

# County of Santa Clara

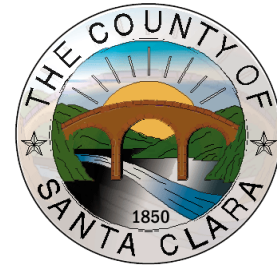
Office of the County Executive

Office of Lesbian, Gay, Bisexual, Transgender and Queer Affairs

2460 N. First Street, Suite 220

San José, California 95131

Phone: (408) 678-2900



August 6, 2020

TO: Honorable Members of the Board of Supervisors  
Jeffrey V. Smith, M.D., J.D., County Executive  
Megan Doyle, Clerk of the Board of Supervisors

FROM: Maribel Martínez, Manager, Office of LGBTQ Affairs  
John P. Mills, Director, Employee Services Agency

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<sup>DS</sup>  
JPM

SUBJECT: Off-Agenda Report: Status Update on Transgender Recruitment and Retention

Under Advisement from the October 22, 2019 (Item No. 11) Board of Supervisors Meeting and the February 27, 2020 (Item No. 8) Children, Seniors, and Families Committee (CSFC) Meeting, this report provides a summary of our efforts in exploring considerations relating to the expansion of recruitment and retention efforts for transgender, gender-nonconforming, nonbinary, intersex, and gender diverse employees, applicants, and contractors, with special focus on transgender women.

This status update illustrates progress to date toward the presentation scheduled for the Children, Seniors, and Families Committee (CSFC) on September 24, 2020. At the direction of the Committee, the full report will include the following: 1) A summary of the main barriers and challenges experienced by transgender, gender-nonconforming, nonbinary, intersex, and gender diverse (TGNBI+) communities around employment and retention at the County; 2) Recommendations for immediate, near-term, and long-term actions; and 3) A proposal for a pipeline-to-employment program, similar in model to the New Americans Fellowship.

Since the last report (Leg File #100435), the Office of LGBTQ Affairs hired Senior Management Analyst, Sera Fernando, in late May 2020. As a social activist and executive board member for distinguished LGBTQ organizations such as Microsoft's GLEAM Employee Resource Group, Silicon Valley Pride, and the Human Rights Campaign, Sera offers a qualified lens in transgender equity and social justice. Sera is focusing on transgender policies and programs for the County of Santa Clara and is leading work under this Referral. The following summarizes the current status of the County's efforts in policy and procedure review, data collection, community partnership, and best practice implementation in regard to the recruitment and retention of TGNBI+ employees, applicants, and vendors.

Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, Susan Ellenberg, S. Joseph Simitian;  
County Executive: Jeffrey V. Smith

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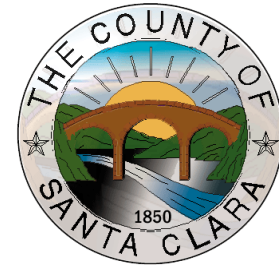
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- **Interrogation of TGNBI+ Inclusive Policy, Procedure, and Processes** – We are systematically reviewing County policies for alignment with the broadest protections and opportunities for TGNBI+ employees, applicants, and vendors. This includes evaluating barriers that may hinder TGNBI+ employees and applicants from successfully navigating County systems for recruitments, hiring, onboarding, promotions, and retention.
  - **Survey Data Collection** - The process of collecting quantitative and qualitative data is underway with the release of the TGNBI+ Recruitment and Retention Survey in late July 2020. All current and former County of Santa Clara employees, applicants, and vendors have received this survey. The survey seeks to inform on current work conditions, the extent to which the County already employs and contracts TGNBI+ individuals, and the main barriers and challenges experienced.
  - **Community Roundtable Events** – On August 6, 2020 and August 9, 2020, we will be conducting Transgender Recruitment and Retention Community Roundtables to gather community information regarding the challenges TGNBI+ individuals face while seeking employment at, or working with, the County of Santa Clara. TGNBI+ professionals, subject matter experts, community-based organization leaders, and Transgender Job Fair attendees have been invited to attend. Our goal is to have participants inform further actions in improving hiring policies and practices, ensuring that they are inclusive and supportive of people across all gender identities and experiences.
  - **Pipeline to Employment** – In late August, we will begin strategic planning for a Transgender Fellowship at the County of Santa Clara informed by our analysis of the aforementioned data collected. This proposed fellowship would serve as a leadership pipeline for TGNBI+ people living, working, or going to school in Santa Clara County. The Fellowship would model similar framework as the existing New Americans Fellowship: A 10-week fellowship offering career development and a stipend based on executive leadership recommendation to cover living expenses. Key stakeholders will include the Office of Immigrant Relations and the Employee Services Agency.

We look forward to presenting our recommendations on Transgender Recruitment and Retention to the Children, Seniors, and Families Committee (CSFC) on September 24, 2020.

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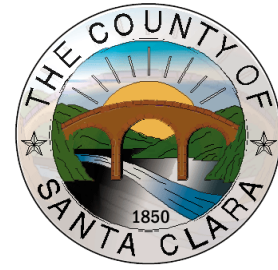
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cc: Chief Board Aides  
Miguel Marquez, Chief Operating Officer  
James R. Williams, County Counsel  
Erica Kelly, OBA Analyst

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