

The Metropolitan Water District of Southern California

Agenda

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high-quality water to meet present and future needs in an environmentally and economically responsible way.

EI&A Committee

T. McCoy, Chair
G. Cordero, Vice Chair
D. De Jesus
B. Dennstedt
L. Dick
A. Fellow
L. Fong-Sakai
J. Garza
G. Gray
M. Luna
N. Sutley

Equity, Inclusion, and Affordability Committee - Final - Revised 2

Meeting with Board of Directors *

February 12, 2024

12:30 p.m.

Agendas, live streaming, meeting schedules, and other board materials are available here: <https://mwdh2o.legistar.com/Calendar.aspx>. If you have technical difficulties with the live streaming page, a listen-only phone line is available at 1-877-853-5257; enter meeting ID: 873 4767 0235. Members of the public may present their comments to the Board on matters within their jurisdiction as listed on the agenda via in-person or teleconference. To participate via teleconference 1-833-548-0276 and enter meeting ID: 876 9484 9772 or click <https://us06web.zoom.us/j/87694849772?pwd=V3dGZGRYUjJ3allqdUxXTIJRM044Zz09>

**Monday, February 12, 2024
Meeting Schedule**

**09:30 a.m. EOT
12:00 p.m. Break
12:30 p.m. EIA
03:00 p.m. FAIRP**

MWD Headquarters Building • 700 N. Alameda Street • Los Angeles, CA 90012

Teleconference Locations:

Cedars Sinai Medical Center • 8700 Beverly Blvd • Los Angeles, CA 90048

Long Beach Water Department • 1800 E Wardlow Road • Long Beach, CA 90807

3008 W. 82nd Place • Inglewood, CA 90305

525 Via La Selva • Redondo Beach, CA 90277

* The Metropolitan Water District's meeting of this Committee is noticed as a joint committee meeting with the Board of Directors for the purpose of compliance with the Brown Act. Members of the Board who are not assigned to this Committee may participate as members of the Board, whether or not a quorum of the Board is present. In order to preserve the function of the committee as advisory to the Board, members of the Board who are not assigned to this Committee will not vote on matters before this Committee.

- 1. Opportunity for members of the public to address the committee on matters within the committee's jurisdiction (As required by Gov. Code Section 54954.3(a))**

**** CONSENT CALENDAR ITEMS -- ACTION ****

- 2. CONSENT CALENDAR OTHER ITEMS - ACTION**

- A. Approval of the Minutes of the Equity, Inclusion, and Affordability Committee for January 8, 2024 (Copies have been submitted to each Director, Any additions, corrections, or omissions) [21-3008](#)

Attachments: [02122024 EIA 2A \(01082024\) Minutes](#)

3. CONSENT CALENDAR ITEMS - ACTION

NONE

**** END OF CONSENT CALENDAR ITEMS ****

4. OTHER BOARD ITEMS - ACTION

NONE

5. BOARD INFORMATION ITEMS

NONE

6. COMMITTEE ITEMS

- a. Update on Diversity, Equity, and Inclusion Strategic Plan [21-3010](#)

Attachments: [02122024 EIA 6a, 6b, and 6c Presentation](#)

- b. Workforce development Update [21-3012](#)

- c. Equity in Infrastructure Pledge Update [21-3011](#)

- d. Legislation Panel on Affordability. [WITHDRAWN 2.6.2024] [21-3013](#)

- e. Federal Low Income Household Water Assistance Program [Added Item 2/9/2024] [21-3073](#)

7. MANAGEMENT ANNOUNCEMENTS AND HIGHLIGHTS

- a. Diversity, Equity, and Inclusion activities [21-3009](#)

Attachments: [02132024 EIA 7a DEI Monthly Activities](#)

8. FOLLOW-UP ITEMS

NONE

9. FUTURE AGENDA ITEMS

10. ADJOURNMENT

NOTE: This committee reviews items and makes a recommendation for final action to the full Board of Directors. Final action will be taken by the Board of Directors. Committee agendas may be obtained on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>. This committee will not take any final action that is binding on the Board, even when a quorum of the Board is present.

Writings relating to open session agenda items distributed to Directors less than 72 hours prior to a regular meeting are available for public inspection at Metropolitan's Headquarters Building and on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>.

Requests for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Executive Secretary in advance of the meeting to ensure availability of the requested service or accommodation.

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

MINUTES

EQUITY, INCLUSION, AND AFFORDABILITY COMMITTEE

January 8, 2024

Chair McCoy called the meeting to order at 12:04 p.m.

Members present: Directors Cordero, De Jesus (teleconference location posted), Dennstedt, Dick, Fellow, Fong-Sakai, Garza, Gray (teleconference location posted), Luna, and McCoy.

Members absent: Director Sutley.

Other Members present: Abdo, Ackerman, Bryant, Erdman, Faessel, Goldberg, Kurtz, Miller, Morris, Ortega, Peterson, Pressman (teleconference location posted), Seckel, and Smith.

Committee Staff present: Crosson, Hagekhalil, Kasaine, Redin, Ros, and Thomas.

1. OPPORTUNITY FOR MEMBERS OF THE PUBLIC TO ADDRESS THE COMMITTEE ON MATTERS WITHIN THE COMMITTEE’S JURISDICTION

None

CONSENT CALENDAR ITEMS — ACTION

2. CONSENT CALENDAR OTHER ITEMS – ACTION

- A. Subject: Approval of the Minutes of the Equity, Inclusion, and Affordability Committee for November 13, 2023 (Copies have been submitted to each Director, Any additions, corrections, or omissions)

3. CONSENT CALENDAR ITEMS – ACTION

None

Director Fong-Sakai made a motion, seconded by Director Garza, to approve the consent calendar consisting of item 2A.

The vote was:

- Ayes: Directors Cordero, De Jesus, Dennstedt, Dick, Fellow, Fong-Sakai, Garza, Gray, and McCoy.
- Noes: None
- Abstentions: Director Luna
- Absent: Director Sutley

The motion for item 2A passed by a vote of 9 ayes, 0 noes, 1 abstain, and 1 absent.

END OF CONSENT CALENDAR ITEMS

4. OTHER BOARD ITEMS – ACTION

None

5. BOARD INFORMATION ITEMS

None

6. COMMITTEE ITEMS

- a. Subject: Equity, Inclusion, and Affordability Panel on Cost Containment and Offsets

Panelist:

Janet Clements, President One Water Econ

Erin Corvinova, Financial Planning Director at San Francisco Public Utilities Commission

Greg Pierce, Director, UCLA Human Right to Water Lab; Water Resources Group

Presented by: Adrian Hightower, Special Projects Manager
Erin Corvinova, Financial Planning Director at San Francisco Public Utilities Commission
Janet Clements, President One Water Econ
Greg Pierce, Director, UCLA Human Right to Water Lab; Water Resources Group

Ms. Crosson introduced the item and Mr. Hightower provided an overview of the panels on affordability to date and introduced the panelists. Ms. Corvinova continued the presentation with an overview of San Francisco Public Utilities Commission (SFPUC) Affordability Policy. Her presentation also included the SFPUC affordability evaluation process and key considerations in developing policy.

Ms. Clements continued the presentation with an overview of findings from the CrVI MCL, State's assessment of financial need, independent affordability assessment, and identifying strategies.

Next, Mr. Pierce presented the committee with perspectives on Metropolitan's cost containment and water affordability challenges. His presentation included research done by the University of California, Los Angeles Human Right to Water solutions lab, relevant statewide work, relevant local work, and suggestions on what Metropolitan can/should do.

Lastly, Mr. Hightower summarized reoccurring themes discussed at previous panels that will influence next steps.

The following Directors provided comments or asked questions:

1. Smith
2. Dick
3. Dennstedt
4. Fong-Sakai
5. Ortega
6. Garza
7. Cordero
8. Seckel
9. Abdo
10. Luna
11. Fellow

Staff responded to the Directors' comments and questions.

7. MANAGEMENT ANNOUNCEMENTS AND HIGHLIGHTS

- a. Subject: Diversity, Equity, and Inclusion activities

No report was given.

8. FOLLOW-UP ITEMS

None

9. FUTURE AGENDA ITEMS

None

10. ADJOURNMENT

The meeting adjourned at 1:51 p.m.

Tana McCoy
Chair



Equity, Inclusion and Affordability Committee

DEI Strategic Plan Update, Workforce Development & Equity in Infrastructure Update

Item #6a, #6b and #6c
February 12, 2024

Item #
6a, 6b,
and 6c
DEI Strategic
Plan Update,
Workforce
Development
& EIP Update

Subject

Updates on Diversity, Equity & Inclusion, Workforce Development and the Equity in Infrastructure (EIP) Pledge

Purpose

Update the Equity, Inclusion & Affordability (EIA) Committee on progress made on DEI commitments as well as updates on workforce development efforts and advancing our Equity in Infrastructure Pledge

Recommendation and Fiscal Impact

None



Equity, Inclusion and Affordability Committee

DEI Strategic Plan Update

Item #6a
February 12, 2024

Vision

To be the industry leader in water delivery with unparalleled commitment to our people, partners and planet with **no one left behind**

Strategic, holistic stakeholder model as driver of organizational success

Five Strategic Priorities



EMPOWER the workforce and promote diversity, equity & inclusion



SUSTAIN Metropolitan's mission with a strengthened business model



ADAPT to changing climate and water resources



PROTECT public health, the regional economy and Metropolitan's assets



PARTNER with interested parties and the communities we serve



Organizational Focus

To be the industry leader in water delivery with unparalleled commitment to our people, partners and planet with **no one left behind**



Workforce Development

K-12 Outreach/Early Pipeline Development

- Cybersecurity Internship Program
- Apprenticeship Programs

Tribal Outreach & Engagement

- Pathways to Employment at Met

Addressing Structural Barriers & Enhancing Cross-Departmental Partnership

Historically Underserved Communities

- Foster Youth
- Transitional Workers (formerly homeless)
- Formerly incarcerated
- Disadvantaged communities
- Historically Black Colleges & Universities (HBCU)

Good faith outreach efforts/EEO compliance



Strategic Initiatives

- DEI Council
- Climate Justice Campaign
- Community Benefits Program
- Strategic Partnerships
 - CAAWEF
 - WELL
 - Homeboy Industries
 - California Conservation Corps
 - NAACP
- Vision and Values
- Workforce Analytics & HR Partnership
- Culture Transformation



Business Outreach & Community Engagement

Small Business Community

- MetWorks
- Community/Matchmaking Events
- Strategic Partnerships
- Project Labor Agreement (PLA)
- Equity in Infrastructure (EIP) Pledge

Diversity, Equity & Inclusion Strategic Roadmap Update of MWD

Goal	Action Taken	Work Outstanding	Next Milestone/Update
Culture/Change Management Work	Initial focus on defining values and vision for Met and how best to socialize them	Holistic approach to defining values and appropriate behavior, communicating well and building accountability	Values and Met Vision presented to Senior Leadership by December 2023
Civil & Inclusive Workplace Training	Previewed training with HR/field staff ; reviewing initial proposal from ELI on training rollout	Agreed upon SOW and rollout of training to leadership and staff in next eighteen (18) months	To be included in budget request; agreed upon proposal and rollout schedule by December 2023
Partner to Build HR Capability	Several conversations with HR about apprenticeship program/better outreach and recruitment	Hiring a FT, permanent head of HR and advancing transformational change	Job posting closes for Head of HR role in June 2023
Leader Toolkits	Dependency on current labor negotiations, current revision of HR practices	Build these with input from the field and determine effective rollout	Plan for '24-'25 fiscal year
Launch formal succession planning practice for Met	Efforts to build the talent pipeline; some entry level hiring	Build formal succession planning for Met	Plan for '24-'25 fiscal year
Leverage Collective Genius	Existing Diversity Council, Managers Meeting	Launch leveraging collective genius	Plan for '24-'25 fiscal year

Culture/Change Management Values for Metropolitan



Safety – Promote physical and psychological well-being of people



Trust – Act in ways that demonstrate integrity and build genuine connection



Accountability – Deliver solutions and drive shared success



Respect – Treat others as they would want to be treated and be a good steward of the planet



Teamwork – Think “we over me”

Diversity, Equity & Inclusion Building a Strong Foundation & Writing A New Playbook

Foundational Behaviors for a Workplace
Free of Harassment and Discrimination

Actionable Behaviors, Skill-building and
Tools for Productive and
Inclusive Workplace Interactions



Why?

U.S.
engagement
level at
33%

- 3 in 10 U.S. workers strongly agree that at work, their opinions seem to count.
- Moving that ratio to six in 10 employees, organizations could realize
 - 27% reduction in turnover,
 - 40% reduction in safety incidents,
 - 12% increase in productivity.

Definitions

Psychological safety is:

- A belief that speaking up with ideas, questions, concerns, or mistakes is expected and feasible.
- Permission for candor.
- Permission to be yourself.
- Is necessary for learning and changing.

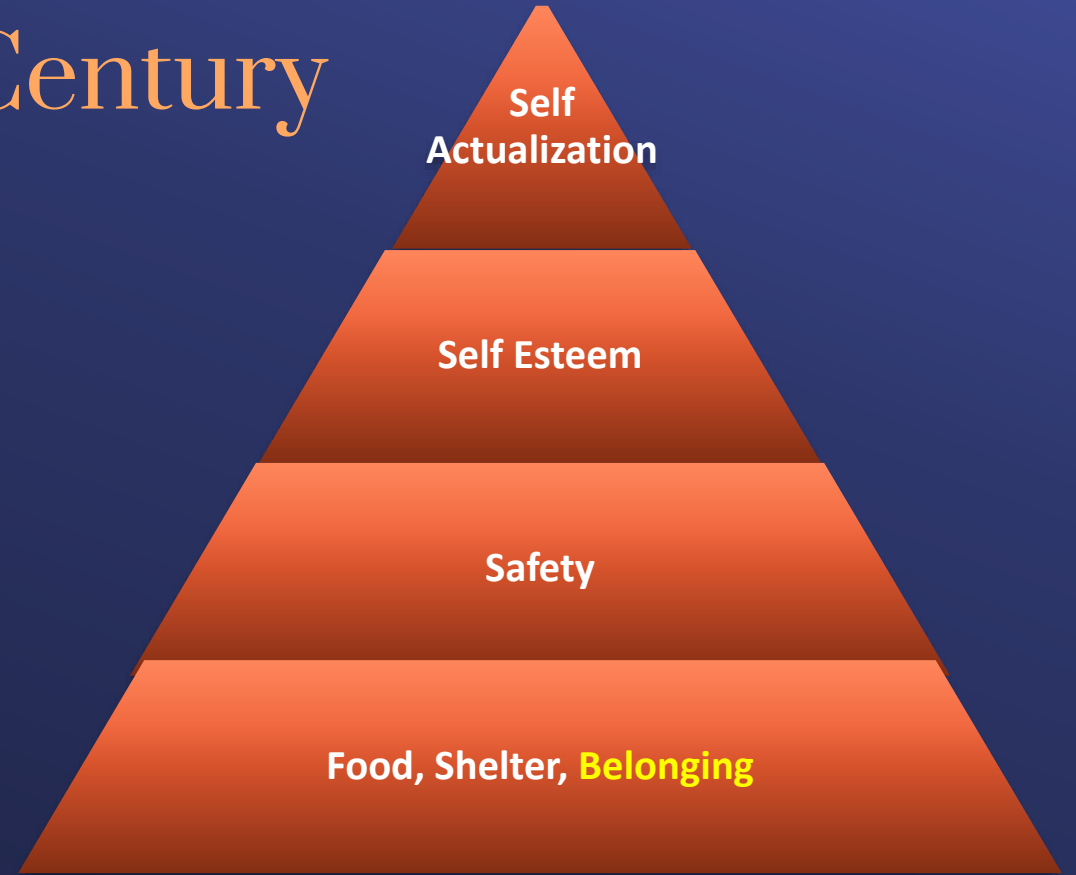


Maslow's Hierarchy

1943

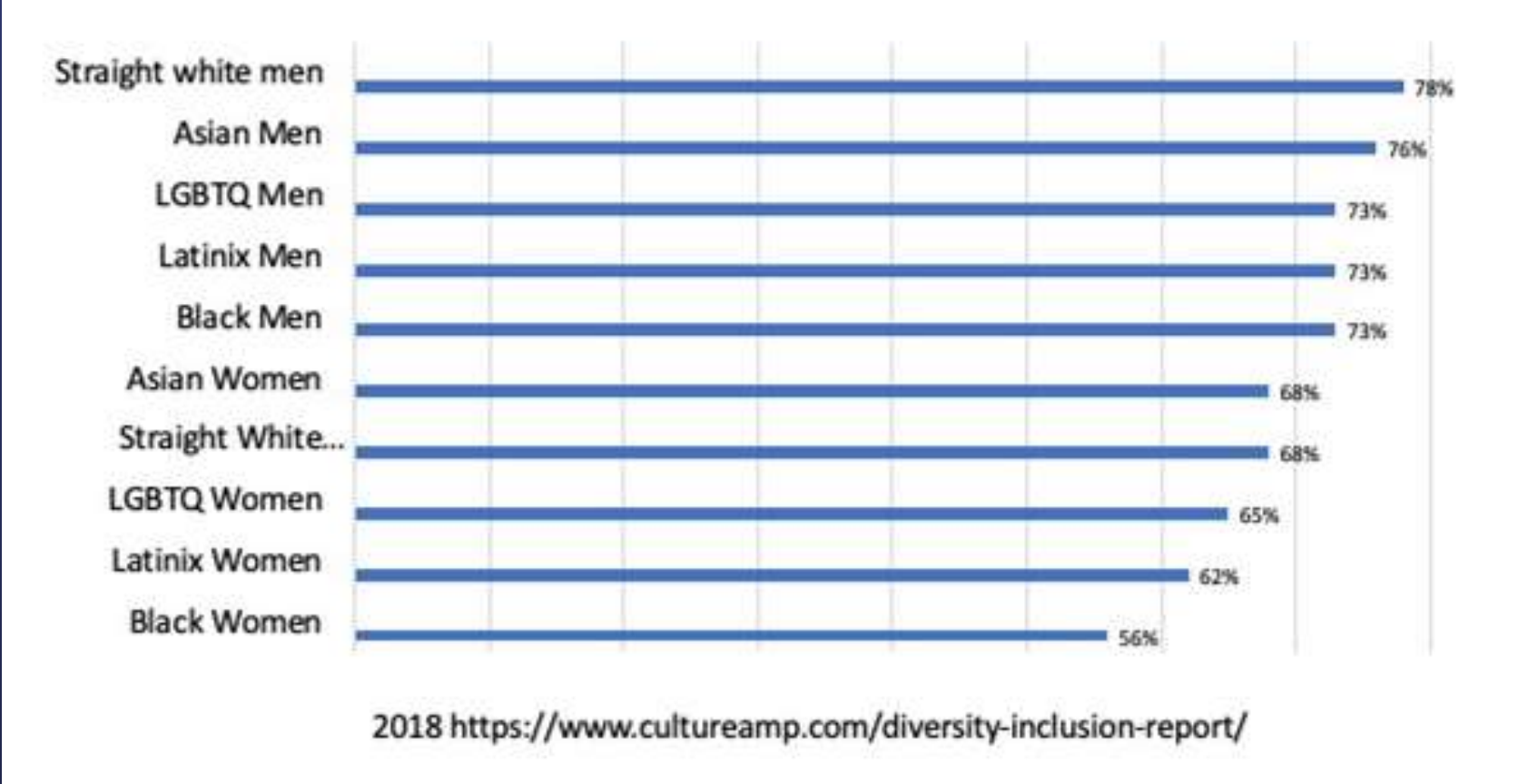


21st
Century



I can voice a contrary opinion
without fear of negative consequences.

Risk
of Speaking
Out Escalates
with Lower
Social Status



Diversity,
Equity &
Inclusion
Building a
Strong
Foundation
&
Writing a
New
Playbook



- **CLIMATE JUSTICE CAMPAIGN** Joined a historic Climate Justice Campaign, along with the Mayor's Office, Metro, LADWP, to advance climate justice and climate literacy in communities that have historically been left behind
- **CALIFORNIA PLAN** Partnering with other California public agencies to advance our Equity in Infrastructure (EIP) Pledge and explore how best to accelerate the pace of change; received Irvine Foundation grant funding for this effort



Equity, Inclusion and Affordability Committee

Workforce Development Update

Item #6b
February 12, 2024

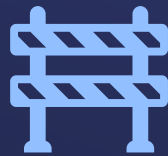
Diversity, Equity & Inclusion Workforce Development



Goal Increase Outreach Efforts And Help Build Brand Capital To Attract A Diverse Pipeline Of Talent For Current And Future Jobs



Goal Coordinate Efforts Across Metropolitan Related To Pipeline Development And Key Barriers And Process Inefficiencies That Hamper Recruitment And Hiring Efforts



Goal Address Any Structural Barriers To Hiring And Recruitment



Goal Explore The Formation Of Pathways That Do Not Currently Exist But Are Critical To Water System Operations

Diversity, Equity & Inclusion Workforce Development

Goal: Increase Outreach Efforts And Help Build Brand Capital To Attract A Diverse Pipeline Of Talent For Current And Future Jobs

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Leverage partnerships with colleges and community partners	Engaged and collaborated with partners including: <ul style="list-style-type: none"> ▪ San Bernardino Valley Community College – to expand on opportunities for T1 and D1 licenses ▪ College of the Canyons (COC) ▪ IE Works – to offer pre-apprenticeship workshop ▪ WINTER 	<ul style="list-style-type: none"> ▪ Partner with SBVCC to create pipeline between water operator program graduates and careers at MWD ▪ Utilize COC testing sites to expand access to Apprenticeship testing ▪ Partner with IE Works to provide pre-apprenticeship test preparation
Develop effective marketing materials and communicate in compelling ways to attract talent to Metropolitan, including from historically underrepresented groups	<ul style="list-style-type: none"> ▪ Sponsored Taste of Soul, socializing WD opportunities for first time ▪ Sponsored CRIT film festival, raising awareness about WD opportunities 	<ul style="list-style-type: none"> ▪ Continued communication and disbursement of marketing materials at career fairs, community events and high schools ▪ Partnership with HR to enhance outreach efforts
Establish strategic partnerships with community-based organizations to expand career awareness and opportunity	<ul style="list-style-type: none"> ▪ Partnered with organizations including Homeboy Industries and NAACP 	<ul style="list-style-type: none"> ▪ Partnering with College Corps to Careers and other organizations to build talent pipelines

Diversity, Equity & Inclusion Workforce Development

Goal: Coordinate Efforts Across Metropolitan Related To Pipeline Development And Key Barriers And Process Inefficiencies That Hamper Recruitment And Hiring Efforts

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Partner with Human Resources and Water System Operations to actively recruit for the next Apprenticeship class	<ul style="list-style-type: none"> Creation of marketing materials and greater outreach efforts to recruit a diverse pipeline of talent for next apprenticeship class 	<ul style="list-style-type: none"> Expansion of testing sites (in progress) Offer of pre-apprenticeship preparation workshop (in progress)
Explore the formation of pathways that do not currently exist but are critical to water system operations	<ul style="list-style-type: none"> Beginning partnership with San Bernardino Community College to create nexus between T1 and D1 certificates, and employment opportunities at Met 	<ul style="list-style-type: none"> Partner with internal organizations to assess employment needs and create entry-level opportunities such as internships
Pilot elimination of college degree requirement for specific roles	<ul style="list-style-type: none"> Partnership between HR, Cybersecurity/IT and DEI to pilot job description for roles that do not require a college degree 	<ul style="list-style-type: none"> Following a restructuring of the Cybersecurity organization, continued efforts to push this effort forward

Diversity, Equity & Inclusion Workforce Development

Goal: Address Any
Structural Barriers To
Hiring And Recruitment

STRATEGIC ACTION	PROGRESS	NEXT STEPS
<p>Validate the written test for the apprenticeship program (biggest hurdle for historically underrepresented talent)</p>	<ul style="list-style-type: none"> Test validated 1/2024 Partnered with outside organizations to expand testing site locations Partnered with IE Works in offering a pre-apprenticeship preparation workshop to remove barriers 	<ul style="list-style-type: none"> Offering of pre-apprenticeship preparation workshop Expanded test sites for 2024 apprenticeship
<p>Remove barriers to employment for individuals with disabilities</p>	<ul style="list-style-type: none"> Partnered with HR and VOICE ERG to provide feedback and insight into accommodations policy and procedures Updated accommodations policy and procedures forthcoming from HR to create greater visibility for employees and more efficient administration 	<ul style="list-style-type: none"> Continued partnership with HR and VOICE to maximize efficiency of accommodations process for new and existing employees
<p>Explore greater efforts around military/veteran hiring and recruitment</p>	<ul style="list-style-type: none"> Connecting across Met to understand why past efforts did not yield successful outcomes 	<ul style="list-style-type: none"> Understanding lessons learned from the past and crafting a strategy that yields measurable outcomes

Diversity, Equity & Inclusion Workforce Development

Goal: Explore The Formation Of Pathways That Do Not Currently Exist But Are Critical To Water System Operations

STRATEGIC ACTION	PROGRESS	NEXT STEPS
<p>Assess the critical, hard-to-fill roles that do not currently have defined pathways and partner across the organization to explore creation of these newer pathways</p>	<ul style="list-style-type: none"> Initial discussions with HR on identifying key pathways for which there will be future hiring needs 	<ul style="list-style-type: none"> Evaluate employment pathways for hard-to-fill roles
<p>Apply for any applicable grant funding to build employment pathways</p>	<ul style="list-style-type: none"> Strong partnership with Grants Office to leverage monies that are available, especially as part of Biden's Justice 40 initiative 	<ul style="list-style-type: none"> Continued application for grant funding to create innovative pathways into employment; seek funding for WETT (Water Education for the Technical Trades) program



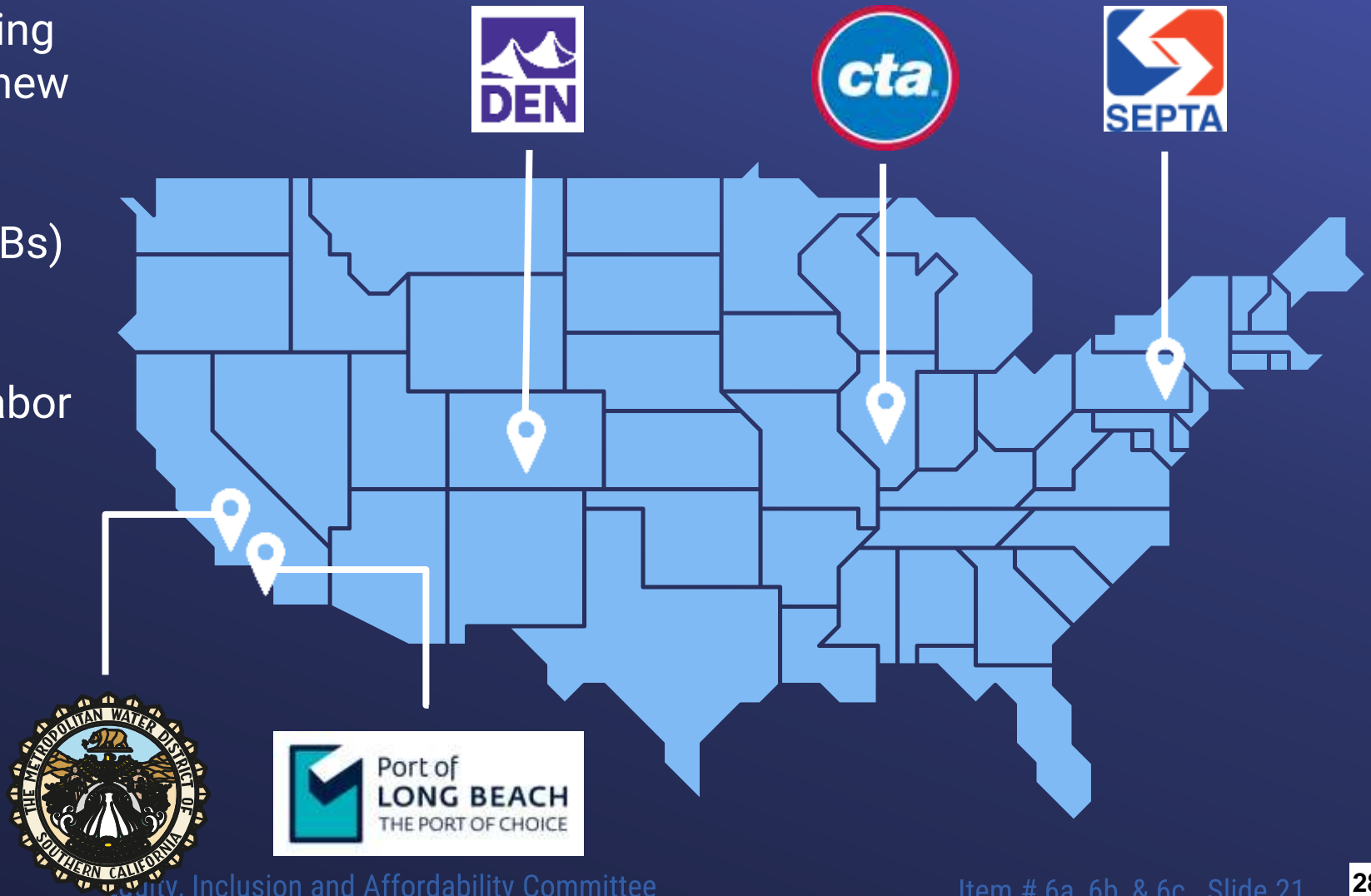
Equity, Inclusion and Affordability Committee

Equity in Infrastructure Pledge (EIP) Update

Item #6c
February 12, 2024

Equity in Infrastructure Program Pledge

- Five “Mover” Agencies, including Metropolitan invited to join a new nationwide effort to increase opportunities for Historically Underutilized Businesses (HUBs)
- First meeting with Biden Administration officials and labor was in Washington, DC in December 2021
- MWD Board approved initiative in January 2022



Strategic Initiative

Equity in Infrastructure Pledge

- Increase access and reduce barriers for Historically Underutilized Businesses (HUBs)
- Improve workforce opportunities for underserved communities

Updates

- Hosted listening session with DBE firms
- Increased outreach to DBE firms
 - \$11m awarded to DBE firms
- Launched the California Plan

CA **Equity** in Infrastructure Program Pledge

CA EIP Forum

Fourteen public and private sector infrastructure executives signed the Equity in Infrastructure Project (EIP) Pledge and EIP launched its California Plan initiative at ENR's LA Infrastructure Forum



CA **Equity** in Infrastructure Program Pledge

EIP Highlights

- MWD Hosted the inaugural California Plan meeting on January 22, 2024
- Topics covered included sharing of best practices, reciprocal certification, and an overarching need to create better communication about outcomes around EIP

CA EIP Partners



Next Steps

- Targeted Outreach event supporting The Pure Water Program – March 2024
 - Community Outreach & Workforce Development
 - Coordinated Networking session for Primes and Subcontractors
- Exploring several options for collaboration with other California signatories to streamline processes, increase efficiency and ensure greater procurement opportunity to historically underutilized businesses



Thank You!
Questions?





THE METROPOLITAN WATER DISTRICT
OF SOUTHERN CALIFORNIA

Board Report

Office of Diversity, Equity, and Inclusion

- **DEI Activities for January 2024**

Summary

This report provides a summary of the Office of Diversity, Equity, and Inclusion group activities for January 2024.

Purpose

Informational

Attachments

Attachment 1 – Office of Diversity, Equity, and Inclusion group activities for January 2024.

Office of Diversity, Equity, and Inclusion

Activities for January 2024

National Climate Justice Campaign

During a launch event on MLK Day weekend, Metropolitan was announced as one of the sponsors of the Climate Justice Campaign hosted by Tavis Smiley on KBLA Talk 1580 AM radio station. Our engagement in this campaign provides a national platform for Metropolitan to uniquely reach communities of color with our conservation messaging and to highlight the critical issues at the intersection of water and the diverse communities we serve, including issues of environmental justice. The year-long initiative, which is a partnership between External Affairs and DEI Office, will include many on-air mentions of Metropolitan as well as providing a national platform to highlight our own talent and thought leadership in water.



Business Outreach & Community Engagement

On Monday, January 22, Metropolitan hosted the inaugural meeting of the California Plan. The California Plan is a consortium of California-based signatories on the national Equity in Infrastructure Pledge who are coming together to strategize around how we can better partner and leverage knowledge and resources to increase procurement opportunity to historically underutilized businesses (HUBs). Partnering organizations that joined the inaugural meeting at Metropolitan included Metro, Port of Long Beach, and Port of Los Angeles, among many others. Opening remarks were delivered virtually by California Secretary of Transportation Toks Omishakin. This is the first meeting of many to come as we align our efforts to make good on locally implementing the national EIP pledge.



Tribal Engagement and Workforce Development



Engaging with our Tribal Communities

On January 10, DEI supported the *Parker 400*, an annual event that attracts scores of people to Parker, AZ, creating an opportunity for businesses to highlight their offerings and for community engagement. As part of the event, the Parker High Career and Technical Education (CTE) Department held a fundraiser to purchase welding supplies that will be used to educate students. The DEI Team co-sponsored the fundraiser, and Gina Chavez was present to raise awareness around Metropolitan's career opportunities, specifically the 2024 apprenticeship opportunity. Many of the CTE students recognized Gina from our December resume workshop presented to Parker HS students and CRIT community members, in which we assisted in resume writing, interviewing, and exploring Metropolitan's career website.

DEI staff together with SRI staff met with the Chemehuevi Environmental department to continue discussions on Chemehuevi's plan on interconnecting with Metropolitan's transmission line for the Chemehuevi's planned solar farm project. The tribe aims to generate a 200-plus MW solar storage project of clean, renewable energy for their community and contribute to a greener future. The Chemehuevi is currently in discussions with AES Clean Energy as the potential project developer. Interconnection with the transmission line is crucial for realizing the full potential of this project and bringing its numerous benefits to fruition.

Pre-Apprenticeship Support for Candidates

Following validation of the Metropolitan Apprenticeship test, DEI has partnered with IE Works to offer a free online pre-apprenticeship workshop for interested candidates, consisting of individual modules that focus on each of the areas covered by the apprenticeship test. DEI will market the workshop to all of its external partners as well as tribal communities and high schools in underrepresented areas, and the workshop will be offered in spring 2024 (and, if necessary, summer 2024) to align with Apprenticeship application and testing dates.

On Wednesday, January 31, Metropolitan Business Outreach's Staff attended the Los Angeles Area Chamber's "Get in the Game" partners meeting. The meeting provided an overview of this initiative and its goals around inclusive procurement and supplier development. Additionally, the meeting provided Best Practices around procurement innovation with the many partners of the Chamber's Small Business initiatives.