



Weston Ranch

# Strategic Plan

PRIORITY ACTIONS UPDATE 2024

UPDATED MARCH 2024  
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**SAN JOAQUIN AREA**  
FLOOD CONTROL AGENCY

# Mission Statement

## REDUCE AND MANAGE THE REGION'S FLOOD RISK.

The mission statement is a concise description of the Agency's overall charge. SJAFCA endeavors to reduce the region's flood risk through lowering the likelihood of flooding. SJAFCA recognizes that this goal is not achieved without local, regional, state and federal partnerships. In many instances local flood agencies are the first line of defense and provide an invaluable, boots-on-the-

ground perspective. Regional interests, such as upstream stakeholders, resource agencies, and the San Joaquin County, play important roles as do State and Federal agencies. SJAFCA, in some cases, will lead projects and programs but will also serve as support to other agencies that deliver flood risk management services.

## Goals

- 1 Plan for and Implement System Resiliency**
- 2 Drive for Operational Transparency**
- 3 Facilitate Funding Structures that are Most Beneficial to Local Interests**
- 4 Support Appropriate, Mutually Beneficial Partnerships**
- 5 Promote Public and Institutional Awareness**

The goals are broad-based themes that define the agency's focus and serve as the underlying principles of the organization. The goals are in no specific order. SJAFCA strives to deliver these goals within its programs, projects, and activities. They support the mission to reduce and manage the region's flood risk.

## 1 PLAN FOR AND IMPLEMENT SYSTEM RESILIENCY

System resiliency refers to the system's ability to recover from a given flood event and deal with system uncertainties. A resilient system builds in redundancy in its design, meaning multiple mechanisms are used for flood prevention; it includes ensuring these system components are resistant to flood events, and, therefore, the system bounces back from potentially catastrophic events. Additionally, system resiliency speaks to the flood system's ability to avoid or mitigate safety and economic threats as it pertains to flooding. It also gives the agency flexibility to anticipate, plan, and implement system improvements and expansions. Examples include SJAFCA's Climate Adaptation Policy for Mossdale Tract or future land use coordination and expanded project footprints. Other examples may include wider-than-standard levees, flatter sloped levees, or a setback levee providing wider floodplains.

## 2 DRIVE FOR OPERATIONAL TRANSPARENCY

Operational transparency relates to the openness of the organization with interested parties and other agencies. SJAFCA makes its meetings, finances, and project and program work transparent; further, it makes resources available for partner agencies and the public in order to deliver the overall mission.

## 3 FACILITATE FUNDING STRUCTURES THAT ARE MOST BENEFICIAL TO LOCAL INTERESTS

Funding is a vital component of infrastructure projects, especially flood-related infrastructure. Often local financial support is sparse without the hindsight of a recent, catastrophic event. Developing creative, informative funding approaches to deliver this infrastructure requires continual planning. SJAFCA's goal in delivering its mission is to leverage funding approaches that stretch local contributions as much as possible, to include using those to secure state and federal investment. It also means evaluating the benefits associated with those initiatives, including opportunities for multi-purpose projects.

## 4 SUPPORT APPROPRIATE, MUTUALLY BENEFICIAL PARTNERSHIPS

SJAFCA looks for mission alignment with potential partners. SJAFCA will strive to identify and build relationships with partners that have common interests and ongoing work.

## 5 PROMOTE PUBLIC AND INSTITUTIONAL AWARENESS

A well-informed citizenry is safer in terms of flood risk awareness. Flood risk is often an "out of sight, out of mind" issue. It's also a technical, jargon-filled industry. With those things in mind, SJAFCA will elevate the public's understanding of the projects and ensure there is broad awareness of its role and goals through a strategic public outreach program. It will facilitate local support, encourage public engagement, and promote regional interest and support at all levels.



*Levees protecting homes and recreational facilities.*

Photo: Kelly M. Grow, California Department of Water Resources

# Objectives

These objectives link back to the goals to define the agency’s focus over the next 5-10 years, and they complement the SJAFCA JEPA, dated January 1, 2018. These objectives are in no particular order.

1. **Deliver projects and programs consistent with State and Federal regulatory requirements.**
2. **Identify and implement local and/or regional funding mechanisms; maximize State and Federal investment in the region for flood risk reduction efforts.**
3. **Develop public outreach programs to maximize public and institutional awareness and involvement.**
4. **When appropriate, optimize partnerships and integrate flood risk reduction efforts with local maintaining agencies.**
5. **Identify and include system resiliency needs in project development.**
6. **Monitor potential impacts to the system and advocate for Agency’s needs.**
7. **Pursue multi-benefit approaches to incentivize investments from non-traditional funding sources and promote system resiliency and resource mitigation.**

FIGURE 4. Goals & Objectives

	1	2	3	4	5	
	Plan for and Implement System Resiliency	Drive for Operational Transparency	Facilitate Funding to Structures most Beneficial to Local Interests	Support Appropriate, Mutually Beneficial Partnerships	Promote Public and Institutional Awareness	
OBJECTIVES	1. Deliver projects and programs consistent with State and Federal regulatory requirements.	✓			✓	
	2. Identify and implement local and/or regional funding mechanisms; maximize State and Federal investment in the region for flood risk reduction efforts.			✓	✓	
	3. Develop public outreach programs to maximize public and institutional awareness and involvement.		✓			✓
	4. When appropriate, optimize partnerships and integrate flood risk reduction efforts with local maintaining agencies.		✓		✓	✓
	5. Identify and include system resiliency needs in project development.	✓				
	6. Monitor potential impacts to the system and advocate for Agency’s needs.	✓	✓			✓
	7. Pursue multi-benefit approaches to incentivize investments from non-traditional funding sources and promote system resiliency and resource mitigation.			✓	✓	

SJAFCA has also developed a suite of priority actions that support the Agency’s goals and objectives. As the program changes over time, actions may be added, removed or revised. Actions should be updated with each budget year cycle, and agency objectives should be re-affirmed or revised.

# PRIORITY ACTIONS

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**ACTION 1:** Implement the Lower San Joaquin River Project in accordance with the authorized Federal Project by:

*Updated  
Jan 2024*

1. Supporting USACE in the completion of Tenmile Slough, TS30L, physical construction by end 2025 with project closeout and transfer by mid-2026.
2. Lead acquisition of real estate and relocation for Shima Tract, and support USACE in the design, combined CEQA/NEPA documentation, environmental permitting, and necessary mitigation. Target award of construction contract for the Shima Tract levee by Q1 2026.
3. Supporting USACE in achieving 10% concepts of third increment of the Program by August 2025 (Phase E – San Joaquin River Right, French Camp, Duck Creek).
4. Prepare a combined CEQA/NEPA document for the Mitigation Strategy Implementation Plan by end of 2024.

➤ **Supporting Objectives: 1, 4**

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**ACTION 2:** Submit Smith Canal area package for Letter of Map Revision (LOMR) to FEMA by Q2 2024.

*Updated  
Jan 2024*

➤ **Supporting Objectives: 1, 4, 5**

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**ACTION 3:** Complete submittal to USACE for credit associated with Smith Canal Project construction within six months of project close-out.

*Updated  
Jan 2024*

➤ **Supporting Objectives: 1, 2**

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**ACTION 4:** Partner with USACE and the State to complete Phase 2 of the Federal Lower San Joaquin River Study for Mossdale Tract

*Updated  
Jan 2024*

- Partner Annually with the State of California on federal advocacy and congressional outreach
- Identify USACE tentatively selected plan (TSP) and non-Federal sponsor locally preferred plan (LPP), if necessary, by January 2025.
- Secure Section 221 Memorandum of Understanding (MOU) for federal credit of advanced non-Federal sponsor flood risk reduction investments by December 2025.
- Obtain signed Chief's Report by Q1 2027.

➤ **Supporting Objectives: 1, 2, 4, 5, 7**

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**ACTION 5:** Urgently advance flood risk reduction for the Mossdale Tract through implementation of the Urban Flood Risk Reduction (UFRR) recommended plan.

*Updated  
Jan 2024*

- Publish Draft Mossdale UFRR Environmental Impact Report (EIR) for public review by June 2024.
- Complete Mossdale UFRR Dryland levee design by June 2025.
- Initiate UFRR Dryland Levee Construction in 2026.

➤ **Supporting Objectives: 1, 2, 4, 6**

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**ACTION 6:** Achieve 200-year level of protection in Mossdale Tract as required by State Law and present adequate progress until improvements are complete. Support approval of SB 586 or similar legislation to align the requirements of ULOP with USACE implementation of Phase 2 of the Federal Lower San Joaquin River Project (Mossdale Tract / Lathrop and Manteca Study).

*Updated  
Jan 2024*

➤ **Supporting Objectives: 1**

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**ACTION 7:** Refine project development plans considering emerging climate information in accordance with the Mossdale Climate Change Adaptation Policy.

➤ **Supporting Objectives: 1, 5**

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**ACTION 8:** Complete formation of the proposed Overlay Assessment District for the Mossdale Tract Area by August 2024.

*Updated  
Jan 2024*

➤ **Supporting Objectives: 2**

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**ACTION 9:** Update capital improvement plans throughout project life-cycle, supporting annual budgeting and out-year planning.

➤ **Supporting Objectives: 1, 2, 6**

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## PRIORITY ACTIONS (CONTINUED)

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**ACTION 10:** Develop and implement a public awareness and outreach program that supports SJAFCA's mission, goals, and objectives through targeted messaging and that leverages partnerships with member agencies.

➤ *Supporting Objectives: 3*

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**ACTION 11:** Engage and nurture strategic relationships with local, state and federal officials, business community, non-governmental organizations and other stakeholder groups.

➤ *Supporting Objectives: 3, 6*

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**ACTION 12:** Advance actions identified in Regional Flood Management Plan (RFMP) by working with local, State and Federal partners, through initiatives such as the State's Water Resilience Portfolio Initiative 25.4; scope regional efforts identified in the RFMP and chart path forward as opportunities arise.

*Updated  
Jan 2024*

➤ *Supporting Objectives: 1, 2, 6, 7*

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**ACTION 13:** Advance actions identified in the funding agreement with DWR for the Paradise Cut Bypass Expansion and Multi-Benefit Project, starting with the Feasibility Study initiation in June 2024.

*New  
Jan 2024*

➤ *Supporting Objectives: 4, 5, 7*

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**ACTION 14:** Develop a regional climate resiliency framework in collaboration with member agencies and external stakeholders by September 2024.

*New  
Jan 2024*

➤ *Supporting Objectives: 1, 5*

# Board of Directors



SJAFCA Board Members from L to R: Paul Canepa (*San Joaquin County*); Steve DeBrum (*At Large*); Dan Wright (*City of Stockton*); Gary Singh (*City of Manteca*); Paul Akinjo (*City of Lathrop*); Charlie Halford (*City of Manteca*); Diane Lazard (*City of Lathrop*); Kimberly Warmsley (*City of Stockton*). Not pictured: Tom Patti



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