

Ends Policies and Outcomes

Introduction

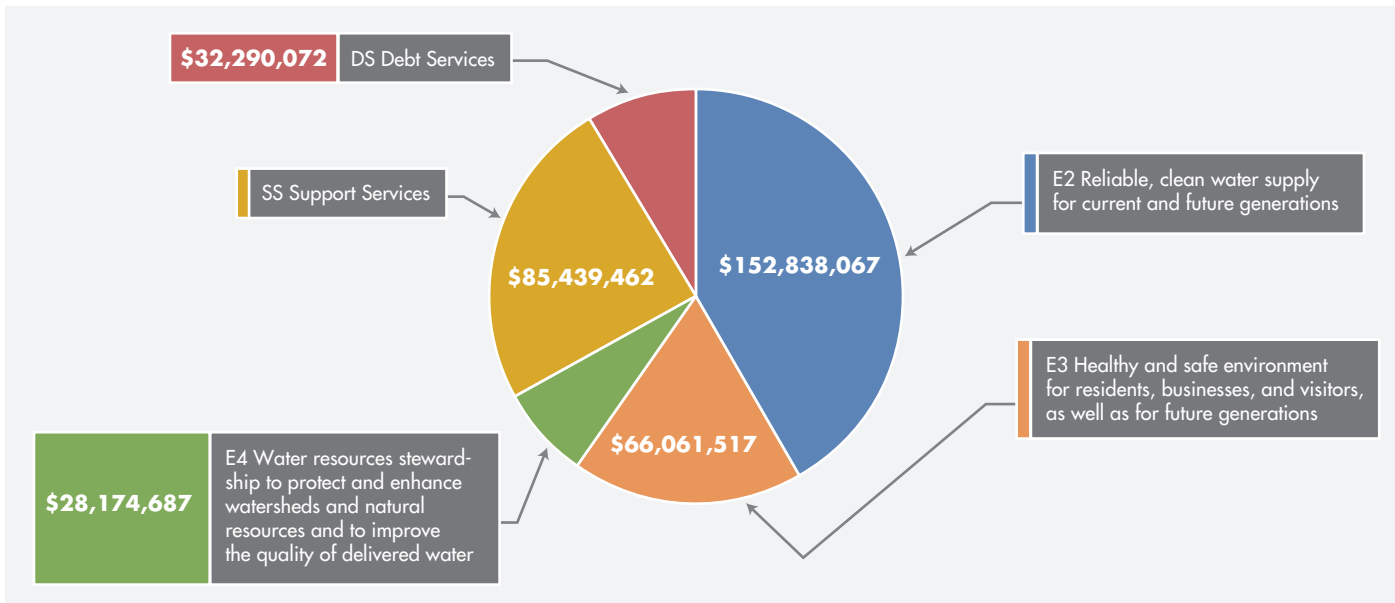
The District plans, manages and carries out work to meet policies established by its Board of Directors. Under the Districts form of Policy Governance, these “Ends” policies describe the mission, outcomes or results to be achieved by District staff. Balancing the Ends policies are Executive Limitations, which set limits on staff activities in fulfilling the Ends. Alignment of plans and resources with the Ends policies helps the Board fulfill the critical responsibility of defining, balancing and prioritizing “what benefits, for what people, at what cost,” and enhances District staff’s accountability in using budgeted resources to accomplish those ends.

This chapter describes the District’s budget by Ends policies and outcomes, showing the alignment of resources with Board policies and goals that relate to those policies.

Commencing with Fiscal Year 2006-2007 district staff presented this budgeting structure until Fiscal year 2008-2009 when the presentation was discontinued. In Fiscal Year 2009-2010 as part of their annual review process the Board of Directors did a major revision of the Board’s Ends. At their meeting of December 15, 2009 the Board adopted a new set of Ends Policies. An additional revision was done at their meeting on November 23, 2010. This presentation displays the latest version of the newly adopted Ends Policies of the Santa Clara Valley Water District Board of Directors.

Ends Code	Ends Description	FY 2011-12 Adopted Budget
E2	Reliable, clean water supply for current and future generations	152,838,067
E3	Healthy and safe environment for residents, businesses, and visitors, as well as for future generations	66,061,517
E4	Water resources stewardship to protect and enhance watersheds and natural resources and to improve the quality of life in Santa Clara County	28,174,687
SS	Support Services	85,439,462
DS	Debt Service	32,290,072
Grand Total		\$364,803,805
Minus Intradistrict Reimbursements		(52,219,847)
Net Expenditures		\$312,583,958

Ends Policies and Outcomes



Goal Code	Goal Description	FY 2011-12 Adopted Budget
E2.1	Current and future water supply for municipalities, industries, agriculture and the environment is reliable	107,338,891
E2.2	Raw water transmission and distribution assets are managed to ensure efficiency and reliability	10,963,670
E2.3	Reliable high quality drinking water is delivered	34,535,506
E3.1	Natural flood protection for residents, businesses, and visitors	55,460,571
E3.2	Reduced potential for flood damages	10,600,946
E4.1	Healthy creek and bay ecosystems	18,023,810
E4.2	Clean, safe water in creeks and bay	6,518,778
E4.3	Improved quality of life in Santa Clara County through trails, open space and water resources management	3,632,099
SS.1	BAO & District Leadership	14,564,325
SS.2	Financial Planning & Management Services	6,990,306
SS.3	Human Resources Services	8,980,829
SS.4	Information Management Services	12,543,507
SS.5	Corporate Business Assets	41,062,818
SS.7	Salary Savings	1,297,677
DS.1	Debt Service	32,290,072
Grand Total		\$364,803,805
Minus Intradistrict Reimbursements		(52,219,847)
Net Expenditures		\$312,583,958

Water Utility Enterprise

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E2.1	Current and future water supply for municipalities, industries, agriculture and the environment is reliable	107,338,891

This section provides resources for District activities needed to protect and maintain groundwater basins; protect, maintain and develop local water, imported water, and recycled water; manage, operate and maintain dams and reservoirs; and maximize water use efficiency, water conservation, and demand management opportunities.

The largest budget item is for imported water purchases from the federal Central Valley Project (CVP) and the State Water Project for a total amount of \$35.3 million. Water banking expenses of \$2.2 million are budgeted for annual operations and maintenance. The budget also includes \$7.1 million to pay the District's capital cost obligations for the federal San Felipe Division of the CVP. About half the District's water supply is from imported water sources.

The District conducts both short-term and long-term water supply planning. These planning activities include coordinating operations with other agencies with shared supplies or infrastructure, identifying and evaluating short-term and long-term water supply options including water conservation, and optimizing the use of available supplies. These planning efforts guide the District's raw water operations and groundwater recharge activities that maintain groundwater levels and also ensure supply reliability. The District plans to recharge approximately 100,000 acre feet of water in FY 2012.

Water quality protection programs will continue including monitoring surface water supplies and the groundwater basin, implementing the District's well ordinance, and the invasive mussel prevention program. The purpose of water quality protection programs are to reduce water treatment costs while providing drinking water that meets or exceeds all regulations, reduce contaminants in drinking water

sources, and sustain water quality for current and future beneficial uses. The budget also includes funds for developing salt and nutrient management plans for the groundwater basins to meet requirements of the State Water Resources Control Board.

Funds in this section are also used to continue implementing the dam safety program, monitoring and maintaining all dams, maintaining the electrical and computerized systems that support operations, conducting infrastructure maintenance activities throughout the water supply system, and providing engineering and environmental support to water utility operations and maintenance efforts.

The District's water conservation program budget is approximately \$6.2 million. This includes \$4.2 million for residential, commercial/ industrial, agricultural, and landscape rebates and technical assistance, as well as \$215,000 for a water conservation campaign. Long-term water conservation efforts reduce water demands by about 10 percent. This is in addition to short-term savings achieved during water shortages.

The FY12 budget includes a significant investment in recycled water. This is highlighted by a multi-million \$ investment in the construction of the South Bay Advanced Recycled Water Treatment Facility (AWT). This recycled water project received state grant and federal grants for construction. In addition, the AWT project cost is shared with the City of San Jose. Currently, recycled water accounts for about five percent of water used in Santa Clara County.

FY 2012 budget also includes funding for the planning for the Anderson Dam seismic retrofit capital project.

Ends Policies and Outcomes

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E2.2	Raw water transmission and distribution assets are managed to ensure efficiency and reliability	10,963,670

The budget for this section includes funds for FAHCE/Three Creeks HCP Project; and the operation and maintenance of the raw water system to distribute raw water to the three water treatment plants and the recharge facilities. Cathodic protection for the Cross Valley pipeline is included in the small caps project.

The ultimate goal of the FAHCE/Three Creeks HCP Project is the resolution of the water rights complaint with the State Water Resources Control Board. A key step is obtaining endangered species incidental take permits (ITP) for water supply district operations and capital improvements through adoption of Three Creeks Habitat Conservation Plan (TCHCP).

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E2.3	Reliable high quality drinking water is delivered	34,535,506

The budget for this section includes funds for operating and maintaining the three water treatment plants, the treated water transmission and distribution system, the Campbell well field and the SFPUC/SCVWD intertie facility. Also included are funds for the treatment plant water quality process support and the District's water quality laboratory.

acre feet and the number of estimated laboratory tests for water treatment is 112,000. Additionally, the lab will perform approximately 30,000 lab tests for private wells and the new South Bay Advanced Recycled Water Treatment Facility.

The largest planned expenditure is operating and maintaining the District's three water treatment plants at a budget of \$23.3 million. The estimated quantity of water to be treated in FY 2012 is 116,400

\$3.2 million funding for capital projects is also included in this budget, primarily for work on the Rinconada Water Treatment plant, the oldest of the three treatment plants, and \$0.7 million to rehabilitate a section of the treated water East Pipeline.

Watershed Stream Stewardship and Clean, Safe Creeks

Watersheds has arranged its services into three categories where applicable: 1) Required Services - these are areas where service levels are required due to regulatory and/or other obligations and are maintained at the same level as the prior year;

2) Other Priority Services - in these areas service levels may not be required but are essential to core business; and 3) Initiate/Continue Construction or Planning /Design phases for capital projects.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E3.1	Natural flood protection for residents, businesses, and visitors	55,460,571

Required Services

- 1) Maintain at least 90% of streams at capacity per maintenance guidelines
 - a) Sediment removal – 44,260 cubic yards
 - b) Vegetation removal for capacity restoration – 619 acres
 - c) Remove about 2,500 cubic yards of debris on bridge piers, trash racks and fish ladders before, during and after storm events
- 2) Vegetation management on upland property for code compliance – 2,120 acres
- 3) Complete Stream Maintenance Program (SMP) EIR and obtain Permits
- 4) Plan and coordinate acquisition of equipment and materials for SMP
- 5) Manage and coordinate SMP Permit Compliance

Other Priority Services

- 1) Manage 42 acres of vegetation to provide access
- 2) Respond to customer complaints of debris
- 3) Collect and maintain stream geomorphic data for Stevens, Thompson, Guadalupe Creeks
- 4) Technical Support for Vegetation Management and Engineering Program Support
 - Engineering analysis
 - Quality and environmental management system
 - Contract development, administration and oversight
 - Report development for regulatory agencies, etc.
 - Labor and materials planning and work scheduling
 - Board support, customer service and other services not associated with a specific, budgeted project

Initiate or Continue Construction – 5 projects

Clean, Safe Creeks

- Upper Guadalupe Reach 6
- Permanente Creek
- Calabazas Creek

Watersheds Steam Stewardship

- Lower Silver Creek Reaches 4-6
- Lower Berryessa Creek

Planning or Design – 10 projects

Clean, Safe Creeks

- Upper Llagas Creek
- Sunnyvale East and West Channels
- Mid-Coyote Creek
- San Francisquito Creek
- Upper Guadalupe River Reach 12

Watersheds Steam Stewardship

- Upper Penitencia Creek
- South Bay Shoreline
- Lower Llagas Creek restoration
- Lake Cunningham Improvements
- Lower Penitencia Creek

Ends Policies and Outcomes

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E3.2	Reduced potential for flood damages	10,600,946

Required Services

- Assess and document the condition of at least 50% of assets - 140 miles of streams
- Respond to non-scheduled, citizen-initiated and emergency condition assessments
- Inspect, document and perform critical maintenance on approximately 108 miles of levees
- Maintain structural components of Watershed facilities and repair appurtenances for public safety
- Respond to 25,000 Underground Service Alert notifications
- Administer Water Resource Protection Ordinance - approximately 200 to 250 encroachment permits are issued and 40 enforcements occur

Other Priority Services

- 1) Provide 4 sandbag sites with unfilled bags and sand (Palo Alto, Alviso, San Jose and Morgan Hill, approx. 40,000 bags)
- 2) Manage the Watershed Dept. Operations Center for emergencies
- 3) Improve Watersheds Asset Mgmt Program
- 4) Assess and document the condition of the remaining Watersheds assets

- 5) Educate and advocate for the protection of streams from external land use activities – review about 200 external activities, meet with city/ County planning staff and testify at hearings as appropriate
- 6) Maintain District right of way information on about 10,000 pages of Assessor Maps
- 7) Respond to about 300 requests for flood zone information
- 8) Provide Watershed customer relations and flood awareness outreach
- 9) Assist cities and County in managing floodplains and coordinate with South Bay Salt Pond Restoration Program
- 10) Complete flood warning system on Upper Guadalupe River
- 11) Maintain levee maintenance roads and other non-critical appurtenances
- 12) Provide technical support for Community Project Review
 - Database and files management
 - Quality and environmental management system
 - Board support, customer service and other services not associated with a specific, budgeted project

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E4.1	Healthy creek and bay ecosystems	18,023,810

Required Services

- 1) Meet all SMP and other mitigation commitments
- 2) Prepare environmental enhancement agreements for execution

- 3) Maintain and operate Salt Pond A4
- 4) Stabilize creek banks that pose an imminent impact to water quality or public health and safety

Ends Policies and Outcomes

Other Priority Services

- 1) Stabilize creek banks for other entities that may impact water quality and other entities' facilities – 100% reimbursable
- 2) Prepare a Future Funding program for Board consideration to place on an election ballot
- 3) Develop an Ecological Monitoring & Assessment Framework and perform an ecological assessment of Guadalupe River Watershed
- 4) Implement 7 Environmental enhancement projects
- 5) Manage the hydrologic monitoring system and associated database for 78 stream and 39 precipitation gauges
- 6) Update the hydrology model for Upper Penitencia and Canoas Creeks
- 7) Participate in and provide leadership to the Pajaro Watershed Council
- 8) Provide technical support for Regulatory Compliance, Stream Stewardship, and Environmental Services
 - Quality and environmental management system
 - Contract development, administration and oversight
 - Report development for regulatory agencies, etc.
 - Board support, customer service and other services not associated with a specific, budgeted project

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E4.2	Clean, safe water in our creeks and bay	6,518,778

Required Services

- 1) Perform at least 4 trash cleanups and conduct illegal encampment cleanups in partnership with cities
- 2) Respond to complaints of graffiti and trash, and repair fences.
- 3) Provide funding for management of the County Green Business Program
- 4) Respond to hazardous material incidents on creeks within 2 hours
- 5) Monitor mercury and install mercury control systems at Calero, Stevens Creek and Guadalupe Reservoirs
- 6) Support Urban Runoff Pollution Prevention throughout the county and comply with associated regulatory requirements on District facilities

Other Priority Services

- Initiate a planning study for Alamitos Creek restoration at Lake Almaden

Goal Code	Goal Description	FY 2011-12 Adopted Budget
E4.3	Improved quality of life in Santa Clara County through trails, and open space and water resources management	3,632,099

Required Services

- Complete agreements for Board awarded trails and open space grants and track compliance with agreements

Other Priority Services

- Execute joint-use and joint-trails agreements as appropriate
- Complete design and acquire permits for Alviso Slough project

Ends Policies and Outcomes

Support Services

The section Support Services includes functions that do not necessarily support one particular Ends Policy or Outcome but rather apply either to multiple business areas or to the entire organization.

Functions under Support Services provide the necessary underlying structure for Ends and Outcomes to be accomplished.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.1	BAO & District Leadership	14,564,325

The BAO and District Leadership group includes budgets for the Board Appointed Officers, Chief Administrative Officer, Advisory Committees and Health and Safety related duties for Watersheds and Water Enterprise.

Board Appointed Officers (BAOs) are District staff who report directly to the Board of Directors. The BAOs are: the Chief Executive Officer, District Counsel and the Clerk of the Board.

Chief Executive Officer: Provides executive leadership to the District, support to the Board of Directors, ensures that the District efficiently implements the Board's policies and complies with executive limitations. Among the functions that report to the Chief Executive Officer are: Government Relations, Office of CEO Support and Internal Communications.

District Counsel: Represents District's interests in a variety of court and administrative matters and provides timely and useful legal advice to the Board and management as the District implements strategies to streamline operations and increase accountability. The District Counsel also oversees Risk Management Administration. The mission of Risk Management is to protect District assets by identifying and evaluating loss exposures and applying effective risk management and risk financing techniques to reduce or eliminate risk.

Clerk of the Board: Provides funds for the District's Board of Directors to do its work and support services directly to the Board of Directors, including elections. This includes regulatory and administrative support services to the Board, Board Advisory and Ad Hoc Committees, Board Appointed Officers, District staff and constituents. The COB maximizes public access to citizens of Santa Clara County in accordance with the California Ralph M. Brown Act. In addition, COB tracks Board of Director budget and expense claim forms in accordance with District Ordinance 02-01, Resolution 02-44, and Board Governance Policy GP-10 and maintains integrity of the Board's legislative records, processes, and actions.

CHIEF ADMINISTRATIVE ETHICS OFFICER

This function provides executive leadership and direct oversight of all District administrative divisions and offices including Information Systems, Financial Planning, Human Resources and Procurement/Operational Services. It also provides leadership and oversight for the District's Ethics/ Equal Opportunity Programs.

Ends Policies and Outcomes

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.2	Financial Planning & Management Services	6,990,306

Financial Planning and Management Services will continue to implement effective business practices to ensure fiscal accountability, enhance transparency and strengthen oversight of public resources. Under Financial Planning and Management Services

we find the following functions: Treasury/Debt Management, Financial Planning, Budget Planning, Financial Controls, General Accounting and Revenue Management. FPMSD also manages debt service payments for all other District funds of \$32 million.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.3	Human Resources Services	8,980,829

The Human Resources and Diversity/Inclusion Services programs and business units include: Ethics and Equal Opportunity, Employee Recruitment

and Benefits, and Labor Relations and Workforce Development.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.4	Information Management Services	12,543,507

The business units and programs in Information Management Services include Information Security, Information Systems Solutions, Information

Technology, Records and Library, Business and Business & Customer Support Services and the Office of the Information Management Officer.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.5	Corporate Business Assets	41,062,818

The budgets in this category include the Procurement, Warehouse and Contract Administration Unit, the Equipment Management Unit and the Facilities Management Unit.

This also includes the budget for support services for projects that overarch two or more Ends policies and, therefore, cannot be attributed to only one Ends policy.

Ends Policies and Outcomes

Goal Code	Goal Description	FY 2011-12 Adopted Budget
SS.7	Salary Savings	1,297,677

This budget represents the salary and benefits for positions in a vacancy pool. Two positions remain unassigned to operational units. Throughout the

year executive management reviews priority and balances resources requests using the vacancy pool.

Goal Code	Goal Description	FY 2011-12 Adopted Budget
DS.1	Debt Service	32,290,072

This category captures the budget to pay interest and principal on long term debt.

Ends Policies and Outcomes

End Code Project Listings

E2

Reliable, clean water supply for current and future generations

E2.1 Current and future water supply for municipalities, industries, agriculture and the environment is reliable.

Job Number	Project Name	Adopted FY 2011-12 Budget
62024005	Radio Repeater System Infill	530
62041039	Integrated Regional Water Mgmt	126,613
91041002	Water Supply Strategy Development	266,182
91041011	Bay Area Water Supply Coordin	65,312
91041012	Water Operations Planning	319,225
91041014	Urban Water Management Plan	122,460
91041018	Groundwater Management Protocols	447,158
91042008	Infrstr Reliability Program	313,567
91061001	Env Planning and Compliance	1,143,897
91061005	Water Supply Accounting	192,922
91081007	Dam Safety Program	1,308,370
91081012	Dam Maintenance EIR	70,894
91084018	Dam Maint Plan Mitigation	45,125
91084019	Dam Safety Seismic Stability	2,816,000
91094008	Recycled Wtr MstrPL Short Term	195,000
91101001	AWT Facility Operations	567,640
91101003	Water Recycling Planning	487,323
91111001	Water Rights	145,515
91124001	San Thomas Well Field	-
91131004	Imported Water Program	4,196,374
91131006	IW San Felipe Division Delvrs	19,225,114
91131007	IW South Bay Aqueduct Delvrs	817,500
91131008	State Water Project Costs	18,853,533
91151001	Water Conservation-Prog Support	843,358
91151007	Water Conservation-Residential	1,799,495
91151008	Water Conservation-Commercial/Ind	1,466,772
91151009	Water Conservation-AG	411,072
91151010	Water Conservation-Landscape	1,432,224
91152007	Water Conservation Campaign	216,273
91154007	Water Purchases Captl Project	7,136,982
91181001	Water Recycling - General	2,030,996
91182002	Integrate AWT with supplies	525,515
91184008	South Bay Advanced Recycl WTP	18,425,000
91211004	San Felipe Reach 1 Operation	425,572
91211084	San Felipe Reach1 Ctrl and Ele	272,374
91211085	SF Reach 1-Engineering - Other	103,339
91211099	San Felipe Reach 1 Gen Maint	952,159
91214007	San Luis Bypass / Storage	-
91214008	Pacheco PP Reg Tank Recoating	27,000
91214009	San Felipe Comm Cable Replace	-
91214010	Small Caps, San Felipe R1	996,000
91221002	San Felipe Reach 2 Operation	45,123
91221006	SF Reach 2-Engineering - Other	99,438

Ends Policies and Outcomes

End Code Project Listings

E2

Reliable, clean water supply for current and future generations

Job Number	Project Name	Adopted FY 2011-12 Budget
91221099	San Felipe Reach 2 Gen Maint	99,681
91231002	San Felipe Reach 3 Operation	185,748
91231084	San Felipe Reach3 Ctrl and Ele	220,441
91231085	SF Reach 3-Engineering - Other	81,277
91231099	San Felipe Reach 3 Gen Maint	698,228
91234010	Small Caps, San Felipe R3	1,407,000
91451002	Well Ordinance Program	1,146,218
91451005	Source Water Quality Mgmt	417,586
91451011	Invasive Mussel Prevention	654,080
91452042	Salt and Nutrient Mgmt Plan	199,884
91551001	Groundwater Monitoring	838,905
91551002	Groundwater Supply Managemen	1,049,164
91761001	Local Res / Div Plan & Analysis	513,536
91761002	Local Reservoir/Diversion Ops	225,218
91761099	Dams / Reservoir Gen Maint	1,399,202
91791012	Groundwater Quality Manageme	1,086,799
91792001	S County Water Quality Testing	328,871
91854002	Jacques Gulch Restoration	68,999
91864005	Anderson Dam Seismic Retrofit	6,937,928
91884002	Coyote Dam Control Buld Improv	49,093
91954001	Pacheco PP ASD Replacement	669,000
94024005	Radio Repeater System Infill	470
95041039	Integrated Regional Water Mgmt	126,617
E2.1 Total		107,338,891

Ends Policies and Outcomes

Ends Code Project Listings

E2

Reliable, clean water supply for current and future generations

E2.2 Raw water transmission and distribution assets are managed to ensure efficiency and reliability.

Job Number	Project Name	Adopted FY 2011-12 Budget
62811049	X Valley Level / Benchmark	224,834
92041014	FAHCE/Three Creeks HCP Project	2,039,835
92144001	So County PL ROW Acquisition	487,201
92261099	Vasona Pump Station Gen Main	69,817
92404003	Alamitos Diversion Dam Imprvmt	-
92484003	Coyote Diversion Dam Imprvmt	-
92534003	Kirk Diversion Dam Improvement	-
92564002	Main-Madrone PL Restoration	-
92614004	Penitencia Fish Facility Mods	476,243
92761001	Raw Water T and D Genrl Oper	1,019,484
92761006	Rchrg / RW Field Fac Asset Mgt	184,162
92761007	Rchrg / RW Field Ops Plan& Analysis	213,436
92761008	Recycled Water T&D Genrl Maint	84,224
92761009	Recharge/RW Field Ops	1,866,994
92761010	Rchrg / RW Field Fac Maint	835,300
92761011	Untreated Water Field Operations	51,761
92761012	Untreated Water Prog Plan&Analysis	29,812
92761082	Raw Water T&D Ctrl and Electr	562,688
92761083	Raw Water T&D Eng Other	150,863
92761085	Anderson Hydrelctrc Fclty Main	72,873
92761086	Anderson Hydrelctrc Fclty Ops	38,846
92761099	Raw Water T / D Gen Maint	951,288
92764009	Small Caps, Raw Water T&D	1,079,180
92781002	RW Corrosion Control	524,829
E2.2 Total		10,963,670

Ends Policies and Outcomes

End Code Project Listings

E2

Reliable, clean water supply for current and future generations

E2.3 Reliable high quality drinking water is delivered.

Job Number	Project Name	Adopted FY 2011-12 Budget
62041042	Llagas Fire Mgmt	96,747
62061045	District Asset Mgmt Framework	175,503
62061046	District CMMS Administration	213,305
93081008	W T General Water Quality	1,085,699
93081009	Water Treatment Plant Engineering	421,350
93084009	I/O Cards&Trunk Cables Upgrade	-
93231007	PWTP Landslide Monitoring	12,805
93231009	PWTP General Operations	3,915,766
93231099	Penitencia WTP General Maint	1,801,598
93234028	PWTP Improvement, Stage 2	13,000
93234031	PWTP Maintenance Buidling	-
93234042	PWTP Water Pump Modifications	-
93234043	PWTP Clearwell Recoat and Repair	405,000
93281005	STWTP - General Operations	4,617,827
93281099	Santa Teresa WTP General Maint	2,272,617
93284030	STWTP Incompatible Materials	346,669
93291012	RWTP General Operations	6,290,860
93291099	Rinconada WTP General Maint	2,343,707
93294029	RWTP Chemical System Upgrade	66,000
93294035	RWTP Standby Power Sys Upgrade	185,000
93294045	RWTP Valve Replacements	-
93294050	RWTP FRP Clarifier Rehabilitation	-
93294051	RWTP FRP Residuals Management	426,000
93294054	RTWP FRP Primary Elec System	142,000
93294056	RWTP FRP Chem Structure & Pump	-
93294057	RWTP Reliability Improvement	321,000
93401002	Water District Laboratory	3,225,808
93504001	IRP2 Well Fields	109,289
93761001	SF/SCVWD Intertie General Ops	70,226
93761004	Campbell Well Field Operations	66,076
93761005	Campbell Well Field Maintenance	30,778
93761006	Treated Water Ctrl & Elec Eng	1,669,521
93761099	SF/SCVWD Intertie Gen Maint	92,379
93764003	IRP2 Seismc Study Retrofit WTP	-
93764004	Small Caps, Water Treatment	1,148,000
94084005	Water Protection	131,000
94084006	Microwave Telecommunications	-
94344006	East PL Rehabilitation	728,000
94761005	TW T&D - Engineering - Other	165,450
94761099	Treated Water T/D Gen Maint	651,785
94762007	SCADA Systems Upgrades	182,580
94781001	Treated Water T/D Corrosion	528,959

Ends Policies and Outcomes

End Code Project Listings

E2	Reliable, clean water supply for current and future generations		
	95061045	District Asset Mgmt Framework	263,248
	95061046	District CMMS Administration	319,954
	E2.3 Total		34,535,506
E2 Total		\$152,838,067	

Ends Policies and Outcomes

Ends Code Project Listings

E3

Healthy and safe environment for residents, businesses, and visitors, as well as for future generations

E3.1 Natural flood protection for residents, businesses, and visitors.

Job Number	Project Name	Adopted FY 2011-12 Budget
10104011	Adobe CK Upper Reach 5 Restore	251,000
10244001	Permanente Ck, SF Bay-Foothill	-
10811042	West Watershed Technical Support	368,365
20761021	LP/WV/Guad Debris Removal	568,824
20771052	LP/WV/Guad Wtrshd Sediment Remova	1,505,860
26041022	Stream Maint Prog Mgmt	81,254
26074002	SV East & SV West Planning	3,829,370
26104001	Calabazas Ck Miller to Wardell	-
26154002	Guadalupe Rv-Upr, 280-SPRR(R6)	-
26154003	Guadalupe Rv-Upr, SPRR-BH 7-12	11,005,350
26174041	Berryessa Calav/Old Pied Cor	107,000
26174042	Berryessa Calav/Old Pied LER	-
26174043	Coyote Ck, Montague to I-280	3,380,000
26174051	U.Llagas Ck B.Vista-Wright Rem	50,000
26174052	U.Llagas Ck B.Vista-Wright NoR	-
26174054	U.Llagas Ck Design B.Vista-Wri	1,023,000
26244001	Permanente Ck, Bay-Fthill CSC	915,000
26284001	SanFrancisquito Ck, BaySer CSC	1,253,754
26284002	San Francisquito Early Implemt	1,270,000
26771052	LP/WV/Guad Wtrshd Sediment Remova	167,314
26771054	Coyote Wtrshd Sediment Remov	140,305
26771055	Pajaro Wtrshd Sediment Remvl	20,025
26771067	Stream Capacity Vegetation Con	1,150,574
30154013	Guadalupe Rv-DT, 880-280	12,000
30154014	Guadalupe Rv-DT, Hedding-Colem	7,000
30154015	Guadalupe Rv-DT, Coleman-SCLra	352,000
30811042	Guad Watershed Technical Suppt	332,897
40174004	L. Berryessa Ck, L.Penit-Calav	479,000
40264008	Lwr Silver-R4-6 N Babb-Cunni	15,555,896
40264011	Lake Cunningham Improvements	231,797
40264012	Low Silver 680-Cunningham Reim	51,000
40324003	U Penitencia Cr-Corps Coord	-
40324005	U Penitencia, Coyt-Dorel LERRD	1,545,454
40334005	Lower Penitencia Ck Flood Conv	391,185
40761021	Coyote Wtrshd Debris Removal	282,282
40771054	Coyote Wtrshd Sediment Remov	1,262,735
40811042	Coy Watrshed Technical Support	1,001,415
50284010	Lower Llagas Capacity Restore	1,323,000
50761021	Pajaro Wtrshd Debris Removal	234,856
50771055	Pajaro Wtrshd Sediment Removal	180,251
50811042	Pajaro Watershed Tech Supp	354,501
62021004	Vegetation Mgmt Tech Support	788,049
62021007	Geomorphic Data Analysis	52,400

Ends Policies and Outcomes

Ends Code Project Listings

E3

Healthy and safe environment for residents, businesses, and visitors, as well as for future generations

62022007	SMP Program Permit Renewal	486,350
62041022	Stream Maint Prog Mgmt	731,302
62044026	San Francisco Bay Shoreline	378,000
62044042	Early Shoreline Implement Feas	205,953
62061029	Field Operations Support	184,599
62771068	Watershed Property Vegetation	1,724,814
95811049	X Valley Level / Benchmark	224,840
E3.1 Total		55,460,571

Ends Policies and Outcomes

Ends Code Project Listings

E3

Healthy and safe environment for residents, businesses, and visitors, as well as for future generations

E3.2 Reduce potential for flood damages.

Job Number	Project Name	Adopted FY 2011-12 Budget
20081008	LP/WV/Guad Fac Condition Assmnt	700,538
20761011	LP/WV/Guad Gen Field Maint	771,552
20811011	LP/WV/Guad Levee Maintenance	995,774
40081008	Coy Facilities Condition Assmt	272,718
40761011	Coyote General Field Maint	291,638
40811011	Coyote Watershed Levee Maint	507,522
50081008	Pajaro Facilities Condition Assmt	112,976
50761011	Pajaro General Field Maint	175,191
50811011	Pajaro Wtrshd Levee Maint	289,414
62011002	Watershed Asset Protection Supp	3,230,385
62021003	CPRU Tech Support	186,254
62022008	Flood Warning System develpmnt	66,617
62041023	Flood Mgmt Policy and Coord	95,752
62042026	Watershed Total Asset Mgt Prgm	748,851
62061005	Flood Awareness	347,390
62061042	Watershed Customer Relations	230,066
62761008	Sandbag Program	126,248
62761071	Emergency Preparedness Prog	964,542
95011003	WU Asset Protection Support	487,518
E3.2 Total		10,600,946

E3 Total

\$66,061,517

Ends Policies and Outcomes

Ends Code Project Listings

E4

Water resources stewardship to protect and enhance watersheds and natural resources and to improve the quality of life in Santa Clara County

E4.1 Healthy creek and bay ecosystems.

Job Number	Project Name	Adopted FY 2011-12 Budget
10102002	Adobe Creek Mitigation Monitoring	136,077
10212011	Matadero Overflow Ch Mit Mon	40,061
20102019	Bollinger Bridge Mit Mon	45,432
20761041	LP/WV/Guad Erosion Protection	1,865,347
26071042	Enhancement Program Admin	1,866,011
26072003	Guad River Aquatic Enhancement	95,471
26072004	Tick Creek Riparian Enchnment	115,495
26072005	Uvas Crk Fish Passage at Silva	213,464
26072006	Uvas Crk Bolsa Rd Fish Ladder	62,470
26072044	Guad R Invasiv Exotic Veg Remv	214,681
26074009	Soap Lake Easement Acquisition	47,000
26771066	Reveg-Mitigation Maintenance	1,254,169
30151026	Dntwn Gud Rvr Mitgtn Moni Prog	1,050,356
40212032	Coyote Creek Mitgtn Monitoring	162,598
40262033	Lwr Silver Mitigation & Monitr	57,523
40761041	Coyote Wtrshd Erosion Protec	555,669
50181004	Carnadero Preserve Mgmt	172,961
50761041	Pajaro Wtrshd Erosion Prtn	228,526
60061012	Environmental Compliance Sup	59,059
60301004	Wtrshd Stewardship Grant Prog	710,355
62021005	Stream Stewardship Tech Supp	502,935
62041003	Ecological Monitoring Program	683,344
62041025	SMP Biodiversity Monitoring	237,266
62041043	Environmental Services Tech Supp	140,869
62042032	Island Pond Mitigation & Monit	131,280
62042037	Future Funding Strategies	1,887,143
62044030	SMP Mit Laguna Seca Freshwater	437,638
62061008	Basic Hydrology	435,163
62181005	SMP Frshwtr Wet Mit Sites Mgmt	125,204
62184001	SMP Mit-Stream Wtrshd Land Acq	-
62214001	Thompson Creek Stream Stabiliz	-
62742041	Comprehensive Habitat Cons P	261,633
62761009	Pond A4 Operations	106,186
62762016	Arundo Control Program	1,297,397
62811043	Hydrologic Data Msrmt & Mgmt	1,002,299
91061012	Environmental Compliance Sup	29,529
91742041	Comprehensive Habitat Cons P	261,640
92061012	Environmental Compliance Sup	54,136
93061012	Environmental Compliance Sup	349,437
95041025	SMP Biodiversity Monitoring	26,366
95042037	Future Funding Strategies	99,323
95811043	Hydrologic Data Msrmt & Mgmt	1,002,297
E4.1 Total		18,023,810

Ends Policies and Outcomes

Ends Code Project Listings

E4

Water resources stewardship to protect and enhance watersheds and natural resources and to improve the quality of life in Santa Clara County

E4.2 Clean, safe water in creeks and bay.

Job Number	Project Name	Adopted FY 2011-12 Budget
20771022	LP/WV/Guad Wtrshd Gd Neighbor	341,336
26044001	Lk Alm/Guad Rv/Almts Ck Plan	316,274
26752021	Pollution Prevention Activity	553,111
26752043	Surface Water Quality Improv	1,754,974
26771022	LP/WV/Guad Wtrshd Gd Neighbor	512,005
26771024	Coyote Wtrshd Gd Neighbor Ma	256,617
26771025	Pajaro Wtrshd Good Neighbor	142,826
26771026	Illegal Encampment Cleanup Prg	206,133
26792001	Urban Runoff Program So County	82,860
30154028	Gold Street Educational Center	322,000
30771026	Illegal Encampment Cleanup Prg	137,424
40771024	Coyote Wtrshd Gd Neighbor Ma	171,070
50771025	Pajaro Wtrshd Good Neighbor	95,215
62771011	District Urban Runoff Program	300,109
62771031	HAZMAT Emergency Response	198,385
62792003	Inter Agency Urban Runoff Prog	1,031,368
95771011	District Urban Runoff Program	75,026
95771031	HAZMAT Emergency Response	22,045
E4.2 Total		6,518,778

E4.3 Improve quality of life in Santa Clara County through trails and open space.

Job Number	Project Name	Adopted FY 2011-12 Budget
26091002	Open Spaces and Trail Admin	2,104,099
30154030	Alviso Slough Design Construct	1,528,000
E4.3 Total		3,632,099

E4 Total \$28,174,687

Ends Policies and Outcomes

Ends Code Project Listings

SS

Support Services

SS.1 BAO & District Leadership

Job Number	Project Name	Adopted FY 2011-12 Budget
60061032	Internal Communications	144,594
60091001	Directors Fees / Expenses	378,866
60131004	Ofc of Chief Admin Officer	563,283
60131007	Office of Chief Executive Officer	501,264
60131014	Office of the CEO Support	668,598
60131015	CEO Auditor Function	227,767
60141001	District Counsel	2,516,735
60171002	Water Education Program	449,653
60231002	External Communications	610,827
60231003	Local & Federal Govt Relations	808,195
60231004	State Government Relations	737,022
60241026	Quality/Environmental Program	546,339
60301001	Clerk of the Board Serv	1,119,805
60301003	Board Adv. Comm & Ad Hoc Comm	358,866
62061022	Watershed Ops Safety Implement	256,872
62061030	Special Tax Outcome Monitori	219,804
65051001	Liability Property Program	1,544,412
65051002	Workers Compensation Program	761,192
65051003	Safety Program Admin	858,660
65051004	Risk Management Program Admi	378,609
65051005	Safety Committee	128,285
65051009	District Ergonomics Program	197,103
65051011	Industrial Hygiene Program	360,937
95061027	Water Utility Health & Safety	226,637
SS.1 Total		14,564,325

Ends Policies and Outcomes

Ends Code Project Listings

SS Support Services		
SS.2 Financial Planning & Management Services		
Job Number	Project Name	Adopted FY 2011-12 Budget
26001090	Unscoped Projects-Budget Only	100,000
26031001	Watershed Revenue	209,760
60001090	Unscoped Projects-Budget Only	200,000
60061002	Contract Auditing Financial	56,940
60061050	Financial Control Unit Admin	1,328,194
60111002	General Accounting Services	1,142,561
60111003	Accounts Payable Services	619,076
60111004	Payroll Services	433,098
60221001	Budget Development & Analysis	459,342
60221002	Debt & Treasury Management	207,633
60221005	Fin Forecasting & CIP Analysis	85,119
60271007	Payroll & Financial Sys Maint	330,580
62031001	Watershed Revenue	134,108
62031002	Grants Management	362,516
95001090	Unscoped Projects-Budget Only	250,000
95031002	Grants Management	90,632
95101003	W2 W5 Water Revenue Program	980,747
SS.2 Total		6,990,306

Ends Policies and Outcomes

Ends Code Project Listings

SS

Support Services

SS.3 Human Resources Services

Job Number	Project Name	Adopted FY 2011-12 Budget
60061019	Employee Recognition Program	50,595
60074030	Capital Training and Development	6,690
60074046	Capital Healty & Safety Training	4,950
60281001	EEO Mandatory Training	125,602
60281003	Equal Opportunity Prog	230,786
60281004	Diversity and Inclusion Program	516,630
60281006	Reasonable Accommodation	56,179
60291001	Recruitment and Examination	540,589
60291002	Benefits Administration	966,497
60291003	Labor Relations	885,775
60291004	Talent Management Program	1,036,353
60291005	Classification Program	216,368
60291007	Deferred Compensation Committee	84,371
60291016	Ethics	38,638
60291017	Implement / Oversee MOU	338,936
60291018	Compensation Program	53,437
60291032	Bargaining Unit Representation	245,502
60291033	Bilingual Pay Pilot Program	18,000
60291038	GF Training & Development	413,430
60411002	GF Safety Training & Administration	388,541
62061023	Watershed Ops Safety Training	756,636
62061028	WS Training & Development	417,425
62074030	Capital Training and Development	110,394
62074046	Capital Healty & Safety Training	82,179
95061032	Water Utility Ops Safety Training	430,497
95061037	WUE Training & Development	586,580
95074030	Capital Training and Development	217,388
95074046	Capital Healty & Safety Training	161,861
SS.3 Total		8,980,829

Ends Policies and Outcomes

Ends Code Project Listings

SS	Support Services	
	SS.4 Information Management Services	
Job Number	Project Name	Adopted FY 2011-12 Budget
60101006	Telecommunications Sys Opr/M	1,194,467
60101010	Wireless Comm. Maint & Support	188,788
60101011	Audio/Visual Maint / Support	336,917
60151001	Business Software Development	704,756
60161001	Software Maint & License	1,013,003
60161003	Internet/Intranet Maintenance	455,268
60181002	Network Administration	563,323
60191001	Data Center Operations	520,622
60271010	GIS Maintenance & Support	504,263
60271011	Computerized Maint Mgmt Syst	396,060
60271060	ERP System Maint & Support	569,828
60271062	Information Security Admin	156,983
60311001	Records Management Services	546,386
60311002	Request for Public Records	169,050
60321001	Word Processing Services	426,696
60331001	Research / Library Services	256,787
60341001	Mail Services	637,064
60351001	Reprographic Services	840,360
60361001	Forms Management	157,646
60361002	Graphics Services	285,323
60361004	Receptionists/Switchboard Sevs	437,113
60361005	EOC Switchboard Preparedness	38,178
75004001	Office Computers New Equipme	20,000
75004002	Office Computers Replace Equ	354,763
75004004	Network Equipment	347,646
75011001	Office Computer Maint& Helpdesk Support	1,422,217
SS.4 Total		12,543,507

Ends Policies and Outcomes

Ends Code Project Listings

SS

Support Services

SS.5 Corporate Business Assets

Job Number	Project Name	Adopted FY 2011-12 Budget
10291002	Rental Expense Stevens Creek	241,326
26061002	Rent Exp Clean Safe Ck 7/1/01 +	137,411
26074038	Capital Program Services Admin	1,006,935
26811054	District Real Property Administration	10,998
30061004	Rent Exp Guadalupe Prior7/1/01	177,217
40061004	Rental Expense Coyote Wtrshd	14,924
60021003	Environmental Mgmt Sys	216,887
60021008	Electrical Power Support	85,098
60061017	Information Mgmt Services Div Admin	1,515,871
60061018	Procurt & Operational Div Admin	562,150
60061026	IMSD - Strategic Plan and Analysis	308,933
60071041	Welding Services	32,345
60074033	CIP Development & Admin	12,667
60074038	Capital Program Services Admin	33,570
60074045	Technical Review Committee	7,728
60101001	Procurement Management	1,694,304
60101002	Building Services	2,774,933
60101008	District Security Services	369,545
60101017	CADD System Tech Support	58,291
60111006	Consultant Contract Services	745,200
60201001	District HVAC Services	528,367
60201021	District Space Allocation	334,470
60204016	Almaden&Winfield-Sm Cap Improv	2,048,000
60221003	FPMD Administration	604,555
60291011	HR Program Mgmt	512,477
60291039	Professional and Association Memberships	115,214
60811046	Warehouse Services	290,012
62021008	Electrical Power Support	5,673
62061001	Watersheds Administration	4,560,548
62071041	Welding Services	44,474
62074033	CIP Development & Admin	209,067
62074038	Capital Program Services Admin	771,985
62074045	Technical Review Committee	127,513
62811046	Warehouse Services	710,534
62811054	District Real Property Administration	304,266
70004001	New Vehicle Equip Acquisitio	155,069
70004002	Replacement Vehicle & Equip	1,586,323
70011099	Class I Equip Oper / Maint	661,655
70021099	Class II Equip Oper / Maint	507,759
70031099	Class III Equip Oper / Maint	180,181
70041099	Class IV Equip Oper / Maint	696,281
70061003	Vehicle & Equipment Admin&Mgmt	722,338
70071041	Welding Services	72,777

Ends Policies and Outcomes

Ends Code Project Listings

SS	Support Services		
	Job Number	Project Name	Adopted FY 2011-12 Budget
	70811046	Warehouse Services	29,000
	95021008	Electrical Power Support	192,879
	95041042	Llagas Fire Mgmt	96,749
	95061007	WU Asset Management Program	506,665
	95061012	Rental Expense San Pedro,MH	23,538
	95061038	WUE Administration	6,488,267
	95061041	WU As-Built Drawing Control	248,425
	95062012	WUE Maint Audit Impl Plan	190,886
	95071041	Welding Services	254,718
	95074033	CIP Development & Admin	411,798
	95074038	Capital Program Services Admin	1,543,975
	95074045	Technical Review Committee	251,158
	95111003	Water Use Measurement	1,266,115
	95121001	Fin/Economic Water Rate Stud	487,847
	95144001	PL Hydraulic Reliability Upgrd	139,000
	95151002	Water Utility Customer Relations	260,172
	95731001	Water Supply Modeling/Analys	461,726
	95741001	WUE Long-term Planning	877,798
	95761003	SCADA Network Administration	139,802
	95761071	Emergency Preparedness Prog	964,586
	95811046	Warehouse Services	420,522
	95811054	District Real Property Administration	51,321
	SS. 5 Total		41,062,818
	SS.7 Salary Savings		
	60061052	Vacancy Pool Salary&Benefits	1,297,677
	SS.7 Total		1,297,677
	SS Total		\$85,439,462

Ends Policies and Outcomes

Ends Code Project Listings

DS	Debt Service		
	Job Number	Project Name	Adopted FY 2011-12 Budget
	10993005	2004A COP Lower Peninsula WS	1,561,183
	10993006	2007 COP Refunding LP WS	2,277,219
	20993004	2003A COPS West Valley Watrshd	1,687,552
	20993005	2004A COP West Valley WS	27,242
	20993006	2007 COP Refunding WV WS	683,348
	30993004	2003A COPS Guadalupe Watershed	4,220,860
	30993005	2004A COP Guadalupe WS	66,288
	30993006	2007 COP Refunding Guad WS	759,865
	40993004	2003A COPS Coyote Watershed	1,751,607
	40993005	2004A COP Coyote WS	29,687
	40993006	2007 COP Refunding Coyote WS	2,050,120
	50993005	2004A COP Uvas/Llagas WS	612,660
	60993005	2004A COP General Fund	771,091
	95993001	Debt Service-W1 GO Bonds	415,131
	95993010	WU Revlng 4310027-06SRF01CX114	403,262
	95993011	2006 WUE Refunding Tax Exempt	4,746,450
	95993012	2006 WUE Refunding Taxable	1,777,918
	95993013	2007A WU Revenue COPs Tax Ex	5,048,750
	95993014	2007B WU Revenue COPs	3,399,839
	DS.1 Total		32,290,072
	DS Total		\$32,290,072

Grand Total **\$364,803,805**

Minus Intradistrict Reimbursements **(52,219,847)**

Net Expenditures **\$312,583,958**

Ends Policies and Outcomes

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