



Santa Clara Valley Water District Board Policy and Monitoring Committee Meeting

HQ. Bldg. Boardroom, 5700 Almaden Expressway, San Jose, California
Join Zoom Meeting: <https://valleywater.zoom.us/j/81170871803>

SPECIAL MEETING AGENDA

**Wednesday, December 10, 2025
12:00 PM**

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

BOARD COMMITTEE MEMBERS:

Nai Hsueh, Chairperson
Director District 5
Tony Estremera, Vice Chairperson
Director District 6
John Varela, Member
Director District 1

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.

COMMITTEE LIAISONS:

Candice Kwok-Smith
ckwok-smith@valleywater.org
Theresa Chinte
tchinte@valleywater.org
Stephanie Simunic
COB Liaison
1-408-630 -2408
ssimunic@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 Policy and Monitoring Committee
SPECIAL MEETING
AGENDA

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12:00 PM

HQ. Bldg. Boardroom
5700 Almaden Expressway, San Jose, California
Join Zoom Meeting:
<https://valleywater.zoom.us/j/81170871803>

*****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.

- 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/81170871803>
Meeting ID: 811 7087 1803
Join by Phone:
1 (669) 900-9128, 81170871803#

1. CALL TO ORDER:

1.1. Roll Call.

2. 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.

3. APPROVAL OF MINUTES:

3.1. Approval of the October 7, 2025 Board Policy and Monitoring Committee (BPMC) Minutes.

[25-1032](#)

Recommendation: Approve the October 7, 2025 Board Policy and Monitoring Committee (BPMC) Minutes.
Manager: Candice Kwok-Smith, 408-630-3193
Attachments: [Attachment 1: 10072025 BPMC Minutes](#)
Est. Staff Time: 5 Minutes

4. REGULAR AGENDA:

- 4.1. Receive an Update on Valley Water's Hiring Preference for Veteran Applicants. [25-1010](#)

Recommendation: Receive an update on Valley Water's hiring preference for veteran applicants.
Manager: Patrice McElroy, 408-630-3159
Attachments: [Attachment 1: PowerPoint](#)
Est. Staff Time: 40 Minutes

- 4.2. Receive Information on the 2025 Employee Engagement Survey. [25-1057](#)

Recommendation: Receive information on the 2025 Employee Engagement Survey.
Manager: Patrice McElroy, 408-630-3159
Attachments: [Attachment 1: PowerPoint](#)
Est. Staff Time: 45 Minutes

- 4.3. Discuss Board Member Roles and Responsibilities When Serving on Joint Power Authorities (JPAs) and Provide Direction to Staff on Next Steps, if Any. [25-1050](#)

Recommendation: Discuss Board Member Roles and Responsibilities when serving on JPAs and provide direction to staff on next steps, if any.
Manager: Candice Kwok-Smith, 408-630-3193
Attachments: [Attachment 1: Comparative Research](#)
Est. Staff Time: 30 Minutes

- 4.4. Receive and Discuss the 2025 Board Policy and Monitoring Committee (BPMC) Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date. [25-1034](#)

Recommendation: Receive and discuss the 2025 BPMC Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date.
Manager: Candice Kwok-Smith, 408-630-3193
Attachments: [Attachment 1: 2025 BPMC Work Plan](#)
Est. Staff Time: 5 Minutes

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during the meeting.

6. ADJOURN:

6.1. Adjourn to Regular/Special Meeting TBD per the Committee.



Santa Clara Valley Water District

File No.: 25-1032

Agenda Date: 12/10/2025

Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM Board Policy and Monitoring Committee

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

SUBJECT:

Approval of the October 7, 2025 Board Policy and Monitoring Committee (BPMC) Minutes.

RECOMMENDATION:

Approve the October 7, 2025 Board Policy and Monitoring Committee (BPMC) Minutes.

SUMMARY:

In accordance with the Ralph M. Brown Act, a summary of Committee discussions, and details of all actions taken by the Board Policy and Planning Committee, during all open and public Committee meetings, is transcribed and submitted for review and approval.

Upon Committee approval, minutes transcripts are finalized and entered into the District's historical records archives and serve as historical records of the Committee's meetings.

ENVIRONMENTAL JUSTICE IMPACT:

The approval of minutes is not subject to environmental justice impact analysis.

ATTACHMENTS:

Attachment 1: 10072025 BPMC Minutes

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

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BOARD POLICY AND MONITORING
COMMITTEE MEETING

DRAFT MINUTES

**SPECIAL MEETING
TUESDAY, OCTOBER 7, 2025
1:00 PM**

(Paragraph numbers coincide with agenda item numbers)

1. CALL TO ORDER:

A special meeting of the Santa Clara Valley Water District (Valley Water) Board Policy and Monitoring Committee (Committee) was called to order by Chairperson Hsueh in the Valley Water Headquarters Building Boardroom at 5700 Almaden Expressway, San Jose, California, and by Zoom teleconference, at 1:00 p.m.

1.1. Roll Call.

Committee members in attendance were: District 5 Director Nai Hsueh, Chairperson presiding, and District 6 Director Tony Estremera, Vice Chairperson.

Staff members in attendance were: Aaron Baker, Mark Bilski, Rita Chan, Isela Chaparro, Usha Chatwani, Theresa Chinte, Rosie Cofre, Andrew Gishwind, Chris Hakes, Heather Hamp, Diahann Hudson Soleno, Candice Kwok-Smith, Ryan McCarter, Patrice McElroy, Nicole Merritt, Valerie Onuoha, Carlos Orellana, Mark Poole, Tim Ripp, Stephanie Simunic, Darin Taylor, Cheryl Togami, Greg Williams, Tina Yoke.

Public in attendance were: Valley Water Director John Varela, District 1, Valley Water Director Rebecca Eisenberg, District 7, Arthur Keller, 1-408-XXX-8214.

2. TIME OPEN FOR PUBLIC COMMENT ON ANY ITEM NOT ON THE AGENDA:

Chairperson Hsueh declared time open for public comment on any item not on the agenda. There was no one who wished to speak.

3. APPROVAL OF MINUTES:

3.1 Approval of June 9, Board Policy and Monitoring Committee (BPMC) Minutes.

Recommendation: **Approve the June 9, 2025 BPMC minutes.**

The BPMC considered the minutes of the June 9, 2025 BPMC meeting.

Public Comments: None.

It was moved by Vice Chairperson Estremera and seconded by Chairperson Hsueh and was carried by majority vote that the minutes be approved.

4. REGULAR AGENDA:

4.1 Review Proposed Increases to the Standard Rate Schedule for Well Permitting Services and Activities Adopted in Board Resolution No. 17-52; Direct Staff to Draft Proposed Resolution Setting Forth Revised, Increased Fees to the Standard Rate Schedule for Well Permitting Services and Activities and Recommend to the Full Board that It Adopt New Resolution Setting Forth Increased Fees.

Recommendation:

- A. Review and provide input on proposed increases to the Standard Rate Schedule for Well Permitting Services and Activities adopted in Board Resolution No. 17-52; and**
- B. Direct staff to draft proposed Resolution setting forth revised, increased fees to the Standard Rate Schedule for well permitting services and activities, and recommend to the full Board that it adopt a new Resolution setting forth increased fees.**

Usha Chatwani reviewed the information on this item, per the attached Committee Agenda Memo; and per the information contained in the attachments.

The Committee received the information and discussed the following with staff input: researching adding language to the new Resolution relating to recovering labor and inflation costs every year, researching Proposition 26 relating to fee increases per inflation index, and that it could be helpful for the Directors to have staff describe in the agenda memo the role of the Wells and Water Use Measurement Unit pertaining to Wells permitting and cost recovery.

Public Comment: None.

On a motion by Chairperson Hsueh, seconded by Vice Chairperson Estremera, the Committee approved to direct staff to draft a proposed Resolution setting forth revised, increased fees to the Standard Rate Schedule for well permitting services and activities, and recommend to the full Board that it adopt a new Resolution setting forth increased fees, and to include the Committee's comments in the resolution.

4.2 Develop a Draft Fiscal Year 2025-2026 (FY26) Board Work Plan and Submit for Board Review and Approval.

- Recommendation:**
- A. Review the Draft Fiscal Year 2025-2026 (FY26) Board Work Plan, incorporating input from the Board at September 3, 2025 Special Board Meeting; and**
 - B. Submit a FY26 Board Work Plan for Board review and approval.**

Theresa Chinte reviewed the information on this item, per the attached Committee Agenda Memo; and per the information contained in the attachment.

Public Comment: None.

The Committee received the information and without discussion, on a motion by Vice Chairperson Estremera, seconded by Chairperson Hsueh, approved to submit the FY26 Board Work Plan with staff edits for full Board review and approval.

4.3. Receive and Discuss the 2025 Board Policy and Monitoring Committee (BPMC) Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date.

- Recommendation:**
- Receive and discuss the 2025 BPMC Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date.**

The Committee reviewed the Work Plan and requested to add expectations of Board Members when serving on Joint Power Authorities under the “Other Assignments Requested by the Board” section.

Public Comments: None.

The Committee received the information and took no formal action.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

Stephanie Simunic, Assistant Deputy Clerk II, Clerk of the Board of Directors, confirmed the following:

- The June 9, 2025 BPMC meeting minutes were approved.
- Relating to Item 4.1, the Committee approved to direct staff to draft a proposed Resolution setting forth revised, increased fees to the Standard Rate Schedule for well permitting services and activities and recommend to the full Board that it adopt a new Resolution setting forth increased fees, and to include the Committee’s comments in the resolution.
- Relating to Item 4.2, the FY26 Board Work Plan was approved to be submitted with staff edits for full Board review and approval.
- The BPMC Work Plan will be updated to add expectations of Board Members when serving on Joint Power Authorities under the “Other Assignments Requested by the Board” section.

6. ADJOURN:

6.1. Adjourn.

Chairperson Hsueh adjourned the meeting at 1:33 p.m.

Date Approved:

Stephanie Simunic
Assistant Deputy Clerk II



Santa Clara Valley Water District

File No.: 25-1010

Agenda Date: 12/10/2025

Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM Board Policy and Monitoring Committee

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

SUBJECT:

Receive an Update on Valley Water's Hiring Preference for Veteran Applicants.

RECOMMENDATION:

Receive an update on Valley Water's hiring preference for veteran applicants.

SUMMARY:

Staff previously presented the implementation of the Veterans Hiring Initiatives on December 6th, 2024, to the Board Policy and Monitoring Committee. The Veterans Hiring Preference has been enhanced in accordance with the Board Policy and Monitoring Committee's feedback from the December 6th, 2024, meeting. Staff will present the enhancement added to the program, along with success measures and next steps.

ENVIRONMENTAL JUSTICE IMPACT:

There are no environmental justice impacts associated with this item.

ATTACHMENTS:

Attachment 1: PowerPoint

UNCLASSIFIED MANAGER:

Patrice McElroy, 408-630-3159

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Valley Water - Veteran Initiatives Updates

Board Policy and Monitoring Committee

December 10, 2025

Presented by: Sasa Seto, Supervising Program Administrator &

Alejandro Duenas, Senior Management Analyst, Talent Acquisition & Career Pathways

AGENDA

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UPDATES TO VETERAN'S
PREFERENCE



CONTINUED OUTREACH
EFFORTS

BACKGROUND

3

Why This Matters

- Valley Water is committed to honoring and supporting U.S. military veterans.
- We continually seek ways to create equitable opportunities for veterans throughout the hiring process.
- We last presented our Veterans Initiatives to BPMC in 2024.

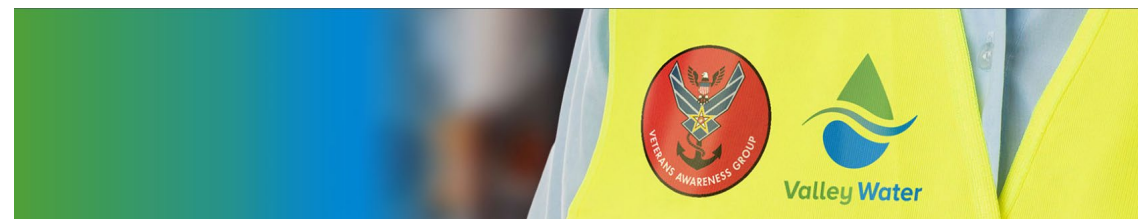
Veteran Initiatives Implemented

4

Veteran Hiring Pledge displayed on career pages.

Completed and published Veteran career page.

Implemented Veteran hiring preference at application stage.



[HOME](#) > WE'RE COMMITTED TO HIRING VETERANS

We're Committed to Hiring Veterans

Overview

Jump-start your post-military career with a company that values your service and invests in your future. We value your commitment, strong leadership, and decision-making skills. At Valley Water, you can continue to be part of a culture that takes care of each other and makes a difference in our community by providing safe, clean water, flood protection and stewardship of streams on behalf of Santa Clara County's 2 million residents.

Valley Water's feature on Military Makeover Operation Career segment

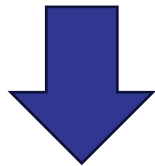


Recruitment Preference Enhancement

Initial Veteran Hiring Preference

AT STEP ONE (Application Step):

- Meets minimum qualifications, and
- Submits their DD214 (Certificate of Release or Discharge from Active Duty)



MOVED TO FIRST STEP OF INTERVIEW STAGE

NEW Enhancement:

AT STEP TWO (Interview Step)

Applies to:

- SparkHire one-way video interview, and/or
- First-round panel interview

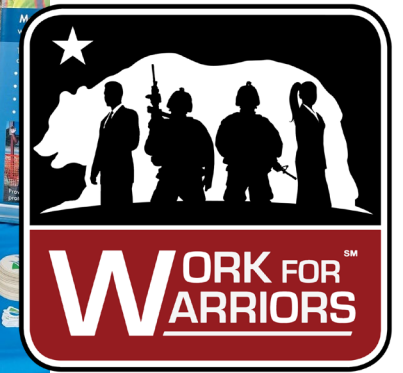


An additional 10% of total possible points will be added to a qualified veteran's final INTERVIEW SCORE

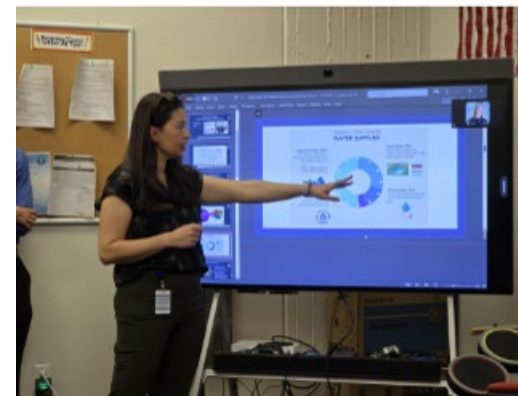
Continued Outreach Efforts

6

- Post on relevant job boards
- Hiring Events:
 - Work for Warriors Event (March 2025)
 - Veteran Engagement Presentation at San Jose State University (May 2025)
- ERG Events:
 - Veterans Day Celebration
 - Honor a Californian WWII Hero (Letter Writing Event)



valleywater.org



Next Steps/Summary

7

Continued commitment to attracting and engaging veterans.

15% increase in veteran applications received since the implementation of the initiatives, despite the hiring pause.

Ongoing outreach through veteran organizations and career fairs.

Will continue expanding efforts and measuring impact

QUESTIONS





Santa Clara Valley Water District

File No.: 25-1057

Agenda Date: 12/10/2025

Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM Board Policy and Monitoring Committee

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

SUBJECT:

Receive Information on the 2025 Employee Engagement Survey.

RECOMMENDATION:

Receive information on the 2025 Employee Engagement Survey.

SUMMARY:

Valley Water is committed to gaining insight into the views of our employees in various areas of our organization's culture and the individual experiences of our employees. Over time, the Employee Engagement Survey can demonstrate overall changes and assist us in identifying drivers that will provide opportunities for improvement in employee retention and internal communication and serve as a touchpoint for overall employee engagement.

Since at least 2016, Valley Water has conducted Employee Engagement Surveys. The most recent Great Place to Work Trust Index Survey was conducted in 2018. In 2023, Valley Water partnered with Newhouse Project Consulting (NPC) to develop a customized Employee Engagement Survey. Results from the 2018 and 2023 surveys were shared with the Diversity & Inclusion (D&I) Committee.

In 2025, Valley Water renewed its partnership with Great Place to Work (GPTW) and invited employees to participate in the GPTW Trust Index. Developed over 25 years and used by millions of employees worldwide, this index measures sentiment across five key dimensions: Credibility, Respect, Fairness, Pride, and Camaraderie. GPTW's methodology blends quantitative data with qualitative insights, helping organizations identify cultural strengths and areas needing improvement. Overall, the 2025 GPTW survey reported that 73% of employees responded positively to the statement: *Taking everything into account, I would say this is a great place to work.* However, the survey also revealed several areas for growth.

The goal is to use this survey and the results as a baseline to measure our strengths and opportunities for organizational improvement. Valley Water Leadership, along with Human Resources, will work in tandem to develop actionable, measurable ways to improve employee satisfaction in the areas identified from the survey results.

ENVIRONMENTAL JUSTICE IMPACT:

There are no environmental justice impacts associated with this informational item. The recommendation is unlikely to or will not result in disproportionate impacts on any specific communities relative to the general population.

ATTACHMENTS:

Attachment 1: PowerPoint

UNCLASSIFIED MANAGER:

Patrice McElroy, 408-630-3159



**Great
Place
To
Work[®]**

Certified
JUN 2025-JUN 2026
USA

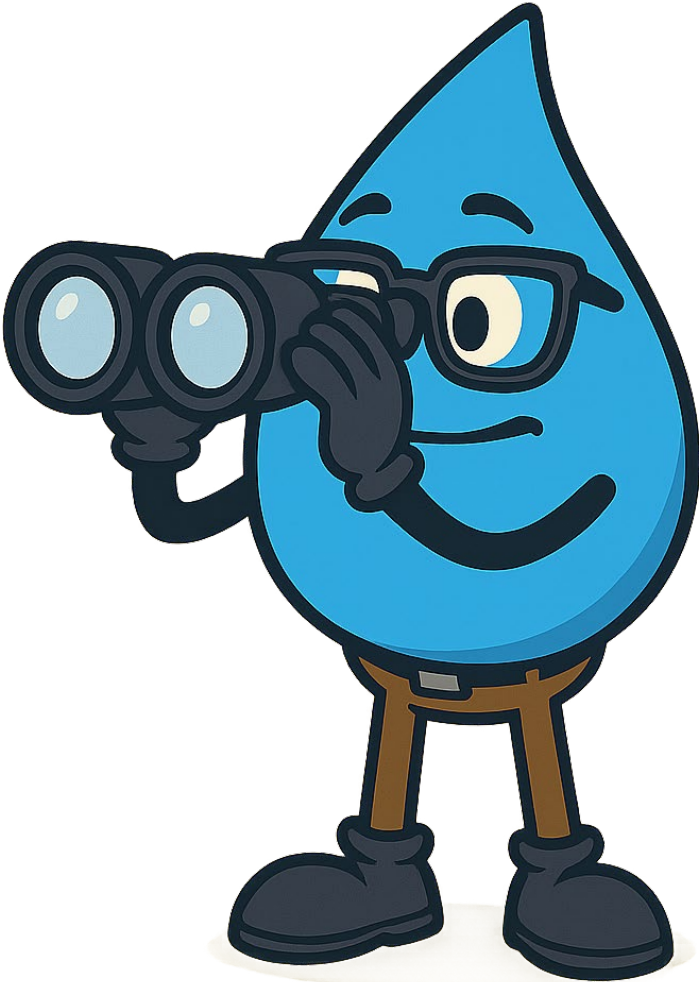
Valley Water Great Place to Work[®] 2025 Survey

Board Policy and Monitoring Committee

December 10, 2025

Overview

2



valleywater.org

Overview – Agency Snapshot

- **External Factors:** Overall economy, inflation, political climate shaping Federal funding
- **Internal Challenges:** Hiring pause, rising CIP costs, balancing water rates, Board and leadership dynamics
- **Our Focus:** Stay centered on our core mission
- **Path Forward:** Use employee survey as a guidepost for agency direction

Overview – Great Place to Work Survey

4

2025 Valley Water’s Great Place to Work (GPTW) survey

- Last GPTW Survey in 2018
- Partnered with NPC to do an all-employee survey in 2023

2018 - GPTW	2023 - NPC	2025 - GPTW
<ul style="list-style-type: none">• 753 Invited• 548 Responses• 73% Response Rate• Survey open 8/28 to 9/10	<ul style="list-style-type: none">• 855 Invited• 558 Responses (+1.82% vs 2018)• 65% Response Rate• Survey open 4/3 – 4/21	<ul style="list-style-type: none">• 839 Invited• 594 Responses (+6.45% vs 2023, +8.39% vs 2018)• 71% Response Rate• Survey open 5/21 – 6/13

Demographics & Survey Design

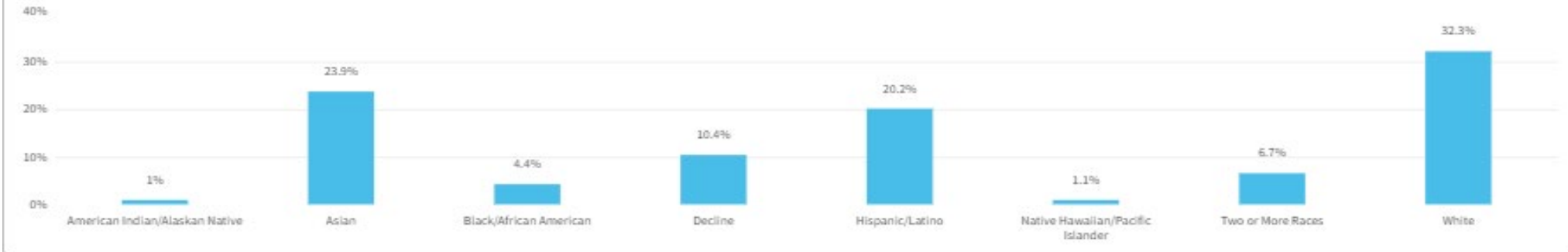
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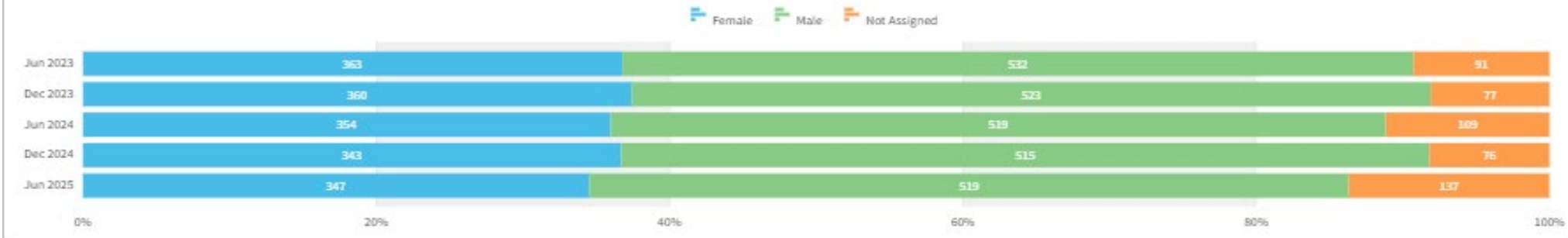
valleywater.org

Overall Valley Water Demographics

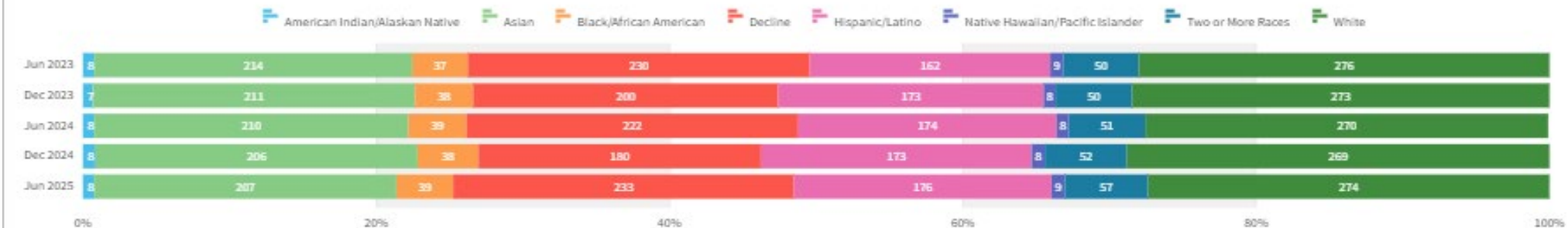
Workforce Diversity



Gender Trend



Ethnicity Trend



Demographics

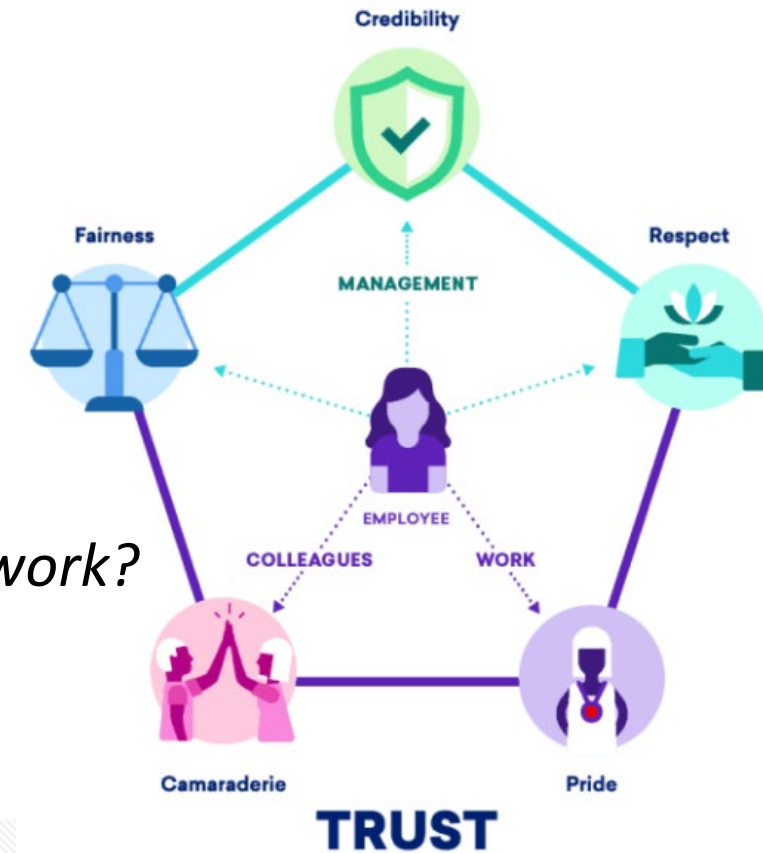
7

In An ERG					
Yes			No		
277			285		
Gender					
Another not listed		Female		Male	
8		235		315	
Managerial Level					
Employee/Individual Contributor		Unit Managers & Supervising Program Administrators		Deputy, AO, Chief, BAOs	
403		156		35	
Race/Ethnicity					
African American or Black	Asian	Caucasian or White	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or more races
14	124	207	102	5	81
Tenure					
> 2 years	2-5 years	6-10 years	11-15 years	16-20 years	Over 20 years
88	205	148	34	32	87

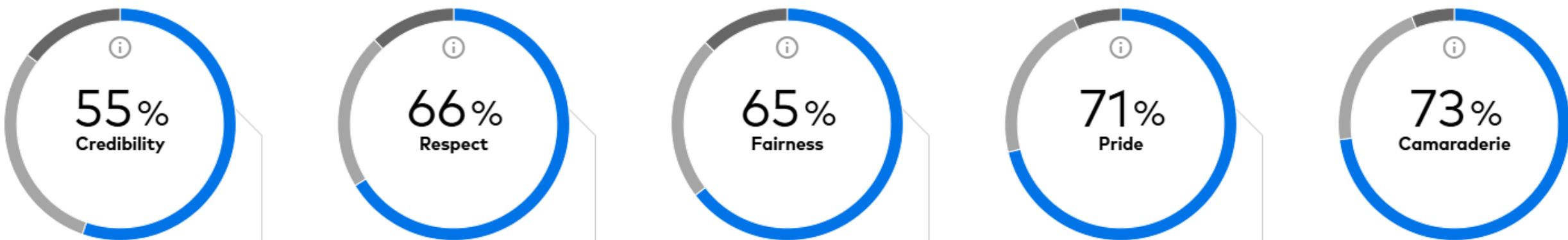
Survey Design

8

- 60 core Trust Index® statements which make up the five dimensions
 - Credibility, Respect, Fairness, Pride, and Camaraderie
- Ratings consisted of selecting one of the following options
 1. Almost always true
 2. Often true
 3. Sometimes untrue/sometimes true
 4. Often untrue
 5. Almost always untrue
- 2 open-ended questions
 - *What makes this organization a great place to work?*
 - *What would make this organization a better place to work?*



Dimensions Overview



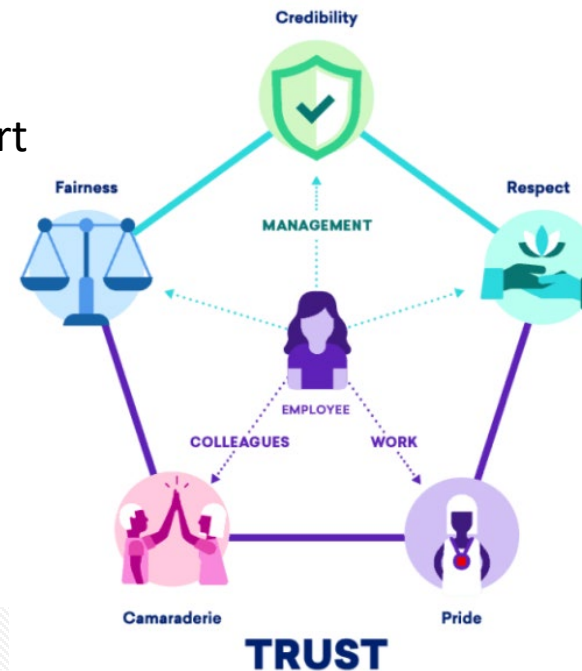
Dimensions Deeper Dive: Credibility

Lowest two questions:

- Our executives fully embody the best characteristics of our company (40% positive) - Integrity
- Management's actions match its words (44% positive) – Integrity

Top-rated question:

- I believe management would lay people off only as a last resort (80% positive) – Integrity
- People here are given a lot of responsibility (77% positive) - Competence



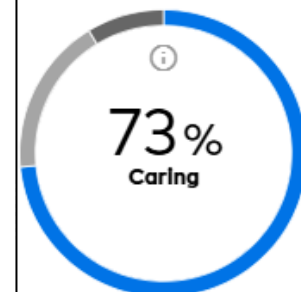
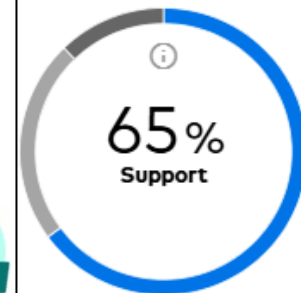
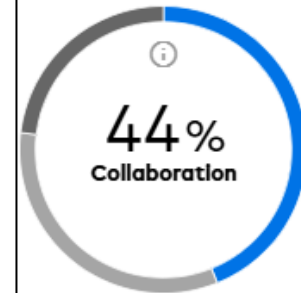
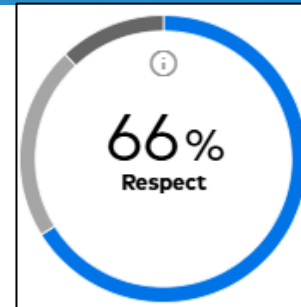
Dimensions Deeper Dive: Respect

Lowest two questions:

- Management involves people in discussions that affect their jobs or work environment (41% positive) - Collaboration
- We celebrate people who try new and better ways of doing things, regardless of the outcome (45% positive) - Support

Top-rated question:

- I am able to take time off from work when I think it's necessary (89% positive) – Caring
- This is a physically safe place to work (87% positive) - Caring



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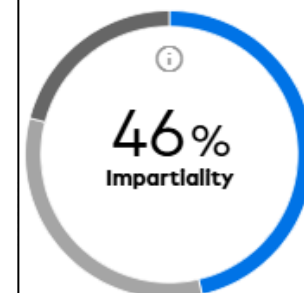
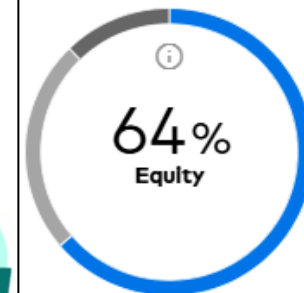
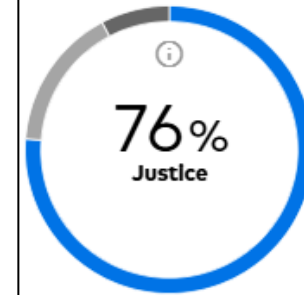
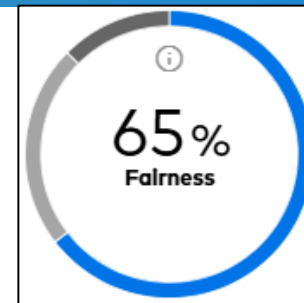
Dimensions Deeper Dive: Fairness

Lowest two questions:

- Managers avoid playing favorites (43% positive) - Impartiality
- Promotions go to those who best deserve them (47% positive) - Impartiality

Top-rated question:

- People here are treated fairly regardless of their sexual orientation (88% positive) – Justice
- People here are treated fairly regardless of their race (82% positive) - Justice



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valleywater

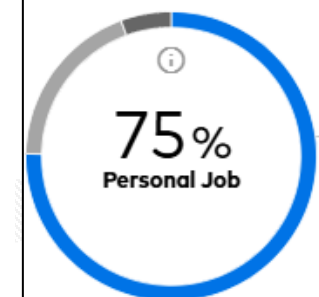
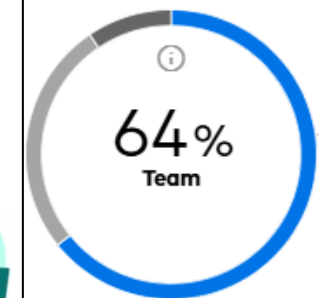
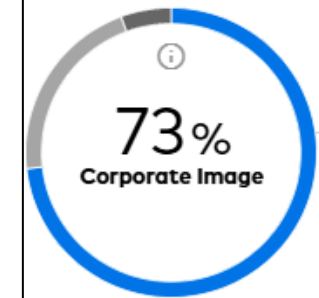
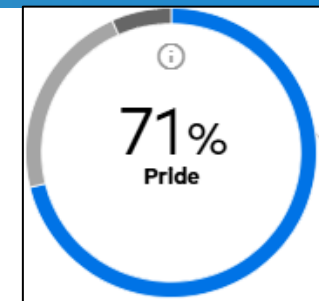
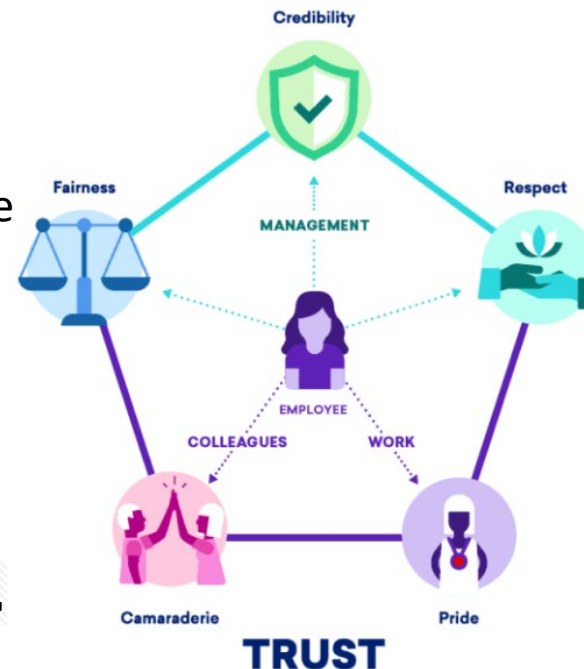
Dimensions Deeper Dive: Pride

Lowest two questions:

- People here quickly adapt to changes needed for our organization's success (52% positive) - Team
- People look forward to coming to work here (60% positive) – Corporate Image

Top-rated question:

- I feel good about the ways we contribute to the community (87% positive) - Corporate Image
- When I look at what we accomplish, I feel a sense of pride (79% positive) - Team



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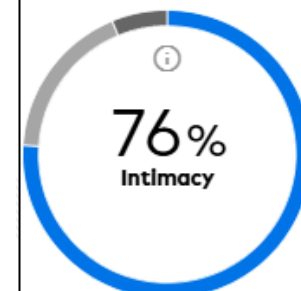
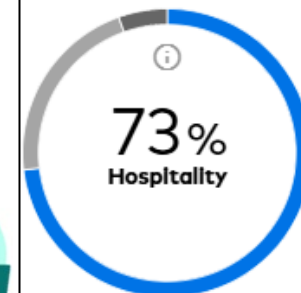
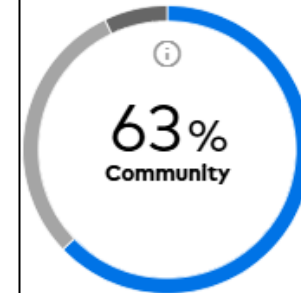
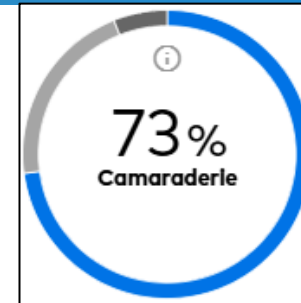
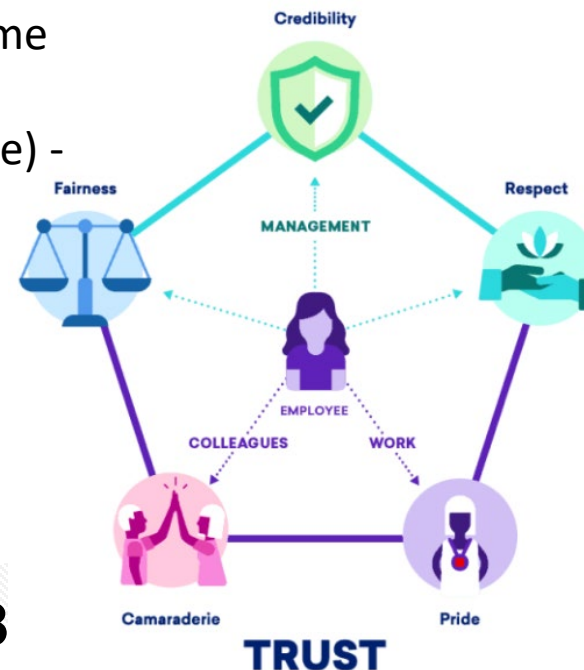
Dimensions Deeper Dive: Camaraderie

Lowest two questions:

- You can count on people to cooperate (63% positive) - Community
- This is a fun place to work (64% positive) - Camaraderie

Top-rated question:

- When you join the company, you are made to feel welcome (85% positive) – Hospitality
- People celebrate special events around here (84% positive) - Intimacy



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Top Strengths

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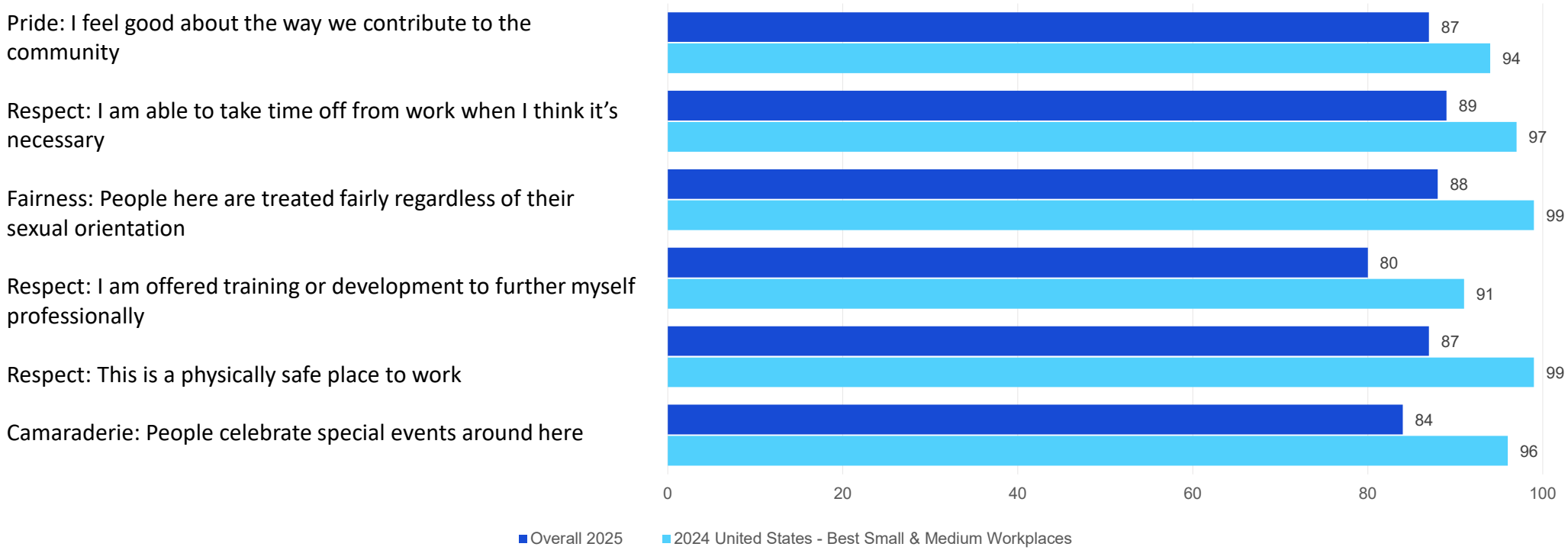


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Top Strengths: Valley Water Vs. Small & Medium Businesses

The following table represents Valley Water’s most positive comparisons to the *2024 Best Small & Medium Workplaces in the USA*

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Top Strengths: Valley Water 2018 vs 2025

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Employee Survey Responses: 2018 vs 2025



Pride, Respect, Fairness, and Camaraderie

Opportunities

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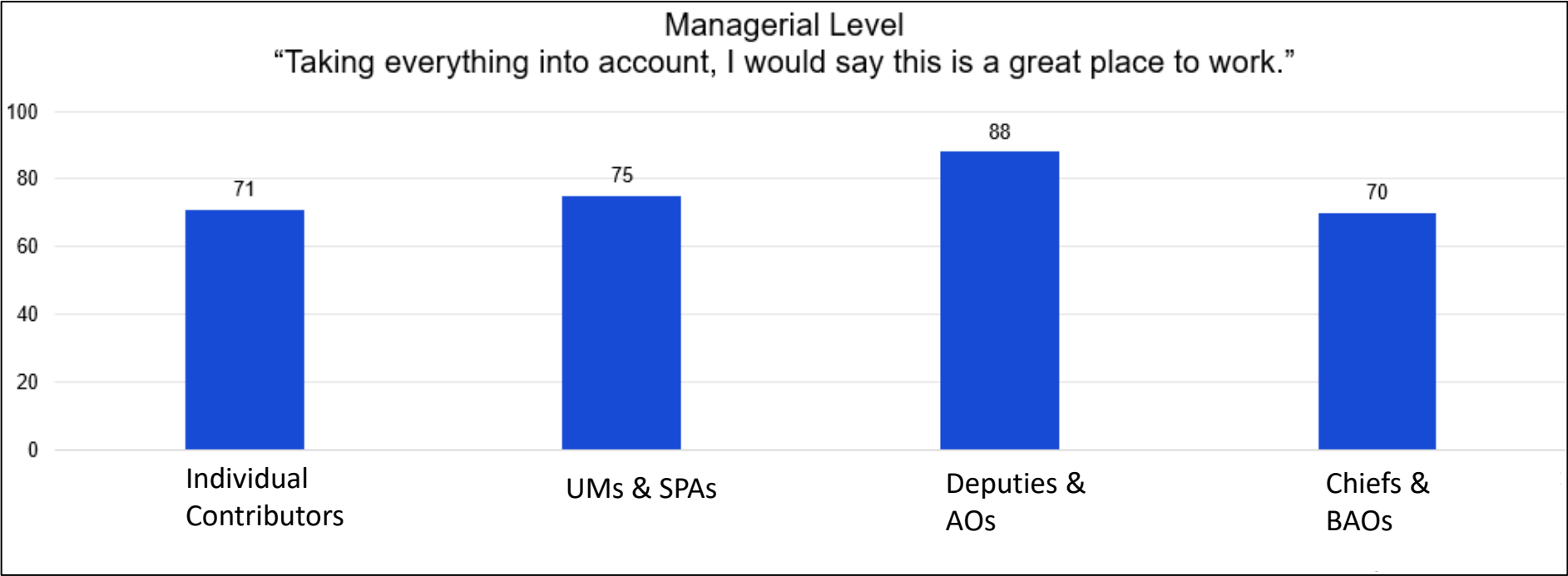
Growth Opportunities

Our growth opportunities are with Credibility, Fairness, Respect



Growth Opportunities by Managerial Level

Percentage of respondents who rated the statement “Taking everything into account, I would say this is a great place to work” as “often true” or “almost always true”



Growth Opportunities 2018-2025

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Growth Area	2018 (GPTW)	2023 (NPC)	2025 (GPTW)
Credibility	✓	✓	✓
Fairness	✓		✓
Respect	✓		✓
Trust		✓	
Inclusion		✓	
Collaboration		✓	

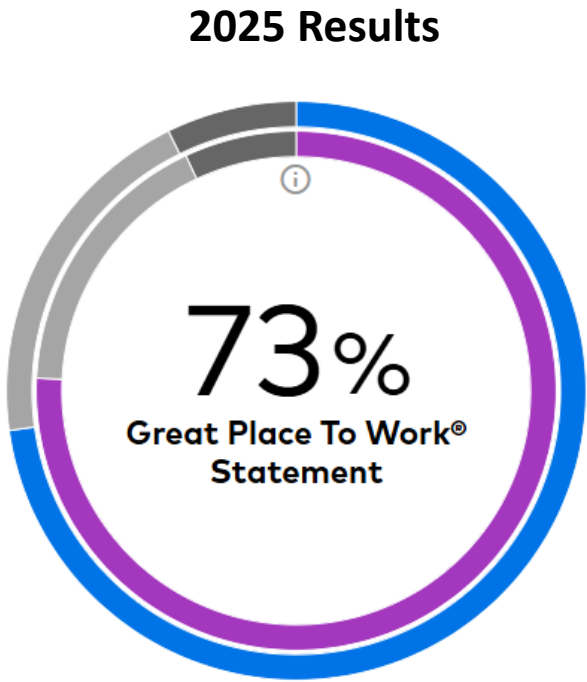
Opportunity Areas: 2025 vs 2018

22

Results are within 3% for all categories, showing overall perceptions have remained steady over the past seven (7) years



Theme	GPTW 2018	GPTW 2025
Credibility	58%	55%
Fairness	65%	65%
Respect	67%	66%
Pride	71%	71%
Camaraderie	71%	73%
Great Place to Work	76%	73%



Open Ended Questions

- As part of the 2025 Great Place To Work[®] survey, employees were invited to respond to two open-ended questions



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What Makes Valley Water a Great Place To Work?

Question 1: *“Is there anything unique or unusual about this company that makes it a great place to work?”**

OVERALL THEMES:

- Supportive, skilled, and collaborative colleagues
- Pride in mission: providing water, flood protection, environmental stewardship
- Strong pay, benefits, and pensions (living wage in Bay Area)
- Flexible telework and RDO schedules – key to work-life balance
- Employee Resource Groups (ERGs), inclusion & wellness programs
- Opportunities for professional growth, training, and diverse projects

What Makes Valley Water a Great Place To Work?

Question 1: *“Is there anything unique or unusual about this company that makes it a great place to work?”**

SELECT COMMENTS:

- *In general, the people who work here are very knowledgeable, skilled, and supportive. The staff really makes this a great place to work.*
- *Valley Water really does seem to want to be a great place to work, and for the most part it succeeds. I appreciate the efforts that many people in management make to ensure that employees are happy.*
- *Executive and Management need to break down the barrier between themselves and the general workforce. They must believe and trust that the workers are capable of fulfilling the District's mission without being micromanaged.*

What Would Make Valley Water Better? 26

Question 2: ***“If you could change one thing about this company to make it a better place to work, what would it be?”****

OVERALL THEMES

- Strengthen trust in leadership & Board: accountability, transparency, ethics
- Ensure fairness in promotions & hiring: reduce favoritism, support career growth
- Standardize & expand telework/RDO policies across units
- Address workload pressures: lift hiring freeze, fill vacancies, prioritize projects
- Improve parental leave & caregiver benefits
- Refocus on core mission, reduce silos & politics, improve communication

What Would Make Valley Water Better? 27

Question 2: *“If you could change one thing about this company to make it a better place to work, what would it be?”**

SELECT COMMENTS:

- *Perhaps further opportunities for people (especially new hires) to learn about what different units do and how to collaborate across units most effectively*
- *Executive Leadership should visit their assigned Units and/or talk to employees regarding some of the topics discussed in this survey. Most of the dissatisfaction and stress I have observed stems from process gaps and conflicting orders. Standardize & expand telework/RDO policies across units*
- *Less engineer mindset and more adaptive and thinking outside the box.*

Summary & Next Steps

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Summary & Next Steps

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- **Strengths:** Camaraderie & Pride (peer relationships, shared purpose, commitment to mission)
- **Opportunities:** Improve Respect, Credibility & Fairness, leadership transparency
- **Trend over time:** Results remain steady across 2018 and 2025 with Great Place to Work
- **Looking ahead:**
 - The Valley Water Leadership will create a plan to address the area of **Fairness.**
 - Each business area will have opportunity to address specific opportunities of growth with available resources in collaboration with Human Resources
 - Plan for next Employee Engagement Survey to rolled out in three years

Questions?

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Valley Water

Clean Water • Healthy Environment • Flood Protection

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Santa Clara Valley Water District

File No.: 25-1050

Agenda Date: 12/10/2025

Item No.: 4.3.

COMMITTEE AGENDA MEMORANDUM Board Policy and Monitoring Committee

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

SUBJECT:

Discuss Board Member Roles and Responsibilities When Serving on Joint Power Authorities (JPAs) and Provide Direction to Staff on Next Steps, if Any.

RECOMMENDATION:

Discuss Board Member Roles and Responsibilities when serving on JPAs and provide direction to staff on next steps, if any.

SUMMARY:

The Valley Water Board of Director assigned the Board Policy and Monitoring Committee (BPMC) to discuss and review the roles and responsibilities of Board Members who serve as Valley Water representatives on Joint Powers Authorities (JPAs). The BPMC is charged with determining whether language should be created and/or strengthened in its governance policies or otherwise, to further clarify the roles and responsibilities of Board Members who serve on JPAs on behalf of the agency.

Staff conducted initial research to compare the appointment process as well as the various roles and responsibilities of the appointed member's represented agency, the appointed member, as well as the JPA/agency staff (Attachment 1). Agencies included in the comparative research include:

- San Francisquito Creek JPA
- Delta Conveyance Design & Construction JPA
- Santa Clara Valley Habitat Agency (SCVHA)
- Silicon Valley Clean Water Authority (SVCWA)
- Santa Clara County Library District JPA
- City of San Jose
- City of Santa Clara
- Santa Clara Valley Open Space Authority
- County of Santa Clara
- East Bay Municipal Utility District (EBMUD)
- Valley Water

Initial findings show that the majority of agencies do not specify roles and responsibilities for their representatives serving on JPAs. Valley Water appointments to external committees, including JPAs, are made at the beginning of each calendar year by the Board Chair. Currently, a reference to a Board Member's role on an external committee can be found in Valley Water Board Governance Policy 9 (GP-9) and states: "Board members shall serve on appointed committees to maintain effective relationships." Additionally, on September 12, 2023, the Board approved the Board of Directors Code of Ethics and Conduct, which states: "Directors serving on external committees or other governing bodies shall serve in the best interest of Valley Water unless otherwise required by statute, ordinance, resolution or other legislative action. Directors are required to state they are speaking for themselves when doing so."

ENVIRONMENTAL JUSTICE IMPACT:

There are no environmental justice impacts associated with this discussion item.

ATTACHMENTS:

Attachment 1: Comparative Research

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
San Francisco Creek JPA	<ul style="list-style-type: none"> • Directors are designated by each Member's governing body. • Directors must be members of that governing body. • Directors may be replaced at any time by the appointing agency. • No internal selection procedure is required for how cities/counties make appointments. 	<ul style="list-style-type: none"> • Designate Director and Alternate. • Approve amendments. • Approve annual operating budget and member contributions. • Approve capital project participation. • Receive audit reports. • May assume specific liabilities only by separate agreement. • May withdraw. • May be expelled for material breach (4/5 vote of Authority Board). 	<ul style="list-style-type: none"> • Serve as representative on the Board. • Vote on budgets, contracts, and capital projects. • Attend and serve on committees. • Report Board decisions back to the home agency. • Monitor project delivery and financial compliance. • Appoint Clerk. • Adopt operating budget. 	<ul style="list-style-type: none"> • Board governs the Authority. • Staff and consultants run day-to-day operations, accounting, audits, and project implementation. • Clerk maintains records and agendas.

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
Delta Conveyance Design & Construction JPA	<ul style="list-style-type: none"> Each Director is appointed in accordance with Article 6. Directors serve at the pleasure of the Member. Vacancies are filled by the Member. No internal selection method required beyond each Member choosing its representative. 	<ul style="list-style-type: none"> Appoint Director and Alternate. Approve funding obligations including Contracted Proportionate Share (CPS). Approve annual operating budget. Approve financing and major contracts. Admit new members. Withdraw subject to prior obligations. Determine participation in project phases. 	<ul style="list-style-type: none"> Vote on budgets, contracts, design and construction actions, CPS obligations, and financing. Monitor technical, environmental, and financial risk. Report to home agency. Serve on committees. 	<ul style="list-style-type: none"> Board sets policy. Executive Director manages day-to-day operations. Staff and consultants conduct engineering, legal, environmental, and financial work. Prepare budgets. Maintain accounting. Manage contracts. Allocate costs.
Santa Clara Valley Habitat Agency (SCVHA)	<ul style="list-style-type: none"> Each Party's governing body appoints its representatives and alternates. Representatives and alternates serve at the pleasure of the governing body. Alternate representatives must be elected officials of the governing body. 	<ul style="list-style-type: none"> Approve budget and member contribution levels. Approve major land acquisition. Approve Implementation Plan (Habitat Plan) costs. Appoint representatives to Governing and Implementation Boards. Approve JPA amendments. 	<ul style="list-style-type: none"> Vote on budget, land acquisition, plan implementation, and fees. Represent the home agency's environmental and regulatory priorities. Monitor financial compliance and project delivery. Report to home agency. 	<ul style="list-style-type: none"> Governing Board handles policy and contract approvals. Implementation Board oversees Habitat Plan execution. Executive Director and staff carry out restoration, land acquisition, consultant management, audits, and reporting.

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
Silicon Valley Clean Water Authority (SVCWA)	<ul style="list-style-type: none"> Each Participating Agency appoints a Commissioner and alternates. The agreement does not define or constrain internal selection methods. 	<ul style="list-style-type: none"> Approve participating agencies. Approve appointment of Commissioners. Approve operating budget and assessments. Approve capital projects. Approve capacity and treatment rights. 	<ul style="list-style-type: none"> Commissioners vote on budget, assessments, capital project contracts, and capacity/treatment rights. Monitor regulatory, financial, and operational compliance. Report to home agency. 	<ul style="list-style-type: none"> Commission governs policy. Executive Director and staff manage operations, engineering, capital projects, and regulatory compliance. Conduct financial reporting and audits.
Santa Clara County Library District JPA	<ul style="list-style-type: none"> Each city or county determines its own process for selecting its Board member and alternate. Each Member sets the length of the representative's term. 	<ul style="list-style-type: none"> Appoint a Board member and alternate. Participate in budget approval. May withdraw from the JPA with proper notice. 	<ul style="list-style-type: none"> Attend Board meetings. Report to and obtain feedback from their home jurisdiction. Vote on budgets and policies. Participate on committees. 	<ul style="list-style-type: none"> County Librarian and staff implement Board-approved policies. Manage library operations and programs. Prepare the annual budget. Operate within financial policy guidelines set by the Board.

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
City of San Jose	<ul style="list-style-type: none"> • No specific policy for JPA appointments. • Councilmembers are appointed to external bodies, including JPAs, via formal Council agenda items. • The Mayor typically proposes assignments, and the full Council votes to approve them. • Policy 0-4 ("Consolidated Policy Governing Boards & Commissions") applies only to internal boards and commissions and does not cover JPAs. 	N/A	N/A	N/A
City of Santa Clara	<ul style="list-style-type: none"> • No specific policy for JPA appointments. • Councilmembers are appointed to outside agencies and JPAs via formal Council meeting agenda items. • The Mayor works with the City Manager to assign Councilmembers to certain Committee assignments (typically based on interest and experience); the proposed Council assignments are then considered by the full Council at a Council meeting. 	N/A	N/A	N/A

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
Santa Clara Valley Open Space Authority	<ul style="list-style-type: none"> • With the consent of the Board, the Chairperson shall appoint members of the Board to serve on Board Committees. • Appointments to Board Committees generally occur annually at the second regular meeting in January. • Committees shall choose one of its members as Chairperson at their first meeting of each calendar year. 	N/A	N/A	<ul style="list-style-type: none"> • Gather meeting information for the Director assigned to the Committee • Communicate with the Committee Clerk on the Director's attendance • Provide high level talking points as needed • Attend meetings as appropriate • Follow up on action items if applicable • Report updates to Management and Strategy Team • Inform and consult the Executive Leadership Team as appropriate

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
County of Santa Clara	<ul style="list-style-type: none"> At the first Board meeting following the first Monday in January, the Chairperson shall, with approval of the Board of Supervisors, make appointments to various Boards, Commissions, Committees and Authorities as deemed necessary, on which Board of Supervisors members are asked to serve. The assignment of responsibilities, including all representational and leadership assignments, are under the Board's control for each of the Board members. This includes such appointments as representation to the national, state and regional bodies; leadership and/or representation on various County Boards, Commissions and Committees; chairs of the County's Joint Conference Committees; and other liaison positions requested of the County. (Rules of the Board, Section 36) 	N/A	N/A - The County doesn't have any policy that outlines what the Board is expected to do when appointed to external committees or JPAs.	N/A

Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

East Bay Municipal Utility District (EBMUD)	<ul style="list-style-type: none"> The Board president makes appointments to Standing Board Committees, Ad Hoc Committees, Joint Powers Authorities (JPAs), and as representatives to outside agencies. 	N/A	<p>NOTE: This addresses Board conduct when acting in public, not specifically the expectations for Board members when appointed to external committees or JPAs:</p> <ul style="list-style-type: none"> In communicating with the governing bodies of other agencies, the press, or other members of the public, Board members may speak on behalf of EBMUD or the Board when discussing adopted EBMUD policies or stated Board decisions. In all other circumstances, Board members should make it clear that their opinions and representations are their own and do not reflect the opinions or policies of EBMUD or the Board as a whole. Board members are encouraged to notify the General Manager in advance if they plan to speak publicly in opposition to an EBMUD decision or policy. Board members should endeavor to express their individual opinions in a responsible manner that is not detrimental to EBMUD or other Board members and staff. (EBMUD Governance Manual, Section 4.03) 	<ul style="list-style-type: none"> The MUD Act charges the General Manager with the day-to-day management of EBMUD staff.
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Joint Powers Agency (JPA) Appointment Process and Member Roles & Responsibilities

JPA/ Agency	Appointment Process	Member Agency Duties	Appointed Member Duties	Executive/Staff Duties
Valley Water	<ul style="list-style-type: none"> Board Members are appointed to external committees by the Chair at the beginning of each calendar year. 		<ul style="list-style-type: none"> Board members shall serve on appointed committees to maintain effective relationships (VW Board Governance Policy GP-9) Directors serving on external committees or other governing bodies shall serve in the best interest of Valley Water unless otherwise required by statute, ordinance, resolution or other legislative action. Directors are required to state they are speaking for themselves when doing so. (VW Board of Directors Code of Ethics and Conduct) 	



Santa Clara Valley Water District

File No.: 25-1034

Agenda Date: 12/10/2025

Item No.: 4.4.

COMMITTEE AGENDA MEMORANDUM Board Policy and Monitoring Committee

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

SUBJECT:

Receive and Discuss the 2025 Board Policy and Monitoring Committee (BPMC) Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date.

RECOMMENDATION:

Receive and discuss the 2025 BPMC Work Plan, and Provide Feedback on Upcoming Discussion Items, and Next Meeting Date.

SUMMARY:

Under the direction of the Clerk, Work Plans are used by all Board Committees to increase Committee efficiency, provide increased public notice of intended Committee discussions, and enable improved follow-up by staff. Work Plans are dynamic documents managed by Committee Chairs and are subject to change.

ENVIRONMENTAL JUSTICE IMPACT:

The Committee's Work Plan is not subject to an environmental justice impact analysis.

ATTACHMENTS:

Attachment 1: 2025 BPMC Work Plan

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

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Board Policy and Monitoring Committee 2025 Work Plan

December 2025

Subject	Task	January	February	March	April	May	June	July	August	September	October	November	December
Board Planning Process & Policy Review	Develop Draft FY25-26 Board Work Plan										X		
	Update on Watershed Master Plans						X						
	Extreme Weather Events Action Plan Implementation: Greenhouse Gas Reduction Plan Update						X						
	Water Resources Protection Ordinance Modification, including Encroachment Licensing Program				X		X						
	Encroachment Permit Fee Schedule Update				X								
	Standard Rate Schedule for Well Permitting Services and Activities										X		
Human Resources	All-Employee Survey Update											X	X
	Veteran's Program Update											X	X
Other Assignments Requested by the Board	Review Process for Stakeholder Outreach when making changes to the Safe, Clean Water and Natural Flood Protection Program.				X								
	Review Complaint Process for Board Appointed Officers (BAOs)												
	Board Member Roles/Responsibilities when serving on JPAs.												X

*Red item added.

✕ - Item Moved or Deleted

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