

October 20, 2022

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 1 Director John L. Varela

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

A Santa Clara Valley Water District regular meeting of the Diversity & Inclusion Ad Hoc Committee has been scheduled to occur at 2:00 p.m. on Thursday, October 27, 2022 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

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

Headquarter Building Boardroom
5700 Almaden Expressway
San Jose, CA 95118

REGULAR MEETING AGENDA

**Thursday, October 27, 2022
2:00 PM**

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 John L. Varela, District 1

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:
Eva Marie Sans
Assistant Deputy Clerk II
408-630-2306
esans@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
REGULAR MEETING
AGENDA

Thursday, October 27, 2022

2:00 PM

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

HQ Boardroom
5700 Almaden Expressway
San Jose, CA 95138

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

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

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

Join Zoom Meeting:

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

3. APPROVAL OF MINUTES:

- 3.1. Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of June 8, 2022. [22-0929](#)
- Recommendation: Approve the minutes.
- Manager: Candice Kwok-Smith, 408-630-3193
- Attachments: [Attachment 1: 060822 D&I Ad Hoc Committee Minutes](#)
- Est. Staff Time: 5 Minutes

4. REGULAR AGENDA:

- 4.1. Update on the Valley Water Diversity, Equity and Inclusion Master Plan. [22-0930](#)
- 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.
- Manager: Marta Lugo, 408-630-2237
- Attachments: [Attachment 1: PowerPoint](#)
[Attachment 2: Master Plan Update](#)
- Est. Staff Time: 45 Minutes
- 4.2. Receive Draft Article Detailing Valley Water's History of Actions to Advance Environmental Justice. [22-1056](#)
- Recommendation: A. Receive Draft Article Detailing Valley Water's History of Actions to Advance Environmental Justice; and
B. Provide any additional input if necessary.
- Manager: Marta Lugo, 408-630-2237
- Attachments: [Attachment 1: Draft Environmental Justice Article](#)
- Est. Staff Time: 5 Minutes
- 4.3. Valley Water Role in Supporting Housing Affordability. [22-0931](#)
- Recommendation: Consider a Recommendation to Revise Board Governance Ends Policy E-4, Water Resources Stewardship, to Address Support for Affordable Housing
- Manager: Lisa Bankosh, 408-630-2618
- Attachments: [Attachment 1: Draft Revised Ends Policy E-4](#)
- Est. Staff Time: 5 Minutes

4.4. Receive Amended Tribal Land Acknowledgment Draft Statements. [22-1055](#)

- 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.

Manager: Marta Lugo, 408-630-2237

Attachments: [Attachment 1: PowerPoint](#)
 [Attachment 2: Tribal Land Acknowledgment Statements, Revised](#)
 [Attachment 3: Tribal Land Acknowledgment Statements, Clean](#)

Est. Staff Time: 5 Minutes

4.5. Receive Update on Human Resources Activities. [22-1077](#)

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

Manager: Patrice McElroy, 408-630-3159

Attachments: [Attachment 1: PowerPoint](#)

Est. Staff Time: 10 Minutes

4.6. Update Report on ACWA Diversity, Equity and Inclusion (DEI) Activities from Chair Pro Tem Varela. (Continued from June 8, 2022) [22-0933](#)

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

Manager: Marta Lugo, 408-630-2237

Est. Staff Time: 5 Minutes

4.7. Review Diversity and Inclusion Ad Hoc Committee 2022 Work Plan, and Confirm Next Meeting Date. [22-0932](#)

- 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.

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

Attachments: [Attachment 1: Revised 2022 D&IAHC Work Plan](#)

Est. Staff Time: 5 Minutes

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

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

6. ADJOURN:



Santa Clara Valley Water District

File No.: 22-0929

Agenda Date: 10/27/2022
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of June 8, 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: 060822 D&I Ad Hoc Committee 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

WEDNESDAY, JUNE 8, 2022

11:00 AM

(Paragraph numbers coincide with agenda item numbers)

1. ROLL CALL.

A special meeting of the Santa Clara Valley Water District (Valley Water) Diversity and Inclusion Ad Hoc Committee (Committee) was called to order at 11:00 a.m., on June 8, 2022, via 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. District 1 Director John Varela was excused from attending.

Staff participating were Carlos Orellana, District Counsel, Ingrid Bella, Chelsea Busick, Mike Cook, Conception Gayotin, Rachael Gibson, Brian Hopper, Marta Lugo, Janice Lum, Blanca Sanchez-Cruz, Bryant Welch, Warren Whitlock, and Sunny Williams.

Guest in attendance was Mr. Stephen Tucker, Principal, Cordoba Group

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 January 27, 2022.

Recommendation: Approve the minutes.

The Committee considered the January 27, 2022 minutes of the Diversity & Inclusion Ad Hoc Committee. It was moved by Director Hsueh, seconded by Director Estremera, and unanimously carried by roll call vote, to approve the minutes as presented.

4. ACTION ITEMS:

- 4.1. Consider Adopting Tribal Land Acknowledgment Statements.

06/08/22

Attachment 1
Page 1 of 4

- Recommendation:
- A. Receive information regarding proposed Tribal Land Acknowledgment draft statements.
 - B. Recommend that the Valley Water Board adopt standardized Tribal Land Acknowledgment statements for use by the Board and staff.

Marta Lugo, Assistant Officer, External Affairs, reviewed the information on this item, per the attached Committee agenda memo, and the information contained in Attachment 1 was reviewed by Blanca Sanchez-Cruz, Program Administrator, Office of Racial Equity, Diversity & Inclusion (REDI).

The Committee noted the following during the presentation:

- 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 for use by staff at their own 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/>.

The Committee requested that staff provide the Diversity and Inclusion Ad Hoc Committee a comprehensive list of VW agreements on capital projects that are contracted with tribal communities. Subsequently, IBMR No. I-22-0005 was assigned to staff on this request.

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.

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

- Recommendation:
- Receive a presentation from staff and the Cordoba Group on the status of Valley Water's Diversity, Equity and Inclusion Master Plan, and provide feedback to staff.

Ms. Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and the corresponding information contained in Attachment 1 was reviewed by Mr. Stephan Tucker, Cordoba Corporation Program Management Director.

The Committee noted the following without taking formal action:

- A presentation by Stephan Tucker on 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, role of the REDI office in the organization, role of the Leadership Team and the

Board in creating a desired culture and pathway to that culture, and various strategic works in diversity.

The Committee acknowledged the request for Equal Employment Opportunity data by Stephan Tucker for statistical data and identify trends on various diversity issues.

The Committee received the information, without taking formal action.

- 4.3. 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."

Recommendation: Approve staff recommendation to advance Director Hsueh's memo of January 26, 2022, entitled "Synopsis of Historical Board Actions that Advance Environmental Justice," as a Board column, blog and/or Nextdoor post, highlighting ways in which Valley Water has advanced environmental justice throughout the years.

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.

Director Hsueh expressed approval of a column block on Nextdoor post on how Valley Water had advanced environmental justice through the years.

The Committee noted the information without taking formal action.

- 4.4. Long-term Strategic Staffing Plan.

Recommendation: Receive an update on the Strategic Staffing Plan as part of this committee's work plan.

Ingrid Bella, Acting Human Resources Manager (Interim Human Resources Officer), reviewed the information on this item, per the attached Committee Agenda Memo, and the corresponding presentation materials contained in Attachment 1 was reviewed by Lidya Tesfaye, Senior Management Analyst; and introduced Patrice McElroy, the new Deputy Administrative Officer.

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 proactively determine staff needed 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.

Director Hsueh suggested that on Slide 3, on the second bullet item, *Match people to projects to optimize success rates*, the Vemo project team could add that success rates could refer to both for the project and for our staff.

The Committee noted the information without taking formal action.

4.5. Update Report on ACWA Diversity, Equity and Inclusion (DEI) Activities from Chair Pro Tem Varela.

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

Chairperson Estremera announced that this item would be carried to the next meeting when Director Varela is present to do a report out.

The Committee noted the information without taking formal action.

4.6. 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 make adjustments as necessary; and
B. Confirm date for next meeting, per 2022 meeting schedule.

Ms. Lugo reviewed the information on this item, per the attached Committee agenda memo, and mentioned the following items planned for the next meeting:

- Update on the strategic master plan;
- An item on housing equity that came up from a previous board meeting in terms of addressing that through the master plan; and
- Update on ACWA DEI activities by Director John Varela.

The Committee received the information without taking formal action and noted the next meeting date on July 28, 2022. Subsequently, the meeting on July 28, 2022 was cancelled, and the next meeting of the Committee would be October 27, 2022.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

None.

6. ADJOURN.

6.1 Adjourn to Regular Meeting at 2:00 p.m. on July 28, 2022.

Chairperson Estremera adjourned the meeting at 12:20 p.m., to the next meeting scheduled to occur on July 28, 2022. Subsequently, the July 28, 2022 meeting was cancelled, and the next meeting of the Committee would be October 27, 2022.

Eva M. Sans
Assistant Deputy Clerk II



Santa Clara Valley Water District

File No.: 22-0930

Agenda Date: 10/27/2022

Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Update on the Valley Water Diversity, Equity and Inclusion 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.

SUMMARY:

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 Strategic Master Plan, which assesses Valley Water's culture and its agency-wide business operations in delivering services to the public, identifies institutional barriers that may make it difficult for communities of historically underrepresented groups to engage with, or equitably receive services from, Valley Water. The plan will propose recommendations and areas to improve upon existing Valley Water diversity, equity and inclusion efforts and better engage all communities to ensure Valley Water can deliver services in ways that are equitable, fair, and balanced.

The Cordoba Group has now interviewed all Valley Water Divisions. In addition to several key business unit areas, they have comprehensively reviewed Valley Water's policies and protocols as part of their assessment. With this part of the process completed, the Cordoba Group is currently working on analyzing all the data inputs to compile and develop the final draft plan which is expected to come to the committee in January.

This item provides the D&I Committee with an update on the Master Plan's status, initial findings and efforts to date, including the schedule for completion over the next few months.

ATTACHMENTS:

Attachment 1: PowerPoint

Attachment 2: Master Plan Update

UNCLASSIFIED MANAGER:

File No.: 22-0930

Agenda Date: 10/27/2022
Item No.: 4.1.

Marta Lugo, 408-630-2237



Update to Diversity, Equity & Inclusion Strategic Master Plan

D&I Ad Hoc Committee

October 27, 2022

Valley Water DEI Vision

- All individuals are unique and important and will be treated with fairness, dignity, and respect.
- Attract and maintain a diverse workforce throughout all levels of the organization that better reflects the communities they serve.
- Create and maintain a work environment that not only acknowledges diversity but **values** it through proactive inclusion and equitable practices.
- Provides equitable service, engagement, and access to all communities we serve.

Valley Water Proactive Approach

- Office of Racial Equity, Diversity, and Inclusion
- Board Environmental Justice Policies
- Development of 5-year Master Plan



Why have a Diversity, Equity & Inclusion initiative? 4

- It is a way to care for all employees
- It is a way to align with the communities we serve
- It is consistent with Valley Water's Values and Leadership Principles



WHEN WE FOCUS
ON BEING THE BEST,
TRUE INNOVATION FLOWS.

Caring for employees

- The employees are the lifeline of the agency
- Proactive care ensures healthy employees and a healthy agency
- Diversity, Equity & Inclusion is good for all employees

“Alone we can do so little, together we can do so much.”
- Helen Keller

Alignment with the communities we serve

- Valley Water serves the public of the Santa Clara County
- We must serve all communities equitably
- The agencies values must reflect internally AND externally



Cordoba and Dakota

- Cordoba Corporation and Dakota Communications are minority owned firms headquartered in California.
- Cordoba team was enlisted to provide objective, third-party assessment and preparation of an agency-wide DEI Five-Year Strategic Master plan.
- Cordoba Corporation and Dakota Communications have experience assisting agencies with similar efforts, including preparing the master plan for the Los Angeles Department of Water and Power.
- Cordoba understands the industry that Valley Water operates in, given that we are a full-service engineering firm.

Sensitivity of Body of Work

- Given the complexity, sensitivity and importance of this body of work, substantial effort went into development of a scope of work that aligned with the budgetary guidelines and Non-Disclosure Agreements have been signed by all non-Valley Water Personnel
- Full confidentiality was committed to staff at all interviews

Scope of Services

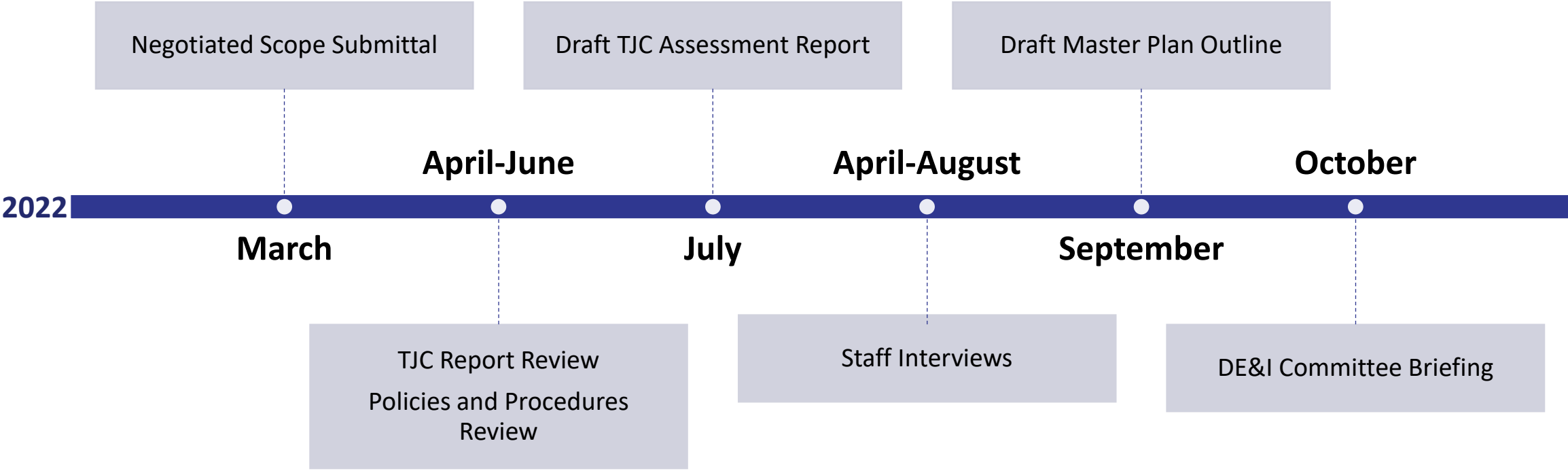
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Task 1	Project Management
Task 2	2.1 Analysis of Employee Equity Assessment Report 2.2 Assessment of 8 Divisions 2.3 Review of Policies and Procedures 2.4 Data Evaluation
Task 3	Development of Five (5) Year DEI Master Plan
Task 4	Development of Equity Action Plan Template

Diversity, Equity & Inclusion Planning Process

Flow to date

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Diversity, Equity & Inclusion Planning Process

Flow forthcoming

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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

Interviews

- Clerk of the Board
- Admin/IT/Human Resources
- EEO
- Finance
- District Counsel/Legal
- ACEO/ Capital Improvement Projects
- Contracting/Procurement
- Watershed
- Water Utility
- External Affairs
- Employee Resources Group Leaders
- Union Representatives
- Environmental Justice Working Group
- CEO
- Minority Business Consortium (External Consultant)

Observations

- These interviews only represent a cross-section of the organization
- Valley Water is a large, established organization
- As an institution, Valley Water has set norms and business operations that may need to be adjusted to meet the goals
- We have identified some themes that either came up on multiple occasions or that were very relevant to the body of work

Themes - Culture

- There is a habit of doing things the same way
- Employee morale has noticeably dropped in the past several years – COVID could be a contributor to this
- Staff do not see how management is held accountable
- Culture is more important than policy
- Lack of understanding of Protected Classes in the DEI framework
- People claim to be “color blind”
- People feel empowered to make recommendations
- Board investment policies have Social Responsibility goals

Themes - Trust

- Employees feel that their input does not impact policy
- Staff question the depth of the commitment to DEI
- We need two-directional trust
- Staff feel that there is a lack of transparency in management
- Some employees don't trust that they will actually be protected if they speak out – Strong fear of retaliation
- Some employees feel that this initiative is unnecessary and that things are “fine” at Valley Water
- CEO has the right idea – need to move it forward and do what they say they are going to do

Themes – Work Environment

- Many comments about nepotism and favoritism – Some said that it wasn't racial, it was just favoritism
- There are silos between field staff and office staff
- Racial issues are more prevalent among field staff
- There is diversity, but not inclusion – this leads to retention issues
- Things have improved – but still much more room for improvement
- There has been a real growth in female leadership

Themes - Contracting/Grants

- There used to be an SBE Program, but it was suspended
- Sentiment that Prop 209 severely limits the agency's ability to achieve diversity in contracting
- Sentiment that affluent neighborhoods are disproportionately receiving grants
- Minority Business Consortium has been contracted to support this effort

Themes – Environmental Justice

- Acknowledgement that the Board has an EJ policy
- Confusion as to who is responsible for signing-off on items going to the Board for approval
- Concern that the policy is window dressing

Preliminary DRAFT Recommendations

1. Community Engagement and Business Operations:

- Improve proactive engagement with all communities
- Retain support for the development of a defensible Local Business Enterprise Program that will effectively improve outreach and engagement in Contracting / Procurement
- Track contracting by dollar value and engage unit leader in conversations regarding equitable outreach and engagement and access to opportunities
- Evaluate the disbursement of Grants to ensure equitable distribution
- Define and implement Best Practices in Environmental Justice in the project planning phase

Preliminary DRAFT Recommendations

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2. Work Environment:

- Improve communications to all line staff
- Implement Implicit Bias training at all levels
- Continue to support the CEOs initiative through the REDI Office
- Focused training for middle management
- Clearly define parameters and manage expectations
- Track diversity by business unit and engage unit leaders in conversations regarding diversity
- Expand current partnerships with HBCUs and MSIs in recruiting
- Expand current partnerships with national affinity organizations like NSBE, SHPE, SWE and AISES

Master Plan Outline

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- Valley Water's Mission, History, Policies, and Structure
- Definition of a DEI Initiative/Best Practices
- Valley Water's DEI Vision
- Methodology/Approach
- Employee Equity Assessment Report Analysis
- Data/General Findings:
 - Workforce Composition
 - Supplier Diversity
 - Community Engagement
- Detailed Findings and Recommendations by category:
 - Work Environment/EEO
 - Recruiting/Onboarding/Retention/Career Development
 - Capital Planning/Environmental Justice
 - Operations
 - Procurement/Purchasing/Contracting
 - Community Engagement/Partnering/Education
 - REDI Office Roles and Responsibilities
- External and Internal Challenges
 - Proposition 209
 - Union Resistance
 - Historic Practices
 - Lack of Awareness
- Immediate Actions/Timelines/Metrics
- Conclusion
- Next Steps

Acknowledgment

- We would like to acknowledge the effort and importance that the Valley Water Board and Executive Team have placed on this initiative and the many practices that already exist at the agency.
- Our recommendations will be designed to leverage those practices, deepen and widen their effects, and, where appropriate, recommend new practices and policies that have shown success in other public agencies within the State of California.

QUESTIONS



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The Santa Clara Valley Water District (Valley Water) believes all individuals are unique and important and will be treated with fairness, dignity, and respect. The agency plans to expand its current efforts to attract and retain a diverse workforce throughout all levels of the organization that better reflects the communities they serve, create and maintain a work environment that not only acknowledges diversity but **values** it through proactive inclusion and equitable practices, and extend this equity and inclusion beyond its walls in how it engages communities. The agency strives to provide equity in its service delivery, engagement with stakeholders and access to contracting opportunities.

Valley Water has already taken bold, proactive steps toward this vision through the development of environmental justice policies, the creation of the Office of Racial Equity, Diversity and Inclusion (REDI), and the development of a five-year Strategic Master Plan to identify a systemic approach to responding to bias through training, creating equity through policies and procedures, and promoting a culture and environment of inclusion and support.

Cordoba Corporation and Dakota Communications were brought on board to partner with Valley Water's REDI Office to develop this agency-wide Strategic Master Plan. This team has worked on similar assignments, including a DEI Master Plan for the Los Angeles Department of Water and Power.

Given this body of work's complexity, sensitivity and importance, substantial effort went into developing a scope of work aligned with the budgetary guidelines. After several iterations, the final scope was finalized in March of 2022:

Table. 1 Scope of Work

Task 1	Project Management
Task 2	2.1 Analysis of TJC's Employee Equity Assessment Report 2.2 Assessment of 8 Divisions 2.3 Review of Policies and Procedures 2.4 Data Evaluation
Task 3	Development of Five (5) Year DEI Master Plan
Task 4	Development of Equity Action Plan Template

Task 1 -The lion's share of the Project Management was executed during the scope development phase.

Task 2.1 – Analysis of the TJC Employee Equity Assessment Report (COMPLETED)
Given the sensitivity of the information provided to the Cordoba Team (Team), the firms have signed Non-Disclosure Agreements with Valley Water to ensure the privacy and protection of staff and the agency.

One of the reports that the Team was given access to and asked to assess was the TJC Employee Equity Report, commissioned in 2021. The Team thoroughly reviewed the document, within the context available at the time and completed a written assessment, which was submitted to REDI staff.

Task 2.2 – Organizational Assessment by Divisions (COMPLETED)

To better understand the agency and the culture and sentiments of the employees of the agency, the Team conducted a total of 20 interviews with staff.

Valley Water employees are dedicated and committed to the mission of Valley Water and seek opportunities to maximize their contributions to the organization. Their participation in interviews and discussions focused on improving the organization so that all employees can work collaboratively. The following units were interviewed:

- Clerk of the Board
- Admin/IT/HR
- EEO
- Finance
- Legal
- ACEO/Capital Projects
- Procurement/Contracting
- Watershed
- Water Utility
- External Affairs
- CEO

In some cases, more than one interview was conducted because of the size or complexity of units or the availability of management and key employees. In addition to the teams above, we also conducted interviews with the following:

- Employee Resource Group Leaders
- Union Leadership
- Environmental Justice Working Group
- A recently contracted entity regarding contracting outreach (Minority Business Consortium).

Task 2.3 – Review of Policies and Procedures (COMPLETED)

The REDI Office provided documents electronically for our review and analysis. All documentation requested has been delivered. These documents have been reviewed for input into the Strategic Master Plan.

Task 2.4 – Data Evaluation (COMPLETED)

The REDI Office provided data electronically for our review and analysis. All data requested has been delivered. This data has been reviewed for input into the Strategic Master Plan.

TASK 3 – Five-Year Strategic Master Plan (IN PROCESS)

The results of the interviews, policies and practices reviews and data review form the basis for our determination as to the agency's current status, the opportunities for improvement and clarification, and ultimately, the body of the Master Plan itself.

The outline for the Master Plan is shown here for your reference and comment:

1. Cover
2. Table of Contents
3. Executive Summary
4. Valley Water's Mission, History, Policies, and Structure
5. Definition of a DEI Initiative/Best Practices
6. Valley Water's DEI Vision
7. Methodology/Approach
 - a. Narrative
 - b. Process map
8. Data/General Findings:
 - a. Workforce Composition
 - i. Current Agency-wide Diversity
 - ii. Management and Executive Diversity
 - iii. Employee Culture
 - iv. Recruiting Practices
 - v. Career Development
 - vi. ERGs
 - b. Supplier Diversity
 - i. Distribution of contracts by type and number
 - ii. Distribution of contracts by dollar value
 - iii. Outreach in contracting
 - c. Community Engagement
 - i. Environmental Justice Policies and Practices
 - ii. Access to Services and Grants
9. TJC Employee Equity Assessment Report Analysis
10. Detailed Findings and Recommendations by category:
 - a. Work Environment/EEO
 - i. Recommendations on improving the Culture of Inclusion
 - b. Recruiting/Onboarding/Retention/Career Development
 - i. Recommendations on widening and deepening recruitment partnerships
 - ii. Recommendations on Career Planning and Resources

- iii. Recommendations on Training
 - iv. Recommendations on Tracking and Reporting of Data
 - c. Capital Planning/Environmental Justice
 - i. Recommendations on Best Practices for EJ Implementation
 - ii. Recommendations on Breaking Down Work Scopes for Accessibility
 - d. Procurement/Purchasing/Contracting
 - i. Recommendations on Proactive Programs to Increase Outreach
 - ii. Recommendations on Development of Nexus Data to Warrant Set-Asides for Local Small Businesses
 - iii. Recommendations on Bidding/Process Assistance
 - iv. Recommendations on Bonding and Insurance
 - v. Recommendations on Alternative Delivery Methods
 - e. Community Engagement/Partnering/Education
 - i. Recommendations on Improved Outreach to All Communities
 - ii. Recommendations on Educational Outreach
 - f. REDI Office Roles and Responsibilities
 - i. Clarifying and Codifying the Roles and Responsibilities of the Office
- 11. External and Internal Challenges
 - a. Proposition 209
 - b. Union Resistance
 - c. Historic Practices
 - d. Lack of Awareness
- 12. Immediate Actions/Goals/Timelines/Metrics
- 13. Conclusion
- 14. Next Steps
- 15. Appendices

The staff interviewed only represent a cross-section of the organization, but enough to identify general themes to address in the Plan. Valley Water is a large, established organization, so it is unreasonable to assume that the culture can be shifted quickly. The approach will be systematic and long-term to ensure the organization's and its employees' health well into the future.

Draft recommendations include the following:

Community Engagement and Business Operations:

- Improve proactive engagement with all communities
- Retain support for the development of a defensible Local Business Enterprise Program that will effectively improve outreach and engagement in Contracting / Procurement
- Track contracting by dollar value and engage leaders in conversations regarding equitable outreach and engagement and access to opportunities

- Evaluate the disbursement of Grants to ensure equitable distribution
- Define and implement Best Practices in Environmental Justice in the project planning phase

Work Environment:

- Improve communications to all line staff
- Implement Implicit Bias training at all levels
- Continue to support the CEOs initiative through the REDI Office
- Focused training for middle management
- Clearly define parameters and manage expectations
- Track diversity by business unit and engage unit leaders in conversations regarding diversity
- Expand current partnerships with HBCUs and MSIs in recruiting
- Expand current partnerships with national affinity organizations like NSBE, SHPE, SWE and AISES

We will incorporate any comments from the D&I Ad Hoc Committee and develop and submit the Final Draft Master Plan to the REDI Office. Additionally, we will develop and submit an Equity Action Plan Template (Task 4), which will be used to create specific action plans by business units. These will be presented to the D&I Ad Hoc Committee at its next quarterly meeting.

We want to acknowledge the effort and level of importance that the Valley Water Board and Executive Team have placed on this initiative and the many policies and practices that already exist at the agency. Our recommendations will be designed to leverage those practices, deepen and widen their effects, and where appropriate, recommend new practices and policies that have shown success in other public agencies within the State of California.

We appreciate the opportunity to partner with you on this critically important effort.

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Santa Clara Valley Water District

File No.: 22-1056

Agenda Date: 10/27/2022
Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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.

SUMMARY:

During the last D&I Ad Hoc Committee meeting on June 8, 2022, the committee agreed with staff's recommendation to draft a column and/or blog article that details Valley Water's long history of actions to advance environmental justice, for public dissemination, including sharing the final article with Valley Water employees.

The final draft environmental justice article is included as Attachment 1.

ATTACHMENTS:

Attachment 1: Draft Environmental Justice Article

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

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Valley Water's long history of supporting environmental justice continues

The Santa Clara Valley Water District, now known as Valley Water, has a mission that includes the goals of providing safe, clean water and flood protection to the people and businesses of Santa Clara County. It also includes providing environmental stewardship, which ensures that we work with our natural environment, not against it, when delivering our projects.

Chief among the Valley Water Board of Directors' long-time priorities is to integrate environmental justice into our work so that water supply, flood protection and environmental stewardship projects serve the public equitably, particularly in historically underrepresented communities. The pursuit of environmental justice has been brought into even sharper focus with the creation of Valley Water's Office of Racial Equity, Diversity and Inclusion (REDI) in 2020, which has woven environmental justice into the very fabric of Valley Water's governance.

Valley Water has always invested significant resources in valuable local projects that are important to our community. We know that these efforts go beyond reducing flood risk to homes and property; they help protect people, particularly in traditionally underserved areas that are often the hardest hit during natural disasters. These projects provide essential services to the local economy in these communities, helping to keep schools, hospitals and roads open, and businesses operating.

The Valley Water Board's commitment to environmental justice shows in our willingness to fund efforts focused on ensuring underrepresented and disadvantaged communities benefit from our work equitably. Part of the effort to integrate environmental justice into the way we operate included early Board action to change the very funding mechanisms to allow the Board the flexibility to allocate resources according to community needs and enable a more proactive and equitable distribution of project benefits. For example, the board directed the consolidation of property tax revenue and State Flood Subvention reimbursement, which allowed critical projects in East and South Zones of the county that were stalled under the previous funding mechanism, finally to be advanced. The Board also put forth to voters in 2000, 2012 and 2020 the Clean, Safe Creek Program (now the Safe, Clean Water and Natural Flood Protection Program). This innovative, county-wide parcel tax structure replaced the old zone-by-zone Benefits Assessment funding structure, which was instrumental in enabling the equitable distribution of benefits based on community needs. Without these critical changes, projects like the Lower Silver Creek Flood Protection Project in East San Jose, completed in 2021, might still be awaiting funding.

Here is a look at some of the larger projects currently underway to benefit people and businesses in and around disadvantaged communities.

South San Francisco Bay Shoreline Project

This project provides flood protection for an area that has seen significant flooding many times over the years. Once finished, the project will protect more than 5,000

homes and businesses along the South San Francisco Bay shoreline from Milpitas to Palo Alto, including the urban area of north San José and the disadvantaged community of Alviso, perched at the water's edge. The project considers future sea level rise and would reduce flood risk for critical infrastructure such as sewage treatment plants, roads, highways, airports and the Silicon Valley Advanced Water Purification Center. It also will restore thousands of acres of habitat and improve recreation and access to San Francisco Bay.

Construction began on Phase 1 in 2021, starting with the most disadvantaged community along our county's shoreline: Alviso. The federal government is currently studying Phase 2 (Palo Alto to Mountain View) and will begin studying Phase 3 (Sunnyvale) at a later date.

Upper Guadalupe River Flood Protection Project

This project will help protect a heavily urbanized area of San José, while also improving the habitat the river provides for vegetation, fish and wildlife. This area includes many disadvantaged communities, and it has experienced significant flooding.

Certain sections of the project were constructed in 2013 and 2015, with vegetation replanted in 2018. The federal government is reevaluating how to complete the remainder of the project in ways that maximize benefits, reduce costs and use the natural environment to the greatest extent possible. Valley Water is working hard to see that this project is fully funded and constructed, to the benefit of the many disadvantaged communities surrounding the area who call it home.

Upper Llagas Creek Flood Protection Project

This project will reduce flood risk to more than 1,600 homes, schools and businesses and more than 1,300 acres of agricultural land in South Santa Clara County, which includes several disadvantaged communities. This creek has flooded multiple times each decade since the 1930s, with the only exceptions being the 1940s and 70s. Along with flood protection, the project will improve water quality and habitat for fish and wildlife.

Construction began on a portion of the project in Gilroy and Morgan Hill in 2019 and on another portion in Morgan Hill in 2021. Valley Water is working with a federal agency to finalize design on the last phase, for which the communities have been waiting for decades. The total project cost is projected to be \$332 million dollars.

San Francisquito Creek Flood Protection Project

This project would reduce flood risk to about 5,500 homes in Palo Alto, East Palo Alto and Menlo Park, including disadvantaged communities. Flooding on this creek – 11 times since 1910 – has led to evacuations and has shut down U.S. Highway 101, an important arterial highway connecting these communities with Silicon Valley. Voters

approved a portion of the funding for the locally funded project through the Clean, Safe Creeks and Natural Flood Protection Plan in 2000, then again through the 2012 and 2020 Safe, Clean Water and Natural Flood Protection Program. The San Francisco Creek Joint Powers Authority, which includes Valley Water, the San Mateo County Flood Protection and Sea Level Rise Resiliency Agency and the cities of Palo Alto, East Palo Alto and Menlo Park, are working with federal and state agencies to secure additional funding to complete the portion of the project upstream of Highway 101. The total project cost, including work already completed, is \$119 million.

Coyote Creek Flood Protection and Flood Management Measures Projects

These are two projects that together will reduce flood risk to homes and businesses along nine miles of Coyote creek between Montague Expressway and Tully Road in San José. The area includes several disadvantaged neighborhoods, and the projects are intended to protect them from flooding they experienced in 2017. The projects, which the Valley Water Board of Directors expedited in June 2017, also will enhance the creek's habitat and health, and Valley Water will work with the City of San José on public recreation and access elements.

The Coyote Creek Projects are in the design phase. About 40% of the projects' measures are expected to be completed by mid-2024. The rest is expected to be completed by the end of 2025. The total combined cost for the two projects, including the work already completed, is \$91 million.

By considering the benefits and impacts for disadvantaged communities in project planning, design and implementation, Valley Water advocates at the state and federal levels for programs and funding that, together with our local Valley Water funding sources, allow us to deliver projects that benefit all our communities, including those that have been historically underserved and underrepresented.

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Santa Clara Valley Water District

File No.: 22-0931

Agenda Date: 10/27/2022
Item No.: 4.3.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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

SUMMARY:

At its March 22, 2022 regular meeting, the Board discussed housing affordability as related to environmental justice, the related unhoused-population crisis, and the potential role of the One Water watershed plans in impeding the construction of new housing. The Board referred this topic to the Diversity and Inclusion Ad Hoc Committee for further discussion and updates.

Although Valley Water does not have land use authority, and therefore lacks the jurisdiction to directly influence the availability of affordable housing, the Board has previously expressed concern about the cost of housing in our region and impacts on the unhoused. Valley Water efforts that are currently underway that are related to and seek to address the Board's concerns, to the extent that Valley Water is able, are described below.

Under the 15-year Safe, Clean Water and Natural Flood Protection Program, Valley Water has dedicated over \$38.7 million to continue the ongoing coordination with local cities and agencies to clean up trash and contaminants associated with large creekside encampments. This cooperative effort includes working with local municipalities, social services, and nonprofit advocacy groups which help provide housing alternatives to the unhoused population, including a \$500,000 per year cost-share agreement with other agencies for services related to encampment cleanups, regardless of who owns the property.

Additionally, Valley Water supports and advocates for state and federal legislation and budget appropriations that seek to address the lack of affordable housing, the unhoused populations, and encampment cleanup. To the degree that the unhoused population along the creeks in Santa Clara County can be reduced, these state and federal efforts may reduce Valley Water's encampment cleanup costs and provide better outcomes for individuals who are unhoused.

Finally, Valley Water provides input to the cities and the county during the planning and development

phases for new housing. This input focuses on minimizing impacts to water resources through protecting and restoring floodplains, planting native vegetation, and requiring water-efficient features in new developments.

In light of Valley Water's indirect influence on the provision of new affordable housing as described above, staff recommend revising Board Ends Policy E-4, Water Resources Stewardship, to clarify Valley Water's role in supporting housing affordability as part of collaboration with other agencies to address homelessness. Draft revised Ends Policy E-4 is provided as Attachment 1.

ATTACHMENTS:

Attachment 1: Draft Revised Ends Policy E-4

UNCLASSIFIED MANAGER:

Lisa Bankosh, 408-630-2618

Governance Policies of the Board

Title: Water Resources Stewardship (WRS)

Category: Ends

Policy No. E-4

Adopted: April 20, 2004
Chair: Joe Judge

Latest Revision: June 22, 2021
Chair: Tony Estremera

The Board of Directors revised and adopted this policy at its public meeting on the latest revision date.

Water resources stewardship protects and enhances ecosystem health.

Accordingly, the following goals and objectives are adopted:

WRS GOAL

- 4.1. Use a science-based, inclusive approach to protect Santa Clara County's watersheds and aquatic ecosystems for current and future generations.

WRS Objective

- 4.1.1. Develop and share data to support resilient ecosystems and healthy populations of native species.
- 4.1.2. Monitor stream, reservoir, and Bay ecosystem health.
- 4.1.3. Use data to prioritize and equitably implement actions to reduce pollution, restore endangered species habitat, and enhance ecosystem function.

WRS GOAL

- 4.2. Sustain ecosystem health while managing local water resources for flood protection and water supply.

WRS Objective

- 4.2.1. Plan and design projects with multiple benefits, including protecting ecosystem functions, enhancing habitat, and improving connectivity, equitably in all regions of the county.
- 4.2.2. Operate Valley Water facilities to balance water supply, flood protection, and ecosystem sustainability.

WRS GOAL

- 4.3. Encourage inclusive, sustainable management of water resources in the Bay-Delta and its watersheds to protect imported water supply.

WRS Objective

- 4.3.1. Meet future water supply demand through diverse and coordinated water supply planning.
- 4.3.2. Promote holistic ecosystem management through science-based decision-making.

Governance Policies of the Board

- 4.3.3. Actively engage in the protection of source water quality through collaboration and funding.

WRS GOAL

- 4.4. Prevent and address pollution of local streams, reservoirs, and the Bay, equitably across all communities. Protect waterbodies from pollution and degradation.

WRS Objective

- 4.4.1. Encourage stormwater capture, treatment, and reuse.
- 4.4.2. Prepare and respond to spills and dumping that threaten local waterways.
- 4.4.3. Collaborate with agencies and nonprofits to address homelessness, **including supporting the provision of affordable housing by those agencies and nonprofits**, and its impacts to Santa Clara County Waterways.

WRS GOAL

- 4.5. Engage the community to promote watershed stewardship by providing meaningful engagement in Valley Water programs for all people regardless of race, color, gender identity, disability status, national origin, tribe, culture, income, immigration status, or English language proficiency.

WRS Objective

- 4.5.1. Provide appropriate and equal public access to Valley Water's streamside and watershed lands.
- 4.5.2. Engage and educate the community in stream and watershed protection.
- 4.5.3. Build partnerships to protect and enhance watersheds and aquatic ecosystems.



Santa Clara Valley Water District

File No.: 22-1055

Agenda Date: 10/27/2022
Item No.: 4.4.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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.

SUMMARY:

On June 8, 2022, the D&I Ad Hoc Committee voted to approve the staff recommendation to advance for board approval draft tribal lands acknowledgment statements for the use of the Valley Water Board and staff. Subsequently, staff engaged with local tribal communities to solicit input into the draft statements to ensure they accurately spoke to the history and experience of Bay Area Indigenous Peoples, especially Peoples indigenous to Santa Clara County.

The feedback process resulted in amendments to the original drafts to better reflect the perspectives of local tribal communities. We express our gratitude to tribal members who responded to our feedback request and contributed to the development of the updated statements.

ATTACHMENTS:

Attachment 1: PowerPoint

Attachment 2: Tribal Land Acknowledgment Statements, Revised

Attachment 3: Tribal Land Acknowledgment Statements, Clean

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

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Revision to Approved Draft Tribal Land Acknowledgements

Diversity & Inclusion Ad Hoc Committee
October 27, 2022

Revisions Rationale

- Refocused on Valley Water's area of jurisdiction in Santa Clara County
- Replace Ohlone with Bay Area Indigenous Peoples
- Focus on ancestral (pre-conquest) aboriginal inhabitants based on linguistic groups
 - Tamien: Most of Santa Clara County
 - Mutsun: South County
 - Raymatush: North-East County
 - Awaswas (Akwawas): South-West County



Draft Statement 1

4

Valley Water’s jurisdiction in Santa Clara County extends over unceded ancestral lands of **Bay Area Indigenous Peoples**. As the original and current inhabitants of these lands and in accordance with their traditions, Indigenous peoples continue to fulfill their responsibility to care for their ancestral lands.

Replaced
“Ohlone”

As uninvited settlers, we recognize that we benefit from living on, working on, and consuming the resources provided by their homelands. In fact, the foundation of the state and nation was built at too high a cost, extracted through violence and exploitation from the hundreds of indigenous nations who continue to resist, persist, live and uphold their sacred relationship to land despite their ongoing exclusion and marginalization.

Added language

This acknowledgment demonstrates our commitment to engage in the process of purposeful collaboration with tribal communities to redress the legacy of colonialism by ensuring meaningful engagement and **early consultation** with tribal nations in the decision-making process of projects, practices, and programs impacting their ancestral lands.

Limited to SCC

Replaced “members of current day Indigenous communities”

We pay our respect by acknowledging ancestors, elders, and **citizens Indigenous** to Santa Clara County, the **Tamien, Mutsun, Raymatush and Awaswas-speaking Peoples**, who are inextricably tied to their homeland of Santa Clara County. Today, Tribal communities continue to have a vibrant language, culture, and relationship with the land; one of deep respect, agreement, and reciprocity. We honor these ancestral grounds we occupy and respect the efforts of Bay Area Indigenous Peoples to have recognized their sovereign rights as First Peoples.

Additional language provided by tribal partners that better speaks to their perspectives.

QUESTIONS



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Valley Water Land Acknowledgement Draft Statements Revised Proposal

1. WEBPAGE DRAFT – Tribal land acknowledgement statement

Proposed official Valley Water written statement to be posted on external-facing Valley Water website.

Suggested location: Home > How we operate > Board Governance Policies > Tribal Land

Acknowledgement (New)

Valley Water's jurisdiction in Santa Clara County extends over ~~unceded ancestral lands of Bay Area Indigenous Peoples, and unceded homeland of indigenous communities, bands, tribes, and nations we now collectively identify as the Ohlone Peoples, whose homelands extend along the California Pacific coast from North of Suisun Bay to South of Carmel Valley.~~ As the original and current inhabitants of these lands and in accordance with their traditions, ~~the Indigenous peoples continue to struggle to fulfill their duty-responsibility to care for and respect their ancestral lands.~~

As uninvited settlers, we recognize that we benefit from living on, working on, and consuming the resources provided by their homelands. In fact, the foundation of the state and nation was built at too high a cost, extracted through violence and exploitation from the hundreds of indigenous nations who continue to resist, persist, live and uphold their sacred relationship to land despite their ongoing exclusion and marginalization.

This acknowledgment demonstrates our commitment to engage in the process of purposeful collaboration with tribal communities to redress the legacy of colonialism by ensuring the meaningful engagement ~~and early consultation with~~ tribal nations in the decision-making process of projects, practices, and programs impacting their ancestral lands.

We pay our respect by acknowledging ~~the~~ ancestors, elders, and ~~citizens Indigenous to Santa Clara County, members of current day tribal communities, including current day survivors of the~~ Tamien, Mutsun, Raymatush and Awaswas Karkin, Chochenyo, Ramaytush, Tamien, Awaswas, Mutsun, Rumsien, and Chalon-speaking Peoples, ~~who are inextricably tied to their homeland of Santa Clara County.~~ Today, Tribal communities continue to have a vibrant language, culture, and relationship with the land; one of deep respect, agreement, and reciprocity. ~~Ohlone Nations, and We honor these ancestral grounds we occupy and respect their the efforts of Bay Area Indigenous Peoples to establish or~~ have recognized their sovereign rights as First Peoples.

2. IN PERSON DRAFT – Tribal land acknowledgement statement

Proposed formal Valley Water oral statement appropriate for in-person meetings, events and activities for internal or external stakeholders and held at Valley Water facilities throughout Santa Clara County.

Commented [BSC1]: Rewritten for clarity and conciseness.

Commented [BSC2]: Note: Several Tribal partners pointed out that not all Bay Area Indigenous Peoples ascribe to the term "Ohlone." While the original text attempted to make that distinction by stating "we collectively identify as" it was recommended we not perpetuate the term and use Bay Area Indigenous Peoples instead.

Commented [BSC3]: Note: Given that Valley Water's jurisdiction is primarily Santa Clara County, tribal partners recommended focusing land acknowledgment on County lands only and Indigenous Peoples to Santa Clara County.

Commented [BSC4]: Rewritten for clarity and conciseness.

Commented [BSC5]: Additional language requested by tribal partner. Valley Water already engages with tribal groups on tribal monitoring activities as required by Federal and State regulations.

Commented [BSC6]: Rephrasing suggested by tribal partner

Commented [BSC7]: Edits needed to align with edits made in paragraph one. Linguistic groups indigenous to lands outside of the geographic region of Santa Clara County were also removed in alignment with edits in paragraph 1.

Commented [BSC8]: Additional language was provided by tribal partners to better illustrate their relation to land.

Commented [BSC9]: Edits needed to align with edits in paragraph 1.

Commented [BSC10]: Pairing down to one statement that will serve as the official Valley Water acknowledgment. The Native Lands mapping tool and use instructions will instead be included in a staff informational guide.

~~We acknowledge that the land we gather on is the ancestral, unceded homelands of indigenous communities we collectively refer to as the Ohlone Peoples, survivors of the historic Karkin, Chochenyo, Ramaytush, Tamien, Awaswas, Mutsun, Rumsen and Chalon-speaking Nations.~~

~~Today Valley Water's jurisdiction extends over lands that are still home to surviving tribal nations, including the Amah Mutsun Tribal Band, the Muwekma Ohlone Tribe of the San Francisco Bay, Ramaytush Ohlone and the Tamien Nation, among others displaced from and to these land. We recognize and honor these ancestral grounds that we occupy and support the resilience and strength of Indigenous Nations and respect their efforts to establish or have recognized their sovereign rights as First Peoples.~~

3. VIRTUAL DRAFT – Tribal land acknowledgement statement

Proposed formal Valley Water oral statement appropriate for virtual meetings and activities hosted by Valley Water.

~~We acknowledge that this Virtual [meeting/gathering/event] is taking place throughout the unceded territory of California, home to the survivors of nearly 200 tribal nations. We respect and support their efforts to establish or have recognized their sovereign rights as First Peoples and commit to building a meaningful partnership in caring for and protecting their cultural resources and homelands. We acknowledge and honor these ancestral grounds that we occupy. I am currently facilitating this virtual [meeting/gathering/event] from my [home/office] in [City], which is on the unceded ancestral territory of the [name of tribe(s)].~~

^{*}BEFORE THE MEETING: Use this [map tool](#) to enter a location and find who are the indigenous tribal nations whose land you occupy.

4. SHORT DRAFT – Tribal land acknowledgement statement:

Proposed short Valley Water oral statement that can be used for more informal scenarios or if time is a constraint.

~~Let's take a moment to remind ourselves that most of us are uninvited guests on the unceded ancestral homelands of the indigenous nations we collectively refer to as the Ohlone Peoples, who continue to live in, care for and respect their ancestral lands. We respect and support their efforts to establish or have recognized their sovereign rights as First Peoples.~~

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Valley Water Land Acknowledgement Draft Statements Revised Proposal

1. WEBPAGE DRAFT – Tribal land acknowledgment statement

Valley Water’s jurisdiction in Santa Clara County extends over unceded ancestral lands of Bay Area Indigenous Peoples. As the original and current inhabitants of these lands and in accordance with their traditions, Indigenous peoples continue to fulfill their responsibility to care for their ancestral lands.

As uninvited settlers, we recognize that we benefit from living on, working on, and consuming the resources provided by their homelands. In fact, the foundation of the state and nation was built at too high a cost, extracted through violence and exploitation from the hundreds of indigenous nations who continue to resist, persist, live and uphold their sacred relationship to land despite their ongoing exclusion and marginalization.

This acknowledgment demonstrates our commitment to engage in the process of purposeful collaboration with tribal communities to redress the legacy of colonialism by ensuring meaningful engagement and early consultation with tribal nations in the decision-making process of projects, practices, and programs impacting their ancestral lands.

We pay our respect by acknowledging ancestors, elders, and citizens Indigenous to Santa Clara County, the Tamien, Mutsun, Raymatush and Awaswas-speaking Peoples, who are inextricably tied to their homeland of Santa Clara County. Today, Tribal communities continue to have a vibrant language, culture, and relationship with the land; one of deep respect, agreement, and reciprocity. We honor these ancestral grounds we occupy and respect the efforts of Bay Area Indigenous Peoples to have recognized their sovereign rights as First Peoples.



Santa Clara Valley Water District

File No.: 22-1077

Agenda Date: 10/27/2022
Item No.: 4.5.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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.

SUMMARY:

In March 2022 staff began the design and implementation of Santa Clara Valley Water District's (Valley Water) Next-Gen Workforce Development Program, a careers pathways program aimed at high school and college students from disadvantaged communities as referenced in Valley Water Governance Policy, Ends 1.7 and defined in Valley Water's Governance Policy Glossary (Disadvantaged Community). The program is designed to develop and maintain a stable, skilled, and diverse workforce by giving high school and college students from Disadvantaged Communities an opportunity to intern at Valley Water and acquire the basic understanding of the water industry and the necessary skills and knowledge to be competitive in the workforce.

The Valley Water Next-Gen Workforce Development Program initiative is a coordinated system of programs and services that provide equitable access for students transitioning from school to the workforce, and classroom to career. The program's goal is to engage high school and college students from Disadvantaged Communities with career readiness opportunities and attract candidates from those communities.

Staff will provide a presentation highlighting the program's four initiatives and provide updates on programmatic milestones to date.

ATTACHMENTS:

Attachment 1: PowerPoint

UNCLASSIFIED MANAGER:

Patrice McElroy, 408-630-3159

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Valley Water

Clean Water • Healthy Environment • Flood Protection

Valley Water Next-Gen Workforce Development Program

Diversity & Inclusion Ad Hoc Committee
October 27, 2022

Attachment 1
Page 1 of 11

September 2021

DIVERSITY, EQUITY, AND INCLUSION TOOLKIT

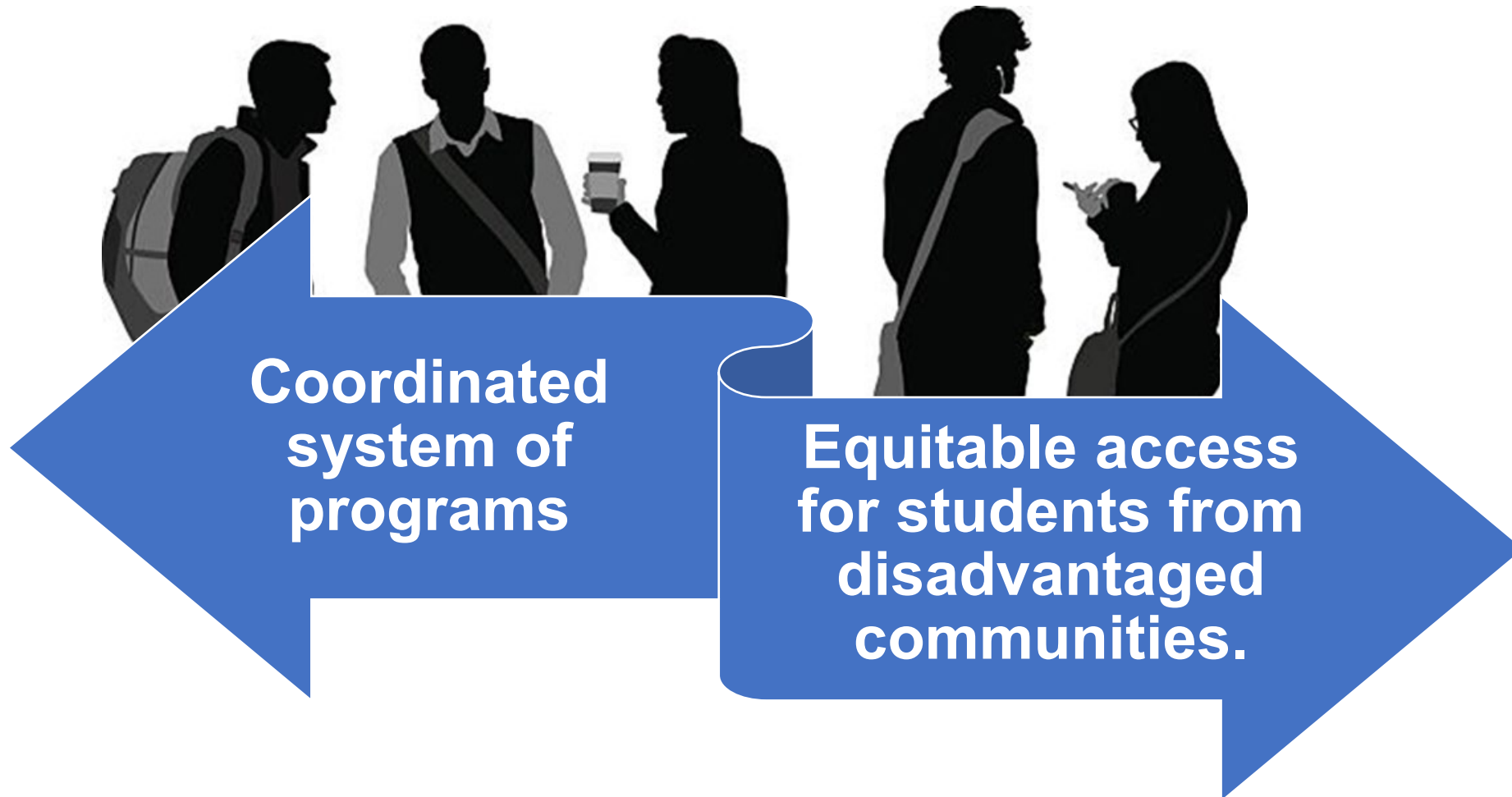
Best Practices-Career Pathways for disadvantaged communities:

Obtain “home-grown” talent and diversity.

Expand programs and outreach efforts to increase career awareness.

Collaborate with partners to create alternative career pathways.

Valley Water Next-Gen Workforce Development Program



Valley Water Governance Policy Glossary

Defining Disadvantaged Communities

Disadvantaged Community

Disadvantaged community is an area whose residents are disproportionately impacted from a combination of economic, health, and environmental burdens, such as poverty, high unemployment, environmental pollution, the presence of hazardous waste, or environmental degradation. These communities often are comprised of people who have suffered historical discrimination based on race, color, national origin, tribe, culture, income, immigration status, or English language proficiency.

For the purposes of Valley Water policies, projects, services, and programs, disadvantaged communities are defined by any of the following;

- Household incomes below 80 percent of the Area Median Income
- Census tracts where aggregated household incomes are less than 80 percent of the Area Median Income
- An area defined by California Environmental Protection Agency (determined by communities most burdened by environmental, socioeconomic and health factors).

1. WATER WORKS

- 6-month work experience program for local college students earning \$1,000 at the completion of the program.
- Target Audience: College students from Disadvantaged Communities

2. DISCOVER VALLEY WATER

- Increase candidate diversity for the summer intern program
- 10 additional summer intern positions for college students from Disadvantaged Communities
- Target Audience: Minority Serving Institutions, HBCU's, Community Colleges, Tribal Colleges

Valley Water Next-Gen Workforce Development Program

3. WONDERS OF WATER

- High School Career Pathways Internship Program
- Target Audience: Local high school students from Disadvantaged Communities

4. WATER EDUCATOR TRAINING (WET) WEEK

- Annual Valley Water, BAYWORK, The TECH STEM Pathways, & Ignited high school teacher externship program
- Target Audience: Local high school & K-8 educators who teach in Disadvantaged Communities

Water Works Workforce Experience Program (Local College Students)

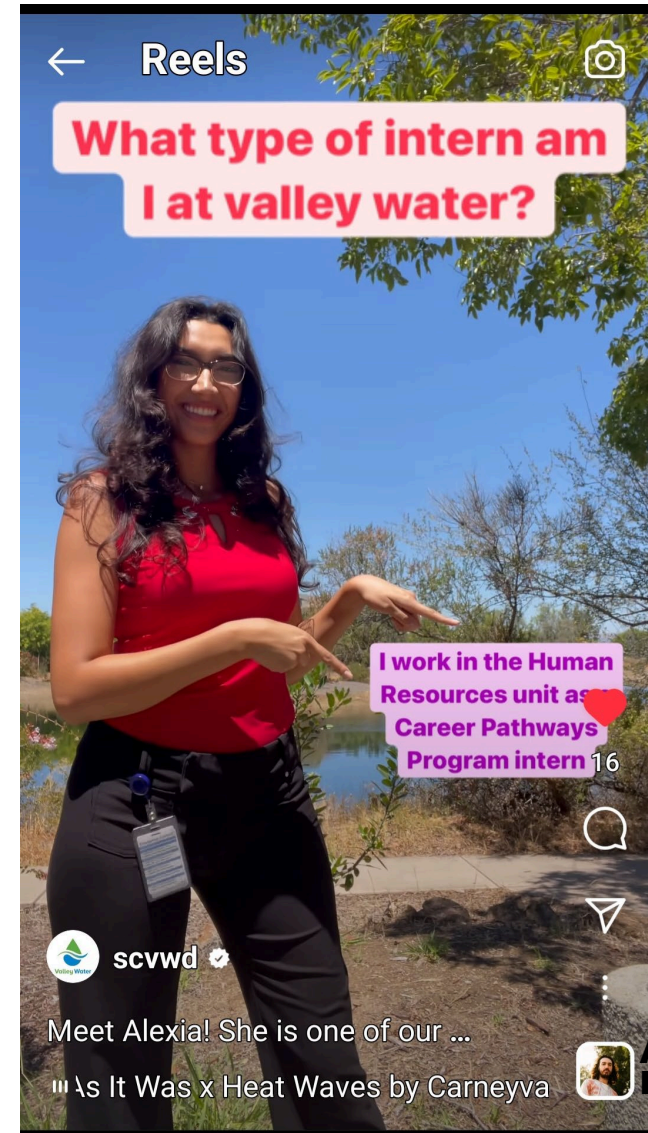
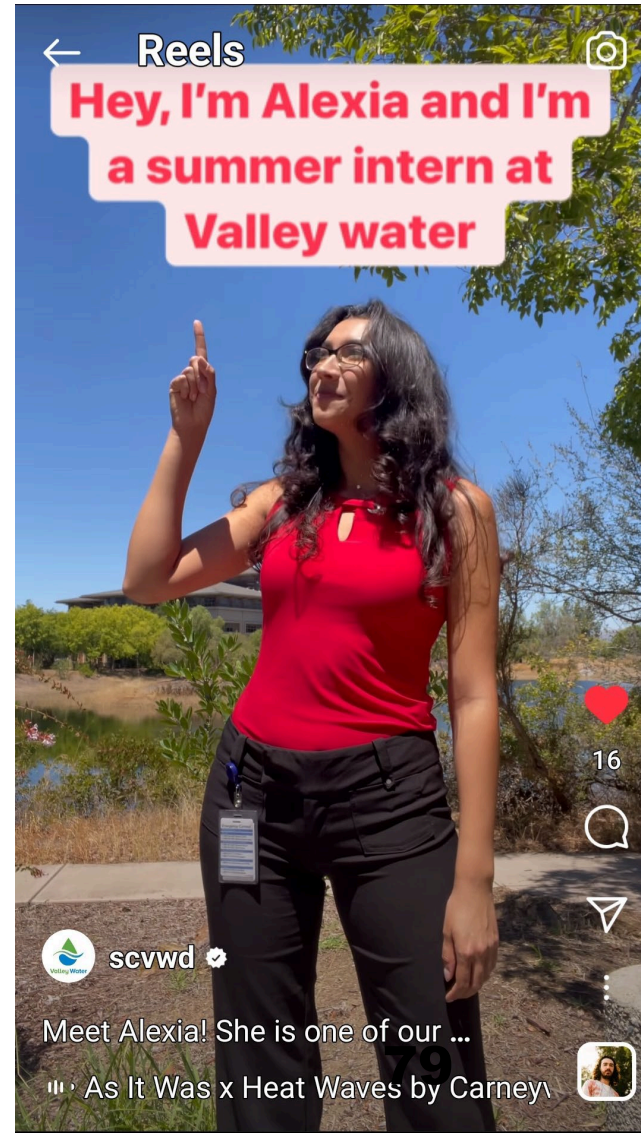


Valley Water Next-Gen Workforce Development Program

Discover Valley Water

Increasing Diversity for Valley Water's College Internship Program

National Intern Day



Partnerships



Wonders of Water

High School Career Pathways Internship Program

Pilot Launch: January 2023



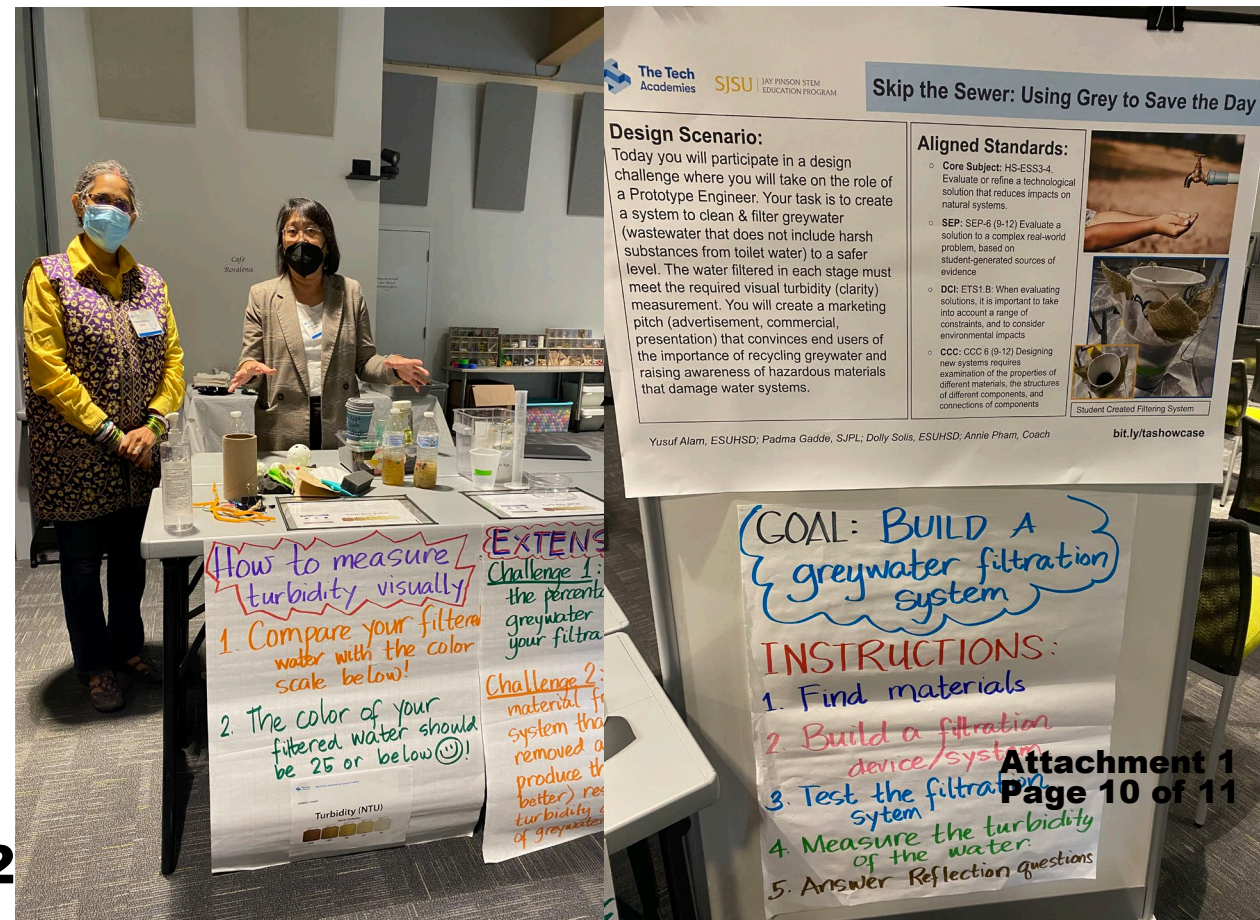
*Cristo Rey San José Jesuit High School
Corporate Work Study Program Networking Day*

Water Educator Training (WET) Programs

Valley Water, BAYWORK & Ignited High School Teacher Externship Program



The Tech STEM Academy Summer Institute





Questions?

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Santa Clara Valley Water District

File No.: 22-0933

Agenda Date: 10/27/2022

Item No.: 4.6.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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.

SUMMARY:

Chair Pro Tem Varela participated at the 2022 ACWA Annual Conference in Sacramento.

On May 4th, Chair Pro Tem Varela attended the 2022 ACWA Spring Conference and participated in a panel discussion entitled "Making a Case for Education in Equity, Diversity and Inclusion" alongside other DEI and water industry experts. Following the panel, Chair Pro Tem Varela participated in a DEI Roundtable Discussion focused on implementing DEI initiatives, during which the panelists and ACWA attendees engaged in small group discussions of their and their agencies' views of DEI, and its value proposition in the water industry. Valley Water staff supported the DEI panel and participated alongside the Chair Pro Tem, and Directors Estremera and Kremen during the roundtable discussion. Chair Pro Tem Varela will provide a verbal report on the panel session, the roundtable discussion, and ACWA's recent efforts to advance DEI initiatives, including their recent creation of a DEI workgroup, and how Valley Water's efforts are serving as a model for other water agencies efforts in this space.

ATTACHMENTS:

None.

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

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Santa Clara Valley Water District

File No.: 22-0932

Agenda Date: 10/27/2022
Item No.: 4.7.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

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.

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 revised 2022 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 in CY 2023.

The 2022 Committee meetings occur quarterly the fourth Thursday of the month, or at the call of the Committee Chair. Staff proposes the next meeting date on January 26, 2023 to continue the usual frequency of meetings of this Committee. Confirmation of the next meeting date is necessary to provide staff sufficient time to prepare items and coordinate meeting logistics.

ATTACHMENTS:

Attachment 1: Revised 2022 D&IAHC Work Plan

UNCLASSIFIED MANAGER:

File No.: 22-0932

Agenda Date: 10/27/2022
Item No.: 4.7.

Candice Kwok-Smith, 408-630-3193

DIVERSITY & INCLUSION AD HOC COMMITTEE 2022 WORKPLAN													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
REDI Office				CANCELLED									
D&I Strategic Master Plan						X				X			
Historical Key Decisions to Advance Environmental Justice						X				X			
ACWA Diversity and Inclusion Efforts										X			
WELL Diversity and Inclusion Efforts										X			
ERG Efforts to Promote Equity and Environmental Justice													
Tribal Land Acknowledgment Statements						X				X			
Valley Water Role in Supporting Housing Affordability.										X			
Human Resources													
Hiring & Promotion Report	X												
Long-Term Strategic Staffing Plan						X				X			
Standing Items:													
Election of Committee Officers (Annually)	X												
2019 and 2020 D&I Ad Hoc Committee Accomplishment Report (Annually)	X												
Approval of Minutes (previous meeting)	X					X				X			
Review Committee Work Plan - Confirm items for next meeting	X					X				X			

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

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