

**The Southwestern Water Conservation District
West Building, 841 E. 2nd Ave.
Durango, CO 81301**

**NOTICE IS HEREBY GIVEN
A Special Board Meeting of the
Southwestern Water Conservation District
will be held on**

**Thursday, May 13, 2021
8:30 a.m.-11:00 a.m.**

**Video: [Click here to join Zoom](#)
Phone Number: (346) 248 7799
Meeting ID: 813 5451 4316
Passcode: 316817**

(Note New Zoom Link and Access Info)

Posted and Noticed Tuesday, May 11, 2021

Tentative Agenda

*Please text 970-901-1388 if you have difficulty joining the meeting. Please raise your hand to be recognized by the chair. To raise your hand by phone, dial*9. To raise your hand by computer, please use Alt+Y (Windows) or Option+Y (Mac). To mute and unmute by phone, dial *6.*

Except the time indicated for when the meeting is scheduled to begin, the times noted for each agenda item are estimates and subject to change. The Board may address and act on agenda items in any order to accommodate the needs of the Board and the audience. Agenda items can also be added during the meeting at the consensus of the Board.

- 1.0 Call to Order - Roll Call and Verification of Quorum (8:30 a.m.)**
- 2.0 Review & Approve the Agenda (8:32 a.m.)**
- 3.0 Questions/Comments from Audience (8:33 a.m.)**
- 4.0 Executive Session (8:35 a.m.)**
 - 4.1 General Manager Hiring Process, including potential terms of employment for general manager position
- 5.0 Summary and Action Items from Executive Session (8:50 a.m.)**
- 6.0 Old Business (8:52 a.m.)**
 - 6.1 General Manager Hiring Process, including potential terms of employment for general manager position and consideration of extension of employment offer
 - 6.2 SWCD Strategic Planning – Jacob Bornstein (9:00 a.m.)
- 7.0 Adjournment (11:00 a.m.)**

Upcoming Meetings

Thursday, May 20, 2021	9:00 a.m.	Special Board Meeting
Thursday, June 3, 2021	9:00 a.m.	Special Board Meeting (Tentative)

Strategic Planning Portion of Meeting

Thursday, May 13th

- 9:00 Welcome and purpose (15 m)
- 9:15 Impact Statement (20 m)
- 9:35 Values / Principles (30 m)
- 10:05 Strategic Areas of Focus (25 m)
- 10:30 Core Competencies (25 m)
- 10:55 Close and Next Steps (5 m)
- 11:00 Adjourn

Southwest Water Conservation District Strategic Planning Survey

During the Strategic Planning Session, we will be developing an impact statement, defining the District's core values and principles, prioritizing the topics the the district leads on, and (if time allows) prioritizing how the district goes about solving water issues. In order to support an efficient meeting, this survey will allow us to understand the board and key staff and consultant perspectives for areas where we need to prioritize.

We will be refining the draft impact statement with your insights during our session. That said, please keep this impact statement (and any adjustments to it you might have) in mind when answering the questions below.

DRAFT IMPACT STATEMENT: 30 years from now, the SW has enough water for a larger population, a healthy agricultural system, and a robust and healthy environment. The District has helped the region adapt to and be resilient in the face of a dryer climate while maintaining the quality of life for current and future residents. To do this, the District needs to be the leading voice that reflects the values and diversity of SW Colorado. We must foster improved infrastructure, successful Colorado River negotiations, adequate stream flows, water efficiency, high water quality, and help overcome conflicts in water needs.

Please indicate your role

- Board Member
- Staff or Consultant

District Values

What are the three most important characteristics that you want to be associated with the District by the communities, partners, and residents within the SW as well as the broader water community?

Your answer



What are the three characteristics that you hope people don't associate with the District?

Your answer

Prioritization of Topical Areas

The following topical areas were identified through the strategic plan interviews. Our goal at the strategy session will be to pick three to six topical areas where District will focus on leading for the SW region. These would be areas that the community and water stakeholders across the state and beyond would naturally turn to the District for solving problems and understanding the needs and interests of the SW region. Identifying key priorities still allows for the District to work on other topical areas. For instance, the district could be reactive or supportive, but the District is not in the lead. Before you begin, think about who else is working as leads on these issues.



What topical areas should the District be leading in for the SW region over the next three to five years?

Use up to a total of six (6) "stickers" to identify your priorities. You can use one to three (3) stickers on any topic, but then you would have only three more stickers to distribute. The more stickers you use for a topic, the more "points" it will get for the prioritization, but the fewer options you will be supporting.

	One (1) Sticker	Two (2) Stickers	Three (3) Stickers
Support the SW in being adaptive and resilient in the face of drought and climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engage in Colorado River, interstate, and transbasin issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve and restore infrastructure and storage for diverse needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protect water for future use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partner with the Tribes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet municipal / domestic water needs, especially small communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balance meeting multiple water needs, especially when there is potential for conflict or mutual benefit (municipal / domestic, agriculture, environment, recreation, industry)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support agriculture, including ag conservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Support the environment

Support water recreation

Improve raw water quality

Improve forest health

Other

If you selected "other," please describe it here.

Your answer



Core Competencies: How will the District primarily solve problems?

The District should focus on 1 to 2 core competencies. Research shows that organizations that focus on one main thing tend to perform better. Especially since the District is a small, it cannot be expected to focus on everything. That said, it does not mean that the District doesn't do any other things, but the emphasis and prioritization needs to remain focused.

Here are two examples to illustrate why prioritizing core competencies are important.

- **POLICY AND PLANNING** focus scenario: If the SW focuses on policy and planning, then it would conduct the research or planning to determine the best way to solve a specific water issue. Part of this could be engaging the public and partners to understand their perspectives, but the solutions would be generated with such engagement as an input. The drive for making decisions or solving problems would be through the expertise of the district. In order to weigh in on demand management, for instance, the District could conduct a study to understand feasibility and impact in the SW. Then it would use that to weigh in on policy or implementation of demand management. In order to increase agricultural conservation and efficiency, it would conduct studies to determine where this could be needed most in order to support the basin's needs and then use that analysis to engage with producers or proactively seek to give grants or loans as incentives.
- **CONVENER** focus scenario: Conversely, if the District chooses to be a convener, it would focus on building diverse groups of stakeholders to solve problems. Such a diverse group that the District pulls together may determine certain studies are needed, which the District could conduct or support, however it would be that group at the center. Similarly, such a group could come up with needed policy changes which the SW could advocate for. However, the core competency is generating solutions by bringing people together. In order to weigh in on demand management, for instance, the District would bring a diverse set of stakeholders together to understand feasibility and impact in the SW. Then it would use the consensus built to weigh in on policy or implementation of demand management. In order to increase agricultural conservation and efficiency, it would bring stakeholders together, including producers, to understand where this could be needed most and how to best support these efforts. If stakeholders indicated study was needed in an area or about a certain topic, then such a study could be commissioned by the District to fill in knowledge gaps. Similar to above, grants or loans could proactively be provided for producers in the areas identified.



Select one (1) to two (2) core competencies that will be the focus of how the District approaches problem solving.

- 1. Grant and Emergency Funding: A key strategy to solve the SW's water needs would be through the grant program. This relies on the work of others funded by SW to meet the basin's needs and would lead to expanding this program.
- 2. Convener: This would mean bringing diverse entities together to solve the SW's water needs. This would allow the SW to represent the diverse interests as a whole with solutions that have been built through the work of collaboration.
- 3. Water Management: This would mean a key strategy to solve the SW's water needs would be water management or infrastructure. This could include water infrastructure, a sub districting and/or basin augmentation plan, or getting in the business of water rights, either through supporting others' conditional water rights or filing / purchasing water rights.
- 4. Policy and Planning: A key strategy to solve the SW's water needs would be through studies, planning, policy analysis and research. It would also include engaging with law makers, state agencies, and federal bureaucracies to advocate for the results of the planning and policy work.
- 5. Public Outreach: Although not recommended as a standalone, the SW does need to decide the extent to which being a source of knowledge for the public should be invested in and a focus.
- Other:

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Southwest Water Conservation District Interview Themes

Background

Jacob Bornstein at Wellstone Collaborative Strategies interviewed board members, staff, consultants, and some key stakeholders using a needs-based interview protocol. These interviews are meant to inform the strategic planning work of the District and should not be taken to reflect consensus or strategic direction.

In addition, there are still a few people whose schedules did not accommodate the timeframe and interviews with these individuals will be sought prior to the board's first strategic planning session.

Themes of Strategic Plan Expectations

1. **Unity:** Agree on top priorities, values, and purpose of the SWWCD.
2. **Balance:** Demonstrate that we are representative all water needs and users in the District and work though issues more cooperatively
3. **Leadership:** Increase leadership presence
4. **Big River:** ID role in big river negotiations and work
5. **Climate Change & Drought:** Agree that we need to help water users be better prepared for climactic changes and drought.

SWWCD Impact

Each interview participant stated what they believed the District's long-term impact should be on the region. The answers were unanimously inspiring. Below is an amalgamation of the responses:

30 years from now, the SW has enough water for a larger population, a healthy agricultural system, and a robust and healthy environment. The District has helped the region adapt to and be resilient in the face of a dryer climate while maintaining the quality of life for current and future residents. To do this, the District needs to be the leading voice that reflects the values and diversity of SW Colorado. We must foster improved infrastructure, successful Colorado River negotiations, adequate stream flows, water efficiency, high water quality, and help overcome conflicts in water needs.

Community Needs and Opportunities

Interview themes on potential SWWCD values

While values were not specifically discussed in the interview protocol, several values emerged as common themes.

- Safeguard for all the waters of the SW
- Balance the needs between all water users, including agricultural, municipal, environmental, and recreational interests
- Meet the diverse needs across the District
- Rely on science and recognize that our changing climate is reducing our available supplies
- Bring diverse stakeholders together to find solutions to tough water problems

- Operate with transparency
- Be a source of knowledge and understanding
- Efficient use of water
- Uphold the beauty, culture, and livelihoods of the SW

Themes of In-Basin Needs

The SW region has a variety of needs expressed by interviewees. Below is a summary of the major themes that arose a minimum of three times. In general, there was significant agreement on the needs of the region.

- **Drought and Climate:** The most frequent need discussed across interviews was the need to be adaptive and resilient in the face of a changing climate and drought. This has impacted agriculture and municipal water supplies as well as the environment. Reservoir storage carryover is all used up in some places.
- **Infrastructure and Storage:** There is a lot of aging infrastructure in the District and it is important for agriculture, fish passage, sediment loads, and communities for this infrastructure to be restored and improved upon. Some of the reservoirs are also not in great shape.
- **Protecting Water for Future Use:** Several respondents indicated that there is a need to protect water for future generations to use as they see fit. Much water development in the southwest is relatively recent in Colorado's history and there is concern that without water protection the ability for the region to grow and change over time would be foreclosed.
- **Tribes:** The need was expressed to be in close partnership with both tribes, as they are key partners of the District.
- **Small communities:** Some of the smaller communities were mentioned by several interviewees as not having great water rights or augmentation plans. In addition, several communities are growing and so are their water needs.
- **Agriculture:** Agricultural water supplies have also dwindled in some basins due to drought. In addition, some irrigated lands have been divided up and the water rights are not being exercised as they were historically. Similarly, there is not as much farming and agricultural water use as there used to be due to generational shifts. Several respondents discussed the need to continue to improve agricultural water conservation through measures such as installation of center pivots as opposed to flood irrigation.
- **Environment:** Nearly all interviewees stressed the importance of having a healthy environment and ensuring that fish species have sufficient clean water to survive. The endangered fish species recovery program was mentioned as needing to continue. One respondent mentioned that it is not only the nonconsumptive needs of the environment, but also the consumptive needs of cottonwoods and willows. There was concern expressed for the high level of water use by invasive tamarisk and Russian olive and the need to restore some riparian areas.
- **Recreation:** Most interviewees mentioned the importance of the recreational economy in some communities.
- **Forest Health:** Forest health is important for several reasons. The risk of fires, especially above reservoirs, were mentioned as large concern. In addition, healthy forests are likely to use less water, potentially allowing for more flexibility of water supplies. (Note: It is predicted that as the climate warms, trees and all plants will need more water to stay healthy.)

- **Water Quality:** Was discussed by several participants as being important. Mine drainage, sediment, and temperature were all specifically mentioned as being areas of concern.

Themes of Potential Roles of the District for Meeting In-Basin Needs

While there appeared to be several common themes as they relate to values and the needs, there was greater diversity in how interview respondents thought the District could best meet the needs of the SW. In general, the ways in which the District could go about doing its work included expanding the grant and emergency program, focusing on policy and planning work, proactively working to solve problems through project or water rights development, and being a neutral convener of diverse interests to solve problems. Specifically, the following list includes those themes mentioned by at least three interview participants:

- The District's role is on a **landscape level broad policy and planning**.
- **Water Rights Management**
 - Augmentation plans in water tight areas as a tool for climate and drought planning. The District could develop an umbrella augmentation plan and create subdistricts similar to the model used in the Rio Grande.
 - Acquiring more water rights.
- **Water Infrastructure:**
 - Fix structures in the river, which helps with environment, fixing ag infrastructure, and sediment (water quality).
 - Improve water conveyance systems with old infrastructure. Need to pay attention to aging infrastructure and municipal water as well.
 - Municipal water needs where water rights aren't great and growth is occurring.
- **Ag conservation:**
 - Putting in a lot of sprinkler systems to conserves water.
 - Improve senior water rights with conservation and efficiency.
 - Consider supporting some agricultural producers to switch to crops that use less water and are more profitable.
 - Note: Agricultural conservation often improves the efficiency of agriculture and if the crop was not getting sufficient water through flood irrigation, efficiency measures can increase consumptive use while reducing total diversion amounts.
- **Support raw water quality**
- **Support the Environment**
 - Riparian restoration to replace tamarisk and Russian olive with cottonwoods and willows.
 - Environmental use is consumptive too, and that should be accounted for.
 - Appropriate storage rights and release for piscatorial purposes
 - Be involved from day 1 in Instream Flows. The Nature Conservancy, U.S. Forest Service, and other partners should come to SW first.
 - Big river issues – Concern that river health will be sacrificed in the face of climate change, worsening droughts, growing populations, etc.
- **Protecting entitlements** and safeguarding water supplies.

- Protect water rights in the face of ag producer lands being divided up and not everyone using their water rights
- Protect the water that was within our District boundaries and to keep our water for use within our boundaries – not through the divide or across the state downhill.
- Keep dry up from happening
- **Forest health.** Resiliency in face of fire and forest management to prevent and potentially help water supplies.
- **Resiliency** in the face of climate change.
- **Legislative** monitoring and analysis.
- **Convener** - setting up individual stream management plans or local groups, being independent and all driven by historical uses and water rights. neutral convener of diverse stakeholders and solutions oriented
- **Grant program** to support emergency funding, infrastructure, and other priorities.
- **Knowledge and Understanding:** The District should be a place of knowledge for the region.
 - Identify what the issues are.
 - Conduct studies about climate change, how to use and save water, irrigation efficiency.
 - Better outreach, support, and coordination with water districts. SWWCD should know every reservoir project and support those with small staff in meeting needs.
 - Monitoring - Water quality and supply monitoring
 - Understand all the issues by county across the SW and to have active communication with mix of county stakeholders, including county commission.
 - Develop a common understanding across the District of the importance of water to the region and the opportunities for multiple use of the resources
 - How both economies of ag and environment dependent on a healthy and sustainable water supply and quality. Agricultural and recreational economy. Our little rural economies are dependent on healthy watersheds.

Other In-Basin Issues Mentioned

- Drought and Colorado river issues are all based on **climate change** and we need to be able to talk about it.
- **District leadership** is needed especially in small communities. The SW region needs clarity on the issues and the District needs to set the table and process with cooperative problem solving.
- **Tribes** are constituents and deserve representation as one of our roles is to meet the needs of the tribes. Need to develop a better and more in-depth relationships with the tribes and meet perhaps 2x per year based on their interest. The District and the tribes should work together to shape the destiny of the SW. This should be at every level: staff to staff, board to council, legal counsel to legal counsel.
- **River District partnership** has been important and should be maintained. The board should consider re-establishing a joint board meeting annually. This should be a true partnership and in some areas the SW should lead.

Statewide / Regional Needs and Opportunities

Themes of Big River Related Needs

Overall, there was broad agreement about the major needs associated with big river issues. Even demand management, where interviewees are split, were not split as it relates to the values of protecting water rights and agriculture.

- **Junior Position:** The SW region is relatively junior, with fewer pre-compact rights than many basins. This puts the SW region's water users at high risk under a strict curtailment regimen and, as one interviewee put it, "could be a disaster."
- **Keeping the Nature of the SW:** Interviewees are worried about exporting the beauty, culture, and livelihood of the SW for the benefit of downstream interests and also those interests of the Front Range and other more senior western slope basins. This is inclusive of farming due to buy and dry, the needs of communities, recreation, and the environment.
- **Protecting the Future:** Foreclosing on the future of the SW and its residents was a major theme, leading to several interview participants sharing the need to keep water in Colorado.
- **Dryer Future:** Many respondents were clear that there will be a dryer future with a decrease in supplies and an imbalance between supply and demand across the entire Colorado River Basin and in several places within the SW District.
- **Prepare for Tighter Management:** Many areas within the District are also ill-prepared for tighter management. Many water users don't have headgates that are lockable or have working measurement devices.
- **Demand Management:** Interviewees were split on the issue of demand management. Those interviewees that are open to it, see it as a voluntary tool that can help add flexibility without economic impact. Those with deep concerns about demand management focused on two concepts. The first is that it will lead to broad scale permanent buy and dry. The second is that crops like alfalfa and hay cannot be easily recovered after they are dried up for a year or more. Others didn't think demand management was viable not only from an agricultural perspective but also from a cost and logistics perspective. In addition, a few mentioned that management should be local in order to be more successful and build buy-in and trust.
- **Interim Guidelines:** There was broadscale agreement that the interim guidelines could have a large impact on the SW region.
- **Litigious Environment:** Whether demand management or curtailment, there is concern that we will enter a highly litigious period and will need to be prepared for that.
- **Instream Flows:** Last among the themes was some concern about instream flows shepherding water downstream. As one respondent put it, "I don't mind instream flows, but think we shouldn't get carried away because we are sending water to another state."

Themes of Big River Roles for SWWCD

As one interviewee put it, "The District has a unique and important role to play as one of three entities in state that has statutory charge to safeguard the waters of Colorado." Some major themes emerged as to how the District could go about doing this work:

- **Leadership:** The District has opportunities to be a leader in communicating the region's concerns and thoughts on demand management and interim guidelines. To do so, it needs to continue being a voice at the state and federal levels in order to protect what we have. The

District should re-engage in becoming the leader in communicating SW interests to state agencies. For instance, it should host Becky Mitchell and Kevin Rein to discuss interim guidelines and Colorado river issues. SW needs to be consistently present as a leader and collaborator in multiple Colorado River venues from the roundtable to the Colorado River Water Users Association (CRWUA). If demand management becomes a reality, the District might have the authority to manage the program in the region and its funds. The District should take an active role in the interim guidelines.

- **Southwest Consensus:** The District could develop the SW consensus on Colorado River issues so that they can be a constructive player in state and interstate conversations. The SW should develop a vision and policy on Colorado river issues by bringing in different voices to figure out what the issues are. This would include hearing people's concerns and ideas across the District about demand management.
- **Outreach to Constituents:** The District should do a better job letting constituents, water managers, and the counties know what we are doing for them and how we are working on their behalf.
- **Water Management:** May need to mirror what was done with sub districting and water management in the San Luis Valley. The District should play a pivotal role, but it will take a lot of time and could require additional staff if get into use rules.
- **Legislation and Policy:** The District should continue to follow and analyze legislation.
- **Tribes:** The District has a unique opportunity to develop better relationship with the tribes as it relates to the Colorado River.
- **Planning:** The District needs to support the region in planning for a dryer future across the basin and in the SW. This includes planning for a decrease in supply and an imbalance between supply and demand.
- **Innovation:** The District could help solve problems through innovation. For instance, one board member is working on idea where a water rights holder leases water in exchange for a sprinkler system. Whatever is saved goes to the reservoir. These and other concepts were mentioned as opportunities to help overcome conflict and help add flexibility in managing water supplies into the future.

Program Opportunities

What's working well and what need improvement

Respondents were asked which of the current programs are working well and which are not. In general, there was a feeling that a lot is working fairly well, but there is some areas of improvement for all programs.

- **Water supply augmentation through weather modification:** Several interviewees believe that it is important to continue supporting weather modification, while an equal number are not sure if it's effective or that the District should be spending so much a year on it. If it is effective, one board member mentioned the need to upgrade systems.
- **Endangered fish species recovery efforts in the San Juan Basin:** Many interviewees discussed this as one of the most successful programs. That said, most water users don't know how important it is and outreach is needed. Given its broad importance, one board member indicated they were not sure why we aren't bringing more funding partners together. One board member warned that the program and federal funding expire in 2023

and we need to be prepared for how we are going to handle that. Fish ladders and other infrastructure will have to be maintained in perpetuity.

- **SWCD's grant program:** The grant program had the largest diversity of opinion.
 - **Benefits:** The majority of respondents indicated that grant program is good and that people rely on it. The District has become a go to for amalgamating funding for larger projects by providing match. Money for emergency repairs is vital. Some respondents indicated that more money should be put into the grant program because of so much aging infrastructure and the need to maintain these water rights. In addition to providing grants, the program has other benefits. It is a tool of communication and partnership in knowing who's doing what on the ground.
 - **Outreach:** Could do more outreach, as a lot of people don't know about it.
 - **Competing Priorities:** Others expressed an interest in only supporting the emergency funds, given other priorities.
 - **Level of Need:** Concern was expressed regarding the extent to which funding is needs based and if water users could pay for some of the repairs themselves.
 - **Progress:** There was some acknowledgement that the grant program has improved and is funding a more diverse set of projects across the region, but more work in that direction could be beneficial.
 - **Operational Improvements:** It was mentioned that the grant program does not require contracts and that the guidelines aren't clear. It was suggested that it could be operationally improved without making it too bureaucratic.
 - **Environmental Projects:** While the grant program has funded important environmental projects, it was noted that the percentage in the funding is small and that sometimes these projects are disqualified for small technicalities compared to other projects.
- **Regional water education (Annual Children's Water Festival, Water Information Program, Annual Water Seminar):** Nearly all respondents consider the Children's Water Festival and WIP program to be successful. There is concern that we live in such a polarized country and education can help be a bridge. As for the Annual Water Seminar, it was noted that this has improved over time and is beginning to address the topics of interest to those in the region and have more of a two-way conversation.
- **Federal and state legislative and Policy monitoring, communications, and analysis:** Need to be more representative for when we choose to support or not support legislation.
- **Colorado River negotiations:** See above comments for big river negotiations.
- **Water Rights management:** District has a small portfolio. Some believe that the District should get more involved in acquiring water rights, but others mention this is expensive and the District should be focused on partnering with other water rights holders to help them maintain their rights, absolute and conditional.
- **Data collection:** Supporting gaging stations and water quality monitoring is very important. If we don't know how much water we have, it is hard to manage. USGS is struggling to maintain some of these stations on their own.

Strategic Opportunities for Growth

- **Climate Change:** We are ground zero when it comes to climate change and this should be a critical priority

- **Planning:** We should have a comprehensive look at what should be accomplished related to watershed health, water quality, or quantity needs
- **Driving Force:** Should be a convener rather than commenter. For instance, should be fostering steam management plan
- **Get more people involved:** Need to do a better job getting more people involved, including younger people such as at Fort Lewis College.
- **Partnerships:** Improving partnerships was a general theme. This includes with the Tribes as mentioned above, and also with the River District, CWCB, and DWR. Additional emphasis was on partners within the basin to help solve problems and fund priorities. One interviewee mentioned that we should be offering more services to water users, such as engineering support when they have a need.
- **Public Affairs / Engagement:** A common theme is that the District could do a better job at engaging its constituents around a variety of issues.

Internal Operational Needs and Opportunities

Strong need was expressed for a General Manager. There was also support from many interviewees for hiring additional staff. This could include bringing key roles, such as the leading engineer and attorney, in-house to be more cost effective. In addition, there was an interest in increasing public affairs and outreach, hiring an assistant manager, and perhaps adding additional administrative support to allow current staff to fill some of those roles. One interviewee mentioned the need for a board investment policy.

Of the eight board members interviewed, four indicated that the annual revenues were adequate to meet the District's goals and priorities and four indicated that more revenues were likely needed. The split was not along traditional political lines. In general, staff and consultants also felt like the District could use more funds. Within those that believe there are sufficient funds, there was an interest in looking at the budget and making sure that all funds are being spent wisely. Some in this group do not believe people should be taxed more unless there is a specific and large purpose. Of those who indicated that more funds are needed, some suggested innovative means of generating income outside of increasing the mill levy. Ideas included bonds, loans, and finding opportunities that could earn a "profit" such as adding hydroelectric power generation to water projects.

Potential Next Steps

There are a few potential steps that could be taken to further reach consensus and prioritize the path forward. Options include:

1. Either the full board or a subset of the board could further develop the plan during a series of three meetings as previously scoped and move forward for board approval.
2. The District could take this information and provide it to the next General Manager to lead a process of finalization.
3. Wellstone Collaborative Strategies, perhaps in partnership with key staff and consultants, could present a draft plan after board guidance for the board to react to and finalize during one strategy session.

SOUTHWESTERN WATER CONSERVATION DISTRICT TRAVEL EXPENSE FORM

Board Member (or Other) Name: _____

Date: From: _____ through _____

Purpose: _____

COST

Directors fees per diem _____ days X \$100 = _____

Mileage: _____ miles X \$0.56 per mile = _____

Air Fare: _____

Car Rental: _____

Parking: _____

Hotel Expenses: _____

Total Meals: _____

Taxi/Shuttle Fares: _____

Tips: _____

Miscellaneous: _____

Registration/Dues: _____

OTHER (Please describe)

TOTAL

Board Member Signature _____

Please attach receipts

