


DIVERSITY, EQUITY, INCLUSION, AND BELONGING ACTION PLAN






This Diversity, Equity, Inclusion and Belonging Action Plan is designed for implementation from FY 2024, through FY 2026.

Legend


Level of Staff Effort:

 Can be implemented by a current employee/position as project manager and a manageable amount of coordination and support from other existing staff

 Can be implemented by a current employee/position as project manager with a significant amount of coordination and support from other existing staff




  Will require the creation of an additional position to execute as planned (Cost associated with additional staff is not factored into the financial resources).

Financial Resources: If not noted, these financial resources will be one-time expenses, associated with launching an initiative (e.g., engaging a consultant). If an expense will be on-going, it is noted as such.

 No additional financial resources will be necessary

 Initiative will cost tens of thousands of dollars

  Initiative will cost hundreds of thousands of dollars

   Initiative will cost millions of dollars

OWASA's Diversity, Equity, Inclusion, and Belonging (DEIB) Program

Introduction:

This plan was developed to establish a framework for enhancing Diversity, Equity, Inclusion, and Belonging (DEIB) at OWASA. Prior to outlining the specific initiatives, an extensive period was dedicated to understanding the organization and its workforce. An initial "Listening Tour" involved meetings with employees, supervisors, and directors representing various years of service and departments with OWASA. These discussions revealed key themes that informed the development of priorities for this plan.

Beyond the formal listening tour, ongoing informal interactions with employees further informed the creation of these initiatives. Additionally, this plan incorporates insights from best practices and strategies utilized across industries to promote DEIB.



The objective of this action plan is to integrate DEIB principles throughout OWASA, spanning from policy to practice. The aim is to ensure consistency across all levels of the organization, with staff and leadership aligned in their approach to fostering equity and inclusion.

OWASA is committed to collectively advancing diversity, equity, inclusion, and belonging across the entire organization. OWASA's DEIB program is a conscious and intentional effort to ensure that all OWASA Team Members feel respected, valued, appreciated, and connected to OWASA. The following guiding principles were developed to steer our DEIB program; they are aspirations for the organization that we are working to be.



Guiding Principles



1. The following commitments guide our actions:
 - a. We provide equal access to opportunities and ensure that all are treated fairly.
 - b. We provide a work environment where everyone's thoughts, ideas, and perspectives matter.
 - c. We welcome, accept, appreciate, and value everyone as a member of the team so they feel connected to OWASA.
2. OWASA's DEIB program aligns with and supports our vision, mission, and values.
3. Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.
4. To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.
5. We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.
6. We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.
7. We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.
8. We engage and collaborate with our Team Members to develop DEIB program goals and objectives. We invite and meaningfully consider diverse viewpoints with a conscious effort to elevate the voices of those most impacted and/or least heard.
9. We are committed to continuously improving in DEIB and assessing our progress and opportunities for growth.

Diversity



Initiative:	Achieve a diverse workforce of staff and leadership that reflect the communities we serve.
Purpose:	Achieving a diverse workforce of staff and leadership reflecting the community we serve will aid us in connecting with all members of our community and supporting all our customers and employees. Having employees come from all different identity groups makes OWASA a richer and more diverse place to work. Having a diverse group of supervisors aids us in supporting our staff with a management team that reflects their communities.
Guiding Principle Connection:	<u>GP 1.b:</u> We provide a work environment where everyone's thoughts, ideas, and perspectives matter.
Measurement:	Annual board EEO Report
Implementation Timeline:	Ongoing
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Director of Human Resources, Executive Director, and DEIB Specialist

Initiative:	Add DEIB component to pre-recruitment and pre-interview training meetings.
Purpose:	During the pre-recruitment meeting with the hiring supervisor, the DEIB specialist will aid in selection of most applicable DEIB interview question. The DEIB Specialist will participate in the pre-interview training to train and coach the interview panel on what to be listening for with the DEIB question(s) and how to fairly evaluate responses. This will also serve to reinforce anti-discrimination practices and discuss Affinity Bias in the recruitment and selection process. The result will be more uniform and fair interviews for candidates.
Guiding Principle Connection:	<u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.
Measurement:	<i>Qualitatively</i> we will: Ask panelists to provide detailed feedback on how candidates address DEIB topics, including specific examples or instances that stood out to them from the DEIB question. The panelists' input will contribute to a comprehensive assessment of candidates' alignment with our values and their ability to contribute to an inclusive workplace culture. <i>Quantitatively</i> we will: analyze interview outcomes, such as candidate success rates and diversity in the selected pool of hires.


Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist

Initiative:	Include the DEIB Specialist as the 3 rd reviewer on applications and 4 th interview panelist for the next recruitment in each department.
Purpose:	Incorporating the DEIB Specialist into each department's next recruitment aims to complement the DEIB anti-bias pre-interview training that has been proposed. The primary objective is to have the DEIB Specialist, who is trained to identify and address bias, to serve as a valuable panelist and support the hiring panels in conducting fair and unbiased recruitments.
Guiding Principle Connection:	<p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.</p>
Measurement:	DEIB Specialist being included in each department's next hire will be the measurement.
Implementation Timeline:	Q1 FY 2025 – Q3 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist


Initiative:	Include commitment to ensuring an equitable workplace free of discrimination, hate, or bigotry as a job <i>qualification</i> as well as including a DEIB Mission Statement with each posting.
Purpose:	Incorporating the qualification of ensuring an equitable workplace free of discrimination, hate, or bigotry, along with including a DEIB Mission Statement in each job posting, is crucial for attracting top talent dedicated to our DEIB goals. This approach not only fosters an inclusive recruitment process but also contributes to building a workplace culture that aligns with the values of a diverse workforce.

Guiding Principle Connection:	<u>GP 4:</u> To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.
Measurement:	During interviews and early employment meetings with the Director of Human Resources, candidates can be asked about the impact of reading DEIB mission statement and seeing the “commitment to ensuring an equitable workplace” job qualification and poll them on its impact on their decision to apply for the job.
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist, Director of Human Resources



EQUITY



Initiative:	Create a Harassment and Discrimination Administrative Guide.
Purpose:	The purpose of this guide will be to build a policy that calls for a hate speech free workspace; protect employees well-being and safety at work; define unacceptable behavior; set expectations for employee actions/conduct; encourage reporting unacceptable behavior; and create a policy for swift resolution of discriminatory conduct.
Guiding Principle Connection:	<p><u>GP 1.a:</u> We provide equal access to opportunities and ensure that all are treated fairly.</p> <p><u>GP 1.c:</u> We welcome, accept, appreciate, and value everyone as a member of the team so they feel connected to OWASA.</p> <p><u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.</p>
Measurement:	<p>The first measurement shall be the writing of a new Administrative Guide outlining what constitutes harassment and discrimination, along with a detailed plan for handling complaints, investigations and follow up with both parties.</p> <p>The second measurement shall be the adoption of the new Administrative Guide.</p>
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	

Financial Need	✗
Champion:	Director of Human Resources, DEIB Specialist



Initiative:	Create an Employee Services Program.
Purpose:	Support services can serve as an opportunity for staff to receive general professional training and support. This program will encompass services such as resume writing, interview practice, business writing assistance, conflict resolution support, support with certifications/exams, and additional skill development. The previous mentoring program will be included in this program. The purpose is to provide employees with an opportunity to have short term or extended support when trying to grow at OWASA. The support services will be good for any employee looking to apply for a new role, role play a difficult conversation with a supervisor/colleague or learn more about other roles at OWASA.
Guiding Principle Connection:	<p><u>GP 7:</u> We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.</p> <p><u>GP 9:</u> We are committed to continuously improving in DEIB and assessing our progress and opportunities for growth.</p>
Measurement:	The completion and implementation of the Employee Services Program through the adoption of new administrative guides and scheduled employee services meetings.
Implementation Timeline:	Renewed Mentorship Format – Q2 FY 2025 Roll out of Employee Services Program – Q4 FY 2025
Resources Needed	
Level of Effort	
Financial Need	✗
Champion:	DEIB Specialist, Human Resources Generalist

Initiative:	Explore a Floating Holiday benefit.
Purpose:	This benefit will allow for people of all religions to have equal access to recognizing their religious holidays.
Guiding Principle Connection:	<p><u>GP 1.a:</u> We provide equal access to opportunities and ensure that all are treated fairly.</p> <p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 5:</u></p>



	We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.
Measurement:	Proposal on floating holiday benefit submitted to Director of Human Resources and Deputy Executive Director
Implementation Timeline:	Q3 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist, Director of Human Resources



Initiative:	Explore how to reward employees who serve on more than one interview panel in a year.
Purpose:	To enhance diversity and promote equity, we require representation from underrepresented communities on all interview panels. In recognizing the disproportionate load often carried by employees of color, who contribute significantly to our equitable hiring commitment, we are going to investigate ways to reward employees for their time and efforts. One possible reward may be adding 4 additional hours of annual leave to anyone who serves on more than one interview panel in a fiscal year. The extra annual leave hours aim to recognize and appreciate the increased difficulty of serving multiple times as an interview panelist. We recognize that serving as an application reviewer is also a major commitment that deserves recognition so employees serving as a reviewer will be included in this exploration.
Guiding Principle Connection:	<p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 5:</u> We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.</p>
Measurement:	Employment panels will be tracked and employees serving on panels more than once in a calendar year will be awarded four extra hours of annual leave following the conclusion of their second panel.
Implementation Timeline:	Q2 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist



Initiative:	Review the New Employee Probationary Period.
Purpose:	Reframing the probationary period from a DEIB standpoint allows OWASA to ensure fairness and equity by establishing transparent expectations, providing adequate support and resources for all new hires, and mitigating potential biases or systemic barriers that

	<p>might disproportionately affect certain individuals or groups. This approach contributes to a more inclusive onboarding process, fostering a diverse and equitable workplace culture from the start.</p> <p>To best meet the needs of new and newly promoted employees we will investigate what a redesign of the probationary period could look like for those employees. This investigation may lead to a recommendation on a new name, new hire policies and transitional goals to support new employees.</p>
Guiding Principle Connection:	<p><u>GP 1.a:</u> We provide equal access to opportunities and ensure that all are treated fairly.</p> <p><u>GP 5:</u> We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.</p> <p><u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.</p> <p><u>GP 7:</u> We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.</p> <p><u>GP 9:</u> We are committed to continuously improving in DEIB and assessing our progress and opportunities for growth.</p>
Measurement:	Meetings will be held to identify the components to retain, components to reevaluate, and new ideas to create a stronger orientation period for new employees. We will convene a committee of employees who are interested in working on this and create a timeline and benchmarks. The meeting of these benchmarks will be the measurement.
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist, Director of Human Resources, Human Resources Generalist



Initiative:	Including a meeting with the DEIB Specialist during the Onboarding period.
Purpose:	During new employee orientation OWASA will include an initial meeting with the DEIB Specialist to discuss our common language and expectations around DEIB. This meeting will also allow new employees to connect with the DEIB Specialist to begin building trust and partnership.



Guiding Principle Connection:	<u>GP 4:</u> To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.
Measurement:	100% of employees will have a meeting with the DEIB Specialist in the first month of employment.
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist

Initiative:	Investigate including DEIB as a competency in annual reviews.
Purpose:	Although DEIB components are currently included within several different rated competencies in the current employee performance evaluation form, incorporating Diversity, Equity, Inclusion, and Belonging as a separate competency in annual reviews is a strategic approach to align individual performance with our organizational values. By formalizing DEIB as a key competency, employees are accountable for actively contributing to a diverse and inclusive workplace, while also being encouraged to develop and enhance their DEIB-related skills. We are exploring how this new competency can be utilized to cultivate a culture of engagement and establish a measurable method for tracking progress. Our goal is to ensure that DEIB is not merely a singular initiative but a fundamental aspect of each employee's contribution to the organization's success.
Guiding Principle Connection:	<u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives. <u>GP 7:</u> We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.
Measurement:	We will measure this through a committee commissioned to investigate and plan for the inclusion of DEIB as a competency. The committee will ultimately make a recommendation on the competency and the implementation of it in annual reviews. Following an accepted proposal from the committee we will train supervisors on how to assess the new DEIB competency.
Implementation Timeline:	Q1 FY 2026
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist, Director of Human Resources



Initiative:	Develop comprehensive DEIB training for all OWASA employees.
Purpose:	<p>These trainings will be held in smaller groups (15-20 people) to facilitate engaging conversations and learnings around DEIB. We will host role play discussions to practice having conversations across difference, provide common definitions of words such as racism, equity, discrimination, etc. We will also set expectations for how employees behave to avoid discrimination and anti-inclusive behavior. We will also host discussions about empathy and identify new and meaningful ways to drive connection between colleagues. The goal of these trainings will be to increase organization wide comfort with our DEIB goals and commitments, while giving employees a safe space to grow and develop tools for DEIB.</p> <p>Trainings will escalate year over year with more in-depth learnings and lessons. By 2026 trainings will be varied with multiple different course offerings for employees to pick between. We will also host open sessions to help employees get engaged in areas outside of their workspace at OWASA like interview panels.</p>
Guiding Principle Connection:	<p><u>GP 4:</u> To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.</p> <p><u>GP 5:</u> We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.</p> <p><u>GP 7:</u> We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.</p> <p><u>GP 8:</u> We engage and collaborate with our Team Members to develop DEIB program goals and objectives. We invite and meaningfully consider diverse viewpoints with a conscious effort to elevate the voices of those most impacted and/or least heard.</p>
Measurement:	Employees will fill out training evaluation forms at the conclusion of every training. We will develop a course progression sequence for staff DEIB progress.
Implementation Timeline:	Ongoing FY 24 – FY 29
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist

INCLUSION



Initiative:	Remove biased language from Administrative Guides and HR policies.
Purpose:	The use of gendered language (male and female pronouns) incorrectly presupposes that all impacted by the document identify as either male or female. Removing this gendered language removes the assumption of a gender binary that excludes people who are gender non-conforming, transgender, and generally anyone who operates outside of the binary. This will be an act of inclusion for all genders at OWASA. We will also review other OWASA documents for biased language.
Guiding Principle Connection:	GP 5: We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.
Measurement:	Human Resources will read through all Administrative Guides, identifying where there is gendered language, and submit revisions for approval.
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Human Resources Generalist, DEIB Specialist, Director of Human Resources



Initiative:	Include all gender bathrooms in all future facility plans where bathrooms are required. Clearly identify where gender neutral restrooms can be found on the doors of bathrooms in buildings without them.
Purpose:	The gender-neutral restrooms will be to create a gender affirming place to use the restroom for all employees and guests.
Guiding Principle Connection:	GP 3: Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders. GP 6: We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.
Measurement:	All gender bathroom location signage on bathroom doors. Observing all gender bathrooms placed in facility plans will measure the planning aspect.
Implementation Timeline:	Signage: Q1 2025
Resources Needed	
Level of Effort	
Financial Need	



Champion:	Signage: DEIB Specialist Facility Plans: Engineering Manager – Capital Projects, Director of Engineering
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Initiative:	Include “quiet rooms” in all future facility plans and create a quiet room in buildings with current capacity for one (such as the Administration Building’s ‘wellness room’).
Purpose:	The quiet rooms will serve as a place for nursing mothers, religious prayers, or quiet meditation. Nursing mothers may make use of the room to pump in peace. Some religions ask their adherents to pray at specific times and to a specific set of expectations, while others do not have that same requirement, but adherents may seek time to pray or sit in quiet meditation themselves. Also, non-religious people may seek a quiet space for reflection or meditation. These rooms will be open to employees as necessary and throughout breaks in the workday such as lunch breaks.
Guiding Principle Connection:	<p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 6:</u> We evaluate our policies, procedures, and practices to identify and eliminate barriers to achieving our DEIB program goals and objectives.</p>
Measurement:	Quiet rooms being included in future site plans is the measurement. Along with restaging the wellness room as a quiet room.
Implementation Timeline:	Site Plans: Ongoing
Resources Needed	
Level of Effort	
Financial Need	
Champion:	Engineering Manager – Capital Projects, Director of Engineering



Initiative:	Create a personnel demographic update administrative guide.
Purpose:	The purpose of this guide will be to inform employees on the steps to formally update their demographic specifics such as gender or name in our human resources records and system. This will be specifically if someone wants to have official records changed to a different name or gender. Informal changes will not be governed by this administrative guide, and we will not require anyone to request a formal change.
Guiding Principle Connection:	<p><u>GP 1.a:</u> We provide equal access to opportunities and ensure that all are treated fairly.</p> <p><u>GP 3:</u></p>



	Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.
Measurement:	The final completed and adopted Administrative Guide.
Implementation Timeline:	Q2 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist

Initiative:	Formalize the practice of providing space for individuals to share pronouns at the beginning of meetings during introductions.
Purpose:	The goal of this initiative is to teach OWASA employees how to create space for meeting participants to share their pronouns if they choose. This will create a more inclusive environment for gender non-conforming people to have agency in sharing how they would like to be addressed in the workplace. This does not need to be the beginning of every meeting but certainly all interviews, all consultant meetings, all non-recurrent meetings, and all meetings that include people outside of your standard workflow. We will not require employees, meeting participants, consultants, or anyone else to share pronouns but we will create the space for anyone who would like to share.
Guiding Principle Connection:	<p><u>GP 1.c:</u> We welcome, accept, appreciate, and value everyone as a member of the team so they feel connected to OWASA.</p> <p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 5:</u> We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.</p>
Measurement:	This practice will be included in yearly DEIB trainings for employees. We will measure the use by informal assessment of interview panels.
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist



Initiative:	Annual DEIB Training Sessions for Supervisors.
Purpose:	To optimize our DEIB initiatives, it is essential for our leaders to possess a deep understanding, not only of our specific program, but of DEIB principles as a whole. Expecting supervisors to be adept at recognizing and addressing discrimination, prejudice, and intolerance requires more than just a single DEIB training specified for supervisors and then general employee annual trainings. We also want to create training opportunities for supervisors centering topics such as conflict resolution, communication, managing challenging employee discussions, and much more. Upholding DEIB goes beyond merely accomplishing things on the DEIB checklist; it necessitates continuous growth in knowledge and comfort with DEIB for those entrusted with shaping our culture and leading our teams.
Guiding Principle Connection:	<p><u>GP 3:</u> Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.</p> <p><u>GP 4:</u> To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.</p> <p><u>GP 5:</u> We seek to understand the difference between the intent of our words and actions and are empathetic of the resulting impact.</p> <p><u>GP 7:</u> We are committed to supporting the personal growth and development of all Team Members. We commit to providing the tools, resources, training, and education required to empower everyone to respect each other in the work environment and community.</p> <p><u>GP 9:</u> We are committed to continuously improving in DEIB and assessing our progress and opportunities for growth.</p>
Measurement:	Scheduled annual DEIB trainings for supervisors.
Implementation Timeline:	Q1 FY 2026
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist, Director of Human Resources

Initiative:	Rebuild the former DEIB groups (resource, recruitment, and leadership) into a quarterly DEIB meeting anyone can attend.
Purpose:	To promote a vibrant and inclusive workplace, we will have quarterly DEIB meetings for all interested employees, centered around OWASA's DEIB Guiding Principles.

Guiding Principle Connection:	GP 4: To achieve our goals, we are open, honest, and transparent in our communications and invite and accept the open, honest, and transparent communication of others.
Measurement:	Ongoing, we will reassess Q2 2025
Implementation Timeline:	Q1 FY 2025
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist

Initiative:	Create bulletin boards with pictures of OWASA staff in the Administration building and hang framed pictures of staff along the walls of the Operations Center, Administration building, Wastewater Treatment Plant, and Water Treatment Plant.
Purpose:	These pictures will be used to show the diversity, versatility, and teamwork of OWASA employees.
Guiding Principle Connection:	GP 3: Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.
Measurement:	We will hang a bulletin board of pictures with OWASA staff in the Administration building, Water Treatment Plant, Wastewater Treatment Plant and Operations Center. These picture bulletin boards will be refreshed. We will hang at least 5 framed pictures in the Operations Center, Water Treatment Plant, Wastewater Treatment Plant and Administration building. These framed pictures will be changed quarterly.
Implementation Timeline:	Q3 FY 2024
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist

Initiative:	Conduct DEIB Organizational Assessment of OWASA.
Purpose:	Keeping in line with OWASA's practice of conducting periodic DEIB organizational assessments we will host our 3 rd assessment following VISIONS Organizational Assessment of OWASA delivered in January 2018, and GLS Organizational Assessment delivered in May of 2022.

Guiding Principle Connection:	GP 3: Investment in a diverse, equitable, and inclusive workplace will enhance our engagement with the community, consultants, and stakeholders.
Measurement:	Putting it into FY 2026 Budget. Report issued by consultants
Implementation Timeline:	Q3 FY 2026
Resources Needed	
Level of Effort	
Financial Need	
Champion:	DEIB Specialist