



Position Specification

Santa Clara Valley Water District

The Chief Executive Officer and General Manager

February 2017



POSITION SPECIFICATION

Position	The Chief Executive Officer and General Manager
Company	Santa Clara Valley Water District
Location	San Jose, California
Reporting Relationship	District Board
Website	www.valleywater.org

COMPANY BACKGROUND/CULTURE

The Santa Clara Valley Water District ('The District') is a public agency governed by seven board members and has a workforce of over 780 employees providing water supply, flood protection and stream stewardship in Silicon Valley. With a history dating back to 1929, the District manages an integrated water resources system that includes the supply of clean, safe water, flood protection and stewardship of streams on behalf of Santa Clara County's 1.9 million residents.

The District effectively manages 10 dams and surface water reservoirs, three water treatment plants, an imported water conveyance system for nearly 40% of its supply, an advanced recycled water purification center, a state-of-the-art water quality laboratory, and nearly 400 acres of groundwater recharge ponds, providing wholesale water and groundwater management services to local municipalities and private water retailers who deliver drinking water to homes and businesses.

The District is also the flood control agency for Santa Clara County, constructing large flood protection projects, and annually preparing creeks for winter rains through levee maintenance, sediment removal, bank repair and vegetation management. We have invested more than \$1 billion in flood protection efforts to protect nearly 100,000 parcels with many more projects planned.

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

The Santa Clara Valley Water District's Fiscal Year 2017-21 Five-Year Capital Improvement Program (CIP) that was adopted on May 10, 2016 is a projection of the District's capital funding for planned capital projects from Fiscal Year 2016/17 through Fiscal Year 2020/21. The purpose of the CIP is to document planned District projects to help integrate District work with the larger community by aligning District planning with other local agency planning efforts.

The plan includes 65 projects totaling \$4.16 billion. Approximately 17 percent of this amount, \$711 million, is anticipated to be funded by outside sources through reimbursements and cost-sharing partnerships. The program includes water supply, flood protection, water resources stewardship, buildings and grounds and information technology projects.

Over the next five years, the total estimated award of construction contracts is approximately \$1.2 billion, which will generate or sustain between 12,000 and 24,000 jobs in the private sector. The



plan includes 30 projects to improve, repair, or replace water supply infrastructure (\$2.3 billion), 19 projects to increase flood protection (\$1.1 billion), 8 environmental restoration, enhancement and mitigation projects (\$109 million), 3 projects to repair or maintain District buildings and grounds (\$74 million), and 5 projects to upgrade or expand existing information technology (\$39 million).

KEY RESPONSIBILITIES

The Chief Executive Officer serves at the will and pleasure of the Board and will be responsible for the safety, reliability, financial performance, and operations for the District. This individual will take direction from the Board based on its policies and tactics as well as build a collaborative relationship with stakeholders to establish and maintain the District's vision, direction, and guiding principles of quality and reliable service to customers.

The successful candidate will assume the following responsibilities:

- Take direction from the Board of Directors to quickly grasp the dynamics of operating this organization to ensure maximum effectiveness; continue to drive positive culture improvements and develop and maintain mutually-beneficial and constructive relationships with the District's various stakeholders to further the District's mission to provide Silicon Valley safe, clean water for a healthy life, environment and economy.
- Obtain the Board's counsel, input and direction regarding critical fiscal, policy and operational issues and then utilize decisive leadership to take appropriate action.
- Understand, closely observe and proactively provide the information that the Board requires in order to monitor Board policies and strategic directions, as outlined in the District's governance policies.
- Focus on supply, stewardship, quality, operations, financial, and administrative performance as needed; take corrective actions while maintaining regulatory compliance and premier customer service.
- Drive performance toward the goal of ensuring that the District is nationally recognized as a leading water resources management agency.
- Establish close relationships with key customers and other external stakeholders including but not limited to regulatory and legislative agencies, NGOs, other water agencies, the Silicon Valley business and technology community and the employee unions who represent the District's diverse workforce.
- Develop plans and policy positions based on legislation, regulations and other governmental and public policy activities affecting relevant aspects of the water supply industry.
- Treat unionized workforce as well as others with respect and fair dealings.
- Improve water source diversification strategies to ensure viability and availability of future supplies. Ensure that there is a process for ongoing strategies to mitigate impact of water supply resulting from climate change patterns in the region.



- Address business challenges including implementing and financing capital projects, achieving O&M efficiencies, managing rate cap pressures, retaining and motivating an effective workforce, etc.
- Prudently expand and improve customer service delivery capability.
- Ensure that the financial integrity of the District is maintained, including the areas of debt management, bond rating and rates.
- Ensure that the District continues to operate in a way that protects the local flora and fauna; develop and deploy innovative and practical strategies to protect the environment.
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- Assess and develop future management potential throughout the organization. Provide visionary and hands-on leadership and mentoring to staff throughout the organization with a keen focus on encouraging and promoting diversity.

YEAR ONE CRITICAL SUCCESS FACTORS

- Seamless leadership transition to ensure continued service to customers, successful execution of all activities and key events, and sound fiscal management.
- Build confidence with the board and staff and continue ongoing strategic planning processes for the future. Ensure that the District continues down the path of developing a culture of accountability and urgency.
- Ensure that the District's Fiscal Year 2017-21 Five-Year Capital Improvement Program (CIP) that was adopted on May 10, 2016 fulfills its purpose to integrate District work with the larger community by aligning District planning with other local agency planning efforts.
- Effectively represent the District and build collaborative relationships with key local, state and federal legislative and administrative bodies, NGOs, the media, and the public on priority water supply, quality, flood control and environmental stewardship within its service territory.
- Build on the District's quality-focused tradition in customer services and innovation.
- Continue to develop a culture of accountability and achievement and inspire a greater sense of urgency within the District's workforce.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

- At least 15 years of demonstrated business success and track record of increasing accomplishments in water and/or other relevant sectors.
- At least 10 years of experience at the executive level in general management, line or staff functions with demonstrated bottom line and customer impact along with leading change.



Experience in a high level administrative capacity within municipal government is preferred but not required if the candidate possesses a sound understanding of the principles and practices of public administration.

- Ability to work with a structured governance model in which the Board sets policy with desired outcomes and measures success as well as provides tactical direction, while clearly delegating the "how" to the Chief Executive Officer.
- Collaborative leadership style with stakeholders; ability to harness the strengths, insights and capabilities of the organization, the Board, and the broader stakeholder community.
- Effective financial acumen with experience developing and managing complex organizational budgets. Ability to prioritize and reduce unnecessary capital and operating expenditures is a must.
- At least five years of experience with a demonstrated track record of accomplishment with larger capital investment project oversight and delivery.
- Proven ability to create and articulate a vision for the future for the District that continues in the path of quality, safety, innovation, efficiency and environmental stewardship, which considers a multitude of uncertain, economic and political factors.
- Demonstrated thought leadership; able to shape/influence policy and legislation and then create and articulate strategies in response to enhance benefits to the District's stakeholders.
- Sensitivity to customers' ability to pay water charges.
- Able to also deliver on long-term strategies with comprehensive solutions that ensure long-term viability, continued quality and financial performance by increasing and diversifying water supply resources. Continue to evaluate and adopt new supply and demand strategies that reduce consumption and ensure adequate and sustainable water supply for the District's customers and stakeholders. Ability to generate and successfully implement transactions that "move the needle" in water supply.
- Politically adept; able to interact effectively at Board level, as well as the highest reaches of relevant local, state, national and international government & regulatory bodies; knowledgeable of relevant government and regulatory requirements and laws and regulations relating to water supply and flood control matters.
- Effective team builder and change agent with the ability to recruit and develop the talent necessary to effectively respond to the new challenges and opportunities of the District. A sensitivity and appreciation for the diverse workforce of the District is a must.
- Respectable communication skills and an ability to speak effectively in public on behalf of the District.
- Ability to improve internal and external processes through more effective use of technology.
- Experience managing or leading diverse staff functions, including working with staff that is



comprised of primarily union employees; working and negotiating effectively with unions and ensuring that the financial and labor needs of the District are protected.

- Ability to thrive in the complex regulatory and political environment in California.

EDUCATION

A Bachelor's degree from an accredited college or university with major course work in business administration, public administration, civil engineering or a closely related field.

A Master's degree is a plus but not required.

COMPENSATION

Salary will be competitive and commensurate with experience. The District also offers an excellent benefits package including paid vacation, holidays, sick, personal and executive leave, medical, dental, disability and life insurance, a deferred compensation plan and a CalPERS retirement plan.

APPLICATION

To submit an application please [click here](#) or visit www.ekornferry.com and search for Opportunity Code LE215. Please note that we can only consider candidates who are authorized to work in the United States.