



**FY 2021-22**

# **Board Work Plan**

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## Message from the Valley Water Board Chair

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 part of our annual strategic planning process, my fellow board members and I have identified specific areas that we will be monitoring closely and engaging as necessary. As noted in our FY22 Board Work Plan, we will focus on new water storage opportunities as well as advancing major water supply facilities such as Anderson Dam and leading efforts in recycled and purified water. Additionally, we will continue to promote water conservation as a way of life in Santa Clara County. We will equitably prioritize funding to protect and maintain our flood protection assets. In all focus areas we will continue to engage the community and not lose sight of our environmental stewardship goals such as a net positive impact on the environment. We will also address impacts of climate change on our work. As policy makers for Valley Water we will engage through board committees and full board discussions to monitor progress in the focus areas highlighted in this plan.

Early 2021 has brought about unprecedented and challenging times for everyone. We want to assure the community that my fellow board members and I remain committed through policymaking to ensuring Valley Water remains a high performing organization.

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



**Tony Estremera**  
Board Chair  
Santa Clara Valley Water District



## Valley Water

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.

## Valley Water 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. Committee meetings are open to the public.

- Agricultural Water Advisory Committee
- Board Audit Committee
- Board Ethics and Conduct Committee
- Board Policy and Planning Committee
- Capital Improvement Program Committee
- Diversity and Inclusion Ad Hoc Committee
- Environmental and Water Resources Committee
- Homeless Encampment Committee
- Joint Water Resources Committee (City of Gilroy, City of Morgan Hill, and Valley Water)
- Joint Recycled Water Committee (City of Sunnyvale and Valley Water)
- Joint Recycled Water Policy Advisory Committee (City of San Jose, City of Santa Clara, and Valley Water)
- Joint Recycled Water Policy Committee (City of Palo Alto, City of East Palo Alto, City of Mountain View and Valley Water)
- Recycled Water Committee
- Redistricting Advisory Committee
- San Felipe Division Reach One Committee
- Santa Clara Valley Water Commission
- Stream Planning Operations Committee
- Water Conservation and Demand Management Committee
- Water Storage Exploratory Committee
- Santa Clara Valley Water District Youth Commission





# Purpose of the Board Work Plan

The primary purpose of the Board's FY2021-2022 Work Plan is to communicate with the public, community and stakeholders, the Board's strategic focus for the fiscal year 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 their annual strategic planning process, the Board evaluates their goals, strategies, challenges and opportunities and identifies the specific areas requiring engagement and monitoring for the upcoming fiscal year. The Board outlines their focus areas and processes for monitoring progress in the Board Work Plan.

Throughout the year, the Board reviews and provides input and direction on Valley Water's budget, Capital Improvement Program, and other program and master plans, to ensure there is funding and support to enable staff to accomplish Valley Water's mission.

All strategy implementation is monitored by the Board through Executive Limitation requirements (see Appendix A), staff development of programs and plans, assigned Board Committee work, and Board Appointed Officer performance evaluations.



# FY 2021-22 Board Goals & Work Plan Strategies



## Integrated Water Resources Management

- Protect and maintain existing assets and infrastructure and advance new infrastructure projects.
- Pursue opportunities to improve internal capacity to acquire regulatory permits.
- Engage and educate the community, elected officials and staff on our management of water resources in Santa Clara County.



## Water Supply

- Actively Pursue New Water Supply and Storage Opportunities.
- Actively Participate in decisions regarding the CA Delta Conveyance.
- Lead Recycled and Purified Water Efforts with committed partners.
- Advance Anderson Dam Seismic Retrofit Project.
- Promote Making Water Conservation a California Way of Life in Santa Clara County.



## Natural Flood Protection

- Plan, design and maintain flood protection projects with multiple benefits, including protecting ecosystem functions and enhancing habitat.
- Provide flood protection equitably in all regions of the County, prioritizing disadvantaged communities.



## Environmental Stewardship

- Attain net positive impact on the environment when implementing flood protection and water supply projects.
- Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
- Continue the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).



## Business Management

- Advance racial equity, diversity and inclusion.
- Maintain appropriate staffing levels and expertise and ensure the safety of our staff.
- Provide affordable and cost-effective level of services.



## Climate Change

- Address future impacts of climate change to Valley Water's mission and operations.





# GOAL: INTEGRATED WATER RESOURCES MANAGEMENT

Strategy 1	Protect and maintain existing assets and infrastructure and advance new infrastructure projects.
Challenge/ Opportunity	The development and maintenance of Valley Water's infrastructure is crucial to ensuring we continue to provide safe, clean water and critical flood protection for our communities. Timely maintenance is the most cost-effective investment, whereas deferred maintenance disproportionately increases costs. In addition, aging assets are reaching the end of the design life and will require major recapitalization.
Focus	<ul style="list-style-type: none"> <li>• Be strategic in managing existing flood protection assets consistent with the Safe Clean Water Program.</li> <li>• Advance new infrastructure projects identified in the Asset Management Plan and Operations &amp; Maintenance Plan.</li> <li>• Increase engagement with cities on flood plain management, Community Rating System (CRS) program, and emergency action plans.</li> </ul>
Monitoring	Board Planning and Policy Committee
Related Staff Plans	Watersheds & Water Utility Five-year Operations and Maintenance Plans District-wide Asset Management Plan Watershed Asset Management Plan Safe, Clean Water and Natural Flood Protection Program Capital Improvement Program





## INTEGRATED WATER RESOURCES MANAGEMENT

Strategy 2	Pursue opportunities to improve internal capacity to acquire regulatory permits.
Challenge/ Opportunity	Valley Water continues to pursue legislative and administrative solutions to resolve regulatory and permitting issues at the federal and state levels. The Board's efforts will continue to focus on improving internal capacity when applying for permits, as well as continuing to build relationships with regulatory agencies and staying abreast of the regulatory environment.
Focus	<ul style="list-style-type: none"><li>• Continue to provide for agency-wide regulatory planning and permitting effort and pursue other efforts at the state and federal level to expedite permit review.</li><li>• Continue to foster better relationships with regulatory agencies and open dialogue with environmental, environmental justice and other stakeholders.</li><li>• Implement memorandum of understanding (MOU) with Regional Water Quality Control Board.</li></ul>
Monitoring	Board Policy and Planning Committee
Related Staff Plans	One Water Plan







## INTEGRATED WATER RESOURCES MANAGEMENT

Strategy 3	Engage and educate the community, elected officials and staff on our management of water resources in Santa Clara County.
Challenge/ Opportunity	A reliable supply of clean water is necessary for the social, economic, and environmental wellbeing of Santa Clara County. Valley Water must effectively communicate with the public on our management of water resources around several key issues including: the cost of water, the public perception of costs of different types of water, how to effectively implement our water supply strategies into the future, as well as our flood protection and environmental stewardship efforts.
Focus	<ul style="list-style-type: none"> <li>• Continue to apply strategies for effective outreach, engagement and education.</li> <li>• Continue to develop and refine metrics to understand and improve the return on investment (ROI) of outreach strategies.</li> <li>• Continue increasing efforts to educate the public about the mix of different types of water in Valley Water’s portfolio, as well as our flood protection and environmental stewardship efforts.</li> <li>• Engage directly with local government jurisdictions through joint meetings.</li> </ul>
Monitoring	Board of Directors
Related Staff Plans	Water Supply Master Plan Countywide Water Reuse Master Plan





## GOAL: WATER SUPPLY

Strategy 1	Actively Pursue New Water Supply and Storage Opportunities.
Challenge/ Opportunity	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. Challenges include determining the appropriate level of participation for Valley Water and prioritizing sites within funding limitations across all projects.
Focus	<ul style="list-style-type: none"><li>▪ Explore opportunities to develop new surface and groundwater storage projects that align with Valley Water’s mission.</li><li>▪ Determine level of participation for projects and decisions about partnerships in accordance with the Water Supply Master Plan and water affordability.</li><li>▪ Make decisions on the Pacheco Reservoir Expansion Project following review of the project’s Environmental Impact Report (EIR).</li></ul>
Monitoring	Water Storage Exploratory Committee
Related Staff Plans	Water Supply Master Plan







## WATER SUPPLY

Strategy 2	Actively Participate in decisions regarding the CA Delta Conveyance.
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 modernizing the delta conveyance is necessary to protect water supply in Santa Clara County and to restore the Delta for fish and wildlife.
Focus	As a voice for Northern California, continue to engage and negotiate, through serving on the Delta Conveyance Design and Construction Authority and Finance Authority and Stakeholder Engagement Committee in adherence to Board approved Guiding Principles, to protect Santa Clara County's interests.
Monitoring	Board of Directors
Related Staff Plans	Water Supply Master Plan





## WATER SUPPLY

Strategy 3	Lead Recycled and Purified Water Efforts with committed partners.
Challenge/ Opportunity	Recycled and purified water continue to play a key role in the long-term sustainability of Santa Clara County's water supplies. Identifying and working with the appropriate agencies within the County to negotiate and execute expanding the use of non-potable water and the production and use of advanced purified water is a high priority. Opportunities exist to expand Valley Water's Silicon Valley Advanced Water Purification Facility. However, challenges include resolving previously identified issues of land, securing contractual rights to wastewater, treated wastewater quality and declining flows at treatment plants, and reverse osmosis concentrate management.
Focus	<ul style="list-style-type: none"><li>▪ Advance the Expedited Purified Water Program by releasing a Request for Proposal (RFP) for at least one Locally Sponsored Project.</li><li>▪ Implement the Countywide Water Reuse Master Plan.</li><li>▪ Continue to monitor Direct Potable Reuse (DPR) guidance and implement actions as needed.</li><li>▪ Finalize negotiations on term sheet for South County recycled water and agreement on governance.</li></ul>
Monitoring	Recycled Water Committee
Related Staff Plans	Water Supply Master Plan Countywide Water Reuse Master Plan







## WATER SUPPLY

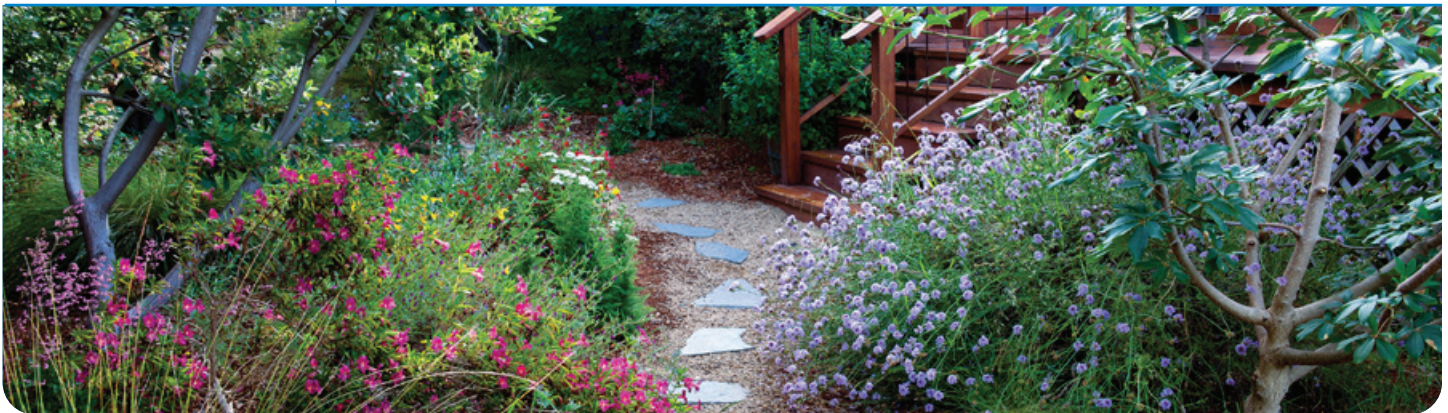
Strategy 4	Advance Anderson Dam Seismic Retrofit Project.
Challenge/ Opportunity	As our largest reservoir, Anderson serves not only as a critical water supply facility, but also supports Valley Water’s mission of flood protection and environmental stewardship. Given the reservoir’s critical importance to ensuring safe, clean water for our communities and to protect public safety, it is imperative that the Anderson Dam Seismic Retrofit Project (ADSRP) move forward proactively.
Focus	<ul style="list-style-type: none"><li>• Continue construction on the Anderson Dam Tunnel Project (ADTP).</li><li>• Continue to work with appropriate regulatory agencies to advance the ADSRP.</li><li>• Release for review the Draft Environmental Report for the ADSRP.</li><li>• Continue to educate and engage the public, key stakeholders, decision makers, and elected officials of the project progress and construction timeline.</li><li>• Coordinate long term ADSRP operations with the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).</li></ul>
Monitoring	Capital Improvement Program Committee Stream Planning and Operations Committee
Related Staff Plans	Safe, Clean Water and Natural Flood Protection Program Fish Habitat Restoration Plan Coyote Feasibility Study Water Supply Master Plan Capital Improvement Program





## WATER SUPPLY

Strategy 5	Promote Making Water Conservation a California Way of Life in Santa Clara County.
Challenge/ Opportunity	<p>Water conservation is an essential component in providing a reliable water supply and Valley Water has set a water conservation goal for annual water savings of 99,000 acre-feet (AF) by 2030 and 109,000 AF by 2040. Water conservation is amongst the most cost-effective water supply investments over short- and long-term planning horizons. As Valley Water faces challenges from climate change and drought, water conservation will continue to be amongst the most effective tools for short-term behavioral change and long-term water conservation investments within the community. Opportunities exist to leverage resources to provide a consistent level of customer service and program participation commensurate with water supply conditions.</p>
Focus	<ul style="list-style-type: none"><li>▪ Increase communication and education outreach to promote Valley Water's water conservation programs to customers.</li><li>▪ Increase collaboration with retailers to promote Valley Water's water conservation programs.</li><li>▪ Implement new water conservation programs and engagement strategies identified within the Water Conservation Strategic Plan.</li><li>▪ Engage and support private-sector stakeholders, local, state, and federal agencies that promote water conservation.</li></ul>
Monitoring	Water Conservation and Demand Management Committee
Related Staff Plans	Water Conservation Strategic Plan Water Supply Master Plan Safe, Clean Water and Natural Flood Protection Program







# GOAL: NATURAL FLOOD PROTECTION

<b>Strategy 1</b>	<b>Plan, design and maintain flood protection projects with multiple benefits, including protecting ecosystem functions and enhancing habitat.</b>
<b>Challenge/ Opportunity</b>	Valley Water has the opportunity, as well as the responsibility, to sustain ecosystem health while managing local water resources for flood protection and water supply. Valley Water must operate its facilities and implement projects by taking a multi-beneficial approach that balances providing a safe, clean water supply, and improving flood protection for the community, while creating a sustainable ecosystem.
<b>Focus</b>	<ul style="list-style-type: none"> <li>• Continue to advance Shoreline EIA 11 levee construction.</li> <li>• Finalize the One Water Coyote Creek Watershed plan and make significant progress on the Guadalupe and Pajaro watershed plans.</li> <li>• Use a holistic approach to maintaining streams for flow conveyance and habitat enhancement.</li> <li>• Complete construction of Phase I of the Upper Llagas Flood Protection Project, a multi-benefit project providing flood protection while restoring habitat and benefiting the environmental ecosystem.</li> </ul>
<b>Monitoring</b>	Capital Improvement Program Committee Board Policy and Planning Committee
<b>Related Staff Plans</b>	One Water Plan Safe, Clean Water and Natural Flood Protection Program





## NATURAL FLOOD PROTECTION

Strategy 2	Provide flood protection equitably in all regions of the County, prioritizing disadvantaged communities.
Challenge/ Opportunity	As Valley Water continues to advance flood protection projects, the Board has an opportunity to strengthen relationships and improve coordination with conservation and environmental justice groups, as well as other local jurisdictions, with a specific focus on ensuring the voices of disadvantaged communities are equitably represented.
Focus	<ul style="list-style-type: none"> <li>• Advance One Water Countywide Framework in a comprehensive manner that includes diverse community-wide stakeholders and the incorporation of environmental justice policies in all planning efforts.</li> <li>• Continue progress on flood protection capital projects consistent with Valley Water's commitment to the Safe, Clean Water Program and equitably in all regions.</li> </ul>
Monitoring	Capital Improvement Program Committee Board Policy and Planning Committee
Related Staff Plans	One Water Plan Safe, Clean Water and Natural Flood Protection Program







# GOAL: ENVIRONMENTAL STEWARDSHIP

<b>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 Santa Clara County.
<b>Focus</b>	<ul style="list-style-type: none"> <li>▪ As part of the One Water Countywide Framework planning process, continue to develop an integrated water resource plan for each watershed, including appropriate metrics to monitor Valley Water’s impacts on and benefit to the environment.</li> <li>▪ Ensure that stewardship efforts are integrated and not focused primarily on mitigation.</li> </ul>
<b>Monitoring</b>	Board Policy and Planning Committee
<b>Related Staff Plans</b>	One Water Plan Climate Change Action Plan





## ENVIRONMENTAL STEWARDSHIP

Strategy 2	Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
<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>Focus</b>	<ul style="list-style-type: none"> <li>▪ Continue efforts to protect the ecosystem and water quality of our water bodies and the integrity of our infrastructure. Such efforts include preventing stormwater pollution, increased implementation of green stormwater infrastructure, addressing mercury pollution, and homeless encampment clean ups.</li> <li>▪ Continue partnerships and investments on a regional scale such as the South Bay Salt Pond Restoration and Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP).</li> </ul>
<b>Monitoring</b>	Homeless Encampment Committee Stream Planning and Operations Committee
<b>Related Staff Plans</b>	One Water Plan Santa Clara Valley Urban Runoff Pollution Prevention Program Stormwater Resource Plan Safe, Clean Water and Natural Flood Protection Program







## ENVIRONMENTAL STEWARDSHIP

Strategy 3	Continue the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).
Challenge/ Opportunity	For nearly 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, the technical complexity of the fisheries impacts analysis, and managing stakeholder expectations.
Focus	<ul style="list-style-type: none"><li>• Continue implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.</li><li>• Advance the Guadalupe River and Stevens Creek Environmental Impact Report (EIR) consistent with all stakeholder agreements.</li><li>• Develop a programmatic approach to implementing FAHCE settlement.</li><li>• Advance Adaptive Management Plan to encompass all three creeks.</li></ul>
Monitoring	Stream Planning and Operations Committee
Related Staff Plans	Fish Habitat Restoration Plan One Water Plan Coyote Feasibility Study





# GOAL: BUSINESS MANAGEMENT

Strategy 1	Advance racial equity, diversity and inclusion.
Challenge/ Opportunity	Valley Water is committed to providing a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment. In addition, Valley Water aims to implement the same values around racial equity, diversity and inclusion in the community through its flood protection, water supply, and environmental stewardship projects.
Focus	<ul style="list-style-type: none"> <li>▪ Begin implementation of best practices to address internal and external disparities and build an organizational culture consistent with the Board's Resolution addressing racial equity, diversity and inclusion.</li> <li>▪ Remain committed to environmental justice and the fair treatment and meaningful engagement of all people regardless of race, color, gender identity, disability status, national origin, tribe, culture, income, immigration status, or English language proficiency, with respect to the planning, projects, policies, services and operations of Valley Water.</li> </ul>
Monitoring	Diversity & Inclusion Ad Hoc Committee
Related Staff Plans	Racial Equity, Diversity & Inclusion Master Plan (under development)







## BUSINESS MANAGEMENT

Strategy 2	Maintain appropriate staffing levels and expertise and ensure the safety of our staff.
Challenge/ Opportunity	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. As such, the Board remains committed to supporting the recruitment of capable employees with knowledge and subject matter expertise, investing in staff training to meet changing skills and capacity needs, and establishing the necessary policies and guidance that ensure employee safety.
Focus	<ul style="list-style-type: none"> <li>• Develop and finalize a long-term staffing strategy that aligns with future capital and operational needs.</li> <li>• Develop classification career ladders to provide understanding of requirements for professional growth.</li> <li>• Advance the development of a skilled trades apprenticeship program.</li> <li>• Maximize the safety of staff working in creeks, homeless encampments and Valley Water facilities, and continue to promote health &amp; safety guidance to protect staff from public health emergencies and environmental impacts.</li> </ul>
Monitoring	Diversity & Inclusion Ad Hoc Committee
Related Staff Plans	Long-term Staffing Master Plan (under development)





## BUSINESS MANAGEMENT

Strategy 3	Provide affordable and cost-effective level of services.
Challenge/ Opportunity	<p>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. As such, continued research is necessary to pursue feasible revenue sources allowed by the District Act in order to deliver affordable and effective services while controlling expectations with regard to what Valley Water can achieve and what it can afford to do. In addition, the affordability of water continues to be a major issue faced by communities across the nation, particularly disadvantaged communities. The Board has an opportunity to raise issues around water affordability at local and statewide levels and advocate for changes that benefit disadvantaged communities.</p>
Focus	<ul style="list-style-type: none"><li>• Continue to establish benchmarking with other agencies, particularly water agencies, in order to understand areas for improvement.</li><li>• Research and identify best practices from other agencies around water affordability, particularly with disadvantaged communities.</li><li>• Establish Valley Water as a statewide leader in conversations around water affordability.</li></ul>
Monitoring	<p>Financial Sustainability Working Group Board Audit Committee</p>
Related Staff Plans	<p>Operating and Capital Budget Board and Management Audit Reports</p>







## GOAL: CLIMATE CHANGE

Strategy 1	Address future impacts of climate change to Valley Water's mission and operations.
Challenge/ Opportunity	Valley Water's ability to fulfill its missions may be challenged in the future by the potential of warmer temperatures, changing weather patterns, reduced snowpack and rising sea levels. Valley Water has been working on greenhouse reduction efforts since 2008, but seeks to do more to understand, mitigate and adapt to the future impacts of climate change.
Focus	Begin implementation of Climate Change Action Plan.
Monitoring	Board Policy and Planning Committee
Related Staff Plans	Climate Change Action Plan



## 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 Board Appointed Officers (BAO) to accomplish, and constraints on the 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 BAOs to accomplish Valley Water'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 land subsidence 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.



## Long Term Goals and Objectives *Continued*

**Goal 3:** Reliable high quality drinking water is delivered.

**Objectives**

- 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.

**Objectives**

- 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.

**Objectives**

- 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.

**Objectives**

- 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.

## Long Term Goals and Objectives *Continued*

**Goal 2:** Improved quality of life in Santa Clara County through appropriate public access to trails, open space, and District facilities.

### **Objectives**

- 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:

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

### Staff Program Plans and Master Plans

Program plans and master plans are developed by staff to achieve the Board's long-term goals and objectives in relation to Valley Water's mission and overall business management.

Below is a list of program and master plans that have been referenced in the Board Work Plan. Other plans not listed below can be obtained by contacting the Office of the Clerk of the Board at (408) 630-2277.

- Capital Improvement Program  
<https://www.valleywater.org/how-we-operate/five-year-capital-improvement-program>
- Climate Change Action Plan  
<https://www.valleywater.org/your-water/water-supply-planning/climate-change-action-plan>
- Countywide Water Reuse Master Plan  
<https://www.valleywater.org/your-water/recycled-and-purified-water>
- Management and Board Audit Reports  
<https://www.valleywater.org/board-audit-committee-audit-reports>
- One Water Plan  
<https://www.valleywater.org/your-water/one-water-plan>
- Operating and Capital Budget  
<https://www.valleywater.org/how-we-operate/financebudget>
- Racial Equity, Diversity and Inclusion Master Plan  
<https://www.valleywater.org/how-we-operate/about-the-water-district/diversity-and-inclusion-program>
- Safe, Clean Water and Natural Flood Protection Program  
<https://www.valleywater.org/safecleanwater>
- Santa Clara Valley Urban Runoff Pollution Prevention Program  
<https://scvurppp.org/>
- Stormwater Resource Plan  
<https://scvurppp.org/swrp/docs-maps/>
- Water Supply Master Plan  
<https://www.valleywater.org/your-water/water-supply-planning/water-supply-master-plan>

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# Valley Water

Clean Water • Healthy Environment • Flood Protection

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