



Santa Clara Valley Water District Board of Directors Meeting

Sobrato Center for Nonprofits, Cupertino Room, 1400 Parkmoor Avenue,
San Jose

SPECIAL BOARD MEETING - BOARD'S FISCAL YEAR 2025 WORK PLAN AGENDA

Monday, April 29, 2024
10:30 AM

District Mission: Provide Silicon Valley safe, clean water for a healthy life, environment and economy.

DISTRICT BOARD OF DIRECTORS

Nai Hsueh, Chair - District 5
Richard P. Santos, Vice Chair -
District 3
John L. Varela- District 1
Barbara Keegan - District 2
Jim Beall - District 4
Tony Estremera - District 6
Rebecca Eisenberg - District 7

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be available to the public through the legislative body agenda web page at the same time that the public records are distributed or made available to the legislative body. Santa Clara Valley Water District will make reasonable efforts to accommodate persons with disabilities wishing to participate in the legislative body's meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.

RICK L. CALLENDER, ESQ.
Chief Executive Officer

MICHELE L KING, CMC
Clerk of the Board
(408) 265-2600
Fax (408) 266-0271
www.valleywater.org

Note: The finalized Board Agenda, exception items and supplemental items will be posted prior to the meeting in accordance with the Brown Act.

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**Santa Clara Valley Water District
Board of Directors**

**SPECIAL BOARD MEETING - BOARD'S FISCAL YEAR 2025 WORK PLAN
AGENDA**

Monday, April 29, 2024

10:30 AM

Sobrato Center for Nonprofits, Cupertino Room,
1400 Parkmoor Avenue, San Jose

Join Zoom Meeting:

<https://valleywater.zoom.us/j/84454515597>

*****IMPORTANT NOTICES AND PARTICIPATION INSTRUCTIONS*****

Santa Clara Valley Water District (Valley Water) Board of Directors/Board Committee meetings are held as a “hybrid” meetings, conducted in-person as well as by telecommunication, and is compliant with the provisions of the Ralph M. Brown Act.

To maximize public safety while still maintaining transparency and public access, members of the public have an option to participate by teleconference/video conference or attend in-person. To observe and participate in the meeting by teleconference/video conference, please see the meeting link located at the top of the agenda. If attending in-person, you are required to comply with Ordinance 22-03 - AN ORDINANCE OF THE SANTA CLARA VALLEY WATER DISTRICT SPECIFYING RULES OF DECORUM FOR PARTICIPATION IN BOARD AND COMMITTEE MEETINGS located at <https://s3.us-west-2.amazonaws.com/valleywater.org.if-us-west-2/f2-live/s3fs-public/Ord.pdf>

In accordance with the requirements of Gov. Code Section 54954.3(a), members of the public wishing to address the Board/Committee during public comment or on any item listed on the agenda, may do so by filling out a Speaker Card and submitting it to the Clerk or using the “Raise Hand” tool located in the Zoom meeting application to identify yourself in order to speak, at the time the item is called. Speakers will be acknowledged by the Board/Committee Chair in the order requests are received and granted speaking access to address the Board. Written comments on any item on the agenda may be submitted to clerkoftheboard@valleywater.org or board@valleywater.org.

- Members of the Public may test their connection to Zoom Meetings at: <https://zoom.us/test>
- Members of the Public are encouraged to review our overview on joining Valley Water Board Meetings at: <https://www.youtube.com/watch?v=TojJpYCxXm0>

Valley Water, in complying with the Americans with Disabilities Act (ADA), requests individuals who require special accommodations to access and/or participate in Valley Water Board of Directors/Board Committee meetings to please contact the Clerk of the Board’s office at (408) 630-2711, at least 3 business days before the scheduled meeting to ensure that Valley Water may assist you.

This agenda has been prepared as required by the applicable laws of the State of

California, including but not limited to, Government Code Sections 54950 et. seq. and has not been prepared with a view to informing an investment decision in any of Valley Water's bonds, notes or other obligations. Any projections, plans or other forward-looking statements included in the information in this agenda are subject to a variety of uncertainties that could cause any actual plans or results to differ materially from any such statement. The information herein is not intended to be used by investors or potential investors in considering the purchase or sale of Valley Water's bonds, notes or other obligations and investors and potential investors should rely only on information filed by Valley Water on the Municipal Securities Rulemaking Board's Electronic Municipal Market Access System for municipal securities disclosures and Valley Water's Investor Relations website, maintained on the World Wide Web at <https://emma.msrb.org/> and <https://www.valleywater.org/how-we-operate/financebudget/investor-relations>, respectively.

Under the Brown Act, members of the public are not required to provide identifying information in order to attend public meetings. Through the link below, the Zoom webinar program requests entry of a name and email address, and Valley Water is unable to modify this requirement. Members of the public not wishing to provide such identifying information are encouraged to enter "Anonymous" or some other reference under name and to enter a fictional email address (e.g., attendee@valleywater.org) in lieu of their actual address. Inputting such values will not impact your ability to access the meeting through Zoom.

Join Zoom Meeting:
<https://valleywater.zoom.us/j/84454515597>
Meeting ID: 844 5451 5597
Join by Phone:
1 (669) 900-9128, 84454515597#

1. CALL TO ORDER/ROLL CALL:

1.1. Roll Call.

1.2. Pledge of Allegiance/National Anthem.

1.3. Time Open for Public Comment on any Item not on the Agenda.

Notice to the public: Members of the public who wish to address the Board/Committee on any item not listed on the agenda may do so by filling out a Speaker Card and submitting it to the Clerk or using the "Raise Hand" tool located in the Zoom meeting application to identify yourself to speak. Speakers will be acknowledged by the Board/Committee Chair in the order requests are received and granted speaking access to address the Board/Committee. Speakers' comments should be limited to three minutes or as set by the Chair. The law does not permit Board/Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If Board/Committee action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Board/Committee may take action on any item of business appearing on the posted agenda.

2. 10:30 AM - TIME CERTAIN:

2.1. Board of Directors Fiscal Year 2025 Work Plan Session.

[24-0390](#)

- Recommendation:
- A. Participate in the Board of Directors Fiscal Year 2025 Work Plan Session to review goals, objectives, and focus areas for Fiscal Year 2024-2025 (FY25);
 - B. Receive an overview of the Capital Improvement Program (CIP) Development, Board, and Community Engagement Processes;
 - C. Receive staff recommended changes to the FY25 Board Work Plan; and
 - D. Assign the Board Policy and Planning Committee to review collected information and work with staff to develop a Draft FY25 Board Work Plan for Board review and approval.

Manager: Rick Callender, 408-630-2017

Attachments: [Attachment 1: LT SWOT Summary](#)
[Attachment 2: CIP PowerPoint](#)
[Attachment 3: Draft FY25 Board Work Plan](#)
[*Handout 2.1-A: Work Plan PowerPoint](#)

3. CLERK REVIEW AND CLARIFICATION OF BOARD REQUESTS:

4. ADJOURN:

- 4.1. Adjourn to the 1:00 p.m. Regular meeting on May 14, 2024, in the Santa Clara Valley Water District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California, and via Zoom teleconference.

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Santa Clara Valley Water District

File No.: 24-0390

Agenda Date: 4/29/2024

Item No.: 2.1.

BOARD AGENDA MEMORANDUM

Government Code § 84308 Applies: Yes ☐ No ☒
(If "YES" Complete Attachment A - Gov. Code § 84308)

SUBJECT:

Board of Directors Fiscal Year 2025 Work Plan Session.

RECOMMENDATION:

- A. Participate in the Board of Directors Fiscal Year 2025 Work Plan Session to review goals, objectives, and focus areas for Fiscal Year 2024-2025 (FY25);
- B. Receive an overview of the Capital Improvement Program (CIP) Development, Board, and Community Engagement Processes;
- C. Receive staff recommended changes to the FY25 Board Work Plan; and
- D. Assign the Board Policy and Planning Committee to review collected information and work with staff to develop a Draft FY25 Board Work Plan for Board review and approval.

SUMMARY:

Since 2016, the Board has conducted an annual planning session to develop goals and objectives for the Board's focus, engagement, and monitoring for the following fiscal year. The purpose of the Board of Directors Fiscal Year 2025 Work Plan Session is to discuss pertinent issues and provide strategic direction to develop the Fiscal Year 2024-2025 (FY25) Board Work Plan.

The meeting will be facilitated by Roger Jackson, President and CEO of RJ Jackson Company, a consulting firm that specializes in executive coaching, board development, and strategic planning. Mr. Jackson has made major impacts on the lives of individuals and organizations on the local, state, and national levels as a teacher, coach, high school principal, higher education administrator, congressional chief of staff, non-profit executive, and award-winning author with numerous organizations including the YMCA and the NAACP. Mr. Jackson also facilitated the Valley Water Board of Directors Board Governance and Diversity Training on April 2, 2024.

In preparation for the Board of Directors Fiscal Year 2025 Work Plan Session, Mr. Jackson administered a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment through an online survey of Valley Water's Leadership Team (LT) as well as an online survey of the Board of Directors. A high-level summary of the results from the Leadership Team SWOT survey is included in the attachments (Attachment 1). Mr. Jackson also had conversations with the Board Chair, Vice Chair and Chief Executive Officer to clarify priorities for discussion and to review the meeting Agenda.

Additionally, in response to Board questions, discussion, and feedback, staff has prepared an overview of the Capital Improvement Program (CIP) Development, Board, and Community Engagement Processes (Attachment 2).

Staff have also prepared recommended changes to the FY25 Board Work Plan for the Board's consideration (Attachment 3).

Meeting Agenda

1. Connection Activity and Agenda Review
2. Message from the Board Chair
3. Message from the Chief Executive Officer
4. Strengths, Weaknesses, Opportunities, and Threats (SWOT) FY25
5. CIP Review and Discussion
6. Connection Activity II
7. FY25 Work Plan Review and Discussion
8. Final Thoughts/Next Steps
9. Closing Remarks

Next Steps

Staff recommends the Board assign the Board Policy and Planning Committee to review information and input from Board Members during the Board of Directors Fiscal Year 2025 Work Plan Session and develop a Draft FY25 Board Work Plan in collaboration with staff for review and approval by the full Board.

ENVIRONMENTAL JUSTICE AND EQUITY IMPACT:

There are no environmental justice and equity impacts associated with conducting the Board of Directors Fiscal Year 2025 Work Plan Session. This action is unlikely to or will not result in adverse impacts and is not associated with an equity opportunity.

FINANCIAL IMPACT:

There is no financial impact associated with this item.

CEQA:

The recommended action does not constitute a project under CEQA because it does not have the potential for resulting in direct or reasonably foreseeable indirect physical change in the environment.

ATTACHMENTS:

Attachment 1: LT SWOT Summary

Attachment 2: CIP PowerPoint

Attachment 3: Draft FY25 Board Work Plan

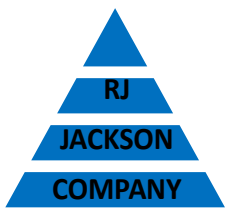
File No.: 24-0390

Agenda Date: 4/29/2024
Item No.: 2.1.

*Handout 2.1-A: Work Plan PowerPoint

UNCLASSIFIED MANAGER:
Rick Callender, 408-630-2017

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Valley Water Staff S.W.O.T. Survey
Board Executive Summary
4/25/24

Valley Water Board members,
Please find below a summary of potential Board-related items identified in the Leadership Team S.W.O.T. survey at Valley Water. This is not an exhaustive list of all items identified, rather the most common themes/issues identified that potentially become ideas or challenges which would require Board level consideration for solutions. These, along with Board responses to the survey, will be reviewed and discussed during the work plan retreat.

STRENGTHS

1. **Highly Qualified and Dedicated Staff:** Many responses highlight the excellence, dedication, and professionalism of the organization's staff. This includes their expertise, hard work, and passion for serving the community.
2. **Leadership and Management:** There is an emphasis on effective leadership and management, including the role of experienced board members and CEOs in guiding the organization's mission and vision.
3. **Diversity and Inclusion:** The value of diversity and inclusion within the workforce is noted in multiple responses, along with efforts to ensure representation and equity.
4. **Communication and Transparency:** The efforts made by the organization to communicate effectively with both employees and the public, as well as its commitment to transparency, are mentioned in several responses.

WEAKNESSES

From the provided responses, several common themes emerge regarding areas of weakness or challenges faced by the organization:

1. **Lack of Focus and Mission Creep:** Many responses mention concerns about the organization straying from its central mission areas or taking on services that are not within its core mandate.
2. **Political Interference and Board Dysfunction:** The impact of political dynamics, including board politics and decision-making influenced by political reasons, is noted as a significant challenge. Board dysfunction and micromanagement by certain board members are also mentioned.
3. **Loss of Institutional Knowledge:** The loss of experienced staff and institutional knowledge due to retirements is identified as a challenge for the organization.
4. **Cross-Agency Communication and Collaboration:** Several responses highlight the need for improved communication and collaboration between different units or departments within the organization, as well as with external agencies or partners.

OPPORTUNITIES

From the provided responses, several common themes regarding opportunities for improvement or growth emerge:

1. **Leadership Development and New Leadership:** There is an opportunity to focus on training and growing leaders from within the organization, as well as leveraging the potential of new leaders in key areas such as IT and legal.
2. **Focus on Mission and Prioritization:** Many responses highlight the opportunity for Valley Water to prioritize and focus on essential capital projects that align with its core mission, while streamlining processes to be more nimble and efficient.
3. **Community Engagement and Transparency:** There is a consensus on the importance of engaging with the community, providing transparent and informative communication, and building trust through effective communication at all levels of the organization.
4. **Opportunities for Grants and Funding:** Valley Water has the potential to acquire federal grant funding for watershed management projects, climate resiliency initiatives, and other water-related projects by leveraging partnerships and relationships with stakeholders.

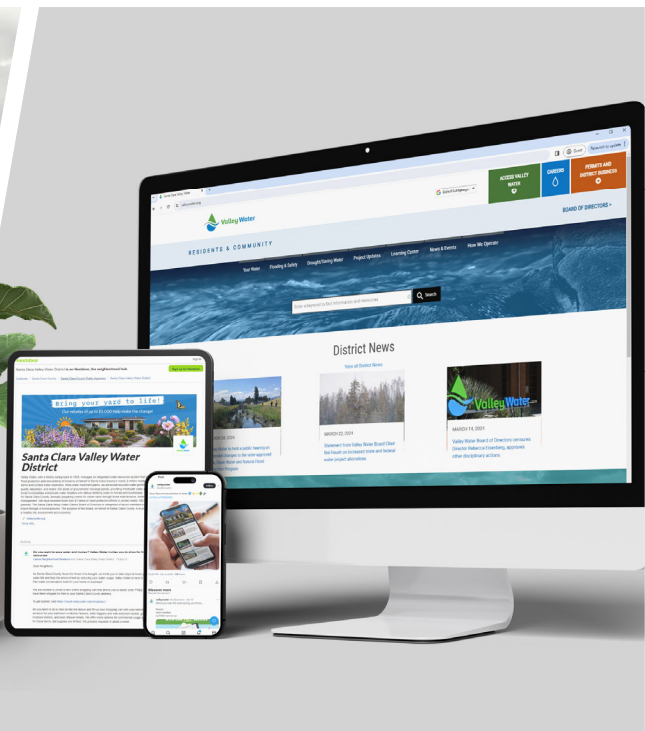
THREATS

From the provided responses, several common themes regarding threats and challenges faced by Valley Water emerge:

1. **External Pressures and Environmental Challenges:** The impacts of drought, climate change, and other environmental factors pose significant threats to Valley Water's operations and resources.
2. **Board Dysfunction and Mistrust:** Internal challenges related to board dynamics, mistrust between board members and staff, and conflicts regarding decision-making authority hinder effective governance and operations.
3. **Community Perception and Public Trust:** Negative public perception, often influenced by media coverage and board behavior, impacts Valley Water's reputation and its ability to engage with stakeholders effectively.
4. **Staffing and Talent Retention:** Concerns about brain drain, difficulty attracting and retaining experienced talent, and reliance on temporary workers or AI solutions without adequate succession planning are highlighted.

Compiled and submitted by:

Roger Jackson
CEO and Consultant
RJ Jackson Company



Developing the Capital Improvement Program

Board & Community Engagement Processes

Presented by:

Luz Penilla, Assistant Officer - Office of Integrated Water Management



Agenda

1. CIP Development

- A. New project identification
- B. Adding/removing projects
- C. Tools to aid Board in decision-making

2. Board & Community Engagement

- A. Program Level / Annual Cycle
- B. Project Delivery Level

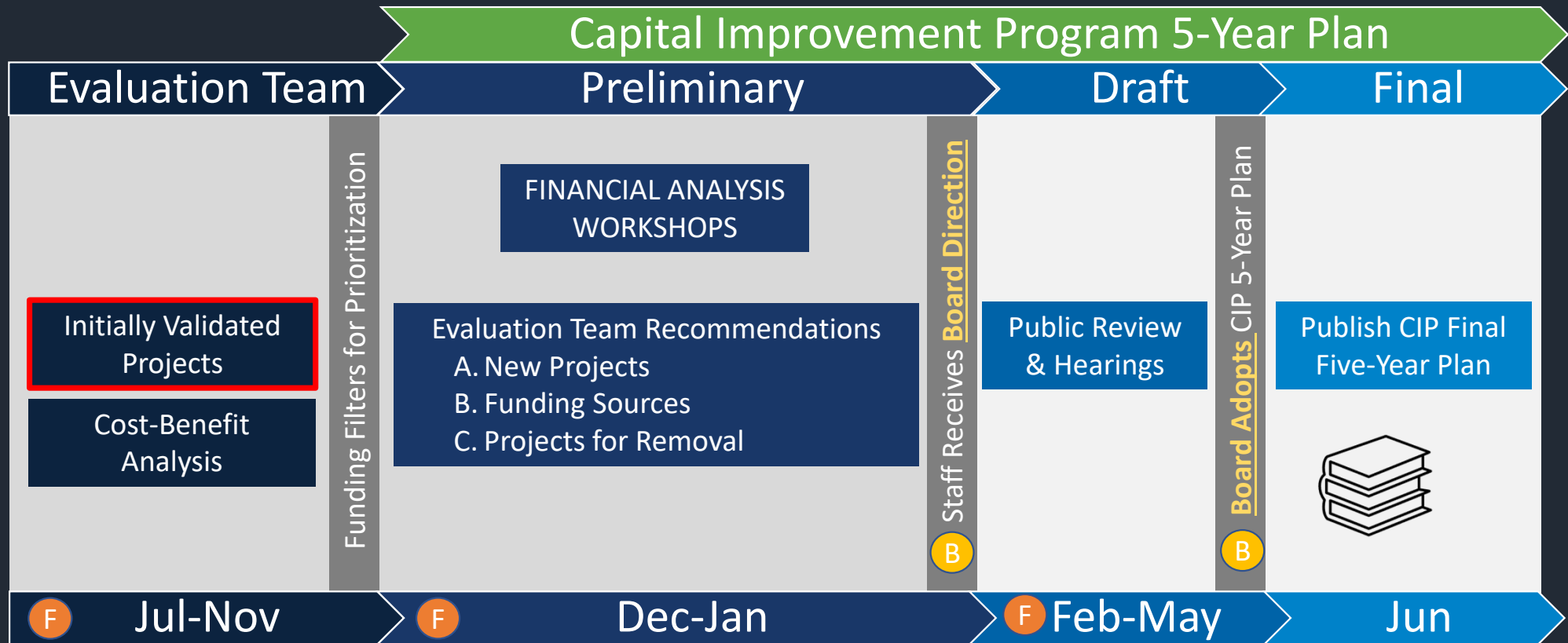
3. Next Steps



Identifying new projects for the CIP

How are new capital projects identified
and initially validated?

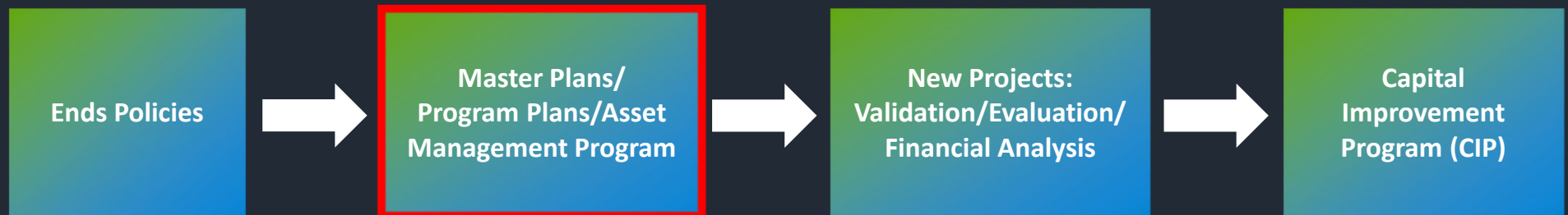
Annual CIP 5-Year Plan Timeline



F CIP Committee and/or Board Feedback

B Key Decision Points for Board

Drivers for New Capital Projects



Minimizing asset life-cycle costs while sustainably delivering the levels of service that meet customer expectations at an acceptable level of risk as expressed through the Board. (I-EL-6.4.a)



Initial Project Validation for CIP Preliminary Five-Year Plan

1. Business Case Report*
 - A. Life-cycle Cost
 - B. Risk
 - C. Options
 - D. Costs: Capital, O&M, Benefits
2. Initially Validated Project
3. Evaluation Team
 - A. Prioritization
 - 1) Funding Filters & Categories
 - B. Resource Analyses
 - 1) Funding (Internal/External)
 - 2) Staff

* Staff evaluates the lifecycle costs of different capital, non-capital, or non-asset-based solutions

BUSINESS CASE REPORT FOR
<Project Title>

III. OPTIONS ANALYSIS
Complete the table below with a brief description of each option. The Status Quo Option should be analyzed for all projects. Besides the Status Quo, not all options will apply to every project. It is possible to have more than one alternative for each type of option. For example, there may be two options for "operate differently", and the "maintain differently" option may not apply.

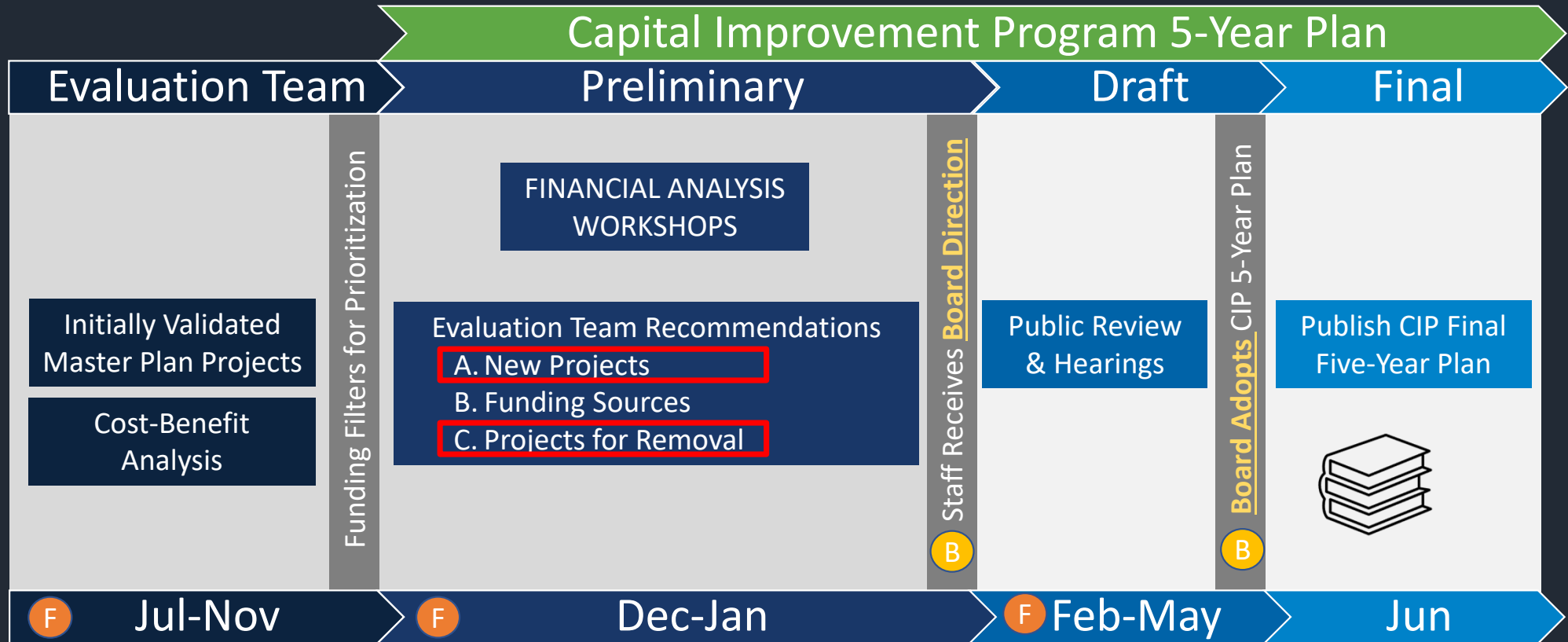
Option	Brief Description
1. Status Quo / Baseline	Continue operating and maintaining the asset as it is currently being done. This is the base case and should be analyzed for all projects with existing processes or assets.
2. Do Nothing / Run to Fail	Running an asset to failure. It involves not spending any money on planned maintenance or refurbishments unless required to maintain a minimum level of service to the customer.
3. Operate Differently	Changing operations to meet the project objectives. Examples include running a pump at lower speeds or releasing lower flows into a channel.
4. Maintain Differently	Changing the maintenance programs to meet the project objective. Examples include increasing the frequency of planned maintenance.
5. Refurbish / Rehabilitation	Transforming the asset to "as new" condition. It includes replacement of a component part or parts, or equivalent intervention sufficient to return the asset to as-new condition.
6. Replace	Substitution of an entire asset with a new or equivalent asset.
7. New Asset or Augmentation	Augmenting an asset or adding a new asset, typically to meet new level of service or capacity requirements.
8. Decommission	Retiring the asset at the end of its useful life.
9. Non Asset Solutions	A solution that meets the project objective(s) without changing the asset or its operations and maintenance plans. Examples include changing policies, contracts, or permit requirements to decrease demand on the asset, such as conservation.
10. (Other options)	Identify any other feasible alternatives.

For each viable option in the table above, attach a detailed description to this report. A template is provided in Appendix A as an example of the type of information that should be included in the description. The template is not required. Any reasonable description can be attached.

Adding/removing projects from the CIP

How are capital projects added or
removed from the CIP?

Annual CIP 5-Year Plan Timeline



F CIP Committee and/or Board Feedback

B Key Decision Points for Board

Funding Categories Tool Implemented

How to use the tools designed to aid the Board
in its decision-making

Fund 12: Watershed Stream Stewardship

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Category 1 Projects

- Existing infrastructure with **BRE ≥ 88**; and/or
- In **construction and/or mandated**

Flood Protection

\$117.3M	SF Bay Shoreline (EIA 11)
\$35.5M	Lower Pen. Creek Improvements
\$6.9M	Lower Llagas Creek Capacity

Water Resources Stewardship

\$8.9M	Coyote 10B Freshwater Wetlands
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Category 2 Projects

- Existing infrastructure with **BRE 76-87**

Flood Protection

\$107M	Lower Guadalupe River Capacity Restoration
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Water Resources Stewardship

\$15.5M	Calabazas/San Tomas Ck Marsh Connection
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Category 3 Projects

- Existing infrastructure with **BRE ≤ 75**
- NEW** Infrastructure
- Placeholder**/Small Caps

Flood Protection

\$138.3M	Berryessa Creek (Phases 1 and 2)
\$11.5M	Palo Alto Tide Gates

Water Resources Stewardship

\$5.7M	Pond A4 (Phase 1)
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Placeholder Projects

\$49.7M	Berryessa Creek (Phase 3) Construction
\$27.9M*	Ogier Ponds Construction
\$13.7M	Stevens Creek Fish Passage Const/Moffett Ave (FAHCE)
\$304.4M	WARP



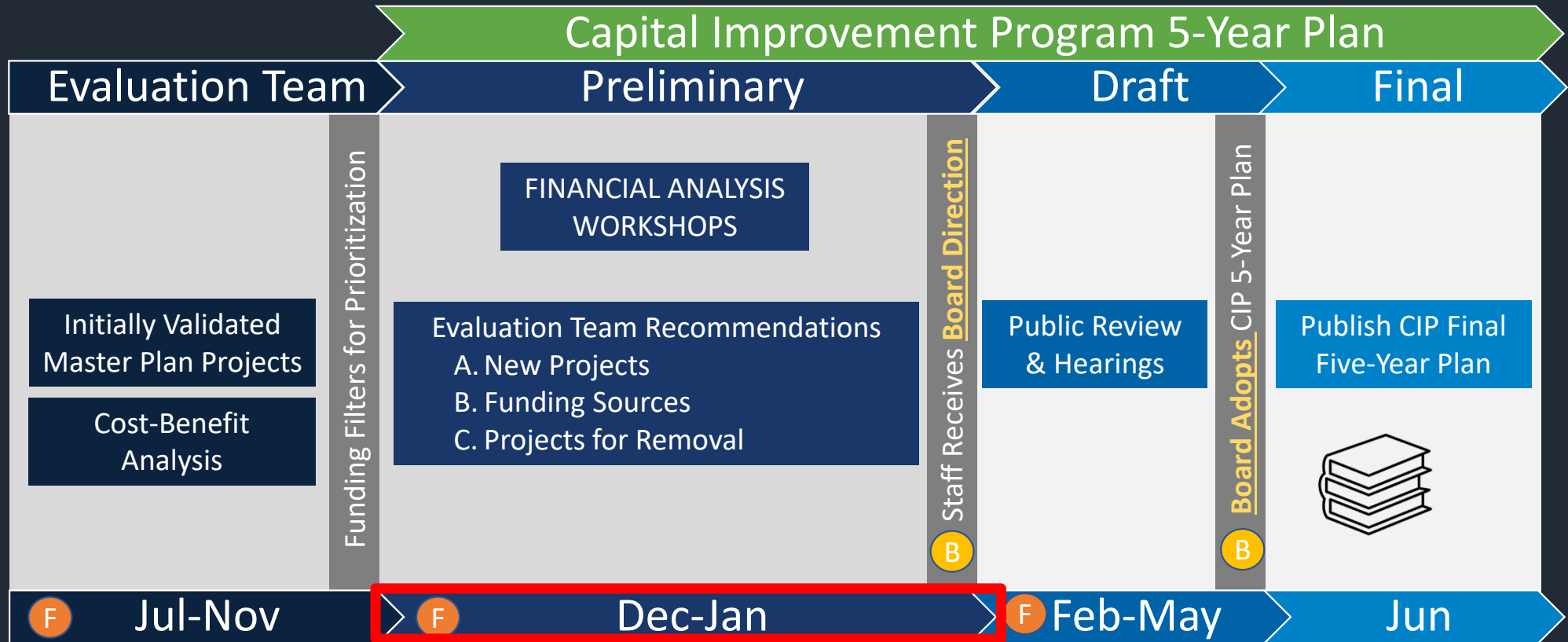
*The Ogier Ponds Project has an additional \$12.5M in Fund 26 and \$73.1M in Fund 61, which includes placeholder project dollars of \$23.1M and \$50M earmarked in ADSRP for project mitigation.

Board & Community Engagement (Program-Level)

Q1. When can the community provide feedback on the CIP Five-Year Plan?

Q2. When is the ideal time to provide Board direction for adding/removing projects?

Annual CIP 5-Year Plan Timeline



F CIP Committee and/or Board Feedback

B Key Decision Points for Board - **January Board Workshop on CIP Preliminary Five-Year Plan**

Board & Community Engagement (CIP Project Delivery Level)

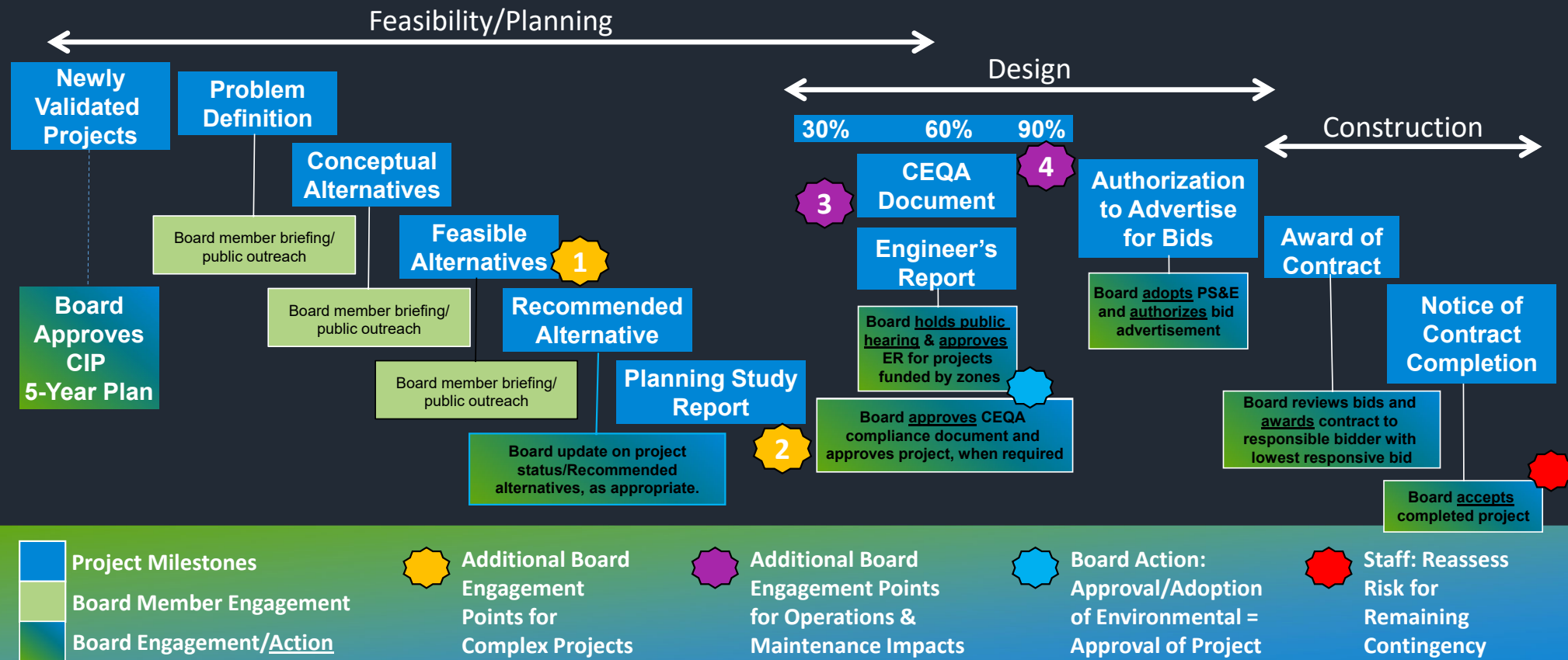
Q1. When can the community provide feedback on capital projects?

Q2. When can the Board provide direction on capital project delivery?

CIP Processes Overview

Board Action & Engagement: Capital Project Delivery Process*

* This is an example of the Project Delivery Process that may be followed and may not apply to all capital projects.



Overview of Project/Program Engagement Opportunities

CIP Meeting	Frequency / Month	Action
Project Status Update	Monthly (CIP Committee), or as requested by Board	Feedback
Significant Project Plan Updates	Annual / Oct	Feedback
New Proposed Projects (Including previously validated)	Annual / Nov	Board Direction
Preliminary CIP 5-Year Plan	Annual / Dec	Board Direction
Draft CIP 5-Year Plan	Annual + 60 Day Public Review / Jan	Board Direction
Outreach to Cities and County	Annual / Feb	Feedback
Public Hearings	Annual / April	Feedback
Final CIP 5-Year Plan	Annual / May	Board Direction
Preliminary Project Alternatives	@ Project Milestone	Feedback
Planning Study	@ Project Milestone	Feedback & Board Direction
CEQA & Authorization to Construct	@ Project Milestone	Board Direction

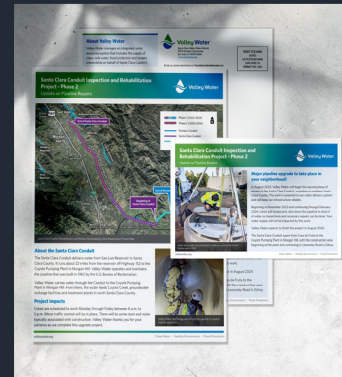
Community Engagement Outreach

1. Meetings

- A. Board
- B. CIP Committee
- C. Community Centers
- D. Libraries
- E. Tours

2. Outreach Tools

- A. Valley Water Webpage
- B. Social Media (Facebook, Instagram, LinkedIn)
- C. Public Notices
- D. City & County Outreach (Email & US Mail)



Next Steps

1. May 2024 –Board to approve **CIP FY25-29 Five-Year Plan**
2. July 2024 - **CIP FY26-30 Five-Year Plan Development Begins**
 - A. November 2024 – CIP Committee feedback and direction on initially validated projects and Significant Project Plan Updates
 - B. December 2024 – CIP Committee feedback on CIP Preliminary Five-Year Plan
 - C. January 2025 – Board feedback and direction on CIP Preliminary Five-Year Plan.



**Updates
Available
Online**

SCAN THE QR CODE:



Or visit this website:
delivr.com/24wqn

END OF PRESENTATION

Questions & Answers



EXTRA SLIDES

Asset Management Program Tool (Business Risk Exposure (BRE))

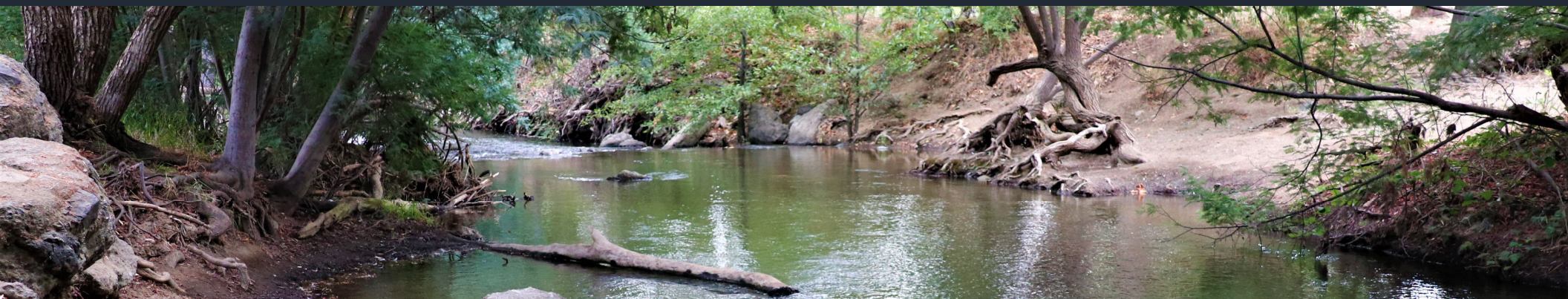
Asset Management Program- Business Risk Exposure (BRE)

Consequence of Failure 0 - 30 <i>(each criteria scored on a 0-to-5 scale)</i>		x	Probability of Failure 1 - 5	=	Business Risk Exposure (BRE) 0 - 150
Social (50% of CoF)	Service Delivery		1 = New or Recently Rehabilitated 2 = Good Condition, Only Minor Defects 3 = Defects Requiring Monitoring, But Fully Functional 4 = Requires Corrective Action, Functionality Threatened 5 = Failed, Unable to Satisfy LOS, Requires Immediate Action		
	Community Impacts				
	Workplace Safety				
Environmental (17% of CoF)	Environmental Impacts				
Economic (33% of CoF)	Financial Impacts				
	Impact to Reputation				

Capital Improvement Program Tool (Funding Filters and Categories)

CIP Funding Filters for Prioritization (w/Point Application)

- | | |
|-------------------------------------------------------------|-----------------|
| 1. Repair/Replace Existing Infrastructure Projects | 5 points |
| 2. Public Health and Safety Projects | 4 points |
| 3. Shovel Ready (Permits/Land Rights Secured) Projects | 3 points |
| 4. Multi-Benefit Projects | 2 points |
| A. Environmental Justice Benefit Projects | ½ point |
| 5. Partially External-Funded (Grants/Partnerships) Projects | 1 point |



CIP Project Funding Categories

Scoring for Repairing and Replacing Existing Infrastructure



CIP Project Funding Categories

Category 1: ≥ 19 points

1. Repair/replace existing infrastructure
2. Risk of failure score is ≥ 88
3. Required for public health and safety
4. **Projects under construction or mandated (required by law, regulation, federal order, lawsuit, etc...) are automatically included in Category 1.**



CIP Project Funding Categories

Category 2: 13-18.5 points

1. Repair/replace existing infrastructure
2. Risk of failure score is between **76-87**
3. Required for public health and safety.



CIP Project Funding Categories

Category 3: ≤ 12.5 points

1. Projects with a lower risk of failure, ≤ 75
2. **New infrastructure projects in the Water Supply Master Plan and One Water Plan**
3. **Small capital improvement and placeholder projects.**
 - A. **Placeholder projects meet Valley Water's mission and are anticipated to be needed but may not yet have defined scopes, schedules, or funding sources.**



Draft FY 2025-29 Five-Year Plan Projects (Categorized by Fund and Funding Categories)

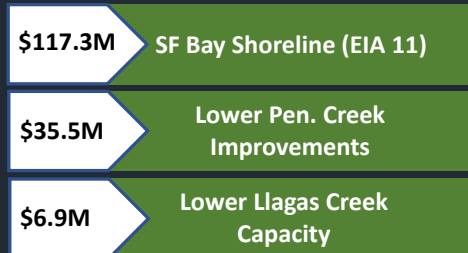
Fund 12: Watershed Stream Stewardship

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

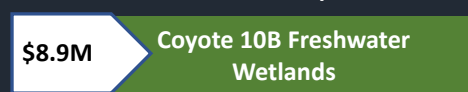
Category 1 Projects

- Existing infrastructure with **BRE ≥ 88** ; and/or
- In **construction and/or mandated**

Flood Protection



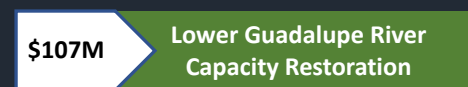
Water Resources Stewardship



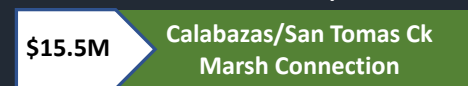
Category 2 Projects

- Existing infrastructure with **BRE 76-87**

Flood Protection



Water Resources Stewardship



Fund 12: Watershed Stream Stewardship

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Category 3 Projects

- Existing infrastructure with **BRE ≤ 75**
- **NEW** Infrastructure
- **Placeholder**/Small Caps

Flood Protection

\$138.3M	Berryessa Creek (Phases 1 and 2)
\$11.5M	Palo Alto Tide Gates

Water Resources Stewardship

\$5.7M	Pond A4 (Phase 1)
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Placeholder Projects

\$49.7M	Berryessa Creek (Phase 3) Construction
\$27.9M*	Ogier Ponds Construction
\$13.7M	Stevens Creek Fish Passage Const/Moffett Ave (FAHCE)
Small Capital Improvements	
\$304.4M	WARP

*The Ogier Ponds Project has an additional \$12.5M in Fund 26 and \$73.1M in Fund 61, which includes placeholder project dollars of \$23.1M and \$50M earmarked in ADSRP for project mitigation.

Fund 26: Safe, Clean Water

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Category 1 Projects

- Existing infrastructure with **BRE ≥ 88**; and/or
- In **construction and/or mandated**

Flood Protection

\$340.9M	Llagas Creek (all phases)
\$216.1M	Coyote Creek (Montague Expwy – Tully)

Water Resources Stewardship

\$6.3M*	Ogier Ponds Separation from Coyote Creek (D4.2)
\$12.4M	Hale Creek Pilot Project
\$9.1M	Bolsa Rd Fish Passage Improvements
\$8.9M	SCW Regnart Creek Rehabilitation (F8)

Water Supply - Transmission

\$25.4M	IRP2 Additional Line Valves
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Category 2 Projects

- Existing infrastructure with **BRE 76-87**

Flood Protection

\$124.9M	Guadalupe River-Upper (Reaches 7-12)
\$57.8M	Sunnyvale East & West
\$28.7M	SF Shoreline (EIAs 1-4)
\$15.7M	SF Shoreline (EIAs 5-9 or 10)

* The Ogier Ponds Project has an additional \$7.4M in placeholder dollars in Fund 26, \$27.9M in placeholder dollars in Fund 12 and \$77.9M in Fund 61, which includes placeholder project dollars of \$27.9M and \$50M earmarked in ADSRP for project mitigation.



Fund 26: Safe, Clean Water

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Flood Protection

\$101.8M	SF Creek, SF Bay to Middlefield, Construction
\$38.1M	Guadalupe River (R6)*
\$7.8M	Berryessa Creek, Phase 3- Planning & Design
\$11.3M	Upper Penitencia Creek, Coyote Ck- Dorel

Water Resources Stewardship

\$9.3M	SCW D4.3 Fish Passage Improvements
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Category 3 Projects

- Existing infrastructure with **BRE ≤ 75**
- **NEW** Infrastructure
- **Placeholder**/Small Caps

*Guadalupe River Reach 6 Phase I, gravel Augmentation complete. Phase II construction in FY29-30

Fund 61: Water Utility Enterprise

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Storage Facilities

\$1.9B	Anderson Dam Seismic Retrofit
\$253M	Anderson Dam Tunnel
\$186M	Calero Dam Seismic Retrofit
\$117.4M	Coyote Creek Flood Mgmt. Measure
\$84.7M	Guadalupe Dam Seismic Retrofit
\$65M	Coyote Pumping Plant ASD Replacement
\$40.5M	Almaden Dam Improvements
\$31.3M	Dam Seismic Stability Evaluations
\$23.5M	Coyote Creek Chillers
\$17.7M	Coyote Percolation Dam Replacement

Storage Facilities (cont'd)

\$11.9M	Cross Valley Pipeline Extension
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Transmission Facilities

\$171M	10-Year Pipeline Insp. & Rehab.
\$145.1M	FAHCE Implementation
\$119.3M	Almaden Valley Pipeline Replacement
\$36.8M	Vasona Pump Station Upgrade
\$9.3M	Dist. Sys. Master Plan Implementation
\$8.5M	Treated Water Isolation Valves
\$6.5M	SCADA Master Plan Implementation
\$6.1M	Pacheco/SCC ROW Acquisition

Category 1 Projects

- Existing infrastructure with BRE ≥ 88 ; and/or
- In construction and/or mandated

Fund 61: Water Utility Enterprise

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Category 1 Projects continued...

- Existing infrastructure with BRE ≥ 88 ; and/or
- In construction and/or mandated

Treatment Facilities

\$722.5M	RWTP Reliability Improvement
\$38.6M	RWTP Residuals Mgmt.
\$20.4M	WTP Electrical Improvement
\$20.6M	STWTP Filter Media Replacement

Recycled Water Facilities

\$60.1M	South County Recycled Water Pipeline (all phases)
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Placeholder Projects

\$27.9M*	Ogier Ponds
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*The Ogier Ponds Project has \$13.7M in Fund 26 and \$50M in Fund 61 earmarked in ADSRP for project mitigation.

Category 2 Projects

- Existing infrastructure with BRE 76-87

Treatment Facilities

\$41.5M	PWTP Residuals Mgmt.
\$6.9M	RWTP Ammonia Storage & Metering

Transmission Facilities

\$10.4M	SMPPIP Upgrades – Phase 1
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Fund 61: Water Utility Enterprise

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Storage Facilities

\$2.75B Pacheco Reservoir Expansion

Treatment Facilities

\$9.3M WTP Master Plan Implementation

Recycled Water Facilities

\$50M San Jose Purified Water Project (SJPWP)

\$6.8M Land Rights – South County Recycled Water PL

Small Capital Improvement Project

\$23.9M Water Utility Computer Network Modernization

Small Capital Improvement Projects

\$73M San Felipe (Reaches 1-3)

\$59.2M Water Treatment

\$13.7M Raw Water Transmission

\$0.78M Treated Water Transmission

Placeholder Projects

\$20M Coyote Percolation Dam Fish Passage – Phase 2

Category 3 Projects

- Existing infrastructure with BRE ≤ 75
- NEW Infrastructure
- Placeholder/Small Caps

Fund 11: General

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Buildings & Grounds

\$16.9M Security Upgrades & Enhancements

\$15.1M Headquarters Operations Building

Small Capital Improvement Project

\$64M Facility Mgmt, Small Capital Improvements

Category 3 Projects

- Existing infrastructure with BRE ≤ 75
- NEW Infrastructure
- Placeholder/Small Caps

Fund 11 does not have Category 1 & 2 projects in the CIP FY25-29 Five-Year Plan

Fund 73: Information Technology

Total Project Cost \$ based upon Draft FY 2025-29 Five-Year Plan

Category 1 Projects

- Existing infrastructure with **BRE ≥ 88** ; and/or
- In **construction and/or mandated**

Information Technology

\$2.6M IT Disaster Recovery

\$1.3M Data Consolidation

Category 3 Projects

- Existing infrastructure with **BRE ≤ 75**
- **NEW** Infrastructure
- **Placeholder**/Small Caps

Small Capital Improvement Project

\$20.8M Software Upgrades & Enhancements

Fund 73 does not have Category 2 projects in the CIP FY25-29 Five-Year Plan

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FY2024-2025 BOARD WORK PLAN – STAFF RECOMMENDATIONS

CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: INTEGRATED WATER RESOURCES MANAGEMENT GOAL: Efficiently manage water resources across business areas.		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.	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.	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.
FY24 Tactics:	<ul style="list-style-type: none"> Develop a Fuel Management Policy to guide the incorporation of wildfire planning efforts in an integrated and programmatic way. Continue a robust preventive maintenance program including monitoring asset condition and risk. Strategically plan for larger infrastructure renewal projects through Safe Clean Water Project F8 – Sustainable Creek Infrastructure for Continued Public Safety; Water Treatment Plant, Distribution System, and SCADA Master Plan Implementation Projects; Watersheds and Water Utility Operations and Maintenance and Asset Renewal Plans; and other Asset Management Plans. 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. 	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. Continue a robust preventive maintenance program including monitoring asset condition and risk. Strategically plan for larger infrastructure renewal projects through Safe Clean Water Project F8 – Sustainable Creek Infrastructure for Continued Public Safety; Water Treatment Plant, Distribution System, and SCADA Master Plan Implementation Projects; Watersheds and Water Utility Operations and Maintenance and Asset Renewal Plans; and other Asset Management Plans. 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 Planning Committee Capital Improvement Program Committee	Monitoring:	Board Policy and Monitoring Committee Capital Improvement Program Committee
Related Staff Plans:	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	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.	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.	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.

FY24 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. Continue to work with the Regional Water Quality Control Board (RWQCB) and the State Water Quality Control Board (SWQCB) under the terms of our Memorandum of Understanding (MOU) to ensure that they protect water supply interests consistent with their authority. 	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) and the State Water Resources Control Board (SWRCB) 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 Planning Committee Capital Improvement Program Committee Stream Planning and Operations Committee	Monitoring:	Board Policy and Monitoring Committee Capital Improvement Program Committee Stream Planning and Operations Committee Water Supply and Demand Management Committee
Related Staff Plans:	One Water Plan	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.	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.	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.
FY24 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 all water supply Master Plan development processes. Share the plan widely at the phase of a project where project alternatives are considered, key issues such as the cost of water, quality of water, reliability of our infrastructure, and strategies for implementing different improvement projects with varying levels of service will be explained through public meetings. 	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, quality 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	Monitoring:	Board of Directors Capital Improvement Program Committee Recycled Water Committee
Related Staff Plans:	Water Supply Master Plan Countywide Water Reuse Master Plan Water Treatment Plant Master Plan	Related Staff Plans:	Water Supply Master Plan Watershed Management Plans (One Water) Countywide Water Reuse Master Plan

	Distribution System Master Plan		Water Treatment Plant Master Plan Distribution System Master Plan
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CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: WATER SUPPLY GOAL: Provide a reliable, safe, and affordable water supply for current and future generations in all communities served.		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 and diversified water supply and storage opportunities.	Objective 1:	Pursue new and diversified water supply and storage opportunities.
Challenge / Opportunity:	Half of Santa Clara County’s water supply is imported from outside the county. During years when there is a lot of water, 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 determining the appropriate level of participation for Valley Water in collaborative water storage projects and prioritizing projects within funding constraints. In addition, as part of the Water Supply Master Plan, Valley Water continues to pursue the “no regrets” package, which addresses advanced metering infrastructure, Graywater Rebate Program expansion, leak repair incentives, New Development Model Ordinance, and stormwater capture (agricultural land recharge, stormwater recharge in San Jose and Saratoga, rain barrel rebates, and rain garden rebates).	Challenge / Opportunity:	Half of Santa Clara County’s water supply is imported from outside the county. During years when there is a lot of 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. In addition, as part of the Water Supply Master Plan, Valley Water continues to pursue the “no regrets” package, which addresses advanced metering infrastructure, Graywater Rebate Program expansion, leak repair incentives, New Development Model Ordinance, and stormwater capture (agricultural land recharge, stormwater recharge in San Jose and Saratoga, rain barrel rebates, and rain garden rebates). (No Regrets package language moved to Objective 5 – conservation goal)
FY24 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 be resilient to climate change. Update the Water Supply Master Plan to provide information on participation levels, water supply benefits and costs of various portfolios to support water supply project and partnership decisions, including the “no regrets” package. Determine level of participation for projects and decisions about partnerships in accordance with the Water Supply Master Plan and water affordability. Pursue additional funding and partnership opportunities for the Pacheco Reservoir Expansion Project. Evaluate Valley Water’s continued participation in water storage projects during the MAP review process, bi-annual budget development, and other project-specific milestones. Explore, evaluate and make progress on additional stormwater capture feasibility as part of the “no regrets” package. 	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 be resilient to climate change. Update the Water Supply Master Plan to provide information on participation levels, water supply benefits and costs of various portfolios to support water supply project and partnership decisions, including the “no regrets” package. 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. Determine level of participation for projects and decisions about partnerships informed by in accordance with 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. Evaluate Valley Water’s continued participation in water storage projects at project-specific milestones and during the Water Supply Master Plan process, during the MAP review process, and bi-annual budget development, and other project-specific milestones. Explore, evaluate and make progress on additional stormwater capture feasibility as part of the “no regrets” package.

Monitoring:	Water Storage Exploratory Committee Recycled Water Committee Water Conservation and Demand Management Committee	Monitoring:	Water Supply and Demand Management Committee Recycled Water Committee
Related Staff Plans:	Water Supply Master Plan Annual Monitoring and Assessment Program (MAP) Updates Stormwater Resource Plans	Related Staff Plans:	Water Supply Master Plan Annual Monitoring and Assessment Program (MAP) Updates
Objective 2:	Secure existing water supplies and water supply infrastructure	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.	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.
FY24 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. 	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 Conservation and Demand Management Committee (Groundwater) CIP Committee (infrastructure projects)	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	Related Staff Plans:	Water Supply Master Plan Groundwater Management Plan Infrastructure and Asset Management Plans
Objective 3:	Lead Purified Water Efforts with committed partners.	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.	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.
FY24 Tactics:	<ul style="list-style-type: none"> Implement the first phase of the Purified Water Program, including release of a Request for Proposal (RFP) and enter into a contract for an Indirect Potable Reuse project that is implemented via a Public Private Partnership. 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 actively be involved with the Direct Potable Reuse (DPR) guidance and ensure Valley Water is positioned to implement a DPR project in the future. Implement the Letter of Intent executed with the Cities of San José and Santa Clara to expand collaboration on the Silicon Valley Advanced Water Purification Center to develop a second potable reuse project. 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 	FY25 Tactics:	<ul style="list-style-type: none"> Implement the first phase of the Purified Water Program, including release of a Request for Proposal (RFP) and enter into a contract for an Indirect Potable Reuse project that is implemented via a Public Private Partnership. 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 actively be involved with the Direct Potable Reuse (DPR) guidance and ensure Valley Water is positioned to implement a DPR project in the future. Implement the Letter of Intent executed with the Cities of San José and Santa Clara to expand collaboration on the Silicon Valley Advanced Water Purification Center to develop a second potable reuse project. Continue to pursue recycled water grant funding. Continue to expand communications strategies to increase public awareness and

	for the expansion of purified water for potable reuse.		acceptance of the Purified Water Program. <ul style="list-style-type: none"> • 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	Monitoring:	Recycled Water Committee
Related Staff Plans:	Water Supply Master Plan Countywide Water Reuse Master Plan	Related Staff Plans:	Water Supply Master Plan Countywide Water Reuse Master Plan
Objective 4:	Complete the Anderson Dam Seismic Retrofit Project.	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).	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).
FY24 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). • Continue the design of the ADSRP. • Continue to work with appropriate regulatory agencies to advance the ADSRP. • Release the Draft Environmental Impact Report for 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. • 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. 	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). • Continue Complete the 90% design documents of the ADSRP. • Continue to work with appropriate regulatory agencies to advance the ADSRP. • Release the Draft Environmental Impact Report for 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. • 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	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	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.	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.	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.

FY24 Tactics:	<ul style="list-style-type: none"> Build on the recent drought's momentum and continue achieving water savings from the public and encouraging conservation as a way of life through year-round educational outreach, effective water conservation programs, and media campaigns. Continue enforcement program of water waste restrictions as needed. 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. Develop and implement a Drought Response Plan with support and input from our retailer partners and the broader community to guide short-term behavioral changes during water shortages. Ensure water conservation programs support disadvantaged community members. Engage in opportunities and make efforts to obtain water use data from Valley Water retailers. Expand outreach and engagement to local businesses and corporations so they can be more actively involved in water conservation efforts. 	FY25 Tactics:	<ul style="list-style-type: none"> Build on the recent drought's momentum and Continue achieving water savings from the public and encouraging conservation as a way of life through year-round educational outreach, effective water conservation programs, and media campaigns. Continue enforcement program of water waste restrictions as needed. 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. Develop and implement a Drought Response Plan with support and input from our retailer partners and the broader community to guide short-term behavioral changes during water shortages. Ensure water conservation programs support disadvantaged community members. Engage in opportunities and make efforts to obtain water use data from Valley Water retailers. 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, New Development Model Ordinance, and stormwater capture (agricultural land recharge, stormwater recharge, rain barrel rebates, and rain garden rebates).
Monitoring:	Water Conservation and Demand Management Committee	Monitoring:	Water Supply and Demand Management Committee
Related Staff Plans:	Water Conservation Strategic Plan Water Supply Master Plan Safe, Clean Water and Natural Flood Protection Program	Related Staff Plans:	Water Conservation Strategic Plan Stormwater Resource Plans Water Supply Master Plan Safe, Clean Water and Natural Flood Protection Program

CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: NATURAL FLOOD PROTECTION GOAL: Provide natural flood protection to reduce risk and improve health and safety.		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 by applying a comprehensive, integrated watershed management approach that balances environmental quality, sustainability, and cost.	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.	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, including ensuring disadvantaged communities are equitably represented.
FY24 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 One Water plans for the Guadalupe and Pajaro watersheds. 	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 One Water plans for the Guadalupe and Pajaro watersheds.

	<ul style="list-style-type: none"> 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. Complete construction of Phase 2A of the Upper Llagas Flood Protection Project to provide flood protection and habitat enhancement; and 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. Continue design and construction of the Coyote Creek Flood Mitigation and Flood Protection Projects Begin to evaluate and prioritize addressing areas in the county known to flood on a regular basis. 		<ul style="list-style-type: none"> 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. Complete 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. Complete construction of Phase 2A of the Upper Llagas Flood Protection Project to provide flood protection and habitat enhancement; and 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. Continue design and construction of the Coyote Creek Flood Mitigation and Flood Protection Projects Begin to evaluate and prioritize addressing areas in the county known to flood on a regular basis.
Monitoring:	Capital Improvement Program Committee Board Policy and Planning Committee Safe Clean Water and Natural Flood Protection Program Independent Monitoring Committee	Monitoring:	Capital Improvement Program Committee Board Policy and Planning Committee Safe Clean Water and Natural Flood Protection Program Independent Monitoring Committee
Related Staff Plans:	One Water Plan Safe, Clean Water and Natural Flood Protection Program	Related Staff Plans:	Watersheds Management Plans (One Water) Safe, Clean Water and Natural Flood Protection Program
Objective 2:	Provide flood protection equitably in all regions of the County, prioritizing disadvantaged communities.	Objective 2:	Provide flood protection equitably in all regions of the County, prioritizing disadvantaged communities. RECOMMEND COMBINING WITH OBJECTIVE #1
Challenge / Opportunity:	As Valley Water continues to advance flood protection projects, the Board has an opportunity to strengthen relationships and improve coordination with conservation and environmental justice groups, as well as other local jurisdictions, with a specific focus on ensuring the voices of disadvantaged communities are equitably represented.	Challenge / Opportunity:	As Valley Water continues to advance flood protection projects, the Board has an opportunity to strengthen relationships and improve coordination with conservation and environmental justice groups, as well as other local jurisdictions, with a specific focus on ensuring the voices of disadvantaged communities are equitably represented.
FY24 Tactics:	<ul style="list-style-type: none"> Advance One Water Integrated Water Resources Master Plan through diverse community-wide stakeholder engagement for the Guadalupe and Upper Pajaro watersheds. Continue progress on flood protection capital projects consistent with Valley Water's commitment to the Safe, Clean Water Program and equitability in all regions. Plan flood risk reduction projects to provide a minimum level of protection countywide. 	FY25 Tactics:	<ul style="list-style-type: none"> Advance One Water Integrated Water Resources Master Plan through diverse community-wide stakeholder engagement for the Guadalupe and Upper Pajaro watersheds. Continue progress on flood protection capital projects consistent with Valley Water's commitment to the Safe, Clean Water Program and equitability in all regions. Plan flood risk reduction projects to provide a minimum level of protection countywide.
Monitoring:	Capital Improvement Program Committee Board Policy and Planning Committee	Monitoring:	Capital Improvement Program Committee Board Policy and Planning Committee

Related Staff Plans:	One Water Plan Safe, Clean Water and Natural Flood Protection Program	Related Staff Plans:	One Water Plan Safe, Clean Water and Natural Flood Protection Program
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CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: ENVIRONMENTAL STEWARDSHIP GOAL: Sustain ecosystem health while managing local water resources for flood protection and water supply.		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.	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.	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.
FY24 Tactics:	<ul style="list-style-type: none"> Continue to develop an integrated water resource plan for each watershed, including appropriate metrics to monitor Valley Water's impacts on and benefit to the environment. Complete Greenhouse Gas Reduction Plan as part of the Climate Change Action Plan implementation. Make significant progress on the grant-funded planning study for the San Tomas Aquino Calabazas Creek Realignment Project (which includes Pond A4). Complete construction of the Bolsa Creek Project by December 2023. 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. 	FY25 Tactics:	<ul style="list-style-type: none"> Continue to develop an integrated water resource plan for each 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). Complete construction of the Bolsa Creek Project by December 2023. 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 Planning Committee Capital Improvement Committee	Monitoring:	Board Policy and Planning Committee Capital Improvement Committee Stream Planning and Operations Committee
Related Staff Plans:	One Water Plan Climate Change Action Plan	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.	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.	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.

FY24 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 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 manage encampments within stormwater Municipal Regional Permit (MRP) discharge sites on Coyote Creek. Expand opportunities for volunteers to support cleanup efforts and events. Support legislative efforts to eliminate or reduce waste entering waterways. 	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. 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. within stormwater Municipal Regional Permit (MRP) discharge sites on Coyote Creek. Expand 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	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	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.	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 implementing the FAHCE agreement include completing the environmental review process, 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.	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 completing the environmental review process, 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.
FY24 Tactics:	<ul style="list-style-type: none"> Prioritize the implementation of the FAHCE agreement and related efforts as soon as possible. Finalize the June 2021 Guadalupe River and Stevens Creek Environmental Impact Report (EIR). Advance 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. 	FY25 Tactics:	<ul style="list-style-type: none"> Prioritize the implementation of the FAHCE agreement and related efforts as soon as possible. Finalize the June 2021 Guadalupe River and Stevens Creek Environmental Impact Report (EIR). Advance 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.

			<ul style="list-style-type: none"> Initiate planning for Fremont Fish Ladder or one additional fish passage barrier project.
Monitoring:	Stream Planning and Operations Committee	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) One Water Plan	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

CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATIONS	
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.		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.	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 36 percent in the last five years, rising from 7,394 in 2017 to 10,028 in 2022, according to the Homeless Point-in-Time Count and Survey. In 2022, 77% of the unhoused population in the county were unsheltered, and Valley Water estimates that over 2,300 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.	Challenge / Opportunity:	The number of unsheltered individuals living in Santa Clara County has increased by 36 34 percent in the last five six years, rising from 7,394 in 2017 to 10,028 9,903 in 2023 2022, according to the Homeless Point-in-Time Count and Survey. In 2022 2023, 75% 77% of the unhoused population in the county were unsheltered, and Valley Water estimates that over 2,300 911 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.
FY24 Tactics:	<ul style="list-style-type: none"> 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. Initiate Clean Camps Clean Creeks and portable toilet facility programs. Enhance Valley Water's participation in countywide collaboration efforts to address challenges associated with homelessness. Implement MOA with Santa Clara County to provide outreach services to unsheltered individuals living within waterways and at water supply and flood risk reduction facilities countywide. Implement MOA 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. Develop a framework from internal working group recommendations on both short- 	FY25 Tactics:	<ul style="list-style-type: none"> 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 the City of San Jose to address unhoused issues. Initiate Implement the Clean Camps Clean Creeks Program. and portable toilet facility programs. Continue to manage the Portable Toilet Facility Program. Enhance Valley Water's participation in countywide collaboration efforts to address challenges associated with homelessness. Implement MOA with Santa Clara County to provide outreach services to unsheltered

	<p>and long-term strategies to address the challenges posed by encampments of unsheltered people living on Valley Water lands along waterways and at water supply and flood risk reduction facilities.</p> <ul style="list-style-type: none"> Work to develop a method to track encampments located on Valley Water lands along waterways and at water supply and flood risk reduction facilities to measure effectiveness of collaborative efforts. 		<p>individuals living within waterways and at water supply and flood risk reduction facilities countywide.</p> <ul style="list-style-type: none"> 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. Implement MOA 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. Develop a framework from internal working group recommendations on both short- and long-term strategies to address the challenges posed by encampments of unsheltered people living on Valley Water lands along waterways and at water supply and flood risk reduction facilities. Collaborate with City of San José on its Storm Water permit requirements and Coyote Creek Flood Protection Project encampment relocation. Work to develop a method to track 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.
Monitoring:	Environmental Creek Cleanup Committee	Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:		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.	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:	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.	Challenge / Opportunity:	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.
FY24 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. 	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.

	<ul style="list-style-type: none"> 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. Continue to perform weed abatement and fuel reduction work around encampments to reduce wildfire risks. Implement agreements with the County and municipal partners to provide outreach or other necessary services to unsheltered individuals living along waterways and at water supply and flood risk reduction facilities countywide. 		<ul style="list-style-type: none"> 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. Continue to perform weed abatement and fuel reduction work around encampments to reduce wildfire risks. Implement agreements with the County and municipal partners Continue to provide outreach or other necessary services to unsheltered individuals living along 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 the City of San Jose to address unhoused issues.
Monitoring:	Environmental Creek Cleanup Committee	Monitoring:	Environmental Creek Cleanup Committee
Related Staff Plans:		Related Staff Plans:	

CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: CLIMATE CHANGE GOAL: Mitigate carbon emissions and adapt Valley Water operations to climate change impacts		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.	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.	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.
FY24 Tactics:	<ul style="list-style-type: none"> Complete Greenhouse Gas Reduction Plan: Identify specific and measurable actions to reduce emissions and approve long-term emissions reduction goals ensuring that all Valley Water activities are considered. 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. 	FY25 Tactics:	<ul style="list-style-type: none"> Complete 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. approve long-term emissions reduction goals ensuring that all Valley Water activities are considered. 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 Planning Committee	Monitoring:	Board Policy and Monitoring Committee

Related Staff Plans:	Climate Change Action Plan	Related Staff Plans:	Climate Change Action Plan Greenhouse Gas Reduction Plan
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CURRENT FY24 LANGUAGE		FY25 STAFF RECOMMENDATION	
Section: BUSINESS MANAGEMENT GOAL: Promote effective management of water supply, flood protection, and environmental stewardship through responsive and socially responsible business services.		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.	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 flood protection, water supply, and environmental stewardship projects and has an opportunity to serve as a leader for racial equity, diversity, and inclusion throughout the state.	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.
FY24 Tactics:	<ul style="list-style-type: none"> Continue to monitor implementation of a Diversity, Equity and Inclusion Master Plan that institutes 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. 	FY25 Tactics:	<ul style="list-style-type: none"> Continue to monitor implementation of a Diversity, Equity and Inclusion strategic initiatives Master Plan that institutes 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:	Diversity & Inclusion Ad Hoc Committee	Monitoring:	Board Planning and Monitoring Committee
Related Staff Plans:	Racial Equity, Diversity & Inclusion Master Plan	Related Staff Plans:	
Objective 2:	Maintain appropriate staffing levels and expertise while prioritizing the safety of our staff.	Objective 2:	Maintain budgeted staffing levels and expertise, while prioritizing 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.	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.

FY24 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. Develop 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. 	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. 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:	Environmental Creek Cleanup Committee Diversity & Inclusion Ad Hoc Committee Financial Sustainability Working Group	Monitoring:	Board Policy & Monitoring Committee
Related Staff Plans:		Related Staff Plans:	
Objective 3:	Provide affordable and cost-effective level of services.	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.	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.
FY24 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. Implement Biennial Budget for FY24. Continue to seek and obtain grants and funding from federal, state and other sources. 	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. Implement Biennial Budget for FY24. Continue to seek and obtain grants and funding from federal, state and other sources.
Monitoring:	Board Audit Committee Financial Sustainability Working Group	Monitoring:	Board Audit Committee
Related Staff Plans:	Operating and Capital Budget Board and Management Audit Reports	Related Staff Plans:	Operating and Capital Budget Board and Management Audit Reports

Valley Water Work Plan FY '25 Board Review

April 29, 2024

Santa Clara, CA

RJ Jackson Company

Roger Jackson, Consultant

- I. Connection Activity and Agenda Review
- II. Board Chair Message
- III. CEO Message
- IV. Strengths, Weaknesses, Opportunities, and Threats - FY '25
- V. Capital Improvement Program (CIP) Review and Discussion
- VI. Lunch
- VII. Connection II
- VIII. FY '24 - FY '25 Workplan Review and Discussion
- IX. Final Thoughts/Next Steps

Agenda

Agreements for Today

- ▶ Be Present
- ▶ Remain focused on topics/issues related to today's agenda
- ▶ Respect people's truths; Debate ideas, not people
- ▶ One voice at a time
- ▶ To manage our time, be as concise as possible and limit your comments to once per topic (when needed)
- ▶ Question and understand from a policy/governance lens

Desired Outcomes for Today

- ▶ Careful Consideration of Valley Water's S.W.O.T.'s
- ▶ Develop a firm understanding of the Capital Improvement Program process and plan
- ▶ Develop a firm understanding of the FY '25 work plan
- ▶ Question and understand from a policy/governance lens

Connection I

**Policy
OR
Practice?**

The strategic direction of Valley Water through 2030

Policy or Practice?



**Tracking of all
expenditures \$100,000 or
more**

Policy or Practice?



The pay rates for individual department/business unit leadership staff

Policy or Practice?

The order and/or pace of capital improvement projects

Policy or Practice?



Mitigating the risks associated with climate change

Policy or Practice?



Board Chair Message

Chair Nai Hsueh

CEO Message Rick Callender

Valley Water S.W.O.T Survey Review

Strengths, Weaknesses, Opportunities, and Threats

Completed by 6 Board Members, and 37 Leadership Team
Staff

Highly Qualified and Dedicated Staff: Many responses highlight the excellence, dedication, and professionalism of the organization's staff. This includes their expertise, hard work, and passion for serving the community.

Leadership and Management: There is an emphasis on effective leadership and management, including the role of experienced board members and CEOs in guiding the organization's mission and vision.

Diversity and Inclusion: The value of diversity and inclusion within the workforce is noted in multiple responses, along with efforts to ensure representation and equity.

Communication and Transparency: The efforts made by the organization to communicate effectively with both employees and the public, as well as its commitment to transparency, are mentioned in several responses.

Strengths - Staff

Vice Chair Santos: The majority of the Board seems to work well with each other and continues to be supportive of our various projects

Director Keegan: Competent rank and file employees, stable revenue sources

Director Beall: Silicon Valley provides a good tax base

Director Estremera: BAOs and employees are our greatest strengths. We have strong financials and strong past public support.

Chair Hsueh: 1. Board Governance Policy drives directions of the organization; 2. Mission-oriented and dedicated/knowledgeable Employees; 3. Planning for the future—programmatic planning, master planning, financial planning, etc.; 4. Outreach/communication efforts to our constituents Good progress was made toward the Board's FY 2024 Work Plan, e.g. purified water, Anderson Dam, water conservation, mid-Coyote Creek, one water plan, FAHCE implementation, relationship with regulatory agencies, and many more.

Director Varela: Power of positive thinking! The majority of Board members and management leadership team extremely proactive and transparent.

Strengths - Board

Lack of Focus and Mission Creep: Many responses mention concerns about the organization straying from its central mission areas or taking on services that are not within its core mandate.

Political Interference and Board Dysfunction: The impact of political dynamics, including board politics and decision-making influenced by political reasons, is noted as a significant challenge. Board dysfunction and micromanagement by certain board members are also mentioned.

Loss of Institutional Knowledge: The loss of experienced staff and institutional knowledge due to retirements is identified as a challenge for the organization.

Cross-Agency Communication and Collaboration: Several responses highlight the need for improved communication and collaboration between different units or departments within the organization, as well as with external agencies or partners.

Weaknesses - Staff

Vice Chair Santos: As of now, mostly 3 members of the Board - I believe the remaining 4 go out of their way to work together and roll up their sleeves to address the many challenges we encounter

Director Keegan: Historically employees and management have not been well integrated. Low trust organization.. Board is not in alignment. Tendency to think about interactions being a zero sum game with winners and losers. Sexism on the part of some board members has been observed by outsiders and it damages our reputation. Tendency for some board members to be resistant to change. "We've always done it this way". Lack of financial discipline and excessive spending. Ends justify the means.

Director Beall: Organization does not respond well to public input

Director Estremera: Tremendous challenges ahead. The current inflation problems should subside. However, our CIP requires more future funding which might require us to increase rates to a prohibitive cost. Our storage capacity with Anderson out for ten or more years is another tremendous challenge as is long term storage prospects in general. Pacheco future funding is also a huge challenge. Finally, regulatory challenges are also a large challenge that we continue to try and address. I should also mention the Delta Project as well as the delta itself is another large challenge.

Chair Hsueh: Trusting relationship between/among*Board member(s) *Board member(s) and staff"

Director Varela: Regulatory agencies, NGO's causing much delay in our major CIP projects.

Weaknesses - Board

Leadership Development and New Leadership: There is an opportunity to focus on training and growing leaders from within the organization, as well as leveraging the potential of new leaders in key areas such as IT and legal.

Focus on Mission and Prioritization: Many responses highlight the opportunity for Valley Water to prioritize and focus on essential capital projects that align with its core mission, while streamlining processes to be more nimble and efficient.

Community Engagement and Transparency: There is a consensus on the importance of engaging with the community, providing transparent and informative communication, and building trust through effective communication at all levels of the organization.

Opportunities for Grants and Funding: Valley Water has the potential to acquire federal grant funding for watershed management projects, climate resiliency initiatives, and other water-related projects by leveraging partnerships and relationships with stakeholders.

Opportunities - Staff

Vice Chair Santos: To help address the public's concerns and work to provide the solutions.

Director Keegan: Interesting and important work to be done. Future turnover on the Board can result in new ideas. Working closer to other agencies rather than being isolated.

Director Beall: Completing new policies to complete our mission in water supply master plan 2050

Director Estremera: Our organizational leadership continues to plan well with a clear future vision. We have a number of forward looking master plans. We continue to enjoy public support both from our community as well as our public officials. The Governor and his cabinet have realized the need to concentrate on overhauling our water ancient water rights laws, CEQA required reforms and greater support for water storage and infrastructure projects. The president's infrastructure program will also provide more support and funding for our CIP. The City of San Jose has also become more willing to work with us on future water purification efforts.

Chair Hsueh: My answer is directly related to the "threats section" below.*Enhance current efforts of engaging environmental groups on the work that they have interests in.*Take a leadership role to bring multi-agency cooperation on encampment issues. This does not mean being the "leader of solving the problem", this is focused on "facilitating" enhanced cooperation, integrated strategies, and more efficient use of tax payers' dollars.*The Board's goals for San Francisquito Creek Project is needed first, and these goals can then drive the strategies to move forward or potential modifications to the Renewed Safe Clean Water Program.

Director Varela: Collaboration! Networking with our State, Federal elected as well as local elected officials, create a major pathway in messaging to our approximate 2m constituents through multiple channels of communication.

Opportunities - Board

External Pressures and Environmental Challenges: The impacts of drought, climate change, and other environmental factors pose significant threats to Valley Water's operations and resources.

Board Dysfunction and Mistrust: Internal challenges related to board dynamics, mistrust between board members and staff, and conflicts regarding decision-making authority hinder effective governance and operations.

Community Perception and Public Trust: Negative public perception, often influenced by media coverage and board behavior, impacts Valley Water's reputation and its ability to engage with stakeholders effectively.

Staffing and Talent Retention: Concerns about brain drain, difficulty attracting and retaining experienced talent, and reliance on temporary workers or AI solutions without adequate succession planning are highlighted.

Threats - Staff

Vice Chair Santos: The Board members who seem not to understand their homework, do more talking instead of finding solutions

Director Keegan: I think some of our board members and managers have a high tolerance for risk. That can be problematic. Poor delivery of our Capital Improvement Program, projects are almost always over budget and delayed. Our waterways are seeing ever increasing pollution levels due to homeless encampments. We are tying the hands of future boards by having too many CIP projects that are using up our bonding capacity. Valley Water is not respected by other agencies.

Director Beall: Inability to respond to climate change.

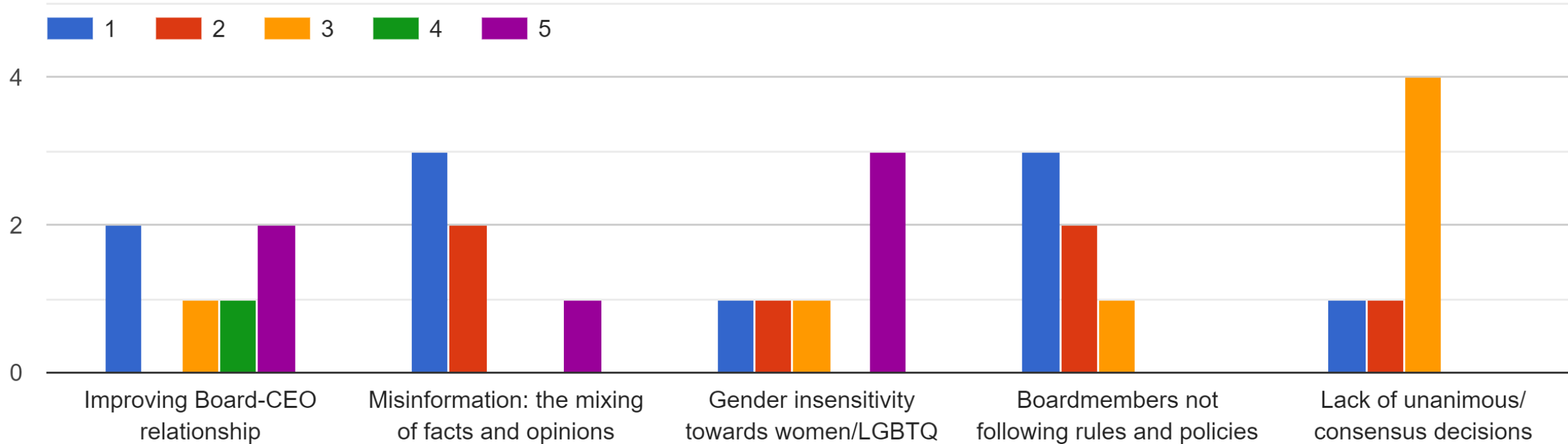
Director Estremera: Directors that do not support our projects and will not work cooperatively and collaboratively with their colleagues. Inflation will become a greater threat if it doesn't subside soon.

Chair Hsueh: For FY25, I worry about the following that might threaten our ability to make progress and meet our long term commitments: *Trusting relationship with environmental groups *Interagency cooperation to support each other and together make progress on encampment challenge in Santa Clara County *We might not meet our Renewed Safe Clean Water Commitment on San Francisquito Creek with the current project delivery structure

Director Varela: Lack of public understanding, acceptance as it pertains to our CIP expenditures, cost adjustments.


Threats - Board

During our Board D.E.I.B. and Governance training, you identified a number of challenges/issues of the Board that needed to be addressed. From your lens, please rank the responses from most pressing (1) to least pressing (5) issue:





► BREAK



Capital Improvement Program (CIP) ▶ Process and Plan



▶ Lunch

Connection II

We identified a number of items in the SWOT discussion; what is one item you can begin to positively impact immediately and how will you do it?

▶ Valley Water FY '25 Work Plan

FY '25 Work Plan Discussion



► BREAK

▶ Valley Water FY '25 Work Plan

FY '25 Work Plan Discussion (cont.)



▶ Final Thoughts and Next Steps