

FY2024-2025 BOARD WORK PLAN

BOARD RECOMMENDATIONS

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.
FY25 Tactics:	<ul style="list-style-type: none"> • Complete Wildfire Resiliency Plan and develop a Fuel Management Policy to guide the incorporation of wildfire planning efforts in an integrated and programmatic way. • Advance infrastructure renewal projects identified in strategic planning efforts by initiating new Capital or Small Capital Projects, or by conducting work as part of ongoing operations projects. • Expediently execute adopted Capital program and projects.
Monitoring:	Board Policy and Monitoring Committee Capital Improvement Program Committee
Related Staff Plans:	Watershed Management Plans (One Water) 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 Watersheds and Water Utility Five-Year Operations and Maintenance and Asset Renewal Plans District-wide Asset Management Plan Watershed Asset Management Plan San Felipe Division Reach 1 FY24 Asset Condition Report Capital Improvement Program FY 2024-28 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.
FY25 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 stakeholders. • Seek regulatory and environmental stakeholder support during the planning phase of CIP projects and during watershed management planning process (One Water). • 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 Management Plans (One Water) Capital Project Planning Studies (e.g. Ogier Ponds, San Tomas Calabazas Creek-Marsh Reconnection, Guadalupe Tasman – I-880, Shoreline Planning Studies)
Objective 3:	Educate the community, elected officials and external stakeholders 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.
FY25 Tactics:	<ul style="list-style-type: none"> • Continue to apply strategies for effective community/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, Community Rating System (CRS) program, 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 and Watershed Management Plans (One Water). Share the plans widely at the phase of a project 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. • Ensure robust outreach and stakeholder engagement on the CIP.
Monitoring:	Board of Directors Capital Improvement Program Committee Recycled Water Committee
Related Staff Plans:	Water Supply Master Plan Watershed Management Plans (One Water) 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:	Pursue new, diversified 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 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.
FY25 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 climate change.• Continue with the Water Supply Master Plan 2050 development 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.• Determine level of Identify and secure appropriate participation levels for projects and make decisions about partnerships informed by the Water Supply Master Plan and water affordability analyses.• Pursue additional funding and partnership opportunities for the Pacheco Reservoir Expansion Project.• Evaluate feasibility of Pacheco at 60% design and in the 2050 Water Supply Master Plan.• Evaluate Valley Water’s continued participation in water storage projects at project-specific milestones and during the Water Supply Master Plan process, and bi-annual budget development.
Monitoring:	Water Supply and Demand Management Committee Recycled Water 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 climate change impacts, droughts, earthquakes, and regulatory requirements that may restrict the amount of available water.
FY25 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.
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 recycled water that has been treated further using reverse osmosis and other advanced treatment to make it fit for drinking. Valley Water is pursuing indirect potable reuse which would use this purified water to replenish our groundwater. Implementation challenges include securing wastewater supply contractual agreements with wastewater agencies, available land, stringent regulatory requirements, and implementation costs.
FY25 Tactics:	<ul style="list-style-type: none"> • 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 FY25. • Implement the Countywide Water Reuse Master Plan. • Develop a Comprehensive Water Reuse Agreement for South County to advance water reuse and its production, distribution, and wholesaling in South County. • Continue to pursue recycled water grant funding. • Continue to expand communications strategies to increase public awareness and acceptance of the Purified Water Program. • Increase outreach to key stakeholders 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
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).
FY25 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 90% design documents of the ADSRP and explore ways to expedite the ADSRP. • 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, decision makers, and elected officials of the project progress and construction timeline.

	<ul style="list-style-type: none"> • Coordinate ADSRP operations with the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE). • Compile lessons learned during the design, permitting and construction of the ADSRP to inform 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 climate change. 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 109,000 AF by 2040. As Valley Water faces challenges from climate change 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.
FY25 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. • Continue communication and educational outreach to promote Valley Water’s water conservation programs. • Increase collaboration with our retailer partners to promote Valley Water’s water conservation programs. • Implement new water conservation programs and engagement strategies identified within the Water Conservation Strategic Plan. • Engage and support private-sector stakeholders, 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. • Ensure water conservation programs are available to all sectors of the community and support disadvantaged community members as well as renters, seniors, and U.S. veterans. • Adopt new water conservation goals for inclusion in the Water Supply Master Plan 2050. • Develop and implement a Drought Response Plan with support and input from our retailer partners and the broader community. • Expand outreach and engagement to local businesses and corporations so they can be more actively involved in water conservation efforts. • Continue to pursue the “no regrets” package as part of the Water Supply Master Plan, which addresses advanced metering infrastructure, Graywater Rebate Program expansion, leak repair incentives, Model Water Efficient New Development Ordinance, and stormwater capture (agricultural land recharge, stormwater recharge,

	rain barrel rebates, and rain garden rebates). <ul style="list-style-type: none"> Continue advocacy with cities with a target for FY25 that three of the cities or 20% of jurisdictions in Santa Clara County adopt a Model Water Efficient New Development Ordinance (MWENDO), either in whole or in part, to support cities' interests in expanding water efficiency measures for new developments.
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 equitably in all regions of the County, prioritizing disadvantaged communities, by applying a comprehensive, integrated watershed management approach that balances environmental quality, environmental justice impacts, 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 disadvantaged communities, as well as schools, senior centers, and group homes for youth and individuals with disabilities, etc., are equitably represented.
FY25 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. Complete Flood Vulnerability Assessments for the Lower Peninsula and West Valley Watersheds to identify areas that flood on a regular basis (One Water). Ensure active participation by county and local municipal governments in the watershed planning process. Continue 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. Finalize Natural Resources Conservation Service (NRCS) funding agreement and begin construction for Phase 2B. Explore federal funding and grant opportunities to advance the Palo Alto Flood Basin Project into construction, a repair project to 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 Upper Guadalupe River Project to provide 100-year flood protection. 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.

	<ul style="list-style-type: none"> Continue design and construction of the Coyote Creek Flood Mitigation and Flood Protection Projects
Monitoring:	Capital Improvement Program Committee Board Policy and Monitoring Committee Safe Clean Water and Natural Flood Protection Program Independent Monitoring Committee
Related Staff Plans:	Watersheds Management Plans (One Water) Safe, Clean Water and Natural Flood Protection 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, equitably 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.
FY25 Tactics:	<ul style="list-style-type: none"> Continue to develop watershed management plans, including appropriate metrics to monitor Valley Water’s impacts on and benefit to the environment. Complete Greenhouse Gas Reduction Plan as part of the Climate Change Action Plan implementation. Complete planning phase for the San Tomas Calabazas Creek Marsh Reconnection Project, and 30% Design for the Ogier Ponds Separation from Coyote Creek and Moffett Fish Ladder projects. Make significant progress on the grant-funded planning study for the San Tomas Aquino Calabazas Creek Realignment Project (which includes Pond A4). Initiate access improvements and beneficial reuse of sediment at Pond A4. 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 Management Plans (One Water) Greenhouse Gas Reduction Plans Climate Change Action 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.
FY25 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.

	<ul style="list-style-type: none"> • Continue partnership with City of San José to continue trash rafts removals. • 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). • Initiate Clean Camps Clean Creeks and portable toilet facility programs. • Finalize Memorandum of Agreement (MOA) with City of San José to holistically manage encampments on waterways throughout the City, including within the City’s stormwater Municipal Regional Permit (MRP) discharge sites. • Continue opportunities for volunteers to support cleanup efforts and events. • Support legislative efforts to eliminate or reduce waste entering waterways. • Pursue MOAs with local municipalities and the County to holistically manage encampments on waterways.
Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:	One Water Plan 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.
FY25 Tactics:	<ul style="list-style-type: none"> • Finalize 10 water right change petitions for securing water right orders. • Continue to implement the FAHCE Plus pilot flow program in Guadalupe and Stevens Creek. • Continue to implement feasibility studies, monitoring activities, and planning for various fish passage and habitat improvements as identified in existing stakeholder agreement. • Continue fisheries monitoring program. • Continue to support an adaptive management program that encompasses all three creeks. • Continue coordination with the ADSRP project. • Complete 30% Design of the Moffett Fish Ladder Improvement Project, a Phase 1 measure. • Initiate planning for Fremont Fish Ladder or one additional fish passage barrier project.
Monitoring:	Stream Planning and Operations Committee
Related Staff Plans:	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., Singleton Fish Barrier Removal with City of San José, Ogier Pond Feasibility Study in collaboration with the

	County) Watershed Management Plans (One Water) Ogier Ponds Planning Study Report
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Section: ADDRESSING ENCAMPMENTS OF UNSHELTERED PEOPLE
GOAL: Humanely assist in the permanent relocation of unsheltered people on Valley Water lands along waterways and at water supply and flood risk reduction facilities in order to address the human health, public safety, operational, and environmental challenges posed by encampments.

Objective 1:	Collaborate with agencies and other service providers to address the challenges posed by encampments and their impacts to waterways, water supply and flood risk reduction facilities, including supporting the provision of outreach, counseling, transitional or affordable housing, or other services by these agencies and service providers.
Challenge / Opportunity:	The number of unsheltered individuals living in Santa Clara County has increased by 34 percent in the last six years, rising from 7,394 in 2017 to 9,903 in 2023, according to the Homeless Point-in-Time Count and Survey. In 2023, 75% of the unhoused population in the county were unsheltered, and Valley Water estimates that over 911 have taken refuge on Valley Water’s property or land easements. The waterways in Santa Clara County are flashy, meaning seemingly small creeks quickly can turn into raging torrents, surprising unsheltered people often hidden in riparian vegetation and potentially resulting in drownings or serious injury. These riparian areas include threatened and endangered species, sensitive constructed and natural habitats, and public infrastructure that is critical to water supply, groundwater recharge, and flood risk reduction activities.
FY25 Tactics:	<ul style="list-style-type: none"> ● Play a leadership role in coordinating with the County, cities, and other service providers in a regional approach to safely relocate unsheltered individuals living along waterways and at water supply and flood risk reduction facilities, including but not limited to: <ul style="list-style-type: none"> ○ Pursuing facilitation of a countywide summit to improve coordination among public agencies; ○ Exploring the creation of a joint committee with members of our Board and City of San Jose Councilmembers to address unhoused issues; ○ Discussing potential MOAs with other agencies to holistically address encampments of unsheltered individuals on waterways; and ○ Supporting development of housing alternatives, such as emergency or transitional housing, as well as the feasibility of exchanging Valley Water properties for potential development. ● Coordinate with the County, cities, and other service providers in a regional approach to safely relocate unsheltered individuals living along waterways and at water supply and flood risk reduction facilities. ● Pursue MOAs with local municipalities and the County to holistically manage encampments on waterways. ● Pursue the creation of a joint committee with members of our Board and City of San Jose Councilmembers to address unhoused issues. ● Implement the Clean Camps Clean Creeks Program. ● Continue to manage the Portable Toilet Facility Program. ● Enhance Valley Water’s participation in countywide collaboration efforts to address challenges associated with homelessness. ● Continue to provide outreach services to unsheltered individuals living within waterways and at water supply and flood risk reduction facilities countywide through Valley Water’s agreement with Santa Clara County.

	<ul style="list-style-type: none"> • Extend the agreement with City of San José to provide comprehensive services to unsheltered individuals living within the high-risk flood zones of the Coyote Creek project footprint. • Collaborate with City of San José on its Storm Water permit requirements and Coyote Creek Flood Protection Project encampment relocation. • Continue to geospatially locate encampments located on Valley Water lands along waterways and at water supply and flood risk reduction facilities to measure effectiveness of collaborative efforts. • Continue to seek state and federal grants and other support with the intent to work with local cities or the County to construct low-barrier navigation centers, supportive housing, transitional housing, affordable housing, or other facilities to assist unsheltered people. • Pursue facilitating a countywide summit to address encampments of unhoused individuals this fiscal year. • Explore supporting the development of housing alternatives, such as emergency or transitional housing, as well as the feasibility of exchanging Valley Water properties for potential development.
Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:	
Objective 2:	Collaborate with the County and municipal partners to secure the safety of unsheltered people living on Valley Water lands along waterways and at water supply and flood risk reduction facilities, as well as secure the safety of residential neighbors and Valley Water staff.
Challenge / Opportunity:	<p>There are a number of growing safety concerns and challenges for the large number of unsheltered individuals and families living in encampments along waterways and water resource facilities with many of these located in high-risk flood areas and vulnerable to the perils of rushing stormwaters in creeks, which can result in serious injury or fatalities. There are additional challenges, concerns and risks for Valley Water staff who work to manage encampment generated trash and debris as well as community members who reside in the proximity of existing encampments. Valley Water staff managing cleanup operations and maintenance of and around encampments are frequently exposed to weapons, biowaste, and dangerous animals (oftentimes off-leash dogs), and at times aggressive and intimidating behavior from unhoused individuals. Staff require support from jurisdictional police departments (PD) to provide a safe environment when carrying out cleanup and maintenance operations, which increases operational costs for added security and places limitations on the operation schedule contingent on PD availability, potentially causing delays in important services (such as facility inspections, vegetation management, flood protection, and biological surveys). Lastly, residential neighbors have a similar level of exposure to some of these dangers, including wildfire hazards that can occur from campfires, solar panels and use of propane tanks in vegetated areas.</p>
FY25 Tactics:	<ul style="list-style-type: none"> • Coordinate with the County and municipal partners, in a regional approach to identify lands to provide transitional or affordable housing or other services, allowing for unsheltered individuals and families to be safely relocated from flood risk areas, and reducing challenges for Valley Water staff performing operations and maintenance along waterways and at water supply and flood risk reduction facilities. • Continue working with the County, municipal partners and police departments to support Valley Water staff safety, as well as the public safety of unsheltered individuals and residential neighbors, when conducting encampment cleanup operations and maintenance activities.

	<ul style="list-style-type: none"> • Continue to perform weed abatement and fuel reduction work around encampments to reduce wildfire risks. • Continue to provide outreach services to unsheltered individuals living within waterways and at water supply and flood risk reduction facilities countywide through the agreement with Santa Clara County. • Extend the agreement with City of San José to provide comprehensive services to unsheltered individuals living within the high-risk flood zones of the Coyote Creek project footprint. • Pursue MOAs with local municipalities and the County to holistically manage encampments on waterways. • Pursue the creation of a joint committee with members of our Board and City of San Jose Councilmembers to address unhoused issues. • Pursue facilitating a countywide summit to address encampments of unhoused individuals this fiscal year.
Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:	

Section: CLIMATE CHANGE	
GOAL: Mitigate carbon emissions and adapt Valley Water operations to climate change impacts	
Objective 1:	Address future impacts of climate change 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 Climate Change Action Plan there is an opportunity for greater impact.
FY25 Tactics:	<ul style="list-style-type: none"> • Finalize Greenhouse Gas (GHG) Reduction Plan and CEQA checklist to update GHG inventory methodology to include all Valley Water activities and identify specific and measurable actions to reduce emissions and streamline CEQA for future capital projects. • Continue to monitor progress on adaptation actions as identified in the Climate Change Action Plan and support high priority projects such as the South San Francisco Bay Shoreline. • Ensure incorporation of environmental justice (EJ) considerations into planning and processes to support mitigation of carbon emissions and climate change impacts. • Explore opportunities for carbon sequestration in all our programs and projects.
Monitoring:	Board Policy and Monitoring Committee
Related Staff Plans:	Climate Change 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:	Incorporate racial equity, diversity and inclusion throughout Valley Water as a core value.
Challenge / Opportunity:	Valley Water is committed to creating and maintaining a diverse, inclusive, and equitable work environment that is devoid of discrimination and harassment and provides equal opportunity employment and advancement. Valley Water aims to implement the same values in the community through its water supply, flood protection, and environmental stewardship projects and has an opportunity to serve as a leader for racial equity, diversity, and inclusion throughout the state.
FY25 Tactics:	<ul style="list-style-type: none"> • Continue to monitor implementation of Diversity, Equity and Inclusion strategic initiatives that institute best practices to address internal and external disparities and builds an organizational culture that is consistent with the Board’s Resolution addressing racial equity, diversity, and inclusion. • Remain committed to environmental justice and the fair treatment and meaningful engagement of all people regardless of race, color, sex, gender, gender identity, gender expression, sexual orientation, disability status (mental and physical), medical condition, genetic information, ancestry, national origin, immigration status, age, marital status, tribe, culture, income, religion, military status, or English language proficiency, with respect to the planning, projects, policies, services, and operations of Valley Water. • Continue to collaborate with external stakeholders that are engaged in developing diversity, equity, and inclusion initiatives and actively participate in and provide leadership for diversity, equity, and inclusion efforts throughout the state. • Continue to advance and foster mutually beneficial partnerships with regional tribal communities.
Monitoring:	Board Policy and Monitoring Committee
Related Staff Plans:	
Objective 2:	Maintain budgeted staffing levels and expertise, prioritize the safety of our staff, and build and sustain an inclusive and equitable 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.
FY25 Tactics:	<ul style="list-style-type: none"> • Implement an automated forecasting tool to develop and finalize a long-term staffing strategy that aligns with future capital and operational needs. • 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.

	<ul style="list-style-type: none"> 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 3:	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, particularly disadvantaged communities. The Board has an opportunity to raise issues around water affordability at local and statewide levels and advocate for changes that benefit disadvantaged communities.
FY25 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.
Monitoring:	Board Audit Committee
Related Staff Plans:	Operating and Capital Budget Board and Management Audit Reports

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