

Competency Modeling for Talent Management

at the San Francisco Public Utilities Commission



Enterprise Workforce Planning
San Francisco Public Utilities Commission

CHALLENGES FACING SFPUC...



- Managers eligible for retirement within 5 years (57%)
- Career paths are unclear for employees
- No common thread across personnel systems and functions

STRATEGIC
PLANNING

RELATIONSHIP
MANAGEMENT

BUSINESS
ACUMEN

Define and illustrate the **COMPETENCIES**
important for success at the SFPUC

CRITICAL
EVALUATION

DECISION
MAKING &
PROBLEM
SOLVING

INNOVATION

STRATEGIC
PLANNING

RELATIONSHIP
MANAGEMENT

BUSINESS
ACUMEN

KNOWLEDGE of
relationship building tactics

Cooperative **ATTITUDE**

Effective
communication **SKILLS**

ABILITY to recognize
emotions

CRITICAL
EVALUATION

DECISION
MAKING &
PROBLEM
SOLVING

INNOVATION

**STRATEGIC
PLANNING**

**RELATIONSHIP
MANAGEMENT**

**BUSINESS
ACUMEN**

Building blocks for successful performance

**CRITICAL
EVALUATION**

**DECISION
MAKING &
PROBLEM
SOLVING**

INNOVATION

DEFINING SUCCESS

Competencies illustrate

WHAT SUCCESS LOOKS LIKE

at five levels of expertise.

Increased **ORGANIZATIONAL IMPACT**
Increased **EXPERTISE**

Defined across five levels of expertise

Innovation

Creates a thriving culture in which employees feel both safe and encouraged to explore new ideas and improve existing ones; develops new insights, questions conventional approaches, and encourages others to develop new ideas and innovations

Proficiency Level

Example Behaviors

Level 5 – Expert

Focus is on strategically leveraging expertise for long-term success of organization.

- Builds a culture that celebrates resourceful and original thinking
- Communicates support for innovation through funding decisions
- Recognizes when rates of innovation demanded from a functional team are not sustainable and takes action to prevent burnout

Level 4 – Advanced

Focus is on using mastered knowledge or skill across multiple contexts or in assisting peers.

- Builds a culture of innovation by challenging staff to think of better ways to accomplish goals and objectives recognizing those staff who do so
- Creates a safe environment for sharing and discussing ideas
- Invests in new technologies that may enhance enterprise and bureau operations

Level 3 – Proficient

Focus is on independent application and enhancement of knowledge or skill.

- Identifies new uses for existing technologies that enhance operations
- Researches and tests emerging technologies to improve services or processes
- Incorporates best practices when designing programs or processes
- Acts as a model for voicing ideas, along with implementation plans, and for constructively providing feedback

Level 2 – Basic

Focus is on expanding basic knowledge or skill through supervised job experience.

- Voices ideas and gives feedback in respectful ways
- Critically considers everyday tasks and responsibilities to look for opportunities for improvement, while understanding how to properly prioritize these current tasks and responsibilities
- Identifies concepts for new services
- Seeks feedback for new products or services based on operational needs

Level 1 – Aware

Focus is on gaining awareness of or exposure to the competency and its applications.

- Adopts a mindset of continual improvement and growth
- Utilizes feedback from colleagues as a tool for improvement

A **COMPETENCY MODEL** is simply a targeted collection of competencies most important for success in a given area.

COMPETENCIES

Set Vision and
Direction

Innovation

Motivation

Accountability

Decision Making
and Problem
Solving

Consultation

Critical
Evaluation

Risk
Management

Strategic
Planning

Business
Acumen

Delegation

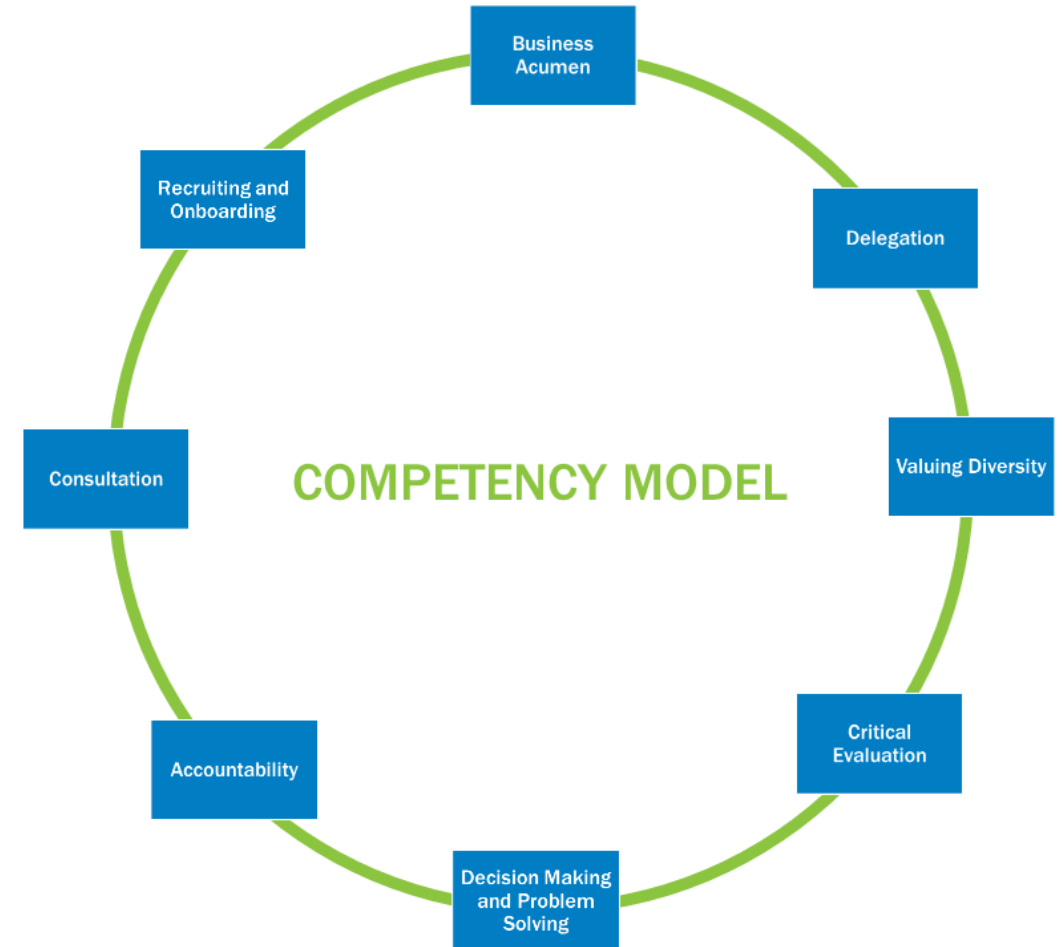
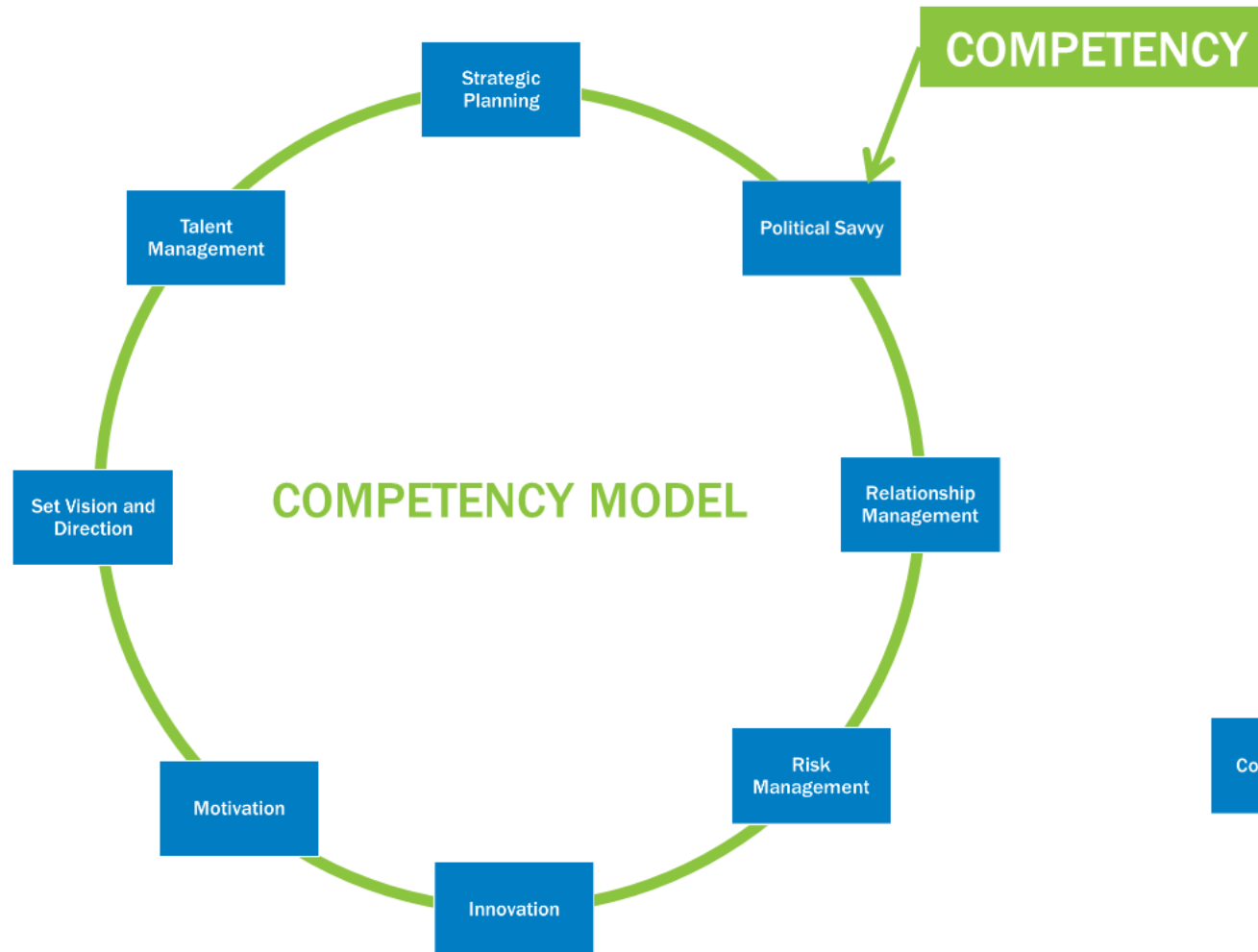
Valuing Diversity

Recruiting and
Onboarding

Political Savvy

Talent
Management

Relationship
Management



Are other organizations using
COMPETENCY MODELS?



PEPSICO

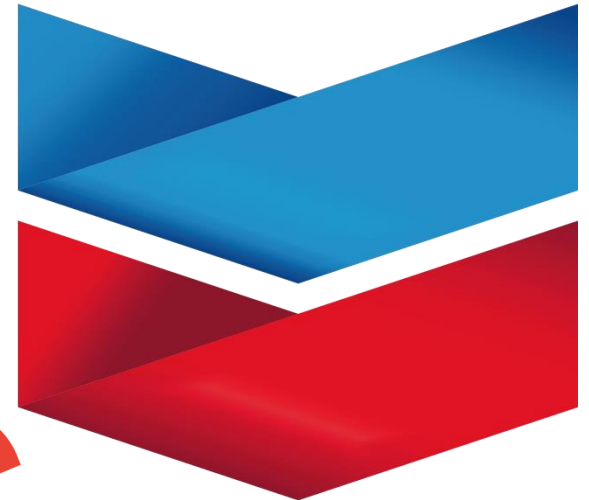


Bank of America



3M

Chevron



*Pacific Gas and
Electric Company*

Google

Competencies
important for
LEADERSHIP
success



You can find this model (and more)
on our [Competency Models site](#)

LEADERSHIP
competencies



TECHNICAL
competencies

BEHAVIORAL
competencies



Advantages of competency models



**PROVIDING MEANINGFUL CAREER
PATHS FOR ALL STAFF**



**SELECTING AND PROMOTING
HIGHLY QUALIFIED EMPLOYEES**



**MANAGING STAFF DEVELOPMENT
AND PERFORMANCE**



**PLANNING FOR STAFFING AND SUCCESSION
ACROSS THE WORKFORCE**

Distinguishing Features

Class 1820 Junior Administrative Analyst In that the latter is an administrative policy analyst reporting, and development

Supervision Exercised

None

Examples of Important

According to Civil Service to this job code/class and a

1. Conducts field surveys and performs analysis of actual

2. Assists in conducting different research relating to depart

3. Provides routine information demographics and program

4. Assists in preparing reports

5. Assists in preparing budget

6. Assists in compiling budget

7. Prepares, generates, and

8. Tracks and coordinates

9. Assists with the preparation

10. Assists in preparation a

11. Prepares graphs and charts

12. Assists in the preparation

13. Assists in review, process

14. Inputs and maintains data in computerized system and generates computerized

15. Maintains contract files, and other contract documents and certificates, and m

16. Performs related duties as assigned

Knowledge, Skills and Abilities

Knowledge of: Principles and processes of finance, accounting, budgeting, contract principles of administrative and management techniques.

Ability to: Conduct surveys and perform routine research; collect, research, and a personnel to obtain and furnish information on budget/grants, contracts, legislative reports and proposals.

Skill to: Utilize computers for word-processing, databases, Internet, e-mail and va

proposals; compiles salary and benefit data; researches compensation, classification and benefit comparability analyses and various reports in support of negotiation and arbitration.

5. Produces lists of eligibles for City employment; conducts job analyses, organizes recruitment applications, develops and administers selection devices, analyzes results, establishes passing lists.

6. Provides information to departmental representatives, labor organizations, managers, employee agencies and the general public; interprets and explains personnel rules and policies; investigate unfair employment practices; and represents employing department on personnel matters before and in meetings with other departments.

7. Responds to appeals or protests of personnel decisions and/or procedures; and prepares and Service Commission and may present the case before the appellate body, hearing officers or arbi

8. Prepares written materials including letters, reports, memoranda, and forms with the aid of a co

9. Assists in the development and maintenance of a departmental personnel program including h evaluation, compensation, discipline and termination; prepares reports and analyzes data on pos composition, and staffing needs; and provides consultation and information to managers regardin

10. Coordinates processing of personnel transactions; reviews requests to fill positions; posts ar personnel requisitions; tracks the certification and selection process; direct and oversees appointments; and receives, reviews and processes personal services contracts.

11. Performs related duties and responsibilities, as assigned.

Knowledge, Skills and Abilities

Knowledge of: principles and practices of position classification including class concepts and level ladders and class specifications; principles and practices of recruitment and selection including job and test construction and validation; principles and practices of compensation including job evaluation methods; and descriptive statistics including measures of central tendency and variability.

Ability to: apply the principles, techniques and methods used in classification, recruitment and make accurate analyses and evaluations of personnel matters; comprehend and interpret federal ordinances, regulations and guidelines such as City Charter provisions, Civil Service Commission organization agreements; learn to operate a networked personal computer using word processing software; exercise good judgment, flexibility, creativity and sensitivity in response to changing situations; communicate clearly, concisely and in a well organized, and an effective manner, both orally and maintain, and foster positive and harmonious working relationships with those contacted in the co

information and documentation in preparation for product issues.

5. Performs analysis for budget administration and/or fiscal to ensure compliance with budget parameters; gathers information for reporting; performs and/or assists in fiscal/financial analysis producing and/or drafts fiscal/financial reports.

6. Performs analysis for development and administration analyzes needs, goals, available funding and other criteria preparing requests for proposals and bid solicitation; per assists in establishment/maintenance of contractual relationships of legal agreements to ensure compliance.

7. Performs analysis for monitoring of grants received by funding parameters and other requirements specified by

Critical Path Method (CPM) schedules; reviews and analyzes Precedence Diagram Method (PDM) schedules for variances and trends; maintains and makes recommendation for improvements to the cost control system to track spending relative to project budgets and schedules; and maintains a cost estimate database by providing project cost estimates and reviewing actual construction costs relative to engineers' estimates.

4. Directly negotiates large seasonal and yearly contracts, rates and service terms; provides negotiation support on division-wide multi-year contracts; establishes rate policies and negotiating parameters for short-term purchase and sale transactions and agreements.

5. Identifies operational constraints and develops, evaluates or recommends policies and procedures to improve operations, mitigate risks, increase revenues and decrease costs.

6. Develops training programs to implement policies and programs; trains analysts, technicians and other personnel on policies, procedures and compliance issues.

7. Writes a variety of documents including reports; work plans; general correspondence; operating, financial and marketing plans; program descriptions; operating procedures and policy recommendations; meeting minutes; documentation of forecast methodologies and model assumptions; legal and regulatory interpretations and issues; reports that explain schedule and cost variations; provide cost-effective recommendations to mitigate adverse variances and to support negotiation of contracts with contractors; and other types of written documents as needed to support the diverse work activities.

8. Develops, implements and maintains database systems for hydrologic, water supply, power operations, marketing, energy consumption and other

9. Supervises utility analysts, other technical personnel and provides technical support and expertise for assigned

10. Supervises preparation of section operating and capital budgets, including revenue and expense forecasts and analyses and reporting of variances.

Knowledge and Abilities

Knowledge of: concepts and terminology related to utility operations and analyses; resource efficiency; laws and regulations related to section activities; concepts of and power and wastewater systems; market characteristics; computer applications related to the work; basic contract administration principles and practices; program controls; Critical Path Method schedules; Precedence Diagram Method schedules; and trends.

Ability to: independently conduct complex analytical studies; develop and implement operating, financial and capital plans; conduct resource optimization; develop and employ complex analytical models; interpret and apply regulations, contracts and policy directives; use computer database and report generation software to create management and other reports; instruct others in work procedures; review, maintain and reconcile accurate records and files; use independent judgment within established policies; translate technical terms and concepts for non-technical users; and establish and maintain effective working relationships with those contacted in the course of the work.

Experience and Training

1. Possession of a baccalaureate degree from an accredited college or university preferably with major coursework in Law, Engineering, Environmental Studies, Natural Resources, Computer Science, Business Administration, Mathematics, Statistics, Economics or other field related to the utility business; AND 2. Four years of verifiable journey-level work experience in one or more of the following areas: planning, scheduling, cost estimating and resource projecting for mid to large scale projects; water supply management and planning; power operations planning and scheduling; analysis, interpretation and application of utility contracts and regulations in either water, power (electric and/or natural gas), telecommunications, or a wastewater program; utility market and environmental analysis and planning; power supply and transmission rates and contracts; generation, transmission or distribution planning and design; or long-term utility systems planning.

range of duties assigned to

issues; may directly sensitive nature, and officials, outside managers or a department

assists in the development the department and with analyses, recommendations, int process, monitoring of

management, Mayor's Office, environmental reporting to are used as required.

projects and/or grants; within guidelines; organizations and t.

use projections, analysis of modeling and cost/benefit tation; may assist in the

regulation for policy and rate supporting department or maximize legislation.

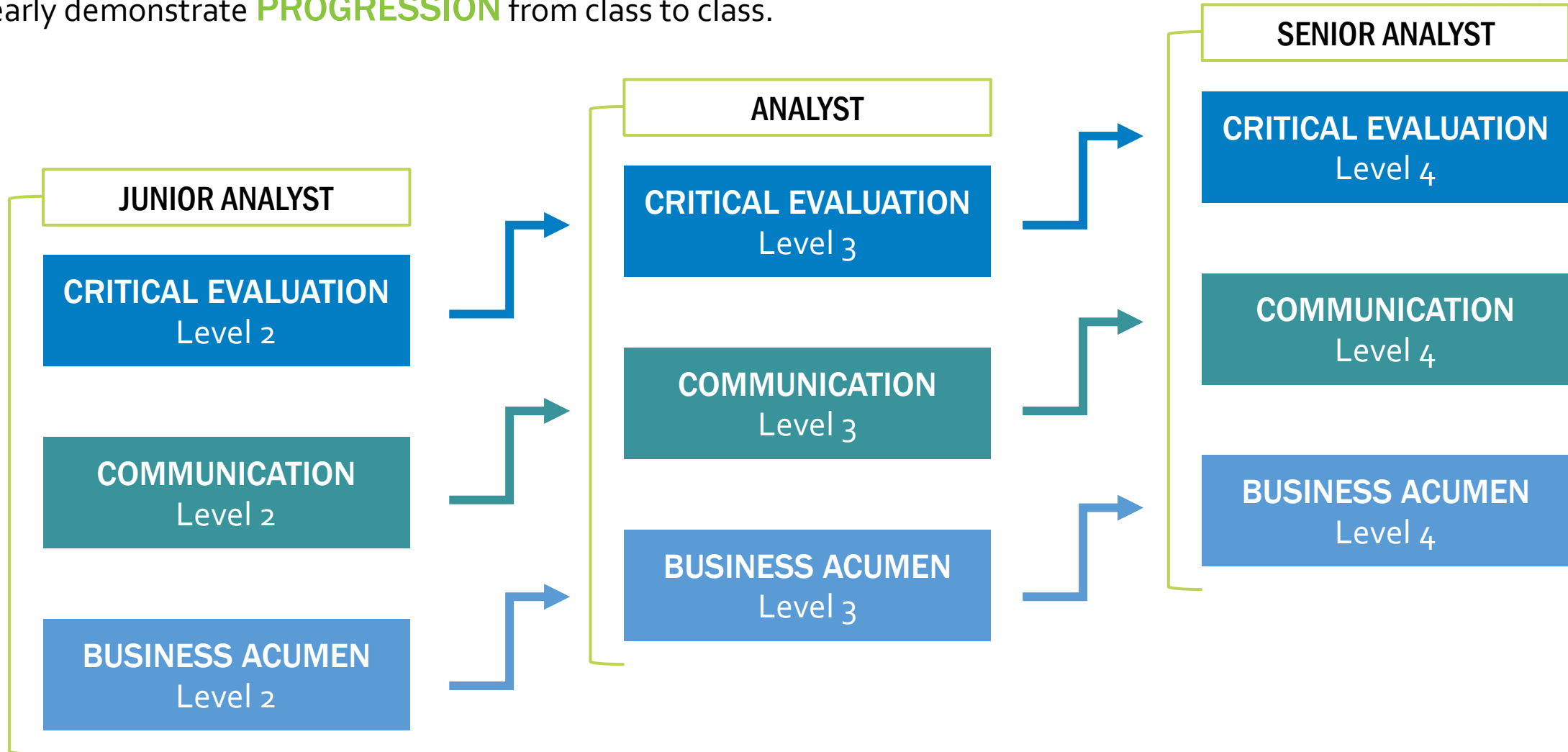
problems; conducts difficult trends; prepares and coordinate the

processes including public processes moderate to negotiation and award, and chasing, Human and technical assistance to

modifications; reviews develop cost estimates; change orders and is, equipment and labor and governmental agencies.

UNDERSTANDING WORK

Competencies show the **COMMON THREADS** between job classes and clearly demonstrate **PROGRESSION** from class to class.



UNDERSTANDING WORK

Competency models highlight
underlying **TALENTS** and
ABILITIES that drive success.

Definition

Under supervision, the Junior Administrative Analyst assists with and performs professional level work in analyzing operations of City departments and agencies as they relate to the formulation and execution of the annual budget, grants, legislative/administrative policy, financial/fiscal policy and/or contract administration.

Distinguishing Features

Class 1820 Junior Administrative Analyst is the entry-level class of the series performing professional level work researching and reporting functions related to department operations. This class is distinguished from Class 1821 Analyst in that the latter is the journey level of the series that performs duties of difficult and complex nature relating to administrative policy analysis, legislative analysis, economic analysis, budgetary analysis, complex financial/fiscal reporting, and development/administration of competitive bid processes, contractual agreements or grants.

Supervision Exercised

None

Examples of Important and Essential Duties

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Conducts field surveys and carries out routine research in connection with budget, legislative or management research relating to department/agency operations.
2. Assists in conducting difficult and complex analysis, procedural, organizational and operational investigations research relating to department/agency operations.
3. Provides routine information to departmental personnel on the preparation of budget and policy documents, demographics and program implementation.
4. Assists in preparing reports and proposals.
5. Assists in preparing budget and program delivery calendars.
6. Assists in compiling budget requests, making budget presentations, performing cost analysis and preparing program reports.
7. Prepares, generates, and updates budget documents, contract reports, surveys, databases and mailing lists.
8. Tracks and coordinates revenue and expenditures, grants, program budgets, and other funds.
9. Assists with the preparation and submittal of supplemental budget requests.
10. Assists in preparation and coordination of development of legislative proposals and/or statewide initiatives.
11. Prepares graphs and charts for presentations.
12. Assists in the preparation of quarterly and year-end financial, program and budget, and legislative reports.
13. Assists in review, processing and monitoring of contracts and contract certification processes.
14. Inputs and maintains data in computerized system and generates computerized reports.
15. Maintains contract files, and other contract documents and certificates, and monitors validity of documents.

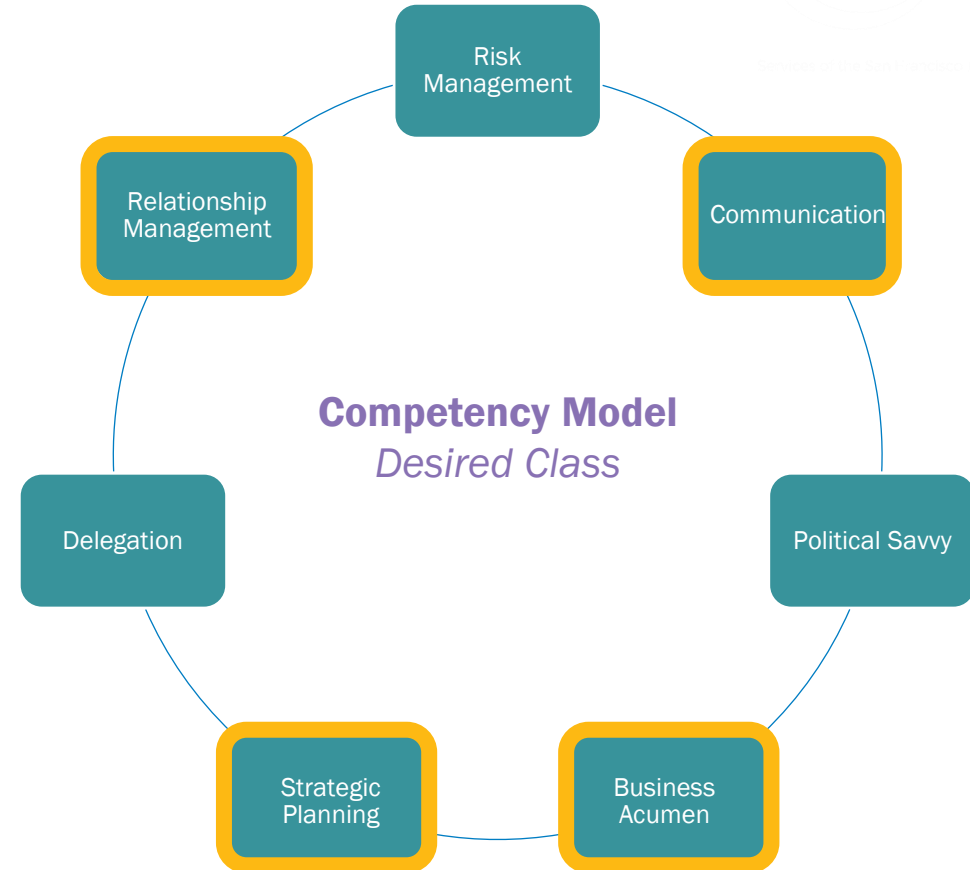
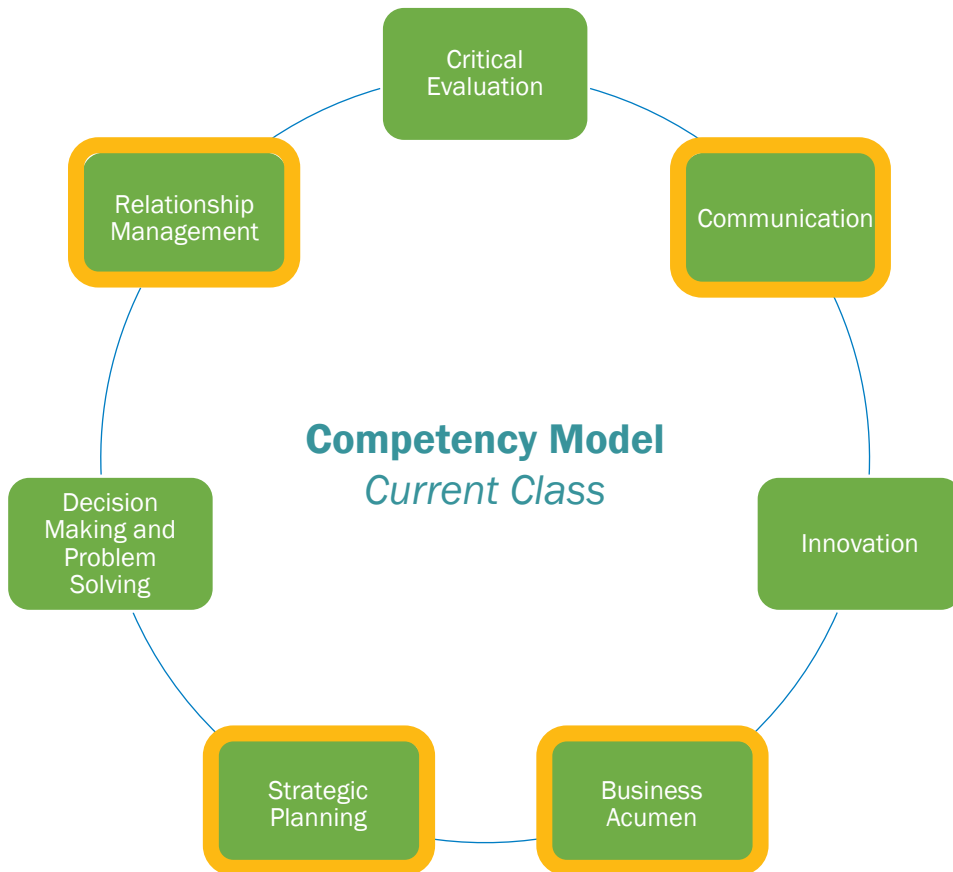
Critical Evaluation

Communication

Business Acumen

CAREER PLANNING

Competency models increase **TRANSPARENCY** and help identify potential **CAREER PATHS**.



SELECTING FOR SUCCESS

Competency models can guide the development and rating of

BEHAVIORAL INTERVIEW QUESTIONS

INTERVIEW QUESTION:

Tell me about a time when you came up with an **INNOVATIVE SOLUTION** to a challenge your organization was facing.

TARGET LEVEL

Innovation

Creates a thriving culture in which employees feel both safe and encouraged to explore new ideas and improve existing ones; develops new insights, questions conventional approaches, and encourages others to develop new ideas and innovations

Proficiency Level

Example Behaviors

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- Adopts a mindset of continual improvement and growth
- Utilizes feedback from staff as a tool for improvement

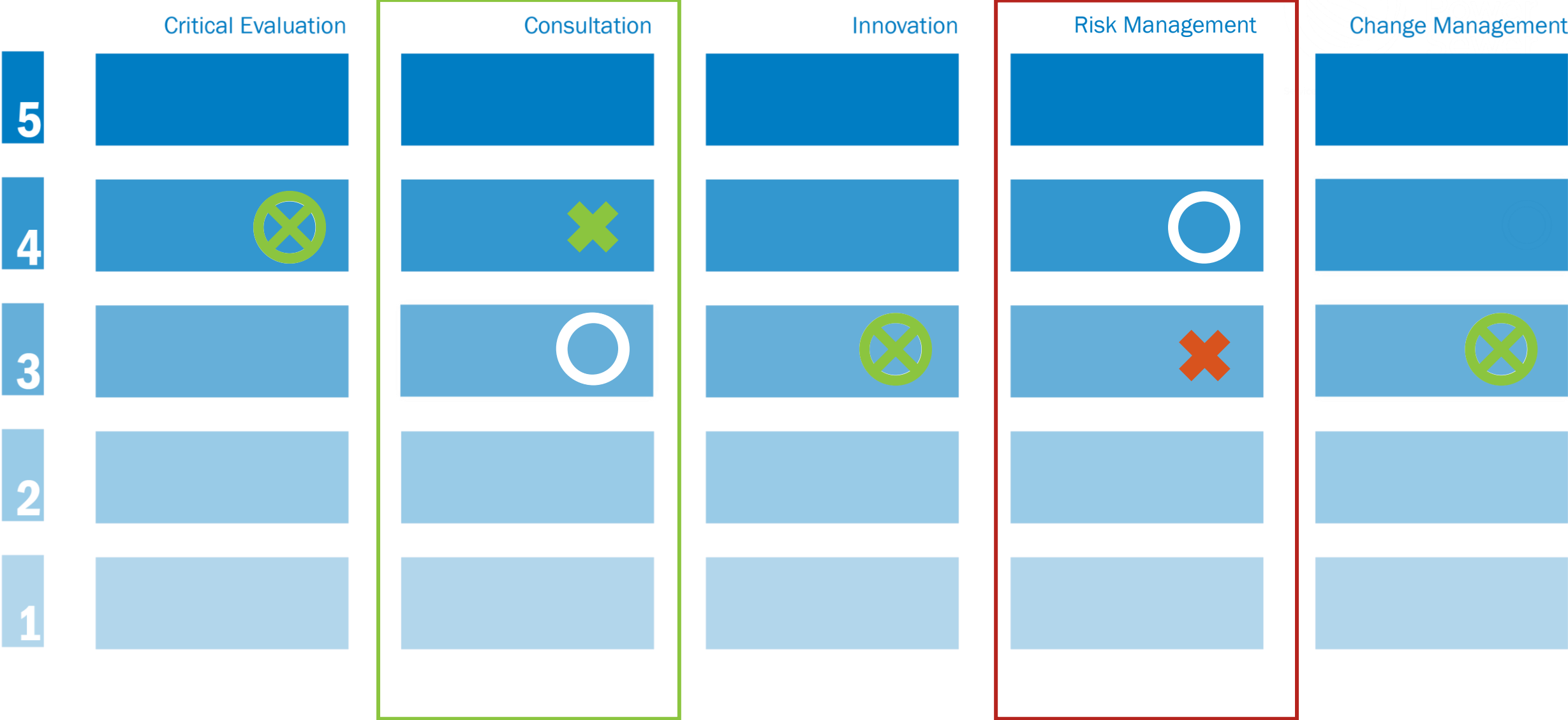
SELECTING FOR SUCCESS

Proficiency ratings tied
to the competency

	Critical Competencies	Target Proficiency Level	Candidate Proficiency Level	Weight	Weighted Score
LEADERSHIP	Innovation	3	3		
	Decision Making and Problem Solving	3	2		
	Talent Management	4	3		
	Change Management	3	3		
BEHAVIORAL	Consultation	3			
	Critical Evaluation	4			
TECHNICAL	Behavioral Research and Analysis	3			
	Classification and Work Analysis	3			
Total					

MANAGING PERFORMANCE

This is an area for **DEVELOPMENT**



This employee might be ready for a **NEW CHALLENGE**



CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

SFPUC 2017-2018 Performance Plan and Appraisal Report



Services of the San Francisco Public Utilities Commission

Safety Excellence competency added
to this year's PPAR for **all** PUC employees!

I. EMPLOYEE IDENTIFICATION INFORMATION

1. LAST NAME, FIRST NAME, MIDDLE INITIAL	2. JOB CODE NUMBER AND TITLE	3.
 DSW#:		
4. WORK LOCATION & DIVISION	5. DEPARTMENT	6.
	7. REVIEW PERIOD	8.

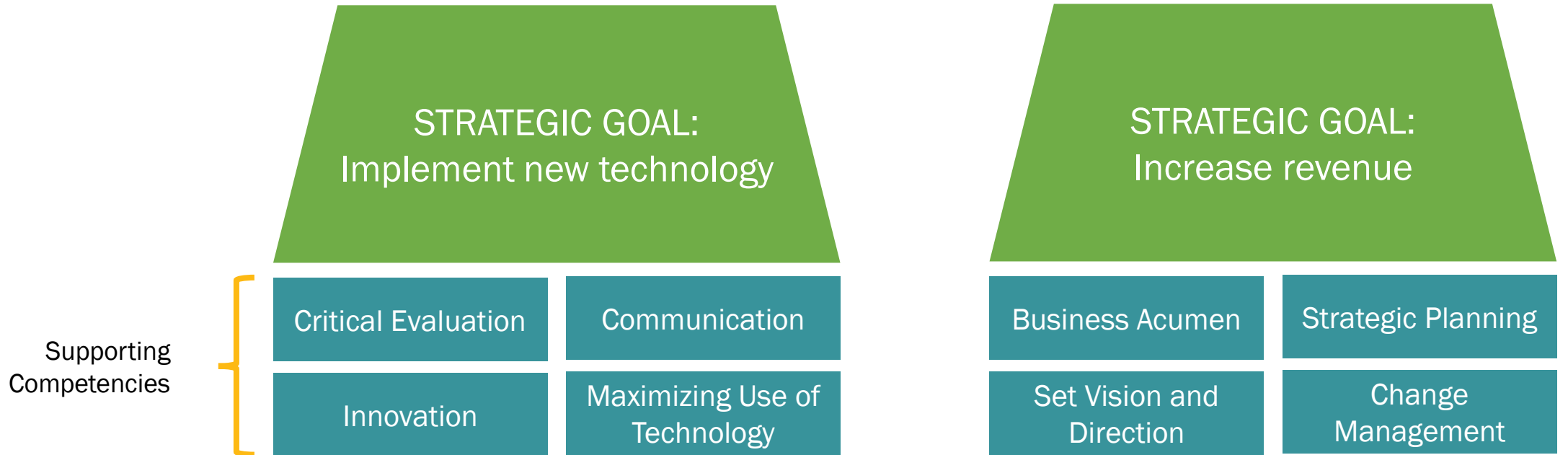
CITY & COUNTY OF SAN FRANCISCO • DEPARTMENT OF HUMAN RESOURCES
PERFORMANCE PLAN AND APPRAISAL REPORT

12. **Safety Excellence:** Make safety a priority for yourself and others. Follow required safety policies and procedures. Be proactive and respond to safety risks and changing environments. Participate in safety training and apply what you learned. Foster a safe workplace through communication, teamwork, and leadership.

COMMENTS:

STRATEGIC PLANNING:

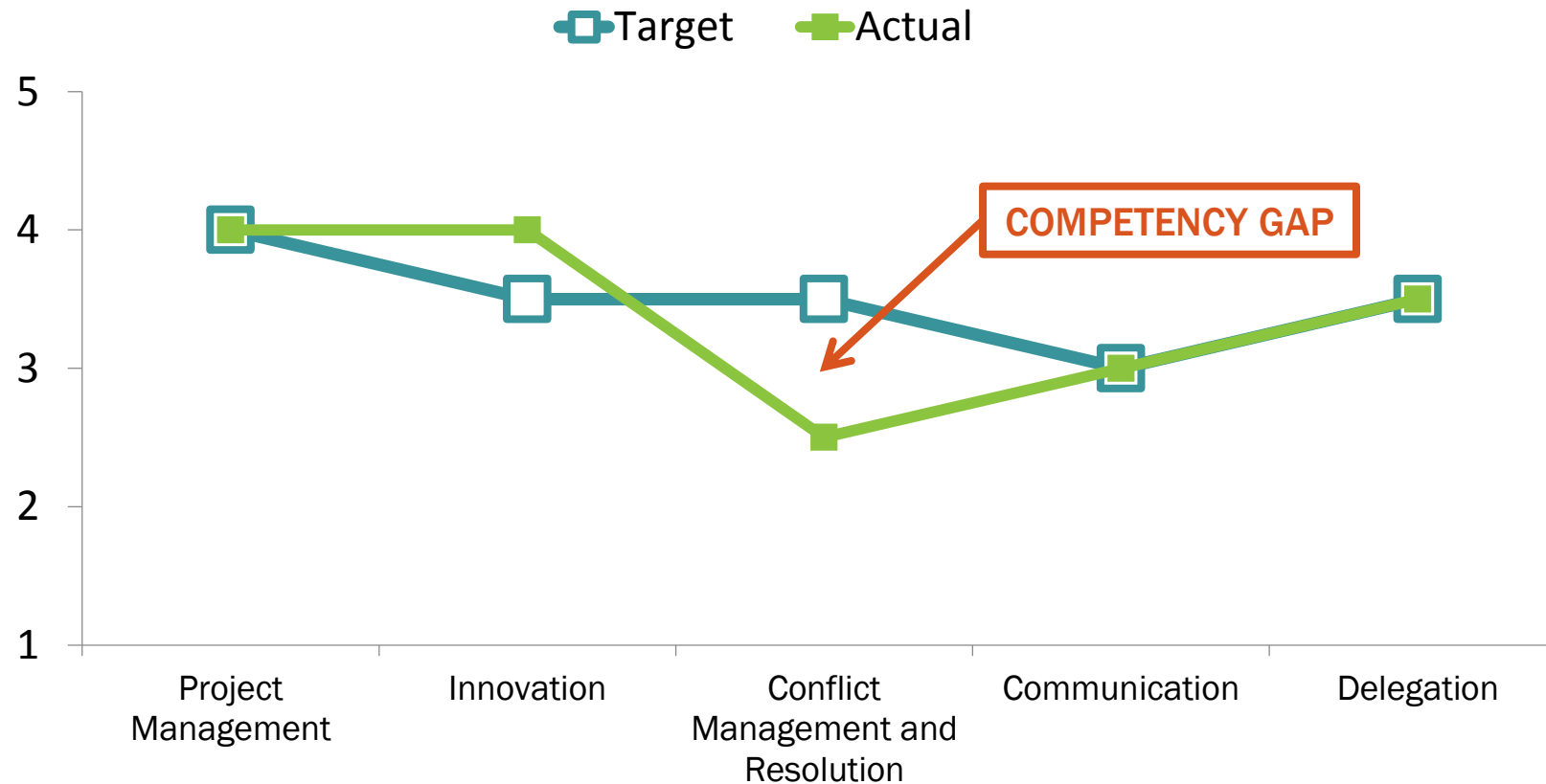
Competency models make it easy to link work to **STRATEGIC GOALS** and ensure **WORKFORCE TALENT** needs are met.



You can **develop** your employees so they have the competencies needed to execute the strategy, or **hire** new employees who already possess the required proficiency with these competencies

WORKFORCE PLANNING:

Competency models allow us to compare **TARGET LEVELS** of proficiency to **ACTUAL LEVELS** to identify **COMPETENCY GAPS** across the organization.



Competency-Based Tools for Employee Development

LEADERSHIP COMPETENCY GAP ANALYSIS

SFPUC Leadership Competencies		Your Current Proficiency Level	Your Target Proficiency Level	Competency Gap Analysis	
INSPIRING OTHERS	<u>Set Vision and Direction</u>	2	3	⚠️	-1
	<u>Innovation</u>	2	2	✅	0
	<u>Motivation</u>	3	3	✅	0
BUILDING RELATIONSHIPS	<u>Relationship Management</u>	2	2	✅	0
	<u>Political Savvy</u>	1	2	⚠️	-1
	<u>Conflict Management and Resolution</u>	1	2	⚠️	-1
DEVELOPING WORKFORCE	<u>Talent Management</u>	2	2	✅	0
	<u>Delegation</u>	2	2	✅	0
	<u>Valuing Diversity</u>	3	3	✅	0
TAKING RESPONSIBILITY	<u>Accountability</u>	2	2	✅	0
	<u>Risk Management</u>	2	2	✅	0
	<u>Decision Making and Problem Solving</u>	3	2	⬆️	1
PLANNING FOR SUCCESS	<u>Strategic Planning</u>	3	4	⚠️	-1
	<u>Adaptability</u>	3	2	⬆️	1
	<u>Business Acumen</u>	3	3	✅	0
	<u>Change Management</u>	2	2	✅	0

INDIVIDUAL DEVELOPMENT PLAN

SFPUC Leadership Competencies		Your Current Proficiency Level	Your Target Proficiency Level	Competency Gap Analysis	
INSPIRING OTHERS	<u>Set Vision and Direction</u>	2	3	⬇️	-1
	<u>Innovation</u>	2	2	✅	0
	<u>Motivation</u>	3	3	✅	0
BUILDING RELATIONSHIPS	<u>Relationship Management</u>	2	2	✅	0
	<u>Political Savvy</u>	1	2	⬇️	-1
	<u>Conflict Management and Resolution</u>	1	2	⬇️	-1
DEVELOPING WORKFORCE	<u>Talent Management</u>	2	2	✅	0
	<u>Delegation</u>	2	2	✅	0
	<u>Valuing Diversity</u>	3	3	✅	0
TAKING RESPONSIBILITY	<u>Accountability</u>	2	2	✅	0
	<u>Risk Management</u>	2	2	✅	0
	<u>Decision Making and Problem Solving</u>	3	2	⬆️	1
PLANNING FOR SUCCESS	<u>Strategic Planning</u>	3	4	⬇️	-1
	<u>Adaptability</u>	3	2	⬆️	1
	<u>Business Acumen</u>	3	3	✅	0
	<u>Change Management</u>	2	2	✅	0

Individual Development Plan

Competency to Develop	Set Vision & Direction	By Target Date
Current Level of Expertise	Aware	Target Level of Expertise
		Aware

What is your motivation for focusing on this competency? (e.g., improve the quality of work, progress in career goals)

List examples of tasks or behaviors you want to be able to perform successfully. Setting target behaviors will help you know you've met your goal. Tip: Paste example behaviors directly from the competency.

Stretch Assignments

Are there any specific stretch assignments you want to commit to that would push you to utilize this competency? For example, to develop your expertise in *Communication*, you may choose to deliver a report to your manager, improve an existing PowerPoint presentation, or facilitate an upcoming team meeting. Tip: For ideas, review your target behaviors (above) as well as the example behaviors at your target level of expertise in the competency.

Assignment/Experience Goal	Target Completion Date	Date Completed

Supporting Resources

Are there any resources available that can help you learn more about this competency and succeed in your planned stretch assignments? Tip: You can find resources for each competency by [visiting that competency's page](#).

Supporting Resources (Trainings, Online Courses, Readings)	Target Completion Date	Date Completed
Title: URL/Location:		
Title: URL/Location:		
Title: URL/Location:		
Title: URL/Location:		

Individual Development Plan

Competency to Develop		By Target Date	
Current Level of Expertise	Basic ▼	Target Level of Expertise	Proficient ▼
What is your motivation for focusing on this competency? (e.g., improve the quality of work, progress in career goals)			
List examples of tasks or behaviors you want to be able to perform successfully. Setting target behaviors will help you know you've met your goal. Tip: Paste example behaviors directly from the <u>competency</u> .			

Stretch Assignments

Are there any specific stretch assignments you want to commit to that would push you to utilize this competency? For example, to develop your expertise in *Communication*, you may choose to deliver a report to your manager, improve an existing PowerPoint presentation, or facilitate an upcoming team meeting. *Tip: For ideas, review your target behaviors (above) as well as the example behaviors at your target level of expertise in the competency.*

Assignment/Experience Goal	Target Completion Date	Date Completed
Assist with the development of your workgroup’s goals and vision		
Link your workgroup’s goals and visions to the 2020 strategic plan		
Reassess the work that you perform to make sure that it’s aligned with the goals and vision of your workgroup		

DEVELOPMENT RESOURCES

LEADERSHIP and PROFESSIONAL DEVELOPMENT LIBRARY

Powering our workforce in partnership with EBSCOhost



San Francisco Public Library



Set Vision and Direction

Envisions what the future looks like at a defined point, communicates this vision with authentic conviction, and inspires and engages others in creating that future

Related Resources for Development



SFPUC Leadership and Professional Development Library (EBSCOhost)



San Francisco Public Library



SFPUC eLearning Portal (SkillSoft)

Leading Change Through Vision

Article or Book | 5 Minutes | Free



This article describes how leaders can use a compelling vision to get other employees to embrace and support a change initiative. It also describes what a well-articulated vision looks like and how people respond to it. Think about how you can set and communicate your vision to employees to align them with your work group's goals.

Source: Deborah Huyer; Leadership Excellence Essentials

Recommended for staff at the following proficiency level(s): Proficient, Basic, Aware

[Link to Article](#)

Communicating the Vision

Podcast | 5 minutes | Free

One critical aspect of setting vision and direction at a company is being able to communicate that vision to others at the organization. This podcast and article gives 9 steps that you can take in order to effectively communicate your vision. Are you following each of these steps when communicating to your work group?

Source: Center for Creative Leadership

Recommended for staff at the following proficiency level(s): Proficient, Basic, Aware

[Link to Article](#)

SFPUC 2020 Strategic Plan

Article or Book | 15 Minutes | Free

Have you read the SFPUC's 2020 Strategic Plan yet? Now is a good time to become familiar with the goals that are setting the direction for our organization over the next few years. Think about how the work you do on your team fits in with or contributes to the six goals in the Strategic Plan:

Reliable Service and Assets
Organizational Excellence
Effective Workforce
Financial Sustainability
Stakeholder and Community Interest
Environmental Stewardship

You can also try to tie any individual or work-unit goals to the goals and objectives of the 2020 Strategic Plan, to ensure your work activities are aligned with the SFPUC's overall strategy.

Source: SFPUC

Recommended for staff at the following proficiency level(s): Expert, Advanced, Proficient, Basic, Aware

[Link to Strategic Plan](#)

100+
helpful
articles,
videos,
activities, &
trainings!

Thank you!

EWP@SFWATER.ORG