

# Valley Water FY21 Strategic Planning Retreat

*February 18, 2020*

**Lawrence Grodeska**  
*CEO, CivicMakers*

*\* Indicates updated slide*





# Welcome & Overview of Agenda

## SEGMENT 1

# Introductions

Welcome & Overview of Agenda



*Your facilitator:*

**Lawrence Grodeska**

**Chief Executive Officer**

[lawrence@civicmakers.com](mailto:lawrence@civicmakers.com)

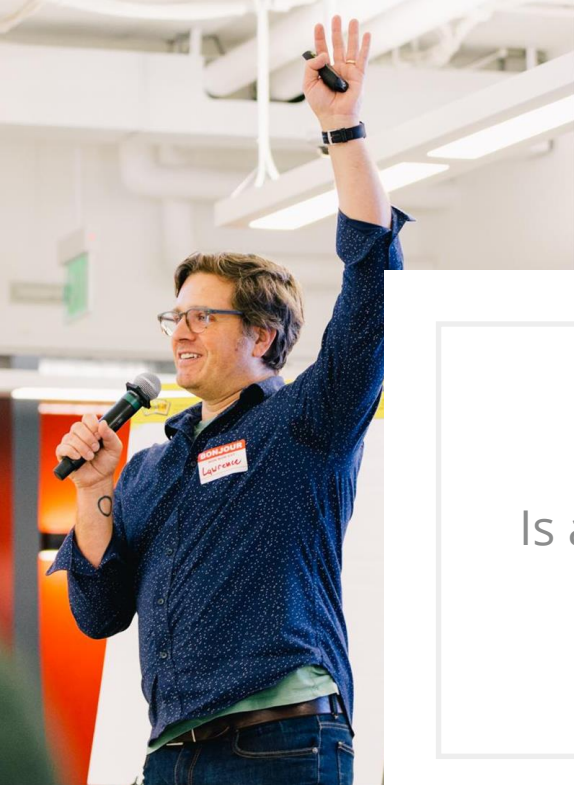


*Your notetaker:*

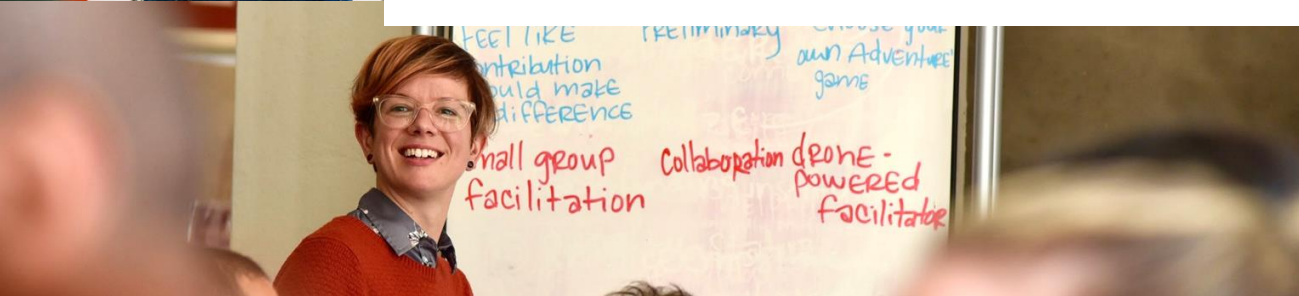
**Victor Tran**

**Communications Associate**

[victor@civicmakers.com](mailto:victor@civicmakers.com)



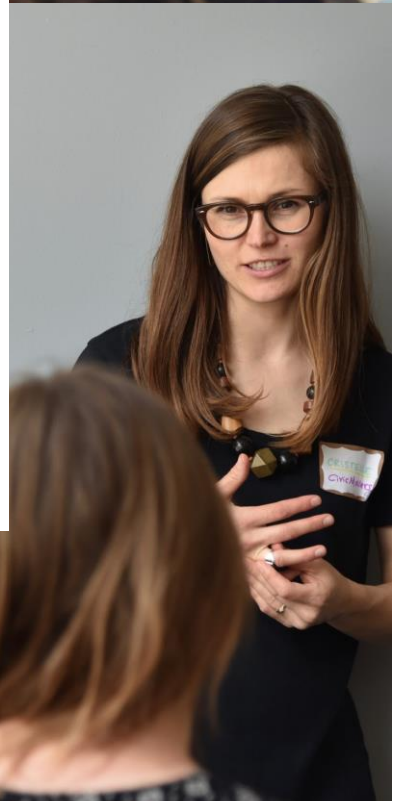
Is a civic innovation consulting firm that  
**co-designs solutions** for our most  
pressing public problems.







We help governments, nonprofits, and  
social enterprises achieve their mission  
and scale their impact.



# What We Do



## Improve Programs & Services

Strategic Planning  
Design Thinking  
Service Design



## Build Internal Capacity

Organizational Development  
Change Management  
Facilitation & Training



## Increase Engagement

Stakeholder Engagement  
Outreach strategy  
Engagement strategy

# Agenda Overview

Welcome & Overview of Agenda

<b>Open Strategic Planning Retreat</b>	<b>10:10am</b> Segment 1
<b>Summary of Input from Board Members and Staff</b>	<b>10:15am</b> Segment 2
<b>Board Discussion on Key Issues</b>	<b>10:30am</b> Segment 3
<b>FY20 Work Plan Review and FY21 Work Plan Development</b>	<b>11:30am</b> Segment 4
<b>Break</b>	<b>12:30pm</b>
<b>FY20 Work Plan Review and FY21 Work Plan Development (Continued)</b>	<b>12:45pm</b> Segment 4
<b>Summarize Key Issues</b>	<b>2:15pm</b> Segment 5

# Ground Rules

Welcome & Overview of Agenda

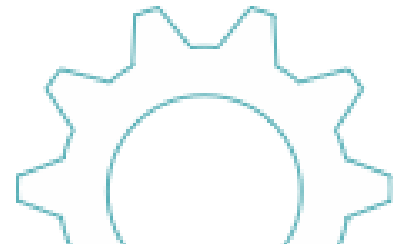
- Be here now. (Don't email or text while in the room)
- No sidebar conversations. One speaker at a time.
- "Step Up" to voice your thoughts. "Step Back" to let others speak too.
- Be additive, not repetitive.
- Listen actively (seek to understand, keep an open mind).
- Actively pursue areas of agreement. Consensus means "I can live with it."
- Help the facilitator to keep things on-time.





# Summary of Input from Board Members and Staff

**SEGMENT 2**



# Retreat Planning Process

Summary of Input from  
Board Members and Staff

## Board & Staff Interviews

*December 2019 - January 2020*

A total of 10 one-on-one and group interviews were conducted with the members of the Board of Directors, Chiefs, and other executive leadership staff.

## Staff Survey

*January 2020*

An 18-question survey was sent out to 33 leadership team staff. 14 completed the survey.

## Board Survey

*February 2020*

To finalize the agenda of the Board Work Plan Retreat FY21, a 14-question survey was sent out to and completed by members of the Board of Directors.

## Board Work Plan Retreat

*February 18, 2020 (Today!)*

### Themes of our questions

#### General strategic planning process

What works well? What could be improved? How aligned and consistent is it with budget planning, the Business Area work plans, and other planning efforts?

#### Board strategic planning retreat

What went well at the previous years' retreats? What could be improved? What do you hope to accomplish this year? What challenges does the Board and/or staff face? What topics should be discussed?

#### Board and staff collaboration

How does the Board and staff communicate with each other? Are the Board's directions and priorities clear? How does staff keep track and report progress to the Board?

# Summary of Board & Staff Input

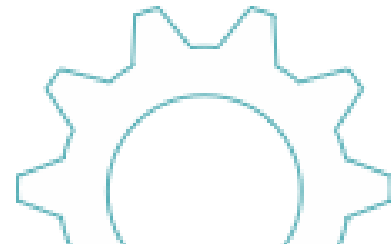
Summary of Input from  
Board Members and Staff

- Board Work Plan accomplishes its purpose but needs to more clearly articulate priorities and actionable goals
- Board Work Plan needs to be more explicitly tied to Staff efforts
- Strategic planning process needs more alignment with budget planning
- Board desires to be more future-thinking and needs to better articulate their long-term vision
- Committee structure is generally helpful, but time-consuming and not always productive
- Tracking and reporting progress can be improved



# **Board Discussion on Key Issues**

**SEGMENT 3**



# Top Discussion Topics

Board Discussion  
on Key Issues

- (4:1) Increasing community engagement and public communications efforts
- Water supply & water storage
  - (3:3) Water storage exploration
  - (3:3) Clarity with regards to Water Supply Master Plan and potential over-investment in water supply requiring new “trade of water” business model
- Future of significant projects & long term funding M&O
  - (3:3) Long term funding for operations and maintenance
  - (3:3) Future of significant Valley Water projects and programs (including Anderson Reservoir)
- (3:2) How to improve collaboration with municipalities and other public agencies

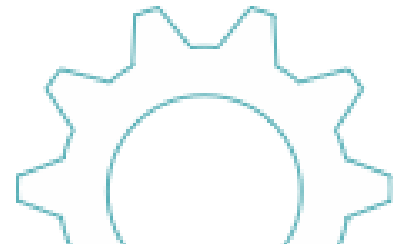
*(X:Y) - X: Cover at retreat; Y: Important, but don't cover at retreat*





# **FY20 Work Plan Review & FY21 Work Plan Development**

**SEGMENT 4**



**Goal 1:** Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable\*

**Board Strategy 1**

**Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE)**

**Challenge/  
Opportunity**

For almost 20 years, Valley Water has been working to resolve a water rights complaint surrounding fish, wildlife, water quality, and other beneficial uses in Coyote Creek, the Guadalupe River, and Stevens Creek. Challenges include: obtaining federal and state permits from multiple regulatory agencies, refining and processing water rights change petitions and finalizing a Fish Habitat Restoration Plan and Environmental Report.

**FY20  
Implementation  
Guidance**

Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.

**Monitoring**

Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

**Impacted Plans**

**Goal 1:** Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable\*

**Board Strategy 1**

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**FY20  
Implementation  
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**Monitoring**

Continue to monitor and develop strategies through the FAHCE Ad Hoc Committee.

**Impacted Plans**

## \*FY20 Work Plan - Progress as reported by Board (4 of 7 Dirs)

FY20 Work Plan Review and  
FY21 Work Plan Development

Strategies	Progress			
<b>SUPPLY - Strategy 1:</b> Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).	1	2	3	0
<b>SUPPLY - Strategy 2:</b> Actively Pursue Efforts to Increase Water Storage Opportunities.	0	0	4	2
<b>SUPPLY - Strategy 3:</b> Actively Participate in decisions regarding the CA Delta Conveyance.	0	0	2	4
<b>SUPPLY - Strategy 4:</b> Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.	0	4	1	1
<b>SUPPLY - Strategy 5:</b> Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.	0	1	1	4
<b>SUPPLY - Strategy 6:</b> Advance Anderson Dam Seismic Retrofit Project.	3	3	0	0
<b>FLOOD - Strategy 1:</b> Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.	0	6	0	0
<b>STEWARDSHIP - Strategy 1:</b> Attain net positive impact on the environment when implementing flood protection and water supply projects.	0	2	2	2
<b>STEWARDSHIP - Strategy 2:</b> Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.	0	1	2	3
<b>MANAGEMENT - Strategy 1:</b> Advance diversity and inclusion.	1	2	2	1
<b>MANAGEMENT - Strategy 2:</b> Maintain appropriate staffing levels and expertise.	0	1	5	0
<b>MANAGEMENT - Strategy 3:</b> Provide affordable and effective cost level of services.	0	4	2	0

## \*FY20 Work Plan - FY21 Recommendations by Board (4 of 7 Dirs)

FY20 Work Plan Review and  
FY21 Work Plan Development

Strategies	Drop	Revise	Carry Over
<b>SUPPLY - Strategy 1:</b> Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).	1	3	2
<b>SUPPLY - Strategy 2:</b> Actively Pursue Efforts to Increase Water Storage Opportunities.	0	1	5
<b>SUPPLY - Strategy 3:</b> Actively Participate in decisions regarding the CA Delta Conveyance.	0	1	5
<b>SUPPLY - Strategy 4:</b> Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.	1	4	1
<b>SUPPLY - Strategy 5:</b> Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.	1	1	4
<b>SUPPLY - Strategy 6:</b> Advance Anderson Dam Seismic Retrofit Project.	1	4	1
<b>FLOOD - Strategy 1:</b> Pursue opportunities to expedite regulatory permit processes and streamline permit reviews.	0	2	4
<b>STEWARDSHIP - Strategy 1:</b> Attain net positive impact on the environment when implementing flood protection and water supply projects.	1	1	4
<b>STEWARDSHIP - Strategy 2:</b> Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.	1	0	5
<b>MANAGEMENT - Strategy 1:</b> Advance diversity and inclusion.	0	2	4
<b>MANAGEMENT - Strategy 2:</b> Maintain appropriate staffing levels and expertise.	0	3	3
<b>MANAGEMENT - Strategy 3:</b> Provide affordable and effective cost level of services.	0	1	5



# \*FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

FY20 Work Plan Review and FY21  
Work Plan Development

**GOAL 1: WATER SUPPLY** - *Ensure current and future water supply for municipalities, industries, agriculture and the environment is reliable.*

- “Alternative solutions [for] seismic retrofit [of] Anderson”
- [Add] “And affordable”
- “We need to take all storage we can, even if there is some public opposition”

# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 1: Finalize the Fisheries & Aquatic Habitat Collaborative Effort (FAHCE)		Drop 1	Revise 3	2
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Held three Technical Workgroup meetings with FAHCE regulators and NGOs</li> <li>Coyote Creek element of FAHCE joined Anderson Project and FAHCE Initialing Parties (IP) have convened twice</li> <li>Integration of FAHCE Coyote measures w/ Anderson &amp; Coyote Creek Projects to ensure Adaptive Management Program is consistent and ecologically effective.</li> <li>Initiated fishery monitoring program with Coyote Creek and expanded monitoring in Guadalupe River watershed.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating priorities and CEQA and environmental needs between projects and beneficial uses</li> <li>Managing stakeholder expectations</li> <li>Technical complexity of the fisheries impacts analysis—3 watersheds, more than 100 miles of creek, two fish species and six critical life stages/fish</li> </ul>	<ul style="list-style-type: none"> <li>FY20: Expedite early implementation of feasibility studies, monitoring activities, and planning and construction of various fish passage improvements.</li> </ul>		

# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 2: Actively Pursue Efforts to Increase Water Storage Opportunities.		Drop	Revise
		0	5
Progress	Challenges	Focus/Guidance	
<ul style="list-style-type: none"> <li>Continued coordination with other agencies on Sites Reservoir, Los Vaqueros Expansion, and Groundwater Banking opportunities</li> <li>Pacheco: In initial phase of field investigations and preparation of feasibility plans and cost estimates. Held four workshops with the fish and wildlife regulatory agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water's level of participation for all projects</li> <li>Valley Water's role in governance</li> <li>Funding to continue participation in feasibility and planning for all projects</li> <li>Pacheco: Site access, compressed environmental and design schedule</li> </ul>	<ul style="list-style-type: none"> <li>FY20: Explore opportunities to develop surface and groundwater storage projects that align with Valley Water's mission. Additionally, seek water exchange and transfer opportunities.</li> </ul>	

# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 3: Actively Participate in decisions regarding the CA Delta Conveyance.		Drop	Revise	
		0	1	5
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Board member's active participation on the boards of both the Delta Conveyance Design and Construction Authority (DCA) and the Delta Conveyance Finance Authority (DCFA).</li> <li>Staff is active in Agreement in Principle (AIP) negotiations with DWR</li> <li>Participated in continued strategic Executive Partnering meetings with DWR (Department of Water Resources) and DCA (Delta Conveyance Authority)</li> </ul>	<ul style="list-style-type: none"> <li>Public education of the project</li> <li>Environmental and permitting process is challenging</li> <li>Cash flow for the project in advance of AIP may be problematic this coming fiscal year</li> <li>Legal challenges to the project</li> <li>Yet to be seen whether Bureau of Reclamation to participate and if we can effectively move our Central Valley Project contract water through the project</li> </ul>	<ul style="list-style-type: none"> <li>FY20: As a voice for Northern California, continue to engage and negotiate, through serving on the Delta Conveyance Design and Construction Authority and Finance Authority in adherence to Board approved Guiding Principles, to protect Santa Clara County's interests.</li> </ul>		

# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 4: Lead Recycled and Purified Water Efforts with the City of San Jose and Other Agencies.		Drop 1	4	Revise 1
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Executed Partnership Agreement between Valley Water, City of Palo Alto, and City of Mountain View to Advance Resilient Water Reuse Programs in Santa Clara County</li> <li>Developed Roadmap to Potable Reuse Master Plan Development</li> </ul>	<ul style="list-style-type: none"> <li>Obtaining consensus from our local partners on alternatives to Countywide Water Reuse Master Plans</li> <li>Securing contractual rights to wastewater</li> <li>Declining flows at wastewater treatment plants</li> <li>Monitoring and treating Constituents of Emerging Concern (CECs)</li> <li>Determine optimal site with partners to site or expand a regional Purified Water Plant(s)</li> </ul>	<ul style="list-style-type: none"> <li>FY20: Develop a portfolio of advanced purified water and secure recycled water sources as identified in the 2040 Water Supply Master Plan.</li> </ul>		



# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

<b>Strategy 5:</b> Engage and educate the community, local elected officials and staff on future water supply strategies in Santa Clara County.		Drop	Revise	
		1	1	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>• Annual Water Walk Tours of key water supply facilities for elected officials and key advocacy stakeholders</li> <li>• 30+ community events and festivals w/ Water Truck</li> <li>• Educate and engage elected officials through regular briefings, Mayor/City Manager meetings, joint meetings</li> <li>• Launch of the next Water 101 Academy</li> <li>• Public outreach at media events, ribbon cuttings, groundbreakings, or project update meetings</li> <li>• Development of fact sheets, informational one-pagers, FAQs, and other collateral</li> <li>• Produce visual content shared through social media</li> <li>• Provide educational activities and programming in the classroom</li> <li>• Provide grants to the community to engage in water conservation activities</li> </ul>	<ul style="list-style-type: none"> <li>• Shifts in water supply strategies due to external factors (such as redirection on Delta Conveyance from the governor that impacts our imported water supply) may result in modification of messaging that differ from initial versions of collateral/visuals; that may cause confusion among public.</li> <li>• Getting support among organizational partners that may not be in full agreement with our water supply strategies, through sharing of public materials via social media platforms, email distributions, testimonial videos, letters to the editors, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• FY20: Aggressively implement “No Regrets” package as identified in the 2040 Water Supply Master Plan, with emphasis on a leadership role in implementing the model ordinance.</li> </ul>		

# \*FY20 Work Plan Review Goal 1: Water Supply

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 6: Advance Anderson Dam Seismic Retrofit Project.		Drop 1	Revise 4	Revise 1
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Elevation of project involvement with Congresswoman Lofgren and development of quarterly Tiger Team Meetings on Anderson</li> <li>Board adoption of Anderson Project Goals: Public Safety, Water Supply, Environmental Enhancements and Financial Sustainability</li> <li>Project Description submitted to FERC</li> <li>Monthly environmental and permit coordination meetings with FERC, bimonthly interagency meetings, monthly fisheries technical workgroup meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by multiple regulatory agencies with conflicting priorities</li> </ul>	<ul style="list-style-type: none"> <li>FY20: <ul style="list-style-type: none"> <li>Continue to work with appropriate regulatory agencies to review and obtain approval for all project design plans.</li> <li>Release for review and certify the Draft Environmental Report.</li> <li>Continue to inform the public and neighborhoods of the project progress and construction timeline (Project Delivery).</li> <li>Balance flood protection, water supply, and environmental flow requirements appropriately for annual operations prior to completion of the construction of Anderson Dam Seismic Retrofit (Rule Curve).</li> </ul> </li> </ul>		

## \*FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

FY20 Work Plan Review and FY21  
Work Plan Development

**GOAL 2: NATURAL FLOOD PROTECTION** - *Provide natural flood protection for residents, businesses and visitors and reduce the potential for flood damages.*

- "Need to clarify what streams we actually maintain"
- "Need to solve problems with safety issues on Anderson Dam."
- "There needs to be more focused efforts and resources to protect past Flood protection investments. Completed flood protection projects should be monitored, maintained and repaired when necessary."

# \*FY20 Work Plan Review

## Goal 2: Natural Flood Protection

FY20 Work Plan Review and FY21  
Work Plan Development

<b>Strategy 1:</b> Pursue opportunities to expedite regulatory permit processes and streamline permit reviews:		Drop	Revise	
		0	2	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Currently developing comprehensive watershed plans under One Water, which may allow opportunities for a more holistic and streamlined permitting process, balancing benefits and impacts watershed wide.</li> <li>Working to develop long range mitigation plans that account for expected capital and maintenance activities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time and data needed to complete planning projects and development time to prepare long range mitigation plans.</li> </ul>	<ul style="list-style-type: none"> <li>FY20: Provide for Watershed-Wide regulatory planning and permitting effort and pursue other efforts at the state and federal level to expedite permit review.</li> </ul>		

# FY20 Work Plan Review

## Opportunities or Challenges Identified For Each Goal

FY20 Work Plan Review and FY21  
Work Plan Development

**GOAL 3: ENVIRONMENTAL STEWARDSHIP** - : *Protect and restore creek, bay, and other aquatic ecosystems.*

- “Given the potential not to get Measure B re-passed, we should look at lowering this leg of our tripod - less environmental stewardship”

## \*FY20 Work Plan Review: Goal 3: Environmental Stewardship

FY20 Work Plan Review and FY21  
Work Plan Development

<b>Strategy 1:</b> Attain net positive impact on the environment when implementing flood protection and water supply projects.		Drop	Revise	
		1	1	4
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Completed countywide framework for integrated water resource plan (One Water) and neared completion of Coyote Watershed Plan.</li> <li>Supported Board Financial Sustainability Workgroup to define stewardship and flood protection level of service goals</li> <li>Hired fellow to develop environmental stewardship guiding principles for project planning and design process.</li> <li>Continue implementing multi-objectives projects and planning and implementing projects that avoid or minimize impacts to the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Staffing challenges due to other high priority needs.</li> <li>Due to limited instream lands, it may not be feasible to provide compensation measures at the same locations where project-related impacts occur. Compensation measures may have to be at another location and may not be in the same watershed.</li> </ul>	<ul style="list-style-type: none"> <li>FY20: As part of the One Water planning process, develop an integrated water resource plan for each watershed, including appropriate metrics to monitor Valley Water's impacts on and benefit to the environment.</li> </ul>		

## \*FY20 Work Plan Review: Goal 3: Environmental Stewardship

FY20 Work Plan Review and FY21  
Work Plan Development

<b>Strategy 2:</b> Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.		Drop 1	Carryover	Revise 5
Progress	Challenges	Focus/Guidance		
<ul style="list-style-type: none"> <li>Extended funding agreement with SJPD to support enforcements along creeks.</li> <li>Developing new science on methylmercury reduction in four reservoirs – two reservoirs have downward trend in fish tissue mercury</li> <li>Completed Stormwater Resource Plan for Santa Clara Basin and developing South County Stormwater Resource Plan to prioritize beneficial projects.</li> </ul>	<ul style="list-style-type: none"> <li>Increased prevalence of homeless encampments along creeks</li> </ul>	<ul style="list-style-type: none"> <li>FY20: Continue efforts to protect the ecosystem and water quality of our water bodies, the integrity of our infrastructure, and ensure our employees have a safe work environment. Such efforts include preventing stormwater pollution, increased implementation of green stormwater infrastructure, addressing mercury pollution, and homeless encampment clean ups.</li> </ul>		

# \*FY20 Work Plan Review Opportunities or Challenges Identified For Each Goal

FY20 Work Plan Review and FY21  
Work Plan Development

## **GOAL 4: BUSINESS MANAGEMENT** - *Provide affordable and effective cost level of services*

- "We don't measure ourselves much against out peers."
- "What will we cut if new ballot measure doesn't pass."
- "We are too expensive and way too slow"



## \*FY20 Work Plan Review: Goal 4: Business Management

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 1: Advance diversity and inclusion.		Drop	Revise
		0	4
Progress	Challenges	Focus/Guidance	
<ul style="list-style-type: none"> <li>Presented to D&amp;I Ad Hoc Committee HR programs and partnerships that support providing equal opportunity employment by</li> <li>Research on D&amp;I best practices showed our D&amp;I program is in line with or ahead of Fortune 500 firms.</li> <li>Established preliminary D&amp;I Program Measurements and Resources needed.</li> <li>Employee Resource Groups (ERGs) continue to be active hosting events and giving back to the community</li> <li>Valley Water recognized for 2nd year in a row as "Healthiest Employer in the San Francisco Bay Area"</li> <li>Expanded Sexual Harassment and Abusive Conduct Prevention Training to all employees</li> </ul>	<ul style="list-style-type: none"> <li>Additional staff resources are needed to establish dedicated continuing work with external community partners.</li> </ul>		

## \*FY20 Work Plan Review: Goal 4: Business Management

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 2: Maintain Appropriate Staffing Levels and Expertise		Drop	Revise
		0	3
Progress	Challenges	Focus/Guidance	
<ul style="list-style-type: none"> <li>Talent Development programs including: Analyst Certificate, Lead Worker Academy, Facilitator Academy, Management 101, EA &amp; ES Rotation Programs, Competency and Technical Trainings, external Leadership Academies, Tuition Assistance Program, Coaching and Conflict Resolution Support and a new Mentoring Program.</li> <li>Contracted with three on-call recruitment services firms to overcome high vacancy rates.</li> <li>Developing long-term staffing strategy to address competencies needed for next 10-15 years.</li> <li>Develop classification career ladders to provide understanding of requirements for professional growth.</li> <li>Intern program recognized as top 3 finalist in 2019 Partnerships for Industry and Education (PIE) Contest by CA Economic Summit</li> <li>Partnerships w/ SJSU's MESA Engineering Program, CSUEB, Gavilan Community College, Bright Futures, Next Gen Regional and Baywork.</li> </ul>	<ul style="list-style-type: none"> <li>Additional staff resources needed on projects that possess expertise in classification methodologies, project management, and an overall understanding of Valley Water's current and future projects.</li> <li>Although training attendance is overall very high, there are sometimes last-minute training cancellations due to heavy workload or other priorities.</li> <li>The high number of recruitments per recruiter makes it difficult to be proactive and build candidate pipelines.</li> </ul>		

# FY20 Work Plan Review: Goal 4: Business Management

FY20 Work Plan Review and FY21  
Work Plan Development

Strategy 3: Provide affordable and effective cost level of services.		Drop	Revise
		0	Carry over 5
Progress	Challenges	Focus/Guidance	
<ul style="list-style-type: none"><li>Reviewed opportunities to assess fees related to city/county development plans.</li><li>Reviewed and discussed flood protection related ends policies.</li><li>Reviewed Redevelopment Agency (RDA) Successor Agency revenue historical actuals and forecast.</li><li>Discussed potential Safe Clean Water renewal effort.</li></ul>	<ul style="list-style-type: none"><li>Controlling expectations with regard to what Valley Water can achieve and what it can afford to do (i.e. countering the perception that Valley Water has deep pockets).</li></ul>		

# FY21 DRAFT Work Plan (Placeholder)

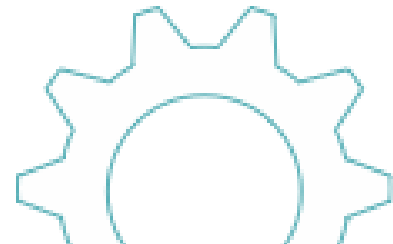
FY20 Work Plan Review and  
FY21 Work Plan Development

Strategy
<b>SUPPLY - Strategy 1:</b> Finalize the Fisheries and Aquatic Habitat Collaborative Effort (FAHCE).
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<b>STEWARDSHIP - Strategy 2:</b> Promote the protection of creeks, bay, and other aquatic ecosystems from threats of pollution and degradation.
<b>MANAGEMENT - Strategy 1:</b> Advance diversity and inclusion.
<b>MANAGEMENT - Strategy 2:</b> Maintain appropriate staffing levels and expertise.
<b>MANAGEMENT - Strategy 3:</b> Provide affordable and effective cost level of services.



# Summarize Key Issues

SEGMENT 5



# Valley Water FY21 Strategic Planning Retreat

*February 18, 2020*

# Thank you!

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