



Office of Communication, Diversity and Inclusion



Diversity & Inclusion Master Plan

2009-2011

Revised February, 2009

Office of Communications and Diversity

Prepared under the Direction of:

**Gustavo De La Torre,
Assistant Officer**

Martin Gamez, Unit Manager
Liz Bettencourt, Administrative Assistant

CONTRIBUTIONS BY:

Diversity and Inclusion Council
Diversity and Inclusion Executive Council
Yolanda Perez, Public Information Representative II
Teresa Araujo, Staff Analyst

DIVERSITY EXISTS WITHIN US ALL



Alamitos Recharge Pond, mostly Native California Sycamore

Like the tree above, some of our diverse attributes are above the surface and easy to see and others are beneath the surface and harder to see.

Thinking beyond observable differences is the key to attaining an inclusive organization.

Table of Contents

I.	INTRODUCTION.....	5
II.	LEADERSHIP COMMITMENT.....	7
III.	BUSINESS CASE.....	8
IV.	GENERAL TARGETS.....	9
V.	ROLES AND ACCOUNTABILITY.....	16
VI.	EVALUATION FOR A CONTINUOUS IMPROVEMENT PROCESS.....	17
APPENDIX A:	Diversity and Inclusion Executive Council.....	18
APPENDIX B:	Diversity and Inclusion Council.....	19
APPENDIX C:	Employee Resource Groups.....	20
APPENDIX D:	External Alliances.....	21
APPENDIX E:	Employee Resource Groups Roster (2009).....	22
APPENDIX F:	Diversity and Inclusion Master Plan Deployment.....	24
APPENDIX G:	Budget.....	25

I. INTRODUCTION

As the District looks to the future, it must plan for the economic changes that are occurring. The District is facing increasing business costs, a weakened state and local economy, and a limited ability to increase revenues. The District is also facing social changes that include the changing demographics of the Santa Clara Valley. Therefore, the District views diversity as a business asset and works to ensure that its workforce represents and reflects the community it serves. By undertaking measures to foster an inclusive environment, the District is taking positive steps to actively manage the challenges that lie ahead.

The District's customer base reflects the many diverse cultures and values of the nearly 1.8 million residents in Santa Clara County and will continue to face competition in our ability to recruit and retain the talent necessary to accomplish its goals. The ability of the District to conquer the economic and social challenges it faces will greatly depend on the productivity of its most valuable resource, District employees.

This Diversity and Inclusion Master Plan 2009-2011 (Master Plan) sets forth specific actions and recommendations to help us achieve the next level of diversity at the District. This document details the steps that we will use to develop and implement a comprehensive, organization-wide Diversity and Inclusion Program. The Master Plan includes diversity and inclusion vision and mission statements that will provide a picture of what we would like to attain. The plan also contains goals, strategies and tactics designed to provide us with specific steps for action. In addition, the Master Plan includes an evaluation and continuous improvement section that will help to ensure that we continue to successfully progress to a wider and more inclusive definition of diversity.

The following statements and the Diversity and Inclusion Goal were developed by the Diversity and Inclusion Council:

Diversity and Inclusion Vision Statement

We are an organization that creates, promotes, and sustains an inclusive work environment; where every District employee is treated with respect and dignity and is able to contribute to their fullest potential.

Diversity and Inclusion Mission Statement

Enhance employees' quality of work-life balance and promote an inclusive workforce based on respecting and valuing individual differences. This will improve workplace productivity and increase the quality of services delivered to the community.

Diversity and Inclusion Goal

The overarching goal for Diversity and Inclusion at the District is to promote, maintain and sustain an inclusive work environment where every employee is treated with respect and dignity and is able to contribute at a maximum of their skill and ability.

II. LEADERSHIP COMMITMENT

As leaders of the Santa Clara Valley Water District, we will promote inclusion by modeling behaviors that respect diversity of thought and perspective as well as ethnic, cultural, generational and other differences in all aspects of our operation. This will be directed towards our employees, our customers, and to those that do business with the District. We expect all District employees to model the same behaviors.

We, the Executive Leadership, understand the business case for diversity as presented in the Diversity and Inclusion Master Plan. We have made this Plan part of the District's overall strategic plan backed by the appropriate financial commitment. It is our plan to continue to invest and embrace in the Diversity and Inclusion Program goals, strategies and tactics.

We support diversity and inclusion because our continued success depends upon understanding the unique needs, varied experiences and perspectives of our customers and the communities they represent. With a culture of inclusion based on Equal Opportunity for all, we can continue to grow not only as an organization, but as individuals. As we expand our own awareness, we will increase our ability to better understand and serve our community in the most cost effective manner.

Sharon Judkins
Interim Chief Executive Officer

Gustavo De La Torre, Assistant Officer
Office of Communication, Diversity and Inclusion

Beau Goldie, Chief Operating Officer
Capital Program Services

Jose Peralez, Deputy Administrative Officer
Human Resources

Jim Fiedler, Chief Operating Officer
Water Utility Enterprise

Lauren Keller, Board Appointed Officer
Clerk of the Board

Sharon Judkins, Chief Administrative Officer
Administration

Debra Cauble, Board Appointed Officer
District Counsel

Marc Klemencic, Chief Operating Officer
Watershed Operations

Donna Howe, President
Employees' Association

Martin Gamez, President
Mid-Managers Association

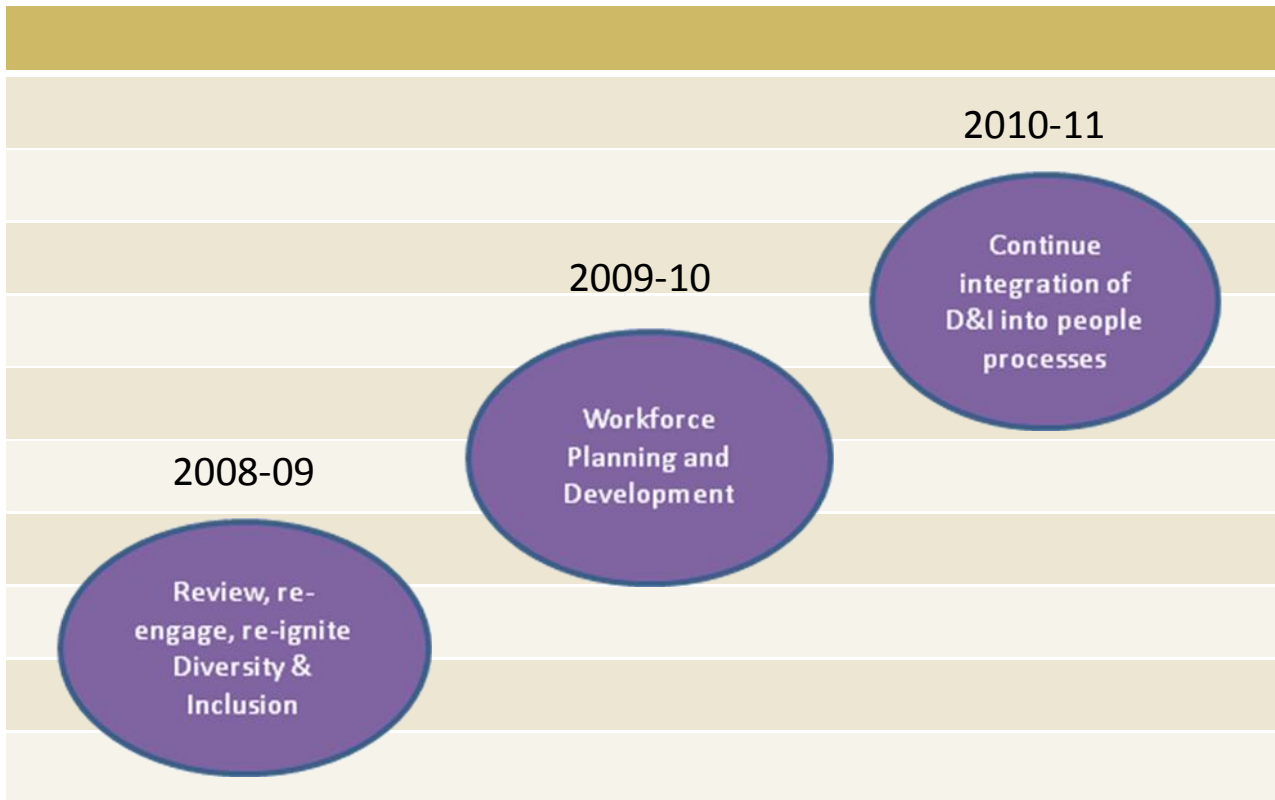
Luis Ortiz, President
Engineers' Society

III. THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

We are a more diverse nation, state and county than ever before. Diversity and inclusion are key strategic issues to be considered for the successful achievement of the District's mission. In the dynamic, information-focused environment of the 21st century, the District's success will be shaped by how well diversity and inclusion are embedded in business processes and organizational culture.

- **Reflecting the community we serve:** Our ability to effectively accomplish the mission of the District in a demographically diverse county will be significantly enhanced by a District workforce that reflects the community it serves.
- **Effective outreach to the community:** A diverse and inclusive employee culture will enable the District to effectively conduct outreach, build strong community relationships and enhance the District's image by leveraging the internal community knowledge that resides within its workforce.
- **Attracting and retaining the best talent:** Diversity and inclusion benefit the District's ability to attract, retain and develop a diverse workforce with the talents and skills needed to sustain our agency as an employer of choice.
- **Innovative solutions:** A diverse employee base with new ideas and different perspectives offers business opportunities to develop creative and innovative solutions to issues and problems.
- **Adapting to change:** The infusion of these new perspectives and diversity of thought will enable the District to adapt to an ever-changing local and global environment, improving our ability to provide *a healthy, safe, and enhanced quality of living in Santa Clara County through watershed stewardship and comprehensive management of water resources in a practical, cost-effective, and environmentally sensitive manner.*

IV. GENERAL TARGETS FOR 2008/09 – 2010/11



2008-09:

This year is focused on the review and update of the Diversity and Inclusion Master Plan. In addition, a cultural assessment and diversity survey is planned to establish a District baseline for Diversity and Inclusion.

2009-10:

A major focus in the new District-wide Strategic Plan will be Workforce Planning. This includes several strategies and tactics, including succession planning and leadership development. Diversity will be integrated into these efforts in line with the Diversity & Inclusion Master Plan management goals, strategies and tactics.

2010-11:

The target for this year will be to continue to identify opportunities to integrate diversity and make it part of doing business and emphasize that it is not a stand-alone effort.

GOALS, STRATEGIES AND TACTICS

The following three specific goals, strategies and tactics are a result of synthesizing many issues, concerns and challenges documented during the Diversity Summit held on April 3, 2008. Participating members emphasized coming up with a few but relevant, clear goals and strategies that could be easily understood, communicated, measured and implemented. In addition, the Diversity & Inclusion Council recommended a three-year plan versus five years to insure we stay current with the constantly changing work environment.

1. Employee and Community Engagement			
Goal:	Communicate and engage our diverse communities to ensure a common understanding of the challenges impacting our water resources and ensure employees at all levels practice diversity and inclusion in their daily work		
Strategy:	Integrate diversity and inclusion strategies in all District internal and external communications as appropriate to foster and encourage diversity and inclusion.		
	2008-2009	2009-2010	2010-2011
Tactics:	Develop and begin implementation of a Diversity & Inclusion Communication Plan	Produce a Diversity & Inclusion video to be posted on intranet and external web site for employees and external audiences.	Evaluate Communication Plan results and update Plan
	Implement an External Alliances Program that positions the District as a valued Diversity Corporate Citizen. Includes participation in community events that benefit a diverse group of organizations. (See Appendix D – External Alliances)	Additional professional organizations (See Appendix D – External Alliances)	Integrate External Alliances Program with District-wide Communications Plan
Key Performance Indicators:	Customer Satisfaction and Employee survey demonstrate a positive response to diversity and inclusion	Customer Satisfaction and Employee survey demonstrates a positive response to diversity and inclusion	Customer Satisfaction and Employee survey demonstrate a favorable trend

2. Management Development			
Goal:	Managers understand and model positive behavior regarding diversity and inclusion by action		
Strategy:	Establish a management strategy for effectively managing a diverse workforce		
	2008-2009	2009-2010	2010-2011
Tactics:	Develop a Management Leadership Development Program; Implement Phase I by June, 2009 (Basic Management practices and Business Acumen)	Develop and Implement Phase II of the Management Leadership Program <ul style="list-style-type: none"> • Conduct competency assessment • Develop plans to meet gaps based on competency assessment 	Establish an ongoing Management Leadership Program that is self sustaining and includes training for new skill sets to meet future demands of a changing work environment and workforce
	Increase the participation of mid-managers in the Diversity & Inclusion Council; each Chief to appoint one by June, 2009	Schedule workshops and assessments	Develop management handbook and continuous self study programs
		Assess program effectiveness; modify, implement/change	Assess program effectiveness; modify, implement/change
Key Performance Indicators:	Improved management competency from baseline	Improved management competency from baseline	Decrease in EOP investigation requests from baseline
	Appointed mid-managers regularly attend Diversity and Inclusion Council meetings		

3. Training			
Goal:	Build and sustain a workforce that understands, values, embraces and implements diversity and inclusion		
Strategy:	Provide employees with a variety of learning and development opportunities to develop and improve the skills needed to work effectively in a diverse and inclusive environment		
	2008-2009	2009-2010	2010-2011
Tactics:	Develop and implement a continuous training model (training plan) that provides all employees with the understanding, value and appreciation for diversity and inclusion. Explore various methods such as online/web-based training	Include in manager's performance plan an expectation to embrace diversity by implementing specific actions that will enhance diversity and inclusion awareness and communication among employees. A list of various sample ideas will be provided by the Office of Communication, Diversity and Inclusion.	Partner with Training and Development for evaluation of the effectiveness of training and the implementation of manager's efforts.
	Develop evaluation process to measure effectiveness of training, such as: <ul style="list-style-type: none"> • Survey participants as to how they've applied learned material • Conduct focus groups of participants to determine how diversity and inclusion in changing employee thinking 		
Key Performance Indicators:	Learning activities and events are conducted as scheduled	Decreased EOP investigation requests	Decreased EOP investigation requests
	Learning assessment process is implemented and a baseline is established on improvement in employee relations pertaining to diversity and inclusion		

Diversity and Inclusion Master Plan 2009-2011

4. Measurement Initiative			
Goal:	Assess the impact of diversity and inclusion on workforce and organizational effectiveness		
Strategy:	Conduct a cultural assessment to baseline diversity and inclusion attitude and develop and deploy metrics that measure how diversity and inclusion are used to drive organizational effectiveness		
	2008-2009	2009-2010	2010-2011
Tactics:	Establish a baseline for District diversity and inclusion by conducting a diversity and inclusion cultural assessment <ul style="list-style-type: none"> Determine the current state of diversity and inclusion Assess how managers understand and incorporate diversity and inclusion in their day to day operations and plans. Survey employees on how managers model diversity and inclusion behavior 	Review the results of the assessment to: <ul style="list-style-type: none"> Adjust the Diversity & Inclusion Master Plan Develop tactics to close the gap between the current and desired future 	Update the diversity and inclusion report to include new baseline and measurements developed for cultural assessment
			Update the Diversity and Inclusion Master Plan
Key Performance Indicators:	Cultural assessment is completed and action plans developed to address findings	Action plans are implemented effectively	Updated three year Diversity and Inclusion Master Plan is published

Diversity and Inclusion Master Plan 2009-2011

5. Gender Equality Initiative			
Goal:	Ensure that policies, procedures, development programs and activities at the District are fair, inclusive and respectful of gender differences		
Strategy:	Use the 2005 consultant report to develop action plans		
	2008-2009	2009-2010	2010-2011
Tactics:	Bring together a small working committee and an Executive Sponsor by June, 2009. Objective of the committee would be to review recommendations and develop an action plan.	Implement action plan	Implement action plan
	Identify gaps and develop action plans to address them		
Key Performance Indicators:	Action plans are developed and approved	Action plans are implemented	Action plans are implemented

CONTINUED PROGRAMS

Employee Resource Groups (ERG): Continue the support for active ERGs with a focus on helping to meet District business objectives. (See Appendix C)

6. Employee Resource Groups (ERGs)			
Goal:	Leverage the insight of a diverse and inclusive workforce to build internal and external relationships that support the District's mission		
Strategy:	Nurture and support diverse and inclusive Employee Resource Groups that build personal and professional relationships by helping employees with common backgrounds or orientations connect and network		
	2008-2009	2009-2010	2010-2011
Tactics:	Assess the current ERG program and develop an action plan for improvement	Host Diversity and Inclusion events that promote education and awareness with the goal of improving organizational knowledge of the diversity represented by District employees	Host Diversity and Inclusion events that promote education and awareness with the goal of improving organizational knowledge of the diversity represented by District employees
	Host Diversity and Inclusion events that promote education and awareness with the goal of improving organizational knowledge of the diversity represented by District employees	Attend community events as District ambassadors	Attend community events as District ambassadors
	Attend community events as District ambassadors		
Key Performance Indicators:	Action plan submitted to the Diversity Council for review and approval	Increased employee participation in diversity and inclusion events	Increased employee participation in diversity and inclusion events
	Increased employee participation in diversity and inclusion events	ERG events are held as scheduled and within budget	ERG events are held as scheduled and within budget
	ERG events are held as scheduled and within budget	Each ERG participates in one community event	Each ERG participates in one community event
	Each ERG participates in one community event		

V. ROLES AND ACCOUNTABILITY

The accountability and role structure will establish responsibility at each organizational level and will help to provide direction during implementation.

Chief Executive Officer	Provide executive support and leadership for diversity and inclusion.
Office of Communications and Diversity	Oversee, monitor, and report on efforts to integrate diversity and inclusion into District processes.
Executive Leadership	Demonstrate leadership in encouraging and fostering a diverse and inclusive environment through role-modeling and participating in Diversity and Inclusion Executive Council.
Unclassified	Encourage management implementation of diversity and inclusion initiatives by role modeling and participating in district diversity and inclusion activities.
Unit Managers	Embrace and demonstrate support for diversity and inclusion for employees in their respective units.
Supervisors	Work with unit managers to embrace and maintain an environment that encourages and supports diversity and inclusion and the contributions of all employees.
All employees	Take the initiative to become knowledgeable regarding diverse attributes and treat others with respect and dignity. Understand your responsibility to the District and fellow employees relative to diversity and inclusion. Participate in diversity and inclusion activities.
Diversity and Inclusion Executive Council	Review and adopt the Diversity and Inclusion Master Plan and provide the leadership and support necessary for its deployment.
Diversity and Inclusion Council	Take an inclusive approach in the development and continuous improvement of the Diversity and Inclusion Master Plan. Provide input on proposed diversity programs, initiatives, or ideas and ensure alignment with the District’s diversity vision statement and CEO’s vision, “ <i>Simplify, Streamline, Stabilize.</i> ”

VI. EVALUATION FOR A CONTINUOUS IMPROVEMENT PROCESS

An essential aspect of the success of the Diversity and Inclusion Master Plan will be to conduct ongoing evaluations of the overall plan and its implementation. This will allow staff to monitor current practices and to identify what is and is not working in a timely fashion. The plan will be monitored throughout several levels of the organization by a variety of internal stakeholders. They will be kept abreast of the progress of the Plan's implementation and will participate in identifying solutions for improvement. Through the stakeholders' combined evaluation and improvement efforts, the Master Plan will continue to provide the strategic direction necessary for the District to continue to pursue its diversity and inclusion goals.

Stakeholders and their Roles:

Diversity and Inclusion Officer

One of the primary responsibilities of the Diversity and Inclusion Officer is to monitor the implementation of the Master Plan including completion of the various actions that were adopted as part of the Master Plan. The Diversity and Inclusion Officer will provide a monthly status report to the Diversity and Inclusion Council with a copy to the Diversity and Inclusion Executive Council for their consideration.

Diversity and Inclusion Council

The Council is responsible for reviewing the progress of the Master Plan and providing feedback. As specific issues arise, the Council will work collaboratively to identify recommendations and/or solutions. Special reports will be provided to the Council as needed.

Diversity and Inclusion Executive Council

The Executive Council will meet quarterly to review the progress of the Master Plan.

Board of Directors

The monthly status reports for the Master Plan will be submitted to the Board of Directors as part of the quarterly QEMS reporting system. This will allow the Board to stay informed on the progress of the Master Plan.

APPENDIX A - Diversity and Inclusion Executive Council

The Diversity and Inclusion Executive Council provides executive leadership for implementation of the Diversity and Inclusion Master Plan. The Executive Council will review and approve the final Master Plan and is responsible for ensuring that the plan is in line with the District’s strategic objectives and mission. Each year, a member of the Executive Council will provide a resource link to the Diversity and Inclusion Executive Council by presiding over the Council as chairperson. The chairperson is responsible for calling and conducting the Diversity and Inclusion Executive Council meetings and providing information to the Executive Council.

Diversity and Inclusion Executive Council	
Sharon Judkins – Chief Executive Officer	Jim Fiedler – Chief Operating Officer, Water Utility Enterprise
Beau Goldie – Chief Operating Officer, Capital Program Services	Debra Cauble – Board Appointed Officer, District Counsel
Marc Klemencic – Chief Operating Officer, Watersheds	Sharon Judkins - Chief Administrative Officer, Administration
Lauren Keller – Board Appointed Officer, Clerk of the Board	Gustavo De La Torre - Assistant Officer, Office of Communications, Diversity and Inclusion

APPENDIX B - Diversity and Inclusion Council

The purpose of the Diversity and Inclusion Council is to take an inclusive approach by bringing together a diversity of backgrounds to lead in the development and implementation of a Diversity and Inclusion Master Plan and sustain the focus and continuous improvement on diversity at the District. They are leaders expected to carry out the spirit and purpose of diversity and inclusion with the groups they represent and work with day-to-day.

The objectives that have been established for the Diversity and Inclusion Council include providing input regarding various diversity programs, initiatives or ideas proposed for implementation and to act as a forum for creative diversity ideas that will benefit all employees of the District. The Council should work to assure that diversity initiatives and programs link to the strategic business goals of the District and to ensure linkage and alignment of activities, programs or initiatives with other District programs such as the “Collaborative Initiative” and “Strategic Planning Dashboard.” The Council will be solicited to provide various perspectives and to establish partnerships with other functions within the District that will help to identify how a more inclusive approach can be adopted. The Council will be used to leverage the contributions of Employee Resource Groups to the diversity and community goals of the District and will act as a diversity resource to address District diversity issues. The Council will also role model an appropriate team environment by practicing inclusiveness and a collaborative approach when conducting meetings.

The Diversity and Inclusion Council will not act as a forum for resolution of individual grievances and complaints or personal, religious, or political agendas.

The Office of Communication, Diversity and Inclusion provides diversity content, subject matter expertise, guidance, and direction to the Council and Task Teams. The Office will assist in the development and presentation of progress reports from the Task Teams to the Diversity and Inclusion Council and Executive Council and will help to secure needed resources. In addition, the Office maintains the schedule of revisions and updates for the Master Plan.

Diversity & Inclusion Council Structure	
Employee Resource Groups (1 from each):	Other Stakeholders (1 from each):
Asian Pacific Resources Group	Recruitment
Association of Black Employees	Training
Disability Awareness Group	EOP
Indo-American Association	Communications
Lesbian, Gay, Bisexual, Transgender/Straight Alliance	Labor Relations
Organization for Latino Affairs	Association of Women Employees (AWE)
Parents Advisory Network	Chief Group Area Representatives - 4
Veteran’s Awareness Group	
	Task Team Chairs (1 from each):
Bargaining Units (1 from each):	Employee and Community Engagement
Employees Association	Management Development
Engineers Society	Training
Mid-Managers Association	
	Gustavo De La Torre – Representing the Executive Leadership Team/Executive Council

APPENDIX C - Employee Resource Groups

The Employee Resource Groups, formerly known as Affinity Groups, represent major components of the way in which employees may identify or define themselves (exclusive of religion). Membership is voluntary and open to all District employees. In early 2006, Employee Resource Groups began the chartering process to become official resource groups at the District. The chartering process defined and documented the purpose, mission, goals, objectives, bylaws, roles, and processes of each group. In addition, the new Employee Resource Group guidelines and policy defines the activities and funding level for each group.

The District views Employee Resource Groups as beneficial for its employees and for the work they do. Benefits include providing internal communities for personal connections and support, a source of education and information, and internal inclusion. Employee Resource Groups also provide opportunities to enhance external cultural competency, participation in community events, identify diverse candidates for board advisory committees, conduct employment outreach, advocate District as “Employer of Choice,” and participate in human resource recruiting activities.

The following Employee Resource Groups have been chartered:

- Asian Pacific Resources Group (APRG)
- Association of Black Employees (ABE)
- Indo-American Association (IAA)
- Lesbian, Gay, Bisexual, Transgender/Straight Alliance (LGBT/Straight Alliance)
- Organization for Latino Affairs (OLA)
- Parents Advisory Network (PAN)
- Veteran’s Awareness Group
- Disability Awareness Group (Charter pending)

Policy Ad-1.12, Employee Resource Group Guidelines and the chartering process, were finalized in October, 2006.

See Appendix E for the roster of ERG Leadership and Executive Sponsors.

APPENDIX D - External Alliances

The external alliances mission is to ensure that the District maintain a position as a valued and responsible *corporate* citizen through activities that improve the quality of life in our communities and are consistent with our business goals and objectives. The District participates in numerous events benefiting a diverse group of causes and organizations.

The District recognizes the importance of enhancing our *corporate* reputation and relationships in our community. One way to help accomplish this is by providing employees and organizations with tools that measurably impact people's needs in our community. The District's reputation is impacted every day by what our employees say and do as representatives of the District. Managing the District's image at the local level is a responsibility shared by all District employees. As a result, the District promotes employee involvement in the community and supports these activities.

In concurrence with the revised E.L.5.13, the CEO will review sponsorships. When looking for strategic partnerships, we may ask the following six questions:

1. Does the partnership enhance the District as a great place to work?
2. Is there an opportunity for the District to recruit great talent as well as increase our pipeline?
3. Does the organization provide any research, surveys, benchmarking or best practices?
4. Are there opportunities for development and exposure of our employees?
5. How does this organization help to motivate and recognize the District?
6. Does it enhance District services to our community?

APPENDIX E – ERG MEMBERSHIP ROSTER 2009

ERG Name	Representatives	Ext.	Executive Sponsor
Asian Pacific Resources Group (APRG)	Marynka Rojas (President)	x2815	Ray Yep x2879
	Lianne Chun (Vice President and Membership Officer)	x2340	
	Ofela Hsieh (Communications)	x2540	
	Julia Tat (Program Officer)	x2214	
	Xiaoyong Zhan (Treasurer)	x2664	
Association of Black Employees (ABE)	Darryl Williams (President)	x3801	Chris Elias x2379 and Sharon Judkins x2764
	Debra Osikominu (Communications)	x2740	
	Debra Williams	x2567	
	Dannette Lewis (Membership)	x3021	
Disability Awareness Group	Louisa Mendoza (President)	x3064	Debra Cauble x2755
	Jennifer Brown	x2302	
Indo-American Group	Amarpal (Paul) Randhawa (President)	x2507	
	Meenakshi Ganjoo (Vice President)	x2295	
	Amandeep Saini (Program Officer)	x3092	
Lesbian, Gay, Bisexual, Transgender/Straight Alliance (LGBT)	Sunny Williams (President)	x2344	Emily Cote x2234
	Jim Crowley (Vice President)	x2877	
	Tracy Hemmeter (Secretary/Treasurer)	x2647	
	Bassam Kassab (Internal Affairs)	x2091	
	Maria Matthews (Outreach & Membership)	x2619	
Organization for Latino Affairs (OLA)	Henry Barrientos (President)	x2078	Jose Peralez x2470 and Mary Ann Ruiz x2633
	Yolanda Perez (Vice President)	x2297	
	Ron Mayorga (Treasurer)	x2783	
	Ingrid Bella (Secretary)	x3171	
	Metra Valle (Ulloa) (At-Large)	x2978	
	Merna Leal (Internal Affairs)	x2610	
	Mike Rodriguez (Outreach)	x2519	

Diversity and Inclusion Master Plan 2009-2011

APPENDIX E - ERG MEMBERSHIP ROSTER 2009 - Continued

Parents' Advisory Network	Louisa Mendoza (President)	x3064	Jose Peralez x2470
	JoAnne Baker (Advisor/SJB Child Care Center)	x2212	
	Pauline Behlen (Program Advisor)	x2563	
Veterans Awareness Group	Bob Jackson (President)	x2261	Anthony Fulcher x2792
	Bill Knoff (Vice President)	x2332	
	John Blumenson	x2870	
	Phil Valenzuela	x2482	
Other Groups	Representatives	Ext.	
Association of Women Employees (AWE)	Kimberley Linser (President)	x2874	
	Jan Romanski	x3114	
	Pauline Behlen	x2563	
FORUM	vacant		
OCDI Staff	Gustavo De La Torre, Assistant Officer	x3130	
	Martin Gamez, Diversity & Communication UM	x3128	
	Teresa Araujo, ERG Coordinator	x2088	
	Liz Bettencourt, Administrative Assistant	x2821	

OCDI (Office of Communication, Diversity and Inclusion)

APPENDIX F - DIVERSITY AND INCLUSION MASTER PLAN DEPLOYMENT

Major Plan Elements	2008-2009				2009-2010				2010-2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Employee Communication and Engagement												
Diversity and Inclusion Engagement Plan				■								
External Alliances					■	■	■					
Employee Survey							■					
Diversity and Inclusion Video					■	■						
External Alliances					■	■	■	■				
Evaluate Communication and Engagement Plan									■			
Management Development												
Management Leadership Program Phase I			■	■								
Mid-manager representation at D&I Council				■								
Management Leadership Program Phase II					■							
Management Development Workshops					■	■	■	■				
Management Leadership Program Phase III									■			
Management Development Workshops									■	■	■	■
Management Handbook									■	■		
Management Leadership Program Review										■		
Diversity and Inclusion Training												
Diversity and Inclusion Training Plan 08	■	■	■	■								
Diversity and Inclusion Training Evaluation				■								
Conduct Focus Groups				■								
Diversity and Inclusion Training Plan 09					■	■	■	■				
Conduct Focus Groups								■				
Diversity and Inclusion Training Plan 10									■	■	■	■
Conduct Focus Groups												■
Measurement Initiative												
Diversity and Inclusion Cultural Assessment				■								
Review Assessment Results					■	■						
Diversity and Inclusion Council Strategic Review							■	■				
Update Diversity and Inclusion Master Plan									■			
Present D&I Master Plan to Board of Directors										■		
Gender Equality Initiative												
Form Working Committee				■								
Develop Action Plans					■	■						
Implement							■	■	■	■	■	■
Employee Resource Groups												
Assess Current Program		■	■									
Host Diversity and Inclusion Events	■	■	■	■	■	■	■	■	■	■	■	■
Attend Community Events	■	■	■	■	■	■	■	■	■	■	■	■

APPENDIX G – ESTIMATED BUDGET

Diversity and Inclusion Plan Budget			
	FY09	FY10	FY11
*Direct Labor \$	346,510	274,206	274,206
Services and Supplies \$	151,132	51,880	51,880
Estimated Total	497,642	326,086	326,086

*does not include benefits and overhead