



# Board Work Plan

## FY 2018-19

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

At the Santa Clara Valley Water District, 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 the District's mission, the Board's work plan is a roadmap for the year ahead. Part of our annual strategic planning process, my fellow Board members and I have identified nine 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 nine focus areas.

Earlier this year I outlined these priorities for the coming year as incoming Board chair. I stated this would be a year of action. The Board's work plan demonstrates how we plan to "act" this year.

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



**Richard P. Santos**  
Board Chair  
Santa Clara Valley Water District



## SANTA CLARA VALLEY WATER DISTRICT

Founded in 1929, the Santa Clara Valley Water District (District) 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. We are **entrusted** to serve the public and are responsible for carrying out the District mission for the **benefit of the community**.
2. We are **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. We take **pride** in our work and are **accountable** and trusted to carry out our responsibilities safely with **honesty** and **integrity**.
5. Initiative, leadership, **personal development**, and training are vital for us to continuously improve.
6. Open **communication**, **cooperation**, and **teamwork** are shared responsibilities and essential to the successful performance of our work.
7. We are committed to creating an **inclusive work environment** which reflects and supports the **diversity** of our community and enriches our perspectives.
8. A **balance** between work and family is essential to the quality of our lives, and we will promote a **family-friendly** work environment.



## 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 the District'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 FY19 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

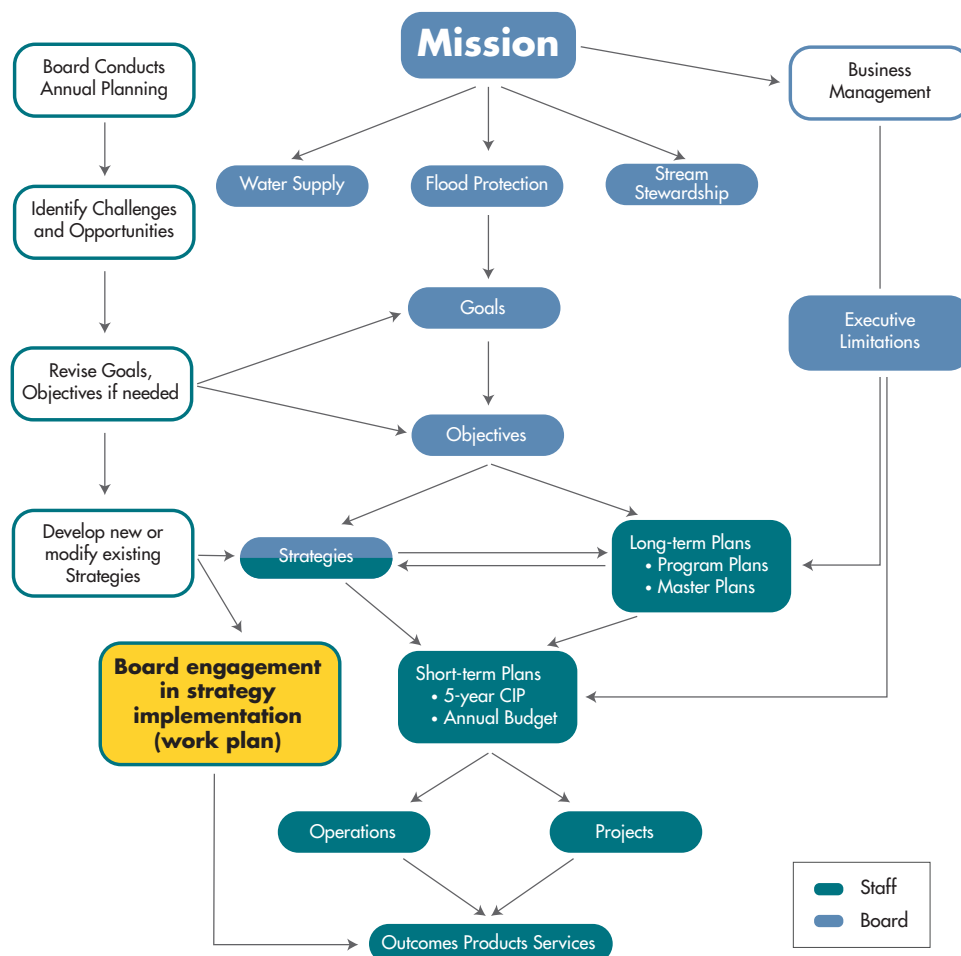
## PURPOSE OF THE BOARD WORK PLAN

To perform its job, the Board established **long-term goals** and **objectives** (also known as Board Governance Policies – see Appendix A) for each of the District’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. The flow chart below describes the process in more detail.

All strategy implementation is monitored by the Board through Executive Limitation (see Appendix A) requirements and Board Appointed Officer performance evaluations.

As part of the annual planning process, the Board also determines the strategies requiring more detailed engagement and more frequent monitoring by the Board (Board Work Plan). Strategies in this document have been identified for FY19. The strategies will be reviewed annually and evolve based on progress and performance.

The primary purpose of this document is to communicate with the public, community and stakeholders, the Board’s FY19 work plan and how the plan supports the District’s mission and long-term goals and objectives.



Board Long Term Goals	FY19 Work Plan
<p><b>Water Supply</b></p> <p><b>Goal:</b> Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable</p> <p><b>Goal:</b> Raw water transmission and distribution assets are managed to ensure efficiency and reliability</p> <p><b>Goal:</b> Reliable high quality drinking water is delivered</p>	<ul style="list-style-type: none"> <li>• Advance Anderson Dam Seismic Retrofit Project</li> <li>• Finalize Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)</li> <li>• Actively pursue efforts to increase water storage opportunities</li> <li>• Actively participate in decisions regarding the CA Waterfix</li> <li>• Advance recycled and purified water efforts with the City of San Jose and other agencies</li> </ul>
<p><b>Natural Flood Protection</b></p> <p><b>Goal:</b> Provide natural flood protection for residents, businesses and visitors as well for future generations</p> <p><b>Goal:</b> Reduce potential for flood damages</p>	<ul style="list-style-type: none"> <li>• Provide for watershed-wide regulatory planning and permitting efforts</li> <li>• Ensure Immediate Emergency Action Plans and Flood Protection are Provided for Coyote Creek</li> </ul>
<p><b>Environmental Stewardship</b></p> <p><b>Goal:</b> Protect and restore creek, bay and other aquatic systems</p> <p><b>Goal:</b> Improved quality of life in Santa Clara County through appropriate public access to trails, open space, and District facilities</p> <p><b>Goal:</b> Strive for zero net greenhouse gas emissions to achieve carbon neutrality by 2020</p>	<ul style="list-style-type: none"> <li>• Foster a coordinated approach to environmental stewardship efforts</li> </ul>
<p><b>Business Management</b></p> <p><b>Goal:</b> Ensure a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment</p>	<ul style="list-style-type: none"> <li>• Advance Diversity and Inclusion Efforts</li> </ul>





## 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.

<b>Strategy</b>	<b>Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)</b>
<b>Challenge/ Opportunity</b>	For almost 20 years, the District has been working to resolve a water rights complaint surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, Guadalupe River, and Stevens Creek. Challenges include obtaining federal and state permits from multiple regulatory agencies, filing water rights change petitions and preparing a Fish Habitat Restoration Plan and Environmental Report.
<b>FY19 Focus</b>	Complete the planning, permitting, and other actions necessary to finalize resolution of the complaint.
<b>Monitoring</b>	Monitor progress and develop strategies through the FAHCE Ad Hoc Committee meeting.
<b>Strategy</b>	<b>Actively Pursue Efforts to Increase Water Storage Opportunities</b>
<b>Challenge/ Opportunity</b>	Water storage capacity is an important tool for the District 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.
<b>FY19 Focus</b>	Seek and secure funding sources and partnerships for the Pacheco Reservoir Project.
<b>Monitoring</b>	Monitor progress through the Water Storage Exploratory Committee and begin planning activities for the Pacheco Reservoir Project.

Strategy	Actively Participate in Decisions Regarding the California WaterFix
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 the California WaterFix project is necessary to protect water supply in Santa Clara County and to restore the Delta for fish and wildlife.
FY19 Focus	Continue to engage and negotiate financial arrangements to protect Santa Clara County's and the residents' interests through participation serving on the Delta Conveyance Design and Construction Authority. This Joint Powers Authority is charged with the management of design and construction of the WaterFix facilities.
Monitoring	Monitor and identify issues affecting District's interest and Board's Guiding Principles.*
Strategy	Advance Recycled and Purified Water Efforts with the City of San Jose and Other Agencies
Challenge/ Opportunity	<p>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 recycled water and the production and use of advance purified water is a high priority.</p> <p>Opportunities exist to expand District's Silicon Valley Advanced Water Purification Center. However, there are challenges in resolving issues of land, treated wastewater quality, and reverse osmosis concentrate management.</p>
FY19 Focus	<p>Increase efforts to expand non-potable and advance purified water county-wide by engaging with all cities within the county to determine county-wide interest and prioritization.</p> <p>Work with City of San José to resolved identified issues of land, treated wastewater quality, and reverse osmosis concentrate management.</p> <p>Pursue a Public-Private Partnership (P3) delivery method for the program.</p>
Monitoring	Monitor through the Recycled Water Committees.

\*Board's Guiding Principles for the WaterFix were approved at the October 17, 2017 Board meeting

**Goal 2:** Ensure efficiency and reliability of our raw water transmission and distribution assets.

<b>Strategy</b>	<b>Advance Anderson Dam Seismic Retrofit Project</b>
<b>Challenge/ Opportunity</b>	<p>As our largest reservoir, Anderson serves not just as a critical water supply facility, but also supports the District'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 and flood protection for our communities and to protect public safety, it is imperative that the Anderson Dam Seismic Retrofit Project move forward proactively.</p>
<b>FY19 Focus</b>	<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.</p>
<b>Monitoring</b>	Monitor project progress through the Capital Improvement Program Committee.





## 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.

Strategy	Provide for a Watershed-Wide Regulatory Planning and Permitting Effort
Challenge/ Opportunity	As part of the Board's Legislative Priorities for 2019, the District 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.
FY19 Focus	<p>At the federal level, expedite U.S. Fish and Wildlife Service permit process and streamline the permit review process.</p> <p>At the state level, continue to pursue legislation (SB 1301 [Beall] Expedited Permitting for Dam Safety and Flood Risk Reduction) to expedite permits for projects that meet certain life-safety criteria, such as projects located in high flood risk watersheds, projects to address high hazard dams with seismic restrictions, and high risk tidal flood zones of national economic importance, among others.</p>
Monitoring	Monitor project progress through updates to the Capital Improvement Program Committee.

**Goal 2:** Reduce potential for flood damages.

Strategy	Ensure Immediate Emergency Action Plans and Flood Protection are Provided for Coyote Creek
Challenge/ Opportunity	<p>Since the 2017 President's Day flood event on Coyote Creek, the Board took immediate actions and completed interim measures, including the installation of two new flood barriers, new creek gauges and visible markers in the creeks, and the removal of up to 16 acres of an invasive giant reed that can back up creek flows.</p> <p>Part of the voter-approved Safe, Clean Water and Natural Flood Protection Program, the Coyote Creek Flood Protection Project is currently in the planning phase. With a modified project scope, the District is working with the U.S. Army Corps of Engineers on a feasibility study to assess flood risks and evaluate the possibility of a federally supported project.</p> <p>In November 2017, Santa Clara Valley Water District Board of Directors and San José City Council approved a Joint Emergency Action Plan (EAP), outlining strategies and actions for agency coordination during potential flooding along waterways in San José. Recognizing other flood-prone areas, the EAP will be applied to other hotspots.</p>
FY19 Focus	<p>Continue to pursue state and federal funding avenues for the Coyote Creek Flood Protection Project.</p> <p>Apply the Emergency Action Plan to other areas in San José and other cities throughout the county.</p> <p>Continue to raise awareness to property along creeks where the District does not have property rights and manage expectations/awareness of owners to the flood risks associated with encroachments, downed trees, etc.</p>
Monitoring	Monitor project progress through the Coyote Creek Flood Risk Reduction 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.

Strategy	Foster a Coordinated Approach to Environmental Stewardship Efforts
Challenge/ Opportunity	<p>The District strives to be a leader in environmental stewardship. Internally, recognizing the need to coordinate efforts between Watersheds and Water Utility divisions, additional staff has been assigned to maximize positive impact.</p> <p>As part of the Board's Legislative Priorities for 2019, staff is continuing 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.</p>
FY19 Focus	<p>At the federal level, expedite U.S. Fish and Wildlife Service permit process and streamline the permit review process.</p> <p>At the state level, expedite permits for projects that meet certain life-safety criteria, such as projects located in high flood risk watersheds, projects to address high hazard dams with seismic restrictions, and high risk tidal flood zones of national economic importance, among others.</p>
Monitoring	Monitor progress through regular updates to the Board of Directors.





## BUSINESS MANAGEMENT

The Board shall promote practice, activities, decisions, and organizational circumstances that are lawful and supportive of commonly accepted business and professional ethics.

**Goal 1:** Ensure a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment.

Strategy	Advance Diversity and Inclusion Efforts
Challenge/ Opportunity	<p>By investing in diversity and inclusion, our employees feel respected and valued for who they are, therefore enabling them to bring far more of themselves to their jobs.</p> <p>Diversity and Inclusion efforts foster a pipeline for the development of our future workforce. These efforts include support for Science, Technology, Engineering and Math (STEM) programs, internship programs, our educational work with high schools and the Youth Stewardship Commission, all of which serve as an incubator for talent.</p>
FY19 Focus	<p>Develop performance reports on recruitment, hires and promotions.</p> <p>Benchmark with best practices in diversity and inclusion programs.</p>
Monitoring	<p>Provide regular project updates to the Diversity and Inclusion Ad Hoc Committee.</p>

## 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.\***

\* FY 19 Board Focus

**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.

\* FY 19 Board Focus



**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\***

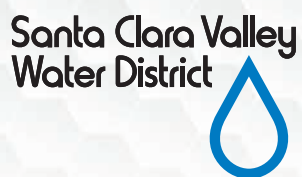
\* FY 19 Board Focus

## 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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