

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.

Board of Directors Workshop - Final - Revised 1

August 23, 2022

11:00 AM

Tuesday, August 23, 2022 Meeting Schedule
09:30 a.m. Exec 11:00 a.m. BOD Wksp

Teleconference meetings will continue until further notice. Live streaming is available for all board and committee meetings on mwdh2o.com ([Click Here](#))

A listen only phone line is also available at 1-877-853-5257; enter meeting ID: 831 5177 2466. 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 (833) 548-0276 and enter meeting ID: 815 2066 4276.

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

1. **Call to Order**
2. **Roll Call**
3. **Opportunity for members of the public to address the Board limited to the items listed on the agenda. (As required by Gov. Code § 54954.3(a))**

Diversity, Equity and Inclusion Forum

4. Welcome/Opening Comments [21-1449](#)

Attachments: [08232022 BOD DEI Program](#)

5. Setting The Stage: The Case for Inclusive Excellence & Keynote Introduction [21-1450](#)

6. Morning Keynote: From Litigation to DEI Leadership: Coca Cola's Journey to Inclusive Excellence [21-1451](#)

Attachments: [08232022 BOD 6 Presentation](#)

7. Afternoon Keynote: Forging Diversity, Equity and Inclusion's impact on Central Policymaking and Organizational Culture. [REVISED SUBJECT] [21-1452](#)

Attachments: [08232022 BOD 7-a Presentation](#)
[08232022 BOD 7-b Presentation](#)
8. Afternoon Panel: Inclusive Excellence & Lessons Learned from Changemakers [21-1453](#)
9. Closing Panel: The Path to Diversity, Equity, & Inclusion at Metropolitan – A Conversation with Metropolitan’s Changemakers [21-1454](#)

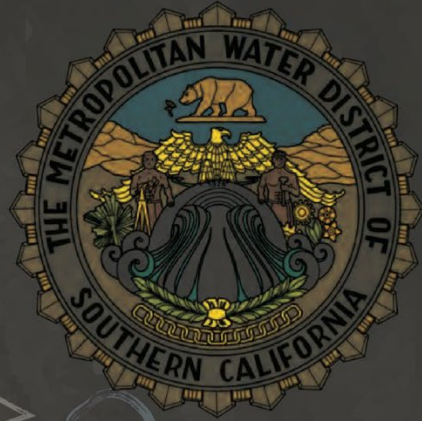
Attachments: [08232022 BOD 9 Presentation](#)
10. Closing Remarks [21-1455](#)

Attachments: [08232022 BOD 10 Presentation](#)
11. Adjournment [21-1456](#)

NOTE:

Each agenda item with a committee designation will be considered and a recommendation may be made by one or more committees prior to consideration and final action by the full Board of Directors. The committee designation appears in parenthesis at the end of the description of the agenda item e.g. (E&O, BF&I). Committee agendas may be obtained from the Executive Secretary.

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 Executive Secretary in advance of the meeting to ensure availability of the requested service or accommodation.



PLAYING TO WIN

Advancing Inclusive Excellence

Diversity Equity & Inclusion Forum/Board Workshop
August 23, 2022

BOARD STATEMENT OF DIVERSITY

Metropolitan Board Statement on Commitment to Diversity

Metropolitan's commitment to leading, supporting, and fostering a diverse, equitable, and inclusive workplace begins with the Board of Directors. A Board whose members represent a broad range of culture, demographics, skills, experience, race, age, gender, educational, and professional backgrounds is essential to provide a range of perspectives and solutions to identify and overcome challenges, promote transparency, and support collaborative decision-making. We strive to reflect and represent the communities we serve.

We further recognize that each Metropolitan employee has unique experiences, perspectives, and viewpoints that are critical to our mission to provide adequate and reliable supplies of high-quality water in an environmentally and economically responsible way. Our intentional commitment to inclusion requires that we both embrace diversity as a core value and demand all Metropolitan employees be treated with fairness, respect, and dignity – both as a matter of law and of conscience. We are focused on maintaining an organization that is diverse, inclusive, and respectful of the wide variety of human experiences.

Equity and inclusion can only be realized for a diverse workforce through ensuring greater access, opportunity, empowerment, and advancement for all employees by ensuring there are no institutional barriers and providing the needed resources and support to enable the full participation of all individuals and groups of people, including members of marginalized groups. We steadfastly support a zero-tolerance policy for all forms of harassment, retaliation, and intimidation. We commit to continue building an organization that reflects the communities we serve and where every employee feels safe to be their authentic selves and can express their viewpoints without fear of retaliation. We support all steps necessary to create a workplace that values equity, inclusion and diversity – both in policy and in practice.

Our goal is to foster an environment that creates a profound sense of pride and is committed to the highest standards of diversity, equity, and inclusion at all levels of the organization. And we won't stop working until that inclusive environment is realized.

ADVANCING INCLUSIVE EXCELLENCE



Chairwoman Gloria D. Gray

“

This forum marks a tremendous opportunity to learn from external influential leaders in both the private and public sectors on their best practices and advancements in diversity, equity and inclusion, and to consider our own journey at Metropolitan. Having such a forum has been a vision of mine throughout my tenure and I am thrilled to realize this vision. The best way forward for Metropolitan is through intentionally creating a more diverse, inclusive and equitable institution which will serve all Metropolitan employees, the community and interests well for generations to come.

”



General Manager Adel Hagekhalil

“

It gives me great pleasure to support this first-of-its-kind DEI Forum geared toward intentionally considering our holistic commitment to diversity, equity and inclusion. The connection between DEI and our One Water vision cannot be overstated. It is only through One Water and our commitment to a more inclusive and equitable Metropolitan that we will build an organization well-positioned to deliver on the water supply needs of Southern California for the future.

”

AGENDA

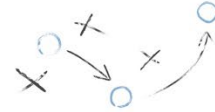
Session 1



11:00 a.m.	CALL MEETING TO ORDER	Board Room
11:15 a.m.	WELCOME / OPENING COMMENTS Gloria D. Gray, Chairwoman Board of Directors Adel Hagekhalil General Manager	Board Room
11:35 a.m.	SETTING THE STAGE: THE CASE FOR INCLUSIVE EXCELLENCE & KEYNOTE INTRODUCTION Liji Thomas, MWD Chief Diversity, Equity & Inclusion Officer	Board Room
12:00 p.m.	KEYNOTE: FROM LITIGATION TO DEI LEADERSHIP: COCA COLA'S JOURNEY TO INCLUSIVE EXCELLENCE Steve Bucherati, Retired Chief Diversity Officer, The Coca-Cola Company President, The Bucherati Group	Board Room
1:15 p.m.	LUNCH	Dining Room

ADVANCING INCLUSIVE EXCELLENCE

Session 2



2:15 p.m.	KEYNOTE: FORGING DIVERSITY, EQUITY & INCLUSION'S IMPACT ON CENTRAL POLICYMAKING & ORGANIZATIONAL CULTURE Ty Washington, Executive Assistant GM, LADWP	Board Room
3:15 p.m.	PANEL: INCLUSIVE EXCELLENCE & LESSONS LEARNED FROM CHANGEMAKERS Moderator: JC Lacey, Principal, JCL Consulting Group Panel: Victoria Johnson, Global Equity Director, HDR Inc. Amelia Ransom, VP, DEI, Smartsheet Rachel Sandoval, Regional Director, Kaiser Permanente	Board Room
4:15 p.m.	BREAK	
4:20 p.m.	PANEL: THE PATH TO DEI AT METROPOLITAN – A CONVERSATION WITH METROPOLITAN'S CHANGEMAKERS Moderator: Katano Kasaine, Assistant General Manager/ CFO- Finance/Administration Panel: John Arena, Manager, Business Outreach & Community Engagement Adrian Hightower, Manager, Workforce Development Nathan Purkiss, President, PRIDE @ Metropolitan Wigs Mendoza, President, Native American Alaskan Native Employee Advocates (NAANE)A Annette Eckhardt, President, Women at Metropolitan (WAM)	Board Room
5:00 p.m.	CLOSING REMARKS Liji Thomas, MWD Chief Diversity, Equity & Inclusion Officer	Board Room

ASSISTANT GM/CFO

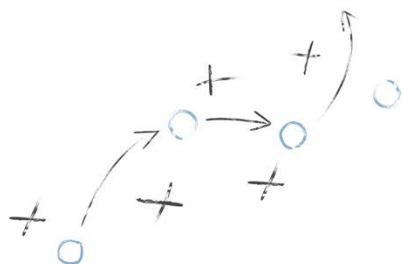


Katano Kasaine is the Assistant General Manager/Chief Financial Officer for Metropolitan Water District of Southern California. She is responsible for directing Metropolitan's financial activities, including accounting and financial reporting, debt issuance and management, financial planning and strategy, managing Metropolitan's investment portfolio, budget administration, financial analysis, financial systems management, and developing rates and charges. In addition, she is responsible for human resources, administrative services, risk management and business continuity activities.

Before joining Metropolitan in August 2019, Katano worked with the City of Oakland for 25 years, holding various leadership positions, most recently as the city's finance director/treasurer.

Katano also held other key executive management roles critical to the City of Oakland, including interim chief information officer, where she implemented an update of the city's HR, payroll, and budgeting system, and director of human resources, where she represented the city in key labor negotiations.

Katano has a bachelor's degree in business administration from Dominican University of California and a master's degree in public health from Loma Linda University.



ADVANCING INCLUSIVE EXCELLENCE



Liji Thomas began her career lobbying on Capitol Hill for an increase in housing for low-income women and children. In 2005, Liji joined Countrywide as a Project Manager and quickly rose through the ranks to become Assistant Vice President of Compliance and Risk Management. In this role, she oversaw compliance and risk assessment in Countrywide's offshore operations and authored their Model for Offshore Compliance, a cross-functional, global, risk-based approach to the company's compliance efforts. In 2008, Liji joined the Internal Audit

Department of Southwest Airlines. During her time in Internal Audit, Liji led the company's first Capitalization of Labor Audit and published an article advancing thought leadership in the space in the 2010 issue of Internal Auditor magazine. She then assumed a role as Manager of Business Strategy, implementing new business initiatives impacting over 3,600 individuals. These initiatives included strategies to increase revenue, improve customer experience and realize process efficiencies. In the first six months of 2012, Liji impacted revenue generation in excess of \$40 million. As a testament to her leadership, Liji was shoulder-tapped to help build diversity and inclusion efforts for Southwest Airlines. In this role, she informed all aspects of diversity and inclusion for the nation's largest domestic airline and helped align Southwest Airlines' culture with an award-winning diversity and inclusion strategy. Liji then led diversity and inclusion efforts for both Southern California Edison, an investor-owned public utility, as well as Beautycounter, a high-growth clean beauty, and cosmetics company, before being named the inaugural Chief Diversity, Equity & Inclusion Officer for The Metropolitan Water District of Southern California. Metropolitan Water District is responsible for delivering water to 19 million residents across Southern California through its member agencies. In her current role, Liji oversees workforce development efforts, business outreach and community engagement, and the Diversity, Equity & Inclusion Council, consisting of representation from several employee resource groups and labor unions, and seeks to strengthen the organization's commitment to equity and inclusion across all stakeholder groups.

Liji is married and is the proud mom of two girls. In her spare time, Liji contributes to various charitable and civic causes. She is a Former Jesuit Volunteer and a graduate of Vanderbilt University. She has an MBA in Finance, a Master's degree in Accounting, and a Master's degree in Information Technology Management and Consulting and holds CPA, CIA, CRMA, and SHRM-CP designations. She was chosen to deliver her graduate school commencement address and is a graduate of Leadership Dallas.

CHIEF DEI OFFICER

STEVE BUCHERATI



Steve Bucherati brings more than 30 years of leadership experience to his current role as President of The Bucherati Group, LLC, including more than a decade as the Global Chief Diversity Officer for The Coca-Cola Company, working across more than 200 countries.

Steve's team at The Bucherati Group consults with clients nationally and globally and possesses significant experience in leading global Diversity, Equity & Inclusion (DEI) efforts. The team's work has focused on DEI organizational assessments and the launch or acceleration of DEI strategies and initiatives. The team has worked

across more than 25 industries and possesses deep expertise in DEI, talent acquisition, talent management, performance management, organization development, change management, and leadership development.

Steve possesses deep knowledge, strategic capability and practical application for all aspects of diversity, equity and inclusion, and his leadership in this space at Coca-Cola stretched across workplace, marketplace and community-based initiatives. Importantly, during his tenure at Coca-Cola, the company's diversity programs were critical components of the broader marketing agenda and were directly responsible for driving sustainable growth and revenue for its global brands and market penetration.

During Steve's tenure, Coca-Cola's diversity, equity and inclusion programs were recognized by external organizations as best-in-class, winning numerous external awards and recognition, including the prestigious Catalyst Award in 2013 for its Global Women's Initiative, which Coca-Cola implemented across all 200+ countries in which it operates.

Steve previously held a number of other key Human Resources roles, including leading the HR function for the Coca-Cola's Global Marketing organization and, separately, leading both the Talent Acquisition and the Employee Relations functions. These experiences allow Steve to bring a strategic and integrated mindset and capability to his work for clients, as does his many years of experience at both the C-Suite and Board of Directors level. Steve's leadership roles also required a strong knowledge of the inner workings of the organization and an ability to take strategy down to implementation and, importantly, specific and sustainable results.

In addition to his consulting practice work, Steve was an invitee to the Obama White House on multiple occasions to provide counsel on DEI issues, and is also a frequent speaker and presenter on DEI and other Human Resources topics. He currently serves on the Advisory Circle for TwoMentor, and the Advisory Board for Kanarys, and is the former Board Chair for the Center for Workplace Compliance.

ADVANCING INCLUSIVE EXCELLENCE

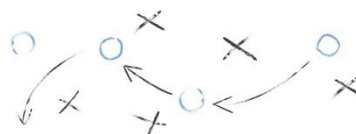


Ty Washington is the Executive Assistant General Manager (EAGM) on Workforce Diversity with the Los Angeles Department of Water & Power (LADWP) and has served in this role since 2020. As an EAGM, his role encompasses hiring, recruitment, retention services, employment development, and mentorship. His focus also includes the Department's diversity, equity, & inclusion goals targeting workforce development, economic development, community engagement, and supplier diversity. He has helped create non-traditional recruiting and trades training for underserved Los Angeles residents and provides solution-oriented

guidance and recommendations to the General Manager & Chief Engineer as well as LADWP senior staff on a variety of complex and sensitive projects. His role provides the opportunity to liaise with elected officials, City department leadership, and community stakeholders.

Ty also serves as LADWP's liaison to the City of Los Angeles' Historically Black College/University Recruitment Committee and the California Urban Water Association's Diversity, Equity & Inclusion Committee. He previously served as the Director of Strategic Communications within former Mayor Antonio R. Villaraigosa's Office of Economic & Business Policy.

Ty is a graduate of Tuskegee University and serves on the boards of the Western Los Angeles County Council for the Boy Scouts of America and the Black Public Relations Society- Los Angeles.



KEYNOTE Speaker

TY WASHINGTON

KEYNOTE Speaker

MODERATOR



JC Lacey is the Principal of JCL Consulting Group. JCL provides Stakeholder Engagement and Communications Services to public agencies throughout California, bringing fresh ideas and strong "boots-on-the-ground" support for important initiatives at the state, county, city, and project levels. JC facilitated Metropolitan's DEI Board Workshop/Retreat in Temecula in 2021 and participated in the interview panel to help Metropolitan identify its first Chief Diversity, Equity & Inclusion Officer.

Before launching as a DBE firm, JC Lacey spent a decade successfully managing stakeholder relations in the Los Angeles public sector, where he bridged gaps and strengthened relationships between government agencies and the local communities they serve. During that time, JC also served as a Senior Aide to the Mayor of Los Angeles, a Business Liaison Manager for LA Metro, and Commissioner of the Los Angeles Housing Department.



Victoria Johnson is a Global Equity Director at HDR Inc., a design firm specializing in engineering, architecture, environmental and construction services. In this role, she leads on established equity practice, providing advisory services to infrastructure leaders to envision and shape equity and justice priorities for federal, state and local agencies.

Johnson is a transformative practice leader with 19 years of experience in the consulting industry, including a diverse portfolio of work in major U.S. markets. She is also a global thought leader and speaker, providing perspectives on social value, resilience, and environmental, social and governance in Europe, Australia and New Zealand.

Serving in leadership roles within national professional societies, Johnson is a member of the National Skills Coalition Infrastructure Industry Recovery Panel. In this role, she is advising the Biden Administration and 117th Congress on infrastructure-related legislation, including the \$550 billion bipartisan Infrastructure Investment and Jobs Act and other legislation to inform how infrastructure can build more equitable, sustainable and resilient communities.

ADVANCING INCLUSIVE EXCELLENCE



Amelia Ransom, SPHR is Vice President of Diversity, Equity and Inclusion at Smartsheet. She is responsible for driving strategy and initiatives that impact, solidify and improve company culture. She also leads Corporate Social Responsibility (CSR) for the organization. Amelia has over 30 years of experience building and executing strategy within Human Resources and Business Operations in a world class and customer-centric organization. In addition to DEI, her

areas of expertise include leadership development, millennial engagement and executive level mentorship and advisement.

Before joining Smartsheet, Amelia was the Sr. Director of Engagement and Diversity at Avalara. She created the company's first DEI strategy and was responsible for improving company engagement scores each year. Prior to that, she held multiple regional and company-wide leadership positions at Nordstrom including store management, Diversity and Inclusion and Learning and Development.

Amelia serves on the boards of the Seattle Chamber of Commerce, Evergreen Goodwill of Northwest Washington, The YWCA Seattle, King and Snohomish and The Institute for Sustainable Diversity and Inclusion.



Rachel Sandoval, as the Regional Director of Diversity & Inclusion for Kaiser Permanente Southern California and Hawaii Markets, develops and implements strategic policies and programs to support Kaiser's workforce of more than 75,000 and over 4 million Kaiser members obtain culturally competent care. Rachel's role includes the responsibility for Language Access Program, Culture Sensitivity Training, Regulatory Compliance, and Youth Pipeline Programs for Southern California.

Rachel has been in the health care field for over 32 years, she joined Kaiser Permanente in 2000 at Bellflower Medical Center in Human Resources and quickly progressed to a variety of leadership positions with increased responsibility over the course of her 22-year career with Kaiser Permanente.

She has been responsible for achieving the NCQA Multicultural Health Care Distinction during the inception of the distinction, making Kaiser Permanente Southern California a regional leader in multicultural care while working with diverse youth to ensure a diverse pipeline in the health care field.

PANELIST

PANELIST

Metropolitan PANELISTS

Katano Kasaine
Assistant General Manager/CFO- Finance/Administration

John Arena
Manager, Business Outreach & Community Engagement

Adrian Hightower
Manager, Workforce Development

Nathan Purkiss
President, PRIDE @ Metropolitan

Wigs Mendoza
President, Native American Alaskan Native Employee Advocates (NAANEAA)

Annette Eckhardt
President, Women at Metropolitan (WAM)



Elisa T. Mendez

Christine Saito

Debra Sass

Kevin Mapp

Lauren Carrillo

Ryan Roman

Alvin Wong

Ed Wong

Terence Lee

Rosa Castro

Isabel Aldrete

Rosalind Atkins

Geraldine Walters

Rickita Hudson

Brian Tubbs

Betty Kuo Brinton

Mya Ros

Diana Leonard

Teresa Kirkland

ADVANCING INCLUSIVE EXCELLENCE

NOTES

SPECIAL THANKS



Playing to

WIN

ADVANCING INCLUSIVE EXCELLENCE

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*THE METROPOLITAN WATER DISTRICT
OF SOUTHERN CALIFORNIA*

Diversity, Equity & Inclusion Forum

August 23, 2022

Agenda

1. The Coca-Cola Story
2. Best Practices
3. Leveraging Collective Genius
4. Addressing the opportunity, the challenge and the inevitable change



Here's Where Coca-Cola Started



What caused our lawsuit?

- A discriminatory company culture
 - Programs and practices were not inclusive and fair
- Inequitable management decisions
- Not listening to employee issues and concerns, leaving employees no choice but to litigate
- Four separate employees, filing four separate cases of discrimination - **each looked very defensible**
- Coke's response: complete denial and defensiveness
- Consequences: class-action litigation, 20 months of press, pain and polarization, and ...
- **A \$192.5mm settlement and a court-imposed Task Force**



We started with specific intent

- Build the foundation first - - workplace fairness
- Program and data monitoring
 - **“Triage vs. forensics”**
 - **Use data – language of leaders**
- Systems and infrastructure (including HR capability)
- Business and reporting routines
- Communications, communications, communications



To ensure fairness, we developed a wide range of monitoring and reporting tools and created our Workplace Fairness function

Compensation

Talent
Acquisition

Performance
Management

Promotion &
Separation
Rates

Restructuring

ADR



Here's a look at the diversity of Coke in 2000

		Women	Multicultural *
Operating Group Leadership	January 2000	0.0%	16.7%
Elected Officers	January 2000	17.9%	10.3%
Non-Hourly Workforce	January 2000	49.0%	26.0%

- An Office of Diversity was created in 1999
- Employee affinity groups were established that same year

* "Multicultural" was Coke's terminology for associates who might also be labeled as "minorities" or "people of color"



Coke started with less-than-optimal conditions

- Diversity not connected to the business
- Focus on general cultural awareness and high-level education
 - “Cultural sensations”
 - Education: “Leveraging the Power of People and Ideas (LPPI)”
 - “Kumbaya”
- We made a U-turn and dramatically altered both our internal and external focus, strategy and initiatives

We focused first on developing our Business Case

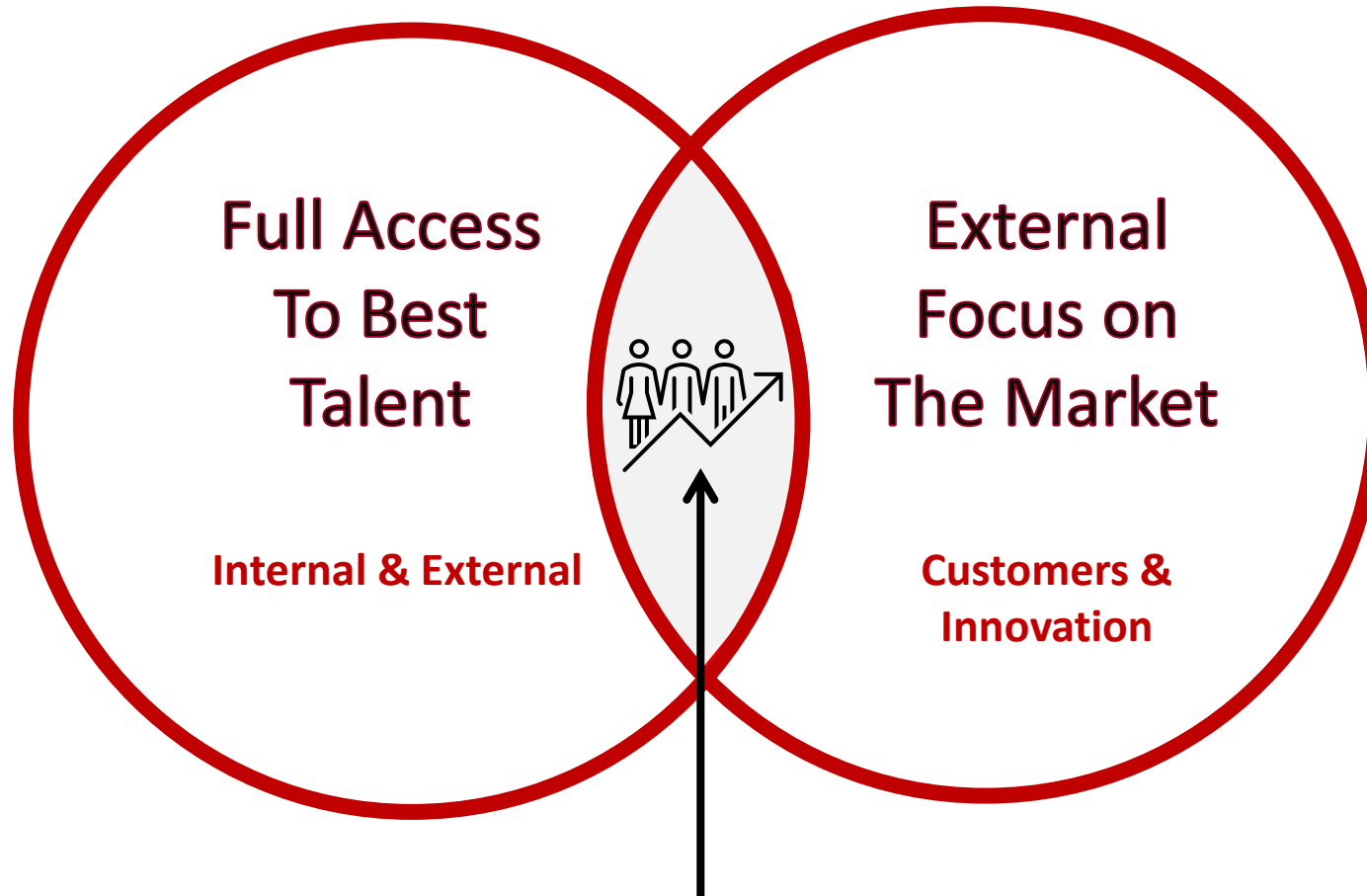
- Coke and diet Coke brought in nearly \$4.0 billion in 2004
- What if we grew that business by 1% through focused multicultural marketing, across all brands? ...by 2% ...by 3%?
 - \$40,000,000...\$80,000,000...\$120,000,000...all incremental dollars
- This work delivered sustainable growth, and it became a centerpiece of Coke's business strategy



What about non-consumer-based Business Cases?

- Example: A large regulated utility and innovation
- Example: A large regulated utility and talent
- Example: The Pentagon and retention

So Why Should Organizations Focus On DEI? Out of Economic Interest for the Business



**A Diverse Workforce, Mirroring the Market, Enables
Sustainable Growth and Value Creation**

Coke made DEI a market-based focus

- The focus on diversity of our markets led to increased revenue
- Drove “Diversity as Business”
- External strategies for diverse communities
- Supplier Diversity strategies and initiatives
- Communications strategy for all external stakeholders (i.e., media, NGOs, etc.)



Coke also made a critical philosophical shift in the workplace

- From minimizing differences to respecting, valuing and leveraging those differences
- Focusing on the “See and Seize” strategy
- “Representation” and “orientation”
- A culture of open discussion
- Adopted a focus on how DEI would drive innovation
 - Implemented the concept of Leveraging Collective Genius



What's at Stake?

- Connecting to customers
- Having the right talent to drive results
- Innovating products, services, processes, etc.
- Maximizing profits...while minimizing costs (i.e., turnover and the cost to replace departing associates)
- Creating a diverse, inclusive and fair workplace
- Public image



We developed a few key strategies to drive our work...

- Educated people managers and then employees
- Diversified our talent pools, both internally and externally
- Focused development for women and multicultural associates
- Business Resource Groups
- DEI communications plan



...and a few more

- Workplace fairness practice
- Alternative Dispute Resolution (ADR) program
- Built our multicultural marketing capabilities
- Expanded our supplier diversity programs
- Connected DEI to our philanthropic and community-based activities



However, we found we faced serious challenges as we continued to progress

- DEI is hard work, requires sustained effort, and must speak to different audiences in a very personal way
- This is not about any one group or favoring one group over another
- This work is not done to the detriment of white males
- We must continuously build DEI knowledge, skills and competencies

Fortunately, Coke had several assets to leverage as we continued the journey

- Leadership commitment
- Positive external reputation
- External networks and relationships
- The diversity and talents of the employee population
- Diversity and fairness expertise
- What assets do you have that you can likewise leverage?

Finally...and in case you were wondering...

		Women	Multicultural
Operating Group Leadership	2000	0.0%	16.7%
	2014	15.3%	30.8%
Elected Officers	2000	17.9%	10.3%
	2014	40.6%	28.1%
Non-Hourly Workforce	2000	49.0%	26.0%
	2014	51.0%	40.0%



Successful practice companies make DEI a business-relevant opportunity

- Growing the business, and building DEI strategies and initiatives that impact the marketplace
- Enhancing innovation and problem-solving
- Aligning and integrating workplace, community, supplier diversity, philanthropic and ESG (Environmental, Social and Governance)-related strategies and initiatives

Successful practice companies make a cultural shift

- From minimizing difference to amplifying, respecting, valuing and leveraging those differences
- Understand the necessity to focus on all three aspects of DEI, **especially the “E”**
- Routinely survey their associates on DEI-related questions
- Never violate “The Golden Rule”
- Leverage the Collective Genius of their workforce



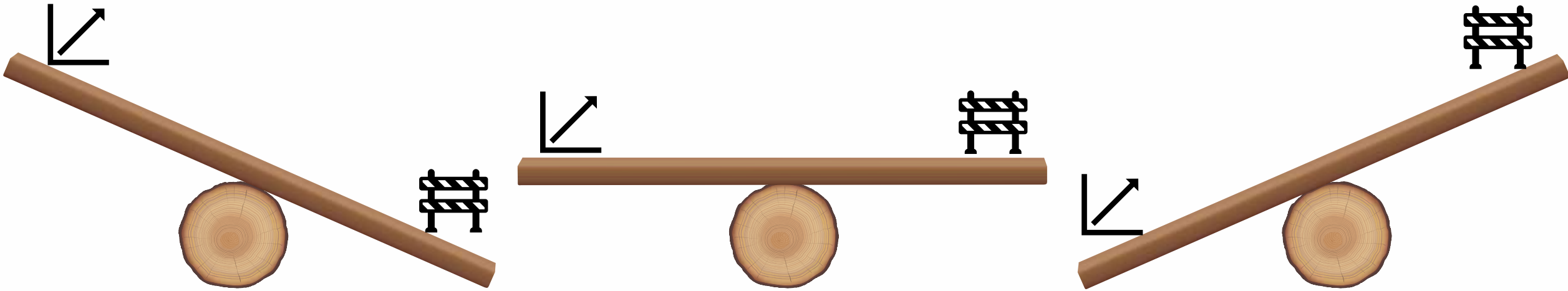
So, there are two sides of the coin in making DEI relevant

Managing risk



Creating sustainable business results and growth

Addressing the opportunity and the challenge



Find the balance between risk and opportunity, then drive toward business opportunity outweighing risk.

Example: Regulated Utility Company “A”

DEI-related Opportunities

- Black and brown employees were receiving statistically significant lower performance ratings
- Black and brown candidates were hired at statistically lower rates
- The talent pipeline was very male and very white, at all levels, and women were receiving far less development than expected
- A significant portion of their workforce was at or near retirement age
- Impacts: turnover and litigation risk



Regulated Utility Company "A"

Successful practices implemented

- Developed, communicated and implemented a company-wide DEI strategic plan, including key metrics
- Implemented risk management tools
- Implemented creative talent assessment and accelerated leadership development programs/processes



Example: Regulated Utility Company “B” (their largest plant facility)

Opportunities

- Lack of trust in leadership
- Career development opportunities not based on performance
- Belief in lack of overall fairness
- Hispanic employees were separating at statistically significant rates
- Black men perceived a ceiling for their advancement at the supervisor level



Example: Regulated Utility Company “B” (their largest plant facility)

Opportunities (continued)

- Inconsistent execution of people processes
- Women felt they needed to choose between advancing their careers and having a family because they were denied further training if they became pregnant
- Frequent movement or removal of senior leaders, managers and supervisors

Regulated Utility Company “B”

Newly Implemented Strategies

- Implemented critical leadership behaviors
- Created a workplace fairness practice
- Implemented mentoring for new and inexperienced people managers
- Implemented a new policy whereby managers and supervisors stay in current role for minimum of 2 years
- Removed barriers to the leadership pipeline for all women



“Leveraging Collective Genius” ®

An Inclusion Strategy





To best move an organization forward, we need to **Disrupt** paradigms:

Advance from a traditional Diversity, Equity & Inclusion strategy...to one that focuses on a culture that **Leverages Collective Genius (LCG)**

So, what exactly does Leverage Collective Genius mean?



Inclusion strategy that drives an Enterprise-Wide Talent Strategy...

...which surfaces, activates and accelerates the skills, knowledge and experiences of the full diversity of your workforce...

...to drive business agility, creativity, innovation, product development, problem-solving and sustainable growth

Leveraging Collective Genius serves as a key to Inclusion, fostering a culture that...

- ... harnesses the power of uncommon connections
- ... motivates people of different backgrounds and perspectives to collaborate and drive breakthrough work and solutions
- ... unleashes your employees to ask, “What if?”
- ... catalyzes a fundamental goal of building and maintaining a competitive workforce, then maximizing the potential within it



An example of Leveraging Collective Genius that disrupted an industry...and brought explosive sales



Coca-Cola
freestyle

Companies that didn't leverage their collective genius

Blackberry



TiVo



Motorola

Blockbuster



Sony



MySpace



Acknowledging the change

- Concern, fear and resistance might exist and is something to be respected and embraced
- To make this change requires belief, passion, courage and committed people
- **"Never doubt that a small group of thoughtful committed individuals can change the world. In fact, it's the only thing that ever has." - - Margaret Mead**

Discussion/Q&A



DIVERSITY, EQUITY & INCLUSION

Racial Equity Action Plan



Los Angeles
Department of
Water & Power



What is it that I don't know?

Are we living our values?

Does every employee have an opportunity to promote?

What does racial equity really look like at LADWP?

What does DEI mean to our organization?

Process Map



July 2020

Los Angeles Department of Water and Power	Overall			White			Black			Hispanic			Asian			American Indian			Filipino		
Executives	14	0.1%		7	0.2%		1	0.1%		2	0.05%		4	0.3%		0	0.0%		0	0.0%	
Senior Management	219	1.9%	24%	97	2.8%	22%	25	1.5%	16%	52	1.2%	15%	32	2.4%	60%	0	0.0%	5%	13	2.1%	41%
Administrators	140	1.2%		32	0.9%		15	0.9%		33	0.8%		40	3.0%		0	0.0%		20	3.3%	
Professionals	2343	20.7%		636	18.4%		217	13.2%		545	12.9%		727	54.4%		3	4.7%		215	35.2%	
Technicians	850	7.5%		306	8.9%		61	3.7%		249	5.9%		137	10.3%		3	4.7%		94	15.4%	
Protective Service	258	2.3%	10%	43	1.2%	10%	88	5.4%	9%	110	2.6%	9%	9	0.7%	11%	0	0.0%	5%	8	1.3%	17%
Paraprofessionals	30	0.3%		5	0.1%		3	0.2%		14	0.3%		7	0.5%		0	0.0%		1	0.2%	
Office/Clerical	2035	17.9%		285	8.2%		655	39.9%		848	20.0%		129	9.7%		13	20.3%		105	17.2%	
Skilled Craft	4429	39.0%	66%	1787	51.7%	68%	404	24.6%	75%	1836	43.3%	76%	226	16.9%	29%	39	60.9%	90%	137	22.5%	42%
Service Maintenance	1027	9.1%		258	7.5%		174	10.6%		547	12.9%		25	1.9%		6	9.4%		17	2.8%	
	11345			3456			1643			4236			1336			64			610		
Employee %				30%			14%			37%			12%			1%			5%		
City of LA %				28.4%			8.9%			48.5%			11.6%			0.7%					

Men
57.14%

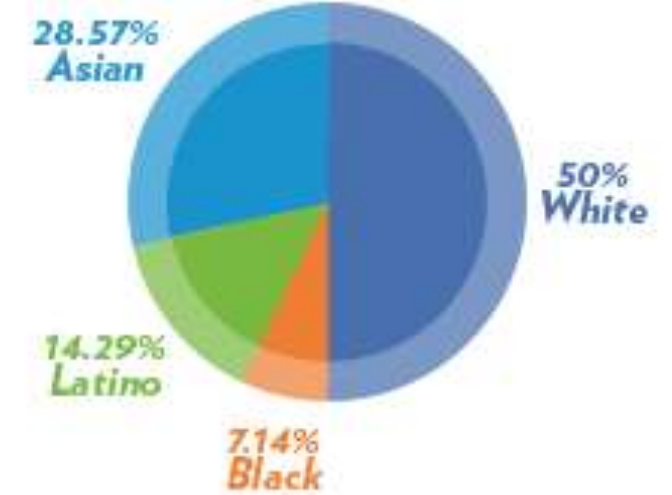
Women
42.86%



Race and
Gender
distribution
amongst
Executive Team

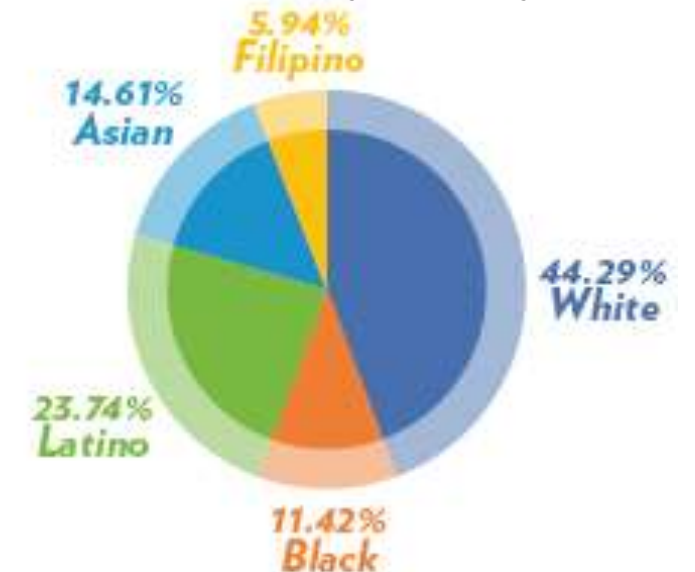
Executive Management

Distribution by Ethnicity



Senior Management

Distribution by Ethnicity



✓ Racial Equity Initiative

- Leadership and change must start at the top for the agency to move toward diversity, equity, and inclusion.

“What Marty did was bold and required to make sure that we know what his expectations are for us.”

✓ Culture

- A need for accountability, inspection, and oversight, as well as initiatives focused on DEI.

“If I’m struggling to get people just to treat people like human beings, then adding Diversity on top of it, makes it a little bit harder. It’s that much more difficult.”

✓ Equity Barriers

- Civil Service System. Inconsistent recruitment strategy. Interview panels. Unconscious bias.

“Equity is different and requires something more substantial in terms of effort.”



Focus Groups

Focus Groups were conducted over four days which allowed us to connect with a random sample of field and office employees. All participants of the focus group remain anonymous to allow for confidentiality.

- **Number of Focus Groups: 19**
- **Staff Participants: 90**
- **Supervisor Participants: 20**
- **Total Participants: 110**

✓ **Diversity, Equity and Inclusion**

- Must be prioritized to eliminate culture of cultural insensitivity, nepotism, favoritism, and cliques. Eliminate racial disparities in management and eliminate glass ceiling for people of color.

✓ **Accountability & Oversight**

- Unsatisfactory disciplinary measures for staff/managers that violate EEO policies.

✓ **Communication**

- Information is not fairly distributed to all employees, as some do not have access to email.

✓ **Hiring, Promotions and Recruitment**

- Discrimination, nepotism, and favoritism prevent some qualified candidates from promotion. Recruitment strategy. Interview panels lack diversity. Need to recruit in diverse communities.

✓ **Retaliation**

- Those that report retaliation face repercussions of harassment and punishment.

✓ **Training and Resources**

- Lack of training and mentoring opportunities. Opportunities not available to all employees.

Staff and Supervisor Response to Discrimination

Have you personally witnessed discrimination at LADWP?
 **YES**



Have you been a victim of discrimination at LADWP?
 **YES**



Racial Equity Employee Survey

9/10/2020 – 9/25/2020

Emailed **7,000**

Response Rate **49%**



Response Completion **3,435**

31% of LADWP Total Workforce responded to Survey

26 Questions

Voluntary

Anonymous



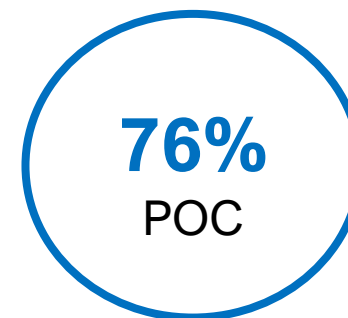
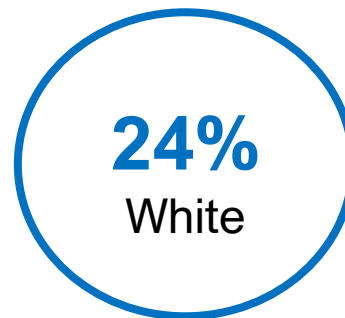
39%
Joint



36%
Power

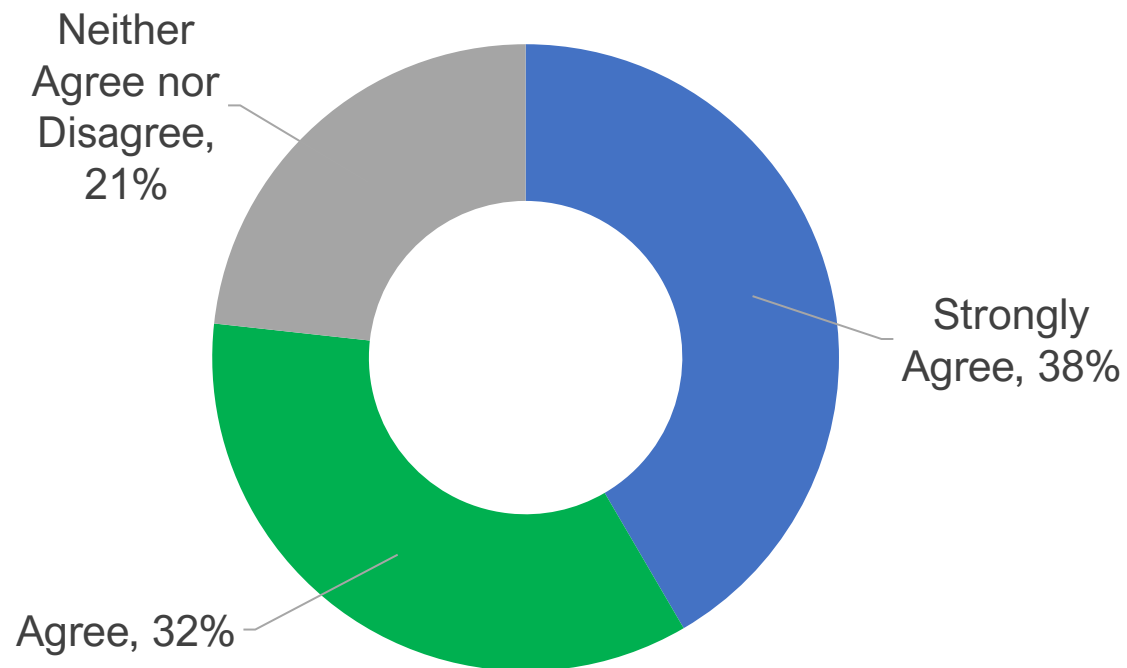


25%
Water

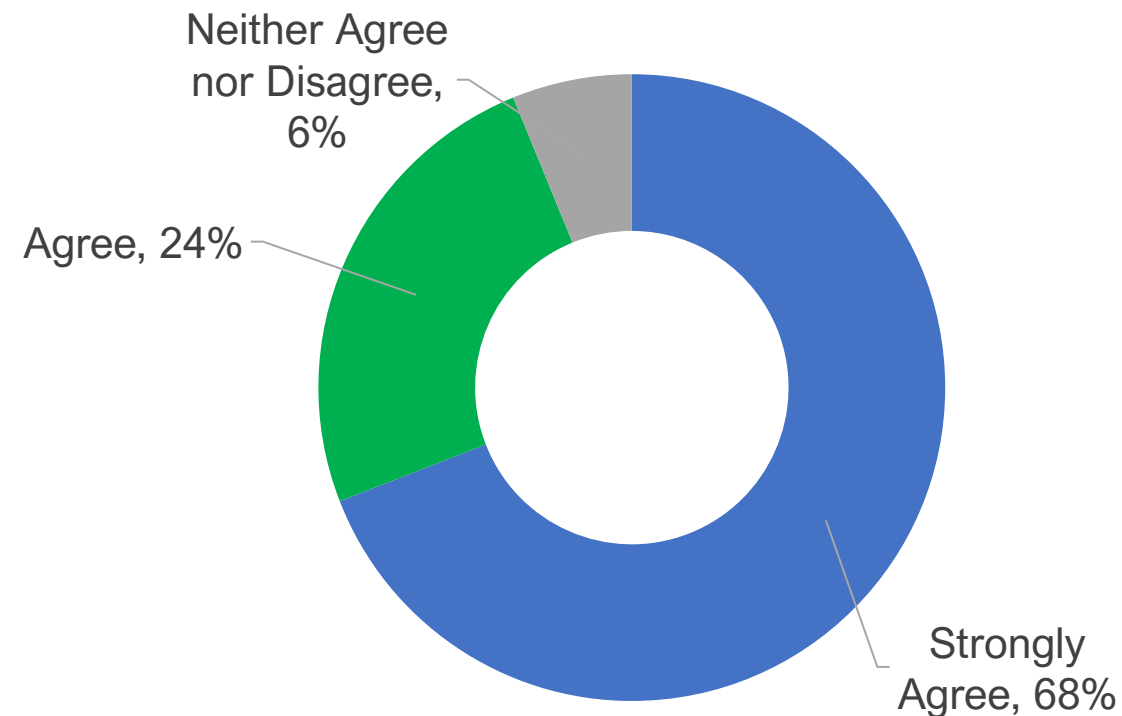


LADWP should prioritize diversity and inclusion

Total Respondents

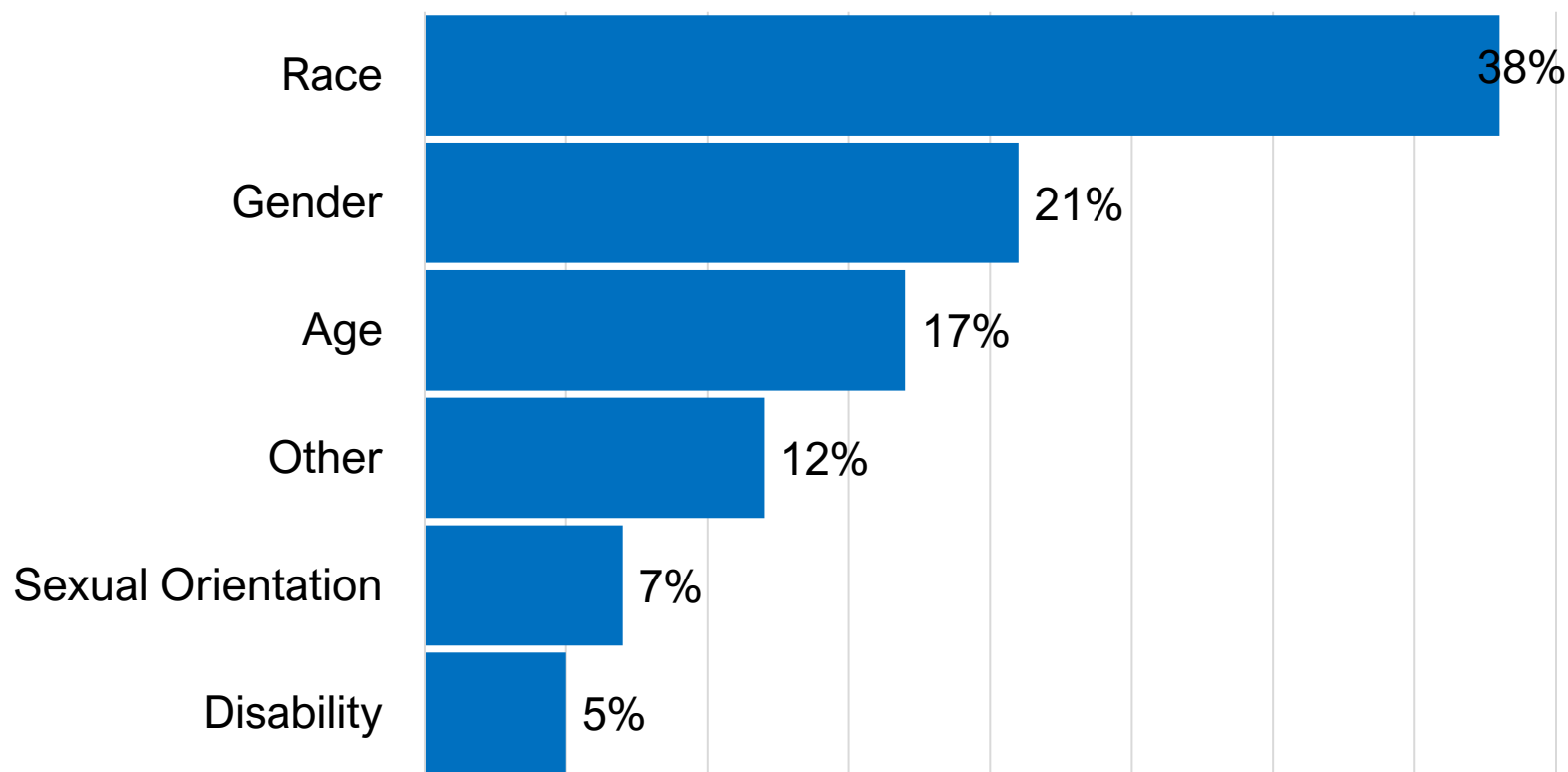


Black Respondents



- Majority of Total Respondents “Strongly Agree” (38%) & “Agree” (32%)
- African Americans overwhelmingly “Strongly Agree” (68%) & “Agree” (24%)

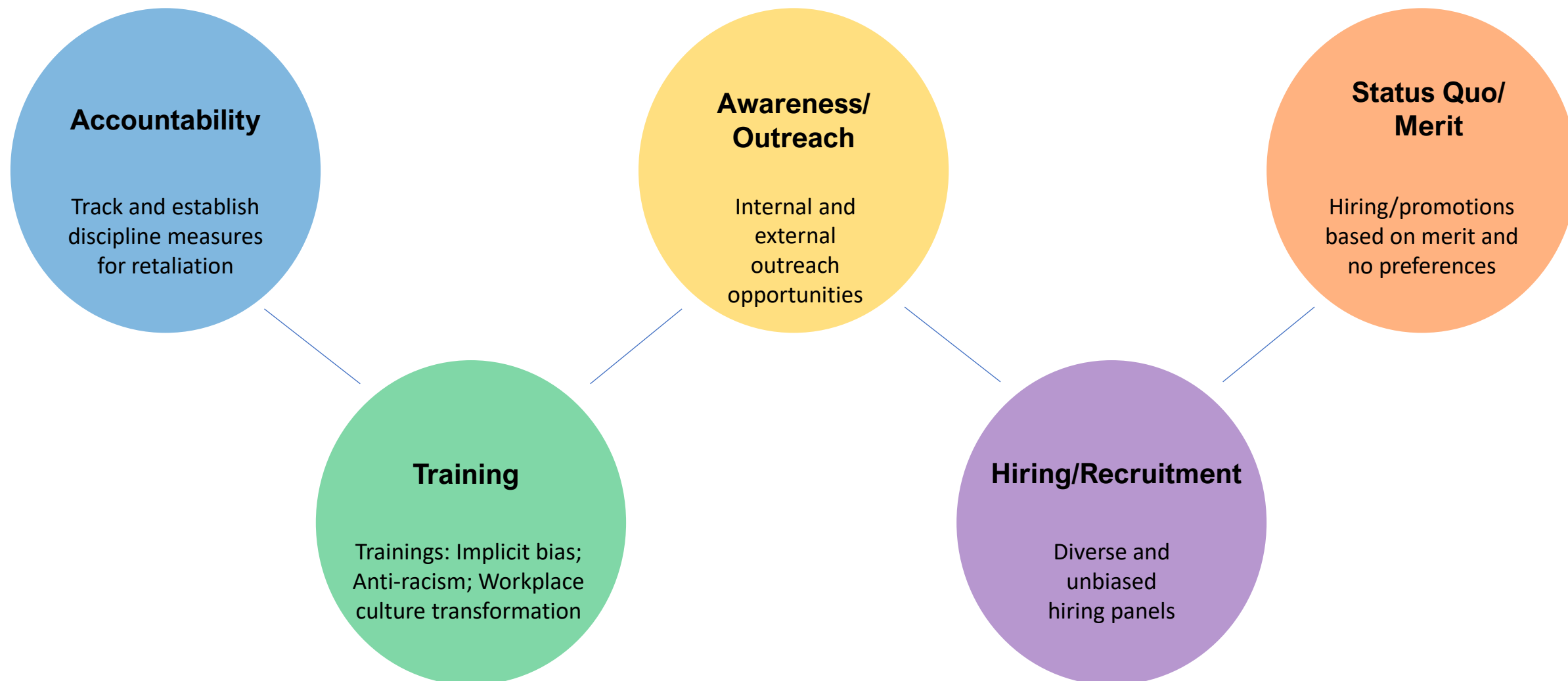
What types of discrimination have you witnessed at LADWP?

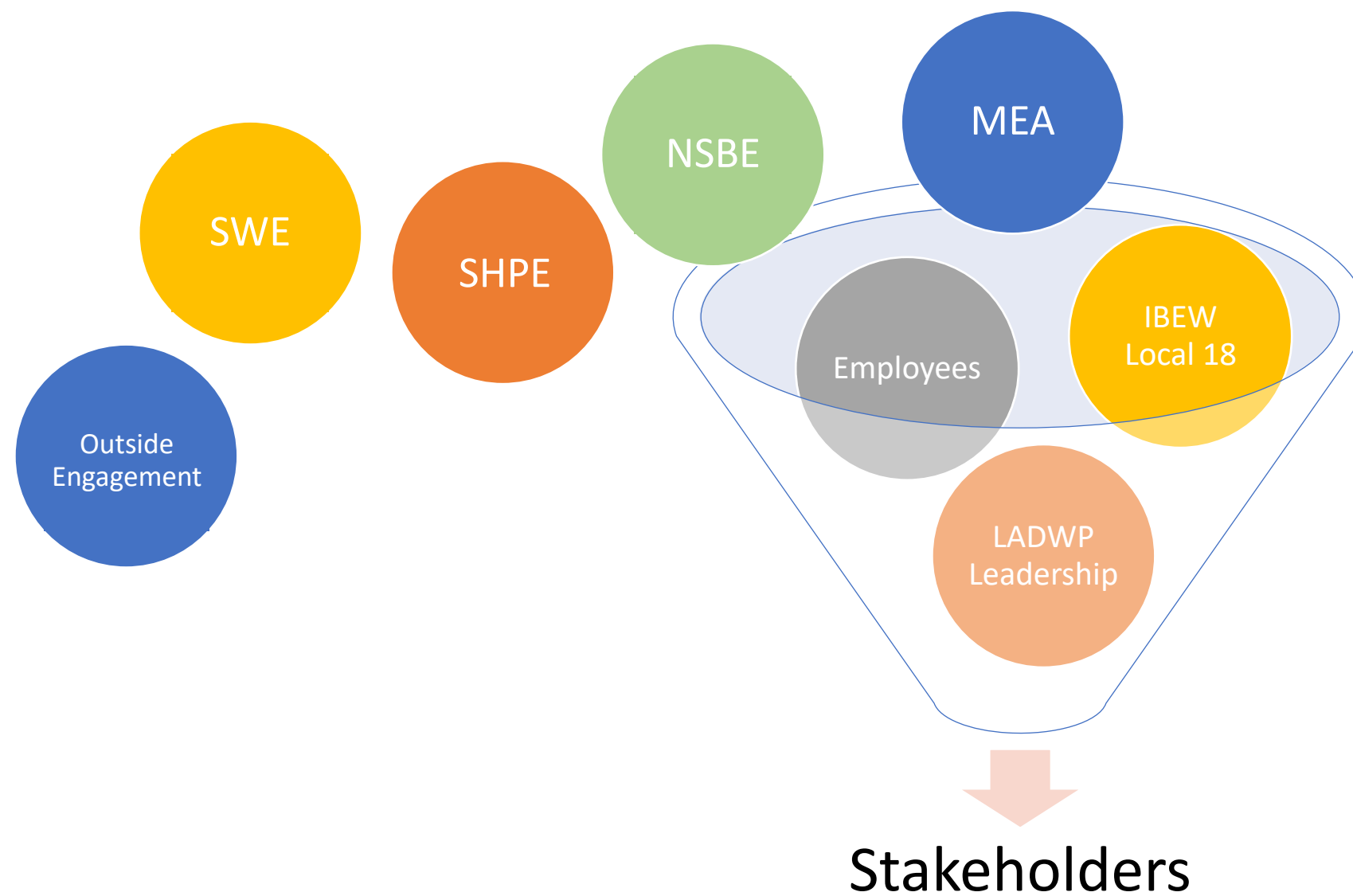


“Other” Responses - 12%

- Language
- National Origin
- Physical Appearance
- Religion
- Weight
- All of the above

Do you have any recommendations to help LADWP move towards a diverse and racially equitable workforce at all levels?





ORGANIZATIONAL IMPROVEMENTS

1	Create the Office of Diversity, Equity, & Inclusion.
2	Include Career Ladders on the LADWP website for increased visibility for employees and external interests. Work with Personnel to update pathways for LADWP classifications.
3	Develop an Internal Communication Strategy that includes tools/resources necessary for the Communication's Division to have the ability to communicate with all staff in a timely and effective manner re. Bulletins, Policy/Process Changes, Employee Updates, Weather & Safety Conditions, Promotional Opportunities, Recognition, etc.
4	Allow any full-time employee to receive tuition reimbursement if the educational course taken is related to any position and/or classification within LADWP.
5	Establish a Racial and Gender Equity Task Force that reports to the DEIO. The Task Force will create mechanisms to obtain the voice of the employee on an ongoing basis.

RECRUITMENT STRATEGY

- | | |
|---|---|
| 6 | Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), as well as Community Colleges in the Los Angeles region. |
| 7 | Develop an online library of centralized study materials to provide all employees equal access to exam study materials. |

DIVERSITY TRAINING

- | | |
|---|--|
| 8 | Diversity and Inclusion Training for executives, managers, supervisors and employees at all levels within LADWP. This training is to include an Implicit Bias Training segment. Training can be delivered as a series. |
|---|--|

CULTURE

- | | |
|---|--|
| 9 | Encourage managers and supervisors to create an environment where Diversity, Equity and Inclusion is considered when important policy decisions about the department are being made. |
|---|--|

SUPPLIER DIVERSITY

10 Increase M/WBE, DVBE, and Small Business Contracting.

ECONOMIC DEVELOPMENT & COMMUNITY ENGAGEMENT

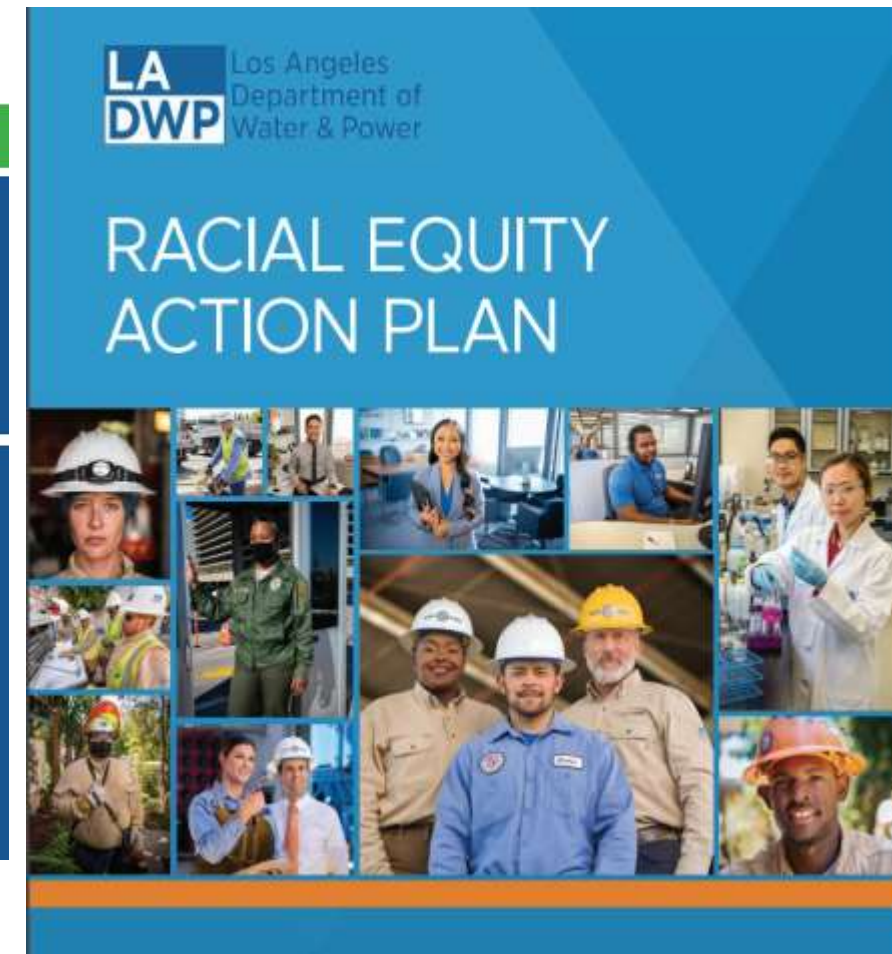
11 Partner in Citywide efforts to retain and attract businesses by leveraging LADWP core functions.

EQUAL EMPLOYMENT OPPORTUNITY

12 Employ a zero-tolerance policy and hold management accountable for discriminatory actions.

Recommendation Through LADWP's Racial Equity Action Plan

Recruitment Strategy		
WF21	a. Establish a comprehensive annual budget for all Systems to significantly fund annual department recruiting efforts.	DEI Office to develop a comprehensive recruitment strategy fully endorsed and funded by the department
	b. Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), minority serving institutions, as well as Community Colleges in the Los Angeles region.	Included in WF21a



Advancing Minorities' Interest in Engineering (AMIE)

AMIE is a non-profit organization whose purpose is to expand corporate and government alliances with the (15) ABET (*Accreditation Board for Engineering and Technology*) **Historically Black Colleges and Universities (HBCU) Schools of Engineering**. Their goal is to implement and support programs to attract, educate, graduate, and place underrepresented minority students in engineering and computer science careers.



Achieving Diversity through Partnerships



Historically Black Colleges and Universities (HBCU) Partners

The (15) ABET accredited HBCU Schools of Engineering produce over 30% of the African American engineers in the United States while representing less than 3% of the Engineering Universities. They produce a rich pipeline of **untapped** diverse talent.

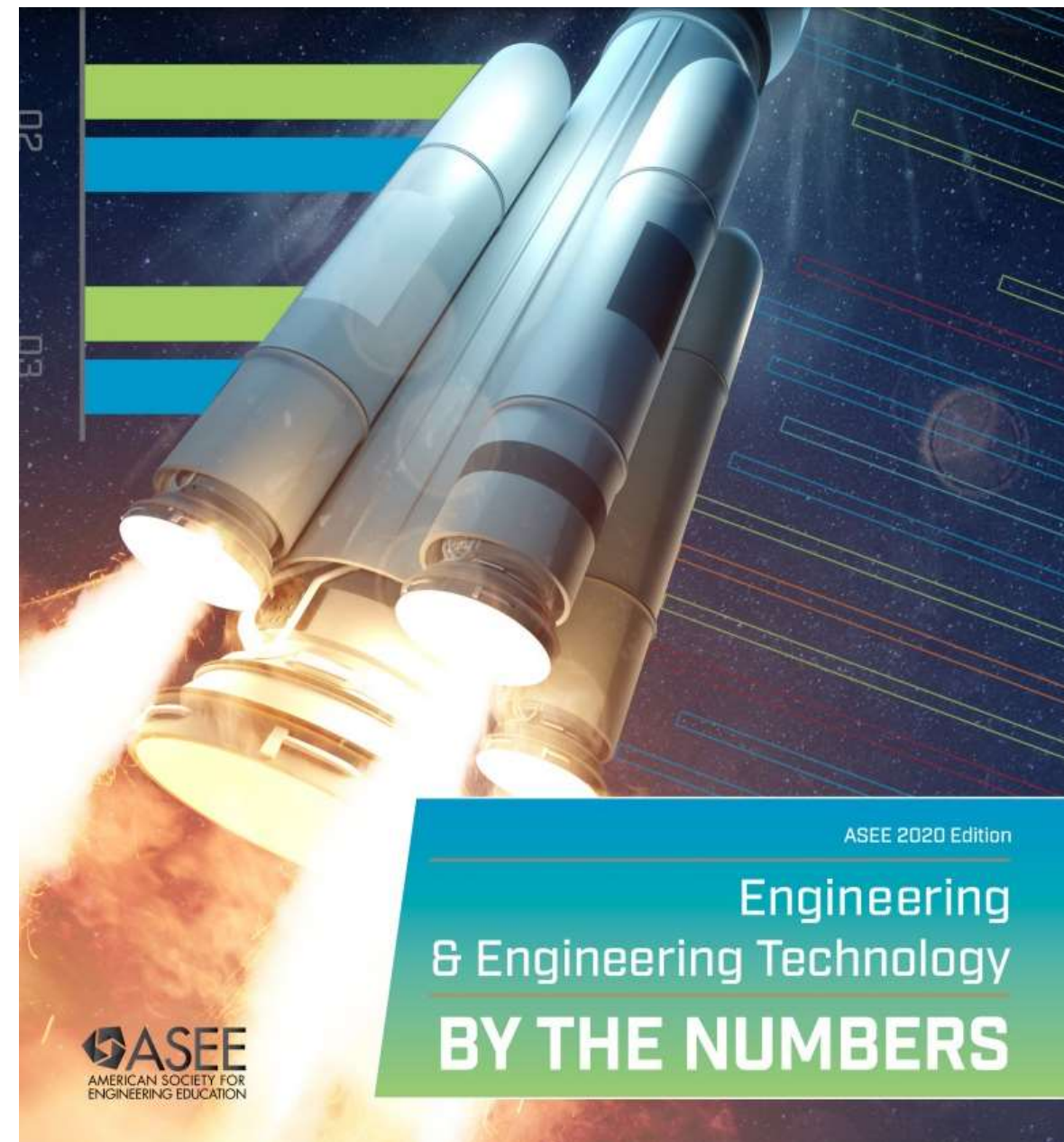


1.1.14 Top 20 Institutions by Total Bachelors Degrees awarded to African Americans

Table 14: Top 20 Institutions by Total Bachelors Degrees awarded to African Americans

No	Institutions	Degrees Awarded
1	New Jersey Institute of Technology	286
2	North Carolina A&T State University	196
3	Georgia Institute of Technology	171
4	University of Maryland, College Park	123
5	University of Central Florida	117
6	Prairie View A & M University	114
7	Kennesaw State University	103
8	University of Maryland, Baltimore County	102
9	George Mason University	96
10	Tuskegee University	95
11	Florida International University	93
11	Morgan State University	93
13	Alabama A & M University	84
14	Texas Tech University	75
15	Louisiana State University	67
16	Georgia Southern University	66
17	Florida Atlantic University	63
18	Mississippi State University	60
19	FAMU-FSU College of Engineering	59
20	Clemson University	56

* 429 Institutions included



Memorandum of Agreement Between LADWP & AMIE

- This MOA establishes a cooperative research agreement through mutual interest in the areas of water supply, water quality, conservation, energy/water nexuses and climate change to develop collaborations and exchanges in fields of shared interest and expertise.
- Contract terms & amount: For five years and an amount not to exceed \$5,000,000
- Assists LADWP to research and meet required State and City mandates on LADWP operations
- This umbrella MOA will provide administrative savings and enhanced coordination on future projects

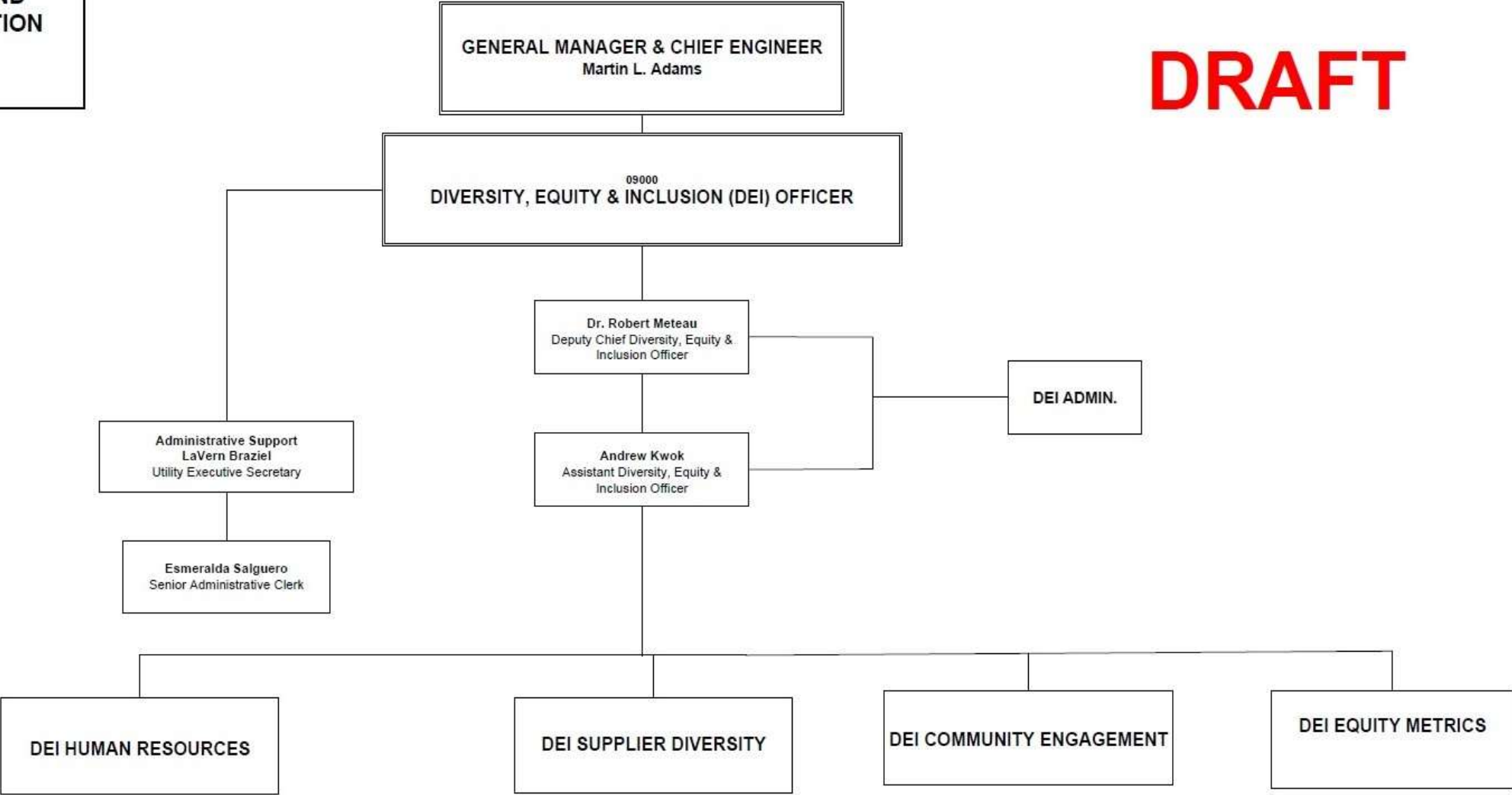
Task Order Driven

The MOA with AMIE will be task order driven. Research may include some of the following areas:

- Renewable, advanced and sustainable energy, Advanced Power Systems
- Energy, Environment and Sustainability
- Computational Fluid Dynamics
- Power Optimization for Electro-Thermal System
- Applied Fluid Dynamics Research Laboratory
- Civil & Environmental Engineering – Water Resources and ground water systems
- Smart Grid Security
- Thermal science and computational fluid dynamics
- Industrial Wastewater Treatment
- Water Resources Engineering
- Enterprise Systems and Logistics, ERP Integration Analytics and Business Intelligence
- Development to prepare and train LADWP workforce
- Develop new techniques and strategies to enhance LADWP recruitment strategies
- Other exchange and cooperation research projects to which both parties agree

DRAFT

**DIVERSITY, EQUITY AND
INCLUSION ORGANIZATION
ORG. 09**





Questions & Answers

- LADWP's Racial Equity Action Plan:
<https://bit.ly/LADWPREAP>
- Executive Directive 27 on Racial Equity:
<https://bit.ly/ExecutiveDirective27>
- CUWA's toolkit and references are available at:
www.cuwa.org/pubs/dei-toolkit



A Conversation with Metropolitan's Changemakers

Board Workshop/Diversity, Equity & Inclusion (DEI) Forum
Metropolitan Water District of Southern California

Metropolitan's **Pledge** to Diversity, Equity and Inclusion

Statement of Commitment, board approved Oct. 12, 2021

“equity and inclusion can only be realized for a diverse workforce through ensuring greater access, opportunity, empowerment, and advancement for all employees by ensuring there are no institutional barriers and providing the needed resources and support to enable the full participation of all individuals and groups of people, including members of marginalized groups.”

Diversity, Equity and Inclusion Council



The DE&I Council's purpose is to promote and enhance diversity, equity and inclusion throughout the organization and ensure accountability in Metropolitan's commitment to create an inclusive culture and work environment that values diversity and equity for all Metropolitan employees.

DEI Council Members

- Armenian American Employee Group
- Asian American Employee Organization
- Black Employees Association
- Hispanic Employees' Association
- MWD-Society of Women Engineers
- Native American/Alaskan Native Employee Association
- Persian American Employee Organization
- PRIDE at Metropolitan
- VOICE
- Women at Metropolitan
- Bargaining Units
 - ACE
 - AFSCME Local 1902
 - MAPA/AFSCME Local 1001
 - Supervisors' Association

DEI Council Accomplishments

- Developed DEIC mission statement, objectives and an educational speaker series for all DEIC management and member attendees.
- Advocated transparency and greater field for DEIC involvement by posting DEIC materials on Metropolitan's website and adding additional bargaining unit representatives.
- Surveyed employee resource group and bargaining unit members about DEI and communicated recommendations to the DEIC.
- Participated in the Shaw Law Group interviews and supported recommendations from the report.
- Formed DEI Sub-Committees to focus on recommendations for the following MWD program areas:
 - Communications & Outreach
 - Recruitment
 - Recruitment Outreach
 - Training & Development
 - Promotions
- Created and published DEI Newsletters

DEI Council Accomplishments

Speaker Series

- The Business Case for Diversity
- Understanding Biases
- Developing Better Self-Awareness
- Overcoming Implicit Bias
- Respectful Communication
- DE&I Case Studies (LADWP, Quicken Loans, etc.)
- Inclusive Leadership



The Civility Project



No Limit 2 Your Success



Moments of Focus, LLC



Nelson Leadership



LADWP



Arrowhead Consulting

Annette Eckhardt, Water System Operations

Represents WaM on the DEIC, conducted a WaM membership survey about DEI and partnered with HEA, to share those survey questions for HEA's membership and presented a summary of DEI recommendations, from both WaM and HEA members, to the DEIC w/ Ric Duarte and Rosa Castro.

Helped draft and coordinate all-ERG Black Lives Matter response, following the death of George Floyd, with Wiggs Mendoza, Judy Holland and other ERG leaders at the time.

Co-Chair of the DEIC Training & Development Subcommittee with Rachel Irwin and other ERG and ASFME representatives, to develop DEI recommendations and network those ideas with Metropolitan's subject matter experts, who help review, build-upon or help implement those recommendations, where possible.

Hosted WaM Talk events/panels about DEI, along with fellow WaM Executive Officers and WaM's DEI Sub-Committee Members (i.e. Women's History Month events).

Served on the Pride @ Metropolitan formation committee, to provided WaM support for Pride Month events at Metropolitan.



The Business Outreach program promotes inclusion through our support of the 30+ ethnic and gender-based community and business partners that represent the diversity of Southern California. Since 2001 MWD has re-invested more than \$1.5B with small businesses.

We promote equity through our commitment of providing feedback, access and training to our small business community. One of our core values is being a public servant

The Metropolitan Water District of Southern California has officially joined a movement to increase equity in the nation's infrastructure construction economy and help build generational wealth in underrepresented communities across the country.

John **Arena**,

Diversity,
Equity,
Inclusion



Adrian
Hightower,

Diversity,
Equity,
Inclusion

Sustainability,
Resilience,
Innovation

Worked with BEA President, Tuanee Holmes, to identify **employment disparities** from 30 years of Metropolitan EEO reports.

Worked with IT to design Metropolitan's new ***Water Cybersecurity Internship Program***

Member of the Water Research Foundation's Project Advisory Committee for a "*DE&I Best Practices for the Water Sector Workforce*" study

Cultivated **consortiums** of Metropolitan member agencies and industry partners to address equity in emerging green and **sustainable jobs**.



Wigs Mendoza,

Sustainability, Resilience, Innovation



Member of the Diversity Equity and Inclusion Council

Chair of the Promotions Committee with Phil Dooks, WSO, as Co-Chair. The committee drafted and recommended a Temporary Promotions policy that is fair and equitable to all employees

Founding member of the Native American Alaska Native Employee Advocates (NAA NEA) whose mission is to promote indigenous American culture, arts and history within Metropolitan.

The NAA NEA also promotes tribal relations by:

- Participating in inter-reservation community events
- Knowledge and skills sharing
- Creating a path for career and economic opportunities
- Supporting tribal history by recreating lost artifacts through 3D printing (Ron Dominguez, 3D Printer Master)
- All resource contributions are voluntary

President of Pride @ Metropolitan. Represents the employee resource group at the DEIC with Vice President Tyler Grossheim.

Formed an LGBTQ employee interest group in September 2021 with Rosa Castro. Facilitated monthly meetings for the group through April exploring LGBTQ themes, education and developing group cohesion.

Out of the LGBTQ interest group, initiated and oversaw the formation of the new Pride @ Metropolitan employee resource group in May, 2022. Initiated series of outreach events in June for Pride Month.

Served on a work group with Metropolitan staff to support the formation of the VOICE employee resource group for people with disabilities.



Nathan Purkiss,

External Affairs



A Conversation with Metropolitan's Changemakers

Questions.





Metropolitan's Vision and Key Principles for Advancing Diversity, Equity and Inclusion

Vision Be the most inclusive, equitable, socially and environmentally conscious public institution in the world

Key Principles



Build a values-driven, high trust, employee-centric work culture



Establish an intersectional, data-driven measurement baseline for ongoing, proactive monitoring around key HR processes and mitigate any potential bias in our processes



Institute mechanisms for proactive input and engagement, from all employees across the District, into key areas of risk and concern



Move from transactional to transformational impact



Establish strong communication channels and impact better storytelling to inspire change



Improve the manager/employee relationship and better equip leaders to build psychologically safe and inclusive teams