



MEMORANDUM

9/5/2018

TO: CRWCD BOARD OF DIRECTORS

FROM: AUDREY TURNER, ADMINISTRATIVE CHIEF

SUBJECT: GENERAL MANAGER AND GENERAL COUNSEL EVALUATION PROCESS

ACTION: Informational only.

STRATEGIC INITIATIVE(S): 11. River District Staff Resources

As a reminder, the Board will conduct the formal performance evaluations for the General Manager and General Counsel during the October quarterly meeting. We have allotted a brief time on the agenda during the September Budget Workshop to allow Directors to ask any questions or get clarification on any of the Goals & Objectives set out for 2018 prior to beginning the formal end of year evaluation process.

In July, the Board received mid-year updates on the Goals & Objectives. Next, Peter and Andy will provide written updates on their Goals & Objectives near the end of September and I will e-mail the updates out to all Directors. At that time, I will ask for written feedback from Directors and the compilation of all comments received will be provided to the entire Board prior to the formal evaluation discussion in October.

For easy reference, I have attached the mid-year updates from the General Manager and General Counsel's July Board reports.



MEMORANDUM

July 5, 2018

TO: BOARD OF DIRECTORS, CRWCD
FROM: ANDY MUELLER,
SUBJECT: GENERAL MANAGER'S UPDATE FOR JULY QUARTERLY MEETING

A. MID-YEAR REVIEW OF 2018 GENERAL MANAGER GOALS AND OBJECTIVES

Board Action Requested: None, but feedback welcome.
Strategic Plan Initiatives: All

It has been a busy initial six months as General Manager. While the learning curve has been and continues to be steep, I am on track with respect to all of the goals and objectives set out in January. Below, please find a brief status report on each of the eight goals:

1. Goal: Develop a greater sense of mission, direction and focus for Staff.

APPLICABLE STRATEGIC INITIATIVES: ALL

- a. Utilize the Strategic Plan as a tool for all staff to guide and evaluate the merit and priority of existing and future projects and efforts of the District:
 - i. Develop a process for evaluating River District involvement in any and all new project requests through the prism of the Strategic Plan. **As addressed below in Section C. of this Memorandum, with the assistance of the Department Heads and feedback from the Staff we are about ready to launch the implementation of the New Project Rubric.**
 - ii. Develop mechanisms for staff to set all departmental and individual goals and priorities to be evaluated. **We have made significant progress in refining and revamping the way employee goals and objectives will be drafted which will create a more uniform set of data so that we can better evaluate our allocation of staff time and resources and assure its alignment with the Strategic Plan.**

2. Goal: Develop More Effective Communication with River District Constituents

APPLICABLE STRATEGIC INITIATIVES: 1.A. through 1.E.

- a. Meet with each of the fifteen Boards of County Commissioners in their respective counties to discuss their water related priorities and the River District's activities within their

county. **I have met with ten of the fifteen counties' Boards of County Commissioners in the first six months (in addition to attending and speaking at all eleven State of the River meetings) and intend to meet with the remaining five in the next few months. I also presented a well-received talk to the statewide CCI meeting in June.**

- b. Personal and active engagement in the committee Chris Treese is putting together to develop an elected official educational outreach program for the District. **This process is ongoing and we are shooting for an August webinar, however, my personal involvement in the process has not been as active as I had desired.**
 - c. Work closely with the EA department to increase our systematic public educational and outreach efforts via social media and other platforms. **The EA department, with my involvement, has been making strides in increasing our social media messaging and outreach efforts.**
3. Goal. Increase River District activities and participation in outlying basins.

APPLICABLE STRATEGIC INITIATIVE: 2.A. and 2.B.

- a. Assist, direct and coordinate staff efforts in outreach and program identification and development in the Yampa, White, Green and Gunnison River Basins. **Outreach to our outlying basins has increased over the last six months with additional State of the River meetings, meetings with BOCCs and involvement in projects such as the White River algae project. Additionally, as discussed below, we are analyzing a new request for significant assistance in the Yampa basin as part of the Yampa Water Fund concept.**
4. Goal: Develop long term financial viability plans for both Enterprise and General Fund.

APPLICABLE STRATEGIC INITIATIVE: 12.A.

- a. Work with Engineering and Admin Staff to develop comprehensive, forward thinking business model for water marketing from the Enterprise's pool of Assets. **Our modification to the water marketing policy to allow short term leases for in channel uses has benefited the Enterprise. We will continue to look for additional opportunities to increase our ability to monetize our Enterprise water assets.**
 - b. Develop better working knowledge and tools related to Budget forecasting and long range control of District expenses. **This is top on my list for the second half of July and August, but I have not made great progress to date.**
 - c. Oversee completion of necessary repairs on Enterprise Assets including Wolford Dam Crest Restoration Program. **I have been closely involved in both the outlet works repair efforts and the Crest Restoration Program.**
5. Goal: Provide supportive work environment which recognizes and rewards performance while recognizing the skills and abilities of the District's Employees and leveraging those attributes through the development of a District wide collaborative approach to project management and problem solving.

APPLICABLE STRATEGIC INITIATIVES: 11.A. and 11.B.

- a. Provide leadership to staff in developing a more consistent and systemized cross departmental, team approach to projects with the goal of leveraging our existing staff resources to more effectively and consistently meet our Strategic Plan Initiatives. **This is a work in progress and I believe we have made progress on many fronts. I have been actively facilitating and setting a clear expectation that all staff involved in projects be proactively involved in projects.**
 - b. Assist Department Heads and all Employees with development of annual goals that are clearly aligned with the District's Strategic Plan and measureable. **This is moving forward at the Department Head level and should result in a more uniform drafting of Goals and Objectives by all staff which will enable us to better assure our assets are being properly deployed to meet the strategic plan.**
6. Goal: Continue to provide statewide and basin wide leadership on Colorado River supply negotiations and studies.

APPLICABLE STRATEGIC INITIATIVES: 4.A. through 4.D., 5.A. through 5.C. and 6.A.

- a. Continue work on Risk Study and the development of accurate and unbiased information so that the River District retains its position as a trusted source and important player in these ongoing matters. **As the Board is aware, we are moving quickly forward with Phase III of the Risk Study and I have been conducting successful outreach on many fronts to make sure we proceed in the open and transparent manner intended.**
 - b. Continue involvement in Upper Basin DCP planning efforts focusing our efforts on CRSP Reservoir reoperation protocols, water supply augmentation and appropriate water bank work group activities. **This element has taken a significant amount of my time this first six months involving many meetings and discussions with West Slope and Front Range interests as well as UCRC activities.**
 - c. Continue and increase the effectiveness of efforts to educate our agricultural constituents and their local, state and federal representatives on the impact and ramifications of a compact curtailment and risks posed by additional TMDs. **This was a primary focus of my State of the River message.**
7. Goal: Provide leadership in the development of data to better understand the impacts of Climate and Hydrologic uncertainty and to develop mitigation efforts within the District, State and Basin.

APPLICABLE STRATEGIC INITIATIVE: 3.A.

- a. Assist in the collation, synthesis and distribution of study results addressing this issue. **I have been supportive of the District Staff continuing to be involved in these efforts.**
- b. Develop opportunities to identify and financially support efforts at further development of unbiased data on this issue. **This is an area that needs more focus from me. We do**

have a few opportunities to reach success here and will do so in the second half of the year.

- c. Work with local communities within the District to assist in the development of climate mitigation plans related to firm water supply. **This is an area which needs additional focus from me.**

- 8. Goal: Personally lead the District's effort to implement the provisions of the CRCA related to the permanency of the Shoshone call.

APPLICABLE STRATEGIC INITIATIVE: 5.A.

- a. Explore and evaluate all alternatives available to the West Slope including collaboration with a wide range of partners. **As it should, this initiative is taking significant time and focus I have held multiple conversations and meetings on this effort to broaden the scope of partnerships available to the District in order to achieve its greater objectives on this issue.**
- b. Work collaboratively with General Counsel to push for progress in this matter. **Peter and I are working well together to lead the West Slope effort. The transition between Dan Birch and I occurred much faster than anticipated. We still have Dan available to assist, but we have only utilized him to a very limited extent.**
- c. Develop necessary coalition of allies for successful completion of this Goal. **We continue to work with our many allies and we are engaged in promising outreach to additional allies who may bring resources to the table to achieve our objectives here.**

General Counsel's Mid-Year Update on 2018 Goals & Objectives

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G. Mid-Year Review of General Counsel's Goals and Objectives.

Update only. Board input welcome. Strategic Initiatives are identified on individual goals and objectives.

Consistent with past custom, a list of General Counsel's Goals and Objectives for 2018, is set forth below as a mid-year status check, with update notes where appropriate.

1. Continue Implementation of the Colorado River Cooperative Agreement (CRCA).
Strategic Initiatives: 5A, 5C, 7B, 7D, 8A, 8E, 9A, 12A.

a. Work toward successful adjudication of the Green Mountain Reservoir Administrative Protocol. *We continue to work with Denver and the other parties to the GMR Administrative Protocol Agreement to obtain stipulations with the objectors in the State Water Court case that will adjudicate the Protocol. Concurrently, we also are working with the other parties to encourage the United States to file a motion with the Federal Court seeking to clarify the scope of the court's jurisdiction to adjudicate the GMR Protocol so that the Protocol can be approved by both courts as contemplated in the CRCA and the Protocol Agreement.*

b. Provide leadership on the West Slope investigation contemplated by the CRCA to fully explore all methods to preserve the Shoshone Call Flows. *We continue to dedicate significant time to this effort.*

c. Convene and implement the West Slope Fund Management Committees to manage the investments and disbursement criteria for income to the West Slope Fund. *This subject was discussed with a number of the West Slope parties at the CRCA “check-in” meeting. I will ensure that a meeting is set after the summer vacation season.*

2. Work to ensure a satisfactory implementation of actions contemplated by the Windy Gap Firing Project IGA. Strategic Initiatives: 5A, 5C, 7B, 8A, 8E, 9A.

a. *We are actively working on completion of the two primary WGFP implementation items: (i) amendment of the Windy Gap water rights to incorporate the terms of the IGA, and (ii) implementation of the Windy Gap Connectivity Channel in a manner that protects overall West Slope interests and is consistent with applicable law.*

3. Assist staff on development of a strategic water rights development plan. Strategic Initiatives: 2A, 2B, 3A, 4A, 7A, 7B, 7C, 8A, 9A, 12A.

a. *We provided a comprehensive refresher of the evolving law on diligence at the April Board meeting and obtained direction from the Board regarding River District conditional water rights.*

4. Advise staff and Board on legal matters related to Wolford Dam Embankment issues. Strategic Initiatives: 7D, 9A, 12A. *Ongoing.*

5. Advise staff and Board on legal matters related to the upcoming transfer of forty-percent interest in Wolford Mountain Reservoir and Ritschard Dam to Denver Water. Strategic Initiatives: 9A, 12A. *We anticipate providing the Board with a short history on these matters at the October meeting.*

6. Work with River District technical and external affairs staff to increase overall River District presence and outreach in Water Divisions 4 and 6. Strategic Initiatives: 1A, 1C, 1E, 2A, 2B. *Ongoing.*

7. Advise the River District Board, and work closely with River District staff and other entities on matters related the System Conservation Pilot Programs, Colorado River Basin Study “Next Steps”, the conceptual Colorado River Water Bank, and implementation of the State Water Plan. Strategic Initiatives: 3B, 3C, 3D, 4A, 4B, 4C, 4D, 5B, 5C, 6A-E, 8B-E. *We have dedicated significant time to the objectives/actions described below during the first half of this year and anticipate continuing to do so for the foreseeable future.*

a. Expand knowledge, participation, and advice to the Board on interstate compact matters and other matters related to interstate Colorado River negotiations.

b. Related to these items, advise the River District on the potential scope and extent of State Engineer rules and regulations related to the 1922 and 1948 Colorado River Compacts.

c. Protect the West Slope’s interests by helping the River District proceed with caution on matters related to demand management as it impacts West Slope agriculture.

8. Assist River District technical staff and advise the Board on negotiations related to implementation of the Eagle River MOU. Strategic Initiatives: 4A, 5B, 5C, 7B, 7C, 8A, 8D, 9A, 12A. *There have been a number of significant developments related to this goal, and it has commanded more time and attention than we initially anticipated at the beginning of the year.*

9. Provide leadership and assist River District staff on implementation of RCPP Grants, including the Gunnison Basin Projects. Strategic Initiatives: 2A, 2B, 3D, 4A, 6D, 6E, 7C, 7D, 8A, 9A, 10B. *Despite setbacks outside of the control of the River District, we have worked with River District staff to achieve the best results for River District constituents while protecting the River District’s interests in the very complicated contracting process that is required to implement the Gunnison Basin Project.*

10. While not identified as a priority goal and objective in January, we are spending a fair amount of time on negotiations related to resolution of the pending Colorado Springs diligence application. We therefore request that the Board consider adding resolution of that case to the list of General Counsel’s 2018 Goals and Objectives.

The above list should not necessarily be interpreted as a “priority” list for legal staff. There are numerous ongoing tasks and activities that command legal staff’s time on an ongoing basis. Often, those items (such as the day-to-day litigation of water court cases, assisting staff on legislative matters, etc.) require substantial attention from legal staff. In addition, it should be anticipated that the goals and objectives may change throughout the year as priorities shift due to unforeseen circumstances or actions by others. Finally, it is possible that in some cases, General Counsel’s goals and objectives should be discussed with the Board in executive session if necessary to protect the confidentiality of attorney-client communications and matters subject to negotiation.