

# ACTION PLAN

The Action Plan is unique to each organization and informed by data gathered through **Data Assessment**. These plans further embed the culture change as supported by **Executive Management Commitment** by creating the roadmap for next steps for the organization to achieve their DEI goals.

## WHO IS CUWA?

Established in 1990, California Urban Water Agencies (CUWA) is a nonprofit corporation of 11 major urban water agencies collectively delivering drinking water to approximately two-thirds of California's population. Water delivered by CUWA's 11 member agencies is a lifeline supporting California's urban populations and powering the bulk of the state's \$3.2 trillion economy. CUWA agencies are committed to addressing systemic racism, promoting equity, and catalyzing change for marginalized communities throughout the water community.

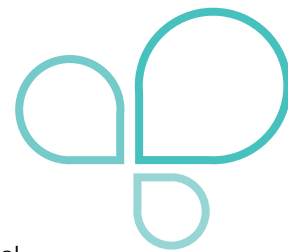
**QUESTIONS:** [cuwa.org/contact-us](https://cuwa.org/contact-us)

## Types:

Each plan identifies short- and long-term goals, strategies, and measurable outcomes for diversity, equity, and inclusion (DEI) initiatives while laying the foundation for long-term sustainable change. These plans are targeted to resonate with each organization and include:

- **Action Plan:** shorter term (e.g., 1-2 year span) document that identifies activities to advance initiatives that are defined in other plans (e.g., Master Plans, Strategic Plans). Action Plans, which may also be referred to as Workplans, can be related to the entire organization, a particular functional group, or specific programs (e.g., DEI initiatives, Racial Equity). An Action Plan may also identify funding sources for planned activities.
- **Strategic Plan:** longer term (e.g., 3-5 year span) document that describes the organization's mission, vision, goals, and objectives. Also referred to as Master Plans, Strategic Plans can be focused on the entire organization or specific programs (e.g., Diversity and Inclusion (D&I) initiatives).





## Implementation Best Practices:

### Create a working group/advisory committee

Some organizations have hired an outside facilitator or consultant to assist with discussions to provide a neutral external perspective.

### Clearly state goals and implementation strategies

These strategies should demonstrate a sustainable investment in employees' talents and knowledge while fostering an engaged and diverse workforce, such as developing benchmark best practices and an updated action plan.

### Monitor progress

Monitoring progress on the elements of the Action Plan will help each organization understand where to focus future efforts to achieve the stated goals.

#### Example Actionable Categories:

- Hiring/recruitment/diverse workforce
- Retention/promotion/professional development training
- Discipline/separation
- Creating DEI committee/taskforce
- Data collection and analysis
- Employee recognition
- Diverse and equitable leadership
- Organizational culture of inclusion and belonging/engagement
- Boards and commissions
- Strategic community alliances
- Supplier diversity

#### Other Considerations:

- Coordinate with local union(s)/bargaining units to obtain feedback on ease of implementation and level of engagement/buy-in during plan development
- Build the cohort of senior leaders that can continue to further the **Executive Management Commitment**
- Focus on 3-4 short-term priorities to demonstrate near-term progress and success once the plan is developed
- Consider the plan to be a 'living document' that is updated as the organization evolves.

## References:

- [San Francisco Public Utilities District. 2021. Phase 1 Racial Equity Action Plan.](#)
- [Santa Clara Valley Water District. 2015. Engaging Our Diversity: 2015-2019 Diversity and Inclusion Master Plan.](#)
- [Los Angeles Department of Water and Power. 2021. Racial Equity Action Plan.](#)

References will be updated on the CUWA website as more information and examples become available.