## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Message from the General Manager</td>
</tr>
<tr>
<td>02</td>
<td>DEIB: What and Why?</td>
</tr>
<tr>
<td>03</td>
<td>Our Values</td>
</tr>
<tr>
<td>04</td>
<td>Priority Actions</td>
</tr>
<tr>
<td>05</td>
<td>2022: Race/Ethnicity</td>
</tr>
<tr>
<td>06</td>
<td>2022: Sex/Gender</td>
</tr>
<tr>
<td>07</td>
<td>2022: Generations in the Workplace</td>
</tr>
<tr>
<td>08</td>
<td>Agency Leadership</td>
</tr>
<tr>
<td>10</td>
<td>Broadening the Talent Pipeline</td>
</tr>
<tr>
<td>11</td>
<td>FYs 2021 &amp; 2022 Applicant Statistics</td>
</tr>
<tr>
<td>13</td>
<td>FYs 2021 &amp; 2022 New Hire Statistics</td>
</tr>
<tr>
<td>14</td>
<td>FYs 2021 &amp; 2022 Employee Turnover</td>
</tr>
<tr>
<td>17</td>
<td>Ongoing Employee Engagement</td>
</tr>
<tr>
<td>18</td>
<td>Shared Resources</td>
</tr>
<tr>
<td>26</td>
<td>Acknowledgments</td>
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</tbody>
</table>
I am so pleased to publish the San Diego County Water Authority’s first-ever report on Diversity, Equity, Inclusion and Belonging (DEIB). Our goal in publishing this report is to hold ourselves accountable to all of our stakeholders - internal and external - for building a workplace that embraces diversity, equity, inclusion and belonging for our employees, our customers, our business partners, and our region. By analyzing the data available to us, including lagging and leading indicators, along with employee engagement and survey data, we hope to identify areas of opportunity and “blind spots” that contribute to reduced employee engagement, stall innovation, or contribute to employee stress and feelings of exclusion at work. It may also help us to uncover our culture strengths and know what areas to lean into as we move beyond this first report. I doubt we have covered everything in this first report - it serves primarily as a report of our present and potential workforce and internal efforts and omits our other efforts in the community. The report will continue to develop in the coming years as we identify and refine our goals and priorities and measure our efforts year over year.

If you think something should be included in our next report, or you have ideas on how the Water Authority can improve our efforts to build a more inclusive workforce and community, I would love to hear from you directly at skerl@sdcwa.org.

“You cannot change what you refuse to confront.”
- John Spence

Sandy
DEIB: WHAT & WHY?

While each component has various definitions, the Water Authority believes diversity is the representation of different people in the organization and the understanding and accepting of differences within the workplace. Equity is the deliberate act of ensuring that processes and programs are fair and impartial for all individuals. Inclusion ensures everyone has an opportunity to contribute to and influence the workplace, and that all employees feel comfortable and a sense of belonging in their workplace. Finally, belonging is ensuring that everyone feels safe and can bring their full, unique selves to work.

DEIB can positively impact the individual organization and the larger economy. A recent report from the San Francisco Federal Reserve Bank found that if workplace racial and gender inequalities were eliminated, "we could create an extra $2.6 trillion in value, which is close to 14 percent of GDP in a single year." The report estimates that "closing opportunity gaps for women and people of color would increase economic output by an additional $3.1 trillion in 2029 alone."

Additionally, in May 2021, members of Forbes' Human Resources Council shared 15 benefits of diversity, equity and inclusion that are crucial for any business, including public agencies like the San Diego County Water Authority:

- Inclusive companies are more likely to hit financial goals
- Diversity equals excellence
- DEI helps employees feel safe, respected and connected
- Diverse teams innovate faster
- DEI drives improved business outcomes
- Employees will feel a sense of belonging
- All employees are welcomed and encouraged to thrive
- The innovation that comes from diversity is a competitive advantage
- DEI drives better results
- Inclusion can help combat ‘work-from-home burnout’
- Diverse cultures reach a wider audience
- DEI efforts are important to a company’s values
- Inclusion creates a sense of psychological safety
- Increased empathy translates to increased team-building
- A diverse, inclusive environment retains employees

For these reason, and so many others, the Water Authority has prioritized strengthening our DEIB efforts and is committed to making measurable progress in the priority areas identified in this document.
It feels appropriate for this report to include the organizational values created by a diverse team of employees, representing all levels of the organization. These seven organizational values were developed using an Appreciative Inquiry process through which data was collected from a wide cross-section of Water Authority staff to reflect who we are at our best – the ideals that we seek to live out in our interactions with colleagues both inside and outside of the organization. By embracing DEIB, we strengthen the values of the organization throughout the agency and across every team and community effort. By embracing the values identified below, we strengthen DEIB by lifting one another up and valuing our different strengths and backgrounds to remain on the cutting edge of water infrastructure and delivery.

**OUR VALUES**

1. **Cultivate Community**
   We approach each other with compassion, empathy, and authenticity.

2. **Promote Collaboration**
   We support one another and develop cohesive teams.

3. **Seek Different Perspectives**
   We engage with openness, curiosity, and a willingness to listen.

4. **Foster Each Other’s Success**
   We trust and empower our colleagues to support growth and results.

5. **Embrace the Challenge**
   We unite to overcome obstacles with tenacity, flexibility, and courage.

6. **Strive for Excellence**
   We create industry-leading results with integrity, expertise, and innovation.

7. **Create Lasting Solutions**
   We are dedicated to ensuring our community thrives for generations to come.
No. 01 — Measure and Monitor DEIB Efforts
We will assess our internal processes including recruitment, selection, salary, promotion, and training on an ongoing basis to ensure we remove unnecessary barriers to DEIB.

No. 02 — Broaden the Recruitment Pipeline
We will seek our new ways of connecting to underrepresented groups to showcase the opportunities offered by the Water Authority. This includes continuing our sponsorship and participation in regional events and partnerships such as Warriors-2-Water, Women in Water, National University, SkillBridge, and the Regional Internship Program.

No. 03 — Strengthen Workplace Culture
Through policy, dialogue, training, team building, shared resources, and employee feedback and surveys, we will continue to engage our employees in ongoing discussions and practices around DEIB and workplace culture. A list of already-shared resources, trainings, and dialogue sessions is provided in this report as an ongoing reference.
WHERE WE STAND: 2022 RACE/ETHNICITY

The following charts reflect employee demographic data pulled from the Water Authority’s HRIS system as of June 30, 2022, and utilize the identification categories provided by the Equal Employment Opportunity Commission.

San Diego County Water Authority (as of June 30, 2022)

- White: 57.8%
- Hispanic/Latino: 25.2%
- Asian: 9.6%
- Black/African American: 3.9%
- Native American/AK Native: 0.9%
- Two or More Races: 2.6%

San Diego County Demographics (US Census Projections for July 1, 2021)

- White: 43.4%
- Hispanic/Latino: 32.9%
- Asian: 12.7%
- Black/African American: 5.3%
- Native American/AK Native: 1.3%
- Two or More Races: 4.4%

Definitions of the EEO-4 race and ethnicity categories are as follows:

- **Asian** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American** - A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **Native American or Alaska Native** - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Native Hawaiian or Other Pacific Islander** - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White** - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Two or More Races** - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).
WHERE WE STAND: 2022 SEX/GENDER

The following charts reflect employee demographic data pulled from the Water Authority’s HRIS system as of June 30, 2022, and utilize the identification categories provided by the Equal Employment Opportunity Commission.

San Diego County Water Authority
(as of June 30, 2022)

- Male: 60.3%
- Female: 39.7%

San Diego County Demographics
(US Census Projections for July 1, 2021)

- Male: 50.3%
- Female: 49.7%

We understand that identity is complex and multi-faceted. Gender isn’t binary, but unique to our individual identities. For purposes of this report, the Water Authority has used categories consistent with the Equal Employment Opportunity Commission’s EEO-4 report which are currently limited to female and male.
WHERE WE STAND:
2022 GENERATIONS IN THE WORKPLACE

Data reflects the Water Authority workforce on June 30, 2022

For purposes of this report, the San Diego County Water Authority used the Pew Research Center’s definitions of generations, which are as follows:

- Silent (1928 - 1945)
- Boomer (1946 - 1964)
- Generation X (1965 - 1980)
- Generation Z (1997 - 2012)
WHERE WE STAND: AGENCY LEADERSHIP

DATA REFLECTS THE WATER AUTHORITY WORKFORCE ON JUNE 30, 2022

Executive Management

- White: 84.6%
- Asian: 7.7%
- Black/African American: 7.7%

- Male: 30.8%
- Female: 69.2%

Senior Management

- White: 76.5%
- Asian: 5.9%
- Hispanic/Latino: 17.6%

- Male: 64.7%
- Female: 35.3%
WHERE WE STAND: AGENCY LEADERSHIP

DATA REFLECTS THE WATER AUTHORITY WORKFORCE ON JUNE 30, 2022

Managerial / Supervisory Bargaining Unit

Non-Supervisory / Non-Management Employees
BROADENING THE TALENT PIPELINE

We believe that diversity and inclusion is critical to our success as the region’s water leader, and we seek to recruit, develop, and retain the most talented people from a diverse candidate pool. Attempting to build a diverse, inclusive workforce requires early efforts to connect with diverse applicant pools with unique skill sets, backgrounds and perspectives. Our ongoing efforts include:

SkillBridge
The Water Authority was the first public agency in California to sign on to the SkillBridge Program - a program designed to help military personnel transition to the civilian workforce in their final months of service. To date, the Water Authority has hosted five interns from two branches of the military - US Navy and US Marine Corp.

San Diego Waterworks
SanDiegoWaterworks.com was the brainchild of a regional consortium of General Managers and stakeholders from local community colleges. The site provides a one-stop shop for individuals seeking careers in the water industry in San Diego County.

Regional Internship Program
This program provides paid internships at water agencies across San Diego County to students enrolled in water coursework at local community colleges and universities. Assignments focus on four core areas in high demand across the region - water treatment, wastewater treatment, system maintenance and system operations.
# FY2021 & FY2022 Applicant Statistics

## July 1, 2020 – June 30, 2021

<table>
<thead>
<tr>
<th>Administrative Services</th>
<th>White</th>
<th>Black</th>
<th>Hispanic / Latino</th>
<th>Native Am/Alaska Native</th>
<th>Asian</th>
<th>Native HI/Pac Islander</th>
<th>Two or More</th>
<th>Unknown</th>
<th>Total</th>
<th>Female</th>
<th>Male</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021-05-1212 Senior Office Assistant</td>
<td>37</td>
<td>6</td>
<td>50</td>
<td>7</td>
<td>2</td>
<td>11</td>
<td>4</td>
<td>112</td>
<td>104</td>
<td>27</td>
<td>1</td>
<td>115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-11-10 Information Systems Supervisor (Business Systems Applications Support)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2020-10-1127 Sensor Information Systems Analyst (Database and PeopleSoft Systems)</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
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<td>3</td>
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<td>17</td>
<td>2</td>
<td>13</td>
<td>1</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-05-1805 Supervising Management Analyst</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Total for Administrative Services: 92 | 24 | 103 | 2 | 42 | 2 | 28 | 13 | 323 | 153 | 156 | 10 | 4 | 323 |

| Engineering | | | | | | | | | | | | | |
|-------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2021-05-1209 Engineer I | 30 | 5 | 13 | 0 | 21 | 0 | 1 | 3 | 84 | 12 | 69 | 0 | 3 | 84 |
| 2021-05-1239 Principal Construction Manager | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 2 |
| 2021-06-1233 Senior Construction Manager | 10 | 2 | 3 | 0 | 3 | 0 | 0 | 19 | 0 | 18 | 1 | 19 |
| 2020-08-1801 Senior Management Analyst | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| 2021-08-2009 Supervising Land Surveyor | 8 | 0 | 0 | 0 | 1 | 0 | 0 | 9 | 0 | 0 | 0 | 9 |
| 2021-05-1131 Engineering Technician I | 5 | 1 | 2 | 0 | 4 | 0 | 0 | 13 | 2 | 10 | 0 | 11 |
| 2020-09-1130 Senior Project Scheduler | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 1 | 1 | 0 | 2 |

Total for Engineering: 64 | 8 | 19 | 0 | 33 | 0 | 1 | 5 | 130 | 16 | 109 | 1 | 4 | 130 |

| Finance | | | | | | | | | | | | | |
|----------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2021-04-1809 Management Analyst | 15 | 5 | 12 | 0 | 5 | 1 | 4 | 4 | 46 | 16 | 26 | 1 | 3 | 46 |
| 2021-02-1801 Senior Management Analyst | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |

Total for Finance: 16 | 5 | 12 | 0 | 5 | 1 | 4 | 4 | 47 | 17 | 26 | 1 | 3 | 47 |

| General Manager’s Office | | | | | | | | | | | | | |
|--------------------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2020-11-1016 Assistant General Manager | 54 | 4 | 19 | 1 | 5 | 0 | 2 | 4 | 89 | 22 | 64 | 1 | 2 | 89 |

Total for General Manager’s Office: 54 | 4 | 19 | 1 | 5 | 0 | 2 | 4 | 89 | 22 | 64 | 1 | 2 | 89 |

| Human Resources | | | | | | | | | | | | | |
|-----------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2021-04-2801 San Diego Regional Water/Wastewater Intern | 20 | 2 | 25 | 0 | 4 | 1 | 2 | 2 | 56 | 14 | 42 | 0 | 0 | 56 |

Total for Human Resources: 20 | 2 | 25 | 0 | 4 | 1 | 2 | 2 | 56 | 14 | 42 | 0 | 0 | 56 |

| Operations and Maintenance | | | | | | | | | | | | | |
|-----------------------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2021-06-1747 Senior Asset Management Specialist | 8 | 0 | 4 | 0 | 2 | 0 | 2 | 13 | 8 | 13 | 0 | 1 | 14 |
| 2020-12-1744 Corrosion Control Supervisor | 6 | 1 | 3 | 0 | 1 | 0 | 1 | 12 | 1 | 11 | 0 | 0 | 12 |
| 2020-08-1733 Electrical/Instrumentation Technician I/II | 36 | 4 | 22 | 0 | 5 | 0 | 5 | 2 | 74 | 3 | 69 | 2 | 0 | 76 |
| 2020-10-1723 Facilities Support Technician | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 2 | 0 | 2 | 0 | 0 | 2 |
| 2020-10-1716 Fleet Mechanic I | 16 | 2 | 25 | 0 | 0 | 1 | 0 | 15 | 0 | 45 | 0 | 0 | 45 |
| 2020-05-1717 Maintenance Worker I/II | 6 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 3 | 1 | 0 | 0 | 1 |
| 2020-05-1717 Maintenance Worker I/II | 12 | 5 | 65 | 1 | 4 | 2 | 4 | 2 | 121 | 1 | 120 | 0 | 0 | 121 |
| 2020-12-1734 Senior Corrosion Control Technician | 5 | 2 | 3 | 0 | 1 | 1 | 0 | 12 | 0 | 12 | 0 | 0 | 12 |
| 2020-07-1750 Senior Maintenance Technician | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 5 | 0 | 4 | 1 | 0 | 5 |

Total for Operations and Maintenance: 113 | 14 | 124 | 1 | 13 | 4 | 14 | 6 | 289 | 8 | 277 | 3 | 1 | 289 |

| Public Affairs | | | | | | | | | | | | | |
|----------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2021-03-1907 Public Affairs Supervisor | 24 | 3 | 6 | 0 | 2 | 0 | 2 | 37 | 17 | 19 | 1 | 0 | 37 |

Total for Public Affairs: 24 | 3 | 6 | 0 | 2 | 0 | 2 | 37 | 17 | 19 | 1 | 0 | 37 |

| Water Resources | | | | | | | | | | | | | |
|-----------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| 2020-10-2120 Senior Water Resources Specialist | 12 | 1 | 0 | 0 | 1 | 0 | 1 | 16 | 10 | 6 | 0 | 0 | 16 |
| 2020-12-2124 Water Resources Specialist | 49 | 3 | 10 | 0 | 2 | 0 | 3 | 70 | 24 | 42 | 0 | 2 | 70 |

Total for Water Resources: 60 | 4 | 10 | 0 | 11 | 0 | 5 | 4 | 94 | 44 | 48 | 0 | 2 | 94 |

| Overall (FY21) | | | | | | | | | | | | | |
|----------------|-------|-------|-------------------|------------------------|-------|-----------------------|------------|---------|-------|--------|------|-----------------|---------|-------|
| Total Applicants to Water Authority | 443 | 64 | 318 | 4 | 134 | 8 | 58 | 36 | 1001 | 291 | 741 | 17 | 16 | 1061 |
| Percentage of Applicants to Water Authority | 42% | 6% | 30% | 0% | 11% | 2% | 5% | 3% | 100% | 27% | 70% | 2% | 2% | 100% |

Applicant data provided above reflects information voluntarily provided by applicants and maintained separately from application information. Race and ethnicity designations reflect those used by the Equal Employment Opportunity Commission for the EEO-4 report and do not denote scientific definitions of anthropological origins. In addition, such designations do not control who is protected by Title VII’s prohibitions against employment discrimination based on race or national origin.
# July 1, 2021 through June 30, 2022

<table>
<thead>
<tr>
<th>Administrative Services</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>Native Amer</th>
<th>Asian</th>
<th>Native H'q</th>
<th>Total</th>
<th>Unknown</th>
<th>Total</th>
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<td>2021-10-1233</td>
<td>Senior Office Assistant (Administrative Services)</td>
<td>35</td>
<td>11</td>
<td>51</td>
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<td>2</td>
<td>19</td>
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<tr>
<td>2021-08-1066</td>
<td>Assistant Management Analyst (Administrative Services)</td>
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<tr>
<td>2021-12-1127</td>
<td>Senior Information Systems Analyst (Network Administration and Support)</td>
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<td>0</td>
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<td>Senior Management Analyst (Administrative Services)</td>
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<tr>
<td><strong>Total for Administrative Services</strong></td>
<td>59</td>
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<td>2</td>
<td>24</td>
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<th>Principal Water Resources Specialist/Principal Engineer</th>
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<td>Administrative Assistant (Engineering)</td>
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<tr>
<td>2021-11-1200 ENG</td>
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<td>2022-06-1200 ENG</td>
<td>Office Assistant (I)</td>
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</tr>
<tr>
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<td>Assistant Management Analyst (Engineering)</td>
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<td>2022-10-1303</td>
<td>Construction Manager/Senior Construction Manager</td>
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<td>Engineering Technician (II)</td>
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<td><strong>Total for Engineering</strong></td>
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<tr>
<td>2022-03-1006</td>
<td>Assistant Management Analyst/Management Analyst (Finance)</td>
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<td>Senior Management Analyst (Finance)</td>
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</tr>
<tr>
<td>2021-10-1205</td>
<td>Supervising Management Analyst (Finance)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total for Finance</strong></td>
<td>118</td>
<td>8</td>
</tr>
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<table>
<thead>
<tr>
<th>General Manager’s Office</th>
<th>2021-09-1011</th>
<th>Government Relations Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-04-0001</td>
<td>Legislative Analyst</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>2022-04-2001</th>
<th>San Diego Regional Water/Reusewater Intern</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-10-1201</td>
<td>Health and Safety Specialist</td>
<td>30</td>
</tr>
<tr>
<td>2022-03-1200</td>
<td>Human Resources Analyst</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total for Human Resources</strong></td>
<td>63</td>
<td>37</td>
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<table>
<thead>
<tr>
<th>MWD Program</th>
<th>2022-10-1006</th>
<th>Assistant Management Analyst / Management Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-10-1006</td>
<td>Management Analyst (Operations &amp; Maintenance)</td>
<td>11</td>
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<table>
<thead>
<tr>
<th>Operations and Maintenance</th>
<th>2022-01-1741</th>
<th>Rotating Equipment Technician (II)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-03-1741</td>
<td>Rotating Equipment Technician (II)</td>
<td>32</td>
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<table>
<thead>
<tr>
<th>Public Affairs</th>
<th>2021-11-1805</th>
<th>Public Affairs Representative (I) (Graphic Services)</th>
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</thead>
<tbody>
<tr>
<td>2021-11-1803</td>
<td>Public Affairs Intern</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water Resources</th>
<th>2022-10-1202</th>
<th>Principal Water Resources Specialist (Grants &amp; Program Administration)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022-03-1006</td>
<td>Water Resources Specialist (Grant/Program Administration)</td>
<td>7</td>
</tr>
<tr>
<td>2022-07-1003</td>
<td>Senior Water Resources Specialist (Water Use Efficiency)</td>
<td>9</td>
</tr>
<tr>
<td>2022-10-1204</td>
<td>Water Resources Specialist (Water Management and Support)</td>
<td>14</td>
</tr>
<tr>
<td>2022-04-2004</td>
<td>Water Resources Specialist (Supply Planning &amp; Water Policy)</td>
<td>22</td>
</tr>
</tbody>
</table>

| Total for Water Resources | **48%** | **52%** |

**Overall (FY22)**

Total Applicants to Water Authority: 681 138 618 11 285 7 117 61 1934

Percentage of Applicants to Water Authority: 33% 7% 33% 3% 15% 2% 4% 3% 10% 53% 42% 2% 1% 100%

---

**Applicant data provided above reflects information voluntarily provided by applicants and maintained separately from application information. Race and ethnicity designations reflect those used by the Equal Employment Opportunity Commission for the EEO-4 report and do not denote scientific definitions of anthropological origins. In addition, such designations do not control who is protected by Title VI's prohibitions against employment discrimination based on race or national origin.**
## FYS 2021 & 2022 NEW HIRE* STATISTICS

<table>
<thead>
<tr>
<th></th>
<th>Female New Hires</th>
<th>Male New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 or more</td>
<td>Asian</td>
</tr>
<tr>
<td>Administrative Services</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Colorado River Program</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Engineering</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Finance</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>General Manager’s Office</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Water Resources</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Number of New Hires</strong></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Percentage of New Hires</strong></td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

*Data reflects new hires to the Water Authority and does not account for internal promotions of existing employees during the measurement period.
FYS 2021 & 2022
EMPLOYEE TURNOVER

Overall Turnover (40)

- Retirement/Death: 62.5%
- Separation: 37.5%
- Female: 37.5%
- Male: 62.5%

By Race:
- White: 62.5%
- Asian: 15%
- Hispanic/Latino: 10%
- Black/African American: 5%
- 2 or More Races: 7.5%
- 2 or More Races: 7.5%
- 2 or More Races: 7.5%
FYS 2021 & 2022
EMPLOYEE TURNOVER

Turnover Excluding Retirement (15)

Female 60%
Male 40%

Female Employee Separations (9)
Black/African American 11.1%
2 or More Races 11.1%
Asian 11.1%
White 66.7%

Male Employee Separations (6)
White 50%
2 or More Races 33.3%
Asian 16.7%
## FY2021 Turnover

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuals as of June 30, 2021</td>
<td>2 18 5 24 1 40</td>
<td>3 6 4 34 1 94</td>
<td>232</td>
</tr>
<tr>
<td><strong>Death</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Services</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Retirement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Services</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Colorado River Program</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>General Manager’s Office</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>1 1</td>
<td>1 1</td>
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</tr>
<tr>
<td>Water Resources</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Separation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td><strong>FY2021 Turnover Total (including Death/Retirement):</strong></td>
<td>0 1 0 0 0 5 1 2 0 1 0 8 18</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2021 Turnover Total (excluding Death/Retirement):</strong></td>
<td>0 0 0 0 0 1 1 1 0 0 0 1 4</td>
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<td></td>
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<tr>
<td><strong>FY2021 Turnover Rate by Gender &amp; Race/Ethnicity (including Death/Retirement):</strong></td>
<td>0.00% 5.56% 0.00% 0.00% 0.00% 12.50% 33.33% 33.33% 0.00% 2.94% 0.00% 8.51%</td>
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<tr>
<td><strong>FY2021 Turnover Rate by Gender &amp; Race/Ethnicity (excluding Death/Retirement):</strong></td>
<td>0.00% 0.00% 0.00% 0.00% 0.00% 2.50% 33.33% 16.67% 0.00% 0.00% 0.00% 1.06%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2021 Overall Turnover Rate Including Death/Retirement:</strong></td>
<td>7.76%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2021 Overall Turnover Rate Excluding Death/Retirement:</strong></td>
<td>1.72%</td>
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</table>

## FY2022 Turnover

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuals as of June 30, 2022</td>
<td>2 16 4 26 1 43</td>
<td>4 6 5 32 1 94</td>
<td>232</td>
</tr>
<tr>
<td><strong>Retirement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Services</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Government Relations</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Separation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colorado River Program</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>General Counsel’s Office</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Government Relations</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>1 1</td>
<td>1 1</td>
<td>2</td>
</tr>
<tr>
<td><strong>FY2022 Turnover Total (including Death/Retirement):</strong></td>
<td>1 2 1 0 0 5 1 1 1 3 0 7 23</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2022 Turnover Total (excluding Death/Retirement):</strong></td>
<td>1 1 1 0 0 5 1 0 0 0 0 7 11</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2022 Turnover Rate by Gender &amp; Race/Ethnicity (including Death/Retirement):</strong></td>
<td>50.00% 12.50% 25.00% 0.00% 0.00% 11.63% 25.00% 16.67% 10.00% 0.38% 0.00% 7.42%</td>
<td></td>
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</tr>
<tr>
<td><strong>FY2022 Turnover Rate by Gender &amp; Race/Ethnicity (excluding Death/Retirement):</strong></td>
<td>50.00% 6.25% 25.00% 0.00% 0.00% 11.63% 25.00% 0.00% 0.00% 0.00% 0.00% 2.17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY2022 Overall Turnover Rate Including Death/Retirement:</strong></td>
<td>9.48%</td>
<td></td>
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<tr>
<td><strong>FY2022 Overall Turnover Rate Excluding Death/Retirement:</strong></td>
<td>4.74%</td>
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</table>
We believe that diversity and inclusion is critical to our success as the region’s water leader, and in addition to recruiting employees with diverse perspectives and experiences, we also want to ensure we are developing and retaining our existing workforce and listening to their insights on the organization and how it feels to be a part of the San Diego County Water Authority. Our ongoing employee engagement efforts include:

**Employee Pulse Surveys**
In August 2020, the Water Authority surveyed employees on their feelings about the impact of racism at the Water Authority. 121 responses were received and helped inform management on how employees were feeling about race, xenophobia, management, and overall culture at the Water Authority.

**Energage Employee Engagement Survey**
In late 2021, the Water Authority participated in its second employee engagement survey. 84% of employees participated, providing 653 comments on various organizational topics. The agency saw an 8% increase in overall employee engagement as compared to 2019, and double-digit increases in all but one area. As a result, the Water Authority received a 2021 Top Workplaces award for mid-size employers in the San Diego region. The next survey will take place in August 2022.

**AllVoices x San Diego County Water Authority**
On June 28, 2022, the Water Authority entered into a two-year partnership with AllVoices, an employee feedback and reporting tool that supports our DEI efforts to ensure employees continue to feel valued and heard throughout the year outside of periodic surveys. AllVoices eliminates bias through its anonymity function, allowing employees to report about DEI, ethics, and culture, while feeling safe and secure.
SHARED RESOURCES

The following resources, trainings and conversations were shared with Water Authority employees during this period to promote empathy, understanding and education in the workplace. Because links and websites change frequently, we have not linked the items below but have instead provided the names of the items and source providers to make it easy to search online for the item if you are interested in viewing the information.

ARTICLES

Why Subtle Bias Is So Often Worse than Blatant Discrimination (HBR)
The Power of Healthy Relationships at Work (HBR)
Transitioning in the Workplace: A Guide for Trans Employees (Human Rights Campaign)
How Supportive Leaders Approach Emotional Conversations (HBR)
What to Watch | Celebrate LGBTQIA Pride Month (PBS)
Recognizing and Responding to Microaggressions at Work (HBR)
Susan David on Bringing Our Whole Selves to Work (Thrive)
Why Many Women of Color Don’t Want to Return to the Office (HBR)
How to Stay Open and Curious in Hard Conversations (Greater Good)
How to Respectfully Discuss Contentious Issues at Work (HBR)
The Story of Chicano Park (NYT)
Better Decisions Through Diversity: Heterogeneity Can Boost Group Performance (Kellogg School of Management)
5 Things You Probably Haven’t Thought Of That Will Help You Be More Inclusive (Fast Company)
Want To Support the People In Ukraine? Here’s How You Can Help (NPR)
This Technique Can Help Diverse Teams Deal with Conflict Effectively (Fast Company)
There’s One Population That Gets Overlooked by an ‘Everyone Will Get COVID’ Mentality (NPR)
Why a Mispronounced Name Can Be So Frustrating (Psychology Today)
Take and Talk Action: A Parent’s Guide to Countering Antisemitism (USC Shoah Foundation)
What Do You Say to the Sufferer? (David Brooks)
Sesame Street Welcomes its First Asian American Muppet (Time)
Hanukkah’s Story of Resilience Provides Comfort in Uncertain Times (NPR)
How Do Stereotypes Shape Your Judgment? (Greater Good)
‘Self-Care’ Isn’t the Fix for Late-Pandemic Malaise. What We Need Is to Take Care of Others. (The Atlantic)
This “Tech Bro” Entrepreneur was the Toast of Silicon Valley—Until She Stepped into Boardrooms as a Woman. (Elle)
SHARED RESOURCES

Consider These Factors If You Want To Be A More Inclusive Speaker (Fast Company)
Navigating A Mental Health Crisis (NAMI)
If Humans Evolved to Cooperate, Why Is Cooperation So Hard? (Greater Good)
Stop the Brainstorms: Here's the Right Way to Foster Change-Making Conversations (SmartBrief)
To All the Working Moms Who 'Don't Have Time for Self-Care' (Working Mother)
His Name Was Emmett Till (The Atlantic)
How to Support Your LGBTQ+ Kid When He, She or They Come Out (Good Housekeeping)
It’s Hard to Search for a Therapist of Color. These Websites Want to Change That. (NYT)
Be Nice At Work: Even Mildly Mean Coworkers Can Ruin Things For The Whole Company (Fast Company)
How to Get Better at Reading People from Different Cultures (HBR)
What to Do When You Feel Like You Don’t Fit In At Work (Fast Company)
CalPERS Appoints First Chief Equity Officer. Why the Pension Fund Sees Value in Diversity. (SacBee)
Are You Dreading a Return to ‘Normal'? You’re Not Alone. How the Pandemic Provided Relief from Challenges, Inequities and Injuries That Were All Too Common in Pre-Pandemic Life.(NYT)
Research: Amplifying Your Colleagues’ Voices Benefits Everyone (HBR)
So You Want to Learn About Juneteenth? (NYT)
15 Culturally Affirming, Expert-Recommended Mental Health Resources for the AAPI Community (Good Housekeeping)
Why Pride? An Explanation for Straight People (HuffPost)
What the Tulsa Race Massacre Destroyed (NYT)
Alice Wong Wants To Make Space For More Disabled Asian Americans Like Her (HuffPost)
4 Emotionally Intelligent Ways to Accept People Who Don't Share Your Values (Fast Company)
Before You Answer, Consider the Opposite Possibility (The Atlantic)
Today, I Am A Witness To Change': A Crowdsourced Poem Against Anti-Asian Hate (NPR)
After a Year-Plus of COVID-19, Therapists Share 10 Ways Our Mental Health Has Changed (Pop Sugar)
The Roots of Anti-Asian Violence Can Be Found in California History (LA Times)
Why Are Asian Americans Being Attacked and What Can You Do About It? (Greater Good)
Why This Wave of Anti-Asian Racism Feels Different (The Atlantic)
Tools to Help You Uncover Implicit Bias — Plus, What That Actually Means (Shape)
If You Can't Beat Them, Change the Rules: “The Biles” And Unfair Barriers for Excellence In America (Forbes)
Honor and Learn This Black History Month (NYT)
SHARED RESOURCES

What Hank Aaron Told Me (The Atlantic)
Alberta King, Martin Luther King Jr.’s Mother, Made Her Own Contributions to Civil Rights (Time)
Women Accounted for 100% of the 140,000 Jobs Shed by the U.S. Economy in December (Fortune)
Children, Mental Health and the Pandemic (The Daily Times)
What if Instead of Calling People Out, We Called Them In? (NYT)
I Wish We Had Discussed Mental Health in My Latinx Family - Here’s How I Plan to Do Better For My Son (Well+Good)
15 Insightful Podcasts to Learn about Race Relations in America (Good Housekeeping)
Six Tips for Speaking Up Against Bad Behavior (Greater Good)
Celebrating Hispanic Heritage Month (Good Housekeeping)
Yom Kippur, Judaism’s Most Sacred Day of the Year, Began Sunday at Sunset (History)
Disney Just Launched a Line of Adaptive Halloween Costumes for Kids and Adults (Apartment Therapy)
What Does Latinx Mean? (Good Housekeeping)
A Disability-Rights Consultant and Social Worker Explains How to Check Your Ableism Every Day (PopSugar)
Distance Learning Tips for Children with Autism (Rise and Shine)
You've Been Called Out for a Microaggression. What Do You Do? (HBR)
Taking Care of Your Mental Health in the Face of Uncertainty (American Foundation for Suicide Prevention)
Why the Death of TikTok Would Be Especially Brutal for the LGBTQ+ Community (Well+Good)
Take the Pledge to Stop Making it Weird (Stop Making it Weird)
Why Do So Many White People Deny The Existence of White Privilege? (The Undefeated)
Microaggressions are a Big Deal: How to Talk Them Out and When to Walk Away (NPR)
How to Have Courageous Conversations About Race (Forbes)
How to Talk to Conspiracy Theorists and Still Be Kind (MIT Technology Review)
8 Ways to Handle Race Based Stress (Melanin Base Camp)
In Her Words: 7 Issues, 7 Days. A Weeklong Look at the Biases Women Face (NYT)
The Psychology of Being a Better Ally in the Office and Beyond (Nextgov)
How My Autistic Brother Learned to Cope in the Midst of COVID-19 and How My Family Followed Suit (Well+Good)
An Asian-American Author Talks About Racism in the Pandemic (NYT)
The Female Muralists Behind BLM’s Most Visceral Imagery (Elle)
Worried About a Difficult Conversation? Here’s Advice from a Hostage Negotiator (WSJ)
How You Can Still Celebrate Pride When Events are Cancelled (USA Today)
5 Things You Need to Stop Saying If You Really Care About Fighting Racism (MBG)
8 Essential Aspects of Being an Ally To Anyone That's Not Like You (MBG)
How to Have Hard Conversations with Celeste Headlee (Coaching for Leaders)
The Unequal Costs of Social Distancing (Johns Hopkins University)
Panicked Shoppers are Buying All the WIC-Eligible Food (BuzzFeed)
Increase in Domestic Violence Feared During Virus Lockdown (Axios)

VIDEOS
Casey Gerald on How to Be All of Who We Are | Penguin Random House Speakers Bureau
How to Have a Hybrid Meeting That Works for Everyone | Harvard Business Review
The Hidden Power of Not (Always) Fitting In | Marianne Cantwell
How To Work with Someone You Hate | BBC Ideas
How to Discover Your Authentic Self at Any Age | Bevy Smith
Stories of Pride 2022 | The Trevor Project
Women of Worth: Michelle Tran and Soar Over Hate | NBC
Invisible Diversity: A Story of Undiagnosed Autism | Carrie Beckwith-Fellows
How We Can Bring Mental Health Support to Refugees | Essam Daod
Sesame Place Is World's First Theme Park Designated As A Certified Autism Center | NBC Nightly News
What Do You Do When Someone Just Doesn’t Like You? | Daryl Davis
The Power of Listening | William Ury
5 Ways To Create Stronger Connections | Robert Reffkin
The Story Behind the 'Black National Anthem' | The Grio
"A Seat at the Table" Isn't the Solution for Gender Equity | Lilly Singh
Ukraine Cold Open | SNL
Social Anxiety in the Modern World | Dr. Fallon Goodman
Arc of San Diego
Boys Do Cry | The Hallway
Louisiana Man Surprises Kids with Special Needs with Their First Bikes | CBS Mornings
Breakthrough Treatment for Depression | CBS Sunday Morning
3 Ways to Express Your Thoughts So That Everyone Will Understand You with Alan Alda | Big Think
The Truth About Our Mental Health Crisis ft. Dr. Ali | Doctor Mike
5 Ways to Listen Better | Julian Treasure
SHARED RESOURCES

5 Recommendations to Celebrate Black History Month | Fast Company
Three Ways to Practice Civility | Steven Petrow
Engaging Differences: Listening with Empathy & Humility | National Institute for Civil Discourse
Why All Americans Should Honor Juneteenth | Vox
How to Come Out at Work, About Anything | The Way We Work, a TED Series
Industry Event on LGBTQ+ Visibility and Inclusion | Brown and Caldwell
Effective Allyship: A Transgender Take on Intersectionality | Ashlee Marie Preston
Her Way: Overcoming Female Stereotypes in the Outdoors | Salomon
A Brief History of Environmental Justice | ProPublica
Racism and Climate Change Are About You | Dr. Atyia Martin
Dapper Dan Gets the COVID-19 Vaccine | Good Morning Vogue
Cesar Chavez: American Civil Rights Activist - Fast Facts | History
Reaction To Atlanta Shootings Spotlights Growing Violence Against Asian Americans | TODAY
The Bystander Effect: Why Some People Act and Others Don’t | Kelly Charles-Collins
Interrupting Gender Bias Through Meeting Culture | Selena Rezvani
Lessons of Cultural Intimacy | Winona Guo & Priya Vulchi
Rep. Jamie Raskin And Sarah Bloom Raskin Pay Emotional Tribute To Their Late Son | TODAY
Dr. Anthony Fauci: Divisiveness Has Failed America "In Every Single Way" | CBS Sunday Morning
Using Your Voice is a Political Choice | Amanda Gorman
How To Talk To Kids About The Capitol Siege | NBC Nightly News
Why Black and Latino Communities are Hesitant to Take the COVID-19 Vaccine | GMA
How We Can Face the Future Without Fear, Together | Rabbi Lord Jonathan Sacks
The Radical Act of Choosing Common Ground | Nisha Anand
Living With High Functioning Anxiety | Jordan Raskopoulos
Companies Seeking out Potential Employees with Autism | 60 Minutes
A Mother’s Work: Women's Career Impacted by Pandemic | CBS Sunday Morning
How to Have Better Political Conversations | Robb Willer
Latinx Heritage Month 2020 | Oregon Metro
What the Gay Rights Movement Learned from the Civil Rights Movement | Yoruba Richen
SHARED RESOURCES

Venture Out | REI Presents
John Lewis and the Power of Our Vote | CBS Sunday Morning
Being Respectful to Your Coworkers is Good for Business | Christine Porath
Jane Pauley on Recognizing Depression | CBS Sunday Morning
I'm Not Your Inspiration, Thank You Very Much | Stella Young
How to Practice Emotional First Aid | Guy Winch
A Conversation with Latinos on Race | New York Times
I've Lived as a Man & a Woman - Here's What I've Learned | Paula Stone Williams
Get Comfortable with Being Uncomfortable | Luvvie Ajayi
Alexandria Ocasio-Cortez Responds to Ted Yoho's Apology on the House Floor | Bloomberg News
Chimamanda Ngozi Adichie on Identity, Feminism and Honest Conversations | The Economist
Begin Again: James Baldwin's America And Its Urgent Lessons For Our Own | Haymarket Books
Uncomfortable Conversations with a Black Man | Emmanuel Acho
How to Outsmart Your Own Unconscious Bias | Valerie Alexander
How to Overcome Our Biases? Walk Boldly Toward Them | Verna Myers
A Living History of the LGBTQ+ Movement | Next Day Better
Juneteenth Celebrates Freedom from Slavery in US | Newsy

SELF-DIRECTED TRAININGS, RESOURCES AND WEBINARS

Let's Talk About Privilege: How to Acknowledge and Navigate Your Privilege at Work
Bridging Differences Playbook
Healthy Masculinity and Male Allyship in the Workplace: A DEI Imperative | Bay Area Council
Unconscious Bias
Confronting Bias: Thriving Across Our Differences
Diversity, Inclusion and Belonging
Communicating About Culturally Sensitive Issues
Interpersonal Communication
Amanda Ripley on High Conflict
Understanding Unconscious Bias in the Workplace
Emotional Intelligence in a Distracted Environment
Resolving Conflict During Times of Change
Leadership Disrupted: New Ways for the New Normal
Hollaback (Recently renamed Right to Be)
COVID-19 Inequities: Race, Ethnicity and Social Drivers of Health (Kaiser Permanente)
Asian Americans Advancing Justice
Bystander Intervention Training
International Women's Day (Webinar)
Black History Month: A list of virtual events
Four Hundred Souls: A Community History of African America, 1619–2019
"A Seat at the Table"
Anti-Racist 30-Day Challenge
Our Mental Health Is Not Alright, and We're Not Afraid to Say It:
Suicide Prevention During the 2020 Holiday Season
Fostering Conversation with Ibram X. Kendi
Valley Water/NAACP Climate Change Certification
Autism Speaks
From Othering to Belonging with John A. Powell (Science of Happiness Podcast)
Project Implicit: Harvard Test on Implicit Bias
DIY Assessment: Hidden Biases
AARP Pride
Aetna EAP
Family-Care, Community-Care and Self-Care Tool Kit: Healing in the Face of Cultural Trauma (Association of Black Psychologists)
The National Alliance on Mental Illness
Racial Stress and Self-Care for Parents (American Psychological Association)
SAYSanDiego (Resources for victims of domestic violence, including shelter and counseling hotline information.)
Stop APPI Hate
Living Room Conversations: A simple guide to begin to engage in conversations across topics of conversation such as race, nationality, gender, age, and more.
SHARED RESOURCES

Talking About Race: The National Museum of African American History and Culture’s Talking About Race
How to Talk to Kids About What Happened to George Floyd (Texas Children’s Hospital)
Managing Your Distress in the Aftermath of a Shooting (American Psychological Association)

GENERAL MANAGER WEEKLY CALL / QUARTERLY FEATURES

“Indigenous People’s Day” with Nicole Spriggs (October 14, 2021)
“Racism at Work: Results of the Employee Survey” with Sandra L. Kerl (August 6, 2020)
Finance Diversity & Inclusion Committee Presentation (August 6, 2020)
“Kyle’s New Life” with Skylar Stephens (January 6, 2021)
“My Story” with Geena Balistrieri (June 3, 2021)
“Hispanic Heritage Month” with Arlene Leyva (September 30, 2021)
“Staff Connections to Ukraine” with Various Staff (April 7, 2022)
“Reporting Harassment & Discrimination in the Workplace” with Sandra L. Kerl (May 5, 2022)

OTHER GENERAL MANAGER COMMUNICATIONS

June 1, 2020: Email to staff re: the murder of George Floyd and La Mesa riots
July 20, 2020: Email to staff re: microaggressions in the workplace
April 19 & April 23, 2021: Emails to staff re: the Chauvin verdict, anti-AAPI violence, and resources for self-care

WATER AUTHORITY TRAININGS

July 16, 2020: How to Address Microaggressions and Known Offensive Language in your Department/Municipality;
LaTonya J. Pegues (Executive and Senior Management)
August 13, 2020: Discussing Race at Work in the Climate of 2020 - The Reward for Doing It Right; Gerry Preciado (Executive and Senior Management)
January 14, 2021: Workplace Cultures that Work for Everyone - A Harassment & Discrimination Prevention and Inclusion Training; Gerry Preciado (Board of Directors, Executive and Senior Management)
March 2021: Anti-Harassment Training for Supervisors and Managers - California (SB1343/AB1825); TargetSolutions (All Water Authority Staff)
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