

January 24, 2022

MEETING NOTICE

**SANTA CLARA VALLEY WATER DISTRICT
DIVERSITY & INCLUSION AD HOC COMMITTEE**

Members of the Diversity & Inclusion Ad Hoc Committee:

Director Tony Estremera, Committee Chair
Director Nai Hsueh, Committee Vice Chair
Director John Varela

Staff Support of the Diversity & Inclusion Ad Hoc Committee:

Rick Callender, Esq., 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
Melanie Richardson, Chief Operating Officer Watersheds
Sue Tippets, Chief Operating Officer Water Utility
Tina Yoke, Chief Operating Officer, Administration
Rachael Gibson, Chief of External Affairs
Marta Lugo, Assistant Officer
Bryant Welch, Labor Relations Officer
Ingrid Bella, Interim Human Resources Officer
Angelica Arellano, Employment Services Manager
Sherilyn Tran, Civic Engagement Manager
Warren Whitlock, Racial Equity and D&I Manager
Linda Nguyen, Senior Management Analyst
Richard Nguyen, Management Analyst II
Diahann Soleno, Administrative Assistant
Natalie Dominguez, Assistant Deputy Clerk

A regular meeting of the Santa Clara Valley Water District Diversity & Inclusion Ad Hoc Committee is scheduled to be held on **Thursday, January 27, 2022, at 2:00 p.m.**

Join Zoom Meeting Link: <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

Teleconference Zoom Meeting

REGULAR MEETING AGENDA

Thursday, January 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:
Natalie F. Dominguez, CMC
Assistant Deputy Clerk II
408-630-2659
ndominguez@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, January 27, 2022

2:00 PM

Teleconference Zoom Meeting

BY VIRTUAL TELECONFERENCE ONLY

Pursuant to California Government Code section 54953(e), this meeting will be held by teleconference only. No physical location will be available for this meeting; however, members of the public will be able to participate in the meeting as noted below.

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.

Santa Clara Valley Water District (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 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 1183 3352

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. ELECTION OF COMMITTEE OFFICERS:

3.1. Election of 2022 Diversity and Inclusion Ad Hoc Committee Officers. [22-0142](#)

Recommendation: Nominate and elect the 2022 Diversity and Inclusion Ad Hoc Committee Chairperson and Vice Chairperson.

Manager: Michele King, 408-630-2711

Est. Staff Time: 5 Minutes

4. APPROVAL OF MINUTES:

- 4.1. Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of October 28, 2021. [22-0124](#)
Recommendation: Approve the minutes.
Manager: Michele King, 408-630-2711
Attachments: [Attachment 1: 102821 D&I Ad Hoc Committee Minutes](#)
Est. Staff Time: 5 Minutes

5. ACTION ITEMS:

- 5.1. 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. [22-0101](#)
Recommendation: A. Receive information from the Office of Racial Equity, Diversity, and Inclusion (REDI) regarding Diversity, Equity & Inclusion training for the Valley Water Board of Directors.
B. Approve the recommendation to provide the Valley Water Board of Directors with training in Diversity, Equity & Inclusion and advance this recommendation for consideration to the full Valley Water Board of Directors.
Manager: Marta Lugo, 408-630-2237
Attachments: [Attachment 1: Diversity, Equity & Inclusion Training](#)
Est. Staff Time: 10 Minutes
- 5.2. Receive Employee Equity Assessment Report from the Office of Racial Equity, Diversity and Inclusion. [22-0138](#)
Recommendation: Receive Employee Equity Assessment Report.
Manager: Marta Lugo, 408-630-2237
Attachments: [Attachment 1: Employee Equity Assessment Report](#)
Est. Staff Time: 10 Minutes
- 5.3. Receive Diversity and Inclusion Ad Hoc Committee 2021 Accomplishments Report. [21-1192](#)
Recommendation: Receive and accept the Diversity and Inclusion Ad Hoc Committee 2021 Accomplishments Report.
Manager: Michele King, 408-630-2711
Attachments: [Attachment 1: 2021 Accomplishments Report](#)
Est. Staff Time: 5 Minutes

5.4. Review Diversity and Inclusion Ad Hoc Committee 2022 Work Plan.

[22-0125](#)

- 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.

Manager: Michele King, 408-2630-2711

Attachments: [Attachment 1: 2022 D&I Ad Hoc Committee Work Plan](#)

Est. Staff Time: 5 Minutes

6. 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.

7. ADJOURN:

7.1. Adjourn to Regular/Special Meeting at 2:00 p.m., on April 28, 2022.

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Santa Clara Valley Water District

File No.: 22-0142

Agenda Date: 1/27/2022
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Election of 2022 Diversity and Inclusion Ad Hoc Committee Officers.

RECOMMENDATION:

Nominate and elect the 2022 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

ATTACHMENTS:

None.

File No.: 22-0142

Agenda Date: 1/27/2022
Item No.: 3.1.

UNCLASSIFIED MANAGER:
Michele King, 408-630-2711



Santa Clara Valley Water District

File No.: 22-0124

Agenda Date: 1/27/2022
Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Diversity and Inclusion Ad Hoc Committee Meeting Minutes of October 28, 2021.

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: 102821 D&I Ad Hoc Committee Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

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DIVERSITY & INCLUSION AD HOC COMMITTEE MEETING

MINUTES

THURSDAY, OCTOBER 28, 2021

2:00 PM

(Paragraph numbers coincide with agenda item numbers)

1. ROLL CALL.

A regular teleconferenced 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 28, 2021, via Zoom teleconference.

1.1. Roll Call

Committee members attending via Zoom teleconference: District 1 Director John Varela, District 5 Director Nai Hsueh, and District 6 Director Tony Estremera, Chairperson presiding; constituting a quorum of the Committee.

Staff members in attendance via Zoom teleconference: R. Barajas, I. Bella, M. Belmonte, C. Busick, T. Chinte, N. Dominguez, M. Ganjoo, R. Gibson, L. Hanchett, M. Harvey, B. Hopper, C. Kwok-Smith, C. Letts, M. Lugo, L. Nguyen, B. Sanchez, E. Serrano, S. Seto, B. Welch, W. Whitlock, S. Williams, and T. Yoke.

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 July 22, 2021.

Recommendation: Approve the minutes.

The Committee considered the attached minutes of the July 22, 2021 Diversity and Inclusion Ad Hoc Committee meeting. It was moved by Director Varela, seconded by Director Hsueh, and unanimously carried by roll call vote to approve the minutes as presented.

4. ACTION ITEMS:

- 4.1. Receive an Update on the Office of Racial Equity, Diversity and Inclusion Program Activities.

Recommendation: Receive information on the Office of Racial Equity, Diversity and Inclusion (REDI) program activities and progress.

Ms. Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and the corresponding presentation materials contained in Attachment 1 were reviewed by Ms. Linda Nguyen, Senior Management Analyst.

Directors Hsueh and Varela expressed appreciation for staff's efforts in coordinating discussions and activities promoting environmental justice.

Director Hsueh asked for and received clarification of the development of a multi-year strategic D&I Master Plan, which will replace the 2020-2024 D&I Master Plan in the Committee's current Work Plan.

Director Estremera also expressed his intention to discuss with the Board of Directors possibilities of sharing Valley Water's Annual Disparate Impact Analysis Report with the public.

The Committee requested the REDI office assign staff to work with Directors Hsueh and Estremera to develop a report of the Board's historical key decisions to equitably allocate resources throughout the community to advance environmental justice.

- 4.2. Review an Update on the Employee Equity Assessment Report from the Office of Racial Equity, Diversity and Inclusion (REDI).

Recommendation: Receive update on the Equity Assessment Report and accept the Report.

Ms. Marta Lugo, Assistant Officer, reviewed the information on this item, per the attached Committee Agenda Memo, and the corresponding presentation materials contained in Attachment 1 were reviewed by Mr. Warren Whitlock, Racial Equity and Diversity and Inclusion Manager.

The Committee noted the information, without formal action.

- 4.3. Receive an Update on Human Resources Activities.

Recommendation: A. Receive an update on proposed expansion of recruitment, retention, internship and scholarships for disadvantaged students; and
B. Provide feedback and recommendations, as necessary.

Ms. Ingrid Bella, 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 were reviewed by Ms. Laurel Hanchett, Management Analyst II.

The Committee requested staff pursue partnership opportunities with Santa Clara University.

It was moved by Director Hsueh, seconded by Director Varela, and carried by roll call vote to support and forward staff's recommendation to add 10 additional spots to the Summer Internship Program for students from disadvantaged communities (Cost = \$150,000) and establish a Career-Ready \$1,000 Scholarship Program for 50 disadvantaged students per year (Cost = \$50,000) to the Board for consideration during a November 2022 Board meeting for potential inclusion in the Fiscal Year 2022 budget.

4.4. Review 2021 Diversity and Inclusion Ad Hoc Committee Work Plan and Meeting Schedule.

Recommendation: Review the 2021 Diversity and Inclusion Ad Hoc Committee Work Plan and make adjustments as necessary.

Ms. Natalie Dominguez, Assistant Deputy Clerk, reviewed the information on this item, per the attached Committee Agenda Memo, and corresponding presentation materials contained in Attachment 1.

It was moved by Director Varela, seconded by Director Hsueh, and carried by roll call vote to make the following adjustments to the Committee's 2022 Work Plan:

- Include a report of the Board's historical key decisions to equitably allocate resources throughout the community to advance environmental justice, and schedule for January 2022.
- Include individual reports on the Association of California Water Association (ACWA) and Water Education for Latino Leaders' (WELL) equity efforts to incorporate diversity and inclusion into their organizations, and schedule for January 2022.
- Include a report of Valley Water's Employee Resource Groups' activities to promote equity and environmental justice in the community, and schedule for January 2022.
- Regarding the Office of REDI, Item 4, Climate Change with regard to environmental justice to address equity issues within Valley Water's Jurisdiction, remove reference to Climate Change from the title, include the report of Board Historical Key decisions, and carry over to the Committee's 2022 Work Plan.

- Regarding Human Resources Items 1, 2, and 7, combine items to create a new item, which includes maintaining appropriate staff levels and expertise, and long-term, strategic staffing master plan, and schedule for July 2022.
- Carry remaining Human Resources items over to the 2022 CIP Work Plan to be scheduled for discussion, as appropriate.

5. INFORMATION ITEMS.

None.

6. CLERK'S REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS:

The Committee request and recommendations were not read into the record.

7. ADJOURN.

- 7.1 Adjourn to Regular Meeting at 2:00 p.m., on January 27, 2022, to be called to order in compliance with the Brown Act as currently in effect and Santa Clara Valley Water District Resolution 21-85, adopted on September 28, 2021, in compliance with the provisions of AB361 (Rivas).

Chairperson Estremera adjourned the meeting at 12:55 p.m., to the next meeting scheduled to occur on Thursday, October 28, 2021, to be called to order in compliance with the State Emergency Services Act, the Governor's Emergency Declaration related to COVID-19, and the Governor's Executive Order N-29-20.

Natalie F. Dominguez, CMC
Assistant Deputy Clerk II

Approved:



Santa Clara Valley Water District

File No.: 22-0101

Agenda Date: 1/27/2022

Item No.: 5.1.

COMMITTEE AGENDA MEMORANDUM Diversity and Inclusion Ad Hoc Committee

SUBJECT:

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.

RECOMMENDATION:

- A. Receive information from the Office of Racial Equity, Diversity, and Inclusion (REDI) regarding Diversity, Equity & Inclusion training for the Valley Water Board of Directors.
- B. Approve the recommendation to provide the Valley Water Board of Directors with training in Diversity, Equity & Inclusion and advance this recommendation for consideration to the full Valley Water Board of Directors.

SUMMARY:

During the July 2021 Diversity and Inclusion (D&I) Committee meeting, the Office of REDI shared information about recently-launched workforce unconscious bias training. As part of that item, the Committee members requested to be included in future trainings, including Diversity, Equity & Inclusion (DEI) trainings in general.

With the successful implementation of unconscious bias trainings for all managers, supervisors, and staff underway, the Office of REDI proposes a series of DEI trainings for the Board of Directors this coming spring from a nationally recognized DEI training firm (CulturePoint).

The DEI trainings would be delivered in a series of up to four sessions of 3 to 4 hours via Zoom this coming spring.

The trainings would cover various aspects of Diversity, Equity and Inclusion, including:

- 1. Leadership Inclusion, Performance** - (Foundational course) - This course is designed to provide the philosophical groundwork of DEI as leadership and performance based, as opposed to social justice or regulatory. It will cover the basics of DEI, why it is linked to performance and participants' ability to effectively lead and work with others, an overview of

unconscious bias and cultural differences, how bias flows through organizations, the business case for DEI, and a brief introduction to the leadership competency model.

- 2. Cultural Competency** - Designed as an overview of the impact of culture on organizational performance, this module establishes definitions of organizational, national, group, and gender cultures.
- 3. Diversity & Inclusion Competencies** - Designed to be scaled according to level, this module focuses specifically on the *Diversity and Inclusion Competency Model*©, which identifies competencies linked to leading inclusive organizations. It includes both personal leadership competencies as well as strategic organizational competencies and is scaled for executives, managers, or individual contributors.

ATTACHMENTS:

Attachment 1: Diversity, Equity & Inclusion Training

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

Board Member Training Proposal: Diversity, Equity & Inclusion (DEI)

- ❖ Staff is presenting on options for DEI training as part of a request from this committee.
- ❖ Training could include the following topics:
 - The philosophical groundwork of DEI from a leadership & performance-based model
 - Unconscious bias & how bias flows through an organization
 - The business case for Diversity, Equity & Inclusion
 - Introduction to the leadership competency model
 - Cultural competencies
- ❖ Approve the recommendation to provide Diversity, Equity & Inclusion training for board members and advance this recommendation for consideration to the full Valley Water Board of Directors.



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Santa Clara Valley Water District

File No.: 22-0138

Agenda Date: 1/27/2022

Item No.: 5.2.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Receive Employee Equity Assessment Report from the Office of Racial Equity, Diversity and Inclusion.

RECOMMENDATION:

Receive Employee Equity Assessment Report.

SUMMARY:

In February 2021, Valley Water worked with the consultant The Justice Collective (TJC), to launch Valley Water's first-ever Employee Equity Assessment, to assess the organization's internal racial and equity climate and inform the development of future program activities to address any gaps. Goals of the assessment included: understanding opportunities to increase racial equity, diversity, and inclusion across business areas, measure demographics of staff, capture baseline attitudes around racial equity and work culture dynamics, and assess staff's understanding of diversity, equity, and inclusion, within the scope of Valley Water's program mission.

The assessment included a staff survey, several staff interviews, focus groups, and review of key organizational documents. The assessment achieved a 60% response rate (451 responses total out of approximately 750 Valley Water staff members at the time). Additionally, two focus groups were organized, and 13 key staff throughout the organization were selected for more in-depth interviews. The report addresses Valley Water's strengths and challenges in the areas of equity, diversity and inclusion.

A summary of the Employee Equity Assessment report was shared with the Diversity and Inclusion Ad Hoc Committee on October 28, 2021. The report was also shared with Valley Water staff during a brown bag lunch event on December 21, 2021. The Office of REDI, in collaboration with Human Resources and other Valley Water units, will now incorporate the results of this assessment into the Diversity, Equity, and Inclusion Strategic Master Plan, currently under development, so that recommendations can be folded into the Master Plan and implemented as part of the Master Plan. Measurements of employee satisfaction will continue to be taken in future all employee surveys.

File No.: 22-0138

Agenda Date: 1/27/2022
Item No.: 5.2.

ATTACHMENTS:

Attachment 1: Employee Equity Assessment Report

UNCLASSIFIED MANAGER:

Marta Lugo, 408-630-2237

Equity Assessment Report

Final Submitted Version

Sept 27th, 2021

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EXECUTIVE SUMMARY



OVERVIEW

The Justice Collective (TJC) conducted an organizational assessment of Valley Water (VW) as a part of the organization's deepening work related to equity to surface how Diversity, Equity, and Inclusion (DEI) influence Valley Water's work. Specifically, we explored the following questions:

- How can Valley Water better operationalize DEI into its organization?
- How can it bring an equity framework into its role as an important community partner in managing California's most precious resource?

The intended outcomes of this assessment are to ensure Valley Water has clarity and specificity about racial equity challenges and opportunities in order to inform communications, strategy development, employee engagement, training, and capacity building.

Valley Water also had an explicit desire to:

- Understand opportunities to increase Racial Equity, Diversity, and Inclusion (REDI) across Business Areas
- Measure demographics of staff
- Capture baseline attitudes around racial equity and work culture dynamics related to the Office of REDI and their work
- Assess staff understanding of the links among DEI, organizational culture, and Valley Water's mission/work; and,
- Understand and uplift perspectives of key staff and leadership.

In order to accomplish these TJC conducted an analysis of the following (see page 10 for more on TJC's methodology):

- **Survey:** TJC co-designed a staff survey, which achieved a **60%** response rate (**451** responses of a total of approximately **750** staff members, at the time).
- **Interviews:** Valley Water selected a list of **13** Staff which were interviewed in February 2021. TJC conducted in-depth and semi-structured interviews.
- **Two Focus Groups:** Valley Water selected participants for one focus group and scheduled an additional focus group comprised of staff volunteers.
- **Organizational Artifacts:** Review of **200** pages of organizational artifacts selected by the Valley Water REDI team to sharpen their DEI work organizationally and across business areas.

TJC identified five (5) critical focus areas for Valley Water to advance racial equity, diversity, and inclusion for maximum impact:

- Office of REDI**
- Hiring, Recruitment, and Human Resources**
- Organizational Culture**
- Environmental Justice**
- Community Engagement and Local Capacity Building**

EXECUTIVE SUMMARY



Office of REDI

TJC ascertained that, in order to succeed in advancing any number of REDI interventions, it is of critical importance that Valley Water prioritizes the empowerment and codification of the Office of REDI as a core business function.

TJC offers three(3) primary areas of focus to accomplish the above (expanded on page 28):

1. Clarify the role of the Office of REDI and ensure alignment with leadership priorities
2. Establish internal infrastructure and frameworks across business functions to steward the REDI initiative
3. Leverage and enhance the role of Employee Resource Groups (ERGs) across Valley Water

Organizational Strengths to be Leveraged

There are a number of positive attributes and organizational strengths that Valley Water should leverage in service to advancing racial equity, diversity and inclusion:

- A. Valley Water has invested in organizational infrastructure to support REDI work.
- B. Valley Water is well-respected and considered to be a diverse organization.
- C. Majority of staff believe that Valley Water is a great place to work.
- D. Majority of staff believe racial equity work is important to the work and priorities of Valley Water.
- E. Majority of staff are comfortable engaging in REDI work.

93% of staff say Racial equity work is important to the work and priorities of leadership at Valley Water.

91% say Racial equity work is important to the work and priorities of Valley Water.

88% say Valley Water is a great place to work.

83% are comfortable when they have to engage in work related to racial equity, diversity, and inclusion at Valley Water.

Organizational Challenges and Themes

There are a number of significant and important challenges that Valley Water must address with a sense of urgency. This report goes in depth on a number of challenges across the 5 focus areas, provided on Page three (3), to present the broader theme, relevant data to inform that theme (both quantitative and qualitative), and implications of the challenge and instructive recommendations for addressing the challenges within Valley Water. Some key data for understanding the current challenges at Valley Water can be found on the next page (with comprehensive data provided throughout the report).

EXECUTIVE SUMMARY



SURVEY QUESTION: *While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment, or intimidation, etc.) related to...*

12%	Race + Racism Constantly/All the Time	Age + Ageism Constantly/All the Time	18%
5%	Sexual Orientation Constantly/ All the Time	Ability/ Disability Constantly/All the Time	4%
19%	Gender Constantly/ All the Time	Class Constantly/ All the Time	11%

HIRING, RECRUITMENT, AND HUMAN RESOURCES

OVERALL: **24%** of respondents feel they don't have long term growth opportunities.

GENDER: **22%** of women and **20%** of men staff respondents feel they don't have long term growth opportunities at VW.

RACE: Middle Eastern, American Indian, and Black staff respondents have the highest percentages of people that say they don't have long term growth opportunities at VW.

ORGANIZATIONAL CULTURE

OVERALL: **19%** of staff respondents constantly or often experience problematic dynamics related to gender across staff.

BUSINESS AREA: Staff responded as follows: **25%** in Office of CEO/Finance; **21%** in Administration/IT; **13%** in Watershed Operations; **19%** in Water Utility Enterprise; **17%** in Legal/ District Council & Clerk of the Board; **no one** in External Affairs indicated they constantly or often experience problematic dynamics related to gender; **28%** of staff that didn't indicate a Business Area indicated they constantly or often experience problematic dynamics related to gender.

EXECUTIVE SUMMARY



ORGANIZATIONAL CHALLENGES: THEMES

Below is a list of the themes from the assessment, they are organized with an emphasis on empowering the Office of REDI as a high-impact priority and then by focus area.

Page seven (7) contains our **TOP 10 RECOMMENDATIONS** that are *critical path* for Valley Water to address in the immediate future to mitigate for further harm and progress the organization towards more racially equitable, diverse, and inclusive outcomes.

<p>HIGH-IMPACT PRIORITY: OFFICE OF REDI</p>	<p>Clarify and formalize the role of the Office of REDI. Codify its goals, purview, and authority.</p>
<p>Hiring, Recruitment, and Human Resources</p>	<p>THEME 1 Prioritize racial equity opportunities in hiring, human resources, recruitment, and staff retention and promotion across business areas.</p> <p>THEME 2 Perceptions of favoritism and bias within hiring and promotive practices.</p> <p>THEME 3 Training to support staff around the complexities of the role of Valley Water has in stewarding waterways in the county.</p>
<p>Organizational Culture</p>	<p>THEME 4 Perceptions of culture of gender-based bias and misogyny at all levels of the organization.</p> <p>THEME 5 Empower staff to contribute to a more equitable and inclusive organization by committing to diversity, equity, and inclusion learning and training for all leadership, staff, and board members.</p> <p>THEME 6 Acknowledge and address past issues and strategize pathways forward internally within Valley Water.</p>
<p>Environmental Justice</p>	<p>THEME 7 Establish an initiative to address historical and contemporary environmental justice impacts of the management of water resources in the county.</p>
<p>Community Engagement and Local Capacity Building</p>	<p>THEME 8 Foster authentic and reciprocal partnerships with the residents and community that Valley Water serves.</p>



TOP 10 RECOMMENDATIONS

These recommendations are critical path to tackling DEI at Valley Water. There are a number of other recommendations aligned with the themes to follow. If these recommendations are not addressed with a sense of urgency and attention, then the overall success of Valley Water's DEI effort may be significantly impacted.

1. Establish Business Area REDI Liaisons.
2. Implement DEI frameworks and analysis across all focus areas that assesses the organizational infrastructure needed to operationalize DEI interventions.
3. Increase transparency about process 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.
4. Develop a Valley Water Values Statement to ensure equity and fairness in hiring and promotion practices and to address perceptions of potential favoritism, and consider conducting an annual analysis of hiring decisions wherein data is disaggregated by race and gender.
5. Improve hiring process and mitigate for bias by training all hiring managers and panelists on skills and practices that result in more diverse, equitable, and inclusive hiring outcomes.
6. Resource and implement required gender spectrum and bias training program across the organization beyond existing sexual harassment training. Training could be done over multiple sessions and in groups of no larger than 25 to ensure sufficient time for individual learning and development. Training could begin with Senior Leadership then all unit managers before moving to other staff positions.
7. Acknowledge current challenges related to gender, workplace safety and make clear, time-bound commitments to redressing perceived gender-bias at Valley Water.
8. Name and establish core competencies so staff gain a concrete understanding of expectations for interpersonal behavior related to DEI (ie, difficult/courageous conversations, empathy; active listening; self-awareness, etc.).
9. Advance environmental justice efforts to align with State and County goals for water quality and other climate initiatives which specifically relate to business operations, equity, and water.
10. Consider allocating budget for a full-time dedicated Tribal Liaison to build authentic relationships with Tribes. This person should be empowered to form long-term authentic relationships, conduct outreach, and have access to resources in order to advocate for full compliance from Valley Water, especially on capital projects.



BUSINESS AREA RECOMMENDATIONS

1. CEO + Finance - align budgets to support Valley Water's values through the DEI initiative to staff data collection and analysis of disparities building on the baseline of the Assessment Report.
2. Admin + IT - Look for ways that the administration and IT can support disaggregated data collection and analysis.
3. Legal and District Council – Collaborate with the Office of REDI to avoid overemphasizing compliance and liability over transparency and transformation.
4. External Affairs – Office of REDI can lead the effort and create guidelines for collecting, analyzing, and disaggregating data, create timelines and workflow protocols, and collaborate across business areas. This is in support of working closely with Communications to build data-driven messaging internally and for Valley Water.
5. Watershed - The data-driven narratives supporting Environmental Justice at Valley Water are grounded in the realities, and data, on the ground in terms of climate change, structural and environmental racism, and current conditions.
6. Water Utility - The perception of Valley Water as a steward of Environmental Justice depends on the responsiveness of the organization to community concerns around affordability and access in the county. Consider how data can support the process of education, awareness, and innovation in service delivery.

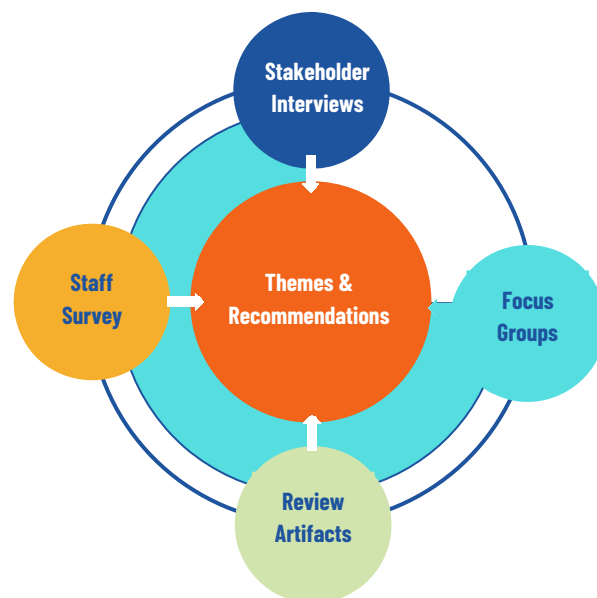
INTRODUCTION & METHODOLOGY



Methodologies and Data Sources

TJC assessed Valley Water's organizational culture from various vantage points, which measured attitudes, beliefs, and experiences. As part of the assessment, TJC took an inventory of how processes and policies are experienced differently by staff and developed a summary of themes and recommendations.

This report represents a snapshot in time - and it is important to note that changes to internal policy, hiring, staff transitions and promotions, any other shifts to leadership, budget, and/or other factors informing the employee experience may result in changes to the perspectives and conclusions in this analysis. As such, the content present in this report is not exhaustive however, it is informative of general and specific equity opportunity areas for the organization and its impact as an advocate for racial equity.



For each of the data sources, the sample size was extensive and as such **this report is a synthesis of quantitative and qualitative data in open-ended questions from both staff and surveys, focus groups, and the interviews. Therefore, while we include data and graphs, when considering organizational culture, equity and inclusion it is important that not only majority perspectives are highlighted but divergent experiences as well so that strategies can be focused with greater precision and specificity.**

TJC conducted an analysis of the following:

- TJC co-designed a staff survey, which achieved a **60%** response rate (**451** responses of a total of approximately **750** staff members, at the time).
- Responses to the survey questions were analyzed quantitatively and qualitatively and themes were captured across data.
- Valley Water selected a list of **13** Staff which were interviewed in February 2021. TJC conducted in-depth and semi-structured interviews.
- **2** focus groups: Valley Water selected participants for a focus group and scheduled an additional focus group comprised of staff volunteers.
- **Organizational Artifacts:** Review of **200** pages of organizational artifacts selected by the Valley Water REDI team to sharpen their DEI work organizationally and across business areas.

INTRODUCTION & METHODOLOGY



Using Decolonized Methods

TJC acknowledges that the historical context of an academic research agenda was used to oppress and exploit people of color. In response, our research approach is informed and inspired by decolonizing methodologies, stories that are prone to erasure reflect individuals that are oppressed by the intersections of their identities: poor, working class, disabled, women, gender non-binary, queer, Black, indigenous, people of color.

TJC's research team understands that "research is a key part of colonization because it is concerned with defining legitimate knowledge". Any knowledge outside of this "legitimate knowledge" is historically considered illegitimate. In order to combat the historical abuse and trauma that people of color have faced due to the paradigms of research - from academia to business and economics, the decolonized approach must emphasize the specific benefits of research to participants. In Valley Water's partnership with TJC, these research benefits were clearly understood as stronger organizational strategy around racial equity and inclusion; this research agenda strives to make feeling valued, included, and belonging at Valley Water more tangible for all employees. As such, a decolonized research agenda must also include goals of transformation, of healing and recovery, learning, and mobilization of peoples; this agenda is activist-oriented and we feel this fits with the strong leadership and vision of Valley Water.

“*Cultural protocols, values and behaviors such as...integral ‘factors’ to be built in to research explicitly, to be thought about reflectively, to be declared openly as part of the research design.*”

-Linda Tuhiwai Smith

Limitations of this Assessment

As an expression of our value of being transparent and ethical, TJC acknowledges potential constraints of our research methods: like any research project, TJC's culture audit of Valley Water has its limitations. TJC wants to acknowledge that themes gathered from staff interviews and focus groups may be limited because of varying levels of trust and comfort with interviewers, which is to be expected in the interview process. In addition, the data reveals a fear of professional repercussions and/or retaliation for honest feedback.

How to Use This Report

This report is a snapshot of Valley Water at a unique moment in time, both for the organization and the larger social ecosystem it operates in. As such, it is not a judgment or referendum on Valley Water's success or failure in its pursuit of racial equity, diversity, and inclusion. Instead, it is a tool for reflection and learning; the themes are meant to build the capacity of staff, leaders, and the Office of Racial Equity, Diversity, and Inclusion to recognize opportunities. While the recommendations we offer represent best practices towards DEI, as much as they are meant to be adopted, they are intended to spur internal thinking and be used as a launchpad towards solutions that best fit Valley Water in ways that TJC may not have insight into as an external partner.

THE ROAD TO EQUITY



What are the building blocks of equity?

We invite you to consider this journey through the toolkit as just the beginning, “doing equity” is as much of a process as it is an end goal. Keep the following equity principles in mind as you move through the process in your organization!

Building blocks of equity

1. A shared language around diversity, equity, and inclusion.
2. Disaggregated data that advances understanding of how different groups are differently situated.
3. A structural analysis (including a historical understanding) that identifies the barriers to equitable outcomes and devises strategies accordingly.
4. Systematic application of a racial equity impact analysis for key decisions, policies, and practices.
5. Effective communication about the benefits accruing to all as a result of racially equitable work. *

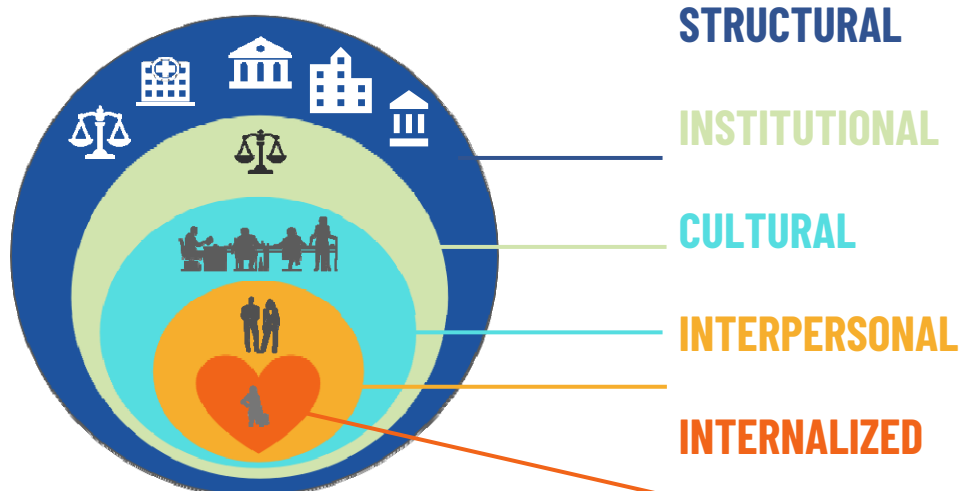
Equity Principles

1. Focus on addressing root causes of disparity which are often structural and institutional.
2. Utilize approaches that are inclusive and mitigate for barriers facing marginalized communities.
3. Invest in transformational relationships and move away from transactional dynamics in partnering with community constituents.
4. Use strategic investment of resources to signal equity as a priority commitment.

APPROACH

We must address inequity at each of its complex and interconnected levels.

An effective approach to organizational transformation recognizes that our understanding of present challenges and opportunities must be understood in relationship to inequities at a number of levels as they interrelate and perpetuate one another. We must not only focus on organizational process and policy but also on organizational culture, interpersonal skills and knowledge as well as the role each individual plays inside of the broader ecosystem. (See TJC training materials for a more in depth explanation of this approach.)

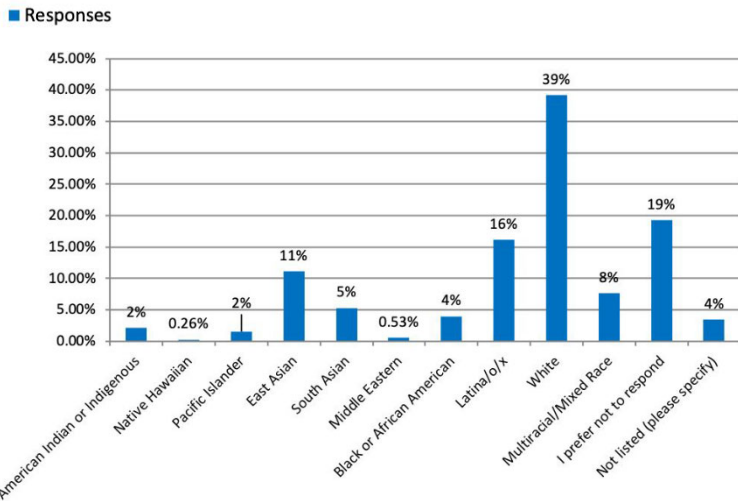


ABOUT THE RESPONDENTS

ABOUT THE RESPONDENTS (Staff Survey)

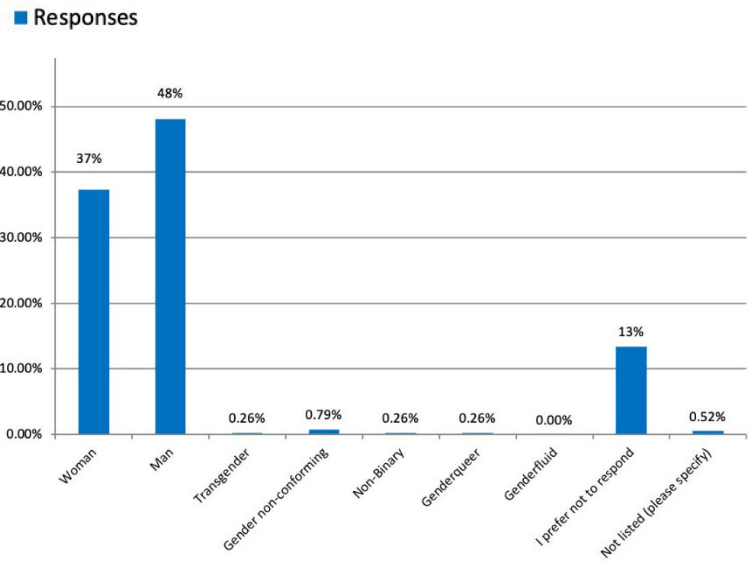


Q 22 Which of the following best represents your racial or ethnic background?



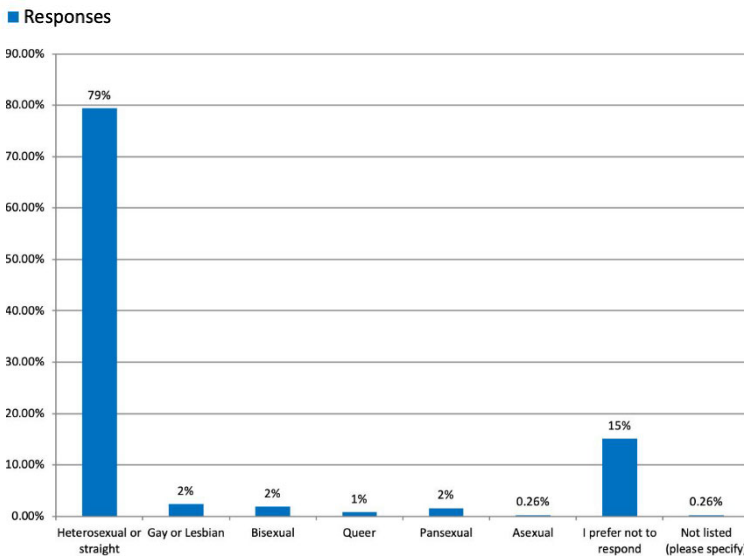
Answered: 378 Skipped: 73

Q 23 Which of the following best represents your gender?



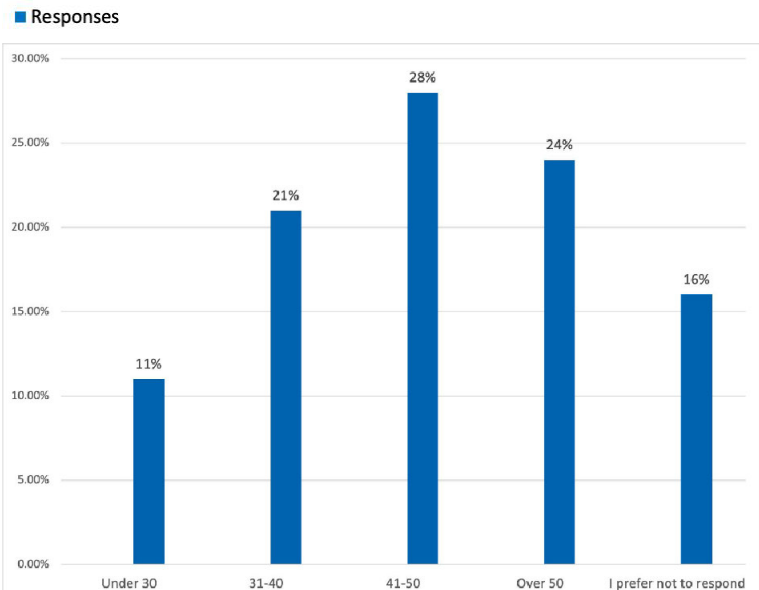
Answered: 381 Skipped: 70

Q 24 Which of the following best represents your sexual orientation?



Answered: 378 Skipped: 73

Q 30 What is your age group?

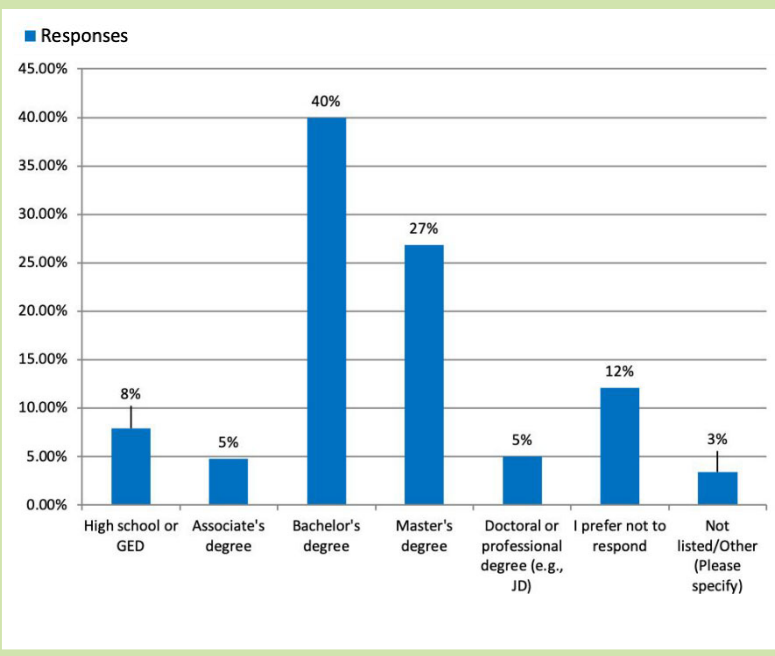


Answered: 383 Skipped: 68

ABOUT THE RESPONDENTS (Staff Survey)

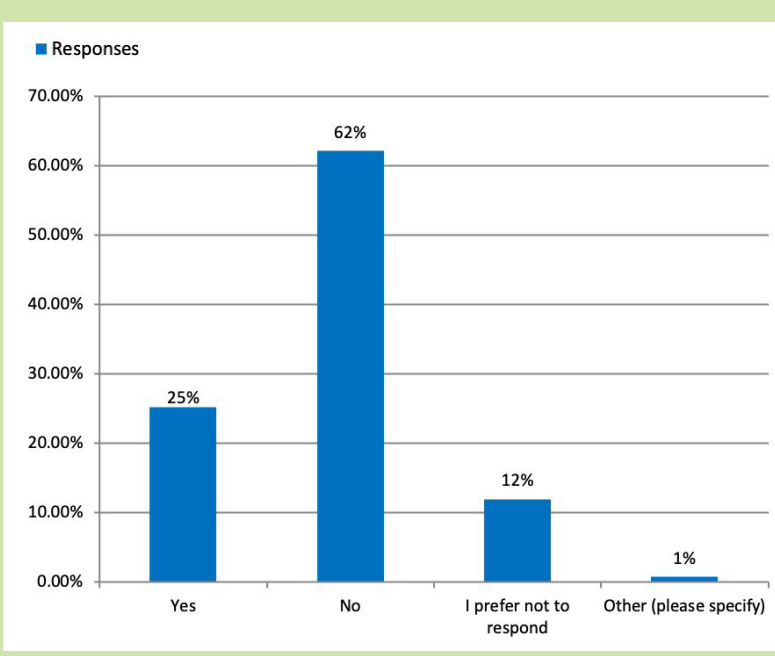


Q 26 What is your highest level of educational attainment?



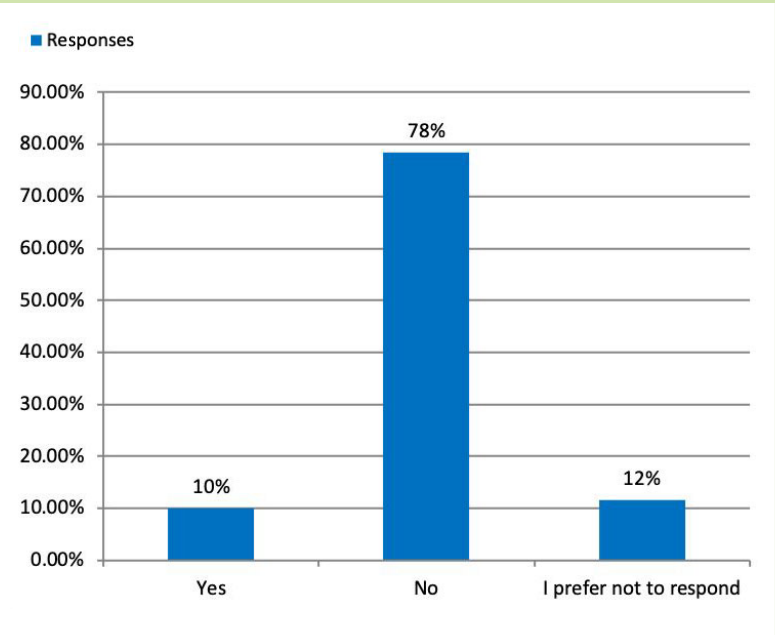
Answered: 380 Skipped: 71

Q 27 If you attended college, are you the first in your family to attend college?



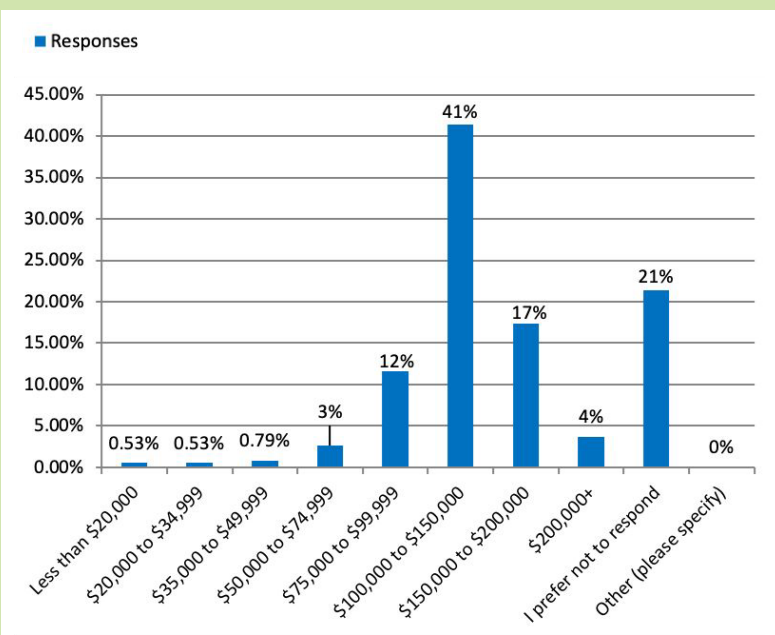
Answered: 377 Skipped: 74

Q 25 Do you identify as a person with disabilities, visible or invisible?



Answered: 381 Skipped: 70

Q 29 What is your current salary?

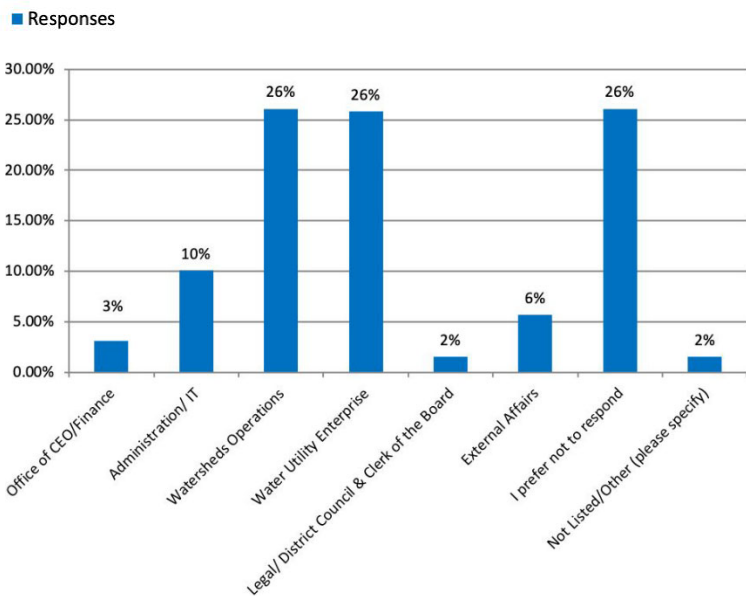


Answered: 379 Skipped: 72

ABOUT THE RESPONDENTS (Staff Survey)

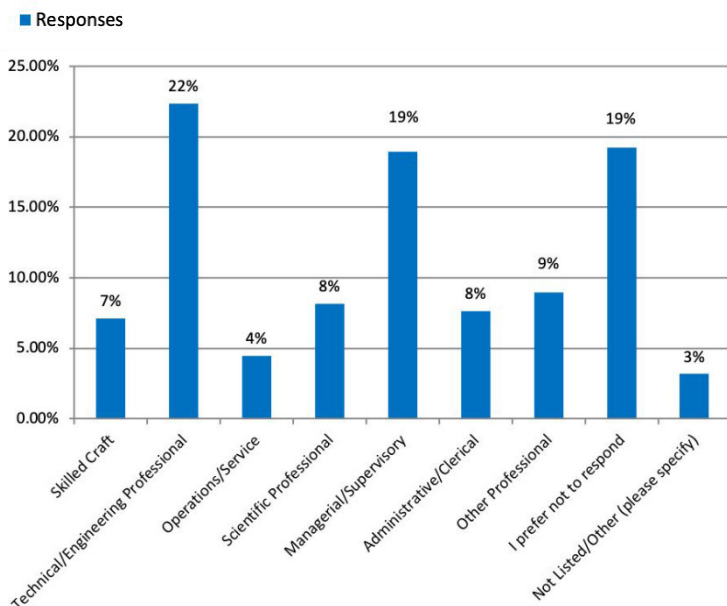


Q 33 Which business area are you in?



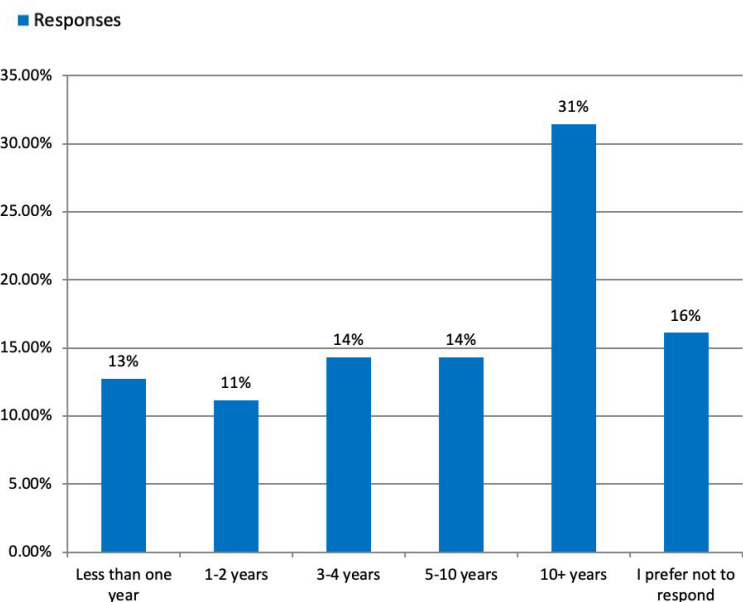
Answered: 380 Skipped: 71

Q 32 What is your current position/title at VW?



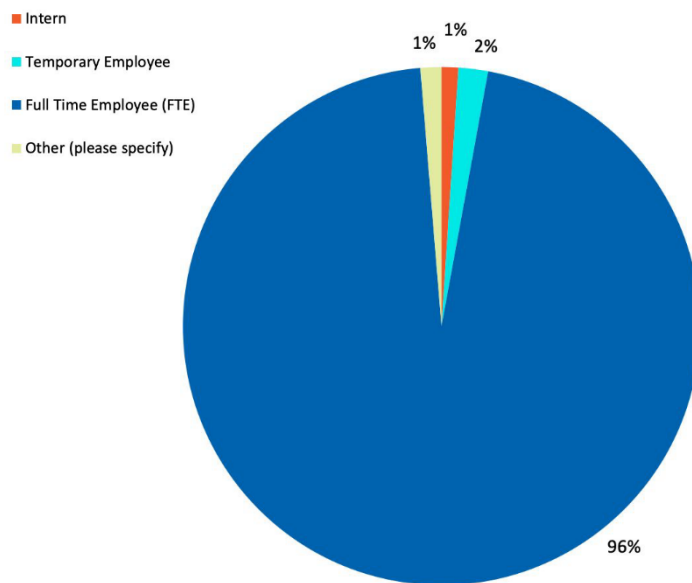
Answered: 387 Skipped: 64

Q 34 How long have you worked at VW



Answered: 381 Skipped: 70

Q 28 What is your type of employment?

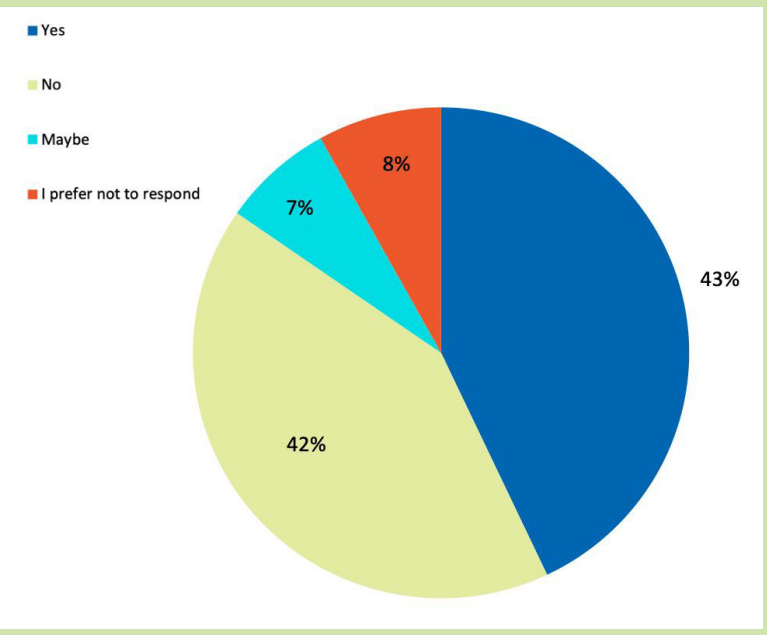


Answered: 385 Skipped: 66

ABOUT THE RESPONDENTS (Staff Survey)

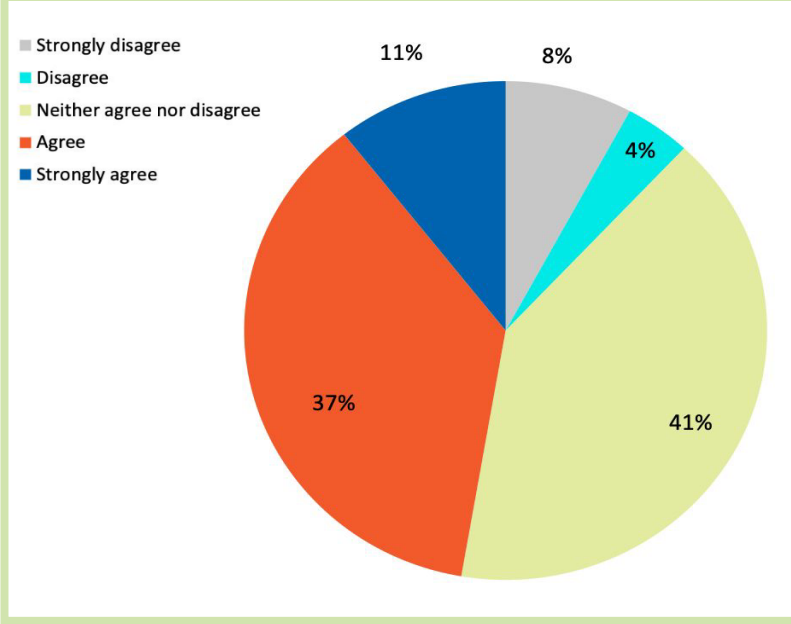


Q 15 Are you involved in an ERG at Valley



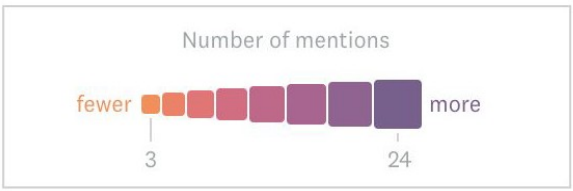
Answered: 368 Skipped:

Q 16 Your work with Employee Resource Groups (ERG) is valuable and has impact in advancing DEI efforts.



Answered: 384 Skipped: 67

Q 31 Do you have other social or cultural identities that have not been recognized in this survey that you feel are important to equity and inclusion at Valley Water (such as parent, single/married/partnered, refugee, immigrant, speaker of other languages and so on)?*



*Text that is both larger and closer to the dark purple hue indicates a higher number of mentions of a word or concept.

English_{staff} Parent married_{speaker} none_{family} married
 people children_{feel} parent_{mother} immigrant
 languages single_{speaker} languages N_{NA} work speak

Answered: 146 Skipped: 305

DISPARITY DATA

DEI DISPARITY HIGHLIGHTS



SURVEY QUESTION: *While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment, or intimidation, etc.) related to...*

ANSWERED: 399

SKIPPED: 52

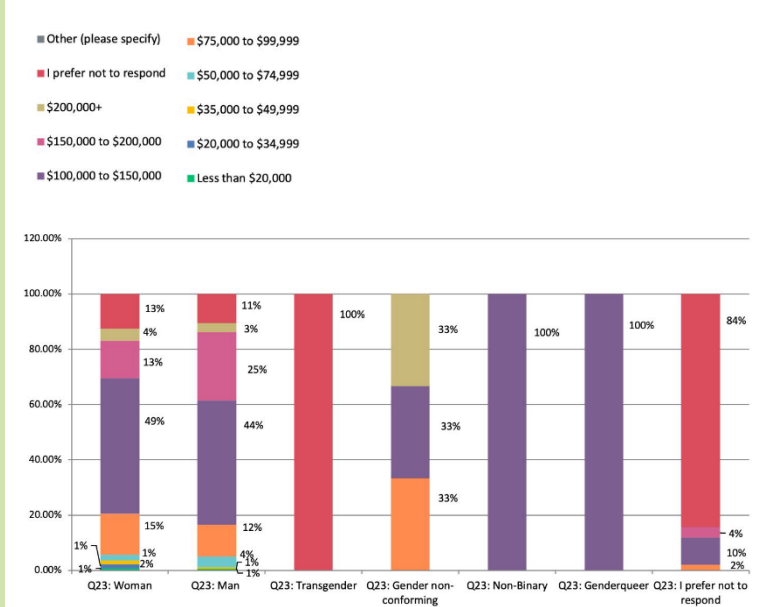


Question 11 (written above) in the TJC + Valley Water 2021 Equity Survey asked staff to rate how often they experience problematic dynamics related to the above issues. While this question shows that the frequency of these problematic behaviors were relatively low across Valley Water, TJC finds it interesting that nearly **12%** of staff skipped this question. TJC wonders the extent to which the staff that skipped this question were afraid of being honest about these dynamics at Valley Water, if some did not see this set of questions as significant or relevant, and/or if staff were not clear on the meanings of these concepts even though TJC provided definitions of all of the above concepts. Qualitative data adds dimension to these statistics as some staff shared their challenging experiences with both homophobia and sexism. In addition, **21%** of those that did not identify a racial or ethnicity identity mentioned the word “bias” both in the context of unconscious or implicit bias, as well as perceived bias in hiring and promotions at Valley Water.

DEMOGRAPHIC REPRESENTATION (Staff Survey)



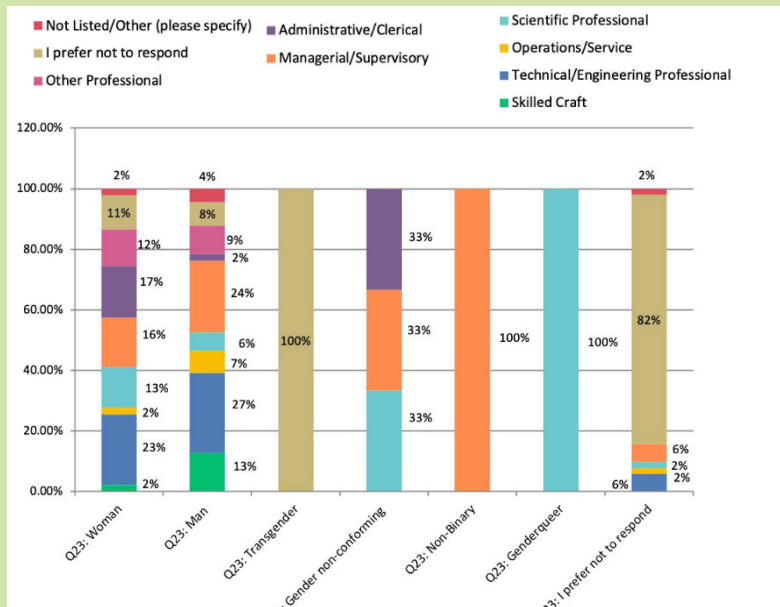
Salary x Gender



Answered: 377 Skipped: 3

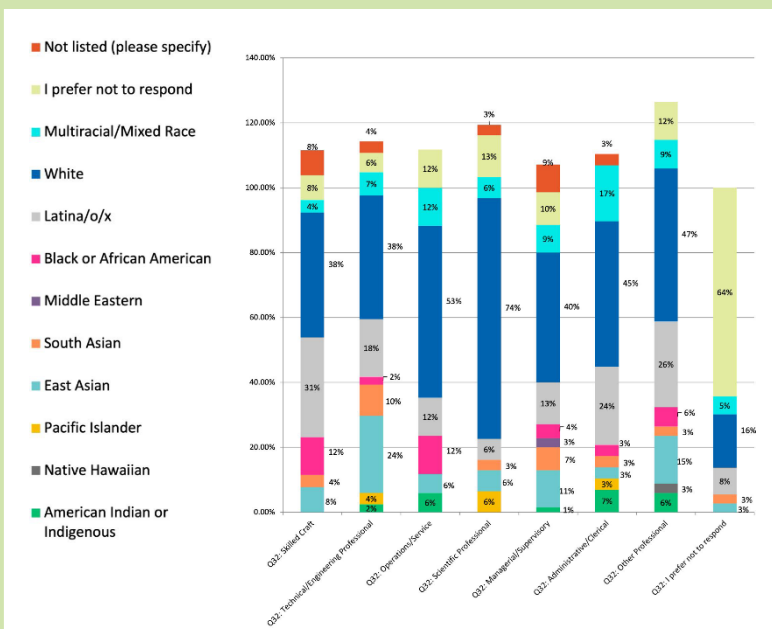
Title x Gender

Titles: Skilled Craft, Technical/Engineering Professional, Operations/Service, Scientific Professional, Managerial/Supervisory, Administrative/Clerical, Other Professional and I prefer not to respond



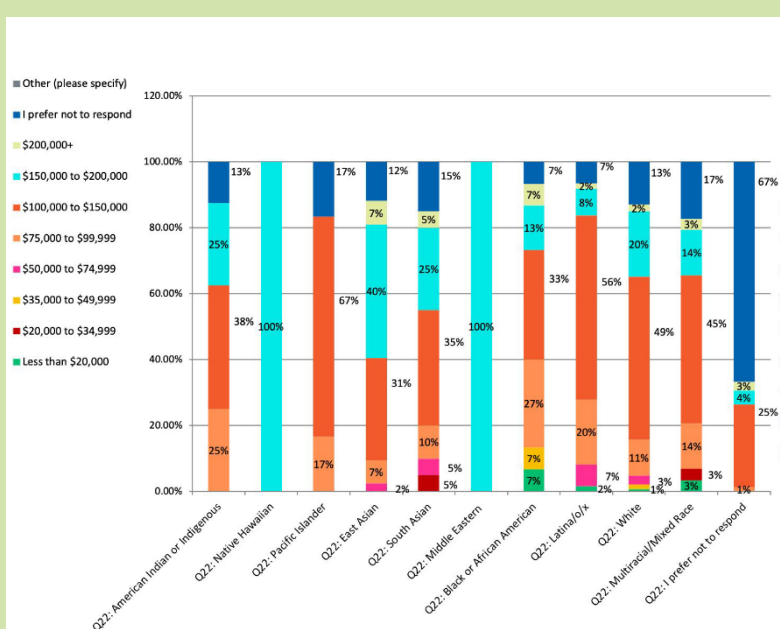
Answered: 377 Skipped: 3

Race x Title



Answered: 366 Skipped: 3

Salary x Race

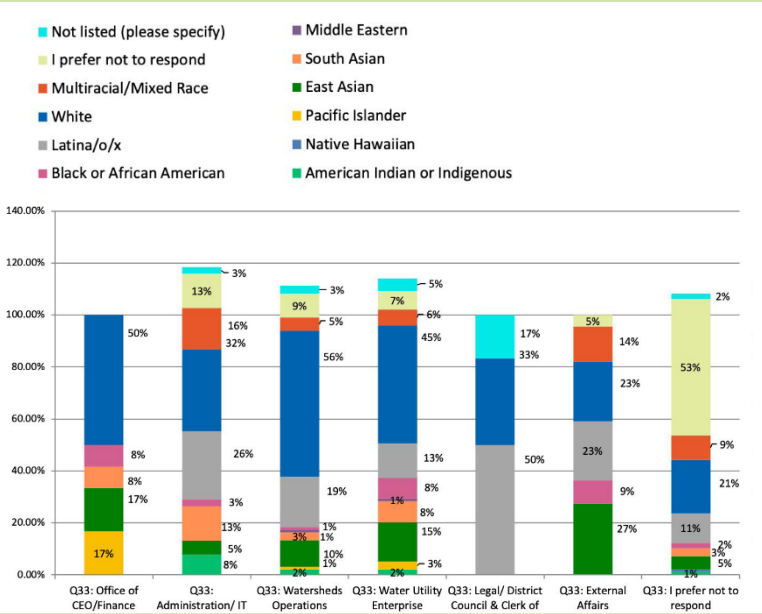


Answered: 364 Skipped: 4

BUSINESS AREA DEMOGRAPHICS (Staff Survey)

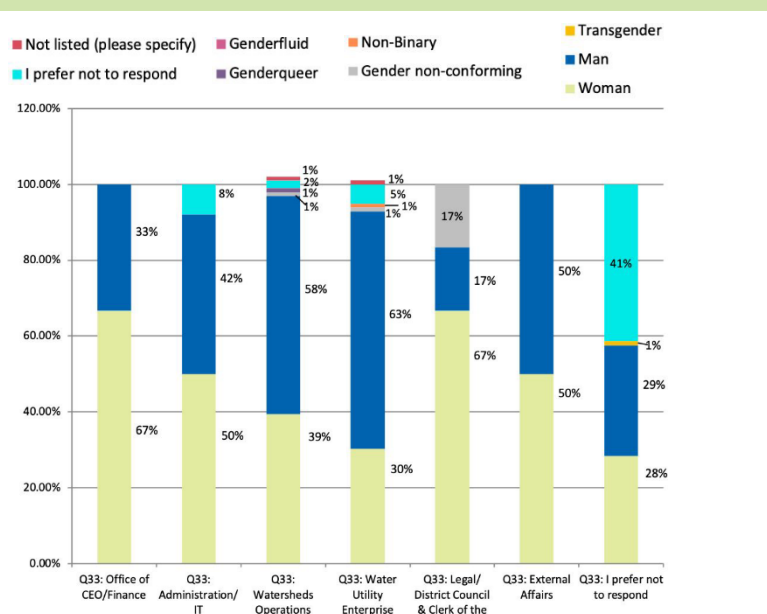


Business Area x Race



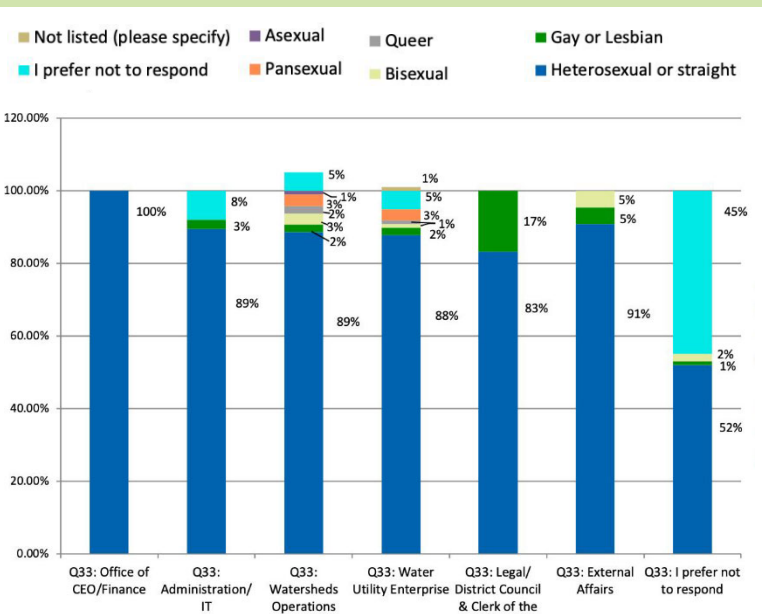
Answered: 372 Skipped: 9

Business Area x Gender



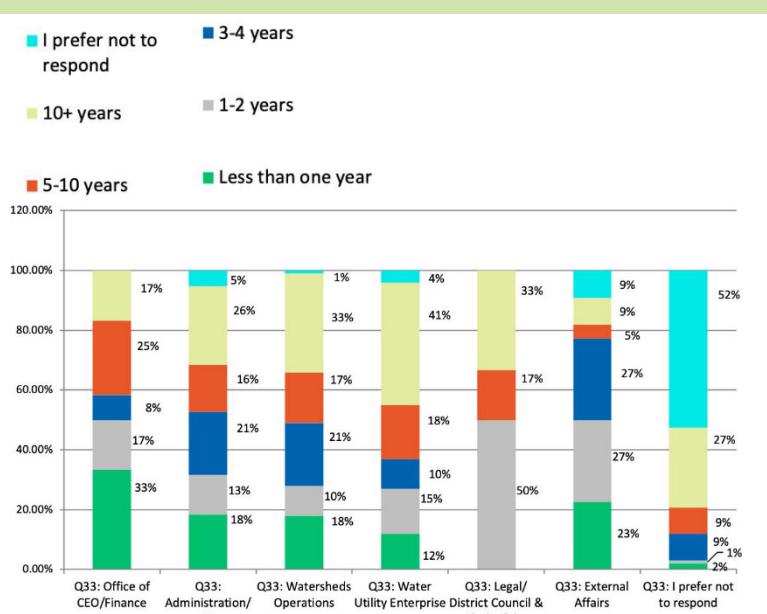
Answered: 375 Skipped: 6

Business Area x Sexual Orientation



Answered: 372 Skipped: 9

Business Area x Tenure



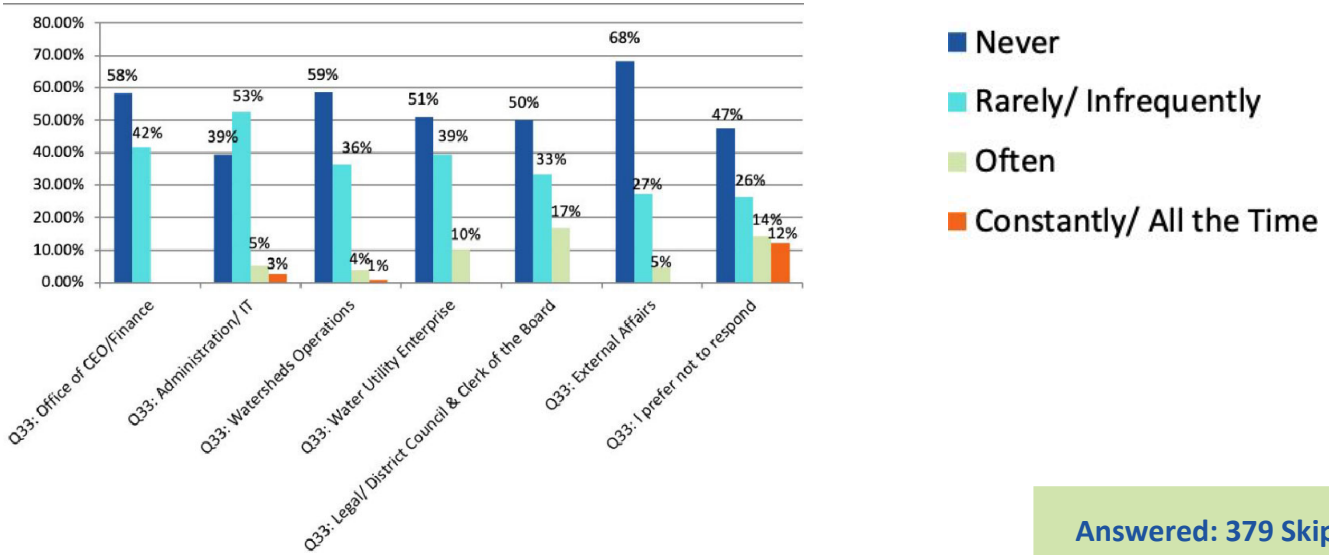
Answered: 378 Skipped: 2

BUSINESS AREA DISPARITIES (Staff Survey)



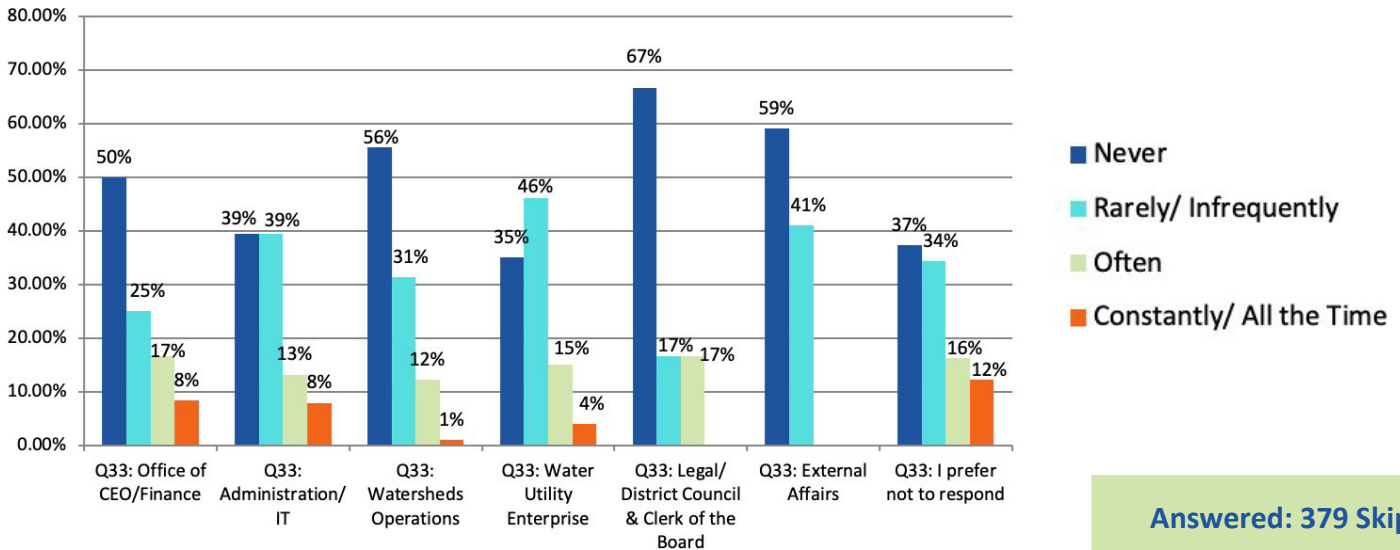
While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment, or intimidation, etc.) related to...

Q 11: Problematic or challenging issues related to Race and Racism x Business Area



Answered: 379 Skipped: 2

Q 11: Problematic or challenging issues related to Gender and Gender Dynamics x Business Area



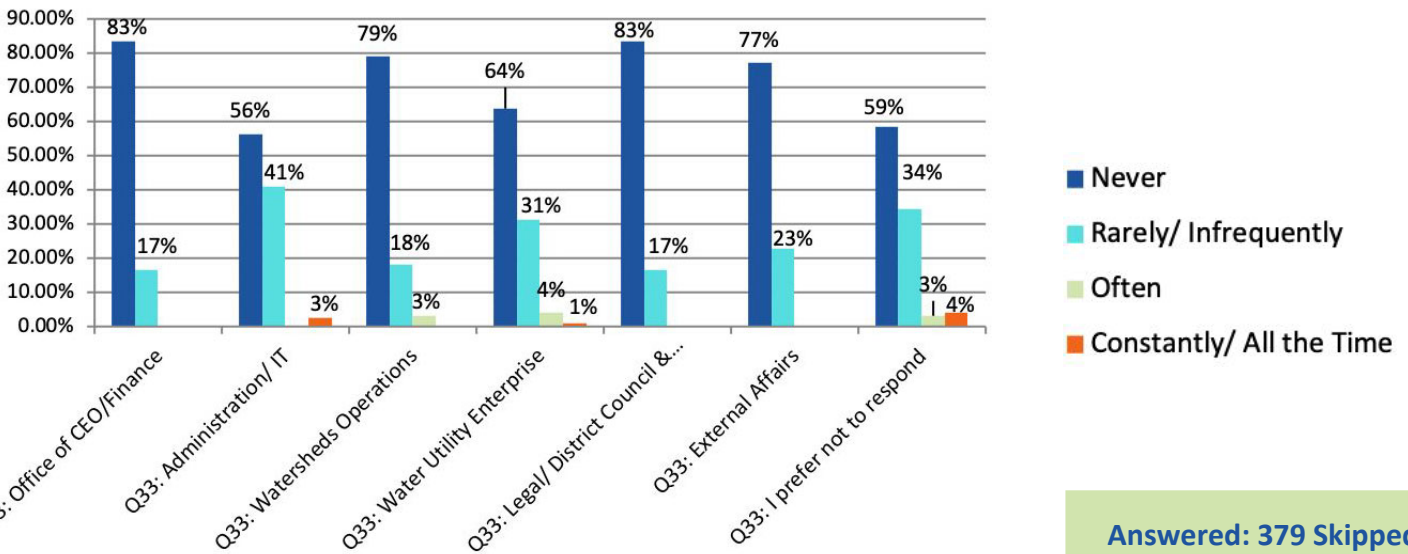
Answered: 379 Skipped: 2

BUSINESS AREA DISPARITIES (Staff Survey)



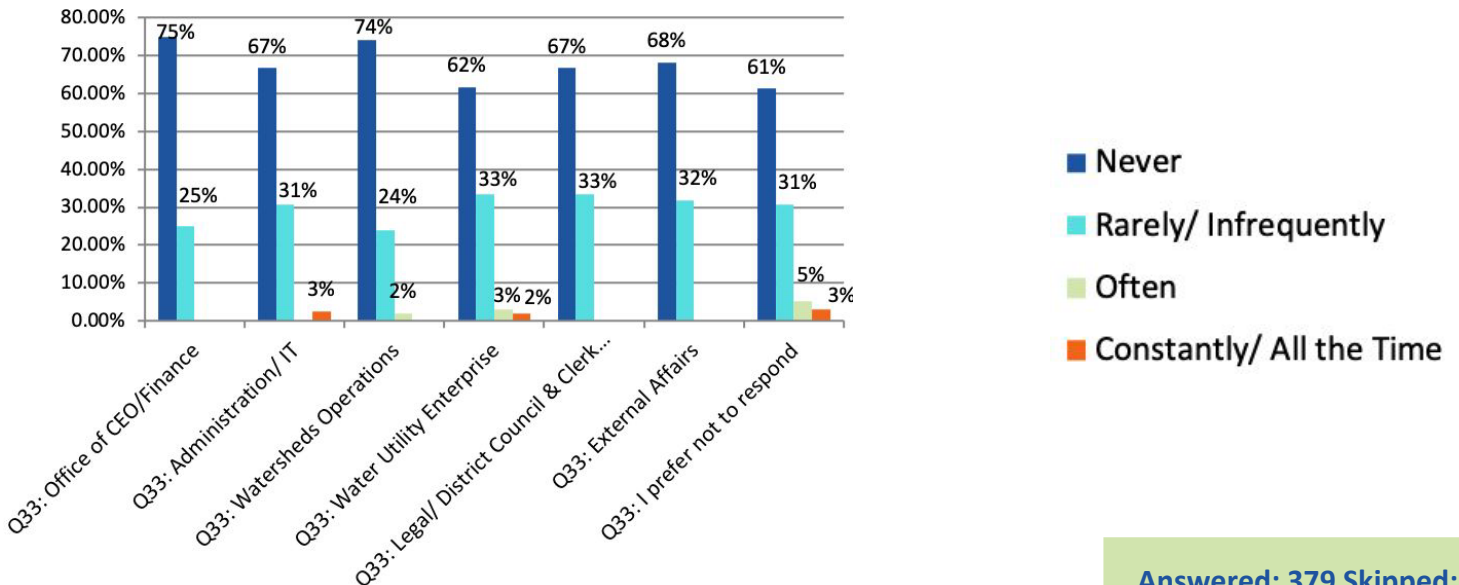
While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment, or intimidation, etc.) related to...

Q 11: Problematic or challenging issues related to Sexual Orientation x Business Area



Answered: 379 Skipped: 2

Q 11: Problematic or challenging issues related to Ability and/or Disability x Business Area



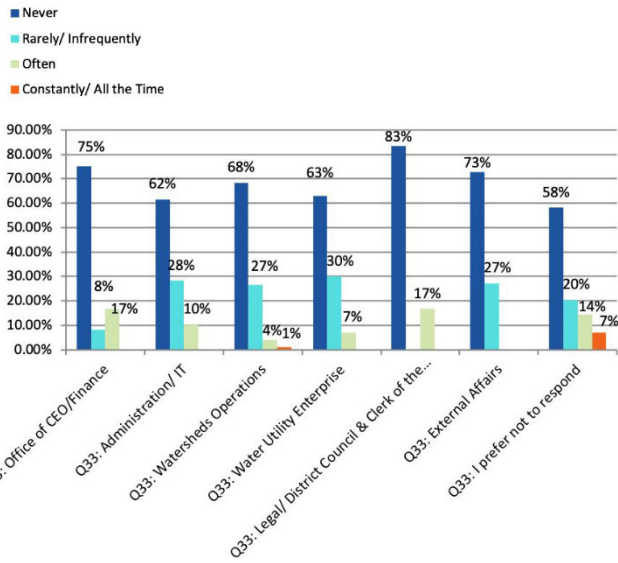
Answered: 379 Skipped: 2

BUSINESS AREA DISPARITIES (Staff Survey)



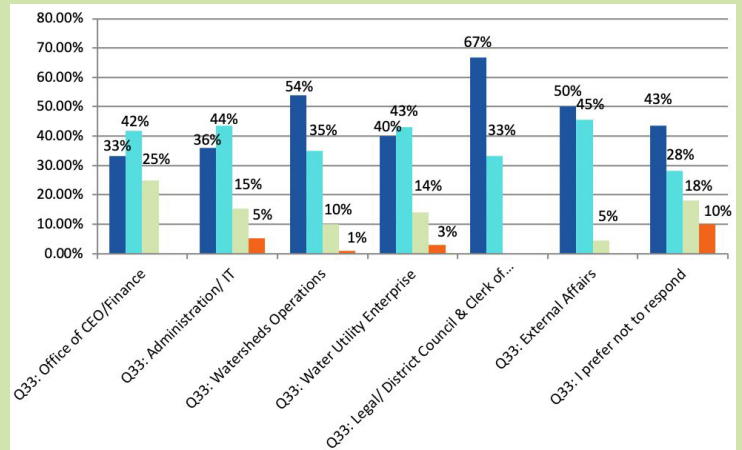
Question: While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment, or intimidation, etc.) related to...

Q 11: Problematic or challenging issues related to class x Business Area



Answered: 379 Skipped: 2

Q 11: Problematic or challenging issues related to Ageism x Business Area



Answered: 379 Skipped: 2

Qualitative Responses (non-exhaustive)

Issues of Ageism:

"Everyone ages but somehow people don't seem to respect older employees. Maybe respect is not needed, but older employees should be treated just like everybody else. We have to deal with inappropriate questions such as when are you going to retire. It gets to you after a while."

"I have heard that it's harder for older employees to get promotions. And it is harder for non-college educated employees to advance, which could speak to an inherent socio-economic bias."

Issues of Ableism:

"I have had ableist things said to me from various people, especially after receiving my reasonable accommodations and have been discouraged from taking my breaks/lunch when I am in the field even though I have to eat, drink or rest. I feel as though I have to mask my neurodivergent traits in order to be perceived as valuable as an employee, even though they don't hinder my ability to do my job, they just make people uncomfortable due to stigmas."

"I've heard a manager complain about having to change the graphics of a report so that it's ADA compliant."

"I have a slight disability and have hidden it for fear of not being accepted or seen as not competent and discriminated against it."

REDI ASSESSMENT DATA AND RECOMMENDATIONS

KEY DEI DATA



STRENGTHS

- A. Valley Water has invested in organizational infrastructure to support DEI work.
- B. Valley Water is well-respected and considered to be a diverse organization.
- C. Majority of staff believe that Valley Water is a great place to work.
- D. Majority of staff believe racial equity work is important to the work and priorities of Valley Water.
- E. Majority of staff are comfortable engaging in DEI work.
 - 93% of staff say Racial equity work is important to the work and priorities of leadership at Valley Water.
 - 91% say Racial equity work is important to the work and priorities of Valley Water.
 - 88% say VW is a great place to work
 - 83% are comfortable when they have to engage in work related to equity, diversity, and inclusion at Valley Water.

Empowering the Office of REDI

Overall, there is an opportunity to leverage the upcoming Equity Strategic Planning initiative to form an Equity Working Group (EWG). The Office of REDI likely would steward the EWG to serve Valley Water in offering an inclusive cross section of employees in terms of positions within the company. More importantly, this type of “third space” would offer an opportunity to foster a more supportive culture of intersectional identities at Valley Water. This intersectional space offers a bridge in the form of support, connection, and education between those feeling like they have to advocate for one identity at the expense of the other. For example, the data revealed hesitancy in fully committing to racial equity, either because they lacked an analysis around intersectional dynamics of power, lacked exposure to disaggregated data by race in their workplace or for the community which Valley Water serves, or because their understanding of oppression was based on their experiences around gender and sexual identity, not race. We have expanded on this theme under the High-Impact Priority section to follow.

Intersectional Identities Related to Gender and Race

The three strongest inequities that came through in the data were related to perceived gender/misogyny, ageism, and ableism. TJC found that executive leadership plays a key role in perpetuating these dynamics and as such, have a responsibility to demonstrate leadership in dismantling them. Qualitative interviews revealed skepticism and mistrust about DEI work because some staff perceive DEI work to simply center race, and therefore, ignore deep-seated problematic gender dynamics at Valley Water. The fear that these dynamics will never be resolved, and the lack of acknowledgement of intersectional analysis across gender, race, and other identities is a barrier to staff-wide buy-in to DEI work. As one participant named, women’s opportunity and advancement “shouldn’t come at the expense of another [aspect of identity such as race].”

OVERVIEW: EQUITY OPPORTUNITIES



HIGH-IMPACT PRIORITY: Clarify and formalize the role of the Office of REDI. Codify its goals, purview, and authority.

Hiring, Recruitment, and Human Resources

- **THEME 1** Prioritize racial equity opportunities in hiring, human resources, recruitment, and staff retention and promotion across business areas.
- **THEME 2** Perceptions of favoritism and bias within hiring and promotive practices.
- **THEME 3** Training to support staff around the complexities of the role of Valley Water has in stewarding waterways in the county.

Organizational Culture

- **THEME 4** Perception of widespread culture of gender-based bias and misogyny at all levels of the organization.
- **THEME 5** Empower staff to contribute to a more equitable and inclusive organization by committing to diversity, equity, and inclusion learning and training for all leadership, staff, and board members.
- **THEME 6** Acknowledge and address past issues and strategize pathways forward internally within Valley Water.

Environmental Justice

- **THEME 7** Establish an initiative to address historical and contemporary environmental justice impacts of the management of water resources in the county.

Community Engagement and Local Capacity Building

- **THEME 8** Foster authentic and reciprocal partnerships with the residents and community that Valley Water serves.

HIGH-IMPACT PRIORITY CLARIFY AND FORMALIZE THE ROLE OF THE REDI OFFICE. CODIFY ITS GOALS, PURVIEW, AND AUTHORITY.



Valley Water has a tremendous opportunity to advance Racial Equity, Diversity, and Inclusion and fully realize the potential of its REDI Office by making some key steps at this juncture in its organizational journey towards DEI.

Foundationally, it will be essential that the REDI Office and its staff are empowered to define and direct the priorities under its purview including goals, timelines, measures of success and needed resources. This will necessitate full support of leadership both publicly and in practice.

The newness of the role of the REDI office can be leveraged as an asset to provide leadership, guidance, and resources as the ERG's transition to a more active role in stewarding the cultural shift of Valley Water to a racially and environmentally just organization. There are three important areas the REDI Office should focus in the immediate term to lay a solid foundation for future efforts:

1. Clarify the role of the REDI Office and ensure alignment with leadership priorities

The understanding of the role and function of the REDI office in general and the DEI initiative specifically, was uneven across business areas and participants in the survey, interviews, and focus groups. This presents a unique opportunity to more effectively communicate about the initiative to gain further buy-in and support across the organization. Building on outstanding values and Valley Water's bold resolution, the clear charge of environmental justice could be the banner under which all business areas can unite under, and guided by the leadership, the REDI office could be the ones to educate, build awareness and capacity, and facilitate an action planning process based on the recommendations following each theme.

2. Establish internal infrastructure and frameworks across business functions to steward the DEI initiative

By formalizing internal infrastructure across the organization and adopting DEI frameworks the DEI initiative can be more effectively incorporated into core business functions. A key part of this is establishing norms around data gathering and tracking in all business areas. Data helps you understand the problem. Without looking at how specific subpopulations are doing with respect to your common goal, you are at risk of misunderstanding what's really going on in your organization and the community Valley Water serves and of perpetuating disparities. There is rarely a one-size-fits-all solution for the complex issues, and so crafting strategies with a blanket understanding can sometimes do more harm than good. Disaggregating data by race, gender, class, sexual orientation, and other characteristics gives you a fuller understanding of how to be more effective.

3. Leverage and enhance the role of ERGs across Valley Water

Recognizing the challenges of the pandemic and its impact on the historical role of ERG to celebrate identities and holidays with ethnic themed events centered on in person connection and food, we heard from leadership that the resolution and values of Valley Water will require a deeper commitment from staff to operationalize racial and environmental justice and that the ERG's should go beyond these types of events, partner with the REDI office in new ways, and support leadership in integrating these values and resolutions into Valley Water's culture.

HIGH-IMPACT PRIORITY CLARIFY AND FORMALIZE THE ROLE OF THE REDI OFFICE. CODIFY ITS GOALS, PURVIEW, AND AUTHORITY.



HIGH-IMPACT PRIORITY RECOMMENDATIONS

- | | |
|-----|---|
| R1 | Create and share an equity commitment statement that acknowledges historical bias and a goal to create a more equitable community as a north star. |
| R2 | Implement DEI frameworks and analysis across all focus areas that assesses the organizational infrastructure needed to operationalize DEI interventions. For example, we provided assessments to the Office of REDI which can be adapted for relevant business areas. |
| R3 | Mobilize senior management beyond CEO/HR to visibly engage with DEI efforts and communicate the importance of engaging to their respective departments. |
| R4 | Establish REDI Liaisons who can interact with the Office of REDI and prioritize or operationalize DEI initiatives specific to each Business Area. See assessments as a start. |
| R5 | Craft supporting structure, procedure, and process for crisis communications utilizing the Communications and Awareness Assessment tools in partnership with leadership and ERG's. |
| R6 | Create consistent messages about Valley Water's commitment to equity. Enhance this with regular communications from the Office of REDI about trainings, data initiatives, and educational materials and resources, Strategic Process, and office charter to staff. |
| R7 | Collect, analyze, and develop performance metrics to increase results- based accountability. |
| R8 | Apply an equity framework to disaggregated data across all focus areas generally, and business areas specifically. Data collection, analysis, measuring progress, and data driven narratives are all powerful levers in driving equitable outcomes at Valley Water. |
| R9 | Track equity progress over time. Systematically track, aggregate, and interpret data. |
| R10 | Incorporate data and equity in organizational resource allocation processes. Explicitly focus on reducing disparities including weighting more heavily potential investments that reduce disparity. |
| R11 | Design opportunities for increased cross-cultural understanding by connecting people from different backgrounds and perspectives at, and between, grantee, and partner organizations. This could leverage the expertise and lived experience of the ERG's. |

HIGH IMPACT PRIORITY BUSINESS AREA RECOMMENDATIONS



BUSINESS AREA RECOMMENDATIONS

R1	CEO + Finance - Align budgets to support Valley Water’s values through the DEI initiative to staff data collection and analysis of disparities building on the baseline of the Assessment Report. This applies to internal retention and hiring as well as grants program and funding allocations by zip code and demographics of leadership.
R2	Admin + IT - Look for ways that the administration and IT can support disaggregated data collection and analysis.
R3	Legal and District Counsel - This business area should not obstruct process by overemphasizing compliance and liability over transparency and transformation.
R4	External Affairs – Office of REDI can lead the effort and create guidelines for collecting, analyzing, and disaggregating data, create timelines and workflow protocols, and collaborate across business areas. This is in support of working closely with Communications to build data-driven messaging internally and for Valley Water.
R5	Watershed - The data-driven narratives supporting Environmental Justice at Valley Water are grounded in the realities, and data, on the ground in terms of climate change, structural and environmental racism, and current conditions.
R6	Water Utility - The perception of Valley Water as a steward of Environmental Justice depends on the responsiveness of the organization to community concerns around pricing and access in the county. Consider how data can support the process of education, awareness, and innovation in service delivery.

THEME 1 PRIORITIZE RACIAL EQUITY OPPORTUNITIES IN HIRING, HUMAN RESOURCES, RECRUITMENT, AND STAFF RETENTION AND PROMOTION ACROSS BUSINESS AREAS.



HIRING, RECRUITMENT, & HUMAN RESOURCES: RELEVANT DATA

- **OVERALL:** 24% of respondents feel they don't have long term growth opportunities;
- **GENDER:** 22% of women and 20% of men staff respondents feel they don't have long term growth opportunities at VW.
- **RACE:** Middle Eastern, American Indian, and Black staff respondents have the highest percentages of people that say they don't have long term growth opportunities at VW.
- **BUSINESS AREA:** 37% of those that didn't identify a business area, 33% of Legal/ District Council & Clerk of the Board, and 27% of external affairs say they don't have long term growth opportunities at Valley Water.

Quotes that illustrate this point:

"Lack of black female leadership and support for black employees trying to advance in their career."

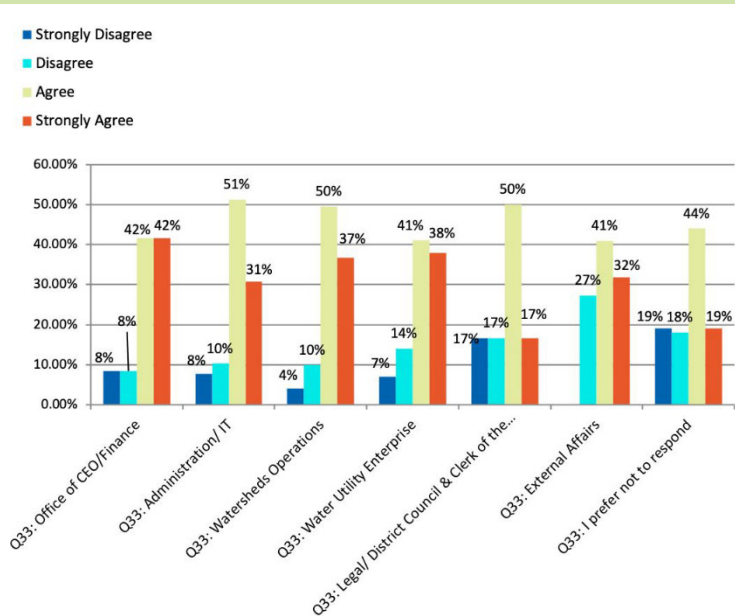
"There is no technical career path. The only way to move up is into management. Lose expertise this way. Plus workers get promoted to different units since the only way to move up is to go for positions when they open up."

"I am in a position with no career ladder nor opportunity for promotion."

One staff member expressed that staff are "worked very hard generally, "while another commented they don't feel "respected and valued" at work.

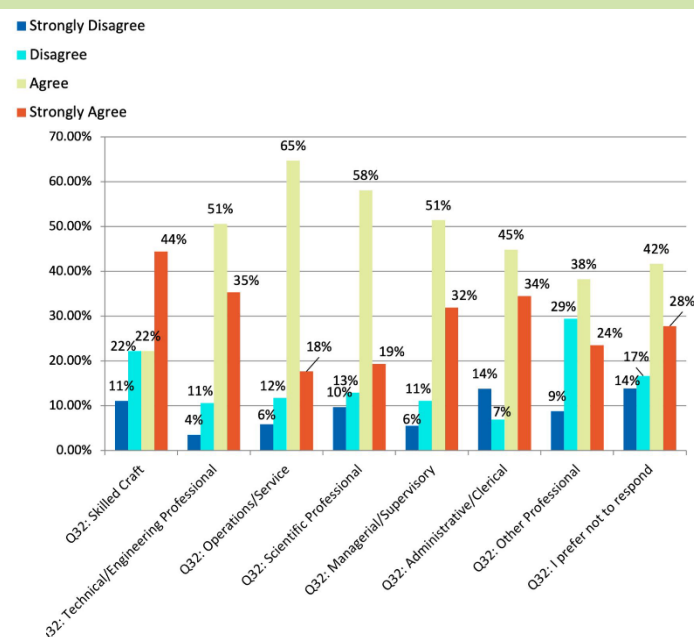
"100% agree with lack dissemination of information and hiring processes surrounding promotions"

Q1: Long-term career and growth opportunities x Business Area



Answered: 381 Skipped: 0

Q1: Long-term career and growth opportunities x Position



Attachment 1, Pg. 31 of 84
Answered: 368 Skipped: 0

THEME 1 PRIORITIZE RACIAL EQUITY OPPORTUNITIES IN HIRING, HUMAN RESOURCES, RECRUITMENT, AND STAFF RETENTION AND PROMOTION ACROSS BUSINESS AREAS.



THEME 1 PRIORITIZE RACIAL EQUITY OPPORTUNITIES IN HIRING, HUMAN RESOURCES, RECRUITMENT, AND STAFF RETENTION AND PROMOTION ACROSS BUSINESS AREAS.



HIRING, RECRUITMENT, & HUMAN RESOURCES: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA

Equitable and inclusive hiring, HR, retention, and promotion practices are a critical part of increasing and sustaining diversity, improving staff experience, and ultimately driving organizational impact - particularly if that work centers around communities experiencing marginalization due to structural inequities. Ensuring that Valley Water’s staff, leadership, Board, and grantees is diverse and inclusive should be constantly communicated as a high priority.

While an overwhelming majority of staff feel they have professional development opportunities that support their success at work, a substantial number of staff across business areas say they don’t have long term growth opportunities. Given this is a sentiment felt more by Middle Eastern, American Indian, and Black identified staff, there are opportunities to consider the ways in which these groups are not set up for success at Valley Water.

Although there are new initiatives which are starting, like the pay equity audit and the efforts to disaggregate data by race and identity for the internship programs, hiring, and promotions, there is a lack of clarity and consistency with these practices between HR, legal, and the Office of REDI.

RECOMMENDATIONS

RECOMMENDATIONS	
R1	Create comprehensive plan to expand outreach, marketing, and partnerships for recruitment of more diverse candidates in order to build a better pipeline that more closely reflects the communities Valley Water serves.
R2	When there are staff openings, ensure that existing staff is aware of all opportunities through multiple channels like a simple newsletter.
R3	Examine the current minimum educational and professional qualifications for all roles within the agency. This process can include an audit of which qualifications are needed and which are a barrier to equitable hiring.
R4	Increased transparency about process 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.
R5	Build professional development growth planning into the Employee Lifecycle for every staff member beyond annual performance reviews to institutionalize and create structure for potential staff advancement.

THEME 2 PERCEPTIONS OF FAVORITISM AND BIAS WITHIN HIRING AND PROMOTIVE PRACTICES



HIRING, RECRUITMENT, & HUMAN RESOURCES: RELEVANT DATA

- When asked about ways staff have observed or directly experienced issues or challenges, (such as issues around discrimination, bias, favoritism, unfair treatment, etc. in question 12), **14%** of qualitative responses mention “bias”
- Numerous qualitative data across the survey, focus groups, and interviews mention “favoritism” in hiring.

Quotes that illustrate this point:

“...[O]pportunities...depend [on] who you are friends with. Over the years Valley Water does not rate opportunity on experience and knowledge to do the job but on [the] cliques you belong to, or friends you have...knowledge of the job is not needed”

“Related to the perception of Valley Water as a ‘Good Ol Boys Club’ “[There] are conditions I have had to endure working at the District.”

“During recruiting they select men for management jobs in watershed because that's a "good old boys" mentality instead of a female who was more than qualified.”

“Various upper management and middle management staff display unconscious bias behavior which, when reported to HR, is not corrected nor any action is taken and the blame is placed on the lower level staff reporting the behavior.”

“Favoritism and unfair treatment is widespread.”

“[Leadership] sets the tone and he promoted loyalty over competence. When he has the ability influence who is being hired, he directs HR to hire people that he likes over people that are best qualified.”

“There's perception of favoritism and definitely feeling of promotional opportunities going to people who are showing blind loyalty to the management, and people who express dissents and disagreement are not being promoted.”

“Favoritism is the way of life at Valley Water. It is well calculated by management to promote who they want to promote. Some staff are given preferential treatments to ease into the promotion. For example, the manager will create a temporary position for the staff for six months or a year and then create the job opportunity to justify why the promotion went to that staff. Also the job description is well crafted to ensure that no other staff has that newly created skill. There is no justification why some jobs go for promotional recruitment and some others are open to the public.”

“Hiring practices need to be improved. I still feel like the hiring panels are often biased. Issues of confidentiality in hiring need to improve. Word always gets out. Office of Ethics confidentiality issues need to be improved. I do not feel like coming forward with almost anything, because it is always divulged.”

“When a unit manager, deputy, or unclassified manager's favorite candidate does not meet 'minimum qualifications' to be given an interview, the unit manager/assistant deputy directs the panel who reviewed and rated the panelists to change the rating so that applicant can be interviewed. The panelists have little to no choice else face severe daily retaliation. The applicant is given an interview, gets hired over many other more qualified candidates to a position that someone else rightfully deserved in whole. And despite a slap on the hand the person who directed staff to change their rating continues to manipulate the system in such a way. And those that assist in spinning the facts to support such antics have all received promotions. I used to hear such things and thought they couldn't be true. Now I have witnessed it several times over. For the record I was not a candidate for the scenarios I have described. Unfortunately, it is likely that I will be punished for my honest statements.”

THEME 2 PERCEPTIONS OF FAVORITISM AND BIAS WITHIN HIRING AND PROMOTIVE PRACTICES



HIRING, RECRUITMENT, & HUMAN RESOURCES: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA	<p>Lack of clarity on HR policies and procedures paired with perceptions that Valley Water is, as one respondent said, is an “Old Boys Club” invites staff to create their own stories about policies and procedures at Valley Water. Many of these stories show Valley Water as less inclusive with perceptions of favoritism and bias in hiring and promotion. In addition, lack of clarity and negative perceptions of pregnancy and maternity leave policies and benefits support this “Old Boys Club” narrative as it shows a lack of institutional support and inclusion for pregnancy and maternity leave policies. Respondents noted that some of these cultural norms have shifted, and Valley Water is suffering from a type of “cultural hangover” with regard to some of these problematic dynamics related to gender.</p>
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RECOMMENDATIONS

R1	<p>Openly address staff concerns about the fear of retaliation for speaking up about problematic workplace experiences, and investigate any specific instances that contribute to this tension; ensure staff are not suppressing issues out of gratitude for employment and consider expanding the non-retaliation policy to include workplace incidents that do not rise to the level of federal/state law violation.</p>
R2	<p>Make a public commitment to address perceptions in favoritism in hiring and promotion and establish an external review board to conduct an annual analysis of hiring decisions wherein data is disaggregated by race and gender.</p>
R3	<p>Codify and increase transparency in promotion, professional development, and succession policies, protocols, and practices. Make this information easily accessible, communicate during onboarding and with some frequency year after year.</p>
R4	<p>Standardize promotion criteria by department or role-level and make criteria transparent to motivate and incentivize staff to build skills, knowledge, or requisite experience levels, as well as equitably increase understanding about who may become eligible for promotions and other growth opportunities.</p>
R5	<p>Establish an anonymous Bias-in-Hiring hotline. Provide a quarterly report to Board and implement accountability measures.</p>
R6	<p>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.</p>
R7	<p>Improve hiring process and mitigate for bias by training all hiring managers and panelists on skills and practices that result in more diverse, equitable, and inclusive hiring outcomes.</p>

THEME 3 TRAINING TO SUPPORT STAFF AROUND THE COMPLEXITIES OF THE ROLE OF VALLEY WATER HAS IN STEWARDING WATERWAYS IN THE COUNTY.



HIRING, RECRUITMENT, & HUMAN RESOURCES: RELEVANT DATA

Qualitative data reveals that field staff face challenging interactions with unhoused populations living near creeks when staff are tasked with cleaning, maintaining, and treating bodies of water in Santa Clara Valley. TJC notes the ways in which this challenge is specific to field and Watershed staff, and potentially has implications for other staff that interact directly with the community.

Quotes that illustrate this point:

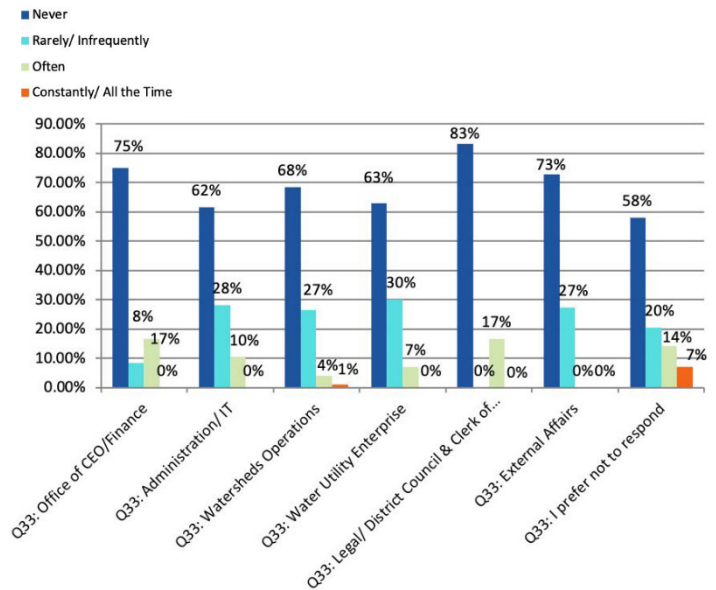
“Staff and Management should be given more training on background and issues the diverse communities are facing including homeless population.”

“In terms of the creek cleanups ensuring that we're not you know disproportionately impacting the unhoused... that are in the creeks like, how do we work with them so that we're being you know socially responsible and humane. And we're just not clearing out all the encampments but providing funding for solutions for other places where they can go outside of the creeks because it does impact the creek.”

Quote from a Watershed Operations staff “There is a small but vocal minority of staff who engage in openly hateful speech. There are generally no consequences for this. I have heard open advocacy for violent state suppression of pride marches, anger about having female leadership, violent contempt for homeless people, etc. as part of day to day conversation.”

“As an employee that works with and near unhoused communities and individuals I really wish I had more insight and knowledge of support services and other ways I can work compassionately.”

Q11: Issues or Challenges related to Class x Business Area



Answered: 379 Skipped: 2

THEME 3 TRAINING TO SUPPORT STAFF AROUND THE COMPLEXITIES OF THE ROLE OF VALLEY WATER HAS IN STEWARDING WATERWAYS IN THE COUNTY.



HIRING, RECRUITMENT, & HUMAN RESOURCES: RECOMMENDATIONS

IMPLICATIONS OF THE DATA	<p>While problematic instances related to class or classism are relatively low according to the Equity Survey, a significant amount of qualitative data reveals that field and maintenance staff face a disproportionate amount of challenging interactions with unhoused populations living near creeks. Given the context of wealth inequities and the housing crisis in the San Francisco Bay Area, addressing this dynamic is an important DEI issue for Valley Water. This is not only a physical and psychological health and safety issue for staff, but also an opportunity to build mutually beneficial relationships with unhoused community. Field staff need cooperation from the people who are experiencing housing insecurity in order to do the important work of maintaining creeks and ensuring clean water for Santa Clara County.</p>
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RECOMMENDATIONS	
R1	<p>Support and training for staff and volunteers who are on the front lines with residents and the housing insecure: Cases of mental instability, violence, trauma, addiction, other health concerns including direct exposure to COVID.</p> <ol style="list-style-type: none"> 1. Prioritize training and support services for maintenance staff, and field workers, who need skills to handle situations where the staff are negatively impacted and the safety and wellbeing is compromised. 2. The question of “public health and safety” for site in terms of remediation, maintenance, or fieldwork could be addressed with restorative justice training to navigate and diffuse tensions or situations without the presence of police, which may doubly traumatize some residents, staff, and/or citizens.
R2	<p>Opportunity to provide communications and community relations support to the business area in charge of fielding “complaints and maintenance requests” from residents who are perhaps unfairly burdening Valley Water with calls requesting a response to the social impacts of a multipronged crisis of rising housing costs, drought, and a global pandemic upon its citizens.</p>
R3	<p>Opportunity to utilize a collective impact model to build local capacity through strategic partnerships in order to address this issue from an intersectional lens with non-profits who are experts in housing the unhoused, social services, and community response protocols.</p>

THEME 4 PERCEPTION OF WIDE-SPREAD CULTURE OF GENDER-BASED BIAS AND MISOGYNY AT ALL LEVELS OF THE ORGANIZATION

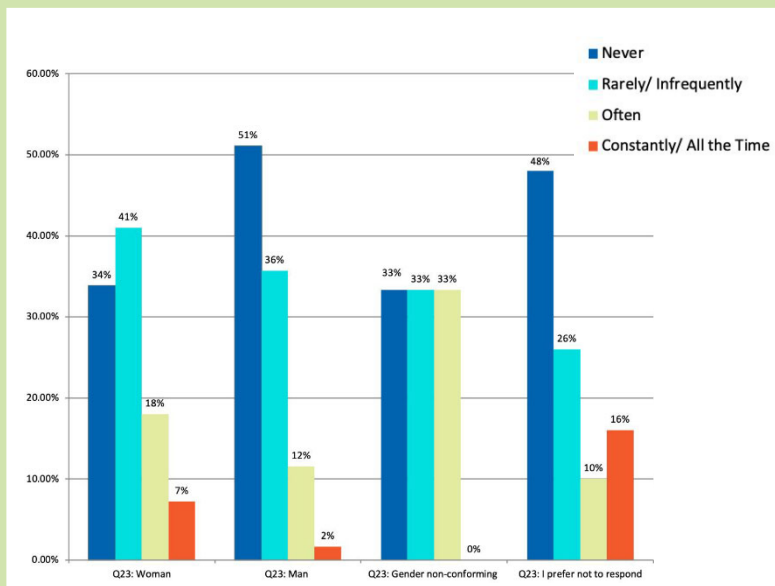


ORGANIZATIONAL CULTURE RELEVANT DATA

Misogyny and Gender-based Biases

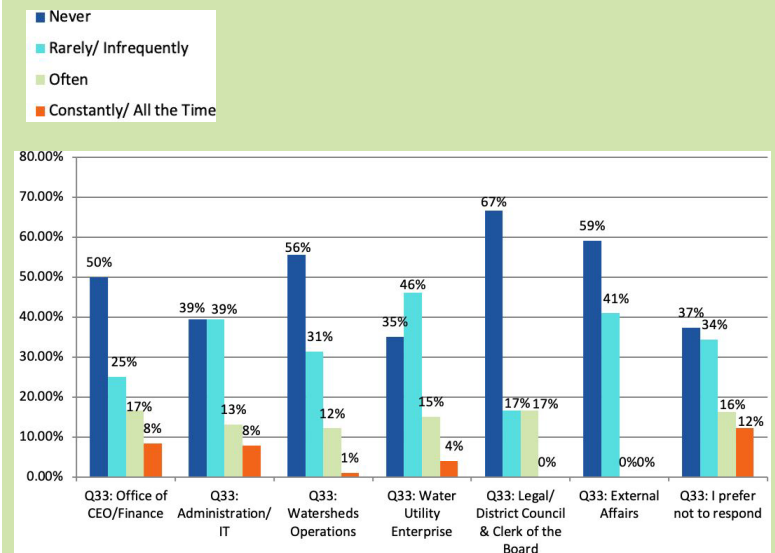
- Significant qualitative and quantitative data indicates staff across identities and Business Areas constantly or often experience problematic dynamics related to gender.
- **OVERALL: 19%** of staff respondents constantly or often experience problematic dynamics related to gender across staff.
- **BUSINESS AREA: 25%** in Office of CEO/Finance; **21%** in Administration/IT; **13%** in Watershed Operations; **19%** in Water Utility Enterprise; **17%** in Legal/ District Council & Clerk of the Board; **no one** in External Affairs indicated they constantly or often experience problematic dynamics related to gender; **28%** of staff that didn't indicate a Business Area indicated they constantly or often experience problematic dynamics related to gender.
- Lack of clarity on where to find information on pregnancy and maternity leave policies; perception that pregnancy is dangerous for your career at Valley Water as leave feels like a type of "negotiation" with management.
- Perception that "the establishment [management/leadership] is not on your side" when it comes to pregnancy leave. This perception is understood by women that have worked at Valley Water through pregnancy and birth.

Q11: Gender and Gender Dynamics x Gender



Answered: 379 Skipped: 2

Q11: Gender and Gender Dynamics x Business Area



Answered: 379 Skipped: 2

Specific quotes regarding gender-bias at the Executive level:

"[Leadership]creates a toxic work environment. He also treats women unfairly and demoralizes them."

"Anecdotally aware of power play dynamics of executive management as relates to gender"

"No mechanism for addressing subtle form of discriminative behaviors, e.g., favoritism and marginalization, humiliation. Most people stay quiet when the culprit is in high position, even when they feel uncomfortable."

THEME 4 PERCEPTION OF WIDE-SPREAD CULTURE OF GENDER-BASED BIAS AND MISOGYNY AT ALL LEVELS OF THE ORGANIZATION



ORGANIZATIONAL CULTURE RELEVANT DATA

Quotes that illustrate this point:

"...I want to really kind of get people to become aware of their biases and sometimes are not aware of them, but I have noticed it and i've noticed that a lot with women that they don't have the same voice as men at the table."

"I have directly felt that being a younger woman to some supervisors makes them not listen as much to my opinions and input. I have been told that I am doing a good job "considering I am a young mom" and similar comments despite contributing as much as other members of the team."

"Some pockets of bias against females in male dominated careers. Favoritism towards those folks that participate in the same special group as decision maker (golf group, ERG's etc)."

"As a woman I have experienced gender bias and as I was younger when I started, age bias."

"I feel woman in my field are often not thought that they can handle some of the field tasks."

"I have personally witnessed my female colleagues fall victim to comments and/or not being respected. I've even witnessed arrogance and belittlement towards others (and myself) because the aggressor thought they had a better education."

"Giving field work to a man versus a woman, since of course men would just be better."

"I hear anecdotal but frequent stories of gender-related bias and discrimination, micro aggression, off commentary, etc."

"I have had sexist comments directed towards me on multiple occasions (but over several years)..."

"Some supervisors value the professional opinions and recommendations of female staff less than their male counterparts."

"All the time. Men, particularly white men, are always given the benefit of the doubt, while women, particularly women of color, are often scrutinized over every detail of their work. There is no equity in treatment in this division, despite what they want to believe."

"Overall, the biggest issues I have witnessed have been in the realm of gender. Frequently bias towards a gender has impacts on the way that employees are treated and it feels like a systemic problem. There is perceived bias where there is none, and sometimes bias behind the door and a lack of transparency exacerbates the issue. Overall, there is an issue with transparency at the organization that creates rifts and bias where no problem should exist. Either decisions are made with an intent to hide the rationale behind the decision or they are made without explaining the rationale. Either way the decision is assumed to be biased if it is not transparent."

"Witnessed a discriminatory comment about an employee's sexual orientation and gender identity. Also directly experienced gender harassment from a male superior."

"I experience microaggressions when dealing with some staff inside and outside my unit. My professionalism and judgement are constantly questioned although I am an expert in my field."

THEME 4 PERCEPTION OF WIDE-SPREAD CULTURE OF GENDER-BASED BIAS AND MISOGYNY AT ALL LEVELS OF THE ORGANIZATION



ORGANIZATIONAL CULTURE RELEVANT DATA

Quotes that illustrate this point:

"I experienced issues around lactation rooms--some staff did not appreciate the needs of breastfeeding moms to utilize set aside rooms for lactation purposes. I have observed staff who felt that visibly disabled staff were hired due to their disability (i.e. for diversity and inclusion reasons) not due to an ability to perform the job fully (i.e. the staff felt that they had to "pick up the slack" for their coworker due to the perceived notion that the disabled person wouldn't be able to perform their job to the same extent as the person complaining)."

"I have witnessed a fair amount of sexism - male coworkers commenting on how female colleagues dress, how they present and what they say. Never have I witnessed this type of criticism directed at male colleagues."

"It can be quite challenging to be a female worker in a field position. Some male crew members hold certain biases and make condescending remarks or assumptions."

"Warehouse supplies for work gear like boots and safety attire are still primarily sized for large men - lacking options for smaller stature staff."

THEME 4 PERCEPTION OF WIDE-SPREAD CULTURE OF GENDER-BASED BIAS AND MISOGYNY AT ALL LEVELS OF THE ORGANIZATION



ORGANIZATIONAL CULTURE: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA

A significant number of respondents had either witnessed or personally experienced gender bias. There are concerning legal implications of the data, especially with such a significant volume of individuals across business areas, genders and races articulating similar dynamics.

Of particular importance was the role that executive leadership plays in setting the tone for what behavior is deemed acceptable as it relates to perceived gender-bias and interpersonal communication. The phrase “culture starts at the top” is important to consider when grappling with cultural inequities such as those reflected in the data. Employees articulated gender-based bias in hiring, decision-making, work assignments, promotive opportunities, as well as work environment and interpersonal relationships. While respondents articulated strides were being made to increase racial diversity in leadership positions, they were not seeing similar strides for women or women of color in particular.

Failing to redress gender-bias and misogyny inside Valley Water will ultimately undermine the success of the DEI efforts overall and further contribute to poor workplace experiences, attrition, and ongoing legal risk to the agency. Complicating this theme were several data points reflecting fear or hesitancy to speak up out of concern for job security or other forms of retribution.

RECOMMENDATIONS	
R1	Publicly acknowledge current challenges related to perceived gender, workplace safety and make clear, timebound commitments to redressing gender-bias at Valley Water.
R2	Establish communication norms and behaviors that are aligned with Valley Water’s organizational values. Hold all employees of Valley Water accountable to those behaviors including those with positional power.
R3	Resource and implement required gender spectrum and anti-misogyny training program across the organization beyond existing sexual harassment training. Training could be done over multiple sessions and in groups of no larger than 25 to ensure sufficient time for individual learning and development. Training could begin with Senior Leadership then all people managers before moving to other positions.
R4	Institute bystander and allyship training to prepare employees to stand up against gender-based bias when it occurs.
R5	Conduct regular pay-equity audits and disaggregate by gender and race.
R6	Develop and implement a human-centered parental program that supports new parents of all genders regardless of marital status, both inside and outside the organization.



RELEVANT DATA

TJC used following data points to inform the recommendations in this section:

Equity Work and Skills

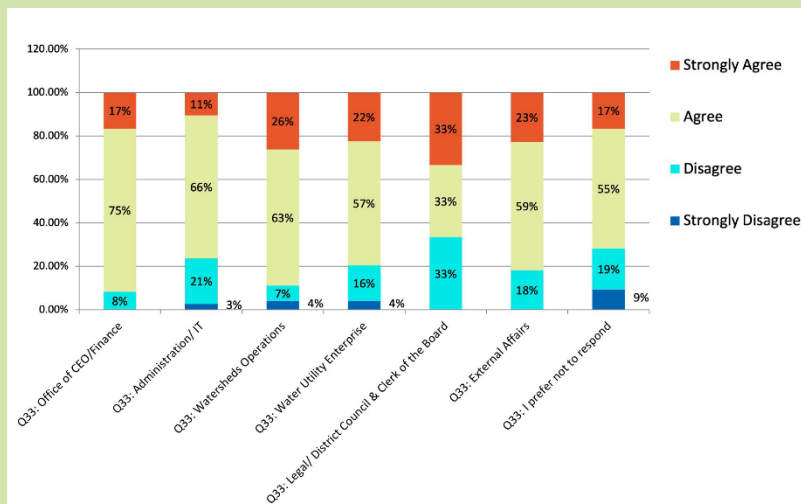
- Staff are more confident about their own DEI skills than their colleagues’ DEI skills
- **BUSINESS AREA:** Legal/ District Council & Clerk of the Board (**33%**), those that did not indicate a Business Area (**28%**), and Administration/ IT (**24%**) have the highest percentages of staff that say other members of Valley Water are **not** knowledgeable DEI issues
- Quantitative and qualitative data shows that a significant portion of staff are not confident in their colleagues’ ability to have difficult conversations

Quotes that illustrate this point:

“I know some staff members are very versed in equity issues, but some don't have the benefit of learning about these issues as part of their professional development, especially if they are not located on the campus. We should keep that in mind as we bring people into the fold and share a more equitable workplace.”

“I don't do equity work. I don't understand why an engineer does equity work. I am inclusive and fair but it is not my job to "do" equity work.”

Q7: Other members of Valley Water are knowledgeable about DEI issues x Business Area



Answered: 377 Skipped: 4

THEME 5 EMPOWER STAFF TO CONTRIBUTE TO A MORE EQUITABLE AND INCLUSIVE ORGANIZATION BY COMMITTING TO DIVERSITY, EQUITY, AND INCLUSION LEARNING FOR ALL LEADERSHIP, STAFF, AND BOARD MEMBERS.



ORGANIZATIONAL CULTURE RELEVANT DATA (cont.)

Feedback Structures

- The survey shows that overwhelming majority of staff have opportunities to give regular, honest feedback to their supervisors, and yet nearly 1/3 of staff say they are not actively encouraged to provide feedback.
- **Business Area:** Across Business Areas, Legal/ District Council & Clerk of the Board, Water Utility Enterprise, and those that didn't identify a business area have the highest percentages of staff that said they are not actively encouraged to provide feedback.

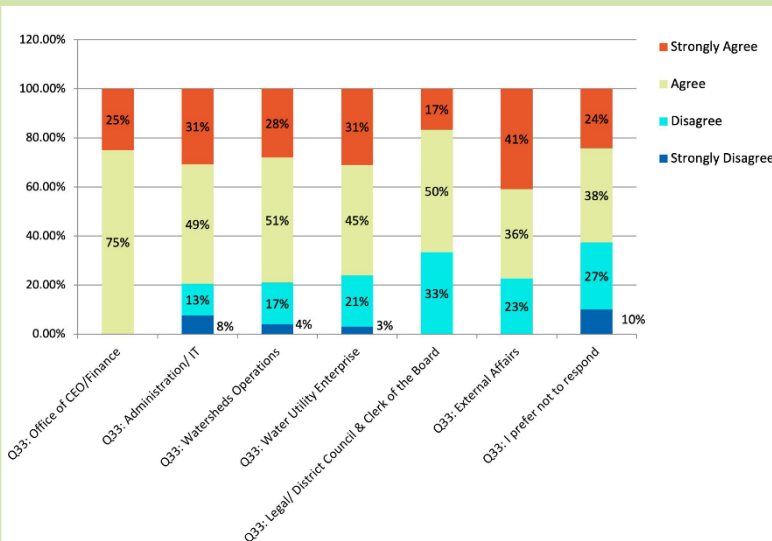
Lack of Trust

- A significant amount of staff were uncomfortable being recorded during our interviews, even as TJC shared that we would not be sharing identifiable data with anyone at Valley Water.
- A significant amount of staff selected "I prefer not to respond" in the about You (demographics) section of the survey: Nearly **20%** of survey participants did not identify a racial or ethnic background, **21%** did not identify their current salary, **19%** did not identify a position/title, and **26%** did not indicate a Business Area.
- Lack of trust across Valley Water and the need to strengthen trust in senior leaders were key thematic areas in the Diversity and Inclusion Master Plan from 2015.
- Qualitative comments reveal the perception that one can be reprimanded and/or retaliated against for providing feedback. Some staff say they have experienced these negative consequences first hand.
- **OVERALL:** **21%** of staff; **67%** of transgender staff; **36%** of Black staff; **25%** of Latinx staff; **32%** of staff that did not respond to the race/ethnicity question in the survey say Valley Water is not a psychologically and emotionally safe place to work.

Transparency

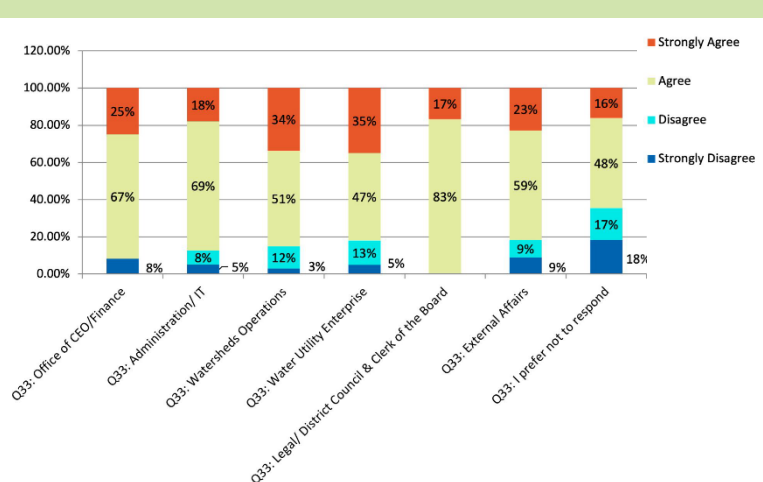
- **27%** say Management is not honest in its business practices
- **24%** say Management is not ethical in its business practices

Q4: I am actively encouraged to provide feedback on how to improve Valley Water x Business Area



Answered: 380 Skipped: 1

Q1: This is a psychologically and emotionally safe place to work x Business Area



Answered: 381 Skipped: 0

THEME 5 EMPOWER STAFF TO CONTRIBUTE TO A MORE EQUITABLE AND INCLUSIVE ORGANIZATION BY COMMITTING TO DIVERSITY, EQUITY, AND INCLUSION LEARNING FOR ALL LEADERSHIP, STAFF, AND BOARD MEMBERS.



ORGANIZATIONAL CULTURE RELEVANT DATA (cont.)

Quotes that illustrate this point:

One staff member expressed that staff are “worked very hard generally, “while another commented they don’t feel “respected and valued” at work.

Perception that there is support for REDI work but many lack a “basic level of literacy”. One employee said their colleagues “don’t have the substance to support [REDI work] with actions.”

Mentions of a “small but vocal minority of staff who engage in openly hateful speech” towards gay people, women in leadership and unhoused people without any consequences.

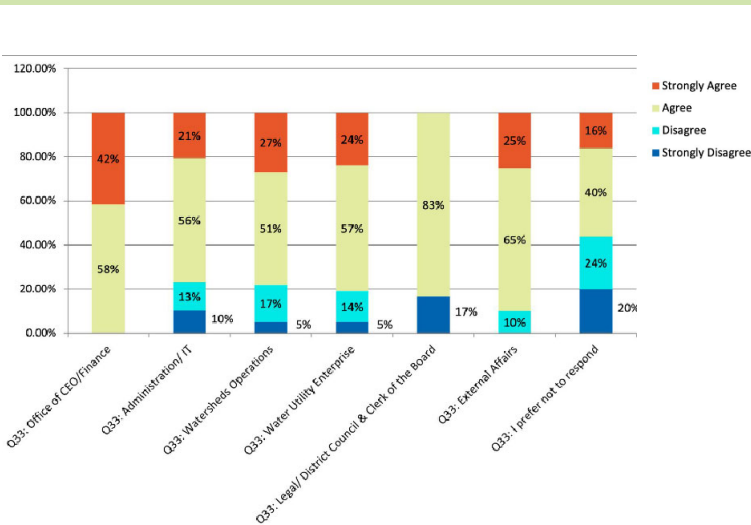
“I don’t think everyone is on-board with equity as a goal. For many it is a new concept that seems to be foisted upon the workforce by management.”

“The siloed nature of the organization prevents true collaboration from occurring, therefore innovation is hampered resulting in lower standards. Most are just doing what they can with the resources they have. We are not getting the benefits of collective thought because most feel unable to lend their mind, time, and resources to sufficiently produce a more innovative and efficient outcome. So many feel alone in their efforts to do an outstanding job. Some still do in spite of the collaboration deficiency.”

“Over those few years i’ve seen just an exodus of smart females. And it’s like we’re starting to get more back in... but it really in the 2010s there were a lot of smart females that just bailed because it’s like i’m not getting anywhere, nobody listens to me and yeah okay so anyway i’ll stop [trying].”

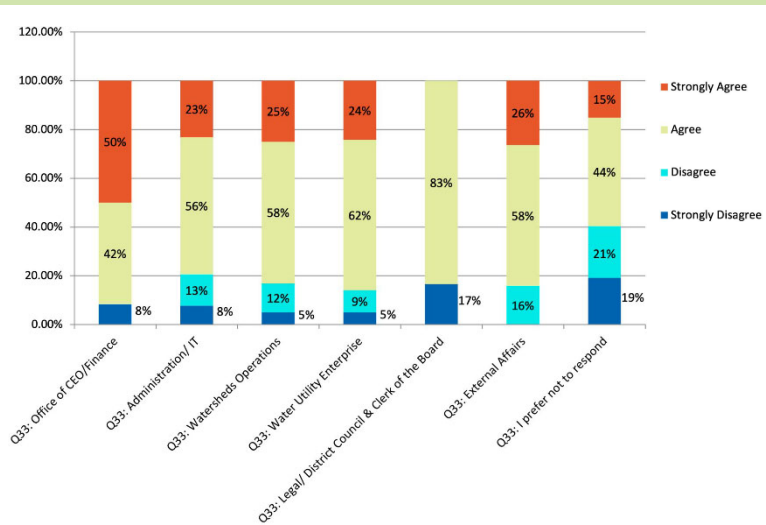
“Although I may have the skills to communicate regarding equity, diversity and inclusion, I would not bring this up to management due to lack of trust, and lack of confidentiality when these types of issues are brought up.”

Q4: Management is honest in its business practices x Business Area



Answered: 380 Skipped: 1

Q4: Management is ethical in its business practices x Business Area



Answered: 386 Skipped: 0

THEME 5 EMPOWER STAFF TO CONTRIBUTE TO A MORE EQUITABLE AND INCLUSIVE ORGANIZATION BY COMMITTING TO DIVERSITY, EQUITY, AND INCLUSION LEARNING FOR ALL LEADERSHIP, STAFF, AND BOARD MEMBERS.



ORGANIZATIONAL CULTURE: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA	<p>While staff understand Valley Water to be diverse and some are confident about their own DEI skills, there is skepticism about the level of DEI competency across staff. TJC notes that diversity of experiences and identities does not correlate to a deep understanding of the skills, content, and knowledge foundational needed to do DEI work. The problematic cultural dynamics outlined in previous sections, staff’s lack of trust of leadership, perceived consequences for honest feedback, and lack of confidence in having challenging conversations indicate that Valley Water is lacking foundational DEI indicators that are required for meaningful and transformative DEI work.</p> <p>The Addressing Racism and Promoting Equity Resolution passed in September 2020 which stated that management and leadership across all business areas should <i>“Create a culture where employees feel safe, respected, valued, and are invited to participate fully in sharing their unique gifts, talents, and backgrounds”</i> is aspirational for Valley Water as there is some much needed culture and DEI skill building to do if Valley Water is to be successful in its DEI efforts.</p>
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RECOMMENDATIONS

R1	Recognize the long-term scope of DEI and invest in ongoing training/skill-building efforts with some potential focus areas including: A trainer-training for select staff so the work can be perpetual and self-guided while building internal Office of 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.
R2	Name and establish core competencies so staff gain a concrete understanding of expectations for interpersonal behavior related to DEI(i.e., difficult/courageous conversations, empathy; active listening; self-awareness, etc.).
R3	Consider including feedback giving and receiving skills on any and all supervisors’ or people managers’ performance evaluations to incentivize keeping these skills sharp and encourage ongoing learning and development. This is also a means to ensure that this practice is institutionalized and documented or memorialized as a part of organizational culture.
R4	Consider implementing 360 performance evaluations to increase and diversify the types of feedback staff are encouraged to give about their supervisors.
R5	Openly address staff concerns about the fear of retaliation for speaking up about problematic workplace experiences and investigate any specific instances that contribute to this tension; ensure staff are not suppressing issues out of gratitude for employment and consider expanding the non-retaliation policy to include workplace incidents that do not rise to the level of federal/state law violation.

THEME 6 ACKNOWLEDGE AND ADDRESS PAST HARM AND STRATEGIZE PATHWAYS FORWARD INTERNALLY WITHIN VALLEY WATER.



RELEVANT DATA

TJC used following data points to inform the recommendations in this section:

- **BUSINESS AREA:** When asked if Valley Water does a great job in **engaging** and **connecting** with communities of color in its work, **8%** in Office of CEO/Finance, **18%** in Administration/ IT, **16%** in Watersheds Operations, **22%** in Water Utility Enterprise, **20%** in Legal/ District Council & Clerk of the Board, **19%** in External Affairs and **27%** that prefer not to respond to a Business Area say Valley Water does not do a great job in **engaging** and **connecting** with communities of color.
- **RACE:** When asked this same question, over **50%** of Black staff, **35%** of South Asian, and **1/3** of American Indian and Pacific Islander staff say Valley Water does **not** do a great job in **engaging** and **connecting** with communities of color.

Quotes that illustrate this point:

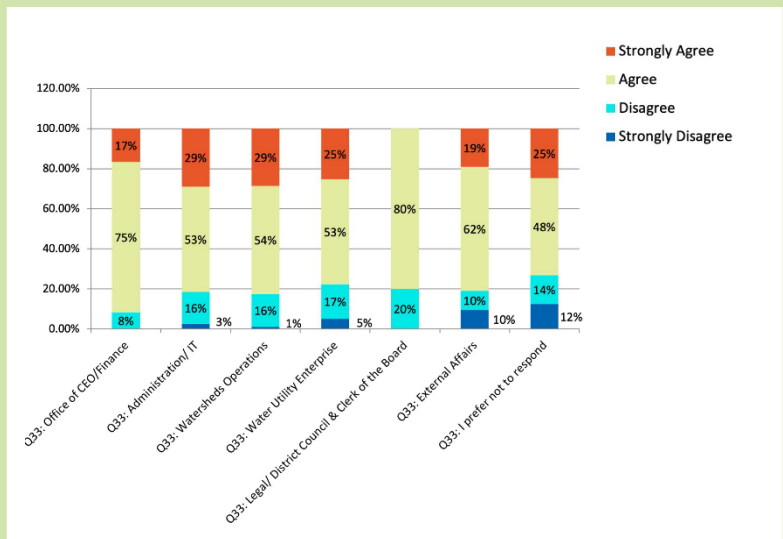
“Flood protection is based on a Cost / Benefit ratio which is always going to provide better support for high-income areas. The Board continues to pursue expensive water supply projects which will continue the constant raising of water rates, making water more expensive.”

“Have heard of wealthier, more vocal communities getting more resources than less wealthier, less vocal communities.”

This is not organizational, but federal - but I am bothered that with flood protection funding, federal investments are more easily made to provide flood protection based on value of property to be protected/removed from flood plane, vs. number of lives that would be positively impacted by a project. This means that it is easier to get flooding for west valley than east side, despite that east side flood events impact a greater number of people, and impact them more significantly because they are less likely to carry flood insurance or be financially able to recover from a flood event than west valley constituents.

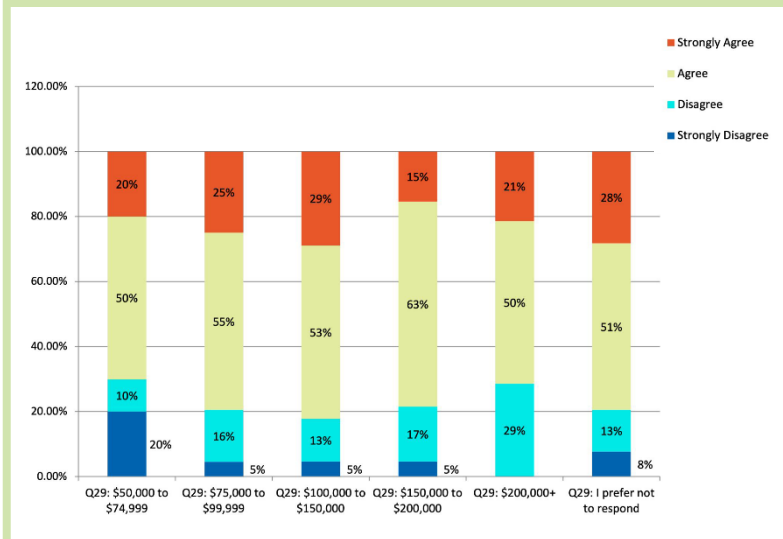
“I know we do public relations for different ethnic groups in the county (and in languages other than English), but I wonder if we're doing enough for 1) Black and Hispanic residents who don't trust the water supply (I read an article about this recently) and 2) People having trouble paying their water bills during the pandemic.”

Q14: Valley Water effectively engages and connects with communities of color in its work x Business Area



Answered: 379 Skipped: 2

Q14: VW effectively engages and connects with communities of color in its work x Salary



Answered: 100 Skipped: 0



ORGANIZATIONAL CULTURE: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA	<p>Past and current issues will need to be addressed within Valley Water to both signal a change towards a more just and equitable workplace and to build trust that a shift in the culture moving forward is authentic and lasting in regards to the DEI efforts underway.</p> <p>To demonstrate a commitment to the communities it serves, Valley Water will have to have dedicated staff to repair relationships, training to acknowledge environmental racism and advocate for environmental justice, and center lived experience alongside data-driven narratives in order to surface a full understanding of what these past harms are before Valley Water can strategize, advocate for, fund, and implement community-driven solutions. If it is not done within the organization with a measurable increase in feelings of engagement and connection among staff, it will be a challenge to lead these efforts in the community.</p>
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RECOMMENDATIONS	
R1	Consider allocating budget for a full-time dedicated Tribal Liaison to build authentic relationships with Tribes. This person should be empowered to form long-term authentic relationships, conduct outreach, and have access to resources in order to advocate for full compliance from Valley Water, especially on capital projects.
R2	Training around the historical context of environmental justice is important, especially if it is specific to water as a resource within the context of Santa Clara County.
R3	DEI training which provides historical context in the US, especially around the constructs of race, slavery, Native American land acknowledgement, and water rights in California.
R4	Specific DEI management training to build capacity for courageous conversations and skills to address past issues and mistrust in productive ways around hiring and promotions, workplace culture, and advocating for oneself and others in the workplace without fear of retaliation.
R5	Facilitated conversations and training in restorative justice practices to address harm and design policies to prevent further harm. The need for a mentally, emotionally, and physically safe space to process events at work as well as the real impacts of the pandemic and social justice issues more broadly.

THEME 7 ESTABLISH AN INITIATIVE TO ADDRESS HISTORICAL AND CONTEMPORARY ENVIRONMENTAL JUSTICE IMPACTS OF THE MANAGEMENT OF WATER RESOURCES IN THE COUNTY.



RELEVANT DATA

TJC used following data points to inform the recommendations in this section:

- **RESOLUTION:** *“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.” (Doc Review: BOARD OF DIRECTORS SANTA CLARA VALLEY WATER DISTRICT RESOLUTION NO. 20. ADDRESSING SYSTEMIC RACISM AND PROMOTING EQUITY)*
- **POLICY:** *“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.”*

Quotes that illustrate this point:

“I hope Valley Water addresses more environmental justice issues and issues about the homeless communities.”

Participants shared a story of a recent flood around a creek which impacted an area with a majority of people of color and immigrants - *“this region didn't get sufficient funding” to manage this environmental disaster. This respondent also acknowledged that the “impacts of climate change are going to impact people of color.”*

“Given the multi-billion dollar Capital Improvement Program (CIP) of Valley Water, not having a centralized, dedicated Unit for ‘Environmental Compliance & Pollution Prevention’, The Pollution Prevention & Solid Waste Management on a Santa Clara County Audit of Valley Water [revealed] The key finding of the County Audit was: Valley Water lacks a centralized ‘Environmental Compliance Office.’

“Allocating specific funding for affluent, white communities. These communities are often the most vocal in submitting feedback to the Board and management.”

“Our communication unit should strive to employ people who are rooted in the diverse communities and serve as bridge between the communities and our project team to make sure community needs are reflected. Also we need to have economic consideration as one of project selection prioritization factor both capital and O&M so community that have less means to receive more benefits from our organization”

“VW needs to have standard operational procedures (SOPs) and best practices on outreach at all public events to really encourage communities to participate in decision making esp for those most affected, communities of color”

“More needs to be done on outreach/education to engage community at all public events from continuing to have virtual meetings to make more accessible, closed caption, transportation/childcare, interpreters at all events to lessen barriers to be engaged for all communities we serve”

THEME 7 ESTABLISH AN INITIATIVE TO ADDRESS HISTORICAL AND CONTEMPORARY ENVIRONMENTAL JUSTICE IMPACTS OF THE MANAGEMENT OF WATER RESOURCES IN THE COUNTY.



ENVIRONMENTAL JUSTICE: IMPLICATIONS AND RECOMMENDATIONS

IMPLICATIONS OF THE DATA

Valley Water prides itself as an organization that is a “microcosm” of the community it serves. Although over **70%** of Valley Water staff resides in the County of Santa Clara, the perception persists that if the *specific* racial demographics of the county were known, Valley Water may not reflect the diversity of the county, especially in terms of the board and senior management. This perception has implications for Valley Water in terms of serving and advocating for communities of color. It also has implications about how Valley Water is perceived by the community. This is especially true as Valley Water’s leadership begins to implement, prioritize, and message its bold resolutions centering Environmental Justice.

The support of Leadership is crucial for the Office of REDI to centering environmental justice as the banner under which staff and community concerns about *how DEI* initiatives further the mission of Valley Water to serve its community with healthy and clean drinking water. The Office of REDI can lead in disseminating current data about the disproportionate impacts of climate, underinvestment in infrastructure and maintenance, and disasters on communities of color. Providing historical context in the county about these data sets goes a long way to connecting the dots for staff across all business areas about how environmental racism and DEI related to the stewardship of such a precious resource. Making this connection will influence how Valley Water is perceived and measured by staff and the community alike as it integrates environmental justice into its business practices, communications, and community and government relations. Ultimately, the success of the organizational DEI initiatives will be crucial in the success of the broader goals to hoist the banner of environmental justice with the county.

RECOMMENDATIONS

<p>R1</p>	<p>Communicate, advocate, and align with State and County goals for Water quality, such as net zero operations, and aggressive aspirational targets for carbon neutral and climate initiatives like Drawdown, Sustainable Development Goals (SDG), or TEDx Countdown, all of which specifically relate to business operations, equity, and water. For example, SDG 1.5 states that <i>“by 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.”</i></p>
<p>R2</p>	<p>Create programming to highlight Valley Water’s education, commitment, advocacy, and leadership in addressing environmental racism, both on historical context and current conditions centering the stewardship of this precious resource and the counties watersheds. This could be brown bag events or a lecture series.</p>

THEME 7 ESTABLISH AN INITIATIVE TO ADDRESS HISTORICAL AND CONTEMPORARY ENVIRONMENTAL JUSTICE IMPACTS OF THE MANAGEMENT OF WATER RESOURCES IN THE COUNTY.



ENVIRONMENTAL JUSTICE: IMPLICATIONS AND RECOMMENDATIONS cont'd

RECOMMENDATIONS	
R3	<p>Recommend focusing on Environmental Justice (EJ) and providing education and leadership by defining measurable sustainability goals for VW as an org as well as for the water services provided by VW. For example, one ambitious initiative for the organization to reduce its carbon footprint in each business area for a carbon neutral organization. Another example would be to communicate a compelling data-driven narrative for the various waterways serviced by VW in the various neighborhoods to connect the service to the larger ideas of climate justice. Work with the ABE and WOW ERGs to craft narrative around equity and EJ.</p>
R4	<p>Building on the Social Vulnerability Index - One Water Plan: Coyote Creek Watershed document that uses a Social Vulnerability Index from the Center for Disease Control (CDC) which measures vulnerability using socioeconomic status, Household Composition and Disability, Minority Status and Language, and Housing and Transportation. Valley Water has the opportunity to build upon, customize and expand on this tool using environmental justice frameworks informed by historical contexts of injustice for Black, Indigenous, and People of Color communities in Santa Clara County.</p>



COMMUNITY ENGAGEMENT & LOCAL CAPACITY BUILDING: RELEVANT DATA

- **OVERALL:** 20% of staff respondents **don't** think Valley Water does a great job in **servicing** and **advocating** for communities of color in its work
- **BUSINESS AREAS:** The Business Areas respondents that show the above theme the strongest are External Affairs (24%), Legal/ District Council & Clerk of the Board (20%), and Water Utility Enterprise (19%).
- **RACE:** Significant amount of Black, Indigenous and People of Color staff respondents **don't** think Valley Water does a great job in **servicing** and **advocating** for communities of color in its work: 50% of American Indian and Pacific Islander, 46% of Black, 1/3 of South Asian and 22% of LatinX staff think Valley Water could do a better job of **servicing** and **advocating** for communities of color.
- **CLASS:** Staff respondents with salaries under \$50K are more likely to disagree with the statement that Valley Water does a great job in **servicing** and **advocating** for communities of color in its work.

Quotes that illustrate this point:

“Outreach staff seems understaffed, which limits their ability to engage diverse communities in-depth. These communities require in-depth engagement to ensure equity in community engagement, but that may be difficult to do on a regular basis if the volume of projects consumes staff's bandwidth.”

“Proactive engagement with local indigenous groups as partners in managing VW lands and any traditional cultural properties/resources on them.”

“Allocating specific funding for affluent, white communities. These communities are often the most vocal in submitting feedback to the Board and management.”

One participant shared that Valley Water's “communication unit should strive to employ people who are rooted in the diverse communities and [who can] serve as bridge between the communities and our project team to make sure community needs are reflected... we need to have economic considerations as one of project selection [requirements] [for] both capital and O&M so communities.” This participant sees this system as important for serving marginalized communities in Santa Clara County.

“VW needs to have standard operational procedures (SOPs) and best practices on outreach at all public events to really encourage communities to participate in decision making esp for those most affected, communities of color”

“More needs to be done on outreach/education to engage community at all public events from continuing to have virtual meetings to make more accessible, closed caption, transportation/childcare, interpreters at all events to lessen barriers to be engaged for all communities we serve”

“Low income communities of color often do not have as strong of a political voice, which trickles down into our work.”

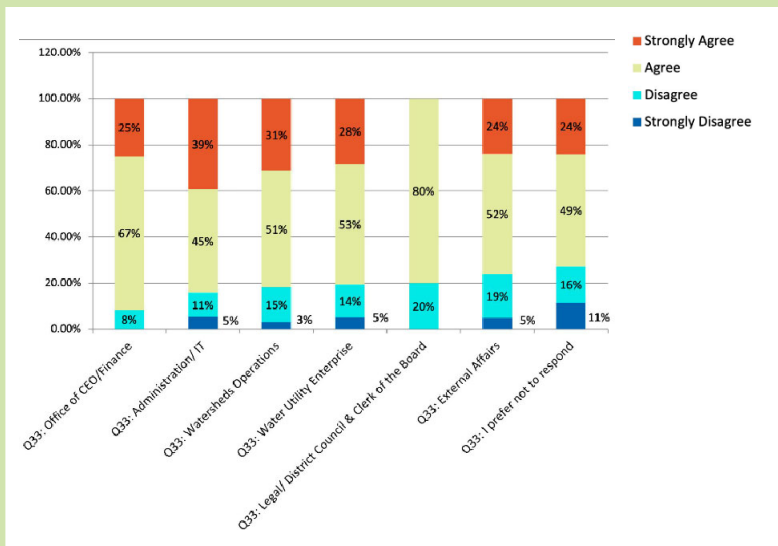
“I think our Communications Dept. could do more in terms of consistently providing translated materials in the top 3-4 languages like other public agencies do, and have a call center with translated scripts / recordings and offer community presentations in various languages besides just English. This includes ASL. It seems a lot of materials are primarily in English and very technical. Website and Communication materials should be accessible for not only limited english speakers, but to all socio-economic levels- i.e. keep all public communication materials at a 8th grade reading level like many other public agencies do.”

THEME 8 FOSTER AUTHENTIC AND RECIPROCAL PARTNERSHIPS WITH THE RESIDENTS AND COMMUNITY THAT VALLEY WATER SERVES.



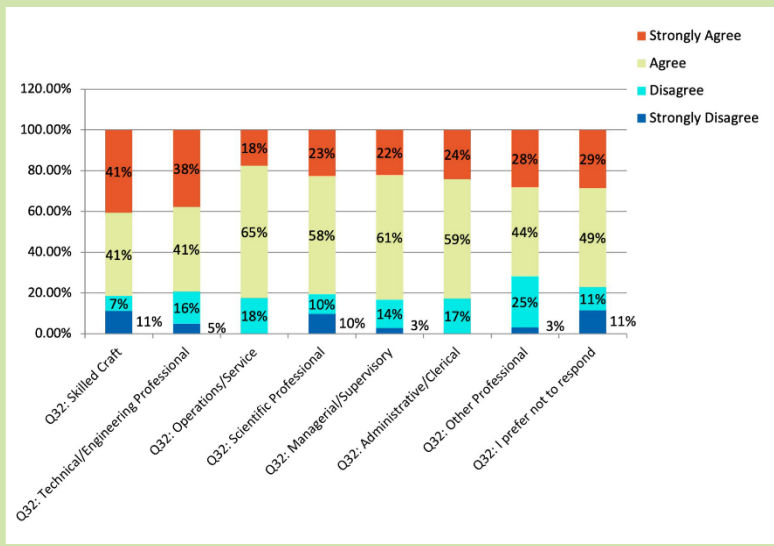
ENVIRONMENTAL JUSTICE RELEVANT DATA Cont'd

Q14: Valley Water does a great job in serving and advocating for communities of color x Business Area



Answered: 379 Skipped: 2

Q14: VW does a great job in serving and advocating for communities of color x Position

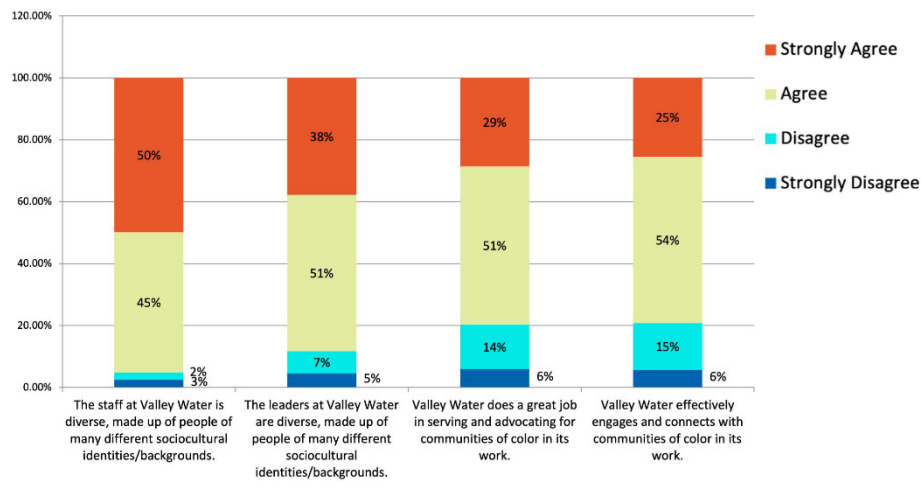


Answered: 367 Skipped: 1

Q14: Organizational Equity Impact (graph to the right)

Questions from left to right:

- The staff at Valley Water is diverse, made up of people of many different sociocultural identities/backgrounds.
- The leaders at Valley Water are diverse, made up of people of many different sociocultural identities/backgrounds.
- Valley Water does a great job in serving and advocating for communities of color in its work.
- Valley Water effectively engages and connects with communities of color in its work.



Answered: 395 Skipped: 56



COMMUNITY ENGAGEMENT & LOCAL CAPACITY BUILDING: IMPLICATIONS AND RECOMMENDATIONS cont'd

RECOMMENDATIONS	
LOCAL CAPACITY BUILDING	
R1	Build the capacity of individuals, especially women and/or people of color, leading small organizations. Valley Water can invest in leaders by providing professional development opportunities and connecting leaders of color to networks and opportunities that they might not be aware of, or otherwise have access to.
R2	Use partnerships and leverage Valley Water to advocate for equity investments. This could include influencing business developers or local decision-makers to fund efforts or invest in policies that mitigate disparities and foster coalitions that are committed to moving the equity conversation toward action. Develop and disseminate tools to support local partners and businesses to better embody equity in general and specifically Environmental Justice.
R3	Lift up and amplify community partners and businesses that are demonstrating their commitment to Environmental Justice in Watershed context. Capture examples and best practices that are relevant to the local context and share with organizations that could use further guidance.
R4	Act as a convener by cultivating cross-cultural connections, networks, and partnerships. Acknowledge how power imbalances affect partnerships and relationships between groups/individuals in communities. Be transparent in recognizing the power position of Valley Water as a funding organization in the community.
R5	Improve education, knowledge, skills, and efficacy in problem solving through communication and outreach training. This would equip decision makers and communities with information to drive policy framing Watershed and Water Utility issues as an equity and Environmental Justice issue in their neighborhoods, constituencies, and organizations. This training would identify existing leaders and potential allies to be part of crafting solutions.
R6	Undertake mutually reinforcing activities: In the development and continuous improvement of mutually reinforcing activities, a commitment to equity means rigorous examination of who is being engaged and for whom efforts are most effective. Without an equity lens, initiatives may be tempted to focus on improving outcomes for those who already are closest to, say, reading at grade-level by third grade, graduating from high school, or enrolling in college – leaving behind those who face the greatest barriers.

* "In this three-part series, the Aspen Forum for Community Solutions, FSG, and PolicyLink share perspectives on the importance of embedding an explicit focus on equity throughout any collective impact effort. Articles address the need to acknowledge and more deeply examine structural inequities and the root causes of outcome disparities; provide concrete examples of how to intentionally bringing equity considerations to the forefront of collective impact efforts; and point to tools and resources practitioners may want to consider applying in pursuit of lasting and systemic social change. The series marked the launch of a formal partnership between these three organizations to shine an even brighter spotlight on equity considerations in collective impact." <https://www.aspenforum.org/equity-and-collective-impact/>



COMMUNITY ENGAGEMENT & LOCAL CAPACITY BUILDING: IMPLICATIONS AND RECOMMENDATIONS

COMMUNITY ENGAGEMENT RECOMMENDATIONS	
R1	Community engagement is a critical part of incorporating the lived experiences of the community and those your organization serves and increases the impact of the collective impact model across the various sectors that care about Environmental Justice. A successful community engagement centering equity can be the catalyst for policy discussions aligning multiple organizations in their role in providing excellent services, innovation, and advancing structural change.
R2	Honestly assess your organization’s history of meaningful community engagement. Your organization may vary in the level of trust and credibility it has in communities. Your ability to serve as an honest broker in engagement will be in part based on community resident <i>perceptions</i> of how diverse and inclusive your organization is internally (e.g. diversity of staff, leadership and board members), how you have historically invested resources in the community, and to what extent you have already engaged diverse community members to be part of your organization’s impact work.
R3	Invest in building the leadership capacity of community residents, where needed, to advocate for their community. Identify opportunities for community members to share their experience and perspective in external communications and with partners. More leadership opportunities can amplify the impacts of equity in the process.
R4	Use stories and data to paint a narrative that helps build shared community understanding about historical and current inequities and compel people to action. Your organization can use data and narrative storytelling to ensure that storytelling centers on root and systemic causes not on individual or community deficits. Take an asset-based approach to creating and transmitting narratives.
R5	<p>Focus on building trust - By cultivating authentic, and not transactional relationships you can more effectively engage and mobilize the community to drive down inequities. Building trust does not happen overnight - it takes time and resources. One critical aspect of community trust-building is:</p> <ul style="list-style-type: none"> a. <i>Intentionality</i>: Be intentional about the process by which you are engaging. Think critically about who is there and who is not, who speaks, and whose words gain the greatest traction. Consider how and when people are being engaged. Ensure your methods address complex barriers to engagement for some communities and groups. Different work schedules, childcare, and transportation considerations make it more difficult for some to participate in in-person meetings.

ORGANIZATIONAL ASSET REVIEW



ORGANIZATIONAL ASSET REVIEW: MOUS - EMPLOYEES ASSOCIATION & ENGINEERS SOCIETY

PURPOSE OF THE ORGANIZATIONAL ASSET REVIEW

TJC reviews organizational assets in order to assess an organization's policies, protocols, cultural climate, and greatest opportunities for implementing racial equity, diversity and inclusion throughout the organization. The purpose of this review is that an organization has clarity and specificity about DEI challenges and opportunities. TJC's key takeaways can be used to inform policies, communications, strategy development, community engagement, training, and capacity building.

TJC's KEY TAKEAWAYS

Overall, the MOUs read as evolving employee handbooks, as agreed upon by the Employee's Association and the Engineers Society. Both documents read as collaborative documents with clear buy-in from each side to establish clear expectations and boundaries within the workforce. TJC combined the takeaways of these documents in this report because the content of each document is nearly identical. TJC wonders whether or not these MOUs are available to employees or simply the signing representatives? In addition, Is this information available in a different format for employees?

GENDER: While most of the language utilized "the District" and the "Union," there are a few sections that have cis-gendered pro-nouns (such as she or him) and there is an opportunity to shift it to a singular "they form" to encompass gender-fluidity.

EMPLOYEES ON CALL (SECTION 6, B): TJC wonders whether or not employees are reimbursed for the use of personal technology or utilities for "on call" expectations because there are implications for equity here related to socioeconomic status.

COMPENSATION (SECTION 9, B): There is an opportunity to reconsider the economic responsibility of employees when they are relocated to a temporary site. A site within Valley Water's jurisdiction may not be within an employee's informal budget. What are ways that VW can provide commute relief if temporarily re-locating someone?

INCENTIVES (SECTION 12): "The parties recognize the need to provide incentives to improve organizational performances with the goals of creating a more cost conscious workforce... The District, at its sole discretion, may continue to offer such programs as the On the Spot Awards..." To what extent is the criteria for monetary awards expressed? How does this fit in with personnel evaluations? How often is it awarded?

POLICIES (ARTICLE 3, SECTIONS 2, 3, 6 & 7): Demonstrate a clear commitment to satisfactory rest of staff. Fatigue time, in particular, demonstrates and understanding that staff cannot work if staff is burned out. TJC thinks it's great that Valley Water will pay for staff to get the rest they would have missed because of overtime.

OVERTIME MEAL ALLOWANCES (ARTICLE 4, SECTION 5): The boundaries of who is and isn't provided an overtime meal allowance based on whether VW provides a "reasonable" meal option seems unnecessarily binary and rigid. Valley Water has an opportunity to simply provide an allowance giving staff the freedom to honor their sustenance as they see fit for their emotional and physical needs at work (AFSCME Local 101, AFL-CIO Employees Association document).



ORGANIZATIONAL ASSET REVIEW: MOUS - EMPLOYEES ASSOCIATION & ENGINEERS SOCIETY cont'd

TJC's KEY TAKEAWAYS

BENEFITS PROGRAM (ARTICLE 5): Strong benefit offerings for staff beyond the probationary period.

RETIREE BENEFITS (ARTICLE 5, SECTION 2): There is a significant difference in what staff/former staff are eligible for, for those hired prior to 2007 and after, the former seeming to require more time on the job before eligibility for retirement is viable. Why is there five years additional work time required for those hired after 2007? What events, norms, shifts, etc prompted increasing the longevity of the workforce?

Paragraph D: "Retirees who live outside the Kaiser service area will not be permitted to enroll in the Kaiser Plan." There is an opportunity to create an evolving list of alternatives so that retirees aren't forced to limit their plans to Kaiser-based areas while still receiving the retiree benefits they've worked fifteen years to accrue.

SICK LEAVE (ARTICLE 7, SECTION 6) & BEREAVEMENT LEAVE (SECTION 9): The document specifies that one of the eligible uses of sick leave include "Providing care for a spouse, registered domestic partner, child, parent or other legal dependent of the employee pursuant to the District's FMLA/CFRA/PDL Policy." The populations described above are legal definitions of family. The documented definitions of family are restrictive and not inclusive of the many ways in which family is chosen and not necessarily conferred by blood or legal family status. Valley Water has the opportunity to expand this definition to be more inclusive and equitable.

BEREAVEMENT LEAVE (SECTION 9): There is an opportunity to revisit the maximum amount of Bereavement leave days/hours allotted before having to utilize sick time to extend it in order to be inclusive of different types of grieving diverse communities express.

INDUSTRIAL INJURY LEAVE (SECTION 12): The document shows a 50% decrease in reimbursement if an employee uses a non-District-designated medical provider which reads as penalizing someone for using the medical practitioner of their choice after being injured on the job. The ability to trust one's medical provider is crucial. There is an opportunity to consider revising that flexibility so employees are supported in selecting the practitioner that makes them most comfortable while they are recovering.

TUITION REIMBURSEMENT (ARTICLE 11, SECTION 1): "The Union and the District agree that it is in the best interest of both, for not only the employee to initiative but the District to provide, training and other opportunities to further facilitate an employee's career development." It is clearly demonstrated that the district prioritizes advancement through education and training as part of their commitment and responsibility to the employees.

COMPULSORY LEAVE (ARTICLE 14, SECTION 10): "The District may require an employee who has been charged in a course of competent jurisdiction with a commission of a felony, or a misdemeanor involving moral turpitude, provided the crime as charged is related to the employee's employment status, to take a leave of absence without pay pending termination by way of a please, finding or verdict at the trial court level as to the guilt or innocence of such employee..." TJC wonders if the determination is one of innocence, what are the ways in which the district ensures confidentiality around such matters to avoid alienation of said employee. This policy should be editing to include language on confidentiality.

SEVERANCE PAY (ARTICLE 16, SECTION 8): Though there is no FLSA requirement for Severance Pay, industry trends typically offer 1-2 weeks per year of employment. Five days is on the lower end of that trend. There is an opportunity to center the employee by offering a more substantial severance package of ten days per each year of seniority - at the earliest stage of seniority, that gives an employee at least half month's salary to manage after layoff.

CONCLUSION



Valley Water is an organization rich with incredible talent, institutional legacy and leadership, and significant community presence and responsibility. Its potential to improve racial equity and inclusion internally is as great as its commitment to equity in community development externally, both in its relationship with local community partner organizations, other peer organizations, and most certainly the communities within Santa Clara County.

Staff at Valley Water are in different stages of their DEI journey and are proud of the diverse nature of the organization. With some fundamental education, knowledge and skill building, and creation of new infrastructure and workflows to leverage and empower the Office of REDI, TJC believes that Valley Water is an organization ripe for sustainable and meaningful internal change through equity-centered processes, policies, and practices that will reverberate through its external work in deeper impact in the community. The outcomes of which will also attract top diverse talent, more authentic community partnerships, and the level of inclusion outlined in Valley Water's Mission, Vision, and Values.

Valley Water is in a moment of transition with a relatively new Office of REDI and an active, engaged cross-section of staff working to embed DEI values across the organization, and resist cultural norms that signal exclusivity. Given these realities, Valley Water should prioritize addressing disparities in staff experience across gender as well as race, LGBTQ status and non-management staff. This will require honest, open and potentially challenging conversations about the current state in order to identify the right approaches to implementing change.

This report is to be used in conjunction with staff expertise, perspectives, and stewardship to make equity and inclusion not only a guiding principle but a sustained practice across an organization committed to environmental justice.

APPENDIX

APPENDIX A - GLOSSARY OF TERMS



When an org begins to dive into DEI work, it is helpful to level set definitions for the language of DEI across the organization. These are some of the terms that can be brought into your discussions as you work through the toolkit and begin to reflect on how your organization would define these terms and incorporate them into your communications and action plans.

GLOSSARY OF TERMS

- **RACE:** A socially constructed way of grouping people based on skin color and other apparent physical differences, which has no genetic or scientific basis.
- **ETHNICITY:** An ethnic group or ethnicity is a category of people who identify with each other, usually on the basis of presumed similarities such as common language, ancestry, history, society, culture, nation or social treatment within their residing area. Ethnicity is usually an inherited status based on the society in which one lives. Membership of an ethnic group tends to be defined by a shared cultural heritage, ancestry, origin myth, history, homeland, language or dialect, symbolic systems such as religion, mythology and ritual, cuisine, dressing style, art or physical appearance.
- **STRUCTURAL RACISM or RACIALIZED OPPRESSION** (Simply Racism):
The ways in which *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.
- **CULTURE:** Culture refers to the *knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions* acquired by a group of people in the course of generations through individual and group striving. Culture is the knowledge shared by a group of people. Culture is communication, communication is culture. A culture is a way of life of a group of people--the behaviors, beliefs, values, and symbols that they accept, generally without thinking about them, and that are passed along by communication and imitation from one generation to the next.
- **WHITE SUPREMACY:** The existence of racial power that denotes a system of structural or societal racism that privileges white people over others, regardless of the presence or absence of racial hatred. White racial advantages occur at both the collective and individual levels. Both people of color and white people can perpetuate white dominant culture, resulting in the overall disenfranchisement of African American, indigenous and other people of color in many aspects of society.
- **WHITE SUPREMACY CULTURE:** White supremacy culture is the idea (ideology) that white people and the ideas, thoughts, beliefs, and actions of white people are superior to those of People of Color. This ideology is not always explicit - most often it is so pervasive and normalized that it is difficult to see.

APPENDIX A - GLOSSARY OF TERMS



Glossary of Terms cont'd

- **INTERPERSONAL OPPRESSION:** The idea that one group is better than another and has the right to control the other, which gets structured into institutions, gives permission and reinforcement for individual members of the dominant group to personally disrespect or mistreat individuals in the oppressed group. Interpersonal racism is what white people do to people of color up close--the racist jokes, the stereotypes, the beatings and harassment, the threats, etc. Similarly, interpersonal sexism is what men do to women--the sexual abuse and harassment, the violence directed at women, the belittling or ignoring of women's thinking, the sexist jokes, etc. Most people in the dominant group are not consciously oppressive. They have internalized the negative messages about other groups and consider their attitudes towards the other group quite normal.
- **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.
- **MICROAGGRESSIONS:** Brief and commonplace verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward African American, Indigenous and other people of color.
- **RACIAL JUSTICE:** The systemic, fair treatment of people of all races resulting in equitable opportunities and outcomes for everyone. All people are able to achieve their full potential in life, regardless of race, ethnicity, or the community in which they live. A racial justice framework can move us from a reactive posture to a more powerful, proactive and even preventative approach.
- **RACIAL PRIVILEGE:** Race-based advantages and preferential treatment based on skin color (often experienced without any conscious effort or awareness).
- **POWER:** The ability to define or change situations. Power can manifest as personal or collective self-determination. Power is the ability to influence others to believe or adopt similar values that those in power desire.
- **STEREOTYPE:** A standardized mental picture that is held in common about members of a group that represents an oversimplified opinion, attitude, or unexamined judgment, without regard to individual differences.

APPENDIX A - GLOSSARY OF TERMS



Glossary of Terms cont'd

- **EQUITY MINDEDNESS:** A willingness and ability to:
 - Call attention to patterns of inequitable outcomes
 - Take personal and institutional responsibility for the success of program participants (e.g., members, students, constituents)
 - Critically re-assess practices and demonstrate race-consciousness
 - Understand the social and historical context of exclusionary practices in their field/area of work.

- **CLASS:** Relative social status based on income, wealth, race, power, position, occupation and education.

- **DOMINANT CULTURE:** Refers to the established language, religion, values, rituals and social customs on which society was built. It has the most power and is widespread and influential within a social entity such as an organization, in which multiple cultures are present. An organization's dominant culture is heavily influenced by the leadership, management standards, and preferences of those at the top of the hierarchy. In this framework, dominant culture refers specifically to the American context in which organizational culture is predominantly defined by white men and white women in positional power.

- **INSTITUTIONAL OPPRESSION:** The idea that one group is better than another group and has the right to control the other gets embedded in the institutions of the society--the laws, the legal system and police practice, the education system and schools, hiring policies, public policies, housing development, media images, political power, etc. When a woman makes two thirds of what a man makes in the same job, it is institutionalized sexism. When one out of every four African American young men is currently in jail, on parole, or on probation, it is institutionalized racism. When psychiatric institutions and associations "diagnose" transgender people as having a mental disorder, it is institutionalized gender oppression and transphobia. Institutional oppression does not have to be intentional. For example, if a policy unintentionally reinforces and creates new inequalities between privileged and non-privileged groups, it is considered institutional oppression. Race-based disadvantages, discrimination and exploitation based on skin color.

- **UNCONSCIOUS BIAS/IMPLICIT ASSOCIATION:** The attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. They are activated involuntarily, without conscious awareness or intentional control. They can be either positive or negative. Everyone is susceptible.

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Thank you for your participation in this survey! Your responses will help The Justice Collective (TJC) understand your experiences at Valley Water and will serve as a basis for developing future activities for the team to create a more equitable workplace. Specifically, we are interested in understanding the areas in which you believe, see, feel, and hear the greatest opportunities for equity, diversity and inclusion at Valley Water. In addition to this, we are interested in identifying your needs (resources, training, development, etc.) to create a more equitable and inclusive workplace.

Survey Confidentiality

The information and perspectives you share will be kept anonymous and any quotes utilized in the final Assessment Report will be unattributed. No individual data will be shared with Valley Water to ensure your identity is not revealed. We ask that you participate with as much candor as possible as your insights will help inform a number of themes and recommendations for Valley Water.

This demographic aspect of our efforts is what will truly enable us to understand how the staff of different identities (race and ethnic heritage, gender, orientation, age, etc.) experience your workplace differently. Your responses to these questions will help TJC better understand the ways that your identity may inform your workplace experience.

If you have any additional questions about survey confidentiality and/or how these results will be used, please connect with TJC at leopardo@thejusticecollective.org

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Analysis and Results

TJC will manage the data collection and evaluation process and will share recommendations with leadership and those leading equity efforts at Valley Water. Results will focus on key insights and general themes and will never include data on specific survey responses in order to protect your identity.

We value the trust you place in us. In sharing your experiences, you will help us understand what work needs to be done to make Valley Water a safer, more welcoming, and more inclusive workplace - for you and for future members of the organization.

We sincerely thank you for your honesty and your time!

With gratitude,

The team at TJC

Please complete this survey by April 2, 2021 at 5pm PST. This survey will take you approximately 20-30 minutes to complete. Please note that questions marked with an asterisk (*) are required to proceed to the next section.

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Experience

1. Working Conditions

Please respond to each of the following statements on a scale from Strongly Disagree to Strongly Agree

	Strongly Disagree	Disagree	Agree	Strongly Agree
I have clarity about my job description and my job duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have clarity about what is expected of me as an employee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On a normal work day, I am able to completely handle the amount of work I need to do at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am provided with the regular support I need in order to successfully complete my work and/or carry out tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am provided with professional development opportunities (training, education, networking opportunities) that support my success at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that there are long-term career and growth opportunities for me at Valley Water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am compensated fairly for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can be myself around here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This is a psychologically and emotionally safe place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I would say this is a great place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Experience

Working Conditions, cont'd

2. In what ways have you observed or directly experienced any other issues around **WORKING CONDITIONS** (such as issues around workload, getting support and help, growth opportunities, compensation, etc.) which contribute to inequities or could be improved at **Valley Water**? [OPEN-ENDED]

3. Please feel free to add any additional comments related to your responses to the previous set of questions regarding your **WORKING CONDITIONS at Valley Water**. [OPEN-ENDED]

4. Welcomeness & Support

Please respond to each of the following statements on a scale from *Strongly Disagree* to *Strongly Agree*

	Strongly Disagree	Disagree	Agree	Strongly Agree
Valley Water, as an organization, is welcoming and inclusive of people from different social and cultural identities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team/department is welcoming and inclusive of people from different social and cultural identities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team values the contributions I make as a member of Valley Water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunities to give regular, honest feedback to my supervisor (formally or informally).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am actively encouraged to provide feedback on how to improve Valley Water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management is honest in its business practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management is ethical in its business practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Experience

Welcomeness & Support, cont'd

Please respond to each of the following statements on a scale from *Strongly Disagree* to *Strongly Agree*

5. In what ways have you observed or directly experienced any other issues around **WELCOMENESS & SUPPORT** (such as issues around inclusivity, feeling valued, being able to provide feedback and suggestions, etc.) which contribute to inequities or could be improved at **Valley Water**? **[OPEN-ENDED]**

6. Please feel free to add any additional comments related to your responses to the previous set of questions regarding **WELCOMENESS & SUPPORT** at **Valley Water**. **[OPEN-ENDED]**

Equity, Diversity, and Inclusion Opportunities for Learning

In the following questions, we are interested in understanding your experiences at **Valley Water** related to dynamics of power, privilege and hierarchy, across multiple social and cultural identities including race, sex and gender identity, sexual orientation, ability, religion, educational experience, language skills, and so forth.

We are interested in your experiences both internally (with colleagues) and externally (with clients, partners, and community members). Your honest sharing and specific examples will help us to identify themes to consider and address in our future diversity, equity and inclusion work with you. While we inquire about specific dimensions of power, privilege and identity, we acknowledge the intersectionality of these various dimensions. We appreciate your best effort to respond.

Definitions

Please use the following definitions as guidance as you answer the questions below:

Equity is the understanding of the historical context in how different people arrived at different social locations and acknowledging that this is important to know in making the workplace more equitable and for ensuring that Valley Water advances equity goals in their policy and programmatic work. In other words, equity means **fairness**.

Equality is giving everyone the same thing regardless of history and needs; it might not get people to where they need to be. In other words, equality is about **sameness**.

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Experience

7. Equity Work & Skills

Please respond to each of the following statements on a scale from *Strongly Disagree* to *Strongly Agree*

	Strongly Disagree	Disagree	Agree	Strongly Agree
Racial equity is important to the work and priorities of Valley Water .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial equity is important to the work and priorities of leadership at Valley Water .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial equity is important to the work and priorities of my team/department .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial equity is important to my personal work and priorities .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the information and training I need to engage in racial equity work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the support of my managers and/or supervisory that I need to engage in racial equity work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am knowledgeable about issues related to race, equity, and inclusion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the ability to engage in difficult conversations about race, equity, and inclusion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other members of Valley Water are knowledgeable about issues related to race, equity, and inclusion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other members of Valley Water have the ability to engage in difficult conversations about race, equity, and inclusion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Experience

Equity Work & Skills, cont'd

8. In what ways have you observed or directly experienced any other issues around EQUITY WORK AND SKILLS (such as issues around prioritizing equity work, having the support or resources needed to engage in equity work, etc.) which contribute to inequities or could be improved at Valley Water? [OPEN-ENDED]
9. Please feel free to add any additional comments related to your responses to the previous set of questions regarding EQUITY WORK AND SKILLS at Valley Water. [OPEN-ENDED]
10. Wherever you are in your career, TJC acknowledges that there is always more to learn as it relates to equity. As an individual, what would you personally like to work on to deepen your knowledge and skills related to issues of diversity, equity and inclusion (power and privilege, class, etc.)? [OPEN-ENDED]

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Equity, Diversity, and Inclusion Opportunities for Learning

11. Issues or Challenges

Please respond to the following prompt by utilizing the following scale from *Never* to *Constantly/All the Time*.

<p><i>While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment or intimidation, etc.) related to...</i></p>	Never	Rarely/ Infrequently	Often	Constantly/ All the Time
<p>Race and racism</p> <p>Race: a <u>socially constructed way of grouping people based on skin color and apparent physical differences, which has <i>no genetic or scientific basis</i>.</u></p> <p>Racism: The ways in which <u>history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy that favors dominant culture.</u></p>	□	□	□	□
<p>Gender and gender dynamics</p> <p>Gender: While it is often connected to a set of cultural signifiers related to concepts of manhood and womanhood, how gender is embodied and defined varies from culture to culture and from person to person.</p>	□	□	□	□
<p>Sexual orientation</p> <p>Sexual orientation: Sexual and/or romantic attraction toward other people.</p>	□	□	□	□

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Equity, Diversity, and Inclusion Opportunities for Learning

11. Issues or Challenges, cont'd

Please respond to the following prompt by utilizing the following scale from *Never* to *Constantly/All the Time*.

While at Valley Water, how often have you witnessed or directly experienced problematic or challenging issues (such as nepotism, inclusion/exclusion, discrimination/favoritism, inappropriate statements directed at individuals or groups, unfair treatment or intimidation, etc.) related to...	Never	Rarely/ Infrequently	Often	Constantly/ All the Time
Ability and/or disability (either visible or not) Ableism: <i>The ways in which <u>history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs</u> interact to maintain a hierarchy based on the belief that typical abilities are superior.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Class and/or socioeconomic status Classism: <i>The ways in which <u>history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs</u> interact to maintain a hierarchy that favors wealthier people over poorer people, or "higher class" people over "lower class" people.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age, ageism, and/or generational differences Ageism: <i>The ways in which <u>history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs</u> interact to maintain a hierarchy that favors people of younger generations over elders or seniors.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other specific social or cultural identities in our organization or who we work with (Please specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Equity, Diversity, and Inclusion Opportunities for Learning

Issues or Challenges, cont'd

12. In what ways have you observed or directly experienced any other issues around **ISSUES OR CHALLENGES** (such as issues around discrimination, bias, favoritism, unfair treatment, etc. of certain persons or groups) which contribute to inequities or could be improved at **Valley Water**? **[OPEN-ENDED]**

13. Please feel free to add any additional comments related to your responses to the previous set of questions regarding the **ISSUES OR CHALLENGES AT Valley Water**. **[OPEN-ENDED]**

14. Organizational Equity Impact

Please respond to each of the following statements on a scale from *Strongly Disagree* to *Strongly Agree*

	Strongly Disagree	Disagree	Agree	Strongly Agree
The staff at Valley Water is diverse, made up of people of many different sociocultural identities/backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leaders at Valley Water are diverse, made up of people of many different sociocultural identities/backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Valley Water does a great job in serving and advocating for communities of color in its work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Valley Water effectively engages and connects with communities of color in its work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX B - TJC + Valley Water 2021 Equity Survey



Employee Resource Groups (ERGs) at Valley Water

15. Are you involved in an Employee Resource Group (ERG) at Valley Water?

- Yes
- No
- Maybe
- I prefer not to respond

16. Your work with Employee Resource Groups (ERG) is valuable and has impact in advancing diversity and inclusion efforts.

- Strongly Disagree
- Agree
- Disagree
- Strongly Agree

17. Have you observed or directly experienced any other issues around ORGANIZATIONAL EQUITY IMPACT (such as issues related to staff and leadership diversity, community relations, interactions with communities of color, etc.) which contribute to inequities or could be improved at Valley Water? **[OPEN-ENDED]**

18. Please feel free to add any additional comments related to your responses to the previous set of questions regarding the ORGANIZATIONAL EQUITY IMPACT of Valley Water.

APPENDIX B - TJC + Valley Water 2021 Equity Survey



19. Personal Equity Knowledge & Skills

Please respond to each of the following statements on a scale from *Strongly Disagree* to *Strongly Agree*

	Strongly Disagree	Disagree	Agree	Strongly Agree
I am comfortable when I have to engage in work related to equity, diversity, and inclusion at Valley Water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I look forward to actively engaging in work related to equity, diversity, and inclusion at Valley Water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am comfortable supporting work related to equity, diversity, and inclusion (such as systems of power, privilege, discrimination, bias, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the ability to identify organizational discrimination if it were to happen (such as policies or practices which favor or disadvantage particular individuals/groups over others).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the skills to navigate challenges related to equity, diversity, and inclusion at Valley Water whenever they arise (such as having difficult conversations with colleagues).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. In what ways have you observed or directly experienced any other issues around **PERSONAL EQUITY KNOWLEDGE & SKILLS** (such as issues related your personal comfort and knowledge of equity, diversity, and inclusion key terms and/or skills related to communication of equity, diversity, and inclusion topics) which contribute to inequities or could be improved at **Valley Water**? **[OPEN-ENDED]**

21. Please feel free to add any additional comments related to your responses to the previous set of questions regarding your **PERSONAL EQUITY KNOWLEDGE & SKILLS**. **[OPEN-ENDED]**

APPENDIX B - TJC + Valley Water 2021 Equity Survey



About You

In order to gain a better understanding of work life at **Valley Water** and how experiences might differ for certain groups of individuals, we will ask additional information about your various identities.

Though you are not obligated to share, providing the following information helps us look for trends and see where there is opportunity to build a more equitable and more inclusive workplace for all members of **Valley Water**.

Reminder: Survey Confidentiality

As a reminder, one of our primary goals is to maintain confidentiality of the survey responses to ensure that this is a safe place for you to share. We will not be sharing identifiable information with leaders or other members of your organization when we share the results of the survey and TJC's recommendations.

If you have any concerns or questions about our confidentiality practices or how the survey will be used, please let us know. We can be contacted at leopardo@thejusticecollective.org.

Lastly, if you still feel uncomfortable sharing aspects of your personal identity, please feel free to use the "*I prefer not to respond*" option or skip those particular items as you move through the rest of the survey.

Personal Identities

22. Which of the following best represents your racial or ethnic background? (You can check off more than one option if that is how you identify):

- | | |
|--|--|
| <input type="checkbox"/> American Indian or Indigenous | <input type="checkbox"/> Black or African American |
| <input type="checkbox"/> Native Hawaiian | <input type="checkbox"/> Latina/o/x |
| <input type="checkbox"/> Pacific Islander | <input type="checkbox"/> White |
| <input type="checkbox"/> East Asian | <input type="checkbox"/> Multiracial/Mixed Race |
| <input type="checkbox"/> South Asian | <input type="checkbox"/> Not listed/Other (Please specify) |
| <input type="checkbox"/> Middle Eastern | <input type="checkbox"/> I prefer not to respond |

APPENDIX B - TJC + Valley Water 2021 Equity Survey



About You, cont'd

23. Which of the following best represents your gender? (Please select all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> Woman | <input type="checkbox"/> Genderqueer |
| <input type="checkbox"/> Man | <input type="checkbox"/> Genderfluid |
| <input type="checkbox"/> Transgender | <input type="checkbox"/> Not listed/Other (Please specify) |
| <input type="checkbox"/> Gender non-conforming | <input type="checkbox"/> I prefer not to respond |
| <input type="checkbox"/> Non-Binary | |

24. Which of the following best represents your sexual orientation? Please select all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Heterosexual or straight | <input type="checkbox"/> Pansexual |
| <input type="checkbox"/> Gay or Lesbian | <input type="checkbox"/> Asexual |
| <input type="checkbox"/> Bisexual | <input type="checkbox"/> Not listed/Other (Please specify) |
| <input type="checkbox"/> Queer | <input type="checkbox"/> I prefer not to respond |

25. Do you identify as a person with a disability of any kind, visible or invisible?

- Yes No I prefer not to respond

26. What is your highest level of educational attainment?

- | | |
|---|---|
| <input type="checkbox"/> High school or GED | <input type="checkbox"/> Doctoral or professional degree (e.g., JD) |
| <input type="checkbox"/> Associate's degree | <input type="checkbox"/> Not listed/Other (Please specify) |
| <input type="checkbox"/> Bachelor's degree | <input type="checkbox"/> I prefer not to respond |
| <input type="checkbox"/> Master's degree | |

27. If you attended college, are you the first in your family to attend college?

- Yes No I prefer not to respond

28. What is your type of employment?

- | | | |
|---|---|---|
| <input type="checkbox"/> Intern | <input type="checkbox"/> Full Time | <input type="checkbox"/> Full Time Employee (FTE) |
| <input type="checkbox"/> Temporary Employee | <input type="checkbox"/> Employee (FTE) | |

APPENDIX B - TJC + Valley Water 2021 Equity Survey



About You, cont'd

29. What is your current salary?

- | | |
|---|--|
| <input type="checkbox"/> Less than \$20,000 | <input type="checkbox"/> \$100,000 to \$150,000 |
| <input type="checkbox"/> \$20,000 to \$34,999 | <input type="checkbox"/> \$150,000 to \$200,000 |
| <input type="checkbox"/> \$35,000 to \$49,999 | <input type="checkbox"/> \$200,000 or more |
| <input type="checkbox"/> \$50,000 to \$74,999 | <input type="checkbox"/> Other (Please specify) |
| <input type="checkbox"/> \$75,000 to \$99,999 | <input type="checkbox"/> I prefer not to respond |

30. What is your age group?

Under 30	31-40	41-50	Over 50	I prefer not to respond
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Do you have other social or cultural identities that have not been recognized in this survey that you feel are important to equity and inclusion at Valley Water (such as parent, single/married/partnered, refugee, immigrant, speaker of other languages and so on)? Please share those here. [OPEN RESPONSE]

32. What is your current position/title at Valley Water?

- | | |
|---|--|
| <input type="checkbox"/> Skilled Craft | <input type="checkbox"/> Managerial/Supervisory |
| <input type="checkbox"/> Technical/Engineering Professional | <input type="checkbox"/> Administrative/Clerical |
| <input type="checkbox"/> Operations/Service | <input type="checkbox"/> Other Professional |
| <input type="checkbox"/> Scientific Professional | <input type="checkbox"/> I prefer not to respond |

APPENDIX B - TJC + Valley Water 2021 Equity Survey



About You, cont'd

33. Which business area are you in?

- Office of CEO/Finance
- Administration/ IT
- Watersheds Operations
- Water Utility Enterprise
- Legal/ District Council & Clerk of the Board
- External Affairs
- I prefer not to respond

34. How long have you worked at Valley Water?

- Less than one year
- 1-2 years
- 3-4 years
- 5-10 years
- 10+ years

35. Is there anything else you would like to share that you wish had asked in this survey about your experiences as an employee and/or equity, diversity, inclusion at Valley Water?

Thank you for taking the time to complete this survey. All of your feedback and insights will play a valuable role in helping us better understand Valley Water, employee experiences, and challenges and opportunities related to diversity, equity, and inclusion. This information will be used to help inform a plan to make Valley Water a more equitable and inclusive environment for staff, as well as the communities you serve.

If you have any additional insights to share or have any questions, please feel free to contact us at leopardo@thejusticecollective.org

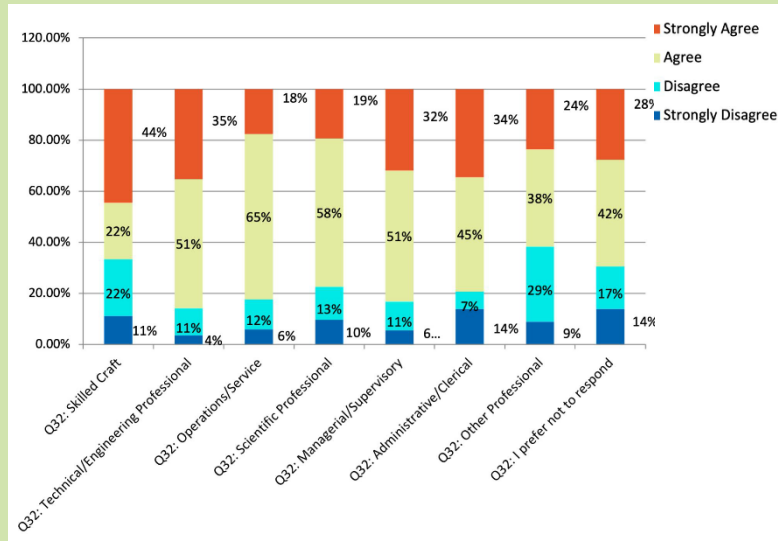
With appreciation,

The TJC Team
 Sarah Filley sarah@thejusticecollective.org
 Nicole Leopardo leopardo@thejusticecollective.org
 Danielle DeRuiter-Williams Danielle@thejusticecollective.org

APPENDIX C - WORKING CONDITIONS (Staff Survey)

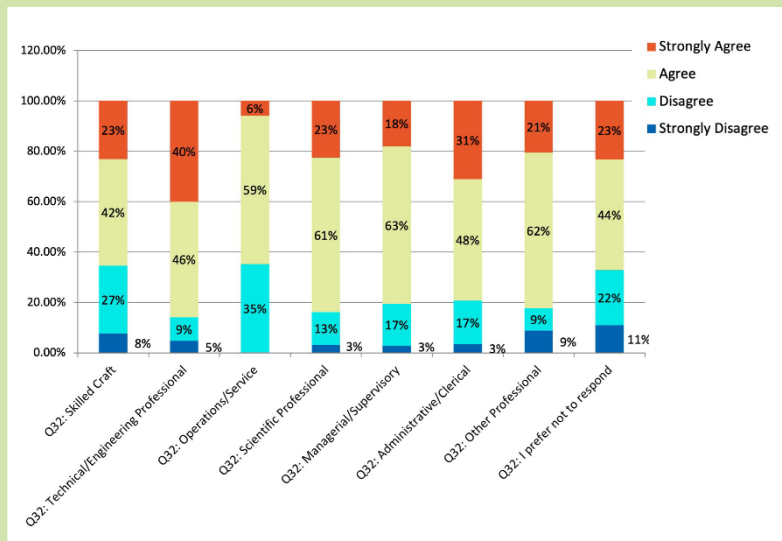


Q1: Long-term career and growth opportunities x Position



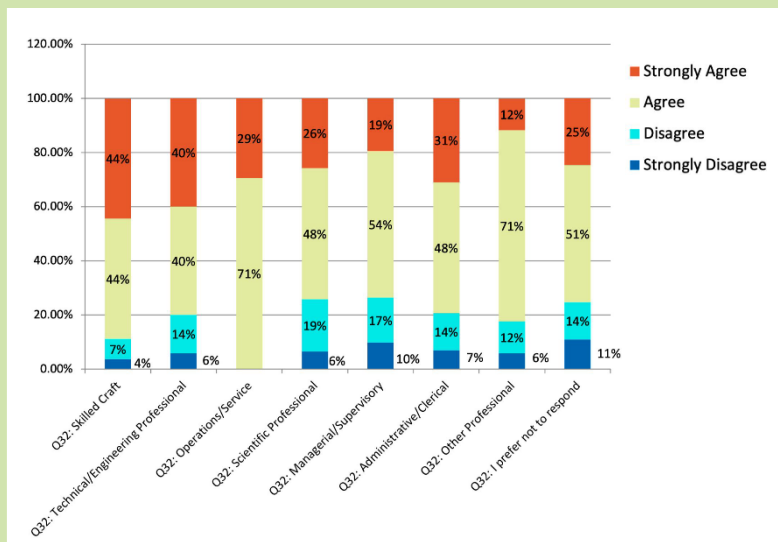
Answered: 368 Skipped: 0

Q1: I can be myself around here x Position



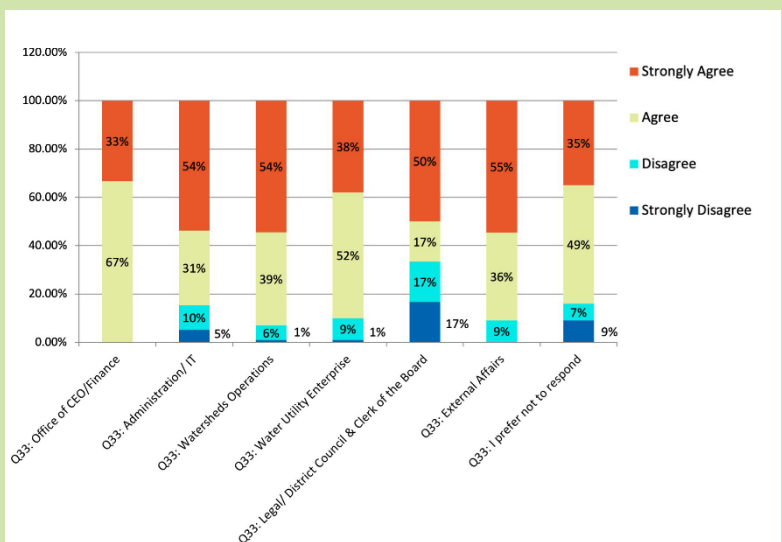
Answered: 368 Skipped: 0

Q1: I am able to completely handle the amount of work I need to do x Position



Answered: 368 Skipped: 0

Q1: I am compensated fairly for the work I do x Business Area

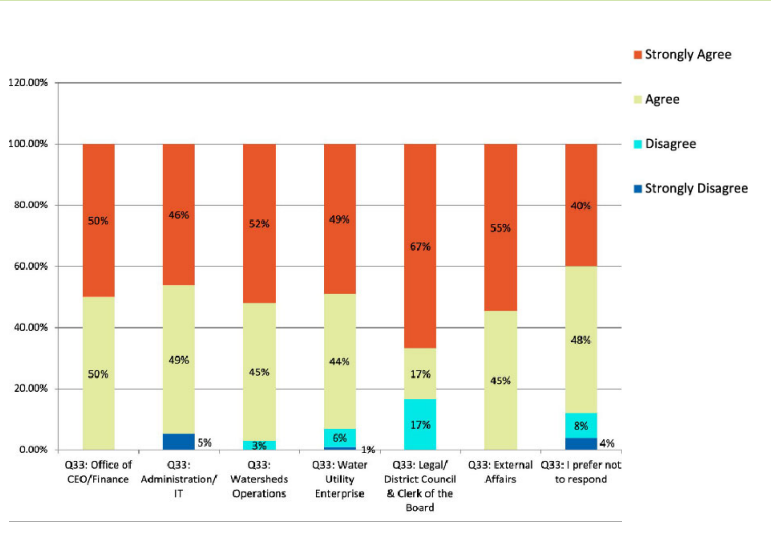


Answered: 381 Skipped: 0

APPENDIX D - WELCOMENESS & SUPPORT (Staff Survey)

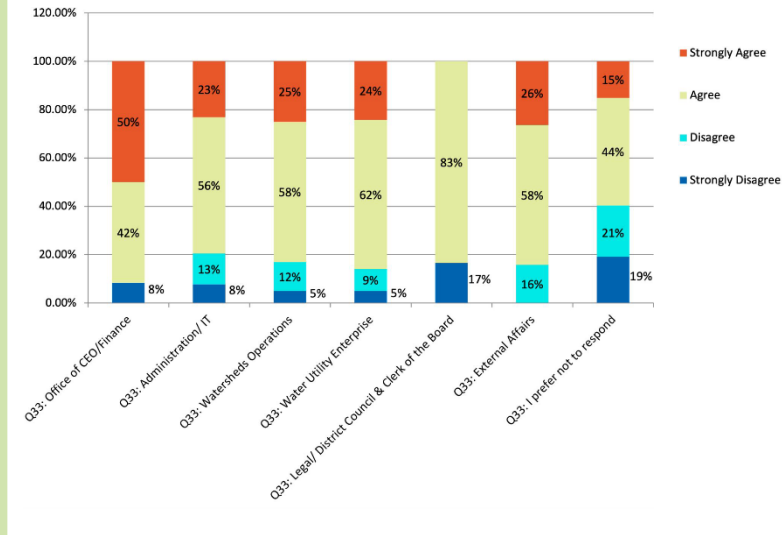


Q4: Valley Water is welcoming and inclusive of people from different social and cultural identities x Business Area



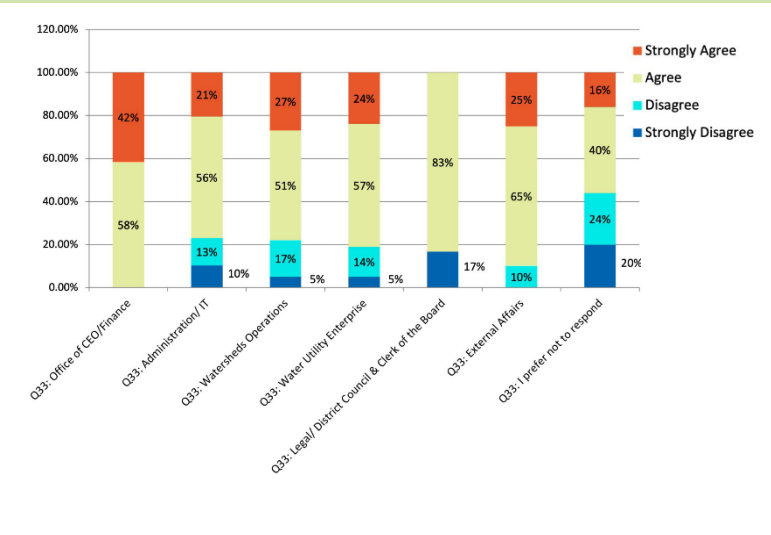
Answered: 380 Skipped: 1

Q4: Management is ethical in its business practices x Business Area



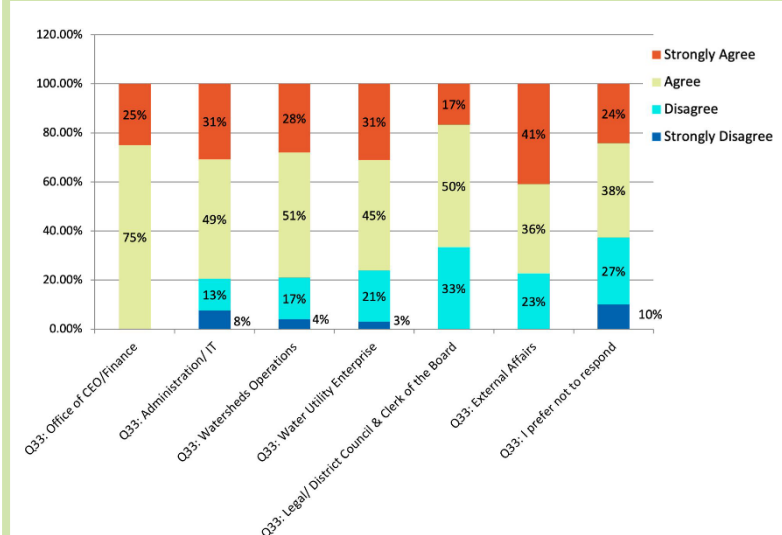
Answered: 380 Skipped: 1

Q4: Management is honest in its business practices x Business Area



Answered: 380 Skipped: 1

Q4: I am actively encouraged to provide feedback on how to improve Valley Water x Business Area



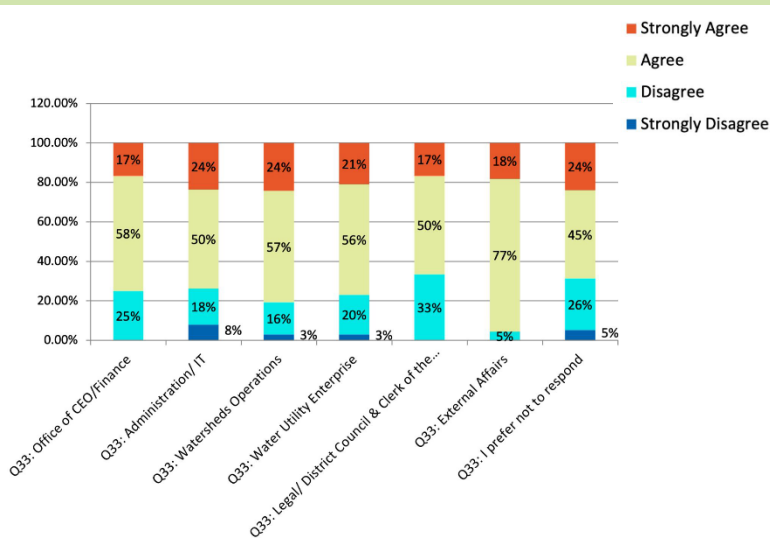
Answered: 380 Skipped: 1

APPENDIX E - EQUITY WORK & SKILLS

(Staff Survey)

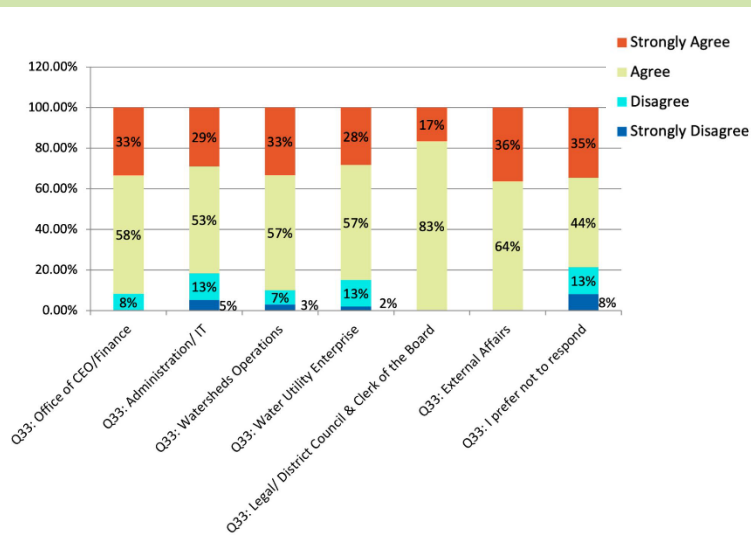


Q7: I have the information and training I need to engage in racial equity work x Business Area



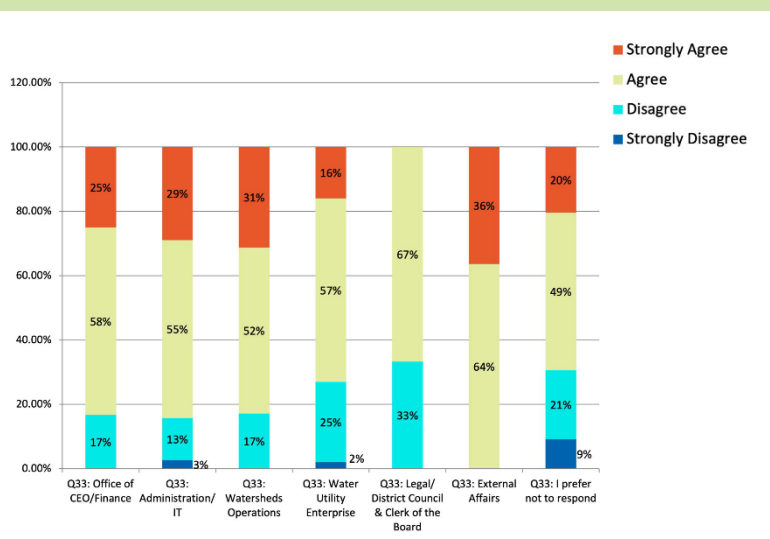
Answered: 377 Skipped: 4

Q7: I have the support of my managers and/or supervisors that I need to engage in racial equity work X Business Area



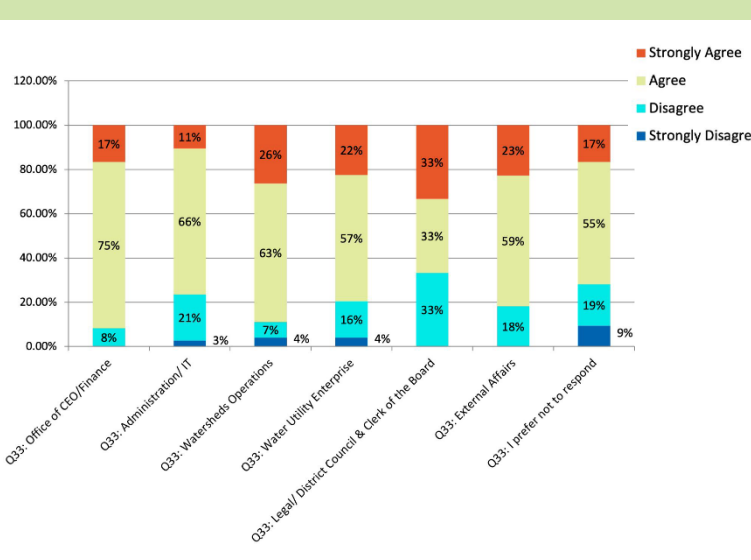
Answered: 377 Skipped: 4

Q7: I have the ability to engage in difficult conversations about race, equity, and inclusion x Business Area



Answered: 377 Skipped: 4

Q7: Other members of Valley Water are knowledgeable about issues related to race, equity, and inclusion x Business Area



Answered: 377 Skipped: 4

APPENDIX F - PERSONAL EQUITY WORK (Staff Survey)



Q19: Personal Equity Knowledge & Skills

83% I am **comfortable** when I have to **engage** in work related to equity, diversity, and inclusion at Valley Water.

92% I am **comfortable supporting** work related to equity, diversity, and inclusion (such as systems of power, privilege, discrimination, bias, etc.).

83% I **look forward to actively engaging** in work related to equity, diversity, and inclusion at Valley Water.

76% have the **information and training** I need to engage in racial equity work.

72% I have the **skills to navigate challenges** related to equity, diversity, and inclusion at Valley Water whenever they arise.

79% Other **members** of Valley Water are **knowledgeable** about issues related to race, equity, and inclusion.

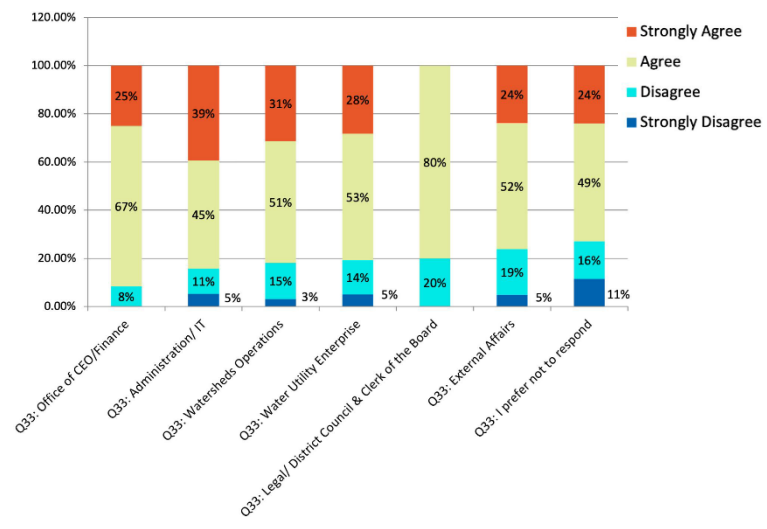
The questions above measure a combination of attitudes, comfort, and resources needed to engage in DEI work. The vast majority of staff are comfortable with DEI work, and yet fewer staff name they have the skills to navigate challenges related to equity, diversity and inclusion. Qualitative responses point to enthusiasm and comfort at the *idea* of DEI work, and yet it is clear there is a range of understandings about what DEI work entails and how REDI frameworks fit into the larger Valley Water mission. Given the deeply personal and complex nature of DEI work, it will be especially important for Valley Water leadership to prioritize training. More specifically, staff's ability to embody equity skills and proactively incorporate anti-racist, equity interventions into specific roles and across business areas.

APPENDIX G - ORGANIZATIONAL EQUITY

IMPACT (Staff Survey)

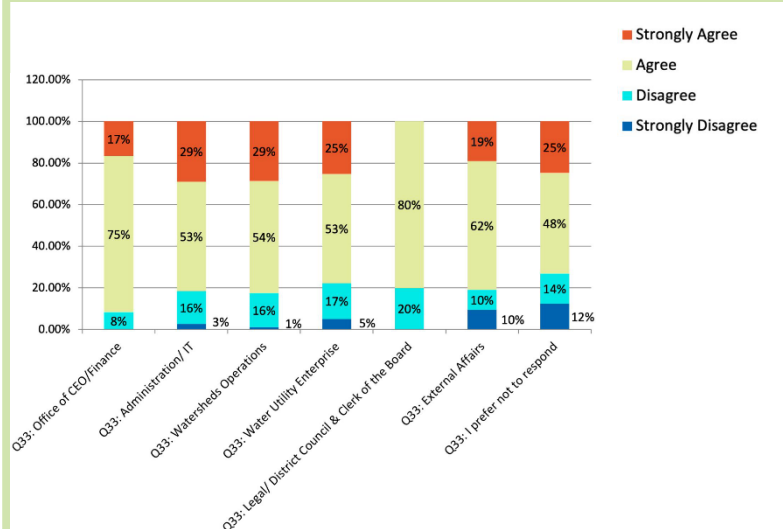


Q14: Valley Water does a great job in servicing and advocating for communities of color in its work x Business Area



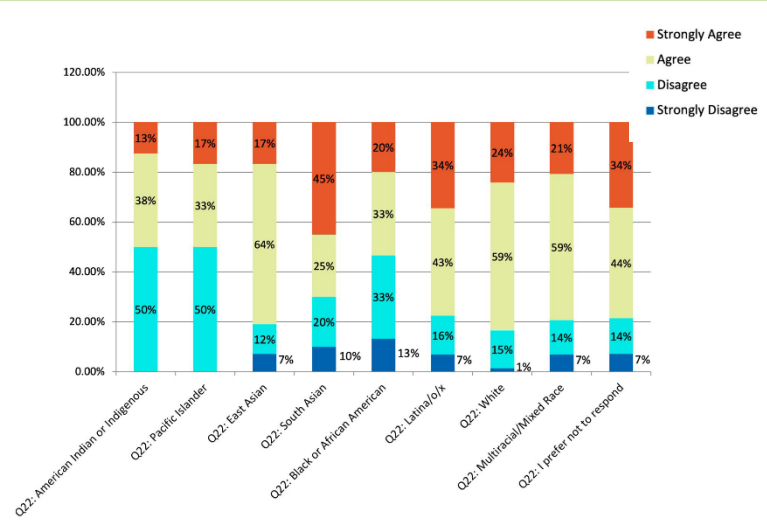
Answered: 367 Skipped: 2

Q14: Valley Water effectively engages and connects with communities of color in its work x Business Area



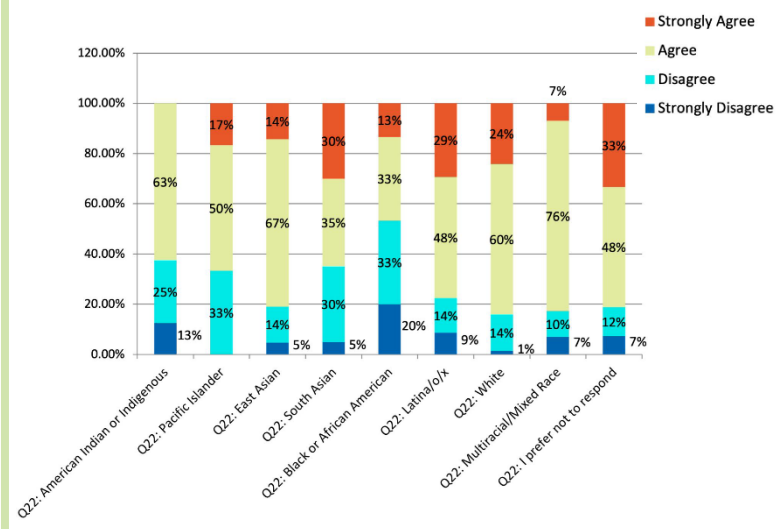
Answered: 367 Skipped: 2

Q14: Valley Water does a great job in servicing and advocating for communities of color in its work X Race



Answered: 367 Skipped: 2

Q14: Valley Water effectively engages and connects with communities of color in its work X Race



Answered: 367 Skipped: 2

APPENDIX H – RESOURCES



FEATURED RESOURCE	DESCRIPTION
<p><u>*Decolonizing Wealth: Indigenous Wisdom to Heal Divides and Restore Balance</u>, Edgar Villanueva (Oakland, California: Berrett-Koehler Publishers, 2018)</p>	<p><i>“His book, Decolonizing Wealth, dissects how funding systems from loans to gifts perpetuate white supremacy, a perfect fit for the current public awakening on slavery and systemic racism. Villanueva says he wants leaders “to think about using money as medicine — to move it, give it and invest it in ways that foster healing in communities.” Decolonizing Wealth Project: Decolonizing Wealth Project launched in 2018 to disrupt the existing systems of moving and controlling capital. We offer truth, reconciliation, and healing from the ails of colonization through education, radical reparative giving, and narrative change.</i></p>
RESOURCES	DESCRIPTION
<p><u>Grantmaking with a racial equity lens</u> 2011</p>	<p><i>In this guide, grant makers explain why a focus on racial equity gives them a powerful “lens” for understanding and advancing their work. Drawing on firsthand experiences, the guide offers advice on promoting and deepening your foundation’s commitment to racial equity, both internally and in the programs you support.</i></p>
<p><u>Can Philanthropy Create Greater Racial Equity and Social Justice?</u> November 10, 2020 Steve Mayer</p>	<p>Summary of a five-year inquiry with support from the Ford Foundation outlining 6 Pathways to progress with the ultimate goal of closing gaps or disparities.</p>
<p><u>Aspen Institute Roundtable on Community Change. Project on Structural Racism and Community Building: Racial Equity and Society</u> Published in the United States of America in 2004 by The Aspen Institute</p>	<p><i>The Aspen Institute Roundtable on Community Change is a forum in which leaders working on some of the country’s most innovative and promising efforts to revitalize poor communities can meet, share lessons they are learning, and identify and seek solutions to common challenges. This publication represents an effort to summarize and share the Roundtable’s perspective on racial equity with a broader audience.</i></p>
<p><u>Catalytic Change: Lessons Learned from the Racial Justice Grantmaking Assessment</u> May 2009</p>	<p><i>The Applied Research Center (ARC) and the Philanthropic Initiative for Racial Equity (PRE) developed the Racial Justice Grantmaking Assessment following ARC’s 2004 publication of Short Changed: Foundation Giving in Communities of Color. As foundation executives grapple with the meaning of racial disparities in philanthropy and how to remedy them, we hope that the ARC-PRE assessment will help all of us understand how foundations can advance racial equity more effectively.</i></p>
<p><u>Book: Just Giving: Why Philanthropy Is Failing Democracy and How It Can Do Better</u>, Rob Reich, Princeton University Press, November 20, 2018</p>	<p><i>Just Giving investigates the ethical and political dimensions of philanthropy and considers how giving might better support democratic values and promote justice.</i></p>



Santa Clara Valley Water District

File No.: 21-1192

Agenda Date: 1/27/2022
Item No.: 5.3.

COMMITTEE AGENDA MEMORANDUM Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Receive Diversity and Inclusion Ad Hoc Committee 2021 Accomplishments Report.

RECOMMENDATION:

Receive and accept the Diversity and Inclusion Ad Hoc Committee 2021 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 2021 Accomplishments Report (Attachment 1), is presented for the Committee's review and acceptance.

ATTACHMENTS:

Attachment 1: 2021 Accomplishments Report

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

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Diversity and Inclusion Ad Hoc Committee – 2021 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>Update on the Office of Racial Equity, Diversion and Inclusion Activities and Programs (1/28/21, 4/22/21, 7/22/21, 10/28/21)</p> <p>Intended Outcomes: 1/28/21: Receive information on the activities of the Office of Racial Equity, Diversity (REDI) and Inclusion, including updates on programs and staffing. 4/22/21: Receive information on the Office of Racial Equity, Diversity and Inclusion program activities. 7/22/21: Receive information on the Office of Racial Equity, Diversity and Inclusion program activities and progress. 10/28/21: Receive information on the Office of Racial Equity, Diversity and Inclusion program activities and progress.</p>	<p>1/28/21: The Committee received an update on the activities of the Office of REDI and a Resolution Addressing Systematic Racism and Promoting Equity, which was adopted by the Board on 9/22/20. The Committee made the following requests:</p> <ul style="list-style-type: none"> • Agendize a review of compensation regarding gender equity and equal pay for similar work performed; and • Agendize a discussion of climate change with regard to environmental justice to address equity issues within Valley Water’s jurisdiction <p>4/22/21: The Committee received an update on the activities of the Office of REDI and key initiatives to develop a long-term strategic master plan that will align with Valley Water’s goal to ensure that racial equity, diversity and inclusion practices are equally reflected both internally and externally to better serve all communities.</p> <ul style="list-style-type: none"> • The Committee voted unanimously to recommend to the Valley Water Board of Directors that a full Board discussion of voting rights be agendized at a regular Board meeting. <p>7/22/21: The Committee received an update on the activities of the Office of REDI and new key initiatives.</p> <ul style="list-style-type: none"> • The Committee requested that Board members be scheduled to attend Unconscious Bias training. • The Committee requested to receive an update on pay equity analysis at the October 2022 meeting. <p>10/28/21: The Committee received an update on the activities of the Office of REDI program activities and progress.</p> <ul style="list-style-type: none"> • The Committee requested the REDI office assign staff, upon initiation of the committee members, f to work with Directors Hsueh and Estremera to develop a report of the Board’s historical key decisions to equitably allocate resources throughout the community to advance environmental justice.
<p>Maintaining Appropriate Staff Levels and Expertise</p> <p>Intended Outcome: 1/28/21: Receive an update on Valley Water’s system for maintaining appropriate staffing levels and expertise to include hiring and promotion activities for the period FY19 to FY20 as well as through January 2021 and provide direction to staff, as necessary.</p>	<p>1/28/21: The Committee received an update on Valley Water’s activities to maintain appropriate staffing levels and expertise, including hiring and promotion activities for the period FY19 and FY20. Staff reported on partnerships to build pipelines via internships, job shadow events and recruitment resources, reviewed a hiring report and efforts to retain talent and knowledge, and reviewed efforts to develop career paths for promotion and succession planning. The Committee noted the information without formal action.</p>

Diversity and Inclusion Ad Hoc Committee – 2021 Accomplishments Report

<p>Discuss Possibilities of an Intern Program to Encourage High School Students From Disadvantaged Communities to Pursue Science, Technology, Engineering and Math Programs for Future Careers in Water Management</p> <p>Intended Outcome: 4/22/21: Discuss the possibilities of an intern program to identify and recruit high school students from disadvantaged communities to pursue science, technology, engineering and math (STEM) programs to prepare for advanced studies and careers in water management and provide director to staff as necessary.</p>	<p>4/22/21: Director Hsueh discussed her proposal regarding the expansion of recruitment, retention, internship and scholarship programs for disadvantaged college students, and will meet with Human Resources staff to assist with the development of discussion points for a future agenda item. Human Resources will include a report on activities related to this topic.</p> <p>Director John Varela shared information regarding related programs offered by Gavilan Community College, Gilroy, and expressed support for outreach to high school students. Human Resources staff will research similar type programs currently being offered by local community colleges and universities with regard to the development of Director Hsueh’s proposal.</p> <p>The item was continued to a future meeting.</p>
<p>Receive an Update on the Pay Equity Analysis</p> <p>Intended Outcome: 4/22/21: Receive summary information on the FY2020 Pay Equity Analysis results.</p>	<p>4/22/21: Staff reported an annual analysis is conducted by an external consultant in accordance with Valley Water’s Board policies and is managed under the District Counsel’s Office as an attorney-client privileged report. While the specifics of the report remain confidential under the attorney-client privilege, the overall findings revealed there were no disparate impacts or significant pay inequities based on race or gender in hiring, promotions or compensation within Valley Water. The Committee Chair will discuss with the new District Counsel and CEO potential changes to the process that would make the annual report available to the public to promote transparency and enable the Board to recognize areas where we are making positive progress and receive feedback on opportunities for improvement.</p>
<p>Receive an Update on Human Resources Activities (7/22/21, 10/28/21)</p> <p>Intended Outcome: 7/22/21: A) Receive an update on proposed expansion of recruitment, retention, internship and scholarships for disadvantaged students, and Long-Term, Stratgic Staffing Plan, and B) Provide input and recommendations, as necessary. 10/28/21: A) Receive an update on proposed expansion of recruitment, retention, internship and scholarships for disadvantaged students; and B) Provide feedback and recommendations, as necessary.</p>	<p>7/22/21: The Committee received an update on the proposed expansion of recruitment, retention, internship, and scholarships for disadvantaged students and the challenges they face, program offered by local colleges and universities, and a proposal for enhancing current programs to support disadvantaged college students. Staff reported on efforts to develop a Long-Term, Strategic Staffing Plan including the hiring of a consultant to prepare the plan, which will be provided for the Committee’s review at a future meeting, and will continue outreach efforts to include San Jose/Evergreen Community College District, and will provide an update and final proposal for the additional intern positions and Career-Ready Scholarship Program at the October 28, 2021 meeting. Director Hsueh will work with HR Staff on the development of a program to recruit local disadvantaged students into college education study program related to careers in water management. The Committee requested to receive an update on expansion of education programs at the October meeting, to include an update on San Jose/Evergreen Community College District level of participation.</p> <p>10/28/21: The Committee received an update on the proposed expansion of recruitment and educational programs and voted to support and forward staff’s recommendation to add 10 additional spots to the Summer Internship Program for students from disadvantaged communities (Cost = \$150,000) and establish a Career-Ready \$1,000 Scholarship Program for 50 disadvantaged students per year (Cost = \$50,000) to the Board for consideration during a November 2022 Board meeting for potential inclusion in the Fiscal Year 2022 budget. The Committee voted unanimously to support and forward staff’s proposals to the Board for consideration.</p>

Diversity and Inclusion Ad Hoc Committee – 2021 Accomplishments Report

<p>Receive an Update on the Employee Equity Assessment Report from the Office of Racial Equity, Diversity and Inclusion (REDI).</p> <p>Intended Outcome: 10/28/21: Receive update on the Equity Assessment Report and accept the Report.</p>	<p>10/28/21: The Committee received an update on the employee equity assessment to assess Valley Water’s internal racial and equity climate and inform the development of future program activities to address any gaps. Assessment goals include understanding opportunities to increase racial equity, diversity, and inclusion across business areas, measuring demographics of staff, capturing baseline attitudes around racial equity and work culture dynamics, and assessing staff’s understanding of diversity, equity, and inclusion, within the scope of Valley Water’s program mission. The REDI team’s consultant surveyed staff and conducted interviews, focus groups, and reviewed key organizational documents. The report addresses Valley Water’s strengths and challenges in the areas of equity, diversity and inclusion. The Office of REDI has initiated some of the report’s recommendations. In the coming weeks, the results of the equity assessment will be shared with all Valley Water staff with a focus on addressing the report’s recommendations. In collaboration with Human Resources and other Valley Water offices, REDI will work toward increased levels of employee satisfaction in identified areas. The equity assessment will be used by the recently hired consultant to develop a Diversity and Inclusion Strategic Master Plan for Valley Water. The equity assessment will help inform the development of the Strategic Master Plan by identifying areas in which the organization needs to create or modify policies and procedures that will create greater fairness and equity in our business operations practices. The Committee noted the information without formal action.</p>
<p>2019 and 2020 Diversity and Inclusion Ad Hoc Committee Accomplishment Report</p> <p>Intended Outcome: 1/28/21: Review and accept the 2019 and 2020 Diversity and Inclusion Ad Hoc Committee Accomplishment Reports</p>	<p>1/28/21: The Committee reviewed and accepted the 2019-2020 Accomplishments report</p>
<p>Approval of Minutes</p> <p>Intended Outcome: 1/28/21: Approve the Minutes 4/22/21: Approve the Minutes 7/22/21: Approve the Minutes 10/28/21: Approve the Minutes</p>	<p>1/28/21: Approved the 8/27/20 minutes. 4/22/21: Approved the 1/28/21 minutes. 7/22/21: Approved the 4/22/21 minutes. 10/28/21: Approved the 7/22/21 minutes</p>

Diversity and Inclusion Ad Hoc Committee – 2021 Accomplishments Report

<p>2021 Diversity and Inclusion Ad Hoc Committee Work Plan and Meeting Schedule</p> <p>Intended Outcome: 1/28/21: A) Review the 2021 Diversity and Inclusion Ad Hoc Committee Work Plan and make adjustments as necessary; and B) Discuss and determine the frequency of meeting for 2021 and confirm meeting schedule. 4/22/21, 7/22/21, 10/28/21: Review the 2021 Diversity and Inclusion Ad Hoc Committee Work Plan and make adjustments as necessary.</p>	<p>1/28/21: The Committee made the following additions to its 2021 Work Plan:</p> <ul style="list-style-type: none"> • Review compensation regarding gender equity and equal pay for similar work performed; • Discuss climate change with regard to environmental justice to address equity issues within Valley Water’s jurisdiction; and • Discuss possibilities of an intern program, proposed by Director Hsueh, aimed at identifying and recruiting high school students from disadvantaged communities to pursue STEM (science, technology, engineering, and math) programs to prepare for advanced studies and careers in water management. <p>The Committee discussed and concurred on the following change to its 2021 meeting schedule: Meetings shall occur quarterly at 2:00 p.m., the 4th Thursday of the months of January, April, July, and October, or as called by the Committee Chair.</p> <p>4/22/21: The Committee added the following item to the Work Plan: Agendize a discussion regarding the expansion of recruitment, retention, internship and scholarship programs.</p> <p>7/22/21. The Committee added the following items to the Work Plan for the October meeting:</p> <ul style="list-style-type: none"> ▪ Update on REDI Office activities and progress ▪ Update on expansion of education programs ▪ Update on pay equity analysis ▪ Update on hiring and promotions <p>10/28/21: It was moved by Director Varela, seconded by Director Hsueh, and carried by roll call vote to make the following adjustments to the Committee’s 2022 Work Plan:</p> <ul style="list-style-type: none"> • Include a report of the Board’s historical key decisions to equitably allocate resources throughout the community to advance environmental justice, and schedule for January 2022 • Include individual reports on the Association of California Water Association (ACWA) and Water Education for Latino Leaders’ (WELL) equity efforts to incorporate diversity and inclusion into their organizations, and schedule for January 2022. • Include a report of Valley Water’s Employee Resource Groups’ activities to promote equity and environmental justice in the community, and schedule for January 2022. • Regarding Redi Office, Item 4, Climate Change with regard to environmental justice to address equity issues within Valley Water’s Jurisdiction, remove reference to Climate Change from the title, include the report of Board Historical Key decisions, and carry over to the Committee’s 2022 Work Plan. • Regarding Human Resources Items 1, 2, and 7, combine items to create a new item, which includes maintaining appropriate staff levels and expertise, and long-term, strategic staffing master plan, and schedule for July 2022. • Provide a copy of the Employee Equity Assessment to the Committee. • Carry remaining Human Resources items over to the 2022 CIP Work Plan to be scheduled for discussion, as appropriate.
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Diversity and Inclusion Ad Hoc Committee – 2021 Accomplishments Report

<p>Election of Committee Officers</p> <p>Intended Outcome: 1/28/21: Nominate and elect the 2021 Diversity and Inclusion Ad Hoc Committee Chairperson and Vice Chairperson.</p>	<p>1/28/21: The Committee elected officers as follows: 2021 Chairperson Tony Estremera and 2021 Vice Chairperson Nai Hsueh.</p>
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Santa Clara Valley Water District

File No.: 22-0125

Agenda Date: 1/27/2022

Item No.: 5.4.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Review Diversity and Inclusion Ad Hoc Committee 2022 Work Plan.

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.

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 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 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. Proposed meeting dates for 2022 are: January 27, April 28, July 28, and October 27. Confirmation of the next meeting date is necessary to provide staff sufficient time to prepare items and coordinate meeting logistics.

ATTACHMENTS:

Attachment 1: 2022 D&I Ad Hoc Committee Work Plan

File No.: 22-0125

Agenda Date: 1/27/2022
Item No.: 5.4.

UNCLASSIFIED MANAGER:
Michele King, 408-2630-2711

DIVERSITY & INCLUSION AD HOC COMMITTEE 2022 WORKPLAN

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
REDI Office												
Update on Activities of the Office of Racial Equity, Diversity & Inclusion	X			X			X			X		
D&I Strategic Master Plan												
Historical Key Decisions to Advance Environmental Justice												
ACWA Diversity and Inclusion Efforts												
WELL Diversity and Inclusion Efforts												
ERG Efforts to Promote Equity and Environmental Justice												
Human Resources												
Hiring & Promotion Report	X											
Long-Term Strategic Staffing Plan				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			X		
Review Committee Work Plan - Confirm items for next meeting	X			X			X			X		

2022 Meeting are scheduled to occur as shown below, or at the calll of the Committee Chair.

- Thursday, January 27, 2022
- Thursday, April 28, 2022
- Thursday, July 28, 2022
- Thursday, October 27, 2022

Revised: 1/11/21

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**MEMORANDUM**

FC 14 (02-08-19)

TO: Diversity and Inclusion Ad Hoc Committee

FROM: Nai Hsueh
Director – District 5

SUBJECT: Synopsis of Historical Board Actions that Advance Environmental Justice

DATE: January 26, 2022

At the 10/28/21 Diversity and Inclusion Ad Hoc Committee meeting, the Committee discussed that environmental justice is not just words we say, but a component of what we do. I cited a couple of examples during the discussion and volunteered to write a synopsis of historical Board actions that advanced environmental justice. The following synopsis is intended to start our conversation. I don't have any idea of what this leads to, but I hope, at a minimum, it leads to a better understanding by staff, future board members, and the community of Valley Water.

Recommendation:

Agendize the subject for discussion at future Committee meeting.

Analyses and Summary**I. An understanding of Valley Water's historical funding mechanism, specifically for flood protection and stream stewardship activities, is an important first step.**

1. Benefit Assessments (BA) were the primary funding sources for flood protection activities in the 80s and 90s. They were structured by watershed/zone. Voters within each watershed/zone, in 1982, 1986, and 1990, approved assessment amounts. Each watershed/zone had a Zone Advisory Committee which advised the Board on priority of flood protection projects. BA revenue can only be used within the specific Zone.
2. Each Zone also received a percentage of the district's property tax revenue based on a formula.
3. Compared to other zones, the East Zone (Coyote Watershed) and South Zone (Uvas/Llagas Watershed), particularly East Zone, had smaller revenue and bigger flood protection needs. Hence, relying on federal/state funding to implement flood protection projects was the main strategy for decades. Examples of projects completed under this strategy were Coyote Creek downstream of Montague Expressway, Uvas Creek, and Lower Llagas Creek.

II. Key events changed the funding mechanism and allowed the Board flexibility to allocate financial resources according to community needs.

1. The Board directed consolidation of property tax revenue (today's Fund 12) and State Subventions reimbursements.
2. In 2000, the Board submitted a Clean, Safe Creek program to voters of Santa Clara County. The bold change in that program was a county-wide parcel tax to replace the zone-by-zone BA funding mechanism. With the success of the programs in 2000, 2012

and 2020, it's hard to imagine the boldness of this change at that time, for example, 50% voter approval vs. 2/3 voter approval.

The above decisions and actions removed restrictions for the Board to perform its most important job, i.e. allocate resources County-wide where it is needed the most. See Section III below.

III. Examples of key Board's decisions to advance environmental justice.

1. Clearly directed the priority of East Zone (Coyote Watershed) flood protection needs including Lower Silver Creek, Berryessa Creek, Upper Penitencia Creek and Lower Penitencia Creek. In 1999, The District created a programmatic approach to accelerate East Zone projects. This clear priority leads to the progress we see today.
2. Clearly directed the priority of Upper Llagas Creek and allocated Fund 12 money for Upper Llagas Creek. Again, this clear priority leads to the progress we see today.
3. In 2010, through a public hearing, re-allocated San Francisquito funding to support construction of the reach of San Francisquito Creek downstream Highway 101 that was flooded in the 90s. Completion of the downstream 101 project primarily protects East Palo Alto. It is worth noting that East Palo Alto is in San Mateo County.
4. In 2018, through a public hearing, extended the Mid-Coyote Creek and increased funding to include the Rock Spring Area.

As I mentioned at the beginning of this memorandum, I hope this synopsis serves as a vehicle to tell Valley Water's story. Thank you for your consideration.