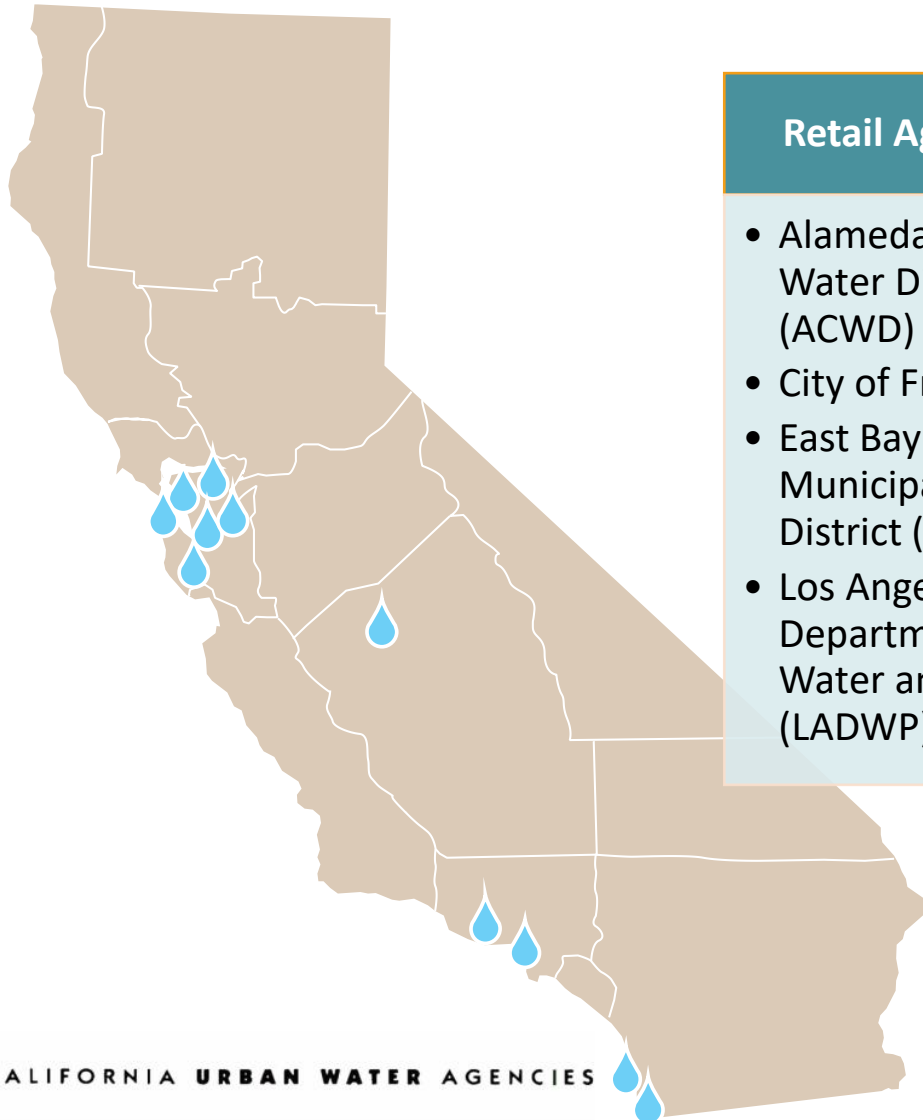


CUWA Diversity, Equity, and Inclusion (DEI) Toolkit

Sharing best practices and lessons learned to help benefit and improve CUWA agencies and the entire water community in their DEI efforts.



The California Urban Water Agencies (CUWA) collectively serve two-thirds of the state's population.



Retail Agencies

- Alameda County Water District (ACWD)
- City of Fresno
- East Bay Municipal Utility District (EBMUD)
- Los Angeles Department of Water and Power (LADWP)

Retail/Wholesale Agencies

- Contra Costa Water District (CCWD)
- City of San Diego
- San Francisco Public Utilities Commission (SFPUC)

Wholesale Agencies

- Metropolitan Water District (MWD)
- Valley Water
- San Diego County Water Authority (SDCWA)
- Zone 7 Water Agency



The DEI Toolkit is an outcome of CUWA's aspiration to embody DEI through culture, practices, and accountability.



The DEI Toolkit shares ideas and progress to support the development of DEI programs throughout the water industry.

The DEI Toolkit is designed to:

- Summarize best practices from member agencies
- Share lessons learned through DEI program implementation
- Compile resources/examples
- Complement Broader Frameworks

References will be updated on CUWA's website as more information and examples become available. The toolkit and references are accessible at: www.cuwa.org/pubs/dei-toolkit



Implementation of DEI programs is a continuous process and each organization is at a different stage in their DEI journey.

- **Diversity** - the broad tapestry that comprises the organization's workforce, customers, and the communities that are served. Includes both visible characteristics (e.g. race, gender identity, and age) and less obvious characteristics (e.g. personality, job function, and sexual orientation).
- **Equity** – the distribution of opportunities and resources such that everyone has equivalent access.
- **Inclusion** – the state in which all employees feel that they are a valuable part of the organization, that their voices and identities and beliefs matter and can be heard.



DEI is an interdependent and iterative process.

- The relationship between the three key elements of the DEI toolkit - Executive Management Commitments, Data Assessments, and Action Plans - is interdependent and iterative
- The documents included in the toolkit provide additional details on each of the elements



Executive Management Commitment

Executive Management Commitment

Policy statements, resolutions, procedures that direct executive leadership to take tangible action to advance diversity, equity, and inclusion based on stated mission/vision/values

RELEVANCE TO POLICY PRINCIPLES:

Leadership is responsible for setting a tone for a culture of respect that is embraced throughout all levels of the organization.

Why Important?

Executive Management Commitment shows that the organization is committed to DEI and that leadership is willing to set the tone for a culture of respect to be embraced throughout the entire organization

Sample Best Practice

Understand that DEI is an ongoing process - leaders must model conduct and not let perfection be the enemy of good

Sample Consideration

Sustained commitment can help overcome skepticism and provide needed support while longer term actions are implemented



Data Assessment

Data Assessment

Framework to determine employee demographic data, assess perspectives, routinely assess progress, identify gaps, and prioritize improvements for DEI at member agencies

RELEVANCE TO POLICY PRINCIPLES:

The organization remains accountable by routinely assessing progress, identifying gaps, and prioritizing improvements that lead to diversity, equity, and inclusion.

Why Important?

Data assessment can identify and prioritize where organizations can take action

Sample Best Practice

Establish a common set of definitions as standard definitions support understanding

Sample Consideration

Pairing data assessment with additional activities (e.g., employee support groups) can help gain additional insight



Action Plan

Action Plan

Approach to determine scope of work, timeframe, and feedback mechanism for implementing DEI initiatives

RELEVANCE TO POLICY PRINCIPLES:

The organization should create an inclusive work environment where all employees feel welcome and comfortable (psychologically safe) sharing diverse ideas, approaches, and perspectives.

Why Important?

Action Plans create the roadmap for the organization to achieve their DEI goals

Sample Best Practice

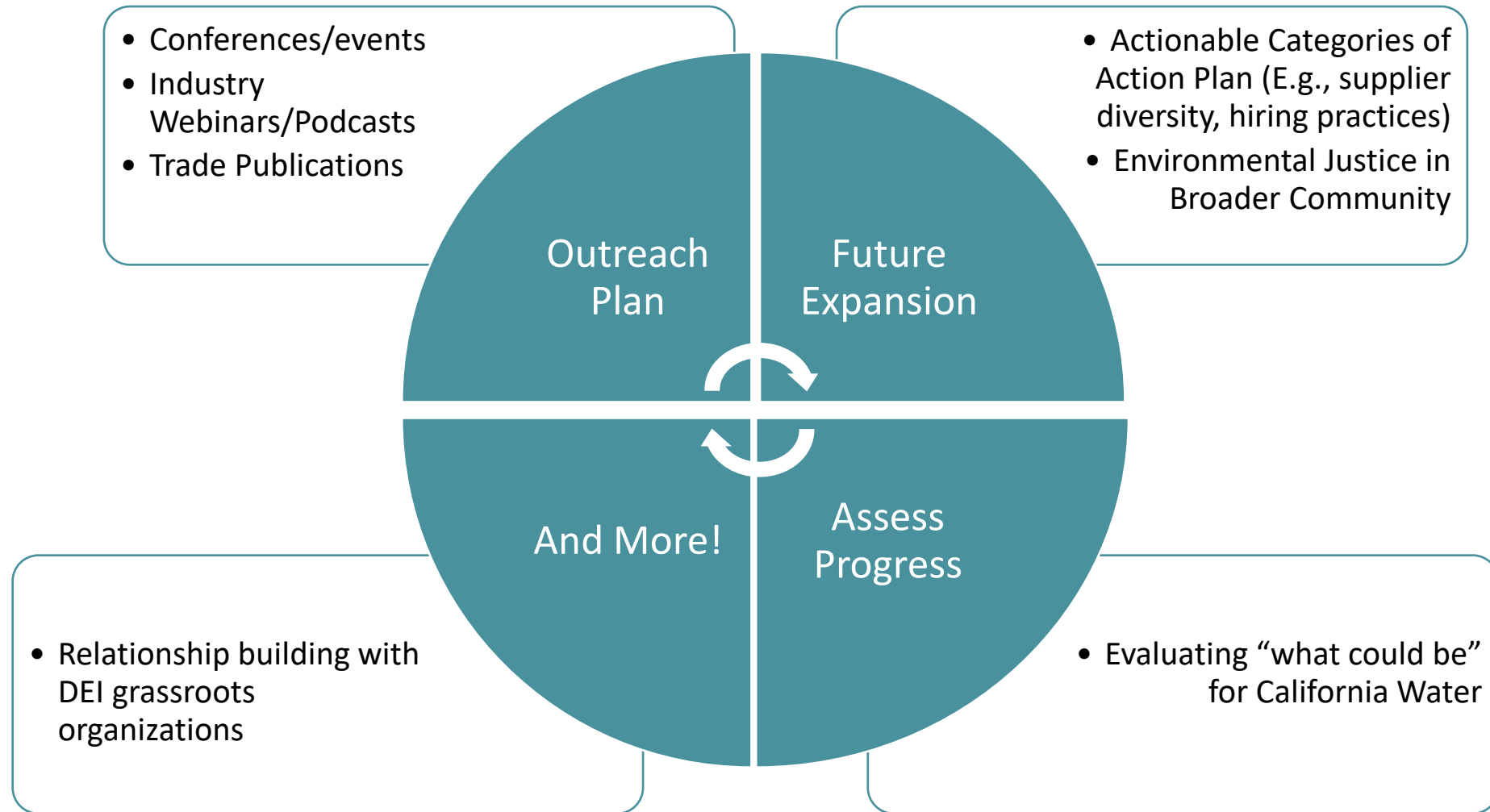
Clearly stating goals and implementation strategies demonstrates a sustainable investment in employees' talents and knowledge while fostering an engaged and diverse workforce

Sample Consideration

Focusing on 3-4 short term priorities can help demonstrate near-term process and success once the Action Plan is developed



Intentional outreach is a current priority with potential expansion of the toolkit in the future.



More information is available on CUWA's website.

- Toolkit and references are available at www.cuwa.org/pubs/dei-toolkit
- References will be updated as more information and examples become available.

