



**BOARD OF DIRECTORS  
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

**Notice of Time Change**

**LEGISLATIVE/HUMAN RESOURCES  
COMMITTEE MEETING**

**Tuesday, December 12, 2023**

**10:00 a.m.**

**Boardroom**

**375 11<sup>th</sup> Street**

**Oakland, CA 94607**

Notice is hereby given that the Tuesday, December 12, 2023 Legislative/Human Resources Committee meeting of the Board of Directors has been rescheduled from 10:15 a.m. to 10:00 a.m. The meeting will be held in the Administration Building Boardroom at 375 11th Street, Oakland, California.

Dated: December 7, 2023

A handwritten signature in blue ink that reads 'Rischa S. Cole'.

Rischa S. Cole

Secretary of the District

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**BOARD OF DIRECTORS  
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

**AGENDA**

**Legislative/Human Resources Committee**

**Tuesday, December 12, 2023**

**10:00 a.m.**

**Boardroom**

**375 11<sup>th</sup> Street**

**Oakland, CA 94607**

**\*\*\* Please see appendix for public participation instructions\*\*\***

*Committee Members: Directors Lesa R. McIntosh {Chair}, John A. Coleman, and William B. Patterson*

**ROLL CALL:**

**PUBLIC COMMENT:** The Board of Directors is limited by State law to providing a brief response, asking questions for clarification or referring a matter to staff when responding to items that are not listed on the agenda.

**DETERMINATION AND DISCUSSION:**

1. Diversity, Equity, and Inclusion Strategic Plan Update (Moten)
2. Employee Feedback Program (Moten)

**ADJOURNMENT:**

***Disability Notice***

*If you require a disability-related modification or accommodation to participate in an EBMUD public meeting please call the Office of the Secretary (510) 287-0404. We will make reasonable arrangements to ensure accessibility. Some special equipment arrangements may require 48 hours advance notice.*

***Document Availability***

*Materials related to an item on this agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11<sup>th</sup> Street, Oakland, California, during normal business hours, and can be viewed on our website at [www.ebmud.com](http://www.ebmud.com).*



## APPENDIX

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### Legislative/Human Resource Committee Meeting Tuesday, December 12, 2023 – 10:00 a.m.

*EBMUD Board committee meetings will be conducted in person and via Zoom.  
These meetings are recorded and live-streamed.*

#### Online\* Online

<https://ebmud.zoom.us/j/98022213415?pwd=Q0JkaXptbSt3eW5XRElvRUNIZHRpUT09>

Webinar ID: 980 2221 3415

Passcode: 352334

#### By Phone

Telephone: 1 669 900 6833

Webinar ID: 980 2221 3415

Passcode: 352334

International numbers available: <https://ebmud.zoom.us/u/kdplKckQaS>

\*To familiarize yourself with Zoom, please visit <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

**Providing public comment** - *The EBMUD Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.*

- Each speaker is allotted 3 minutes to speak; the Committee Chair has the discretion to amend this time based on the number of speakers
- The Secretary will track time and inform each speaker when the allotted time has concluded
- Comments on **non-agenda items** will be heard at the beginning of the meeting
- Comments on **agenda items** will be heard when the item is up for consideration
- The Secretary will call each speaker in the order received

#### In person

- Fill out and submit a blue speaker card which is available in the meeting room

#### Via Zoom

- Use the raise hand feature in Zoom to indicate you wish to make a public comment  
<https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-in-a-webinar>
  - If you participate by phone, press \*9 to raise your hand
- When prompted by the Secretary, please state your name, affiliation if applicable, and topic

#### Submitting written comments or materials

- Email written comments or other materials for the Board of Directors to [SecOffice@ebmud.com](mailto:SecOffice@ebmud.com)
- Please indicate the meeting date and agenda item number or non-agenda item topic in the subject of the email. Contact information is optional.
- **Please email by 4 p.m. the day prior to the scheduled regular meeting;** written comments and other materials submitted to the Board of Directors will be filed in the record.

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**To observe the Legislative/Human Resources Committee Meeting,**  
please visit: <https://www.ebmud.com/about-us/board-directors/board-meetings/>


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## EAST BAY MUNICIPAL UTILITY DISTRICT

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DATE: December 7, 2023

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager 

FROM: Derry L. Moten, Special Assistant to the General Manager 

SUBJECT: Diversity, Equity, and Inclusion Strategic Plan Update

### SUMMARY

This memorandum provides an update on the implementation of the Diversity, Equity, and Inclusion Strategic Plan (DEISP) with an emphasis on Pillar 2 – Workforce Diversity and Pillar 4 – Supplier Diversity. Progress on action items and activities under these Pillars will be presented at the December 12, 2023 Legislative/Human Resources Committee meeting.

### DISCUSSION

The District's DEISP implementation is led by the Office of Diversity, Equity, and Culture (ODEC) and several staff-driven and external work groups, comprised of staff, supervisors, and managers: the Diversity Committee, the Equity Core Team, the Values Advocates, and the Contract Equity Advisory Committee (internal), and Advisory Council (external). In addition to these groups, various departments and work teams have made substantive contributions to DEI work throughout the District.

#### Pillar 2 – Workforce Diversity

##### **Workforce Development Strategy and Actions**

ODEC and the Human Resources Department (HRD) work in partnership in the development and implementation of workforce development strategies, initiatives, and outcomes. The goal of the District's workforce development strategy is to diversify applicant pools for all positions, with an emphasis on job groups that 1) are mission critical to the District, and/or 2) rank in the lower third for ethnic and gender diversity among the District's 21 job groups. The District engages workforce development strategies for three distinct levels of positions 1) internship and trainee positions, 2) entry level positions, and 3) mid-career professional positions. Each level has distinct outreach strategies.

**Strategy 1 – Cultivate partnerships with local organizations, colleges, and universities that serve historically underrepresented groups.** The efforts within this strategy identify and engage organizations that have significant connection to historically underutilized populations to identify diverse candidates for the District's internship/trainee and entry level positions.

The District has a historical relationship with the University of California, and is also focused on developing partnerships with other local colleges which are MESA (Mathematics, Engineering, Science, Achievement) centers including: California State University, East Bay; San Francisco State University; San Jose State University; and University of the Pacific. This includes interfacing with the local chapters of the National Society of Black Engineers (NSBE) and Society of Hispanic Professional Engineers (SHPE).

To support these relationships, the District has modified its college internship programs from an ad hoc recruitment process to a standard recruitment cycle occurring two times a year, which allows partnering organizations to know when the District is recruiting for these positions and to assist in identifying diverse candidates to participate. For Fiscal Year (FY) 2024, the District has created a new Workforce Programs organization (Org 144), which allows for the consistent administration and management of the intern positions for Engineering, Finance, Human Resources, Information Systems, Operations and Maintenance, Public Affairs, and Water and Natural Resources.

The District continues to expand its partnerships with local community colleges. The Contra Costa, Peralta, and Solano Community College Districts offer programs that are potential feeders to the District's career paths. Examples of these programs include Los Medanos College (Electrical and Instrumentation Technicians), Laney College (Maintenance Machinist), and Solano Community College (Water and Wastewater Treatment Operator). The District partners with these colleges through direct recruitment, job fairs, and career path presentations.

As part of the District's internal mobility program, Laney College provides onsite instruction leading to a Certificate of Water Industry Leadership. The program, known as the Peralta Cohort Program, is designed to support employees in employment classifications that do not require a college degree to increase their mobility through education and mentorship.

The District also has developed relationships, conducts ongoing information sessions, and recruitment outreaches with local pre-apprentice programs including CiviCorps, Cypress Mandela Training Center (Cypress Mandela), Future Build, and Richmond Build. These programs have become the District's primary recruitment target for the Community Trainee Program (CTP). Each pre-apprentice program engages highly diverse candidates from local communities, which aids the District in diversity recruitment.

Similar to the college internship programs, the District is moving the CTP to a standard recruitment cycle which allows pre-apprentice programs and community partners adequate time to assist in preparing applicants for opportunities.

**Strategy 2 – Focused outreach to diversify applicant pools.** The District is expanding outreach to ethnic and gender minorities through targeted actions and promotion.

Staff participated in job fairs and community events, including participation in Alameda County Father Corps' (ACFC) 2023 Fatherhood Summit. ACFC is a county wide team of male service providers working to help strengthen families by helping men (primarily African American and other minorities) through a framework to reduce risks and create optimal outcomes. This

includes supporting fathers with career development resources. The District is establishing an ongoing relationship with the group as a community partner and is participating by providing water and wastewater career information and job announcements to participants.

During FY 2023, staff conducted over 12 onsite outreach events which included the Water Distribution Plumber Bootcamps at Cypress Mandela and Richmond Build, providing potential applicants with hands on access to equipment; preparation resources for the District's employment testing process; and question and answer sessions with Water Distribution Plumbers, Workforce Development, and Human Resources staff. The District also provides information sessions for entry level job recruitments such as Customer Services Representative and Utility Laborer. Recruitment for these sessions includes outreach to community partners, community colleges, and notifications to self-identified potential applicants.

As a standard approach to marketing District vacancies, staff have initiated circulation of job announcements through social media (LinkedIn). This element of the strategy targets mid-career professionals through the posting and distribution of job opportunities to job boards and groups representing a variety of elements of diversity within LinkedIn. This includes groups for Bay Area Black Professionals, Tradeswomen, Inc., NSBE, SHPE, Society of Women Engineers, and other groups serving diverse populations.

**Strategy 3 – Equity-based updates to the recruitment system and processes.** As part of the Human Resources (HR) Strategic Planning process, there is an ongoing equity evaluation of the District's recruitment processes to address potential barriers to employment for underrepresented groups. This includes a review of the civil service rules, relaxing requirement language, eliminating unnecessary educational requirements for entry level positions, and engaging a process for the identification of any systemic barriers to employment in the future.

### **FY 2023 Outcomes**

The District's workforce diversity efforts emphasize diversifying the applicant pools for all positions, with emphasis on positions identified in the annual Equal Employment Opportunity (EEO) Program labor force utilization analysis. The utilization analysis uses U.S. Census data for the District's service area. Key considerations in the District's demographic data include:

- Maintaining demographic data to measure progress and identify the characteristics of the incumbent workforce (i.e., the characteristics of existing District staff) for new hires, promotions, employee turnover, and the local labor force.
- In 2018, the District changed how it collected EEO reporting data for the annual workforce utilization analysis by allowing employees to self-identify as two or more races. The most significant impact of this change was the decrease in the African American demographics by three percent. The percentage of Asian employees also declined by one percent.

At the close of FY 2023, the District had a total workforce of 1,994 employees, with an average age of 47 years and an average tenure of 10 years with the District. In FY 2023, the District hired

217 employees with an average age of 37 years at time of hire. This indicates that the average age of District employees will decrease over time.

Of the 217 hires, 63 percent were people of color (PoC), and 37 percent were white. Among the ethnic minorities included in PoC, Asians (23 percent) and Hispanic/Latino (18 percent) employees were hired above their rate of incumbency, and African Americans (8 percent) and individuals identifying as 2 or more races (11 percent) were hired at their current rate of incumbency. Female employees were hired at a rate of 33 percent which is above their level of incumbency of 26 percent. There were also 199 internal promotions in FY 2023, with 61 percent of the promotions going to PoC and 24 percent to women. Based on the data, the District is making consistent progress in the diversification of the organization, however, the District remains diligent in expanding the workforce development strategies to ensure that progress is made for all ethnic groups and for females.

The employee turnover rate for FY 2023 was 7.3 percent, which includes 3.5 percent for non-retirement separations. During this period, 60 percent of employee turnover was with PoC, with the largest PoC ethnic groups being Asian and Hispanic/Latino. Among non-retirement separations, 13.2 percent were for supervisory/management staff and 86.8 percent of separations were for non-supervisory staff. For employees leaving the District with less than five years tenure, 30 employees resigned. 27 individuals were non-supervisory and three were supervisory/management staff.

#### Pillar 4 – Supplier Diversity

The District's Contract Equity (CE) Program is key to the District's supplier diversity efforts. The CE Program promotes contracting opportunities to businesses that reflect the communities we serve. Inclusive business participation in local government procurement and contracting provides jobs within our communities while strengthening them economically and socially. The CE Program Fiscal Year 2023 (FY 2023) Annual Report provides an overview of the District's contracting performance and activities. The CE Office leads the program; however the program outcomes are the collective efforts of all staff procuring District goods and services.

Since the inception of the CE program in 1984, the District has awarded over \$5.5 billion in contracts, with 21 percent (\$1.1 billion) awarded to ethnic minority and women-owned businesses (EM/WBEs). Through its CE Program, the District promotes stewardship and social responsibility to ensure diversity in its contracting and supply chain, and responsible reinvestment of rate payer dollars with local and EM/WBEs.

In FY 2023, the District's key CE Program accomplishments include:

- Awarding contracts in the following amounts:
  - \$350 million to local businesses
  - \$94 million to small businesses<sup>1</sup>
  - \$36 million to EM/WBEs

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<sup>1</sup> Reporting for small businesses include disabled veteran and lesbian, gay, bisexual, and transgender business enterprises.

- Achieving 56 percent local hires on 28 targeted construction projects which resulted in over \$12.8 million in wages and benefits to workers who reside in Alameda, Contra Costa, San Joaquin, Calaveras, or Amador County.
- Awarding 89 percent of contracts to companies with a minority workforce that employ at least 50 percent of their applicable Metropolitan Statistical Area (MSA)<sup>2</sup>.
- Hosting two business development forums and participation in 51 community outreach events promoting the District's mission for diversity in contracting.
- Producing *The Equalizer* newsletter quarterly to promote District contracting and procurement opportunities.
- Co-conducting Manager and Supervisor Training on procurement and the CE Program.
- Adding a Contract Equity/Workforce Development outreach staff person.

The District will continue to invest resources to promote supplier diversity, local business participation, and local hires in accordance with the District's DEISP. Additionally, staff will focus on advancing initiatives to achieve the District's contracting objectives, small business goals, and local hiring goals on District construction projects. For FY 2024, staff will focus on:

- Conducting an internal and external assessment of CE Program-related services to assess the value and quality of services offered and make appropriate adjustments to improve customer service, effectiveness, and efficiency.
- Exploring opportunities for regional outreach with other local public agencies and with other water and wastewater utilities.
- Strengthening support for small businesses by assessing the impact of the District's current operations, including insurance requirements.
- Updating the CE reporting process, by shifting from metrics on contract awards to spending data and developing a dashboard for monitoring progress.
- Developing a baseline economic impact report to create a stronger foundation for the CE Program in support of the program's 40<sup>th</sup> anniversary.
- Identifying potential approaches to address the negative program impacts of one or two large construction projects by:
  - Expanding the pool of construction-related contractors in underutilized availability groups
  - Working with lead departments to break up portions of large construction projects to create more opportunities for local, small businesses.

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<sup>2</sup> MSA is the formal definition of a region that consists of a city and surrounding communities that are linked by social and economic factors that is determined by the U.S. Office of Management and Budget and applied to census data.

## **NEXT STEPS**

Staff will continue implementation of the DEISP and provide updates to the Committee on action items and outcomes. Staff will partner with the HRD on the development and implementation of the HR Strategic Plan. Data and information regarding employee mobility will be addressed in future DEISP updates to the Legislative/Human Resources Committee meeting.

CCC:DLM:yd

Attachments: Contract Equity Program FY 2023 Annual Report  
DEISP Implementation Working Groups

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CONTRACT  
EQUITY  
PROGRAM

FY 2023 ANNUAL REPORT



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### ATTACHMENTS

Attachment 1 - Overall and  $\leq$  80,000 Distribution of Contract Awards

Attachment 2 - Listing of Top Prime Contract Awards

Attachment 3 - Jobsite Workforce Local Hire Status Summary

Attachment 4 - Key Outreach Activities

## EXECUTIVE SUMMARY

The Contract Equity (CE) Program Fiscal Year (FY) 2023 Annual Report provides an overview of the District's contracting performance and related staff activities to increase local hiring and contract participation in the following areas:

- Cultural and gender diversity,
- Small businesses<sup>1</sup> (including disabled veteran and lesbian, gay, bisexual, transgender business enterprises), and
- Local businesses<sup>2</sup>.

For more than 39 years, the District has committed to and invested in diversity and inclusion practices in its contracting opportunities to reflect the communities we serve. Inclusive business participation in local government procurement and contracting is an important source of income and jobs for our communities and strengthens communities both economically and socially.

Since inception of the CE program, the District has awarded approximately \$5.5 billion in contracts with 21 percent (\$1.1 billion) awarded to ethnic minority and women owned businesses (EM/WBEs). This represents an average of \$28.2 million in annual awards to EM/WBEs for over 39 years. Through its CE Program, the District promotes stewardship to ensure diversity in our contracting and supply chain. The District's procurement and contracting practices support our mission to deliver safe, reliable, and high quality water service to 1.4 million customers and provide wastewater services for 740,000 customers in the Bay Area.

The CE Office oversees the District's contracting process to ensure fairness and equity in business opportunities, bidding of potential contracts, and the execution of contracts to the business community, especially to those sectors historically underutilized, including small and local businesses. Fair, active, and open competition help build valued relationships with the community where we live and serve, while also driving competition and productivity to provide value to our ratepayers.

In FY 2023, the District's key CE Program accomplishments include:

- Awarded contracts in the following amounts:
  - \$350 million to local businesses,
  - \$94 million to small businesses.
  - \$36 million to EM/WBEs
- Achieved 56 percent local hires on 28 targeted construction projects which resulted in over \$12.8 million in wages and benefits to workers who reside in Alameda, Contra Costa, San Joaquin, Calaveras, or Amador County.
- Awarded 89 percent of contracts to companies with a minority workforce that employ at least 50 percent of their applicable Metropolitan Statistical Area (MSA)<sup>3</sup>.

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<sup>1</sup> "Small business" is a business enterprise that has average annual gross receipts of \$15,000,000 or less over the previous three years or is a manufacturer with 100 or fewer employees or disabled veteran business enterprise. For public works projects, "small business" is a public works construction contractor with 200 or fewer employees and average gross receipts of \$36,000,000 or less over the previous three years.

<sup>2</sup> Local Business" is a business located in Alameda, Contra Costa, San Joaquin, Calaveras, Amador, and other counties directly impacted by District contracts and/or operations.

<sup>3</sup> MSA is the formal definition of a region that consists of a city and surrounding communities that are linked by social and economic factors that is determined by the U.S. Office of Management and Budget and applied to census data.

- Hosted two business development forums and participated in 51 community outreach events promoting the District’s mission for diversity in contracting.
- Produced *The Equalizer* newsletter quarterly to promote District contracting and procurement opportunities.
- Co-conducted Manager and Supervisor Training (MAST) course on procurement and the CE Program.

Ongoing challenges for FY 2023 include:

- Award of a mega project<sup>4</sup> with limited subcontracting opportunities for underutilized availability groups.
- Impact of legal requirement to award to the lowest responsible, responsive bidder for construction and materials and supplies contracts over \$80,000. Typically, these awards represent over 50 percent of all awards; however for FY 2023, they accounted for over 70 percent of all awards.

For FY 2024, staff will focus on the following in conjunction with the District’s Diversity, Equity, and Inclusion Strategic Plan

- Diversify community outreach and marketing efforts by:
  - Providing business development opportunities with an aim of improving the competitiveness and success of underutilized businesses including small businesses on District contracts.
  - Addressing CE-related issues quarterly at Senior Management Team meetings and at individual department meetings to increase sharing of information and buy-in of District staff’s commitment to equity in contracting opportunities.
  - Developing targeted publicity and an outreach plan which includes new marketing materials, and use of communication channels that are most effective and appropriate for the intended audience(s), including social media.
  - Launching of CE Program Recognition/Awards with 40<sup>th</sup> anniversary celebration.
- CE Education by:
  - Continuing MAST trainings and integrating presentations into New Employee Orientation that explains the purpose and benefits of contract equity.
  - Convening CE Advisory Committees at least twice a year and continuing active participation in business-oriented organizations to maintain open lines of communication about the District’s program and the needs of the organizations’ members.
  - Using the Equalizer newsletter as a training tool.
- Continuous Improvement by:
  - Developing a new reporting process on contract spending rather than contract award and developing a dashboard for monitoring progress especially for monitoring actual participation versus anticipated participation noted in contracts for targeted projects.
  - Hiring consultant(s) to assess CE Program-related services and District contracting practices to assess the value and quality of services offered and make appropriate adjustments to improve customer service, effectiveness, and efficiency, and prepare an economic impact report.
- Reconvening the construction roundtable to identify new developments related to “best practices” in construction contracting and in promoting diversity.

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<sup>4</sup> A mega project is any project that spans multiple years and is valued for over \$25,000,000.

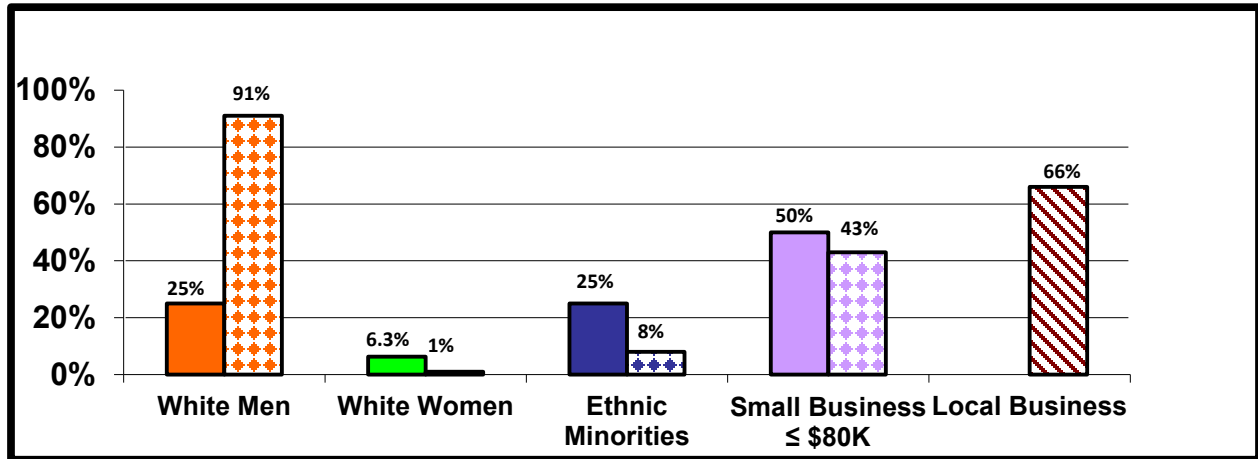
- Identifying potential approaches to reducing the impact of large construction projects by:
  - Expanding the pool of construction-related contractors in underutilized availability groups,
  - Working with lead departments to break up portions of large construction projects productively and creatively, and
  - Developing plan for providing bid-discount to non-SBE prime bidders who achieve a targeted level of SBE participation.
- Expanding the SBE First (Set-Aside) incentives to cover all contracts up to \$250,000 and not just professional services.

## FY 2023 SUMMARY

### Contract Awards

In FY 2023, the District awarded contracts totaling approximately \$534.7 million with exclusions of \$75.9 million<sup>5</sup>. Chart 1 reflects the program results and levels of participation after deleting the exclusions. See Attachment 1 for the distribution of contract awards – overall and for contract awards ≤ \$80,000.

**Chart 1. Distribution of FY 2023 Contract Awards**



Solid Color = Contracting Objective/Goal  
Checkerboard Color = Actual Results

The District awarded its largest single contract award to date for \$237.3 million for the Upper San Leandro Water Treatment Plant Maintenance and Reliability, and Upper San Leandro and Sobrante Water Treatment Plants Chemical Systems Safety Improvements (USLWTPMR). Since the USLWTPMR project represents over 44 percent of FY 2023 contract awards and has low participation for white women and ethnic minorities, this contract award had a significant impact on the distribution of contract awards. For example, excluding the USLWTPMR project results, white men participation decreased from 91 percent to 81 percent, white women participation increased to 3 percent from 1 percent, and ethnic minorities participation increased to 16 percent from 8 percent. See Chart 1A below for a comparison of overall contract awards and contract award without the USLWTPMR contract. Award of construction projects is determined by the lowest responsible, responsive bidder, therefore additional incentives for promoting diverse participation are limited.

<sup>5</sup> Excluded contracts are awards to government/nonprofit (\$7.4M), publicly held corporations (\$68.5M), foreign owned (\$0M), and sole source providers (\$0).

**Chart 1A. FY 2023 Overall Contract Awards (\$458.8M) vs.  
Overall Contract Awards *Less* USLMTPMR Contract (\$221.5M)**

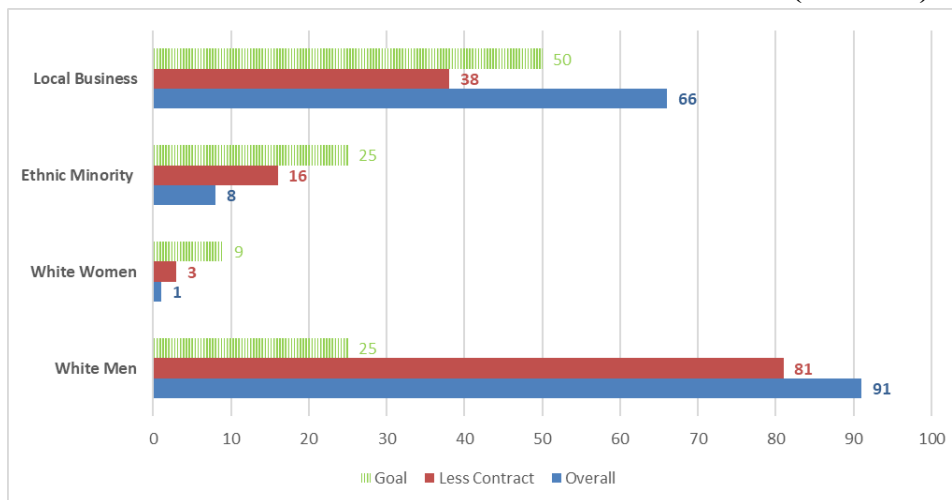


Table 1 provides a comparison of FY 2023 to FY 2022 contracting results. Contract awards of  $\leq$  \$80,000 for small businesses increased, while contracting objectives for white men and white women was achieved. The 53 percent local business participation is a nearly 20 percent increase from 36 percent in FY 2022.

<b>Table 1. FY 2023 Contract Equity Program Performance</b> (excludes awards to government agencies, nonprofit organizations, publicly held corporations, foreign owned, and sole source awards)					
Availability Group/ Misc. Grouping	Contracting Objective %	Overall Results %		≤ \$80,000 Results %	
		FY 2022	FY 2023	FY 2022	FY 2023
White Men	25	87	91	73	67
White Women	6.3 <sup>6</sup>	2	1	0	10
Ethnic Minorities (Men/Women)	25	11	8	18	23
Unclassified	NA	0	0	0	0
Local Business	NA	15	66	36	53
Local/Small Business	NA	5	8	36	39
Small Business	50 <sup>7</sup>	36	18	36	43
<i>Micro-business</i>	<i>NA</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
All Men	NA	96	96	100	84
All Women	NA	2	4	0	16
Exclusions	NA	2	14	10	0

<sup>6</sup> Weighted average based on contract distribution per contract category for FY 2005-FY 2015.

<sup>7</sup> The 50 percent Small Business Enterprise (SBE) goal is for contract awards of ≤ \$80,000 since January 1, 2019.

Table 2 shows the overall percentage of contracts awarded to the three availability groups and unclassified firms by contract category. For the highest level of contract participation excluding purchase cards, white men achieved 99 percent in construction, ethnic minorities achieved 19 percent in general services, and white women achieved 9 percent in materials and supplies. See Attachment 2 for a list of top prime awards by firm for each availability group and contract category.

<b>Table 2. FY 2023 Contract Participation (\$534.7M)</b> <i>(excludes awards to government agencies, nonprofit organizations, publicly held corporations, foreign owned, and sole source awards)</i>					
Availability Group/Misc. Grouping	Contract Categories				Overall
	Professional Services	General Services	Construction	Materials & Supplies	
White Men	79	70	99	87	91
White Women	5	3	0	9	1
Ethnic Minorities (Men & Women)	16	19	1	4	8
Unclassified Firms	0	0	0	0	0

### *Small Business Enterprise*

Nearly 2,000 SBEs are currently registered with the District. In FY 2023, SBE purchases and services contracts totaled \$94.4 million. The District is committed to expanding the use of SBE's by including a seven percent bid discount incentive on competitively bid contracts and the 25 percent set-aside for contracts that are  $\leq$  \$80,000.

For professional and general services contract awards  $\leq$  \$80,000 requiring award by the Board of Directors or the General Manager, SBEs received 43 percent (\$458 thousand) of the total value, compared to 36 percent from FY 2022. The level of participation by this availability group was 67 percent for white men, 13 percent for white women, and 20 percent for ethnic minorities.

Table 3 shows the average dollar amount of contracts is \$47.6K for contracts  $\leq$  \$80,000 excluding purchase cards for FY 2023, which indicates opportunities to increase SBE awards to meet the goal of 50 percent participation since the size of the contract should not be a barrier.

Table 3. FY 2023 Average Contract Expenditures by Contract Category			
Contract Category	Total Expenditures	Total Awards	Average Contract Expenditure
<b>AWARDS &gt; \$80,000</b>			
Professional Services	\$55.3M	24	\$2.3M
General Services	\$98.2M	33	\$3.0M
Construction	\$295.9M	9	\$32.9M
Materials & Supplies	\$84.3M	24	\$3.5M
<b>SUBTOTAL</b>	<b>\$533.7M</b>	<b>90</b>	<b>\$5.9M</b>
<b>AWARDS &lt; \$80,000</b>			
Professional Services	\$376K	7	\$53.7K
General Services	\$700K	14	\$50K
Construction	\$0	0	\$0
Materials & Supplies	\$0	0	\$0
<b>SUBTOTAL</b>	<b>\$1M</b>	<b>21</b>	<b>\$47.6K</b>
<b>GRAND TOTAL</b>	<b>\$534.7M</b>	<b>111</b>	<b>\$4.8M</b>

## *Local Business Enterprise*

The District actively encourages firms in the District's service area or in counties directly impacted by its operations to compete for contract opportunities. Even though there is no numeric goal established for local business enterprises (LBEs), local business participation resulted in \$350.6 million (66 percent) in District contract awards, an over 50 percent increase compared to 15 percent in FY 2022 as shown previously in Table 1. Local Small Business Enterprises (L/SBEs) received \$43.6 million (8 percent) in overall contract awards compared to \$25.6 million (5 percent) in FY 2022.

## *Local Hire*

The District's overall good faith goals for local hiring are 50 percent of the total work hours for the project, with 30 percent from the county(ies) directly impacted by the District project which was met with 56 percent and 30 percent respectively in FY 2023. This resulted in over \$12.8 million in wages and benefits being reinvested back to the local community.

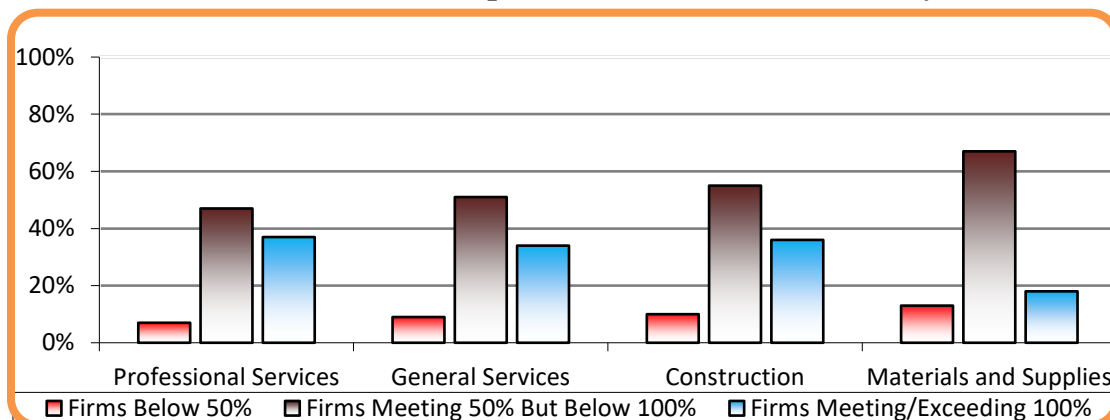
A summary of the jobsite workforce and wage data for FY 2023 projects can be found in *Attachment 3*. Of the total 28 current projects, 20 projects met the good faith goal of 50 percent, and 15 projects met the local hire good faith goal of 30 percent from the counties directly impacted by the projects. Nine projects met both goals. The total workforce from these projects had 56 percent local hires, of which 30 percent were from counties directly impacted by the project.

## *Contractors' Compliance with Equal Employment Opportunity (CCEEO)*

Of the 285 major contract awards in FY 2023, 268 firms submitted employment data. This data reflects that 89 percent (239 firms) of awarded contracts went to companies with minority workforces that employ at least 50 percent of their applicable MSA. Of those 239 firms, 38 percent (92 firms) either met or exceeded their MSA for their local communities.

Contractors' compliance results by contract category are shown in Chart 2. Firms providing professional services for the District have the most diverse employment record with 37 percent having a minority workforce profile meeting and exceeding 100 percent of their applicable MSAs followed by construction with 36 percent. A review of the contract awards reflects that approximately 9 percent (25 firms) were below 50 percent of the parity.

**Chart 2. FY 2023 Contractors' Compliance Results for CCEEO by Contract Category**



## *Outreach and Community Participation*

The District recognizes that small, diverse, and local businesses play an important role in the health of the community that we serve. To that end, the District has an outreach program in place to engage these businesses regarding our contracting opportunities. These outreach activities are embedded organizationally to promote the District's CE Program, where staff engages in race and gender-neutral activities designed to:

- Identify potential firms to bid on District projects,
- Spark a firm's interest in doing business with the District,
- Educate firms on how to do business with the District,
- Educate District staff on our contracting process, including the CE Program, and
- Promote the District's CE Program and mission in the community at large.

A major factor in maintaining a successful CE Program is having internal and external visibility and support for the program. Therefore, CE Office staff participated in numerous internal and external activities in FY 2023 to aggressively promote nondiscrimination, diversity, and inclusion in the District's contracting processes that included:

- Coordinating and conducting two business forums:
  - December 7, 2022: the District, Contractors Resource Center, and the National Association of Minority Contractors hosted a Contractors Meet and Greet. Staff provided information on contract opportunities with the District and the Contract Equity Program. Approximately 100 participants attended.
  - June 26, 2023: the District hosted a virtual business forum "Demystify Construction Series Kick off" providing businesses information on construction contracting opportunities, navigating the website, and the Contract Equity Program. Approximately 20 people attended the event.
- Participating in 51 community events/trade fairs/conferences
- Giving five contract opportunity presentations (see *Attachment 4*)
- Promoting the District's mission for diversity in contracting through the placement of 18 magazine advertisements.
- Producing *The Equalizer* newsletter quarterly to inform prospective businesses of contracting opportunities.
- Participating in the:
  - American Indian Chamber of Commerce's Corporate Advisory Committee
  - Construction Resource Center's Industry Advisory Committee
  - Oakland Latino Chamber of Commerce's Board of Directors
  - University of California's Small & Diverse Business Advisory Council
  - Western Region Minority Supplier Development Council's Construction Working Group

To achieve program goals, staff's ongoing responsibilities include:

- Evaluating compliance with the CE and CCEEO Programs for all contracts that require Board of Directors or General Manager approval, and preparing CE forms (P-035 and P-061),
- Participating in 22 pre-bid and pre-proposal meetings,
- Evaluating professional services proposals,
- Providing extensive internal and external technical assistance,
- Promoting a fair distribution of contracts to all businesses regardless of race or gender,
- Identifying, educating, and motivating qualified businesses to pursue District projects,

- Encouraging prime contractors to provide equal employment opportunities,
- Increasing all District staff's sensitivity to the importance of contract diversity; conducting Contracting and Contract Equity Program MAST class; and giving presentations at Management Team, Senior Management Team, and department meetings.

## THE FUTURE

In conjunction with the District's Diversity, Equity, and Inclusion Strategic Plan, CE Office staff will focus on the following for FY 2024:

- Diversify community outreach and marketing efforts by:
  - Providing business development opportunities with an aim of improving the competitiveness and success of underutilized businesses including small businesses on District contracts by:
    - Co-hosting a trade fair or workshop with community partners and leveraging shared resources.
    - Coordinating targeted outreach activities to educate the business community and encourage participation on special projects,
    - Conducting more in-depth business forums with hands-on-training such as writing proposals, preparing for an interview panel, and providing drafting or legal services.
    - Providing more support in the development of small business by exploring insurance options, a mentor-protégé component, and more targeted technical assistance.
  - Addressing CE-related issues quarterly at Senior Management Team meetings and at individual department meetings to increase sharing of information and buy-in of District staff's commitment to equity in contracting opportunities.
  - Developing targeted publicity and an outreach plan which includes new marketing materials, and use of communication channels that are most effective and appropriate for the intended audience(s), including social media.
  - Launching of CE Program Recognition/Awards with 40<sup>th</sup> anniversary celebration.
- CE Education by:
  - Continuing MAST trainings and integrating presentations into New Employee Orientation that explains the purpose and benefits of contract equity.
  - Convening CE Advisory Committees at least twice a year and continuing active participation in business-oriented organizations to maintain open lines of communication about the District's program and the needs of the organizations' members.
  - Using the Equalizer newsletter as a training tool.
- Continuous Improvement by:
  - Developing a new reporting process on contract spending rather than contract award and developing a dashboard for monitoring progress especially for monitoring actual participation versus anticipated participation noted in contracts for targeted projects.
  - Hiring consultant(s) to assess CE Program-related services and District contracting practices to assess the value and quality of services offered and make appropriate adjustments to improve customer service, effectiveness, and efficiency, and prepare an economic impact report.
- Reconvening the construction roundtable to identify new developments related to "best practices" in construction contracting and in promoting diversity.
- Identifying potential approaches to reducing the impact of large construction projects by:
  - Expanding the pool of construction-related contractors in underutilized availability groups,

- Working with lead departments to break up portions of large construction projects productively and creatively, and
  - Developing plan for providing bid-discount to non-SBE prime bidders who achieve a targeted level of SBE participation.
- Expanding the SBE First (Set-Aside) incentives to cover all contracts up to \$250,000 and not just professional services.

Success with any of these efforts involves informing the business community of the District's commitment to equity in contracting opportunities regardless of the gender or ethnicity of the firm's owner(s) and increasing the sharing of information internally through ongoing internal and external presentations, which is why the outreach and marketing objective is first and serves as an anchor for all the other efforts.

## **ATTACHMENTS**

## FY 2023 – OVERALL DISTRIBUTION OF CONTRACT AWARDS

## East Bay Municipal Utility District

July 1, 2022 – June 30, 2023

Contract Category/Awards (\$)		Availability Group/Misc. Grouping <sup>1</sup>	Contracting Objective %	FY 2022 Year-End Results %	FY 2023 YTD Results %
Professional Services	\$52.4M	White Men	25.0	67.0	79.0
		White Women	6.0	1.0	5.0
		Ethnic Minorities	25.0	32.0	16.0
		Unclassified	NA	0.0	0.0
	\$55.6M	Local Business	NA	42.0	70.0
		Local/Small Business	NA	21.0	18.0
		Small Business	50.0	28.0	21.0
		Microbusiness	NA	0.0	0.0
General Services	\$89.8M	White Men	25.0	85.0	70.0
		White Women	6.0	0.0	3.0
		Ethnic Minorities	25.0	15.0	19.0
		Unclassified	NA	0.0	0.0
	\$98.2M	Local Business	NA	12.0	51.0
		Local/Small Business	NA	4.0	27.0
		Small Business	50.0	8.0	33.0
		Microbusiness	NA	0.0	0.0
Construction	\$295.9M	White Men	25.0	91.0	99.0
		White Women	9.0	2.0	0.0
		Ethnic Minorities	25.0	7.0	1.0
		Unclassified	NA	0.0	0.0
	\$295.9M	Local Business	NA	62.0	86.0
		Local/Small Business	NA	22.0	1.0
		Small Business	50.0	38.0	15.0
		Microbusiness	NA	0.0	0.0
Materials & Supplies	\$20.7M	White Men	25.0	79.0	87.0
		White Women	2.0	2.0	9.0
		Ethnic Minorities	25.0	20.0	4.0
		Unclassified	NA	0.0	0.0
	\$85.0M	Local Business	NA	11.0	61.0
		Local/Small Business	NA	3.0	28.0
		Small Business	50.0	6.0	35.0
		Microbusiness	NA	0.0	0.0
Purchase Cards		White Men	25.0		
		White Women	2.0		
		Ethnic Minorities	25.0		
		Unclassified	NA		
		Local Business	NA		
		Local/Small Business	NA		
		Small Business	50.0		
		Microbusiness	NA		
Overall Contracts	\$458.8M	White Men	25.0	87.0	91.0
		White Women	6.3 <sup>2</sup>	2.0	1.0
		Ethnic Minorities	25.0	11.0	8.0
		Unclassified	NA	0.0	0.0
	\$534.7M	Local Business	NA	15.0	66.0
		Local/Small Business	NA	5.0	8.0
		Small Business	50.0	36.0	18.0
		Microbusiness	NA	0.0	0.0

\*Total contract awards excluding government, nonprofit, publicly held corporations, foreign-owned, and sole source awards.

<sup>1</sup> Ethnic Minorities includes men and women.

<sup>2</sup> Weighted average based on contract distribution per contract category for FY 2005-FY 2015; for the District overall and departments with construction awards, the contracting objective is 6.3 percent; for departments without construction awards, the objective is 1.7 percent.

**FY 2023 – DISTRIBUTION OF CONTRACT AWARDS OF \$80,000 OR LESS**

**East Bay Municipal Utility District**

**July 1, 2022 – June 30, 2023**

Contract Category/Awards (\$)		Availability Group/ Misc. Grouping <sup>1</sup>	Contracting Objective %	FY 2022 Year-End Results %	FY 2023 YTD Results %
Professional Services	\$376.7K	White Men	25.0	100.0	65.0
		White Women	6.0	0.0	14.0
		Ethnic Minorities	25.0	0.0	21.0
		Unclassified	NA	0.0	0.0
	\$376.7K	Local Business	NA	0.0	89.0
		Local/Small Business	NA	0.0	65.0
		Small Business	50.0	0.0	65.0
		Microbusiness	NA	0.0	0.0
General Services	700.7K	White Men	25.0	100.0	68.0
		White Women	6.0	0.0	9.0
		Ethnic Minorities	25.0	0.0	23.0
		Unclassified	NA	0.0	0.0
	\$700.7K	Local Business	NA	0.0	33.0
		Local/Small Business	NA	0.0	25.0
		Small Business	50.0	0.0	30.0
		Microbusiness	NA	0.0	0.0
Construction	\$0	White Men	25.0	0.0	0.0
		White Women	9.0	0.0	0.0
		Ethnic Minorities	25.0	0.0	0.0
		Unclassified	NA	0.0	0.0
	\$0	Local Business	NA	0.0	0.0
		Local/Small Business	NA	0.0	0.0
		Small Business	50.0	0.0	0.0
		Microbusiness	NA	0.0	0.0
Materials & Supplies	\$0	White Men	25.0	44.0	0.0
		White Women	2.0	0.0	0.0
		Ethnic Minorities	25.0	56.0	0.0
		Unclassified	NA	0.0	0.0
	\$0	Local Business	NA	53.0	0.0
		Local/Small Business	NA	53.0	0.0
		Small Business	50.0	53.0	0.0
		Microbusiness	NA	0.0	0.0
Purchase Cards		White Men	25.0		
		White Women	2.0		
		Ethnic Minorities	25.0		
		Unclassified	NA		
		Local Business	NA		
		Local/Small Business	NA		
		Small Business	50.0		
		Microbusiness	NA		
Overall Contracts	\$1M	White Men	25.0	80.0	67.0
		White Women	6.3 <sup>2</sup>	0.0	10.0
		Ethnic Minorities	25.0	20.0	23.0
		Unclassified	NA	0.0	0.0
	\$1M	Local Business	NA	36.0	53.0
		Local/Small Business	NA	36.0	39.0
		Small Business	50.0	36.0	43.0
		Microbusiness	NA	0.0	0.0

\*Total contract awards excluding government, nonprofit, publicly held corporations, foreign-owned, and sole source awards.

<sup>1</sup> Ethnic Minorities includes men and women.

<sup>2</sup> Weighted average based on contract distribution per contract category for FY 2005-FY 2015; for the District overall and departments with construction awards, the contracting objective is 6.3 percent; for departments without construction awards, the objective is 1.7 percent.

## FY 2023 TOP AWARDS BY AVAILABILITY GROUP

July 1, 2022 – June 30, 2023

PRIME FIRM	CONTRACT TYPE	AVAILABILITY GROUP	CONTRACT AMOUNT
FLATIRON WEST, INC.	CONSTRUCTION	WHITE MEN	\$237,332,710
CRATUS, INC.	CONSTRUCTION	WHITE MEN	\$22,840,000
DISNEY CONSTRUCTION	CONSTRUCTION	WHITE MEN	\$12,323,000
FAAZ	PROFESSIONAL SERVICES	ETHNIC MINORITY	\$5,335,000
LEE + RO, INC.	PROFESSIONAL SERVICES	ETHNIC MINORITY	\$2,780,000
MARINSHIP DEVELOPMENT INTEREST LLC.	CONSTRUCTION	ETHNIC MINORITY	\$2,455,000
SEQUOIA ECOLOGICAL CONSULTING, INC.	PROFESSIONAL SERVICES	WHITE WOMEN	\$2,000,000
KOFFLER ELECTRICAL MECHANICAL APPARATUS REPAIR, INC.	MATERIALS AND SUPPLIES	WHITE WOMEN	\$1,637,433
MONTICELLO TRUCKING LLC	GENERAL SERVICES	WHITE WOMEN	\$1,470,588

FY 2023 Jobsite Workforce Local Hire Status Summary for Current Projects								
Project County(ies) Location	Total Work Hours	Local Work Hours				County Work Hours		
		Number of Hours	Percentage of Total Work Hours	GOAL	Wages with Benefits	Number of Hours	Percentage of Local Work Hours	GOAL
<b>CPA: AGR400101</b> As-Needed Construction Management & Inspection Services (Alameda / Contra Costa Co.)	2,844	1,818	64%	50%	144,824	1,554	85%	30%
<b>CPA: AGR400102</b> As-Needed Construction Management & Inspection Services (Alameda / Contra Costa Co.)	3,199	1,627	51%	50%	142,459	1,409	87%	30%
<b>CPA: AGR400104</b> As-Needed Construction Management & Inspection Services (Alameda / Contra Costa Co.)	1,664	1,664	100%	50%	155,164	1,513	91%	30%
<b>CPA: BRD-13721-AX</b> Shop Inspection to Support Capital Improvement Projects (Alameda /Contra Costa Co.)	2,257	1,624	72%	50%	143,127	50	3%	30%
<b>Spec. 2120</b> Happy Valley-Sunnyside PPs and Happy Valley Pipelines Ph 2 Improvements (Contra Costa Co.)	9,366	4,015	43%	50%	234,182	1,261	31%	30%
<b>Spec. 2125</b> San Pablo Clearwell and Rate Control Station Replacement (Contra Costa Co.)	35,795	21,503	60%	50%	1,506,356	6,193	29%	30%
<b>Spec. 2128</b> Upper San Leandro Water Treatment Plant Maintenance and Reliability and USL and Sobrante WTPs Chemical Systems Safety (Alameda Co.)	895	307	34%	50%	10,422	0	0%	30%
<b>Spec. 2135</b> Maloney Pumping Plant, Greenridge Pumping Plant, La Honda Rate Control Station, and Sobrante WTP Improvements (Contra Costa Co.)	3,265	2,304	71%	50%	119,356	809	35%	30%
<b>Spec. 2137</b> Orinda, Lafayette, and Walnut Creek WTPs- Carbonic Acid Storage and Feed Control Systems (Contra Costa Co.)	20,056	14,567	73%	50%	1,012,397	3,885	27%	30%

FY 2023 Jobsite Workforce Local Hire Status Summary for Current Projects								
Project County(ies) Location	Total Work Hours	Local Work Hours				County Work Hours		
		Number of Hours	Percentage of Total Work Hours	GOAL	Wages with Benefits	Number of Hours	Percentage of Local Work Hours	GOAL
<b>Spec. 2139</b> Orinda Water Treatment Plant Disinfection and Chemical Systems Safety Improvements (Contra Costa Co.)	62,475	37,423	60%	50%	2,599,710	13,354	36%	30%
<b>Spec. 2147</b> Fuel System Improvements (Alameda Co.)	15,120	6,154	41%	50%	348,336	2,745	45%	30%
<b>Spec. 2151</b> Upper San Leandro Water Treatment Plant Control Systems Improvements (Alameda Co.)	1,232	1,216	99%	50%	134,449	374	31%	30%
<b>Spec. 2152</b> San Pablo Reservoir Hypolimnetic Oxygenation System (Contra Costa Co.)	6,997	4,630	66%	50%	333,891	1,297	28%	30%
<b>Spec. 2153</b> Acorn, Derby, Scenic, and Scenic East Reservoirs Rehabilitation (Contra Costa Co.)	15,753	8,244	52%	50%	555,565	805	10%	30%
<b>Spec. 2155</b> Oakland Inner Harbor Pipeline Crossing (Alameda Co.)	27,351	12,627	46%	50%	812,964	3,870	31%	30%
<b>Spec. 2169</b> Castaneda No.1 & No.2 Reservoirs Rehabilitation, Glen Reservoir Demolition, and Mulholland Reservoirs Roof Maintenance (Contra Costa Co.)	3,198	1,404	44%	50%	10,109	872	62%	30%
<b>Spec. 2172</b> Moraga Creek Flood and Erosion Control (Contra Costa Co.)	21,113	13,355	63%	50%	96,999	4,828	36%	30%
<b>Spec. 2173</b> Summit Pressure Zone South Pipeline Replacement Phase 1 (Alameda Co.)	9,897	5,684	57%	50%	992,035	1,884	33%	30%
<b>Spec. 2174</b> Briones Outlet Tower Seismic Upgrade (Contra Costa Co.)	11,548	3,918	34%	50%	424,367	2,303	59%	30%
<b>Spec. 2176</b> Mokelumne Aqueduct No. 2 Relining Phase 1 (Calaveras)	19,295	5,103	26%	50%	228,311	465	9%	30%

FY 2023 Jobsite Workforce Local Hire Status Summary for Current Projects								
Project County(ies) Location	Total Work Hours	Local Work Hours				County Work Hours		
		Number of Hours	Percentage of Total Work Hours	GOAL	Wages with Benefits	Number of Hours	Percentage of Local Work Hours	GOAL
<b>Spec. 2178</b> District-Owned North Orinda Sports Fields Temporary Maintenance Facilities (Contra Costa Co.)	3,074	2,279	74%	50%	108,778	217	10%	30%
<b>SD290A</b> MWWTP Dechlorination Facility Improvements Phase 2B (Alameda Co.)	4,640	2,797	60%	50%	181,799	359	13%	30%
<b>SD356</b> MWWTP Digester Upgrade Project Phase 3 (Alameda Co.)	2,281	1,217	53%	50%	108,188	8	1%	30%
<b>SD398</b> Pump Station M Rehabilitation and Force Main Investigation (Alameda Co.)	7,301	5,547	76%	50%	501,888	1,466	26%	30%
<b>SD402</b> MWWTP Administration, Lab, and Dewatering Buildings HVAC Improvements (Alameda Co.)	19,969	12,445	62%	50%	705,935	6,103	49%	30%
<b>SD404</b> Special Structures Rehabilitation Phase 1 (Alameda Co.)	33,020	19,111	58%	50%	1,431,828	3,277	17%	30%
<b>SD413</b> MWWTP Power Generation Station Reliability Improvements Phase 3 (Alameda Co.)	383	291	76%	50%	31,994	60	21%	30%
<b>SD452</b> North Interceptor Emergency Repairs at Manhole N20 (Alameda Co.)	4,367	1,773	41%	50%	424,505	630	36%	30%
<b>TOTAL</b>	37,945	189,429	56%	50%	12,788,150	57,998	30%	30%-

Goal Achieved

## FY 2023 KEY OUTREACH ACTIVITIES

**Presentations:** Staff provided information on how to do business with the District and contract opportunities.

- EBMUD’s “Demystify Construction Series Kick off”
- EBMUD, Contractors Resource Center, and the National Association of Minority Contractors Meet and Greet “Upcoming Contract Opportunities”
- Associated General Contractors Small Business Construction Expo “Upcoming Contract Opportunities”
- Alameda County Department of Public Works Building Opportunities for Business (BOB) Breakfast Series “Upcoming Construction Opportunities 2023”
- Western Regional Minority Supplier Diversity Council (WRMSDC) Construction Day 2023 “Upcoming Construction Opportunities 2023”

**Community Events & Public Outreach:** Staff networked with small businesses and community organizations explaining how to do business with the District and provided information on contract opportunities.

- The American Indian Chamber of Commerce 19th Annual Expo, “Reconnect, Rebound, Rebuild and Recover for Next-Level Success
- Women’s Business Enterprise Council (WBEC) Pacific’s Manufacturing, Fabrication, Logistics, and MRO Industry Overview/Roundtable Sessions
- WBEC Pacific’s Construction Industry Overview/Roundtable Sessions
- California Hispanic Chamber of Commerce Annual Convention, Be All In
- WBEC Pacific’s Energy/Utilities Industry Event
- Oakland Latin Chamber of Commerce March Mixer – Celebrating STRONG WOMEN making a Difference in our Community
- WBEC Pacific’s Professional Services Industry Event
- National Minority Supplier Development Council (NMSDC) Virtual Business Connection Matchmaker

### Participation on the following:

- American Indian Chamber EXPO22 planning meeting
- WBEC Pacific’s C-Suite Series: The Road Map
- Oakland Latino Chamber of Commerce Board Meetings
- Women Construction Owners and Executives (WCOE) Conference Planning Meeting
- San Francisco Bay Area Rapid Transit District (BART) “How to Do Business with BART” workshop
- WCOE Summer Mixer on Upcoming Events
- Willow Service Center Public Meeting II

- The Greater Stockton Chamber, Central Valley Asian American Chamber of Commerce, Delta Chamber and Visitors Bureau, San Joaquin African American Chamber of Commerce, San Joaquin County Hispanic Chamber of Commerce , and the Port of Stockton - Diversity Mixer
- University of California Small & Diverse Business Advisory Council
- California Native American Chamber of Commerce – California Native American Day
- California Water Association Meet the Primes
- Asian Inc. 51<sup>st</sup> Anniversary Gala: Unleashing your Potential
- NMSDC Annual Conference
- WBEC Pacific’s Industry Specific Event-Advertising, Marketing and PR
- Turner School of Construction Management Graduation
- United Airlines Franchise Fund Graduation
- National Association for the Advancement of Colored People (NAACP) Appreciation and Tribute Honoring NAACP President George Holland Sr
- UC Small & Diverse Business Advisory Council
- WBEC Pacific’s BOLD Success Conference-Audacious, Relentless, and Triumphant Women Entrepreneurs
- WRMSDC 2022 Annual Meeting
- WCOE Monthly Meeting
- National Association of Women in Construction (NAWIC) San Francisco Bay Area March Meeting
- BART Meet Contract Compliance and Certification Staff & Learn about Upcoming Procurement Opportunities
- American Indian Chamber of Commerce - Advisory Council
- Oakland Latino Chamber of Commerce - Come Meet Your Local Mayor
- San Leandro Chamber Business Celebration Gala
- African American Chamber of Commerce & Chamber Foundation 2nd Annual Business Conference
- WBEC Pacific’s Industry Day Event - Health Care Meeting
- WRMSDC’s Annual Gala
- American Indian Chamber State Capitol Impact Day Business Impact Session
- Oakland Multi-Culture Chamber annual Mixer
- WBEC Pacific’s WE-Xcel Vendor Showcase
- Chinese for Affirmative Action 54th Annual Celebration of Justice
- WBEC Pacific’s IDEATION: NEXUS - Tech Powered Transformation!
- WBEC Pacific’s EmpowerU: Take “Yes” For an Answer by Perfecting Your Pitch
- City of Oakland and Alameda County - Prequalification Demystified Webinar

#### Advertisements:

- American Contract Compliance Association
- Asian Enterprise Magazine
- Asian, Inc.
- California Hispanic Chamber of Commerce
- Chinese for Affirmative Action
- Construction Resource Center
- Hispanic Chamber of Commerce of Contra Costa County
- Latino Times

- Minority Business Enterprise Magazine
- National Association of Minority Contractors
- Pride & A Paycheck
- San Joaquin County Hispanic Chamber of Commerce
- Western Regional Minority Supplier Development

## Diversity, Equity, and Inclusion Strategic Plan (DEISP) Implementation Work Groups

The District's Diversity, Equity, and Inclusion efforts include contributions of employees from every level and department of the District. Below is a list of the members of the work groups that are major contributors to the implementation of the DEISP.

### Diversity Committee Members

- Charmin Baaqee, Assistant Engineer
- Dawn Benson, Executive Assistant II
- Courtney Carlson, Human Resources Analyst I
- Cindy Charan, Director of Human Resources
- Rischa Cole, Secretary of the District
- Dorothy Collier, Executive Assistant II
- Saad Dahleh, Engineering Designer II
- Max Fefer, Associate Civil Engineer
- Eric Fukuda, Wastewater Treatment Superintendent
- Barry Gardin, Internal Auditor Supervisor
- Scott Hill, Manager of Watershed & Recreation
- Vincent James, Manager of Recruitment & Classification
- Chandra Johannesson, Manager of Environmental Compliance
- Delorean Johnson, Water Distribution Crew Foreman
- Latrice King, Customer Services Manager
- Sue Leiga, Information Services Supervisor
- Jose Lopez, Assistant Engineer
- Michiko Mares, Engineering Manager
- Lourdes Matthew, Assistant General Counsel
- Alberto Mendo, Ranger Supervisor
- Derry Moten, Special Assistant to the General Manager
- Christian Narvaez, Associate Mechanical Engineer
- Danny Pham, Senior Software Engineer
- Derek Pham, Associate Civil Engineer
- Jennella Sambour-Wallace, Manager of Diversity and Inclusion
- Mario Soares, Construction/Maintenance Superintendent
- Sonya Spala, Associate Mechanical Engineer
- Katherine Tate, Senior Human Resources Analyst
- Alice Towey, Environmental Affairs Officer
- Jaisha White, Senior Human Resources Analyst

### Equity Core Team Members

- David Briggs, Director of Operations and Maintenance
- Courtney Carlson, Human Resources Analyst I
- Clifford Chan, General Manager
- Cindy Charan, Director of Human Resources
- Rischa Cole, Secretary of the District

- Sam Feldman, Manager of Budget
- Jack Flynn, Customer Services Manager
- Sanna Garcia, Associate Civil Engineer
- Barry Gardin, Internal Auditor Supervisor
- Talia Gonzalez, Human Resources Technician
- Nathan Hood, Principal Management Analyst
- Juanita Ison, Customer Services Supervisor
- Vincent James, Manager of Recruitment and Classification
- Beverly Johnson, Contract Equity Administrator
- Janetta Johnson, Assistant to General Manager
- Andrew Lee, Director of Customer and Community Services
- Orlando Leon, Chief Information Officer
- Catalina Lopez, Senior Administrative Clerk
- Jose Lopez, Assistant Engineer
- Derek McDonald, General Counsel
- Derry Moten, Special Assistant to the General Manager
- Amit Mutsuddy, Director of Wastewater
- Laura Salangsang, Senior Human Resources Analyst
- Jennella Sambour-Wallace, Manager of Diversity and Inclusion
- Sophia Skoda, Director of Finance
- Katherine Tate, Senior Human Resources Analyst
- Serge Terentieff, Engineering Manager
- Chad Thigpen, Manager of Employee and Organizational Development
- Michael Tognolini, Director of Water and Natural Resources
- Alice Towey, Environmental Affairs Officer
- Kathy Viatella, Special Assistant to the General Manager
- Chien Wang, Associate Civil Engineer
- Florence Wedington, Senior Civil Engineer
- Jaisha White, Senior Human Resources Analyst
- Gistand Williams Jr., Construction/Maintenance Superintendent
- Jimi Yoloye, Director of Engineering and Construction
- Kelly Zito, Special Assistant to the General Manager

**Values Advocates Members**

- Traci Anchors, Water Distribution Plumber III
- Han Barrett-Liu, Ranger Supervisor
- Dawn Benson, Executive Assistant II
- Kerry Blackwell, Water System Inspector I
- Nathalie Bogatirsky, Information Services Supervisor
- Tiffany Chan, Human Resources Analyst I
- Michael Condon, Plant Maintenance Mechanic
- David Correa, Material Storage Foreman
- Dillon Cowan, Superintendent of Pardee
- Nicole Douglas, Senior Customer Services Representative

- Diane Eggering, Accounting Technician
- Kasie Evans, Customer Services Representative II
- Nicholas Farrell, Assistant Construction and Maintenance Superintendent
- Adrian Gonzalez, Automotive Mechanic B
- Phoebe Grow, Principal Management Analyst
- Tori Hirata Feetham, Information Systems Specialist III
- Matthew Hoeft, Senior Civil Engineer
- Rick Hu, Principal Management Analyst
- Juanita Ison, Customer Services Supervisor
- Delorean Johnson, Water Distribution Crew Foreman
- Elliott Johnson, Building Tenant Services Supervisor
- Tracie King, Dispatch Center Representative
- Tina Kwan, Senior Administrative Clerk
- Eric Larsen, Water Reclamation Operator
- Vivian Ling, Senior Software Engineer
- Gilbert Loreda, Water Distribution Crew Foreman
- Max Low, Customer Services Manager
- Tony Martin, Truck Driver II
- Mortay Mendoza, Management Analyst II
- Bruce Moog, Grounds Maintenance Specialist II
- Derry Moten, Special Assistant to the General Manager
- Devina Ojascastro, Executive Assistant II
- Joseph Pangelinan, Electrical Technician
- Sonia Perez, Administrative Assistant
- James Porter, Heavy Equipment Operator
- Syed Rahman, Network Analyst II
- Adrian Robinson, Meter Reader/Mechanic
- Christian Shumate, Assistant Construction and Maintenance Superintendent
- Gabriel Silva, Carpenter
- Joey Smith, Water Conservation Technician
- Geoffrey Snyder, Electrical Technician
- Angelee Strawder, Supervising Wastewater Control Representative
- Navneet Virk, Senior Software Engineer
- Kellie Volek, Senior Administrative Clerk
- Kari Walters, Senior Administrative Clerk
- Gary Walters II, Engineering Designer II
- Lori Work Kazimi, Senior Civil Engineer
- Shary Zamaroni, Assistant Engineer
- Victor Zarich, Automotive Mechanic B

**Contract Equity Advisory Committee (Internal)**

- Carlton Chan, Engineering Manager
- Linda Hu, Manager of Water Supply Improvements
- Rick Hu, Principal Management Analyst

- Beverly Johnson, Contract Equity Administrator
- Tim Kline, Attorney II
- Devina Ojascastro, Executive Assistant II
- Kelley Smith, Manager of Purchasing
- Serge Terentieff, Engineering Manager
- Garin Warren, Manager of Wastewater Engineering
- Carlynn Wooten, Public Affairs Specialist

**Advisory Council (External)**


- Matthew Ajiake, PhD, San Francisco African American Chamber of Commerce
- Stanley Cooper, NAACP - Oakland Chapter
- Lamar Heystek, Asian, Inc.
- Jessica Madrigal, Women Construction Owners & Executives
- Joe Partida, Oakland Latin Chamber of Commerce (OLCC)
- Cecil Plummer, Western Region Minority Supplier Development Council (WRMSDC)
- Len Turner, Contractors Resource Center
- Lisa Vela, San Joaquin County Hispanic Chamber of Commerce
- Mario Wagner, National Association of Minority Contractors - Northern California
- Oscar Zavaleta, OLCC (Montez Group)


## EAST BAY MUNICIPAL UTILITY DISTRICT

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DATE: December 7, 2023

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager 

FROM: Derry L. Moten, Special Assistant to the General Manager 

SUBJECT: Employee Feedback Program

### SUMMARY

An Employee Feedback Program provides a process to record, assess, and monitor employee feedback, including the overall organizational climate and employee engagement. The information from these surveys will be used to develop and enhance programs that will support an inclusive, healthy, and productive work culture for all employees. The Employee Feedback Program will be presented at the December 12, 2023 Legislative/Human Resources Committee meeting.

### DISCUSSION

Over the past ten years, the District has engaged in two employee-based survey processes. In 2014, the District engaged an external consultant (The Schnur Consulting Group) to assess the general work climate and identify perceived values of the organization from the perspective of staff. A series of focus groups were conducted, with approximately 10 percent of staff interviewed. Data from the survey was used to create the District's values (stewardship, integrity, respect, and teamwork), the current Employee Recognition and Appreciation Program, the Values Advocates Team, and the annual State of the District communication program.

The second engagement was with The Winters Group, who conducted a cultural audit, which included a variety of assessment modalities including: leadership interviews, staff focus groups, two targeted surveys, and a review of the District's Human Resources data. The final cultural audit resulted in the creation of the District's first Diversity, Equity, and Inclusion Strategic Plan (DEISP), the creation of the Equity Core Team, enhancements to the Diversity Committee, the launching of two new Affinity Groups, and all of the initiatives currently in the DEISP. The Employee Feedback Program is an initiative of both the DEISP and the Values Advocates program.

The new program takes lessons learned from the previous engagements and creates an ongoing comprehensive approach to gathering feedback from employees at various points in the employee lifecycle.

1. New Employee Onboarding – Employees will receive a brief questionnaire to debrief their onboarding experience and expectations for their employment with the District.
2. Biennial Work Climate Survey – This survey will poll employees on the most critical factors that indicate levels of employee engagement and factors that indicate levels of workplace inclusion.
3. Pulse Surveys – Periodic short surveys on a variety of topics to continuously gather feedback and measure employee sentiment.
4. Exit Surveys – As employees exit the organization through retirement or resignation, capture information on their experiences and perceptions of the District as an employer of choice.

The data collected from the surveys will inform improvements for existing organizational culture programs as well as development of new programs. The goal of this program is to capture the voice of employees, hear their perceptions, and prioritize areas for organizational improvements. At the close of each biennial Work Climate Survey, the District will engage in a process of identifying priorities and assess the District's best pathway to addressing those priorities.

To ensure that the District is following best practices regarding employee engagement and assessing work culture, a request for proposals process was initiated and identified WinSource Group as the consultant for the project.

## **NEXT STEPS**

The Board will be asked to consider the Employee Feedback Program agreement with WinSource Group at its December 12, 2023 meeting. If approved, a kickoff meeting with the consultant will be scheduled for early January 2024.

CCC:DLM:ls