



# Camanche Mobilehome Park Rental Rates

Board of Directors  
November 12, 2024

# Background

- The District owns and operates three mobilehome parks (MHP) at Camanche Reservoir, with 195 individual sites.
- Annual change in MHP space fees set as the percent change in the Housing and Urban Development (HUD) Fair Market Rents (FMR) for two-bedroom homes in Amador and Calaveras Counties.
- Annual change in HUD FMR from 2010-2023 ranged from (-5.5) percent to 5.1 percent, resulting in an overall increase of 1.6 percent per year.
- The 2024 HUD FMR was 12.5 percent greater than the 2023 HUD FMR.
- The 2025 HUD FMR was 9.9 percent greater than the 2024 HUD FMR.

# Background

- In January 2024, the Camanche Regional Park Board (CRPAB) proposed the District adopt a cap of 5 percent on MHP rental rates.
- EBMUD Board did not adopt proposal as it would limit District revenue from MHP rental rates.
- District staff developed MHP fee cap proposal that would distribute larger increases in HUD FMR over a number of years.
- New cap proposal accepted by Finance/Administration Committee on October 22, 2024.

# Cap and Carryforward Proposal

- This proposal would use the HUD FMR formula but would cap annual increases initially at 5 percent with the ability to increase the cap up to 10 percent.
- The balance of a fee increase in excess of the effective rent cap would be placed into a fee carryforward balance and applied to the following year's fee adjustment up to the cap.
- Any balance remaining that was not applied due to the cap would carry forward to the following year.

# Cap and Carryforward Proposal

- If the HUD FMR increases more than 5 percent over multiple consecutive years, resulting in a carryforward balance in excess of 8 percent, the fee cap would increase to 8 percent.
- If the carryforward balance exceeds 12 percent, the fee cap would increase to 10 percent.
- This table shows carryforward balance and corresponding rent increase.

MHP Carryforward Balance from Previous Year	Annual MHP Fee Cap
0-8%	5%
8%-12%	8%
>12%	10%

# Cap and Carryforward Proposal

- The table below is **hypothetical** and intended only to illustrate how the fee cap proposal would function.

Year	Base Rental Rate (Previous Year's Rates)	HUD FMR % Increase	Carryforward Balance	Effective Increase (Carryforward + HUD FMR)	Effective Cap	Increase %	Rental Rate	Surplus HUD FMR to Carryforward
1	\$708.97	9.85%	0.00%	9.85%	5.00%	5.00%	\$744.42	4.85%
2	\$744.42	6.10%	4.85%	10.95%	5.00%	5.00%	\$781.64	5.95%
3	\$781.64	1.40%	5.95%	7.35%	5.00%	5.00%	\$820.72	2.35%
4	\$820.72	13.50%	2.35%	15.85%	5.00%	5.00%	\$861.76	10.85%
5	\$861.76	4.00%	10.85%	14.85%	8.00%	8.00%	\$930.70	6.85%
6	\$930.70	7.00%	6.85%	13.85%	5.00%	5.00%	\$977.23	8.85%
7	\$977.23	1.10%	8.85%	9.95%	8.00%	8.00%	\$1,055.41	1.95%
8	\$1,055.41	1.00%	1.95%	2.95%	5.00%	2.95%	\$1,086.55	0.00%

# Next Steps

- General Manager to file a report and recommendation, and Board set a hearing date for December 10, 2024.
- The Board will be asked to consider the report and recommendation for approval at its December 10, 2024 meeting.
- If approved, following proper noticing to residents, the new MHP fees may become effective on April 1, 2025.
- Without the proposed cap in place, the fee increase for 2025 would be 9.9 percent.
- With the proposed cap and carryforward in place, the fee increase for 2025 would be capped at 5 percent, with 4.9 percent carried forward to the 2026 fee adjustment.



# Questions





# Board Governance Documents

Board of Directors  
November 12, 2024

# Background

Staff drafted 10 Governance Policies at Board's request following November 3, 2023 Board Retreat; Board provided comments/feedback during various committee and Board meetings starting in June 2024

- August 27 Finance/Administration Committee meeting
  - Staff presented *draft outline for a Board Governance Manual to replace seven of the draft policies and three governance policies* (revised Policy 6.04 - Ethics of the EBMUD Board of Directors, revised Policy 4.14 - Reimbursement of Director Expenses, and a new policy on the Protection of Whistleblowers)
- September 24 Finance/Administration Committee meeting
  - Staff presented *draft Board Governance Manual and three governance policies*
  - Board comments due by October 8 to finalize manual and policies for Finance/Administration recommendation and Board approval on October 22

# Current Status

- October 22 Finance/Administration Committee and Board meetings
  - Staff presented updated draft manual; Director Chan provided additional comments which staff addressed and transmitted to the Board on October 24
- November 12 Board meeting
  - Staff will present updated draft manual and seek direction on proposed revisions to sub-section 4.04(d) and section 12.01 which require policy decisions by the Board and proposed additions to sub-sections 3.04(a) and 3.05(b)

# Proposed Revisions for Board Discussion

**Sub-section 4.04(d)** - Board members should recognize that they are the highest authority at EBMUD and, in order to avoid disruption to the work of EBMUD employees and allow for the free exchange of information, should avoid attending staff meetings or staff events or entering into staff offices or cubicles unless their presence is requested *or by making an appointment through the General Manager or Secretary of the District.*

**Section 12.01** - The President of the Board, *in coordination with the Vice President of the Board and* Secretary of the District, will prepare a proposed list of assignments, including the chair of each EBMUD committee, to be considered by the Board at the second Board meeting in January of each year.

## Confirm commenter-proposed additions

- **Sub-section 3.04(a)** – Add “Promote and exemplify EBMUD’s Values of Stewardship, Integrity, Respect and Teamwork” as a role of the Board President.
- **Sub-section 3.05(b)** – Add “Exercising fiscal responsibility in the management of special counsel contracts while making such expenditures as necessary to meet EBMUD’s legal needs” as a responsibility of the General Counsel.

# Next Steps

- Today
  - Board decision on revisions to sub-sections 3.04(a); 3.05(b); 4.04(d); and section 12.01
  - Board approval to finalize the three governance policies through the District's review process
- November 26, 2024
  - Board adopt final manual and a resolution rescinding previous resolutions, directives, Board practices, policies, and/or administrative ordinances
- January or February 2025
  - Staff present final governance policies to Finance/Administration Committee and Board for approval

# Questions?





# Employee Experience Survey Update

Board of Directors  
November 12, 2024

# Agenda



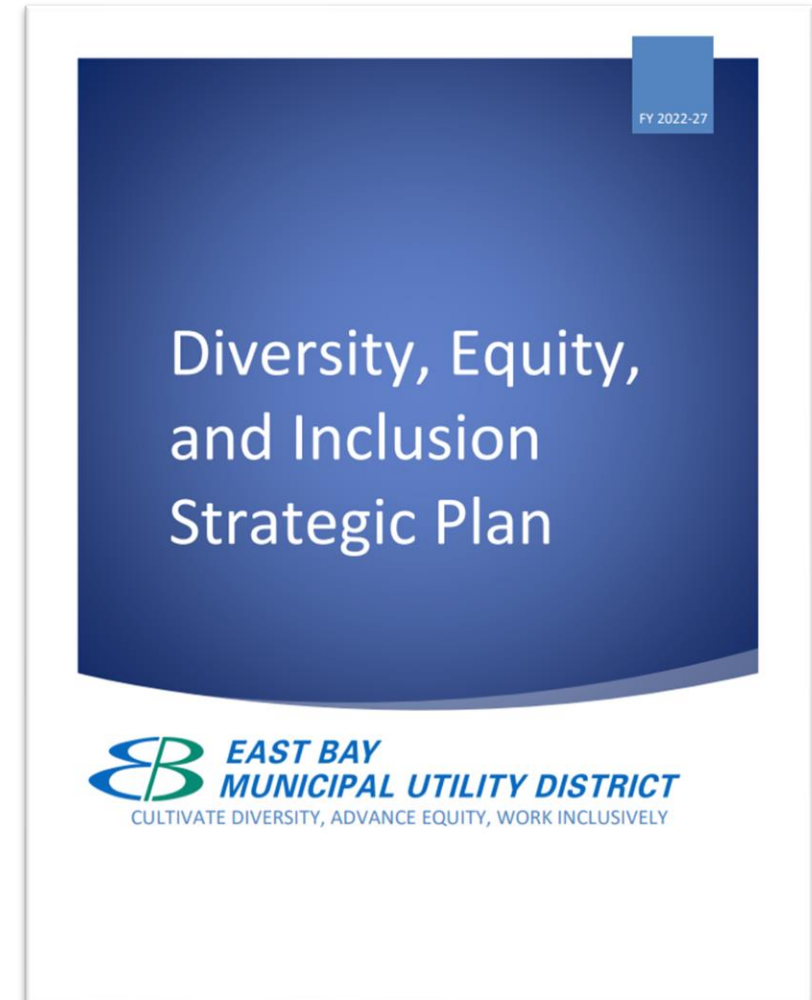
- Purpose and Methodology
- Key Findings
- Next Steps and Action Planning



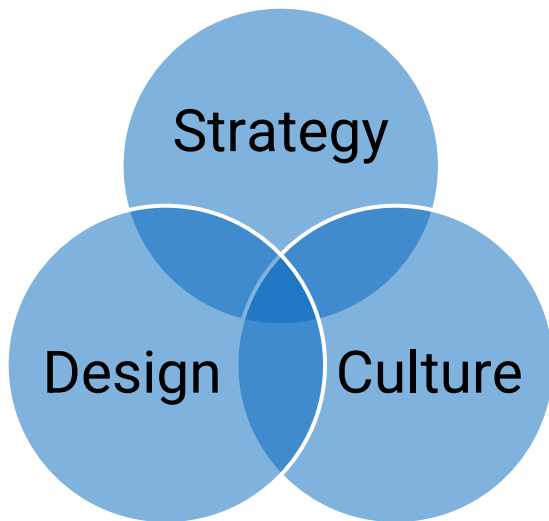
# Purpose

## DEISP – Pillar 3, Inclusive Culture

- Create an employee feedback/listening program that welcomes all employees to share their experiences which can influence actions to improve employee experience, engagement and create a more inclusive work environment for all employees.



# Core Drivers and Linkage to MAST



Strategy What our people see (Vision)	Design What our people do (Execution)	Culture What our people feel/believe (Alignment)
Mission and Guiding Principles	Basic Organizational Structure	Values and Beliefs
External Assessment (How our customers and community see us)	Core Competency (Revenue Model)	Leadership
Internal Assessment (Our capabilities and constraints)	Information Systems & Technology (The technology and systems used in our work)	Human Resources Systems
Strategic Plan, Objectives, and Initiatives	Organizational Efficiency/Improvements and Performance Indicators	Organizational Character (Our behind-the-scenes character from the employee perspective)

MAST – Managers and Supervisors Training

# Qualtrics EX25 Model

Five Key  
Performance  
Indicators

25 Drivers of  
Employee  
Experience

62 questions

## EX KPIs

ENGAGEMENT

EXPERIENCE VS  
EXPECTATIONS

INTENT TO  
STAY

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INCLUSION

WELL-BEING

## DRIVERS OF EX

Authority & Empowerment	Collaboration	Communication	Managing Change	Performance & Accountability
Psychological Safety	Recognition	Resources	Respect	Role Fit
Safety	Survey Follow-Up	Trust in Leadership	Trust in Manager	Work-Life Balance
CSR	Customer Focus	Ethics	Growth & Development	Innovation
Living the Values	Pay & Benefits	Strategic Alignment	Training	Work Process

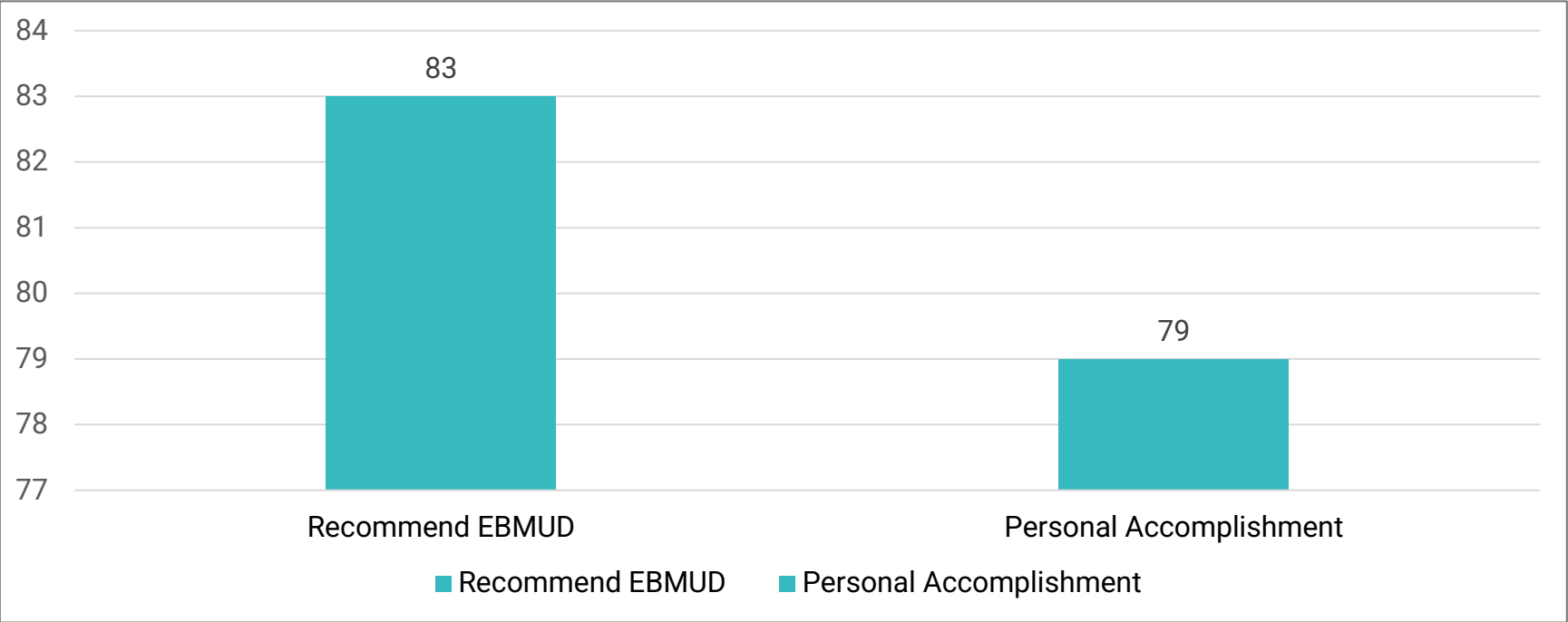
# Presentation of District-Wide Findings

During September, staff delivered 13 presentations on the District-wide survey results, reaching approximately 950 employees through:

- Four virtual sessions via Microsoft Teams
- Nine in-person sessions at seven locations, including Adeline Maintenance Center, Main Wastewater Treatment Plant, and the service yards

# Key Findings - Engagement

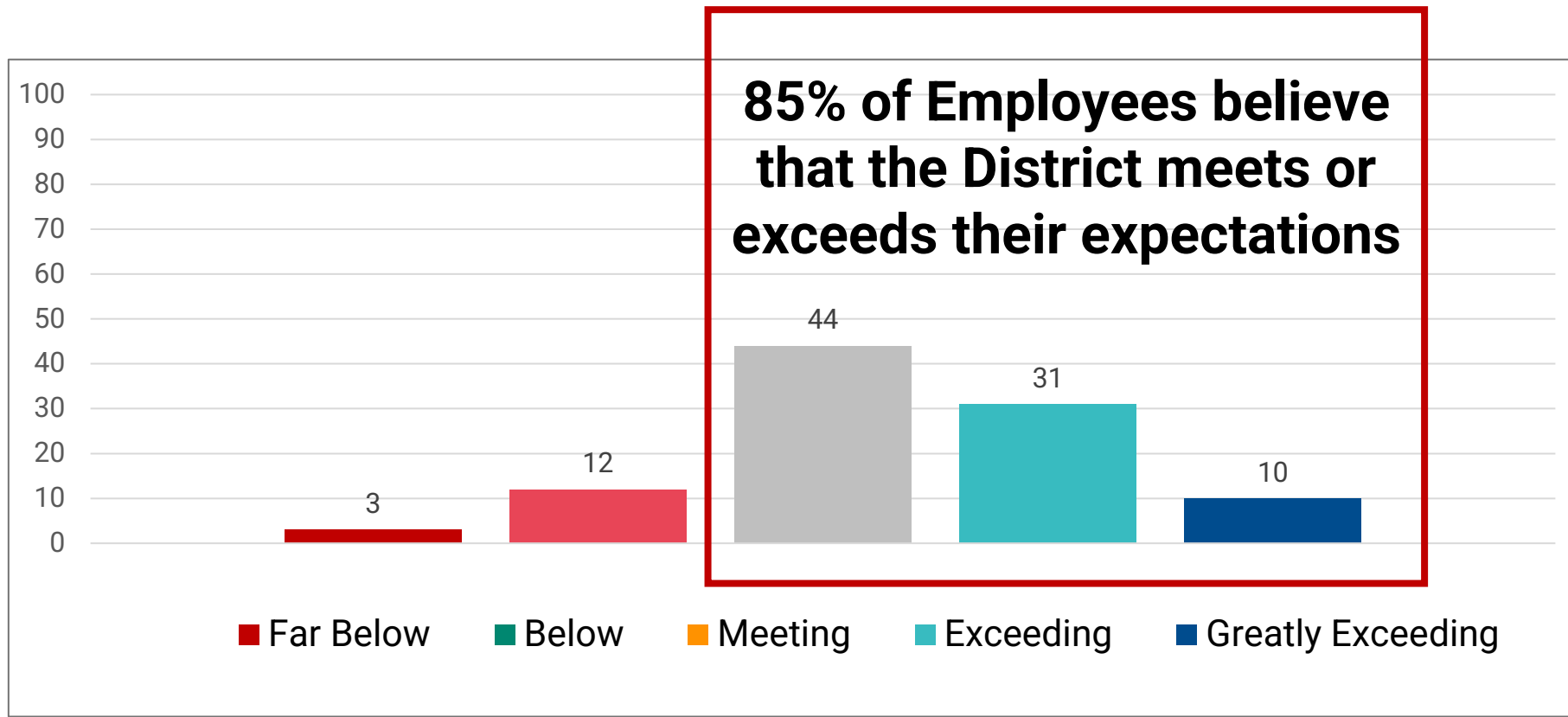
Engagement is fostering a workplace where employees feel motivated, connected to purpose, and proud to contribute.



When compared to other organizations that have **1 to 5K employees**, District score is **5% higher**.

# Key Findings – Experience vs Expectations

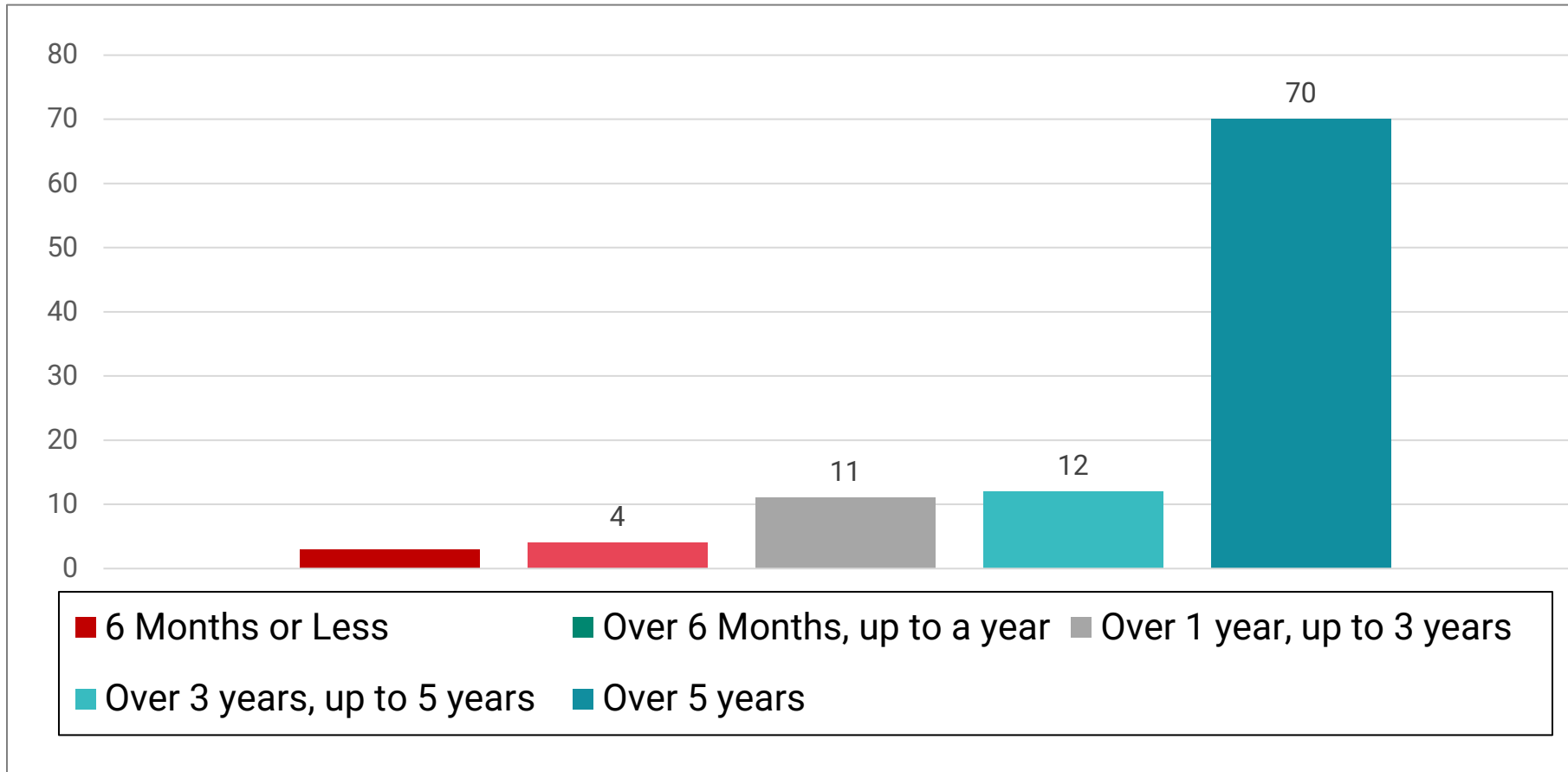
Overall, to what extent does your experience working at EBMUD meet your expectations?



In comparison to other organizations that have **1-5K employees**, the District's score is **3% higher**.

# Key Findings – Retention (Intent to Stay)

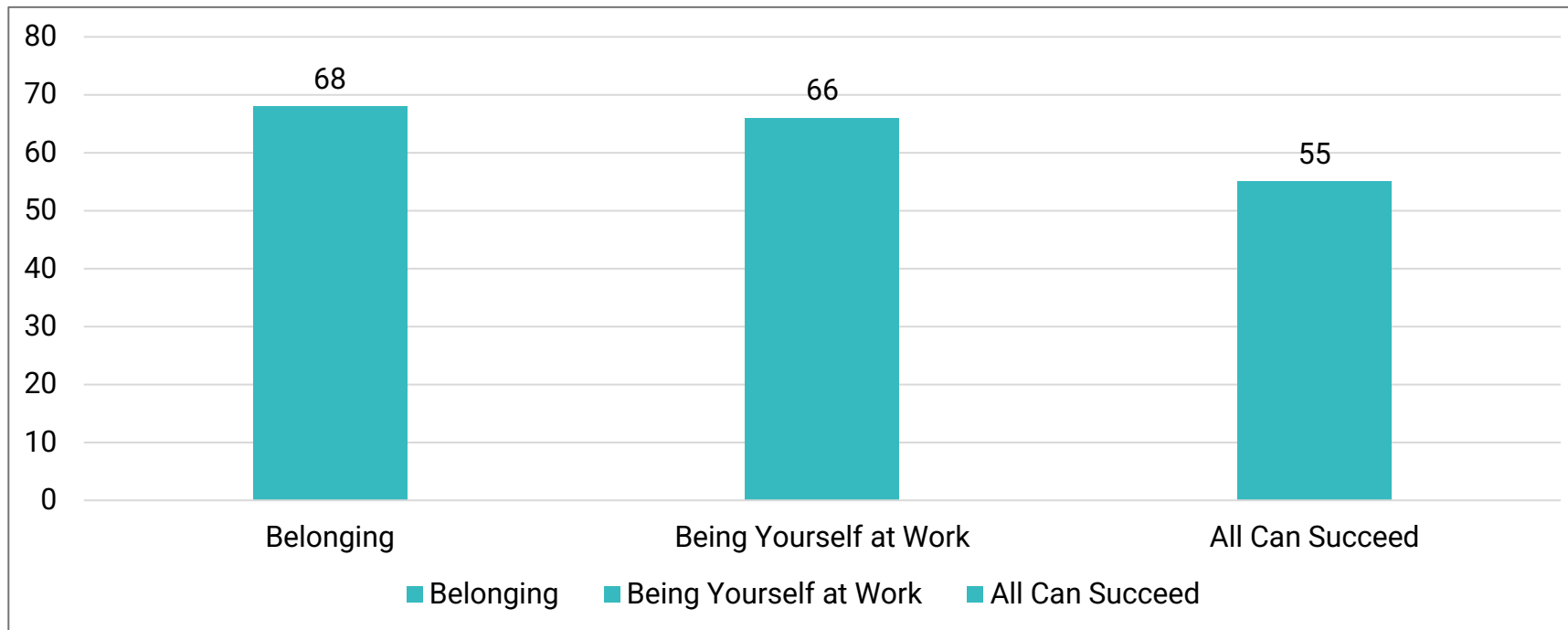
I intend to keep working at EBMUD for...



In comparison to other organizations with **1-5K employees**, the District's score is **20% higher**.

# Key Findings – Inclusion

Inclusion is creating an environment and culture that ensures people have a sense of belonging, are valued for their differences, and are empowered to participate and contribute.



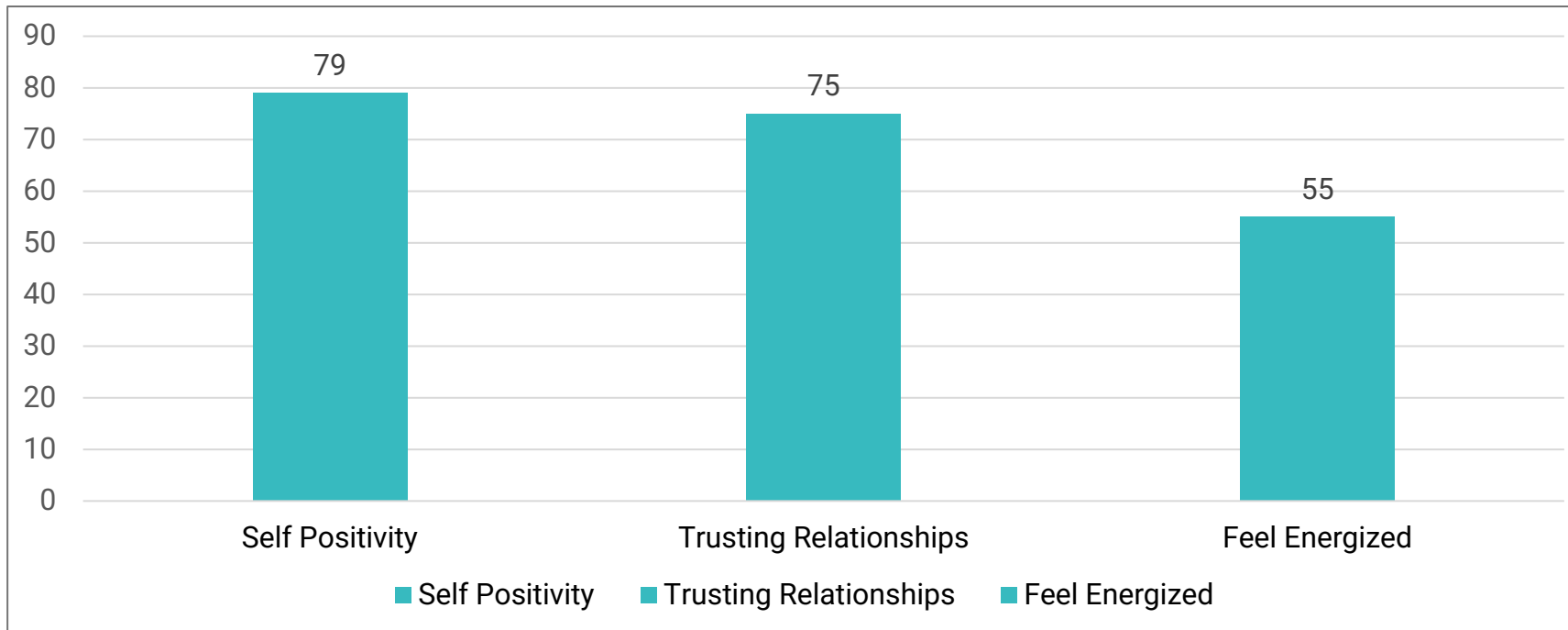
In comparison to other organizations with **1-5K** employees, the District's score is **13% lower**.

Utilities using the Qualtrics methodology did not utilize this KPI.



# Key Findings – Well-being

Well-being is supporting a work environment where employees feel balanced, respected, and positive about their role.



In comparison to other organizations with **1-5K employees**, the District's score is **5% lower**.

# Summary of Employee Recommendations

- Enhance Leadership Transparency and Ethical Practices
- Improve Communication and Collaboration
- Strengthen Career Development and Recognition Programs
- Modernize Processes and Technology
- Promote Inclusion and Well-Being



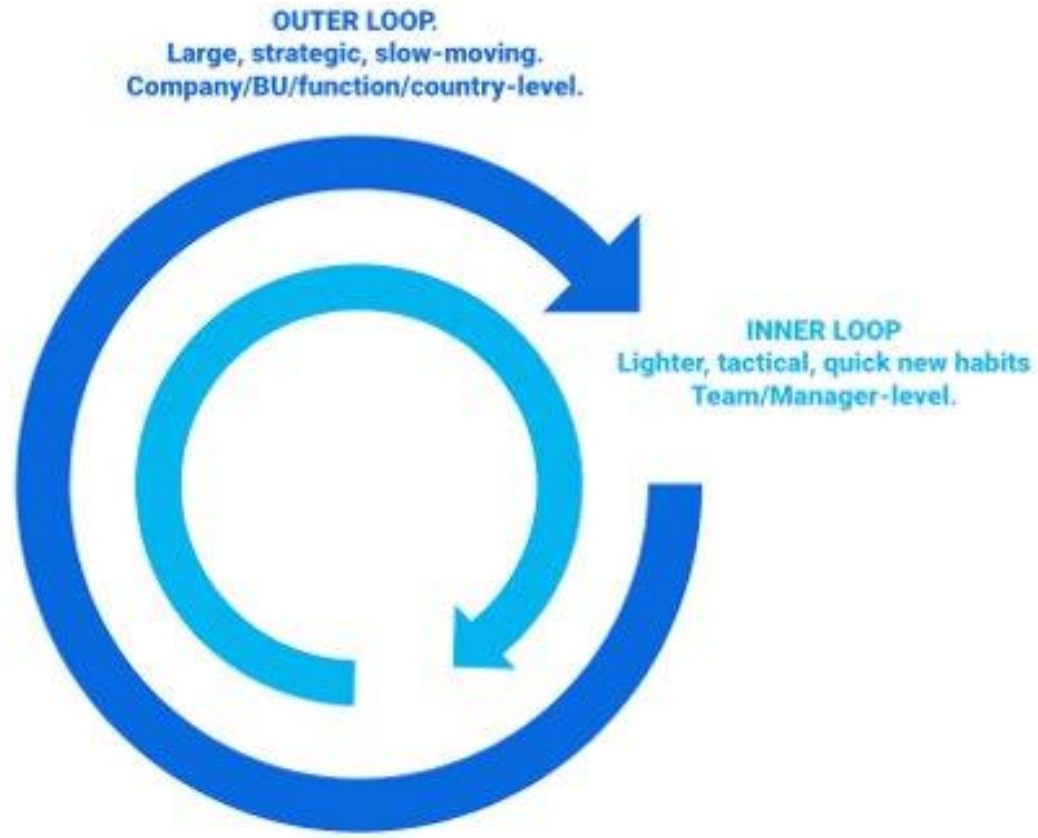
**2024**  
Employee  
Experience  
Survey

# Next Steps and Action Planning



# Action Planning for Change

- There will be two types of change that occur from EXM feedback:



## **Outer Loop: District Wide Process Changes**

Larger, more strategic changes, which are implemented throughout the organization. These are likely led by Senior Leaders, Human Resources, or ODEC teams.

## **Loop: Departmental New Habits**

Smaller, more tactical changes, which might be implemented within teams, or between a manager and a direct report. These are likely led by Managers and teams.


# District-Wide Actions

- 1. Enhanced Communication:** Structured forums and transparent updates are recommended to foster open communication, particularly in areas of organizational change and feedback mechanisms.
- 2. Career Development Programs:** A greater focus on mentorship, training, and structured career pathways will support employee growth and retention, addressing priorities across ethnicities and bargaining groups.
- 3. Supervisor and Manager Responsiveness:** Training supervisors and managers to be more accessible and responsive to employee feedback will support well-being and inclusivity across teams, particularly within Local 444 and Local 2019.

# Departmental Recommendations

- Each department has been provided with specific recommendations tailored to address their team's unique needs, with a focus on improved communication, training, and career development resources.

INCLUSION KPI		
Inclusion	The extent to which employees feel a sense of belonging, valued for their differences, and empowered to participate and contribute freely.	
TACTIC	QUICK WIN/ LONG TERM	REQUIRED STAKEHOLDERS
Encourage participation in Affinity Groups (AGs) to allow employees to share experiences, connect, and create initiatives (e.g. APEA, BEN, DART, Fuerza Latina, Raining Pride, WE ROCC). Create new groups for employee support (e.g. Veterans,	Quick Win	ODEC/Employees
Acknowledge cultural celebrations (e.g. Black History Month, Hispanic Heritage Month, Diwali).	Quick Win	All Staff
Allow flexible time-off options for religious and cultural celebrations and observances.	Quick Win	HR
Emphasize and report out on diversity, equity, and inclusion (DEI) strategy.	Long Term	ODEC / Senior Leaders
Provide ongoing equal opportunities for all employees to share their ideas and suggestions.	Long Term	HR/Managers
Review and revise policies, job descriptions, and job postings to be free from bias and include inclusive language (ongoing).	Long Term	HR / ODEC
Encourage the use of cross-functional teams to bring together diverse skill sets, knowledge, and experiences (e.g. a skills inventory).	Long Term	Department Leaders/Managers
Make the physical workspace more accessible (e.g. gender-neutral bathrooms, ramps at entrances).	Long Term	HR / ODEC / Facilities



### Overview of the Qualtrics EX25 Survey

The Qualtrics EX25 is a validated employee experience survey tool that captures critical aspects of employee engagement, well-being, inclusion, and other key factors that contribute to the overall employee experience. The survey's strength lies in its statistical validity, which is achieved through rigorous testing across various industries and organizational sizes.

The EX25's questions are designed to elicit responses that reflect the true sentiment of employees, making it a reliable tool for organizations like the East Bay Municipal Utility District (EBMUD) to assess and improve their employee experience. The ability to benchmark results against industry standards further enhances the survey's utility, enabling organizations to identify areas where they excel and where they need improvement.

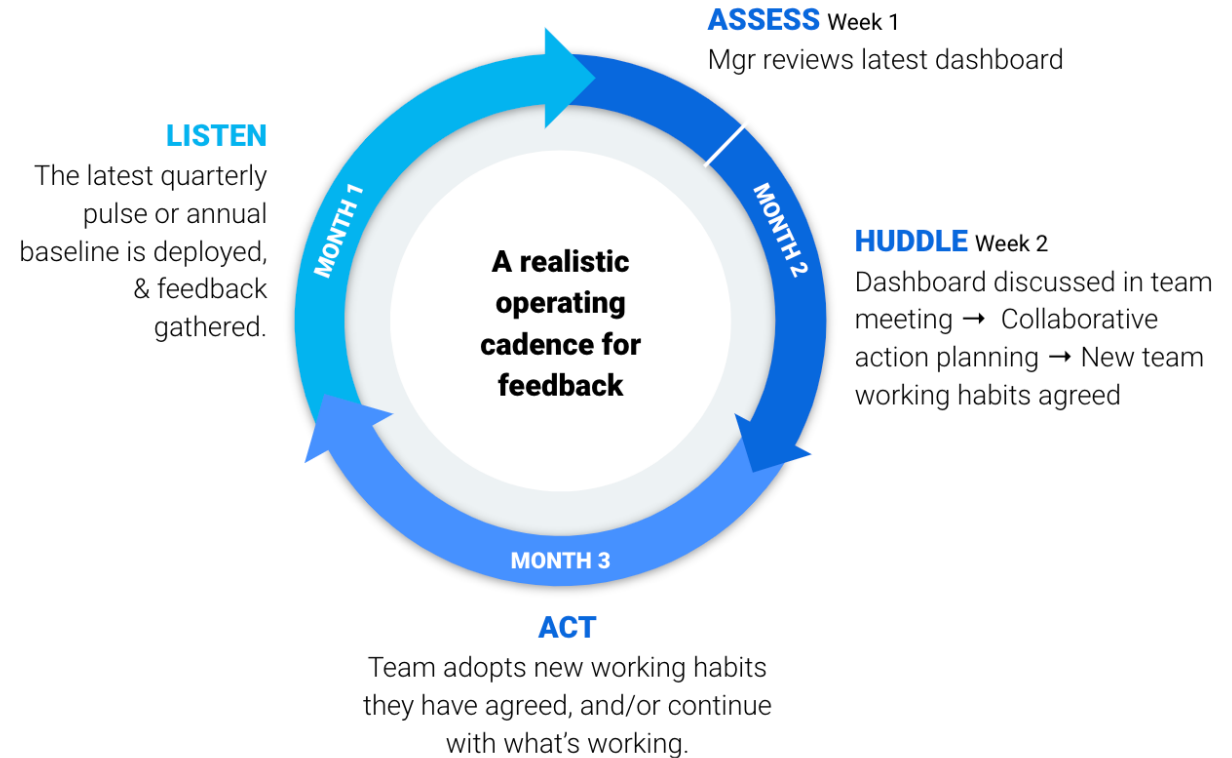
### Analysis of the Office of Diversity, Equity, and Culture (ODEC)

#### Key Performance Indicators (KPIs) and Drivers for Change

- Engagement:** The Office of Diversity, Equity, and Culture (ODEC) has an engagement score of 72%, slightly below the EBMUD overall score of 81%. This indicates that while many employees are engaged, there are areas where engagement could be improved, particularly around communication and leadership support. However, to enhance engagement further, the department should focus on better utilizing employees' skills and abilities, reinforcing belief in the company's values, and providing necessary training.
- Experience vs. Expectations:** The experience vs. expectations score is low at 8% of employees stating that their experience exceeds expectations, and 59% stating it meets their expectations and 22% with a negative perception, suggesting that most employees feel their work experience does not meet their expectations. Contributing factors include perceived inefficiencies in processes and lack of recognition for efforts made. Key drivers for improvement include fostering cooperation among team members, encouraging innovation, and ensuring that company values are upheld.
- Intent to Stay/Retention:** The intent to stay score is 69%, suggesting that while many employees are committed to the organization, there are underlying issues that could impact long-term retention if not addressed. Concerns about career development opportunities and the impact of organizational changes are notable factors affecting this score.

# Action Planning Process

- The District adopted a structured, three-step action planning process – Assess, Huddle, Act – to address feedback gathered from the Employee Experience Survey.
- This survey serves as a baseline for measuring future improvements.



# Next Phases for Continuous Improvement

- 1. Departmental Action Plans:** Managers will finalize action plans tailored to address the unique needs of their teams, with a focus on enhancing communication, career development, and leadership responsiveness.
- 2. Ongoing Monitoring and Engagement:** To support continuous improvement, each department will implement mechanisms to track the impact of their actions over time.
- 3. Annual Review and Survey Preparation:** The results of these initial actions will be assessed annually, providing insights to refine the approach for the next Employee Experience Survey.



# Questions



Flowing  
into the  
Future