



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Carlson, Barofsky, Brown, McRae and Schlossberg
FROM: Rod Price, Assistant General Manager & Kelly Hoell, Climate Policy Analyst
DATE: April 11, 2023 (April 18, 2023, Work Session)
SUBJECT: Work Session to Inform Development of DEI Policy for EWEB
OBJECTIVE: Information and Discussion

Issue

Based on Board discussions started in 2022, and in support of 2023 Organizational Goal #2 Workforce and Culture (see below), Commissioners and Management wish to develop a guiding Board Policy focused on issues of Diversity, Equity, and Inclusion (DEI).

2023 Organizational Goal #2, Workforce and Culture:

*"Build and inspire a workforce and a workplace culture to fulfill ongoing business obligations and strategic initiatives in alignment with our organizational values by evolving our **Dynamic Workforce Model** (mobile/hybrid work opportunities), integrating a new **IBEW Collective Bargaining Agreement**, using the results of a comprehensive **employee survey** to continuously improve our employees' work experience, and working with the Board of Commissioners to develop and deploy policies that will weave **principles of DEI** (diversity, equity, and inclusion) and resiliency into our work."*

Background

Under Strategic Direction Board Policy #1 (SD1), Mission, Vision, Values and Legacy, EWEB defines its five organizational values: Safe, Reliable, Affordable, Environmental, and Community/Culture (last updated Oct 5, 2022). The Community/Culture value is defined as:

"We value a culture of intentional actions and outcomes, continuous improvement, diverse perspectives, that is trustworthy, respectful, equitable, and inclusive to employees and community members. We are dedicated to our public service, professions, local governance, and commitment to serve our community honestly and with integrity."

In 2021, as part of Commissioners' annual policy review, the Board and staff recognized that "equity considerations" were not included or defined within EWEB Board Policy. Simultaneously, beginning in the second half of 2021, EWEB Executive Team (ET) engaged in facilitated discussions of what diversity, equity, and inclusion could mean to the organization. Consistent with best practice, the ET determined that diversity, equity, and inclusion are interrelated and should be considered holistically.

At the Feb 15, 2022, Board Work Session, in support of 2022 Organization Goal #2(e), *"build and inspire the workforce necessary to fulfill ongoing business obligations and strategic initiatives amidst a challenging and changing labor and social environment by: (e) developing and nurturing an environment based on the principles of diversity, equity, and inclusion (DEI)*, staff submitted potential policy definitions for the terms

Diversity, Equity and Inclusion, as well as possible policy content categories for the Board's review and discussion.

Within the discussion, Commissioners expressed a desire to invest time and resources in an on-going journey of continual improvement to embed DEI components into the organization at both the Board and the staff levels. There was a desire to include both internal (staff and culture) and external (customer and community) focus areas within the utility. There was a desire to seek professional consulting support in the areas of DEI governance and policy development so that the Board would be qualified to evaluate the components of good DEI policy. The Board requested that staff provide guidance on what best practice DEI policy looks like in other organizations and provide a status update on current DEI activities happening at EWEB.

For the July 5, 2022, Regular Board meeting, staff submitted a correspondence memo providing detailed descriptions and links to what DEI policies and programs look like among local partner jurisdictions, state agencies, and peers from the electric and water utility industry.

For the March 7, 2023, Regular Board meeting, Management submitted a correspondence memo providing details on EWEB's many years of participation in the Equity and Community Consortium (ECC) and the ECC's objectives and focus areas.

For the April 4, 2023, Regular Board meeting, Management submitted a correspondence memo providing details on individual interviews with each Commissioner about EWEB's ongoing effort to create a DEI policy.

Discussion

The April 18, 2023, work session will focus on four agenda items in the process of development of a DEI Board-level Policy:

1. Briefly review and celebrate the commitments and actions EWEB has engaged in in support of DEI and related efforts (See Background above). This is to understand where we have come from and where we are now.
2. Review and discuss suggested "Road Map" for completion of a Board-level DEI policy by year-end (2023). This will include a discussion of the components of a DEI policy framework (See Attachment A).
3. Discuss why DEI matters for EWEB. Articulating the answers to the example questions below will be the basis of the Rationale/Vision and Purpose components of the DEI Board-level Policy.
 - In what ways are a DEI policy and/or DEI topics connected to EWEB's goals and work?
 - How would EWEB's engagement and improvement on DEI topics strengthen our work or our mission?
 - How are EWEB's values strengthened/reinforced by the principles of DEI?
4. Review and get feedback on examples of terminology, definitions, DEI statements, policies, and efforts (see Attachments B, C, D, and E)

This memo seeks to lay out a plan for Board education, development, and direction over the course of calendar year 2023 that will result in understanding by each Commissioner of the Board's role in this type of governance, and ultimately will result in the development of a robust Diversity, Equity, and Inclusion Policy for EWEB.

Recommendation

See Attachments for Staff recommendations of definitions for Diversity, Equity, and Inclusion.

Requested Board Action

Information and feedback about Road Map direction, policy and effort examples, and definitions are requested.

Attachment A. Road Map to a DEI Board-level Policy and Beyond

The purpose of Attachment A is to outline a Road Map for how EWEB is going to complete a DEI Policy in 2023 and then move into policy implementation in 2024.

At the February 15, 2022, meeting staff suggested that the components of a DEI policy include at least the following areas:

A. Rationale/Vision

Why is it important for EWEB to have a DEI policy?

What is EWEB's aspiration or commitment?

B. Purpose

What is the objective (or primary use) of the DEI policy?

C. Definitions

What terms are included in this policy and how does EWEB define them?

D. Directives/Accountability

Many DEI policies classify areas of attention and work, providing direction in specific areas.

In what areas could, would, or should EWEB focus?

E. Transparency and Reporting

How will EWEB collect feedback, metrics, and track progress in these areas?

The proposed Road Map for this work allocates these components to three phases.

Draft the policy (Phases 1 and 2)

Phase 1: April – June 2023: Phase 1 will be designed to help the Board craft the following components of the DEI Policy:

A. Rationale/Vision

B. Purpose

C. Definitions

At the April 18th board work session, the board discussion will provide input to staff that will inform a draft DEI policy for EWEB. Staff will then bring forward a draft of components A, B, and C to the June or July work sessions or board meetings this summer.

EWEB has hired the consulting firm, Hathaway Munro, to facilitate the completion of Phase 1 and lead the Board through an introductory DEI educational session. Hathaway Munro brings expertise with boards, organizational development, and strategy. The purpose of this engagement is to help EWEB Commissioners and staff understand and frame this work, define the approach and scope of the work, and identify DEI subject matter expert partner(s) to take the DEI policy to implementation.

At the June or July work session or Board meeting, board members will review the draft components A, B, and C.

Phase 2: July – December 2023: Phase 2 will be designed to help the Board to craft the following components of the DEI Policy:

D. Directives/Accountability

E. Transparency and Reporting

Once the general understanding and business case for this work is established and understood by the Commissioners, then the Board will need to define the directives that will be included in the policy and how those will be reported on moving forward to ensure both transparency and

accountability. The Board has identified work sessions in August and October to finalize these components. Staff will identify methods to accomplish Phase 2 after the June work session. This could include hiring a new consultant with DEI implementation expertise in utilities or similarly-sized companies.

By December 2023 the board will adopt an initial DEI policy for EWEB.

Execute the policy (Phase 3)

Phase 3: January 2024 – onward: After EWEB's Board has completed the Policy, EWEB staff will work within the framework of the strategic plan to focus on implementing the necessary steps to drive the desired DEI policy outcomes. Depending on Board priorities, it may include Board level work, Staff level work, and/or expert support at multiple levels within EWEB.

Attachment B: Sample DEI Policies and Efforts

The purpose of Attachment B is to provide sample DEI policies and statements from peer institutions that may have components relevant for EWEB.

Discussion questions:

1. What stands out to you from these examples?
2. What would you want (or not want) to see included in EWEB's DEI policy or efforts?

Example 1: Lane Transit District Diversity, Equity, and Inclusion Policy, (Sept. 2020)¹

LTD recognizes the importance of Diversity, Equity and Inclusion in both its internal and external operations. The District defines these terms as following:

Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. It also includes populations that have been and remain underrepresented among practitioners in the field and marginalized in the broader society.

Equity is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. Inclusion relates to the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.

With these definitions in mind, LTD shall:

- Demonstrate its commitment to diversity, equity and inclusion principles within both internal (staff focused) and external (community focused) activities of the District.
 - Examples of internally focused activities could include but are not limited to:
 - recruiting/hiring/promoting activities
 - writing/reviewing job descriptions and expectations
 - monitoring working conditions
 - providing ongoing staff education, development and training opportunities
 - reviewing internal policies and norms
 - internal communications
 - Examples of externally focused activities could include but are not limited to:
 - All external-facing communications,
 - Project planning and implementation
 - Information accessibility and transparency
 - Selecting, hiring and working with external vendors
 - Maintaining all community infrastructure (buses, stops/stations, facilities, etc.)
 - Working with partner jurisdictions
 - Working within the transportation and public transit industry
- Develop a Diversity, Equity and Inclusion (DEI) Plan that will outline specific and measurable goals to ensure continuous improvement in addressing diversity, equity and inclusion

¹ LTD's Diversity, Equity, and Inclusion Policy: https://www.ltd.org/file_viewer.php?id=4529

principles and outcomes. Goals will focus on both internal and external activities of the District.

Example 2 – Portland General Electric (PGE) Equity Statement²

For more than 130 years, we have been powering our community, and we will continue bringing innovative solutions to ensure a bright energy future for Oregonians. We know, however, that disparities exist in delivering electric service that are shaped by regulatory policy, legislative policy and institutional procedures. We cannot ignore the historical barriers and biases affecting low-income households, communities of color, people with disabilities and other historically underserved communities. Nor can we ignore the societal inequities that make it harder for these groups to access renewable energy programs, technologies and jobs. Addressing disparities is now part of our job at PGE, and our commitment to supporting the success of communities we serve runs deep. That's why we invite the voices of people and communities that experience these disadvantages to help shape PGE's clean energy future. For our part, we're committed to racial equity in all aspects of our operations, including customers, employees, the communities we serve and the people with which we do business. Understanding this, we actively pledge to:

- Apply an equity lens to all aspects of our business, collaborate with our communities and prioritize their voices to inform our decisions.
- Partner with others to break through economic, cultural and language barriers. We want to ensure all customers – regardless of income, background, ethnicity or physical location – can benefit from the evolving way energy is generated and delivered while keeping rates low.
- Enforce equitable policies for hiring, promoting, developing and compensating employees. We commit to being a green employer of choice, to building an employee and leadership base that mirrors the communities we serve and to cultivating a workplace culture that embraces equity.
- Develop ways to measure, track and share our progress on these commitments to ensure accountability.
- Revisit and update these commitments annually as part of our ongoing journey to an equitable energy future.

Example 3 – Santa Clara Community Organization, Eugene, Diversity and Inclusion Statement³

The following statement was adopted unanimously by a quorum of the SCCO Executive Board July 2, 2020

Santa Clara Community Organization Diversity and Inclusion Statement:

The Santa Clara community is rich with natural beauty, passionate residents, and a commitment to using our collective diversity as an asset to benefit our present and inform our future. Our community affirms this commitment via this statement in support of diversity and its multiple benefits, those visible, tangible, and otherwise.

No person shall be victimized, marginalized, or discriminated against in our community on the basis of race, gender, religion, ethnicity, sexual orientation, socioeconomic status, (dis)ability, education level, political affiliation, or citizenship status. We support dialogue, discourse, and disagreement in constructive and holistic capacities that further relationships and prosperity for all at the table. We

² <https://portlandgeneral.com/about/who-we-are/diversity-equity-and-inclusion>

³ <https://santaclaracommunity.org/scco/diversity-and-inclusion-statement/>

reject hatred, bigotry, and vulgarity in all forms. We support an individual's right to lead his, her, or their lives without influence from perspectives that foster racial, ethnic, or other bias-based outcomes.

If you feel you have been the victim of or witnessed any type of discrimination in our community please report it (<https://www.eugene-or.gov/2476/Equity-and-Human-Rights-Contact-Form>).

ESPAÑOL

La Comunidad de Santa Clara está llena de belleza natural, residentes apasionados, y un compromiso a usar nuestra diversidad colectiva como un beneficio a nuestro presente, y informar nuestro futuro. Nuestra comunidad apoya a la diversidad y sus varios beneficios, que son visibles y tangibles, a través de esta declaración

Ninguna persona será victimizada, marginada, o discriminada en nuestra comunidad al base de raza, género, religión, etnia, orientación sexual, estatus socioeconómico, (in)capacidad, nivel de educación, afiliación política, o estado de ciudadanía. Soportamos diálogo, discurso, y desacuerdo en capacidades holísticas y constructivas para adelantar relaciones y prosperidad para todos. Rechasamos odio, intolerancia, y vulgaridad en todas formas. Suportamos el derecho de cada individual a llevar su vida sin influencia de perspectivas que promuevan resultados de prejuicio hacia raza o etnia.

Si sientes que has sido víctima o testigo de discriminación en nuestra comunidad, por favor repórtelo a (<https://www.eugene-or.gov/2476/Equity-and-Human-Rights-Contact-Form>). Si no esta seguro, o tiene alguna preocupación de reportar, por favor contacte a la línea directa de la Comunidad de Santa Clara – el “SCCO BATPHONE”- al (458)209-9990 para asistencia confidencial.

Example 4 – Lane County Equity Lens Toolkit – Introductory Letter from County Commissioner Pat Farr (May 2022).⁴ (Next page)

4 Lane County Equity Lens Toolkit: [Equity Lens Toolkit 8/9/Edits \(civiclives.com\)](https://civiclives.com/equity-lens-toolkit)



LANE COUNTY BOARD OF COMMISSIONERS

Joe Berney
Jay Bozievich
Heather Buch
Pat Farr
Laurie Trieger

May 24, 2022

A Message from the Lane County Board of County Commissioners

These are challenging times we live in. From COVID-19 to the Holiday Farm Fire in the McKenzie area and many other adversities, many people have been negatively impacted. There are people and groups in our communities that face systemic oppression which results in outsized inequities and disparities in many areas, from economic health to education to health care and even death rates. For example, it is well documented that residents of high poverty neighborhoods have more health problems, more difficulty accessing quality healthcare, and a reduced overall life expectancy.

The Lane County Board of Commissioners is excited to share with you the launch of Lane County's *Equity Lens*. We believe that the Lens will become an important decision-making tool that can improve the work of elected officials, staff and advisory bodies. It can, in short, meet the County's purpose of improving lives. We must take full advantage of the opportunity that this tool provides to make better, more inclusive decisions and to ensure the County is working for ALL who are here.

The *Equity Lens* was developed by an interdepartmental work group in partnership with the County's Equity and Access Advisory Board. This tool will give a consistent and coherent equity focus to the County's decision making by encouraging all of us to ask and answer a few direct and valuable questions.

By applying the Lens to our work we will:

- generate better solutions by incorporating diverse perspectives and being deliberately inclusive of systemically under-served and marginalized populations – particularly communities of color;
- take positive steps to identify and remove systemic barriers, promote inclusion and community engagement by expanding access to resources and services, and empower people; and
- create a more positive and respectful work environment by increasing awareness and understanding of diverse peoples and cultures.

Lane County has an opportunity to further diversity, inclusion, and equity by making meaningful and substantive changes to policies, processes, and decision-making. As leaders, staff, and residents of Lane County, we have the power and the responsibility to center racial equity and promote better conditions and opportunities for everyone.

We should all make the Lens a part of our daily work and make a new reality of systemic vitality and sustainable change. Let's take the next step together to make Lane County a great place to live, work and play – for all of Lane County's people and communities.

Sincerely,

Pat Farr, Chair
Lane County Board of Commissioners

Example 5: State of Oregon: Diversity, Equity, and Inclusion Action Plan⁵: A Roadmap to Racial Equity and Belonging

DEI Action Plan Objectives (pg. 12 of 52)

Oregon is one of the first states in the United States to create a statewide DEI Action Plan to explicitly work on dismantling institutional and structural racism in state government.

The Governor and agency leadership across state government have pledged their commitment to prioritize equity in their work. In 2020, the Governor's Office of Diversity, Equity, and Inclusion (DEI) along with the Office of Cultural Change were charged to build a bold but executable DEI Action Plan with state agency partners. The plan is designed to guide the still early efforts of the state enterprise to dismantle racism and establish a shared understanding.⁶

The objectives of the DEI Action Plan are as follows:

- Normalize the concepts of racial justice in the state government enterprise – acknowledge history, prioritize and make urgent efforts to put racial equity at the forefront.
- Organize efforts and build organizational capacity across departments for connected, cohesive, and amplified impacts. Foster both internal and external partnerships.
- Operationalize and embed racial equity into every part of state government putting DEI strategies into practice.
- Guide and direct enterprise-level operationalizing of racial equity and DEI work.
- Inspire expansion of equity by sharing and collaborating to build on what is already happening.

Agency leaders across the state are already advancing diversity, equity, and inclusion initiatives. However, currently there is no cohesive strategy to bring together the fragmented efforts across state government. The DEI Action plan does not prescribe racial equity outcomes of each agency as it will vary between programs, services, infrastructure, planning. Rather, the DEI Action Plan is intended to complement agencies' existing equity initiatives and provide guidance to agencies just embarking on the journey, threading the collective equity initiatives across the state.

5 https://www.oregon.gov/lcd/Commission/Documents/2021-09_Item-2_Directors-Report_Attachment-A_DEI-Action-Plan.pdf

6 Modified from Government Alliance on Race & Equity (GARE) Theory of Change for the Jurisdiction: <https://www.racialequityalliance.org/wp-content/uploads/2016/11/GARE-Racial-Equity-Action-Plans.pdf>

Attachment C: Example Definitions of Diversity

The purpose of Attachment C is to provide examples from peer institutions of the definitions of Diversity and make a staff recommendation for language for EWEB.

Discussion questions:

1. What stands out to you from these definitions?
2. What should staff consider as they draft a definition to bring to the board this summer?
3. Staff recommendation: Use Lane County and the State of Oregon DEI Action Plan definitions as the basis of EWEB's definition of Diversity (see grey highlighting).

Organization	Diversity
Draft definition 2/15/22 EWEB	Diversity – recognizing, including, and valuing the personal characteristics, including different backgrounds, identities, and experiences, in the collective makeup of a group.
Equity & Community Consortium	Diversity refers to all aspects of human difference, social identities, and social group differences, including but not limited to race, ethnicity, creed, color, sex, gender, gender identity, sexual identity, socio-economic status, language, culture, national origin, religion/spirituality, age, (dis)ability, and military/veteran status, political perspective, and associated preferences.
Lane County	<p>Diversity describes the presence of differences within a given setting, collective, or group. An individual is not diverse; a person is unique. Diversity is about a collective or group and exists in relationship to others. A team, an organization, a family, a neighborhood, a community can be diverse. A person can bring diversity of thought, experience, and trait, seen and unseen, to a team...and the person is still an individual.</p> <p>Workforce diversity means a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.</p>
Lane Transit District	Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. It also includes populations that have been and remain underrepresented among practitioners in the field and marginalized in the broader society.
State of Oregon - DEI Action Plan	Diversity means honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

Attachment D: Definitions of Equity

The purpose of Attachment D is to provide examples from peer institutions of the definitions of Equity and make a staff recommendation for language for EWEB.

Discussion questions:

1. What stands out to you from these definitions?
2. What should staff consider as they draft a definition to bring to the board this summer?
3. Staff recommendation: Use Equity and Community Consortium definition as the basis of EWEB's definition of Equity (see grey highlighting).

Organization	Equity
Draft definition 2/15/22 EWEB	Equity – creating a fair and unbiased level of access, opportunity, support, and service for all members of a diverse community.
Equity & Community Consortium	Equity refers to fair and just practices and policies that ensure all community members can thrive. Equity is different than equality in that equality implies treating everyone as if their experiences are exactly the same. Being equitable means acknowledging and addressing structural inequalities -historic and current - that advantage some and disadvantage others. Equal treatment results in equity only if everyone starts with equal access to opportunities.
Lane County	Equity is the act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.
State of Oregon - DEI Action Plan	Equity is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.
State of Oregon - Dept of Consumer and Business Services	Equity is giving everyone what they need to be successful. Equality aims to promote fairness, but it can work only if everyone starts from the same place and needs the same thing. Equality is treating everyone the same. We must first ensure equity before we can enjoy equality.

Attachment E: Definitions of Inclusion

The purpose of Attachment E is to provide examples from peer institutions of the definitions of Inclusion and make a staff recommendation for language for EWEB.

Discussion questions:

1. What stands out to you from these definitions?
2. What should staff consider as they draft a definition to bring to the board this summer?
3. Staff recommendation: Use Lane County definition as the basis of EWEB's definition of Inclusion (see grey highlighting).

Organization	Inclusion
Draft definition 2/15/22 EWEB	Inclusion – fostering an environment where an individual feels a sense of welcome, belonging, and value in a community.
Equity & Community Consortium	Inclusion refers to a community where all members are and feel respected, have a sense of belonging, and are able to participate and achieve to their potential. While diversity is essential, it is not sufficient. An institution can be both diverse and non-inclusive at the same time, thus a sustained practice of creating inclusive environments is necessary for success.
Lane County	Inclusion is intentionally designed, active, and ongoing engagement with people that ensures opportunities and pathways for participation in all aspects of a group, organization, or community including decision-making processes. Inclusion is not a natural consequence of diversity. There must be intentional and consistent efforts to create and sustain a participative environment. Inclusion refers to how groups demonstrate that people are valued as respected members of the group, team, organization, or community. Inclusion is often created through progressive, consistent actions to expand, include, and share.
Lane Transit District	Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. Inclusion relates to the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.
State of Oregon - DEI Action Plan	Inclusion is a state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.
State of Oregon - Dept of Consumer and Business Services	Inclusion is a state of being valued, respected, and supported. Inclusion should be reflected within DCBS culture, practices, and relationships that support a diverse workforce for all people to achieve their full potential. We build a culture of belonging by actively inviting the contribution and participation of all employees.