

August 2, 2018

MEETING NOTICE

DIVERSITY AND INCLUSION AD HOC COMMITTEE

Board Members of the Diversity and Inclusion Ad Hoc Committee:

Director Tony Estremera, Chair
Director Nai Hsueh, Vice Chair
Director John L. Varela

Staff Support of the Diversity and Inclusion Ad Hoc Committee:

Norma J. Camacho, Chief Executive Officer
Melanie Richardson, Chief Operating Officer, Watershed Division
Stanly Yamamoto, District Counsel
Brian Hopper, Senior Assistant District Counsel
Anil Comelo, Deputy Administrative Officer
Angelica Cruz, Employment Services Manager
Salam Baqleh, Supervising Program Administrator
Janice Lum, Management Analyst II

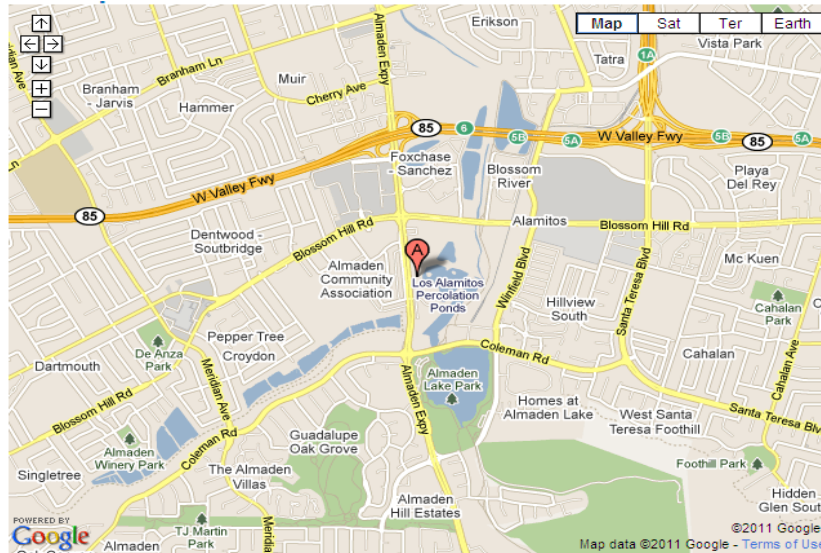
The meeting of the Diversity and Inclusion Ad Hoc Committee is to be held on **Monday, August 13, 2018, at 12:00 p.m.** in the Headquarters Building Boardroom located at the Santa Clara Valley Water District, 5700 Almaden Expressway, San Jose, California.

Enclosed are the meeting agenda and corresponding materials. Please bring this packet with you to the meeting.

Enclosures



**Santa Clara Valley Water District - Headquarters Building,
5700 Almaden Expressway, San Jose, CA 95118**



From Oakland:

- Take 880 South to 85 South
- Take 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Morgan Hill/Gilroy:

- Take 101 North to 85 North
- Take 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- Cross Blossom Hill Road
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Sunnyvale:

- Take Highway 87 South to 85 North
- Take Highway 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From San Francisco:

- Take 280 South to Highway 85 South
- Take Highway 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Downtown San Jose:

- Take Highway 87 - Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (first traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Walnut Creek, Concord and East Bay areas:

- Take 680 South to 280 North
- Exit Highway 87-Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance



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

HQ Boardroom
5700 Almaden Expressway
San Jose CA 95118

REGULAR MEETING AGENDA

Monday, August 13, 2018
12:00 PM

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

DIVERSITY & INCLUSION AD HOC
COMMITTEE

Nai Hsueh - District 5
Tony Estremera - District 6
John L. Varela - District 1

All public records relating to an 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 for public inspection at the Office of the Clerk of the Board at the Santa Clara Valley Water District Headquarters Building, 5700 Almaden Expressway, San Jose, CA 95118, 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 attend Board of Directors' meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.

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**

Monday, August 13, 2018

12:00 PM

HQ Boardroom

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: This item is reserved for persons desiring to address the Committee on any matter not on this agenda. Members of the public who wish to address the Committee on any item not listed on the agenda should complete a Speaker Form and present it to the Committee Clerk. The Committee Chair will call individuals in turn. Speakers comments should be limited to two minutes or as set by the Chair. The law does not permit Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If Committee action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Committee may take action on any item of business appearing on the posted agenda.

3. APPROVAL OF MINUTES:

3.1. Approval of Minutes.

[18-0564](#)

Recommendation: Approve the July 11, 2018, Meeting Minutes.

Manager: Michele King, 408-630-2711

Attachments: [071118 Div Incl Ad Hoc DRAFT Mins](#)

4. ACTION ITEMS:

4.1. Diversity and Inclusion Program and the Recruiting Process.

[18-0526](#)

Recommendation: This an information only item and no action is required.

Manager: Anil Comelo, 408-630-2470

Est. Staff Time: 10 Minutes

- 4.2. Nepotism Policy - Review nepotism and conflict of interest policies and practices, and consider enhancements. [18-0527](#)
Recommendation: This is an information only item and no action is required.
Manager: Anil Comelo, 408-630-2470
Attachments: [Attachment 1: Nepotism Policy](#)
Est. Staff Time: 10 Minutes
- 4.3. Considerations and Recommendations of Effective Tools for Measuring the Success of the Diversity and Inclusion Program. [18-0565](#)
Recommendation: Provide Ad Hoc Committee information on the tools used to measure the success of the Diversity and Inclusion Program. This is a discussion item and the Committee may provide comments, however, no action is required.

Manager: Anil Comelo, 408-630-2470
Attachments: [Attachment 1: Success Measures 07182018](#)
[Attachment 2: SCVWD Overall Spreadsheet 2016](#)
[Attachment 3: 2016 SCVWD Trust Index results and recommendations](#)
[Attachment 4: Diversity Snapshot examples](#)
- 4.4. Review Diversity and Inclusion Ad Hoc Committee Work Plan, the Outcomes of Board Action of Committee Requests; and the Committee's Next Meeting Agenda. [18-0563](#)
Recommendation: Review the Committee work plan to guide the Committee's discussions regarding policy alternatives and implications for Board deliberation.

Manager: Michele King, 408-630-2711
Attachments: [Attachment 1: Work Plan](#)
[Attachment 2: 092718 DI Ad Hoc Comm DRAFT Agenda](#)

Est. Staff Time: 5 Minutes
5. Clerk Review and Clarification of Committee Requests.
This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during the meeting.
6. **ADJOURN:**
- 6.1. Adjourn to Regular Meeting at 12:00 p.m., on Thursday, September 27, 2018, in the Santa Clara Valley Water District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California.

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File No.: 18-0564

Agenda Date: 8/13/2018
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Minutes.

RECOMMENDATION:

Approve the July 11, 2018, Meeting Minutes.

SUMMARY:

A summary of Committee discussions, and details of all actions taken by the Committee, during all open and public Committee meetings, is transcribed and submitted for review and approval.

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

ATTACHMENTS:

Attachment 1: 071118 D and I Ad Hoc Comm Draft Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

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DIVERSITY AND INCLUSION AD HOC COMMITTEE MEETING

DRAFT MINUTES

**WEDNESDAY, JULY 11, 2018
12:00 PM**

(Paragraph numbers coincide with agenda item numbers)

A meeting of the Diversity and Inclusion Ad Hoc Committee (Committee) was held on July 11, 2018, at the District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California.

1. CALL TO ORDER/ROLL CALL

A meeting of the Santa Clara Valley Water District Diversity and Inclusion Ad Hoc Committee was called to order by Chair Tony Estremera at 12:02 p.m.

Board Members in attendance were: Director Tony Estremera-District 6, Director Nai Hsueh-District 5, and Director John L. Varela-District 1.

Staff members in attendance were: Salam Baqleh, Michael Baratz, Wade Blackard, Glenna Brambill, Anil Comelo, Michelle Critchlow, Angelica Cruz, Amy Fonseca, Brian Hopper, Cody Houston, Janice Lum, Cathy Morrey, Ngoc Nguyen, Kristen Yasukawa and Victoria Zhang.

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

There was no one who wished to speak.

3. APPROVAL OF MINUTES

3.1 Approval of Minutes

It was moved by Director John L Varela, seconded by Director Nai Hsueh and unanimously carried to approve the minutes of the May 29, 2018, Diversity and Inclusion Ad Hoc Committee meeting, as presented.

4. ACTION/DISCUSSION ITEMS

4.1 EMERGING LEADERS DIVERSITY AND INCLUSION MASTER PLAN ASSESSMENT CAPSTONE PROJECT

Mr. Wade Blackard, Ms. Amy Fonseca, Mr. Cody Houston and Ms. Kristen Yasukawa reviewed the materials as outlined in the agenda items and targeted to bring final findings back to the Committee in September.

Directors Nai Hsueh, John L. Varela and Tony Estremera (The Committee) had comments regarding tracking and measuring diversity and inclusion data, retention of diverse employees, a dialogue forum to discuss concerns.

No action taken.

4.2 REVIEW DIVERSITY AND INCLUSION AD HOC COMMITTEE WORK PLAN, THE OUTCOMES OF BOARD ACTION OF COMMITTEE REQUESTS; AND THE COMMITTEE NEXT MEETING AGENDA

Mr. Anil Comelo reviewed the materials as outlined in the agenda items and noted the three agenda items for the next meeting scheduled for Monday, August 13, 2018, at 12:00 p.m.

Also, discussed scheduling the following meeting in September, which was scheduled for Thursday, September 27, 2018, at 12:00 p.m.

No action taken.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

Ms. Glenna Brambill, Board Committee Liaison reported no action items.

6. ADJOURNMENT

Chair Director Tony Estremera adjourned the meeting at 12:58 p.m. to the next regularly scheduled meeting on Monday, August 13, 2018, at 12:00 p.m. in the Santa Clara Valley Water District Headquarters Building Boardroom.

Glenna Brambill
Board Committee Liaison
Office of the Clerk of the Board

Approved:

File No.: 18-0526

Agenda Date: 8/13/2018

Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Diversity and Inclusion Program and the Recruiting Process.

RECOMMENDATION:

This an information only item and no action is required.

SUMMARY:

In hiring of staff, the District strives to reach out to a wide spectrum of candidates and then hire the most suitable candidates to fill specific positions.

Staff recognizes the importance of having diverse interview panels as one component of many in the broad range of diversity and inclusion best practices in a recruiting lifecycle. A more diverse panel allows for a wider range of opinions and perspectives on the candidates for the hiring manager to draw upon when making a hiring decision. Recruiting strives for gender and ethnic diversity on interview panels for this reason.

Given the high value of having diversity of thoughts, perspectives, and opinions on an interview panel, Diversity and Inclusion will now be more involved in the selection of interview panels. The collaborative process between Diversity and Inclusion and Recruiting will not only reflect the ethnic and gender diversity of the panel, but also the need for more than one subject matter expert on a panel and the organization level of the members of the panel. In executive level recruitments, the District has made it a practice to include on panels members within the organization who are not executives. This practice allowed for diversity of thought and provided valuable input to hiring managers. The collaboration between Recruiting and Diversity and Inclusion will include this as a topic of discussion for future recruitments.

While the composition of interview panels is indeed an important aspect of the recruiting process as it relates to diversity and inclusion, it is not the only one. To that end, Diversity and Inclusion Staff has begun to shadow multiple District recruiters throughout the recruitment cycle - from the initial meeting between a hiring manager and their assigned recruiter, to final discussions post-interviews. The purpose of this shadowing is to help the Diversity and Inclusion staff understand the process and identify any improvements that can be made to ensure the process is fair.

Over the next several months, Diversity and Inclusion will compile a list of recommendations aimed at enhancing outreach to diverse communities where it may be needed and implementing best practices related to elimination of bias within the process. While the newer recruitment process

established three years ago has been successful in reducing hiring timelines - around 60 days now, down from 90 days - Diversity and Inclusion will continue to collaborate with Recruiting on further enhancements. One early recommendation is that, above and beyond the unconscious bias video currently shown to interview panelists, hiring managers, panelists, recruiters, and the District at large may benefit from a mandatory unconscious bias training that includes tools for how to address potential bias. All Diversity and Inclusion recommendations will be collaborated on with the Recruiting Team.

Organizationally, Human Resources and Diversity and Inclusion have been both incorporated into the Office of the CEO and staff believes collaboration efforts between the groups will achieve positive results. The Diversity and Inclusion Ad Hoc Committee has indicated its desire that Diversity and Inclusion be more closely aligned with Human Resources functions and priorities. This reorganization will help create synergy between the groups so that they may work together to effectively evaluate and, where necessary, enhance the recruitment process.

Finally, to help the Diversity and Inclusion Ad Hoc committee understand measures staff already takes to promote fairness within the recruiting process, staff has invited William Truesdell to present on his annual disparate impact analysis.

ATTACHMENTS:

None.

UNCLASSIFIED MANAGER:

Anil Comelo, 408-630-2470

File No.: 18-0527

Agenda Date: 8/13/2018

Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Nepotism Policy - Review nepotism and conflict of interest policies and practices, and consider enhancements.

RECOMMENDATION:

This is an information only item and no action is required.

SUMMARY:

The District's Nepotism policy AD-2.9.104 Revision B with the effective date of October 4, 2012 pertains to employees at the District who are currently related to other employees at the District. It is in the District's interest to hire the best qualified individuals to further the organizational priorities and in some cases the best person for a position may be a family member of a current employee. It is also in the District's interest to avoid favoritism or the appearance of favoritism, and decrease the potential for inappropriate or illegal conduct in the workplace.

To that end, the District's Nepotism Policy ([AD 2.0.104 <http://www.aqua.gov/home/scvwd/main/policies/administration/hr/Ad-2.9.104.pdf>](http://www.aqua.gov/home/scvwd/main/policies/administration/hr/Ad-2.9.104.pdf)) sets parameters around reporting structures where employees are related. The Nepotism Policy states, in relevant part:

It is the policy of the District to:

Not place or have an employee in a position or circumstance where they:

- A. Are required to assign, evaluate and/or supervise the work of an immediate family member, domestic partner, or a person that they are involved with romantically;*
- B. Recommend discipline and/or participate in compensation decisions concerning an immediate family member, domestic partner, or a person that they are involved with romantically.*
- C. Have access to confidential information pertaining to an immediate family member, domestic partner, or a person that they are involved with romantically.*

Members of the same family are prohibited from assigning, evaluating or supervising each other, recommending discipline or participating in compensation discussions affecting each other, or having access to confidential information about each other. Each division's Chief, or appointed delegate, is responsible for adhering to this policy. Furthermore, it is the responsibility of each employee to know and understand this

policy and not place themselves in situations where they could be in non-compliance with the Nepotism Policy.

Nepotism Policy Comparisons with Other Agencies

Staff has compared the District’s Nepotism Policy with the nepotism policies of other agencies to ensure that the District’s Policy is comprehensive. Below is a summary of the nepotism policies of comparable agencies all excerpted in relevant part only:

- Dublin San Ramon Services District - *“No person shall be appointed to or employed by the District if the appointment will result in one family member directly supervising another family member. Members of the employee’s immediate family are defined as mother, father, sister, brother, son, daughter, step-children, in-laws, or grandparents, aunt, uncle, niece, or nephew.”*

Staff analysis:

This nepotism policy is more narrow than the District’s as it does not include additional restrictions on access to confidential information or discussions on discipline and compensation.

- Alameda County Water District - *“the District may refuse to place one relative or significant other under the direct supervision of the other relative or significant other to alleviate concerns regarding safety, security, morale, or other business reasons. For the same reasons, the District may refuse to place both relatives or significant others in the same department, division, or facility if the work involves potential conflicts of interest or hazards that are greater for relatives or significant others than for other individuals. Employees who do not work in the same department, division, or facility but who make decisions about the salary, benefits, disciplinary actions, or work assignments related to a relative or significant other may not participate in those or similar decisions pertaining to that person. Employees who have a relationship with another employee or applicant that might pose a conflict of interest must disclose this fact to the District as soon as the conflict is known by either person.”*

Staff analysis:

This nepotism policy is in line with the District’s Nepotism Policy.

- Oro Loma Sanitary District -
 1. *Relatives may be employed by the District except in the following circumstances: a. For reasons of supervision, safety, security and morale, no relative of an employee shall be employed in the same department, division or facility as that employee when the work in that department, division or facility involves potential conflicts of interest or other hazards which are greater for relatives than other persons. b. For reasons of supervision, safety, security and morale, no person shall be employed under the direct supervision of a relative. c. For reasons of supervision, safety, security and morale, relatives of Board members, the General Manager, the designated hiring authority, or “confidential employees” as defined in the Management Salaries and Benefits Resolution may not be employed by the District.*
 2. *If two employees become relatives either because they marry or enter into a relationship similar to marriage, or because of one employee’s marriage to a third party, the District shall make reasonable efforts to assign job duties so as to minimize problems of supervision, safety, security and morale. However, if reasonable accommodation is not feasible, the General Manager shall investigate the*

matter and prepare and submit a report to the Board of Directors recommending that one of the two employees be dismissed, stating the name of the employee to be dismissed and articulating the reasons in support of the General Manager's decision. The employee affected by the General Manager's recommendation shall receive a copy of the report. A hearing shall then be held before the Board of Directors, at which the affected employee shall have the opportunity to present facts. The Board of Directors will then consider the matter and render a decision, which decision shall be final and binding.

Staff analysis:

This nepotism policy prohibits the hiring of relatives of the Board members, the General Manager and confidential employees. It further reserves the right to dismiss employees if they become related through marriage.

- Contra Costa Water District - *“Not place or have an employee in a position or circumstance where they: (a) are required to assign, evaluate and/or supervise the work of an immediate family member, domestic partner or a person that they are involved with romantically; (b) recommend discipline and/or participate in compensation decisions concerning an immediate family member, domestic partner or a relationship because of its nature which makes it difficult to enforce the rules and regulations of the District or supervise day-to-day activities (this is particularly important as it relates to a non-discriminatory, harassment-free workplace; and/ or (c) have access to confidential information pertaining to an immediate family member, domestic partner or a person that they are involved with romantically.”*

Staff analysis:

This nepotism policy closely resembles the District's Nepotism Policy.

- Ross Valley Sanitary District - *“Relatives of regular employees may not be employed in the same department, nor transferred, promoted or demoted into the same department, nor placed in a position to evaluate a relative or be in the same line of supervision.”*

Staff analysis:

This nepotism policy is more narrow than the District's as it does not include additional restrictions on access to confidential information or discussions on discipline and compensation.

- NapaSan - *“Members of the immediate family of elected or appointed officials shall not be appointed to District employment. Ordinarily, members of the immediate family of regular employees shall not be appointed to the same department, be transferred, promoted or demoted into the same department or be placed in such a position as to evaluate a relative or be in the same line of supervision, if doing so could result in actual or potential problems in supervision, security, safety, or morale, or if doing so could create potential conflicts of interest. Each situation shall be addressed based on the individual circumstances of the situation. Members of the immediate family of regular employees will not be hired on a temporary basis. If two employees become married, become otherwise directly related, or become involved in a relationship causing actual or potential problems such as those described above, only one of the employees will be retained with NSD, unless reasonable arrangements may be made to eliminate the actual or potential problems. In the event such arrangements may not be made, the*

affected employees will have 30 days to decide which employee will stay with NSD. If this decision is not made within the time allowed, the General Manager will make the decision, taking the employment history and job performance of both employees into account.”

Staff analysis:

This agency prohibits the hiring of temporary employees who are relatives of current employees.

- Delta Diablo Sanitation District - *“The District shall not discriminate or give preference in employment or contracting on the basis of marital or familial status. In addition, the District may refuse to appoint, promote or hire someone that has a close personal relationship with a District employee if there is a potential to create a conflict of interest or to create an adverse impact on supervision, performance of work, safety, security, or morale.”*

Staff analysis:

This nepotism policy is more narrow than the District’s as it does not include additional restrictions on access to confidential information or discussions on discipline and compensation.

Staff Observations

The District’s Nepotism Policy is largely in line with the Nepotism Policies that exist at comparable agencies. Staff considered aspects of other comparable agencies’ policies including:

- NapaSan’s prohibition of hiring relatives as temporary employees;
- Oro Loma Sanitary District’s prohibition on hiring relatives of Board Members, the General Manager and confidential employees.

While available data does not indicate any issues with the hiring of relatives related to District Board Members, CEO, or confidential employees, it does indicate that relatives are being hired as full time employees after serving in temporary roles in proportions that are higher than their percentage in the temporary pool. Also, an area of the existing policy which may require more definition is the term “romantic” involvement.

ATTACHMENTS:

Attachment 1: Santa Clara Valley Water District Nepotism Policy

UNCLASSIFIED MANAGER:

Anil Comelo, 408-630-2470

Downloaded or printed copies are for reference only. Verify this is the current version prior to use. See the District website for released version.

1. POLICY STATEMENT

It is the policy of the District to:

Not place or have an employee in a position or circumstance where they:

- A. Are required to assign, evaluate and/or supervise the work of an immediate family member, domestic partner, or a person that they are involved with romantically;
- B. Recommend discipline and/or participate in compensation decisions concerning an immediate family member, domestic partner, or a person that they are involved with romantically.
- C. Have access to confidential information pertaining to an immediate family member, domestic partner, or a person that they are involved with romantically.

2. PURPOSE

The purpose of this policy is to set forth District policy governing the employment, assignment of work, and placement of immediate family members and domestic partners.

It is in the District's interest to avoid favoritism or the appearance of favoritism, and decrease the potential for inappropriate or illegal conduct in the workplace.

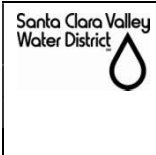
3. SCOPE, ASSUMPTIONS & EXCEPTIONS

It is the responsibility of Appointing Authority or designee to ensure compliance with this policy in their individual departments and to consult with the Labor Relations Unit on this topic.

It is the responsibility of each employee to be informed of this policy and to take steps necessary to not place themselves in non-compliance with any section or requirement.

The following examples demonstrate this requirement, but are not a complete list of examples of the types of situations that may arise:

- a. The District has requested that an employee serve as acting supervisor in a department in which the employee's brother or sister is employed. The employee whom the District has asked to be acting supervisor should disclose to the Appointing Authority or designee, before taking the assignment, that the employee's brother or sister is employed in the department.
- b. An employee has applied for a position in a department in which the employee's spouse works as an Office Specialist. At the time of the application, the employee applying for such position should disclose to the Appointing Authority or designee the existence of this relationship.



NEPOTISM

DOCUMENT NO.:	AD-2.9.104
REVISION:	B
EFFECTIVE DATE:	10/04/ 2012
PROCESS OWNER:	Grant Lee
Page 2 of 3	

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- c. It is the responsibility of the Labor Relations Unit to advise Appointing Authority or designee on achieving compliance with this policy, and to facilitate the resolution of covered circumstances in the least disruptive manner possible.

4. ROLES & RESPONSIBILITIES

1. Appointing Authority or designee shall make selection decisions that comply with this policy, whether an applicant is from within or outside the District.
2. Appointing Authority or designee shall consult with the Labor Relations Unit on each case for guidance on compliance with this policy.
3. When a marriage or domestic partnership arises after employees are hired that falls within the restrictions of this policy, the affected employees will cooperate with the Appointing Authority or designee and/or the Labor Relations Unit shall determine the best course of action for immediately resolving the potential incompatibility, inappropriate conduct, or appearance of favoritism such a relationship creates. Such action could include a transfer, reassignment, and/or other possible options.
4. An employee who is a party to a relationship covered by this policy, who does not comply after having received notice of such, will be allowed up to 60 calendar days from date of the notice to present facts that would warrant exemption. The District would then have up to 60 calendar days to provide a final ruling. The District will take into account the preferences of the affected employees. If a voluntary compliance by the affected employees is not achieved in a timely manner, only then will the District implement non-disciplinary reassignment, transfer, demotion or other action, including but not limited to termination of employment. When options are available for both employees, the individual with the lesser amount of District-wide seniority shall be moved.

5. REQUIREMENTS

- **Governance Policies**

EL-3—Human Resources

- **Governing Laws**

None

- **Other Requirements (District Policies, MOUs, Standards, Audit, etc.)**

None

6. ASSOCIATED FORMS & PROCEDURES

DOCUMENT TITLE/ID #	DOCUMENT LOCATION(S)
None	



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7. DEFINITIONS

Immediate family—A spouse, mother, father, son, daughter, sibling, in-laws, grandparents, and step relationships (i.e., stepson, stepfather).

Domestic partner—Individuals who reside in the same household and are involved in a relationship, often holding themselves out to the public as marital partners, but who are not legally married.

8. CHANGE HISTORY

DATE	REVISION	COMMENTS
05/01/12	A	Transferred to current template. Minor editorial changes.
10/04/12	B	Updated linkage to Board Governance

File No.: 18-0565

Agenda Date: 8/13/2018

Item No.: 4.3.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Considerations and Recommendations of Effective Tools for Measuring the Success of the Diversity and Inclusion Program.

RECOMMENDATION:

Provide Ad Hoc Committee information on the tools used to measure the success of the Diversity and Inclusion Program. This is a discussion item and the Committee may provide comments, however, no action is required.

SUMMARY:

To measure the success of any program, meaningful metrics must be established. While there are some generally used industry standards which are used as success indicators - employee demographics, satisfaction survey results, supplier-side financials - efforts to quantify success can seem opaque. The reports and tools that the Diversity and Inclusion Program (Program) currently uses are enumerated in this report. While each measure, standing alone, may not give a complete picture of the Program's success, staff believes that all of them together can shed more light on the effectiveness of the Program.

In addition to the current metrics the Program keeps, the Diversity and Inclusion staff would like to engage with the Diversity and Inclusion Ad Hoc Committee as well as the Emerging Leaders Diversity and Inclusion group to solicit any other ideas for statistics by which staff can measure the efficacy of various components of the Program.

Finally, the Santa Clara Valley Water District's Diversity and Inclusion Program was accepted into the Science of Diversity & Inclusion Initiative (SODI). This organization brings together leading companies and top researchers to design, test, and scale new approaches that accelerate diversity, inclusivity, and belonging in the workplace. The Diversity and Inclusion Program looks forward to working with leading diversity and inclusion researchers to ensure that any current or future initiatives that come from Diversity and Inclusion will be properly measured.

Reports and Tools Currently Used by the Program

I. Great Place to Work Engagement Survey

Organizations often measure employee engagement through a semi-regular engagement survey. In recent years, the District has chosen the Great Place to Work Trust Index Employee Engagement

Survey. District employees are set to take another survey this month, but the data from 2016 shows a large area of opportunity for inclusion. In 2016, the overall score the District received for whether staff thought the District was a great place to work was low - only 58% of employees agreed with that statement. Within the survey, employees were asked three questions specifically related to diversity and bias. Below are the three statements and the number next to them indicate the percentage of employees who agreed with the statements:

2016 Great Place To Work Survey Results												
Statement	Overall	African American/Black	American Indian/Native Hawaiian	Caucasian/White	Chinese	Filipino	Hispanic/Latino	Indian	Japanese	Vietnamese	Two or more	Other
Total number who took survey	511	18	5	216	34	10	74	13	6	9	27	41
People here are treated fairly regardless of their age.	58%	50%	75%	65%	68%	62%	54%	64%	60%	56%	65%	34%
People here are treated fairly regardless of their race.	64%	47%	75%	75%	69%	67%	59%	75%	60%	62%	83%	33%
People here are treated fairly regardless of their sex.	66%	71%	75%	72%	81%	67%	58%	67%	60%	78%	75%	34%

Below Overall Benchmark

Above Overall Benchmark

The survey results are attached to this memo (Attachment 2) and while they are plentiful, the results highlighted above are particularly relevant to how various employees of certain ethnicities feel about fair treatment. The data is, however, still quite limited. While African American/Black and Hispanic/Latino employees are far less likely to feel that people are treated fairly regardless of their age, race or sex, what is not clear is *why* they feel this way. The engagement survey is anonymous, and in 2016, the District did not receive any of the employee comments from the survey. Pinpointing exactly the cause of these feelings is difficult. Moreover, there was a substantial group of staff - 8% - who identified as "Other" and that group of people was far more likely than any other group to feel people were not treated fairly at the District. Great Place to Work did read all the employee comments and provided the following recommendations for improving morale at the District:

(1) Community - Continue to strengthen the sense of community with ongoing celebrations and social events, both organization-wide and in smaller work units.

(2) Management - Strengthen managers at all levels (anyone with the responsibility of managing other people) by developing (a) a set of leadership commitments that define the core responsibilities that every leader must meet; manager competencies should be updated or developed to align with the leadership commitments (b) core manager training that includes a custom group in-person session supported by standard online training resources from outside vendors. The topics could cover people leadership, core business skills (e.g., budgeting), transparency, accountability and performance management, inclusive work environments, ethics, two-way communication, and other

topics to be chosen through a needs assessment (including this survey). For the in-person core manager training, we suggest using outside resources to design and deliver the program, and leveraging well-regarded internal leaders as supporting faculty (c) evaluate managers against the leadership commitments and other expectations, such as manager competencies.

(3) Career progression - Refresh the mechanisms for career advancement. This could include a more intentional “stretch assignment” and rotation program. Complete the classification work and ensure it allows every deserving person a chance for career progression, including in non-management (technical) pathways.

(4) Communication - Conduct a review of internal communication to determine the most persistent gaps in desired vs. actual management and organizational communication. The audit should focus on subject matter, levels, channels and other factors to clarify the most effective methods of existing communication and to find out where more meaningful and accountable two-way communication is needed (accountable refers to managers truly acting on concerns). Develop approaches to address important gaps, including new mechanisms for communication and training for managers.

(5) Ethics, behavior, and integrity - Strengthen the core ethics and integrity functions within the district so that ethical violations and other concerns, including those about bullying and abusive behavior, can be heard and acted upon with confidence in remediation and without fear of retribution.

(6) Values - Empower a diverse team to work on the district’s stated values: updating or giving more detail to the meaning of the current values, if needed, and otherwise finding mechanisms to bring the values to life at consistently high levels.

(7) Trust and transparency - Empower a diverse team to develop recommendations to improve trust and transparency, with executive management’s commitment to act on the recommendations or, if choosing not to act, to provide a clear explanation why. Give the team facilitation and project management support. (Attachment 3)

Since the survey, the Program has strived to implement the first recommendation which is to provide more social outlets for employees to engage with their co-workers. Leadership and Management teams have been through Speed of Trust workshops, the CEO has maintained office hours and posts the outcomes of Chiefs and Management Leadership Team meetings on Aqua.gov and the rotation programs are being re-worked and will launch soon. These measures to increase morale at the District were partially informed by Great Place to Work’s post-survey recommendations.

The Great Place to Work engagement survey and corresponding recommendations have provided the Program with a starting point to attempt to increase the sense of inclusion at the District. Results from the 2018 survey will tell a new story, particularly as it compares to the 2016 survey.

II. Annual Disparate Impact Report

Annually, the District commissions a report called the Disparate Impact Report. The Disparate Impact Report analyzes data provided by the District on: (1) the current workforce including hiring data; (2) employee movement (promotions, transfers, demotions, or terminations); and (3) employee compensation to determine if there might be any disparity indicated that could not have happened by chance. If the report identifies potential areas of disparate impact, staff in the Equal Employment Opportunity Program and the Office of District Counsel review the findings and determine whether there is a legitimate justification. The report is communicated by the District’s consultant to the District’s counsel as a confidential and privileged document. If desired, a copy can be provided to the Board by District counsel as a confidential attorney-client communication.

III. FY18 Q3 Applicant v. Hire Data

The degree to which an organization is diverse depends on many variables. The District’s standard measure of ethnic diversity relies on federal census categorizations. These categorizations have some limitations. For example, employees often feel compelled to choose a category that does not represent their identity, as the categories are broad. More and more, employees are opting to not disclose their ethnicity. In the most recent round of self-identifications from District employees, 25% of employees chose not to disclose their identities.

In early FY18, the Board requested that the Diversity and Inclusion Program provide quarterly metric updates. In March, 2018, Diversity and Inclusion presented a report that included two specific data sets: (1) the ethnic demographics of the District’s workforce as compared to Santa Clara County by job groups; and (2) the ethnic demographics of all employment applications received in the quarter as compared to the actual hires in that quarter. The data sets are provided here for discussion of their relevance.

Table 1

FY18 Q3 DEMOGRAPHIC BY JOB GROUP COMPARISON - DISTRICT / SANTA CLARA COUNTY WORKFORCE **

Job Group	White (%)**		Black (%)**		Hispanic/Latino (%)**		Asian (%)**		American Indian/NHOP/Two or More (%)***		Minority %		# of Ees
	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	
Total Organization	47%	43%	5%	3%	19%	19%	22%	34%	7%	1%	60%	57%	729
1.1 Officials & Managers	37%	61%	7%	1%	11%	11%	33%	25%	11%	1%	63%	39%	27
1.2 Supervisors	54%	56%	3%	1%	11%	10%	20%	32%	12%	1%	46%	44%	103
2.1 Eng/Tech Professionals	35%	42%	4%	1%	14%	7%	44%	48%	3%	3%	65%	58%	129
2.2 Scientific Professionals	77%	53%	2%	1%	5%	7%	14%	39%	2%	0%	23%	47%	56
2.3 Admin Professionals	41%	49%	7%	3%	20%	10%	26%	37%	6%	1%	59%	51%	176
3.1 Sr Technicians	48%	38%	0%	4%	28%	15%	16%	41%	8%	1%	52%	62%	25
3.2 Technicians	72%	28%	2%	2%	11%	16%	11%	53%	4%	1%	28%	72%	46
6.1 Sr Clerical	34%	44%	9%	4%	28%	26%	15%	24%	15%	2%	66%	56%	47
6.2 Office & Clerical	38%	36%	0%	6%	38%	29%	25%	27%	0%	2%	63%	64%	8
7 Skilled Craft	53%	39%	4%	5%	31%	36%	4%	19%	8%	1%	47%	61%	72
8 Service & Maintenance	38%	30%	3%	4%	48%	38%	3%	27%	10%	1%	63%	70%	40
Distribution of Demographics across job groups	4%		2%		1%		-12%		6%		3%		

* District data as of March 31, 2018; Santa Clara County Data as of 2010 Census mapped to District Classifications
 ** 24.3% of employees have not self disclosed their ethnicity; EEOC has identified ethnicity for those individuals as allowed by law.
 † Totals may not add up to 100% due to rounding.
 ‡ The categories of American Indian, Native Hawaiian or Other Pacific Islander, and Two or More have been combined

Table 1 shows the entire workforce of the District broken up into job groups and compared to the demographics of Santa Clara County. Staff believe that this data is certainly helpful to have, but given that the District averages about 20 hires a quarter, these demographics do not change dramatically quarter after quarter. The data quarter after quarter remains largely the same. Staff recommends reporting on this data annually.

Table 2 shows the demographics of applicants and hires in FY18 Q2 and Q3. There were 45 open recruitments in total in those two quarters. While 7% of all applicants in Q3 were African American/Black - nearly double the percentage in the workforce of Santa Clara County - none were hired. With Hispanic/Latino applicants in Q3, the District applicant pool was 20% and 20% of the hires were Hispanic/Latino. There was an overall increase in the percentage of White hires in FY18 Q3 by 16 percentage points.

Table 2

FY18 Q3: QUARTERLY APPLICATIONS RECEIVED VERSUS NEW EXTERNAL/INTERNAL HIRES													
	White		African		Hispanic/Latino		Asian		Indian/Native		Undisclosed		Totals
	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	
Workforce for Positions Hired	48%	38%	4%	3%	17%	17%	31%	40%	1%	2%	0%	0%	
District Applicant Pool	40%	34%	7%	6%	20%	23%	23%	25%	6%	8%	4%	4%	
Applications Received	438	489	70	89	214	337	249	361	66	112	43	59	2527
Total Hires	14	8	0	1	5	6	6	5	0	0	0	0	45
All Hires Percent	56%	40%	0%	5%	20%	30%	24%	25%	0%	0%	0%	0%	

Notes:
 1) Applicant Pool includes all applications received in response to 45 Open Recruitments filled with start date in Q2 or Q3
 2) Hires includes all external and internal new hires from open job postings with start date in Q2 or Q3

Staff believes that to measure success based on Diversity and Inclusion involvement in recruiting processes, it must conduct before and after comparisons. For example, Diversity and Inclusion staff identified a job posting service that touted its ability to reach minority communities through use of hashtags. A comparison of the applicant pool in the quarter before the implementation of this sourcing tool and afterwards showed worse results as it related to diversity outreach. While it appears given data quarter after quarter that this particular sourcing tool is not resulting in more diverse applicants, Program staff - with its increased partnership with Recruiting - is now in a position to make recommendations to Recruiting and test their efficacy.

IV. College Summer Interns

Diversity and Inclusion was very involved in the screening process of all 2018 summer interns. First, for high school interns, Program staff interviewed all applicants with a member of the Human Resources recruiting staff. Second, for college applicants, Program staff reviewed every application with a Recruiting staff member. At Diversity and Inclusion’s suggestion, Recruiting and Diversity and Inclusion did the initial screen of all applicants who met the minimum qualifications. The screening stripped the applications of the names of the applicants, their grade point averages, schools they attended, and where they live and any other personal identifying information. The screening process heavily focused on candidates who showed high levels of emotional intelligence, motivation, self-awareness, empathy, self-regulation, and social skills in addition to any technical skills candidates had or were hoping to gain through an internship with the District.

The results show that this year there was a noticeable increase in the amount of ethnic diversity as compared to previous years, particularly with African American/Black and Hispanic/Latino interns:

Summer College Intern Demographics 2013-2018							
Year	Asian	Amlnd/An	Black	Hispanic	White	Two+	Und
2013	30.4%	0.0%	0.0%	26.1%	39.1%	0.0%	4.3%
2014	48.0%	0.0%	0.0%	16.0%	24.0%	0.0%	12.0%
2015	23.3%	0.0%	0.0%	26.7%	43.3%	0.0%	6.7%
2016	34.2%	0.0%	2.6%	18.4%	36.8%	5.3%	2.6%
2017	37.5%	4.2%	4.2%	12.5%	25.0%	16.7%	0.0%
2018	35.9%	0.0%	5.1%	28.2%	23.1%	2.6%	5.1%

Diversity and Inclusion and Recruiting will continue to partner in this manner to screen the most well-rounded group of college interns each summer for hiring managers to interview.

V. Diversity Training

This year, the Diversity and Inclusion Program begun conducting bias and privilege training. In May 2018, the first audience was a group of 23 Emerging Leaders Program participants. The training was extremely well-received, with survey results shown below:

2018 Emerging Leaders D&I Training Session			
	Strongly Agree	Agree	Disagree
The instructor(s) was/were prepared and knowledgeable about the topic	78%	22%	0%
The content of this course is useful to my present job and/or career development	56%	39%	6%

Because of the success of the training, in June 2018, Diversity and Inclusion staff conducted a condensed version of the training during a regularly scheduled Management Leadership Team meeting. The training also received praise in its applicability to managing a diverse workforce. Diversity and Inclusion looks forward to conducting more trainings to the District workforce.

VI. Use of Diversity and Inclusion Hours/Diversity and Inclusion Workplan Goal

In FY18 and in accordance with the Board’s Budget Priorities, all District staff were allocated 5 hours a year to dedicate to Diversity and Inclusion. These hours can be used to attend Employee Resource Group (ERG) events or membership meetings, serve on volunteer committees for Employee

Recognition and the All Employee Meeting, attend diversity trainings and more. Staff quickly adapted to this new allocation of resources and at the close of FY18, 2,259 hours were charged to the Diversity and Inclusion account by staff other than those currently in the Diversity and Inclusion Program.

The allocation of resources to allow employees to attend programs that they may not have been able to otherwise shows the dedication and commitment to the program from the Board and leadership. The use of the hours, particularly coupled with survey data from ERG events, indicates effectiveness of the events in creating camaraderie and dispelling biases.

Also for the first time ever, a goal was included in every employee's work plan to demonstrate a commitment to Diversity and Inclusion. All staff must:

Demonstrate a commitment to diversity, inclusion, increasing employee morale, and employee engagement through participation in ERG events and initiatives, Employee Recognition events and initiatives, Inclusion events and initiatives, or other relationship building activities. This goal can also be achieved by enhancing managerial soft skills through training, coaching or self-learning.

As of mid-year evaluations in FY2018, 94% of staff had either achieved or were on target to achieve their Diversity and Inclusion goal.

VII. Employee Resource Groups

Employee Resource Groups (ERGs) are a staple of diversity and inclusion programs across the industry. While a small handful of organizations, like Deloitte, have moved away from the ERG model, many within the industry agree that ERGs benefit the organization in their functions as support groups and business resources.

The ERG program at the District has been steadily growing. Membership in ERGs has increased from 212 members in 2011 to 582 members today. Many groups have the same members, but even considering that, the amount of participation increase across the board has nearly tripled over the past 7 years. ERGs are using their allocated budgets more. In FY18, most groups maxed out, or nearly maxed out their \$1,500 budgets. The ERGs consistently hold a combined total of 30 events and meetings yearly.

	2011 Audit Actual Expenditures per ERG	FY18 Expenditures	2011 Audit ERG Members*	2018 ERG Members*
Asian Pacific Resource Group	\$950	\$1,565	27	136
Association of Black Employees	\$0	\$1,250	25	20
Ability Awareness	\$325	\$1,100	N/A	35
Indo-American Association	\$0	\$900	25	29
LGBT/SA	\$850	\$1,500	34	45
Organization of Latino/a Affairs	\$977	\$1,700.00	64	94
Parents Advisory Network	\$300	\$1,500	N/A	5
Veterans Awareness Group	\$184	\$1,700	37	47
Developing and Recognizing Y Gen Professionals	N/A	\$1,600	N/A	93
Green Team	N/A	\$1,500	N/A	78
Total	\$3,586	\$14,315	212	582

*Many employees participate in multiple ERGs

ERG events aimed at bringing cultural or identity awareness to the District are regularly well-attended with 100 staff attending on average. Post-event surveys indicate that events are informative and helpful in building community at the District. Between 2014-2018, 95% of ERG event participants thought the events were informative and 91% thought that they were great community building events.

The 2018 fiscal year ended with a District-wide event in which all ERGs and 3 ethnic groups that are not ERGs participated in called “Taste of Inclusion.” The event showcased all of the different identity groups at the District and was a big success according to participation numbers and also survey results. One hundred percent of the survey respondents agreed that it was a great community building event. Some survey responses to the question “What was your favorite part of this event” are listed below:

“Seeing how the ERGs encourage camaraderie and cooperation amongst District employees in different groupings than occur during the course of business, and do so in such an open and inclusive way.”

“This event was fun! Before Salam advocated for mingling with new coworkers, I was approached by a coworker from a different building and spoke with him about his background. It was a great way to meet new people.”

“Food and people--was nice to mingle. Also, I know people have diverse background, but physically seeing them and chatting with them at their ERG booth really brought their stories to life.”

VIII. Diversity Snapshots

There are initiatives that Diversity and Inclusion implements that cannot be measured for success without overloading the workforce with surveys. A prime example of this is the “Diversity Snapshots”

that get uploaded periodically on the District's internal webpage. These features highlight different people at the District and include pictures and stories about their backgrounds. Diversity and Inclusion gets nominations from staff for upcoming Diversity Snapshots. Included in this memorandum are a few examples (Attachment 4).

While measuring if these Diversity Snapshots actually move the needle at creating a more inclusive environment that celebrates diversity is difficult, one thing is clear - staff very much enjoy learning more about their colleagues. A typical Diversity and Inclusion post advertising an event or charity drive averages about 105 unique page views. For Diversity Snapshots, the unique page views average at around 360.

IX. Master Plan 2015-2019

The 2015-2019 Master Plan took into consideration all diversity and inclusion best practices, the results of the 2011 Leading Edge Audit, and employee engagement survey data to create the Master Plan. The Master Plan was signed off on by all Board Appointed Officers, Chiefs, the Director of Ethics and Corporate Governance, and the Deputy Administrative Officer of Human Resources in 2015. To date, 87% of all the tactics in the Master Plan are complete.

Conclusion

Staff has found that the above listed success measures, even with the limitations within each, are some of the ways to measure the work of Diversity and Inclusion Program. The Diversity and Inclusion Program looks forward to more engagement with the Diversity and Inclusion Ad Hoc Committee, Emerging Leaders group, and SODI organization for further refinement of these tools.

ATTACHMENTS:

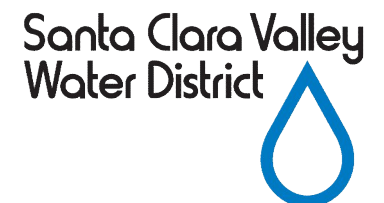
- Attachment 1: PowerPoint Presentation
- Attachment 2: 2016 Great Place to Work Survey Results
- Attachment 3: 2016 Great Place to Work Recommendations
- Attachment 4: Diversity Snapshots

UNCLASSIFIED MANAGER:

Anil Comelo, 408-630-2470

D&I Ad Hoc Committee

D&I Program Success Measures
August 13, 2018



Current D&I Program Success Measures

- I. Great Place to Work Engagement Survey
- II. Annual Disparate Impact Report
- III. FY 18 Q3 Applicant v. Hire Demographics
- IV. FY 18 Q3 Workforce Demographics
- V. FY 18 Q2-Q3 Outreach Effort Results
- VI. FY 18 Summer Intern Demographics
- VII. Diversity Training for Current Staff
- VIII. Diversity and Inclusion Hours for Current Staff
- IX. Employee Resource Group Metrics
- X. Diversity Snapshots
- XI. Master Plan Tracking

Engagement Survey

Great Place to Work®	
Taking everything into account, I would say this is a great place to work.	58

Credibility	19	Management keeps me informed about important issues and changes.	39
	7	Management makes its expectations clear.	33
	8	I can ask management any reasonable question and get a straight answer.	34
	14	Management is approachable, easy to talk with.	36
	45	Management is competent at running the business.	43
	57	Management hires people who fit in well here.	41
	25	Management does a good job of assigning and coordinating people.	30
	21	Management trusts people to do a good job without watching over their shoulders.	43
	26	People here are given a lot of responsibility.	50
	20	Management has a clear view of where the organization is going and how to get there.	33
	32	Management delivers on its promises.	30
	35	Management's actions match its words.	29
	41	I believe management would lay people off only as a last resort.	68
	49	Management is honest and ethical in its business practices.	36
	<i>Credibility Average</i>	39	
Respect	9	I am offered training or development to further myself professionally.	60
	2	I am given the resources and equipment to do my job.	55
	10	Management shows appreciation for good work and extra effort.	39
	15	Management recognizes honest mistakes as part of doing business.	38
	16	Management genuinely seeks and responds to suggestions and ideas.	29
	22	Management involves people in decisions that affect their jobs or work environment.	28
	3	This is a physically safe place to work.	81
	27	This is a psychologically and emotionally healthy place to work.	47
	36	Our facilities contribute to a good working environment.	59
	53	I am able to take time off from work when I think it's necessary.	83
	43	People are encouraged to balance their work life and their personal life.	54
	50	Management shows a sincere interest in me as a person, not just an employee.	34
	47	We have special and unique benefits here.	69
	<i>Respect Average</i>	52	

Engagement Survey

Fairness	18	I feel I receive a fair share of the profits made by this organization.	36
	4	Everyone has an opportunity to get special recognition.	42
	52	I am treated as a full member here regardless of my position.	53
	29	Promotions go to those who best deserve them.	28
	23	Managers avoid playing favorites.	28
	42	People avoid politicking and backstabbing as ways to get things done.	29
	28	People here are treated fairly regardless of their age.	58
	33	People here are treated fairly regardless of their race.	64
	37	People here are treated fairly regardless of their sex.	66
	44	People here are treated fairly regardless of their sexual orientation.	83
	46	If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	38
		<i>Fairness Average</i>	50
Pride	54	I feel I make a difference here.	55
	12	My work has special meaning: this is not "just a job".	58
	17	When I look at what we accomplish, I feel a sense of pride.	57
	5	People here are willing to give extra to get the job done.	42
	51	I want to work here for a long time.	63
	38	I'm proud to tell others I work here.	61
	30	People look forward to coming to work here.	44
	24	I feel good about the ways we contribute to the community.	74
		<i>Pride Average</i>	57
Camaraderie	31	I can be myself around here.	50
	40	People celebrate special events around here.	70
	34	People care about each other here.	51
	1	This is a friendly place to work.	63
	56	This is a fun place to work.	48
	55	When you join the company, you are made to feel welcome.	74
	13	When people change jobs or work units, they are made to feel right at home.	46
	39	There is a "family" or "team" feeling here.	38
	48	We're all in this together.	43
	6	You can count on people to cooperate.	38
		<i>Camaraderie Average</i>	52

Engagement Survey

2016 Great Place To Work Survey Results

Statement	Overall	African American/ Black	American Indian/Native Hawaiian	Caucasian/ White	Chinese	Filipino	Hispanic/ Latino	Indian	Japanese	Vietnamese	Two or more	Other
Total number who took survey	511	18	5	216	34	10	74	13	6	9	27	41
People here are treated fairly regardless of their age.	58%	50%	75%	65%	68%	62%	54%	64%	60%	56%	65%	34%
People here are treated fairly regardless of their race.	64%	47%	75%	75%	69%	67%	59%	75%	60%	62%	83%	33%
People here are treated fairly regardless of their sex.	66%	71%	75%	72%	81%	67%	58%	67%	60%	78%	75%	34%

Below Overall Benchmark

Above Overall Benchmark

Annual Disparate Impact Report

- Annually, an outside consultant provides a disparate impact report to EEO
- The report monitors hiring, employee movement and compensation
- Identification of any potential disparate impact
- EEO reviews results and identifies justifications where they exist
- District's counsel can provide Board with report as a confidential attorney-client communication

FY 18 Q3 Workforce Demographics

FY18 Q3 DEMOGRAPHIC BY JOB GROUP COMPARISON - DISTRICT / SANTA CLARA COUNTY WORKFORCE * +

Job Group	White (%)**		Black (%)**		Hispanic/Latino (%)**		Asian (%)**		American Indian/NHOPI/Two or More (%)***^		Minority %		# of Ees
	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	
Total Organization	47%	43%	5%	3%	19%	19%	22%	34%	7%	1%	60%	57%	729
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1.2 Supervisors	54%	56%	3%	1%	11%	10%	20%	32%	12%	1%	46%	44%	103
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3.1 Sr Technicians	48%	38%	0%	4%	28%	15%	16%	41%	8%	1%	52%	62%	25
3.2 Technicians	72%	28%	2%	2%	11%	16%	11%	53%	4%	1%	28%	72%	46
6.1 Sr Clerical	34%	44%	9%	4%	28%	26%	15%	24%	15%	2%	66%	56%	47
6.2 Office & Clerical	38%	36%	0%	6%	38%	29%	25%	27%	0%	2%	63%	64%	8
7 Skilled Craft	53%	39%	4%	5%	31%	36%	4%	19%	8%	1%	47%	61%	72
8 Service & Maintenance	38%	30%	3%	4%	48%	38%	3%	27%	10%	1%	63%	70%	40
Distribution of Demographics across job groups	4%		2%		1%		-12%		6%		3%		

* District data as of March 31, 2018; Santa Clara County Data as of 2010 Census mapped to District Classifications

** 24.3% of employees have not self disclosed their ethnicity; EEOP has identified ethnicity for those individuals as allowed by law.

+ Totals may not add up to 100% due to rounding.

^The categories of American Indian, Native Hawaiian or Other Pacific Islander, and Two or More have been combined

FY 18 Q3 Applicant v. Hire Data

FY18 Q3: QUARTERLY APPLICATIONS RECEIVED VERSUS NEW EXTERNAL/INTERNAL HIRES

	White		African American/Black		Hispanic/Latino		Asian		American Indian/Native Hawaiian Pacific Islander/Two or More+^		Undisclosed		Totals
	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	
Workforce for Positions Hired	48%	38%	4%	3%	17%	17%	31%	40%	1%	2%	0%	0%	
District Applicant Pool	40%	34%	7%	6%	20%	23%	23%	25%	6%	8%	4%	4%	
Applications Received	438	489	70	89	214	337	249	361	66	112	43	59	2527
Total Hires	14	8	0	1	5	6	6	5	0	0	0	0	45
All Hires Percent	56%	40%	0%	5%	20%	30%	24%	25%	0%	0%	0%	0%	

Notes:

- 1) Applicant Pool includes all applications received in response to 45 Open Recruitments filled with start date in Q2 or Q3
 - 2) Hires includes all external and internal new hires from open job postings with start date in Q2 or Q3
 - 3) Percentages rounded to nearest full number
- ^The categories of American Indian, Native Hawaiian or Other Pacific Islander and Two or More have been combined

Applicant Diversity

- Recent efforts to increase diversity in the applicant pool seem to have been unsuccessful
 - Careers in Government Contract

Applicant Demographics FY 18 Q2 and Q3			
	Q2	Q3	Quarter over Quarter Comparison
White	34%	41%	7%
African American/ Black	6%	6%	0%
Hispanic /Latino	23%	20%	-3%
Asian	25%	23%	-2%
Am In/NHPI/ Two or More %	8%	6%	2%
Undisclosed	4%	4%	0%
Total # of Applicants	1447	1080	-367

College Intern Data 2013-2018

- The diversity of District summer college interns has steadily increased over the past 5 years, with the most marked difference this current summer.
- This summer, for the first time, the D&I Program joined HR and screened all applications with identifying information, GPA, school names removed.

Summer College Intern Demographics 2013-2018

Year	Asian	AmInd/An	Black	Hispanic	White	Two+	Und
2013	30.4%	0.0%	0.0%	26.1%	39.1%	0.0%	4.3%
2014	48.0%	0.0%	0.0%	16.0%	24.0%	0.0%	12.0%
2015	23.3%	0.0%	0.0%	26.7%	43.3%	0.0%	6.7%
2016	34.2%	0.0%	2.6%	18.4%	36.8%	5.3%	2.6%
2017	37.5%	4.2%	4.2%	12.5%	25.0%	16.7%	0.0%
2018	35.9%	0.0%	5.1%	28.2%	23.1%	2.6%	5.1%

Diversity Training

- In FY18, for the first time, D&I conducted a training for Emerging Leaders and MLT on bias and privilege.
- Below are the results of the anonymous surveys that came out of the Emerging Leaders Training.

2018 Emerging Leaders D&I Training Session

	Strongly Agree	Agree	Disagree
The instructor(s) was/were prepared and knowledgeable about the topic	78%	22%	0%
The content of this course is useful to my present job and/or career development	56%	39%	6%

Diversity and Inclusion Hours and Workplan Goals

- In FY18, for the first time ever, all staff were allocated 5 hours to charge to D&I to attend trainings, ERG events, and ERG meetings.
- Collectively staff, other than D&I staff, used 2,259 hours.
- In FY19, all staff were again allocated 5 hours to dedicate to D&I.
- As of mid-year evaluations in FY2018, 94% of staff had either achieved or were on target to achieve their Diversity and Inclusion goal.

Work Plan Goal

Demonstrate a commitment to diversity, inclusion, increasing employee morale, and employee engagement through participation in ERG events and initiatives, Employee Recognition events and initiatives, Inclusion events and initiatives, or other relationship building activities. This goal can also be achieved by enhancing managerial soft skills through training, coaching or self-learning.

Employee Resource Groups

Participation and spending in ERGs has increased significantly since the 2011 Audit

	2011 Audit Actual Expenditures per ERG	FY18 Expenditures	2011 Audit ERG Members*	2018 ERG Members*
Asian Pacific Resource Group	\$950	\$1,565	27	136
Association of Black Employees	\$0	\$1,250	25	20
Ability Awareness	\$325	\$1,100	N/A	35
Indo-American Association	\$0	\$900	25	29
LGBT/SA	\$850	\$1,500	34	45
Organization of Latino/a Affairs	\$977	\$1,700.00	64	94
Parents Advisory Network	\$300	\$1,500	N/A	5
Veterans Awareness Group	\$184	\$1,700	37	47
Developing and Recognizing Y Gen Professionals	N/A	\$1,600	N/A	93
Green Team	N/A	\$1,500	N/A	78
Total	\$3,586	\$14,315	212	582

*Many employees participate in multiple ERGs

Employee Resource Group Event Surveys

ERG Event attendance over the past 2 years is, on average, about 100 attendees

Employee Resource Group Events 2014-2018

Statement	% of Attendees Who Agree**
This event was informative. I learned something I wouldn't have known if I had not attended.*	95%
This was a great community building event.*	91%
*Statement varied slightly over the years **"Strongly Agree" and "Agree" combined	

Taste of Inclusion – June 2018

“Seeing how the ERGs encourage camaraderie and cooperation amongst District employees in different groupings than occur during the course of business, and do so in such an open and inclusive way.”

“This event was fun! Before Salam advocated for mingling with new coworkers, I was approached by a coworker from a different building and spoke with him about his background. It was a great way to meet new people.”

“Food and people--was nice to mingle. Also, I know people have diverse background, but physically seeing them and chatting with them at their ERG booth really brought their stories to life.”



Diversity Snapshot Page Views

- Diversity Snapshots, a initiative out of D&I, are very popular with staff.
- While the average post by D&I often receives about 105 unique page views, Diversity Snapshots receive around 360 with many employees commenting on the post.



Lizzie Mercado



Sunny Williams



Steve Twitchell



Anthony Fulcher



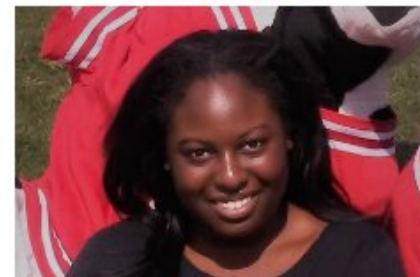
Katie Vigil



Robin Lovell



Scott Condon



Olivia Hubbard



Melissa Ledesma

Master Plan 2015-2019: 87% of Tactics Accomplished

Of the 53 specific tactics, 46 are ongoing or have been completed.



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GUIDELINES FOR READING SPREADSHEETS

Enclosed are spreadsheets depicting Organization and Work Group results for Santa Clara Valley Water District (Overall). Survey statements are presented in the far left column according to the five dimensions of the Great Place to Work® Trust Index©: Credibility, Respect, Fairness, Pride and Camaraderie. These dimensions are followed by one overarching statement, "Taking everything into account, I would say this is a great place to work." The numbers to the left of the statements indicate the order in which the statements appeared on the survey instrument.

RESPONSE PATTERNS

Employees were instructed to respond to each statement using a 1-5 scale. The positive responses to the affirmative survey statements, indicating either a 4 ("often true") or a 5 ("almost always true"), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating the response percentage. For example, responses for the statement, *"Taking everything into account, I would say this is a great place to work,"* were as follows:

Response Option	Organization responses	Work Group responses
0 (Blank)	44	7
1 (Almost always untrue)	23	21
2 (Often untrue)	52	33
3 (Sometimes untrue/ sometimes true)	120	95
4 (Often true)	129	162
5 (Almost always true)	143	193
	Organization	Work Group
Total Responses	467	504
Total 4 and 5 (or True) Responses	272	355
<i>Percentage of "True" Responses</i>	<i>58%</i>	<i>70%</i>

The percentage of "true" responses (shown here in italics) is presented on the spreadsheets for each statement and demographic segmentation.

BENCHMARKS

Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These benchmarks represent the average responses of the nation's top employers as established in the annual selection process conducted by Great Place to Work® Institute each year.

DATA PRESENTATION

Responses sorted by demographic categories are presented in separate columns on the spreadsheet. To protect the confidentiality of respondents, only those categories in which 5 or more people responded are reported as separate columns. If a demographic category is too small to appear by itself, its data will be merged with another demographic or not shown as a separate column and only included in the totals column. Some data cells are shaded blue to direct attention to the most positive survey results as compared to the benchmark. Yellow shading indicates results that are the least positive in comparison to the benchmark. In a few cases, slight and insignificant anomalies appear in the data totals because of rounding or because of confidential demographic data appearing only in the totals column.



Santa Clara Valley Water District (Overall) □
Organization Data

		Overall 2016 ORG (Jun 2016)	Work Status		Worker Type (Custom)		
			Full-time	Part-time	Classified	Unclassified	
		Number of Responses:	511	479	13		
					384	84	
Credibility	19 Management keeps me informed about important issues and changes.	39	38	42	36	50	
	7 Management makes its expectations clear.	33	33	18	31	38	
	8 I can ask management any reasonable question and get a straight answer.	34	34	30	31	45	
	14 Management is approachable, easy to talk with.	36	37	25	36	38	
	45 Management is competent at running the business.	43	43	33	41	54	
	57 Management hires people who fit in well here.	41	41	50	39	53	
	25 Management does a good job of assigning and coordinating people.	30	29	44	27	41	
	21 Management trusts people to do a good job without watching over their shoulders.	43	43	40	41	53	
	26 People here are given a lot of responsibility.	50	50	22	49	53	
	20 Management has a clear view of where the organization is going and how to get there.	33	33	36	33	32	
	32 Management delivers on its promises.	30	30	33	28	36	
	35 Management's actions match its words.	29	29	36	27	36	
	41 I believe management would lay people off only as a last resort.	68	68	70	68	71	
	49 Management is honest and ethical in its business practices.	36	36	27	31	56	
Credibility Average		39	39	36	37	47	
Respect	9 I am offered training or development to further myself professionally.	60	60	33	58	68	
	2 I am given the resources and equipment to do my job.	55	55	40	51	71	
	10 Management shows appreciation for good work and extra effort.	39	39	33	38	43	
	15 Management recognizes honest mistakes as part of doing business.	38	38	40	35	50	
	16 Management genuinely seeks and responds to suggestions and ideas.	29	29	30	26	42	
	22 Management involves people in decisions that affect their jobs or work environment.	28	29	20	24	43	
	3 This is a physically safe place to work.	81	81	67	80	87	
	27 This is a psychologically and emotionally healthy place to work.	47	47	45	45	53	
	36 Our facilities contribute to a good working environment.	59	59	67	59	65	
	53 I am able to take time off from work when I think it's necessary.	83	82	91	81	92	
	43 People are encouraged to balance their work life and their personal life.	54	54	64	52	63	
	50 Management shows a sincere interest in me as a person, not just an employee.	34	34	27	32	43	
	47 We have special and unique benefits here.	69	69	82	66	84	
	Respect Average		52	52	50	50	62
Fairness	11 People here are paid fairly for the work they do.	65	65	73	64	75	
	18 I feel I receive a fair share of the profits made by this organization.	36	35	50	34	45	
	4 Everyone has an opportunity to get special recognition.	42	42	30	40	51	
	52 I am treated as a full member here regardless of my position.	53	54	33	53	55	
	29 Promotions go to those who best deserve them.	28	27	44	25	42	
	23 Managers avoid playing favorites.	28	28	27	26	39	
	42 People avoid politicking and backstabbing as ways to get things done.	29	28	42	27	36	
	28 People here are treated fairly regardless of their age.	58	58	50	57	63	
	33 People here are treated fairly regardless of their race.	64	64	70	64	66	
	37 People here are treated fairly regardless of their sex.	66	66	50	65	71	
	44 People here are treated fairly regardless of their sexual orientation.	83	82	73	81	91	
	46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	38	37	44	35	48	
	Fairness Average		50	49	49	48	57
	Pride	54 I feel I make a difference here.	55	55	58	55	62
12 My work has special meaning; this is not "just a job".		58	58	55	59	62	
17 When I look at what we accomplish, I feel a sense of pride.		57	57	60	55	65	
5 People here are willing to give extra to get the job done.		42	42	50	41	51	
51 I want to work here for a long time.		63	63	55	62	75	
38 I'm proud to tell others I work here.		61	61	55	60	72	
30 People look forward to coming to work here.		44	43	55	41	53	
24 I feel good about the ways we contribute to the community.		74	74	82	73	82	
Pride Average		57	57	59	56	65	
Camaraderie	31 I can be myself around here.	50	50	64	51	50	
	40 People celebrate special events around here.	70	71	60	69	78	
	34 People care about each other here.	51	51	50	51	56	
	1 This is a friendly place to work.	63	64	62	64	64	
	56 This is a fun place to work.	48	49	33	47	55	
	55 When you join the company, you are made to feel welcome.	74	74	58	74	78	
	13 When people change jobs or work units, they are made to feel right at home.	46	46	33	46	54	
	39 There is a "family" or "team" feeling here.	38	37	36	37	45	
	48 We're all in this together.	43	43	50	40	56	
	6 You can count on people to cooperate.	38	38	27	39	37	
Camaraderie Average		52	52	48	52	57	
Great Place to Work®							
58 Taking everything into account, I would say this is a great place to work.	58	59	45	57	71		
Average of all Great Place to Work® Model® Statements	49	49	47	48	57		
Client-Specific Statements							
59 I feel the District has effective processes in place to ensure the delivery of quality products and services.	49	49	45	46	58		
60 People are not ridiculed due to their background, personal traits, or characteristics.	75	75	82	75	79		
61 Consequences for poor performers in our organization are reasonable and timely.	23	24	27	21	32		
62 My manager/supervisor provides me with timely feedback on my work.	45	46	27	43	59		
63 I feel like I can raise issues without fear of retaliation.	38	38	50	36	47		
64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	68	68	82	67	74		

Blue shading highlights results that are less than 29 points below the corresponding benchmark. Yellow shading indicates responses more than 56 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2016 Great Place to Work® Institute, Inc. All rights reserved.



Santa Clara Valley Water District (Overall) □
Work Group Data

		Overall 2016 WG (Jun 2016)	Work Status		Worker Type (Custom)	
			Full-time	Part-time	Classified	Unclassified
		Number of Responses:	511	479	13	
Credibility	19 Management keeps me informed about important issues and changes.	60	60	54	59	67
	7 Management makes its expectations clear.	62	62	50	61	70
	8 I can ask management any reasonable question and get a straight answer.	62	62	62	61	71
	14 Management is approachable, easy to talk with.	69	69	69	69	74
	45 Management is competent at running the business.	65	65	58	63	76
	57 Management hires people who fit in well here.	61	61	70	60	69
	25 Management does a good job of assigning and coordinating people.	58	59	58	56	72
	21 Management trusts people to do a good job without watching over their shoulders.	71	71	77	70	80
	26 People here are given a lot of responsibility.	73	74	50	72	82
	20 Management has a clear view of where the organization is going and how to get there.	55	55	58	53	63
	32 Management delivers on its promises.	59	60	67	59	63
	35 Management's actions match its words.	60	61	54	61	63
41 I believe management would lay people off only as a last resort.	77	77	75	79	74	
49 Management is honest and ethical in its business practices.	68	68	69	67	75	
Credibility Average		64	65	62	63	71
Respect	9 I am offered training or development to further myself professionally.	74	75	62	73	84
	2 I am given the resources and equipment to do my job.	71	72	58	70	80
	10 Management shows appreciation for good work and extra effort.	64	65	62	63	76
	15 Management recognizes honest mistakes as part of doing business.	68	69	75	68	77
	16 Management genuinely seeks and responds to suggestions and ideas.	61	61	67	58	74
	22 Management involves people in decisions that affect their jobs or work environment.	56	56	67	53	68
	3 This is a physically safe place to work.	83	84	77	83	87
	27 This is a psychologically and emotionally healthy place to work.	62	62	62	61	68
	36 Our facilities contribute to a good working environment.	66	67	62	67	72
	53 I am able to take time off from work when I think it's necessary.	87	87	85	86	92
	43 People are encouraged to balance their work life and their personal life.	72	72	67	71	79
	50 Management shows a sincere interest in me as a person, not just an employee.	65	65	62	64	73
47 We have special and unique benefits here.	73	72	92	70	84	
Respect Average		69	70	69	68	78
Fairness	11 People here are paid fairly for the work they do.	70	71	92	69	84
	18 I feel I receive a fair share of the profits made by this organization.	45	44	60	43	55
	4 Everyone has an opportunity to get special recognition.	57	58	33	56	66
	52 I am treated as a full member here regardless of my position.	72	73	62	73	72
	29 Promotions go to those who best deserve them.	53	53	67	51	68
	23 Managers avoid playing favorites.	57	58	58	56	67
	42 People avoid politicking and backstabbing as ways to get things done.	58	58	54	58	61
	28 People here are treated fairly regardless of their age.	71	71	75	70	80
	33 People here are treated fairly regardless of their race.	79	80	73	80	83
	37 People here are treated fairly regardless of their sex.	77	78	69	78	80
	44 People here are treated fairly regardless of their sexual orientation.	85	86	73	85	91
	46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	57	58	56	63
Fairness Average		66	66	65	65	73
Pride	54 I feel I make a difference here.	78	78	100	78	78
	12 My work has special meaning; this is not "just a job".	76	76	69	76	84
	17 When I look at what we accomplish, I feel a sense of pride.	80	81	69	80	85
	5 People here are willing to give extra to get the job done.	70	70	69	69	80
	51 I want to work here for a long time.	71	71	69	70	77
	38 I'm proud to tell others I work here.	71	72	62	70	78
	30 People look forward to coming to work here.	61	62	46	59	72
24 I feel good about the ways we contribute to the community.	85	85	85	84	90	
Pride Average		74	74	71	73	81
Camaraderie	31 I can be myself around here.	67	67	69	67	75
	40 People celebrate special events around here.	68	70	54	66	80
	34 People care about each other here.	72	73	77	71	81
	1 This is a friendly place to work.	78	78	85	77	83
	56 This is a fun place to work.	58	58	54	56	66
	55 When you join the company, you are made to feel welcome.	82	82	69	83	82
	13 When people change jobs or work units, they are made to feel right at home.	68	69	78	69	77
	39 There is a "family" or "team" feeling here.	64	65	69	63	75
	48 We're all in this together.	69	69	69	68	78
	6 You can count on people to cooperate.	66	66	69	66	73
Camaraderie Average		69	70	69	69	77
Great Place to Work®						
58 Taking everything into account, I would say this is a great place to work.	70	71	62	68	83	
Average of all Great Place to Work® Model® Statements	68	68	67	67	76	
Client-Specific Statements						
59 I feel the District has effective processes in place to ensure the delivery of quality products and services.	64	65	55	63	71	
60 People are not ridiculed due to their background, personal traits, or characteristics.	82	82	91	82	85	
61 Consequences for poor performers in our organization are reasonable and timely.	41	42	42	39	52	
62 My manager/supervisor provides me with timely feedback on my work.	67	68	54	65	79	
63 I feel like I can raise issues without fear of retaliation.	59	60	69	59	66	
64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	77	77	67	76	81	

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Santa Clara Valley Water District: 2016 Trust Index© Results Summary

The Great Place to Work® Trust Index© Survey assesses employees’ experiences of their relationships with management (credibility, respect, and fairness), with the work that they do (pride), and with their co-workers (camaraderie). These relationships are measured through a series of statements that relate to the five dimensions that make up a great place to work and are shown in parentheses above and in the table below.

This year’s survey with the Santa Clara Valley Water District was conducted from June 6th to 17th. Of the 721 survey invitations that were sent, 511 people (71%) responded. Each statement was rated twice; once with the overall organization in mind and once with the respondent’s work group in mind.

About 58% of employees responded favorably to the statement, “Taking everything into account, I would say this is great place to work,” for the organizational perspective. 70% responded favorably for the work group perspective. It is typical for work group scores to be higher.

The averages of each of the five dimensions for the Organization and the Work Group scores are in the table below. A comparison to the average benchmark scores of best companies headquartered in the San Francisco Bay area is also included.

Dimension	Organization Score¹	Work Group Score	50 Best SF Bay Area Companies
Credibility	39	64	90
Respect	52	69	91
Fairness	50	66	91
Pride	57	74	94
Camaraderie	52	69	95

Of the 64 total questions administered in the Trust Index Survey, a subset of these statements was chosen to represent Santa Clara Water District’s strengths and two high-leverage areas of opportunity (see below).

The following percentages represent the scores for the organizational/work group perspectives. Work group scores averaged about 6 points higher among the strengths and 28 points higher among the opportunities.

¹ The score means the percentage of people taking the survey who rated the statement “often true” or “almost always true.”

Strength: Fair treatment, flexibility, welcoming, proud

- 83%/85% consistently experience that people here are treated fairly regardless of their sexual orientation.
- 83%/87% consistently experience that they are able to take time off from work when they think it is necessary.
- 81%/83% consistently experience that this is a physically safe place to work.
- 75%/82% consistently experience that people are not ridiculed due to their background, personal traits, or characteristics.
- 74%/82% consistently experience that when you join the organization, you are made to feel welcome.
- 74%/85% consistently experience feeling good about the ways we contribute to the community.

Opportunity: Fairness and accountability

- 23%/41% consistently experience that consequences for poor performers in our organization are reasonable and timely.
- 28%/53% consistently experience that promotions go to those who best deserve them.
- 28%/57% consistently experience that managers avoid playing favorites.
- 29%/58% consistently experience that people avoid politicking and backstabbing as ways to get things done.

Opportunity: Genuine communication and collaboration with management

- 28%/56% consistently experience that management involves people in decisions that affect their jobs or work environment.
- 29%/60% consistently experience that management's actions match its words.
- 36%/69% consistently experience that management is approachable, easy to talk with.
- 38%/59% consistently experience that they feel like they can raise issues without fear of retaliation.

Comments:**What makes this a great place to work?**

Of the 511 responses to the survey, 328 people provided written responses to this question. The most positive comments referenced the following themes:

- Friendly place to work with strong bonds to individual teams and coworkers
- Unique benefits

- Pride in the work and contributions to the community
- Flexibility and work/life balance

What would make it a better place to work?

Of the 511 responses to the survey, 340 people provided written comments to this question. The most common suggestions for improvement referenced the following themes:

- Management and leader transparency
- Opportunities to be involved in change
- Fair treatment regardless of position or demographics
- Genuine and trusting relationships with management and leaders
- Managing poor performance

Statement scores were compared to three benchmarks: 50 Best – Companies Headquartered in the San Francisco Bay Area, 100 Best – Unionized Employees, 100 Best – More than 40% Minority Employees. The average distance from each of the respective benchmarks was 43%, 36%, and 37%. Santa Clara Water District came closest to the benchmarks in the areas of taking time off work, being treated fairly regardless of sexual orientation, and being a safe place to work. The average distance from the benchmark for these statements was 14%.

Consistently high scores across the organization and workgroup perspectives in the areas of fair treatment and commitment to providing a safe workplace are excellent strengths that should be celebrated.

Recommendations

Great Place to Work offers the following recommendations:

- (1) Community – Continue to strengthen the sense of community with ongoing celebrations and social events, both organization-wide and in smaller work units.
- (2) Management – Strengthen managers at all levels (anyone with the responsibility of managing other people) by developing (a) a set of leadership commitments that define the core responsibilities that every leader must meet; manager competencies should be updated or developed to align with the leadership commitments (b) core manager training that includes a custom group in-person session supported by standard online training resources from outside vendors. The topics could cover people leadership, core business skills (e.g., budgeting), transparency, accountability and performance management, inclusive work environments, ethics, two-way communication, and other topics to be chosen through a needs assessment (including this survey). For the in-person core manager training, we suggest using outside resources to design and deliver the program, and leveraging well-regarded internal leaders as supporting faculty (c) evaluate managers against the leadership commitments and other expectations, such as manager competencies.
- (3) Career progression – Refresh the mechanisms for career advancement. This could include a more intentional “stretch assignment” and rotation program. Complete the classification work

and ensure it allows every deserving person a chance for career progression, including in non-management (technical) pathways.

- (4) Communication – Conduct a review of internal communication to determine the most persistent gaps in desired vs. actual management and organizational communication. The audit should focus on subject matter, levels, channels and other factors to clarify the most effective methods of existing communication and to find out where more meaningful and accountable two-way communication is needed (accountable refers to managers truly acting on concerns). Develop approaches to address important gaps, including new mechanisms for communication and training for managers.
- (5) Ethics, behavior, and integrity – Strengthen the core ethics and integrity functions within the district so that ethical violations and other concerns, including those about bullying and abusive behavior, can be heard and acted upon with confidence in remediation and without fear of retribution.
- (6) Values – Empower a diverse team to work on the district’s stated values: updating or giving more detail to the meaning of the current values, if needed, and otherwise finding mechanisms to bring the values to life *at consistently high levels*.
- (7) Trust and transparency – Empower a diverse team to develop recommendations to improve trust and transparency, with executive management’s commitment to act on the recommendations or, if choosing not to act, to provide a clear explanation why. Give the team facilitation and project management support.

Next Steps

We hope you will discuss the findings in an upcoming unit meeting; you will see a PowerPoint with more information about that. Hopefully after your unit meeting, but definitely by September 15, we would like your feedback on the recommendations via an anonymous [online survey](#) administered by Great Place to Work.

Home

Diversity Snapshot: Lizzie Mercado

Submitted by Janice_Lum on Thu, 01/25/2018 - 8:07am

From: Diversity & Inclusion Program

The Diversity and Inclusion Program is featuring a bi-monthly feature as a new way to learn about the diversity of our colleagues. Through the snapshot narrative, we can discover the less obvious things we share.

[Find all the Diversity Snapshots here >](#)

If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Lizzie Mercado. Lizzie works as an Associate Engineer in the District-wide Asset Management Unit of the Raw Water Operations and Maintenance Division.

Some things you can see about me:

I appear as a white female and a millennial (Generation Y) that you see volunteering, playing soccer and walking around the pond.

What you may guess about me:

You may guess that my ethnicity is mixed, or that I'm "half-white," or some form of Latin decent based on my last name. To make things easier, you may presume that I'm related to Tony Mercado, which I'm not...at least not that I'm aware of :-).

What you can't tell by looking at me:

I was born and raised in Hayward, California with both my parents, one brother, and two sisters. If you saw my sisters, bet you'd never guess that one of them is actually my fraternal twin sister. I'm one hour and 18 minutes older...so my mother was even happier on our birthday. My mother was born in the U.S. soon after her parents immigrated from Nochistlan, Zacatecas. My father is originally from Jalostotitlan, Jalisco and grew up in Mexico City. He emigrated to the U.S. when he was 17 years old. Growing up, I spent every summer with my family in Mexico City until high school. This gave me the opportunity to learn Spanish and I grew to appreciate my Mexican roots through the family traditions, recipes of delicious cuisines, and various genres of music.

To this day, my mother is one of the strongest people I know. About 10 years ago, she was diagnosed with Huntington's Disease (HD) and it is currently in the middle stage, but she doesn't let that get in the way of her daily 30 minutes on the elliptical, spending time with her family, and going on a 3-week vacation to Spain, Italy, and Germany with my father last year. Eventually, she won't be able to do all the things she loves, so she is living each day to the fullest. HD is a genetic disorder that causes the progressive breakdown of nerves cells in the brain (related to Alzheimer's and Parkinson's Disease). It is known as the quintessential family disease because every child of a parent with HD has a 50/50 chance of carrying the faulty gene. Recently, I found out that I do not possess the gene however, it is still a disease my family and I will continue to be involved with for the rest of our lives. Ever since my mother starting showing signs of HD, my family and I have been trying our best to keep her happy and healthy. Each of us contribute to her in-home care and I try to visit her at least once a week to engage in family games, walks, and dinners in hopes of keeping the disease from progressing as quickly.

Recently, I've decided to learn all the Mexican recipes my mother used to cook to continue our family traditions. So far, I've attempted preparing the following dishes, Bacalao a la Mexicana, Chilaquiles, Chiles en Nogadas, Cochinita, Pozole, Caldo de Albondigas, Enchiladas Suizas, Tostadas de Salpicon, Salsa, Flan, Ponche, Capirotada, Arroz con Leche, and her favorite...Rum Cake! Rum cake isn't a traditional Mexican dessert, but it's still a recipe she has not yet forgotten all the ingredients! :-)



Comments

You are truly Amazing!

Permalink Submitted by Marisela Benitez on Thu, 01/25/2018 - 8:21am

You are such a kind heart individual which is clear the way you treat others. I look forward to many years of friendship!

[reply](#)

Lizzie

Permalink Submitted by Glenna B. on Thu, 01/25/2018 - 8:25am

Great story--when you're in the mood to bring some of your dishes to share with us--let me know!

Enjoy everyday with your Mom-it's so important...

Glenna B.

[reply](#)

Thanks Lizzie for sharing

Permalink Submitted by Rita Khosla on Thu, 01/25/2018 - 8:38am

Thanks Lizzie for sharing your story! I enjoyed the colorful photos, especially the one of you with your mom and nephew.

[reply](#)

Nice pictures!

Permalink Submitted by Mian on Thu, 01/25/2018 - 8:43am

I love all the pictures especially the one on the lower left corner! Thanks for sharing.

[reply](#)

Thanks for Sharing!

Permalink Submitted by Anna Noriega on Thu, 01/25/2018 - 10:54am

Lizzie, thanks for sharing your inspiring story!

[reply](#)

Thanks for sharing your story

Permalink Submitted by Janet Hedley on Thu, 01/25/2018 - 12:00pm

Lizzie, thanks so much for sharing your story and for reminding us all how important our family and our roots are.

[reply](#)

Thanks for sharing Lizzie!

Permalink Submitted by Keneth Jackson on Thu, 01/25/2018 - 2:47pm

Thanks for sharing Lizzie!!!

[reply](#)

Thumbs up

Permalink Submitted by Marta on Thu, 01/25/2018 - 3:21pm

Thanks for sharing your story!

[reply](#)

Thank You!

Permalink Submitted by Eric Olson on Thu, 01/25/2018 - 4:03pm

Thanks for the beautiful story.

[reply](#)

Thanks Lizzie

Permalink Submitted by Valerie on Thu, 01/25/2018 - 4:05pm

Thank you for sharing your story Lizzie. You have always been so active. It is great that you are finally be spotlighted.

[reply](#)

Thanks

Permalink Submitted by Kristy on Thu, 01/25/2018 - 4:26pm

Thanks Lizzie for sharing your inspiring story and pictures.

[reply](#)

Thanks for sharing Lizzie.

Permalink Submitted by Merna Leal on Thu, 01/25/2018 - 4:54pm

Thanks for sharing Lizzie. You're an inspiring, young woman who undoubtedly will go far in life. Felicidades amiga!

[reply](#)

You are AWESOME!

Permalink Submitted by Jim Crowley on Thu, 01/25/2018 - 5:13pm

Thanks for sharing. There was so much I did not know about you. I especially like the picture of you with your Mom. All that food made me so hungry! My Mom shared a lot of her recipes with me. Thanks for reminding me to look them up.

[reply](#)

Thank you for sharing your

Permalink Submitted by Deb Williams on Fri, 01/26/2018 - 8:00am

Thank you for sharing your amazing, inspiring story of your life and your family. Much love to you, your mom and family. Enjoy every moment and minute with your family and friends.

[reply](#)

Wait. We're not related?

Permalink Submitted by Tony Mercado on Fri, 01/26/2018 - 9:45am

Bummer. But proud to share the last name with you! Thanks for sharing your story so that now we can start comparing our mom's recipes!

[reply](#)

Wonderful writeup

Permalink Submitted by Shilpa Jain on Fri, 01/26/2018 - 1:12pm

Really well written & nice to know little more about you.

[reply](#)

Wonderful, heartfelt story,

Permalink Submitted by suzanne on Mon, 01/29/2018 - 7:54am

Wonderful, heartfelt story, Lizzie...Thanks for sharing about yourself!

[reply](#)

One Order

Permalink Submitted by DD on Mon, 01/29/2018 - 8:01am

Hi Lizzie! Thanks for sharing your story. I'll take one order of each item you listed.=)

[reply](#)

Good to know you more Lizzie

Permalink Submitted by Bassam Kassab on Mon, 01/29/2018 - 8:49am

Inspiring story! You were lucky growing up with caring parents and now you are the one giving back by caring for your mom... and also for the community at large as shown by your acts of volunteering and generosity. The District is lucky to have you.

[reply](#)

Thank you everyone

Permalink Submitted by Lizzie on Mon, 01/29/2018 - 11:18am

Thank you everyone! I truly appreciate all your kind words. I'm also just as lucky to work such a supportive organization with great coworkers!

[reply](#)

Lizzie for President!

Permalink Submitted by Brett Baker on Mon, 01/29/2018 - 12:32pm

Very impressive story! I can see why your previous employer was so sad to see you leave! We seriously could use you in politics! If you ever need a taste tester...I'm your man!

Saludos!
Pan Panadero

[reply](#)

Hahahaha!

Permalink Submitted by Lizzie on Mon, 01/29/2018 - 1:13pm

Gracias Brett!

[reply](#)

Thanks

Permalink Submitted by Ricardo Barajas on Mon, 01/29/2018 - 1:51pm

Thanks for sharing Lizzie, you're a great friend and a good person all around.

[reply](#)

Thank you!

Permalink Submitted by Jessica Bolanos on Mon, 01/29/2018 - 4:28pm

Awe, thanks for sharing your

Permalink Submitted by Victoria on Tue, 01/30/2018 - 7:57am

Awe, thanks for sharing your story Lizzie. You are a great person! :)

[reply](#)

Thank you!

Permalink Submitted by meenakshi ganjoo on Tue, 01/30/2018 - 1:14pm

Thank you for sharing such an inspiring story!

[reply](#)

Thank you!

Permalink Submitted by Brian Mendenhall on Tue, 01/30/2018 - 4:54pm

Thank you for sharing Lizzie.

[reply](#)

thank you

Permalink Submitted by Melissa Moore on Thu, 02/01/2018 - 11:23am

You are such a lovely person both inside and out and now I know why!

[reply](#)

Inspiring story

Permalink Submitted by Maged Salib on Fri, 02/02/2018 - 6:07pm

Thank You Lizzie for sharing your inspiring and beautiful story. YOU ARE AMAZING!

[reply](#)

Thanks for sharing your story

Permalink Submitted by Natalie Dominguez on Tue, 02/06/2018 - 9:40am

Thanks for sharing your story! We have two things in common - growing up in Hayward and learning/preserving family recipes.

[reply](#)

Nice shory!

Permalink Submitted by Marta on Thu, 02/08/2018 - 4:43pm

Thanks for sharing your story & lovely photos!!!

[reply](#)

[Home](#)

Diversity Snapshot: Sunny Williams

Submitted by Janice_Lum on Thu, 03/01/2018 - 11:54am

From: Diversity & Inclusion Program

The Diversity and Inclusion Program is featuring a bi-monthly feature as a new way to learn about the diversity of our colleagues. Through the snapshot narrative, we can discover the less obvious things we share.

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If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Sunny Williams. Sunny works as Senior Environmental Planner in the Stream Maintenance Program Unit of Watersheds.

Some things you can see about me:

I'm white/Caucasian, female.

What you may guess about me:

Some may guess that I'm gay. If you did, you are correct. My wife, Heather, and I have been together for 12 years but were only legally married 4 years ago (2014). Remember Proposition 8? You may guess that I'm athletic. Or if you work near me you might experience how much energy I have.

What you can't tell by looking at me:

I look for opportunities every day to do something positive for the environment. It ranges from picking up a piece of trash on the road, encouraging people to recycle, to moving the desiccating but still moving worm from the sidewalk to the adjacent soil. (I did this this morning outside of the Maintenance Building.)

I wasn't born in the USA.

I'm an international style Standard and Latin ballroom dancer with several local and international championship titles to my name. I became more interested in ballroom dance when certain health issues prevented me from continuing my previous sports interests. My current ballroom dance partners are both women (who are both married to men). My wife, Heather, and I used to compete together. Most dance competitions in the United States do not permit same-gender couples to compete. It's not allowed. So we have our own competition circuit. The largest competitions are in Europe. This provides a great reason and purpose for a European summer trip. The host country changes, so it's an opportunity to see different countries.

It's been an interesting experience to see how other dancers accept or not accept my partnerships. The ballroom community and the 'story' of dance has and continues to be very heterosexual. The patterns, the movements, the interaction between the two dancers all become a reflection of 'a man and a woman.' For many years I was taught that the only way I could be a leader was to act, move and try to portray myself as a man. As a fairly petite female and as a woman who was not trying to be a man, this was immensely frustrating. More importantly, this wasn't MY message or story about ballroom dance.

I think it's important for everyone to be able to be their respectful, authentic selves. Our differences can make us stronger, but only if we are respectful, willing to listen and willing to learn from others' differences.





Comments

You are an inspiration

Permalink Submitted by Melissa Moore on Thu, 03/01/2018 - 12:09pm

Lovely story-you are truly an inspiration for anyone who struggles with who they are. The worm likes you too!

[reply](#)

Inspiring story

Permalink Submitted by Bassam Kassab on Thu, 03/01/2018 - 12:10pm

Thank you Sunny for sharing your story (and your whole self) with us, your colleagues.

[reply](#)

Best yet!

Permalink Submitted by Eric Karo on Thu, 03/01/2018 - 3:05pm

Hey Sunny!

This is my favorite profile yet...it made me want to go International-Circuit-Ballroom-Dancing; it sounds so cool. Except of course I'll be sitting in the audience, not dancing.....I didn't even know that was a thing?!

Those costumes are rad!

Thanks for sharing. It made me want to buy some new dancing shoes - & save a worm! I thought me & my wife were the only people who did that?

%^)

Eric

[reply](#)

Worm saver!

Permalink Submitted by Heidi on Thu, 03/01/2018 - 3:18pm

I loved seeing the photos of your dancing! I've heard you talk about it and now its been brought to life for me. Thanks for also being a steward and saving worms and putting trash in its place. You are a great person to work with.

[reply](#)

Brava!!

Permalink Submitted by Debra on Thu, 03/01/2018 - 4:30pm

Great diversity snap-shot, Sunny!! Curious, tho: Where were you born AND why do you and your wife no longer compete together?

[reply](#)

You go girl! Your energy is

Permalink Submitted by John Chapman on Thu, 03/01/2018 - 4:32pm

You go girl! Your energy is infectious...

[reply](#)

Wonderful story!

Permalink Submitted by Lizzie on Thu, 03/01/2018 - 4:45pm

Very well written and all the photos are beautiful! Thank you for sharing and reminding us to stay true to ourselves. I'm very thankful to work with someone as awesome as you are! :)

[reply](#)

Amazing!

Permalink Submitted by Ricardo Barajas on Thu, 03/01/2018 - 5:12pm

Thanks for sharing, Sunny! You are truly inspirational. :0)

[reply](#)

thank you for sharing

Permalink Submitted by Marta Lugo on Thu, 03/01/2018 - 7:44pm

Thanks for your sharing your beautiful story and a little more about who you are as a person. Love the photos!

[reply](#)

Inspirational indeed !!

Permalink Submitted by Lisa Martinez on Fri, 03/02/2018 - 6:28am

It was nice to see this side of you. It is indeed very frustrating at times, but being true to yourself is always better. I'm glad you continue to fight the battle and continue with your passion for Dancing and maintaining a positive image for both the Gay/ straight community. Best wishes on your journey !!

[reply](#)

Thanks for sharing your

Permalink Submitted by Anil Comelo on Fri, 03/02/2018 - 10:54am

Thanks for sharing your passions and perspectives. Thanks also for sharing those great pics. A week without dance is a week wasted. :)

[reply](#)

I love it!

Permalink Submitted by Silke on Fri, 03/02/2018 - 11:32am

Great inspirational story! Thank you for sharing!

[reply](#)

Enjoyed learning about you!

Permalink Submitted by Karna DuQuite on Fri, 03/02/2018 - 1:39pm

Thank you, Sunny, for sharing your story with us - an inspiration!

[reply](#)

You go girl! I was lucky

Permalink Submitted by Mary McAllister on Fri, 03/02/2018 - 4:44pm

You go girl! I was lucky enough to share a dance with Heather when the two of you performed at a district event a few years ago. Heather even let me pick if I wanted to lead or follow. I followed since it was my first go around at ballroom dancing. I can see why you're hooked.

[reply](#)

Thank you Sunny for sharing

Permalink Submitted by Ripen on Fri, 03/02/2018 - 4:52pm

Thank you Sunny for sharing your amazing story with us. You truly are an inspiration.
regards, Ripen

[reply](#)

Thank You!

Permalink Submitted by Sunny on Mon, 03/05/2018 - 7:54am

wow! I am very touched by all the personal comments and am grateful for all of this support. It really is each of us as individuals that make a difference to those around us and the world we live in. May we all keep creating such wonderful, positive energy!

[reply](#)

Thank you All!

Permalink Submitted by Sunny on Tue, 03/06/2018 - 8:01am

Thank you all for the wonderful comments. It is truly touching to read your support. It is encouraging to know that there is support for being our authentic selves and sharing that with one another. While there may always be division and animosity, the more that we support one another, the stronger our positive energy will be.

Cheers.

[reply](#)

Wow!

Permalink Submitted by Kevin F. on Tue, 03/06/2018 - 9:49am

Beautiful story, Sunny! Truly honored to work with you!

[reply](#)

Love your authenticity Sunny!

Permalink Submitted by Cathy Morrey on Tue, 03/06/2018 - 2:22pm

Sunny,

Thanks for being so open and honest about your life and for sharing your passion for dancing. Great story and pictures!

[reply](#)

Creative Co-workers

Permalink Submitted by katie vigil on Wed, 03/07/2018 - 7:20am

beautiful story. I love hearing stories about my co-workers creative sides. The art of dancing always inspires me. :) thanks for sharing.

[reply](#)

Great Story

Permalink Submitted by Jason Guy on Wed, 03/07/2018 - 12:50pm

Thanks for sharing. Very cool. I appreciate your creativity in life and dance. Always interesting to hearing what others do outside of work. I also like that you pick up trash. I found that if we all just pick up one piece of trash a day the world we live in would be a much cleaner place. Glad you are on my team! Leave it better than you found it. Thumbs up!

[reply](#)

So talented and creative!

Permalink Submitted by Barbara Murray on Wed, 03/07/2018 - 4:44pm

Thanks for sharing the ballroom dancing pictures. I always thought you moved like a dancer even before I got to know you. Thanks for your dedicated environmental work and that 'sunny' smile. :)

[reply](#)

[Home](#)

Diversity Snapshot: Steve Twitchell

Submitted by Janice_Lum on Wed, 03/21/2018 - 9:20am

From: Diversity & Inclusion Program

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In this Snapshot, we are featuring Steve "Twitch" Twitchell. Steve works as the Water Plant Supervisor at the Riconada Water Treatment Plant in the Treatment Operations & Maintenance Division of Water Utility. He is the current Chair of the Veterans Awareness Group Employee Resource Group (ERG).

Some things you can see about me:

I am a 300-pound White dude and a proud Ginger!

What you may guess about me:

Well I am an Irish/Scottish blend who loves the outdoors, but because of this genetic makeup, the sun is my enemy, so thanks Mom and Dad! I have an affinity for funny T-Shirts and making people laugh. I am the last year in the Baby Boomer generation but better relate to the Gen X crowd. I am a HUGE science fiction fan and have been collecting memorabilia from 1950's and to date, and a self-proclaimed geek. Let me take that back everyone calls me a geek. I am also a big car guy that has customized many vehicles from a 1940 Ford, 1967 and 1968 Cougars, and currently have a 2000 Ford Lightning SVT pushing over 530HP to the rear tires that turns heads (especially the PD). Other hobbies include but are not limited to are: gaming (PC and console), comics or graphic novels, gun collecting and shooting (target and clays), SCIFI prop collecting including screen used props and many more.

What you can't tell by looking at me:

I am married to my wife Kay Lynn whom I met in the Air Force. We were roommates at first, along with two other GIs, with no intention of dating let alone marriage. After wearing her down with excessive badgering of "let's go out" we started dating. I asked her to marry me on the Golden Gate Bridge not knowing that she had an incredible fear of heights. She did say "yes" with the caveat of "now get me off this DAMN bridge" and have been married going on 26 years. We have no children but have three very cute French Bull dogs: Sweetpea the Spider Pig, Lily Frankenbooty, and Holly Wigglebottom.

During my 53 years on this planet I have had many lives. One thing people really don't know about me is that I use to be a chef at a 5-star Country Club with one of the best Sunday Brunches in the Sacramento area. I started at the age of 16 as a dishwasher and hated it. HATED IT! I would watch the cooks and chefs and what they did and worked hard to land an apprentice job as a prep cook. I worked hard and one day the chef that would make the ice carving for the Sunday brunch quit. Drama! Since the center pieces for the Sunday brunch would be missing, the Executive Chef was freaking out so I volunteered to do the ice carvings for the brunch. Working with a chain saw and ice carving tools (wood working chisels) I made three pieces for the brunch. At that time, I was promoted to Chef and was the youngest Ice Carver in the State even making an appearance on the local channel 10 news at noon. I did that until another life event (another story for another time) made me decide to join the Air Force.

I joined the Air Force as an Environmental Engineer on February 10, 1989 and separated June 20, 1995. Basic training at Lackland AFB in San Antonio TX where I certified marksman on the 9mm, M16, M203 and 50 cal. During technical school at Sheppard AFB Wichita Falls TX, I specializing in Water, Wastewater, and Industrial treatment. My first duty station was March AFB, Moreno Valley Ca for the 22nd Civil Engineering squadron and was place on a Rapid deployment team called "Prime Beef" and was imminently sent to Korea for his first Temporary Duty Assignment (TDY). During my 6 years 5 months and 28 days of service I was stationed throughout the world including Japan, Korea, Portugal, Germany, the UK, Guatemala, Honduras, and Belize. While in Belize, my team built schoolhouses and trained the local inhabitants the important of clean water. I proudly served during Desert Shield, Desert Storm, and Desert Calm. During Desert Shield, my team built a 5000-man tent city in the country of Oman. We were ordered to have the city completed in 30 days but actually completed it in just 25. The city consisted of housing, mess hall, recreation center and a hospital while supplying clean water to the population of the city. During Desert Storm I was re-assigned to the 722nd Security Police Squadron where I was placed on an Echo reconnaissance team. This team toured Oman, Saudi Arabia, UAE, and Kuwait. After the completion of the War during Desert Calm, I was released back to my squadron to break down the tent city and clean up. First in and last out. Back to the States, I was placed in an ECAMP (Environmental Compliance Assessment Management Program) team identifying superfund cleanup sites within Military bases in the Unites States.

These are the ways I sometimes feel bias:

I grew up within a conservative environment whose parents had very profound views on how the world should work and how people have their place based on where they came from and the color of their skin. As a child, when I would listen to them, I always felt uneasy and knew that it didn't feel right. Quite often I would be reprimanded for speaking my mind in contradiction of their views. Even though I loved them very much, I couldn't accept their mindset so I disengaged, separating from that environment. Even today, Thanksgiving dinner is a racial, political, and sexual identification battlefield. I just remember being bullied as a child for the color of my hair (carrot top) and not liking it at all. This was until I grew bigger than the kids that were bullying me and other kids. So as the subject title states, "These are the ways I sometimes feel bias." I am biased towards bullies, bigots, racists, and haters. I take things on how they are, accept people for who they are and how they behave, not for the color of their skin or who they love. I have the opportunity to work for a great District that empowers its team to be themselves no matter their nationality of origin, their religious beliefs, their sexual orientation, or even their geekiness. For this I am truly thankful.



Comments

This biographical snapshot is

Permalink Submitted by Gina Adriano on Wed, 03/21/2018 - 10:38am

This biographical snapshot is amazing! Thank you for such an intimate look into your past lives. You sir, and your shirts, are a gift to the district :)

[reply](#)

Love it! Thank you for

Permalink Submitted by Ana on Wed, 03/21/2018 - 11:35am

Love it! Thank you for sharing.

[reply](#)

Diversity Snapshot

Permalink Submitted by Timothy Ayres on Wed, 03/21/2018 - 1:11pm

Great "Snapshot" Steve. You are definitely a man of many talents.

[reply](#)

Great snapshot!

Permalink Submitted by Bassam Kassab on Wed, 03/21/2018 - 1:37pm

Thanks Steve for openly sharing your story and your belief system. One would think that, in 2018, the supermajority of people out there would be biased against bullies, bigots, racists, and haters but, unfortunately, it's not the case everywhere and not everyone is socially conscious like you are. Thank you for being on the right side of history (or herstory).

Great pause and photo of the cute French bulldogs, by the way.

[reply](#)

Steve, you are a great writer

Permalink Submitted by Bradie Sue on Wed, 03/21/2018 - 3:00pm

Steve, you are a great writer, kept my interest. I enjoyed reading about your life events. Thanks for sharing. I'm next.

[reply](#)

Enjoyed learning more about

Permalink Submitted by Sandra Benavidez on Wed, 03/21/2018 - 3:11pm

Enjoyed learning more about you Steve. :-)

[reply](#)

Great Story!

Permalink Submitted by Karna DuQuite on Wed, 03/21/2018 - 3:13pm

Thank you, Steve, for your service and humor! It's been a pleasure serving with you on the Veteran's ERG.

[reply](#)

Thanks Steve for sharing your

Permalink Submitted by Marta Lugo on Wed, 03/21/2018 - 3:54pm

Thanks Steve for sharing your wonderful life story. I enjoyed reading and learning more about you, and appreciate your mindset. We need to hear more voices like yours in these conversations, so thank you for sharing and taking a stand.

[reply](#)

You're amazing!

Permalink Submitted by Lizzie on Thu, 03/22/2018 - 8:17am

Wow! I'm still in shock that you carved those ice sculptures being self taught! You're truly talented in all aspects of your life! Thanks for sharing pieces of it and standing up for your beliefs! :)

[reply](#)

Loved reading your snapshot!

Permalink Submitted by Ingrid Bella on Thu, 03/22/2018 - 8:22am

I love how I got to learn even more about you! Very interesting life Steve. Thanks!

[reply](#)

Thanks for Sharing!

Permalink Submitted by Jana Marquardt on Thu, 03/22/2018 - 8:41am

Thanks for Sharing!

[reply](#)

What an interesting life!

Permalink Submitted by meenakshi ganjoo on Thu, 03/22/2018 - 12:58pm

Thank you for sharing. You have had such an interesting life. I enjoyed reading it.

[reply](#)

We are so lucky to have you, your stories, and your t-shirts

Permalink Submitted by Lonnie Spin on Thu, 03/22/2018 - 2:54pm

Thank you for your service, and all you do for us and the public we serve. And for an amazing bio, too!

[reply](#)

Multi Talented!

Permalink Submitted by Barbara Murray on Thu, 03/22/2018 - 2:56pm

What a fascinating and fun life you've led. Thanks for sharing!

[reply](#)

Love your amazing story!

Permalink Submitted by Lei Hong on Thu, 03/22/2018 - 3:05pm

Thanks for sharing your amazing experience. You are truly a man of many talents! I am jealous that you have been to so many places in the world.

[reply](#)

Good Deal Steve

Permalink Submitted by Guy Canha on Thu, 03/22/2018 - 3:24pm

Did you really carve that DRAGON ??

[reply](#)

Fascinating!

Permalink Submitted by Marty Grimes on Thu, 03/22/2018 - 4:01pm

I learned so much about you, Steve. If I ever get a dog, I want you to name it for me.

[reply](#)

Marry Me!

Permalink Submitted by Tracy Broadway on Thu, 03/22/2018 - 4:15pm

Okay, so I'm also going on 26 years of wedded bliss, but we can be friends! LOVE LOVE LOVE your candid style and open mind! So happy to have you as a coworker!

[reply](#)

Great Story Twitch

Permalink Submitted by Jim Crowley on Thu, 03/22/2018 - 4:30pm

I enjoyed every minute of it and those pictures... Thanks for being you.

[reply](#)

Your Outfit always makes me SMILE.

Permalink Submitted by Mae Siendo on Fri, 03/23/2018 - 8:58am

So much,,,, that when I see you, I read your T-shirt first before I make eye contact.

[reply](#)

Loved reading your snapshot

Permalink Submitted by Luz Penilla on Mon, 03/26/2018 - 9:58am

Great snapshot, you have a great sense of humor and I loved reading your snapshot. So interesting!!

[reply](#)

Steve T.

Permalink Submitted by Glenna B. on Tue, 03/27/2018 - 9:04am

Steve--

so you "URKELed your wife with "I'm wearing you down", you let the "DOGS OUT" and you're the 'ICE MAN' cometh...I know you don't know what all those quotes are--but since you are a man of many talents--you'll figure them out sometime before you retire--LOL. What a great story--the top hat--was cool--maybe LunchStop will let you fix us a "brunch" on a Sunday in our Cafe--NOT.. but what a thought.

Thanks for sharing a great story!

I was looking for a T-Shirt photo--when you get tired of them--send them my way and I'll make you a T-SHIRT quilt!!

Glenna B.

[reply](#)

Home

Diversity Snapshot: Anthony Fulcher

Submitted by Janice_Lum on Thu, 04/12/2018 - 8:47am

From: Diversity & Inclusion Program

The Diversity and Inclusion Program is featuring a bi-monthly feature as a new way to learn about the diversity of our colleagues. Through the snapshot narrative, we can discover the less obvious things we share.

[Find all the Diversity Snapshots here >](#)

If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Anthony Fulcher. Anthony works as Senior Assistant District Counsel in the Office of District Counsel.

Some things you can see about me:

I'm an attorney in the District's Counsel Office and have supported many units since being hired in 2005. During my first 6 years at the District, I provided legal support to Human Resources, Equal Opportunity, Real Estate, Procurement, Health and Safety, and Finance. The District did not have a Labor Relations unit when I first arrived, but at my behest, one was established in 2006. Since 2011, I supported the Water Utility Enterprise, and have been immersed in many of its core work, including imported water, local water rights, recycle water, water quality, water treatment, water conservation, groundwater, and water supply planning. I have had the good fortune to work with extremely intelligent people who are passionate about their role in providing our community with a safe, clean, and reliable water supply, while also being stewards of the County's watershed resources. I am truly honored to be part of an organization that plays such a vital role in our community.

Prior to joining the District, I worked as an in-house technology and patent attorney for various high-technology startup companies. I helped these companies develop value by building patent portfolios and creating licensing models. Each of these companies became enormously successful and were acquired by fortune 500 companies. Although I am proud of my accomplishments in the private sector, I am prouder to be part of the District, which plays such a vital role in ensuring the prosperity and quality of life in Santa Clara County.

What you may guess about me:

I really care about adding value to those who I support. I'm not a person who seeks attention or acknowledgment. I prefer to work behind the scenes and it brings me joy to witness successes in which I had a role. Each day at the District is a unique and new adventure for me, and I appreciate the value the District places on the diversity of perspectives brought by all of us.

I currently serve as the executive sponsor of the Veterans Affairs ERG, and you may have guessed that I served in the military. I served in the U.S. Navy from 1988 to 1994 as a nuclear power plant operator. Serving in Navy was one of the most challenging experiences of my life. The first two years of my naval career was spent training as a nuclear power plant operator. During this time, I attend class 9 hours each weekday and studied another 6 hours in the evening. The attrition rate was over 80%, but I was determined to make it through the nuclear training pipeline. I often tell folks that training to become a naval nuclear power plant operator was a lot more challenging than training to become an attorney. I still have vivid memories of law school classmates complaining about the impossible amount of cases we had to read each night. I just smiled and thought that was a cakewalk compared to the enormous amount of information we had to learn during Navy Nuclear Power School. For those of you who are interested, more information about the Nuclear Power School can be found here: https://en.wikipedia.org/wiki/Nuclear_Power_School

After completing my nuclear power training, I was assigned to the U.S.S. Abraham Lincoln, which had a crew of over 5,500 sailors. During my 4 years (1990 – 1994) stationed on the Lincoln, I served as the Reactor Mechanical Division's leading petty officer and an Engineering Watch Supervisor/Chief Reactor Watch. Towards the end of my service, I was recognized as the crewmember most knowledgeable about the operation and maintenance of ship's nuclear power plant auxiliary and mechanical systems. I was one of two qualified nuclear power plant quality assurance inspectors.

Education is also important to me and to that end I completed my Bachelors of Science degree in Engineering Technology while I was in the Navy through correspondence and self-study and by combining the 2 years of college credit I received from my nuclear power training. I took the Law School Admission Test while the

What you can't tell by looking at me:

I often refer to my extended family as the rainbow coalition. My father is African American and mother Korean. Like me, my brother Paul (who works at the District) is of mixed race. I also have a Korean brother and an African American brother. My wife is Chinese and my sister-in-law is married to a Caucasian. My African American brother is engaged to a Mexican American, and my nephews and nieces are mixed with Asian and African American.

Since my parents divorced early in my childhood, I didn't witness the clash of the cultures of my parents. Instead, I experienced each culture in 2 successive phases. During my elementary school years, I lived with my mother. Although I observed the same customs as my Korean relatives, I remember feeling slightly uneasy because I was different. In my mind, I felt like an outsider, and always looked for opportunities of acceptance by my Korean cousins, uncles, and aunts. I still remember attending Korean festivals and marveling at the Korean arts and culture.

During my teenage years, I lived with my father and was exposed to an entirely different culture, which took me a while to adjust. Something as simple as adjusting to an American diet took some time to get used to. While living with my mother, my diet consisted of a lot of rice and vegetables and I rarely consumed beef. When I moved in with my father I ate a lot of traditional American foods such as steak, spaghetti, and pizza. I remember having stomach aches as I adjusted to a more traditional American diet. I was also exposed to such beautiful poetry and music that truly did touch my soul. I enjoyed reading poems by Langston Hughes sharing his experience in Harlem and papers written by Martin Luther King, Jr. calling for racial equality. I also recall my cousins teaching me how to pop dance and then practicing my moves in the school yard - oh how embarrassing.

In high school, I celebrated my mixed-race heritage and looked for opportunities to nurture and cultivate it. I was an officer at both the Asian and Black Student Associations in both high school and law school, and developed strong friendships with people from many different races. I've always looked beyond a person's race and instead focus on character when interacting with them. I think everyone has something valuable to contribute and it's important that we take time to look beyond our appearances and learn from and understand each other.



Comments

Anthony

Permalink Submitted by Glenna B. on Thu, 04/12/2018 - 9:03am

Anthony,
This is great--since I knew of your background--I really enjoyed you sharing both sides of the culture!
I'd love to see you POP-LOCK some time--that will be a GAS!!
Glenna B.

[reply](#)

Thank you.

Permalink Submitted by Sanjay Syal on Thu, 04/12/2018 - 9:30am

Anthony:

Thank you for sharing your amazing life story and experiences with us. We are really proud that you are a part of the District. Personally, I have always enjoyed working with you - your sense of commitment to the District's mission and your relentless pursuit to be efficient in everything we do is an inspiration to me. You have always challenged me to think out-side-the-box and come up with cost-effective solutions. You somehow always find a way to avoid distractions and stay focused on the issues. And, no one can dispute that you have come a long way when it comes to eating steak, pizza, or just about any food!

[reply](#)

Anthony, I had no idea about

Permalink Submitted by Luisa on Thu, 04/12/2018 - 10:41am

Anthony, I had no idea about your background; very rich and diverse indeed, and something to be proud of and celebrate. I always enjoy working with you on projects. You always remain calm in spite of the challenges. I really appreciate that. Thanks for sharing.

[reply](#)

Very nice story regarding a

Permalink Submitted by Bradie Sue on Thu, 04/12/2018 - 11:20am

Very nice story regarding a glimpse into your life. I now know more about you and your family. Thank you so much for sharing.

[reply](#)

Anthony

Permalink Submitted by Bill McBride on Thu, 04/12/2018 - 4:26pm

Anthony:

This is a great story!Thanks.

[reply](#)

Nice Profile!

Permalink Submitted by Debra on Thu, 04/12/2018 - 4:30pm

Thank you for your authentic sharing, Anthony!

[reply](#)

Beautiful Family!

Permalink Submitted by Barbara Murray on Thu, 04/12/2018 - 4:53pm

I had the pleasure of meeting your father years ago. You and Paul both have his gait and whenever I see you two walking together I can see your dad in you. Thanks for sharing your story.

[reply](#)

That was a great read. Very

Permalink Submitted by Brett Baker on Fri, 04/13/2018 - 10:37am

That was a great read. Very interesting life experiences so far Anthony. Congrats on not letting others define you but picking out who you want to be. You can't really know sweet until you know sour!

[reply](#)

Interesting Story

Permalink Submitted by Rita Khosla on Fri, 04/13/2018 - 11:20am

Thanks for Sharing Anthony!

[reply](#)

Great story Anthony!!! Thanks

Permalink Submitted by CECILIA ROCHA on Mon, 04/16/2018 - 8:09am

Great story Anthony!!! Thanks for sharing!

[reply](#)

Awesome story. Thanks, Eli

Permalink Submitted by Eli on Mon, 04/16/2018 - 2:05pm

Awesome story.
Thanks,
Eli

[reply](#)

What an interesting life!

Permalink Submitted by meenakshi ganjoo on Tue, 04/17/2018 - 8:34am

Thank you, Anthony, for sharing your wonderful story. What an experience!

[reply](#)

Thank you for sharing!

Permalink Submitted by Jessica Vasquez on Tue, 04/17/2018 - 11:54am

I enjoyed reading your life story and thank you for taking the time to share with us.

[reply](#)

Thanks for sharing

Permalink Submitted by Keneth Jackson on Tue, 04/17/2018 - 1:17pm

Thanks for sharing Anthony!

[reply](#)

thank you!!

Permalink Submitted by janell on Thu, 04/19/2018 - 2:04pm

What an interesting story; thanks so much for sharing it. I really enjoyed learning more about you Anthony.

[reply](#)

Thank you, Anthony

Permalink Submitted by Arthur on Mon, 04/23/2018 - 9:29am

Anythony,

Thank you for all that you do for the district and for sharing more about your background, as well - really interesting read. We are lucky to have you!

Arthur

[reply](#)

Home

Diversity Snapshot: Katie Vigil

Submitted by Janice_Lum on Fri, 04/20/2018 - 9:38am

From: Diversity & Inclusion Program

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If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Katie Vigil. Katie works as a Microbiologist II in the Laboratory Services Unit of Water Utility.

Some things you can see about me:

I am a 34 year old female microbiologist that works for the water quality lab where I process algae, bacteria, and parasite samples. You may see me at the water treatment plants collecting samples or on a Boston Whaler in Calero, Anderson or San Luis Reservoirs.

What you may guess about me:

That I am a lab rat that only reads books about algae, bacteria, viruses and fungus all day.

What you can't tell by looking at me:

I was born and raised in Vacaville, CA. I spent most of my adolescent to teenage years playing traveling softball, listening to music, attending numerous concerts, playing piano and guitar. In my adult years, I played softball at Sacramento City College; it is there where I discovered science in an intro to Chemistry class. I later attended Humboldt State University where I received a B.S. and M.S. in Biology. At the tail end of my master's degree, I started working at the Humboldt County Public Health Lab as a laboratory assistant. I then applied to the State of California Public Health Microbiologist (PHM) licensing program and was hired by the Solano County Public Health Lab. I went through six months of microbiology "boot camp" and I am now a certified Public Health Microbiologist.

I am also an artist on the side. I create collage, mixed media and watercolor art. I have displayed art in Santa Cruz, San Francisco and Oakland. I am currently working on a mural project in my home town of Vacaville and hope to raise enough funds to complete the mural and add this to my portfolio to create more murals around the bay area with local artists.

Here is the go fund me link if you would like to donate: <https://www.gofundme.com/Lowercallenmural>



Comments

Thanks for sharing Katie! Wow

Permalink Submitted by Mian on Fri, 04/20/2018 - 1:01pm

Thanks for sharing Katie! Wow great pictures and drawings!

[reply](#)

Your reading matter

Permalink Submitted by bteeter on Fri, 04/20/2018 - 2:06pm

Thank you for contributing this diversity snapshot, Katie. I'm glad I can help provide some of your reading matter!

Bob Teeter

[reply](#)

Thanks Bob you are the best!

Permalink Submitted by katie vigil on Tue, 04/24/2018 - 9:16am

Thanks Bob you are the best!

[reply](#)

Katie, you're AWESOME!!

Permalink Submitted by Merna Leal on Mon, 04/23/2018 - 10:10am

Thanks for sharing such insight. I knew I've always been impressed with you, this solidifies my opinion. :-)

[reply](#)

Wow, Katie. Awesome art!

Permalink Submitted by Mark S. on Mon, 04/23/2018 - 1:06pm

Wow, Katie. Awesome art!

[reply](#)

Katie

Permalink Submitted by Liz Bettencourt on Mon, 04/23/2018 - 1:58pm

You rock, Katie. Love your artwork, appreciate your affinity for algae, bacteria, viruses and fungus!

[reply](#)

Love your artwork!

Permalink Submitted by Barbara Murray on Tue, 04/24/2018 - 2:42pm

Wishing you success with your mural project. Thanks for sharing your story.

[reply](#)

Cool

Permalink Submitted by Ricardo Barajas on Wed, 04/25/2018 - 8:06am

Maybe you could help us out when we start rolling out our mural projects here at the district! :0) Nice work by the way.

[reply](#)

Awesome art

Permalink Submitted by Liyan on Wed, 04/25/2018 - 11:15am

Katie. Awesome art!

[reply](#)

[Home](#)

Diversity Snapshot: Scott Condon

Submitted by Employee Commun... on Thu, 05/31/2018 - 4:05pm

From: Diversity & Inclusion Program

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If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Scott Condon. Scott works as a Senior Inventory Control Technician in Purchasing, Consultant Contracts & Warehouse Services.

Some things you can see about me:

I'm a white male of average height and build who is likely on the back-side of my life (in years only!). Washing my car is a get-timer and my desk "collects things."

What you may guess about me:

Despite an apparent dishevelment of car and desk, I'm very detail oriented in my work – occasionally to the irritation of some of my co-workers.

What you can't tell by looking at me:

I was born in San Jose and grew up about three miles from the District campus, attending Athenour Elementary, Dartmouth Junior High, and Branham High School. My buddies and I would canoe at Almaden Lake Park before there were fences around it and we would sometimes paddle and portage our way to the ponds behind Oakridge Mall. My family swam and boated in the local reservoirs throughout my childhood (we used to waterski at Lexington!). My stomping grounds as a boy included the orchards which are now Highway 85. I received my BA in Humanities from San Jose State after 10.5 years of varied focus.

My first hiatus from college took me to Huntington Beach where I rode a Vespa (wannabe Mod), did restaurant work and hung out on the beach at night. My second break included a six-month wandering of the U.S. and parts of Canada which included 38 States, 5 Provinces, 14,000 miles of car travel from Seattle to South Carolina with a couple friends, hitchhiking from SC to Key West, then bussing and driving my way back to San José. It is upon the return to San José that I completed my degree. This was soon followed by another adventure – just me, my black lab and my '70 VW Campmobile wandering south and east, until I ran out of money in Corpus Christi. I lived there on the beach, then in a single-wide, in the heat and humidity, until I could afford to find my way back to San Jose.

By the time I was 36, I had worked at 40+ jobs including restaurants, vegetation maintenance, phone canvassing for an environmental coalition, teaching (I wasn't mature enough at the time) and even riding a pedicab in San Francisco. I found my "professional niche" in distribution, and logistics in general, during a three-year stint with Apple in the late 80's, but there was much more to do in life than the "white picket fence" had to offer.

2000 is when (unknowingly at the time) I restarted my career and eventually married, bought a house, and travelled domestically and internationally in the "conventional way" of planes, hotels and rental cars. I bought a house in Boulder Creek just before the crash and managed to hold onto it through the financial crisis. The last few years have seen a lot of change – divorce, leaving a job of 15+ years, and the selling of my house, which is when I returned to San José.

Finding my job at the District was part of a choreography of events bigger than I could have planned on my own. The work is both familiar and challenging (makes sense to me). The proximity to home (five-minute commute) and the culture of the organization have allowed me to better balance work and personal life. I spend much more time with family and friends. I go home most days at lunch to walk my dog. I choose to spend significant time in fellowship with people who have seen challenges similar to my own, and we help each other accept and truly enjoy life. I have a blessed life.

Formative books:

- A Tale of Two Cities
- The Hero with a Thousand Faces
- The Tao of Pooh
- The Four Agreements

Quotes:

- "My religion is very simple. My religion is kindness." – Dalai Lama
- "If the path before you is clear, you're probably on someone else's." – Joseph Campbell
- "Follow your bliss" – Joseph Campbell
- "The enemy is fear. We think it is hate; but, it is fear" - Gandhi

Opinion

Magic comes in small pieces every day.



Comments

Awesome!

Permalink Submitted by Keneth Jackson on Thu, 05/31/2018 - 4:39pm

Thanks for sharing Scott!

[reply](#)

Glad to have the opportunity

Permalink Submitted by Scott Condon on Thu, 06/07/2018 - 3:36pm

Glad to have the opportunity

[reply](#)

Your life has been an adventure! :)

Permalink Submitted by Barbara Murray on Thu, 05/31/2018 - 4:54pm

Thanks for sharing your story Scott.

[reply](#)

Glad to do so

Permalink Submitted by Scott Condon on Thu, 06/07/2018 - 3:36pm

Glad to do so

[reply](#)

Yup, It's all Good

Permalink Submitted by Dannette on Thu, 05/31/2018 - 4:58pm

Without seeing the pictures or the name I would have known this month's D&I Snapshot was you. The rainbow unicorns threw me off but missing the boat I get the reference. LOL. Thanks for proving more details to an already very interesting person.

[reply](#)

:-) I know Corpus Christi

Permalink Submitted by Scott Condon on Thu, 06/07/2018 - 3:37pm

:-) I know Corpus Christi was the give away...

[reply](#)

Scott

Permalink Submitted by Richard Leavy on Fri, 06/01/2018 - 7:09am

Great journey Scott!

Thanks for putting it out there!

[reply](#)

Wow!

Permalink Submitted by Lizzie on Fri, 06/01/2018 - 8:15am

Such an intricate life story! Thanks for sharing Scott!!! That's pretty cool that you were one of those "original kids" that used to canoe and ski in the ponds and reservoirs!

[reply](#)

What a diverse life!

Permalink Submitted by Linda Yang on Fri, 06/01/2018 - 8:50am

Though the topics of our conversations are always about inventory application, I sense somehow you are special. You truly are very special. You can write a book about your interesting and unique life.

[reply](#)

Great story,interesting life.

Permalink Submitted by Mary McAllister on Fri, 06/01/2018 - 10:23am

Great story,interesting life. It explains why your customer service is so outstanding!

[reply](#)

Home

Diversity Snapshot: Olivia Hubbard

Submitted by Janice_Lum on Wed, 06/27/2018 - 1:50pm

From: Diversity & Inclusion Program

The Diversity and Inclusion Program is featuring Diversity Snapshots as a new way to learn about the diversity of our colleagues. Through the snapshot narrative, we can discover the less obvious things we share.

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If you would like to share your story or recommend a fellow employee for a Diversity Snapshot, please email diversity@valleywater.org.

In this Snapshot, we are featuring Olivia Hubbard. Olivia currently works as an intern in the Office of the Chief Executive Officer.

Some things you can see about me:

I am a young, short, black female with big curly hair.

What you may guess about me:

If you have heard me talk, you can definitely tell I am a southerner (bonus points if you can guess what state).

What you can't tell by looking at me:

If you have not guessed what state I am from just yet, it is Texas. I was raised in Houston, Texas and have one older sister and two younger sisters. My mom was born in the Bahamas to Haitian parents and my dad was born and raised in New Orleans, LA. Therefore, it is safe to say I have a lot of French influence in my life (although I am only bilingual in English and southern).

I currently attend Alcorn State University, which is the first black land-grant college established in the United States in 1871. Within the last year, I found out that my paternal grandmother was born and raised 15 minutes away from where I currently attend school. I will be a senior this upcoming year and study business administration.

My family are big road-dogs so I went on road trips every summer growing up, which allowed me to see most of the southern and east coast states plus Colorado. International travel is next on the list. My dad advocated for his kids to be well rounded and exposed us to every activity possible from skiing to golf to archery. Since golf was his favorite, I am a decent golfer although volleyball is my one true love. Among other things I love is travelling, trying new foods, learning about new cultures and superhero movies (Marvel Universe specifically).



Comments

Thanks for sharing!

Permalink Submitted by Keneth Jackson on Wed, 06/27/2018 - 2:06pm

Thanks for sharing your story with us!

[reply](#)

It was fun to share. See you

Permalink Submitted by Olivia Hubabrd on Thu, 06/28/2018 - 9:54am

It was fun to share. See you around!

[reply](#)

Best Intern Ever

Permalink Submitted by Sami Buglewicz on Wed, 06/27/2018 - 2:17pm

I have the best intern! Thanks for sharing Olivia!

[reply](#)

And you are the best mentor

Permalink Submitted by Olivia Hubabrd on Thu, 06/28/2018 - 9:53am

And you are the best mentor ever!

[reply](#)

Thanks for sharing your story

Permalink Submitted by Erin F on Wed, 06/27/2018 - 4:15pm

Thanks for sharing your story!

My family are huge MCU fans too. We're always watching Marvel movies and DC television.

[reply](#)

That's so cool! Every time a

Permalink Submitted by Olivia Hubabrd on Thu, 06/28/2018 - 9:53am

That's so cool! Every time a new movie comes out my family and I hit up the theatre if we are all in the same state at the time. We missed a couple but definitely didn't miss Infinity War!

[reply](#)

Thank you for sharing your

Permalink Submitted by Lizzie on Thu, 06/28/2018 - 8:32am

Thank you for sharing your story and it was nice meeting you at the DRYP mixer! I'm going to have to ask you about your travels in the US next time I see you because I haven't explored the southern states yet! :)

[reply](#)

Nice meeting you too! And I

Permalink Submitted by Olivia Hubabrd on Thu, 06/28/2018 - 9:51am

Nice meeting you too! And I would love to tell you about the southern states. It is definitely worth a visit if for nothing else but the food!

[reply](#)

Welcome

Permalink Submitted by George on Thu, 06/28/2018 - 9:15am

Hope you are enjoying your time at the District. Thanks for sharing. The big question is have you found any good boudin in this area?

[reply](#)

I am enjoying my time here

Permalink Submitted by Olivia Hubabrd on Thu, 06/28/2018 - 9:50am

I am enjoying my time here for sure! I honestly did not even put on a search for boudin when I found out I could not order sweet tea (pre-sweetened) at restaurants. It broke my entire southern heart!

[reply](#)

You have a beautiful family!

Permalink Submitted by Mera Burton on Thu, 06/28/2018 - 1:04pm

You have a beautiful family! I hope you are enjoying CA!

[reply](#)

Home

Diversity Snapshot: Melissa Ledesma

Submitted by Janice_Lum on Thu, 07/05/2018 - 7:09am

From: Diversity & Inclusion Program

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In this Snapshot, we are featuring Melissa Ledesma. Melissa currently works as an intern in the Office of Communications.

Some things you can see about me:

I am a short Mexican-American girl with big eyes. I have short dark brown hair that can be messy sometimes.

What you may guess about me:

Some people always see me to be very serious and quiet but as soon as you get to know me very well I am bright and full of energy. People also assume that I am cold and don't show much affection but I am loving and caring. So, if you ever need a friend I am always here!

What you can't tell by looking at me:

I love to sing and enjoy listening to rock and kpop. I'm an Aztec dancer for Movimiento Cultural Anahuac. Our group dances for the public and events such as birthday parties, weddings, baby showers and much more. Every year we participate in a Cinco de Mayo parade in Modesto with our sister group Ballet Folklorico Anahuac. I've been dancing for about a year and I love it especially since it is a bit of history of my roots which makes me proud. I enjoy literally anything that has to do with music. I am very artistic as well. If I'm not dancing or singing, I'm drawing. I can draw at any time so sometimes I end up drawing in notebooks that are for school. I guess you can say I am a very creative person and through these things you can truly see me express who I am. I am also very eager to learn about other cultures besides my own!

I am a dual enrollment student in child development. I take college courses during the school year and receive college credit. It's a funny story on how I ended up taking these classes. I was never actually a big fan of kids and I just ended up choosing this class just because. Throughout my 2 years in this class I grew to love children. They are so fascinating. It's interesting how their mind works and how much attention and support they need. I enjoy volunteer working in the day care we have at our school and being a part of these kids' lives. Just like they learn from you learn from them.

In my free time, I love to write. I like to write poetry the most because it's a way for me to express how feel and who I am as a person. Here is a little taste of what I write about.

You're Just Like a Rose

You're just like a rose.

The color of your soul is the vibrant red of the petals.

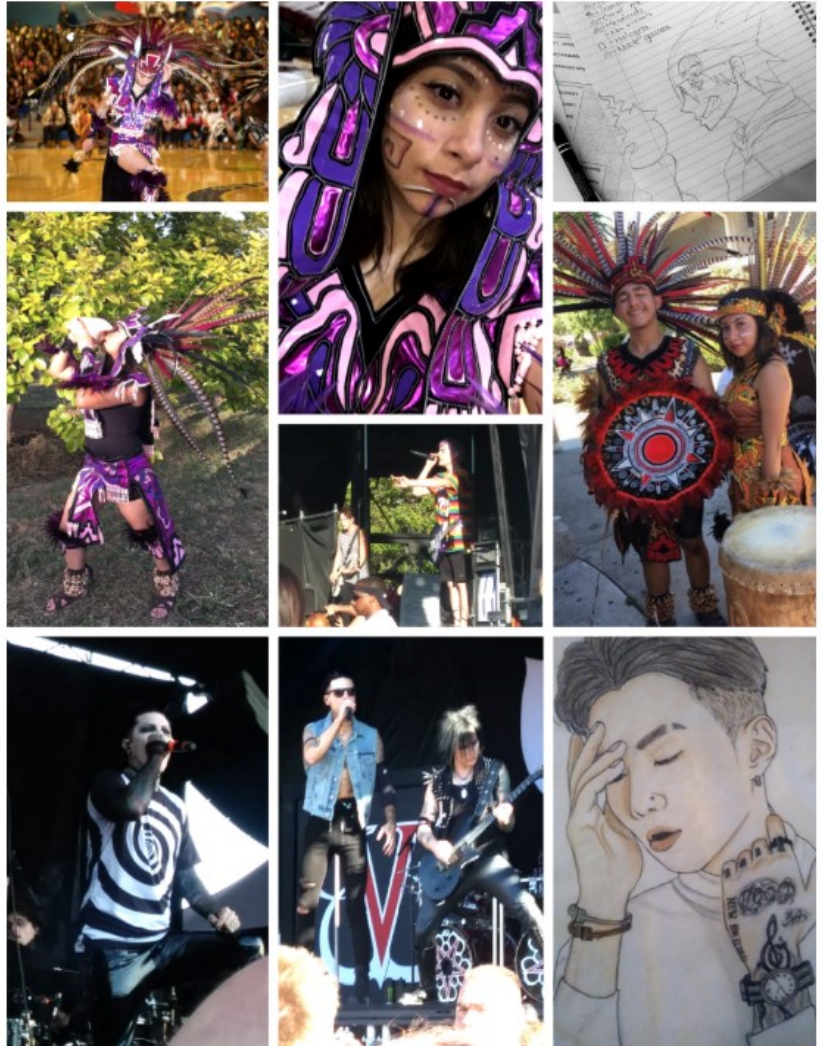
Your life is the green of the leaves.

Yet one simple touch can make the petals fall that's why you keep your guard up

Using the thorns to hurt those before they hurt you.

But when you open up to me you blossom so beautifully.

You're the rose I decide to take care of and I promise I will keep you safe.



Comments

Thanks for sharing. I really

Permalink Submitted by Laurel on Thu, 07/05/2018 - 10:22am

Thanks for sharing. I really enjoyed looking at your pictures.

[reply](#)

So Awesome!

Permalink Submitted by Sarata on Thu, 07/05/2018 - 11:27am

So Awesome!

[reply](#)

Awesome!

Permalink Submitted by Gina A on Thu, 07/05/2018 - 3:41pm

This is so neat! You have so many talents; I'm glad you get to share them with us this summer :)

[reply](#)

You're amazing!

Permalink Submitted by Barbara Murray on Thu, 07/05/2018 - 4:27pm

Thanks for sharing your art and poetry. You are very talented.

[reply](#)

Beautiful poem! Thanks for

Permalink Submitted by Peggy Lam on Fri, 07/06/2018 - 12:04pm

Beautiful poem! Thanks for sharing it with us.

[reply](#)

Beautiful insight

Permalink Submitted by Sunny on Tue, 07/10/2018 - 9:44am

Thanks for sharing the complexities of being human. Loved hearing about your range of artistry and sharing the poem. IT's beautiful.

[reply](#)

File No.: 18-0563

Agenda Date: 8/13/2018

Item No.: 4.4.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Review Diversity and Inclusion Ad Hoc Committee Work Plan, the Outcomes of Board Action of Committee Requests; and the Committee's Next Meeting Agenda.

RECOMMENDATION:

Review the Committee work plan to guide the Committee's discussions regarding policy alternatives and implications for Board deliberation.

SUMMARY:

The attached Work Plan outlines the Board-approved topics for discussion to be able to prepare policy alternatives and implications for Board deliberation. The work plan is agendaized at each meeting as accomplishments are updated and to review additional work plan assignments by the Board.

BACKGROUND:

Governance Process Policy-8:

The District Act provides for the creation of advisory boards, committees, or committees by resolution to serve at the pleasure of the Board.

Accordingly, the Board has established Advisory Committees, which bring respective expertise and community interest, to advise the Board, when requested, in a capacity as defined: prepare Board policy alternatives and provide comment on activities in the implementation of the District's mission for Board consideration. In keeping with the Board's broader focus, Advisory Committees will not direct the implementation of District programs and projects, other than to receive information and provide comment.

Further, in accordance with Governance Process Policy-3, when requested by the Board, the Advisory Committees may help the Board produce the link between the District and the public through information sharing to the communities they represent.

ATTACHMENTS:

File No.: 18-0563

Agenda Date: 8/13/2018
Item No.: 4.4.

Attachment 1: Diversity and Inclusion Ad Hoc Committee 2018 Work Plan
Attachment 2: 092718 Diversity and Inclusion Ad Hoc Committee Draft Agenda

UNCLASSIFIED MANAGER:
Michele King, 408-630-2711

2018 Scope of Work (Work Plan): Diversity and Inclusion Ad Hoc Committee

Update: July 2018

GP8. Accordingly, the Board has established Advisory Committees, which bring respective expertise and community interest, to advise the Board, when requested, in a capacity as defined: prepare Board policy alternatives and provide comment on activities in the implementation of the District's mission for Board consideration. In keeping with the Board's broader focus, Advisory Committees will not direct the implementation of District programs and projects, other than to receive information and provide comment.

The annual work plan establishes a framework for committee discussion and action during the annual meeting schedule. The committee work plan is a dynamic document, subject to change as external and internal issues impacting the District occur and are recommended for committee discussion. Subsequently, an annual committee accomplishments report is developed based on the work plan and presented to the District Board of Directors.

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
1	Elect Chair and Vice Chair	4-23-18	Elect Chair and Vice Chair	Accomplished April 23, 2018: The Committee elected Director Tony Estremera as the Chair for 2018 and Director Nai Hsueh as the Vice Chair for 2018.
2	Committee Workplan Development	4-23-18	Develop Committee work plan to guide the Committee's discussions regarding the Diversity & Inclusion Program at the District. (Action)	Accomplished April 23, 2018: The Committee discussed developing the Committee's work plan to guide the Committee's discussions regarding the Diversity & Inclusion Program at the District. and would like to see the following incorporated: <ul style="list-style-type: none"> • Lacking report on performance, • Looking at best practices, • Benchmarking the Diversity and Inclusion program, • Investing in education in equipping the future workforce.

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1

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2018 Scope of Work (Work Plan): Diversity and Inclusion Ad Hoc Committee

Update: July 2018

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
3	The Leading Edge 2011 Santa Clara Valley Water District Audit of Diversity and Inclusion Program	4-23-18	Review audit recommendations. <i>(Information)</i>	Accomplished April 23, 2018: The Committee reviewed the audit recommendations of the Leading Edge 2011 Santa Clara Valley Water District Audit of Diversity and Inclusion Program and took no action.
4	2015-2019 Diversity and Inclusion Master Plan	4-23-18 9-27-18	Review Master Plan Goals, Strategies, and Tactics and tracking matrix. <i>(Information)</i>	Accomplished April 23, 2018: The Committee reviewed the Master Plan's Goals, Strategies, and Tactics and tracking matrix and had the following concerns: 1. Review District's Recruitment and Selection Policy in general and with special emphasis on Interview Panel process and prevention of nepotism. 2. To address the Board's concern of potential Conflict of Interest issue, the Committee will review District's practices and policies for avoiding the issue and protection for employees. 3. To address the Board's concern of lacking meaningful reports to understand the effectiveness of District's D&I Program, the Committee will study and propose effective tools, including reports, benchmark data, and performance measures for the Board's consideration. 4. To address the Board's desire for a more robust education program, the Committee will study and propose an expanded education and internship programs that possibly could include economic/social considerations.

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Blue = Action taken by the Board of Directors

Attachment 1
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2018 Scope of Work (Work Plan): Diversity and Inclusion Ad Hoc Committee

Update: July 2018

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
5	Identify Focus Areas and Timeline	4-23-18	Begin discussion on potential focus areas and timelines for the Committee. (Action)	Accomplished April 23, 2018: The Committee discussed potential focus areas and timelines for the Committee and are noticed in the 2015-2019 Diversity and Inclusion Master Plan section.
6	Review of 2018 Diversity and Inclusion Ad Hoc Committee Scope of Work (Work Plan)	5-29-18	Review Diversity and Inclusion Ad Hoc Committee Scope of Work (Work Plan) approved by the Board on May 22, 2018. (Action)	Accomplished May 29, 2018: The Committee reviewed 2018 Diversity and Inclusion Ad Hoc Committee Scope of Work (Work Plan).
7	Emerging Leaders Diversity & Inclusion Capstone Project	5-29-18 7-11-18 9-27-18	Provide Ad Hoc Committee Information on the Emerging Leaders Diversity & Inclusion Capstone Project. (Information)	Accomplished May 29, 2018: The Committee was provided information on the Emerging Leaders Diversity and Inclusion Capstone Project and took no action. Accomplished July 11, 2018: The Committee was provided updated information on the Emerging Leaders Diversity and Inclusion Capstone Project and took no action.
8	Review the District's recruitment process with a specific emphasis on diversity of interview panelists	5-29-18 8-13-18	Provide Ad Hoc Committee Information on the Diversity of Interview Panelists and Review Data. (Information)	Accomplished May 29, 2018: The Committee reviewed the District's recruitment process with a specific emphasis on diversity of interview panelists and took no action.
9	Nepotism Policy Review nepotism and conflict of interest policies and practices, and consider enhancements	5-29-18 8-13-18	Provide Ad Hoc Committee Information on the District's Nepotism Policy and Data on Relatives at the District. Review nepotism and conflict of interest policies and practices, and consider	Accomplished May 29, 2018: The Committee was provided information on the District's Nepotism Policy and Data on Relatives at the District. Reviewed nepotism and conflict of interest policies and practices, and

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Attachment 1

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2018 Scope of Work (Work Plan): Diversity and Inclusion Ad Hoc Committee

Update: July 2018

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
			enhancements. (Action)	consider enhancements and took no action.
10	Review of Diversity and Inclusion Ad Hoc Committee Work Plan, the Outcomes of Board Action of Committee Requests and the Committee's Next Meeting Agenda	7-11-18 8-13-18 9-27-18	<ul style="list-style-type: none"> Receive and review the 2018 Committee work plan. (Action) Submit requests to the Board, as appropriate. 	Accomplished July 11, 2018: The Committee received and reviewed the 2018 Committee work plan and took no action.
11	Considerations and Recommendations of Effective Tools for Measuring the Success of the Diversity and Inclusion Program	8-13-18	<ul style="list-style-type: none"> Review the considerations and recommendations of effective tools for measuring the success of the Diversity and Inclusion Program. (Action) Submit requests to the Board, as appropriate. 	
12	Evaluate options for more robust internship programs	9-27-18	<ul style="list-style-type: none"> Evaluate options for more robust internship programs. (Action) Submit requests to the Board, as appropriate. 	

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1
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DRAFT AGENDA

DIVERSITY AND INCLUSION AD HOC COMMITTEE

THURSDAY, SEPTEMBER 27, 2018

12:00 PM

**Santa Clara Valley Water District
 Headquarters Building Boardroom
 5700 Almaden Expressway
 San Jose, CA 95118**

<p>Time Certain 12:00 p.m.</p>	<p>1. <u>Call to Order/Roll Call</u></p>
	<p>2. <u>Time Open for Public Comment on Any Item Not on the Agenda</u> <i>Comments should be limited to two minutes. If the Committee wishes to discuss a subject raised by the speaker, it can request placement on a future agenda.</i></p>
	<p>3. <u>Approval of Minutes</u> 3.1 Approval of Minutes – August 13, 2018, meeting</p>
	<p>4. <u>Action/Discussion Items</u></p> <p>4.1 Evaluate options for more robust internship programs (Anil Comelo) Recommendation: Provide Ad Hoc Committee Information on the options for more robust internship programs. This is a discussion item and the Committee may provide comments, however, no action is required.</p> <p>4.2 Emerging Leaders Diversity & Inclusion Capstone Project (Anil Comelo) Recommendation: Provide Ad Hoc Committee Information on the Emerging Leaders Diversity & Inclusion Capstone Project. This is a discussion item and the Committee may provide comments, however, no action is required.</p> <p>4.3 Diversity and Inclusion Master Plan (Anil Comelo) Recommendation: Provide Ad Hoc Committee Information on the Draft Diversity And Inclusion Master Plan. This is a discussion item and the Committee may provide comments, however, no action is required.</p> <p>4.4 Review Diversity and Inclusion Ad Hoc Committee Work Plan, the Outcomes of Board Action of Committee Requests and the Committee’s Next Meeting Agenda (Committee Chair) Recommendation: Review the Committee work plan to guide the committee’s discussions regarding policy alternatives and implications for Board deliberation.</p>
	<p>5. <u>Clerk Review and Clarification of Committee Requests and Recommendations</u> <i>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 discussion of Item 4.</i></p>
	<p>6. <u>Adjourn:</u> Adjourn to next regularly scheduled meeting at 12:00 p.m., in the Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, CA 95118</p>

REASONABLE EFFORTS TO ACCOMMODATE PERSONS WITH DISABILITIES WISHING TO ATTEND COMMITTEE MEETINGS WILL BE MADE. PLEASE ADVISE THE CLERK OF THE BOARD OFFICE OF ANY SPECIAL NEEDS BY CALLING (408) 630-2277.

Meetings of this committee will be conducted in compliance with all Brown Act requirements. 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 for public inspection at the same time that the public records are distributed or made available to the legislative body, at the following location:

Santa Clara Valley Water District, Office of the Clerk of the Board
5700 Almaden Expressway, San Jose, CA 95118

DIVERSITY AND INCLUSION AD HOC COMMITTEE

Purpose: The Diversity and Inclusion Ad Hoc Committee was established to work on Board and Director identified issues