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# Leading Texas into a Sustainable Water Future

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*Prepared for the Texas Water Foundation by Redstone*



# Foreword

## **Water is the lifeblood of Texas' flourishing population, thriving economy, and rich array of wild landscapes.**

However, this precious natural resource is becoming scarce and less predictable. It is up to today's Texans to ensure the state has a sustainable water future where Texas's people, economy, and ecosystems have access to the clean water they need.

## **This strategic plan sets a course for the Texas Water Foundation to realize this vision at a grander, more holistic scale than it has before.**

The plan identifies the Foundation's robust existing strengths; lays out why those strengths are crucial to a future of widely available, clean, well-managed water; and applies them to the most important issues facing Texas.

This strategic plan begins with an executive summary and then contains three sections:

- 1. The need for a Texas Water Foundation**
- 2. Goals**
- 3. Areas of focus**

### **ABOUT THE TEXAS WATER FOUNDATION**

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The Texas Water Foundation is a nonprofit organization striving to lead Texas into a sustainable water future. It encourages all Texans to recognize water's vital role in safeguarding natural resources, protecting human health, and supporting economic growth. Under a committed Board of Directors encompassing many leaders of Texas water, the Foundation aims to mobilize decision-makers and citizens alike to protect, enhance, and conserve precious water resources for the use and enjoyment of future generations.

# Executive summary



Texans must act now to secure a sustainable water future and ensure the state's communities, businesses, bodies of water, and landscapes will thrive for years to come. The Texas Water Foundation is uniquely prepared to lead the way toward water management that can ensure access to clean water, support economic growth, and safeguard nature. With expanded resources, the Foundation can broaden its policy advising, outreach, and research efforts, and develop quality fee-for-service offerings. Doing so responds to the needs of the state and decision-makers, civil society organizations, and the public at large. This draft strategic plan sets a course for the Foundation to build on its strengths and apply them to the most urgent water issues.

## **The need: The Foundation will objectively identify and advance the public interest**

The Texas Water Foundation has cultivated a reputation for providing objective policy advice in the public interest. It serves as a trusted advisor to decision-makers around the state and across the political spectrum. In a decade of advising leaders, it has established a valuable network and a robust record of policy accomplishments.

# Executive summary

To build on these strengths, it will:

- › **Create champions of sustainable water management in positions of power:** build relationships with leaders and equip them with the ideas and tools to manage water well.
- › **Equip advocates to support sustainable water management:** provide aligned organizations with the policy ideas, evidence base, and stakeholder insight to succeed.
- › **Create an educated public that understands the importance of their water:** produce clear outreach materials that build popular support for sustainable management.
- › **Build the next generation of leaders in Texas water management:** train promising mid-career water professionals and connect them with leadership opportunities.

## Goals: The Foundation will calibrate its goals to make the most progress possible

The Foundation will calibrate its goals on issues based on how much it can accomplish within a public interest mandate. The less controversial the topic, the more the Foundation will advance near-term solutions. The more controversial the topic, the more the Foundation will pursue improvements on a longer time horizon. The figure below suggests the types of activities the Foundation could take on under this framework.



# The need for a strong Texas Water Foundation



Texas is poised for rapid growth. Its population is projected to expand by 70 percent between 2020 and 2070, and as of 2016, the 11 fastest-growing urban areas in the nation included five cities in Texas.<sup>1</sup> This growth can fuel robust economic development and support highly productive agriculture. However, ensuring the vitality of Texas' cities, industry, and agriculture while also protecting its iconic wild places will require careful management of water resources. In addition, more extreme and unpredictable weather is jeopardizing crucial supplies for people, businesses, and nature.

Voters already know that careful water management is crucial. One poll found that 98 percent of Texans think water conservation is important, and two-thirds believe state funding should go toward conservation.<sup>2</sup> As extreme weather increases and both floods and droughts become more severe, voters and decision-makers will need to be better equipped to make wise choices about water. At the same time, Texans will need to push back against the political polarization that infuses so many issues and instead come together on practical solutions by placing a premium on credible, nonpartisan advice.

The Texas Water Foundation aims to fill these gaps and lead Texas into a future of sustainable water management – meeting the water demands of communities, industry, agriculture, and natural systems, now and in the future.<sup>3</sup> The Foundation is uniquely prepared to realize this goal. It possesses (continued on next page):

- › **A strong position as a trusted advisor.** Policymakers listen to the Foundation and trust that the Foundation has the public interest in mind. Decision-makers do not see the Foundation as an advocate of a niche concern or interest group.
- › **A proven ability to work across the aisle.** The polarized political environment has stopped progress on many issues facing Texas. Even so, the Foundation has secured support for sustainable water policies across political, geographic, and demographic divides.
- › **Strong relationships with officials and managers.** The Foundation ensures policies are practical, implementable, and carried out. It has strong relationships with the agencies, utilities, districts, and river authorities tasked with carrying out policy.
- › **A Board of Directors composed of leaders in Texas water.** Members of the Foundation's Board represent the leadership of Texas water: state agencies, legislators, major utilities, river authorities, groundwater districts, ranchers, conservationists, and more. The Board leads by example by setting aside institutional affiliations to work together for the public interest. The Board is committed to supporting the Foundation's growth, this strategy, and the fundraising required to achieve it.
- › **A track record of getting things done.** The Foundation has been crucial to major policy successes of the last decade, such as:
  - Helped target 30 percent of new supplies to come from conservation and amend the constitution to use rainy-day funds to leverage funding for \$5.6 billion (and counting) in water infrastructure projects.
  - Helped water utilities embrace conservation practices, which safeguards water for Texas and saves money for Texans. Specifically, the Foundation: partnered with utility CFOs on how conservation efforts could improve their bottom line; secured a requirement for utilities to designate a conservation officer who reports progress on conservation plans annually; and introduced, then tightened requirements to report water loss due to leaks.
  - Helped organize water efficiency networks in north, central, and coastal Texas, and partnered with the Texas Association of Broadcasters to air conservation messaging.

As the Foundation developed this strategic plan, it has greatly appreciated the support of partners from across the state that recognize the importance of a strong and expanded Texas Water Foundation. This includes agency and industry associations that recognize the need for well-researched advice, water managers that look to the Foundation for conservation advice and community outreach materials, organizations that would benefit from more productive and nuanced water policy debates, and leaders across the field seeking to develop the next generation of leaders in Texas.

# Goals



The Foundation has advanced water sustainability thanks to its carefully cultivated reputation for providing objective advice in the public interest. It is a trusted advisor to policymakers and water managers of all stripes. The Foundation will stay true to and build on this crucial role by providing sound research and honest advice to decision-makers, advocates, and the public, as well as by building the next generation of water leaders in Texas.

## **A. Create champions of sustainable water management in positions of power**

The Foundation will continue to build relationships with policymakers, managers, and agency personnel. These decision-makers will then understand water issues and the need for sustainable water management well enough to propose and support policies in the public interest. The Foundation's reach—from the legislature to individual utilities—creates a virtuous cycle of policy and implementation. For example, the Foundation's allies in the legislature look to water providers for advice on what conservation measures are practical, and the Foundation's utility partners are the first to demonstrate a policy's effectiveness.

The Foundation will provide nonpartisan, well-researched advice on water management decisions, synthesize technical research with political realities and stakeholder concerns, and advise decision-makers on the crucial water issues facing Texas. Compared to a typical think tank or academic center, the Foundation will take a more hands-on role in integrating research with political realities and stakeholder positions to draw out policy implications.

**“The Foundation can provide well-thought-out, well-researched information to decision-makers, and show them that the position the Foundation has is a position they can [...] trust to solve a problem.”**

— Robert Puente, President and CEO, San Antonio Water System

Beyond Texas, organizations that help decision-makers understand sustainable water policy have proven extremely valuable. In California, for example, the Public Policy Institute of California and the (California-based) Water Foundation are advising the state government on how to design policies and regulations to support sustainable groundwater management.

Within Texas, the Meadows Mental Health Policy Institute serves as an analogue in a different field. The Institute has the expertise and credibility to advise decision-makers on policy options. For example, it partnered with Dallas County officials to develop alternatives to prison for mentally ill individuals, which has already reduced recidivism by 5 percent.<sup>4</sup> It also piloted a program in Dallas that pairs mental health counselors with the police officers who are responding to emergency calls.<sup>5</sup>

## **B. Equip advocates to support sustainable water management**

Texas benefits from the strength and diversity of organizations that care about ensuring the state’s sustainable water future. The field includes groups that are focused on coastal economies, public health, biodiversity conservation, social equity, responsible spending, and more. These organizations not only bring important, diverse perspectives to water management conversations but also possess important skills in advancing water policy.

The Foundation has a long history of partnering with such organizations and stakeholders to achieve shared goals. Thanks to this experience, the Foundation recognizes both where it adds the most value and where others are best placed to act. For example, the Foundation works with the Texas Living Waters Project to host local workshops that feed into the State Water Plan. It also serves as the fiscal sponsor and incubator of others’ initiatives, which allows the Foundation to support the goals even if it lacks the capacity to take them on (e.g., regional water efficiency networks).

## PART 2: GOALS

The Foundation will continue to serve as a resource for advocates looking to advance sustainable water management and ensure access to clean water for all Texans. Specifically, the Foundation will:

- › **Partner** with organizations and agencies on projects and programs that extend a sustainable water management approach.
- › **Connect** local and regional discussions to statewide policy issues and help organizations across the state better understand how agencies and elected officials operate.
- › **Advise** on the practicality, feasibility, and evidence base of different policy solutions.
- › **Illuminate** the positions of relevant stakeholders, so advocates have a better sense of how to pursue their goals.

On a longer time horizon, the Foundation's work to educate the public and build the next generation of leaders will also extend other organizations' reach and efficacy.

While the Foundation will work with advocates to promote sustainable water management and access to clean water, it will refrain from targeted advocacy beyond providing policy advice that objectively advances the public interest. Its greatest strength lies in its ability to transcend individual points of view to support the broader public interest. Other organizations have the skills needed to campaign for policies that further specific stakeholder group interests, such as community organizing, media advocacy, lobbying, litigation, and building coalitions. These groups are best placed to take the Foundation's neutrally-conducted research and apply it to campaigns.

### C. Create an educated public that understands water's importance

The Foundation will continue its tradition of educating Texans about the importance of sound water management. As a result, Texans will be more supportive of policies and policymakers that embrace sustainable water management. Moreover, Texans will be more mindful of their own water use.

The Foundation will objectively collect and synthesize available academic research and water data on the value of water and importance of conservation for the broader public. It will develop clear, accessible material that local leaders, organizations, and advocates can adapt for use in public outreach. Even in the absence of a broader, statewide campaign, the Foundation will work with major utilities to adapt these materials to local circumstances.

While the vast majority of Texans already recognize the importance of saving water,<sup>6</sup> many are not aware of best practices in conservation. A 2014 poll found that 70 percent of Texans believe both they and their neighbors could do more to conserve water.

Furthermore, 61 percent do not think the state government is doing enough to educate the public on ways to conserve water.<sup>7</sup>

Many water districts have launched educational campaigns. The Foundation can help scale the results by synthesizing research on what communications have proven most effective, sharing the results, and supporting districts as they implement the most promising approaches.

### **D. Build the next generation of leaders in Texas water management**

Many Texas water leaders are nearing retirement, raising the risk of a leadership vacuum. While many promising and diverse mid-career professionals are working in the field, there is no organized effort to cultivate their leadership skills or connect them with leadership opportunities. The Foundation would be the ideal home of such a program. It previously incubated a network of up-and-coming water professionals, the Texas Water Foundation Young Professionals. Aspiring leaders strengthened their skills and developed lasting programs like an annual film contest. That network has expanded the Foundation's reach, built its respect among the next generation of water leaders, and provided a base on which to build a revamped program. In addition, the Foundation's proven ability to avoid political conflict makes it an attractive home for a program seeking broad respect.

**"Building the next generation of leaders would be one of the greatest things the Foundation could do for the state."**

**— Tom Mason, former General Counsel and General Manager,  
Lower Colorado River Authority**

The Foundation therefore will create a Texas Water Leaders program. It will target a cohort of about 10 to 15 mid-career professionals, potentially including elected officials, who are likely to remain in Texas and work on water if properly supported. The program will ask current senior leaders (likely starting with the Foundation's Board and prominent water professionals from across the western US) to pair up with participants and provide both formal and informal mentoring. It also will help participants network with one another and find career opportunities while also providing multi-day trainings on leadership skills and current water management topics. The appendix includes further detail.

## Areas of focus



Texas faces many water management challenges—from securing new water supplies, to ensuring that all people can access clean water, to preserving ecosystems, to managing flood risks. While the Foundation has historically focused on water conservation and efficiency, its consistent vision has been a broad pursuit of a sustainable water future. The Foundation can and will help overcome a diverse set of threats to the future of Texas water. At the same time, the Foundation’s unique strength in providing objective counsel suggests it should continue to calibrate its goals based on how much it can accomplish within a neutral, public interest mandate. (Figure 1, following page).

The less controversial the topic, the more the Foundation can set near-term goals and advance policy solutions while still maintaining its reputation as a neutral supporter of the public interest. The more controversial the issue, the more the Foundation will pursue improvements on a longer time horizon. As the Foundation works on today’s most controversial issues, it can help reduce the amount of controversy and gradually build toward the kind of broad support that water conservation attracts today, thereby enabling more assertive action in future years.

Figure 1

**THE FOUNDATION WILL CALIBRATE ACTIONS BASED ON CONTROVERSY AROUND EACH GOAL**



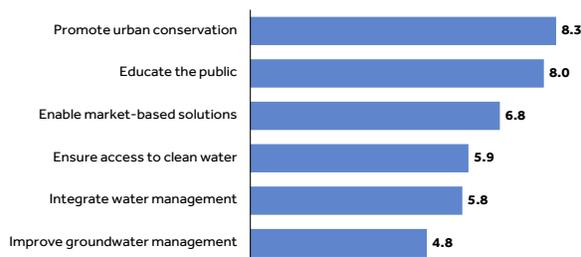
The remainder of this section sketches out how the Foundation can play these roles in sample issue areas. Additional details are available upon request. This discussion is based on roughly a dozen expert interviews that suggested which topics are most feasible for which type of engagement (Figure 2, below). The Foundation will assess major issues periodically to ensure that it is accomplishing as much as possible.

## A. Recommend policies on less controversial issues

The Foundation will leverage its credible, objective voice to research and package policy recommendations where there is broad consensus that the goal is in the public interest.

➤ **Conservation policies.** Conserving water is widely viewed as key to Texas’ future as population growth, economic development, and climate change strain the state’s limited water resources. The 2017 State Water Plan projected shortages of up to 8.9 million acre-feet per year in 2070,<sup>8</sup> but the plan also found that conservation could provide nearly 2.6 million acre-feet per year to shrink this shortage.<sup>9</sup> Building on the consensus that conservation is cost-effective and crucial to Texas’ future, the Foundation can be bold in recommending policies and advancing public understanding. The Foundation will continue to advocate for conservation incentives (e.g., toilet and showerhead retrofit incentives; water-wise landscape rebates). The Foundation can begin this work during the

Figure 2  
**STRONG ACTION IS FEASIBLE ON LESS CONTROVERSIAL TOPICS**  
Expert interviewees' ratings of feasibility, 0 (low) - 10 (high)



2019 legislative session by helping legislators understand the sustainability benefits of the Water Conservation Advisory Council's policy recommendations, such as a time-of-day limitation on outdoor watering.

- **Public awareness of conservation.** The need for a Texas-wide public awareness campaign on water conservation has been evident since at least 2004. State-funded polling showed very high public support for conserving water<sup>10</sup> but very low awareness of water issues and conservation approaches.<sup>11</sup> A similar 2014 poll showed little improvement in awareness statewide.<sup>12</sup> Nevertheless, the same poll showed awareness levels over twice the state average in the North Texas Municipal Water District near Dallas, where a public outreach effort composed of many distinct, innovative conservation campaigns has been underway since 2004. This example shows the potential of a concerted outreach effort to promote conservation.

### B. Synthesize information on more controversial issues

The Foundation has great potential to serve the field by advancing more controversial issues, without threatening its reputation for objectively identifying and supporting the public interest. On a range of issues, disparate research efforts and conflicting stakeholder perspectives have obscured a clear view of the possible solutions and their associated tradeoffs. Texas leaders and citizens want an objective voice on these issues to help them understand their options.

"Most of the voices you hear on water supply initiatives are promoters or critics. We need an objective voice - one that's not viewed as an advocacy organization - [to lay out] a clear idea of pros and cons."

— Ken Kramer, former Director and current Water Resources Chair and Legislative Advisor, Sierra Club Lone Star Chapter

- **Collecting and sharing water data.** Texas' large size and deep respect for local management of water have resulted in a highly fragmented system for collecting water data. Hundreds of municipalities and water districts gather data using different methodologies, hindering the state's ability to discern water use, supply, and quality across basins. Uniform standards for collecting and sharing data would help managers across Texas make better decisions and help the public understand their water resources.

The Foundation can lay out clear explanations of data problems, engage with diverse stakeholders (e.g., policy experts, data producers, users such as local agencies and farmers, hydrology and climate experts, and data scientists), and synthesize policy and technical solutions. The Foundation can help

reconcile different stakeholders' views on who needs what data and in what form to make which decisions. It can then suggest the best ways for state resources to establish a data system that works for all Texans.

- **Market-based solutions.** Healthy water markets and incentive-based systems that protect both human communities and the environment are important ways for Texas to manage water more sustainably. These approaches can price water in a way that reflects its value to the state, thereby helping ensure water is allocated to where it is most needed. If trading were flexible and determining the fair market value of a water right were straightforward,<sup>13</sup> markets could make more water available to areas, users, and environmental goals that need it most. But water markets come with risks and potential controversies. Rural areas are rightly concerned that markets could transfer water from water-rich parts of Texas to urban centers,<sup>14</sup> and many small communities view markets as a potential threat to the availability of affordable water for all Texans.<sup>15</sup>

Despite the controversial nature of water markets, the Foundation can still make strides on this critical issue. As an early step, during the 2019 legislative session, the Foundation can objectively broker a conversation among stakeholders on how voluntary water transfers can help value and secure water to preserve healthy ecosystems. Over time, the Foundation can also create resources for legislators that clarify and reconcile different definitions of water markets, explain the value of water, describe how policy shifts could establish healthy water markets, and lay out the positions of different stakeholders. Given the significant academic interest in the topic, the Foundation can further serve the field by translating this research into practical advice.

### C. Convene stakeholders on the most challenging issues

Even on some of the most contentious topics, the Foundation can play a valuable role by building trust, educating stakeholders, and serving as an honest broker of information. Such activities may not change Texas policy in the next few years, but they can build the trust and objective fact base needed to tackle these challenges in the future.

Because the Foundation is inclusive of diverse interests and organizations without representing any one of them, it is well-positioned to establish a neutral and productive forum for discussion. Further, the Foundation is viewed not only as a convener, but also as a connector, educator, and cultivator of relationships, all of which will be required to eventually translate conversations into action.

- **Conjunctive water management.** Groundwater is both crucial to the state's long-term water resources and mired in an ongoing political debate on groundwater districts' role in water management. Groundwater Conservation Districts and many property owners are strongly opposed to centralization of management that would detract from their own decision-making authority. It will require a major political lift to integrate competing authorities.

While the Foundation should avoid embroiling itself in these controversies, it can still foster conversations on conjunctive water management by serving as an objective resource on the options and lessons learned from other states. As an early step, during the 2019 legislative session, the Foundation can focus on providing policymakers objective counsel on the importance of updating models to better understand groundwater-surface water interactions. Since many groundwater districts lack capacity to support sustainable management, the Foundation can also add value by helping them fulfill management obligations they already face.

- **Access to clean water.** The idea that all Texans should have access to clean, affordable water is not controversial, even if advocating for “equity” in Texas can be politically risky. Unfortunately, too many Texans lack secure supplies of safe drinking water, and the state must do more to solve this problem. In 2013, in the midst of severe drought that began in 2010, the Texas Commission on Environmental Quality reported that thirty Texas communities were at risk of running out of water within six months.<sup>16</sup> In the immediate aftermath of Hurricane Harvey, over 200 public water systems shut down or warned their customers to boil their tap water; three months later, 3,700 Texans still lacked access to safe drinking water.<sup>17</sup> Rural communities also struggle, with almost 25,000 Texans drinking water with radium above the legal limits. Texas has the most widespread radium pollution in the nation.<sup>18</sup>

“The Water Foundation can listen to advocates and convene them with the right people to facilitate change [without] aligning with any one of them.”

— Andy Sansom, Executive Director, Meadows Center for Water and the Environment

The Foundation has the potential to build on its credibility on water supply issues to become Texas’ go-to resource on drinking water quality and access challenges. The Foundation can begin working on water quality during the 2019 legislative session by advising decision-makers allocating federal funding for Hurricane Harvey recovery to ensure greater resilience of drinking water systems to future storms, especially to secure reliable access to clean water in historically underserved communities. In addition, the Foundation has shown that it can put and keep issues on the statewide agenda. Raising the salience of access to clean water among policymakers would be an important first step toward solutions.

### Box 1

#### POTENTIAL PRIORITIES FOR THE 2019 LEGISLATIVE SESSION

The Foundation sets goals with a years-long view toward achieving sustainable water management. It also capitalizes on opportunities to make progress quickly, such as those offered by the upcoming legislative session. Aligned with the issues discussed in this plan, top prospects include:

- › **Conservation and efficiency policy improvements:** The Foundation can help legislators understand the sustainability benefits of the Water Conservation Advisory Council's policy recommendations for the 2019 legislative session, such as a time-of-day limitation on outdoor watering and funding for a statewide conservation education campaign.
- › **Hurricane Harvey recovery:** Texas is receiving federal funding to recover from Hurricane Harvey, including to rebuild water infrastructure and increase the coast's resilience to future storms. The Foundation's relationships with the legislature could allow it to advise on funding allocations that advance both equity and sustainability, encompassing support for particularly vulnerable or politically disempowered communities that have historically received little investment.
- › **Valuing water through healthy markets:** Many stakeholders recognize the importance of accurately valuing water and securing enough water to support an ecologically healthy environment. The Foundation could act as a broker in a conversation among legislators, water users, researchers, conservation organizations, and other stakeholders to build consensus on how voluntary transfers can help value water, and how this value can facilitate decisions on environmental flows.
- › **Groundwater and surface water interactions:** The state's water availability models fail to fully capture the interaction of groundwater and surface water, and therefore understate the ramifications of droughts. This issue is likely to arise in the 2019 legislative session. The Foundation's nonpartisan style and focus on science will be key for helping legislators understand the need for practical local action (likely in the Brazos and San Saba watersheds) and better modeling.

The Texas Water Foundation has an impressive record of success, a stellar reputation, and a powerful set of skills that have made it a key player in the Texas water field. With sustainable funding, strong staff, and carefully calibrated goals, the Foundation can successfully lead Texas into a sustainable water future.

# Appendix



## Features of a Texas Water Leaders Program

As discussed in Part 2, one of the Foundation's goals is to support promising mid-career professionals in the field. Below is summary of the proposed Texas Water Leaders Program.

- **A target cohort of 10 to 15 diverse professionals with leadership potential.** Such professionals likely already have degrees in engineering, policy, or law, as well as at least a few years of experience in the field. They are therefore more likely to remain in Texas and work on water than recent graduates, if properly supported. A possible rule of thumb would be to focus on participants who display potential to be in a position of influence in water management within the next ten years. An emphasis on underrepresented minorities, as well as diversity of age and gender, would also help ensure Texas's water leaders reflect the diversity of the state. In addition, up-and-coming elected officials could be recruited for a modified program that emphasizes water education and fits their needs and schedules.

An initial cohort will target about 10 people, but the size could grow as the program develops. Each cohort will include participants who represent diverse geographies within Texas and varied focus areas within the water field, but all participants will share a strong commitment to Texas water. Such diversity within cohorts can help build networks among emerging leaders who might otherwise only traffic within comfortable, siloed sectors of the water field.

- › **Mentorship opportunities.** The program will ask current senior leaders (likely starting with the Foundation’s Board) to pair up with participants to provide formal and informal mentoring, bring participants to the Capitol during legislative sessions, and introduce participants to policymakers. It will also invite other senior leaders in the field to join the program’s network as mentors, at participants’ request.
- › **Networking to connect participants with one another and career opportunities.** The program will help participants identify career goals, help alumni secure jobs in Texas, host alumni events as the program grows, introduce participants to government officials, and pay for association memberships and conference costs. Consistent networking events, or even annual trainings for the full alumni network, will build trust among members, creating cross-sectoral relationships that will prove valuable as program alumni rise through the field.
- › **Leadership and topical training.** The program will bring in a new cohort regularly, kicking off each year with a multi-day training or retreat and continuing with periodic trainings. The program’s training will include leadership skills, such as strengthening management and communications, navigating change and conflict, embracing diversity, and promoting problem-solving. It will employ case studies from the water field to help participants apply lessons in leadership to water-specific challenges. It will also bring in experts to educate participants on best practices and cutting-edge approaches in sustainable water management.

Box 2

**OTHER WATER LEADERSHIP PROGRAMS**

The Water Education Colorado’s Water Leaders Program seeks to “create a pipeline of skilled water leaders” in Colorado by training water professionals “on becoming more effective leaders and navigating the complex world of Colorado water.” Centering on leadership development, the program uses water-specific case studies to discuss practical applications of leadership skills. It heavily emphasizes relationship-building within diverse cohorts, with the aim of increasing trust across the field over time. The program began in 2006, has about 15-person cohorts, and maintains a network of 143 alumni. It charges a subsidized participation fee of \$3,250. Water Education Colorado runs a separate program, Water Fluency, for elected officials who don’t specialize in water.

# Endnotes

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- 6 A 2014 poll showed that 98 percent of Texans believe water conservation is important. Texas Water Foundation, 2014. “Texas Statewide Water Conservation Survey.” <http://www.texaswater.org/wp-content/uploads/2014/09/Texas-Statewide-Water-Conservation-Survey.pdf>
- 7 Ibid.
- 8 In drought-of-record conditions.
- 9 Texas Water Development Board, 2017. “2017 State Water Plan.” [http://www.twdb.texas.gov/waterplanning/swp/2017/doc/2017\\_SWP\\_Adopted.pdf](http://www.twdb.texas.gov/waterplanning/swp/2017/doc/2017_SWP_Adopted.pdf) While some have cautioned that the State Water Plan tends to over-project demand and thus overestimate shortages, it is still clear that Texas will experience a demand-supply gap over the next decade and conservation will prove crucial for closing that gap. See, for example, Kelly, Mary, Rick Lowerre, and Joe Trungale, 2014. “Learning from drought: Next generation water planning for Texas.” Texas Center for Policy Studies. <http://www.texascenter.org/water/Learning%20From%20Drought%20Final.pdf>
- 10 In the 2004 poll, 98 percent of respondents stated that conservation is important, and 71 percent said that statewide funding should be provided to implement water conservation strategies.

# Endnotes

11 In the 2004 poll, 17 percent of respondents reported having seen, read, or heard anything about what the state plans to do to meet future water needs, while 28 percent of respondents knew their source of drinking water.

12 Texas Water Foundation, 2014. "Texas Statewide Water Conservation Survey." The 2014 poll showed that the proportion of Texans who were sure of their source of drinking water had not changed since 2004 (it remained at 28 percent). Thirty percent of respondents said they were unsure of their source of drinking water, and 41 percent said they did not know. <http://www.texaswater.org/wp-content/uploads/2014/09/Texas-Statewide-Water-Conservation-Survey.pdf>

13 In 2014, 61 percent of consumers surveyed in the North Texas Municipal Water District were able to name Lavon Lake as their primary source of water. North Texas Water IQ. "Conservation Efforts." <https://northtexaswateriq.org/our-water/conservation-efforts>

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## ABOUT REDSTONE

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Redstone is a leading partner and advisor to private foundations, NGOs, family offices, companies, and governments worldwide. We work with our clients, experts, and stakeholders to solve complex social problems and answer tough questions on poverty reduction, food insecurity, education, health, climate, and the environment. We negotiate partnerships and secure resources, build organizations and launch initiatives, advocate for policy change and design communication strategies, and identify actionable solutions. Our work results in measurable progress for our clients and for society.