

Central Reservoir Replacement Project

Final Environmental Impact Report and Project Approval

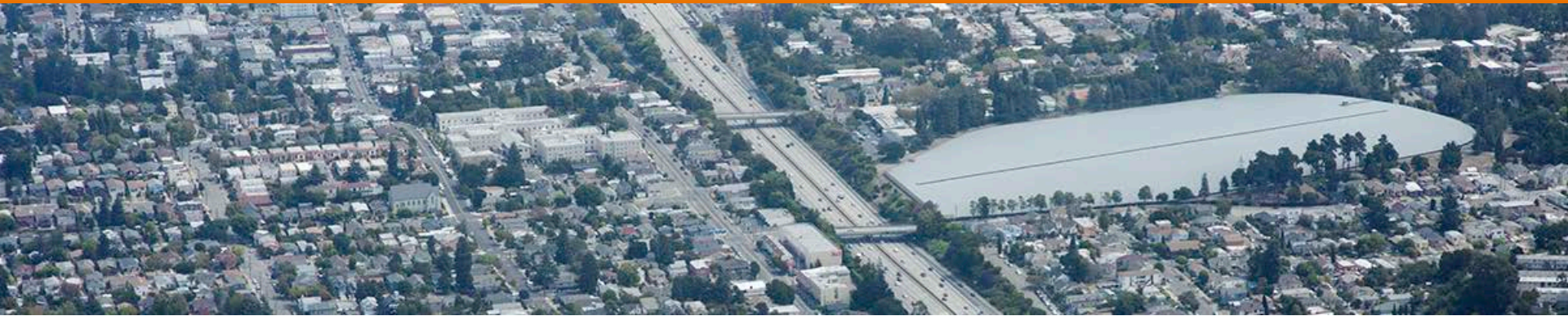


Board of Directors
April 13, 2021

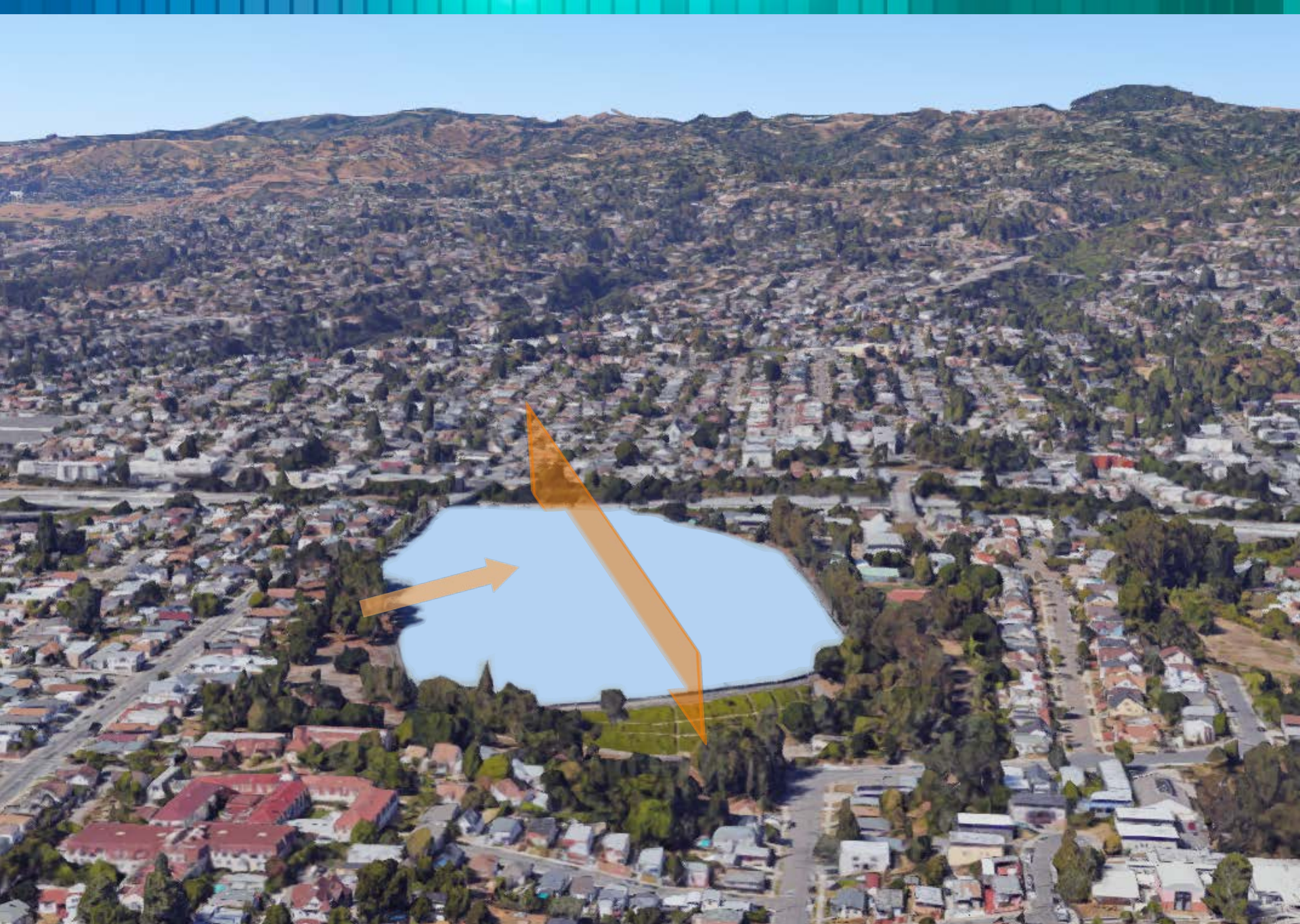
Project Overview & Purpose



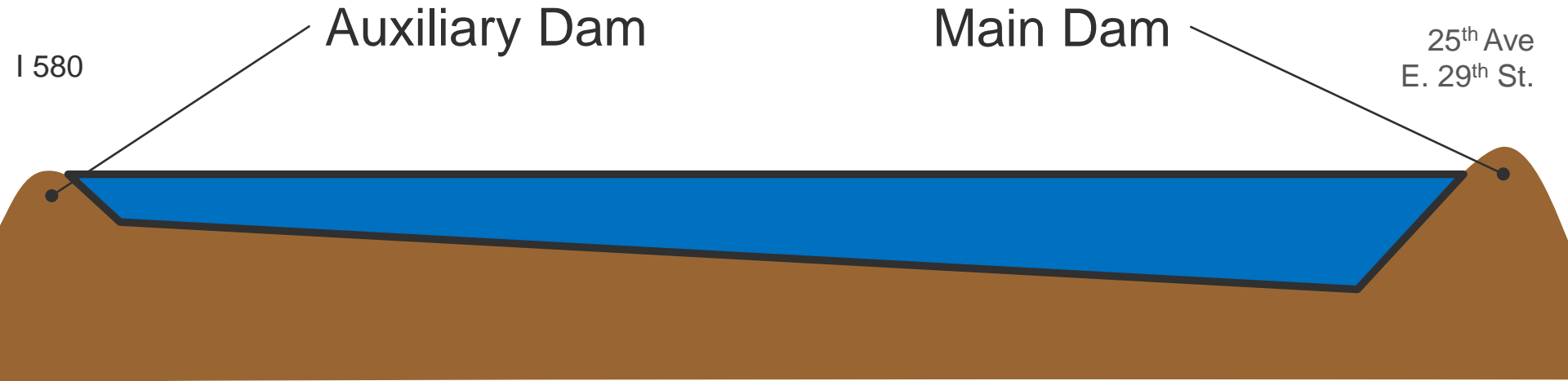
Project Overview & Purpose



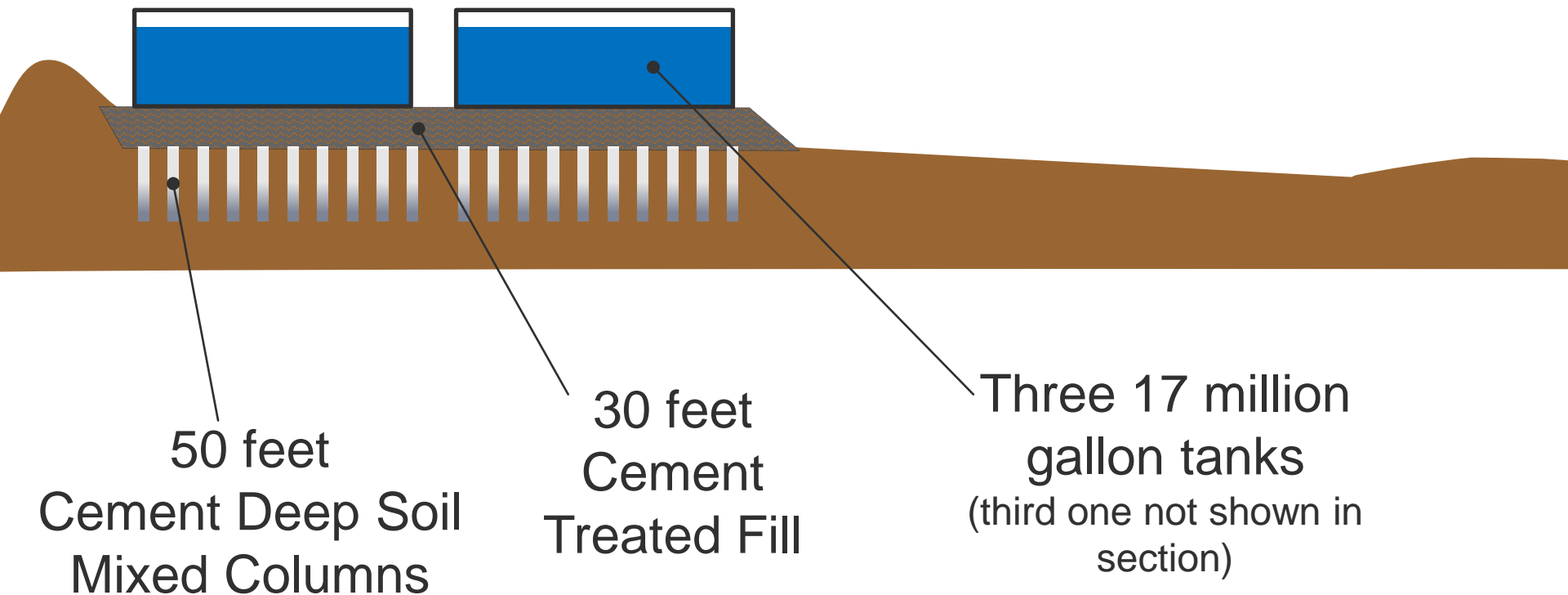
- Replace aging infrastructure
- Resize to meet existing and future demands
- Raise the reservoir to improve water distribution system
- Improve operational flexibility
- Reduce water loss through the liner
- Remove polychlorinated biphenyls in the liner



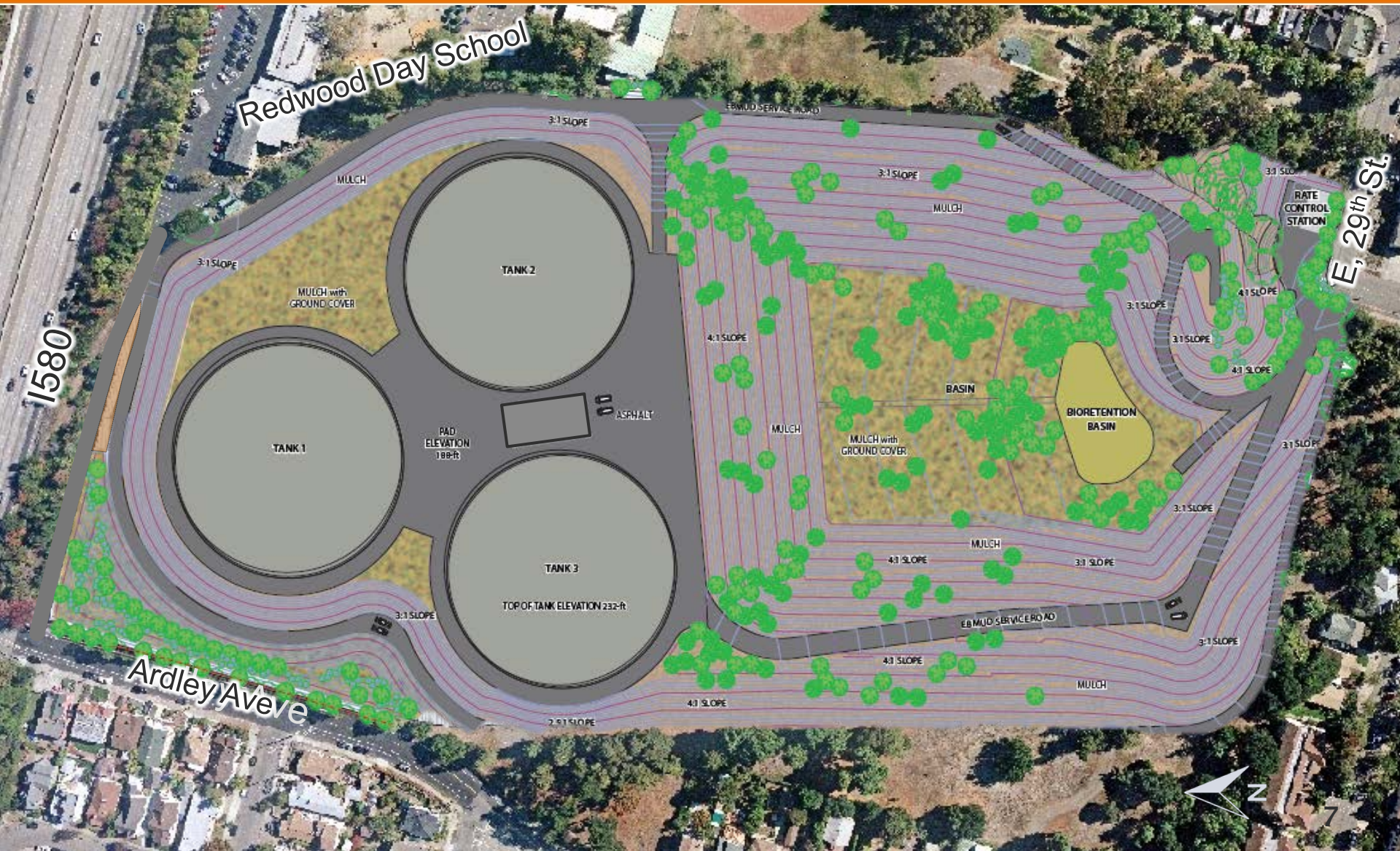
Project Overview



Project Overview



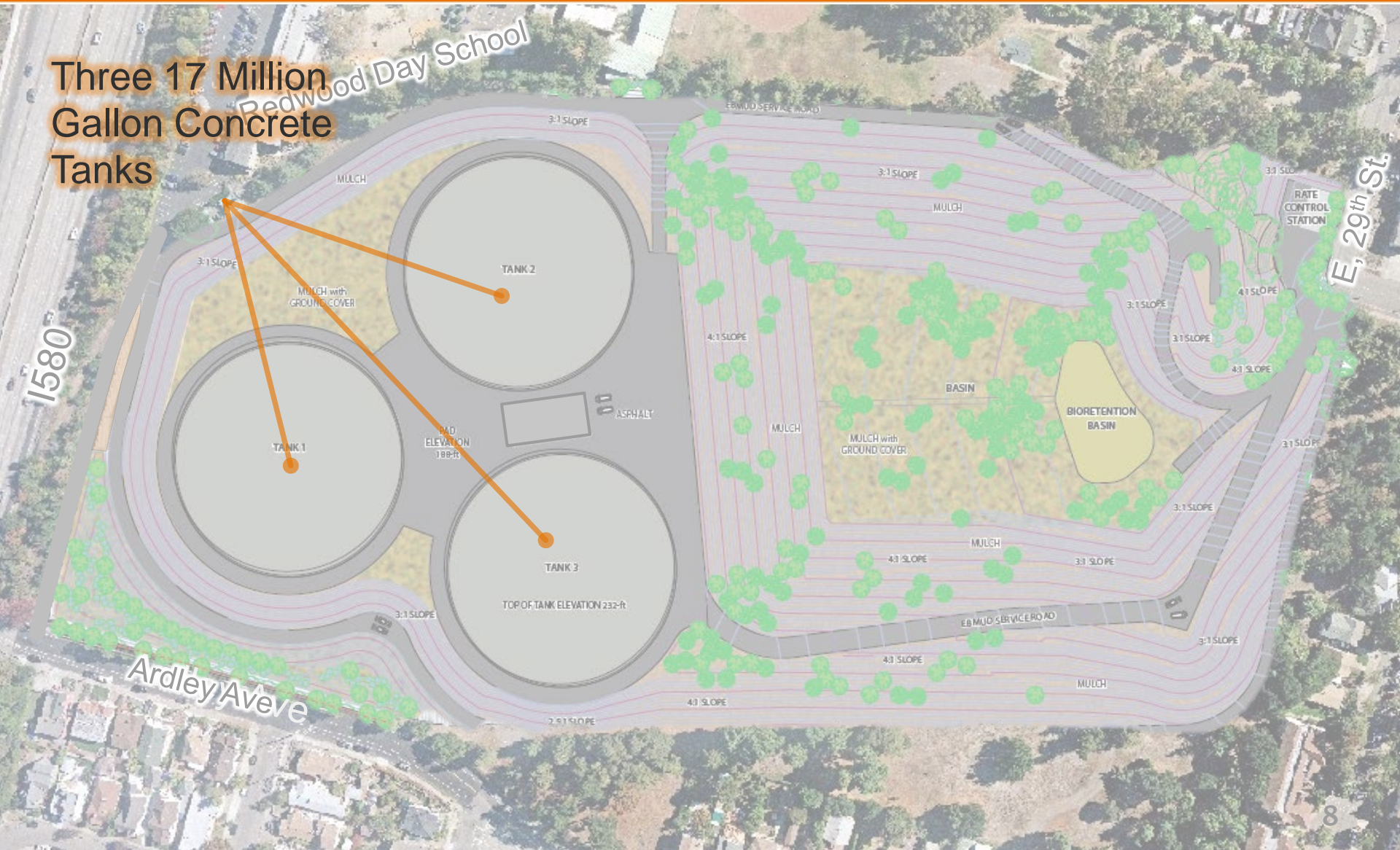
Proposed Site Plan



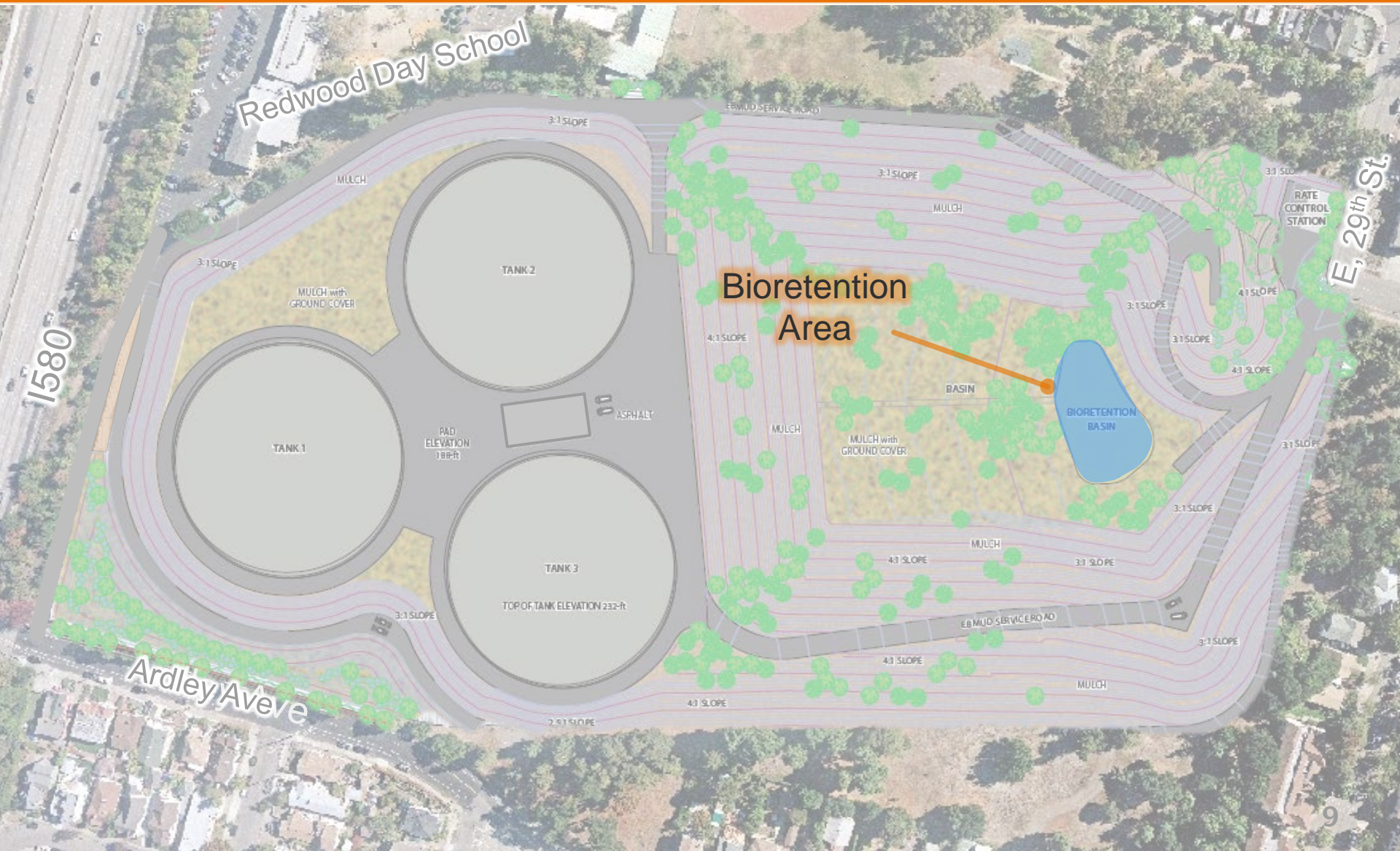
Proposed Site Plan



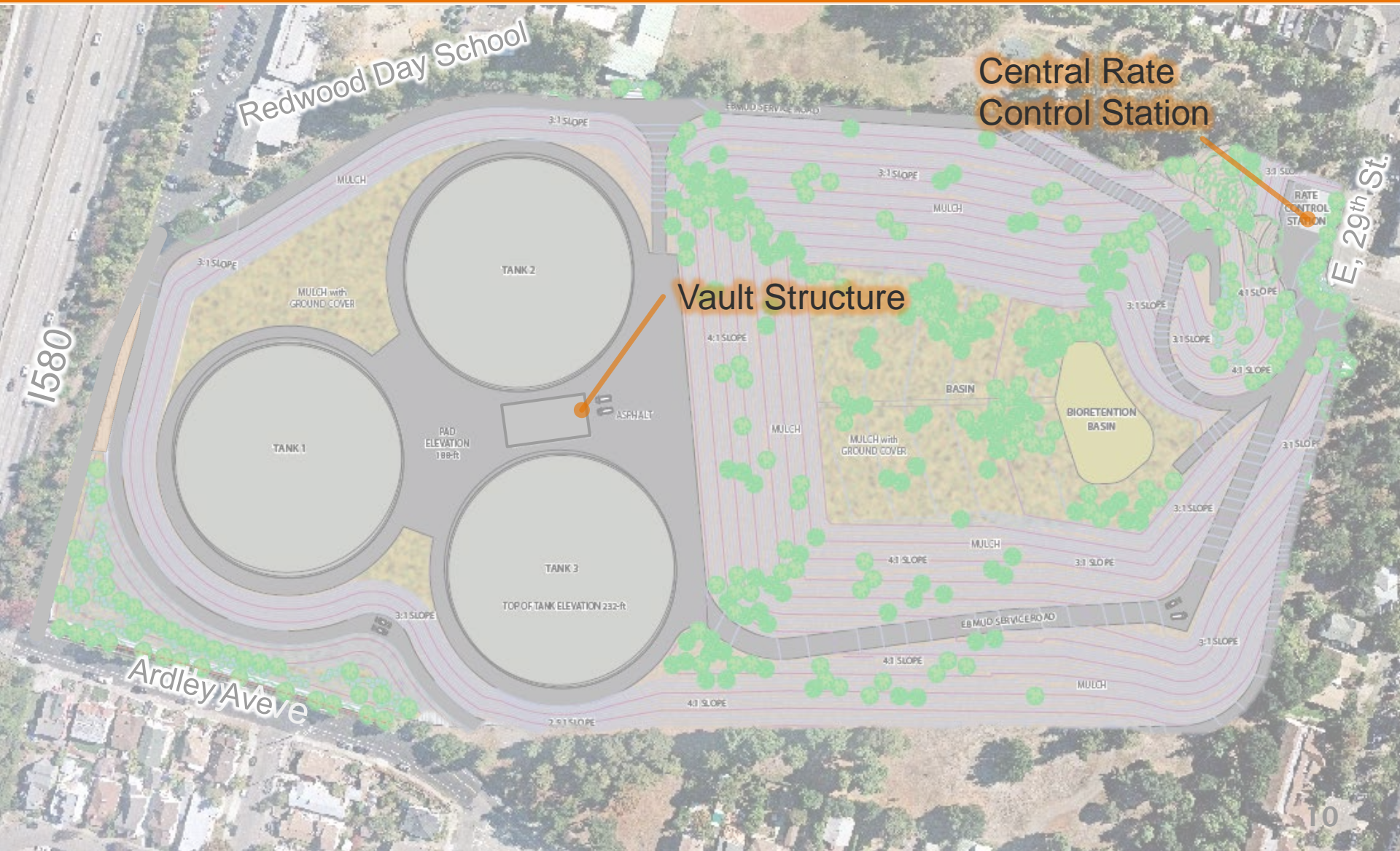
Three 17 Million
Gallon Concrete
Tanks



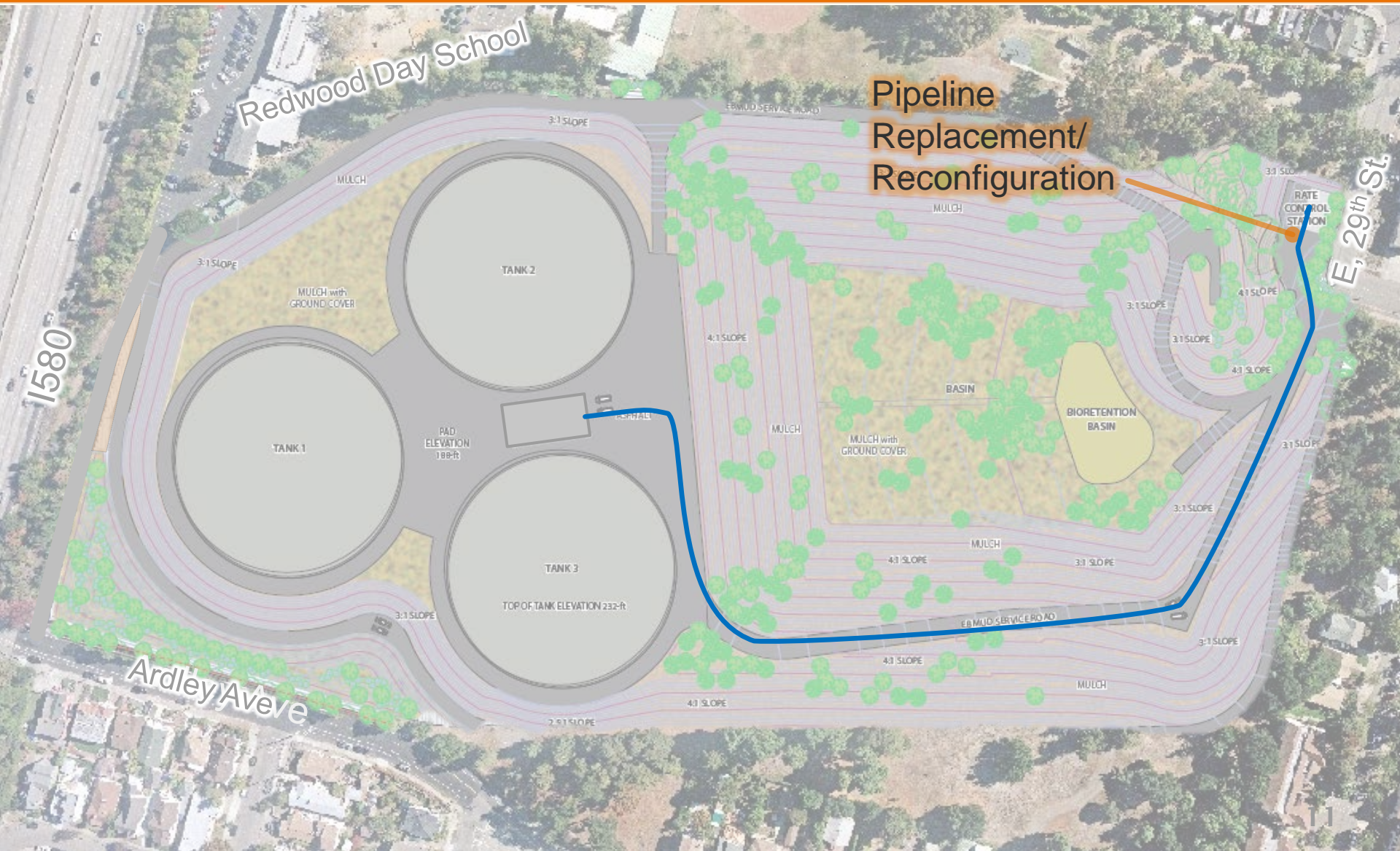
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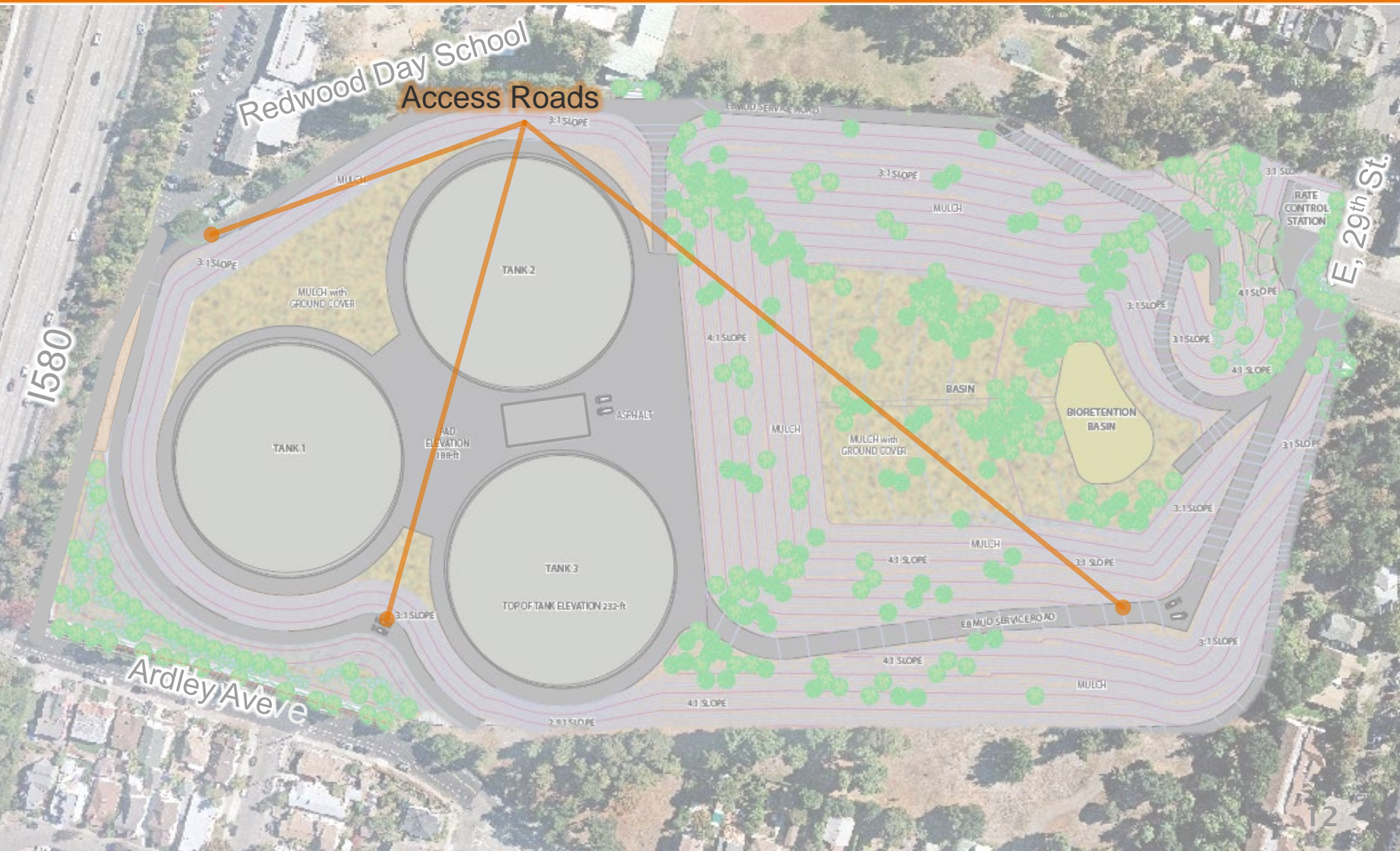
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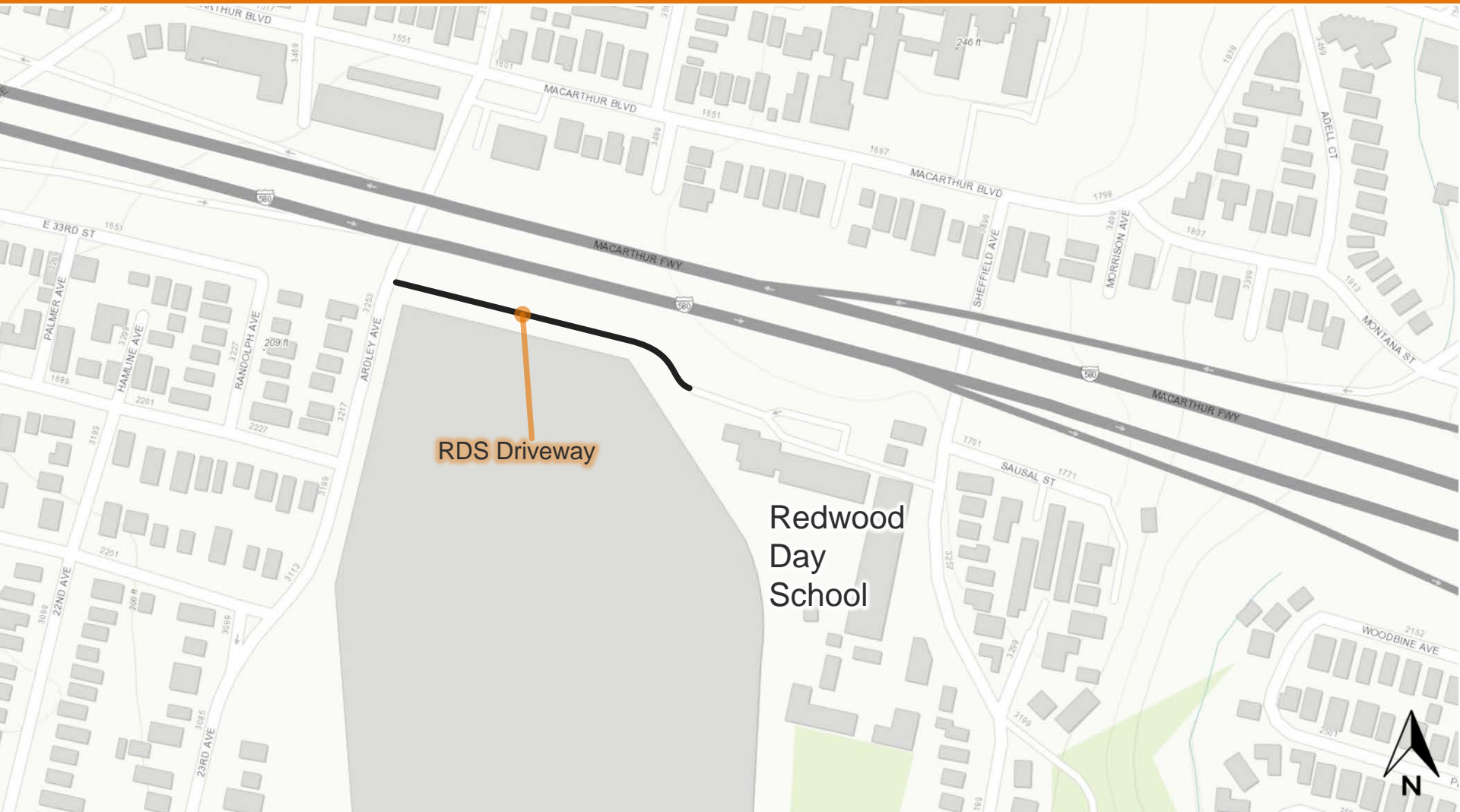
Proposed Site Plan



Proposed Site Plan



Redwood Day School Driveway



Draft EIR Analysis Results



Environmental Factors	Less than Significant	Less than Significant with Mitigation	Significant and Unavoidable with Mitigation
Aesthetics		✓	
Air Quality	✓		
Biology		✓	
Cultural	✓		
Energy	✓		
Geology	✓		
GHGs	✓		
Hazards	✓		
Hydrology	✓		
Noise			✓
Recreation	✓		
Transportation		✓	

Draft EIR Public Outreach



- Approximately 3,000 mailers sent
- Notices posted in the East Bay Times
- 2 public meetings
 - December 4, 2019 and January 7, 2020
 - 30 comments recorded
- 16 comment letters and e-mails
 - 56 individual comments

Key Community Comments



- Hazardous materials handling
- Noise
- Traffic
- Proposed driveway connecting the Redwood Day School parking area to Ardley Avenue



Key Mitigation Measures



- Temporary 16-foot noise barrier adjacent to Redwood Day School
- Schedule construction activities outside of RDS hours, if feasible
- Nighttime lighting controls
- Alternative lodging for residents affected by night work, if requested
- Hauling restrictions in front of the Manzanita Community School
- Operational and safety analysis for the Redwood Day School Access Driveway



- Revisions to Draft EIR include:
 - Add 6-ft high noise barrier around site perimeter
 - Clarify Standard Specifications related to hazardous material handling



Significant & Unavoidable Impacts



Noise may exceed the City of Oakland's noise ordinance

- Daytime during demolition, site preparation, valve structure construction, and site restoration.
- Nighttime for pipeline connections near 25th Avenue and East 29th Street for up to two consecutive nights.

No receptor would experience noise levels in excess of ordinance levels for more than a total of about 10 work-days over the entire 6-year construction period

Schedule and Next Steps



- Draft and Final EIR
 - November 2019 to March 2021**Completed**
-
- Board Action on Final EIR
 - April 13, 2021**Next Steps**
 - Design – 2023 to 2026
 - Construction – 2027 to 2032

Recommended Action



- Certify the Final EIR for the Central Reservoir Replacement Project (Project).
- Make findings in accordance with the California Environmental Quality Act (CEQA) including a Statement of Overriding Considerations.
- Adopt the Mitigation Monitoring and Reporting Plan (MMRP) in accordance with CEQA.
- Adopt the Practices and Procedures Monitoring and Reporting Plan.
- Approve the Project.
- Authorize the General Manager or the General Manager's designee to negotiate and execute a lease with Redwood Day School (School) for School construction and operation of a new one-way private driveway along the northern end of the Central Reservoir property, consistent with the requirements of Mitigation Measure TRA-1 in the MMRP, in a form approved by General Counsel.

Questions

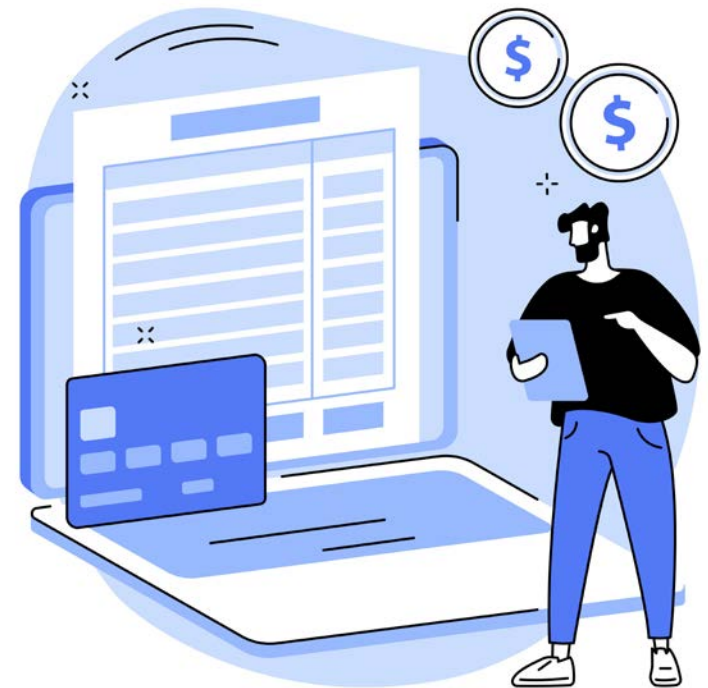


Increase to Depository and Disbursement Bank Services to Activate Lockbox Services

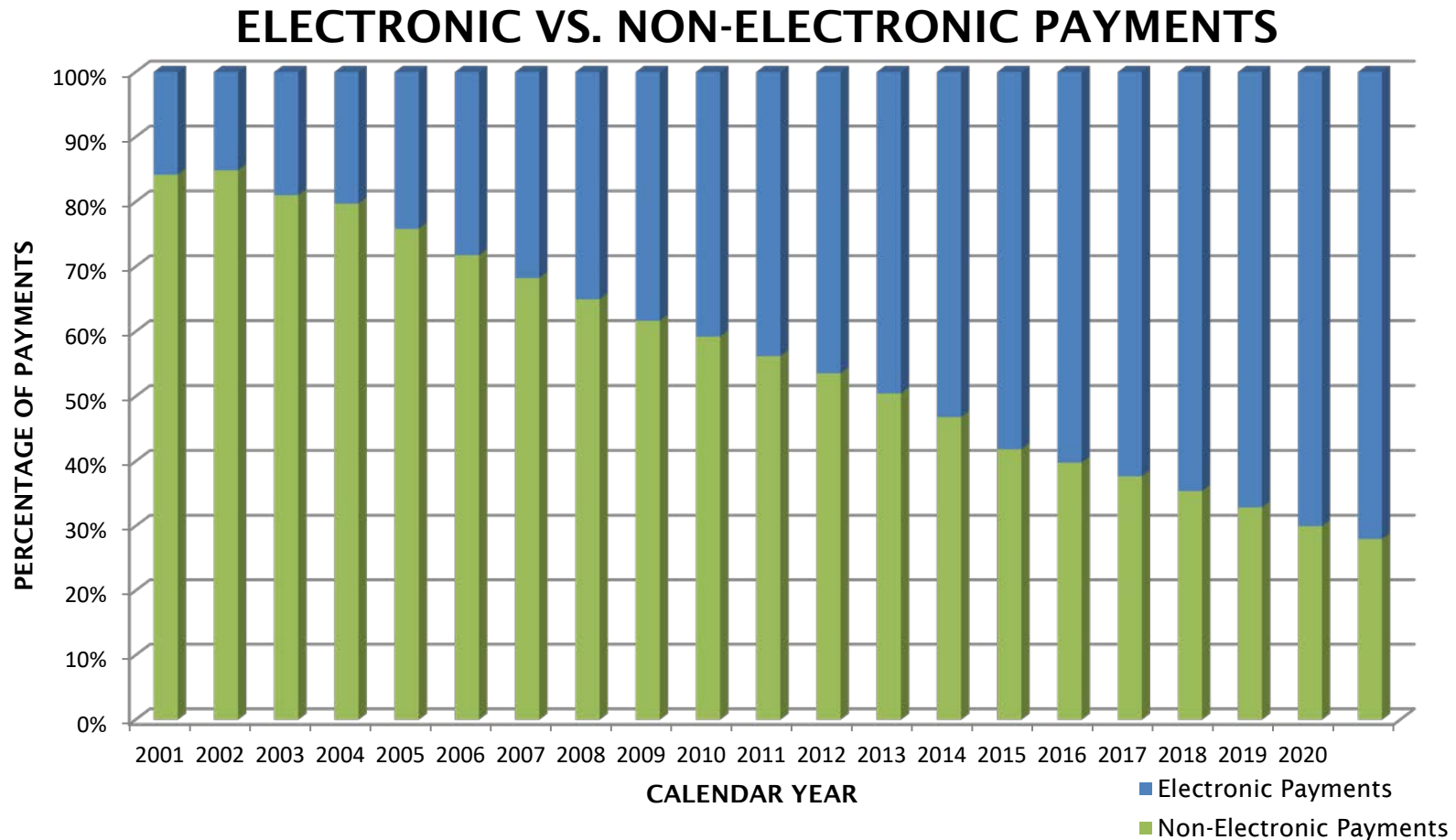
Board of Directors
April 13, 2021

Agenda

- Electronic bill presentment and payment (EBPP) trend
- Business continuity for mailed-in payments
- Staff transition to lockbox services
- Next steps



Increase in Electronic Payments Decrease in Mailed in Payments



- 72% of all payments submitted electronically

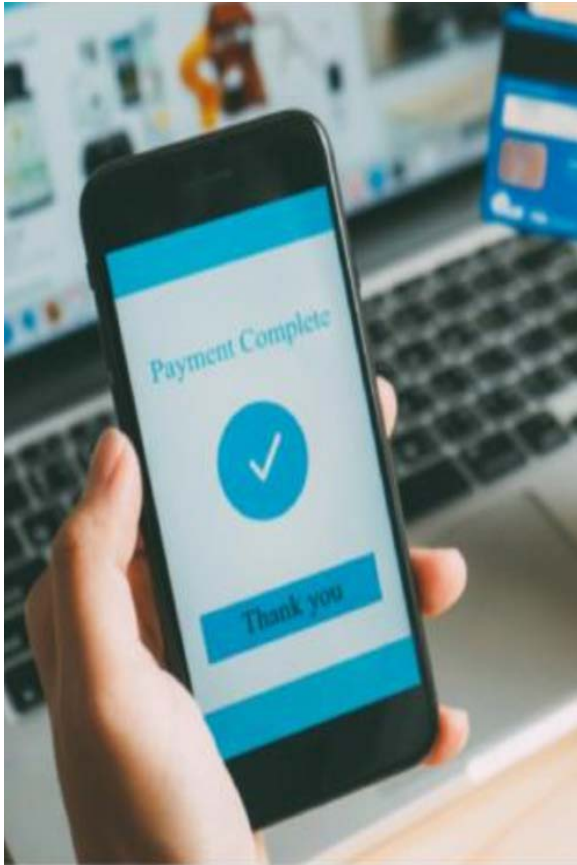
Considerations for Payment Processing Business Continuity



- The District processed approximately \$769 million in 2020
 - \$490 million in electronic payments
 - \$279 million in mailed-in payments
- Electronic payments can be processed at off-site locations
- Mailed-in payments process operates under a single point of failure
- Uninterrupted payment processing is essential



Future of Payment Processing



- Leveraging lockbox services in response to payment trends and ensure business continuity
- Lockbox services presented to Finance/Administration Committee on April 23, 2019
 - Staff directed to pursue lockbox services with Local 2019 support
- Reviewed lockbox implementation with Finance/Administration Committee on March 23, 2021

Lockbox Processing Costs

- \$260,000/year maximum cost based on current mailed-in payments received
- With 3% of customers transitioning to EBPP each year, lockbox services cost will go down



Lockbox Processing Cost Savings

- One-time cost of \$230,000 to replace outdated equipment and purchase future replacements
- \$60,000 annually in equipment and software maintenance
- Cost savings from continued decrease in mailed-in payments
- Savings from EBPP enrollment will further offset cost by (~\$104,000/year)



Additional Benefits of Lockbox Processing



- Multiple vendor processing sites for business continuity
- No ongoing equipment maintenance and future replacements
- No downtime for repair calls
- Free up staff to perform other essential customer service functions

Staff Transition to Lockbox Services



- Support resolution to customer payment errors
- Improve turn-around on treasury deposits
- Resolve returned payments promptly
- Perform data entry updates to the billing system
- Follow-up with returned mails
- Process single-family residential account liens in support of the “no water shutoff” policy



Next Steps



- Authorize an increase to the existing Depository/Disbursement Bank Services Agreement with Wells Fargo Bank to activate lockbox services
- Continue to promote and increase customer participation in EBPP

Water Supply Update

Board of Directors

April 13, 2021

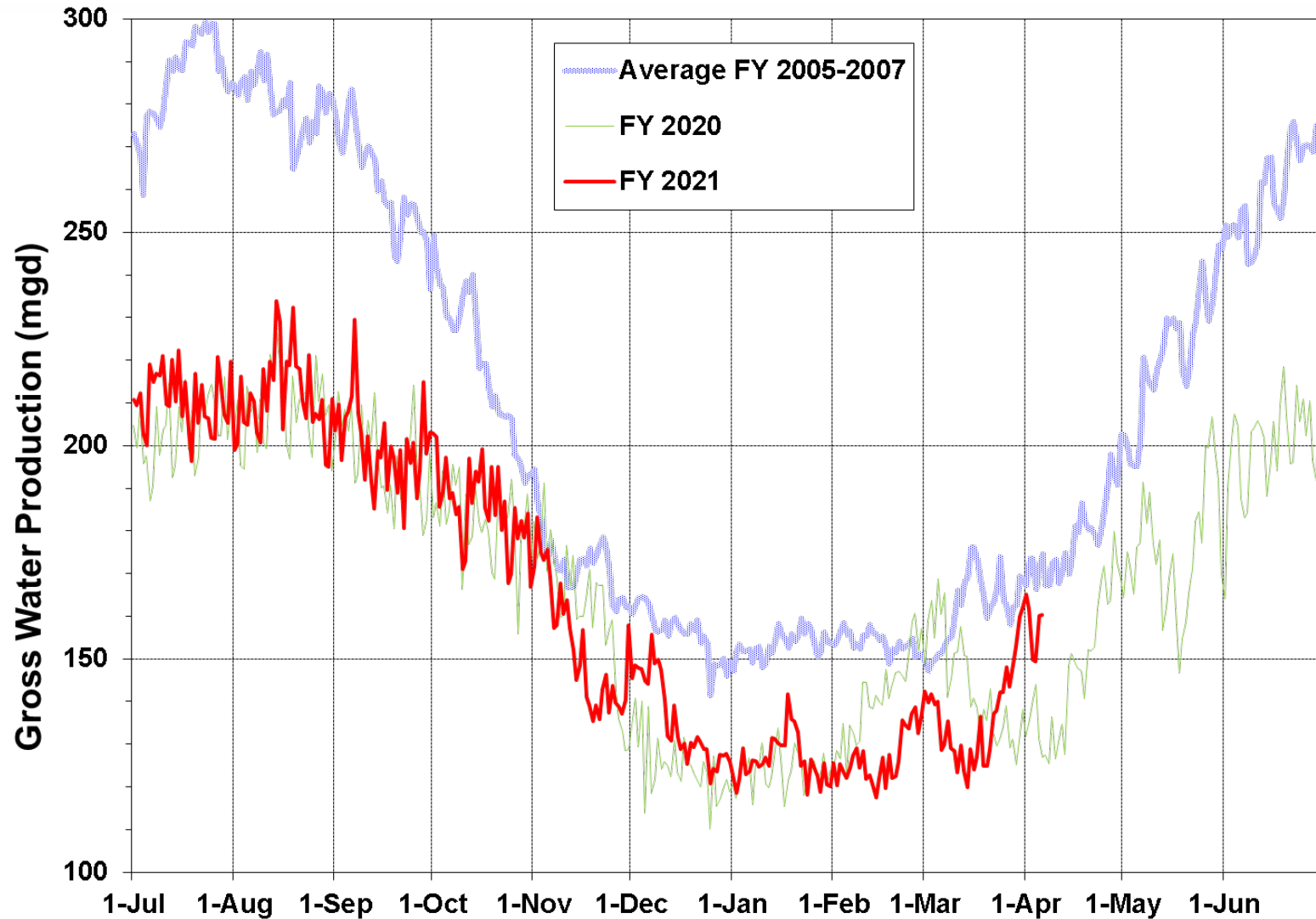
Presentation Outline

- Current Water Supply
- California Water Supply
- Water Supply Projections
- Water Shortage Contingency Planning



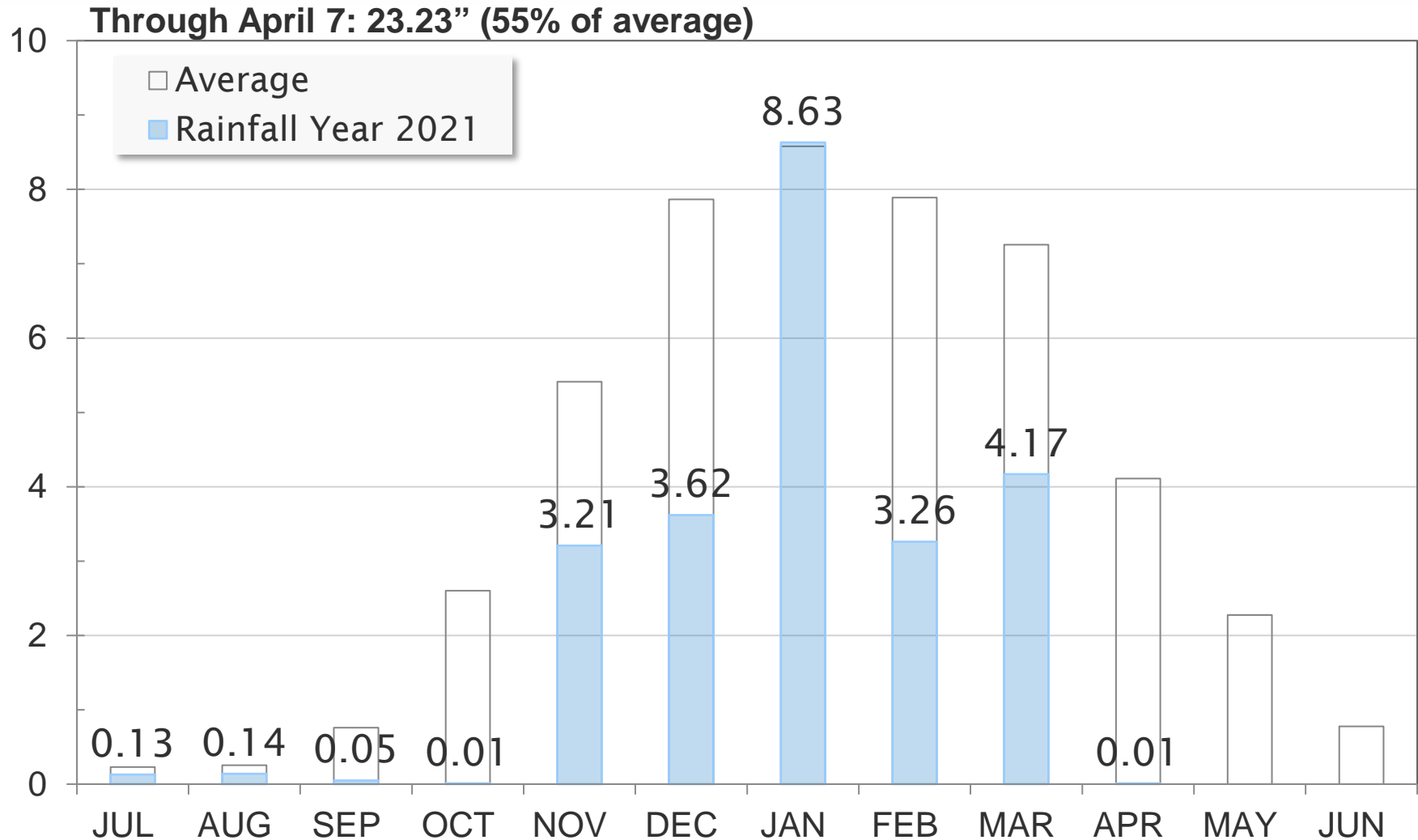
Current Water Supply

Gross Water Production



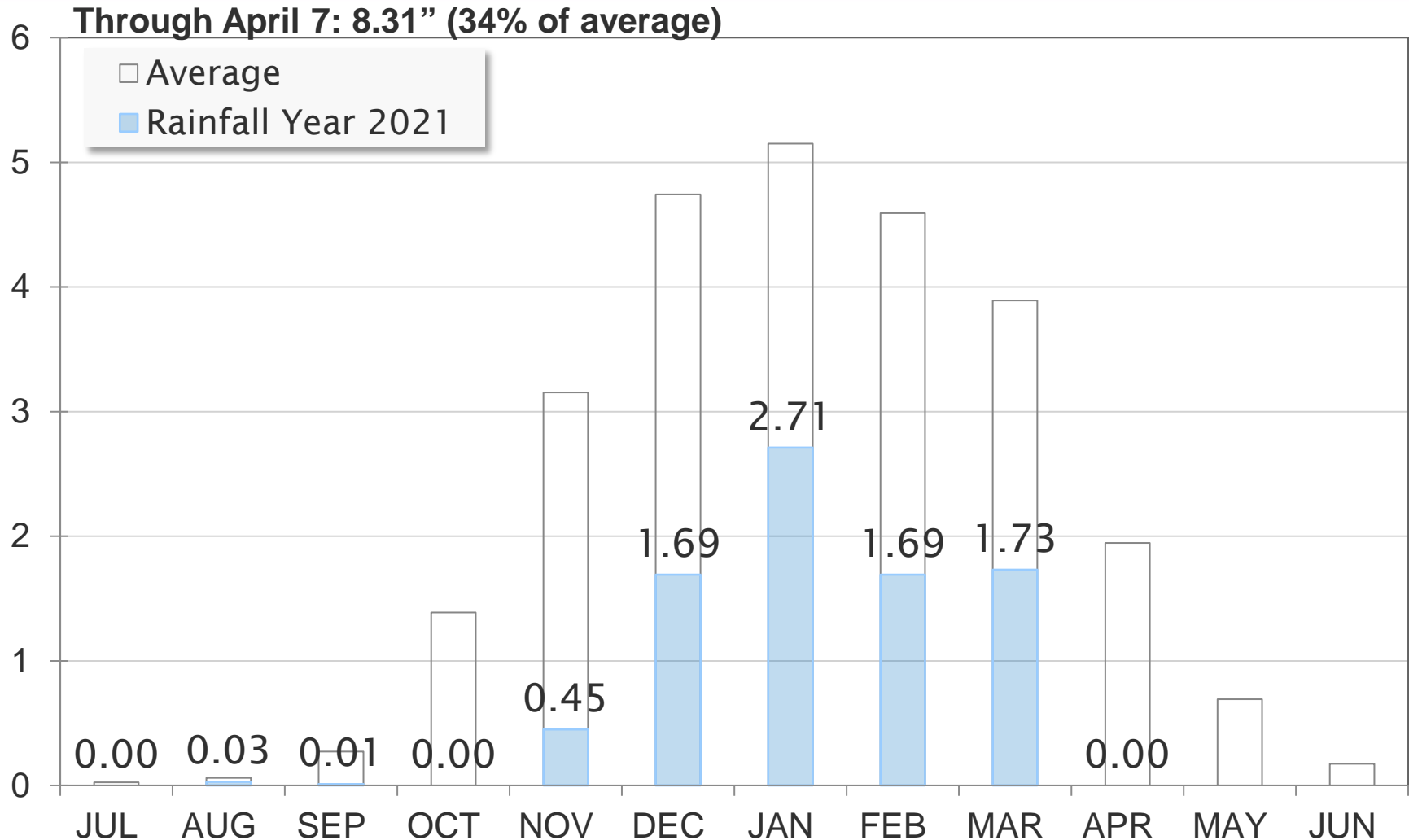
Current Water Supply

Mokelumne Precipitation



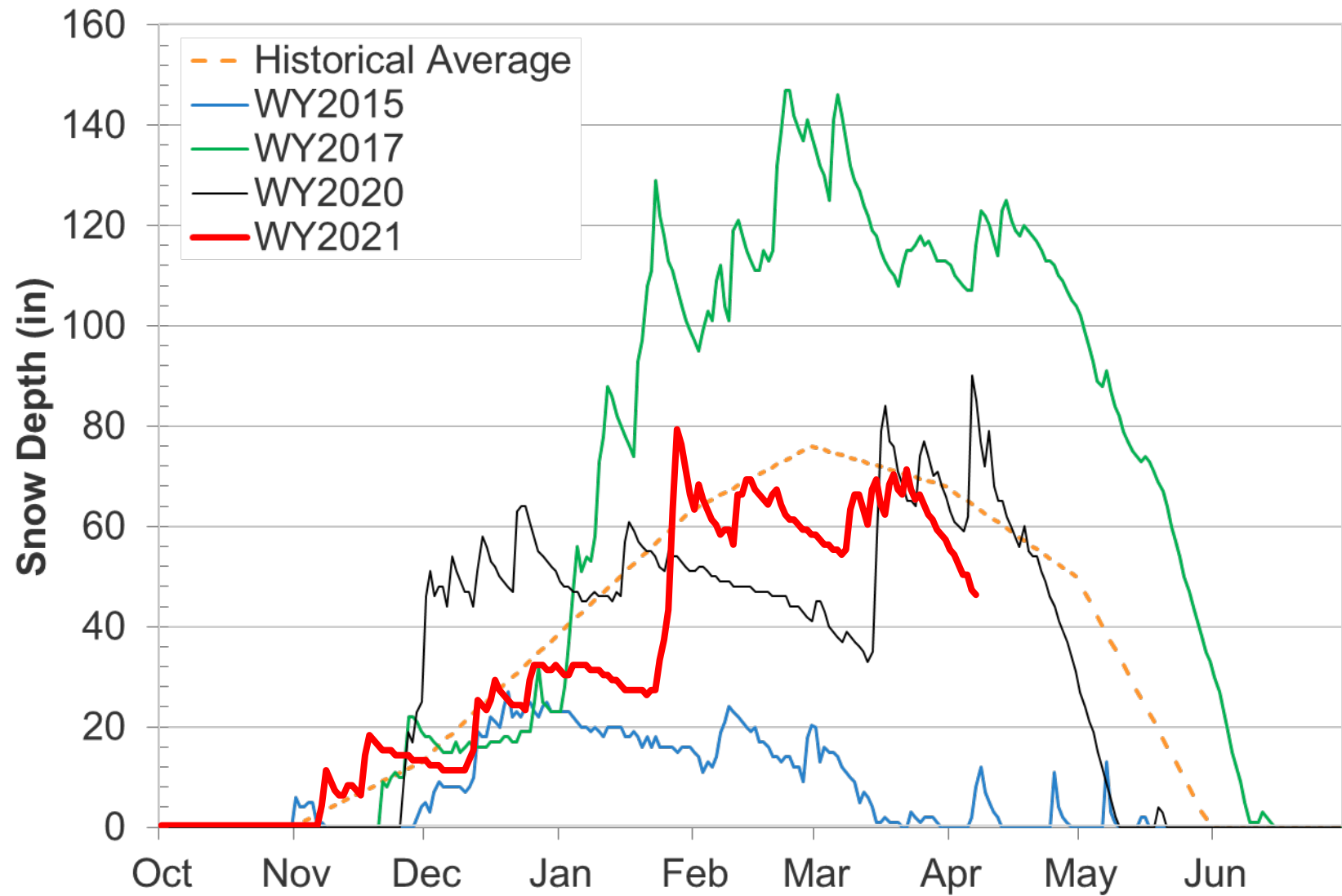
Current Water Supply

East Bay Precipitation



Current Water Supply

Caples Lake Snow Depth



Water Supply Projections

Automated Sensor Snow Water Equivalents



Data for: 7-April-2021

% Normal for this Date



Statewide Average: 49%

Current Water Supply

Reservoir Storage



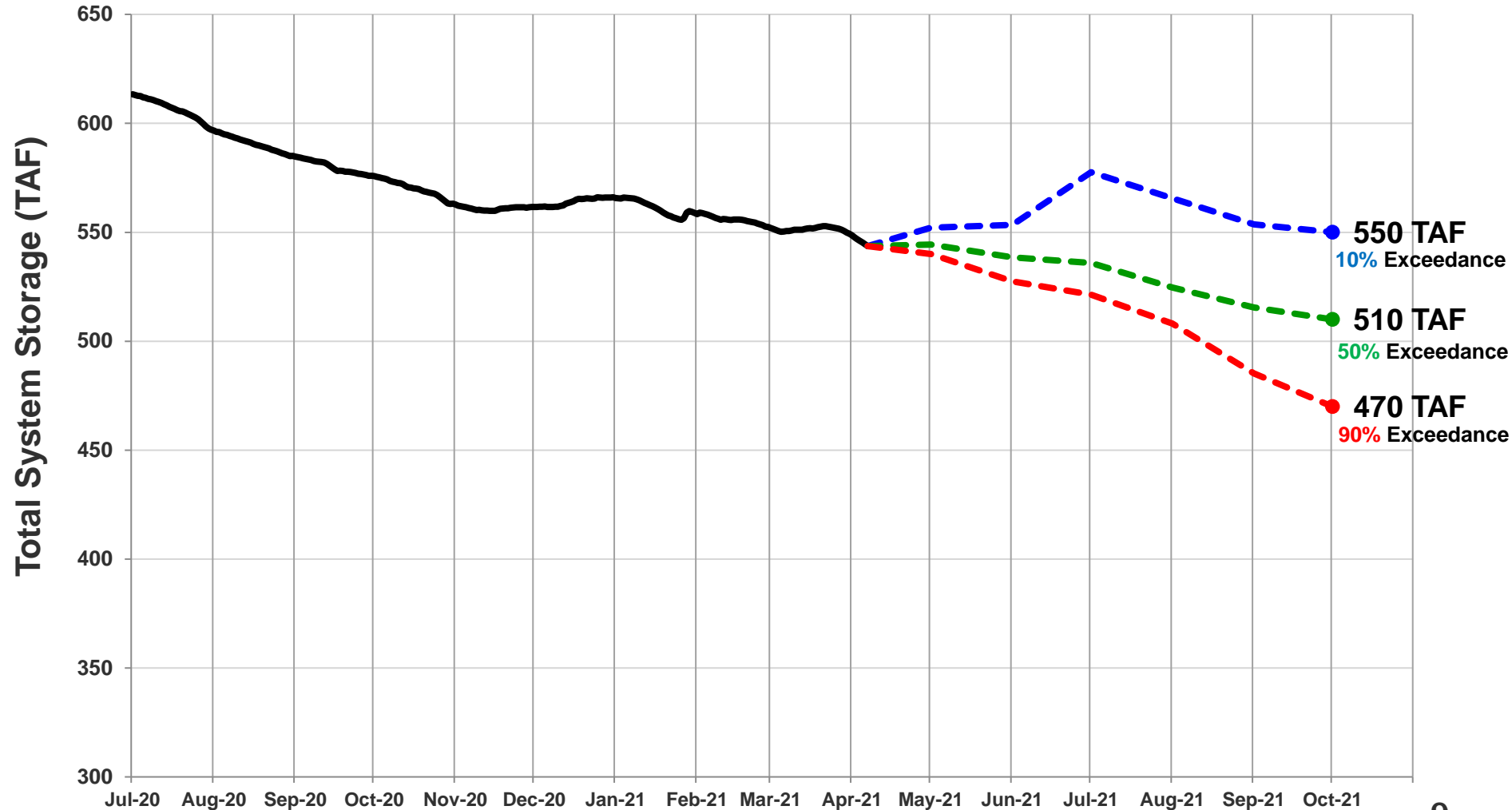
As of 4/7/2021	Current Storage	Percent of Average	Percent of Capacity
Pardee	185,800 AF	99%	91%
Camanche	238,020 AF	79%	57%
East Bay	119,850 AF	86%	80%
Total System	543,670 AF	87%	70%

Water Supply Projections

Projected 2021 EBMUD Total System Storage

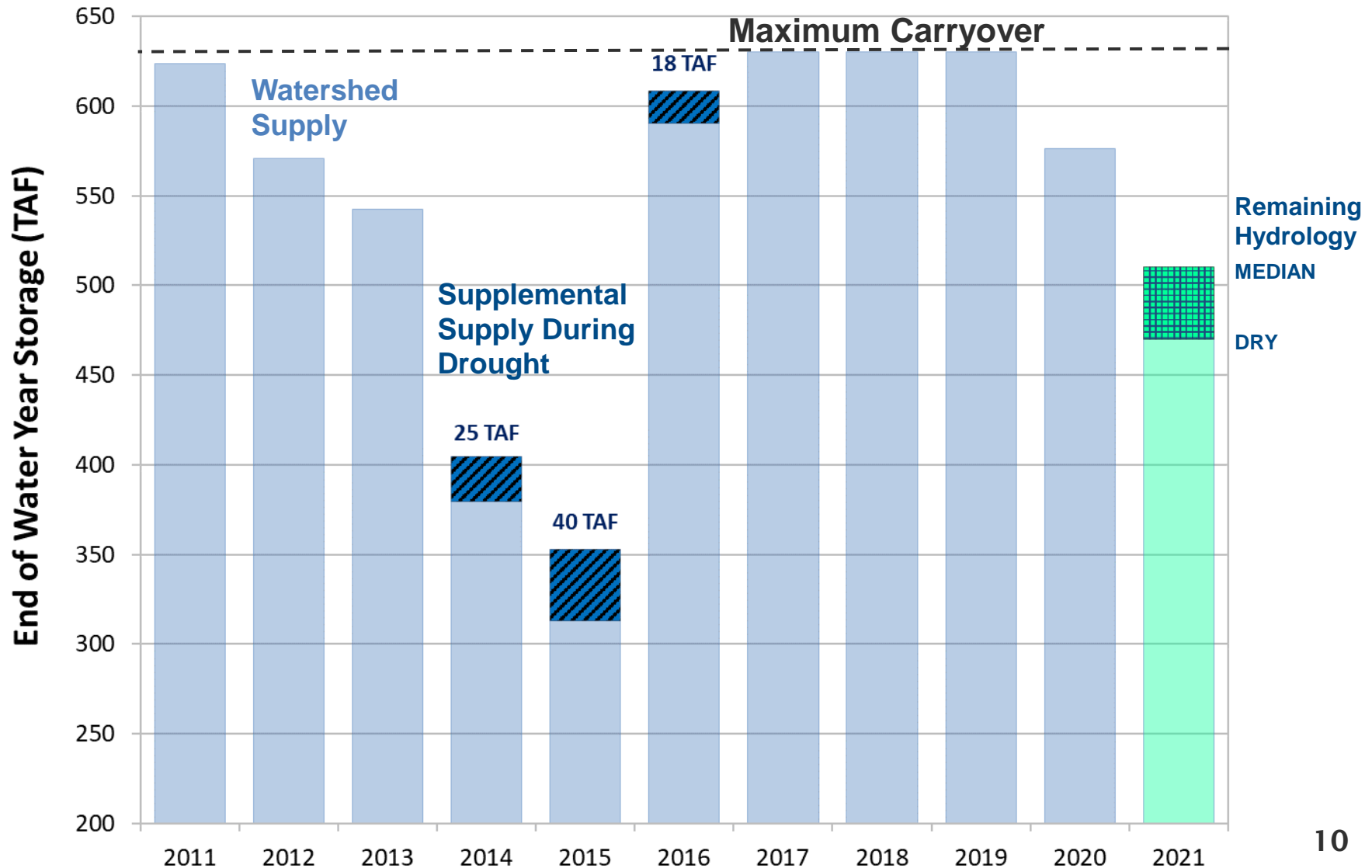


Total System Storage WY2021



Water Supply

Carryover Storage



2021 State Update



- State Water Project allocations reduced from 10% to 5%
- CVP allocations reduced to zero for some agricultural contractors
- CVP municipal and industrial contractor allocations remain at 55% (73 TAF for EBMUD)
- March 22 letter from State Water Resources Control Board warning of dry conditions and drought impacts
- Curtailment orders require emergency declaration from governor

2021 Bay Area Response



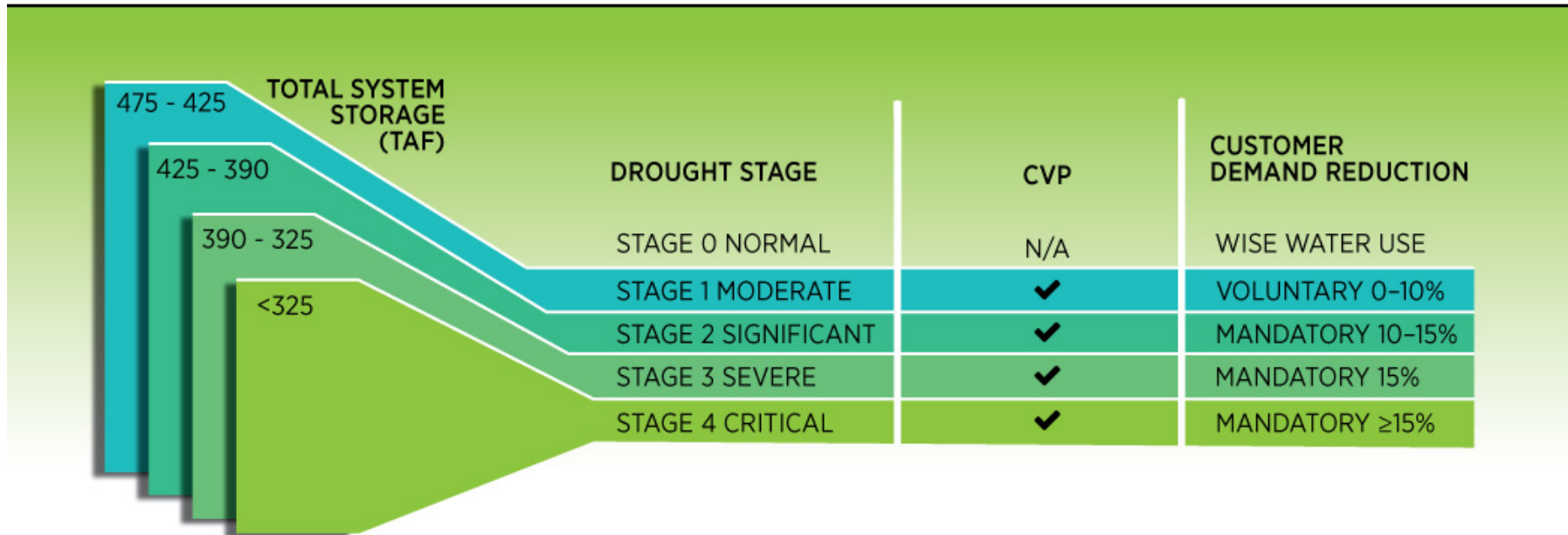
- Water agencies coordinating messaging
- Most will make decisions about drought declarations in late April
- Rain-fed systems in worst condition
- Marin has declared drought and considering mandatory rationing
- Some systems promoting wise water use, mandatory rationing unlikely

Proposed Drought Management Program Guidelines



FIGURE 3-2

DROUGHT MANAGEMENT PROGRAM GUIDELINES



TSS - TOTAL SYSTEM STORAGE
includes Pardee, Camanche, Upper San Leandro,
Briones, Lafayette, Chabot, and San Pablo Reservoirs

Notable Changes:

- Operate Freeport at 475 instead of 450 TAF Total System Storage
- Mandatory rationing at 425 instead of 390 TAF Total System Storage

Demand Reduction if Board Declares Stage 1 Drought



Voluntary rationing up to 10 percent

- Assume 5 percent total demand reduction in the first year
- Demand reduction: 7 TAF
- Revenue loss of approximately \$20 Million
- Messaging focus on actions to take, less on the percentage

Stage 1 Supply Alternatives



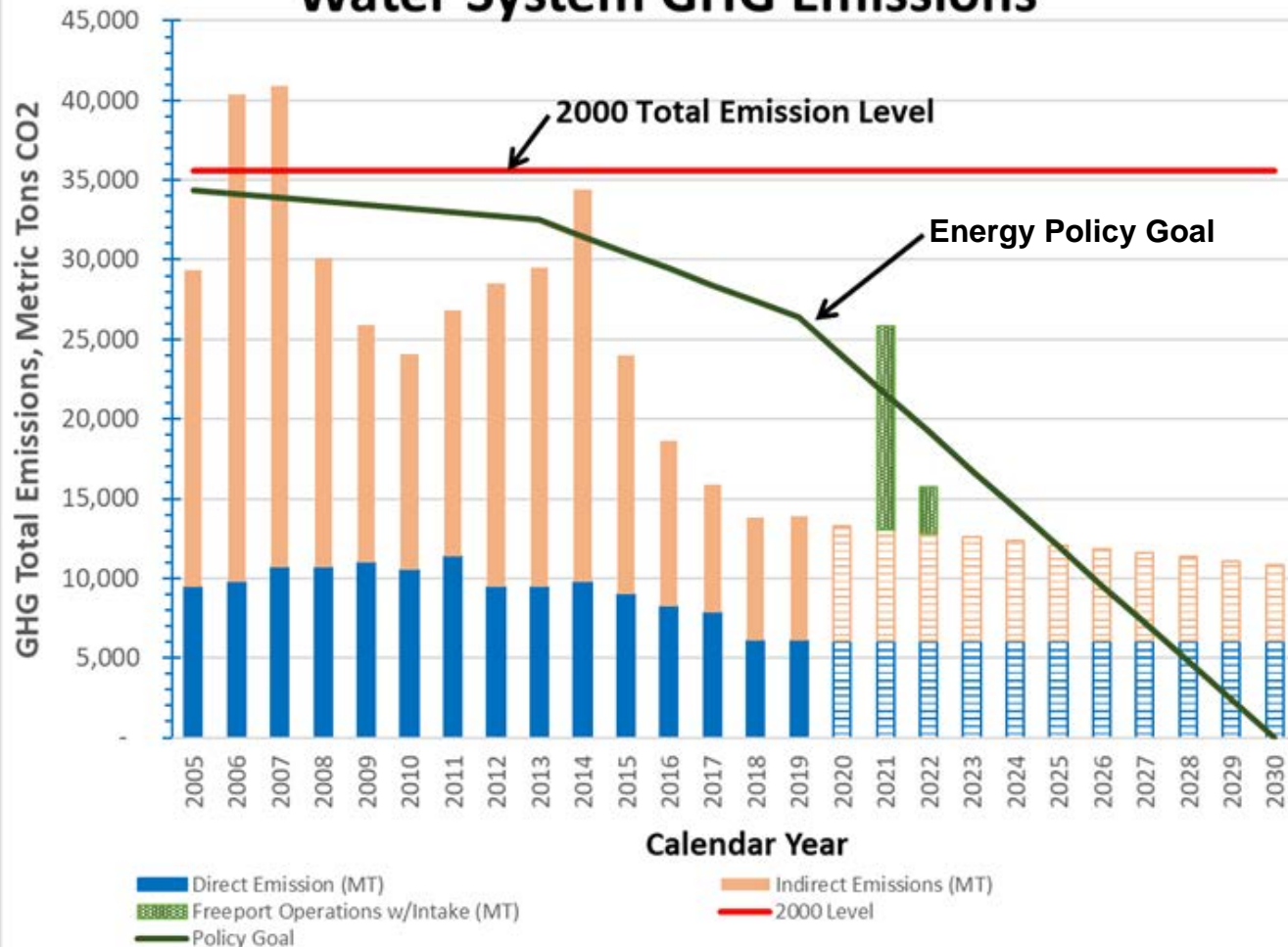
Divert up to 73 TAF at Freeport

- Supply increase: 58 TAF (due to gainsharing)
- Additional cost of approximately \$35 Million
- Includes up to \$80,000 for carbon offsets
- Reducing Freeport diversion to 50 TAF results in 40 TAF supply, cost of \$25M, close to 2021 emission goal, and flexibility to delay pumping

Estimated Greenhouse Gas Emissions from Freeport



Water System GHG Emissions



- At 73 TAF, District would exceed its 2021 policy goal by 4,275 metric tons
- Cost to purchase offsets: Up to \$80,000
- Close to goal if Freeport diversion reduced to 50 TAF

Next Steps



- Develop initial strategies and messaging if demand reductions are recommended
- April 27 Board meeting – Water Supply Availability and Deficiency Report, consideration of demand reduction and supplemental supply actions
- Track state actions and potential supply impacts
- Review excessive use ordinance in advance of 2022 actions

Questions



WATER SUPPLY ENGINEERING DAILY REPORT

Wednesday, April 7, 2021

RESERVOIR STORAGE AND ELEVATION

	<u>WATER SURFACE</u>		<u>STORAGE</u>		<u>MAXIMUM CAPACITY</u>		Release	Spill
	Elevation	+Gain		+Gain	Elevation	Storage		
<u>MOKELUMNE</u>	<u>Feet</u>	<u>-Loss</u>	<u>Ac-Ft</u>	<u>-Loss</u>	<u>Feet</u>	<u>Ac-Ft</u>	<u>Cfs</u>	<u>Cfs</u>
Pardee	559.34	-0.32	185800	-670	567.65	203795	232	0
Camanche	208.39	-0.06	238020	-340	235.5	417120	336	0
<u>EAST BAY</u>								
Briones	568.09	0.15	53440	110	576.14	58960	0	0
Chabot	220.2	-0.01	8100	-10	227.25	10350	0	0
Lafayette	434.81	-0.02	2600	-10	449.16	4250	0	0
San Pablo	302.52	0.03	29210	20	313.68	37915	0	0
Upper San Leandro	441.45	0.07	26500	40	459.98	38905	0	0
Total East Bay Res.			119850	150		150380		
TOTAL SYSTEM STORAGE			543670	-860		771295		

<u>DISTRIBUTION SYSTEM</u>			<u>MOKELUMNE SYSTEM</u>		
<u>DISTRIBUTION RESERVOIRS</u>			<u>AQUEDUCT DELIVERIES</u>		
	Storage	Operating		<u>MG</u>	<u>Flow Conditions</u>
	<u>MG</u>	<u>Capacity</u>	Line 1	35.9	THROTTLE
Today	333	720	Line 2	83.2	PUMPING
Total Previous Day	363		Line 3	90.7	THROTTLE
Total Change	-30		TOTAL	209.8	325 Cfs
<u>WATER PRODUCTION</u>	Million	Capacity	<u>FSCC to MOK AQUEDUCTS (Measured at Brandt), MG</u>		
<u>AND DEMAND</u>	<u>Gallons</u>	<u>MGD</u>	Mok 1	0	
Lafayette WTP	9.8	25	Mok 2	0	
Orinda WTP	64	190		0 MG	
San Pablo WTP	0	30	<u>RIVER FLOWS AND RELEASES</u>		<u>Cfs</u>
Sobrante WTP	17.1	50	Mokelumne River Natural Flow		1193
Upper San Leandro WTP	14.7	45	Pardee Reservoir Inflow		259
Walnut Creek WTP	30.3	90	Pardee Release to Camanche Res.		232
			Pardee Release to JVID		30
<u>TOTAL SURFACE PRODUCTION</u>	135.9	430	Camanche Release to Mokel. River		336
Miscellaneous(Estimated)	0.4				
<u>TOTAL WATER PRODUCTION</u>	136.3		<u>PG&E CO. STORAGE (Acre-feet)</u>		
Change in Distribution System	-30			<u>Storage</u>	<u>Change</u>
Wash Water from Distribution Sys.	1.6		Old Reservoirs	10040	413
<u>SYSTEM DEMAND</u>	164.6				<u>Maximum Capacity</u>
East-of-Hills Demand	46.7		Salt Springs Res.	16104	1047
West-of-Hills Demand	117.9		Lower Bear Res.	10001	393
			Total	36145	1853

<u>RAW WATER TRANSMISSION</u>			<u>PRECIPITATION (Inches)</u>				
	<u>INPUT</u>	<u>DRAFT</u>	<u>THIS YEAR</u>		<u>AVERAGE YEAR</u>		
Briones Res.	101	0	<u>STATION</u>	<u>Today</u>	<u>This Month</u>	<u>Season to-Date</u>	<u>Season to-Date</u>
San Pablo Res.	91	52					
U. San Leandro Res.	133	48	USL WTP	0	0	9.42	22.93
			Orinda WTP	0	0	11.79	29.12
<u>TOTAL</u>	325	100	Lafayette Reservoir	0	0	7.19	25.69
<u>REMARKS</u>			Walnut Creek WTP	0	0	8.32	21.24
WID Canal Diversion = 102 cfs			Camp Pardee	0	0	11.86	18.92
Mokelumne River below WID = 167 cfs			Salt Springs P.H.	0	0	21.53	39.33
							45.51
			<u>CAPLES LAKE (7,830 FT) DATA</u>				
				<u>Today</u>		<u>Average</u>	
PG&E data as of 4:00 pm previous date.			Snow Depth	46 Inches		64 Inches	
All other data as of midnight.			Water Content	18.6 Inches		27.2 Inches	
WTP capacities are sustainable rates.							

EAST BAY MUNICIPAL UTILITY DISTRICT

Coronavirus Update

Board of Directors

April 13, 2021

State Regulations and Guidance

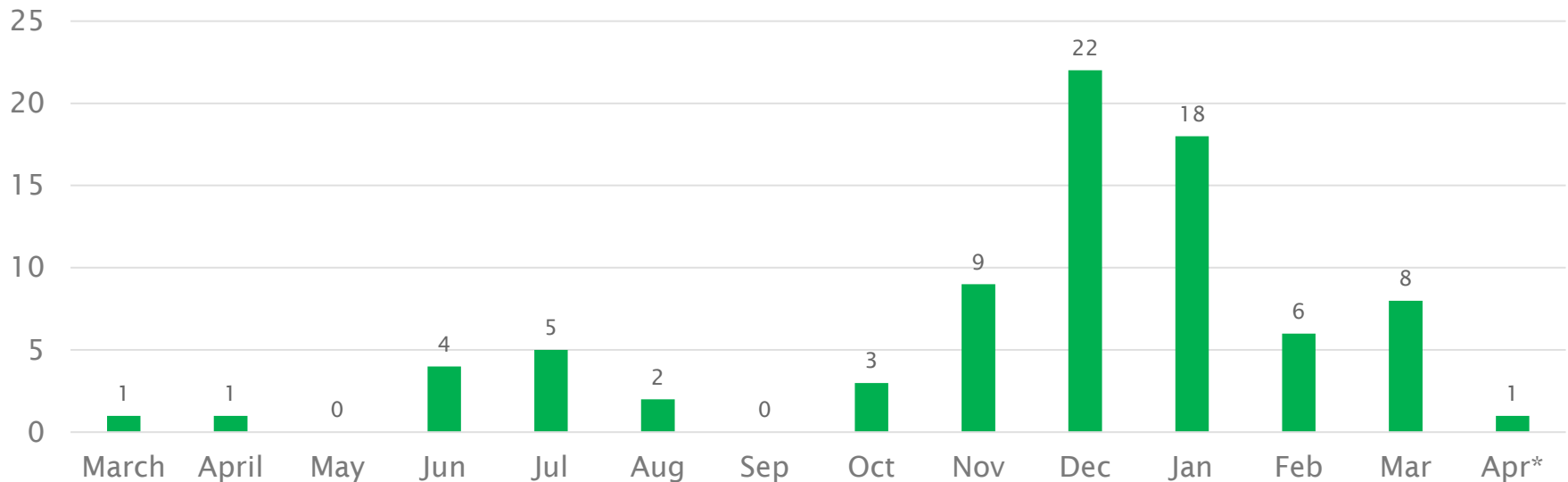


- Alameda and Contra Costa in orange tier, Amador, Calaveras, and San Joaquin in red tier
- State restrictions could end June 15, depending on vaccine supply and hospitalization rate
- Expanded COVID-19 leave provided by SB 95
- No significant impact expected on District operations

Employee Impacts from COVID-19



- 80 employee and 12 contractor positives to date
 - All employees have returned to work except for 2 most recent cases
 - 12 employees quarantining



* through April 7

Vaccination Update



- Employees eligible in mid-March
- 253 of 1957 or about 13% of employees reported completion of vaccination
- 22 million doses administered to date in CA
- District hosted two information sessions for employees to promote and support employee vaccination, more sessions planned

Safe Return to Workplace Plan



- Does not change existing safety protocols
- Allows building occupancy to incrementally increase, including public access
- Transitions telecommuting to long-term plan
 - Employees able to telecommute through June 18
- Includes plan for Board of Directors

Questions



Racial Equity and Justice and Diversity, Equity and Inclusion Strategic Plan Update

Board of Directors

April 13, 2021

Building the DEI Strategic Plan



Existing DEI Efforts

- AAP
- Internships
- Affinity Groups/Diversity Committee
- Racial Equity and Justice Projects and Strategies
- Managers and Supervisors Training / Values Project

Internal Audit (Winters)

- Key Stakeholder Interviews
- Employee Focus Groups
- Inclusion Insights Survey
- Intercultural Development Inventory
- Review of Existing HR Data

Pilot Projects (OG Racial Equity)

- Capital Infrastructure Investments
- Community Engagement
- Contracts and Procurement
- Hiring and Recruitment
- Promotion and Retention

EBMUD Cultural Audit Report (The Winters Group)

- Mariesha Reece – Chief Operating Officer
- Thamara Subramanain – Equity Audit and Strategy Manager

Diversity, Equity, and Inclusion at EBMUD

Cultural Audit Key Findings
Presentation of Results
April 2021



Assessment Components

A justice-focused, mixed method approach

Key Stakeholder Interviews (n=33)

Understanding, awareness, challenges, opportunities, and recommendations for company DEI

Intercultural Development Inventory® (n=115)

Cultural Competence, engaging across differences

Employee Focus Groups (n=129)

Understanding and awareness, and recommendations for company DEI

Review of Existing HR Data

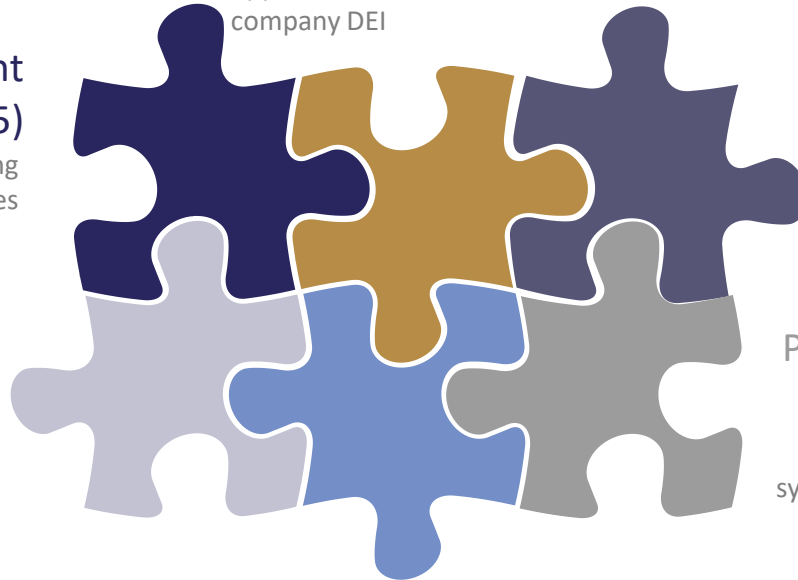
Predictions and forecasting of promotions, terminations, hires, and performance ratings by subgroup

Policies, Practices, Procedures Analysis (7 Policies)

Systematic analysis of inclusive language, systemic barriers, and gaps in existing policy documents

Inclusion Insights Survey (n=1104)

Attitudes, opinions, perceptions of practices and policies around DEI



Intercultural Development Inventory®



Methodology



Theory-based psychometric instrument

measures intercultural competence



Based on Developmental Model Intercultural Sensitivity (Bennett, 1986).



Constructivist thinking

“fish out of water”



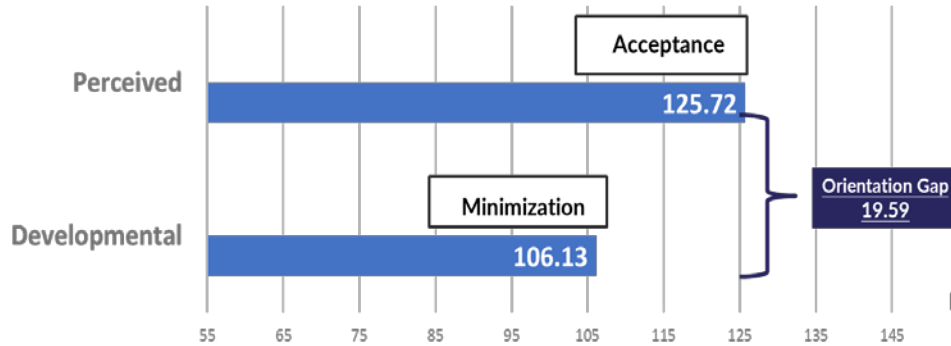
Accurate, Unbiased

Reliability and validity tested with over 10,000 subjects in a variety of different cultures

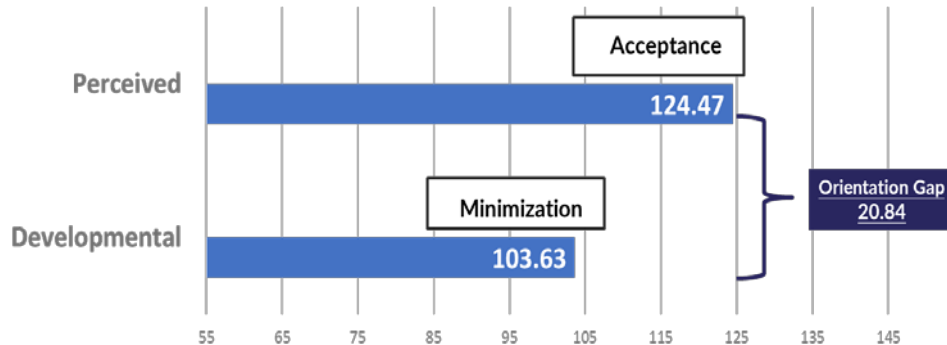


IDI Group Profile: Perceived vs. Developmental

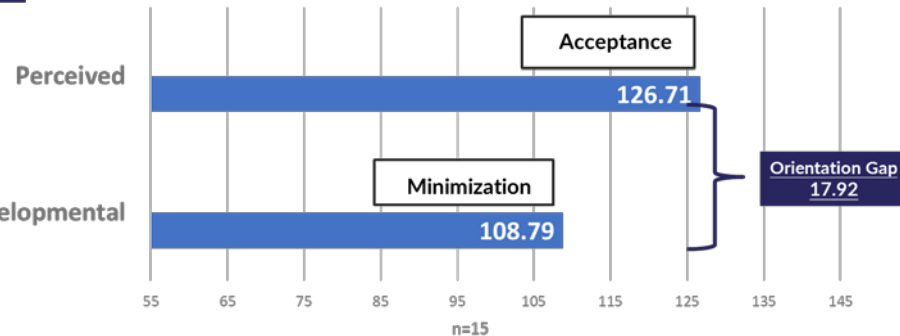
EBMUD Core Team (n=33)



EBMUD Non-Core Team (n=67)

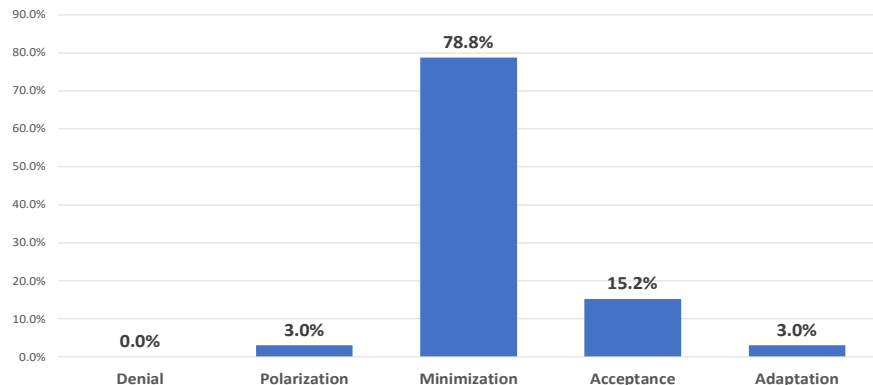


EBMUD SMT (n=15)

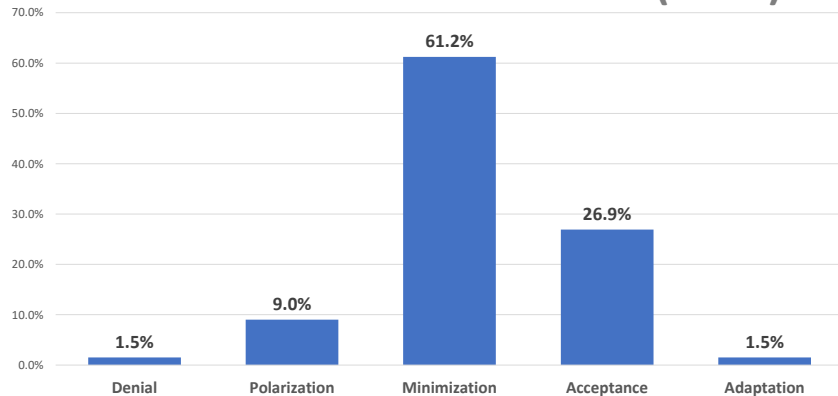


IDI: Range of Developmental Orientations

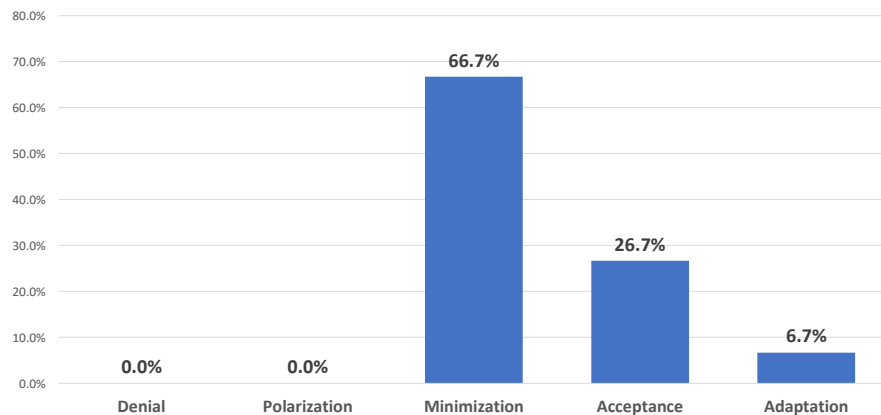
EBMUD Core Team (n=33)

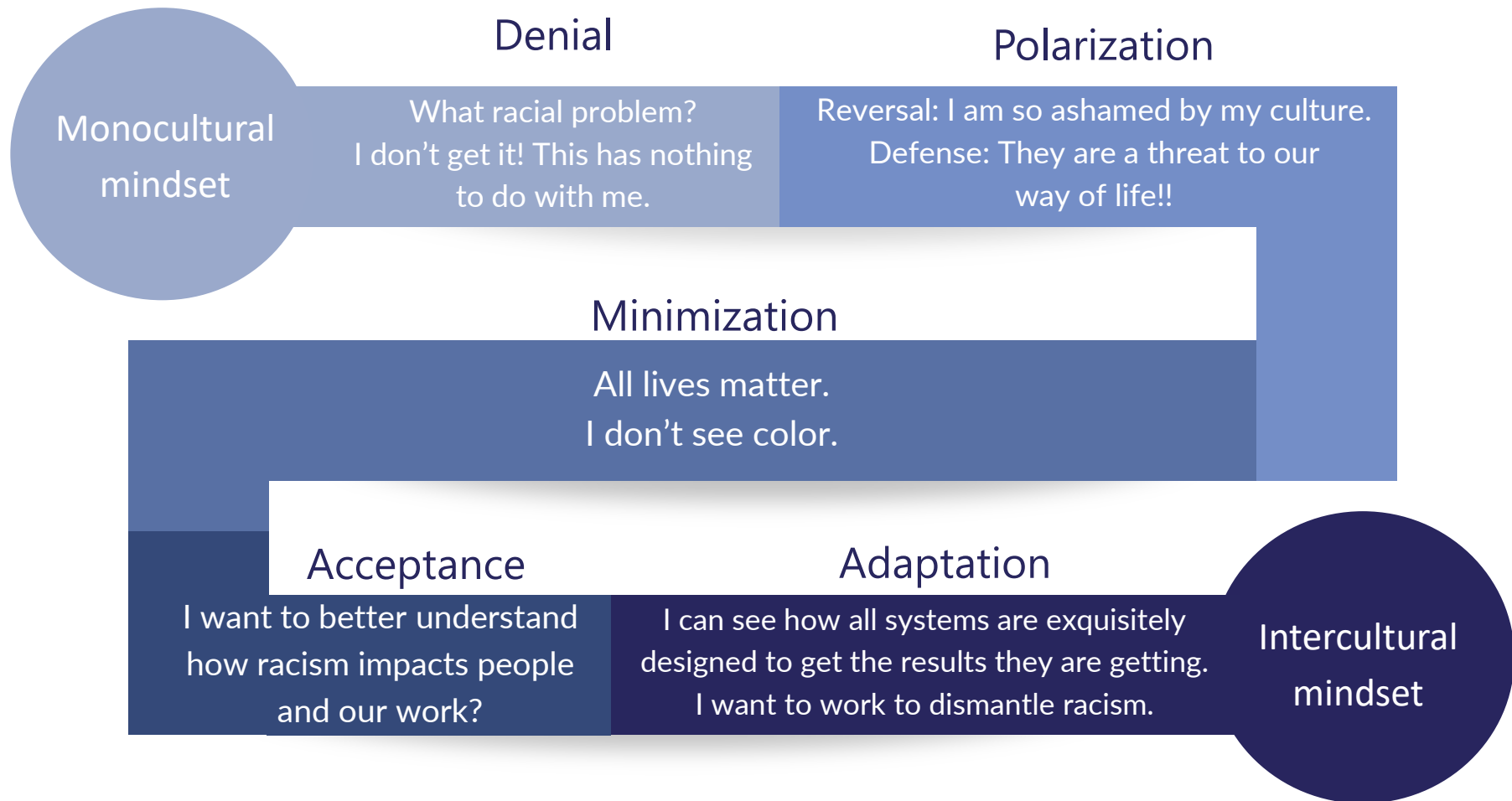


EBMUD Non-Core Team (n=67)



EBMUD SMT (n=15)





Understanding Minimization Leading to Acceptance

Strengths



- Successful intercultural communication around commonalities
- Values tolerance of cultural differences

Opportunities



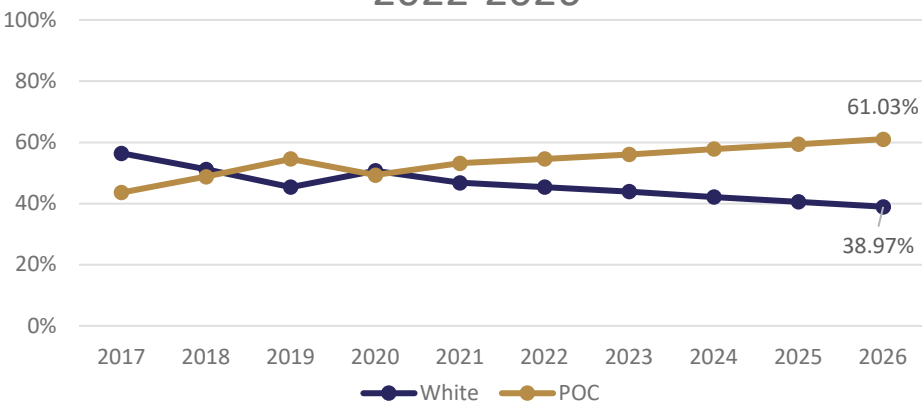
- Bridging across differences at a deeper level
- Increased self-understanding and awareness of social identities and cultural patterns

Review of Existing HR Data



Key Findings: Race/Ethnicity

Five-Year Forecasting Analysis of
Promotions by Race/Ethnicity for
2022-2026



POC are being hired at rates significantly higher (55.0%) than their current representation in the EBMUD workforce (48.8%).



White employees are 1.7x more likely to leave EBMUD voluntarily compared to POC.



POC are being promoted at rates (53.2% in 2021) consistent with current representation (55.0%) and is **expected to increase over the next five years**

Key Findings: Gender



Women have been hired, at **rates consistent** with their current representation in the QBP HQ workforce. However, this **rate has decreased** over the past two years.

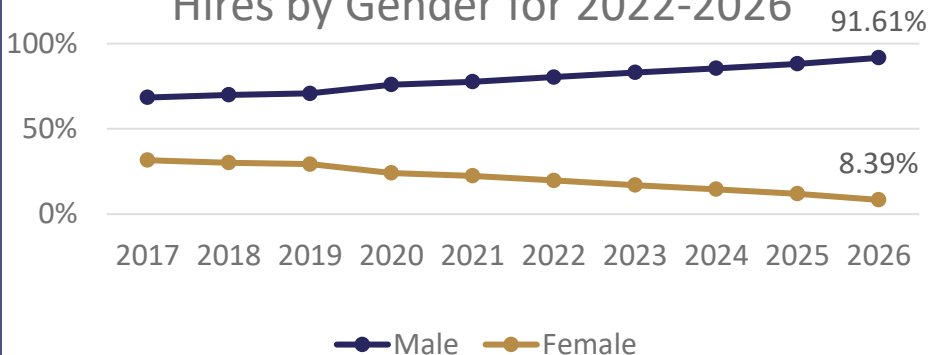


Women are being promoted (26.5%) and terminated (28.5%) at **rates consistent** with their representation.



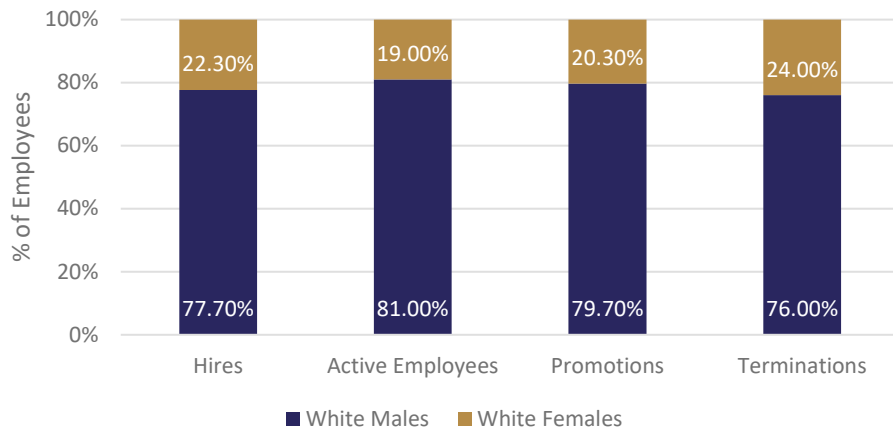
Forecasting suggests there will be a **decrease in representation of women and promotions of women** over the next five years.

Five-Year Forecasting Analysis of
Hires by Gender for 2022-2026



Key Findings: Race x Gender

EBMUD HR Actions by Race/Ethnicity (White)



EBMUD **terminates white men at a lower rate** than their current representation in the workforce (76% vs 81%). White females are terminated at rates higher than their current representation (24% vs 19%)

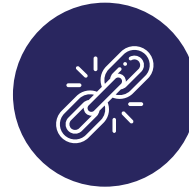
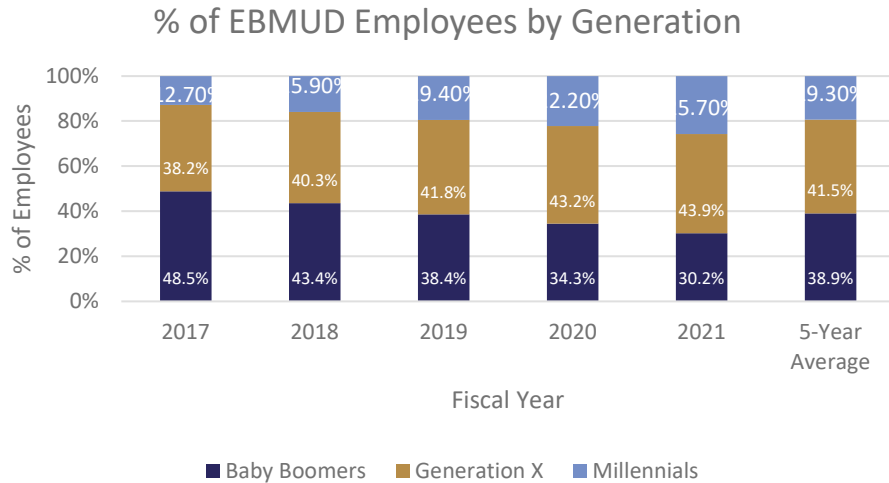


EBMUD **terminates POC women at lower rates** than their current representation in the workforce (55.8% vs 63.4%) and **hires POC men at higher rates** than their current representation.



Forecasting suggests the overall **representation of POC in the EBMUD workforce will increase.**

Key Findings: Generation



Millennials are receiving the majority of promotions (52.3% in 2020). Millennials are 9.2x more likely to be promoted than a Baby Boomer and 3.8x more likely to be promoted than Generation X.



Baby Boomers are most likely to leave the EBMUD workforce and are most likely to do so voluntarily (27.2x vs Generation X; 22.2x vs Millennials).



Generation X employees are more likely to be discharged from their job (13.5%) compared to Baby Boomers (4.8%) or Millennials (2.2%),

Key Findings: Disability Status

Reason for Involuntary Termination (2017-2021)	Has a Disability %	No Disability %
Discharge	35.7%	4.7%
Release	64.3%	90.6%
End of Temporary Assignment	0.0%	4.7%
Total	100%	100%



Individuals with disabilities represent a small (5.1%) but consistent portion of the EBMUD workforce.



Reasons for terminations differ greatly between individuals with disabilities and those without.

Employees with disabilities are much more likely to be discharged (35.7% vs 4.7%).



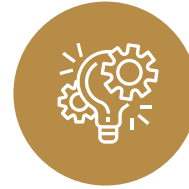
Promotions and Hiring has been in line with this level of representation but **hiring of those who disclose a disability is predicted to decrease slightly over the next 5 years.**

Key Findings: Veteran Status

Reasons for Involuntary Termination (2017-2021)	Not a Veteran %	Veteran %
Discharge	5.8%	25.0%
Release	89.6%	75.0%
End of Temporary Assignment	4.6%	0.0%
Total	100%	100%



Veterans represent a large portion of the EBMUD workforce (34.2%) but **size of group has been decreasing** over time



Veterans are being **hired as a significantly lower rate** (2.6% in 2020) than their current representation (31.9%). The **proportion of promotions has also been decreasing** (47.1% in 2017 – 30.5% in 2021).



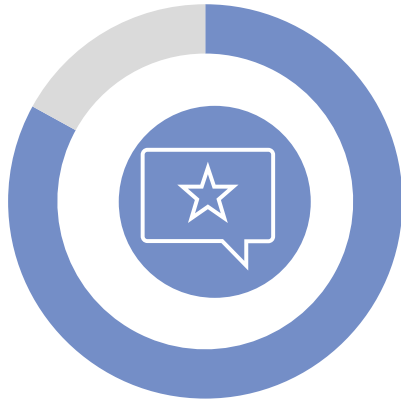
Veterans are much more likely to be discharged (25.0% vs 5.8%). For voluntary terminations, non-Veterans are more likely to retire (76.5% vs 53.6%) while Veterans are more likely to resign (42.9% vs 23.1%)

Inclusion Insights Survey



Job Satisfaction: All Employees

Knowledge and Awareness of DEI **strongly predicted** job satisfaction.



83%

Reported High levels
of Overall Job
Satisfaction



70%

Perceived Strong
Knowledge and
Awareness of D&I at
EBMUD



67%

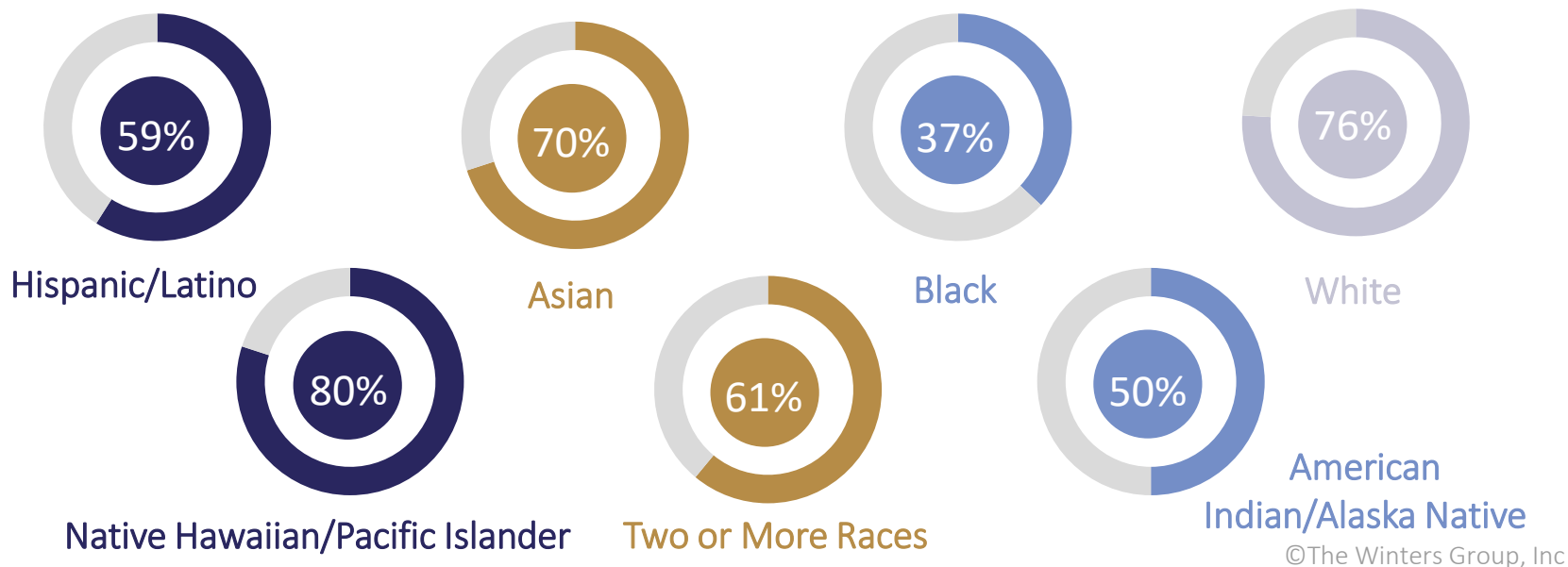
Perceived Policies,
Procedures, and
Practices at EBMUD
as Inclusive

©The Winters Group, Inc

Key Findings by Race/Ethnicity

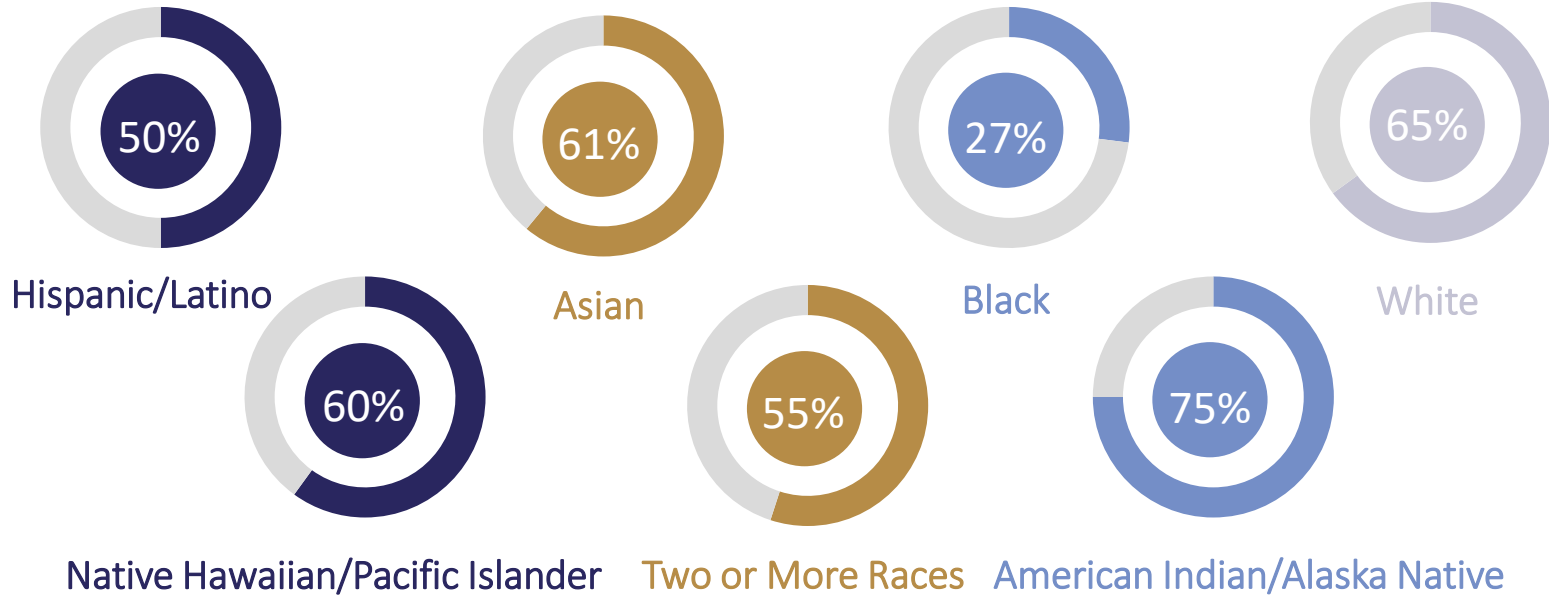
Black Employees had many **significantly less favorable ratings across all questions** related to perceptions of **Knowledge/Awareness of DEI and Inclusive Practices, Policies, and Procedures.**

I think District leadership promotes inclusive practices.



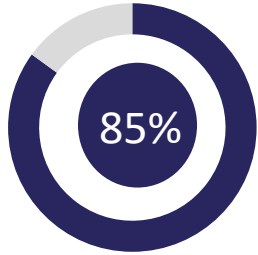
Key Findings by Race/Ethnicity

I think that employees feel valued and respected for their unique contributions to the District.

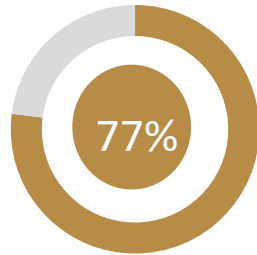


Key Findings by Gender

I plan on continuing my affiliation with the District indefinitely.

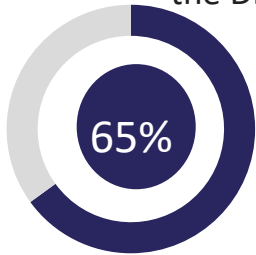


Men

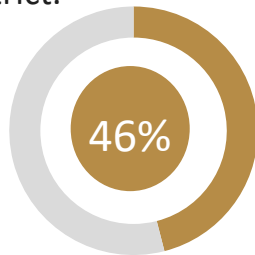


Women

I think that employees feel valued and respected for their unique contributions to the District.

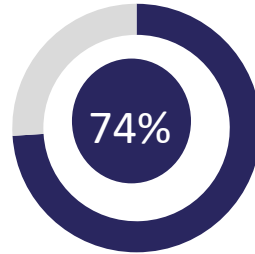


Men

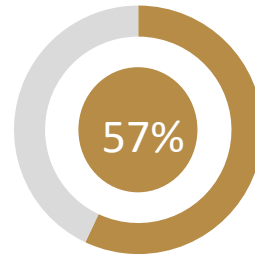


Women

I think District leadership promotes inclusive practices.



Men



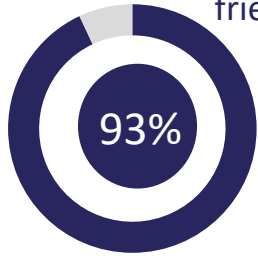
Women

Women employees reported many significantly less favorable ratings in two categories:

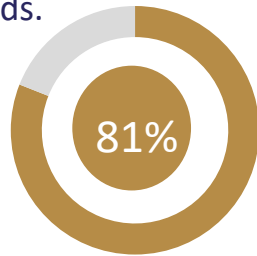
- Perceived knowledge and awareness of DEI
 - Perceived policies, procedures, and practices as inclusive

Key Findings by Sexual Orientation

I would recommend the District as a good place to work to family and friends.

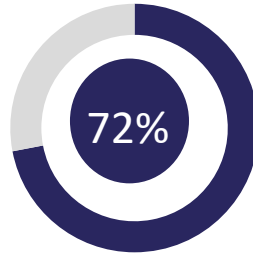


Heterosexual

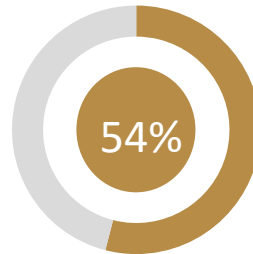


LGB

I think District leadership promotes inclusive practices.

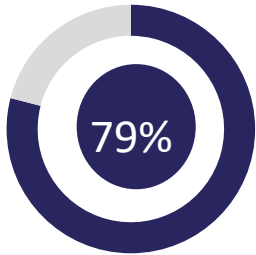


Heterosexual

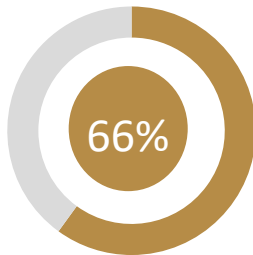


LGB

The District's culture values and respects cultural differences.



Heterosexual



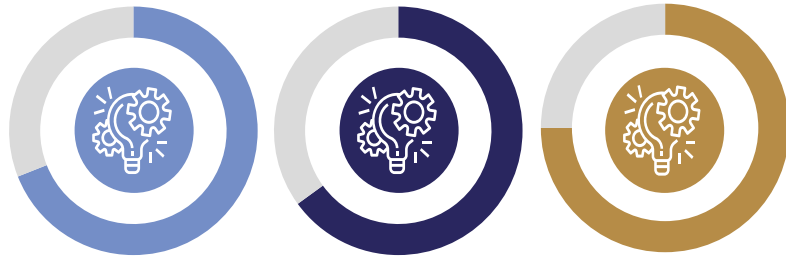
LGB

Lesbian, gay, and bisexual employees had some significantly less favorable ratings across all categories, and a pattern of less favorable ratings across all measures assessed.

Key Findings by Age Generation

Millennials reported more favorable perceptions across all categories, with a few significant differences.

I think the District leadership exhibits inclusive behaviors.



69%
Baby Boomers

65%
Gen X

75%
Millennials

I think the District's programs, events, and services are perceived by diverse communities to be accessible and inclusive.



70%
Baby Boomers

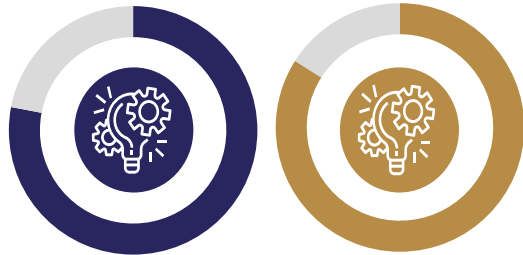
69%
Gen X

80%
Millennials

Key Findings by Disability Status

There were few consistent patterns across disability status, with a few significant differences.

I think the District hires diverse employees.



78%
Disability

84%
No
Disability

Based on the definition of diversity given, I think the District is diverse at all levels.

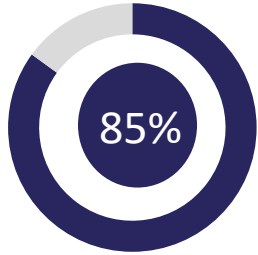


66%
Disability

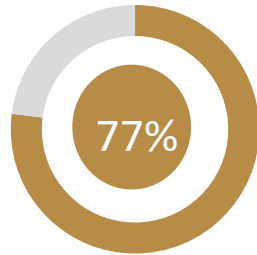
75%
No
Disability

Key Findings by Gender

I plan on continuing my affiliation with the District indefinitely.

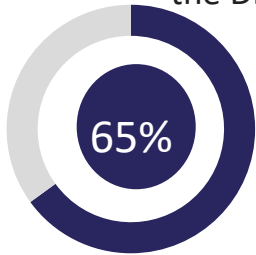


Men

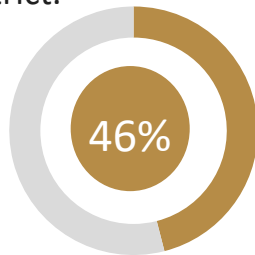


Women

I think that employees feel valued and respected for their unique contributions to the District.

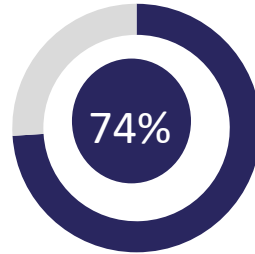


Men

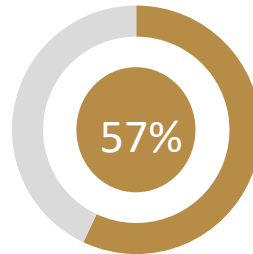


Women

I think District leadership promotes inclusive practices.



Men



Women

Female employees reported many significantly less favorable ratings in two categories:

- Perceived knowledge and awareness of DEI
 - Perceived policies, procedures, and practices as inclusive

Key Findings by Tenure and Level

Employees with the shortest tenures and between 5-10 years had more positive ratings than those working in the district longer.



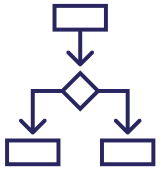
Organizational Tenure

Staff and Lead/Foreman levels have less favorable ratings across all three categories, with multiple significant differences.



Job Level

If EBMUD could do one thing to enhance D&I, what would it be?



**Policy
Changes**



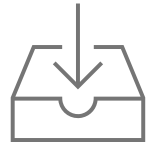
**Leadership
Decision-
making
process**



**DEI Training
and team
building**



**Communication
about DEI**



**Hiring and
Promotion
Process**

Employee Focus Groups



Methodology

Deductive Thematic Analysis by Question

Identifying implicit and explicit themes and conclusions

Self-Reported Predictive Factors

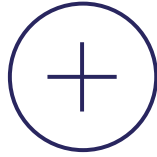
Focus groups were separated combination of race, gender, and generation.

Sampling note: We conducted a larger number of Black employee focus groups to ensure that every employee who had participated in “listening sessions” after the murder of George Floyd had an opportunity to participate if they so desired.

Demographic Groups with # of Participants

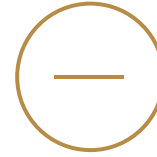
Employee segment	# of groups	Participation	% of groups represented	Approximate population at EBMUD
Black / African American Mixed Gender *	6	47	27.2%	173
Asian Women	2	14	8.9%	158
Asian Men **	0	0	0%	226
Hispanic / Latinx Men	2	10	4.8%	210
Hispanic / Latinx Women	2	9	20.5%	44
White Women	2	11	6.2%	178
White Men	2	9	1.2%	784
Millennial Mixed Gender	1	5	0.9%	562
Generation X Mixed Gender	2	13	1.5%	858
Baby Boomer Mixed Gender	2	11	2.1%	514

Working at EBMUD



Positives

- Meaningful Work
- Collaborative, friendly culture
 - Strong sense of community/familial environment
 - Workplace flexibility
- Learning and development opportunities
 - Affinity Groups



Negatives

- Ingroup/Outgroup dynamics
- POC: pressure to conform and code switch
- Women, Millennials, and POC: sense a culture of retaliation against speaking up about DEI issues

Perceptions of DEI Leadership



Positive perceptions of Executive leadership and board support of DEI

Many mentions of the GMs involvement with affinity groups and BLM statements



Mixed perceptions, awareness, and importance of DEI work across lower levels of leadership

Supportive management across higher ranks, less awareness in lower levels of leadership. Main notions of hostility from white men, Gen X, and Baby Boomers



Wariness and Exhaustion from Black and Latinx employees

Skepticism about whether their feedback would be integrated or that plans will be implemented

Perceptions of DEI Challenges and Opportunities



Black employees feel a lack of psychological safety on a daily basis, skeptical of and wary of change



White men and/or Baby Boomer employees have mixed interest in DEI, often expressing that EBMUD feels like a “family”



Women and/or Black employees feel a generally low morale as well as a need to prove their skills and experience



Latinx/Hispanic employees feel dehumanized and ostracized and feel DEI efforts are reactionary



Continue to engage consultants and external resources

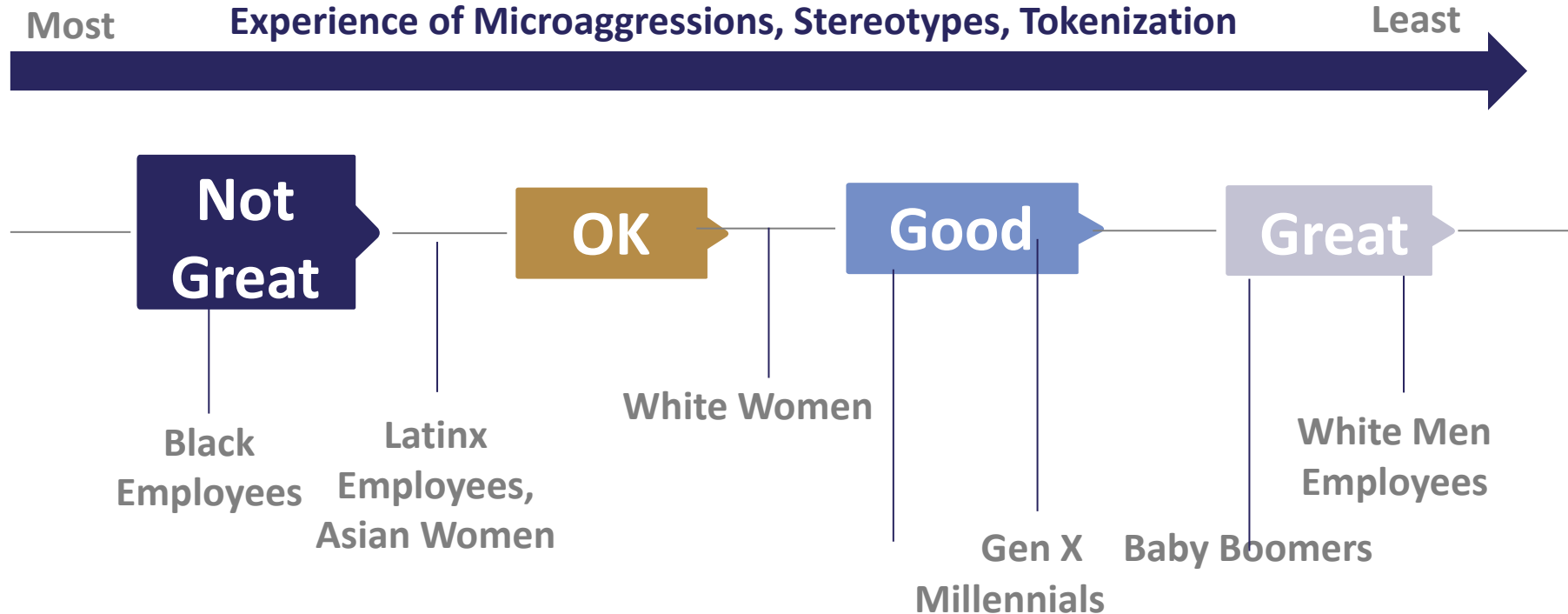


Bolster presence and power of affinity groups



Continue GM public involvement in DEI initiatives

Being _____ at EBMUD is...



Key Stakeholder Interviews



Methodology



Deductive Analysis by Question

Identifying implicit and explicit themes and conclusions from key stakeholders



Sentiment Analysis

interpretation of comments, statements, and descriptions that reveal attitudes and practices regarding racial justice in the workplace.



Priority Analysis

interpretation of comments to indicate that something, an initiative, solution, product, etc. is critical and should be implemented immediately, or as soon as possible..

Interview Questions

- ☐ What are your top 3 organizational challenges right now? What would you say are your top three organizational opportunities?
- ☐ In your own words how do you define diversity? Inclusion? Do you see a difference? What is the difference?
- ☐ In your own words how would you define equity? Is there a difference between equity and equality?
- ☐ How does/can diversity enhance the organizational challenges and opportunities that you identified?
- ☐ Based on your experiences with diversity, what aspects have you found the most challenging to navigate?
- ☐ What changes in behavior do you expect from leaders and employees as a result of the diversity, equity and inclusion initiative?
- ☐ How should the organization's leaders be held accountable for diversity, equity and inclusion?
- ☐ What recommendations do you have for the organization to enhance diversity, equity and inclusion?

Priority Analysis

Sentiment Analysis



Sustain education on cultural competence and systemic inequities



Establish long-term and well integrated DEI strategy that is held to high organizational priority



Create measures of accountability to address institutional biases



High levels of awareness of DEI, with varied levels of hopefulness for change

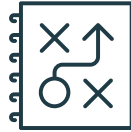


Low levels of awareness of DEI, with a desire and eagerness to learn and improve



Low levels awareness of DEI, with a resistance to DEI work

Key Themes



Organizational Challenges

- Racial inequities
- Lack of DEI implementation
- Hiring and promotion practices
- Change-resistant workplace culture



Opportunities

- Continue affinity group programs
- Expand internship program
- Increase leadership commitment
- Shift from conversation to implementation

Defining DEI



Diversity



- Diversity of thoughts/perspectives
- Differences in demographics and cultural background
- Some confusion



Equity



- Moderate to minimal understanding
- Confusion between Equity and Equality
 - Providing equal opportunities
- Reference to “three boxes” graphic



Inclusion



- Fairness
- Feeling of belonging
- Acting upon diversity
 - Confusion and uncertainties around difference between diversity and inclusion

DEI Challenges and Opportunities



Change-resistant Culture

“Old boys club” culture, differences between field and office culture



Experiences of Harassment and Racism

Unfair promotions, hiring, and microaggressions primarily experienced by Women and BIPOC



Lack of public support for DEI from Leadership

Lack of awareness and some instances of denial of the importance of DEI initiatives



Discomfort talking about DEI topics

From white employees who expressed worries about offending colleagues from other cultures



Innovative Problem Solving

Promoting DEI would bring more perspectives and boost creativity



Build a better connection and reputation with customers and greater community

This would help improve EBMUD’s services



Improve hiring and recruitment systems

Diverse leadership would signal growth paths for diverse employees

Behavior Change Expectations



Individual

- Increase in respect across differences
- Awareness of employees' workplace experiences



Interpersonal

- Reduced biases in day-to-day interactions
- Increased learning opportunities and education around the importance of DEI issues



Systemic

- Improved communication around DEI
- Leadership accountability and support of DEI initiatives

Leadership Accountability



Link DEI goals to leadership performance evaluations



Establish transparent company-wide feedback mechanisms reporting of DEI measures



Increase leadership responsibility for implementing DEI discussions to sustainable actions

Stakeholder Recommendations



Move Beyond Talk to Implementation

Identify clear roles,
responsibilities, and
accountability measures



Increase support from leadership

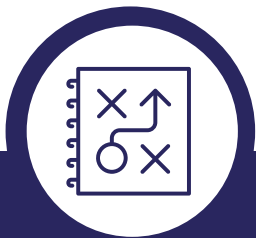
Have leaders engage in and
support employees through
anonymous feedback
mechanisms, affinity groups
support, and initiatives
beyond the HR function



Increase external DEI initiatives

Increase involvement with
the greater East Bay
community

The Winters Group Strategic Recommendations



Create a 5-year DEI Strategy

- Build progress metrics
- share regular updates
- Acknowledge and act upon especially by marginalized groups
 - Clarify roles and responsibilities for DEI



Build on Leadership Support of DEI

- Increase vocal support by GM, Board, and other leadership
- Show commitment by dedicating resources to DEI



Invest in DEI Education

- Increase organization-wide understanding of diversity, equity, inclusion.
 - Build knowledge around racial equity, gender equity, multicultural inclusion, and other topics.



Build Management Competency Around DEI

- Train management on methods to integrate DEI
- Build management accountability systems, to ensure consistency around DEI
- Tie DEI to performance metrics

The Winters Group Strategic Recommendations



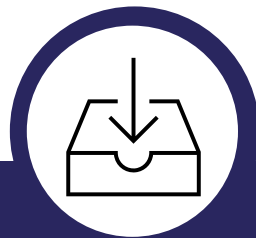
Design and implement accountability systems

- Integrate DEI into day-to-day work
- Increase safety of reporting systems to prevent retaliation
 - Implement accountability with real consequences for DEI violations



Refresh Promotion Processes

- Take steps to intentionally reduce bias
- Improve equitable access to internal training opportunities
- Build internal promotion pipelines for marginalized communities



Analyze and Improve Hiring Processes

- Reduce unnecessary education and testing requirements
- Increase long-term outreach to diverse communities
- Increase access through more paid internship and apprenticeship programs
 - Provide support and flexibility for those navigating the hiring process



Increase Support for Affinity Groups

- Increase funding and paid work hours to organize groups and events
- Build a transparent process to start new affinity groups and encourage participation

Questions?

Thank you!

