

Strategic Plan

7th Edition




 **EAST BAY
MUNICIPAL UTILITY DISTRICT**

July 2016



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July 1, 2016

Welcome to the East Bay Municipal Utility District's Strategic Plan.

The District continues to build on over a century of experience to provide high quality water to the East Bay Area. Navigating the challenges of providing high quality, reliable water and wastewater services in a highly regulated and dynamic environment requires careful planning and a clear vision for the future. Our Strategic Plan is the blueprint for excellence, defining how we respond to and prioritize challenges and evolving priorities.

Our mission and values are critical as a public utility dedicated to high quality service and preservation of our precious natural resources. The Strategic Plan outlines the specific goals, strategies, and objectives we will pursue to move us from where we are to where we want to be and establishes a set of criteria to measure our progress. It incorporates the principles of fiscal responsibility, sustainability and effective use of resources that minimize our environmental footprint.

We are in a period of vast opportunities and challenges. In the next two to five years, we will forge ahead in many operational areas such as managing the impacts of decreased water sales, reinvesting in aging infrastructure, adapting creatively to a changing environment, and addressing organizational changes presented by the retirement eligibility of 50 percent of the workforce. Proactively responding to these conditions requires careful planning to ensure long-term organizational and financial sustainability.

This is our roadmap that will guide EBMUD's progress for years to come and continue to demonstrate our long-standing commitment to the customers of the East Bay.



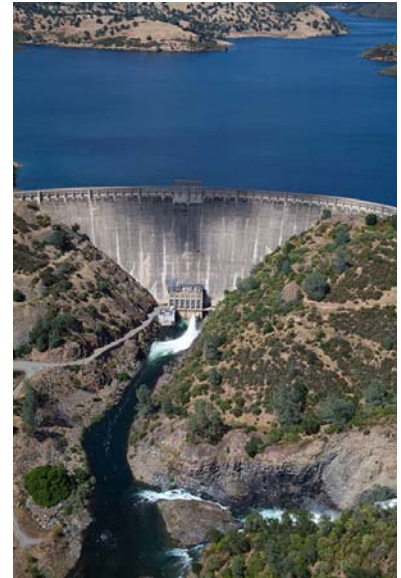
ALEXANDER R. COATE
General Manager



District Overview

East Bay Municipal Utility District (EBMUD) supplies water and wastewater treatment for 20 cities and 15 unincorporated communities located in the East Bay in parts of Alameda and Contra Costa counties in California. It is a publicly owned utility formed under the Municipal Utility District (MUD) Act passed by the state legislature in 1921. The Act permits the formation of multi-purpose government agencies to provide needed public services on a regional basis. In 1923, voters in the eastern San Francisco Bay Area created EBMUD to provide water service. Since that time, the East Bay has grown dramatically.

Service is provided within a 332-square mile area extending from Crockett in the north to San Lorenzo in the south, and eastward from San Francisco Bay through the Oakland-Berkeley hills to Walnut Creek and south through the San Ramon Valley.



The MUD Act was amended in 1941 to enable the formation of special districts. In 1944, voters in six of the East Bay cities served by EBMUD elected to form Special District No. 1 to treat wastewater before being released into San Francisco Bay. In 1951, EBMUD expanded its service to provide wastewater treatment. The wastewater service area covers 88-square miles along the east shore of the bay extending from Richmond in the north to Oakland in the south. In addition to providing wastewater treatment, laboratory services operate 365 days a year to constantly monitor water quality for drinking water and wastewater systems.

The East Bay Municipal Utility District is a California Special District. EBMUD has a seven-member Board of Directors publicly elected from wards within the service area. The Board is committed to developing policy through an open, public process, guided by the District's Mission Statement. Policies are then implemented under the direction of the General Manager. The General Manager and General Counsel are appointed by and report directly to the Board of Directors. The senior management team is responsible for managing the operations of the District. EBMUD employs approximately 1,800 people.

Our core values provide the foundation to articulate the qualities which enable us to fulfill the District's mission and achieve the goals of the Strategic Plan. These core values are *stewardship*, *integrity*, *respect* and *teamwork*. Our values help guide our decisions and behavior to achieve our mission.

Strategic Plan Overview

The Strategic Plan incorporates the District's mission and principles, and identifies its goals, strategies, objectives and key performance indicators. The Plan influences and guides staff in the management and allocation of resources and assets.

Our **mission** is to manage the natural resources with which the District is entrusted; to provide reliable, high quality water and wastewater services at fair and reasonable rates for the people of the East Bay; and to preserve and protect the environment for future generations.



Our **principles** provide the foundation of the Strategic Plan and form the basis of our business approach which strives to minimize waste, conserve energy and natural resources, promote long-term economic viability, protect the environment, operate within high standards to serve our customers and the community, and support safety and well-being for employees, communities, and customers. Our principles are:

- 💧 Exercise responsible financial management
- 💧 Ensure fair and reasonable rates and charges
- 💧 Provide responsive quality customer service
- 💧 Promote ethical behavior in the conduct of District business
- 💧 Ensure fair and open processes involving the public
- 💧 Provide a healthy work environment
- 💧 Promote diversity and equality in personnel matters and contracting
- 💧 Promote environmental, economic, and social sustainability

Our **goals** define what the District wants to achieve; they explain 'what' not 'how', and tell where we are going rather than how we will get there. **Strategies** define which actions to take to reach each goal, and may take several years to implement. **Objectives** reflect what we need to accomplish in the near term. **Key performance indicators** (KPIs) measure how well we are doing in achieving our goals.

Planning & Implementation

The fundamental purpose of the strategic planning process is to define the actions in the next two to five years which are necessary to reliably meet the District's mission now and well into the future. The process is designed to assess the environment and respond to near and long-term challenges. The General Manager and the senior management team lead the implementation of the Strategic Plan.

Overall development of the Strategic Plan is the responsibility of the senior management team who work together to assess and build consensus on a number of strategic areas, environmental issues, initiatives, and challenges.

Cross functional teams consider input from various sources such as **master plans** which optimize capital project investments, **long-range plans**, **new initiatives**, and **employee and customer feedback** to update the goals, strategies, objectives and key performance indicators.

Strategic Plan Process



In 2015, EBMUD took the opportunity to strengthen teamwork and communication. To broaden involvement in updating the Strategic Plan, the senior management team engaged employees and conducted a series of employee meetings which were held across the service area to provide opportunities to discuss the District's strategic direction. All input was considered during the update of the goals, strategies, objectives and KPIs.



The Strategic Plan is adopted by the Board of Directors. Upon adoption, development of actions to implement the Strategic Plan can begin. The Strategic Plan provides an overall high-level direction to prioritize resources to achieve future success; it does not describe all of the specific actions. By developing actions that are linked to the Strategic Plan we can ensure that we focus our resources on the highest priorities of the District.

The Strategic Plan precedes and guides the development of the **biennial budget** and the **five-year capital improvement program** to ensure that necessary resources are provided to implement the strategies and objectives.

Individual **employee performance plans** are prepared on an annual basis to establish and communicate responsibilities, accountabilities and performance expectations for priorities contained in the Strategic Plan.

The plan includes a series of KPIs that are measurable, comprehensive, and reflect the various strategies contained within the six Strategic Plan goals. **KPI results** are measured against our targets annually to enable us to evaluate our progress. The latest KPI report was presented to the Finance Committee in September 2015. The on-line FY15 Annual Key Performance Indicators Report is available at [ebmud.com/Board Meetings/Finance and Administration Committee/092215](http://ebmud.com/BoardMeetings/FinanceandAdministrationCommittee/092215).

A critical component of the strategic planning process is the element of continuous improvement which is an ongoing effort to **assess and evaluate** performance, and use the results to guide the update of the next Strategic Plan. The principal objective for this assessment and evaluation is to identify improvements, maintain gains achieved, and ensure consistency in planning, operations and results across the District.





Goals

Long-Term Water Supply:

Ensure a reliable high quality water supply for the future.

Water Quality & Environmental Protection:

Meet or surpass environmental and public health standards and protect public trust values.

Long-Term Infrastructure Investment:

Maintain & improve the District's infrastructure in a cost effective manner to ensure sustainable delivery of reliable, high quality service now and in the future, addressing economic, environmental, and social concerns.

Long-Term Financial Stability:

Manage the District's finances to meet funding needs and maintain fair and reasonable water and wastewater rates.

Customer and Community Services:

Maintain and enhance service excellence through continuous improvement.

Workforce Planning & Development:

Create an environment that attracts, retains and engages a high performing diverse workforce in support of the District's mission and core values.

Long-Term Water Supply

Goal: Ensure a reliable high quality water supply for the future.

Strategy 1

Preserve current entitlements and augment the District's successful water supply projects by obtaining supplemental supplies to meet annual customer demands.

Objectives:

- 💧 Protect water rights and Central Valley Project contract entitlements to maximize benefits to District customers.
- 💧 Prioritize water transfers, groundwater storage, desalination, and other water supply opportunities and cost-effectively improve reliability while providing the best available water quality.
- 💧 Update the Urban Water Management Plan which assesses supply and demand conditions, analyzes future needs, anticipates obstacles, and prescribes approaches to meeting future requirements consistent with District policy.
- 💧 Integrate the District's long-term water supply strategies and infrastructure planning efforts with regional partnerships.

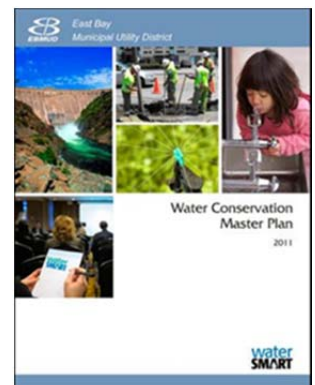


Strategy 2

Reduce potable water demand through water conservation and build on past water savings success to help ensure a reliable water supply.

Objectives:

- 💧 Continue implementation and updating of the conservation strategies and drought response plans identified in the District's Water Conservation Master Plan to meet short- and long-term water use reduction goals.
- 💧 Implement comprehensive water management, conservation incentive, education and outreach programs to provide customers with information and tools they need to effectively manage and reduce their own water use.
- 💧 Implement supply-side conservation and water loss control measures through leak detection, pipeline repair and information management to reduce demand, improve system reliability and comply with State regulations.



- 💧 Pursue and implement regulatory and legislative initiatives that promote water conservation through efficiency standards and codes, including plan check reviews as a condition for new water services.
- 💧 Identify, encourage and create partnerships to research and test new efficiency technologies, including water-energy nexus applications and measurement methodologies.

Strategy 3

Reduce potable water demand through water recycling and build on past success to achieve a diversified and reliable water supply.

Objectives:

- 💧 Maximize use of recycled water projects while achieving public health regulations and customer contract requirements.
- 💧 Invest in innovative technology to improve cost-effectiveness.
- 💧 Identify, evaluate and implement new opportunities for recycled water, including potential for potable reuse.

Strategy 4

Maintain an updated Climate Change Monitoring and Response Plan to inform the District's planning efforts for future water supply, water quality and infrastructure and support sound water and wastewater infrastructure investment decisions.

Objectives:

- 💧 Assess climate change science and develop scenarios that illustrate a range of potential impacts from key variables (temperature rise, sea level rise, precipitation, snow pack and runoff).
- 💧 Use the scenarios to identify infrastructure vulnerabilities and make cost-effective infrastructure investments, and operational changes, adaptable to a range of foreseeable conditions (i.e. "no regrets" investments).
- 💧 Educate the public and policymakers on District and industry climate change concerns and interests, participate in research, and advocate for reasonable legislation and regulatory changes.



Long-Term Water Supply Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Supplemental Supply		
Additional supply by 2040 to provide 85% reliability under design drought conditions and diversify through regional partnerships	Work with Placer County Water Agency (PCWA) to publish a draft environmental document for a long-term water transfer	Negotiate a Warren Act contract with the Bureau of Reclamation for a long-term water transfer with PCWA
	Enter into an agreement to develop a second long-term water transfer project with Yuba County Water Agency (YCWA), Sacramento River Settlement contractors (SRSC), or other potential sellers	Conduct technical and environmental studies to support a second long-term water transfer arrangement with YCWA
	Complete water rights and export permitting and initiate design for the DREAM project in San Joaquin County	Complete design and initiate construction for the DREAM Project in San Joaquin County
	Complete Bay Area Regional Reliability (BARR) Draft Drought Contingency Plan	Initiate Phase 2 of the BARR Feasibility Study
Water Conservation		
62 MGD savings from conservation programs / natural replacement by 2040 (baseline yr. 1995)	1.2MGD average annual conservation savings	1.2MGD average annual conservation savings
	18% reduction in per capita demand by 2018; 20% by 2020	18% reduction in per capita demand by 2018; 20% by 2020
	Implement Water Conservation Master Plan	Implement Water Conservation Master Plan
	Achieve MOU Best Management Practice compliance	Achieve MOU Best Management Practice compliance



Key Performance Indicator	FY17 Target	FY18 Target
Water Recycling		
20 MGD of recycled water capability by 2040	Complete installation of phase 2 recycled water pipelines in Bishop Ranch/San Ramon, and continue customer site conversions	Complete majority of phase 2 customer site conversions in San Ramon and Danville
	For San Ramon phase 3 pump station, begin CEQA and property acquisition	For San Ramon phase 3 pump station, complete property acquisition and CEQA and begin design
	Complete installation of recycled water pipeline in Emeryville and continue customer site conversions	Complete majority of Emeryville customer site conversions
	Amend North Richmond agreement with refinery	Develop a long-term approach for improving WCWD effluent water quality that includes a higher level of clarity in the roles and responsibilities between EBMUD and WCWD
	Begin recycled water master plan update	Complete recycled water master plan update
Climate Change		
Update the Climate Change Monitoring and Response Plan. Explore approaches for how to adapt to potential future conditions and identify "no regrets" infrastructure investment decisions	Update the Climate Change Monitoring & Response Plan to account for new information when the Intergovernmental Panel releases its Sixth Assessment Reports	Using EPA's CREAT Model Version 3, conduct a broad climate risk assessment on major District infrastructure and operations

Water Quality & Environmental Protection

Goal: Meet or surpass environmental and public health standards and protect public trust values.

Strategy 1

Manage the Mokelumne and East Bay watersheds to ensure a high quality water supply and protect natural resources while providing appropriate public access.

Objectives:

- 💧 Use the Watershed Master Plans as the foundation for standards and protocols to ensure drinking water quality and protect natural resources.
- 💧 Perform monitoring and data assessment to adaptively manage the watersheds.
- 💧 Provide public access and recreational opportunities, and education and outreach compatible with water quality and natural resource protection, and collect user feedback.
- 💧 Protect the Mokelumne River salmonid fishery through coordinated reservoir and river operations, habitat enhancement projects, effective and efficient hatchery operations, and a robust science program.
- 💧 Collaborate with stakeholders to protect water quality and the environment on non-District owned lands with the Mokelumne and East Bay watersheds.
- 💧 Comply with federal and state license requirements of the Mokelumne River Project to protect cultural resources, maintain structural integrity, and operate facilities to protect public health and safety, property and the environment.

Strategy 2

Operate and maintain District facilities to surpass federal and state drinking water regulations.

Objectives:

- 💧 Establish and meet District water quality goals to exceed customers' expectations.
- 💧 Advocate for water quality and environmental regulations that are based on sound science, are protective of public health and beneficial uses and that are attainable and sustainable.
- 💧 Maintain a leadership role in the professional community to further regulatory and legislative initiatives and advocate for protection of public health.
- 💧 Provide timely and accurate water quality information to customers.



Strategy 3

Operate and maintain District facilities to anticipate and meet all water discharge, air emission, and land disposal requirements to protect and enhance the environment.

Objectives:

- 💧 Meet or surpass all water discharge, air, and land requirements.
- 💧 Ensure that management of biosolids is cost-effective and environmentally safe and meets all local Ordinance and State and Federal requirements.
- 💧 Promote environmental regulations that are based on regional approaches and achieve water quality objectives through cost-effective and sustainable means.
- 💧 Establish and meet District water quality goals for recycled water based on use.

Strategy 4

Minimize impacts to the environment by reducing, recycling, reusing and reclaiming waste, and by conserving natural resources.

Objectives:

- 💧 Pursue opportunities to recover and utilize resources (e.g. nutrients and minerals), and renewable energy in wastewater.
- 💧 Increase the cost effective use of renewable energy.
- 💧 Identify and implement energy efficiency projects.
- 💧 Reduce the District's greenhouse gas (GHG) emissions.
- 💧 Focus on reduction of pollutants at the source.
- 💧 Identify and implement waste reduction and recycling programs.

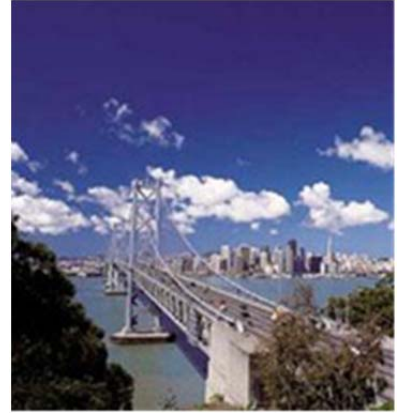


Strategy 5

Ensure protection and stewardship of San Francisco Bay.

Objectives:

- 💧 Proactively develop and implement regional Pollution Prevention activities that will further reduce pollutant discharges to San Francisco Bay.
- 💧 Support collaborative efforts and programs that develop science-based watershed solutions to address nutrients and other constituents-of-concern in the San Francisco Bay.
- 💧 In collaboration with the satellite collection system communities and the regulators, implement an Inflow and Infiltration Control Program that will, over the long term, meet standards for wet weather facilities.



Strategy 6

Operate Pardee and Camanche Reservoirs and facilities jointly as an integrated system to achieve multiple objectives including municipal water supply, stream flow regulation, environmental protection, flood control, hydropower, and releases for downstream requirements.

Objectives:

- 💧 Balance the competing objectives and requirements by planning diversions and releases from the combined storage in the reservoirs.
- 💧 Work collaboratively with stakeholders to adaptively operate Pardee and Camanche Reservoirs together to manage storage and downstream releases.
- 💧 Adaptively manage reservoir operations to improve salmon migration through variable flows, temperature optimization, and collaborative efforts with lower Mokelumne stakeholders.
- 💧 Comply with all state, federal, and local permit and license requirements.





Water Quality & Environmental Protection

Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Watershed Protection		
Mokelumne River fall-run chinook salmon escapement (long-term average)	4,734	4,734
Compliance with Drinking Water Regulations		
% of water quality goals met	100%	100%
% of water quality regulations met	100%	100%
Compliance with Wastewater Regulations		
Number of NPDES and Waste Discharge Permit Notices of violation received	0	0
Sustainable Resource Management		
Reduce indirect GHG emissions to zero by 2040 and direct emissions by 50% by 2040 compared to the 2000 baseline	37,517 MT CO ₂	36,177 MT CO ₂
Capture biogas sufficient to produce on-site energy in excess of Main Wastewater Treatment Plant electric power demand	130% of plant power demand	130% of plant power demand
Protect SF Bay		
Implement Private Sewer Lateral Program to reduce wet weather flows and achieve a high compliance rate at point of sales	90%	90%
Operate Pardee and Camanche		
Meet JSA Mokelumne River minimum flow releases 100% of the time	100%	100%

Long-Term Infrastructure Investment

Goal: Maintain and improve the District's infrastructure in a cost effective manner to ensure sustainable delivery of reliable, high quality service now and in the future, addressing economic, environmental, and social concerns.

Strategy 1

Maintain coordinated master plans for all facilities and assets.

Objectives:

- 💧 Maintain and update a master plan for each asset or group of assets that reflects current condition and performance information and addresses improvements needed to meet defined service-level requirements.
- 💧 Coordinate master plans and capital projects to optimize investments and maximize drinking water quality, and the reliability, safety, flexibility, and overall efficiency of the water and wastewater systems.
- 💧 Periodically inspect and evaluate facilities to support capital and maintenance planning.
- 💧 Consider risk, community and stakeholder concerns, workforce and technology trends, and the potential impacts of climate change as part of the planning process. Involve stakeholders in the project planning and development stage.
- 💧 Ensure that all system improvements and capital projects meet or surpass environmental and regulatory requirements, improve resilience to climate change, and incorporate sustainable practices.

Strategy 2

Meet operational needs and reliability goals by effectively maintaining the infrastructure.

Objectives:

- 💧 Define and document operational needs and reliability goals to inform maintenance decision making.
- 💧 Expand and refine the use of cost-effective methods and practices to determine the need for maintenance or replacement.
- 💧 Implement preventive, predictive, and corrective maintenance plans that improve safety, service reliability, and efficiency.
- 💧 Lead the industry in water loss control through using new and innovative technology, effective maintenance practices, and efficient operations.



Strategy 3

Implement the master plans and set priorities in the operating and capital budget process to reflect the needs identified in those plans.

Objectives:

- 💧 Reflect a balance of costs and risks in the operating and capital budgets that accounts for near-term needs as well as long-term sustainability.
- 💧 Complete projects on schedule and within budget.
- 💧 Innovate and improve project workflows to achieve maximum efficiency.
- 💧 Use life-cycle cost analysis and value engineering of proposed capital projects to help determine the most cost-effective projects.
- 💧 Coordinate construction project scheduling with city, county, and other agencies and communicate with all stakeholders during construction to minimize impacts on communities.



Long-Term Infrastructure Investment Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Effective Management of Infrastructure		
Number of water system pipeline breaks per 100 miles of pipe	≤ 20	≤ 20
% of water system corrective work order hours classified high priority	≤ 10%	≤ 10%
Miles of Pipe Surveyed	600	800
% of water system valves exercised	10%	10%
Infrastructure Leakage Index	N/A - New Indicator	N/A - New Indicator
% of high priority meter repair orders completed in 60 days	90%	90%
Capital Budget Priorities		
Miles of distribution pipe replaced	15	15
Design errors and omission change orders on construction contracts	< 3%	< 3%
Number of steel water tanks rehabilitated	3	3
Cumulative % of interceptor assets with major defects that have been repaired	80%	90%
Number of pumping plants rehabilitated	3	3

Long-Term Financial Stability

Goal: Manage the District's finances to meet funding needs and maintain fair and reasonable water and wastewater rates.

Strategy 1

Maintain a Long-Range Financing Plan that sets forth the long-term funding needs of the District.

Objectives:

- 💧 Maintain financial planning models to include long-term forecasts of operating and capital expenditures, revenue requirements and rates and charges.
- 💧 Ensure the financial plan is based on reasonable, conservative assumptions and accounts for uncertainties.
- 💧 Ensure the financial plan maintains the District's good standing in the credit markets to provide ready access to cost-effective capital financing.
- 💧 Evaluate the District's capital financing and debt service coverage policies to optimize cash funding of capital investments.
- 💧 Evaluate the District's cash reserve policies to consider optimal uses and levels of reserves, including alternative strategies for funding drought-related costs.



Strategy 2

Implement water and wastewater rates and charges that are legal, fair, reasonable, and equitable.

Objectives:

- 💧 Plan for rate increases that are steady, predictable, and based on our strategic needs.
- 💧 Mitigate increases in rates and charges by optimizing use of non-rate revenue and pursue opportunities for cost control through efficiencies and new technologies.
- 💧 Continue to establish rates and charges based on cost of service principles.
- 💧 Periodically conduct third-party cost of service studies.

Strategy 3

Ensure integrity, accountability and transparency in financial management.

Objectives:

- 💧 Develop operating and capital budgets aligned with the Strategic Plan.
- 💧 Manage operating and capital expenditures within their respective budgets.
- 💧 Develop and maintain accurate, timely, and meaningful financial data.
- 💧 Enhance the usability, clarity and accessibility of District financial information.
- 💧 Maintain and regularly evaluate internal financial controls.
- 💧 Conduct regular internal and external financial audits.
- 💧 Promote diversity and equity in contracting, consistent with state and federal laws.

Strategy 4

Implement technologies that improve the efficiency and effectiveness of business processes.

Objectives:

- 💧 Develop and maintain a long-term plan to guide the evolution of IT infrastructure and capabilities.
- 💧 Apply a consistent approach to set IT priorities and evaluate , plan and implement projects that are responsive to the needs and potential impacts to customers, employees and other stakeholders.
- 💧 Ensure that all employees have ready access to tools and data so they can provide excellent customer service and maintain our infrastructure.
- 💧 Make effective use of geospatial tools and data to best maintain and monitor District infrastructure by developing workflows that enable rapid capture and use of spatial data.
- 💧 Structure and manage data to support consistent analysis and reporting and provide appropriate access to customers, employees and other stakeholders.
- 💧 Proactively ensure adequate security and meet all regulatory requirements.





Long-Term Financial Stability

Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Sufficient Revenue/Fair Rates & Charges		
Rates as compared to other Bay Area agencies	At or below median	At or below median
Financial Position		
% of capital program funded from debt	≤ 65%	≤ 65%
Debt service coverage	≥ 1.6 times coverage	≥ 1.6 times coverage
Actual reserves as % of target	≥ 100%	≥ 100%
Integrity, Accountability and Transparency		
% of planned audits completed	100%	100%
% of audit findings resolved within 90 days	100%	100%
Budget Performance		
Operating expenditures as a percentage of operating budget	≤ 100%	≤ 100%
Capital expenditures as a percentage of capital budgeted cash flow	≤ 100%	≤ 100%

Customer and Community Services

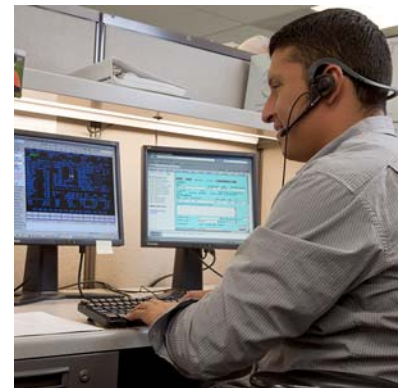
Goal: Maintain and enhance service excellence through continuous improvement.

Strategy 1

Understand customer expectations, opinions and satisfaction levels by obtaining feedback, and use input to inform our business decisions.

Objectives:

- 💧 Engage customers, the community and stakeholders to obtain feedback for continuous improvement.
- 💧 Survey customers and conduct research to assess customer expectations, to monitor customer satisfaction with the District's performance and to measure the impact of public education and marketing campaigns.
- 💧 Compare customer feedback over time to identify trends and changes in customer expectations and to establish and evaluate performance standards related to customer service.



Strategy 2

Enhance the customer experience and improve operational efficiencies by investing in cost effective technology.

Objectives:

- 💧 Invest in technologies to engage customers to use water wisely.
- 💧 Invest in technologies and communication that improve customer access to information and improve service delivery.
- 💧 Continually enhance the website to provide easy access and online tools based upon user feedback.

Strategy 3

Provide reliable, responsive, and quality service to customers at fair and reasonable rates and charges.

Objectives:

- 💧 Provide programs and services of value to a diverse customer base and the community.
- 💧 Cultivate a strong service focus and ethic among employees.
- 💧 Invest in business process improvements to streamline processes and enhance the customer experience.
- 💧 Minimize customer and community impacts from water and wastewater operations.

Strategy 4

Maintain an active Emergency Preparedness Program to plan for and manage the District's functions during an emergency and allow for an efficient and effective recovery following an emergency.

Objectives:

- 💧 Maintain updated documentation of Emergency Response Plans, including regional coordination and mutual assistance agreements.
- 💧 Review and test emergency communication/critical functions/information technology infrastructure and protocols to achieve emergency response and recovery goals.
- 💧 Provide timely public and employee communication during emergencies.
- 💧 Ensure effective and current documentation of Business Continuity Plans.



Customer and Community Services

Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Customer Satisfaction		
% of customers rating the District's customer services field response as "Good" or "Excellent"	90%	90%
% of customers rating "Overall Job" as "Good" or "Excellent"	70%	70%
Average speed of answer to calls coming into the Contact Center	≤ 60 seconds	≤ 60 seconds
Contact Center service level: % of calls answered within the target of ≤60 seconds	80%	80%
Abandonment rate	3%	3%
Timely billing of customer statements as scheduled	99%	99%
% of time customer dependent systems are available	99.9%	99.9%
Unplanned water service interruptions per 1,000 active accounts		
< 4 hrs.	≤ 10	≤ 10
4-12 hrs.	≤ 5	≤ 5
> 12 hrs.	≤ 2	≤ 2
Electronic bill presentment & payment enhancements	Implement phase 1 by April 2016; begin testing phase 2 by September 2016; complete testing by December 2016	No Target Set
Implement new telephony and Interactive Voice Response systems	Implement testing by January 2017	Complete installation by December 2017
Odor complaints near the MWWTP	≤ 30 complaints	≤ 30 complaints
Emergency Preparedness		
Update the District's Emergency Operation Plan every two years and conduct an EOT exercise annually	100%	100%
Update all Business Continuity plans every two years and conduct an exercise for each annually	100%	100%
Draft and/or update 2-3 event-specific emergency communication plans annually	100%	100%

Workforce Planning & Development

Goal: Create an environment that attracts, retains and engages a high performing diverse workforce in support of the District's mission and core values.

Strategy 1

Maintain robust workforce plans to determine future needs, identify gaps and implement actions to close the gaps.

Objectives:

- 💧 Preserve intellectual capital (knowledge retention) at all levels of the organization.
- 💧 Regularly evaluate advances in technology and associated skills required for improved efficiency.
- 💧 Regularly analyze evolving workforce needs to ensure the right people with the right skills are in the right jobs.

Strategy 2

Continue to develop employees to meet workforce demands.

Objectives:

- 💧 Offer career and professional development opportunities and support to expand the skills of District employees to meet emerging industry needs.
- 💧 Maximize opportunities to “grow our own” through academies, cross-training, mentoring, and rotation programs.
- 💧 Encourage personal accountability for professional development through programs such as tuition reimbursement and internal training.
- 💧 Implement organizational practices that promote and value employee contributions, safety, employee-well-being, and encourage learning and networking.
- 💧 Engage employees and labor unions in improving the work of the District.



Strategy 3

Integrate District values, recognize employee contributions, and establish clear performance measures to achieve a high performance culture.

Objectives:

- 💧 Engage District employees in values-based continuous improvement efforts with a focus on internal communication, teamwork, performance, and employee recognition.
- 💧 Establish and communicate clear performance expectations and standards.
- 💧 Regularly assess and communicate performance against standards.
- 💧 Enhance managers' and supervisors' ability to accurately evaluate and recognize good performance and provide coaching for improvement of performance deficiencies.

Strategy 4

Enhance the District's ability to recruit a highly qualified, diverse staff.

Objectives:

- 💧 Promote EBMUD's industry reputation as an employer of choice.
- 💧 Support our employees as ambassadors in our communities (peer, industry, education) to educate and share knowledge about the District's culture, values, career opportunities and work.
- 💧 Target specific employment markets and partner with colleges and regional agencies to attract and hire quality candidates that reflect the diversity of our community.
- 💧 Seek opportunities to expand internships/apprenticeships in the trades to introduce career opportunities to our community.



Workforce Planning & Development

Key Performance Indicators

Key Performance Indicator	FY17 Target	FY18 Target
Employee Development		
% of competing Leadership Program graduates who place on applicable promotional lists	75%	75%
Annual average training hours per employee	30	30
Number of employees in development programs (academies, rotations, internships, mentorships)	Performance Measure Only	Performance Measure Only
Performance Culture		
% of performance plans completed on time	100%	100%
% of performance appraisals completed on time	100%	100%
Number of injury & illness incidents resulting in time away from work per 100 employees	≤ 3.0	≤ 3.0
Annually implement outreach campaigns on wellness ("Well Being") themes	4	4
Recruitment		
% of exams resulting in hiring lists within 60 days or less	80%	80%
% of District eligibility lists with AA hire opportunities	Performance Measure Only	Performance Measure Only
Number of Internships	Performance Measure Only	Performance Measure Only



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