



**BOARD OF DIRECTORS
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

**AGENDA
Legislative/Human Resources Committee
Wednesday, November 12, 2025
10:00 a.m.
Boardroom
375 11th Street
Oakland, CA 94607**

***** Please see appendix for public participation instructions*****

Committee Members: Directors Luz Gómez {Chair}, Jim Oddie, and Joey D. Smith

ROLL CALL:

PUBLIC COMMENT: The Board of Directors is limited by State law to providing a brief response, asking questions for clarification or referring a matter to staff when responding to items that are not listed on the agenda.

DETERMINATION AND DISCUSSION:

1. Follow-up to Diversity, Equity, and Inclusion Strategic Plan Update (Moten)
2. Employee Benefits Strategy (Charan)

ADJOURNMENT:

Disability Notice

If you require a disability-related modification or accommodation to participate in an EBMUD public meeting please call the Office of the Secretary (510) 287-0404. We will make reasonable arrangements to ensure accessibility. Some special equipment arrangements may require 48 hours advance notice.

Document Availability

Materials related to an item on this agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11th Street, Oakland, California, during normal business hours, and can be viewed on our website at www.ebmud.com.



APPENDIX

Legislative/Human Resources Committee Meeting

*EBMUD Board committee meetings will be conducted in person and via Zoom.
These meetings are recorded and live-streamed.*

Online* Online

<https://ebmud.zoom.us/j/98022213415?pwd=Q0JkaXptbSt3eW5XRElvRUNIZHRpUT09>

Webinar ID: 980 2221 3415

Passcode: 352334

By Phone

Telephone: 1 669 900 6833

Webinar ID: 980 2221 3415

Passcode: 352334

International numbers available: <https://ebmud.zoom.us/u/kdplKckQaS>

*To familiarize yourself with Zoom, please visit <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

Providing public comment - *The EBMUD Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.*

- Each speaker is allotted 3 minutes to speak; the Committee Chair has the discretion to amend this time based on the number of speakers
- The Secretary will track time and inform each speaker when the allotted time has concluded
- Comments on **non-agenda items** will be heard at the beginning of the meeting
- Comments on **agenda items** will be heard when the item is up for consideration
- The Secretary will call each speaker in the order received

In person

- Fill out and submit a blue speaker card which is available in the meeting room

Via Zoom

- Use the raise hand feature in Zoom to indicate you wish to make a public comment
<https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-in-a-webinar>
 - If you participate by phone, press *9 to raise your hand
- When prompted by the Secretary, please state your name, affiliation if applicable, and topic

Submitting written comments or materials


- Email written comments or other materials for the Board of Directors to SecOffice@ebmud.com
- Please indicate the meeting date and agenda item number or non-agenda item topic in the subject of the email. Contact information is optional.
- **Please email by 4 p.m. the day prior to the scheduled regular meeting;** written comments and other materials submitted to the Board of Directors will be filed in the record.


**To observe the Legislative/Human Resources Committee Meeting,
please visit: <https://www.ebmud.com/about-us/board-directors/board-meetings/>**

EAST BAY MUNICIPAL UTILITY DISTRICT

DATE: November 6, 2025

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager 

FROM: Derry L. Moten, Special Assistant to the General Manager 

SUBJECT: Follow-up to Diversity, Equity, and Inclusion Strategic Plan Update

SUMMARY

At the October 14, 2025 Legislative/Human Resources Committee meeting, the Committee requested additional information on the District's Employee Recognition and Appreciation Program. This memorandum provides an overview of program and upcoming enhancements designed to strengthen employee engagement and organizational culture. The Committee also requested information on approaches to ensure all District employees, including those with limited access to email or the Intranet, receive information about the District's diversity, equity, and inclusion (DEI) efforts. This update will be presented at the November 12, 2025 Legislative/Human Resources Committee meeting.

DISCUSSION

Employee Recognition and Appreciation Program (ERAP)

The District has a long history of recognizing employees for their accomplishments and contributions. The ERAP was established by an employee-driven workgroup in 2015 and is managed and administered by the Employee and Organizational Development Division.

The goal of ERAP is to promote and sustain a culture of appreciation by formally recognizing employees for their service, values-based behaviors, and exceptional performance in support of the District's mission. The program reinforces the District's commitment to acknowledging the dedication, professionalism, and contributions of its workforce while advancing EBMUD's core values of Stewardship, Integrity, Respect, and Teamwork. ERAP consists of three primary components, each contributing to a comprehensive approach to employee recognition:

- **Service Anniversaries and Retirement Awards and Celebrations:** Awards are given at five-year intervals to honor employees for years of continuous service and at retirement. Awards include a District pin, Certificate of Recognition, a service award gift, a milestone award such as the Water Drop Award (20 years), and special retirement plaques for employees with over 25 years of service. Employees are also recognized at Board meetings and in Splashes.

- Fiscal Year (FY) 2025 and FY 2026 (through September 30, 2025):
 - Service Anniversaries: 379
 - Retirements: 79
- **Employee Appreciation Month, Local Celebrations, and Awards:** March has been designated Employee Appreciation Month, aligning with national observances. During this month, departments host events to celebrate and express gratitude for employees' ongoing commitment and service to the District. The District also encourages departments to host morale-building celebrations or awards that reflect their unique work environments. These recognitions may highlight accomplishments such as safety achievement, teamwork, special projects, or exceptional contributions.
 - FY 2025: 85 percent of District workgroups participated
 - FY 2026 (through September 30, 2025): 8 percent of District workgroups participated
- **Peer Recognition:** Understanding that meaningful recognition can come from anywhere in the organization, employees can acknowledge colleagues or teams who exemplify the District's values through recognition cards or electronic eCards. Employees participating through recognition or nomination of others are also eligible for quarterly prize drawings administered by the Employee and Organizational Development Division.
 - FY 2025: 6,579 eCards received
 - FY 2026 (through September 30, 2025): 1,865 eCards received

ERAP remains an important component of the District's workforce engagement strategy. The program reaffirms that every employee's work is vital to the District's success. Recognizing individual and collective achievements strengthens organizational pride, collaboration, and engagement, further enhancing the quality of service delivered to the community.

Staff Communication

In addition to email communication, staff provide DEI-related updates and engagement opportunities through the District's Diversity Committee, Values Advocates, Affinity Groups, and departmental presentations such as Diversity & Inclusion Office Roadshows. These efforts foster direct dialogue across all divisions, promote awareness of ongoing initiatives, and encourage employee participation in advancing DEI goals.

As part of the FY 2026 update to the Diversity, Equity, and Inclusion Strategic Plan (DEISP), the District will enhance its communication to ensure all employees, regardless of work location or access to digital tools, receive timely, consistent, and accessible information about DEI progress, programs, and resources. Planned enhancements include:

- **DEI Communication Framework:** Implementation of a structured communication plan that utilizes multiple platforms, including the Intranet, Splashes, email, printed materials, and in-person briefings.

- **Regular Progress Updates:** Quarterly updates summarizing DEI milestones, metrics and success stories will be shared through the District’s internal channels, such as via the Intranet, Splashes, and email communication, and discussed during departmental and all-staff meetings.
- **DEI Dashboard:** Launch employee access to an internal dashboard on the Intranet to visualize progress on DEI goals such as workforce diversity metrics, training participation, supplier-diversity achievements, and employee engagement survey results.
- **Two-Way Feedback Channels:** Expansion of employee engagement opportunities through surveys, focus groups, and listening sessions coordinated by the Office of Diversity, Equity, and Culture and the Equity Core Teams to ensure staff input informs ongoing implementation.
- **Inclusive Messaging and Legal Compliance:** Launch of the “I Am DEI” campaign and ongoing development of inclusive-language resources, while also ensuring that all communications and programs align with applicable federal and state laws governing nondiscrimination and equal opportunity.

Recent federal executive orders and court decisions have highlighted the importance of ensuring that DEI-related efforts are consistent with civil rights statutes such as Title VII of the Civil Rights Act of 1964 and adhere to legal requirements around employment and contracting. The District’s DEI program is in compliance.

NEXT STEPS

The District applies a continuous improvement process to ERAP to modernize administration and improve employee experience. A recently issued request for proposals for ERAP focused on enhancing the longevity and retirement awards component of the program. Staff will provide further updates at future meetings.


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EAST BAY MUNICIPAL UTILITY DISTRICT

DATE: November 6, 2025

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager 

FROM: Cindy R. Charan, Director of Human Resources 
for CRC

SUBJECT: Employee Benefits Strategy

SUMMARY

Staff launched a strategic planning process in 2023 to develop a roadmap for the future of Human Resources (HR) at the District. This collaborative effort engaged key stakeholders including management, employees, and union representatives with the goal of modernizing and improving HR practices, processes, and procedures. One of the key priorities identified in the HR Strategic Plan is the developing of an Employee Benefits Strategy. This topic will be presented at the November 12, 2025 Legislative/Human Resources Committee meeting.

DISCUSSION

The vision and strategic framework for the HR Strategic Plan positions the District for continued success over the next five years and beyond through four guiding principles:

1. *Driving HR Excellence and Innovation*: Delivering successful outcomes and advancing the District by leveraging modern HR technologies and practices.
2. *Deploying Effective Recruitment and Retention Strategies*: Attracting, retaining, and developing a qualified and diverse workforce.
3. *Enhancing the Employee Experience*: Fostering a culture of engagement, wellness, respect, and accountability that promotes employee wellbeing, productivity, and retention.
4. *Investing in Workforce Planning and Development*: Building the capabilities and leadership needed for the District's future workforce.

As part of the HR Strategic Plan, four strategic priorities were identified:

- Recruitment and Classification Modernization
- Technology, Innovation, and Core HR System Replacement
- Employee Benefits Strategy
- Employee Relations Realignment and Process Improvement

This memorandum focuses on the Employee Benefits Strategy, which supports Guiding Principles 2 and 3 by strengthening the District's ability to attract and retain top talent while

enhancing the overall employee experience. To inform the strategic plan, HR conducted a comprehensive competitive benefits survey with staff at the end of 2023. The survey provided valuable insights into the current strengths and opportunities for improvement.

Strengths Identified

The benefits survey data affirmed that the District provides:

- *Comprehensive health coverage* that offers peace of mind to employees and their families.
- *Robust retirement programs* that support long-term financial security and flexibility.
- *Generous time-off and leave policies* that promote work–life balance.
- *Holistic employee support* through Employee Assistance Program (EAP) services, interest-free employee loans, and commute incentives demonstrating the District’s commitment to employee wellbeing and productivity.

Opportunities Identified

The benefits survey also identified several opportunities for enhancement, including:

- *Expanding flexible benefit options* to better meet the needs of a diverse, multi-generational workforce.
- *Strengthening retirement benefits competitiveness* in light of rising healthcare costs.
- *Improving the clarity and consistency* in benefits communications.
- *Developing a strategy* to address evolving workforce expectations.
- *Investing in technology* to improve benefits administration and enhance employee self-service tools.

Since 2023, several new or improved benefits have been added, including a new bike loan program; expanded mental health services through EAP services; implementation of a new Health Insurance Benefit (HIB) tier; enhanced deferred compensation participation incentive for Public Employee’s Pension Reform Act (PEPRA) employees; health benefits for temporary employees; and a planned labor/management group to evaluate dental insurance options.

Strategic Focus Areas

Building on the benefits survey, the next phase of work will focus on the following areas:

1. Benefits Program Design and Strategy

- Maintain competitive benefits aligned with the District’s commitment to attracting and retaining a skilled, diverse workforce.
- Conduct ongoing market research and employee engagement surveys.
- Integrate wellbeing and employee experience considerations.
- Evaluate new benefits or modifications to existing benefits.

2. Employee Communication and Education

- Ensure benefits materials are clear, engaging, and consistent.
- Establish a cohesive message and tone for all benefits communications.

3. Cost Management and Analysis

- Continue to monitor and analyze benefits utilization and costs.
- Continue to implement cost-saving strategies that maintain program value.
- Continue to strengthen vendor contract management and oversight.

To support these focus areas, the District is strengthening technology capabilities and vendor partnerships to streamline benefits administration and enable staff to focus on strategic priorities.

Key initiatives include:

- Transitioning HIB administration to a third-party provider to improve efficiency and service delivery.
- Engaging a vendor to prepare and distribute employee benefits statements in spring 2026.

Implementation Timeline

The Employee Benefits Strategy is a multi-year roadmap, spanning five years or more, designed to guide continuous improvement and long-term sustainability.

Time Horizon (Fiscal Year)	Goals and Focus Areas
Short-Term (2025–2026)	Streamline administration through vendor partnerships, enhanced communication tools, expanded digital access, and targeted plan improvements.
Medium-Term (2026–2028)	Introduce more flexible benefit options based on employee feedback – particularly in wellbeing, financial wellness, and family support – while maintaining fiscal discipline.
Long-Term (2028 and beyond)	Establish ongoing processes for cost review and analysis, benchmarking, employee surveys, and benefit design to ensure the District remains an employer of choice.

NEXT STEPS

Key upcoming initiatives include implementing a new Human Capital Management system and launching the new HIB tier effective January 2026. In partnership with the Unions, the District will also begin a comprehensive review of the dental plan in January 2026. Employee benefits statements are scheduled for delivery in March/April 2026, providing employees with a clear and personalized summary of benefits. Additionally, the District will design and launch its first employee benefits engagement survey to gather feedback and guide future program enhancements.

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