

May 19, 2023

MEETING NOTICE

SANTA CLARA VALLEY WATER DISTRICT DIVERSITY & INCLUSION AD HOC COMMITTEE

Members of the Diversity & Inclusion Ad Hoc Committee:

District 6 Director Tony Estremera, Committee Chair
District 5 Director Nai Hsueh, Committee Vice Chair
District 7 Director Rebecca Eisenberg

Staff Support of the Diversity & Inclusion Ad Hoc Committee:

Rick Callender, Chief Executive Officer
Melanie Richardson, Assistant Chief Executive Officer
Juan Carlos Orellana, District Counsel
Brian Hopper, Sr. Assistant District Counsel
Andrew Gschwind, Assistant District Counsel
Michele King, Clerk of the Board
Rachael Gibson, Chief of External Affairs
Aaron Baker, Chief Operating Officer Water Utility
Rechelle Blank, Chief Operating Officer Watersheds
Tina Yoke, Chief Operating Officer, IT & Administrative Services
Jennifer Codianne, Deputy Operating Officer
Patrice McElroy, Deputy Administrative Officer
Marta Lugo, Assistant Officer
Lisa Bankosh, Assistant Officer
Ingrid Bella, Employment Services Manager
Sherilyn Tran, Civic Engagement Manager
Linda Nguyen, Senior Management Analyst
Blanca Sanchez-Cruz, Program Administrator
Richard Nguyen, Management Analyst II
Diahann Soleno, Administrative Assistant

A Santa Clara Valley Water District regular meeting of the Diversity & Inclusion Ad Hoc Committee has been scheduled to occur at 10:00 a.m. on Friday, May 26, 2023 in the Headquarters Building Boardroom located at the Santa Clara Valley Water District, 5700 Almaden Expressway, San Jose, California.

Members of the public may join the meeting via Zoom Teleconference at:
<https://valleywater.zoom.us/j/93111833352>.

The meeting agenda and corresponding materials are located on our website: <https://www.valleywater.org/how-we-operate/committees/board-committees>.

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Santa Clara Valley Water District Diversity & Inclusion Ad Hoc Committee Meeting

Headquarters Building Boardroom
5700 Almaden Expressway, San Jose, CA 95118

Join Zoom Meeting:
<https://valleywater.zoom.us/j/93111833352>

SPECIAL MEETING AGENDA

**Friday, May 26, 2023
10:00 AM**

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

BOARD COMMITTEE MEMBERS:

Committee Chair:
Director Tony Estremera, District 6

Committee Vice Chair:
Director Nai Hsueh, District 5

Director Rebecca Eisenberg, District 7

During the COVID-19 restrictions, 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 LIAISON:
Marta Lugo

COMMITTEE CLERK:
Nicole Merritt
Assistant Deputy Clerk II
408-630-3262
nmerritt@valleywater.org
www.valleywater.org

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

Santa Clara Valley Water District
Diversity & Inclusion Ad Hoc Committee
SPECIAL MEETING
AGENDA

Friday, May 26, 2023

10:00 AM

Join Zoom Meeting:
<https://valleywater.zoom.us/j/93111833352>

HQ Boardroom
5700 Almaden Expressway
San Jose, CA 95118

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 at a video conferenced meeting, during public comment or on any item listed on the agenda, should use the “Raise Hand” tool located in the Zoom meeting link listed on the agenda, at the time the item is called. Speakers will be acknowledged by the Board 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

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/93111833352>
Meeting ID: 931 118 33352
Join by Phone:
1 (669) 900-9128, 93111833352#

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 Committee on any item not listed on the agenda should access the "Raise Hand" tool located in Zoom meeting link listed on the agenda. Speakers will be acknowledged by the Committee Chair in order requests are received and granted speaking access to address the Committee. Speakers comments should be limited to three minutes or as set by the Chair. The law does not permit Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If 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 Committee may take action on any item of business appearing on the posted agenda.

2.1. Election of 2023 Diversity and Inclusion Ad Hoc Committee Officers.

[22-1318](#)

Recommendation: Nominate and elect the 2023 Diversity and Inclusion Ad Hoc Committee Chairperson and Vice Chairperson.

Manager: Candice Kwok-Smith, 408-630-3193

Est. Staff Time: 5 Minutes

3. APPROVAL OF MINUTES:

- 3.1. Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of October 27, 2022. [22-1315](#)
- Recommendation: Approve the minutes.
- Manager: Candice Kwok-Smith, 408-630-3193
- Attachments: [Attachment 1: 102722 DIAHC Minutes](#)
- Est. Staff Time: 5 Minutes

4. REGULAR AGENDA:

- 4.1. Receive Valley Water's Diversity, Equity and Inclusion (DEI) Strategic Master Plan Efforts Update; and Make a Committee Recommendation to Share the Report with the Board. [22-1316](#)
- Recommendation: A. Receive information on Diversity, Equity and Inclusion (DEI) Strategic Master Plan Efforts and Recommendations Report.
B. Recommend that the DEI Strategic Master Plan Recommendations Report be shared with the full Board.
- Manager: Marta Lugo, 408-630-2237
- Attachments: [Attachment 1: PowerPoint](#)
[Attachment 2: Five-Year Strategic DEI Master Plan Rec. Report](#)
[Attachment 3: Resolution, Systemic Racism & Promoting Equity](#)
- Est. Staff Time: 20 Minutes
- 4.2. Receive and Discuss the Draft Plan for Documenting and Disseminating Valley Water's Board Historical Actions to Enable the Advancement of Environmental Justice. [22-1319](#)
- Recommendation: Receive and Discuss the Draft Plan for documenting and disseminating Valley Water's historical Board actions to enable the advancement of Environmental Justice.
- Manager: Marta Lugo, 408-630-2237
- Attachments: [Attachment 1: Draft Plan](#)
- Est. Staff Time: 10 Minutes

- 4.3. Review and Recommend to the Board of Directors Proposed Guidelines for the Naming/Renaming of Valley Water-Owned Land, Facilities and Amenities. [23-0479](#)

Recommendation: A. Receive proposed guidelines for the naming/renaming of Valley Water assets.
B. Provide feedback to staff on proposed updated guidelines.
C. Recommend final guidelines to the Board for approval.

Manager: Marta Lugo, 408-630-2237

Attachments: [Attachment 1: PowerPoint](#)
[Attachment 2: Proposed Revised Naming Guidelines](#)

Est. Staff Time: 15 Minutes

- 4.4. Receive the Valley Water 2023 Employee Survey. [23-0513](#)

Recommendation: Receive information on the 2023 Employee Survey.

Manager: Patrice McElroy, 408-630-3159

Attachments: [Attachment 1: PowerPoint](#)

Est. Staff Time: 10 Minutes

- 4.5. Receive and Accept the Diversity and Inclusion Ad Hoc Committee 2022 Accomplishments Report. [22-1324](#)

Recommendation: Receive and accept the Diversity and Inclusion Ad Hoc Committee 2022 Accomplishments Report.

Manager: Candice Kwok-Smith, 408-630-3193

Attachments: [Attachment 1: 2022 Accomplishment Report](#)

Est. Staff Time: 5 Minutes

- 4.6. Review Diversity and Inclusion Ad Hoc Committee 2023 Work Plan and Accept 2023 Meeting Schedule. [22-1326](#)

Recommendation: A. Review the 2023 Diversity and Inclusion Ad Hoc Committee Work Plan and make adjustments as necessary; and
B. Accept the 2023 meeting schedule.

Manager: Candice Kwok-Smith, 408-630-3193

Attachments: [Attachment 1: 2023 D&I Ad Hoc Committee Work Plan](#)
[Attachment 2: 2023 Draft Meeting Schedule](#)

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 Meeting at 2:00 p.m., on October 26, 2023.



Santa Clara Valley Water District

File No.: 22-1318

Agenda Date: 5/26/2023

Item No.: 2.1.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Election of 2023 Diversity and Inclusion Ad Hoc Committee Officers.

RECOMMENDATION:

Nominate and elect the 2023 Diversity and Inclusion Ad Hoc Committee Chairperson and Vice Chairperson.

SUMMARY:

The Diversity and Inclusion Ad Hoc Committee as established to work on Board and Director identified issues. The Committee was created to serve a limited or single purpose, not perpetual, and will be disbanded once their specific task is completed.

Officers of the Committee include the Committee Chairperson and Vice Chairperson, who serve as the Committee's primary and secondary facilitators, and representatives. The Committee Chairperson and Vice Chairperson are elected by the Committee annually.

The following is a summary of Diversity and Inclusion Ad Hoc Committee Chairperson and Vice Chairperson terms since the Committee's 2018 enactment by the Board of Directors.

Year	Chairperson	Vice Chairperson
2018	Director Tony Estremera	Director Nai Hsueh
2019	Director Tony Estremera	Director Nai Hsueh
2020	Director Tony Estremera	Director Nai Hsueh
2021	Director Tony Estremera	Director Nai Hsueh
2022	Director Tony Estremera	Director Nai Hsueh

ATTACHMENTS:

None.

File No.: 22-1318

Agenda Date: 5/26/2023
Item No.: 2.1.

UNCLASSIFIED MANAGER:
Candice Kwok-Smith, 408-630-3193



Santa Clara Valley Water District

File No.: 22-1315

Agenda Date: 5/26/2023
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of October 27, 2022.

RECOMMENDATION:

Approve the minutes.

SUMMARY:

In accordance with the Ralph M. Brown Act, a summary of Committee discussions, and details of all actions taken by the Diversity and Inclusion Ad Hoc Committee, during all open and public Committee meetings, is transcribed and submitted to the Committee for review and approval.

Upon Committee approval, minutes transcripts are finalized and entered into the Committee's historical record archives and serve as the official historical record of the Committee's meeting.

ATTACHMENTS:

Attachment 1: 102722 DIAHC Minutes

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

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SANTA CLARA VALLEY WATER DISTRICT

DIVERSITY & INCLUSION AD HOC COMMITTEE MEETING

MINUTES

THURSDAY, OCTOBER 27, 2022

2:00 PM

(Paragraph numbers coincide with agenda item numbers)

1. ROLL CALL.

A regular meeting of the Santa Clara Valley Water District (Valley Water) Diversity and Inclusion Ad Hoc Committee (Committee) was called to order at 2:00 p.m. on October 27, 2022 in the Valley Water Headquarters Building Boardroom at 5700 Almaden Expressway, San Jose, California, and by Zoom teleconference.

1.1. Roll Call

Committee members in attendance were District 5 Director Nai Hsueh, and District 6 Director Tony Estremera, Chairperson presiding, constituting a quorum of the Committee.

Staff participating were Lisa Bankosh, Ricardo Barajas, Ingrid Bella, Rechelle Blank, Chelsea Busick, Jennifer Codianne, Conception Gayotin, Rachael Gibson, Brian Hopper, Michele King, Emilia Llamas, Marta Lugo, Patrice McElroy, Linda Nguyen, Melanie Richardson, Blanca Sanchez-Cruz, Bryant Welch, Sunny Williams, and Tina Yoke.

Guests in attendance were Keith Applewhite and Ryan Castillo, of undisclosed affiliation; Jacqueline Reynoso and Emilio Cruz, Programs and Policy Director and Vice President, Cordoba Corporation, respectively; Director-Elect Jim Beall; and Director John L. Varela.

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

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

3. APPROVAL OF MINUTES:

3.1. Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of June 8, 2022.

Recommendation: Approve the minutes.

The Committee considered the June 8, 2022 minutes of the Diversity & Inclusion Ad Hoc Committee. It was moved by Director Hsueh, seconded by Chairperson Estremera, and unanimously carried to approve the minutes as presented.

10/27/22

Attachment 1
Page 1 of 5

4. ACTION ITEMS:

4.1. Update on the Valley Water Diversity, Equity and Inclusion Strategic Master Plan.

Recommendation: Receive a general update on the progress and status of Valley Water's Diversity, Equity and Inclusion Strategic Master Plan, and provide feedback to staff.

Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee agenda memo, and Emilio Cruz, Cordoba Corporation Vice President, reviewed the information contained in Attachment 1.

The Committee received information on the following:

- Valley Water's Diversity Equity and Inclusion (DEI) vision and proactive approach with the formation of the REDI Office, reasons for the DEI initiative, qualifications of Cordoba Corporation and Dakota Communications in preparing the agency-wide DEI five-year Strategic Master Plan, and scope of Cordoba services covered on Tasks 1-4;
- Presentation of the final draft of the master plan will be presented at the January 2023 D&I AHC meeting;
- Cordoba preliminary draft recommendations on community engagement and business operations and work environment.

The Director-Elect Jim Beall asked for information on whether economic targeting could be done to increase the economic viability of certain areas and suggested for staff to secure a map of the federal opportunity zones to understand where to provide incentives for people to engage in business in those zones.

Chairperson Estremera mentioned that he would have a briefing with Marta Lugo on where the District was with respect to contracting aspects and would share the information with Director-Elect Beall.

4.2. Receive Draft Article Detailing Valley Water's History of Actions to Advance Environmental Justice.

Recommendation: A. Receive Draft Article Detailing Valley Water's History of Actions to Advance Environmental Justice; and
B. Provide any additional input if necessary.

Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and per the information contained in Attachment 1.

Director Hsueh acknowledged the well-written draft article contained here as Attachment 1 of Item 4.2.

The Committee made the following requests of staff:

- Staff would add two concepts similar to what was presented in her original memo from the June 8, 2022 meeting, Attachment 1, Item 4.3. The two concepts are: first, environmental justice is everybody's job and needs to be built into our work; and second, the Board's key decisions were based on community needs even before the term "environmental justice" was known. Several projects were cited as examples to support the second concept.
- Staff to include the above concepts on Valley Water's educational materials and announced that there would be a Volume 3 on Valley Water's history; and that staff should interview Board members and senior staff, including Melanie Richardson, Assistant Chief Executive Officer, who offered to be another resource person on historical projects discussed on this item, and could also direct them to staff that could provide information on specific projects.

The Committee received the information without taking formal action.

4.6. Update Report on ACWA Diversity, Equity and Inclusion (DEI) Activities from Chair Pro Tem Varela. (Continued from June 8, 2022)

Recommendation: Receive verbal report on ACWA DEI activities from Chair Pro Tem John Varela.

Chairperson Estremera announced that Director Varela would present this information to at an upcoming Valley Water Board meeting.

Chairperson Estremera returned the agenda to Item 4.3.

4.3. Valley Water Role in Supporting Housing Affordability.

Recommendation: Consider a Recommendation to Revise Board Governance Ends Policy E-4, Water Resources Stewardship, to Address Support for Affordable Housing.

Lisa Bankosh, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and per the information contained in Attachment 1 and added that Valley Water does not have land use authority and lacks the jurisdiction to directly influence the availability of affordable housing. She also discussed encampment cleanup cost, and various indirect influences and participation by Valley Water during planning and development phases for new housing by cities and non-profit organizations.

Motion: Approved revision of Board Governance Ends Policy E-4, Water Resources Stewardship, to address support for affordable Housing, and bring to the full Board for final approval.

Move to Approve: N. Hsueh

Second: T. Estremera

4.4. Receive Amended Tribal Land Acknowledgment Draft Statements.

- Recommendation: A. Receive amended previously approved Tribal Land Acknowledgment draft statements; and
B. Recommend that the Valley Water Board adopt the amended standardized Tribal Land Acknowledgment statements for use by the Board and staff.

Blanca Sanchez-Cruz, Program Administrator, reviewed the information on this item, per the attached Committee Agenda Memo.

The Committee received information that staff is presenting an amended standardized Tribal Land Acknowledgement statement after receiving input from local tribal communities.

The Director-Elect Jim Beall suggested that Valley Water should redefine its role in the homeless issue, which may include modifying the District Act to create a greater degree of responsibility for Valley Water.

Motion: Approve the recommendation to adopt the amended standardized Tribal Land Acknowledgment statements for use by the Board and staff and to bring to the full Board for final approval.

Move to Approve: N. Hsueh

Second: T. Estremera

4.5. Receive Update on Human Resources Activities.

- Recommendation: A. Receive an update on the Valley Water Next-Gen Workforce Development Program; and
B. Provide input and recommendations, as necessary.

Patrice McElroy, Deputy Administrative Officer, introduced Mera Burton, Career Pathways Program Manager, who reviewed the information on this item, per the attached Committee Agenda Memo and per the information contained in Attachment 1.

The Committee received information about the Next-Gen Workforce Development Program that engages high school and college students from disadvantaged communities with career readiness opportunities, and about the program's four initiatives.

Director-Elect Jim Beall shared information about a Public Intern Scholarship Program at San Jose State University's College of Social Sciences. The program works with foster youth to help them continue their education. Ingrid Bella, Employment Services Manager, stated that the Human Resources Office would follow up about this program.

The Committee noted the information without taking formal action.

- 4.7. Review Diversity and Inclusion Ad Hoc Committee 2022 Work Plan, and Confirm Next Meeting Date.

Recommendation: A. Review the 2022 Diversity and Inclusion Ad Hoc Committee Work Plan and recommend work plan items for CY 2023; and
B. Approve the proposed next meeting date on January 26, 2023.

Chairperson Estremera reviewed the items on the work plan and announced that he would coordinate with staff if a new item would need to be added to the January 2023 meeting.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

None.

6. ADJOURN.

Chairperson Estremera adjourned the meeting at 4:05 p.m. to the next meeting scheduled to occur on January 26, 2023.

Eva M. Sans
Assistant Deputy Clerk II

Approved:

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Santa Clara Valley Water District

File No.: 22-1316

Agenda Date: 5/26/2023
Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Receive Valley Water's Diversity, Equity and Inclusion (DEI) Strategic Master Plan Efforts Update; and Make a Committee Recommendation to Share the Report with the Board.

RECOMMENDATION:

- A. Receive information on Diversity, Equity and Inclusion (DEI) Strategic Master Plan Efforts and Recommendations Report.
- B. Recommend that the DEI Strategic Master Plan Recommendations Report be shared with the full Board.

SUMMARY:

In September 2021, the Office of Racial Equity, Diversity & Inclusion (REDI) engaged the Cordoba Group to undertake the development of the Santa Clara Valley Water District's (Valley Water) Diversity, Equity & Inclusion (DEI) Strategic Master Plan. The DEI Strategic Master Plan examines Valley Water's culture and agency-wide business operations to identify opportunities to improve processes and outcomes of operations, including engagement and equitable service delivery to historically underrepresented communities in Santa Clara County.

The groundwork for much of this work was laid out through the Board-adopted Resolution on Addressing Systemic Racism and Promoting Equity (Attachment 3) and the subsequent Board-adopted Governance Ends Policy on Environmental Justice. While Valley Water has been making strides to advance DEI for many years, since the inception of REDI additional progress has been made but there are still many opportunities for Valley Water to proactively lead and advance DEI efforts. As part of this process, the Cordoba team engaged in a lengthy and extensive review of Valley Water policies, protocols and practices, including conducting many interviews with various business areas, staff, management and board members to inform the development of a comprehensive master plan. The Recommendations Report proposes a series of recommendations based on findings and best practices to strengthen existing Valley Water diversity, equity and inclusion initiatives and to better engage all communities to ensure Valley Water can deliver services

in ways that are equitable, fair, and balanced.

This item provides the D&I Ad Hoc Committee an update on the efforts to complete the DEI Strategic Master Plan phase of Valley Water's comprehensive DEI process. The final draft of the DEI Strategic Master Plan Recommendations Report (Attachment 2) includes proposed recommendations and the next steps in the overall process.

ATTACHMENTS:

Attachment 1: PowerPoint

Attachment 2: Five-Year Strategic DEI Master Plan Recommendations Report

Attachment 3: Resolution, Addressing Systemic Racism and Promoting Equity

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237



Valley Water

Clean Water • Healthy Environment • Flood Protection



DIVERSITY

of people,
perspectives



EQUITY

in policy, practice
& position



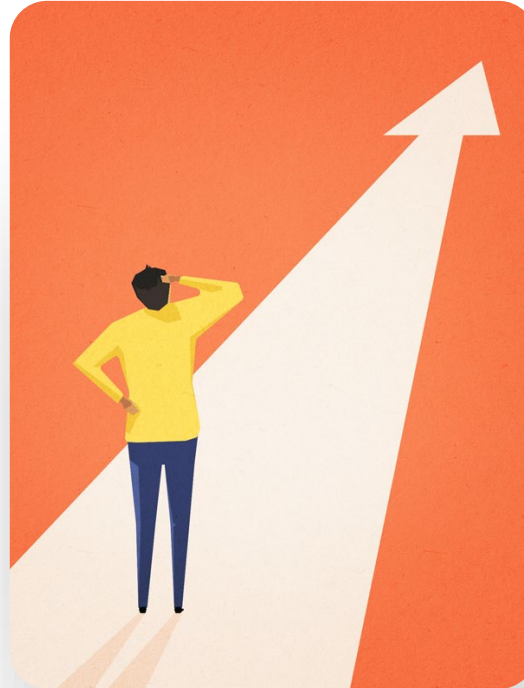
INCLUSION

via power, voice &
organizational culture

Diversity, Equity & Inclusion Master Plan Recommendations Report

D&I Ad Hoc Committee
May 26, 2023

Agenda



Purpose



Process

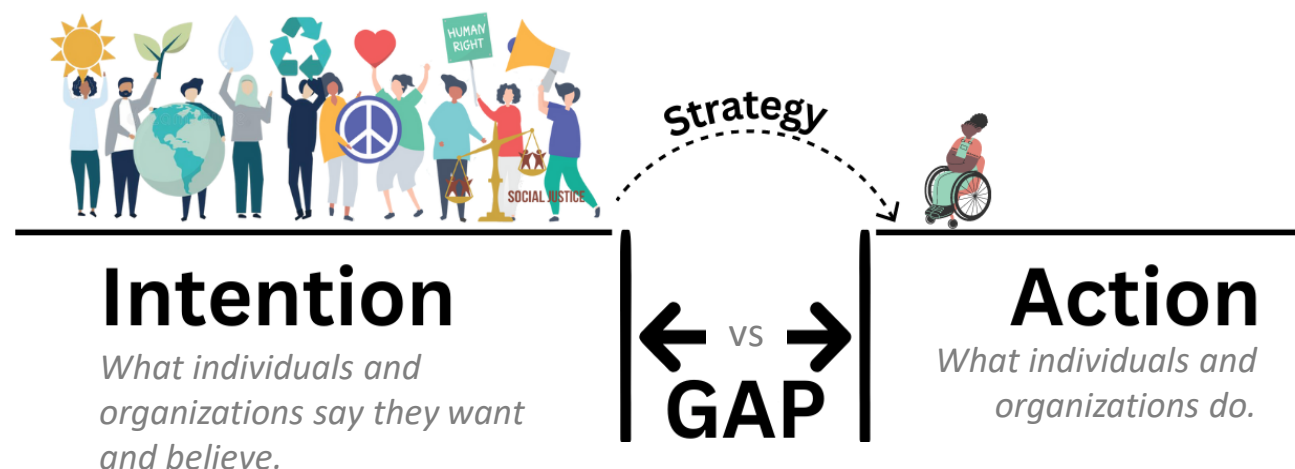


Outcomes

Purpose

4

- Advance the work of the previous D&I Program (workforce)
- Expand scope to address systemic inequities (organizational)
- Promote equity (culture)
- Center programs and resource allocations on equity as a service provider (community outcomes)



Proactive Groundwork

- Creation of the Office of Racial Equity, Diversity & Inclusion
- Resolution Addressing Systemic Racism & Promoting Equity
 - Directs CEO to advance DEI at Valley Water
 - Directs CEO to initiate framework to inform policy changes & training
 - Set expectations to address conscious and unconscious bias
 - Calls for the creation of Ends Policy related to environmental justice (EJ)

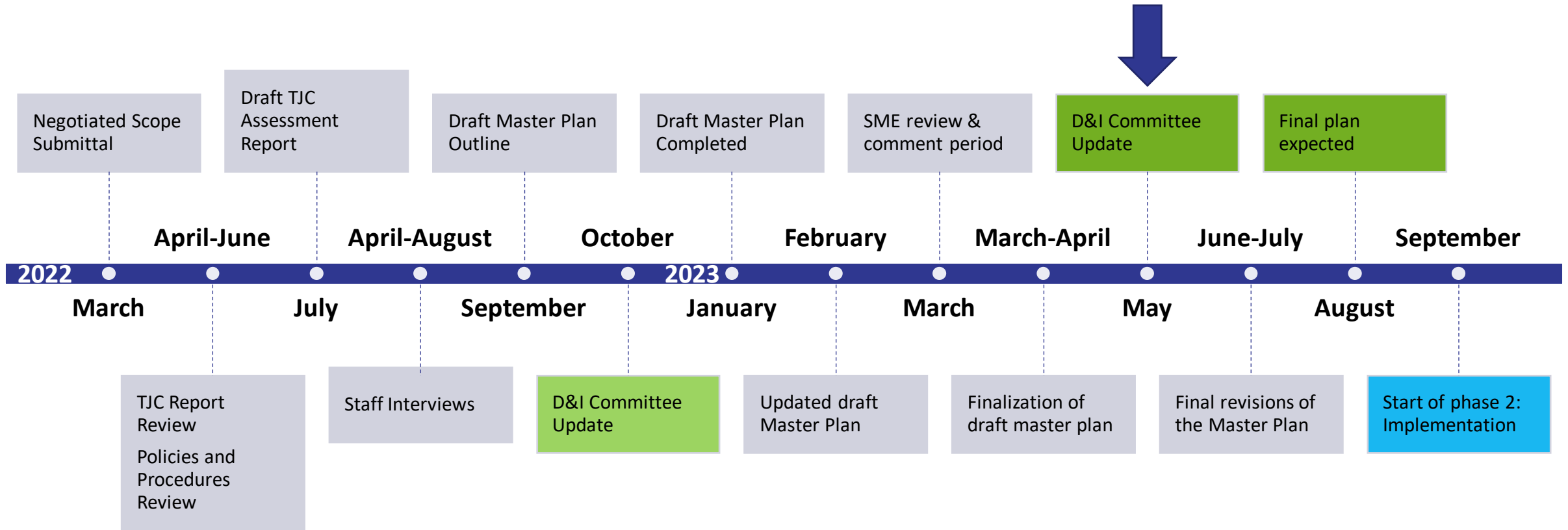
Completed Work:

- ✓ Environmental Justice (EJ) Ends Policies adopted
- ✓ Institutionalization of Mandatory Unconscious Bias Training
- ✓ Leaders completed DEI Baseline training
- ✓ Secured consultant to develop DEI Master Plan
 - ☐ Advancing DEI at Valley Water
 - ☐ Framework to identify policy and training gaps



Iterative Process

7



Broader DEI initiative

Stage 1: Vision & Master Plan

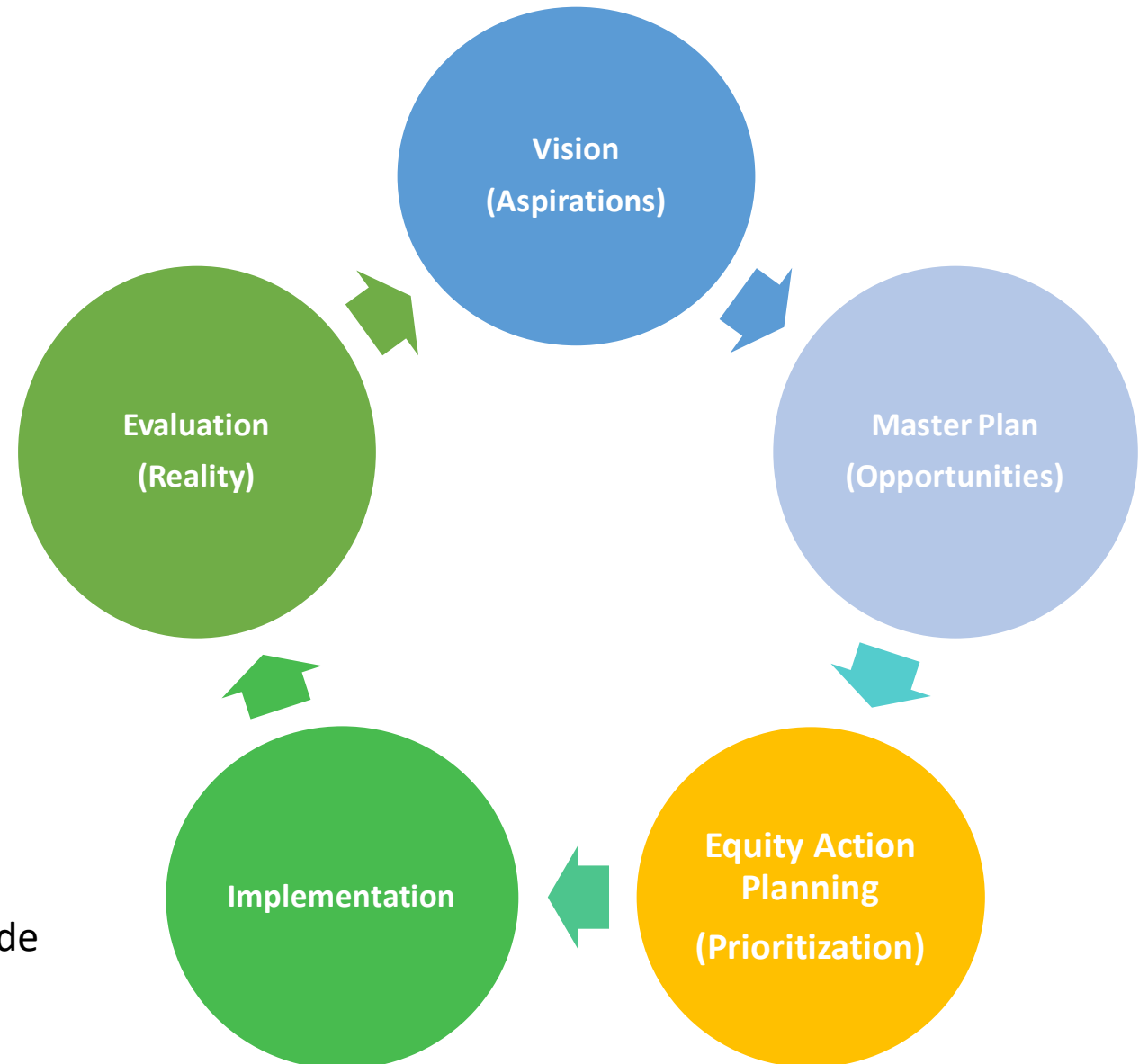
- Finalize master plan
- Draft Equity Action Plans template

Stage 2: Equity Action Planning

- Agency-wide prioritization of recommendations
- Development of tailored action plans (by divisions/units)

Stage 3: Implementation & Evaluation

- Create dashboard to track metrics
- Evaluate, monitor, share results agency-wide
- Adjust action plans as needed



Plan Methodology

- Interviewed cross-section of employees primarily by business units
- Reviewed policies and procedures from business units
- Analyzed past studies and master plan documents
- Reviewed QEMS portal
- Conducted additional interviews with staff, unions, management and board members

Employee Perceptions Themes

- Culture
- Trust
- Work Environment
- Contracting
- Grants
- Environmental Justice



Outcomes

- **General recommendations proposed are organized by general themes**
 - Based on the review of prior plans, assessments, and interviews with a small cross-section of Valley Water employees
 - Informed by consultant industry knowledge and understanding of best practices
 - Preliminary validation, to the extent possible, but additional confirmation needed
- **Recommendations are intended for consideration**
 - Not all recommendations will be feasible or relevant to all units
 - Some recommendations will be easier to implement in short-term
 - Additional assessment may be necessary to assess the validity of some recommendations
 - Recommendations should be prioritized for implementation at various levels of the organization

Culture & Work Environment

Total Recommendations: 16

- Institutionalize DEI across the agency
- Evaluate for DEI tracking & transparency
- Protection for employee wellbeing
- Build staff DEI capacity & resources
- Build trust



Talent Acquisition, Retention & ERGs

13

Total Recommendations: 32

- Implement comprehensive DEI staff training
- Promote cultural competency
- Strengthen and widen the talent pipeline
 - Incorporate DEI practice into hiring process
 - Audit minimum qualifications for positions
 - Proactive outreach to non-traditional & underrepresented communities
- Implement talent cultivation practices
- Implement DEI data tracking program
- Activate ERG employees to support workforce initiatives
- Assess prevalence of perceptions of favoritism



Contracts & Procurement

14

Total Recommendations: 12

- Strengthen the local/small business program
 - Technical assistance program
- Consider unbundling large contracts
- Implement Master Service Agreement
- Right-size minimum qualifications criteria
- Consider set-asides for small/local business
- Understand the true constraints of Prop 209



Capital Improvement Program

Total Recommendations: 6

- Include triple-bottom-line evaluation at all stages of the project life cycle
- Include environmental justice assessments throughout project stages including the CIP validation process
- Ensure early engagement and participation of impacted communities
- Audit existing projects to identify disparate impacts, if any



Environmental Justice (EJ) & Public Outreach

Total Recommendation: 27

- Assess for undue EJ impacts on communities
- Implement EJ standards at key decision points
- Establish clear EJ objectives
- Ensure budget/financial alignment with DEI/ EJ priorities
- Enhance proactive engagement of the community
- Consider opportunities to compensate community SMEs
- Implement an effective DAC priority system for grants



Office of REDI

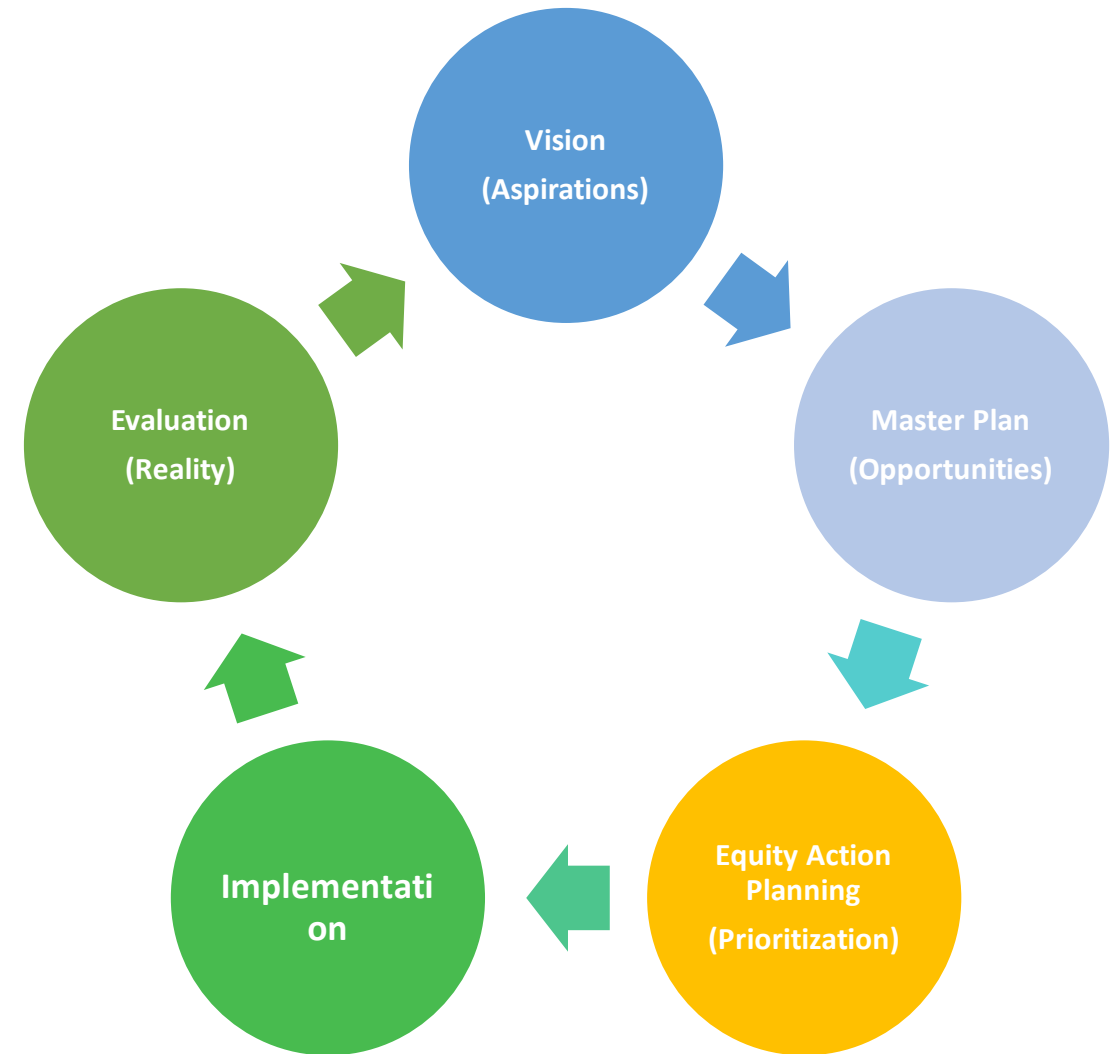
Total Recommendation: 12

- Articulate REDI's role clearly to all
- Develop and implement an agency-wide DEI framework
- Formalize tribal engagement policies & practices and expand tribal liaison role
- Create agency-wide DEI/EJ data dashboard
- Create DEI staff advisory team



Next Steps

- Receive final report
- Share master plan with all business units
- Draft Equity Action Plans template
- Agency-wide prioritization of recommendations
- Development of tailored action plans (by divisions/units)



QUESTIONS





Valley Water

Clean Water • Healthy Environment • Flood Protection



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SANTA CLARA VALLEY WATER DISTRICT

Five (5) Year DIVERSITY, EQUITY, and INCLUSION (DEI) STRATEGIC MASTER PLAN

RECOMMENDATIONS REPORT

Agreement A4527G

Project No. 60281004, CAS File No. 5186

May 26, 2023

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SECTION I - INTRODUCTION

Critical to delivering quality products and services for the communities they serve is a workforce that finds strength and creativity in its diversity and flourishes in an inclusive, engaged work environment. Valley Water's executive leadership is firmly committed to Diversity, Equity, and Inclusion for all employees within the agency and for all actions taken on the agency's behalf with the communities they serve. This commitment is evidenced by the steps the organization has already taken and continues to take. In 2020, Valley Water CEO Rick Callender established the Office of Racial Equity, Diversity & Inclusion (REDI), expanding on the work of the previous Diversity & Inclusion Office under Human Resources and Administration. This was done both in recognition of opportunities to address historical disparities and to bring forward best practices to continue to position Valley Water as a leader in the water industry.

In 2021, after a competitive Request for Proposals process, Valley Water retained the services of Cordoba Corporation and Dakota Communications (the Cordoba team) to assist in the development of a Five-Year Diversity, Equity, and Inclusion (DEI) Strategic Master Plan. Throughout 2022, the Cordoba team conducted interviews with staff and Board members and reviewed written policies, procedures, and data. This effort did not involve a large-scale blind survey since a previously contracted consultant, The Justice Collective (TJC), conducted an Employee Equity Survey. Therefore, the Cordoba team referenced the TJC report.

Through this engagement, the Cordoba team gleaned information from the interviews they conducted and the documents they reviewed to develop recommendations for further consideration by the organization in the following areas of focus:

- A. Culture & Work Environment
- B. Talent Acquisition & Retention
- C. Contracts & Procurement
- D. Capital Improvement Program (CIP)
- E. Environmental Justice (EJ)
- F. Public Outreach & Community Engagement
- G. Grants
- H. Employee Resource Groups (ERGs)
- I. Office of Racial Equity, Diversity & Inclusion (REDI)

Some of the recommendations include the development of new initiatives, while others recommend expanding or deepening current practices. Additionally, some recommendations

include obtaining and tracking information to better shape the progress toward meeting their DEI goals. The agency will need to assess priority areas and evaluate the feasibility of implementing recommendations based on confirmation of validity, cost, time, and allocation of resources.

Per the Valley Water Values Statement (Board Governance Policy), Valley Water believes that all individuals are unique and important and will be treated with fairness, dignity, and respect. To further advance the leadership's commitment to DEI, Valley Water has enlisted support to develop a Five-Year DEI Strategic Master Plan to set the agency's course for the future. The recommendations, outlined in this document, are intended to advance DEI and bring an equity framework in these focus areas:

- **Systemic Equity:** Assist the agency and its employees in the achievement of goals to address institutional inequities.
- **Workforce Representation:** Advance efforts to ensure equitable access to career opportunities and attract and retain a diverse workforce through all levels of the organizations that reflect the communities they serve.
- **Culture of Inclusion:** Create and maintain a work environment that acknowledges diversity and values it through proactive, inclusive, and equitable practices.
- **Justice:** Advance initiatives to improve equity of Valley Water work and outcomes that reflect the community's needs and priorities.
- **Community Partnership:** Provide support, education, resources, and access to empower early community engagement to help Valley Water be a good neighbor to communities in which it works and operates.

Lastly, Valley Water recognizes that the agency is an important part of the business community of Santa Clara County. It contracts with hundreds of vendors, consultants, and contractors each year. It is a business imperative that Valley Water provides equitable service, engagement, and access to all communities it serves.

SECTION II - Definitions

Diversity, Equity, Inclusion and Environmental Justice Defined

In response to increasing social pressures denouncing continued discrimination and institutionalized inequities that disproportionately impact specific communities, and recognizing the importance of diversity in the workplace, many organizations are undertaking diversity, equity, and inclusion initiatives. While the motives for these initiatives vary, the efforts are crucial to making real positive change for community members. To understand DEI, it is important to distinguish each term.

Operative definitions considered in the development of this master plan are as follows:

Diversity: The wide variety of shared and different personal and group characteristics among human beings. These differences include but are not limited to ethnicity, religion, age, gender, class, culture, cognitive ability, physical ability, life experiences, family situations, veterans' status, and sexual orientation.

Equity: Fair treatment, access, opportunity, and advancement for all people, while striving to identify and eliminate structural barriers that have prevented the full participation of some groups. Equity seeks to ensure that outcomes are improved for marginalized groups. Equity is a measure of justice. The principle of equity acknowledges that there are historically marginalized and underrepresented populations and that fairness is needed to provide adequate opportunities to all groups.

Inclusion: The measure of the quality of representation, such as full access, authentic expression, empowered participation, and true belonging. Inclusion is a qualitative measure of representation and participation. Inclusion is the first step to attaining belonging, which refers to an individual's equitable access to information, decision-making processes, and networks. The act of creating environments where all individuals or groups can be and feel welcomed, respected, supported, and valued to participate fully. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. Inclusion authentically brings traditionally excluded individuals or groups into processes, activities, and decision/policy making.

Belonging: The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. It is when an individual can bring their authentic self into a space.

Environmental Justice stems from environmental racism. According to the United States Environmental Protection Agency, environmental racism refers to the institutional rules, regulations, policies, or government decisions that deliberately target specific communities for locally undesirable land uses and timid enforcement of environmental laws in communities,

typically low-income communities of color, resulting in disproportionate exposure to pollution, toxic and hazardous waste and other environmental harms that create health problems. Environmental justice is the movement to highlight, expose, organize, and fight against environmental racism.

The fundamental principle of environmental justice is equal protection for all people in places where they live, work, play and learn from environmental harm and health risks—achieved when no group of people suffers from disproportionate impacts of harmful environmental consequences. Furthermore, environmental justice strives for fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations, policies, and projects.

Additionally, REDI has developed a DEI Glossary, shown as **Appendix A**.

SECTION III - Limitations

The staff that were interviewed represent only a cross-section of the organization. The interviews were conducted virtually. Employees were told that any comments expressed throughout this process would be recorded anonymously. This was done to encourage as much candidness as possible. The **themes** presented are derived from some staff's responses and the expression of their feelings. It is not our intent to say that certain practices or work cultures definitively exist, but rather that a sentiment has either been strongly and credibly expressed, or it has been expressed in multiple interviews or by multiple people in the same interview. This occurrence tells us that some staff perceives these conditions, which may be a symptom of underlying issues, that should not exist (be perceived) under best DEI practices and may necessitate further exploration and validation.

SECTION IV - OVERVIEW & RECOMMENDATIONS (BY AREA)

We would like to acknowledge the contributions, effort and time of the Valley Water Board, executive team, and staff who participated in the Five-Year DEI Strategic Master Plan development process. Our recommendations were developed after an analysis of interviews and a review of the internal policies and data sets provided. In some instances, detailed information was limited, in which case recommendations are based on best practices and industry insights into the subject areas.

RECOMMENDATIONS

Based on the interviews and the review of documents and data, we present recommendations in the following categories:

- Culture & Work Environment
- Talent Acquisition & Retention
- Contracts & Procurement
- Capital Improvement Program (CIP)
- Environmental Justice (EJ)
- Public Outreach & Engagement
- Grants
- Employee Resource Groups (ERGs)
- Office of Racial Equity, Diversity & Inclusion (REDI)

A. CULTURE & WORK ENVIRONMENT

What is most apparent is that Valley Water is a strong organization with a deep history, an evolving culture, and a workforce that is proud of the work it does. Valley Water understands the importance of its mission and how it serves the public. Maintaining that passion and commitment while evolving the organizational culture is paramount to Valley Water's continued success. Employees at all levels must accept that while there is value in the historical culture of the organization, given its deep history of service to the community, there is equal value in evolving while preserving core components of that culture.

The most prevalent issue derived from interviewees was a perception of nepotism and favoritism. Given the limited engagement and cross-section of employees interviewed, **we**

cannot definitively conclude whether there is an issue of nepotism and/or favoritism in the promotional decision-making process. However, as noted, there is a sentiment among some staff that it exists. This is important, because even without causal proof, the sentiment alone, if prevalent, can have a negative impact on employee morale and trust in management.

Another voiced challenge is that the agency experiences silos between field staff and office staff. While causes for this perception at Valley Water were not assessed, this is a typical occurrence among agencies that have both operations/skilled crafts and white-collar staff. This division is mostly driven by work location as well as other factors. Additionally, there is a sentiment that racial issues are more prevalent among field staff. This perception, too, is not atypical, but while expected, agencies can take proactive steps to address concerns.

With respect to Equal Opportunity Employment (EEO) complaints, there are a small number of EEO complaints filed on an annual basis with no significant increasing or decreasing trends over the past four years (as of 2022). While the raw number of complaints is not statistically large, this is worth a closer look in the spirit of employee best practices. Because of fear of retaliation, employee apathy, and/or concerns about not wanting to rock the boat or simply wanting to fit in, employees may choose not to report issues. As such, EEO issues are typically underreported for various reasons, so the number of complaints is potentially only a portion of the actual incidents.

A.1 Recommendations on Work Environment:

- **Recommendation #1:** Continue to support the CEO's initiative through the Office of Racial Equity, Diversity & Inclusion (REDI).
- **Recommendation #2:** Use the end of the pandemic and return to work as an opportunity to improve communications with all line staff.
- **Recommendation #3:** Institutionalize Valley Water's commitment to DEI initiatives by creating and adopting an **Equity Statement** and conducting an annual review of DEI Mission, Vision, and Goals by the Board.
 - This may be developed as a Governing Board Policy under General Principles, Policy No. EL-1. Currently, Policy EL- 1.1 addresses the General Principle of Environmental Justice ("EL -1.1: Promote practices, principles, and programs that support Environmental Justice for Disadvantaged Communities, and shall consider Environmental Justice."). A new Policy EL-1.2 could be developed to uphold Valley Water's commitment to DEI as an operating principle and value statement. Monitor compliance across all divisions and business units through metrics established in each unit.
- **Recommendation #4:** Establish clear and standardized communication of DEI efforts and policies across all divisions.

- Governing Board Policy EL-7, Communication and Support to the Board, may be updated to include a standing board report and status update of DEI goals, metrics, and accomplishments.
- Publish monthly/quarterly reports on DEI initiatives, accountability metrics, and employee participation.
- **Recommendation #5:** Update agency Communications Plans to include an expanded circulation list that includes newly identified community partners and all employees in every division and to promote DEI-related activities. Include expanded outreach tactics (text messaging, social media, print, website, front desk counter displays, etc.) to promote DEI initiatives.
- **Recommendation #6:** Reinstatement of a DEI Newsletter or create the DEI Section of the agency newsletter and maintain a regular publication schedule of DEI content. Celebrate wins and engage employees.
- **Recommendation #7:** Adopt clear definitions of Diversity, Equity, and Inclusion among all internal collaborators and partners so that everyone is on the same page and understands what DEI is and why it is important.
 - REDI has developed a DEI Glossary, which should be incorporated into Employee Training materials, Customer Relations Policies (EL-2), Human Resources Policies (EL-3), Procurement Policies (EL-5), Asset Management Policies (EL-6), Communication Policies (EL-7) and Inclusion, Equal Employment Opportunity, Discrimination/Harassment Prevention and Diversity Policies (EL-8), to further align the agency's understanding and commitment to DEI.
- **Recommendation #8:** Consider the establishment of a DEI Ombudsperson to receive, track, and respond to anonymous complaints/concerns and provide feedback on DEI metrics. Track the number and type of complaints/feedback, and their respective resolution over time.
 - This can be supported by a directive in Governing Board Policy EL-8 Inclusion, Equal Employment Opportunity, Discrimination/Harassment Prevention, and Diversity.
- **Recommendation #9:** Update the Valley Water Workforce Development Program (Document No. Q622S03) to align with newly mandated Administrative Policies requiring mandatory Unconscious Bias Training for all employees, and with Individual Development Plan and performance goals.
- **Recommendation #10:** Implement a socially responsible investment policy such that Valley Water increases capital invested in diverse-owned companies and investment portfolios by diverse-led managers. Investing in asset managers that embrace DEI is also

important. Examples could include investing in underserved communities of color or in the care economy¹.

- Governing Board Policy EL-4.7, may be expanded under the Treasury, Investment, and Debt Management section to clearly guide a DEI-centered investment strategy.
- **Recommendation #11:** Establish and track DEI metrics by business unit and engage unit leaders in conversations regarding diversity.
- **Recommendation #12:** Support the zero-tolerance policy for harassment and discrimination through additional training or messaging to ensure agency-wide awareness of agency expectations and values.

A.2 Recommendations on Building Trust:

Recommendations R1 through R4, as shown below, in the TJC 2021 Equity Assessment Report are solid recommendations. They are basic building blocks necessary to build a trusting and inclusive work environment.

- **Recommendation #1:** Recognize the long-term scope of DEI and further invest in ongoing DEI capacity-building training/skill-building efforts with some potential focus areas including trainer-training for select staff so that the work can be perpetual and self-guided while building internal REDI leadership and capacity; specific training for managers; deeper or more tailored coaching/advising for senior management to become stronger advocates and communicators about DEI;
- **Recommendation #2:** Name and establish core competencies so that staff gain a concrete understanding of expectations for interpersonal behavior related to DEI (e.g., difficult/courageous conversations, empathy, active listening, self-awareness, etc.);
- **Recommendation #3:** Consider including feedback collecting and providing skills on all supervisors' or people managers' performance evaluations to incentivize keeping these skills sharp and encourage ongoing learning and development.
- **Recommendation #4:** Work to identify the extent of staff concerns about the fear of retaliation for speaking up about problematic workplace experiences and identify any specific sources that contribute to this perception; ensure staff are encouraged and empowered to report issues by expanding the non-retaliation policy to include workplace incidents that do not rise to the level of federal/state law violation.

¹ The care economy is the sector of the economy that is responsible for the provision of care and services that contribute to the nurturing and reproduction of current and future populations. More specifically, it involves childcare, elder care, education, healthcare, and personal social and domestic services that are provided in both paid and unpaid forms and within formal and informal sectors. Investing in the care economy disproportionately benefits women who do 31.7 hours of unpaid care work each week vs. 19.3 hours per week for men according to the Organization for Economic Cooperation and Development (OECD).

A.3 Staff Training

Additionally, we recommend the following with respect to staff training:

Agency Wide Training

- **Recommendation #1:** To create and maintain an environment of equity and inclusion, require all employees to participate at some level in a standardized DEI training program, beyond unconscious bias and compliance requirements, designed to increase awareness of equity and inclusion. This training program provides Executive Leadership with a dynamic platform for communicating the organization's commitment to DEI.
- **Recommendation #2:** Evaluate impacts of the implementation of Unconscious Bias training at all levels to inform future needs for adjustments. Include metrics in every Employee Work Plan/Individual Development Plan to include mandatory Diversity Uncovered and Unconscious Bias training and other DEI initiatives and to monitor compliance. This recommendation may be addressed by *expanding* the directive of the Governance Policies of the Board, Human Resources Policy Number 3.5, to include mandatory Unconscious Bias Training:
 - "I-EL-3.5. a. ii. - Every employee's Work Plan must incorporate health and safety goals and targeted outcomes."
 - "I-EL-3.5. a.v. - Employees must attend mandatory safety training when identified and scheduled."
 - "I-EL-3.15.c. -Ensure required training is available to employees (e.g., technical training, health and safety training, other mandatory training)."

Effective training can support organizational efforts to *shift* its culture through information and engagement to foster diversity, equity and inclusion that leads to belonging.

B. TALENT ACQUISITION & RETENTION

Human Resources (HR) policies and procedures, especially those in recruiting, seem to be aligned with industry best practices. Valuable information is collected and stored by HR, which may be a valuable tool to inform strategy and evaluation of Diversity, Equity, Inclusion and Belonging.

In addition to mainstream digital and campus recruiting, Valley Water actively recruits at affinity organizations and their affiliate collegiate chapters such as the National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers, (SHPE), and Society of Women Engineers (SWE). Additionally, Valley Water has begun to recruit at Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs) more intentionally.

A recruitment challenge Valley Water must recognize is that the candidates they engage with at these forums are extremely sought after. Agencies and businesses across the country recognize the power and benefit of a diverse workforce and have made it their mission to utilize these organizations to recruit diverse talent. These candidates tend to choose to interview with companies they are familiar with or whose names they recognize. Google, Amazon, Meta, and the like are not only easier for candidates to relate to, but they also have significant recruitment budgets. To compete in the labor market, Valley Water can capitalize on the criticality of its mission—water is life—especially as growing climate change concerns impact the supply of safe drinking water.

Here are some recommendations that can be taken to strengthen connections with HBCUs and MSIs:

- **Recommendation #1: Strengthen relationships with Deans and key professors.** High-performing students are well-known to deans and key professors. If they have intimate knowledge of your organization and understand your search, they will gladly match and refer the right students to the organization. Consider formalizing the process through an expanded referral incentive program to include educational partners.
- **Recommendation #2: Make sure your branding is seen as much as possible on the campus.** When engaging a campus through sponsorships, funding, and information sessions, be sure that your brand is well-represented and very visible. Consider sponsoring an event during Engineering Week or Earth Day to continue to build awareness and strengthen the relationship.
- **Recommendation #3: Focus on a few institutions.** Campus recruiting takes time, effort, and dedication. It is recommended to focus on institutions that you might already have a connection with through research or alumni to get the best return on your initial investment. Then, use those successes and relationships to expand into other institutions and continuously improve the recruiting model.

- **Recommendation #4: Make sure your representatives represent you well.** When engaging women, people of color, and marginalized communities, it matters when the people you are recruiting see themselves (ethnicity, gender, sexual orientation) represented in the team sent to recruit them. It is an opportunity for you to show the diversity that exists at Valley Water and to signal to candidates that diversity matters to the agency. Continue to seek support from the ERGs within Valley Water to assist in outreach and messaging. Your representative at career fairs and recruitment events do not have to be professional recruiters, but they do need to be individuals that are knowledgeable about the agency and the hiring process.

For Valley Water, a significant hurdle for candidates located outside the Bay Area is the cost of living. It becomes a value proposition for the agency to consider in terms of attracting and retaining new talent or only recruiting from campuses local to the Bay Area. Water agencies such as Valley Water offer a stable career, competitive entry-level salary and benefits, and meaningful projects, but when competing with widely known Silicon Valley companies, this may no longer be enough to attract talent.

B.1 Recommendations on Recruiting:

- **Recommendation #1:** Develop an apprenticeship program in the operations ranks to act as an internship type of program.
- **Recommendation #2:** Deepen relationships with Historically Black Colleges & Universities (HBCUs) and Minority Serving Institutions (MSIs).
- **Recommendation #3:** To the extent allowed by the limitations set forth by labor agreements, memorandum of understanding (MOUs), and other applicable regulations, expand and deepen relationships with affinity organizations like National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers (SHPE), Society of Women Engineers (SWE), American Indian Science & Engineering Society (AISES) and explore opportunities to offer screening interviews on the spot at recruitment fairs.
- **Recommendation #4:** Re-engage the ERGs with ties to the outside community in outreach for future candidates. Establish clear operating procedures, structure, budget, goals, and working relationships with other key departments including HR and REDI.
- **Recommendation #5:** Develop a proactive strategy for outreach and recruitment of women, people of color, and individuals in marginalized and disenfranchised communities (including but not limited to veterans, military status, people with disabilities, cognitive ability, prior involvement with the justice system and persons in recovery) that are not well represented at Valley Water.
- **Recommendation #6:** Update the Valley Water Recruitment Worksheet, FC 1731.
 - Update the Job Posting Instructions Section to include “Provide an overview of Valley Water work culture and commitment to DEI.” This ensures a standardized

recruitment effort that communicates the importance of DEI at all stages of employee engagement from recruitment, through onboarding, to promotion, and retention.

- Update the Recruitment Advertising Plan to align with new outreach methods, such as posting via educational partnerships (schools, colleges, universities), ensuring consistency in recruitment efforts. Include new sourcing sites such as LinkedIn, Indeed Resumes, and Neogov.
- **Recommendation #7:** Write a REDI statement and add it to all job postings clearly expressing DEI as an organizational priority. This statement should go beyond legally required non-discrimination statements.
- **Recommendation #8:** To reduce perceptions of favoritism and nepotism, clarify what the current hiring process is and share any relevant policies with staff for transparency.

To foster a culture of equity and inclusion, all employees must have equitable access to training and development resources. Some ways to improve retention and ensure equity are indicated here.

B.2 Recommendations on Retention:

- **Recommendation #1: Career Path Counseling.** Employees should be presented with a clearly defined roadmap for development and growth within the organization based on their business unit. Included in that roadmap should be the minimum requirements for advancement and the resources available to assist the employee in meeting those requirements.
- **Recommendation #2: Shadowing.** Shadowing provides employees an opportunity to gain insight into different job positions within the same agency. If a new employee shadows a long-term staff member, they might gain valuable experience by observing how that individual conducts their work tasks and follows company policy. This can help position them for promotional opportunities.
- **Recommendation #3: Expansion of Training.** To promote equity in promotional opportunities, Valley Water can expand its training program beyond just managers, to all staff, at all levels.
- **Recommendation #4: Data Disaggregation.** Look for ways that Administration and IT can support disaggregated data collection and analysis to track retention efforts by units and demographics to better understand those leaving the agency. Recruitment efforts would be better targeted if there was an understanding of who is leaving the agency.

B.3 Recommendations for Promotion:

The following recommendations support Valley Water in providing equitable promotional access to underrepresented groups.

- **Recommendation #1:** Actively track Promotional Data to include employee demographics and promotions by area/business unit. This will enable a more accurate assessment of promotional activities to identify trends and track progress.
- **Recommendation #2:** Update Governing Board Policy EL-3, Recruitment and Employment Section, and Succession Planning Section to require periodic reporting to the D&I Ad Hoc Committee and/or Board on agreed-upon DEI performance metrics related to recruitment and promotions.
- **Recommendation #3:** Create a comprehensive plan to expand outreach, marketing, and partnerships to increase equitable access to opportunities and bolster the diversity of the applicant pool.
- **Recommendation #4:** When there are staff openings, ensure that existing staff know of all opportunities through multiple channels like an employee and organizational newsletter, bulletins, staff announcements, etc.
- **Recommendation #5:** Examine the current minimum educational and professional qualifications for all roles within Valley Water. This process can include an audit of which qualifications are needed and which are a barrier to equitable hiring.
- **Recommendation #6:** Implement increased transparency about processes and procedures for performance reviews, management of realistic workloads, and skills and growth opportunities as they relate to opportunities to move up in the organization.
- **Recommendation #7:** Assess the root cause(s) of voiced staff concerns about the fear of retaliation for speaking up about problematic workplace experiences and develop targeted strategies to resolve issues.
- **Recommendation #8:** Conduct an annual analysis of hiring decisions wherein data is disaggregated by race and gender and other non-job relevant factors to monitor for potential concerns and evaluate progress.
- **Recommendation #9:** Codify and increase transparency in promotion, professional development, and succession policies, protocols, and practices; make this information easily accessible and communicate during onboarding and with some frequency year after year.

C. CONTRACTS & PROCUREMENT

The analysis and insights presented here are based on wide-ranging industry experience and best practices.

Valley Water recognizes that it is an important part of the Santa Clara County business community. Each year, Valley Water contracts out millions of dollars in services from vendors, professional services firms, and contractors. Achieving DEI means that all members of the business community have equitable access to the opportunities presented by Valley Water. Further, as a large-scale purchaser in the county, Valley Water should continue to explore the best ways to strengthen the accessibility of contracting opportunities diversely by ownership of the firms and by their size. Currently, Valley Water awards preference points to verified local businesses and CA Dept of General Services Small Business.

The following table is a summary of vendors doing business with the Santa Clara Valley Water District by vendor type as of 2022. The available data indicate that the percentage (%) of the underserved vendor population is significantly smaller than its counterparts. Minority-Owned Business Enterprises (MBEs) make up about 9% of the total vendor population. While self-identified Women-Owned Business Enterprises and Disadvantaged Business Enterprises make up about 7.3% and 6.1%, respectively, Disabled Veterans' Business Enterprises account for 1.5% and Federal Small Disadvantaged Business Enterprises are 2.3% of all vendors.

Santa Clara Valley Water District - Vendor Certification Report Detail (as of 11/28/22)

Vendor Type	Number of Vendors	% of Total Vendors
Approved Local	1	0%
CA Dept of General Services Small Business	473	22%
Disabled Veteran Business Enterprise	38	2%
Disadvantaged Business Enterprise	152	7%
Federal SBA Small Disadvantaged	58	3%
Local	361	17%
Micro Business	176	8%
Minority-Owned Business Enterprise	230	11%
Registered DIR Public Works Contractor	388	18%

Very Small Business Enterprise	78	4%
W-9 Approved	43	2%
Woman-Owned Business Enterprise	183	8%
Total vendors	2,181	100%

Contracting & Small Business Support – Small local businesses, including those owned by protected classes, are critically important to the County’s economic vitality and should have equitable access to opportunities. According to the US Business Administration, in the four quarters following the COVID recession, small businesses gained 5.5 million jobs, making up 60% of the lost jobs. Furthermore, in the last 25 years, small businesses have accounted for two out of three jobs created.² Small businesses are especially critical to local economies. Small local businesses reinvest a higher percentage of their company revenues into the Santa Clara County community, resulting in the multiplier effect. This occurs not only by paying rent and taxes on their local offices in Santa Clara County but also by hiring local staff, who in turn also pay rent or property tax in the County, as well as send their children to local schools, frequent local grocery stores, and restaurants, and support local charities. Hiring locally and diversely is an excellent way in which Valley Water can support Santa Clara County’s economic health.

Ensuring equitable access to opportunities among small, local, and historically underrepresented businesses can be accomplished through a comprehensive program that eliminates historical barriers to entry. Today, Valley Water is exploring opportunities to broaden the participation of small and local businesses, including women and minority-owned businesses. One such opportunity is our Small Business Outreach Program which has been updated to comply with state regulations and will be reintroduced in bid advertisements for upcoming Valley Water construction contracts. The Program provides construction contract bidders with a preference based on their certification as a Small Business Enterprise (SBE) or on the bidder's efforts to contract with SBE subcontractors. In addition, Valley Water has engaged the services of a third-party vendor to provide expanded business outreach and training assistance to small businesses.

² Source: Office of Advocacy. (2022, April 26). Small Business Facts: Small Business Job Creation. *US Small Business Administration*. Retrieved from <https://advocacy.sba.gov/2022/04/26/small-business-facts-small-business-job-creation/>

C.1 Recommendations on Contracting/Procurement:

The following recommendations are based on wide-ranging industry experience and best practices.

- **Recommendation #1: Technical Assistance Program.** Provide a Technical Assistance Program that can help the small local business community to provide technical and other support that will eliminate upfront barriers faced by contractors that are traditionally underrepresented in the applicant pool.
- **Recommendation #2: Contract Size.** Small businesses, while employing people with vast experience and knowledge, sometimes lack the resources to prime large-scale efforts. These resource limitations could include staff size, bonding, insurance, firm experience, etc. While it is easier for the owner to bundle as much work under one contract as feasible and has only one entity to manage, this ensures that only large contractors can bid on the work. While these large contractors may be incentivized to hire small local firms, they do so under the terms and conditions set by the prime. Often, that prime will flow down the provisions and requirements of their prime contract, placing a substantial insurance or bonding burden on the subcontractor. This better protects the large prime firm but erodes profitability for the small firm.
- **Recommendation #3: Unbundling.** Break down contracts to be bid on in smaller packages (where feasible) would increase the management burden on the owner, but it would allow smaller local businesses to compete as a prime for those smaller contracts. If successful in winning the work, these small businesses are given the opportunity to grow their business more efficiently, learn the ropes as a prime, and develop better relationships directly with the owner. As stated above, breaking down packages increases management responsibility, and the agency should recognize that and plan for a slight increase in staff or consultant support in the capital plan's implementation.
- **Recommendation #4: Master Services Agreement** Implement a Master Services Agreement (MSA) format for some Valley Water professional technical services to streamline the contract negotiation process and encourage the market to develop comprehensive teams whose ownership reflects the diversity of Santa Clara County.
- **Recommendation #5: Minimum qualifications.** Stated qualification on Requests for Proposals (RFPs) can act as a barrier to entry. While setting a high minimum qualification may be considered a way to protect the agency or simplify the bidding process, these can be accomplished without arbitrarily set requirements. For example, requiring a firm to have ten years of experience in a particular line of work would ensure that the firm has stability, but it would eliminate new firms that may have been formed by senior people who worked at larger firms but have ventured into business for themselves. For example, allowing ten years of experience by the firm, or the key staff

proposed by the firm would open competition without putting risk on the agency. Requiring that firms have completed three to five projects of comparable size is a barrier. Allowing similar projects of smaller value gives the agency candidate firms who know how to do the work but may not have done it at the scale proposed.

- **Recommendation #6: Rightsizing Qualification Criteria.** Requiring staff qualifications not required to complete the job limits the field of competition. For example, requiring that a project manager or construction manager possess a California Professional Engineers License (P.E.) is an undue burden on bidders. Traditionally, project managers and construction managers do not stamp drawings. There is an Engineer of Record that performs that duty. Often licensed engineers are more comfortable dealing with other licensed engineers, but there are significantly talented construction managers who have come up through their field experience and are better equipped than someone who has spent half their time designing and half in the field. Additionally, according to Zippia.com, 87% of P.E.s are male and 71% are White. Requiring a P.E. for non-design work significantly increases the chances that the candidate is a White male.
- **Recommendation 7: Set-Asides.** Valley Water can consider the options of set-asides whereby work is not only broken down into smaller packages but is also set aside to be bid on ONLY by small businesses. This prevents large firms from coming in and “buying” the job by underbidding the competition to prevent the smaller firms from gaining the independence they could get from priming work. This has been successfully implemented in the City of San Francisco through its micro-business program.
- **Recommendation #8: Insurance and Bonding.** Because small businesses are limited in the size of insurance and/or bonding they can obtain, the agency can investigate the option of an Owner Controlled Insurance Program (OCIP), or a Contractor Controlled Insurance Program (CCIP) for large programs like Valley Water’s Purified Water Program instead of making the insurance/bonding requirement the responsibility of the contractor.
- **Recommendation #12: Prop 209 & Subcontracting Goals.** We are acutely aware of the challenges public entities face in their efforts to help historically disadvantaged businesses in the post-Prop 209 era in California, which does not allow agencies to make procurement decisions based on sex, color, ethnicity, or national origin. Agencies are not precluded from setting goals or making decisions based on locality or size. In many jurisdictions throughout California, especially urban areas, many small local businesses are owned by people in protected classes. For larger contracts, Valley Water should establish and enhance goals for small/local business participation program. We recommend that Valley Water retain the services of a consulting or legal firm that has assisted in developing such programs in other majority jurisdictions in California. The program would ultimately set goals for contract participation (by percentage) of

small/local firms in the execution of Valley Water contracts. Goals would be set by the type of work and availability of small/local firms to execute that type of work. The selection of bidders would be influenced by the proposer's commitment to reach the goals set in the solicitation.

Valley Water should exercise healthy skepticism about advice and counsel received that suggests California's Proposition 209 prohibits public agencies from reaching out to or assisting minority-owned or historically disadvantaged businesses. Public agencies throughout the state are actively engaged in these various types of innovative outreach efforts to assist minority-owned businesses.

D. CAPITAL IMPROVEMENT PROGRAM (CIP)

Valley Water’s mission includes providing safe, clean, accessible water, flood protection and environmental stewardship in their service area. Valley Water believes environmental stewardship of the natural environment is critically important; therefore, the integration of environmental justice practices in its operations is essential, especially to ensure the equitable distribution of benefits and to avoid disproportionate burdens on historically underserved and environmentally burdened communities. A critical component to carrying out this mission is the Capital Improvement Program. The planning and programming of capital improvements in the public sector have been historically driven by three metrics: cost, schedule, and impacts on the level of service. In isolation, these metrics do not necessarily produce outcomes that are in alignment with environmental justice(EJ) practices. At Valley Water, the recent initiatives to institutionalize environmental justice practices will facilitate the improvement of EJ outcomes for all communities.

A Triple Bottom Line approach to the decision-making process may be a useful framework for Valley Water and help make the process more transparent to avoid misunderstandings. The Harvard School of Business defined Triple Bottom Line as a business concept that posits firms should commit to measuring their social and environmental impact—in addition to their financial performance—rather than solely focusing on generating profit, or the standard “bottom line.”

In the public and nonprofit sectors, this sustainability-driven business approach is reframed as people, planet and prosperity. At places like Valley Water, where profit is not a driver for business activities, prosperity refers to the agency's ability to successfully meet its mission in a fiscally responsible and ethical manner that protects public resources. Using a triple bottom line or similar process is consistent with Valley Water’s values because it aligns with its mission of providing safe, clean, reliable water (prosperity), consideration of environmental justice (people) and environmental stewardship (planet), all critical factors early and throughout the planning and decision-making process.

A decision-making and performance assessment framework that emphasizes people, planet and prosperity also makes the responsibility for the implementation of the Board’s EJ policy everyone's responsibility throughout the agency.

D.1 Recommendations for Capital Improvement Program:

- **Recommendation #1:** Audit or review existing facilities and operations to determine if there are and continue to be undue negative impacts on communities.
- **Recommendation #2:** Develop an EJ framework to integrate into the Capital Validation Process (Document No. Q-710-034). The purpose of this process is to validate capital project ideas before inclusion in the Capital Improvement Program (CIP). This process forms the gateway into Valley Water’s 5-year CIP, and for projects that are already in the CIP, the Project Validation process serves as a gateway between progressive project phases (proposed projects, CIP Planning Phase, CIP Design Phase) to ensure the soundness of continued investments in a project.
- **Recommendation #3:** Integrate the EJ Framework into the Valley Water Planning Phase WBS Item Descriptions (Document No. W-730-124).
- **Recommendation #4:** The agency should implement a Triple-Bottom-Line review of all future capital projects and major operational changes.
- **Recommendation #5:** Unbundle or break up large contracts into smaller units to make it more feasible for small businesses to compete for these opportunities. Requirements associated with larger contracts often disqualify smaller firms at the front-end of the process.
 - Update Governing Board Policy EL-5.2 “Competitively procure, on the basis of demonstrated competence and professional qualifications, all architectural, landscape architectural, environmental, engineering, land surveying, and construction project management services” to reflect preferences for disadvantaged businesses.
 - Update Governing Board Policy EL-5 to define what constitutes “small and local businesses”
 - Update Governing Board Policy EL-5.9 “Provide access to opportunities for small and local businesses in providing services to the district” to include prescriptive language, such as a minimum small business enterprise utilization goal on large contracts valued at over \$500,000.
- **Recommendation #6:** For professional services, consider lowering the threshold of experience on past contracts at \$2 million or less. This will open the pool of eligible small businesses that may compete.

E. ENVIRONMENTAL JUSTICE (EJ)

To understand the context of environmental justice, one must first understand environmental racism. According to Green Action (non-profit organization), environmental racism refers to the institutional rules, regulations, policies, or government decisions that deliberately target certain communities for locally undesirable land uses and the timid enforcement of environmental laws resulting in communities, typically low-income communities of color, being disproportionately exposed to pollution, toxic and hazardous waste and other environmental harms that create health problems. Environmental justice is the movement to highlight, expose, organize, and fight against environmental racism.

In recent work, EJ has been divided into three concepts: distributive justice, procedural justice and recognitional justice. These concepts can be briefly described as follows:

- **Distributive justice** analyzes actions taken upon communities and the fairness of distribution of benefits and negative impacts that resulted from these actions. One could also study the demographics of these communities at the times the actions were taken, and the historical or generational impacts of these actions.
- **Procedural justice** analyzes the decision-making process that led to these actions. Was there fair participation afforded in the decision-making process? Do procedures provide for equitable influence on decision makers from all impacted members of a community?
- **Recognitional justice** analyzes the sentiments of the residents of a community. After procedures have been followed and actions taken, do members of a community have a sense of justice? Do they feel as though the process was fair and the outcome was just?

In operationalizing the EJ priorities at Valley Water, care must be taken to develop a procedure for community input that is equitable and timely. This ensures that the input is not just offered at the end of a project, but also throughout the planning phases in the development and refining of viable options. The decisions that come from these procedures should be audited or reviewed to determine the distribution of benefits and negative impacts to individual communities and the parity of that distribution. Finally, Valley Water should have continual engagement with the community to understand their sense of whether they have been treated fairly.

Additionally, Valley Water should consider auditing or reviewing its historical decisions and determine if any past distribution of impacts warrants reasonable remediation. For example, where facilities might negatively impact communities, can those facilities be improved to reduce those impacts? Where communities have lacked services such as flood protection, is there a way to compensate for historical lack of service by emphasizing those communities in future funding decisions?

E.1 Recommendations for Environmental Justice:

- **Recommendation #1:** Determine if there have been historical or contemporary environmental justice concerns resulting from implemented Valley Water projects/services and determine if corrective action is necessary and feasible.
- **Recommendation #4:** Implement training specific to the historical context of environmental justice and its impact on water delivery and water quality in Santa Clara County to ensure staff awareness.
- **Recommendation #5:** Encourage the Finance/Grants Administration Program and Office of Government Relations to identify and apply for state and federal grants that support DEI/EJ projects and programs. Senior leadership should work closely with their legislative team/registered lobbyist to identify funding that supports projects in disadvantaged communities.³
- **Recommendation #7:** Ensure that policy, budgets, portfolios, and programs are developed in accordance with community priorities, informed by a perspective on historical and existing inequities.
- **Recommendation #8:** Building on the Social Vulnerability Index, which measures vulnerability using socioeconomic status, household composition and disability, minority status and language, and housing and transportation, Valley Water can build upon, customize and expand on this tool using environmental justice frameworks informed by historical contexts of injustice for communities of color in Santa Clara County.
- **Recommendation #9:** Align budgets to support Valley Water's values through the DEI initiative to staff data collection and analysis of disparities. Develop and implement a budget equity assessment tool to help guide departments in evaluating the equity impacts of their whole budget.
- **Recommendation #10:** Legal/Counsel should collaborate with REDI to avoid overemphasizing compliance and liability over transparency and transformation.

³ For example, in January 2023, the U.S. Environmental Protection Agency (EPA) announced the availability of approximately \$100 million for projects that advance environmental justice in underserved and overburdened communities across the country. This funding, made possible through President Biden's Inflation Reduction Act, marks the largest amount of environmental justice grant funding ever offered by the Agency. EPA has published two Requests for Applications for this funding through the Environmental Justice Collaborative Problem-Solving (EJCPS) Cooperative Agreement Program and the Environmental Justice Government-to-Government (EJG2G) Program.

F. PUBLIC OUTREACH & COMMUNITY ENGAGEMENT

Valley Water is very proactive in their efforts to disseminate information to the public. They implement a combination of traditional and digital means of communication in multiple languages including, but not limited to, English, Spanish, Vietnamese, and Chinese, representing the communities in Santa Clara County. Examples of communication include:

- Social media-based platforms like Facebook, Next Door, LinkedIn, YouTube, and Twitter
- Websites and Blogs
- Mailers, flyers, fact sheets, brochures, and other outreach collateral

Additionally, Valley Water has a Speaker's Bureau and participates in various community meetings, making itself available to the general community.

There is a concerted effort for Valley Water to engage with youth through educational programming and leadership opportunities. Educational programming is delivered in the classroom from preschool age through college. The Valley Water Board also created a Youth Commission with three members from each of the seven districts, which provides leadership to local youth interested in water and environmental stewardship.

The Valley Water Board and Executive leadership take opportunities to highlight people and accomplishments from within various communities, as they did at the end of 2022 by recognizing the first African American woman to be appointed as Brigadier General in the Army Corps of Engineers.

F.1 Recommendations on Public Outreach & Community Engagement:

- **Recommendation #1:** Continue proactive engagement with all communities to ensure all public-facing communication and education align with current populations, needs, and demographic changes.
- **Recommendation #2:** Expand messaging in the community's commonly spoken languages through various channels including social media and other channels where the public receives news in other non-English languages.
- **Recommendation #3:** Invest in additional translation and/or interpretation as needed for public events and meetings to address barriers to participation and attendance.
- **Recommendation #4:** Intentionally amplify existing public art and culture efforts into Valley Water capital improvement projects.
- **Recommendation #5:** Ensure there are communications staff to respond to the various languages in the community. For instance, in interviews with Valley Water staff, it was

strongly recommended that Valley Water hire more Vietnamese-speaking staff to help the agency more effectively engage with the Vietnamese community.

- **Recommendation #6:** Design and implement a program where ERGs can be more effectively utilized as Valley Water ambassadors in their community engagement activities.
- **Recommendation #7:** Develop a comprehensive community outreach and engagement framework or plan that includes environmental justice best practices, tools and resources needed to engage all communities, especially communities of color, low-income communities, and indigenous groups, in alignment with the updated Governance Policies of the Board.
- **Recommendation #8:** Continue to organize activities around cultural celebrations and holidays now that more people are returning to the physical workplace.
- **Recommendation #9:** Formalize Valley Water’s tribal engagement practice through the adoption of formal tribal policy and other guidelines and processes that foster cooperation and meaningful partnership with tribal communities.
- **Recommendation #10:** Focus on building trust to cultivate authentic, not transactional, relationships that can more effectively engage and mobilize the community and eliminate inequities. Be intentional in designing engagement processes that support desired outcomes of the community
- **Recommendation #11:** To promote diversity and engagement with the community, reduce barriers to engagement and attendance of meetings by scheduling them at conducive times for the public, provide options for virtual participation, and offer translation services in commonly spoken languages.
- **Recommendation #12:** Consider the development and implementation of optional stipends or other compensation programs for community members serving on committees and providing subject matter expertise to enable participation from all communities.

G. GRANTS

In November 2020, voters in Santa Clara County overwhelmingly approved Measure S, a renewal of Valley Water’s Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water Program). The program was first passed by voters in 2000 as the Clean, Safe Creeks and Natural Flood Protection Plan, then again in 2012 as the Safe, Clean Water and Natural Flood Protection Program. The renewal of the Safe, Clean Water Program will continue to provide approximately \$47 million annually for local projects that deliver safe, clean water, natural flood protection, and environmental stewardship to all the communities in Santa Clara County.

In the renewed Safe, Clean Water Program, funding for community grants and partnerships was reorganized and consolidated under Project F9: Grants and Partnerships for Safe, Clean Water, Flood Protection and Environmental Stewardship. Project F9 includes four Key Performance Indicators that identify annual funding for standard grants, water bottle filling stations, mini-grants, and partnerships.

G.1 Recommendations on Grants:

- **Recommendation #1:** Actively track data points for grants to include the dollar amount of grants, grant type, and demographics of grant recipients and demographics of the beneficiaries of the grant program. This will enable a more accurate assessment of grant distribution to identify trends and gaps to achieve equity in grant-making.
- **Recommendation #2:** Continue to implement the program and expand outreach to promote DEI benefits of grant programs as captured in the Grants Project Evaluation Criteria, outlined in the FY22 Standard Grant Guidelines Criterion 4: “Market Potential Impact”; Criterion 7: “Diverse Applicant Pool”; Criterion 8: “Environmental Justice”. This raises the visibility of Valley Water’s commitment to DEI initiatives and can serve as a marketing tool to attract future applicants invested in DEI projects.
- **Recommendation #3:** Increase outreach to potential grantees that serve communities with the lowest median income for Santa Clara Valley.
- **Recommendation #4:** Develop and implement Disadvantaged Community (DAC) priority system considerations in grant evaluations that give priority or special consideration to projects whose primary purpose serves DACs and not just projects that find a creative way to include DAC communities as an add-on.
- **Recommendation #5:** Include, as part of the grant agreement's project deliverables, the required demographic data of participants to enable the team to better assess the impact to disadvantaged communities. This deliverable should be clearly articulated in the application process and tracked as part of progress reports.

While some employees expressed concerns over the inequitable distribution of grants, we did not see a concern here. Valley Water held a series of community workshops to inform the public of eligibility and process.

Grants Distribution by Location and Amount:

CITY	# GRANTS BY PROJECT LOCATION	AMOUNT AWARDED BY PROJECT LOCATION	# GRANTS BY COMMUNITY SERVED	AMOUNT AWARDED BY COMMUNITY SERVED	POPULATION	MEDIAN HOUSEHOLD INCOME
Virtual	13	\$ 371,469.50	20	\$ 406,649.50	N/A	N/A
Countywide	27	\$ 1,759,831.14	62	\$ 3,184,541.28	1,808,671	\$ 130,890
Campbell	8	\$ 98,819.28	6	\$ 88,819.28	42,754	\$ 122,644
Cupertino	23	\$ 1,795,241.56	17	\$ 1,715,241.56	58,622	\$ 182,587
Gilroy	19	\$ 1,546,002.11	17	\$ 1,657,872.61	58,101	\$ 107,729
Los Altos	12	\$ 701,370.00	11	\$ 696,372.00	38,700	\$ 240,094
Los Altos Hills	11	\$ 782,139.60	10	\$ 732,199.60	8,295	\$250,000+
Los Gatos	12	\$ 1,237,969.28	9	\$ 1,222,969.28	32,538	\$ 156,270
Milpitas	11	\$ 363,176.12	12	\$ 445,046.62	79,666	\$ 137,000
Monte Sereno	1	\$ 35,088.00	1	\$ 35,088.00	3,396	\$250,000+
Morgan Hill	20	\$ 1,897,845.60	15	\$ 1,959,716.10	45,342	\$ 128,373
Mountain View	22	\$ 1,891,120.03	19	\$ 1,811,120.03	81,516	\$ 144,116
Palo Alto	36	\$ 1,500,848.17	34	\$ 1,445,848.17	66,680	\$ 174,003
San Jose	90	\$ 6,873,096.01	86	\$ 6,752,506.51	983,489	\$ 117,324
Santa Clara	12	\$ 477,911.20	11	\$ 549,781.70	127,151	\$ 136,870
Saratoga	18	\$ 1,963,657.58	17	\$ 1,913,657.58	30,163	\$ 201,046
Sunnyvale	15	\$ 1,469,157.64	14	\$ 1,439,249.64	152,258	\$ 150,464

As shown above, there is a fair distribution of grants based on city populations, both in number and in dollar value, to the major cities within Santa Clara County.

Grant Distribution by Type:

CITY	TOTAL # GRANTS BY PROJECT LOCATION	Standard Grant	Partnership	Mini-Grant	Refill Station Grant	AMOUNT AWARDED BY PROJECT LOCATION	TOTAL # GRANTS BY COMMUNITY SERVED	Standard Grant	Partnership	Mini-Grant	Refill Station Grant	AMOUNT AWARDED BY COMMUNITY SERVED	POPULATION	MEDIAN HOUSEHOLD INCOME
Virtual	13	6	0	7	0	\$ 371,469.50	20	6	0	14	0	\$ 406,649.50	N/A	N/A
Countywide	27	17	4	6	0	\$ 1,759,831.14	75	40	7	28	0	\$ 3,184,541.28	1,808,671	\$ 130,890
Campbell	8	2	0	6	0	\$ 98,819.28	6	2	0	4	0	\$ 88,819.28	42,754	\$ 122,644
Cupertino	24	15	0	9	0	\$ 1,795,241.56	17	14	0	3	0	\$ 1,715,241.56	58,622	\$ 182,587
Gilroy	19	11	1	7	0	\$ 1,546,002.11	17	12	1	4	0	\$ 1,657,872.61	58,101	\$ 107,729
Los Altos	12	8	0	4	0	\$ 701,370.00	11	8	0	3	0	\$ 696,372.00	38,700	\$ 240,094
Los Altos Hills	11	11	0	0	0	\$ 782,139.60	10	10	0	0	0	\$ 732,199.60	8,295	\$250,000+
Los Gatos	12	6	1	5	0	\$ 1,237,969.28	9	6	1	2	0	\$ 1,222,969.28	32,538	\$ 156,270
Milpitas	11	7	0	3	1	\$ 363,176.12	12	7	0	4	1	\$ 445,046.62	79,666	\$ 137,000
Monte Sereno	1	1	0	0	0	\$ 35,088.00	1	1	0	0	0	\$ 35,088.00	3,396	\$250,000+
Morgan Hill	18	12	0	4	2	\$ 1,897,845.60	15	12	0	1	2	\$ 1,959,716.10	45,342	\$ 128,373
Mountain View	22	16	1	5	0	\$ 1,891,120.03	19	14	1	4	0	\$ 1,811,120.03	81,516	\$ 144,116
Palo Alto	36	22	0	14	0	\$ 1,500,848.17	34	21	0	13	0	\$ 1,445,848.17	66,680	\$ 174,003
San Jose	90	49	5	36	0	\$ 6,873,096.01	84	49	5	30	0	\$ 6,752,506.51	983,489	\$ 117,324
Santa Clara	12	5	0	7	0	\$ 477,911.20	11	5	0	6	0	\$ 549,781.70	127,151	\$ 136,870
Saratoga	18	17	0	1	0	\$ 1,963,657.58	5	4	0	1	0	\$ 1,913,657.58	30,163	\$ 201,046
Sunnyvale	15	12	1	2	0	\$ 1,469,157.64	14	12	1	1	0	\$ 1,439,249.64	152,258	\$ 150,464

H. EMPLOYEE RESOURCE GROUPS (ERGS)

H.1 ERG Recommendations

To draw on an example of the effective use of ERGs, we can look to the Los Angeles Department of Water and Power (LADWP). At LADWP, ERGs play a critical role in employee recruitment. ERG participants develop relationships with the Historically Black Colleges & Universities (HBCUs), Minority Serving Institutions (MSIs), Society of Hispanic Professional Engineers (SHPE), Society of Women Engineers (SWE), National Society of Black Engineers (NSBE) and Black Engineer of the Year Awards (BEYA). The ERGs have established professional chapters at LADWP with significant employee membership. This provides a continuous pool of active and willing participants that can engage in outreach activities, without overutilizing volunteer employees. Clarity around roles and responsibilities, along with rotating participation at outreach events, provides employees with a purpose to help meet organizational goals of recruiting a diverse and skilled workforce.

Moreover, ongoing training of ERGs in recruitment and retention best practices would help meet the organization's changing needs to recruit diverse and qualified candidates. ERGs may engage in a wide range of activities that help to promote the benefits of working at Valley Water. They can help to market open employment opportunities and sustain a pipeline of potential candidates by establishing and maintaining key relationships with feeder organizations and the community at large.

Both the ERGs and the Office of Racial Equity, Diversity & Inclusion (REDI) are deeply committed to equity and inclusion, therefore, clarity around roles, responsibilities and opportunities will create synergy that will strongly benefit Valley Water and its employees. Continued funding and support of the ERGs is critical to this DEI initiative.

- **Recommendation #1:** Ensure alignment of the ERG process and practices with the recently reinstated ERG policy to eliminate ambiguity and confusion of scope.
- **Recommendation #2:** Update the ERG Leader Toolkit and guidelines to formalize the purpose, roles, and responsibilities of ERGs and their members.
- **Recommendation #3:** Establish formal partnerships with external professional associations and assess establishing chapters at Valley Water.
- **Recommendation #4:** Establish a formal ERG Orientation regularly (e.g., quarterly, biannually) to train ERG leadership and members and the role and responsibility of ERGs.
- **Recommendation #5:** Formalize the process for the inclusion of ERG review and input in the development of public collateral with DEI objectives.

- **Recommendation #6:** Establish an annual impact-based ERG assessment process to evaluate the cumulative impact of ERG activities.
- **Recommendation #7:** Conduct an inventory to evaluate the level of active and passive participation in ERGs at Valley Water.
- **Recommendation #8:** Establish an orientation program to recruit and prepare potential executive sponsors to better engage with ERGs.
- **Recommendation #9:** Develop a chartering/rechartering process to allow ERGs to sunset when they are no longer viable or relevant to the current workforce. Currently, Valley Water does not have guidance on the process for sunseting ERGs.

I. REDI (OFFICE OF RACIAL EQUITY, DIVERSITY, AND INCLUSION)

I.1 Overview

In 2020, Valley Water established the Office of Racial Equity, Diversity & Inclusion (REDI), a clear signal of the organization's commitment to fostering, promoting and advancing diversity, equity, and inclusion internally and in the communities Valley Water serves. To be successful, the role and scope of REDI should be clarified to ensure alignment with leadership priorities. REDI has the support of CEO Callender, his Executive Team, and the Board, which is key to its ultimate success. This support must be continually communicated to management and staff. The success of a DEI program also includes formalizing internal infrastructure and frameworks across business functions to steward DEI initiatives, including norms around relevant data collection and tracking in all business units, and establishing REDI liaisons to ensure that the advancement of DEI initiatives is a shared commitment throughout the agency.

The office is staffed with dedicated employees committed to its purpose to foster, promote, and advance diversity, equity, and inclusion in everything Valley Water does. REDI will accomplish this through various methods, including review and guidance on efforts that may knowingly or unknowingly perpetuate inequities, such as, for example, the agency-wide integration of environmental justice principles and engagement practices with Valley Water employees and communities.

Recommendations for REDI at this time include:

I.2 Recommendations for Supporting REDI

- **Recommendation #1:** Continue to support REDI work through commitment and appropriate resourcing.
- **Recommendation #2:** Continue to communicate the support from the CEO and Board.
- **Recommendation #3:** Take the opportunity of people returning to work to re-introduce and clarify REDI and its responsibilities to the entire workforce.
- **Recommendation #4:** Continue to offer REDI staff the opportunity for training and development in the latest developing best practices in DEI.
- **Recommendation #5:** Develop and implement DEI frameworks and analysis across units in the agency to assess the organizational infrastructure needed to operationalize DEI strategies, such as disaggregated data collection and tracking.
- **Recommendation #6:** Establish REDI liaisons within all divisions that interact with REDI to prioritize and operationalize DEI initiatives that specifically align with the unique needs and conditions of individual units.

- **Recommendation #7:** Identify DEI capacity-building training for REDI liaisons and other key personnel to help build organizational buying for DEI initiatives.
- **Recommendation #8** Expand the role of the tribal liaison to build relationships with local tribal communities; participate in outreach activities targeting recruitment efforts and high school and college students; and represent interests of tribal communities in decision-making such as grant awards committees, capital improvement program budget, contract awards, and long-range planning efforts. In addition, support the creation of an Employee Resource Group for Tribal/Indigenous representation.
- **Recommendation #9:** Apply an equity framework to assess data and key metrics across all focus areas generally, and business areas specifically. Data collection, analysis, progress measurement, and data-driven narratives are all powerful levers in driving equitable outcomes at Valley Water.
- **Recommendation #10:** Track equity progress over time. Systematically track, aggregate, and interpret data.
- **Recommendation #11:** Create an agency-wide DEI metrics dashboard in collaboration with all the business areas to maintain and host on the employee Intranet to track all DEI objectives, goals, and recommendations with the master plan and/or equity action plans.
- **Recommendation #12:** Consider the establishment of a staff advisory team to provide a structured opportunity for staff input and consultation on REDI initiatives, especially as these relate to the acknowledgment of culturally significant observances.

Section V - Next Steps

A. Approach to Development of Equity Action Plan

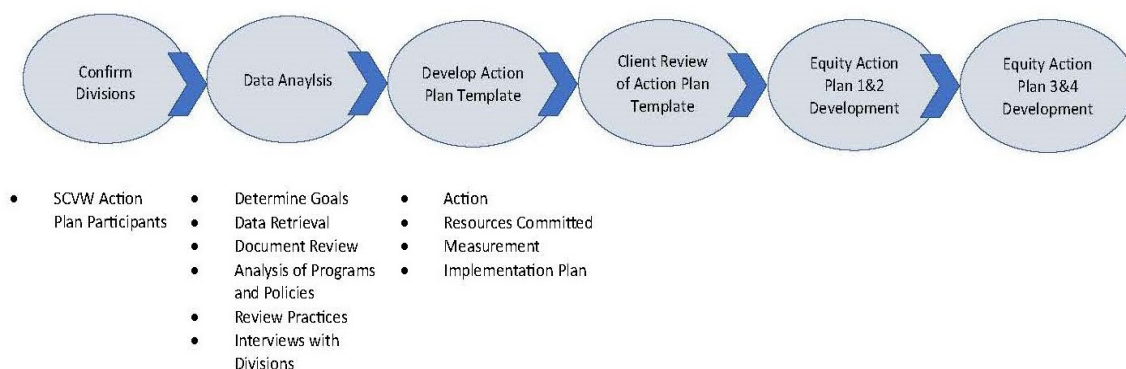
In the next phase of work, it is important to dive into the details of each functional business division at Valley Water. Through our interviews, we ascertain that some divisions have different opportunities to evolve their diversity, equity, and inclusion practices. As part of this DEI Strategic Master Plan process, the Cordoba team will develop and submit an **Equity Action Plan Template**. A tool to facilitate the creation of tailored Equity Action Plans by business units.

As a starting point for implementation of the Five-Year Strategic Master Plan recommendations, the Equity Action Plan Template should be used to develop individualized DEI Action plans for each division and business unit selected by Valley Water. Equity Action Plans should be unit-specific for two reasons: 1) the working conditions and staff composition of each unit varies, sometimes significantly; and 2) the current state of practice varies within business units. In developing Equity Action Plans, specific functional unit data should be analyzed to determine if additional data gaps exist. Relevant data sets and analyses will provide a clearer sense of what is happening within each unit with respect to the DEI initiative.

All Equity Action Plans should include the following components:

- What need/gap is being addressed
- What actions are needed
- What is the timeline required to achieve specific goals/recommendations
- What resources will be necessary
- Who is responsible/accountable for what
- How do we implement the action plans
- How do we measure success
- What impact will this plan have on the larger community
- How progress will be reported

B. Equity Action Plan Development Process



SECTION VI - Conclusions

Valley Water is a leader in the water industry with a deep history of service to the community. Over time, the composition of that community, their needs, and the general working environment have changed. Valley Water's leadership is committed to evolving the agency's culture to meet these changes. Additionally, Valley Water leadership wants to ensure that all actions by the agency equitably meet the needs of the communities they serve. This commitment is evidenced by the steps the organization has taken so far and the policies and actions that affirm their priority to continue to develop, maintain and foster a workplace where all individuals are treated with fairness, dignity, and respect; business is conducted in a manner that provides the highest quality of services to residents; and equitable opportunities are offered for engagement, participation, and contracting to all communities.

Recommendations outlined in this report seek to support the agency as it continues to evolve to meet the needs of its changing workforce and constituents. Initiating the next step of developing tailored Equity Action Plans for each business unit within the agency will require further evaluation and prioritization of the recommendations to ensure alignment with business needs and priorities. Equity action plans will make recommendations in this report actionable across the organizations and provide specific operational goals and metrics to help with the implementation and ongoing evaluation of progress.

Through these efforts, Valley Water has the opportunity to advance:

- **Social equity:** create great economic opportunity for communities that have been historically underserved,
- **Environmental justice:** begin to address environmental racism and ensure environmental justice is achieved in all communities,
- **Sustainability:** continue its legacy of environmental stewardship, and
- **Diversity & inclusion:** be an employer of choice throughout the Water Industry.

The plan that has been set forth by CEO Callender and the Board is an achievable plan and creates a model for other organizations to follow.

SECTION XI - APPENDICES

APPENDIX A

DEI GLOSSARY

Ally: Someone who makes the commitment and effort to recognize their privilege (based on gender, class, race, sexual identity, etc. – see “Privilege” below) and works in solidarity with oppressed groups in their struggle for justice. Allies understand that it is in their interest to end all forms of oppression, even those they may or may not benefit from in concrete ways. Allies commit to reducing their own complicity or collaboration in the oppression of those groups and invest in strengthening their knowledge and awareness of oppression.

Popular wisdom: The social group of less privilege that you work with might label you “An ally,” but it is bad form for you to claim the label for yourself.

Conscious Bias (Explicit Bias): Refers to our attitudes and beliefs about ourselves and a person or group on a conscious level. Positive and negative preferences for a particular group are conscious. Overt racism and racist comments are examples of explicit bias.

Discrimination: Actions and behaviors based on conscious or unconscious prejudice that favors one group over others in providing goods, services, or opportunities. Discrimination is the unfavorable or unfair treatment toward an individual or group based on race, sex, color, religion, national origin, age, physical and mental abilities, sexual orientation, gender identity or other protected classes under state or federal law.

Diversity: The wide variety of shared and different personal and group characteristics among human beings. These differences include but are not limited to ethnicity, religion, age, gender, class, culture, cognitive ability, physical ability, life experiences, family situations, veterans’ status, and sexual orientation.

Equity: Fair treatment, access, opportunity, and advancement for all people, while striving to identify and eliminate structural barriers that have prevented the full participation of some groups. Equity seeks to ensure that outcomes are improved for marginalized groups. Equity is a measure of justice. The principle of equity acknowledges that there are historically marginalized and underrepresented populations, and that fairness is needed to assist in providing adequate opportunities to all groups.

Inclusion: The measure of the quality of representation, such as full access, authentic expression, empowered participation, and true belonging. Inclusion is a qualitative measure of representation and participation. Inclusion is the first step to involving belonging which refers

to an individual's equitable access to information, decision-making processes, and networks. The act of creating environments where all individuals or groups can be and feel welcomed, respected, supported, and valued to participate fully. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. Authentically bringing traditionally excluded individuals or groups into processes, activities, and decision/policy making.

Intercultural Competency: Learning about and becoming allies with people from other cultures to broaden our understanding and ability to participate in a multicultural process. The critical element to becoming more culturally competent is to respect the ways that others live in and organize the world, and an openness to learn from them.

Intersectionality: An analysis of the connections between systems of oppression (e.g., racism and classism, racism and sexism) and how individuals experience those intersecting or compounding systems of oppression or privilege. Classifications such as gender, race, class, etc., cannot be examined in isolation from one another. Multiple identities can help clarify how a person can simultaneously experience privilege (unearned advantages) and oppression.

Microaggression: The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

People of Color: While it is crucial to identify people with their actual ethnicity, this is a collective term for referring to non-white racial groups. Racial justice advocates have been using the term “people of color” (not to be confused with the derogatory “colored people”) since the late 1970s as a unifying frame across different racial groups that are not White.

Privilege: A set of unearned benefits associated with people who fit into a specific social group. Society grants privilege to people because of certain aspects of their identity. A person’s identity can include race, class, gender, sexual orientation, language, geographical location, ability, documentation status, economic class, education, and religion, to name a few.

A couple of examples of privilege include:

- Heterosexual privilege: I can be open about my sexual orientation without worrying about harassment.
- White privilege: I am never asked to speak for all the people of my racial group.
- Christian privilege: I can expect to have time off work to celebrate religious holidays.
- Able-Bodied privilege: People don’t constantly assume I need help.

Race: A social construct that artificially divides individuals into distinct groups based on characteristics such as physical appearance (particularly skin color); ancestral heritage; cultural affiliation or history; or ethnic classification. Scientists agree that there is no biological or genetic basis for racial categories. However, the consequences of racial categorization are real, as the ideology of race has become embedded in our identities, institutions, and culture, and is used as a basis for discrimination and racial profiling. How one is racialized is a major determinant of one's socioeconomic status and life opportunities.

Racial Equity: Racial equity is the condition that would be achieved if one's racial identity is no longer a statistical predictor of outcomes for individuals or groups. When this term is used, it may imply that racial equity is one part of racial justice and thus also includes work to address the root causes of inequities, not just their manifestations. This consists of eliminating policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Racial Justice: The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. Racial justice — or racial equity — goes beyond “anti-racism.” It is not just the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures.

Systemic Racism: How history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy. This is based on racial and ethnic identities and allows the privileges associated with the dominant group and the disadvantages associated with the oppressed, targeted, or marginalized group to endure and adapt over time.

Unconscious Bias (Implicit Bias): The attitudes or stereotypes that affect our understanding, actions, and decisions unconsciously. They are activated involuntarily, without conscious awareness or intentional control. They can be either positive or negative. Everyone is susceptible. These biases stem from one's tendency to organize social worlds by categorizing.



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Santa Clara Valley Water District

CONFORMED COPY

File No.: 20-0690

Agenda Date: 9/22/2020

Item No.: 4.1.

BOARD AGENDA MEMORANDUM

SUBJECT:

Consider the July 27, 2020 Diversity and Inclusion Ad Hoc Committee Recommendation to Adopt a Resolution Addressing Systemic Racism and Promoting Equity and Present the Resolution to all Board Committees.

RECOMMENDATION:

- A. Consider the July 27, 2020 Diversity and Inclusion Ad Hoc Committee recommendations to adopt a Resolution Addressing Systemic Racism and Promoting Equity, and refer to staff to present the Resolution, if adopted, to all Board committees;
- B. Adopt the Resolution ADDRESSING SYSTEMIC RACISM AND PROMOTING EQUITY; and
- C. Refer to staff to present the Resolution, if adopted, to all Board committees.

SUMMARY:

In July, CEO Callender announced the creation of a new Office of Racial Equity, Diversity, and Inclusion (REDI) under the External Affairs division. The new office will include the existing Diversity and Inclusion Program, with an expanded goal to break down any organizational barriers that enable systemic racism, and instead promote a culture of racial equity. This office will ensure that racial equity, diversity and inclusion practices are all equally reflected both internally and externally to better serve all communities within Valley Water's service area.

On July 27, 2020, the Diversity and Inclusion Ad Hoc Committee convened to hear a presentation from the new Office of Racial Equity, Diversity and Inclusion (REDI) and consider a new draft resolution (Attachment 1) on Addressing Systemic Racism and Promoting Equity. The ad hoc committee suggested clarifying the intent by broadening the language under equity to include gender and gender identity bias as well; therefore, staff made several adjustments to the resolution title and within the language of the resolution based on this feedback to improve upon the draft that was presented.

Attachment 3

Page 1 of 10

This resolution is consistent with Valley Water's core values and the principles used in accomplishing Valley Water's mission. Specifically, the purpose and intent of the resolution is to establish Valley Water's response to individual and systemic racism and its commitment in taking meaningful action, internally and externally, to address the impacts of acts of prejudice, abuse of power, racial bias, gender or gender identity bias, racism, and barriers to diversity, equity and inclusion.

The resolution will direct the CEO to further improve racial equity, diversity and inclusion in Valley Water's culture and practices of hiring, contracting, programs and service delivery and employee support. In addition, the resolution will provide the CEO direction to initiate a new framework and model to inform potential changes to Valley Water internal policies, procedures, and trainings to ensure that the workplace will not tolerate acts of prejudice, abuse of power, racial bias, gender or gender identify bias or racism, and sets expectations to address conscious and unconscious bias. The resolution also calls for implementation of programs consistent with the intent of Proposition 16, if the voters elect to pass the measure, and the resolution calls for the creation of an End's Policy relative to Environmental Justice.

The attached final draft of the resolution reflects the requested changes by the committee and is being presented to the full board for consideration on adoption.

FINANCIAL IMPACT:

There is no financial impact associated with this item.

CEQA:

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

ATTACHMENTS:

Attachment 1: Resolution

Attachment 2: ACA 5 (Weber)

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

**BOARD OF DIRECTORS
SANTA CLARA VALLEY WATER DISTRICT**

RESOLUTION NO. 20-78

ADDRESSING SYSTEMIC RACISM AND PROMOTING EQUITY

WHEREAS, the Board of Directors of the Santa Clara Valley Water District (Valley Water) has adopted policies upholding its commitment to diversity, inclusion equity, and justice; and has reflected on the current events of the killings of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless others that underscore a history in which Black and African Americans have been unjustly accused, detained, or killed by citizens or police officers as a result of prejudice, abuse of power, racial bias, and racism; and

WHEREAS, in this sobering and heartbreaking moment, our eyes have been opened to the ongoing burden and the resulting inequalities that prejudice, abuse of power, racial bias, and racism in both overt and systemic forms have inflicted on the Black and African American community; and

WHEREAS, Valley Water is committed to the fair treatment of all races, cultures, ethnicities, socio-economic classes, genders, gender identity, sexual orientation, and affirms that diversity, equity, inclusiveness, and respect are core values of the agency; and

WHEREAS, Valley Water is committed to advancing racial justice by centering the agency's programs and resource allocations on racial and social equity, both as a regional employer, as well as a service provider; and

WHEREAS, Valley Water understands that many members of the communities served by Valley Water, as well as members of our own employee community, are hurting deeply because of the events surrounding the unjust killings and abuse of power of George Floyd, Breonna Taylor, Ahmaud Arbery, and countless others; and

WHEREAS, the Governance Policies of the Board GP 7.7 states that the Santa Clara Valley Water District is committed to creating an inclusive work environment, which reflects and supports the diversity of our community and enriches our perspectives; and

WHEREAS, In 2018 the Valley Water Board adopted the Environmental Justice Policy, aligning with the Federal Environmental Protection Agencies' definition of Environmental Justice and adding a value statement that we are committed to upholding Environmental Justice for Disadvantaged Communities in Santa Clara County (including low-income, minority, immigrant, tribal, and Limited English Proficiency residents), and will strive to ensure the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to our projects and programs; and

WHEREAS, Valley Water acknowledges that increasing diversity, representation, inclusion and a sense of belonging at all levels, including the Board, Executive Leadership and Professional and Managerial classes is critical, as it results in better outcomes for individuals as well as for the Agency; and

WHEREAS, On June 22, 2020, the Board of Directors took an emergency legislative position of support on ACA 5 (Weber), an Assembly-proposed constitutional amendment to repeal

Proposition 209 enacted in November 1996, in order to support equity, diversity, inclusion, and justice in state and local government hiring practices; and

NOW, THEREFORE BE IT RESOLVED that the Board of Directors of the Santa Clara Valley Water District stands against prejudice, abuse of power, racial bias, gender bias, gender identity bias, sexual orientation bias, and racism in both overt and systematic forms, and does hereby adopt the following guiding principles, at Valley Water we will:

1. Recognize and acknowledge that black lives matter.
2. Stand up against acts of racism, exclusion, and abuse of power in our organization and in our community.
3. Provide leadership in calling out institutionalized racism and broken systems within water resources community and working to fix them.
4. Go beyond diversity and inclusion and build cultural competence and address issues of racial inequity to become an anti-racist, anti-hate organization.
5. Intentionally and proactively change our ways of thinking about racial equity through dialogue, education, training, and engaging all Valley Water employees and contractors.
6. Create a supportive work environment regardless of gender, sexual orientation, or gender identity and create a more equitable and safe work environment for LGBT employees.
7. Combat hate, discrimination, and unfair treatment against all people.
8. Be a resource for education and awareness for Valley Water employees and the communities we serve, relative to Valley Water's mission, by regularly sharing educational resources about ongoing social justice issues in America.
9. Offer consistent, equitable amenities across Valley Water projects regardless of community demographics or affluence.
10. Support First Amendment rights that allow freedom of speech and peaceful non-violence public protests to educate and advocate for justice and stand against injustice.
11. Condemn systematic racism that sanctions police violence against people of color and especially Black and African American people.
12. Ensure that all employees voices be heard, creating a culture of equity, diversity inclusion, and belonging by continuing to support the Employee Resource Groups (ERGs).

BE IT FURTHER RESOLVED that the Valley Water Board further calls upon Valley Water labor union partners to affirmatively address racial, gender, gender identity, sexual orientation, and social inequalities and ensuring equitable benefits, decision-making, and negotiation demands.

BE IT FURTHER RESOLVED that the Valley Water Board acknowledges and calls on all employees to recognize that the responsibility falls on each of us, regardless of the color of our skin to work together to create a "new normal" in which the legacy of bigotry and unequal treatment no longer infects our institutions, systems, and values.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to move beyond acknowledgement of injustice and take concrete actions that are visible in the prioritization of resources and programs to (1) create a culture where employees feel safe, respected, valued, and are invited to participate fully in sharing their unique gifts, talents, and backgrounds; (2) expand access to equity, diversity, and inclusion evidence-based strategies, such as implicit bias trainings, culturally competent education and historical learnings, including through collaboration and support of ERGs; (3) recognize and ensure access to clean and safe drinking water as a human right; (4) recognize and make sure flood protection is provided in an equitable fashion to all communities; and (5) recognize and ensure that environmental restoration and watershed stewardship projects equitably benefit all communities.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to bring forward an Environmental Justice Ends Policy for the Board's adoption, consistent with the Board's Environmental Justice Executive limitation before end of this fiscal year FY2021.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to identify and dismantle structural and institutional racism within Valley Water by (1) affirmatively addressing racial and social inequities and (2) promoting environmental justice consistent with the Board's policies.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to assess, strengthen, and fund outreach and engagement strategies to ensure that communities of color and disadvantaged communities have true access to representation and participation in our agency's processes, as well as equitable access to engage in Valley Water processes and programs.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to assure hiring, retention, and promotion practices ensure personnel decisions are made equitably and justly, and make sure the workforce is diverse and enjoys equal opportunities for promotions and benefits.

BE IT FURTHER RESOLVED that the Valley Water Board directs the CEO to put into place programs that will ensure the greatest diversification of its contractors to strive to aim for inclusion and utilization of all Local Business Enterprises, including Minority and Women Business Enterprises.

BE IT FURTHER RESOLVED that the Board of Directors directs the CEO to identify actions Valley Water will implement to advance racial, and social equity across all enterprises and, including developing performance measures, incorporating a racial, and social equity lens in budgeting, personnel, contracting decisions, and in all strategic long-term planning processes for the express purpose of advancing racially just outcome reporting.

BE IT FURTHER RESOLVED that the Board of Directors directs the CEO, upon the passage of Proposition 16, the numeric designation assigned to ACA 5 (Weber) for the statewide General Election to be held on November 3, 2020, to put in place programs, policies, and procedures to implement the expressed intent of Proposition 16.

BE IT FINALLY RESOLVED, that Valley Water will support and continue to explore additional efforts in the communities which it serves, the State of California, and nationwide to address racial inequalities.

PASSED AND ADOPTED by the Board of Directors of the Santa Clara Valley Water District by the following vote on September 22, 2020:

AYES: Directors Varella, Estremera, Keegan, Kremen, LeZotte, Santos, Hsueh

NOES: Directors None

ABSENT: Directors None

ABSTAIN: Directors None

SANTA CLARA VALLEY WATER DISTRICT



NAI HSUEH
Chair, Board of Directors

ATTEST: MICHELE L. KING, CMC



Clerk, Board of Directors



MEMORANDUM

TO: Norma J. Camacho
Chief Executive Officer

FROM: Rick L. Callender
Chief of External Affairs

SUBJECT: EL 7.8 Recommended
Emergency Position on:

DATE: June 20, 2020

**RE: ACA 5 (Weber) Government Preferences: Repeal of
Proposition 209 – SUPPORT**

Pursuant to Board Governance Policy EL 7.8 regarding emergency positions on legislation, staff recommends a position of SUPPORT on Assembly Constitutional Amendment (ACA) 5 (Weber) Government Preferences: Repeal of Proposition 209.

Following the CEO's approval, I will forward the recommendation to the Board Chair for concurrence. In the event the Chair does not concur with the recommended position, staff will not communicate a formal position on behalf of the Board. If you have any questions regarding this item, please call me at extension 2017 or Rachael Gibson at extension 2884.

ANALYSIS

ACA 5 (Weber) would place a constitutional amendment on the November 3, 2020 ballot to repeal Proposition 209 (Article I, Section 31 of the California Constitution), thereby permitting the use of race and gender as decision factors in public employment, public education and public contracting. This measure also makes findings on how Proposition 209 invalidated laws requiring state agencies to eliminate traditional patterns of segregation and exclusion in the workforce, and states the intent of the Legislature to allow the consideration of gender, racial, and ethnic diversity among factors for college admissions, government hiring, and public contracting.

In November 1996, the voters of California passed Proposition 209, the California Civil Rights Initiative, by a 55 to 45 percent margin. After nearly 25 years, public opinion on issues of race and gender have changed, as has California's increasingly diverse electorate. Supported by Governor Pete Wilson and Ward Connerly, a businessman and former University of California Regent, Proposition 209 qualified for the ballot through the collection of voter signatures. The campaign advocated for a colorblind society, celebrating the "melting pot," and looking forward to the end of racial prejudice in American society.

ACA 5 makes numerous findings regarding the impacts of Proposition 209 and points to well-documented economic disparities between women and people of color. The findings

cite a 2016 study which estimated that the implementation of Proposition 209 costs women and people of color over \$1 billion annually in lost public contract awards, and asserts that most public procurement and subcontracting remain effectively closed to these groups due in part to the limitations enacted by Proposition 209.

Irrespective of the merits of a colorblind society, data and current events suggest that we are not currently living in one. Economic and sociological studies reveal that the tools to compete in the American economy are unevenly distributed, perpetuating historical inequality between races and genders.

In September 2008, the Thelton E. Henderson Center for Social Justice at the University of California Berkeley School of Law released a report based on trends in public employment by the State of California since 1990.¹ The percentage of the working age population was compared to state civil service employment rates by gender and race. The key findings in the report are quoted below.

There is modest, but persistent, gender disparity. Men were more likely to be employed as civil servants than women, even after accounting for differences in the working age population. Disparity increased in the mid-1990s, around the time Proposition 209 was on the ballot, and remained steady during the following decade.

Trends over time are largely the same for men and women within each racial and ethnic group. White American men are much more likely to be employed in the civil service than White American women, though for African Americans and Filipino Americans, women are more likely than men to be employed.

People of color show rapid gains in employment as civil servants, though these gains trail increases in the working age population. Over time, the number of people of color in the civil service has grown while the number of White American civil servants has remained constant. However, the civil service employment rate for people of color has lagged several years behind changes in the working age population.

Latino Americans are greatly underrepresented in civil service positions. Latino Americans, though making large gains in terms of the number of civil servants, are vastly underrepresented relative to their population. Furthermore, this disparity has grown over time. White Americans and African Americans are overrepresented as civil servants, while Asian Pacific Islander Americans have mostly been at parity.

The repeal of Proposition 209 would permit the use of race and gender as “plus” factors in college admissions, public employment, and public contracting. It would not permit the use of quotas or policies that are broad in scope and do not consider the totality of the individual college applicant, job candidate, or contract bidder.

¹ Michael D. Sumner, PhD., “Proposition 209 and Public Employment in California: Trends in Workforce Diversity,” Thelton E. Henderson Center for Social Justice (Berkeley Law – University of California, 2008), 2.
<https://www.law.berkeley.edu/wp-content/uploads/2016/07/Proposition-209-and-Public-Employment-Workforce-Diversity.pdf>

Impacts to Valley Water

Valley Water is committed to creating an inclusive work environment which supports the diversity of our community and enriches our perspectives. Valley Water delivers on its mission of water supply, flood protection, and environmental stewardship by depending on a workforce that finds strength and creativity in its diversity.

The passage of ACA 5 and subsequent approval by the voters in November will present Valley Water with an opportunity to intentionally consider women and minority owned business enterprises for contract opportunities. Born from increased opportunity in recent decades, these businesses often are small, relatively new companies that may lack expertise in public contracting process but deliver a quality product or service. Allowing race and gender as factors to be considered in the awarding of public contracts will create more opportunities for women and people of color, thereby fostering social and economic justice, building stronger more resilient communities in Santa Clara County.

Staff recommends a position of “Support” on ACA 5 in compliance with the Board’s direction to build a diverse workforce that values diversity and inclusion, and to advance the goals of Valley Water’s Small and Local Business Program.

Pros

- Amends the California Constitution to remove a prohibition on consideration of race and gender as a factor in hiring decisions by public agencies, if that consideration is not prejudicial in its application.
- Allows reinstatement of Women and Minority-Owned Business Enterprise programs and could restore \$1 billion annually in public contract awards in California.

Cons

- May require a review of employment and contracting policies to reflect changes to the California Constitution.

URGENCY

Urgency is required because the Legislature is working on an abbreviated schedule due to the COVID-19 pandemic. ACA 5 could be sent to the Governor after a vote in the Senate as soon as Tuesday, June 24, 2020.

Policy basis for recommended positions: The request is consistent with Board Governance Policy 11, which includes the following preamble.

The Board of Directors is committed to providing equal employment opportunity to all persons and to building a diverse work force that values diversity and inclusion.

The Board firmly believes that such a work force provides advantages both internally, in terms of the human resources potential offered by a variety of diverse perspectives, and externally, in increasing the District's ability to respond to the community we serve.

The Board understands that diversity is more than inclusion of racial or cultural groups, that valuing diversity involves respect for all persons, and that valuing diversity requires a positive change in the way we interact with each other and a change in our organizational culture.



Rick L. Callender
Chief of External Affairs



Norma J. Camacho
Chief Executive Officer

Board Concurrence Section

Comments:

Sign Off for Concurrence with Staff Recommendations Pursuant to EL-7.8:



SCVWD Board Chair or Designee

6/22/2020

Date



Santa Clara Valley Water District

File No.: 22-1319

Agenda Date: 5/26/2023

Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Receive and Discuss the Draft Plan for Documenting and Disseminating Valley Water's Board Historical Actions to Enable the Advancement of Environmental Justice.

RECOMMENDATION:

Receive and Discuss the Draft Plan for documenting and disseminating Valley Water's historical Board actions to enable the advancement of Environmental Justice.

SUMMARY:

During the last D&I Ad Hoc Committee meeting on October 27, 2022, the committee provided additional guidance to staff on the need to expand on the provided draft article documenting historic board actions that have allowed Valley Water to proactively advance environmental justice (EJ).

To meet the committee's request for more comprehensive documentation of Board actions to advance environmental justice at all levels of the organization, staff has since revised its approach and prepared the attached proposed plan which modifies the original plan from a single article focused on projects to a series of several articles focused on historical board actions that broaden Valley Water scope in line with EJ principles and secured local funding supporting environmental justice goals instead. Staff proposes a series of articles that will:

- Provide more comprehensive documentation of efforts without the constraints of length or information overload on readers.
- Dissemination of information to Valley Water communities in shorter and more digestible blog articles.
- Distribution of information over a period to reinforce the impact.

In addition, information gathered for the preparation of the planned articles has been shared with Cordoba Corporation for inclusion in the upcoming 5-Year DEI Strategic Master Plan to provide additional context and background. It will also be shared for inclusion in the upcoming edition of the Valley Water History Book (release planned for completion by FY 2028).

File No.: 22-1319

Agenda Date: 5/26/2023
Item No.: 4.2.

ATTACHMENTS:

Attachment 1: Draft Plan

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

DRAFT PLAN

Proposal:	Historic Board Actions Enabling EJ Article Series
Purpose:	Document historic board actions that enabled the advancement of environmental justice (EJ) considerations at Valley Water
Objectives:	<ul style="list-style-type: none">• Comprehensive documentation of key Valley Water Board actions that enabled the consideration of EJ priorities• Educate Valley Water employees about Valley Water's history and the Board actions that enabled EJ considerations in all Valley Water activities• Raise community awareness of Valley Water's long-standing commitment to EJ

Theme 1: Water Rates Structures

The Board works to ensure affordable safe, clean water for all

Main points of the article:

- a. Provide an overview of the Valley Water rates system to educate readers about current practices and their origin.
- b. Highlight the advantages of the Board's water supply pricing policy, which enables Valley Water to manage surface water, groundwater, and recycled water conjunctively to prevent the overuse or underuse of the groundwater basin and better meet the water needs of all communities.
- c. Provide an overview of the benefit/value-derived groundwater benefits zones structure (Equity).
- d. Demonstrate Valley Water's commitment to the agricultural community by ensuring an affordable rate system that supports affordable food production in the county.
- e. Emphasize Valley Water's commitment to affordable water and Board response to financial strains resulting from COVID on economically disadvantaged communities – i.e., the creation of the Water Rate Assistance Program (WRAP) in partnership with Sacred Heart.

Theme 2: Revisions of District Act include Environmental Stewardship

The Board successfully expands the scope of Valley Water's charter to include environmental stewardship as a priority and maintain representation of all communities

Main points of the article:

- a. Provide a brief overview of the limitations imposed by the District Act prior to 2001 and the impetus for expanding its scope.
- b. Discuss Board-led 2001 changes to District Act to include Environmental Stewardship and the resulting new scope of responsibilities for Valley Water.
- c. Discuss AB 1889 (Caballero, 2018) District Act amendment to maintain representation for communities of color
- d. Provide examples of outcome impacts/achievements enabled by the changes to the District Act on environmental considerations and enabling EJ conversations.
 1. Creation of Environmental Unit (Role at Valley Water and outcomes)
 2. Advanced Purification Center (Environmentally sustainable Project)
 3. FAHCE Project Advancement
 4. Singleton Road Project completion (20 yr. Project)

Theme 3: Financial Structures

The Board enables a holistic approach to meeting our community's most pressing needs

Main points of the article:

- a. Provide an overview of historic “locally” available resources investment practices (associated with individual Flood Control Zones) and resulting perpetuation of inequities.
- b. Discuss board-led restructuring to combine the 1% property tax revenues associated with individual Flood Control Zones into one county-wide fund and impact to EJ.
 1. Combining revenues from individual Flood Control Zones into one fund enabled the holistic consideration of County needs and targeted investment into high-need areas.
 1. Elimination of Benefits Zones structures enabled the holistic consideration of county needs and targeted investment into high-need areas.
 - Example: San Francisquito Creek Project (JPA collaboration, East Palo Alto, Menlo Park, Palo Alto)
 2. Elimination of State flood subvention fund reinvestment practice to ensure funding redistribution into needed projects rather than the same project.
 - Example: Upper/Lower Llagas Project

Theme 4: Voter-Approved Special Parcel Tax Measures

The Board asks voters to approve a special parcel tax to help fund locally preferred projects to better protect our community

Key points of the article

- a. Outcome impacts and limitations of the application of federal Benefit Cost Ratio (BCR) or benefit-cost analysis for the determination of projects in historically disadvantaged communities.
 1. Example of “shelved” projects (i.e., Lower Silver Creek, Llagas...)
- b. Securing local funding to support local projects
 1. Impacts of 2002, 2012 & 2020 special parcel tax
 2. Impact of Measure AA
- c. Provide examples of projects and programs enabled by the passage of ballot measures and corresponding EJ implications.
 1. New project example: Coyote Creek
 2. Community Support example: Grants
 3. Water Supply Example: Anderson Retrofit

Theme 5: Collaboration with local and federal partners to advance EJ

The Board building new paths to ensure all communities are included

Main points of the article

- a. Discuss the board’s advocacy roles with USACE and the forging of collaborations locally
- b. Provide examples of impact outcomes of board federal advocacy efforts
 1. Guadalupe River Project (federal investment into the park)
 2. Coyote Creek Flood Protection (“Loses” included in assessment).
 - Benefits to 10 DACs across the nation
 3. Upper Llagas Flood Protection Project (Accept local funding to support the project)
- c. Provide examples of impact outcomes of board local collaboration efforts
 1. SFCJPA: Enabling project implementation and emergency assistance to East Palo Alto.

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Santa Clara Valley Water District

File No.: 23-0479

Agenda Date: 5/26/2023
Item No.: 4.3.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Review and Recommend to the Board of Directors Proposed Guidelines for the Naming/Renaming of Valley Water-Owned Land, Facilities and Amenities.

RECOMMENDATION:

- A. Receive proposed guidelines for the naming/renaming of Valley Water assets.
- B. Provide feedback to staff on proposed updated guidelines.
- C. Recommend final guidelines to the Board for approval.

SUMMARY:

On February 28, 2023, the Board approved staff's recommendation (Board Agenda Item 4.2) to assign jurisdiction to the D&I Ad Hoc Committee for naming/renaming requests of Valley Water-owned land, facilities and amenities with the following addenda:

1. Identify names that may be appropriate for renaming;
2. Include preference for naming/renaming after First Peoples in the criteria; and
3. Develop updated naming/renaming criteria guidelines for Board consideration.

Consequently, the proposed guidelines for the Naming/Renaming of Valley Water-Owned Land, Facilities, and Amenities incorporate both the feedback and the above direction received from the Board during that meeting. The proposed guidelines are as follows:

Proposed Guidelines for Naming/Renaming of Valley Water-Owned Land, Facilities, and Amenities

Approval or denial decisions of naming/renaming requests for Valley Water-owned land, facilities and amenities shall be made in alignment with one or more of the following criteria, which aim to encourage:

- A. *Recognition of distinct geographic, environmental or developmental features, points of reference or adjoining communities in naming Valley Water-owned land, facilities and*

amenities;

- B. Honoring Bay Area Native Peoples or restoration of known pre-colonial names;*
- C. Names of historical significance that reflect forward-thinking values of fairness, dignity, and respect toward all individuals;*
- D. Naming which reflects ethnic and cultural diversity and values of Valley Water;*
- E. Recognition of individuals, living or deceased, whose credentials, character, conduct, reputation and/or legacy align with Valley Water's values and who have;*
 - a. made substantial direct service or resources contribution to the benefit of Valley Water; or*
 - b. made extraordinary contributions to the State, Nation, or Humanity.*

Notes:

- Deceased nominees may not be nominated within five (5) years of their passing.*
 - No name will be approved or sustained that will call into question Valley Water's values and reputation or cause harm to community members.*
- F. Naming as early in the capital planning and development process as possible.*
 - G. Naming that is informed, to the extent possible, by public input and engagement and reflects the priorities and values of communities within Santa Clara County.*

Furthermore, Valley Water shall generally retain long-standing names of Valley Water-owned land, facilities and amenities unless when an asset is named in honor of an individual or a name of historical significance, where clear documentation reveals values, behaviors or legacy that contradict Valley Water's values and that, no matter the contextualization, keeping the name on the asset would negatively impact community members. If this scenario occurs, the asset should be renamed according to the existing naming/renaming process described in this document and applicable Valley Water policies and procedures.

On the approval of the D&I Ad Hoc Committee, the updated Naming/Renaming of Valley Water-Owned Land, Facilities, and Amenities guidelines will be presented for consideration by the full Board.

ATTACHMENTS:

Attachment 1: PowerPoint

Attachment 2: Proposed Revised Naming Guidelines

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237



Rinconada Water Treatment Plant Reliability Improvement Project Rendering. Rinconada is a reference to Rinconada de los Gatos (cat's corner), the name given to the area by early settlers.

Naming/Renaming of Facilities

D&I Ad Hoc Committee

May 26, 2023

Background

G.P. 3.5

The Board will approve or deny nominations to name or rename District-owned land, facilities, and amenities in accordance with the Naming of District-Owned Land, Facilities, and Amenities procedure.

W-630-100 - Naming of District-Owned Land, Facilities, and Amenities (Current Guidelines)

The Board will approve or deny nominations to name or rename District-owned land, facilities and amenities to encourage:

1. Recognition of distinct geographic, environmental or developmental features, or names of historical significance in naming District-owned land, facilities and amenities;
2. Recognition of individuals who have made significant contribution to the District;
3. Naming which reflects the District's ethnic and cultural diversity;
4. Naming as early in the capital planning and development process as possible.

The District shall generally retain long-standing names of District-owned land, facilities and amenities.

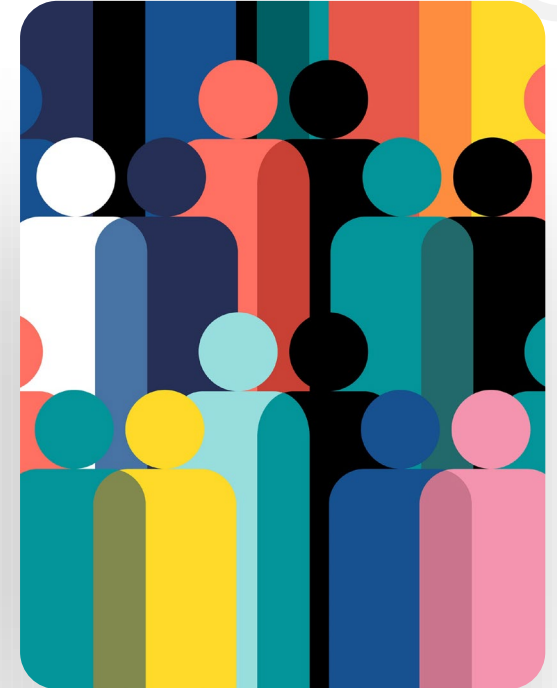
Priority considerations



**Valley Water
Values
Alignment**



**Priority for Bay
Area Native
Peoples**



**Community
Priorities and
Values**

3

valleywater.org

Revised Guidelines

The Board will approve or deny the D&I Ad Hoc Committee's recommendation for nominations to name or rename Valley Water-owned land, facilities and amenities in accordance with one or more of the following criteria guidelines to encourage:

1. Recognition of distinct geographic, environmental, or developmental features, points of reference, or adjoining communities, in naming Valley Water-owned land, facilities and amenities;
2. Honoring Bay Area Native Peoples or restoration of known pre-Colonial names;

Revised Guidelines

3. Acknowledgment of names of historical significance that reflect forward-thinking values of fairness, dignity and respect toward all individuals;
- a. Naming must reflect Valley Water's ethnic and cultural diversity and values;
 - b. Recognition of individuals, living or deceased, whose credentials, character, conduct, reputation and/or legacy align with Valley Water's values and who have;
 - made substantial direct service or resources contribution to the benefit of Valley Water; or
 - made extraordinary contributions to the State, Nation, or Humanity.

Notes:

- Deceased nominees may not be nominated within five (5) years of their passing.
- No name will be approved or sustained that will call into question Valley Water's values or reputation or cause harm to community members.

Revised Guidelines

4. Naming as early in the capital planning and development process as possible.
5. Naming informed, to the extent possible, by public input and engagement and is reflective of the values and priorities of communities in Santa Clara County.

Valley Water shall generally retain long-standing names of Valley Water-owned land, facilities and amenities unless when an asset is named in honor of an individual or a name of historical significance, where clear documentation reveals values, behaviors or legacy that contradict Valley Water's values and that, no matter the contextualization, keeping the name on the asset would negatively impact community members. If this scenario occurs, the asset shall be renamed according to the existing naming/renaming guidelines described in this document and applicable Valley Water policy and processes

Next Steps

Task 1: Guidelines

- Committee approval (today)
- Board adoption of updated guidelines (June)

Task 2: Processes

- Integrate new guidelines into work processes

Task 3: Evaluation of current names

- Screening of current facility names based on updated guidance
- Recommendations to the D&I Ad Hoc Committee for renaming consideration



Anderson Reservoir is named after key founder and first president of the water district, Leroy Anderson.

Staff recommended action

Approve updated guidelines to be presented to the Board.



Main Street Pipeline

QUESTIONS





Valley Water

Clean Water • Healthy Environment • Flood Protection

Proposed Revisions to Valley Water-own land, facilities and amenities naming/renaming guidelines

Clean Copy

The Board will approve or deny the D&I Ad Hoc Committee's recommendation for nominations to name or rename Valley Water-owned land, facilities and amenities to encourage one or more of the following criteria guidelines:

1. Recognition of distinct geographic, environmental, or developmental features, points of reference, or adjoining/subdivision communities, in naming Valley Water-owned land, facilities and amenities;
 2. Honoring Bay Area Native Peoples or restoration of known pre-Colonial names;
 3. Acknowledgment of names of historical significance that reflect forward-thinking values of fairness, dignity and respect toward all individuals;
 - a. Naming must reflect Valley Water's ethnic and cultural diversity and values;
 - b. Recognition of individuals, living or deceased, whose credentials, character, conduct, reputation and/or legacy align with Valley Water's values and who have;
 - made substantial direct service or resources contribution to the benefit of Valley Water; or
 - made extraordinary contributions to the State, Nation, or Humanity.
- Notes:
- Deceased nominees may not be nominated within five (5) years of their passing.
 - No name will be approved or sustained that will call into question Valley Water's values or reputation or cause harm to community members.
4. Naming as early in the capital planning and development process as possible.
 5. Naming informed, to the extent possible, by public input and engagement and is reflective of the values and priorities of communities in Santa Clara County.

Valley Water shall generally retain long-standing names of Valley Water-owned land, facilities and amenities unless when an asset is named in honor of an individual or a name of historical significance, where clear documentation reveals values, behaviors or legacy that contradict Valley Water's values and that, no matter the contextualization, keeping the name on the asset would negatively impact community members. If this scenario occurs, the asset shall be renamed according to the existing naming/renaming process described in this document and applicable Valley Water policy and processes

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The Board will approve or deny the D&I Ad Hoc Committee's recommendation for ~~or deny~~ nominations to name or rename Valley Water~~District~~-owned land, facilities and amenities in accordance with one or more of the following criteria guidelines to encourage:

1. Recognition of distinct geographic, environmental, or developmental features, points of reference, or adjoining communities, or names of historical significance in naming Valley WaaterDistrict-owned land, facilities and amenities;
 2. Honoring Bay Area Native Peoples or restoration of known pre-Colonial names;
 - 4-3. Acknowledgement of names of historical significance that reflect forward-thinking values of fairness, dignity, and respect towards all individuals;
 2. Recognition of individuals who have made significant contribution to the District;
 - a. Naming which reflects Valley Water'sthe District's ethnic and cultural diversity and values;
 - b. Recognition of individuals, living or deceased, whose credentials, character, conduct, reputation and/or legacy align with Valley Water's values and who have:
 - made substantial direct service or resources contribution to the benefit of Valley Water;
 - or
 - made extraordinary contributions to the State, Nation, or Humanity.
- Notes:
- o Deceased nominees may not be nominated within five (5) years of their passing.
 - 3-o No name will be approved or sustained that will call into question Valley Water's values or reputation or cause harm to community members.
4. Naming as early in the capital planning and development process as possible.
 - 4-5. Naming informed, to the extent possible, by public input and engagement and is reflective of the values and priorities of communities in Santa Clara County.

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The District (Valley Water) shall generally retain long-standing names of Valley WaterDistrict-owned land, facilities and amenities unless when an asset is named in honor of an individual or a name of historical significance, where clear documentation reveals values, behaviors or legacy that contradict Valley Water's values and that, no matter the contextualization, keeping the name on the asset would negatively impact community members. If this scenario occurs, the asset should be renamed according to the existing naming/renaming guidelines described in this document and applicable Valley Water policy and processes-



Santa Clara Valley Water District

File No.: 23-0513

Agenda Date: 5/26/2023
Item No.: 4.4.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Receive the Valley Water 2023 Employee Survey.

RECOMMENDATION:

Receive information on the 2023 Employee 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, this tool can demonstrate overall changes and assist us with identifying drivers that will provide opportunities for improvement to employee retention, internal communication, and is a touchpoint to overall employee engagement.

In 2018, Valley Water participated in the Great Places to Work Survey and in 2022, an equity assessment was conducted, both of which were presented to the D&I Committee.

In January 2023, Valley Water engaged Newhouse Project Consulting (NPC) to create an Employee Engagement Survey that evaluates the work environment elements through an equity lens. The survey focused on the areas of Employee Experience, Work Conditions, and Organizational Culture & Leadership. The survey achieved a 65% response rate based on the number of employees at the time of the survey. The goal is to use this survey and the results as a baseline to measure our strengths and opportunities for organizational improvement. At this time, Valley Water has received topline results from NPC that will be shared with the D&I Committee. NPC is continuing their independent analysis of the results and will provide a more detailed final report that will be presented at a future D&I Committee meeting. The final employee survey report will also be shared with all Valley Water staff.

Human Resources and the Office of Racial Equity Diversity and Inclusion (REDI) will work in tandem with Valley Water's leadership to develop actionable and measurable ways to improve levels of employee satisfaction in areas identified from the survey results.

File No.: 23-0513

Agenda Date: 5/26/2023
Item No.: 4.4.

ATTACHMENTS:

Attachment 1: PowerPoint

UNCLASSIFIED MANAGER:

Patrice McElroy, 408-630-3159

Santa Clara Valley Water 2023 Employee Survey



Diversity & Inclusion Ad Hoc Committee
May 26, 2023

2023 Employee Survey

Survey Response

- ☐ The 2023 Employee Survey response was 65% or 558 of the 855 employees*

Compared To Previous Surveys

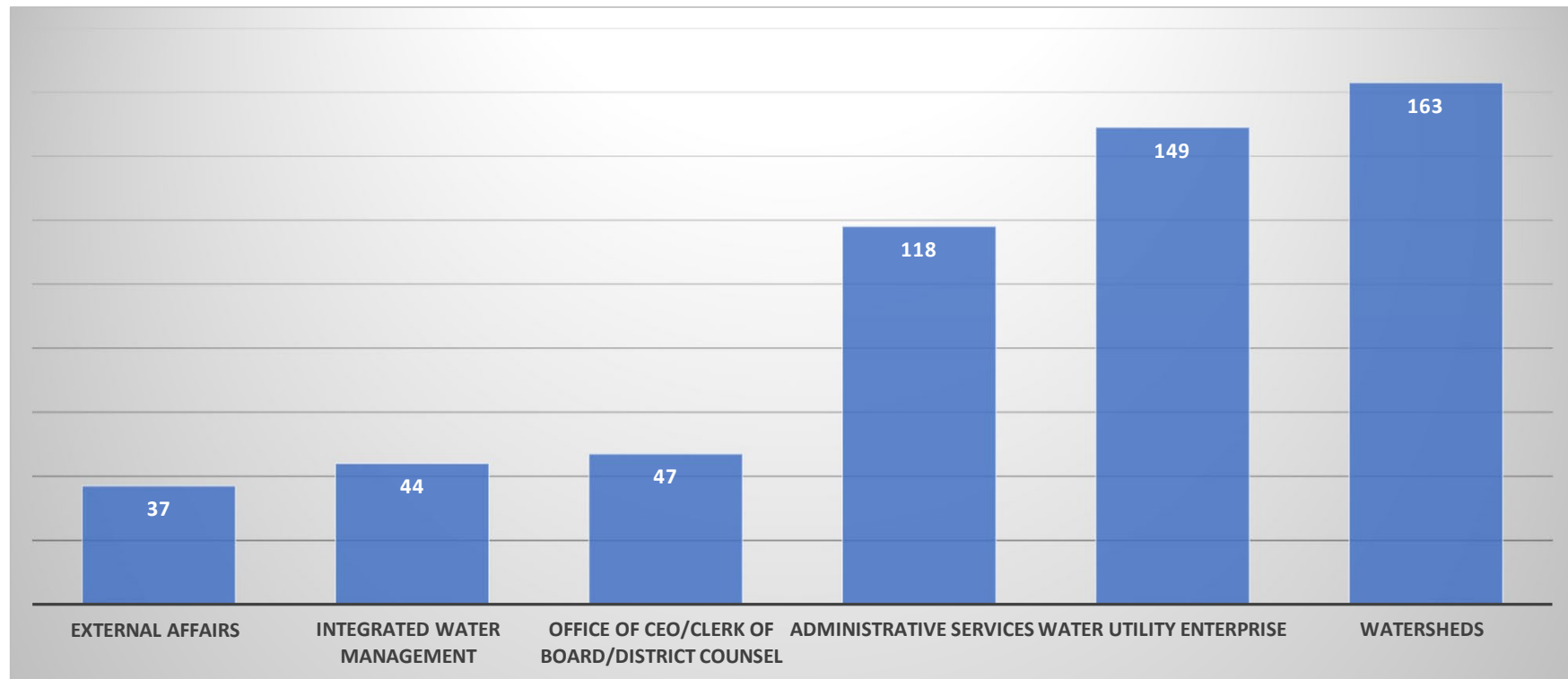
- ☐ Response rate is higher than the 2021 Equity Assessment Survey, which had a 60% response rate (451 responses from 750 staff employees)
- ☐ Response rate is lower than the 2018 Great Place to Work Survey response rate of 73% (548 responses from 730 employees)

Business Group	Age	Tenure	Ethnic Background
1) Administrative Services	1) Under 35	1) 1 month to 2 years	1) American Indian/Indigenous/Alaska
2) External Affairs	2) 35-49	2) 3 years to 10 years	2) Asian/East Asian/South Asian
3) Integrated Water Management	3) Over 50	3) 11 years to 19 years	3) Black/African American
4) Office of CEO/Clerk of Board/District Counsel	4) I prefer not to respond.	4) 20 + years	4) Latina/o/x
5) Water Utility	Gender	Job Level	5) Native Hawaiian/Other Pacific Islander
6) Watersheds	1) Female	1) Executive	6) White Other/Not listed.
	2) Male	2) Management/Supervisor	7) I prefer not to respond.
	3) Transgender/Gender Non-Conforming/Non-Binary/Other	3) Non-Management	
	4) I prefer not to respond.		

**Note: Number* is reflective of the number of employees at the time of the survey.*

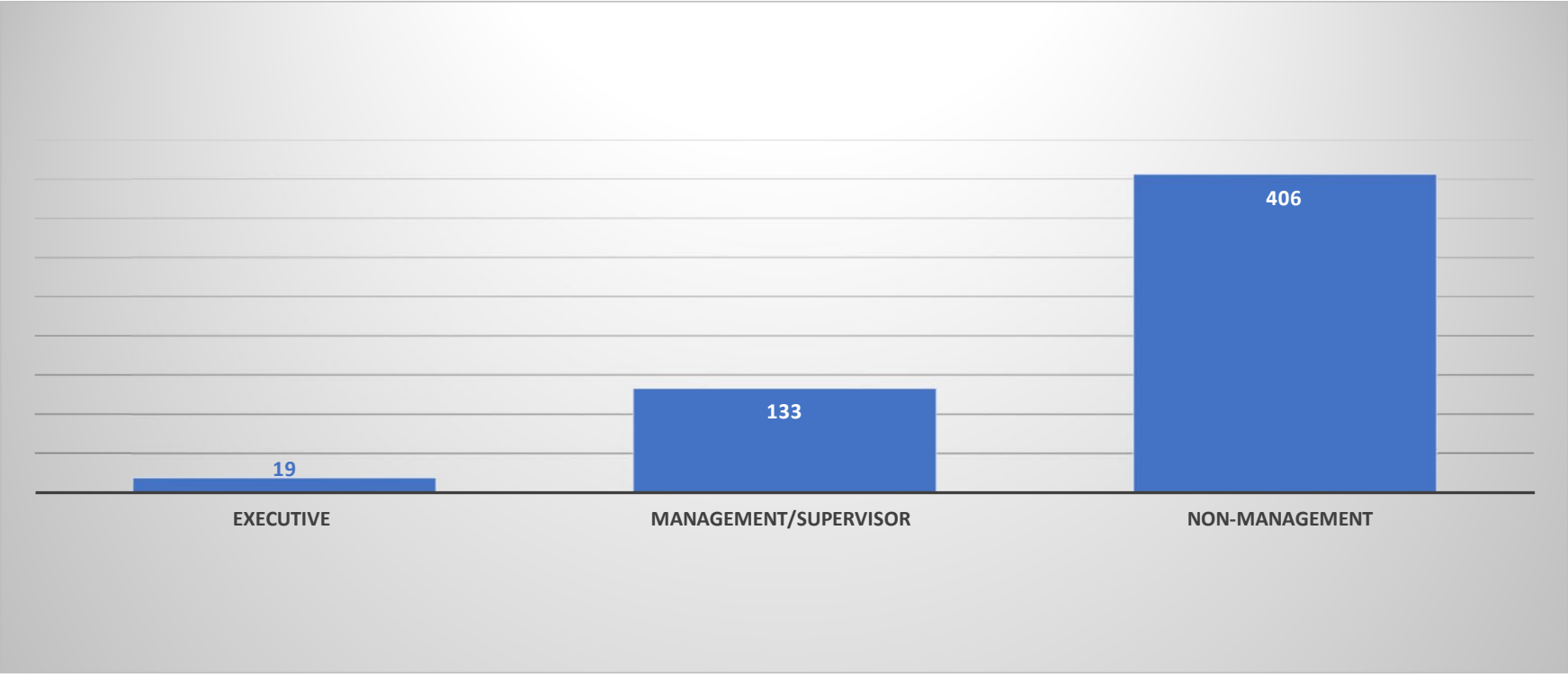
Employees by Business Groups

- ❑ The majority or 77% of respondents are represented by Watersheds (29%), Water Utility (27%), and Administrative Services (21%) followed by the Office of CEO/Clerk of Board/District Counsel.



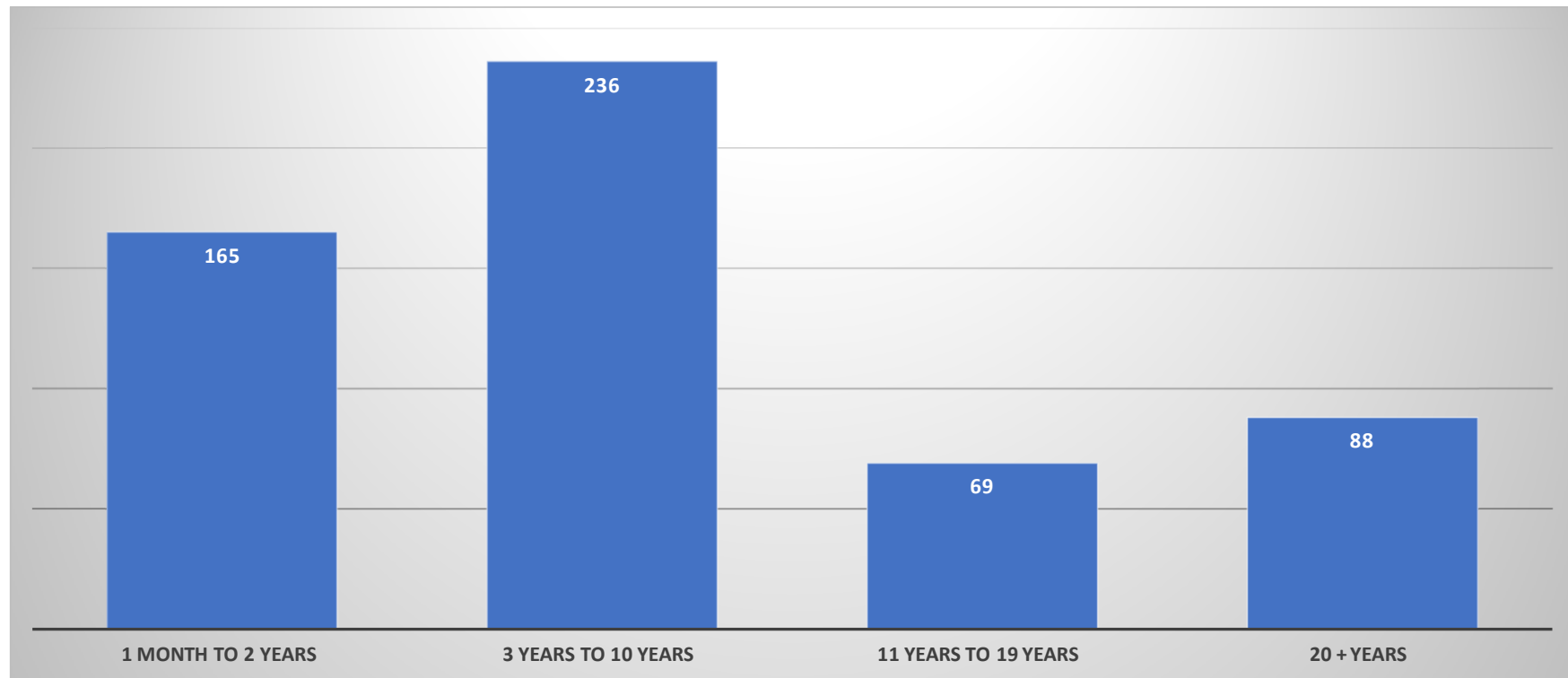
Employees by Job Level

❑ There is a 33 to 1 ratio of non-management employees to management, and a 7 to 1 ratio of executive to management respondents.



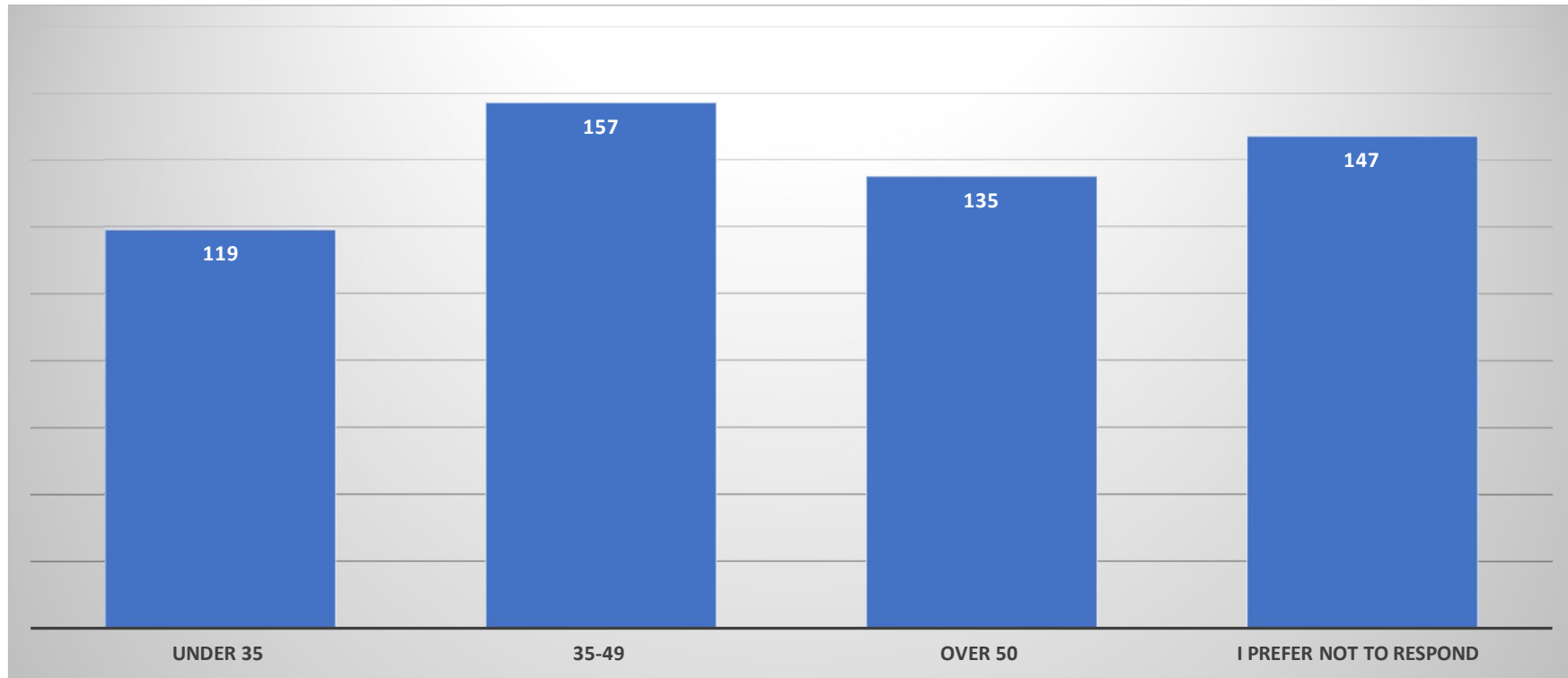
Employees by Tenure

- ❑ The majority or 71% of employees' tenure is less than 10 Years with 20+ Years representing 15% and 11-19 Years representing 13%.



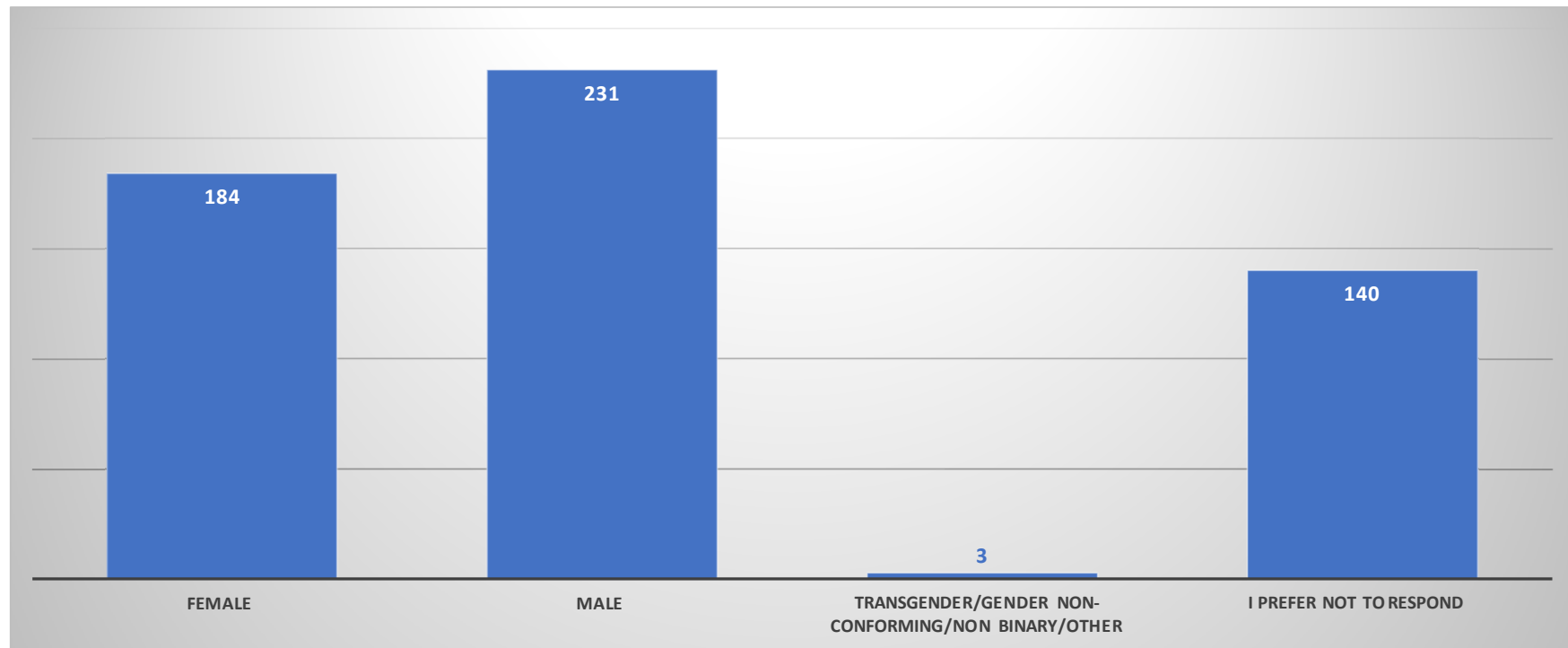
Employees by Age Range

- ☐ While 27% preferred not to disclose their age, most reporting employee respondents are between 35 and 49 years old and over 50 years old was 24% and under 35 years old was 21%.



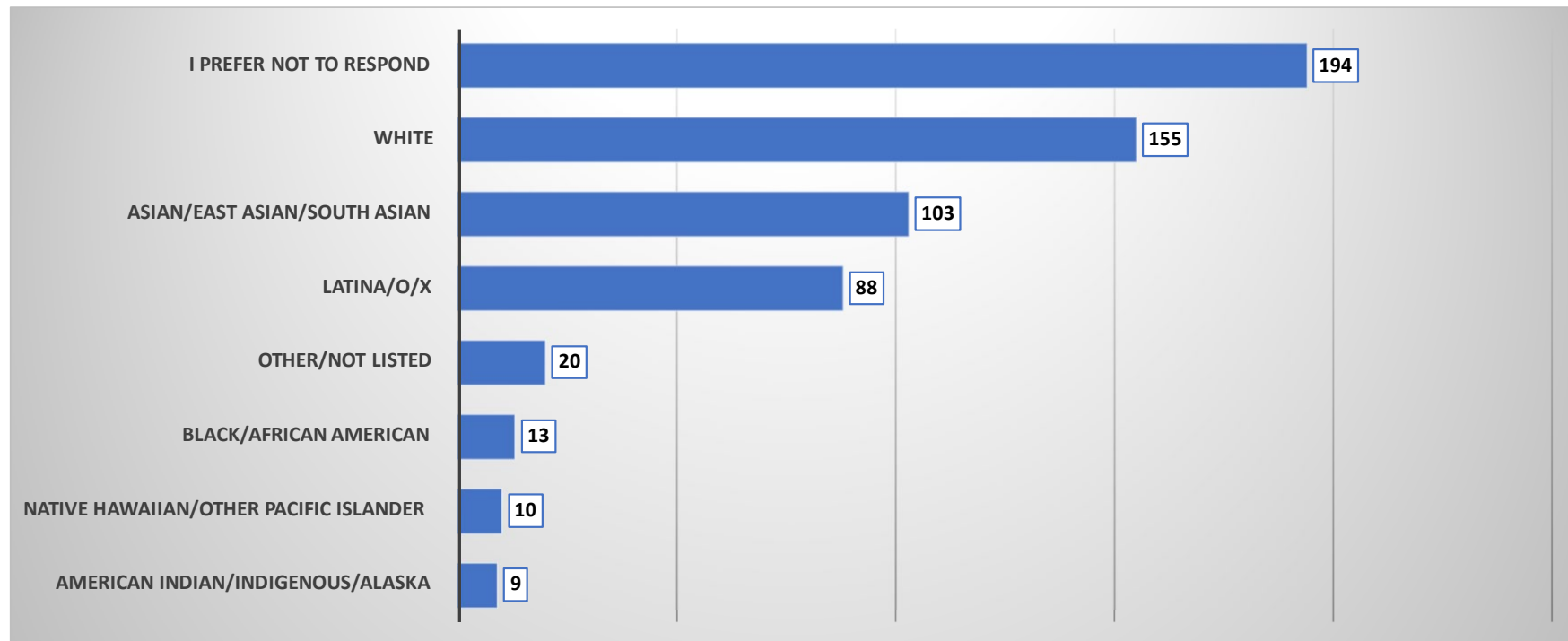
Employees by Gender Identity

- ☐ Excluding 25% of employees who opted not respond, males are 41% vs Females are 33% and 3% identified as Transgender/Gender Non-Conforming/Non-Binary/Other.



Employees by Ethnic Background

- ❑ The majority, 35.2%, preferred not to respond.
- ❑ The top three ethnic identifiers were White (27.6%), Asian/East/South Asian (18.3%), and Latina/o/x (15.7%).
- ❑ Other/Not Listed (3.6%), Black/African American (2.3%), Native Hawaiian/Other Pacific Islander (1.8%), American Indian/Indigenous/Alaska (1.6%).



*Note: Participants were allowed to select multiple identifiers to reflect their answer to this question. More than 20 respondents selected two or more options.

2023 Employee Survey

Survey Development

- ☐ As part of the survey development, previous all-employee surveys (Great Place to Work and Equity Assessment) were reviewed, and several questions were included to assess changes overtime.
- ☐ All survey questions were selected based on discussions, reviews/revisions, and feedback from the Office of the CEO, REDI Office, and Human Resources

Survey questions prompted employees to contemplate questions from three perspectives.

1) Employee Experience

What is the individual experience of the employee?

2) Working Conditions

Does the work environment include resources, support, and interactions that allow employees to complete their work successfully?

3) Organizational Culture & Leadership

Does leadership and organizational activities and behaviors align with the agency's values and mission?

2023 Employee Survey

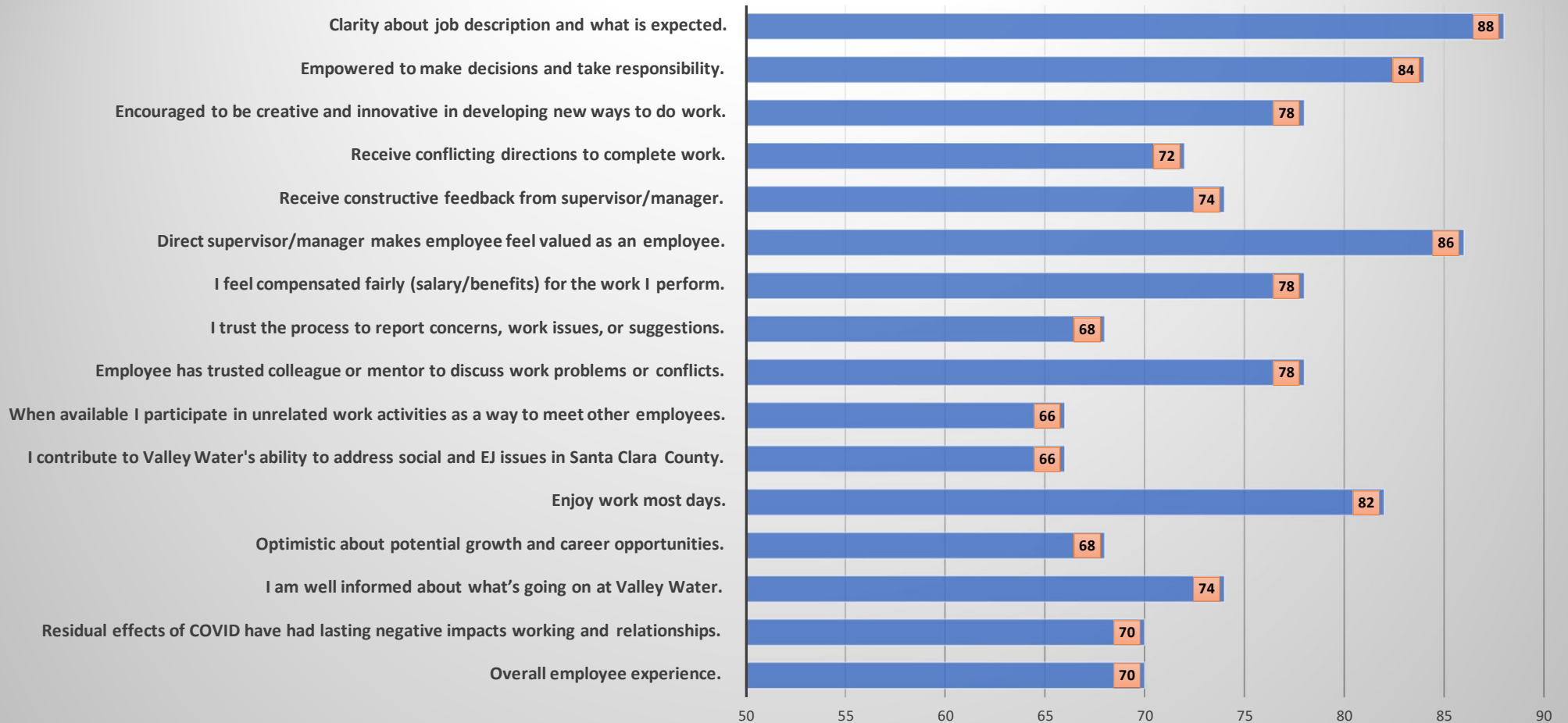
Ratings and what they mean

- ☐ Ratings were based on a five-point Likert scale responding to the frequency of an experience or event
- ☐ Ratings from 1 to 5 were converted into scores from 1 to 100
- ☐ Ratings between 60 to 70 are low – requires attention and action!
- ☐ Ratings between 70-to 75 are low to moderate – room for improvement
- ☐ Ratings between 75 to 80 are moderate to good – use strengths for improvements
- ☐ Ratings between 80 to 90 are good – use strengths for improvements
- ☐ Ratings over 90 are great!!
- ☐ Several Great Place To Work survey questions were used in 2023 Employee survey.
 - ☐ Improved ratings on most comparisons



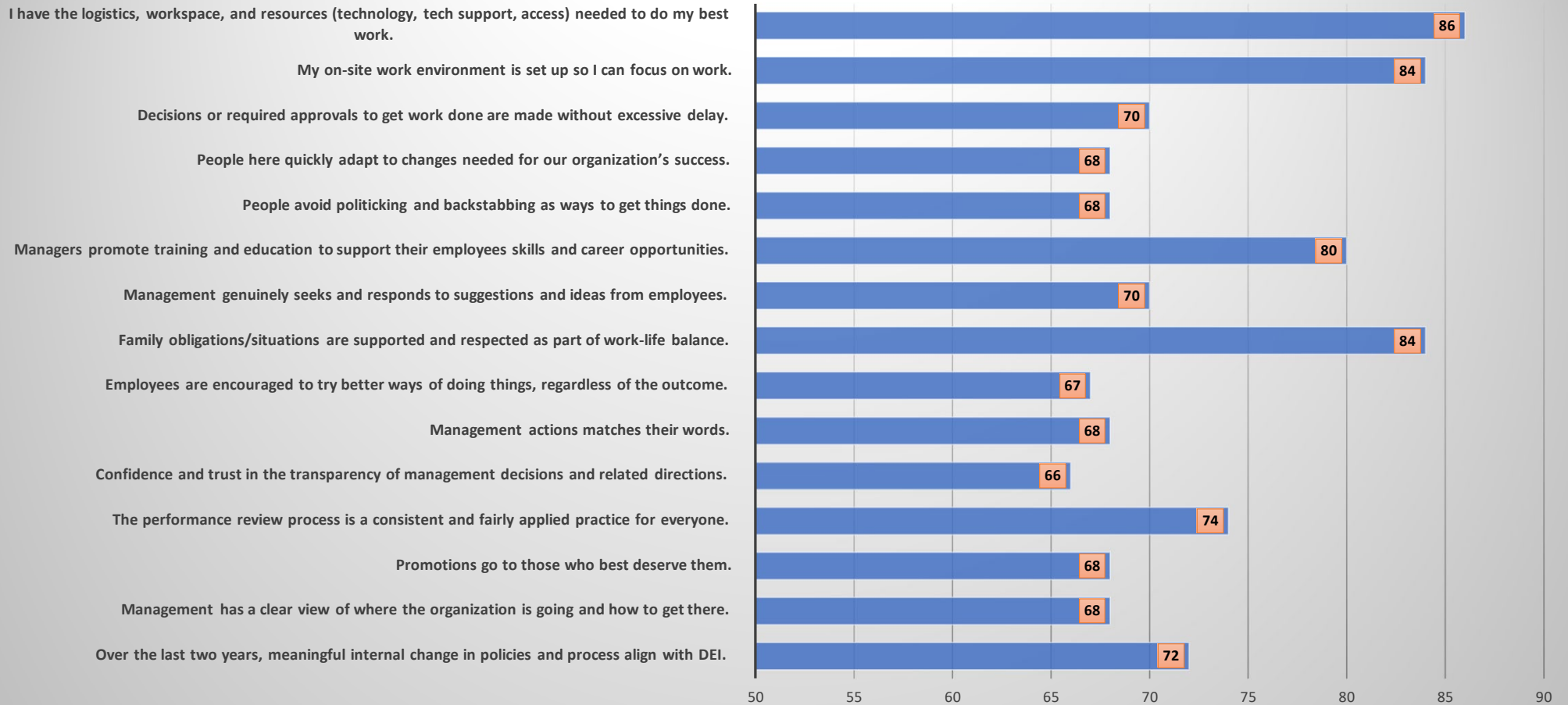
Averages by Question

Employee Experience



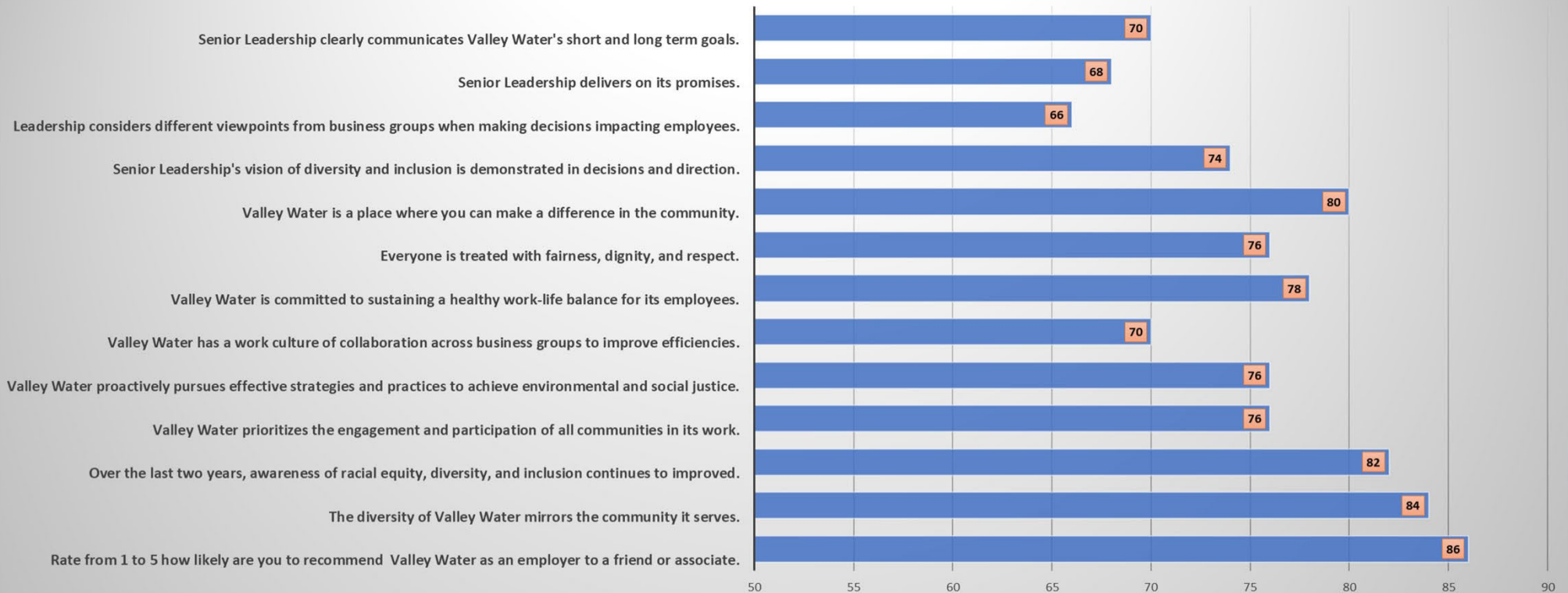
Averages by Question

Work Environment



Averages by Question

Organizational Culture and Leadership



Witness discrimination or favoritism in the workplace (from nepotism, gender, race/ethnicity, age, etc.)



2023 Employee Survey vs 2018 Great Place to Work Results

2023 Employee Survey		2018 Great Place To Work*	
Promotions go to those who best deserve them.	68	40	Promotions go to those who best deserve them.
Employees have logistics, workspace, and resources needed to do best work.	86	81	I am given the resources and equipment to do my job.
Management genuinely seeks and responds to suggestions and ideas from employees.	70	48	Management genuinely seeks and responds to suggestions and ideas.
Management has a clear view of where the organization is going and how to get there.	70	47	Management has a clear view of where the organization is going and how to get there.
Senior Leadership seeks and considers different viewpoints from business groups when making decisions impacting employees.	66	45	Management involves people in decisions that affect their jobs or work environment.
I am well informed about what's going on at Valley Water.	74	59	Management keeps me informed about important issues and changes.
Senior Leadership clearly communicates Valley Water's short- and long-term goals.	70	59	Management keeps me informed about important issues and changes.
Management actions matches their words.	68	50	Management's actions match its words.
Family obligations/situations are supported and respected as part of work-life balance.	84	74	People are encouraged to balance their work life and their personal life.
People avoid politicking and backstabbing as ways to get things done.	68	45	People avoid politicking and backstabbing as ways to get things done.
People here quickly adapt to changes needed for our organization's success.	68	37	People here quickly adapt to changes needed for our organization's success.
Senior Leadership delivers on its promises.	68	50	Senior Leadership delivers on its promises.
Employees are encouraged to try better ways of doing things, regardless of the outcome.	66	40	We celebrate people who try new and better ways of doing things, regardless of the outcome.
Likelihood to recommend valley water as an employer to a friend or associate.	86	73	I would strongly endorse my company to friends and family as a great place to work.
Overall employee experience.	70	76	Taking everything into account, I would say this is a great place to work.
Managers promote training and education to support their employees' skills and career opportunities.	78	85	I am offered training or development to further myself professionally.

*Note: Some of the questions have slightly modified or more specific wording that may have impact on rating.

Average by Survey Themes

Survey Theme	Average
Trust	67
Credibility	68
Inclusion	68
Collaboration	69
Fairness	71
Workplace Connection	71
Environmental Justice	71
Communication	72
Clarity of Work	75
Current and Future Optimism	75
Compensation	78
Diversity, Equity & Inclusion	78
Community Connection	78
Resources to perform	80
Personal Support	80
Empowerment	81
Manager Support	83

(*number is reflective of the employees at the time of survey sent out)



Valley Water

Clean Water • Healthy Environment • Flood Protection

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Santa Clara Valley Water District

File No.: 22-1324

Agenda Date: 5/26/2023

Item No.: 4.5.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Receive and Accept the Diversity and Inclusion Ad Hoc Committee 2022 Accomplishments Report.

RECOMMENDATION:

Receive and accept the Diversity and Inclusion Ad Hoc Committee 2022 Accomplishments Report.

SUMMARY:

Under direction of the Clerk of the Board, Work Plans are used by 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 annually, and are subject to change as needed throughout the year.

As Committee work is accomplished, the Accomplishments Report is updated to summarize discussion topics, outcomes and results achieved. The 2022 Accomplishments Report (Attachment 1), is presented for the Committee's review and acceptance.

ATTACHMENTS:

Attachment 1: 2022 Accomplishment Report

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

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Diversity and Inclusion Ad Hoc Committee – 2022 Accomplishments Report

Committee Work Plans establish a framework for Committee discussion and action during the calendar year. The Committee's work plan is a dynamic document and subject to change as external and internal issues impacting Valley Water occur and are recommended for Committee discussion. Subsequently, an Annual Committee Accomplishments report is developed based on the Work Plan and Committee discussions and presented to Valley Water's Board of Directors.

WORK PLAN ITEM & INTENDED OUTCOMES	ACCOMPLISHMENT DATE AND OUTCOME
<p>DEI Baseline Training for the Full Board</p> <p>Intended Outcomes: 1/27/22: Consider a Recommendation by the Office of Racial Equity, Diversity & Inclusion to Provide Diversity, Equity and Inclusion Training to Valley Water's Board of Directors.</p>	<p>1/27/22: The Committee unanimously approved the staff recommendation to provide the Valley Water Board of Directors with training in Diversity, Equity & Inclusion and advanced this recommendation for consideration of the full Board. At the February 22, 2022, regular Valley Water Board of Directors meeting, Item 4.4 was approved to provide the Board with baseline Diversity and Inclusion training. Training implementation planned for completion by the end of FY 2023.</p>
<p>D&I Strategic Master Plan</p> <p>Intended Outcome: 1/27/22: Receive Employee Equity Assessment Report from the Office of Racial Equity, Diversity and Inclusion.</p> <p>6/08/22: Update on the Valley Water Diversity, Equity and Inclusion Master Plan.</p>	<p>1/27/22: Mr. Rick Callender, Chief Executive Officer, informed the Committee that Attachment 1 of Item 5.2 on the 1/27/22 D&I Agenda would be the first part of the assessment report, that the consultant will provide a more extensive assessment of the entire organization, and that the target date for the full assessment report, as well as the diversity master plan, would be June 2022.</p> <p>The Committee requested that staff bring back the remaining part of the report with a comprehensive narration on the role of this report in the development of the strategic Diversity, Equity & Inclusion master plan.</p> <p>6/08/22: The Committee noted the following without taking formal action:</p> <ul style="list-style-type: none"> ▪ A presentation by Stephan Tucker, Cordoba Corporation Program Management Director, on a high-level summary of findings and observations in diversity, and the directions that were being undertaken with the master plan, as well as challenges posed by the unavailability of voluntary data on ethnicity to allow for definitive statements on Valley Water's diversity. ▪ Recommendations from Stephan Tucker related to needed staff anti-bias training, the role of the REDI Office in the organization, the role of the Leadership Team and the Board in creating a desired culture and pathway to that culture, and various strategic works in diversity. <p>The Committee acknowledged the request for Equal Employment Opportunity data by Stephan Tucker for</p>

Diversity and Inclusion Ad Hoc Committee – 2022 Accomplishments Report

<p>10/27/22: Receive a general update on the progress and status of Valley Water’s Diversity, Equity and Inclusion Strategic Master Plan, and provide feedback to staff.</p>	<p>statistical data and to identify trends on various diversity issues.</p> <p>10/27/21: The Committee received information on the following:</p> <ul style="list-style-type: none"> • Valley Water’s Diversity Equity and Inclusion (DEI) vision and proactive approach with the formation of the REDI Office, reasons for the DEI initiative, qualifications of Cordoba Corporation and Dakota Communications in preparing the agency-wide DEI five-year Strategic Master Plan, and scope of Cordoba services covered on Tasks 1-4; • Presentation of the draft master plan will be presented at the January 2023 D&I AHC meeting; • Cordoba preliminary draft recommendations on community engagement and business operations and work environment. • Cordoba recommendations on the master plan would be designed to leverage the practices that Valley Water already has and based on other California agencies’ policies that have shown success due to labor laws specific to California, such as Proposition 209. <p>Chairperson Estremera mentioned that he would have a briefing with Marta Lugo on where the District was with respect to contracting aspects and would share the information with Senator Beall.</p>
<p>Historical Key Decisions to Advance Environmental Justice</p> <p>Intended Outcome: 1/27/22: Review Committee Work Plan.</p> <p>6/08/22: Receive Staff Recommendation on the Next Steps to Advance Director Hsueh’s Memo of January 26, 2022, entitled “Synopsis of Historical Board Actions that Advance Environmental Justice.”</p> <p>10/27/22: Receive Draft Article Detailing Valley Water’s History of Actions to Advance Environmental Justice.</p>	<p>1/27/22: The Committee was informed of an agenda item for the April 2022 Committee meeting on <i>Historical Key Decisions to Advance Environmental Justice</i> referencing Handout 5.4-A from Director Hsueh on 1/27/22 Committee agenda.</p> <p>6/08/22: Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and added that staff recommendation is to publish an article on past actions that the Board has taken in terms of environmental justice and how it relates to the present work that Valley water is currently engaged in.</p> <p>Director Hsueh expressed approval of a column block on Nextdoor post on how Valley Water had advanced environmental justice through the years.</p> <p>10/27/22: Director Hsueh acknowledged the well-written draft article on the agenda as Attachment 1 of Item 4.2.</p> <p>The Committee made the following requests of staff:</p>

Diversity and Inclusion Ad Hoc Committee – 2022 Accomplishments Report

	<ul style="list-style-type: none"> Staff would add two concepts similar to what was presented in her original memo from the June 8, 2022, meeting, Attachment 1, Item 4.3. The two concepts are: first, environmental justice is everybody's job and needs to be built into our work; and second, the Board's key decisions were based on community needs even before "environmental justice" was known. Several projects were cited as examples to support the second concept. Staff to include the above concepts on Valley Water's educational materials and announced that there would be a Volume 3 on Valley Water's history; and that staff should interview Board members and senior staff, including Melanie Richardson, Assistant Chief Executive Officer, who offered to be another resource person on historical projects discussed on this item, and could also direct them to staff that could provide information on specific projects.
ACWA Diversity and Inclusion Efforts Intended Outcome: 1/27/22: Review Committee Work Plan. 6/08/22: Update Report on ACWA Diversity, Equity and Inclusion (DEI) Activities from Chair Pro Tem Varela. 10/27/22: Update Report on ACWA Diversity, Equity and Inclusion (DEI) Activities from Chair Pro Tem Varela. (Continued from June 8, 2022)	1/27/22: The Committee announced an item for the next meeting about an informational item on diversity and inclusion efforts by ACWA and WELLS through a report out by Director Varela 6/08/22: Chairperson Estremera announced that this item would be carried to the next meeting when Director Varela would be present to do a report out. 10/27/22: Director Varela reported that the ACWA Board of Directors unanimously approved the formation of a Diversity & Inclusion Foundation in ACWA and that Director Varela would be the first Board of Trustee on the foundation. Chairperson Estremera announced that Director Varela would present this information at an upcoming Valley Water Board meeting.
ERG Efforts to Promote Equity and Environmental Justice Intended Outcome: This work plan item was not agendized during the reporting period.	
Tribal Land Acknowledgments Statements Intended Outcome: 6/08/22: Receive information regarding the proposed	6/08/22: The Committee noted the following during the presentation:

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<p>Tribal Land Acknowledgment draft statement, and recommend that the Valley Water Board adopt standardized Tribal Land Acknowledgment statements for use by the Board and staff.</p> <p>10/27/22: Receive amended previously approved Tribal Land Acknowledgment draft statements, and recommend that the Valley Water Board adopt the amended standardized Tribal Land Acknowledgment statements for use by the Board and staff.</p>	<ul style="list-style-type: none"> • A historical background on land acknowledgment statements beginning in the 1970s among educational and non-profit organizations, and the purpose of the proposed statements related to VW's relationship and experience with tribal communities; and • Four standard language templates recommended for use by staff at their discretion and about the Native Land Digital website that allows anyone to type in any address around the world and identify indigenous tribes on that location: https://native-land.ca/. <p>The Committee requested that staff provide the Diversity and Inclusion Ad Hoc Committee with a comprehensive list of VW agreements on capital projects that have contracted tribal Monitoring. Subsequently, IBMR No. I-22-0005 was assigned to staff on this request.</p> <p>It was moved by Director Estremera, seconded by Director Hsueh, and unanimously approved to approve the recommendation to bring to the full Board for consideration standardized Tribal Land Acknowledgment statements for use by the Board and staff.</p> <p>10/27/22: The Committee received information that staff is presenting an amended standardized Tribal Land Acknowledgement statement after receiving input from local tribal communities.</p> <p>The Committee took a motion on the staff recommendation.</p> <div style="margin-left: 40px;"> <p>Motion: Approve the recommendation to adopt the amended standardized Tribal Land Acknowledgment statements for use by the Board and staff and to bring to the full Board for final approval.</p> <p>Move to Approve: N. Hsueh</p> <p>Second: T. Estremera</p> </div>
<p>Valley Water Role in Supporting Housing Affordability</p> <p>Intended Outcome: 10/27/22: Consider a Recommendation to Revise Board Governance Ends Policy E-4, Water Resources Stewardship, to Address Support for Affordable Housing.</p>	<p>10/27/22: The Committee was informed that Valley Water does not have land use authority and lacks the jurisdiction to directly influence the availability of affordable housing. The Committee also received an update on encampment cleanup cost, and various indirect influences and participation by Valley Water during planning and development phases for new housing by cities and non-profit organizations.</p> <p>The Committee took a motion to approve staff recommendation.</p>

Diversity and Inclusion Ad Hoc Committee – 2022 Accomplishments Report

	<p>Motion: Approved revision of Board Governance Ends Policy E-4, Water Resources Stewardship, to address support for affordable Housing, and bring to the full Board for final approval.</p> <p>Move to Approve: N. Hsueh</p> <p>Second: T. Estremera</p> <p>At the November 22, 2022, regular Valley Water Board of Directors meeting, Item 4.1 was unanimously approved to revise Ends Policy E-4, Water Resources Stewardship, and address support for affordable housing; and adopt proposed modifications to Ends Policy E-4.</p>
<p>Human Resources: Long-term Strategic Staffing Plan.</p> <p>Intended Outcome: 6/08/22: Receive an update on the Strategic Staffing Plan as part of this Committee's work plan.</p> <p>10/27/22: Receive Update on Human Resources Activities.</p>	<p>6/08/22: The Committee received information that this item is part of the Board's work plan and commissioned by the CEO to develop a tool to determine staff needed proactively and skills that would be needed for Capital Improvement Program (CIP) and that Vemo would be adopted as an exploratory software solution for VW long-term staffing plan; and that the software would have three cloud-based modules: workforce planning, analytics, and resource management.</p> <p>Director Hsueh suggested that on Slide 3, on the second bullet item, <i>Match people to projects to optimize success rates</i>, the Vemo project team could add that success rates could refer to both for the project and for our staff.</p> <p>10/27/22: The Committee received information on the Next-Gen Workforce Development Program that engages high school and college students from disadvantaged communities with career readiness opportunities and the program's four initiatives.</p>
<p>Human Resources: Hiring & Promotion Support.</p> <p>Intended Outcome: This work plan item was not agendized during the reporting period.</p>	

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Santa Clara Valley Water District

File No.: 22-1326

Agenda Date: 5/26/2023
Item No.: 4.6.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

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

SUBJECT:

Review Diversity and Inclusion Ad Hoc Committee 2023 Work Plan and Accept 2023 Meeting Schedule.

RECOMMENDATION:

- A. Review the 2023 Diversity and Inclusion Ad Hoc Committee Work Plan and make adjustments as necessary; and
- B. Accept the 2023 meeting schedule.

SUMMARY:

Work Plans are created and implemented by all Board Committees to increase efficiency, provide advanced 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. Committee Work Plans also assist staff with the preparation of agenda items and the Committee's Annual Accomplishments Report.

The Diversity & Inclusion Ad Hoc Committee (Committee) Work Plan contains suggested topics for discussion based on information from the following sources:

- Items referred to the Committee by the Board;
- Items requested by the Committee to be brought back by staff;
- Items scheduled for presentation to the full Board of Directors; and
- Items identified by staff.

The 2023 Committee Work Plan (Attachment 1) is presented for the Committee's review and provides an opportunity for the Committee to request additional items for discussion during future meetings.

Committee meetings are currently proposed to occur quarterly the fourth Thursday of the month or at the call of the Committee Chair. Staff is requesting confirmation of the remaining 2023 regular

meeting date of October 26, 2023.

ATTACHMENTS:

Attachment 1: 2023 D&I Ad Hoc Committee Work Plan

Attachment 2: 2023 Draft Meeting Schedule

UNCLASSIFIED MANAGER:

Candice Kwok-Smith, 408-630-3193

(Proposed) 2023 DIVERSITY & INCLUSION AD HOC COMMITTEE WORK PLAN													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
REDI Office													
D&I Strategic Master Plan	CANCELED			CANCELED	X		RECESS			X			
Historical Key Decisions to Advance Environmental Justice					X								
ACWA Diversity and Inclusion Efforts													
WELL Diversity and Inclusion Efforts													
Naming/Renaming of Valley Water Facilities					X				X				
Human Resources:													
Hiring & Promotion Report—													
Long-Term Strategic Staffing Plan (VEMO)						X				X			
Next Generation Career Pathway										X			
Veterans Outreach						X				X			
Employee Survey				X									
Standing Items:													
Election of Committee Officers (Annually)					X								
2022 D&I Ad Hoc Committee Accomplishment Report (Annually)					X								
Approval of Minutes (previous meeting)					X					X			
Review Committee Work Plan - Confirm items for next meeting					X					X			

2023 Meetings are scheduled to occur as shown below, or at the call of the Committee Chair.

Thursday, January 26, 2023 - Canceled
Friday, April 28, 2023 - Special Meeting - Canceled
Friday, May 26, 2023 - Special Meeting
Thursday, July 27, 2023 - Recess
Thursday, October 26, 2023

Blue Strikes - are new entries; Red Strikes - are deleted entries.

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2023 D&I AHC Draft Meeting Schedule

January						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
S	M	T	W	T	F	S
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April						
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23	24	25	26	27	28	29
30						

May						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June						
S	M	T	W	T	F	S
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August						
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30

October						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

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