ongoing upper basin water quality monitoring program in partnership with local stakeholders and USGS.	<ul style="list-style-type: none"> Planning? Facilities Board 	<ul style="list-style-type: none"> Fire-Hazard risk confirmed with Muddy Slide Fire. UYWCD staff participants in Muddy Slide Fire response efforts including public information officer meetings and fire activity updates. Additional activities TBD, pending after action plan (multi-agency) for Muddy Slide Fire response. 	Identified
7.2	Anticipate potential future role and responsibilities for the District to support water quality in the District	<ul style="list-style-type: none"> Collaboration with existing agencies and interest groups is ongoing. UYWCD staff actively engaged with CDPHE, CPW, and Routt County on water quality concerns. 	Commission a Fire-Hazard Risk Study for the Yamcolo and Stagecoach contributing watersheds with USFS, NRCS and Rocky Mountain Restoration Initiative as partners.	<ul style="list-style-type: none"> Planning? External Affairs Board 		Identified
7.3	Support efforts in the District to improve watershed management and forest health	<ul style="list-style-type: none"> UYWCD staff is engaged in the Fish Creek Drainage forest health management plans as a supportive technical advisor on possible instrumentation upgrades. 	Commission a Fire-Hazard Risk Study for the Yamcolo and Stagecoach contributing watersheds with USFS, NRCS and Rocky Mountain Restoration Initiative as partners.	<ul style="list-style-type: none"> Planning? External Affairs Board 		Identified

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7.4	<p>Explore mechanisms to support use of District water rights for environmental purposes, e.g., in-stream flows</p>	<ul style="list-style-type: none"> UYWCD staff presented an in-depth discussion on in-stream flow and ERC possibilities at the May 2020 UYWCD BOD meeting. CWT-UYWCD partnership for ERC at Stagecoach Reservoir has been renewed by the District Engineer for 2020, with concrete plans to continue the exploration of legal mechanism available to the UYWCD and Yampa River Basin for future ERC and in-stream support. UYWCD staff will remain engaged in CWCB rule making processes and continued legal developments for HBs 1037 and 1157. 	<p>Clarify District policy for support of instream flows (see 4.8 above), Specifically: work with CWT, consultants to identify HB20-1157 mechanisms for UYWCD reservoirs.</p>	<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> CWT 2021 Contract complete. CWT ten-year Stagecoach Reservoir ERC agreement for CWCB Instream Flow Voluntary Loan program pending agency comments. CRD, Tr-State, UYWCD joint reservoir release modelling study complete. Final report due to project participants by August 1, 2021. 	<p style="text-align: center;">Complete, Implementing</p>
<p>8. District constituencies understand water issues in the Upper Yampa Basin and the role of the District in addressing them.</p>						
8.1	<p>Increase public understanding of the District's role and activities</p>	<ul style="list-style-type: none"> Hive180 Marketing is in the development phase for a new website. UYWCD awarded \$15,000 in grant funds to Yampatika for the development of a K-12 water education curriculum. UYWCD staff is reviewing the curriculum development on an ongoing basis. UYWCD sponsored a storage episode in the "Your Water Table" video series in collaboration with the Basin Roundtable. The series is currently in production. UYWCD filmed an educational video on the Yampa River Project with Colorado Water Trust. UYWCD is partnering with the Integrated Water Management Plan to produce an educational video on diversion assessments and improvements, which will include the Diversion Infrastructure Improvement Project. The video will be filmed in Fall 2020. 	<p>Schedule and coordinate an annual event for 2021 a part of the 2021 work plan.</p>	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> Multiple small events and event sponsorships scheduled for second half of 2021. 	<p style="text-align: center;">Planning, Implementing</p>
8.2	<p>Improve Board collaboration, participation and representation with other organizations doing water-related work in the Upper Yampa Basin.</p>	<ul style="list-style-type: none"> UYWCD staff and directors are directly involved in the Basin Roundtable and subsequent subcommittees, the Integrated Water Management Plan (IWMP), the Yampa River Fund Technical Advisory Committee, the Upper Yampa Watershed Group, Colorado Water Trust, and are currently working to identify other collaboration opportunities for water-related work in the basin. 	<p>Schedule and coordinate an annual event for 2021 a part of the 2021 work plan, WECO coordination to avoid duplicate efforts. Consider preparing/publishing an Annual Report as a community outreach effort.</p>	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> UYWCD sponsorship and participation in WECO water fluency program in Yampa Basin. Annual Report planned for end of 2021. 	<p style="text-align: center;">Implementing</p>
8.3	<p>Improve two-way exchange among constituents, stakeholders, Board and staff regarding District priorities and activities</p>	<ul style="list-style-type: none"> UYWCD strategic plan was released for public comment for a one month period ending December 2019. Public comments were compiled by UYWCD staff and the Board Governance Committee incorporated changes to the strategic plan as necessary. Outreach to outside organizations and interested constituents through email, periodic publications, and local media outlets is ongoing. 	<p>Schedule and coordinate an annual event for 2021 a part of the 2021 work plan.</p>	<ul style="list-style-type: none"> Public 	<ul style="list-style-type: none"> Multiple small events and event sponsorships scheduled for second half of 2021. 	<p style="text-align: center;">Planning, Implementing</p>
8.4	<p>Increase local awareness of local water issues and resources</p>	<ul style="list-style-type: none"> See 8.1 		<ul style="list-style-type: none"> Public 		
<p>9. Robust District water rights portfolio.</p>						
9.1	<p>Maintain and, where appropriate, perfect District's water rights</p>	<ul style="list-style-type: none"> Legal department is tracking upcoming due diligence, based on court decrees and Master Plan details. UYWCD Board is apprised of legal issues and relevant budget needs at all regular UYWCD BOD meetings. 	<p>Diligence cycle efforts (2025 target date): Coal Creek project investigation, explore update to WR/WS Master Plan.</p>	<ul style="list-style-type: none"> Legal 	<ul style="list-style-type: none"> Diligence cycle efforts underway with water rights analysis and Coal Creek project activities. Opposition to Yamcolo Reservoir WR abandonment filed with CDWR. 	<p style="text-align: center;">Planning, Implementing</p>

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Objective	History and Past Work	Potential New Tasks	Department	2021 Work Efforts	Status of 2021 Potential New Tasks	
9.2	Enhance District involvement/advocacy on water administration matters	<ul style="list-style-type: none"> Updated water accounting system for Stagecoach Reservoir is 95% complete. Project completion by District Engineer pending finalization of Stagecoach reservoir Fill and Release Policies to be presented to UYWCD BOD for adoption at September UYWCD BOD meeting. The UYWCD continuously coordinates with Division Engineer's Office, partner Dam Owners, and contracted on dam releases. District Engineer has held multiple meetings (virtual) with the Division Engineer in 2020. 		<ul style="list-style-type: none"> Facilities 		
9.3	Evaluate potential and conditional water rights	<ul style="list-style-type: none"> Coal Creek Diversion project to be actively pursued in 2020. 	Diligence cycle efforts (2025 target date): Coal Creek project investigation, explore update to WR/WS Master Plan.	<ul style="list-style-type: none"> Legal 	<ul style="list-style-type: none"> Diligence cycle efforts underway with water rights analysis and Coal Creek project activities. 	Planning, Implementing
9.4	Explore small tributary storage projects within Upper Yampa Basin	<ul style="list-style-type: none"> Coal Creek Diversion project to be actively pursued in 2020. Small Reservoir Study update identified as BIP project. 	Update Small Reservoir Study.	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> Small Reservoir study update planned for 2nd half 2021. 	Planning
9.5	Pursue water projects that utilize/perfect District water rights and that provide water supply for consumptive and non-consumptive purposes	<ul style="list-style-type: none"> Coal Creek Diversion project to be actively pursued in 2020. Small Reservoir Study update identified as BIP project. 	Update Small Reservoir Study.	<ul style="list-style-type: none"> Planning 	<ul style="list-style-type: none"> Small Reservoir study update planned for 2nd half 2021. 	Planning
9.6	Support in-stream flow rights to help firm the District's portfolio.	<ul style="list-style-type: none"> See 4.6 and 4.7 		<ul style="list-style-type: none"> Board 		
9.7	Explore increasing flexibility of use for District's stored water rights	<ul style="list-style-type: none"> See 4.6 and 4.7 		<ul style="list-style-type: none"> Board 		
10. Robust staff, legal and administrative resources to ensure District's viability and ability to effectively serve its constituents.						
10.1	Begin succession planning where appropriate		Conduct formal annual review of UYWCD General Counsel by UYWCD BOD. Consideration of term limits for BOD seats.	<ul style="list-style-type: none"> Board 	<ul style="list-style-type: none"> UYWCD BOD review of General Counsel complete. Consideration of term limits for BOD seats discussed with full UYWCD BOD and General Counsel. 	Complete
10.2	Regularly review and update Board goals and objectives					
10.3	Clarify District governance structure that promotes interaction, transparency, trust, and <i>esprit de corp</i> among Board, GM and staff	<ul style="list-style-type: none"> Final governance recommendations from 360 Committee adopted by UYWCD BOD. Staffing and budgeting changes due to search for, and eventual replacement of UYWCD General Manager have implemented by UYWCD staff, consultant, and Hiring Committee. 				

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10.4	<p>Improve District organizational structure to maximize effectiveness, collaboration and teamwork</p> <ul style="list-style-type: none"> Recent new hires for Communications and Marketing Manager, Business Manager, and Ditch Rider have addressed staffing needs for UYWCD. Permanent replacement for General Manager pending UYWCD BOD action. All UYWCD staff job descriptions have been updated in 2020. Written policies and procedures are updated as needed by UYWCD staff. UYWCD staff is working with ER Council on compensation survey, conducting a review and seeking quotes for health insurance plan and reviewing personnel guidelines for compliance and consistency. UYWCD staff will be conducting an audit of personnel & benefit files; will utilize ER Council as needed to confirm compliance. 			<ul style="list-style-type: none"> UYWCD staff completed compensation survey in fall of 2020. UYWCD staff completed review and implemented new health insurance plan effective January 2021. UYWCD completed a personnel and benefit files audit in March of 2021 to ensure compliance. Review of and first draft of revised employee handbook completed. UYWCD staff working with ER Council for review and ensure compliance. General Counsel will review for consistency. Review by Board planned for September 2021. UYWCD staff is currently developing a record retention / document management policy. Completion planned by end of 2021 and staff implementation by early to mid 2022. UYWCD staff in process of reviewing current District policies and implementing new policies to ensure compliance. Completion planned by end of 2021/first quarter of 2022. 	Completed/Planning/Implementing
10.5	<p>Encourage opportunities for professional development</p> <ul style="list-style-type: none"> Staff training and professional development is a high priority for the UYWCD. Multiple UYWCD staff members have completed new training programs in 2020. The UYWCD General Manager will continue to work with staff to identify training opportunities for all staff in the remainder of 2020. 	<p>Identify training programs for individual staff members during annual employee reviews.</p>		<ul style="list-style-type: none"> UYWCD staff have attended multiple training programs in 2021. Practice will continue for remainder of 2021. 	Implementing
10.6	<p>Ensure District continues to be represented by competent legal staff</p> <ul style="list-style-type: none"> Bob Weiss and Scott Grosscup are doing an excellent job of representing the UYWCD for the organization's legal needs. 	<p>Conduct formal annual review of UYWCD General Counsel by UYWCD BOD.</p>	<ul style="list-style-type: none"> Legal 	<ul style="list-style-type: none"> UYWCD BOD review of General Counsel complete. 	Complete
10.7	<p>Demonstrate commitment to and capacity for public service and engagement with constituents</p> <ul style="list-style-type: none"> UYWCD staff has conducted outreach efforts including emails, phone calls, and in-person meetings with individuals involved in contract negotiations to increase transparency and address questions or concerns as they arise. UYWCD staff has identified and met with key constituents involved in water-related work around the basin to identify collaboration opportunities. UYWCD staff represents UYWCD at water-related events including the Yampa State of the River, Yampa Rendezvous, Yampa River Fest, and Community Agriculture Alliance Ag Week. 	<ul style="list-style-type: none"> Implement 'low-hanging fruit' from 360 Assessment in 2019 Refine job description and work plan, e.g., for new Marketing/Outreach position 			Complete/Active
10.8	<p>Create an Upper Yampa Basin records and archive repository</p> <ul style="list-style-type: none"> Records archive to be included in 2021 work plan with associated inclusion in 2021 budget. Staff responded to Open Records Requests of archived documentation, ranging from 1966 to present date. 	<p>Coordinate with local facility/entity to explore possibilities of cataloguing and preserving historic water resources records. CSU facility as model program.</p>		<ul style="list-style-type: none"> Initial contact made with potential archive sites, further activities TBD. 	Planning
10.9	<p>Promote Retention of UYWCD staff</p>	<p>Offer financial support to UYWCD employees for the specific purpose of primary dwelling purchase in the form of housing stipend and/or low (or no-interest) loan.</p>		<ul style="list-style-type: none"> Possible 2022 work effort. 	Identified