

FY2025-2026 BOARD WORK PLAN

Section: 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:	- 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 in strategic planning 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:	Board Policy and Monitoring Committee Capital Improvement Program Committee
Related Staff Plans:	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

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:	- 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 stakeholders interested parties. - Seek regulatory and environmental stakeholder community network support during the planning phase of CIP projects, during watershed master planning, and through direct coordination at environmental stakeholder 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:	Board Policy and Monitoring Committee Capital Improvement Program Committee Stream Planning and Operations Committee Water Supply and Demand Management Committee
Related Staff Plans:	Watershed Master Plans Capital Project Planning Studies (e.g. Ogier Ponds, San Tomas Calabazas Creek-Marsh Reconnection, Guadalupe Tasman – I-880, Shoreline Planning Studies)
Objective 3:	Educate and engage the community, elected officials and external stakeholders interested parties on our management of water resources in Santa Clara County.
Challenge / Opportunity:	A reliable supply of clean water is necessary for the social, economic, and environmental wellbeing of Santa Clara County. Valley Water must effectively communicate with the public on our management of water resources around several key issues including: the cost of water, the public perception of costs of different types of water, how to effectively implement our water supply strategies into the future, as well as our flood protection and environmental stewardship efforts.
FY26 Tactics:	- Continue to apply strategies for effective community/partner stakeholder engagement and education. Continue to develop and refine metrics to understand and improve the return on investment (ROI) of outreach strategies. - 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 public in watershed health community in water resources management through the Watershed Master Planning Process. • Ensure robust outreach and stakeholder engagement on 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:	Board of Directors Capital Improvement Program Committee Recycled Water Committee
Related Staff Plans:	Water Supply Master Plan Watershed Master Plans Countywide Water Reuse Master Plan Water Treatment Plant Master Plan Distribution System Master Plan

Section: 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 new, diversified, sustainable and cost-effective water supply and storage opportunities.
Challenge / Opportunity:	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.
FY26 Tactics:	• 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:	Water Supply and Demand Management Committee Recycled Water Committee CIP Committee
Related Staff Plans:	Water Supply Master Plan Annual Monitoring and Assessment Program (MAP) Updates
Objective 2:	Secure existing water supplies and water supply infrastructure
Challenge / Opportunity:	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.
FY26 Tactics:	- 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:	Water Supply and Demand Management Committee (Groundwater) CIP Committee (infrastructure projects)
Related Staff Plans:	Water Supply Master Plan Groundwater Management Plan Infrastructure and Asset Management Plans
Objective 3:	Lead Purified Water Efforts with committed partners.
Challenge / Opportunity:	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.

FY26 Tactics:	• Develop a Direct Potable Reuse Project in San José, including development of needed agreements, with a lease agreement and RFP issued for demonstration facility design services by end of calendar year 2025. • 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 key stakeholders 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:	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:	Water Supply Master Plan Countywide Water Reuse Master Plan
Objective 4:	Complete the Anderson Dam Seismic Retrofit Project.
Challenge / Opportunity:	As our largest reservoir, Anderson serves not only as a critical water supply facility, but also supports Valley Water’s mission of flood protection and environmental stewardship. Given the reservoir’s critical importance to ensuring safe, clean water for our communities and to protect public safety, it is imperative that the Anderson Dam Seismic Retrofit Project (ADSRP) move forward 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).
FY26 Tactics:	• 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 stakeholders 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:	Capital Improvement Program Committee. Stream Planning and Operations Committee
Related Staff Plans:	Safe, Clean Water and Natural Flood Protection Program Fish Habitat Restoration Plan Coyote Feasibility Study Water Supply Master Plan Capital Improvement Program Ogier Ponds Feasibility Study
Objective 5:	Make water conservation a California way of life in Santa Clara County.
Challenge / Opportunity:	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.
FY26 Tactics:	- 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 stakeholders 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:	Water Supply and Demand Management Committee
Related Staff Plans:	Water Conservation Strategic Plan Stormwater Resource Plans Water Supply Master Plan Safe, Clean Water and Natural Flood Protection Program

Section: 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:	• 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 • Explore federal funding and grant opportunities to advance Continue construction for the Palo Alto Flood Basin Project into construction, a repair project to replace six hydraulic flap gates and includes seismic retrofit and rehabilitation work ensure a functional flood basin with wetland habitat. • 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 to provide 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:	Capital Improvement Program Committee Board Policy and Planning Committee Safe Clean Water and Natural Flood Protection Program Independent Monitoring Committee
Related Staff Plans:	Watershed Master Plans Safe, Clean Water and Natural Flood Protection Program CIP Five-Year Plan Stream Maintenance Program

Section: 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:	- 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:	Board Policy and Monitoring Committee Capital Improvement Committee Stream Planning and Operations Committee
Related Staff Plans:	Watershed Master Plans Greenhouse Gas Reduction Plan Extreme Weather Events Action Plan CIP Five-Year Plan
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:	- 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:	Environmental Creek Cleanup Committee
Related Staff Plans:	Watershed Master Plans Santa Clara Valley Urban Runoff Pollution Prevention Program Stormwater Resource Plan Safe, Clean Water and Natural Flood Protection Program
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 stakeholder expectations of interested parties.
FY26 Tactics:	• 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 stakeholder 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:	Stream Planning and Operations Committee
Related Staff Plans:	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

Section: 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:	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.
FY26 Tactics:	- 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:	Environmental Creek Cleanup Committee
Related Staff Plans:	Water Resources Protection Zones Ordinance Implementation Plan

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:	- 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 safety of public.
Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:	Water Resources Protection Zones Ordinance Implementation Plan

Section: 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:	- 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. - Explore feasibility of a Complete Valley Water carbon sequestration program to offset emissions from capital projects that includes potential Valley Water and external agency programs and projects.
Monitoring:	Board Policy and Monitoring Committee
Related Staff Plans:	Extreme Weather Events Action Plan Greenhouse Gas Reduction Plan

Section: 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:	• 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:	Board Policy and Monitoring Committee
Related Staff Plans:	
Objective 2:	Provide affordable and cost-effective level of services.
Challenge / Opportunity:	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.
FY26 Tactics:	• 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:	Board Audit Committee
Related Staff Plans:	Operating and Capital Budget Board and Management Audit Reports