

## 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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• Coordinating priorities and CEQA and environmental needs between projects and beneficial uses</li> <li>• Managing stakeholder expectations</li> <li>• Technical complexity of the fisheries impacts analysis—3 watersheds, more than 100 miles of creek, two fish species and six critical life stages/fish</li> </ul>

Strategy 2:	Actively Pursue Efforts to Increase Water Storage Opportunities
Current Progress:	<ul style="list-style-type: none"> <li>• Continued coordination with other agencies on Sites Reservoir, Los Vaqueros Expansion, and Groundwater Banking opportunities</li> <li>• 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.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• Valley Water's level of participation for all projects</li> <li>• Valley Water's role in governance</li> <li>• Funding to continue participation in feasibility and planning for all projects</li> <li>• Pacheco: Site access, compressed environmental and design schedule</li> </ul>

<b>Strategy 3:</b>	<b>Actively participate in decisions regarding the California Delta Conveyance</b>
Current Progress:	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Valley Water Staff is active in Agreement in Principle (AIP) negotiations with DWR</li> <li>• Participated in continued strategic Executive Partnering meetings with DWR (Department of Water Resources) and DCA (Delta Conveyance Authority)</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• Public education of the project</li> <li>• Environmental and permitting process is challenging</li> <li>• Cash flow for the project in advance of AIP may be problematic this coming fiscal year</li> <li>• Legal challenges to the project</li> <li>• 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</li> </ul>

<b>Strategy 4:</b>	<b>Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies</b>
Current Progress:	<ul style="list-style-type: none"> <li>• 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</li> <li>• Developed Roadmap to Potable Reuse Master Plan Development</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• Obtaining consensus from our local partners on alternatives to Countywide Water Reuse Master Plans</li> <li>• Securing contractual rights to wastewater</li> <li>• Declining flows at wastewater treatment plants</li> <li>• Monitoring and treating Constituents of Emerging Concern (CECs)</li> <li>• Determine optimal site with partners to site or expand a regional Purified Water Plant(s)</li> </ul>

Strategy 5:	<b>Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.</b>
Current Progress:	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Launch of the next Water 101 Academy</li> <li>• Outreach to members of the public at speaking engagements and community events; they can include media events, ribbon cuttings, groundbreakings, or project update meetings; averaging more than 30 public engagement events in a calendar year.</li> <li>• 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.).</li> <li>• Produce visual content depicting our future water supply strategies that can be shared through social media,</li> <li>• Provide educational activities and programming in the classroom as it relates to our water supply strategies</li> <li>• 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</li> <li>• Provide grants to the community to engage in water conservation activities</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>

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

<b>NATURAL FLOOD PROTECTION</b>	
<b>Goal 2: Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages.</b>	
<b>Strategy 1:</b>	<b>Pursue opportunities to expedite regulatory permit processes and streamline permit reviews</b>
Current Progress:	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Working to develop long range mitigation plans that account for expected capital and maintenance activities.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• Staff time and data needed to complete planning projects and development time to prepare long range mitigation plans.</li> </ul>

<b>ENVIRONMENTAL STEWARDSHIP</b>	
<b>Goal 3: Protect and restore creek, bay, and other aquatic ecosystems.</b>	
<b>Strategy 1:</b>	<b>Attain net positive impact on the environment when implementing flood protection and water supply projects.</b>
Current Progress:	<ul style="list-style-type: none"> <li>Completed countywide framework for integrated water resource plan (One Water) and neared completion of Coyote Watershed Plan.</li> <li>Support discussion with the Board Financial Sustainability Workgroup to define stewardship and flood protection level of service goals</li> <li>Hired fellow to develop environmental stewardship guiding principles to be integrated in Valley Water's project planning and design process.</li> <li>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.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>Staffing challenges due to other high priority needs.</li> <li>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.</li> </ul>

<b>Strategy 2:</b>	<b>Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.</b>
Current Progress:	<ul style="list-style-type: none"> <li>Extended funding agreement with San Jose Police Department to support enforcements along creeks.</li> <li>Developing new science on methylmercury reduction in four reservoirs – two reservoirs have downward trend in fish tissue mercury</li> <li>Completed Stormwater Resource Plan for Santa Clara Basin and developing South County Stormwater Resource Plan to prioritize beneficial projects.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>Increased prevalence of homeless encampments along creeks</li> </ul>

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

Strategy 2:	Maintain Appropriate Staffing Levels and Expertise
Current Progress:	<ul style="list-style-type: none"> <li>• Talent Development continues to provide programs to support employees including: Analyst Certificate, Lead Worker Academy, Facilitator Academy, Management 101, EA &amp; ES Rotation Programs, Competency and Technical Trainings, external Leadership Academies, Tuition Assistance Program, Coaching and Conflict Resolution Support and a new Mentoring Program.</li> <li>• Contracted with three on-call recruitment services firms to overcome high vacancy rates.</li> <li>• Developing a long-term staffing strategy to address staff competencies needed for the next 10-15 years.</li> <li>• Develop classification career ladders to provide an understanding of the requirements for professional growth.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Although training attendance is overall very high, there are sometimes last-minute training cancellations due to heavy workload or other priorities."</li> <li>• The high number of recruitments per recruiter makes it difficult to be proactive and build candidate pipelines.</li> </ul>



<b>Strategy 3:</b>	<b>Provide Affordable and Effective Level of Services</b>
Current Progress:	<p>The Financial Sustainability Group has:</p> <ul style="list-style-type: none"> <li>• Reviewed opportunities to assess fees related to city/county development plans.</li> <li>• Reviewed and discussed flood protection related ends policies.</li> <li>• Reviewed Redevelopment Agency (RDA) Successor Agency revenue historical actuals and forecast.</li> <li>• Discussed potential Safe Clean Water renewal effort.</li> </ul>
Challenges:	<ul style="list-style-type: none"> <li>• 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).</li> </ul>