



Santa Clara Valley Water District Board of Directors Meeting

Headquarters Building Boardroom
5700 Almaden Expressway
San Jose, CA 95118

***AMENDED/APPENDED AMENDED AGENDA AGENDA**

**Tuesday, February 18, 2020
10:00 AM**

***ITEMS AMENDED AND/OR APPENDED SINCE THE ORIGINAL PUBLICATION OF THIS AGENDA
ARE IDENTIFIED BY AN ASTERISK (*) HEREIN**

District Mission: Provide Silicon Valley safe, clean water for a healthy life, environment and economy.

DISTRICT BOARD OF DIRECTORS	All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the Office of the Clerk of the Board at the Santa Clara Valley Water District Headquarters Building, 5700 Almaden Expressway, San Jose, CA 95118, at the same time that the public records are distributed or made available to the legislative body. Santa Clara Valley Water District will make reasonable efforts to accommodate persons with disabilities wishing to attend Board of Directors' meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.	NORMA CAMACHO Chief Executive Officer
Nai Hsueh, Chair, District 5		MICHELE L KING, CMC Clerk of the Board (408) 265-2600 Fax (408) 266-0271 www.valleywater.org
Tony Estremera, Vice Chair, District 6		
John L Varela, District 1		
Barbara Keegan, District 2		
Richard P. Santos, District 3		
Linda J. LeZotte, District 4		

Note: The finalized Board Agenda, exception items and supplemental items will be posted prior to the meeting in accordance with the Brown Act.

**Santa Clara Valley Water District
Board of Directors**

***AMENDED/APPEDED
AGENDA**

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Tuesday, February 18, 2020

10:00 AM

Headquarters Building Boardroom

1. CALL TO ORDER:

1.1. Roll Call.

1.2. Pledge of Allegiance/National Anthem.

1.3. Time Open for Public Comment on any Item not on the Agenda.

Notice to the public: This item is reserved for persons desiring to address the Board on any matter not on this agenda. Members of the public who wish to address the Board on any item not listed on the agenda should complete a Speaker Card and present it to the Clerk of the Board. The Board Chair will call individuals to the podium in turn. Speakers comments should be limited to three minutes or as set by the Chair. The law does not permit Board action on, or extended discussion of, any item not on the agenda except under special circumstances. If Board action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Board may take action on any item of business appearing on the posted agenda.

REGULAR AGENDA:

2. BOARD OF DIRECTORS:

*2.1. Board Strategic Planning Meeting.

[20-0227](#)

- Recommendation:
- A. Participate in the Board's Fiscal Year 2020-2021 (FY21) Strategic Planning Meeting identifying goals, strategies, challenges and opportunities for FY21; and
 - B. Direct the Board Policy and Planning Committee to review collected information and develop a draft FY21 Board Work Plan for Board review and approval.

Manager: Norma Camacho, 408-630-2084

Attachments: [Attachment 1: FY20 Board Work Plan](#)
[Attachment 2: Meeting Timeline](#)
[Attachment 3: Discovery Summary](#)
[*Supplemental Board Agenda Memo](#)
[*Supplemental Attachment 1: Meeting Timeline \(updated\)](#)
[*Supplemental Attachment 2: PowerPoint](#)
[*Supplemental Attachment 3: Strategy Updates](#)

Est. Staff Time: 30 Minutes

3. ADJOURN:

- 3.1. Clerk Review and Clarification of Board Requests.
- 3.2. Adjourn to 4:00 p.m. Closed Session and 6:00 p.m. Regular Meeting on February 25, 2020, in the Santa Clara Valley Water District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California.



Santa Clara Valley Water District

File No.: 20-0227

Agenda Date: 2/18/2020

Item No.: *2.1.

BOARD AGENDA MEMORANDUM

SUBJECT:

Board Strategic Planning Meeting.

RECOMMENDATION:

- A. Participate in the Board's Fiscal Year 2020-2021 (FY21) Strategic Planning Meeting identifying goals, strategies, challenges and opportunities for FY21; and
- B. Direct the Board Policy and Planning Committee to review collected information and develop a draft FY21 Board Work Plan for Board review and approval.

SUMMARY:

Since 2016, the Board has conducted an annual planning session to develop goals and strategies around areas needing the Board's focus, engagement and monitoring during the following fiscal year. During this Strategic Planning Meeting, the Board will review the current Fiscal Year 2019-2020 (FY20) Board Work Plan (Attachment 1), have a facilitated discussion around the FY20 Board Work Plan and other major topics of concern, and begin to identify key areas to include in the FY21 Board Work Plan.

Lawrence Grodeska, CEO of CivicMakers, is the facilitator for the Board Strategic Planning Meeting. CivicMakers is a strategic consulting firm headquartered in San Francisco that has designed and facilitated strategic planning processes for local government agencies throughout California.

Mr. Grodeska has undergone several weeks of discovery to learn more about the priorities, needs and preferences. The information collected has informed the development of the Strategic Planning Meeting Timeline (Attachment 2).

During the discovery process, Mr. Grodeska has interviewed all the Board Members through in-person meetings, phone conversations, or at the Board Policy and Planning Committee Meetings. Subsequently, Mr. Grodeska has solicited input and feedback through individual conversations with the Chief Executive Officer, Chief Financial Officer, District Counsel and Clerk of the Board, as well as a group discussion with the Chiefs of External Affairs, Water Utility, Watersheds and IT & Administrative Services.

As a part of the discovery period, CivicMakers also sent an online survey of questions to the members of the Leadership Team to gain wider staff perspectives to further inform the strategic

planning process. The Discovery Summary (Attachment 3) is the collection of information and feedback gathered by CivicMakers from the Board and leadership staff.

A supplemental Board Agenda will be submitted to include a PowerPoint presentation provided by CivicMakers, and an update on the current status of the FY20 Board Work Plan Strategies provided by staff.

It is recommended after the Board Strategic Planning Meeting that the Board directs the Board Policy and Planning Committee, in collaboration with CivicMakers, to review the information collected and develop a draft FY21 Board Work Plan for Board review and approval.

FINANCIAL IMPACT:

There is no financial impact associated with this item.

CEQA:

The recommended action does not constitute a project under CEQA because it does not have the potential for resulting in direct or reasonably foreseeable indirect physical change in the environment.

ATTACHMENTS:

Attachment 1: FY20 Board Work Plan

Attachment 2: Meeting Timeline

Attachment 3: Discovery Summary

*Supplemental Board Agenda Memo

*Supplemental Attachment 1: Meeting Timeline (updated)

*Supplemental Attachment 2: PowerPoint

*Supplemental Attachment 3: Strategy Updates

UNCLASSIFIED MANAGER:

Norma Camacho, 408-630-2084



FY 2019-2020

Board Work Plan

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Message from the Board Chair of the Santa Clara Valley Water District

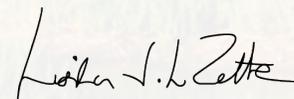
At the Santa Clara Valley Water District (Valley Water), we manage a complex water resource system that provides clean, safe water, flood protection and stewardship of streams and creeks to nearly 2 million residents and businesses here in Santa Clara County.

As elected officials, we are tasked with balancing the needs of our constituents and the county-wide challenges we face including our aging infrastructure, the need for storage capacity and federal funding for both our water supply and flood protection projects. While the goals identified in our Board Governance Policies provide guidance to achieve Valley Water's mission, the Board's work plan is a roadmap for the year ahead. It also helps us provide appropriate financial resources and staff through our budget process.

Part of our annual strategic planning process, my fellow board members and I have identified eight specific areas that we will be monitoring closely and engaging as necessary. We believe these areas have immediate challenges in ensuring water supply for the future, reducing flood risks and preparing our county for emergencies. While our role is as policy makers, we will continue to engage in discussions through board committees, provide direction, and monitor progress in the eight focus areas.

Earlier this year I outlined these priorities for the coming year as incoming board chair. I presented these priorities as both familiar and challenging. I am confident that this year, by focusing on these priorities, we can make progress toward our ultimate goals of safe and secure water for the future. At the same time, I believe we can continue to make a beneficial impact on our environment and the quality of life in our community.

I look forward to reporting our progress and hope you find this document useful.



Linda J. LeZotte
Board Chair
Santa Clara Valley Water District



SANTA CLARA VALLEY WATER DISTRICT

Founded in 1929, the Santa Clara Valley Water District (Valley Water) is the primary water resources agency for Santa Clara County, with key water supply, water quality, flood protection, and environmental stewardship responsibilities.

SANTA CLARA VALLEY WATER DISTRICT MISSION

Provide Silicon Valley safe, clean water for a healthy life, environment, and economy.

VALUES

1. Valley Water is entrusted to serve the public by carrying out its mission for the benefit of the community.
2. Valley Water is committed to providing excellent service to all customers.
3. All individuals are unique and important, and will be treated with fairness, dignity, and respect.
4. Valley Water takes pride in its work and is accountable to carry out its responsibilities safely with honesty and integrity.
5. Initiative, leadership, personal development, and training are vital for continuous improvement.
6. Open communication, cooperation, and teamwork are shared responsibilities and essential to the successful performance of Valley Water work.
7. Valley Water is committed to creating an inclusive work environment, which reflects and supports the diversity of the community and enriches our perspectives.
8. Valley Water strives to support a work culture and workplace environment that attracts and retains superior employees empowered to make decisions about, and take responsibility for, how they do their jobs.
9. Valley Water is committed to its employees and supports market-based competitive compensation that is equitable and rewards accomplishment and encourages high performance.
10. Valley Water is committed to sustaining a healthy work-life balance for its employees and places a high value on all the things that provide enrichment and fulfillment, including work and career, health and fitness, family and relationships, spirituality, community service, hobbies and passions, intellectual stimulation, rest and recreation.

BOARD OF DIRECTORS

The Santa Clara Valley Water District Board of Directors (Board) is comprised of seven members, each elected from equally-divided districts. Specific job outputs of the Board include connecting with the community in Santa Clara County, developing policies to further Valley Water's mission, and monitoring the performance of the organization.

The Board governs with an emphasis on outward vision, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, and proactivity rather than reactivity.

The Board meets twice a month on the second and fourth Tuesday. All meetings are open to the public and may be viewed online.



Left to right: Tony Estremera, District 6; Richard Santos, District 3; John L. Varela, District 1; Gary Kremen, District 7; Barbara Keegan, District 2; Nai Hsueh, District 5; Linda J. LeZotte, District 4

BOARD COMMITTEES

The Board of Directors has established Board Committees to assist in performing its job. Committees meet regularly and are comprised of three members of the Board. They are open to the public.

To monitor progress of the FY20 focus areas, project updates are provided regularly to the following committees in **bold**:

- Agricultural Water Advisory Committee
- Board Audit Committee
- **Board Policy and Planning Committee**
- **Capital Improvement Program Committee**
- **Coyote Creek Flood Risk Reduction Ad Hoc Committee**
- **Diversity and Inclusion Ad Hoc**
- Environmental and Water Resources Committee
- **Fisheries and Aquatic Habitat Collaborative Effort (FAHCE) Ad Hoc Committee**
- **Homeless Encampment Ad Hoc Committee**
- Joint Recycled Water Advisory Committee (City of Palo Alto, City of East Palo Alto, City of Mountain View and SCVWD)
- Joint Recycled Water Committee (City of Sunnyvale and SCVWD)
- Joint Recycled Water Policy Advisory Committee (City of San Jose/SCVWD/City of Santa Clara)
- Joint Water Resources Committee (City of Gilroy, City of Morgan Hill, and SCVWD)
- **Recycled Water Committee**
- San Felipe Division Reach One Committee
- Santa Clara Valley Water Commission
- **Water Conservation and Demand Management Committee**
- **Water Storage Exploratory Committee**
- Youth Commission

PURPOSE OF THE BOARD WORK PLAN

The primary purpose of the **Board's FY20 Work Plan** is to communicate with the public, community and stakeholders, the Board's work and how it supports Valley Water's mission and long-term goals and objectives.

To perform its job, the Board established **long-term goals and objectives** (also known as Board Governance Policies – see Appendix A) for each of Valley Water's core business areas (Water Supply, Natural Flood Protection, and Environmental Stewardship). Annually, the Board conducts planning sessions to develop **strategies** to accomplish the goals and objectives.

As part of the yearly planning process the Board determines the strategies requiring more detailed engagement and more frequent monitoring by the Board (**Board Work Plan**). Strategies, challenges/opportunities, focus and monitoring processes, have been identified for FY20. The strategies and outcomes will be reviewed annually, and can evolve based on progress and performance.

Throughout the year, the Board reviews and provides input and direction on the Valley Water budget, five-year Capital Improvement Program, and program and master plans, to ensure that there is funding and support that enables staff to accomplish Valley Water's business.

All strategy implementation is monitored by the Board through Executive Limitation (see Appendix A) requirements, staff implementation of programs and plans, assigned Board Committee work, and Board Appointed Officer performance evaluations.

Board Long Term Goals	FY20 Work Plan
<p>Water Supply</p> <p>Goal: Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable*</p>	<ul style="list-style-type: none"> • Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE). • Actively Pursue Efforts to Increase Water Storage Opportunities. • Actively Participate in decisions regarding the CA Delta Conveyance. • Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies. • Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County. • Advance Anderson Dam Seismic Retrofit Project.
<p>Natural Flood Protection</p> <p>Goal: Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages</p>	<ul style="list-style-type: none"> • Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.
<p>Environmental Stewardship</p> <p>Goal: Protect and restore creek, bay and other aquatic ecosystems</p>	<ul style="list-style-type: none"> • Attain net positive impact on the environment when implementing flood protection and water supply projects. • Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
<p>Business Management</p> <p>Goal: <i>In addition to the direction given to the Board Appointed Officer to conduct efficient and ethical business practices, in FY20 the Board will develop business management policies related to workforce development and financially prudent level of services.</i></p>	<ul style="list-style-type: none"> • <i>Strategies to be developed consistent with FY20 goal.</i>

**In FY20, the Board will work with staff through the Water Conservation and Demand Management Committee to refine this goal to convey resilient, safe and affordable water supply.*



WATER SUPPLY

There is reliable, clean water supply for current and future generations.

Goal 1: Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable*

Board Strategy 1	Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)
Challenge/ Opportunity	For almost 20 years, Valley Water has been working to resolve a water rights complaint surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, the Guadalupe River, and Stevens Creek. Challenges include: obtaining federal and state permits from multiple regulatory agencies, refining and processing water rights change petitions and finalizing a Fish Habitat Restoration Plan and Environmental Report.
FY20 Focus	Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.
Monitoring	Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

Board Strategy 2	Actively Pursue Efforts to Increase Water Storage Opportunities
Challenge/ Opportunity	Water storage capacity is an important tool for Valley Water for capturing lower-value water for higher-value uses later. Such storage aids water supply, flood protection, and recreational uses and helps regulate downstream water quality and supply cold water flows for fish. As such, water storage is important for both human and environmental objectives and must fit within a large and diverse water and environmental portfolio.
FY20 Focus	Explore opportunities to develop surface and groundwater storage projects that align with Valley Water’s mission. Additionally, seek water exchange and transfer opportunities.
Monitoring	Continue to monitor through the Water Storage Exploratory Committee.

**In FY20, the Board will work with staff through the Water Conservation and Demand Management Committee to refine this goal to convey resilient, safe and affordable water supply.*

Board Strategy 3	Actively participate in decisions regarding the California Delta Conveyance
Challenge/ Opportunity	As much as 40 percent of the water Santa Clara County uses each year comes through the Delta. But the Delta’s aging network of earthen levees faces risks from rising seas, earthquakes and flooding, while the declining conditions for fish and wildlife have led regulators to put more restrictions on when water can move through the Delta. Participation in modernizing the delta conveyance is necessary to protect water supply in Santa Clara County and to restore the Delta for fish and wildlife.
FY20 Focus	As a voice for Northern California, continue to engage and negotiate, through serving on the Delta Conveyance Design and Construction Authority and Finance Authority in adherence to Board approved Guiding Principles, to protect Santa Clara County’s interests.
Monitoring	Continue to monitor through the Delta Conveyance Working Group
Board Strategy 4	Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies
Challenge/ Opportunity	Recycled and purified water continue to play a key role in the long-term sustainability of our county’s water supplies. Identifying and working with the appropriate agencies within the county to negotiate and execute various Memoranda of Understanding to expand the use of non-potable and the production and use of advance purified water is a high priority. Opportunities exist to expand Valley Water’s Silicon Valley Advanced Water Purification Facility. However, there are challenges in resolving previously identified issues of land, treated wastewater quality, and reverse osmosis concentrate management.
FY20 Focus	Develop a portfolio of advanced purified water and secure recycled water sources as identified in the 2040 Water Supply Master Plan.
Monitoring	Continue to monitor through the Recycled Water Committees.
Board Strategy 5	Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.
Challenge/ Opportunity	Additional water supply investments will be needed in the future to meet the county’s water needs. The 2040 Water Supply Master Plan presents Valley Water’s strategy and roadmap for meeting those future needs to provide a reliable and sustainable water supply in a cost-effective manner. Part of the strategy includes a “No Regrets” package of water conservation programs. This package includes graywater rebate program expansion, stormwater capture programs, incentives to repair leaks, and model ordinances to require water efficiency in new developments.

FY20 Focus	Aggressively implement “No Regrets” package as identified in the 2040 Water Supply Master Plan, with emphasis on a leadership role in implementing the model ordinance.
Monitoring	Monitor progress through the Water Conservation and Demand Management Committee.
Board Strategy 6	Advance Anderson Dam Seismic Retrofit Project
Challenge/ Opportunity	<p>As our largest reservoir, Anderson serves not just as a critical water supply facility, but also supports Valley Water’s mission of flood protection and environmental stewardship. Recent discovery of engineering issues related to the dam has significantly altered the scope of the project and its schedule.</p> <p>Given the reservoir’s critical importance to ensuring safe, clean water for our communities and to protect public safety, it is imperative that the Anderson Dam Seismic Retrofit Project move forward proactively.</p>
FY20 Focus	<p>Continue to work with appropriate regulatory agencies to review and obtain approval for all project design plans.</p> <p>Release for review and certify the Draft Environmental Report.</p> <p>Continue to inform the public and neighborhoods of the project progress and construction timeline (Project Delivery).</p> <p>Balance flood protection, water supply, and environmental flow requirements appropriately for annual operations prior to completion of the construction of Anderson Dam Seismic Retrofit (Rule Curve).</p>
Monitoring	<p>Continue annual board discussions on the Rule Curve.</p> <p>Monitor project progress through to the Capital Improvement Program Committee.</p>



NATURAL FLOOD PROTECTION

There is a healthy and safe environment for residents, businesses and visitors, as well as for future generations.

Goal 1: Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages

Board Strategy 1 Pursue opportunities to expedite regulatory permit processes and streamline permit reviews

**Challenge/
Opportunity**

As part of the Board’s Legislative Priorities for 2020, Valley Water continues to pursue legislative and administrative solutions to resolve regulatory and permitting issues at the federal and state levels. At both levels, efforts will focus on coordinating mitigation requirements, streamlining permit processes, ensuring flexibility on financial assurance mechanisms for long-term mitigation, removing permitting for routine maintenance, and requesting adequate funding for regulatory and permitting agencies to process permits.

FY20 Focus

Provide for Watershed-Wide regulatory planning and permitting effort and pursue other efforts at the state and federal level to expedite permit review.

Monitoring

Provide regular project updates to the FAHCE Ad Hoc Committee.



ENVIRONMENTAL STEWARDSHIP

There is water resources stewardship to protect and enhance watersheds and natural resources and to improve the quality of life in Santa Clara County.

Goal 1: Protect and restore creek, bay, and other aquatic ecosystems.

Board Strategy 1	Attain net positive impact on the environment when implementing flood protection and water supply projects.
Challenge/ Opportunity	Valley Water’s projects and programs encourage integrated planning to ensure capital improvements, operations, and maintenance activities are balanced with environmental stewardship goals. Valley Water strives to protect and restore habitats to support native species throughout the County.
FY20 Focus	As part of the One Water planning process, develop an integrated water resource plan for each watershed, including appropriate metrics to monitor Valley Water’s impacts on and benefit to the environment.
Monitoring	Provide regular project updates to the Board on One Water’s Watershed Plans.
Board Strategy 2	Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
Challenge/ Opportunity	Valley Water continues to coordinate with local cities and agencies to improve the health of our local waterways, including pollution prevention and addressing threats to water quality. Opportunities exist to further collaborate with the county, cities and social services agencies on encampment abatement efforts and to develop long-term solutions for the homeless to keep our creeks clean.
FY20 Focus	Continue efforts to protect the ecosystem and water quality of our waterbodies, the integrity of our infrastructure, and ensure our employees have a safe work environment. Such efforts include preventing stormwater pollution, increased implementation of green stormwater infrastructure, addressing mercury pollution, and homeless encampment clean ups.
Monitoring	Provide regular updates to the Board. Provide updates to the Homeless Encampment Ad Hoc Committee on strategies to address homeless encampments.



BUSINESS MANAGEMENT

Provide Affordable and Effective Cost Level of Services

The Board recognizes that Valley Water’s workforce is the critical component to accomplishing its mission and all the goals and strategies in this work plan. Additionally, the Board understands that it needs to regularly evaluate the financial status of the organization to ensure the level of services provided are reasonable and cost effective. With identified goals in FY20, the Board can develop strategies to achieve the goals in FY21.

To further emphasize this, the Board will work with staff through its Diversity and Inclusion Ad Hoc Committee and Revenue Working Group to develop new goals in for FY20 that will focus on business management:

Advance Diversity and Inclusion

Ensure a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment.

Maintain Appropriate Staffing Levels and Expertise

Ensure there are capable employees with knowledge and subject-matter expertise to accomplish Valley Water’s mission.

Provide Affordable and Effective Level of Services

Continue to research and pursue feasible revenue sources allowed by the District Act.

Appendix A

Board Governance Policies/Long-Term Goals and Objectives

The Board has adopted **Board Governance Policies** which describe how the board conducts its business, what they have directed the CEO and other Board Appointed Officers (BAO) to accomplish, and constraints on the CEO and BAOs that establish prudent and ethical boundaries within which all activity and decisions must take place.

A full list of the Board Governance Policies can be found here: <https://www.valleywater.org/how-we-operate/board-governance-policies>

Ends Policies, also referred to as **Long Term Goals and Objectives**, provide direction to the CEO and BAOs to accomplish the District's mission.

Long Term Goals and Objectives



Water Supply Long-Term Goals

Goal 1: Current and future water supply for municipalities, industries, agriculture, and the environment is reliable.

Objectives

- a. Aggressively protect groundwater from the threat of contamination and maintain and develop groundwater to optimize reliability and to minimize landsubsidence and salt water intrusion.
- b. Protect, maintain and develop local surface water.
- c. Protect, maintain, and develop imported water.
- d. Protect, maintain, and develop recycled water.
- e. Maximize water use efficiency, water conservation, and demand management opportunities.
- f. Prepare for and respond effectively to water utility emergencies.

Goal 2: Raw water transmission and distribution assets are managed to ensure efficiency and reliability.

Objective

- a. Raw water transmission and distribution assets are managed to ensure efficiency and reliability.

Goal 3: Reliable high quality drinking water is delivered.

Objective

- a. Meet or exceed all applicable water quality regulatory standards.
- b. Maintain effective relationships with the retailer and other stakeholders to ensure high quality, reliable drinking water.



Natural Flood Protection Long-Term Goals and Objectives

Goal 1: Provide natural flood protection for residents, businesses, and visitors.

Objective

- a. Protect parcels from flooding by applying an integrated watershed management approach that balances environmental quality and protection from flooding.
- b. Preserve flood conveyance capacity and structural integrity of stream banks, while minimizing impacts on the environment and protecting habitat values.

Goal 2: Reduce potential for flood damages.

Objective

- a. Promote the preservation of flood plain functions.
- b. Reduce flood risks through public engagement.
- c. Prepare and respond effectively to flood emergencies countywide to protect life and property.



Environmental Stewardship Long-Term Goals and Objectives

Goal 1: Protect and restore creek, bay, and other aquatic ecosystems.

Objective

- a. Preserve creeks, bay, and ecosystems through environmental stewardship.
- b. Improve watersheds, streams, and natural resources.
- c. Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
- d. Engage and educate the community in the protection of water quality and stream stewardship.
- e. Prepare and respond to emergencies that threaten local waterways.
- f. To the extent within practicable control of the District, adopt a strategy to restore the salmonid fishery on identified salmonid streams within 15 years of strategy adoption by creating suitable accessible spawning and rearing habitats.

Goal 2: Improved quality of life in Santa Clara County through appropriate public access to trails, open space, and District facilities.

Objective

- a. Support healthy communities by providing access to additional trails, parks, and open space along creeks and in the watersheds.
- b. Support healthy communities by providing appropriate public access to District facilities.

Goal 3: Strive for zero net greenhouse gas emission or carbon neutrality.

Objective

- a. Reduce greenhouse gas emissions to achieve carbon neutrality by 2020



Business Management

Executive Limitations (EL), provide boundaries to the CEO and BAOs in which all executive activity and decisions must take place. Executive Limitations have been established in the following areas:

Executive Limitations

- EL-1 General Principles
- EL-2 Customer Relations
- EL-3 Human Resources
- EL-4 Financial Management
- EL-5 Procurement
- EL-6 Asset Protection
- EL-7 Communication and Support to the Board
- EL-8 Inclusion, Equal Employment Opportunity, Discrimination/Harassment Prevention, and Diversity

Appendix B

Program Plans and Master Plans

Program plans and master plans are developed to achieve the Board's long-term goals and objectives in relation to the District's mission and overall business management. Below is a list of current program and master plans. Other plans can be obtained by contacting (408) 630-2277.

- 5-Year Capital Improvement Program
<https://www.valleywater.org/how-we-operate/five-year-capital-improvement-program>
- Safe, Clean Water and Natural Flood Protection Program
<https://www.valleywater.org/project-updates/safe-clean-water-and-natural-flood-protection-program>
- Diversity and Inclusion Master Plan
<https://www.valleywater.org/how-we-operate/about-the-water-district/diversity-and-inclusion-program>
- FY2018-19 Operating and Capital Budget
<https://www.valleywater.org/how-we-operate/financebudget>
- Water Supply Master Plan
<https://www.valleywater.org/your-water/water-supply-planning/water-supply-master-plan>
- Urban Water Management Plan
<https://www.valleywater.org/your-water/water-supply-planning/urban-water-management-plan>
- One Water Plan
<https://onewaterplan.wordpress.com>

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Valley Water

Clean Water • Healthy Environment • Flood Protection

Santa Clara Valley Water District
5750 Almaden Expressway, San José, CA 95118-3686
Phone: (408) 265-2600 Fax: (408) 266-0271
www.valleywater.org

Valley Water Board Strategic Planning Retreat Timeline

<p>10:10am Segment 1</p>	<p>Open Strategic Planning Retreat</p> <ul style="list-style-type: none"> Welcome & overview of timeline <p>Materials: Timeline</p>	<p>Lawrence Grodeska</p>
<p>10:15am Segment 2</p>	<p>Summary of Input from Board Members and Staff</p> <ul style="list-style-type: none"> Review major themes of discovery process <p>Materials: Discovery Summary</p>	<p>Lawrence Grodeska</p>
<p>10:30am Segment 3</p>	<p>Board Discussion on Key Issues</p> <ul style="list-style-type: none"> <i>TBD, given final input from Board</i> <p>Materials: n/a</p>	<p>All</p>
<p>11:30am Segment 4</p>	<p>FY20 Work Plan Review and FY21 Work Plan Development</p> <ul style="list-style-type: none"> Review progress towards achieving FY20 Goals Discuss new Challenges/Opportunities that should be considered for Strategies to include in FY21 Work Plan <p>Materials: FY20 Board Work Plan Update Information</p>	<p>All</p>
<p>12:30pm</p>	<p>BREAK</p>	<p>All</p>
<p>12:45pm Segment 4</p>	<p>FY20 Work Plan Review and FY21 Work Plan Development (con't)</p>	<p>All</p>
<p>2:15pm Segment 4</p>	<p>Summarize Key Issues</p> <ul style="list-style-type: none"> Direct the Board Policy and Planning Committee to review collected information and develop a draft Fiscal Year 2020-21 Board Work Plan Identify and Discuss Changes to any Board Governance Policies that may require revisions and assign to the Board Policy and Planning Committee for review <p>Materials: n/a</p>	<p>Lawrence Grodeska, Board Chair Hsueh</p>

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Valley Water 2020 Strategic Planning Retreat

Discovery Summary

January 30, 2020

Prepared by



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1. Executive Summary

Between December 2019 and January 2020, multiple interviews were conducted with members of the Board of Directors and executive level staff. Additionally, a staff survey was also sent to the broader leadership team. This was part of an effort to plan for the 2020 Strategic Planning Retreat.

Questions that were asked revolved around three topics (*see example questions*):

- **General strategic planning process:** What works well? What could be improved? How aligned and consistent is it with budget planning, the Business Area work plans, and other planning efforts?
- **Board strategic planning retreat:** What went well at the previous years' retreats? What could be improved? What do you hope to accomplish this year? What challenges does the Board and/or staff face? What topics should be discussed?
- **Board and staff collaboration:** How does the Board and staff communicate with each other? Are the Board's directions and priorities clear? How does staff keep track and report progress to the Board?

Clear themes that emerged from the interviews and survey include:

- **Board Work Plan accomplishes its purpose but needs to articulate clearer priorities and more actionable goals:** The Board Work Plan informs the Business Area work plan and staff's understanding of priorities, but staff want to see clearer prioritization of "actionable" goals that takes into account budget, staff and expertise capacity, and interrelationships of projects and programs. This should also include ongoing operations, projects, and programs, not only future projects.
- **Board Work Plan needs to tie more tightly with Staff efforts:** Board and staff are not sure if they see all Staff efforts tied into the Board Work Plan. By explicitly tying Staff efforts to the Board Work Plan, this can maximize communication about priorities and goals.
- **Strategic planning process needs more alignment with budget planning:** The strategic planning process should happen earlier. It would allow staff to better plan the budget and Business Area Work Plan by foreseeing necessary revisions. Additionally, the strategic planning process could better reflect and be more flexible to emerging projects, challenges, and opportunities. Budgets are updated to reflect this, but not the Board Work Plan.
- **Board desires to be more future-thinking and needs to better articulate their long-term vision:** Board desires to be more future-thinking, though the strategic planning process does not facilitate that. For example, budgets are constructed based on the previous

year's Work Plan. Staff are also less confident they fully understand the Board's long-term vision.

- **Committee structure is generally helpful, but time-consuming and not all productive:** Board and staff agree the committees are a valuable opportunity for in-depth discussion on topics and issues despite it being time-consuming effort. However, staff are frustrated by the frequency of meetings and facilitation of some committees. There is a desire by some Board members and staff to reevaluate the necessity of some committees, to combine or eliminate them. Additionally, some desire for a clearer committee scope of work and/or governance structure so that committees can operate more efficiently and productively.
- **Tracking and reporting progress can be improved:** Tracking and reporting progress does not seem to be a regular, formal practice for staff. Staff desire more actionable goals that can be reported and would like the Board Work Plan to include measures for how staff can report back to the Board on progress of those goals.

2. Board and Staff Interviews

Between December 2019 and January 2020, a total of 10 (ten) one-on-one and group interviews were conducted with the members of the Board of Directors, Chiefs, and other executive leadership staff. Participants were asked questions about:

- **General strategic planning process**
- **Board strategic planning retreat**
- **Board and staff collaboration**

The following section summarizes the themes and sentiments that emerged from the interviews with the Board and staff, organized by the topics above. This was used to inform the staff survey questions, which is summarized in the next section.

Strategic Planning Process

Process Alignment

Board Responses: Needs better alignment with budget planning process.

Board members recognize that timing of the strategic planning process is an issue. There is a misalignment of the budget planning process with the strategic planning process for the Board Work Plan—budgets are constructed based on the previous year’s Board Work Plan. This can limit future-thinking. Some have voiced that there should be more opportunities to discuss budget constraints—the Board can do better at eliminating non-priority projects from the Board Work Plan.

Staff Responses: Needs better alignment with budget planning process.

Many staff members agree that the strategic planning process occurs too late. It causes difficulty for staff to plan the budget and Business Area work plans for the next fiscal year. New focus areas that emerge from the Board’s strategic planning force staff to revise the previous year’s budget while they are already planning for the following year’s budget. Many staff have said if the Board’s strategic planning process occurred in November or December, then it would work more smoothly with the budget planning process that runs parallel. This would help staff better shift resources towards unmet needs and plan grant-seeking. It would also allow staff to better plan operational priorities and organized policy, lobbying, and communications strategies ahead of time.

Board Work Plan

Board Responses: Accomplishes its purpose as a public communications tool and high-level strategy document but needs to better articulate a more long-term vision

Board members hold different views over the utility of the Board Work Plan. Some board members feel the Board Work Plan does not articulate the Board's longer-term vision, strategies, and projections. Similarly, some feel that the work plan privileges "legacy" projects, which prevents the Board from engaging with emerging and projected challenges and opportunities. Others are content with the current format, and believe it helps set staff priorities and that the format affords adaptability to the emerging and future challenges and opportunities that arise. Some expressed concern governance challenges when master plans and ends policies are out of sync with the Board Work Plan.

Staff Responses: Recognized as a public communications tool and high-level strategy document for setting staff priorities

Staff understand the Board Work Plan as a tool for communicating to the public what the Board does and to staff the high-level direction and priorities that the Board wants to pursue. It is not a document that staff interact with daily, but staff understands that it should set direction for the budget and Business Area work plans. There was some feedback that it is unclear how the Board Work Plan impacts ends policies and the measures for how staff can report back on progress.

Board Strategic Planning Retreat

Format of Retreat

Board Responses: Good format. Hope for more open dialogue and flexible agenda and opportunity for public input

Board members are generally satisfied with the format of the previous year's retreat. Some would like to see more open and free discussion or flexible agenda. One Board member would like to incorporate more input from the public.

Staff Responses: Good format. Try revisiting previous year's Board Work Plan plus conduct public survey before setting new focus areas

Staff felt the format of the previous year's retreat went well. It was collaborative and staff was invited to express opinions and provide insights. Some staff members also proposed beginning with a discussion and reevaluation of the previous year's Board Work Plan: "Which [strategies] to drop? Which [strategies] to move forward [with]?" One staff member also proposed conducting a community survey prior to the retreat to help the Board engage with the public in a more structured way.

Topics to Discuss at the Retreat

Board Responses:

- Collaboration with municipalities and other public agencies
- CEO replacement search
- Water supply concerns (e.g., agriculture industry, wildfires, new development, the Delta)
- Homelessness - their safety in the case of flooding and environmental impact on creeks
- Funding for watershed & environmental stewardship projects which are outside of tax measures
- Regulatory challenges, especially with Anderson Dam Project
- Rate setting challenges - development is not paying for increase in water infrastructure
- Increase community engagement and public communications effort
- Governance issues

Staff Responses:

- Reservoir expansion project
- Water storage exploration
- Settlement with environmental regulatory agencies from 2003 (FAHCE)
- Challenges getting permits
- Homelessness - environmental impact on creeks
- Worried about over investment in supply, even as water usage and demand has decreased
- Water rates are high
- High operations and maintenance costs
- Look at new tax measures

Board and Staff Collaboration

Committee Structure

Board Responses: Informative and helpful—keeps the Board in the loop.

Most board members agree that the committee structure is helpful to the Board and productive for the organization. It provides a forum in which board members can have more direct discussions with staff and stay informed about projects and policy areas, though it can require a lot of time and energy. Some have expressed an interest to reevaluate the productivity of the various committees and reorganize them based on priority and the level of involvement necessary.

Staff Responses: Generally helpful but very time-consuming and not always productive

Generally, staff agree with the Board that the committee structure works well. It requires more staff time and resources, but it is beneficial. Committees provide time for staff to help Board members become well-versed in the topic matter, which helps full board meetings run smoother. However, some staff have criticized the number of committees and the frequency of meetings. Staff have suggested conducting an evaluation of the committees to determine whether some need to be eliminated, combined, or met less frequently. Others are frustrated with varying efficiency and effectiveness of some committees, and that committees sometimes move beyond their agreed-upon scope. Suggestions for improvement included building capacity for running effective meetings by clear agendas and good facilitation skills, and implementing a rules committee that approves proposed Board agenda items.

Role of the Board of Directors

Board Responses: Board sets high-level strategies and priorities as well as represents the community, but needs to be more future-thinking.

Generally, board members agree that the role of the Board of Directors is to:

- Direct staff at high-level by setting strategy and policy, both long-term and short-term
- Represent the community and engage with the public
- Oversee the performance of the organization

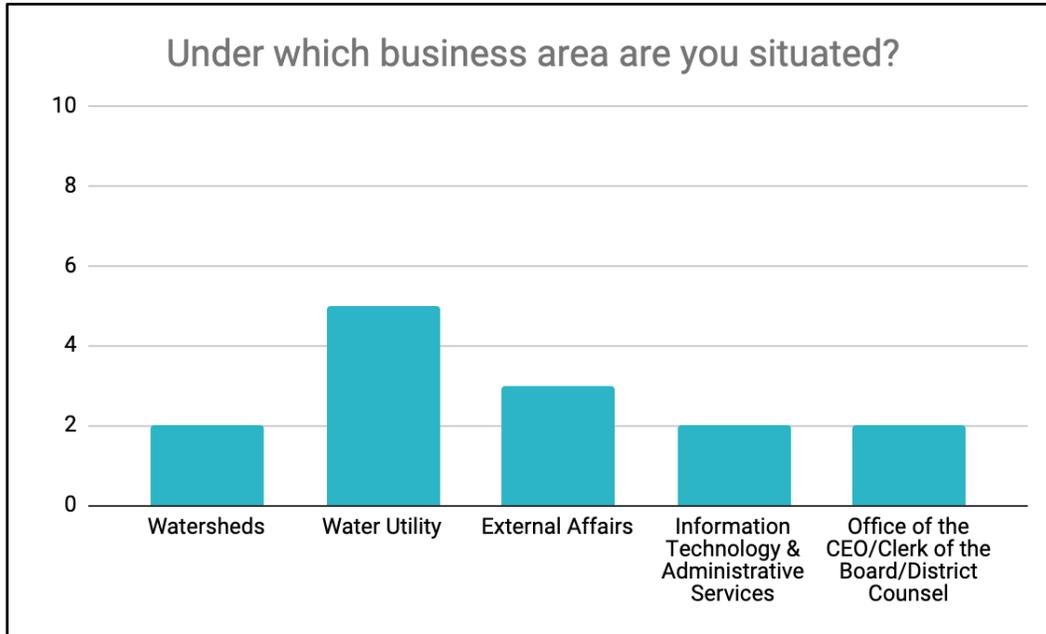
However, there is some ambiguity over the level of involvement of the Board on items seen as the purview of staff, such as budgeting and project scoping. Some have expressed that the board should be more proactive in thinking long-term and engaging in scenario planning.

Staff Responses: Board sets high-level strategies and priorities and represents the community, but leadership team has to oversee expectations between Board and staff

Executive staff understand the role of the Board of Directors is to set high-level strategy and policy, as well as represent the community. However, executive staff feel it's a challenge helping their staff understand the role of the Board and committed to the Board's greater vision—they have to act as mediators. Staff believe most board members operate at the policy level, where they should be; however, a couple staff members have expressed discomfort by some board members contacting staff directly with project direction.

3. Staff Survey

An 18-question survey was sent out to 33 leadership team staff. 14 completed the survey from the following areas:



Staff answered questions about:

- **The function and format of the Board Work Plan**
- **Implementing the Board Work Plan**
- **Board strategic planning retreat**
- **Board and staff collaboration**

Complete list of interview prompts is included in the Appendix.

Function and Format of Board Work Plan

What is the function of the Board Work Plan as it relates to staff’s work?

Most staff view the function of Board Work Plan as being a strategy document meant to **provide high-level direction to staff** on programs, project, and budget priorities. It informs the business area work plans. This theme is best exemplified by this comment: “I see it as charting the path forward on initiatives and projects, which usually need a great deal of legislative and/or funding support and therefore stakeholder support, for which my unit is directly responsible for generating.” However, one staff member desires for direction to not be purely top-down: “The work plan should be iterative between staff and the Board.”

Conversely, some also view it as a tool to help **keep the Board focused** just as much as staff: *"To systematically guide the Board in understanding big picture issues facing our agency in delivering the services we are entrusted with. From that understanding, they are better able to provide staff with direction."* Additionally, some see it as a tool for providing **accountability**. For example, one wrote, *"The function is to set goals for the year and to track progress toward meeting those goals."*

However, some staff feel that the Board Work Plan is **not relevant for departments and staff working on ongoing services, operations, and programs**. For example, one staff member wrote: *"Most employees within the WUE are not impacted by the plan, [since] the day to day operations are ongoing."* Another wrote *"this report focuses on things which are largely irrelevant to IT & Admin Services."*

Does the Board Work Plan accomplish its function?

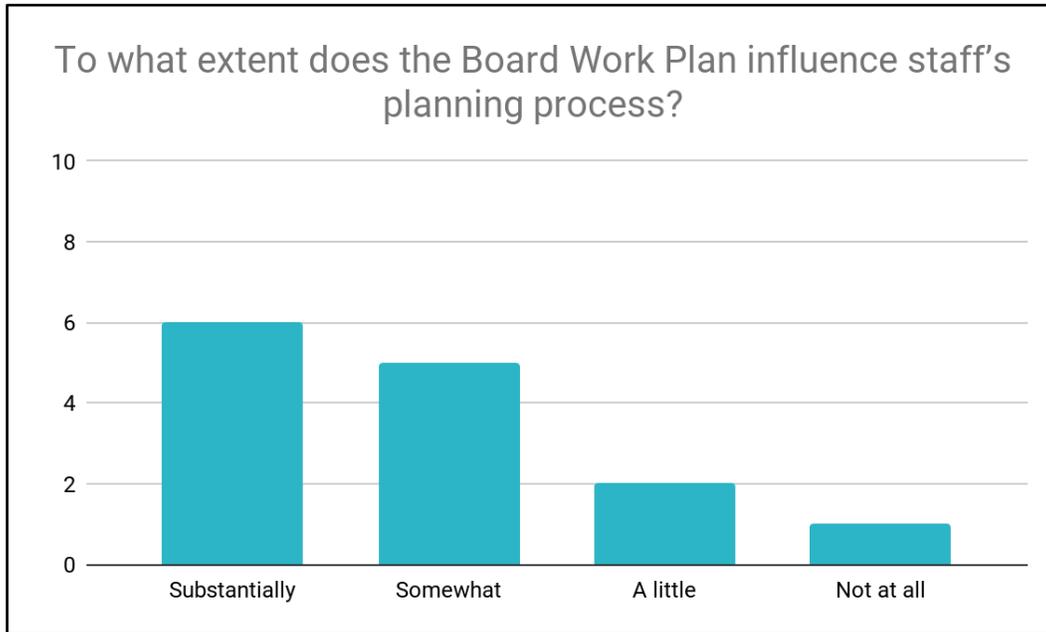
Most staff members responded yes, **the Board Work Plan does accomplish its function to some extent**. Many think the Board Plan **directly informs their Business Area Plan**, providing comments such as *"Yes, it does because my work plan is complementary of the goals in the Board Work Plan"* or *"Yes - it provides a roadmap on how to align [the Business Area] work plan with the vision of the board."*

However, some hold mixed feelings and think that it does not communicate enough. One staff member wrote, *"It serves the purpose of informing us of what is going on and what the priorities are, however it isn't really communicated. I had to go dig for it on the web site and familiarize myself with what's on there."* Additionally, some have specified that the Board Work Plan **needs to be more actionable**, stating *"In the past it has been either too narrowing focused on specific interests or too broad thereby lacking actionable work"* or *"The current plan seems like a wish list of things staff should look into. The plan should describe what actions the Board will do to achieve its work."* One staff member also pointed out that *"Day to **day operations are not highlighted** as heavily in the plan."*

A few staff members also commented on the **lack of connection to prior years Board Work Plans**, which has led to conflicting directions year over year. One staff member wrote, *"Most Board items are not included within their work plan, and the prioritization and direction provided is often times in conflict with previous direction."* Similarly, another wrote, *"I don't know much about previous work plans or how effective they have been. However, if the Board directs a particular action, staff will move to implement the action."*

To what extent does the Board Work Plan influence staff’s planning process?

A majority of staff agree the Board Work Plan influences staff’s planning process substantially or somewhat.

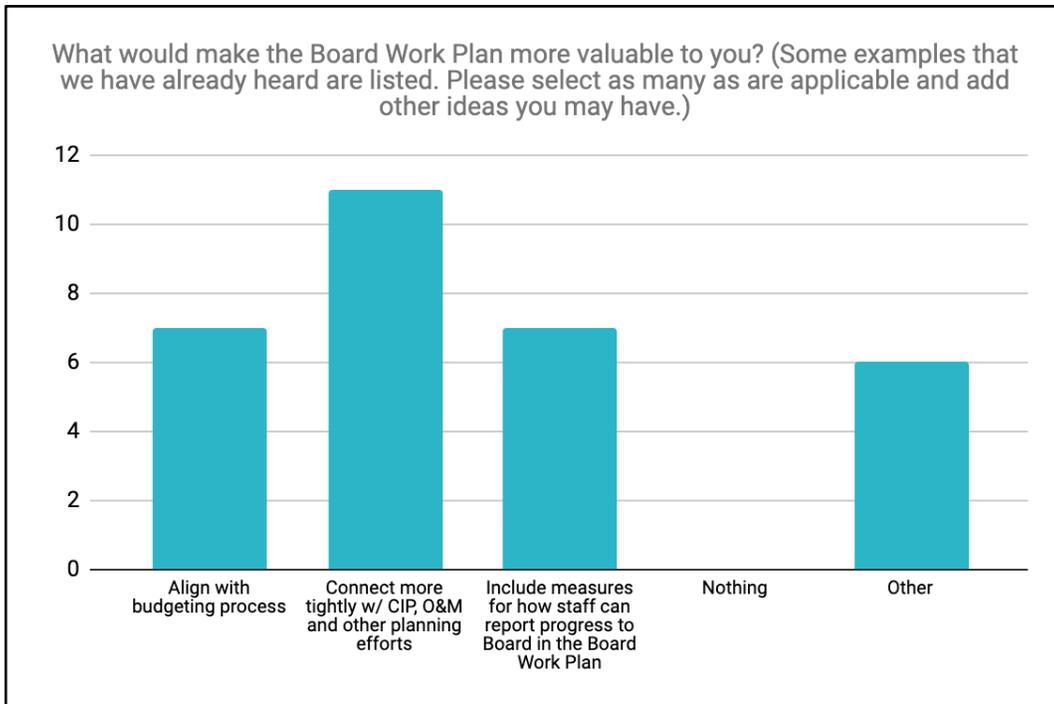


What would make the Board Work Plan more valuable?

A majority of staff agree that the Board Work Plan would be more valuable if it **tightly connects to the CIP plan, O&M plans and rolling plans**. Half of the respondents agree that the Board Work Plan would be more valuable if it was **prepared earlier in budgeting process** and if it included measures for how staff can report progress to Board.

Other suggestions for how to make the Board Work Plan more valuable include:

- Allowing adjustments to the Board Work Plan during the year upon agreement of the Board Chair and COB.
- Listing current budgeted projects that apply to each strategy.
- Having results in more efficient Board operations which would result in less staff time to support Board.
- Establishing “true” priorities.
- Making the work plan more available to staff by providing it through internal communications channels.
- Better communicated to staff not directly working in Water Utility and Watershed business areas.

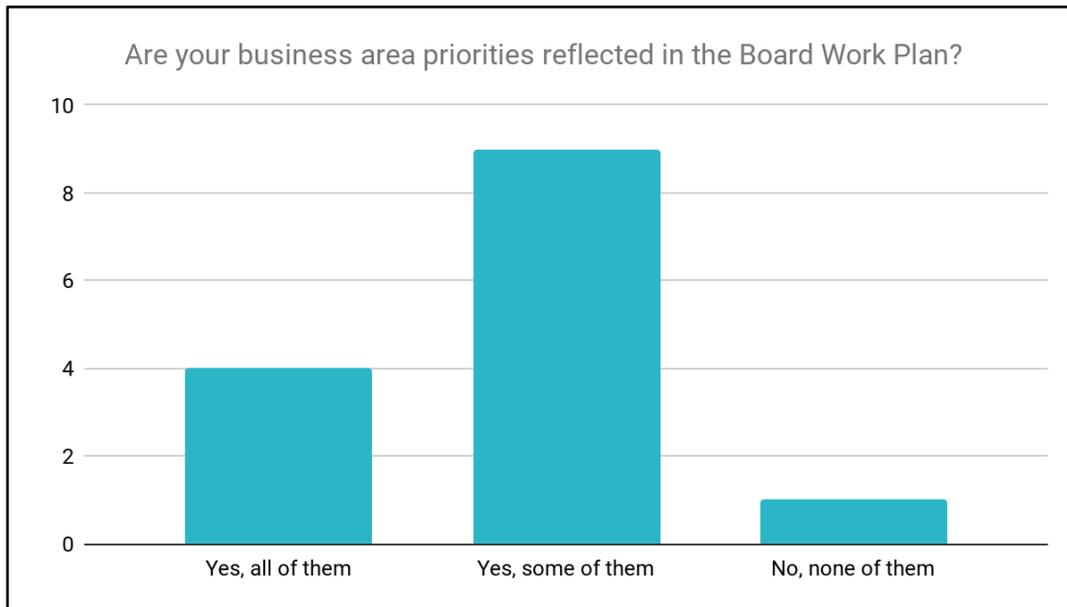


Implementing the Board Work Plan

How closely related to staff’s work are the major priorities of the current Board Work Plan?

Most of the priorities are substantially relevant to the work of staff, according to staff responses. However, few or no staff see the Environmental Stewardship goals or strategies as substantially related to their work. Close to half see it as not related at all or only a little. This also goes for the advancing diversity and inclusion priority under the business management category.

Are business area priorities reflected in the Board Work Plan?



A majority of staff see their business area priorities reflected in the Board Work Plan somewhat. Some elaborated that the following type of work or business area priorities that are not included in the Board Work Plan are:

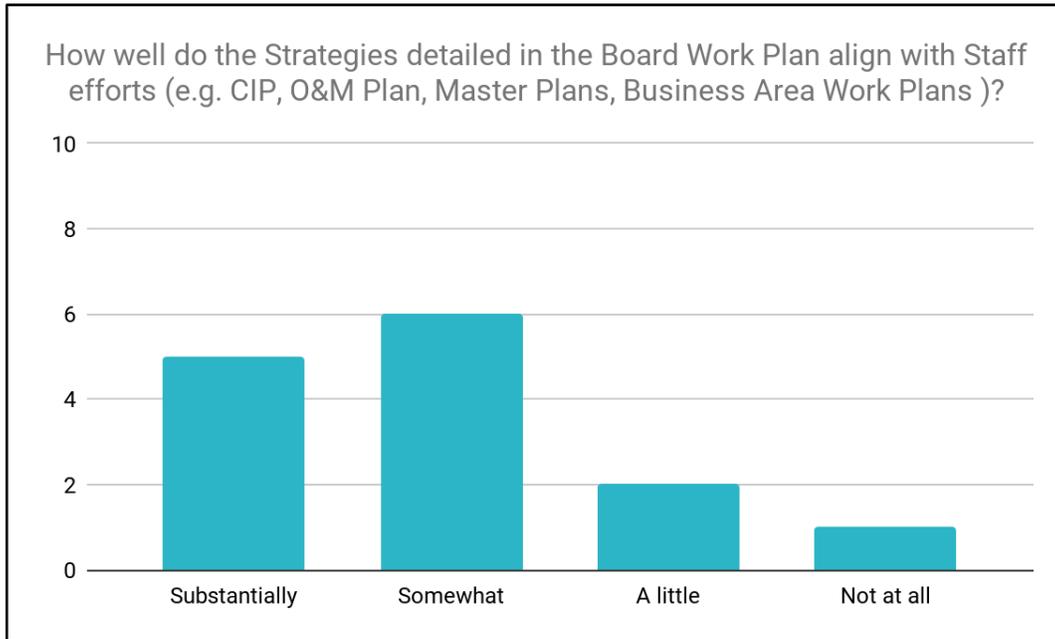
- Day to day operations
- Infrastructure Planning - e.g. Distribution Pipelines, Treated Water, and SCADA
- Lower level priorities
- Maintaining Valley Water's current assets
- Completing Master Plans
- Maintenance and rehabilitation of aging infrastructure, especially those that get caught up with deferred maintenance.

Additionally, one staff member wrote their work is barely referenced, only briefly via the 5-year CIP or budget.

How well do the Strategies detailed in the Board Work Plan align with Staff efforts (e.g. CIP, O&M Plan, Master Plans, Business Area Work Plans)?

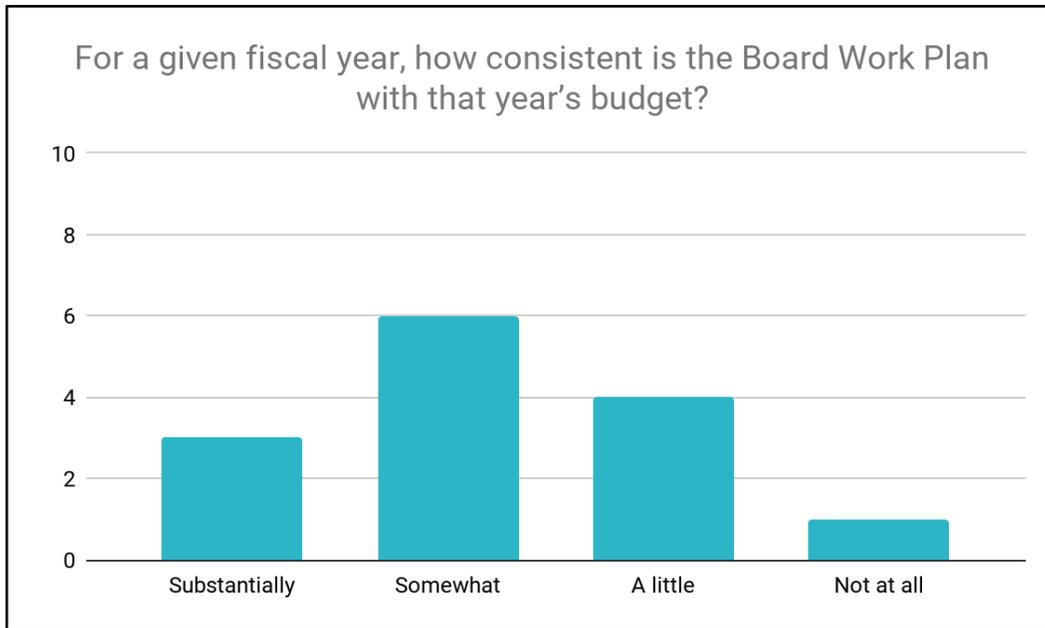
Most staff members think strategies detailed in the Board Work Plan align with Staff efforts substantially or somewhat. Those who answered somewhat or a little think the Board Work Plan only covers a subset of Valley Water's efforts, ignoring efforts like infrastructure planning, lifecycle asset management, water quality management, and other "business as usual" programs. One staff member suggested that "there could be a bigger nexus [between] these plans [and] the Board strategies" to better identify resources to support the Board's priorities. A staff

member criticized the Board strategies for “not [being] outlined in sufficient detail within the work plan to inform staff efforts in a meaningful manner.” Another staff member also explained that “[staff] are constantly pulled in a lot of directions on each of the priorities, depending on which [Business Area] Work Plan item is burning the hottest” so emerging opportunities are not always aligned with the Board Work Plan.



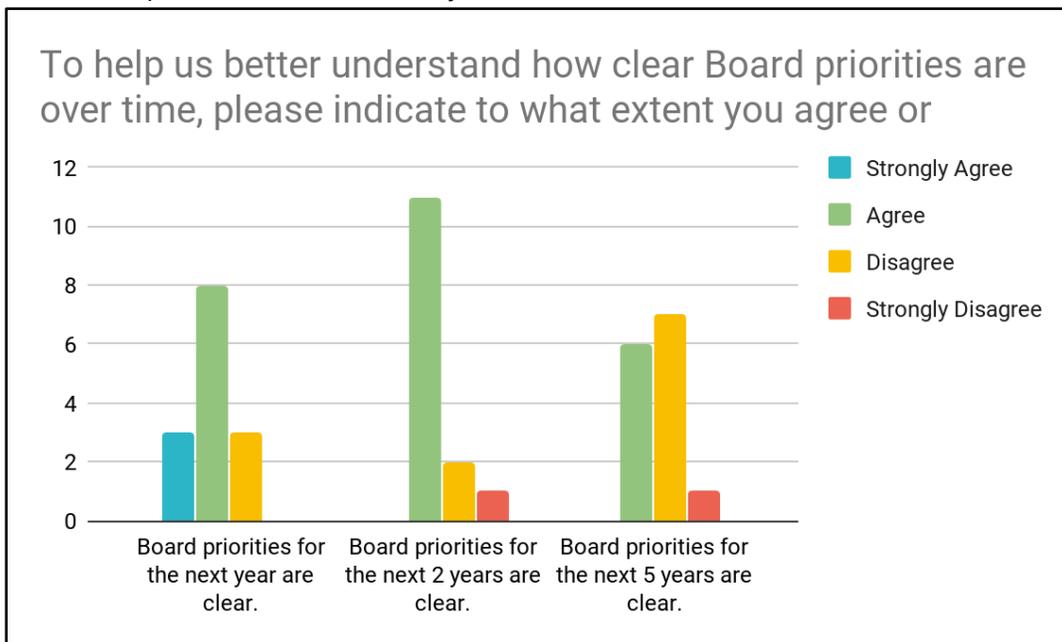
For a given fiscal year, how consistent is the Board Work Plan with that year’s budget?

The majority of staff think that the Board Work Plan is somewhat consistent with that year’s budget. Some staff explain that this is because the Board Work Plan and budget start out consistent with each other; however, as emerging projects, challenges, and opportunities arise, the staff resources shift. The budget is revised in those instances, but the Board Work Plan isn’t updated to reflect the current change in priorities reflected in the budget. Additionally, a couple of staff members criticize the Board Work Plan for not realistically articulating priorities, especially from a budgeting, staff and expertise capacity, and planning perspective.



How clear are the Board's priorities?

Staff recognize short-term priorities of the Board, but cannot identify longer-term priorities. A majority of staff agree that the Board's priorities for the next two years are clear; however, most disagree that the priorities for the next 5 years are clear.



Board Strategic Planning Retreat

Format of Retreat

Some staff felt that the Board strategic planning retreat provided a space to speak candidly about important or controversial issues. Others felt that there were some topics best kept confidential and/or some topics that should be avoided when speaking to the board because of their political nature.

Staff suggested the following ideas for the Board strategic planning retreat:

- "Partition and sequence major areas - e.g., environmental stewardship, flood protection, and water supply/delivery, and then have an integration final step (trade-offs and synergies)."
- "Allow staff to submit candid comments or suggestions anonymously, for the facilitator to read during the meeting."
- "Demonstrable Board action over time ... to create trust/safety."

Finally, there was a sense from staff that the Board's strategic planning process could be more collaborative and iterative with staff to produce more specific results, as typified by this quote: *"The process is disconnected from the actual work that needs to be performed. Although high level direction and strategy is key, this board dives into the weeds with regularity making the high level direction redundant or completely in conflict with their on-going actions."*

Retreat Discussion Topics

Staff offered the following topics that they would like to see addressed by the Board during the strategic planning retreat (listed in no particular order):

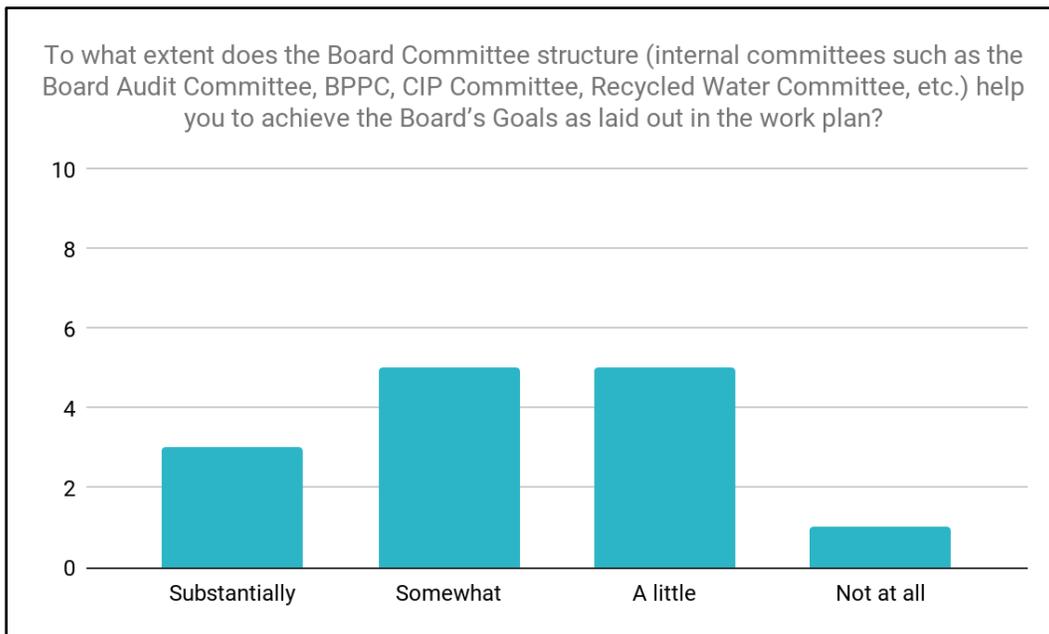
- Homeless encampment and staff safety
- Relationship between new supply resource development for droughts in the face of demand uncertainty, and whether Valley Water should become a significant seller of surplus water in plentiful years
- Potential overinvestment in water supply facilities
- Funding for O&M in the long term
- Future of significant Valley Water projects and programs (including Anderson Reservoir)
- Bureaucratic streamlining and modernization
- Staff accountable for Board's expectations
- Establishing a clear set of prioritized projects.
 - What is really needed and what can really be achieved next year?

- Realistic prioritization in light of budgetary and resource constraints (funding and maintaining projects)
- Are these strategies consistent with the Master plans?
- What is the relative priority of the strategies?
- How much effort do they want to spend on the strategy next year?
- Allocating enough resources for priorities

Board and Staff Collaboration

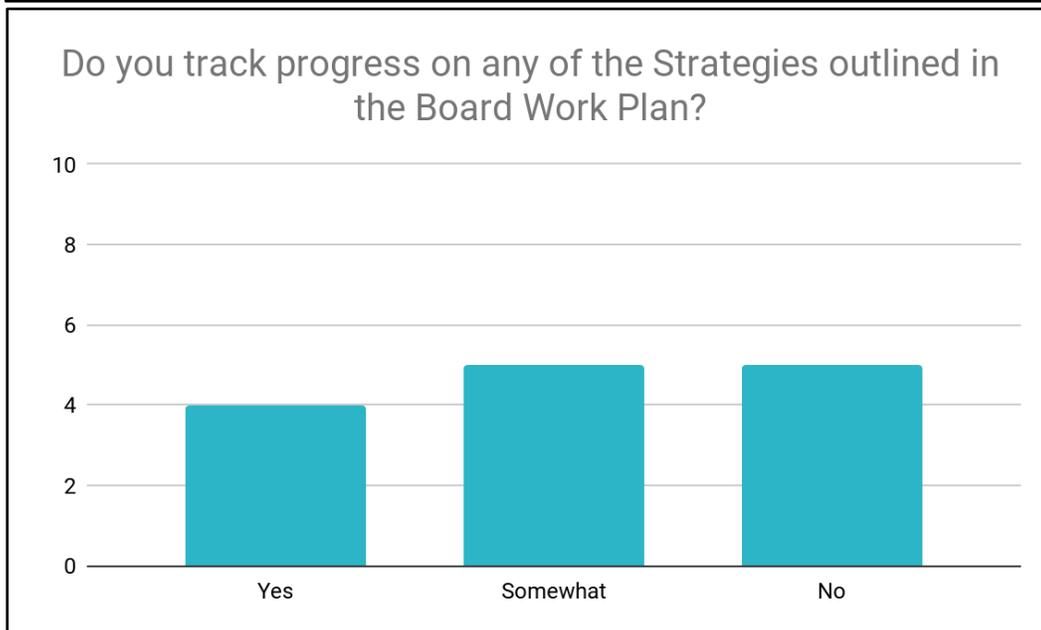
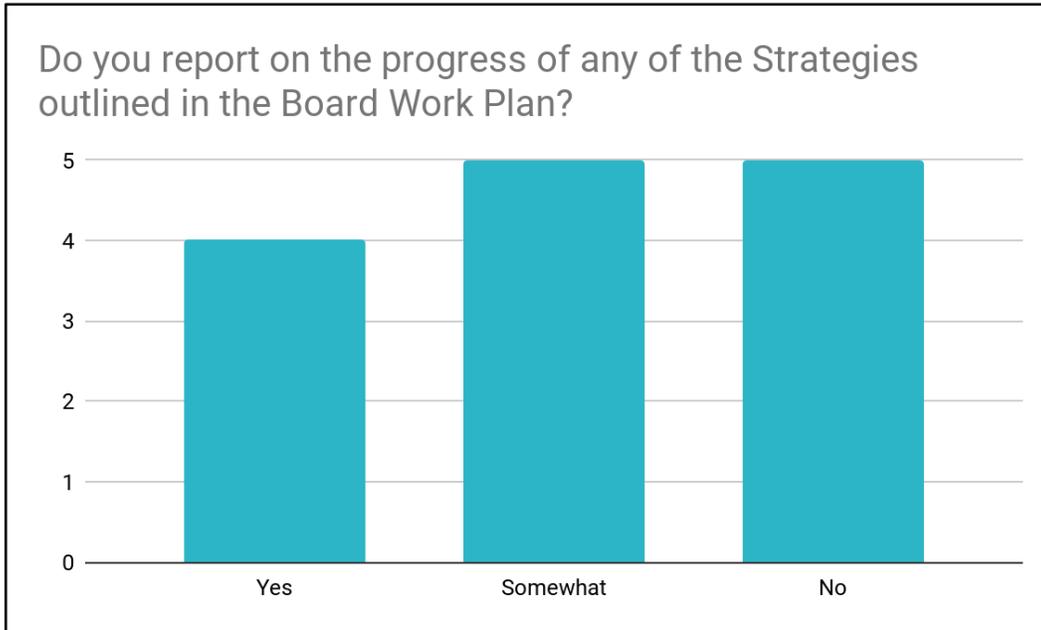
Does the Board Committee structure help staff to achieve the Board’s Goals as laid out in the work plan?

Staff are split about the Board Committee structure. Many staff recognize the value of Committee structure and see it is an opportunity for staff and Board to have in-depth discussions, allowing staff to directly educate Board members on issues, seek more focused guidance from them, and provide them with assurance. On the other end, some staff feel that there are too many committees, some more useful or relevant than others, which overall divides staff’s attention and is not always an efficient use of time and resources. Furthermore, it was mentioned that sometimes certain committees seem to overstep their authority when generating new projects which can divert attention and resources from the Board Work Plan priorities.



How can tracking and reporting progress be improved?

Staff are split on the practice of tracking and reporting progress on the Strategies outlined in the Board Work Plan. Some staff reported that this is something they do, while others stated somewhat or not at all.



Suggestions from staff for how to improve tracking and reporting progress include:

- Formalizing the progress reporting process. Some staff think the current process is inefficient, stating "It happens too often and it is just a status report [when] it should be

a progress report” or desiring it had “less impact on staff time.” One staff member suggested committing to an annual work study session with the Full Board to discuss progress. Another suggested submitting “quarterly report on goals.”

- Articulating clearer metrics and more actional goals in the Board Work Plan, as suggested by 4 staff members.
- Increasing public visibility of progress through means such as screen summaries, wall charts, and dashboard systems, as suggested by 2 staff members.
- *“Assuming that each unit's work plan aligns with the Board Goals and Strategies, perhaps tracking progress can be accomplished by divisional units--specially, through annual inputs submitted to an improved customer relationship management system.”*

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Santa Clara Valley Water District

File No.: 20-0216

Agenda Date: 2/18/2020

Item No.: *2.1.

SUPPLEMENTAL BOARD AGENDA MEMORANDUM

SUBJECT:

Board Strategic Planning Meeting.

REASON FOR SUPPLEMENTAL MEMORANDUM:

This report conveys additional information received after the initial report was released, consistent with Executive Limitations Policy EL-7-10-5.

RECOMMENDATION:

- A. Participate in the Board's Fiscal Year 2020-2021 (FY21) Strategic Planning Meeting identifying goals, strategies, challenges and opportunities for FY21; and
- B. Direct the Board Policy and Planning Committee to review collected information and develop a draft FY21 Board Work Plan for Board review and approval.

SUMMARY:

There was a minor typo in the Meeting Timeline, so this supplemental memo includes an updated version (Attachment 1). Also included in this supplemental memo is the PowerPoint presentation (Attachment 2) put together by CivicMakers, the strategic planning facilitator, based on input received from a survey sent to the Board Members as well as updates from staff (Attachment 3) on the current progress and challenges for each of the strategies in the Fiscal Year 2020 Board Work Plan.

FINANCIAL IMPACT:

There is no financial impact associated with this item.

CEQA:

The recommended action does not constitute a project under CEQA because it does not have the potential for resulting in direct or reasonably foreseeable indirect physical change in the environment.

ATTACHMENTS:

*Attachment 1: Meeting Timeline (updated)

*Attachment 2: PowerPoint

File No.: 20-0216

Agenda Date: 2/18/2020
Item No.: *2.1.

*Attachment 3: Strategy Updates

UNCLASSIFIED MANAGER:
Norma Camacho, 408-630-2084

Valley Water Board Strategic Planning Retreat Timeline

<p>10:10am Segment 1</p>	<p>Open Strategic Planning Retreat</p> <ul style="list-style-type: none"> Welcome & overview of timeline <p>Materials: Timeline</p>	Lawrence Grodeska
<p>10:15am Segment 2</p>	<p>Summary of Input from Board Members and Staff</p> <ul style="list-style-type: none"> Review major themes of discovery process <p>Materials: Discovery Summary</p>	Lawrence Grodeska
<p>10:30am Segment 3</p>	<p>Board Discussion on Key Issues</p> <ul style="list-style-type: none"> <i>TBD, given final input from Board</i> <p>Materials: n/a</p>	All
<p>11:30am Segment 4</p>	<p>FY20 Work Plan Review and FY21 Work Plan Development</p> <ul style="list-style-type: none"> Review progress towards achieving FY20 Goals Discuss new Challenges/Opportunities that should be considered for Strategies to include in FY21 Work Plan <p>Materials: FY20 Board Work Plan Update Information</p>	All
<p>12:30pm</p>	<p>BREAK</p>	All
<p>12:45pm Segment 4</p>	<p>FY20 Work Plan Review and FY21 Work Plan Development (con't)</p>	All
<p>2:15pm Segment 5</p>	<p>Summarize Key Issues</p> <ul style="list-style-type: none"> Direct the Board Policy and Planning Committee to review collected information and develop a draft Fiscal Year 2020-21 Board Work Plan Identify and Discuss Changes to any Board Governance Policies that may require revisions and assign to the Board Policy and Planning Committee for review <p>Materials: n/a</p>	Lawrence Grodeska, Board Chair Hsueh

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Valley Water FY21 Strategic Planning Retreat

February 18, 2020

Lawrence Grodeska

CEO, CivicMakers



Attachment 2

Page 1 of 36

A large, light blue gear graphic with a white center, positioned on the left side of the slide.

Welcome & Overview of Agenda

SEGMENT 1

2

Introductions

Welcome & Overview of Agenda



Your facilitator:

Lawrence Grodeska

Chief Executive Officer

lawrence@civicmakers.com

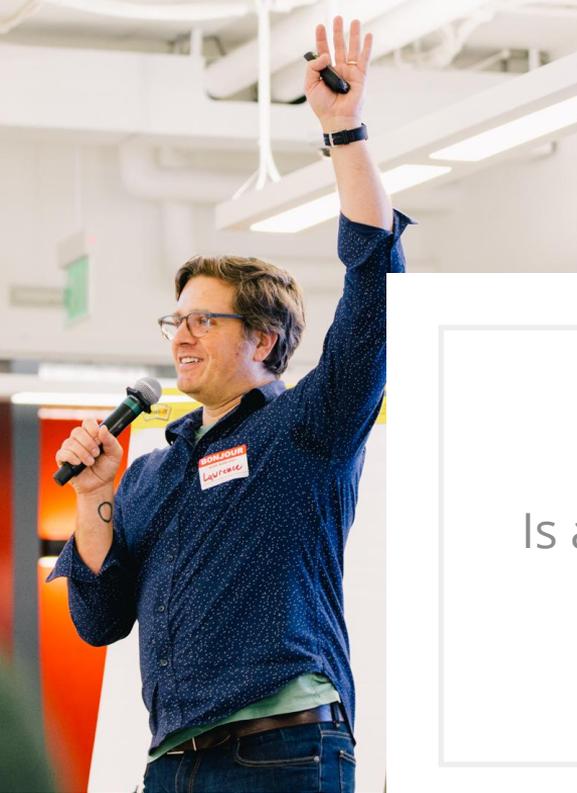


Your notetaker:

Victor Tran

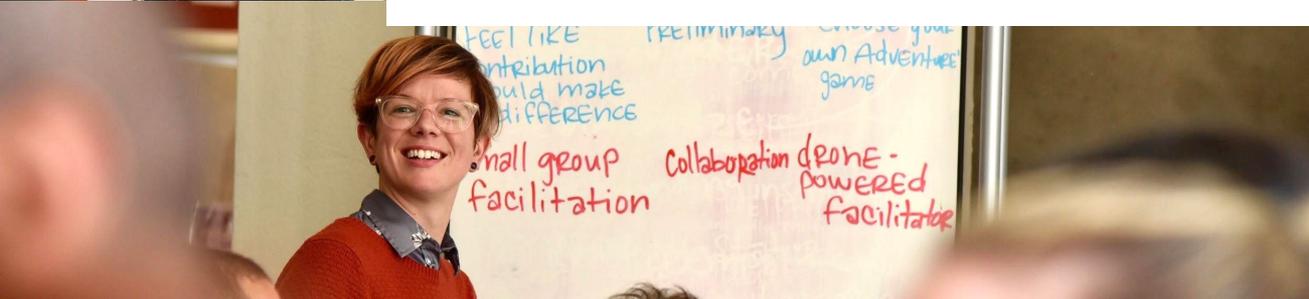
Communications Associate

victor@civicmakers.com





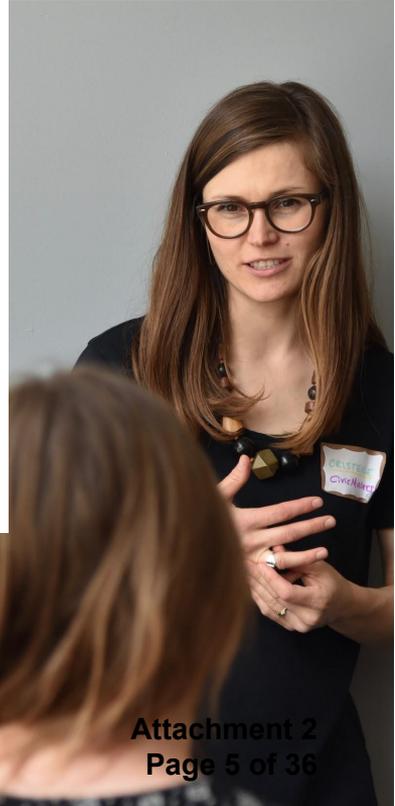
Is a civic innovation consulting firm that
co-designs solutions for our most
 pressing public problems.





CivicMakers

We help governments, nonprofits, and social enterprises **achieve their mission** and **scale their impact.**



What We Do



Improve Programs & Services

Strategic Planning
Design Thinking
Service Design



Build Internal Capacity

Organizational Development
Change Management
Facilitation & Training



Increase Engagement

Stakeholder Engagement
Outreach strategy
Engagement strategy

Agenda Overview

Welcome & Overview of Agenda

Open Strategic Planning Retreat	10:10am Segment 1
Summary of Input from Board Members and Staff	10:15am Segment 2
Board Discussion on Key Issues	10:30am Segment 3
FY20 Work Plan Review and FY21 Work Plan Development	11:30am Segment 4
Break	12:30pm
FY20 Work Plan Review and FY21 Work Plan Development (Continued)	12:45pm Segment 4
Summarize Key Issues	2:15pm Segment 5

Ground Rules

Welcome & Overview of Agenda

- Be here now. (Don't email or text while in the room)
- No sidebar conversations. One speaker at a time.
- "Step Up" to voice your thoughts. "Step Back" to let others speak too.
- Be additive, not repetitive.
- Listen actively (seek to understand, keep an open mind).
- Actively pursue areas of agreement. Consensus means "I can live with it."
- Help the facilitator to keep things on-time.



Summary of Input from Board Members and Staff

SEGMENT 2

Retreat Planning Process

Summary of Input from Board Members and Staff

Board & Staff Interviews

December 2019 - January 2020

A total of 10 one-on-one and group interviews were conducted with the members of the Board of Directors, Chiefs, and other executive leadership staff.



Staff Survey

January 2020

An 18-question survey was sent out to 33 leadership team staff. 14 completed the survey.



Board Survey

February 2020

To finalize the agenda of the Board Work Plan Retreat FY21, a 14-question survey was sent out to and completed by members of the Board of Directors.



Board Work Plan Retreat

February 18, 2020 (Today!)

Themes of our questions

General strategic planning process

What works well? What could be improved? How aligned and consistent is it with budget planning, the Business Area work plans, and other planning efforts?

Board strategic planning retreat

What went well at the previous years' retreats? What could be improved? What do you hope to accomplish this year? What challenges does the Board and/or staff face? What topics should be discussed?

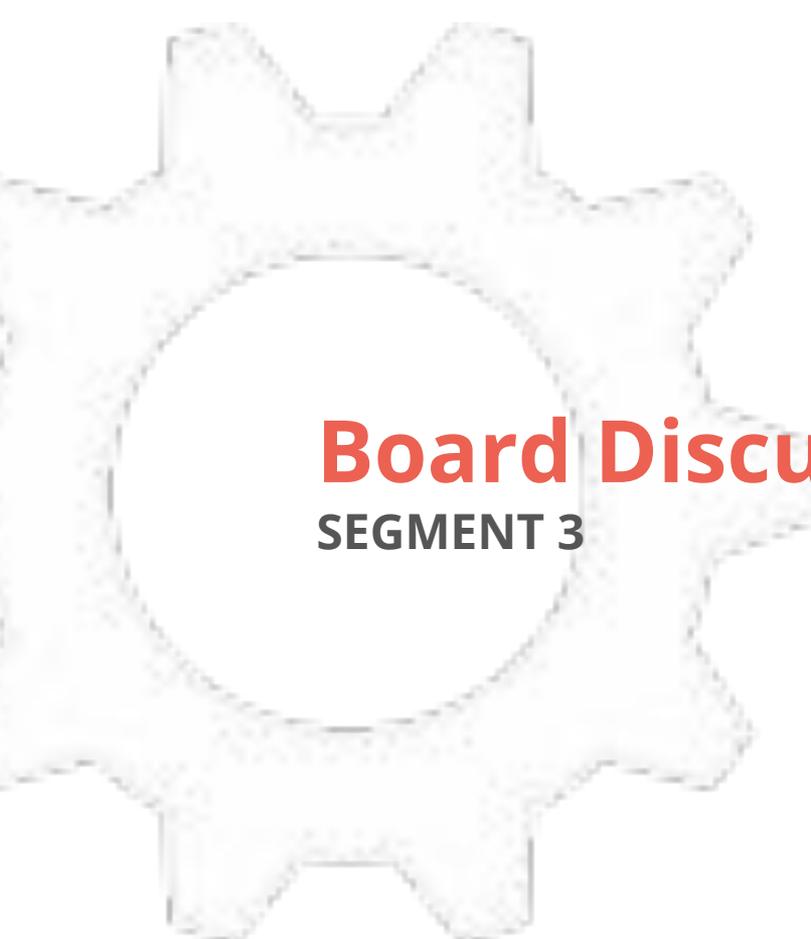
Board and staff collaboration

How does the Board and staff communicate with each other? Are the Board's directions and priorities clear? How does staff keep track and report progress to the Board?

Summary of Board & Staff Input

Summary of Input from
Board Members and Staff

- Board Work Plan accomplishes its purpose but needs to more clearly articulate priorities and actionable goals
- Board Work Plan needs to be more explicitly tied to Staff efforts
- Strategic planning process needs more alignment with budget planning
- Board desires to be more future-thinking and needs to better articulate their long-term vision
- Committee structure is generally helpful, but time-consuming and not always productive
- Tracking and reporting progress can be improved

A large, light blue gear graphic is positioned on the left side of the slide, partially overlapping the title text.

Board Discussion on Key Issues

SEGMENT 3



FY20 Work Plan Review & FY21 Work Plan Development

SEGMENT 4

Goal 1: Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable*

Board Strategy 1

Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)

**Challenge/
Opportunity**

For almost 20 years, Valley Water has been working to resolve a water rights complaint surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, the Guadalupe River, and Stevens Creek. Challenges include: obtaining federal and state permits from multiple regulatory agencies, refining and processing water rights change petitions and finalizing a Fish Habitat Restoration Plan and Environmental Report.

**FY20
Implementation
Guidance**

Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.

Monitoring

Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

Impacted Plans

Goal 1: Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable*

Board Strategy 1

Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)

**Challenge/
Opportunity**

For almost 20 years, Valley Water has been working to resolve a water rights complaint surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, the Guadalupe River, and Stevens Creek. Challenges include: obtaining federal and state permits from multiple regulatory agencies, refining and processing water rights change petitions and finalizing a Fish Habitat Restoration Plan and Environmental Report.

**FY20
Implementation
Guidance**

Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.

Monitoring

Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

Impacted Plans

FY20 Work Plan - Progress as reported by Board (4 of 7 Dirs)

FY20 Work Plan Review and
FY21 Work Plan Development

Strategies	Progress			
SUPPLY - Strategy 1: Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).	1	1	2	0
SUPPLY - Strategy 2: Actively Pursue Efforts to Increase Water Storage Opportunities.	0	0	2	2
SUPPLY - Strategy 3: Actively Participate in decisions regarding the CA Delta Conveyance.	0	0	1	3
SUPPLY - Strategy 4: Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.	0	3	1	0
SUPPLY - Strategy 5: Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.	0	1	1	2
SUPPLY - Strategy 6: Advance Anderson Dam Seismic Retrofit Project.	2	2	0	0
FLOOD - Strategy 1: Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.	0	4	0	0
STEWARDSHIP - Strategy 1: Attain net positive impact on the environment when implementing flood protection and water supply projects.	0	1	2	1
STEWARDSHIP - Strategy 2: Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.	0	0	2	2
MANAGEMENT - Strategy 1: Advance diversity and inclusion.	1	2	0	1
MANAGEMENT - Strategy 2: Maintain appropriate staffing levels and expertise.	0	1	3	0
MANAGEMENT - Strategy 3: Provide affordable and effective cost level of services.	0	3	1	0

FY20 Work Plan - FY21 Recommendations by Board (4 of 7 Dirs)

FY20 Work Plan Review and
FY21 Work Plan Development

Strategies	Drop	Revise	Carry Over
SUPPLY - Strategy 1: Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).	1	1	2
SUPPLY - Strategy 2: Actively Pursue Efforts to Increase Water Storage Opportunities.	0	0	4
SUPPLY - Strategy 3: Actively Participate in decisions regarding the CA Delta Conveyance.	0	1	3
SUPPLY - Strategy 4: Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.	1	2	1
SUPPLY - Strategy 5: Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.	0	1	3
SUPPLY - Strategy 6: Advance Anderson Dam Seismic Retrofit Project.	1	2	1
FLOOD - Strategy 1: Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.	0	0	4
STEWARDSHIP - Strategy 1: Attain net positive impact on the environment when implementing flood protection and water supply projects.	1	1	2
STEWARDSHIP - Strategy 2: Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.	1	0	3
MANAGEMENT - Strategy 1: Advance diversity and inclusion.	0	2	2
MANAGEMENT - Strategy 2: Maintain appropriate staffing levels and expertise.	0	2	2
MANAGEMENT - Strategy 3: Provide affordable and effective cost level of services.	0	0	4

FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

GOAL 1: WATER SUPPLY - *Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable.*

- [Add] “And affordable”
- “We need to take all storage we can, even if there is some public opposition”

FY20 Work Plan Review Goal 1: Water Supply

STRATEGY 1: Finalize the Fisheries & Aquatic Habitat Collaborative Effort (FAHCE)		Drop	Revise	Carry-over
		1	1	2
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Held three Technical Workgroup meetings with FAHCE regulators and NGOs Coyote Creek element of FAHCE joined Anderson Project and FAHCE Initialing Parties (IP) have convened twice Integration of FAHCE Coyote measures w/ Anderson & Coyote Creek Projects to ensure Adaptive Management Program is consistent and ecologically effective. Initiated fishery monitoring program with Coyote Creek and expanded monitoring in Guadalupe River watershed. 	<ul style="list-style-type: none"> Coordinating priorities and CEQA and environmental needs between projects and beneficial uses Managing stakeholder expectations Technical complexity of the fisheries impacts analysis—3 watersheds, more than 100 miles of creek, two fish species and six critical life stages/fish 	<ul style="list-style-type: none"> FY20: Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements. 		

FY20 Work Plan Review Goal 1: Water Supply

Strategy 2: Actively Pursue Efforts to Increase Water Storage Opportunities.		Drop	Revise	Carry-over
		0	0	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Continued coordination with other agencies on Sites Reservoir, Los Vaqueros Expansion, and Groundwater Banking opportunities Pacheco: In initial phase of field investigations and preparation of feasibility plans and cost estimates. Held four workshops with the fish and wildlife regulatory agencies. 	<ul style="list-style-type: none"> Valley Water’s level of participation for all projects Valley Water’s role in governance Funding to continue participation in feasibility and planning for all projects Pacheco: Site access, compressed environmental and design schedule 	<ul style="list-style-type: none"> FY20: Explore opportunities to develop surface and groundwater storage projects that align with Valley Water’s mission. Additionally, seek water exchange and transfer opportunities. 		

FY20 Work Plan Review Goal 1: Water Supply

Strategy 3: Actively Participate in decisions regarding the CA Delta Conveyance.		Drop	Revise	Carry-over
		0	1	3
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Board member’s active participation on the boards of both the Delta Conveyance Design and Construction Authority (DCA) and the Delta Conveyance Finance Authority (DCFA). Staff is active in Agreement in Principle (AIP) negotiations with DWR Participated in continued strategic Executive Partnering meetings with DWR (Department of Water Resources) and DCA (Delta Conveyance Authority) 	<ul style="list-style-type: none"> Public education of the project Environmental and permitting process is challenging Cash flow for the project in advance of AIP may be problematic this coming fiscal year Legal challenges to the project Yet to be seen whether Bureau of Reclamation to participate and if we can effectively move our Central Valley Project contract water through the project 	<ul style="list-style-type: none"> FY20: As a voice for Northern California, continue to engage and negotiate, through serving on the Delta Conveyance Design and Construction Authority and Finance Authority in adherence to Board approved Guiding Principles, to protect Santa Clara County's interests. 		

FY20 Work Plan Review Goal 1: Water Supply

Strategy 4: Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.		Drop	Revise	Carry-over
		1	2	1
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Executed Partnership Agreement between Valley Water, City of Palo Alto, and City of Mountain View to Advance Resilient Water Reuse Programs in Santa Clara County Developed Roadmap to Potable Reuse Master Plan Development 	<ul style="list-style-type: none"> Obtaining consensus from our local partners on alternatives to Countywide Water Reuse Master Plans Securing contractual rights to wastewater Declining flows at wastewater treatment plants Monitoring and treating Constituents of Emerging Concern (CECs) Determine optimal site with partners to site or expand a regional Purified Water Plant(s) 	<ul style="list-style-type: none"> FY20: Develop a portfolio of advanced purified water and secure recycled water sources as identified in the 2040 Water Supply Master Plan. 		

FY20 Work Plan Review Goal 1: Water Supply

Strategy 5: Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.			Drop	Revise	Carry-over
			0	1	3
Progress	Challenges	Focus/Guidance			
<ul style="list-style-type: none"> Annual Water Walk Tours of key water supply facilities for elected officials and key advocacy stakeholders 30+ community events and festivals w/ Water Truck Educate and engage elected officials through regular briefings, Mayor/City Manager meetings, joint meetings Launch of the next Water 101 Academy Public outreach at media events, ribbon cuttings, groundbreakings, or project update meetings Development of fact sheets, informational one-pagers, FAQs, and other collateral Produce visual content shared through social media Provide educational activities and programming in the classroom Provide grants to the community to engage in water conservation activities 	<ul style="list-style-type: none"> Shifts in water supply strategies due to external factors (such as redirection on Delta Conveyance from the governor that impacts our imported water supply) may result in modification of messaging that differ from initial versions of collateral/visuals; that may cause confusion among public. Getting support among organizational partners that may not be in full agreement with our water supply strategies, through sharing of public materials via social media platforms, email distributions, testimonial videos, letters to the editors, etc. 	<ul style="list-style-type: none"> FY20: Aggressively implement “No Regrets” package as identified in the 2040 Water Supply Master Plan, with emphasis on a leadership role in implementing the model ordinance. 			

FY20 Work Plan Review Goal 1: Water Supply

Strategy 6: Advance Anderson Dam Seismic Retrofit Project.		Drop	Revise	Carry-over
		1	2	1
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Elevation of project involvement with Congresswoman Lofgren and development of quarterly Tiger Team Meetings on Anderson Board adoption of Anderson Project Goals: Public Safety, Water Supply, Environmental Enhancements and Financial Sustainability Project Description submitted to FERC Monthly environmental and permit coordination meetings with FERC, bimonthly interagency meetings, monthly fisheries technical workgroup meetings. 	<ul style="list-style-type: none"> Oversight by multiple regulatory agencies with conflicting priorities 	<ul style="list-style-type: none"> FY20: <ul style="list-style-type: none"> Continue to work with appropriate regulatory agencies to review and obtain approval for all project design plans. Release for review and certify the Draft Environmental Report. Continue to inform the public and neighborhoods of the project progress and construction timeline (Project Delivery). Balance flood protection, water supply, and environmental flow requirements appropriately for annual operations prior to completion of the construction of Anderson Dam Seismic Retrofit (Rule Curve). 		

FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

GOAL 2: NATURAL FLOOD PROTECTION - *Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages.*

- “Need to clarify what streams we actually maintain”
- “Need to solve problems with safety issues on Anderson Dam.”

FY20 Work Plan Review Goal 2: Natural Flood Protection

Strategy 1: Pursue opportunities to expedite regulatory permit processes and streamline permit reviews:		Drop	Revise	Carry-over
		0	0	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Currently developing comprehensive watershed plans under One Water, which may allow opportunities for a more holistic and streamlined permitting process, balancing benefits and impacts watershed wide. Working to develop long range mitigation plans that account for expected capital and maintenance activities. 	<ul style="list-style-type: none"> Staff time and data needed to complete planning projects and development time to prepare long range mitigation plans. 	<ul style="list-style-type: none"> FY20: Provide for Watershed-Wide regulatory planning and permitting effort and pursue other efforts at the state and federal level to expedite permit review. 		

FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

GOAL 3: ENVIRONMENTAL STEWARDSHIP - : *Protect and restore creek, bay, and other aquatic ecosystems.*

- “Given the potential not to get Measure B re-passed, we should look at lowering this leg of our tripod - less environmental stewardship”

FY20 Work Plan Review: Goal 3: Environmental Stewardship

Strategy 1: Attain net positive impact on the environment when implementing flood protection and water supply projects.		Drop	Revise	Carry-over
		1	1	2
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Completed countywide framework for integrated water resource plan (One Water) and neared completion of Coyote Watershed Plan. Supported Board Financial Sustainability Workgroup to define stewardship and flood protection level of service goals Hired fellow to develop environmental stewardship guiding principles for project planning and design process. Continue implementing multi-objectives projects and planning and implementing projects that avoid or minimize impacts to the environment. 	<ul style="list-style-type: none"> Staffing challenges due to other high priority needs. Due to limited instream lands, it may not be feasible to provide compensation measures at the same locations where project-related impacts occur. Compensation measures may have to be at another location and may not be in the same watershed. 	<ul style="list-style-type: none"> FY20: As part of the One Water planning process, develop an integrated water resource plan for each watershed, including appropriate metrics to monitor Valley Water’s impacts on and benefit to the environment. 		

FY20 Work Plan Review: Goal 3: Environmental Stewardship

Strategy 2: Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.		Drop	Revise	Carry-over
		1	0	3
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Extended funding agreement with SJPD to support enforcements along creeks. Developing new science on methylmercury reduction in four reservoirs – two reservoirs have downward trend in fish tissue mercury Completed Stormwater Resource Plan for Santa Clara Basin and developing South County Stormwater Resource Plan to prioritize beneficial projects. 	<ul style="list-style-type: none"> Increased prevalence of homeless encampments along creeks 	<ul style="list-style-type: none"> FY20: Continue efforts to protect the ecosystem and water quality of our water bodies, the integrity of our infrastructure, and ensure our employees have a safe work environment. Such efforts include preventing stormwater pollution, increased implementation of green stormwater infrastructure, addressing mercury pollution, and homeless encampment clean ups. 		

FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

GOAL 4: BUSINESS MANAGEMENT - *Provide affordable and effective cost level of services*

- “We don’t measure ourselves much against our peers. What will we cut if a new ballot measure doesn’t pass.”
- “We are too expensive and way too slow”

FY20 Work Plan Review: Goal 4: Business Management

Strategy 1: Advance diversity and inclusion.		Drop	Revise	Carry-over
		0	2	2
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Presented to D&I Ad Hoc Committee HR programs and partnerships that support providing equal opportunity employment by Research on D&I best practices showed our D&I program is in line with or ahead of Fortune 500 firms. Established preliminary D&I Program Measurements and Resources needed. Employee Resource Groups (ERGs) continue to be active hosting events and giving back to the community Valley Water recognized for 2nd year in a row as "Healthiest Employer in the San Francisco Bay Area" Expanded Sexual Harassment and Abusive Conduct Prevention Training to all employees 	<ul style="list-style-type: none"> Additional staff resources are needed to establish dedicated continuing work with external community partners. 	<ul style="list-style-type: none"> 		

FY20 Work Plan Review: Goal 4: Business Management

Strategy 2: Maintain Appropriate Staffing Levels and Expertise		Drop	Revise	Carry-over
		0	2	2
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> Talent Development programs including: Analyst Certificate, Lead Worker Academy, Facilitator Academy, Management 101, EA & ES Rotation Programs, Competency and Technical Trainings, external Leadership Academies, Tuition Assistance Program, Coaching and Conflict Resolution Support and a new Mentoring Program. Contracted with three on-call recruitment services firms to overcome high vacancy rates. Developing long-term staffing strategy to address competencies needed for next 10-15 years. Develop classification career ladders to provide understanding of requirements for professional growth. Intern program recognized as top 3 finalist in 2019 Partnerships for Industry and Education (PIE) Contest by CA Economic Summit Partnerships w/ SJSU's MESA Engineering Program, CSUEB, Gavilan Community College, Bright Futures, Next Gen Regional and Baywork. 	<ul style="list-style-type: none"> Additional staff resources needed on projects that possess expertise in classification methodologies, project management, and an overall understanding of Valley Water's current and future projects. Although training attendance is overall very high, there are sometimes last-minute training cancellations due to heavy workload or other priorities. The high number of recruitments per recruiter makes it difficult to be proactive and build candidate pipelines. 	<ul style="list-style-type: none"> 		

FY20 Work Plan Review: Goal 4: Business Management

Strategy 3: Provide affordable and effective cost level of services.		Drop	Revise	Carry-over
		0	0	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> • Reviewed opportunities to assess fees related to city/county development plans. • Reviewed and discussed flood protection related ends policies. • Reviewed Redevelopment Agency (RDA) Successor Agency revenue historical actuals and forecast. • Discussed potential Safe Clean Water renewal effort. 	<ul style="list-style-type: none"> • Controlling expectations with regard to what Valley Water can achieve and what it can afford to do (i.e. countering the perception that Valley Water has deep pockets). 	<ul style="list-style-type: none"> • 		

Strategy
SUPPLY - Strategy 1: Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).
SUPPLY - Strategy 2: Actively Pursue Efforts to Increase Water Storage Opportunities.
SUPPLY - Strategy 3: Actively Participate in decisions regarding the CA Delta Conveyance.
SUPPLY - Strategy 4: Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.
SUPPLY - Strategy 5: Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.
SUPPLY - Strategy 6: Advance Anderson Dam Seismic Retrofit Project.
FLOOD - Strategy 1: Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.
STEWARDSHIP - Strategy 1: Attain net positive impact on the environment when implementing flood protection and water supply projects.
STEWARDSHIP - Strategy 2: Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
MANAGEMENT - Strategy 1: Advance diversity and inclusion.
MANAGEMENT - Strategy 2: Maintain appropriate staffing levels and expertise.
MANAGEMENT - Strategy 3: Provide affordable and effective cost level of services.

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Summarize Key Issues

SEGMENT 5

Valley Water FY21 Strategic Planning Retreat

February 18, 2020

Thank you!

Lawrence Grodeska

CEO, CivicMakers

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Attachment 2

Page 36 of 36



Updates on Progress & Challenges to FY20 Board Work Plan Strategies February 18, 2020 – Board Strategic Planning Meeting

WATER SUPPLY

Goal 1: There is reliable, clean water supply for current and future generations.

Strategy 1:	Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)
Current Progress:	<ul style="list-style-type: none"> The FAHCE model has been maturing and staff held three Technical Workgroup meetings with FAHCE regulators and NGOs to build understanding of the model results. The Coyote Creek element of FAHCE has been joined with the Anderson Reservoir Seismic Retrofit (ADSR) Project and FAHCE Initialing Parties (IP) have been convened twice to solicit input and to provide the CEQA path forward. Staff has coordinated with the ADSR and Coyote Creek Projects to ensure FAHCE Coyote measures are integrated and that Adaptive Management Program will be consistent and ecologically effective. Staff initiated fishery monitoring program with Coyote Creek and has expanded the monitoring to creeks in the Guadalupe River watershed. Monitoring included migration, temperature, juvenile summer survival.
Challenges:	<ul style="list-style-type: none"> Coordinating priorities and CEQA and environmental needs between projects and beneficial uses Managing stakeholder expectations Technical complexity of the fisheries impacts analysis—3 watersheds, more than 100 miles of creek, two fish species and six critical life stages/fish

Strategy 2:	Actively Pursue Efforts to Increase Water Storage Opportunities
Current Progress:	<ul style="list-style-type: none"> Continued coordination with other agencies on Sites Reservoir, Los Vaqueros Expansion, and Groundwater Banking opportunities Pacheco: In initial phase of field investigations and preparation of feasibility plans and cost estimates. Held four workshops with the fish and wildlife regulatory agencies.
Challenges:	<ul style="list-style-type: none"> Valley Water’s level of participation for all projects Valley Water’s role in governance Funding to continue participation in feasibility and planning for all projects Pacheco: Site access, compressed environmental and design schedule

Strategy 3:	Actively participate in decisions regarding the California Delta Conveyance
Current Progress:	<ul style="list-style-type: none"> • Board member's active participation and seated on the boards of both the Delta Conveyance Design and Construction Authority (DCA) and the Delta Conveyance Finance Authority (DCFA). • Valley Water Staff is active in Agreement in Principle (AIP) negotiations with DWR • Participated in continued strategic Executive Partnering meetings with DWR (Department of Water Resources) and DCA (Delta Conveyance Authority)
Challenges:	<ul style="list-style-type: none"> • Public education of the project • Environmental and permitting process is challenging • Cash flow for the project in advance of AIP may be problematic this coming fiscal year • Legal challenges to the project • Yet to be seen whether Bureau of Reclamation to participate and if we can effectively move our Central Valley Project contract water through the project

Strategy 4:	Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies
Current Progress:	<ul style="list-style-type: none"> • Executed Partnership Agreement between Valley Water, City of Palo Alto, and City of Mountain View to Advance Resilient Water Reuse Programs in Santa Clara County • Developed Roadmap to Potable Reuse Master Plan Development
Challenges:	<ul style="list-style-type: none"> • Obtaining consensus from our local partners on alternatives to Countywide Water Reuse Master Plans • Securing contractual rights to wastewater • Declining flows at wastewater treatment plants • Monitoring and treating Constituents of Emerging Concern (CECs) • Determine optimal site with partners to site or expand a regional Purified Water Plant(s)

Strategy 5:	Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.
Current Progress:	<ul style="list-style-type: none"> • Conduct annual Water Walk Tours of key water supply facilities (both existing and planned) for elected and appointed officials and key advocacy stakeholders, and other strategic tours throughout the year. • Participate in at least 30 community events and festivals across the county, including the Water Truck, and engage and educate attendees on future water supply strategies. • Educate and engage elected officials through regular briefings, Mayor/City Manager meetings, joint meetings, and targeted efforts that include discussion of future water supply strategies. • Launch of the next Water 101 Academy • Outreach to members of the public at speaking engagements and community events; they can include media events, ribbon cuttings, groundbreaking, or project update meetings; averaging more than 30 public engagement events in a calendar year. • Create materials including fact sheet, informational one-pagers, Frequently Asked Questions, and other collateral that explains our approach as it relates to our future water supply strategies (desalination, recycled water reuse, support of Delta Conveyance, etc.). • Produce visual content depicting our future water supply strategies that can be shared through social media, • Provide educational activities and programming in the classroom as it relates to our water supply strategies • Conduct public and private educational tours of our water supply infrastructures, including our dams and reservoirs, water treatment plants, and the Silicon Valley Advanced Water Purification Center • Provide grants to the community to engage in water conservation activities
Challenges:	<ul style="list-style-type: none"> • Shifts in our water supply strategies due to external factors (such as redirection on Delta Conveyance from the governor that impacts our imported water supply) may result in modification of messaging that differ from initial versions of collateral/visuals; that may cause confusion among public. • Getting support among organizational partners that may not be in full agreement with our water supply strategies, through sharing of public materials via social media platforms, email distributions, testimonial videos, letters to the editors, etc.

Strategy 6:	Advance Anderson Dam Seismic Retrofit Project
Current Progress:	<ul style="list-style-type: none"> • Elevation of project involvement with Congresswoman Lofgren and development of quarterly Tiger Team Meetings on Anderson • Board adoption of Anderson Project Goals: Public Safety, Water Supply, Environmental Enhancements and Financial Sustainability • Project Description submitted to FERC • Monthly environmental and permit coordination meetings with FERC, bimonthly interagency meetings, monthly fisheries technical workgroup meetings.
Challenges:	<ul style="list-style-type: none"> • Oversight by multiple regulatory agencies with conflicting priorities

NATURAL FLOOD PROTECTION Goal 2: Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages.	
Strategy 1:	Pursue opportunities to expedite regulatory permit processes and streamline permit reviews
Current Progress:	<ul style="list-style-type: none"> • Currently developing comprehensive watershed plans under One Water, which may allow opportunities for a more holistic and streamlined permitting process, balancing benefits and impacts watershed wide. • Working to develop long range mitigation plans that account for expected capital and maintenance activities.
Challenges:	<ul style="list-style-type: none"> • Staff time and data needed to complete planning projects and development time to prepare long range mitigation plans.

ENVIRONMENTAL STEWARDSHIP Goal 3: Protect and restore creek, bay, and other aquatic ecosystems.	
Strategy 1:	Attain net positive impact on the environment when implementing flood protection and water supply projects.
Current Progress:	<ul style="list-style-type: none"> Completed countywide framework for integrated water resource plan (One Water) and neared completion of Coyote Watershed Plan. Support discussion with the Board Financial Sustainability Workgroup to define stewardship and flood protection level of service goals Hired fellow to develop environmental stewardship guiding principles to be integrated in Valley Water’s project planning and design process. Continue implementing multi-objectives projects and planning and implementing projects that avoid or minimize impacts to the environment. When a project has an impact to the environment, implement proper measures to compensate for project-related impacts.
Challenges:	<ul style="list-style-type: none"> Staffing challenges due to other high priority needs. Due to limited instream lands, it may not be feasible to provide compensation measures at the same locations where project-related impacts occur. Compensation measures may have to be at another location and may not be in the same watershed.
Strategy 2:	Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
Current Progress:	<ul style="list-style-type: none"> Extended funding agreement with San Jose Police Department to support enforcements along creeks. Developing new science on methylmercury reduction in four reservoirs – two reservoirs have downward trend in fish tissue mercury Completed Stormwater Resource Plan for Santa Clara Basin and developing South County Stormwater Resource Plan to prioritize beneficial projects.
Challenges:	<ul style="list-style-type: none"> Increased prevalence of homeless encampments along creeks

BUSINESS MANAGEMENT Goal 4: Provide Affordable and Effective Cost Level of Services.	
Strategy 1:	Advance Diversity and Inclusion
Current Progress:	<ul style="list-style-type: none"> • Identified and presented to the Board’s D&I Ad Hoc Committee on Human Resources programs and partnerships (internally and externally) that support the Board’s goal of providing equal opportunity employment by “Building Pipelines, Recruiting, Retention and Succession Planning”. • Conducted research on Diversity & Inclusion best industry standards and compared Valley Water’s D&I programs to Fortune 500 firms, including the 2018 Emerging Leaders Capstone D&I Project. The data presented to the D&I Ad Hoc Committee reflected that our D&I program is ahead of the curve and in line with Fortune 500 firms. • Established preliminary D&I Program Measurements and Resources needed. • Employee Resource Groups (ERGs) continue to be very active by hosting events and giving back to the community • Valley Water recognized for 2nd year in a row as “Healthiest Employer in the San Francisco Bay Area” • Expanded Sexual Harassment and Abusive Conduct Prevention Training to all employees
Challenges:	<ul style="list-style-type: none"> • Additional staff resources are needed to establish dedicated continuing work with external community partners.

Strategy 2:	Maintain Appropriate Staffing Levels and Expertise
Current Progress:	<ul style="list-style-type: none"> • Talent Development continues to provide programs to support employees including: Analyst Certificate, Lead Worker Academy, Facilitator Academy, Management 101, EA & ES Rotation Programs, Competency and Technical Trainings, external Leadership Academies, Tuition Assistance Program, Coaching and Conflict Resolution Support and a new Mentoring Program. • Contracted with three on-call recruitment services firms to overcome high vacancy rates. • Developing a long-term staffing strategy to address staff competencies needed for the next 10-15 years. • Develop classification career ladders to provide an understanding of the requirements for professional growth. • Valley Water’s intern program was recognized as a top 3 finalist in the 2019 Partnerships for Industry and Education (PIE) Contest by the California Economic Summit, a diverse network of business, equity, environmental, and civic organizations, to reward employer-education partnership programs that are making progress in preparing California workers with skills they need to succeed in their region. • Created partnerships with numerous educational organizations in Santa Clara County, including San Jose State’s MESA Engineering Program, Cal State East Bay, Gavilan Community College, Bright Futures, Next Gen Regional and Baywork.
Challenges	<ul style="list-style-type: none"> • Additional staff resources will be needed to commit themselves on these projects that possess expertise in classification methodologies, project management, and an overall understanding of Valley Water’s current and future projects. • Although training attendance is overall very high, there are sometimes last-minute training cancellations due to heavy workload or other priorities.” • The high number of recruitments per recruiter makes it difficult to be proactive and build candidate pipelines.



Strategy 3:	Provide Affordable and Effective Level of Services
Current Progress:	The Financial Sustainability Group has: <ul style="list-style-type: none"> • Reviewed opportunities to assess fees related to city/county development plans. • Reviewed and discussed flood protection related ends policies. • Reviewed Redevelopment Agency (RDA) Successor Agency revenue historical actuals and forecast. • Discussed potential Safe Clean Water renewal effort.
Challenges:	<ul style="list-style-type: none"> • Controlling expectations with regard to what Valley Water can achieve and what it can afford to do (i.e. countering the perception that Valley Water has deep pockets).