



OP&T Committee

J. Murray Jr., Chair
T. McCoy, Vice Chair
S. Blois
M. Camacho
G. Cordero
S. Faessel
A. Fellow
M. Hogan
F. Jung
R. Lefevre
J. Morris
A. Ortega
G. Peterson
T. Smith
S. Tamaribuchi
H. Williams

**Organization, Personnel and
Technology Committee - Final**

Meeting with Board of Directors *

July 12, 2021

2:30 p.m.

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Public Comment Via Teleconference Only: Members of the public may present
their comments to the Board on matters within their jurisdiction as listed on
the agenda via teleconference only. To participate call (404) 400-0335 and use
Code: 9601962.

**Monday, July 12, 2021
Meeting Schedule**

10:00 a.m. E&O
11:30 a.m. Break
12:00 p.m. WP&S
01:30 p.m. C&L
02:30 p.m. OP&T

* 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 OTHER ITEMS -- ACTION ****

2. CONSENT CALENDAR OTHER ITEMS - ACTION

- A. Approval of the Minutes of the Meeting of the Organization, [21-283](#)
Personnel and Technology Committee held June 8, 2021

Attachments: [Meeting 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. Semi Annual Report on Equal Employment Opportunity Policy and Affirmative Action Plan [21-258](#)

Attachments: [07122021 OPT 6a Report](#)
[07122021 OPT 6a Presentation.pdf](#)

- b. Ethics Officer's Monthly Update on Independent Review of Workplace Concerns [21-251](#)

- c. Cybersecurity Threat Briefing [21-260](#)
 [Conference with Metropolitan Cybersecurity Unit Manager of Information Technology, Jacob Margolis, or designated agents on threats to public services or facilities; to be heard in closed session pursuant to Gov. Code Section 54957(a)]

Attachments: [07122021 OPT 6c presentation.pdf](#)

7. MANAGEMENT REPORTS

- a. Human Resources Manager's Report [21-290](#)

- b. Information Technology Manager's Report [21-291](#)

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. Agendas for the meeting of the Board of Directors may be obtained from the Board Executive Secretary. 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 <http://www.mwdh2o.com>.

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

ORGANIZATION, PERSONNEL AND TECHNOLOGY COMMITTEE

June 8, 2021

Chair Murray Jr. called the teleconference meeting to order at 10:00 a.m.

Members present: Chair Murray Jr., Directors Blois, Camacho, Cordero, Faessel, Fellow, Hogan, Jung, Lefevre, McCoy, Morris, Ortega, G. Peterson, Smith, Tamaribuchi, and Williams.

Members absent: none

Other Board Members present: Directors Abdo, Ackerman, Atwater, Butkiewicz, De Jesus, Dennestadt, Dick, Erdman, Goldberg, Gray, Kurtz, Ramos and Record.

Committee Staff present: H. Beatty, Chapman, C. Eckstrom, Kightlinger, L. Campos, Pitman and H. Torres.

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

Katy Wagner, Los Angeles Resident, called in to comment on the General Manager recruitment process.

Mike Jones, as a member of the public called in to comment on item 7c.

Alan Shanahan, President of AFSCME 1902, called in to comment on item 7c.

Douglas Morgan, as a member of the public called in to comment on item 7c.

Ellen Mackey, Chair of AFSCME Women's Caucus, called in to comment on the General Manager recruitment process.

John Helton, as a member of the public called in to comment on item 7c.

CONSENT CALENDAR ITEMS — ACTION

2. CONSENT CALENDAR OTHER ITEMS - ACTION

- A. Approval of the Minutes of the meeting of the Organization, Personnel and Technology Committee held May 10, 2021

3. CONSENT CALENDAR ITEMS - ACTION

- 7-13 Subject: Authorize an increase in the maximum amount payable under contract with Shaw Law Group by \$150,000 to an amount not to exceed

\$550,000 to complete an independent review of allegations of systemic Equal Employment Opportunity related discrimination, harassment and retaliation, and related concerns; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA

Motion: Authorize an increase in the maximum amount payable under contract with Shaw Law Group by \$150,000 to an amount not-to-exceed \$550,000 to complete the independent review of allegations of systemic Equal Employment Opportunity related discrimination, harassment, and retaliation and related concerns.

Presented by: Abel Salinas, Ethics Officer
Mr. Salinas provided an overview of existing contract and requested approval for additional funding for additional work.

Director Faessel made a motion, seconded by Director Ortega to approve the consent calendar consisting of item 2A and 7-13.

The vote was:

Ayes: Directors Blois, Camacho, Cordero, Faessel, Fellow, Hogan, Jung, Lefevre, McCoy, Morris, Murray, Ortega, G. Peterson, Smith, Tamaribuchi, and Williams.

Noes: None

Abstentions: None

Absent: None

The motion for item 2A and 7-13 by a vote of 16 ayes, 0 noes, 0 abstention, and 0 absent.

END OF CONSENT CALENDAR ITEMS

4. OTHER BOARD ITEMS - ACTION

None

5. BOARD INFORMATION ITEMS

None

6. COMMITTEE ITEMS

- a. Subject: Converting to a Hybrid Work Environment
Presented by: Diane Pitman, Human Resources Group Manager

Ms. Pitman reported on the plan to transition teleworkers back to the workplace starting July 1st, but with teleworking still as an option with a goal to convert to a hybrid work environment as of October 1st.

The following Directors provided comments and/or asked questions

1. Murray
2. Ortega

Staff responded to the Directors questions and comments.

- a. Subject: Ethics Officer's Monthly Update on Independent Review of Workplace Concerns

Presented by: Abel Salinas, Ethics Officer

Mr. Salinas provided an update that the Shaw Law Group is entering the final phase of their review of workplace concerns. A special OP&T meeting will be held in July where the Shaw Law Group will present their findings.

The following Directors provided comments and/or asked questions

1. Kurtz
2. G. Peterson
3. Hogan

Staff responded to the Directors questions and comments.

- c. Subject: Diversity, Equity, and Inclusion Council Update

Presented by: Rachel Irwin, Assistant Engineer II and member of MWD – Society of Women Engineer's

Ms. Irwin provided an overview of updates within the DE&I Council, including the recent establishment of 5 subcommittees that were created to develop and make recommendations for the Council's consideration.

The following Directors provided comments or asked questions

1. Abdo
2. G. Peterson
3. Cordero

Staff responded to the Directors questions and comments.

7. MANAGEMENT REPORT

a. Human Resources Manager's Report

None

b. Information Technology Manager's Report

Mr. Eckstrom provided an overview of our new Service Connection Portal that serves member agencies to report any service connection issues.

c. Chief Administrative Officer's Report

Mr. Chapman provided information on Metropolitan's decision to temporarily close the firing ranges at desert locations.

The following Directors provided comments or asked questions

1. Ortega
2. Camacho
3. Ramos
4. Tamaribuchi
5. Lefevre
6. Abdo
7. Butkiewicz
8. Smith
9. De Jesus
10. Murray
11. Dennstedt

Staff responded to the Directors questions and comments

8. FOLLOW-UP ITEMS

None

9. FUTURE AGENDA ITEMS

Director Murray requested a follow up discussion on issues relating to firearms on Metropolitan Property

Director Peterson requested an update on cybersecurity

10. ADJOURNMENT

Next meeting will be held on July 13, 2021

Meeting adjourned at 11:22 a.m.

John Murray Jr.
Chair



• Semi Annual Report on EEO Policy and Affirmative Action Plan

Summary

This is the Annual Report on Metropolitan's Equal Employment Opportunity and Affirmative Action Programs for calendar year 2020. As with almost every other aspect of the workplace in 2020, the COVID-19 pandemic significantly impacted efforts to attract qualified females, people of color, veterans and individuals with disabilities, as well as the expected number of hires and retirements. This in turn has impacted workforce demographics. Nevertheless, efforts were undertaken to outreach to these groups mainly through virtual settings.

There was an increase in the total workforce count in 2020 for regular employees compared to 2019. Metropolitan was able to increase workforce representation of people of color by 1%. No change was realized to the percentage of females in the workforce. The majority of those hired in 2020 were people of color, while females saw a 5% increase in their rate of promotion over the previous year. Additionally, the number of employees who retired significantly decreased from the previous year, 30 fewer, and male and white employees continue to retire at a higher rate than other groups.

In addition to the pandemic, the added attention of social justice prompted Metropolitan to take a closer look at its workplace culture not only related to diversity and inclusion, but equity as well. A Diversity, Equity and Inclusion Council was formed. Additionally, the Shaw Law Group began its review of Metropolitan's EEO complaint and investigation practices.

Metropolitan is currently updating its Affirmative Action Programs and Nondiscrimination Programs for plan year 2019/2020 and 2020/2021. The Veterans Federal Contractor Report was submitted to the Department of Labor which reports workforce data related to protected veterans. Strategies and activities that attract and retain women, people of color, protected veterans and individuals with disabilities will continue to be the primary efforts undertaken by the EEO office to eliminate any underutilization identified and reach hiring benchmarks under these programs. These efforts will support a diverse and inclusive workforce. Now more than ever, Metropolitan's ability to attract and retain a high-quality, diverse workforce and create an inclusive and equitable work environment is critical when competing for talent in today's labor market.

Purpose

Pursuant to Administrative Code 6304, the General Manager shall report to the Organization, Personnel and Technology Committee on the status of the equal employment opportunity policy and affirmative action program.

Attachments

Attachment 1 – List of Outreach Events and Efforts for Calendar Year 2020

Detailed Report

The following information provides an overview of the impact that Metropolitan's efforts to recruit, hire, promote and retain employees of previously excluded groups has had on workforce diversity.

Workforce and Job Action Demographics

Metropolitan's workforce consisted of 1,780 regular employees as of December 31, 2020. Workforce count includes regular full-time or part-time employees and does not include consultants, district or agency temporary employees.

Table 1.1 displays the sex/gender and race/ethnicity by count and percentage of Metropolitan's workforce as of 12/31/20. There was no change in the percentage of females and males in the overall workforce compared to

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

2019. Females continue to make up 28% of the overall workforce. Reviewing by race/ethnicity, people of color increased by 1% over 2019 to 56%. Additionally, there was a decrease in Black/African America employees and an increase for Hispanic/Latino employees. Women of color continue to make up 19% of the workforce.

Table 1.1
Metropolitan's Workforce as of 12/31/2020

Total	1780	
Female	499	28%
Male	1281	72%
White	787	44%
People of Color	993	56%
2 or more races	25	1%
Asian	356	20%
Black or African American	112	6%
Hispanic or Latino	489	28%
Amer Indian/Alaskan Native	7	1%
Native Hawaiian or other PI	4	0%

Table 1.2 is a comparison of management employees by female/male and people of color/white. Of the 1,780 employees, 261 hold management positions. In each management level, males are the majority while there is a more even distribution between people of color and white.

Table 1.2
Manager Demographics as of 12/31/20

Manager Level (261)	Female	Male	People of Color	White
Executive (15)	33%	67%	40%	60%
Mid-Level (155)	30%	70%	43%	57%
Front Line (91)	28%	72%	50%	50%

Chart 1.2 is a breakdown of the 1,780 employees by EEO-4 job category. EEO-4 categories are federal defined groupings of comparable types of occupations found in public sector organizations. The largest number of employees continues to be in the Professionals category followed by Skilled Crafts. Professionals include positions such as Analyst, Engineer, Environmental Specialist, Microbiologist, Software Developer and Resource Specialist and are found throughout the organization. Skilled Crafts include positions such as Coater, Electrician, Equipment Operator, Mechanic, Treatment Plant Operator and Welder/Fabricator, and are found primarily in Water System Operations. Officials and Administrators include all executive and management staff.

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Chart 1.2
Workforce by EEO Category

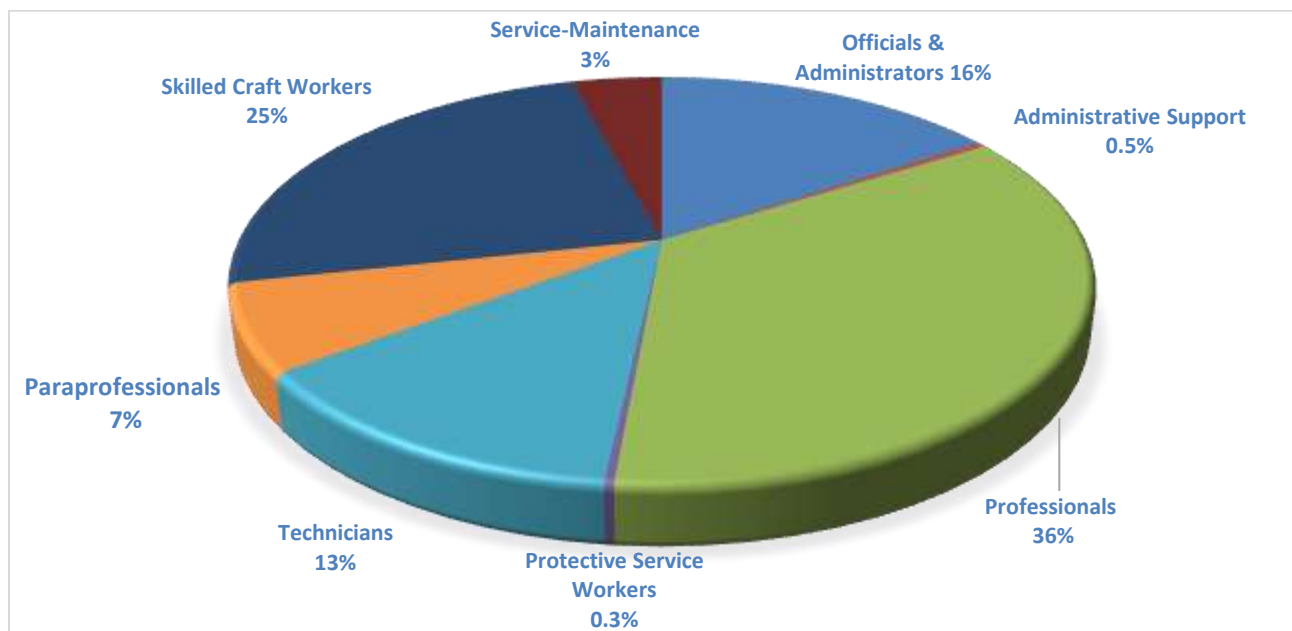


Table 1.3 displays the eight EEO categories by count, sex, race/ethnicity and percentage. Females remain the majority in one category, Paraprofessionals, which includes positions such as Administrative Assistant, Account Technician, and Storekeeper. Female representation increased compared to CY 2019 in two EEO categories, Professionals and Service Maintenance. Employees who identify as people of color were the majority in six of the eight categories: Professionals, Technicians, Paraprofessionals, Protective Services, Paraprofessionals, Administrative Support and Service Maintenance.

Table 1.3
Metropolitan's Workforce by EEO Category as of 12/31/2020

EEO 4 Category (Count)	Female	Male	People of Color	White
Officials & Administrators (291)	29%	71%	46%	54%
Professionals (637)	44%	56%	65%	35%
Technicians (227)	11%	89%	51%	49%
Protective Service Workers (5)	0%	100%	60%	40%
Paraprofessionals (120)	78%	22%	78%	22%
Administrative Support (9)	33%	67%	67%	33%
Skilled Craft Workers (442)	1%	99%	45%	55%
Service Maintenance (49)	10%	90%	55%	45%

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Table 1.4 displays a 5-year workforce comparison by sex/gender and race/ethnicity as of December 31. During this period, the percentage of people of color has incrementally increased. In 2020, for the fifth consecutive year, people of color employees made up the majority percentage of the workforce and female representation increased by 2% over the 5-year period.

Table 1.4
5-year Workforce Comparison

	12/31/2016		12/31/17		12/31/18		12/31/19		12/30/20	
Total	1708		1711		1713		1756		1780	
Female	452	26%	451	26%	462	27%	491	28%	499	28%
Male	1256	74%	1260	74%	1251	73%	1265	72%	1281	72%
White	835	49%	824	48%	790	46%	791	45%	787	44%
People of Color	873	51%	887	52%	923	54%	965	55%	993	56%
2 or more races	17	1%	18	1%	20	1%	22	1%	25	1%
Asian	318	19%	323	19%	331	19%	342	20%	356	20%
Black or African American	121	7%	120	7%	116	7%	115	7%	112	6%
Hispanic or Latino	410	24%	420	25%	448	26%	474	27%	489	28%
Amer Indian/Alaskan Native	7	0%	6	0%	7	0%	10	1%	7	1%
Native Hawaiian or other PI	0	0%	0	0%	1	0%	2	0%	4	0%

During Calendar Year (CY) 2020, Metropolitan hired a total of 142 employees. Hires do not include contingent labor such as agency temps or consultants. Rather, they are those selected through a competitive recruitment process of external candidates and those appointed to a position, e.g., some district temporary employees including positions filled through the carpenter's union. 89 of the 142 hires filled regular full-time positions and 53 filled temporary positions.

Table 1.5 displays the breakdown of sex/gender and race/ethnicity of the 89 employees hired into regular positions during 2020. Of the 89 hires, 27% were female and 63% were people of color. Management positions made up 5% of the 89 hires. Further, 41% filled positions in Water Systems Operation, followed by 38% in Engineering Services. Twenty-two positions were in an Engineer classification (Assistant Engineer, Associate Engineer and Engineer). Other job titles included Pump Plant Maintenance Operator, Operations and Maintenance Technician IV, Construction Inspector and Assistant Chemist. Asians made up the largest percentage of people of color hired followed by Hispanic which was a reverse of what we saw for 2019.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

Table 1.5
Hire Activity from January 1 through December 31, 2020

Total	89
Female	24 27%
Male	65 73%
White	33 37%
People of Color	56 63%
2 or more races	3 3%
Asian	27 30%
Black or African American	2 2%
Hispanic or Latino	22 25%
Amer Indian/Alaskan Native	0 0%
Native Hawaiian or other PI	2 2%

Table 1.6 displays the 5-year hiring activity on an annual basis for regular positions. The largest number of hires over the 5-year period was in 2019, a significant decrease in the overall number of hires compared to 2020. 2% decrease of females hired and 3% increase of people of color hired over 2019. During this period Metropolitan has consistently hired more people of color compared to white. Asian was the only race that saw an increase in the percentage of hires in 2020 over 2019.

Table 1.6
5-year Hiring Activity

	Jan – Dec 2016	Jan – Dec 2017	Jan – Dec 2018	Jan – Dec 2019	Jan – Dec 2020
Total*	88	97	118	144	89
Female	21 24%	24 25%	40 34%	42 29%	24 27%
Male	67 76%	73 75%	78 66%	102 71%	65 73%
White	39 44%	46 47%	45 38%	58 40%	33 37%
People of Color	49 56%	51 53%	73 62%	86 60%	56 63%
2 or more races	0 0%	3 3%	3 3%	4 3%	3 3%
Asian	15 17%	19 20%	25 21%	23 16%	27 30%
Black or African American	5 6%	5 5%	3 3%	4 3%	2 2%
Hispanic or Latino	29 33%	24 25%	41 35%	51 35%	22 25%
Amer Indian/Alaskan Native	0 0%	0 0%	0 0%	3 2%	0 0%
Native Hawaiian or other PI	0 0%	0 0%	0 0%	1 1%	2 2%

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

There were 213 promotions in CY 2020. Promotions include individuals which have either through an internal job bid, job audit, or management requested promotion received a different classification with an increase in pay grade and step. Employees progressing through the apprenticeship program are also included in the promotions data. Normal career progression (41%) made up most of the promotions in CY 2020, followed by employees who were promoted through a job bid (30%) or through advancement in the apprenticeship program (20%).

Table 1.7 reflects the breakdown of promotions by sex/gender and race/ethnicity. Females made up 34% of the overall promotions which reflects an increase in the number of females promoted over 2019. Additionally, females were promoted at a higher rate than their overall percentage in the workforce (28%). In 2020 there was a decrease in the number of people of color promoted 54% compared to 60% in 2019, while white employees made up 46% of those who received a promotion.

Table 1.7
Promotion Activity from January 1 through December 31, 2020

Total	213	
Female	72	34%
Male	141	66%
White	98	46%
People of Color	115	54%
2 or more races	4	2%
Asian	35	16%
Black or African American	12	6%
Hispanic or Latino	63	30%
Amer Indian/Alaskan Native	1	0%
Native Hawaiian or other PI	0	0%

Table 1.8 displays promotional activity on an annual basis for the period of 2016 through 2020. The percentage of females promoted in 2020 was the highest over the 5-year period. Whereas, people of color were promoted at their highest rate in 2019. Additionally, the only race group that saw an increase in their rate of promotion from 2019 to 2020 was Hispanics.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

Table 1.8
5-year Promotions Activity

	Jan - Dec 2016		Jan - Dec 2017		Jan - Dec 2018		Jan - Dec 2019		Jan - Dec 2020	
Total	228		206		255		262		213	
Female	58	25%	51	25%	75	29%	76	29%	72	34%
Male	170	75%	155	75%	180	71%	186	71%	141	66%
White	117	51%	101	49%	117	46%	104	40%	98	46%
People of Color	111	49%	105	51%	138	54%	158	60%	115	54%
2 or more races	2	1%	1	1%	3	1%	5	2%	4	2%
Asian	36	16%	35	17%	50	20%	60	23%	35	16%
Black or African American	11	5%	11	5%	10	4%	16	15%	12	6%
Hispanic or Latino	61	27%	57	28%	72	28%	76	29%	63	30%
Amer Indian/Alaskan Native	1	0%	1	1%	3	1%	1	0%	1	0%
Native Hawaiian or other PI	0	0%	0	0%	0	0%	0	0%	0	0%

For CY 2020, a total of 58 employees retired from Metropolitan. Table 1.9 shows the breakdown by sex/gender and race/ethnicity. Male and white employees were again the highest numbers of those who retired. Females and people of color retired at a lower percentage then their representation in the workforce for 2020. Most of the retirements were in the Professionals category (28%) followed by Officials and Administrators (24%). Water Systems Operation had 41% of the 58 retirements.

Table 1.9
Retirement Activity from January 1 through December 31, 2020

Total	58	
Female	14	24%
Male	44	76%
White	34	59%
People of Color	24	41%
2 or more races	0	0%
Asian	12	21%
Black or African American	3	5%
Hispanic or Latino	8	14%
Amer Indian/Alaskan Native	1	2%
Native Hawaiian or other PI	0	0%

Table 1.10 reflects the distribution of retirement activity by sex/gender and race/ethnicity annually for a 5-year period. Compared to the previous year, 2020 saw a significant decrease in the number of retirements and was the lowest retirement rate for the 5-year period. The retirement rate for people of color decreased compared to 2019 while the retirement rate for females increased. Asians, African American and American Indian/Alaskan Natives

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

saw an increase in retirement rates compared to 2019 with Asian employees retiring at the highest rates compared to other people of color during the period.

Table 1.10
5-year Retirement Activity

	Jan - Dec 2016		Jan - Dec 2017		Jan - Dec 2018		Jan - Dec 2019		Jan - Dec 2020	
Total	110		84		97		88		58	
Female	20	18%	23	27%	22	23%	14	16%	14	24%
Male	90	82%	61	73%	75	77%	74	84%	44	76%
White	67	61%	48	57%	68	70%	46	52%	34	59%
People of Color	43	39%	36	43%	29	30%	42	48%	24	41%
2 or more races	3	3%	2	2%	1	1%	3	3%	0	0%
Asian	15	14%	14	17%	9	9%	12	14%	12	21%
Black or African American	10	9%	5	6%	8	8%	3	3%	3	5%
Hispanic or Latino	15	14%	14	17%	11	11%	24	27%	8	14%
Amer Indian/Alaskan Native	0	0%	1	1%	0	0%	0	0%	1	2%
Native Hawaiian or other PI	0	0%	0	0%	0	0%	0	0%	0	0%

For the period of January 1 through December 31, 2020, a total of 72 employees separated from Metropolitan which included 59 temporary positions and 13 regular positions. Table 1.11 shows the breakdown by sex/gender and race/ethnicity of the 13 regular employees who separated. Separations exclude retirements and include employees who either resigned (9), were released during probation or otherwise discharged (3) or were deceased (1). Compared to 2019, there was an overall decrease in the number of separations however, the percentage of females and people of color increased. Eight of the 13 separations were in the Professional category which includes 6 Engineer positions.

Table 1.11
Separation Activity from January 1 through December 31, 2020

Total	13	
Female	6	46%
Male	7	54%
White	6	46%
People of Color	7	54%
2 or more races	0	0%
Asian	3	23%
Black or African American	2	15%
Hispanic or Latino	0	0%
Amer Indian/Alaskan Native	2	15%
Native Hawaiian or other PI	0	0%

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

Affirmative Action Program

As a federal contractor, Metropolitan is required to take affirmative steps to develop programs, policies and procedures for proactively recruiting, hiring, training and promoting people with disabilities and protected veterans. Annually, a written affirmative action program (AAP) for individuals with disabilities (IWD) and the protected veterans is updated and implemented. The AAPs must be customized to reflect Metropolitan's structure, policies, practices, programs and commitment to equal employment opportunity. Additionally, as part of these AAPs Metropolitan determines if it's meeting the hiring benchmark for protected veterans and a placement goal of 7% for individuals with disabilities. It also must review the efforts it has engaged in to ensure equal opportunity for these groups. The purpose of the benchmark and placement goals are to create a quantifiable method to measure progress toward achieving equal employment opportunity for protected veterans and IWDs. The AAPs are in the process of being updated for plan year 2019/2020 and 2020/2021. The Veterans Federal Contractor Report required to be submitted annually to the Department of Labor related to workforce demographics and protected veterans' status was completed.

Table 1.12 displays the last six AAP plan years and whether Metropolitan was able to meet the hiring benchmark. In three of the six years, the hiring benchmark was met. For the years where the hiring benchmark was not met, a review of the efforts taken to attract protected veterans is completed which helps to determine what additional efforts will be undertaken.

Table 1.12
Veteran Hiring Ratio

	July 2014 thru June 2015	July 2015 thru June 2016	July 2016 thru June 2017	July 2017 thru June 2018	July 2018 thru June 2019	July 2019 thru June 2020
Hiring Benchmark	7%	6.9%	6.7%	6.4%	5.9%	5.7%
Total Hires (reg + temp)	183	165	160	203	235	193
Total Protected Veteran Hires	12	8	15	13	12	7
% of Protected Veteran Hires	7%	5%	9%	6.4%	5.1%	3.6%

Nondiscrimination Program

In addition to updating the AAPs, Metropolitan is also required to update its Nondiscrimination Programs (NDP) and is currently doing so for plan year 2019/2020 and 2020/2021. As a state contractor, Metropolitan annually prepares NDPs for the purpose of ensuring equal employment opportunity (EEO) for all employees and applicants and remedying any underutilization of "minorities" and/or women identified by analysis. The NDPs are meant to evaluate the initiatives and strategies to achieve equal employment opportunity by business line (Group) and includes a statistical evaluation of the representation of women and minorities in the workforce, as compared with the representation of individuals with similar skills in the relevant labor market. It provides a road map for management to correct identified areas and assist with determining outreach efforts.

Even though the pandemic slowed hiring and significantly limited the ability to engage in outreach efforts, Metropolitan did participate in events to increase the number of qualified veterans, IWDs, women and minorities applicants as well as to meet its Nondiscrimination and Affirmative Action program obligations. Attachment 1 is a list of the outreach events and efforts that Metropolitan participated in for CY 2020.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

Diversity, Equity & Inclusion and EEO Training

As a result of the BLM movement and other social justice issues, DE&I (diversity, equity and inclusion) became a focus for Metropolitan in CY 2020. The need to not only have a diverse workforce, but a more inclusive and equitable workplace was identified, and efforts were undertaken by executive management. A DE&I Council was formed with the purpose of promoting DE&I throughout the organization and ensuring accountability for a work environment that values diversity and equity for all employees. A DE&I microsite was created for transparency of the Council's efforts. Additionally, mandatory bias training was rolled out to employees at all levels at the end of CY 2020. To date, a 98% completion rate has been achieved. The bias training was in addition to the mandatory Harassment Prevention training which has a 99% completion rate. Additional training around DE&I topics is also being considered and will be implemented in the coming months. Lastly, the Shaw Law Group under the direction of the Ethics Officer began its review of Metropolitan's EEO complaint and investigation practices at the end of CY 2020.

With potential forthcoming labor challenges, including a decrease in the number of women in the labor force, a rise in early retirements and a skills shortage, now more than ever Metropolitan's ability to attract and retain a high-quality, diverse workforce and create an inclusive and equitable work environment is critical when competing for talent in today's labor market.

Attachment 1
List of Outreach Events for Calendar Year 2020*

Women In Non Traditional Employment Roles (W.I.N.T.E.R.) – MWD Careers and Apprenticeship Outreach

CAL-SOAP – LA College and Career Expo

Black Chamber of Orange County – Future Leaders Luncheon

Arizona Western College – Career, Advisement & Transfer Event

MWD Real Property Group – Annual Student Outreach Event

Palo Verde College - Career & Transfer Day: Apprenticeship Outreach

U.S. VETS Career Network – March AFB Drive Thru Job Fair

UC Riverside – Student Leadership Workshop & Career Fair

CSU, Los Angeles – Fall 2020 Career Fair

CSU, Fullerton – STEM Fall Career Fair

Alliant University – Career Event

Riverside County Office of Education – Coming Back Kids: MWD Careers and Apprenticeship Program

CSU, San Bernardino – Fall 2020 Career Fair

Metropolitan Water District – Steps To Landing Your Next Job Virtual Event: How to Get Your Resume Noticed

Metropolitan Water District – Steps To Landing Your Next Job Virtual Event: Conquering the Virtual Interview

Metropolitan Water District – Steps To Landing Your Next Job Virtual Event: Blemish On Your Employment Record

*MWD was scheduled to participate in an additional 8 events that were cancelled due to the pandemic.



Equal Employment Opportunity Program Report

Organization, Personnel & Technology Committee
July 12, 2021
Item 6a

Presentation Overview

- Workforce and Job Action Demographics
- Recruitment and Outreach Strategies based on Applicant Data
- Outreach Efforts & Workforce Development Partnerships

Metropolitan's Workforce as of 12/31/20

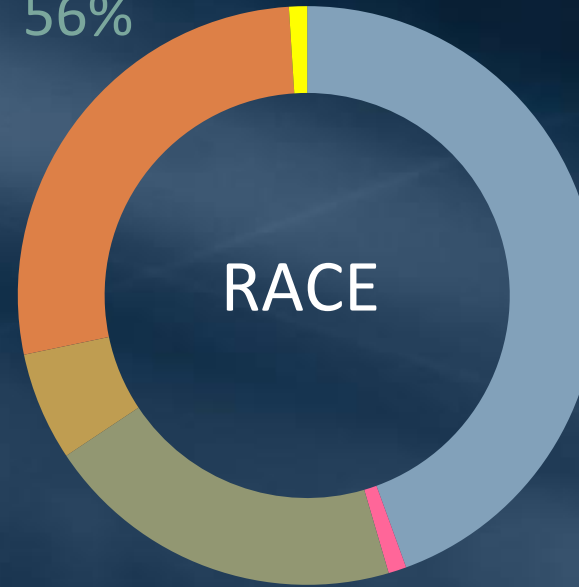
1780 regular employees

Female
28%



Male
72%

People of
Color
56%



White
44%

2 or More
1%

Asian
20%

Black
6%

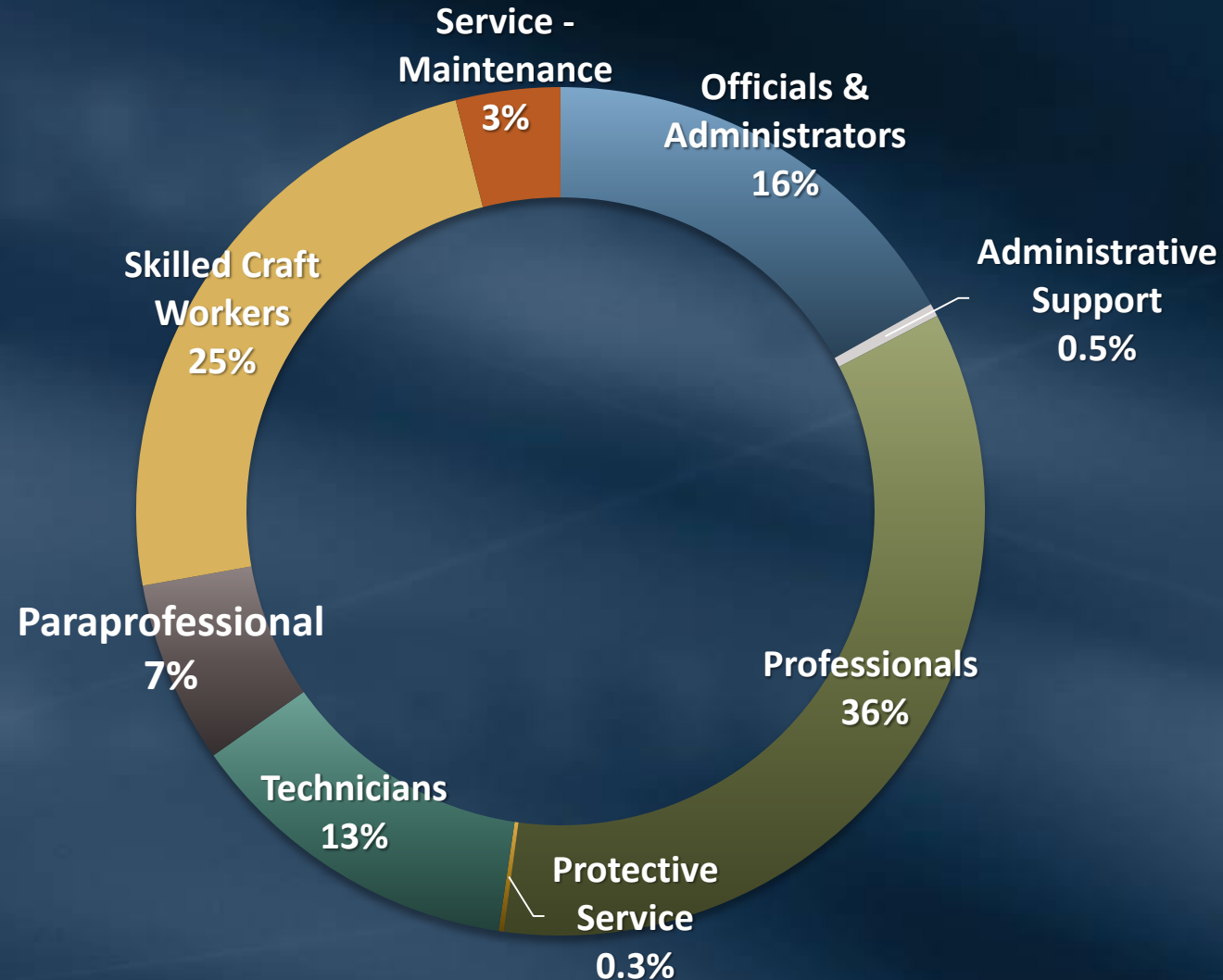
Hispanic
28%

AI/AN
1%

NH/PI
0%

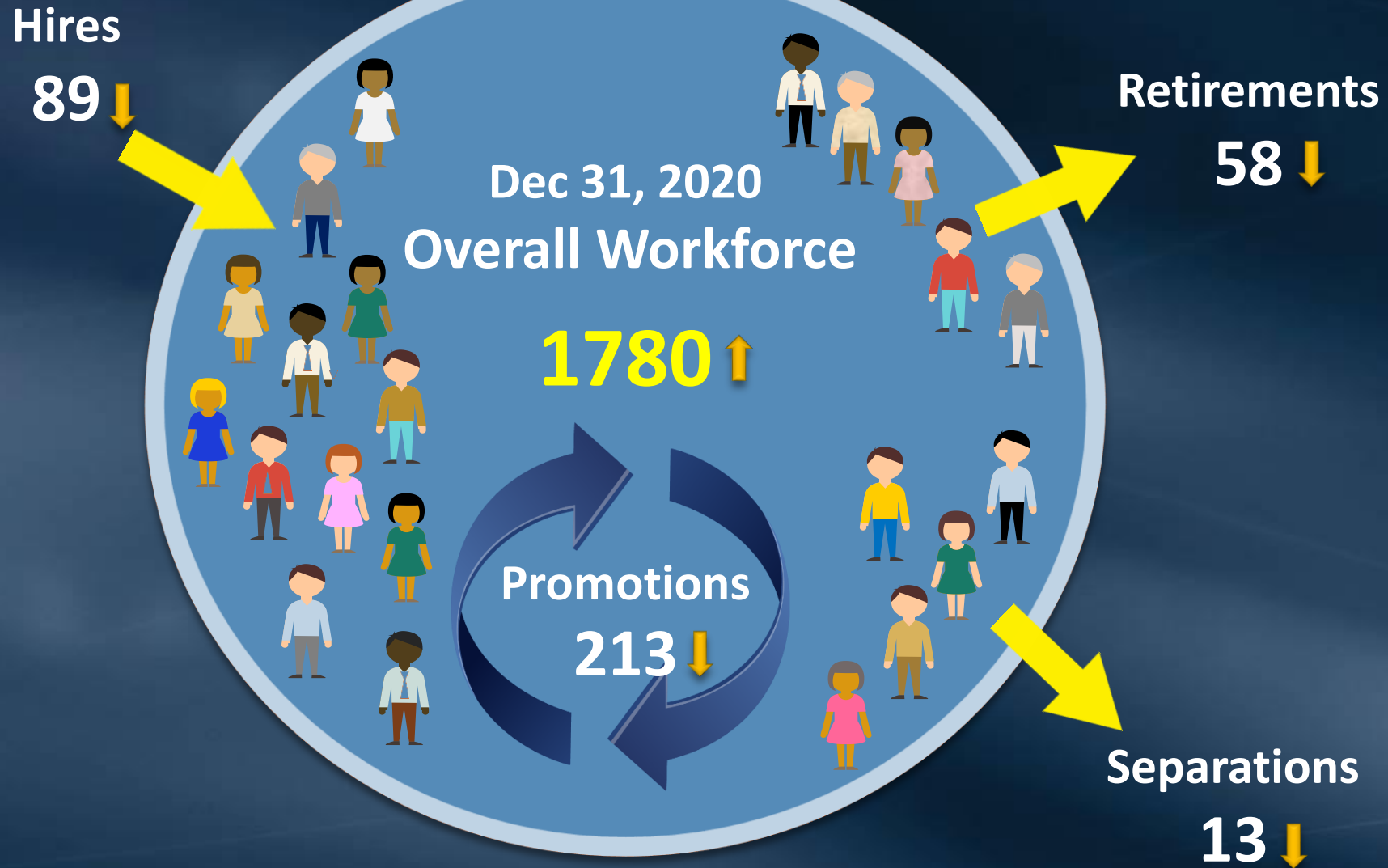
Metropolitan's Workforce as of 12/31/20

regular employees



Metropolitan's Job Actions: Jan – Dec 2020

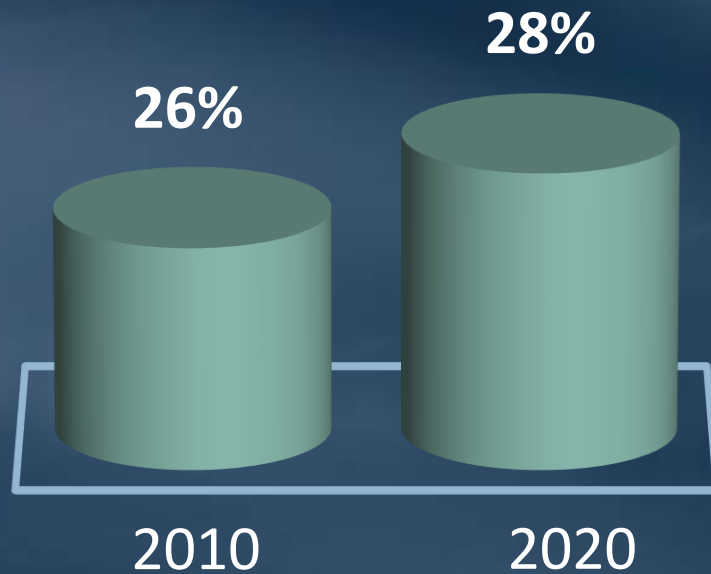
regular employees



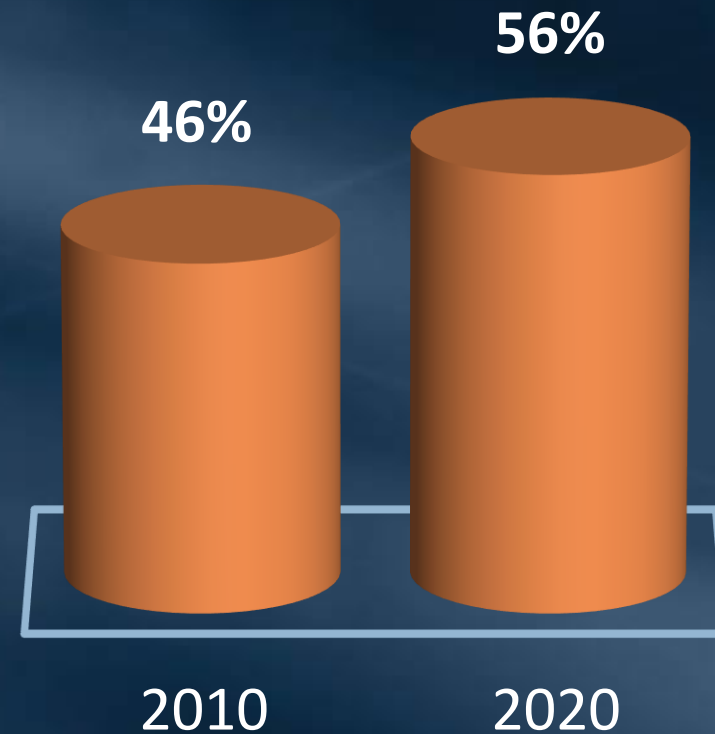
Workforce Comparison effective Dec 31

regular employees

Females



Minorities



Hire Activity

89 regular employees

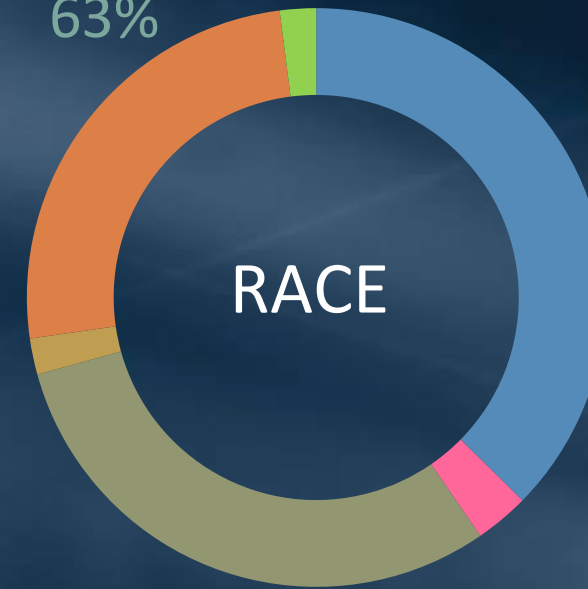
Jan 1 thru Dec 31, 2020

Female
27%

Male
73%



People
of Color
63%



White
37%

2 or More
3%

Asian
30%

Black
2%

Hispanic
25%

AI/AN
0%

NH/PI
2%

Promotion Activity

213 Actions

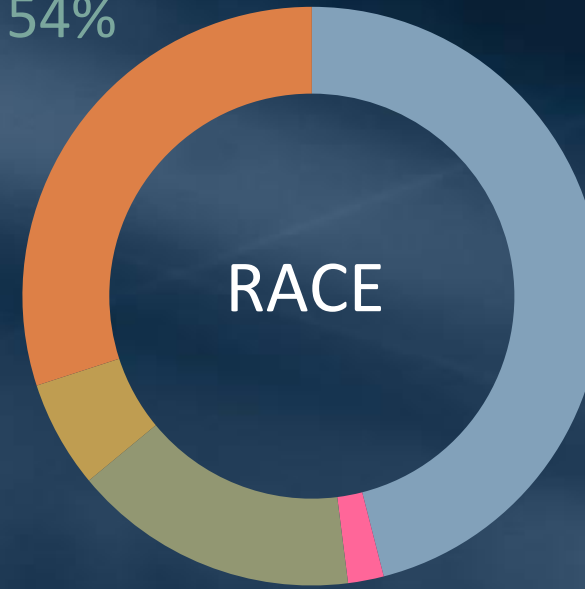
Jan 1 thru Dec 31, 2020

Female
34%

Male
66%



People
of Color
54%



White
46%

2 or More
2%

Asian
16%

Black
6%

Hispanic
30%

AI/AN
0%

NH/PI
0%

Retirement Activity

58 employees

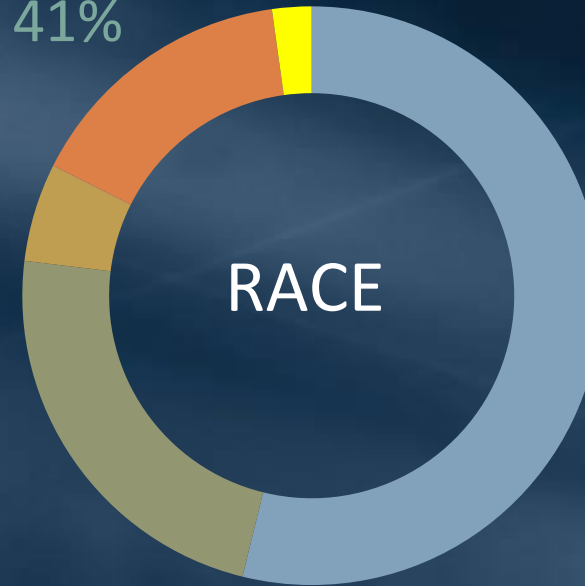
Jan 1 thru Dec 31, 2020

Female
24%

Male
76%



People
of Color
41%



White
49%

2 or More
0%

Asian
21%

Black
5%

Hispanic
14%

AI/AN
2%

NH/PI
0%

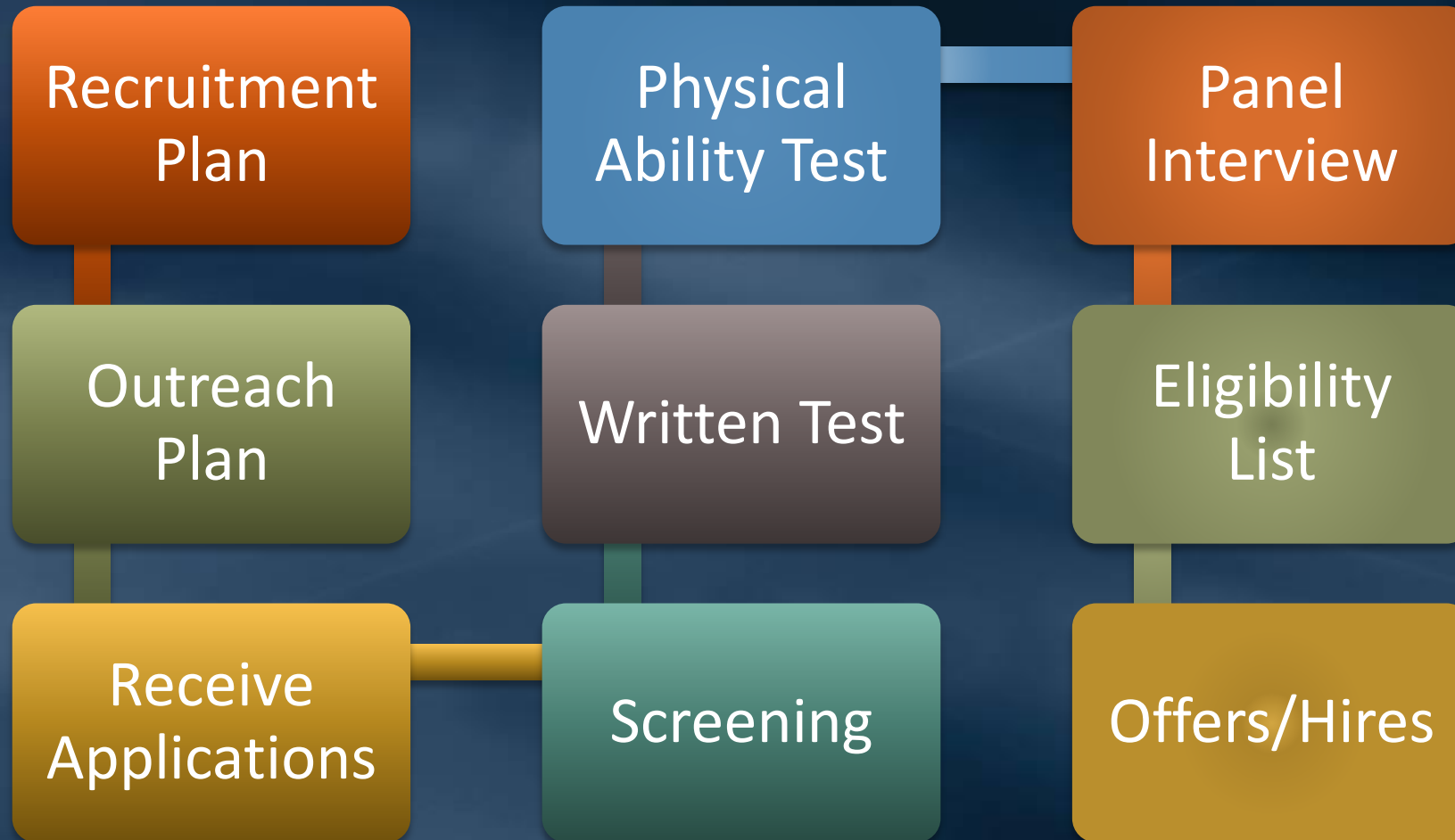
What does the data indicate?

- Employees of Color continue to increase
 - Over past 10 years, 10% increase in employees of color; fifth consecutive year that employees of color make up the majority of the workforce; Hispanic largest race group
 - 2020 saw a significant decrease in the number of hires compared to 2019; last 8 years people of color were hired at higher rates compared to whites
 - Largest decrease in promotions for last 10 years in 2020; last 4 years, employees of color promoted at higher rates than white
 - Over the past 10 years, 2020 had the lowest number of retirements; higher rates were male and white employees

What does the data indicate?

- Focus on strategies to increase female representation
 - The % of females in the workforce remains the same as the previous year
 - Females were hired in 2020 at a lower rate than their % in the workforce
 - Promotions for females increased 5% compared to 2019; the % of females promoted in 2020 was the highest rate in the last 5 years
 - In 2020 females retired at a higher rate compared to 2019; % of females that retired was lower than their % in the workforce

Apprentice Recruitment



2017 Apprentice Recruitment

Applicants (2017 In-Town)			
Total	Female	Male	Decline
	42	796	26
864	People of Color	White	Decline
	596	212	56

2017 Apprentice Recruitment

Applicant Disposition (864)	Female	Male	Decline	PoC	White	Decline
Did Not Meet MQ (17)	0	17	0	10	6	1
Incomplete Application (4)	0	4	0	2	2	0
Rejected – Beyond 850 limit (14)	1	13	0	8	6	0
Failed to Show Testing or Interview (292)	18	268	6	200	76	16
Failed test/did not attain score (465)	21	430	14	341	94	30
Withdrew (13)	1	10	2	7	4	2
Eligibility List (41)	1	54	4	28	24	7
Employment Offer Rejected (1)	0	1	0	1	0	0
Hired (17)	0	17	0	6	11	0

2022 Apprentice Selection Process Considerations (In-Town)

- Provide study materials and in-person tutorial sessions for written test
- Expand times and locations to take written test
- Develop a preparation guide for physical ability test
- Allow for practice (orientation) sessions for physical ability test
- Expand times and locations to take physical ability test
- Consider moving physical ability test later in the process
- Expand outreach strategies – Search in the right places, e.g., diverse networks, tap the existing pipelines

Outreach & Career Events

- W.I.N.T.E.R. – MWD Careers & Apprenticeship
- Riverside County Office of Education – Coming Back Kids
- US VETS March AFB – Drive Thru Career Fair
- Palo Verde College – Career & Transfer Day
- Arizona Western College – Career & Transfer Day
- CSU, Los Angeles – Fall Career Fair
- CSU, Fullerton – Stem Fall Career Fair
- CSU, San Bernardino – Fall Career Fair
- Los Angeles College – Career Expo
- UC Riverside – Career Event
- MWD Real Property Group – Student Outreach Event
- MWD Steps To Landing Your Next Job

Workforce Development Partnerships

- Women In Non Traditional Employment Roles – Pre-Apprentice program
 - Construction trades apprentice readiness program for women in low-income families and underserved communities.
 - 10 weeks hands on job training program that trains, educates and prepares women for a career in the trades
 - Provides job placement and social services
- Cordoba Corporation – “Pathway to Success”
 - Pilot program began in August 2020
 - 18 month program to develop employable individuals from economically neglected or disadvantaged areas
 - Provide training, skill development and on the job career growth opportunities







Cybersecurity Quarterly Update

Organization, Personnel & Technology Committee

Item 6c

July 12, 2021

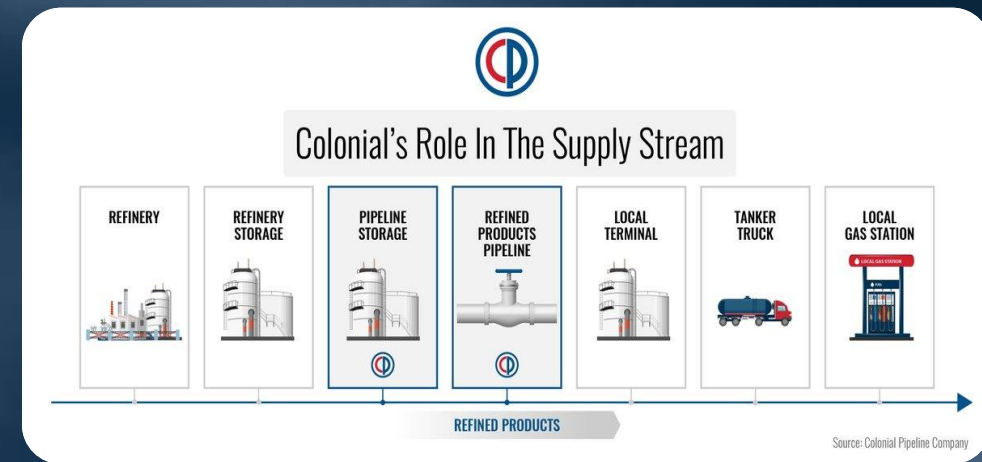
Agenda

- Colonial Pipeline Attack
- Ransomware Defined
- Threat Actor: Darkside

Who is Colonial Pipeline?

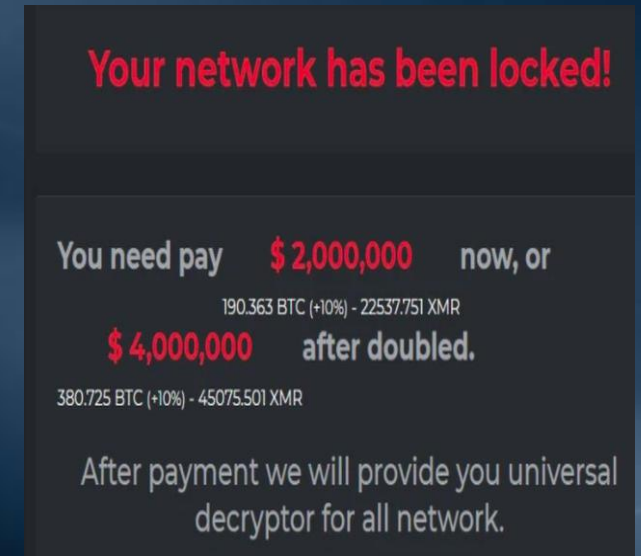
“It is a major transporter of gasoline, diesel and jet fuel delivering critical resources to much of Southern East Coast”

- Ships gasoline and jet fuel from the Gulf Coast through 5,500 miles (8,850 kilometers) of pipeline
 - 2.5 million barrels a day
 - Capable additional 800,000 to NY
 - Texas to North Carolina
 - Over 50 million consumers
 - Supply's fuel to 14 states
 - 6-day operational shutdown
 - Instant supply chain issues
 - Increased fuel costs across U.S. and created havoc at fuel pumps



Colonial Attack

- May 9, 2021, U.S. declares regional emergency after cyber attack
- May 16, 2021, CP operating @ 100% capacity
- Paid \$4.4 million ransom
- Restored main systems from previously maintained backups
- Key-facts
 - Pipeline stretches over 5500 miles Houston, TX – Linden, NJ
 - Remained shutdown > 6 days as precautionary measure
 - Ransomware as a Service (RaaS)
 - Utilized common network admin tools
 - Vast array of indicators of compromise
 - Attack carried out over time



What is Ransomware?

- Ransomware, TTP (Tactic Techniques, and Procedures):
 - Malware which prevents access by encrypting targeted systems or data until a sum of money is paid
 - Average ransomware payment for Q1 2021 was \$220,228 (does not account for downtime cost which are 5 -10 x as much as the Ransom)
 - By far the most expensive cyber incident for organizations to encounter
 - Ransom request is expensive
 - Attacker may negotiate smaller amounts for higher likelihood of payout
 - Ransom demands normally in form of Cryptocurrency
 - Makes tracing funds next to attacker next to impossible
 - Ransom not via email or system generated
 - May delete/encrypt backups
 - Searches for mapped drives/network shares

Ransomware as a Service (RaaS)

- RaaS TTP (Tactic, Techniques and Procedures):
 - Earliest known approximately May 2015
 - Requests are initiated from a downloaded Tor browser
 - Request is complete and applied instantly
 - Ransom note/keys via email or system generated
 - Typically request high ransom
 - May request large amounts for distribution amongst co-conspirators

Threat Profile: Darkside

- Colonial Pipeline Breach
 - Ransomware as a Service
 - Darkside criminal organization takes credit
 - MWD Response
 - Validating systems
 - Massive list of Indicators of Compromise (IOC's)
- Country of Origin
 - Russia (Darkside)
 - Cyber criminals (not governmental operatives)
(May maintain criminal status to obscure Government Ties/Involvement)
- Prolific Threat
 - 4 distinct targeted attacks in 1 year
 - Jurisdictional issues across borders
 - Highly sophisticated reconnaissance/tactics



DARKSIDE



Ransomware: To Pay or Not to Pay?

- Law Enforcement stance is generally “DO NOT PAY”
 - Once the sum of money is paid, no guarantee of data back
 - Many companies see second round of ransom/repeat attacks
 - Believed to be due to willingness to pay
 - Multiple threat agents (word of mouth)
 - Likely that same attacker will “re-attack” multiple times
 - 46% of those that paid ransom, stated at least some of their data was corrupted
 - 23 days is average downtime when a payment decision is made
 - 58% of extortionist attempt to extort a second ransom after receiving payment

ONCE PAID, CRYPTOCURRENCY RANSOM MONEY IS VIRTUALLY UNTRACEABLE AND SHOULD BE CONSIDERED A COMPLETE LOSS



“Companies that facilitate ransomware payments to cyber actors on behalf of victims, including financial institutions, cyber insurance firms, and companies involved in digital forensics and incident response, not only encourage future ransomware payment demands but also may risk violating OFAC regulations.”

The U.S. Department of the Treasury’s Office of Foreign Assets Control, October 1, 2020

Mitigation Strategy: Ransomware

- Steps to protect:
 - Never open emails or download software from unknown sources
 - Do not disable malware protection on systems
 - Attend user awareness training annually to create a cyber-resilient working culture
 - Update system files and plug-ins from a trusted source, on a regular basis
 - Keep a backup of sensitive data on share drives stored at offsite data centers and limit access to confidential files or the organization's assets

Mitigation Strategy: Ransomware

- Steps to protect continued:
 - Administrators should routinely perform account maintenance and routinely scour external sources for leaked confidential information such as:
 - Account usernames and passwords
 - Employee personal information that may have been leaked from company
 - Sensitive documents pertaining to MWD business that are not Public Record
 - Plans, blueprints, GIS or other technically informative types of drawings not authorized for public release
 - ICS/SCADA related diagrams, drawings or other information not authorized for public release

