



# MEMORANDUM

FC 14 (01-02-07)

**TO:** Board of Directors  
**FROM:** Norma J. Camacho  
**SUBJECT:** FY 2016-2017 Q4 Quarterly Ends Policy Outcome Measure Status Report  
**DATE:** September 5, 2017

---

Enclosed is the report of FY 2016-2017 Quarter 4 performance, which, per Board policy, is monitored by reporting on the Board Appointed Officer's (BAO) Ends Policy Outcome Measures. This report is one of the ways that the Board monitors the degree to which the Board policies are being met by the Chief Executive Officer.

This report summarizes the status of 108 Outcome Measures, grouped by each Board Ends Policy Objective. Overall, in Quarter 4, 81% of the Ends Outcome Measures (88 of 108) are on target or were met; 11% have been adjusted (12 of 108).

Unanticipated impacts affected the ability to re-direct staff support to achieve Outcome Measure performance expectations this quarter. These include impacts occurring from:

- Community outreach efforts in response to the flooding on the Coyote Creek
- Grant funding efforts to support expansion of Pacheco Reservoir
- Staff analysis needed for the Board's new Coyote Flood Risk Reduction Ad Hoc Committee
- Accelerated decision needed for District's participation on the California WaterFix
- Construction impacts to the community from the Permanente Project at McKelvey Park
- Construction impacts from the Rinconada Water Treatment Plant Residuals Management Project
- Unanticipated potential litigation on the Upper Berryessa permit

Specifically, seven percent (8 of 108) are not on target for the reasons below:

- E-2.1.1. Groundwater storage levels in Coyote Valley are below targets because groundwater storage has not fully recovered from the drought
- E-2.1.1. 87% of countywide water supply wells meet primary drinking water standards (target is 95%) due to elevated nitrate in South County water supply wells. If nitrate is not included, 100% of wells meet drinking water standards
- E-2.1.1. Chloride is not stable or decreasing in 14% of wells (target is 10% or less). Action Plan: Implement activities identified in the Salt and Nutrient Management Plans
- E-2.2.1. 47% of maintenance projects for the raw water transmission and distribution system had completed work plans. This was due to either lack of staff resources or facility shutdown re-prioritization (target is 100%)
- E-2.3.1. 47% of maintenance projects for treatment plants had completed work plans. This was due to either lack of staff resources or facility shutdown re-prioritization (target is 100%)
- E-3.2.1. 76% of land use reviews were submitted to lead agencies within the required response period (target is 90%) mostly due to inadequate staff to either complete the review and/or log them out of the database as complete
- E-3.2.1. 67% of new land use projects reviewed are provided recommendations for incorporating flood-wise design features (target is 100%) mostly due to inadequate staff to either complete the review and/or log them out of the database as complete

E-3.2.2. 83% response rate to flood insurance rate map inquiries (target is 95%). The response for this one was just not due but was captured since it was received during the reporting period

These performance areas are monitored quarterly by Watersheds and Water Utility Enterprise and their status is reported to the CEO.

As part to the Board's desire to govern transparently and effectively, the Board's role is to serve as the initiator of policy and delegator of authority to its BAO's.

The organization's performance toward accomplishing the Board's Ends policy goals and objectives is the responsibility of the Board Appointed Officers. Through the BAOs' interpretation of these policies, Outcome Measures are derived and implemented through the budget process and guide development of project and individual staff work plans. These plans specify operational activities to be implemented to achieve the Board's direction for the organization.

The BAOs analyze and monitor organizational performance through operational Quarterly Management Reviews and report results to the Board through Quarterly Performance Reports, as required by Board-BAO Linkage Policy 5.4:

*All policies which instruct the BAOs will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. Frequency = Quarterly.*

The performance of the Outcome Measures are regularly monitored to ensure that they are achieved and meet customer expectations and are used to monitor the CEO's performance.

The alignment of the Board policies, BAO Interpretations, and the Budget Process supports a cycle of continual improvement. The outcomes from monitoring either reinforce existing Board policy or facilitate recommended policy changes for Board consideration.

Please contact me if you have comments or questions about this report.

---

Norma J. Camacho  
Chief Executive Officer

## FY 2016-2017 Q4 Quarterly Outcome Measure Status

Board Ends Policy Objective			Overall Outcome Measure Status <sup>1</sup>
1	E-2.1.1	<b>Aggressively protect groundwater from the threat of contamination and maintain and develop groundwater to optimize reliability and to minimize land subsidence and salt water intrusion.</b>	On target: 63% (5 of 8) Adjusted: 0% Not on Target: 37% (3 of 8)
2	E-2.1.2	<b>Protect, maintain, and develop local surface water.</b>	On target: 37% (3 of 8) Adjusted: 63% (5 of 8) Not on Target: 0%
3	E-2.1.3	<b>Protect, maintain, and develop imported water.</b>	On target: 100% (1 of 1) Adjusted: 0% Not on Target: 0%
4	E-2.1.4	<b>Protect, maintain, and develop recycled water.</b>	On target: 100% (1 of 1) Adjusted: 0% Not on Target: 0%
5	E-2.1.5	<b>Maximize water use efficiency, water conservation, and demand management opportunities.</b>	On target: 100% (2 of 2) Adjusted: 0% Not on Target: 0%
6	E-2.1.6	<b>Prepare for and respond effectively to water utility emergencies.</b>	On target: 100% (2 of 2) Adjusted: 0% Not on Target: 0%
7	E-2.2.1	<b>Raw water transmission and distribution assets are managed to ensure efficiency and reliability.</b>	On target: 67% (2 of 3) Adjusted: 0% Not on Target: 33% (1 of 3)
8	E-2.3.1	<b>Meet or exceed all applicable water quality regulatory standards.</b>	On target: 67% (2 of 3) Adjusted: 0% Not on Target: 33% (1 of 3)

<sup>1</sup> There are 108 Outcome Measures monitored by the Board Appointed Officers. Each Ends Policy Objective is monitored by 1 or more Outcome Measures; the results of which are reported as a percentage in the Outcome Measure Status column.

Board Ends Policy Objective			Overall Outcome Measure Status <sup>1</sup>
9	E-2.3.2	Maintain effective relationships with the retailer and other stakeholders to ensure high quality, reliable drinking water.	On target: 100% (2 of 2) Adjusted: 0% Not on Target: 0%
10	E-3.1.1.	Protect parcels from flooding by applying an integrated watershed management approach that balances environmental quality and protection from flooding.	On target: 86% (12 of 14) Adjusted: 14% (2 of 14) Not on Target: 0%
11	E-3.1.2.	Preserve flood conveyance capacity and structural integrity of stream banks, while minimizing impacts on the environment and protecting habitat values.	On target: 78% (7 of 9) Adjusted: 22% (2 of 9) Not on Target: 0%
12	E-3.2.1.	Promote the preservation of flood plain functions.	On target: 50% (2 of 4) Adjusted: 0% Not on Target: 50% (2 of 4)
13	E-3.2.2.	Reduce flood risks through public engagement.	On target: 75 % (3 of 4) Adjusted: 0% Not on Target: 25 % (1 of 4)
14	E-3.2.3.	Prepare and respond effectively to flood emergencies countywide to protect life and property.	On target: 100% (10 of 10) Adjusted: 0% Not on Target: 0%
15	E-4.1.1.	Preserve creeks, bay, and ecosystems through environmental stewardship.	On target: 100% (13 of 13) Adjusted: 0% Not on Target: 0%
16	E-4.1.2.	Improve watersheds, streams, and natural resources.	On target: 83% (10 of 12) Adjusted: 17% (2 of 12) Not on Target: 0%

<sup>1</sup> There are 108 Outcome Measures monitored by the Board Appointed Officers. Each Ends Policy Objective is monitored by 1 or more Outcome Measures; the results of which are reported as a percentage in the Outcome Measure Status column.

Board Ends Policy Objective			Overall Outcome Measure Status <sup>1</sup>
17	E-4.1.3.	Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.	On target: 75% (3 of 4) Adjusted: 25% (1 of 4) Not on Target: 0%
18	E-4.1.4.	Engage and educate the community in the protection of water quality and stream stewardship.	On target: 100% (3 of 3) Adjusted: 0% Not on Target: 0%
19	E-4.1.5.	Prepare and respond to emergencies that threaten local waterways.	On target: 100% (1 of 1) Adjusted: 0% Not on Target: 0%
20	E-4.1.6.	To the extent within practicable control of the District, adopt a strategy to restore the salmonid fishery on identified salmonid streams within fifteen years of strategy adoption by creating suitable accessible spawning and rearing habitats.	Outcome Measure for this Objective pending board review.
21	E-4.2.1.	Support healthy communities by providing access to additional trails, parks, and open space along creeks and in the watersheds.	On target: 100% (1 of 1) Adjusted: 0% Not on Target: 0%
22	E-4.2.2.	Support healthy communities by providing appropriate public access to District facilities.	On target: 100% (1 of 1) Adjusted: 0% Not on Target: 0%
23	E-4.3.1.	Reduce greenhouse gas emissions to achieve carbon neutrality by 2020.	On target: 100% (2 of 2) Adjusted: 0% Not on Target: 0%

<sup>1</sup> There are 108 Outcome Measures monitored by the Board Appointed Officers. Each Ends Policy Objective is monitored by 1 or more Outcome Measures; the results of which are reported as a percentage in the Outcome Measure Status column.