



Valley Water

FY 2025-26

Board Work Plan

Chair's Message

At the Santa Clara Valley Water District, we are entrusted to deliver clean, safe water, protect our communities from flooding, and care for the environment that sustains Santa Clara County's two million residents and businesses.

As your elected representatives, our objective is to keep water rates as affordable as possible while supporting the economic vitality and quality of life that defines Silicon Valley. The Fiscal Year 2025-2026 Board Work Plan serves as our strategic roadmap for achieving these goals in the year ahead.

This year's work plan outlines key actions and milestones for several high-priority water supply and flood protection projects, including the Anderson Dam Seismic Retrofit Project, the South San Francisco Bay Shoreline Project, the Upper Llagas Creek Flood Protection Project, and the Coyote Creek Flood Protection Project. It also highlights our progress toward long-term investments in water reliability, most notably through the anticipated completion of the Water Supply Master Plan 2050, which will serve as a guiding framework for ensuring a resilient water supply for generations to come.

We also remain committed to addressing the complex challenge of encampments along our waterways. In partnership with local agencies and community partners, we are taking a coordinated approach that includes enforcing the Water Resources Protection Zone Ordinance, pursuing the development of interagency Memoranda of Agreement, and conducting large-scale trash cleanups on Valley Water lands.

While our primary role as a Board is to set policy, we are equally dedicated to overseeing the effective implementation of these efforts—ensuring that resources are allocated efficiently, responsibilities are clear, and all actions align with our Governance Policies.

It is an honor to serve as Board Chair this year. Together, we will continue building on our shared mission to provide safe, secure, and sustainable water resources for all who live and work in Santa Clara County.



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's 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 conducted in accordance with the Brown Act.



John L. Varela
District 1



Shiloh Ballard
District 2



Richard Santos
Vice Chair, District 3



Jim Beall
District 4



Nai Hsueh
District 5



Tony Estremera
Chair, District 6



Rebecca Eisenberg
District 7

Board Committees

The Board of Directors has established Board Committees and Board Advisory Committees to assist in performing its job. Committees meet regularly and are conducted in accordance with the Brown Act.

Board Committees:

- Board Audit Committee
- Board Policy and Monitoring Committee
- Capital Improvement Program (CIP) Committee
- Environmental Creek Cleanup Committee
- Joint Recycled Water Advisory Committee with the City of Sunnyvale
- Joint Recycled Water Policy Advisory Committee with the Cities of San Jose and Santa Clara
- Joint Recycled Water Policy Committee with the Cities of Palo Alto, East Palo Alto, and Mountain View
- Joint Water Resources Committee with the Cities of Morgan Hill and Gilroy

- Recycled Water Committee
- San Felipe Division Reach One Committee
- Stream Planning and Operations Committee (SPOC)
- Water Supply and Demand Management Committee

Board Advisory Committees:

- Agricultural Water Advisory Committee
- Environmental and Water Resources Committee
- Santa Clara Valley Water Commission
- Santa Clara Valley Water District Youth Commission



Purpose of the Board Work Plan

The purpose of the Fiscal Year 2025-2026 Board Work Plan is to inform the public, community and stakeholders about the Board's strategic focus and how it supports Valley Water's mission and long-term goals and objectives.

To perform its job, the Board adheres to established Board Governance Policies. Included in the Board Governance Policies are Ends Policies, which are long-term goals and objectives for each of Valley Water's core business areas (Water Supply, Natural Flood Protection, Water Resources Stewardship, and Climate Change Mitigation and Adaptation).

Every year, the Board conducts planning sessions to evaluate their goals, objectives, challenges, and opportunities, and identifies the specific areas requiring tactical engagement for the upcoming fiscal year. The Board outlines their focus areas and process for monitoring progress in the Board Work Plan.

Throughout the year, the Board provides input, direction, and oversight on Valley Water's budget, Capital Improvement Program, and other program plans and master plans to ensure there is funding and support to accomplish Valley Water's mission. Strategy implementation is monitored by the Board through Executive Limitation requirements, staff-developed programs and plans, assigned Board Committee work, and Board Appointed Officer performance evaluations.



FY 2025–26 Board Work Plan Goals

		
Integrated Water Resources Management	Water Supply	Natural Flood Protection
GOAL: <i>Efficiently manage water resources across business areas.</i>	GOAL: <i>Provide a reliable, safe, and affordable water supply for current and future generations in all communities served.</i>	GOAL: <i>Provide natural flood protection to reduce risk and improve health and safety.</i>

			
Environmental Stewardship	Addressing Encampments of Unsheltered People	Extreme Weather Events	Business Management
GOAL: <i>Sustain ecosystem health while managing local water resources for flood protection and water supply.</i>	GOAL: <i>Safeguard water resources and facilities from encampment impacts..</i>	GOAL: <i>Mitigate carbon emissions and adapt Valley Water operations to extreme weather events.</i>	GOAL: <i>Promote effective management of water supply, flood protection, and environmental stewardship through responsive and socially responsible business services.</i>



INTEGRATED WATER RESOURCES MANAGEMENT

GOAL: *Efficiently manage water resources across business areas.*

Objective 1	Protect and maintain existing assets and infrastructure and advance new projects.
Challenge/ Opportunity	The 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 and may result in unplanned outages and failures. In addition, there is a list of assets that are reaching the end of their design life and will require significant recapitalization.
FY26 Tactics	<ul style="list-style-type: none"> Finalize the Wildfire Risk Assessment and Modeling Framework Project to delineate wildfire risk profiles associated with Valley Water land rights and High-Value Resources and Assets and establish a primary decision-making tool for the identification and implementation of fuel load reduction projects. Advance high-priority infrastructure renewal projects identified through asset management planning efforts by initiating new Capital or Small Capital Projects, or by conducting work as part of ongoing operations and maintenance projects. Plan, manage, and expediently execute adopted Capital program and projects, and deliver through project completion.
Monitoring	<ul style="list-style-type: none"> Board Policy and Monitoring Committee Capital Improvement Program Committee
Related Staff Plans	<ul style="list-style-type: none"> Watershed Master Plans Watershed Asset Management Plan Countywide Water Reuse Master Plan (CoRe Plan) Water Supply Master Plan Safe, Clean Water and Natural Flood Protection Program Water Treatment Plant Master Plan Implementation Project Distribution System Master Plan Implementation Project SCADA Master Plan Implementation Project Water Utility Five-Year Operations and Maintenance and Asset Renewal Plans District-wide Asset Management Plan San Felipe Division Reach 1 FY24 Asset Condition Report Capital Improvement Program (CIP) Five-Year Plan





INTEGRATED WATER RESOURCES MANAGEMENT

Objective 2	Improve internal capability to negotiate and acquire regulatory permits.
Challenge/ Opportunity	Valley Water continues to face increased project costs and extended timelines due to sometimes conflicting regulatory mandates from external agencies. Valley Water continues to pursue legislative and administrative solutions to resolve regulatory and permitting issues at the federal and state levels. Efforts should focus on staff capability and expertise, and the ability to negotiate effectively and build positive relationships with key regulatory agencies.
FY26 Tactics	<ul style="list-style-type: none">• Continue to pursue efforts at the state and federal level to expedite permit review.• Keep local, state, and federal legislators up to date on critical projects in case escalation is necessary.• Continue to foster relationships at all levels within regulatory agencies and maintain an open dialogue with environmental and other interested parties.• Seek regulatory and environmental community network support during the planning phase of CIP projects, during watershed master planning, and through direct coordination at environmental community network meetings.• Continue to work with the San Francisco Bay Regional Water Quality Control Board (RWQCB) under the terms of our Memorandum of Understanding (MOU), as well as the State Water Resources Control Board as applicable, to ensure that they protect water supply and water quality interests consistent with their authority.
Monitoring	<ul style="list-style-type: none">• Board Policy and Monitoring Committee• Capital Improvement Program Committee• Stream Planning and Operations Committee• Water Supply and Demand Management Committee
Related Staff Plans	<ul style="list-style-type: none">• Watershed Master Plans• Capital Project Planning Studies (e.g. Ogier Ponds, San Tomas Calabazas Creek-Marsh Reconnection, Guadalupe Tasman – I-880, Shoreline Planning Studies)





INTEGRATED WATER RESOURCES MANAGEMENT

Objective 3	Educate and engage the community, elected officials and interested parties on our management of water resources in Santa Clara County.
Challenge/ Opportunity	<p>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.</p>
FY26 Tactics	<ul style="list-style-type: none">• Continue to apply strategies for effective community/partner engagement and education.• 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.• Engage directly with local government jurisdictions through strategic meetings.• Continue engagement with cities on flood plain management and emergency action plans• Directly involve the Valley Water Board of Directors, local area partners, retailers, and the public with the development of the Water Supply Master Plan 2050. Share the plan widely at the phase where project alternatives are considered, key issues such as the cost of water, reliability of our infrastructure, and strategies for implementing different improvement projects with varying levels of service will be explained through public meetings.• Engage the community in water resources management through the Watershed Master Planning Process.• Ensure robust outreach and engagement of interested parties as it relates to the CIP.• Engage elected officials with an annual VIP Water Walk Tour, including but not limited to, a legislative briefing as part of the program..
Monitoring	<ul style="list-style-type: none">• Board of Directors• Capital Improvement Program Committee• Recycled Water Committee
Related Staff Plans	<ul style="list-style-type: none">• Water Supply Master Plan• Watershed Master Plans• Countywide Water Reuse Master Plan• Water Treatment Plant Master Plan• Distribution System Master Plan





WATER SUPPLY

GOAL: *Provide a reliable, safe, and affordable water supply for current and future generations in all communities served.*

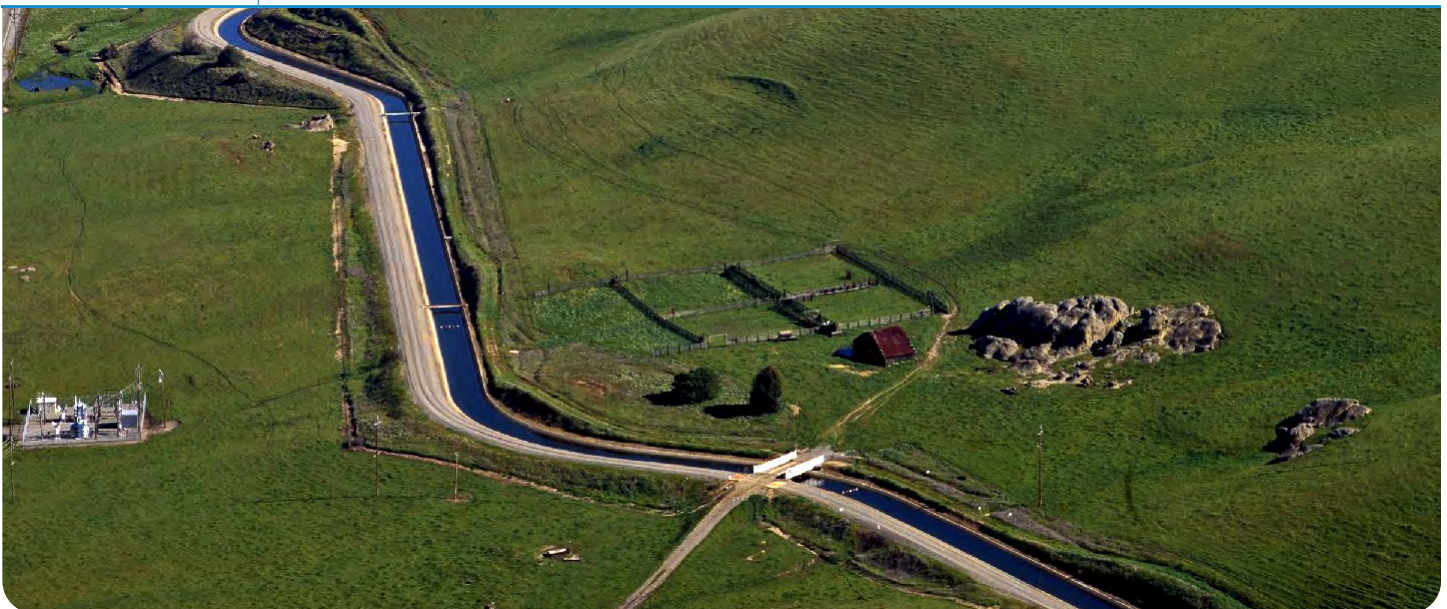
Objective 1	Explore and pursue diversified, sustainable and cost-effective water storage opportunities.
Challenge/ Opportunity	<p>Half of Santa Clara County's water supply is imported from outside the county. During years when water is plentiful, Valley Water may not be able to take advantage of these supplies due to limitations in existing storage and transmission infrastructure as well as regulatory constraints. Having a diverse portfolio of storage and supply options helps Valley Water be resilient. Therefore, Valley Water is evaluating whether diversifying its storage portfolio could help maximize our use of storage and stored water recovery under future conditions. Water storage in reservoirs also provides environmental, recreational, and incidental flood risk reduction benefits. Challenges include influencing project development to ensure important benefits are realized, determining the appropriate level of participation for Valley Water in collaborative water storage projects and prioritizing projects within funding constraints. In addition, Valley Water is evaluating water supply projects, such as direct potable reuse, regional/state projects, and water conservation.</p>
FY26 Tactics	<ul style="list-style-type: none"> • Explore opportunities to develop new surface and groundwater storage projects that help Valley Water meet future water supply needs and provide resiliency to extreme weather events. • Finalize the Water Supply Master Plan 2050 to provide information on participation levels, water supply benefits and costs of various portfolios to support water supply project and partnership decisions, as well as cost of water shortage. • Identify and secure appropriate participation levels for projects and make decisions about partnerships informed by the Water Supply Master Plan 2050 and water affordability analyses. • Evaluate Valley Water's continued participation in water storage projects at project-specific milestones and as part of the Water Supply Master Plan process, annual MAP updates, and bi-annual budget development.
Monitoring	<ul style="list-style-type: none"> • Water Supply and Demand Management Committee • Recycled Water Committee • CIP Committee
Related Staff Plans	<ul style="list-style-type: none"> • Water Supply Master Plan • Annual Monitoring and Assessment Program (MAP) Updates





WATER SUPPLY

Objective 2	Secure existing water supplies and water supply infrastructure
Challenge/ Opportunity	<p>The Water Supply Master Plan’s “Ensure Sustainability” strategy includes securing existing water supplies and infrastructure. Valley Water’s local and imported water supplies are vulnerable to extreme weather events, droughts, earthquakes, and regulatory requirements that may restrict the amount of available water.</p>
FY26 Tactics	<ul style="list-style-type: none">▪ Participate in and influence decisions regarding the Delta Conveyance Project.▪ Participate in regional water supply resilience efforts.▪ Build and maintain effective partnerships to increase resiliency.▪ Complete and implement infrastructure master plans and asset management plans.▪ Partner with the California Department of Water Resources (DWR) to ensure reliability of the South Bay Aqueduct.▪ Continue environmental planning & permitting process and advance the design of the Calero Dam Seismic Retrofit Project▪ Continue environmental planning & permitting process and advance the design of the Guadalupe Dam Seismic Retrofit Project
Monitoring	<ul style="list-style-type: none">▪ Water Supply and Demand Management Committee (Groundwater)▪ CIP Committee (infrastructure projects)
Related Staff Plans	<ul style="list-style-type: none">▪ Water Supply Master Plan▪ Groundwater Management Plan▪ Infrastructure and Asset Management Plans





WATER SUPPLY

Objective 3	Lead Purified Water Efforts with committed partners.
Challenge/ Opportunity	<p>Recycled and purified water is a drought resilient, locally controlled water supply important to long-term sustainability. Purified water is advanced treated wastewater that has been treated further using reverse osmosis and other advanced treatment to make it fit for drinking. Valley Water is pursuing direct potable reuse which would use this purified water in the raw water supply or directly serve it to customers. Implementation challenges include securing wastewater supply contractual agreements with wastewater agencies, available land, stringent regulatory requirements, and implementation costs.</p>
FY26 Tactics	<ul style="list-style-type: none">• Continue developing Pure Water Silicon Valley, including initiating design for a demonstration facility, validation of a full-scale facility as a validated CIP project, and completion of a project charter and exclusive negotiation agreement for land for the full-scale facility by FY26.• Implement the Countywide Water Reuse Master Plan.• Develop a Comprehensive Water Reuse Agreement or amend the existing agreements for South County to advance water reuse and its production, distribution, and wholesaling in South County.• Continue to pursue recycled water grant funding, and complete project-specific feasibility studies to advance federal grant opportunities.• Continue working with the Palo Alto Regional Wastewater Facility and City of Sunnyvale on recycled and purified water projects.• Continue to expand communications strategies to increase public awareness and acceptance of the Purified Water Program.• Increase outreach to interested parties such as elected officials, chambers of commerce, environmental groups, and community organizations to increase support for the expansion of purified water for potable reuse.
Monitoring	<ul style="list-style-type: none">• Recycled Water Committee• Joint Recycled Water Advisory Committee with the City of Sunnyvale• Joint Recycled Water Policy Advisory Committee with the Cities of San Jose and Santa Clara• Joint Recycled Water Policy Committee with the cities of Palo Alto, East Palo Alto and Mountain View• Joint Water Resources Committee with Cities of Morgan Hill and Gilroy
Related Staff Plans	<ul style="list-style-type: none">• Water Supply Master Plan• Countywide Water Reuse Master Plan





Objective 4	Complete the Anderson Dam Seismic Retrofit Project.
Challenge/ Opportunity	<p>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 expeditiously. This includes the reconstruction of the Dam and completion of the interim risk reduction measures resulting from the February 20, 2020, directive from the Federal Energy Regulatory Commission (FERC).</p>
FY26 Tactics	<ul style="list-style-type: none">▪ Maintain the Anderson Reservoir level in compliance with the FERC mandate.▪ Continue the construction on the Anderson Dam Tunnel Project (ADTP).▪ Complete the design documents of the ADSRP.▪ Continue the procurement process for ADSRP; award the Construction Management Services contract and advertise the Construction contract.▪ Continue to work with appropriate regulatory agencies to advance the ADSRP.▪ Pursue necessary permits for ADSRP construction.▪ Continue to educate and engage the public, key partners, decision makers, and elected officials of the project progress and construction timeline.▪ Coordinate ADSRP operations with the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).▪ Compile lessons learned during the construction of the ADTP to inform ADSRP and future capital project delivery.
Monitoring	<ul style="list-style-type: none">▪ Capital Improvement Program Committee.▪ Stream Planning and Operations Committee
Related Staff Plans	<ul style="list-style-type: none">▪ Safe, Clean Water and Natural Flood Protection Program▪ Fish Habitat Restoration Plan▪ Coyote Feasibility Study▪ Water Supply Master Plan▪ Capital Improvement Program▪ Ogier Ponds Feasibility Study





WATER SUPPLY

Objective 5	Make water conservation a California way of life in Santa Clara County.
Challenge/ Opportunity	<p>Droughts are a recurring feature of California’s climate and may intensify with extreme weather events. Water conservation is an essential component in providing a reliable water supply and Valley Water has set an aggressive water conservation goal for annual water savings of 99,000 acre-feet (AF) by 2030 and 110,000 AF by 2040, and 126,000 AF by 2050. As Valley Water faces challenges from extreme weather events and drought, water conservation will continue to be amongst the most cost-effective tools for efficiently meeting current and future demands while mitigating droughts. By implementing the guiding principles in the Board’s resolution calling for conservation as a way of life on June 13, 2023, Valley Water will continue encouraging water conservation as a life-long habit and seek to keep drought-level participation and engagement in conservation programs.</p>
FY26 Tactics	<ul style="list-style-type: none">• Continue achieving water savings from the public and minimize water use rebound increasing to pre-drought levels through continued water waste restriction enforcement, year-round educational outreach, media campaigns and effective water conservation campaigns to encourage conservation as a way of life.• Increase collaboration with our retailer partners to promote Valley Water’s water conservation programs and to obtain needed data to better target programs.• Engage and support private-sector organizations, local, state, and federal agencies that promote water conservation.• Increase participation of local businesses and corporations so they may partake in conservation efforts and programs, including compliance with new restrictions on watering CII nonfunctional turf through continued partnerships with: (1), BAWSCA to host a series of workshops to support regional water retailers’ compliance with water efficiency related state regulations, including the Conservation Framework and the ban on irrigating non-functional turf; and (2), CalWEP to provide funding for and collaborate on the development of a non-functional turf toolkit intended to equip water retailers with resources that promote consistent approaches, guidelines, and outreach messaging for the various stakeholder groups affected by the ban• Ensure water conservation programs are available to all sectors of the community and support renters, seniors, and U.S. veterans.• Develop and implement a Drought Response Plan with support and input from our retailer partners and the broader community.• Continue to pursue the “no regrets” package, which addresses advanced metering infrastructure, Graywater Rebate Program expansion, leak repair incentives, and stormwater capture (agricultural land recharge, stormwater recharge, rain barrel rebates, and rain garden rebates).• Continue to advocate with cities to promote Valley Water’s water conservation programs to residents and businesses and renew and develop additional cost-share agreements with cities for Valley Water’s various conservation programs.
Monitoring	<ul style="list-style-type: none">• Water Supply and Demand Management Committee
Related Staff Plans	<ul style="list-style-type: none">• Water Conservation Strategic Plan• Stormwater Resource Plans• Water Supply Master Plan• Safe, Clean Water and Natural Flood Protection Program



NATURAL FLOOD PROTECTION

GOAL: *Provide natural flood protection to reduce risk and improve health and safety.*

Objective 1	Protect people and property from flooding in all regions of the County, by applying a comprehensive, integrated watershed management approach that balances environmental quality, environmental justice, sustainability, and cost.
Challenge/ Opportunity	Valley Water is challenged to sustain ecosystem health while managing local water resources for flood protection and water supply. By using an integrated approach to planning and design, there is an opportunity to create flood protection projects with multiple benefits, while ensuring schools, senior centers, and group homes for youth and individuals with disabilities, etc., are all represented.
FY26 Tactics	<ul style="list-style-type: none">▪ Strengthen partnerships with the county and local municipalities to improve collaboration and coordination on flood protection projects and areas that are subject to flooding.▪ Finalize Subsequent Environmental Impact Report (SEIR) for the Stream Maintenance Program 2026-2036 (SMP-3).▪ Complete Flood Vulnerability Assessments for the Lower Peninsula and West Valley Watersheds to address risks to health and safety and locations where infrastructure is no longer meeting the design level of service.▪ Ensure active participation by county and local municipal governments in the watershed master planning process.▪ Complete construction of Reaches 1-3 of the Shoreline Phase I Project and pursue funding alternatives for Reaches 4-5 to provide 100-year coastal flood risk management, ecosystem restoration, recreational opportunities, and resiliency for sea level rise.▪ Continue construction for Upper Llagas Creek Flood Protection Project Phase 2B and work with NRCS to identify additional funding beyond the \$80M for the project secured in FY25.▪ Continue construction for the Palo Alto Flood Basin Project, a repair project to replace six hydraulic flap gates and includes seismic retrofit and rehabilitation work.▪ Advance the Sunnyvale East/West Channels Project into construction to provide 100-year storm water flood protection.▪ Work with USACE to design the Upper Guadalupe River Project for 100-year flood protection, while also evaluating smaller-scale interim projects, developing an implementation strategy, and pursuing potential grant funding.▪ Continue to partner with the San Francisquito Joint Powers Authority (JPA) on the San Francisquito Creek upstream 101 Project.▪ Determine what policy role Valley Water should play with the San Francisquito Creek JPA, including determining what entity should be responsible for ongoing operations and maintenance.▪ Continue design and construction of the Coyote Creek Flood Protection Project and ongoing plant maintenance of Coyote Creek Flood Management Measures Project.
Monitoring	<ul style="list-style-type: none">▪ Capital Improvement Program Committee▪ Board Policy and Planning Committee▪ Safe Clean Water and Natural Flood Protection Program Independent Monitoring Committee
Related Staff Plans	<ul style="list-style-type: none">▪ Watershed Master Plans▪ Safe, Clean Water and Natural Flood Protection Program▪ CIP Five-Year Plan▪ Stream Maintenance Program



ENVIRONMENTAL STEWARDSHIP

GOAL: *Sustain ecosystem health while managing local water resources for flood protection and water supply.*

Objective 1	Plan and design projects with multiple benefits, including protecting ecosystem functions, enhancing habitat, and improving connectivity in all regions of the County.
Challenge/ Opportunity	Valley Water's projects and programs require 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.
FY26 Tactics	<ul style="list-style-type: none"> • Continue to develop West Valley and Lower Peninsula watershed master plans, including appropriate metrics to monitor Valley Water's impacts on and benefit to the environment. • Complete Greenhouse Gas (GHG) Reduction Plan as part of the Extreme Weather Events Action Plan implementation. • Complete the Planning Study Report for the Calabazas/San Tomas Aquino (STA) Creek-Marsh Connection Project (Creek-Marsh Connection Project). • Complete the Ogier Ponds Separation from Coyote Creek Planning Study Report. • Complete the Moffett Fish Ladder Planning Study Report and continue design for the preferred alternative. • Begin construction of Pond A4 Resilient Habitat Restoration Project Phase 1, including staging area construction and initial mudflat creation. • Continue to develop and build on partnerships with environmental organizations and tribal communities when developing projects.
Monitoring	<ul style="list-style-type: none"> • Board Policy and Monitoring Committee • Capital Improvement Committee • Stream Planning and Operations Committee
Related Staff Plans	<ul style="list-style-type: none"> • Watershed Master Plans • Greenhouse Gas Reduction Plan • Extreme Weather Events Action Plan • CIP Five-Year Plan





ENVIRONMENTAL STEWARDSHIP

Objective 2	Protect creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
Challenge/ Opportunity	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 management efforts and to develop long-term solutions for unhoused individuals to keep our creeks clean.
FY26 Tactics	<ul style="list-style-type: none"> • 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, encampment clean ups, and other efforts under Safe Clean Water B and F priorities. • Continue to manage the Portable Toilet Facility Program to reduce bio-waste discharges into the waterways. • 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). • Continue opportunities for volunteers to support cleanup efforts and events. • Support legislative efforts to eliminate or reduce waste entering waterways. • Pursue MOAs with local agencies and the County to holistically manage encampments on waterways.
Monitoring	<ul style="list-style-type: none"> • Environmental Creek Cleanup Committee
Related Staff Plans	<ul style="list-style-type: none"> • Watershed Master Plans • Santa Clara Valley Urban Runoff Pollution Prevention Program • Stormwater Resource Plan • Safe, Clean Water and Natural Flood Protection Program





ENVIRONMENTAL STEWARDSHIP

Objective 3	Complete and implement the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE) agreement.
Challenge/ Opportunity	For over 25 years, Valley Water has been working to resolve compliance challenges and disagreements surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, Guadalupe River, and Stevens Creek watershed areas. Challenges to fully implementing the FAHCE agreement 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, coordination with other ongoing related projects, and managing expectations of interested parties.
FY26 Tactics	<ul style="list-style-type: none"> ▪ Continue to implement the FAHCE Plus flow measures. ▪ Continue to implement feasibility studies, monitoring activities, and planning for various fish passage and habitat improvements as identified in existing Settlement Agreement. ▪ Continue fisheries monitoring program. ▪ Continue to support an adaptive management program that encompasses all three creeks. ▪ Continue coordination with the ADSRP project. ▪ Continue to plan and design phase 1 non-flow measures at Ogier Ponds and Moffett Fish Ladder.
Monitoring	<ul style="list-style-type: none"> ▪ Stream Planning and Operations Committee
Related Staff Plans	<ul style="list-style-type: none"> ▪ FAHCE Annual Monitoring Report ▪ Fish Habitat Restoration Plan for Coyote Creek, Guadalupe River, and Stevens Creek Watersheds ▪ Seismic Retrofit Programs for Dam Safety ▪ Aquatic habitat restoration plans/feasibility studies/site-specific improvements affecting all three watersheds (e.g., Countywide Large Woody Debris Program) ▪ Collaborative agreements for in-stream habitat improvements (e.g., collaboration with County Parks) ▪ Watershed Master Plans ▪ Ogier Ponds Planning Study Report





ADDRESSING ENCAMPMENTS OF UNSHELTERED PEOPLE

GOAL: *Safeguard water resources and facilities from encampment impacts.*

Objective 1	Protect waterways and facilities from encampment impacts while collaborating with community partners and supporting regional efforts to reduce homelessness.
Challenge/ Opportunity	<p>Valley Water is challenged to protect waterways, water supply facilities, and flood risk reduction infrastructure from the impacts of encampments, which include discharge of trash, debris, biowaste, and other hazardous materials, soil erosion, and wildfire risks, as well as damage to flood protection infrastructure and environmental mitigation sites. Opportunities exist to collaborate with local governments, service providers, and unsheltered people to reduce these impacts and to support regional efforts that provide housing and services for unsheltered individuals.</p>
FY26 Tactics	<ul style="list-style-type: none">• Continue large scale trash cleanups on Valley Water lands to reduce encampment-generated pollution.• Enforce the Water Resources Protection Zones (WRPZ) Ordinance to address high-priority health, safety, and environmental hazards.• Provide outreach on Encampment Condition Guidelines to promote safer practices.• Continue management of the Portable Toilet Facility Program to reduce bio-waste discharges.• Continue to provide waste receptacles in heavily impacted encampment areas as needed.• Continue to support the provision of outreach services through the agreement with the Santa Clara County Office of Supportive Housing.• Continue geospatial mapping of encampments on Valley Water lands to monitor intervention effectiveness.• Explore joint committees, MOAs, or other partnerships with agencies to address encampments collaboratively.• Coordinate with agency and private partners on land use opportunities to support emergency or transitional housing.• Explore state legislation and policy opportunities to support the expansion of housing and service options for unsheltered individuals.• Pursue state and federal grants with local partners in support of efforts to develop low-barrier navigation centers, supportive housing, transitional housing, and affordable housing.• Pursue rehabilitation and restoration of encampment-related environmental impacts under the Stream Maintenance Program (SMP).
Monitoring	<ul style="list-style-type: none">• Environmental Creek Cleanup Committee
Related Staff Plans	<ul style="list-style-type: none">• Water Resources Protection Zones Ordinance Implementation Plan



ADDRESSING ENCAMPMENTS OF UNSHELTERED PEOPLE

Objective 2	Protect the safety of Valley Water staff, residential neighbors, and unsheltered individuals by working independently and in partnership with law enforcement agencies.
Challenge/ Opportunity	There are serious safety concerns for staff, residential neighbors, and unsheltered individuals in and around encampments on Valley Water lands. Hazards include threats, aggressive behavior, exposure to weapons and dangerous animals, wildfire from campfires, solar panels, and propane tanks, and flood risks that can cause serious injury or death. Opportunities exist to expand the use of technology and strengthen collaborations with law enforcement agencies, the District Attorney's Office, and local municipalities to improve incident response and manage risks to enhance safety for all.
FY26 Tactics	<ul style="list-style-type: none"> • Utilize geospatial tracking and critical event notifications to provide staff with real-time security advisories. • Continue working with local law enforcement to support staff safety, including maintaining the Stream Stewardship Law Enforcement agreement with San Jose Police Department. • Collaborate with law enforcement and the Santa Clara County District Attorney's Office to enforce WRPZ Ordinance prohibitions, especially for high priority violations that impact safety. • Pursue restraining orders against individuals who threaten staff. • Continue weed abatement and fuel reduction work around encampments to reduce wildfire risks. • Pursue MOAs with local municipalities and the County to improve incident response and address activities that threaten the safety of staff and the public.
Monitoring	<ul style="list-style-type: none"> • Environmental Creek Cleanup Committee
Related Staff Plans	<ul style="list-style-type: none"> • Water Resources Protection Zones Ordinance Implementation Plan





EXTREME WEATHER EVENTS

GOAL: *Mitigate carbon emissions and adapt Valley Water operations to extreme weather events.*

Objective 1	Address future impacts of extreme weather events to Valley Water's mission and operations.
Challenge/ Opportunity	Valley Water's ability to fulfill its mission will be challenged in the future by warmer temperatures, changing precipitation patterns, reduced snowpack, and rising sea levels. Valley Water has been working on greenhouse reduction efforts since 2008 and many adaptation actions over the past decade; however, with adoption of the Extreme Weather Events Action Plan there is an opportunity for greater impact.
FY26 Tactics	<ul style="list-style-type: none"> Finalize Greenhouse Gas (GHG) Reduction Plan which updates GHG inventory methodology to include all Valley Water activities and identifies specific, measurable actions to reduce emissions and streamline CEQA for future capital projects. Continue to monitor progress on adaptation actions as identified in the Extreme Weather Events Action Plan and support high priority projects such as the South San Francisco Bay Shoreline project. Ensure incorporation of environmental justice (EJ) considerations into planning and processes to support mitigation of carbon emissions and impact from extreme weather events. Complete Valley Water carbon sequestration program to offset emissions from capital projects.
Monitoring	<ul style="list-style-type: none"> Board Policy and Monitoring Committee
Related Staff Plans	<ul style="list-style-type: none"> Extreme Weather Events Action Plan Greenhouse Gas Reduction Plan





BUSINESS MANAGEMENT

GOAL: *Promote effective management of water supply, flood protection, and environmental stewardship through responsive and socially responsible business services.*

Objective 1	Maintain appropriate staffing levels and expertise, prioritize the safety of our staff, and build and sustain a collaborative working environment for all staff and partners while ensuring fair employment.
Challenge/ Opportunity	The Board recognizes that Valley Water’s workforce is the critical component to providing clean, safe drinking water, effective flood protection, and environmental stewardship. The Board therefore 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, developing the necessary policies and guidance that strengthen employee safety, and establishing Valley Water as an employer of choice.
FY26 Tactics	<ul style="list-style-type: none"> • Continue to implement initiatives that will expand hiring outreach to individuals that are disabled or have health conditions/impairments, military veterans, and formerly incarcerated individuals, with an emphasis on hiring from the local region. • Continue to implement next generation and career pathways program to provide internal and external development for professional growth. • Advance the development of a skilled trades apprenticeship program. • Maximize the safety of staff working in creeks, encampments, and Valley Water facilities, and continue to promote health & safety guidance to protect staff from public health emergencies and environmental impacts.
Monitoring	<ul style="list-style-type: none"> • Board Policy and Monitoring Committee
Related Staff Plans	





BUSINESS MANAGEMENT

Objective 2	Provide affordable and cost-effective level of services.
Challenge/ Opportunity	<p>The Board understands its responsibility to regularly evaluate and monitor Valley Water’s financial status to ensure the level of services provided are reasonable and cost effective. As such, driving continual improvement efforts are key to delivering affordable and effective services while controlling expectations regarding 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. The Board has an opportunity to raise issues around water affordability at local and statewide levels and advocate for changes that benefit all communities.</p>
FY26 Tactics	<ul style="list-style-type: none">• Complete 3-4 Board-initiated or management-initiated performance audits, or other performance improvement efforts, benchmarking studies, or best practice implementations.• Establish Valley Water as a statewide leader in conversations around water affordability.• Continue to seek and obtain grants and funding from federal, state and other sources.• Continue to fund a residential water rate assistance program.
Monitoring	<ul style="list-style-type: none">• Board Audit Committee
Related Staff Plans	<ul style="list-style-type: none">• Operating and Capital Budget• Board and Management Audit Reports



Appendix A

Board Governance Policies/Ends Policies

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.

Ends Policies, also referred to as **Long Term Goals and Objectives**, provide direction to the BAOs to accomplish Valley Water's mission.

A full list of the Board Governance Policies can be found here:

<https://www.valleywater.org/how-we-operate/board-governance-policies>

Ends Policy E-1: Mission and General Principles

In implementing Board directions, staff will be guided by the following general principles:

- 1.1. An integrated, socially equitable, and balanced approach in managing a sustainable water supply, effective natural flood protection, and healthy watersheds is essential to the future of all communities served.
- 1.2. Effective public engagement by Valley Water is achieved through transparent, open communication that informs and generates participation among all communities, including disadvantaged communities, communities of color, and communities with limited English proficiency, as well as other key stakeholders.
- 1.3. Collaboration with government, academic, private, non-governmental, and non-profit organizations, as well as diverse and disadvantaged communities is integral to accomplishing the Valley Water mission.
- 1.4. A net positive impact on the environment and providing benefits equitably across all communities is required in order to accomplish the Valley Water mission.
- 1.5. Recognize that Valley Water operations and services are critical to the economic vitality of Silicon Valley, ensuring that economic benefits are equitable for all communities that we serve.
- 1.6. As standard practice, all work products shall be visually pleasing, sustainable, cost-effective, culturally appropriate, equitable across all communities, and reflect the characteristics of the surrounding urban setting and natural habitat using appropriate materials, colors, shapes, art works, vegetation, and surface treatments. This includes the naming of facilities in a manner that is respectful of all diverse communities.
- 1.7. Valley Water is committed to environmental justice and shall provide for 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. Environmental Justice is achieved when all people receive:
 - equitable consideration in the planning and execution of flood protection, water supply, safe drinking water, water resources stewardship projects, and protection from environmental and health hazards, and
 - equal access to Valley Water's decision-making process.

Ends Policy E-2: Water Supply Services

Valley Water provides a reliable, safe, and affordable water supply for current and future generations in all communities served.

GOAL

- 2.1. Meet 100 percent of annual water demand during non-drought years and at least 80 percent of demand in drought years.

GOAL

- 2.2. Protect and sustain the county's existing, diverse water supplies.

Objectives

- 2.2.1. Manage groundwater to ensure sustainable supplies and avoid land subsidence.
- 2.2.2. Aggressively protect groundwater from the threat of contamination.
- 2.2.3. Protect imported water supplies and associated contracts and partnerships.
- 2.2.4. Protect and manage local surface water supplies and associated water rights.
- 2.2.5. Deliver reliable, high quality drinking water from water treatment plants.

GOAL

- 2.3. Protect and maintain existing water infrastructure.

Objectives

- 2.3.1. Plan for infrastructure maintenance and replacement to reduce risk of failure.
- 2.3.2. Prioritize funding for maintenance and replacement of existing water infrastructure over investments in new infrastructure.
- 2.3.3. Prepare for and respond effectively to water utility emergencies.

GOAL

- 2.4. Increase regional self-reliance through water conservation and reuse.

Objectives

- 2.4.1. Maximize utilization of all demand management tools.
- 2.4.2. Incentivize water use efficiency and water conservation.
- 2.4.3. Promote, protect and expand potable and non-potable water reuse.
- 2.4.4. Promote stormwater capture and reuse.

GOAL

- 2.5. Manage water resources using an integrated, science-based approach.

Objectives

- 2.5.1. Plan for future water supply needs.
- 2.5.2. Promote efficient and reliable operation of water supply systems.
- 2.5.3. Promote water supply projects with multiple benefits, including environmental stewardship and flood protection.
- 2.5.4. Invest in and rely on science to support planning and decision-making.
- 2.5.5. Build and maintain effective partnerships to achieve water supply goals.

GOAL

- 2.6. Promote access to equitable and affordable water supplies.

Objectives

- 2.6.1. Promote equal access to clean, safe, and affordable water supply across all communities served.
- 2.6.2. Maintain affordable water rates through cost-effective water supply investments and management.
- 2.6.3. Continue customer assistance and incentive programs.

Ends Policy E-3: Natural Flood Protection

Natural flood protection is provided to reduce risk and improve health and safety for residents, businesses, and visitors, now and into the future.

GOAL

- 3.1. Maintain flood protection facilities to design levels of protection.

Objectives

- 3.1.1. Prioritize maintenance of existing facilities over construction of new capital projects.
- 3.1.2. Inspect and maintain facilities on a regular basis.
- 3.1.3. Perform maintenance using maintenance guidelines updated on a regular basis.

GOAL

- 3.2. Assist people, businesses, schools, and communities to prepare for, respond to, and recover from flooding through equitable and effective engagement.

Objectives

- 3.2.1. Develop, maintain, and communicate emergency action plans.
- 3.2.2. Develop, maintain, and communicate flood information to the community.

- 3.2.3. Provide expertise in flood forecasting and flood warning systems to municipalities.
- 3.2.4. Provide expertise to encourage public agencies to reduce flood risk and protect floodplain benefits.

GOAL

- 3.3. Increase the health and safety of residents countywide by reducing community flood risk.

Objectives

- 3.3.1. Provide equitable, timely, and achievable flood protection for health and safety.
- 3.3.2. Protect people and property from flooding by applying a comprehensive, integrated watershed management approach that balances environmental quality, sustainability, and cost.

Ends Policy E-4: Water Resources Stewardship

Water resources stewardship protects and enhances ecosystem health.

GOAL

- 4.1. Use a science-based, inclusive approach to protect Santa Clara County's watersheds and aquatic ecosystems for current and future generations.

Objectives

- 4.1.1. Develop and share data to support resilient ecosystems and healthy populations of native species.
- 4.1.2. Monitor stream, reservoir, and Bay ecosystem health.
- 4.1.3. Use data to prioritize and equitably implement actions to reduce pollution, restore endangered species habitat, and enhance ecosystem function.

GOAL

- 4.2. Sustain ecosystem health while managing local water resources for flood protection and water supply.

Objectives

- 4.2.1. Plan and design projects with multiple benefits, including protecting ecosystem functions, enhancing habitat, and improving connectivity, equitably in all regions of the county.
- 4.2.2. Operate Valley Water facilities to balance water supply, flood protection, and ecosystem sustainability.

GOAL

- 4.3. Encourage inclusive, sustainable management of water resources in the Bay-Delta and its watersheds to protect imported water supply.

Objectives

- 4.3.1. Meet future water supply demand through diverse and coordinated water supply planning.
- 4.3.2. Promote holistic ecosystem management through science-based decision-making.
- 4.3.3. Actively engage in the protection of source water quality through collaboration and funding.

GOAL

- 4.4. Prevent and address pollution of local streams, reservoirs, and the Bay, equitably across all communities. Protect waterbodies from pollution and degradation.

Objectives

- 4.4.1. Encourage stormwater capture, treatment, and reuse.
- 4.4.2. Prepare and respond to spills and dumping that threaten local waterways.
- 4.4.3. Collaborate with agencies and nonprofits to address homelessness and its impacts to Santa Clara County Waterways.

GOAL

- 4.5. Engage the community to promote watershed stewardship by providing meaningful engagement in Valley Water programs for all people regardless of race, color, gender identity, disability status, national origin, tribe, culture, income, immigration status, or English language proficiency.

Objectives

- 4.5.1. Provide appropriate and equal public access to Valley Water's streamside and watershed lands.
- 4.5.2. Engage and educate the community in stream and watershed protection.
- 4.5.3. Build partnerships to protect and enhance watersheds and aquatic ecosystems.

Ends Policy E-5: Climate Change Mitigation and Adaptation

Valley Water is carbon neutral and provides equitable, climate-resilient water supply, flood protection, and water resource stewardship to all communities in Santa Clara County. This will be accomplished through the implementation of the Climate Change Action Plan.

GOAL

5.1. Minimize greenhouse gas emissions from Valley Water's operations.

Objectives

- 5.1.1. Expand the use of clean technology in vehicles, equipment, and buildings, and develop carbon-efficient construction and service delivery practices.
- 5.1.2. Optimize energy use and expand renewable energy portfolio.
- 5.1.3. Incentivize low carbon practices, projects, and efforts by employees, contractors, and partners.

GOAL

5.2. Adapt Valley Water's assets and operations to reduce climate change impacts.

Objectives

- 5.2.1. Improve the resiliency of Santa Clara County's water supply to drought and other climate change impacts.
- 5.2.2. Provide equitable protection from sea level rise and flooding, prioritizing disadvantaged communities.
- 5.2.3. Improve ecosystem resiliency through water resources stewardship.
- 5.2.4. Prepare for climate-related emergencies and provide equal access to information and services, particularly to disadvantaged communities.

Ends Policy E-6: Encampments of Unsheltered People

Valley Water is committed, through a regional approach, to address the human health, safety, operational and environmental challenges posed by encampments of unsheltered people on Valley Water lands along waterways and at water supply and flood risk reduction facilities.

GOAL

6.1. Achieve a functional zero level of unsheltered people on Valley Water lands along waterways and at water supply and flood risk reduction facilities.

Objectives

- 6.1.1. Actively participate in a collaborative regional approach with the County, cities, and other service providers to support their efforts in addressing the challenges posed by encampments of unsheltered people.
- 6.1.2. Increase the level of service for encampment cleanup efforts based on need and resource availability.
- 6.1.3. Identify Valley Water lands for regional partners to use for housing or other services for unsheltered people.

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** or ***clerkoftheboard@valleywater.org***.

- Board Audit Reports
<https://www.valleywater.org/board-audit-committee-audit-reports>
- Capital Improvement Program
<https://www.valleywater.org/how-we-operate/five-year-capital-improvement-program>
- Countywide Water Reuse Master Plan
<https://www.valleywater.org/your-water/recycled-and-purified-water>
- Groundwater Management Plan
<https://www.valleywater.org/your-water/where-your-water-comes/groundwater/sustainable>
- Ogier Ponds Feasibility Study
<https://www.valleywater.org/project-updates/ogier-ponds-coyote-creek-separation-project>
- Operating and Capital Budget
<https://www.valleywater.org/how-we-operate/financebudget>
- Safe, Clean Water and Natural Flood Protection Program
<https://www.valleywater.org/safe-clean-water-and-natural-flood-protection-program>
- Santa Clara Valley Urban Runoff Pollution Prevention Program
<https://scvurppp.org/>
- Stormwater Resource Plan
<https://scvurppp.org/swrp/>
- Water Conservation Strategic Plan
<https://www.valleywater.org/droughtsaving-water/studies-and-reports>
- Water Supply Master Plan
<https://www.valleywater.org/your-water/water-supply-planning/water-supply-master-plan>
- Water Utility Infrastructure Master Plan
<https://www.valleywater.org/project-updates/water-utility-infrastructure-master-plan-implementation-projects>

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Valley Water

Clean Water • Healthy Environment • Flood Protection

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