



Strategic Plan

9th Edition | July 2020

Photo on cover is the Pardee Reservoir.

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July 1, 2020

The East Bay Municipal Utility District has been operating for nearly a century. In the 1920s, early regional leaders envisioned a bustling East Bay community and established a water source in the Sierra Nevada to meet that increasing demand. We are the beneficiaries of that vision. But the challenges of today are different than they were decades ago. Foresight and planning are essential to deliver water and wastewater services 24 hours a day.



This plan was developed under the leadership of Alex Coate (retired June 2020)

This Strategic Plan is a roadmap that will guide EBMUD in ensuring to our ability to provide high-quality drinking water to 1.4 million customers and critical wastewater treatment to 685,000 customers. These efforts protect public health and the environment, and help our East Bay economy thrive.

The results of our comprehensive planning efforts were on display during the 2019 wildfire season, when our customers received continuous water and wastewater services despite unprecedented pre-emptive power shutoffs. EBMUD began preparing for power shutoffs more than a year before, as we depend on round-the-clock power to pump, treat and distribute water to customers and firefighters.



This plan will be implemented by Clifford Chan (appointed General Manager June 2020)

On a larger scale, EBMUD undertook a multi-decade partnership to build the Freeport facility on the Sacramento River to provide a supplemental water supply during dry years. During the historic 2014 – 2016 drought, this facility allowed EBMUD to provide all the water needed to serve our diverse customer base.

Over the next five years, EBMUD will plan for and respond to a broad range of water and wastewater issues such as water supply reliability, water quality improvements, sustainable management of groundwater resources, aging infrastructure, wildfire preparedness, healthy forest management, climate change and emerging contaminants in San Francisco Bay. Managing such dynamic issues requires forward-thinking leadership, sound planning, and financial stability.

From creating a new water source 90 miles away in the Sierra Nevada nearly 100 years ago, to adapting to the impacts of a rapidly changing climate, EBMUD stands ready to meet the challenges of today and tomorrow.



ALEXANDER R. COATE
Retired General Manager



CLIFFORD C. CHAN
General Manager

District Overview

The East Bay Municipal Utility District (EBMUD) supplies water and provides wastewater treatment for parts of Alameda and Contra Costa counties in California. EBMUD is a California special district formed under the Municipal Utility District Act with a seven-member publicly elected Board of Directors.



Pardee Reservoir

Residents voted in 1923 to organize the East Bay Municipal Utility District in response to an uncertain local water supply and periodic water shortages. Pardee Dam was completed in 1929 which was the highest in the world at the time. The first water deliveries were made using the Mokelumne aqueduct that same year. The water traveled 90 miles from the Sierra Mountains to the East Bay to serve a population of 460,000.

Today, the EBMUD water service area now includes 20 cities and 15 unincorporated East Bay communities, and serves 1.4 million customers. It is a 332-square mile area, which is larger than New York City, 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.



Main Wastewater Treatment Plant

In 1944, voters in six of the East Bay cities served by EBMUD elected to create a wastewater treatment facility to treat waste and raw sewage that was being released directly into San Francisco Bay. Wastewater treatment began in 1951 at the plant constructed in Oakland near the entrance of the San Francisco-Oakland Bay Bridge. The wastewater service area is 88-square miles along the east shore of the bay extending from Richmond in the north to Oakland in the south. In addition to treating wastewater, laboratory services operate 365 days a year to

continually monitor water quality for drinking water and treated water from the wastewater plant that is discharged to the San Francisco Bay.

Sustainability and resilience are essential principles that guide our actions in meeting the needs of our customers. Sustainability incorporates environmental, social, and economic objectives into our decision-making and work practices to meet the needs of today without compromising the ability to meet the needs of future generations. Resilience enables the District to recover from and adapt to unforeseen events.

The Board of Directors 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 who is appointed by and reports directly to the Board of Directors. Day to day operations are managed by the senior management team and carried out by approximately 2,000 dedicated employees.

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 guides staff in setting priorities and allocating resources.

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 practices. Our principles are:

- 💧 Exercise responsible financial management
- 💧 Ensure fair and reasonable rates and charges
- 💧 Provide responsive and high quality customer service
- 💧 Promote ethical behavior in the conduct of District business
- 💧 Ensure fair and open public processes
- 💧 Provide a safe and healthy work environment
- 💧 Protect the environment and preserve natural resources
- 💧 Minimize waste and conserve energy
- 💧 Promote diversity and equality in personnel matters and contracting
- 💧 Promote environmental, economic, and social sustainability

Our **Goals** define in broad terms the high-level achievements the District will pursue; they explain ‘what’ not ‘how’, and tell where we are going rather than how we will get there. Our **Strategies** define the actions that are necessary to achieve each goal, and may take several years to implement. Our **Objectives** reflect what we need to accomplish in the near term. Our **Key Performance Indicators** (KPIs) measure how well we are doing in achieving our goals.



Pipeline Renewal

Planning and Implementation

The purpose of the strategic planning process is to define the actions that need to be taken in the next three to five years to achieve the District’s mission now and well into the future. The process is designed to assess the environment in which we operate and respond to both near and long-term challenges. The General Manager and the senior management team lead the implementation of the Strategic Plan.

Development of the Strategic Plan is the responsibility of the senior management team who work together in cross functional teams. They assess and build consensus on initiatives and challenges, using input from the Board of Directors and various sources such as **facility master plans** which optimize capital investments, **long-range action plans**, **new initiatives**, and **employee** and **customer feedback** to update the goals, strategies, objectives and key performance indicators.

Strategic Plan Process



Once the Strategic Plan is adopted by the Board of Directors, development of specific actions to implement the Strategic Plan can begin. The Strategic Plan provides staff with an overall high-level direction to achieve future success; it does not describe all of the specific actions to be taken. By developing actions that are linked to the Strategic Plan we can ensure that we focus our resources on the highest priorities that will best serve our customers.

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

Individual **employee performance plans** are prepared annually to establish and communicate responsibilities and performance expectations to achieve the priorities contained in the plan.

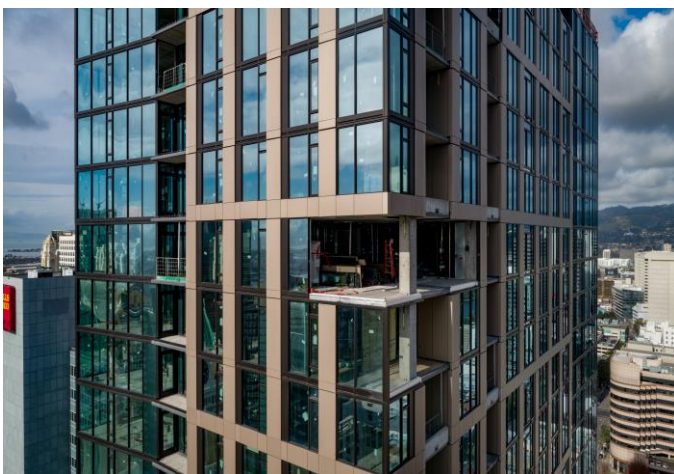


Heavy Equipment Operator

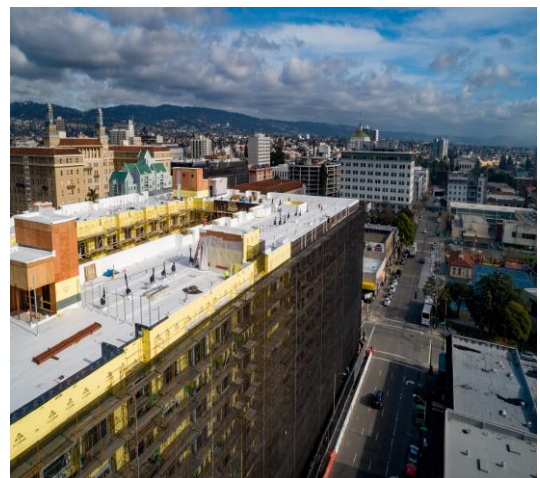
The Strategic Plan is comprised of two documents. This document contains our goals, strategies and objectives to define the actions to take to ensure both long-term achievements and near-term accomplishments. Guidance from the Board of Directors is incorporated into the plan through committee meetings and workshops.

The plan also includes a comprehensive set of KPIs that reflect the various strategies and objectives contained within the six Strategic Plan goals. The **KPI results** are measured annually against established targets to evaluate progress towards meeting our goals. The KPI report and results are presented to the Board’s Finance Committee in October.

A critical component of the strategic planning process is continuous improvement, an ongoing effort to **assess and evaluate** performance. The objective is to update the Strategic Plan based on these assessments and evaluations, including KPI results to develop and prioritize strategies for addressing issues that may impact District operations and our customers.



Mixed use complex with 634 dwelling units in Oakland



Mixed use complex with 333 dwelling units in Oakland

Our Values

With extensive input from employees of all levels and disciplines, the District developed the following four values that were adopted by EBMUD in support of our mission:



STEWARDSHIP

"I am a steward of our resources and committed to public service."



INTEGRITY

"I act with integrity."



RESPECT

"I treat others with respect."



TEAMWORK

"We are EBMUD and we are one team."



Visible reminder of our values

These values and their related behaviors guide EBMUD staff as they pursue the goals identified in this Strategic Plan. Our ongoing values efforts are focused on:

- Communication of our strategy and mission to employees and customers,
- Continuous improvement of our systems and processes, and
- Cultivation and maintenance of a diverse, engaged, and high performing culture.

It is our belief that working better together will enable us to achieve our mission to serve our customers, manage our natural resources, and protect our environment for future generations.



Our Goals

Long-Term Water Supply:

We ensure a reliable high quality water supply for the future.

Water Quality and Environmental Protection:

We meet or surpass environmental and public health standards and protect public trust values.

Long-Term Infrastructure Investment:

We 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.

Long-Term Financial Stability:

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

Customer and Community Services:

We build stakeholder trust and long-term relationships through service excellence, proactive communication and education.

Workforce Planning and Development:

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

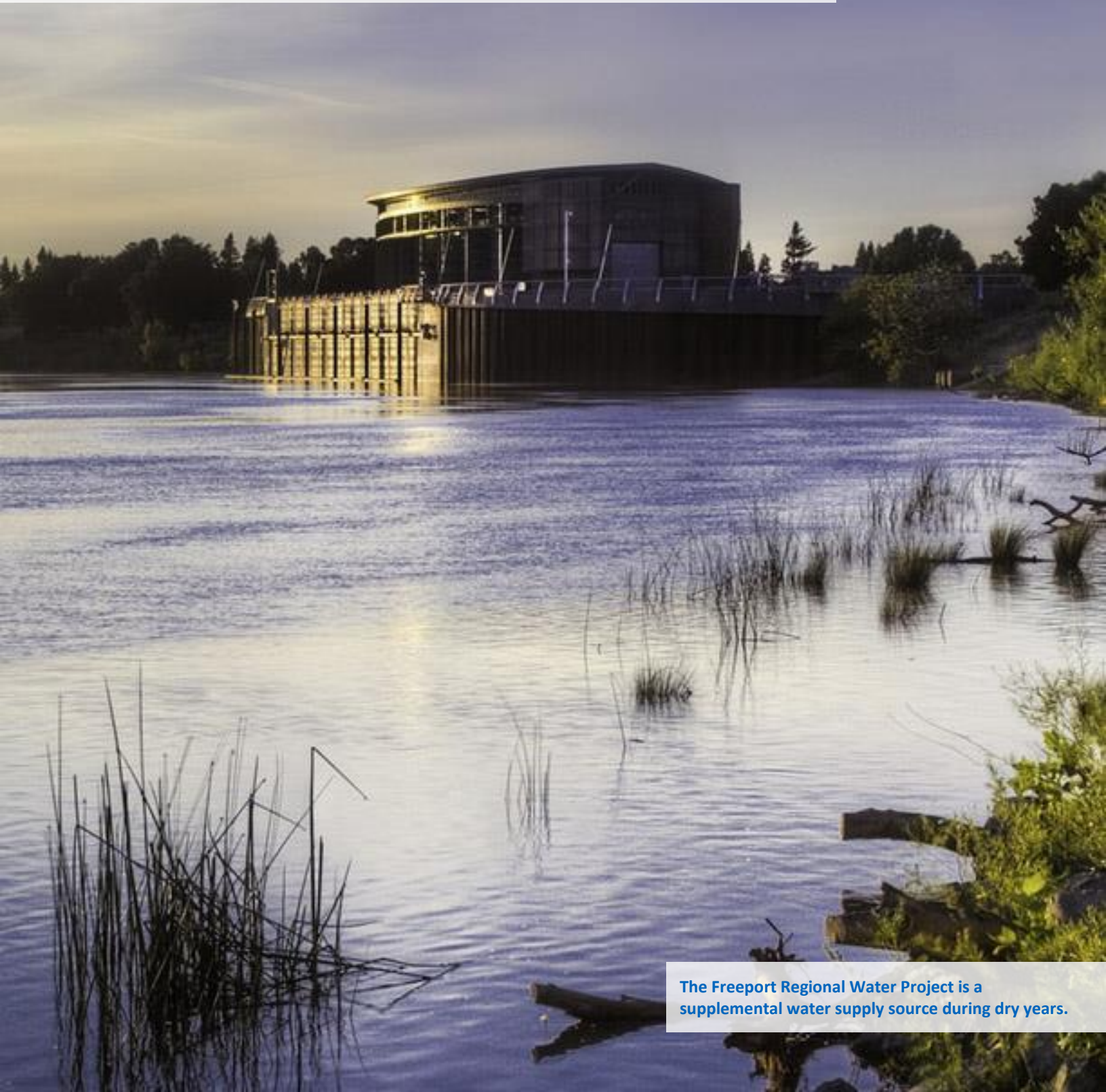


Lake Merritt in Oakland shown in the distance

Long-Term Water Supply

“We have created a resilient water supply by developing new water sources and protecting our existing supplies. We will continue to diversify our supplies to meet future needs while acknowledging the challenges that accompany them.”

Michael Tognolini, Director of Water and Natural Resources



The Freeport Regional Water Project is a supplemental water supply source during dry years.

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

Strategy 1

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

Objectives:

- 💧 Protect water rights and Central Valley Project contract entitlements to maximize benefits to District customers.
- 💧 Prioritize water transfers, groundwater storage, off-stream storage, and other water supply opportunities to cost-effectively improve reliability while providing the best available water quality.
- 💧 Use the Urban Water Management Plan to assess supply and demand conditions, analyze future needs, anticipate obstacles, and prescribe 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.
- 💧 Plan for a sustainable local groundwater basin for the East Bay.

Strategy 2

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

Objectives:

- 💧 Implement and update the conservation strategies identified in the District's Water Conservation Master Plan (WCMP) to meet long-term water use reduction goals.
- 💧 Use the Water Shortage Contingency Plan to implement drought response actions to meet short-term water use reduction goals.
- 💧 Implement comprehensive water management, conservation incentives, education and outreach programs and workshops to engage customers and stakeholders with information and tools to effectively manage water use and promote water use efficiency.
- 💧 Implement supply-side conservation and water loss control measures through leak detection, pipeline repair and replacement, 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.

Long-Term Water Supply

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 protecting public health.
- 💧 Invest in innovative technology and monitor research to improve cost-effectiveness.
- 💧 Identify, evaluate and implement new opportunities for recycled water, including potential for potable reuse.
- 💧 Continue education and outreach programs to support customers and the District's programs.
- 💧 Monitor regulatory and legislative initiatives that promote recycled water use and the District's programs.

Strategy 4

Consider the impacts of climate change and take appropriate action to understand and balance mitigation and adaptation responses to those impacts through sustainable activities.

Objectives:

- 💧 Regularly review developing climate change science and evaluate future scenarios that illustrate a range of potential impacts to the District.
- 💧 Maintain a Climate Change Monitoring and Response Plan to inform the District's efforts for future water supply, watershed, water quality, and water and wastewater infrastructure investment decisions.
- 💧 Use the scenarios to identify infrastructure vulnerabilities and make cost-effective infrastructure investments and operational changes to adapt and mitigate impacts based on the best available science and 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.
- 💧 Develop standards to use in planning studies and infrastructure designs.

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Water Quality and Environmental Protection

“Our employees strive every day to provide high quality water to our customers and protect the environment.”

Clifford Chan, Director of Operations and Maintenance

Water travels from the Mokelumne River Watershed into Pardee Reservoir.

Goal: We 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, education and outreach compatible with water quality and natural resource protection, and collect user feedback.
- 💧 Maintain upcountry facilities to support recreation commitments.
- 💧 Protect the Mokelumne River salmonid fishery through habitat enhancement projects, effective and efficient hatchery operations, and a robust science program.
- 💧 Collaborate with stakeholders to protect water quality and the environment in the Mokelumne and East Bay watersheds.
- 💧 Comply with federal and state 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 and 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.

Water Quality and Environmental Protection

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, 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.

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 efficient 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.

Water Quality and Environmental Protection

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 reduce or eliminate the need for wet weather facilities.

Strategy 6

Operate Pardee and Camanche Reservoirs and facilities 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 setting clear operational priorities and employing effective models for flow and temperature management.
- Work collaboratively with stakeholders to adaptively operate Pardee and Camanche Reservoirs to meet downstream objectives for water supply, flood control and environmental resources.
- Sustain and enhance the successful salmonid fishery on the Lower Mokelumne River through adaptive management of variable flows, temperature optimization, and collaborative efforts with lower Mokelumne stakeholders.
- Proactively comply with all state, federal, and local permit and license requirements.

Long-Term Infrastructure Investment

"We make investments in resilient infrastructure to ensure safe, reliable delivery of high quality water to our customers and wastewater discharges that protect the San Francisco Bay."

Jimi Yoloye, Director of Engineering and Construction



EBMUD work crew installing pipeline in the community.

Goal: We 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.
- 💧 Collect and maintain accurate asset records including criticality, maintenance history, asset condition, and performance for continuous improvement.
- 💧 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 to ensure safety, service reliability, and efficiency.
- 💧 Lead the industry in water loss control through using new and innovative technology, effective maintenance practices, and efficient operations.

Long-Term Infrastructure Investment

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:

- 💧 Balance life-cycle costs and risks of plans and projects in the operating and capital budgets to account for near-term needs as well as long-term sustainability and resilience.
- 💧 Complete projects on schedule, within budget and meet the desired intent and quality.
- 💧 Innovate and improve project workflows to maximize efficiency.
- 💧 Use value engineering of proposed capital projects to help implement projects cost-effectively.
- 💧 Coordinate and collaborate construction project scheduling with city, county, and other agencies and communicate with all stakeholders during construction to minimize impacts on communities.

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Goal: We 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 to ensure financial resiliency.

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.

Long-Term Financial Stability

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:

- 💧 Maintain a long-term plan to guide technology investments and resources.
- 💧 Apply a consistent approach to set IT priorities and evaluate, plan, and implement projects that address the needs of customers, employees and, other stakeholders.
- 💧 Ensure all employees have ready access to tools and data so they can provide excellent customer service and maintain and operate our infrastructure.
- 💧 Make effective use of tools and data to best maintain and monitor District infrastructure and develop workflows that enable rapid capture and use of the 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 to meet all regulatory requirements, maintain operations, and protect the privacy of customer and employee data.

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Customer and Community Services

"We strive to meet customer expectations by providing responsive, trusted, and high quality service."

Andrew Lee, Manager of Customer and Community Services



A Field Services Representative performing an inspection of a water meter with a customer.

Goal: We build stakeholder trust and long-term relationships through service excellence, proactive communication and education.

Strategy 1

Build public awareness of the District's priorities, initiatives, systems and services.

Objectives:

- 💧 Collect and analyze customer feedback on District operations, activities and service experience and expectations.
- 💧 Proactively communicate electronically through multiple channels, via print publications, and media or community events.
- 💧 Maintain a robust web and social media presence.
- 💧 Enhance internal communication, tools and technology to effectively disseminate information to District staff.

Strategy 2

Continue to build trust by providing quality service, timely information, and resolution of customer and community inquiries.

Objectives:

- 💧 Employees recognize they are representing the customers' interest and provide professional, high quality service.
- 💧 Invest in business process improvements and technology to enhance the customer experience and customer access to information.
- 💧 Protect customer data and other personally identifiable information.
- 💧 Minimize customer and community impacts from water and wastewater operations.
- 💧 Provide programs and services that support or benefit the community, residents, and businesses.

Customer and Community Services

Strategy 3

Build long-term partnerships in the community, regionally and nationally, in areas of shared interest and in support of the District's mission.

Objectives:

- 💧 Build and actively participate in regional and national industry groups, coalitions, and partnerships to advance common goals.
- 💧 Partner with non-profit, community and education organizations in support of the District's Mission and Strategic Plan.
- 💧 Advance Contract Equity and Diversity Inclusion Programs to enhance diversity and equal opportunities for business owners and prospective and current employees.

Strategy 4

Maintain active Emergency Preparedness and business continuity Programs to plan for, minimize interruptions, and manage the District's essential functions during an emergency and allow for an efficient and effective recovery.

Objectives:

- 💧 Maintain current documentation of emergency response, business continuity, risk and resilience assessment, and disaster recovery plans, including support documents for regional coordination, and mutual assistance.
- 💧 Review and exercise emergency communications, critical functions, information technology infrastructure and protocols to support emergency response and recovery goals at all levels of the organization.
- 💧 Provide training and exercise emergency response, and business continuity plans to achieve response and recovery goals.
- 💧 Provide timely public and employee communication during emergencies and business interruptions.
- 💧 Enhance customer outage notification tools.
- 💧 Work collaboratively with local, city, county, state, and regional stakeholders on emergency preparedness, response, and recovery efforts.

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Workforce Planning and Development

“Our mission can only be fulfilled through our high performing employees. We hire, train, and retain the best.”

Laura Acosta, Manager of Human Resources



Employees receive hands-on training in treatment plant operations.

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

Strategy 1

Coordinate workforce planning activities 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 and risks to ensure the District’s current and future workforce needs are met.

Strategy 2

Continue to develop employees to meet evolving workforce demands and implement actions to close gaps.

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, diversity and inclusion, and encourage learning and networking.
- 💧 Engage employees and labor unions in improving the work of the District.

Workforce Planning and Development

Strategy 3

Support 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 and behavioral expectations and standards.
- 💧 Regularly assess and communicate performance against standards.
- 💧 Enhance managers' and supervisors' ability to accurately evaluate and recognize good performance and observable behavior that supports the District values.
- 💧 Provide coaching and opportunities for improvement of performance deficiencies.
- 💧 Incorporate diversity and inclusion practices to support the District's hiring, promotion, and retention goals.

Strategy 4

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

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 and training programs to introduce career opportunities to our community.



**EAST BAY
MUNICIPAL UTILITY DISTRICT**

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