

FY 2019-2020

# Board Work Plan

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

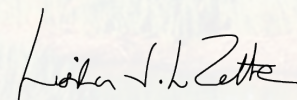
At the Santa Clara Valley Water District (Valley Water), we manage a complex water resource system that provides clean, safe water, flood protection and stewardship of streams and creeks to nearly 2 million residents and businesses here in Santa Clara County.

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
<b>Water Supply</b> <b>Goal:</b> Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable*	<ul style="list-style-type: none"> <li>Finalize the 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 Delta Conveyance.</li> <li>Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.</li> <li>Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.</li> <li>Advance Anderson Dam Seismic Retrofit Project.</li> </ul>
<b>Natural Flood Protection</b> <b>Goal:</b> Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages	<ul style="list-style-type: none"> <li>Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.</li> </ul>
<b>Environmental Stewardship</b> <b>Goal:</b> Protect and restore creek, bay and other aquatic ecosystems	<ul style="list-style-type: none"> <li>Attain net positive impact on the environment when implementing flood protection and water supply projects.</li> <li>Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.</li> </ul>
<b>Business Management</b> <b>Goal:</b> 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.	<ul style="list-style-type: none"> <li>Strategies to be developed consistent with FY20 goal.</li> </ul>

\*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\*

<b>Board Strategy 1</b>	<b>Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)</b>
<b>Challenge/ Opportunity</b>	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.
<b>FY20 Focus</b>	Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.
<b>Monitoring</b>	Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

<b>Board Strategy 2</b>	<b>Actively Pursue Efforts to Increase Water Storage Opportunities</b>
<b>Challenge/ Opportunity</b>	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.
<b>FY20 Focus</b>	Explore opportunities to develop surface and groundwater storage projects that align with Valley Water's mission. Additionally, seek water exchange and transfer opportunities.
<b>Monitoring</b>	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.*

<b>Board Strategy 3</b>	<b>Actively participate in decisions regarding the California Delta Conveyance</b>
<b>Challenge/ Opportunity</b>	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.
<b>FY20 Focus</b>	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.
<b>Monitoring</b>	Continue to monitor through the Delta Conveyance Working Group
<b>Board Strategy 4</b>	<b>Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies</b>
<b>Challenge/ Opportunity</b>	<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 and the production and use of advance purified water is a high priority.</p> <p>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.</p>
<b>FY20 Focus</b>	Develop a portfolio of advanced purified water and secure recycled water sources as identified in the 2040 Water Supply Master Plan.
<b>Monitoring</b>	Continue to monitor through the Recycled Water Committees.
<b>Board Strategy 5</b>	<b>Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.</b>
<b>Challenge/ Opportunity</b>	<p>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.</p> <p>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.</p>

<b>FY20 Focus</b>	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.
<b>Monitoring</b>	Monitor progress through the Water Conservation and Demand Management Committee.
<b>Board Strategy 6</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 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>
<b>FY20 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 (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>
<b>Monitoring</b>	<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.

<b>Board Strategy 1</b>	<b>Attain net positive impact on the environment when implementing flood protection and water supply projects.</b>
<b>Challenge/ Opportunity</b>	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.
<b>FY20 Focus</b>	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.
<b>Monitoring</b>	Provide regular project updates to the Board on One Water's Watershed Plans.
<b>Board Strategy 2</b>	<b>Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.</b>
<b>Challenge/ Opportunity</b>	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.
<b>FY20 Focus</b>	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.
<b>Monitoring</b>	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

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