Key Performance Indicators | Report For Fiscal Year 2026



Strategic Plan

9th Edition | July 2020

EAST BAY MUNICIPAL UTILITY DISTRICT

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KPI #50 – Miles of Pipeline Replaced

Overview

Strategic Plan

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 Strategic Plan incorporates the District's mission and principles, and identifies its goals, strategies, and objectives. The key performance indicators (KPIs) measure achievement to those overall goals and strategies. Altogether, the Strategic 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.

Key Performance Indicators

The FY 2025 and FY 2026 KPIs represent an organization-wide effort to link the Strategic Plan to distinct work activities. Assembled by the Office of Budget and Performance, each KPI has undergone substantial front-line, managerial, and executive staff review, ensuring that relevance, achievability, and measurability were considered. The updated KPIs introduce a new format that defines each KPI's goal and four measurable performance tiers.

Target	FY 2026 (#)	FY 2026 (%)
Exceeded	37	56%
Full Success	14	21%
Partial Success	8	12%
Needs Attention	5	8%
N/A	2	3%
Total	66	100%

The total number of KPIs has been reduced from 91 to 66 by consolidating related metrics, adding new ones, and removing those without quantifiable objectives. The KPIs are now data-driven to improve evaluation of progress, and each is identified as either a leading indicator—predicting future performance—or a lagging indicator—reflecting outcomes of past efforts. This report outlines the progress made during FY 2026. Overall, 89 percent of KPIs met or exceeded their targets, while 8 percent require attention. The remaining 3 percent did not receive a performance rating because the metrics derive from a biennial customer survey that is conducted every other year. The following sections highlight the key successes and challenges for each KPI.

Strategic Plan | Goals and Strategies

Customer and Community Services

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.

Strategy 2 Continue to build trust by providing quality service, timely information, and resolution of customer and community inquiries.

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.

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.

Long-Term Infrastructure Investment

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.

Strategy 2 Meet operational needs and reliability goals by effectively maintaining the infrastructure.

Strategy 3 Implement the master plans and set priorities in the operating and capital budget process to reflect the needs identified in those plans.

Water Quality and Environmental Protection

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.

Strategy 2 Operate and maintain District facilities to surpass federal and state drinking water regulations.

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.

Strategy 4 Minimize impacts to the environment by reducing, recycling, reusing and reclaiming waste, and by conserving natural resources.

Strategy 5 Ensure protection and stewardship of the San Francisco Bay.

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.

Long-Term Financial Stability

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.

Strategy 2 Implement water and wastewater rates and charges that are legal, fair, reasonable, and equitable.

Strategy 3 Ensure integrity, accountability, and transparency in financial management.

Strategy 4 Implement technologies that improve the efficiency and effectiveness of business processes.

Long-Term Water Supply

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.

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.

Strategy 3 Reduce potable water demand through water recycling and build on past success to achieve a diversified and reliable water supply.

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.

Workforce Planning and Development

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.

Strategy 2 Continue to develop employees to meet evolving workforce demands and implement actions to close gaps.

Strategy 3 Support District values, recognize employee contributions, and establish clear performance measures to achieve a high-performance culture.

Strategy 4 Enhance the District's ability to recruit a highly qualified, diverse staff that exhibits the District's values.

ID	KPI	FY 2026 Performance Score
	Customer and Community Services	
1	District-Wide Communications Campaigns	Exceeded
2	Contact Center Service Level: Average Answer Speed	Needs Attention
3	Contact Center Service Level: Abandonment	Partial Success
4	Customer Rating: Overall	N/A
5	Customer Rating: Contact Center	Exceeded
6	Customer Rating: Trust in Decision-Making	N/A
7	Customer Rating: Field Services	Exceeded
8	Customer Rating: New Business	Full Success
9	Customer Rating: Recreation	Full Success
10	Customer Rating: Water Quality	Exceeded
11	Customer-Facing IT Systems Availability	Full Success
12	Unplanned Water Service Interruptions: Less than 4 hours	Exceeded
13	Unplanned Water Service Interruptions: 4-12 hours	Exceeded
14	Unplanned Water Service Interruptions: More than 12 hours	Exceeded
15	Wastewater Odor Complaints	Exceeded
16	Percentage of Customers in Arrears	Exceeded
17	CAP Application Processing Time	Exceeded
18	CAP Outreach: Enrollment Communications	Exceeded
19	CAP Outreach: Enrollment Events	Exceeded
20	Community Water Academy	Full Success
21	Education Program Engagement	Exceeded
22	Inter-Agency Engagement	Exceeded
23	Emergency Preparedness Exercises	Full Success
24	Mutual Assistance Partner and Stakeholder Relationships	Exceeded
	Long-Term Financial Stability	
25	Capital Plan Debt Funding (Water)	Exceeded
26	Capital Plan Debt Funding (Wastewater)	Exceeded
27	Long-Term Debt Reduction (Water)	Needs Attention
28	Long-Term Debt Reduction (Wastewater)	Partial Success
29	Actual Reserves as Percentage of Target (Water)	Exceeded
30	Actual Reserves as Percentage of Target (Wastewater)	Exceeded
31	Debt as Percentage of Revenue (Water)	Partial Success
32	Debt as Percentage of Revenue (Wastewater)	Full Success
33	Debt Service Coverage (Water)	Exceeded
34	Debt Service Coverage (Wastewater)	Exceeded
35	Affordability (Water)	Full Success
36	Affordability (Wastewater)	Full Success
37	Operating Overtime Budget Performance (Water)	Full Success

ID	KPI	FY 2026 Performance Score
38	Operating Overtime Budget Performance (Wastewater)	Needs Attention
39	Audit Completion	Partial Success
40	Audit Finding Resolution	Full Success
41	IT Security Activities Completion	Partial Success
	Long-Term Infrastructure Investment	
42	Sewer Interceptor Inspections	Exceeded
43	Water Pipe Surveys	Exceeded
44	Water System Valves Exercised	Exceeded
45	Corrective Work Orders (Water)	Exceeded
46	Corrective Work Orders (Wastewater)	Exceeded
47	Pipeline Breaks	Partial Success
48	Wastewater Maintenance Labor Hours	Partial Success
49	Change Orders	Needs Attention
50	Pipeline Replacement	Full Success
51	Pumping Plants	Exceeded
52	Steel Water Tanks	Exceeded
	Long-Term Water Supply	
53	Long-Term Framework Conservation Targets	Exceeded
54	Savings from Conservation Programs	Exceeded
	Water Quality and Environmental Protection	
55	Mokelumne River Fall-Run Chinook Salmon Returns	Exceeded
56	Water Quality: Regulations	Full Success
57	Water Quality: Goals	Partial Success
58	Significant Industrial User Inspections	Full Success
59	Carbon Neutrality by 2030	Exceeded
60	Pollution Prevention Outreach	Exceeded
61	Private Sewer Lateral Program Implementation	Exceeded
	Workforce Planning and Development	
62	Injury and Illness Investigations	Needs Attention
63	Training Hours	Exceeded
64	Employee Recognition Activities	Full Success
65	Wellness	Exceeded
66	Hiring Timelines	Exceeded

Customer and Community Services

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.**

KPI #1 District-Wide Communications Campaigns

Leading Indicator	Target	FY 2025	FY 2026
Number of campaigns implemented and communications channels utilized	Exceeded	>1 campaign | 7 channels	>1 campaign | 7 channels
	Full Success	1 campaign | 7 channels	1 campaign | 7 channels
	Partial Success	1 campaign | <7 channels	1 campaign | <7 channels
	Needs Attention	0 campaigns	0 campaigns

FY 2025 Performance:
2 campaigns | 7 channels | Exceeded

FY 2026 Performance:
6 campaigns | 7 channels | Exceeded

Staff completed six integrated outreach campaigns, exceeding the benchmark while advancing Public Affairs' three strategic messaging priorities.

Under Emergency Preparedness, staff conducted Emergency Water Storage and Wildfire Preparedness Campaigns using publications, social media, the website, media event coordination, Water Wednesday Webinars, community presentations, community events, radio and advertising initiatives, themed sports event programming and photography to raise awareness of emergency preparedness and the District's emergency readiness.

Under Water Quality/Drink Tap, staff delivered the H2Flow en Español musical effort and Water Treatment Plant Improvement communications campaigns through publications, social media, the website, presentations, webinars, media outreach, advertising, a live concert performance and photography to build confidence in EBMUD's high-quality drinking water and expand multilingual outreach.

Under Infrastructure Investment, Environmental Stewardship, and Public Safety, staff implemented the Tomato Stand Fish Passage and Lafayette Reservoir Tower campaigns through publications, social media, the website, presentations, webinars, media event coordination, signage, advertising, and photography to showcase environmental stewardship, infrastructure investment, and dam safety.

Other notable communications efforts included targeted campaigns supporting the Customer Assistance Program, electrical engineering recruitments, and increasing awareness of EBMUD's hiring process.

Customer and Community Services *(continued)*

Strategy 2:	**Continue to build trust by providing quality service, timely information, and resolution of customer and community inquiries.**
KPI #2	Contact Center Service Level: Average Answer Speed

Leading Indicator	Target	FY 2025	FY 2026
Average speed of answering calls coming into the Contact Center	Exceeded	<30 seconds	<30 seconds
	Full Success	30-45 seconds	30-45 seconds
	Partial Success	46-60 seconds	46-60 seconds
	Needs Attention	>60 seconds	>60 seconds

FY 2025 Performance:
73 seconds | Needs Attention

FY 2026 Performance:
66 seconds | Needs Attention

In FY 2026, the District continued to make positive progress to address customer arrears by executing its new debt collection strategy for single-family accounts. This debt collection process continues to generate call types that require longer call handling time to support customers with establishing custom payment plan options, responding to complex billing questions, and providing charity referrals. The Contact Center also experienced increased email volume in response to the District's ongoing debt collection outreach efforts as customers changed their way of engaging with the District. Additionally, the Contact Center had to assign experienced staff away from their regular duties to conduct two new hire trainings in FY 2026 to prepare new staff to service customer calls. Collectively, these factors impacted the overall service level and the average speed of answering (ASA) calls. In FY 2027, the department will focus on improving the ASA while being responsive to the needs of the customers.

Customer and Community Services *(continued)*

KPI #3 Contact Center Service Level: Abandonment

Lagging Indicator

Percentage of calls abandoned before answering

Target	FY 2025	FY 2026
Exceeded	<1.0%	<1.0%
Full Success	1.0%-3.5%	1.0%-3.5%
Partial Success	3.6%-5.5%	3.6%-5.5%
Needs Attention	>5.5%	>5.5%

FY 2025 Performance: 3.7% | Partial Success

FY 2026 Performance: 5.2% | Partial Success

In FY 2026, the District continued to make positive progress to address customer arrears by executing its new debt collection strategy for single-family accounts. This debt collection process continues to generate call types that require longer call handling time to support customers with establishing custom payment plan options, responding to complex billing questions, and providing charity referrals. The Contact Center also experienced increased email volume in response to the District's ongoing debt collection outreach efforts as customers changed their way of engaging with the District. Additionally, the Contact Center had to assign experienced staff away from their regular duties to conduct two new hire trainings in FY 2026 to prepare new staff to service customer calls. Collectively, these factors impact the overall service level and contributed to longer call handling times which resulted in higher abandonment rates. In FY 2027, the department will focus on improving the abandonment rates, while being responsive to the needs of the customers.

KPI #4 Customer Rating: Overall

Lagging Indicator

Percentage of "good" or "excellent" ratings in biennial survey

Target	FY 2025	FY 2026
Exceeded	>90%	-
Full Success	80%-90%	-
Partial Success	70%-79%	-
Needs Attention	<70%	-

FY 2025 Performance: 78% | Partial Success

FY 2026 Performance: N/A

The survey is conducted on a biennial basis. The next customer opinion survey will take place in FY 2027.

Customer and Community Services *(continued)*

KPI #5 Customer Rating: Contact Center

Lagging Indicator

Percentage of "good" or "excellent" ratings

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

FY 2025 Performance: 89% | Full Success

FY 2026 Performance: 92% | Exceeded

The Contact Center demonstrated consistent strong customer satisfaction in FY 2026, with 92 percent of 5,862 survey respondents rating service as "Excellent" or "Good," for three consecutive years, while handling 228,986 calls and 48,961 emails (nearly double the number of emails from FY 2025). This high level of customer satisfaction rating reflects the department's ongoing commitment to service excellence.

KPI #6 Customer Rating: Trust in Decision-Making

Lagging Indicator

Percentage of respondents who said they trust that EBMUD is making smart decisions about water and sewer services

Target	FY 2025	FY 2026
Exceeded	>90%	-
Full Success	60%-90%	-
Partial Success	50%-59%	-
Needs Attention	<50%	-

FY 2025 Performance: 59% | Partial Success

FY 2026 Performance: N/A

The survey is conducted on a biennial basis. The next customer opinion survey will take place in FY 2027.

KPI #7 Customer Rating: Field Services

Lagging Indicator

Percentage of "good" or "excellent" ratings

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

FY 2025 Performance: 99% | Exceeded

FY 2026 Performance: 100% | Exceeded

In FY 2026, Field Services continued to deliver exceptional customer service. Based on the 86 surveys received from customers during field interactions, the quality of the overall service received was rated as "Excellent" or "Good" by 100 percent of the respondents, consistent with the previous year's results. This strong performance reflects the department's ongoing commitment to service excellence.

Customer and Community Services *(continued)*

KPI #8 Customer Rating: New Business

Lagging Indicator

Percentage of "good" or "excellent" ratings

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

FY 2025 Performance: 90% | Full Success

FY 2026 Performance: 90% | Full Success

In FY 2026 the New Business Office (NBO) continued to implement strategic improvements aimed at enhancing the applicant experience and reducing overall processing times. NBO maintained strong customer satisfaction by expanding pre-application meetings, enhancing website usability, increasing communications during applicant intake, and advancing its vision of advocating for applicants while protecting the District. NBO sent more than 400 customer satisfaction surveys to applicants who completed water service applications and received 18 responses. In FY 2027, NBO will continue to implement the newly adopted System Capacity Charge methodology while improving the applicant project process.

KPI #9 Customer Rating: Recreation

Lagging Indicator

Percentage of "good" or "excellent" ratings

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

FY 2025 Performance: 85% | Partial Success

FY 2026 Performance: 90% | Full Success

Recreation users access the online survey from mobile devices via a QR code posted at trailhead and recreation area information boards. In FY 2026, the online recreation user survey received 76 responses with 90 percent rating their experience as “good” or “excellent.” There was a large drop in respondents compared to the prior year due to the restrictions put in place at Camanche Reservoir.

Customer and Community Services *(continued)*

KPI #10 Customer Rating: Water Quality

Lagging Indicator

Percentage of "good" or "excellent" ratings

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

FY 2025 Performance: 100% | Exceeded

FY 2026 Performance: 100% | Exceeded

Water system inspectors currently provide customers with survey postcards and QR code links at the conclusion of field visits. A total of 11 surveys were returned to System Water Quality, all reflecting a 100 percent customer satisfaction rating. All respondents elected to complete the survey using the QR code rather than the paper postcard.

KPI #11 Customer-Facing IT Systems Availability

Leading Indicator

Percentage of time customer-facing IT systems are available

Target	FY 2025	FY 2026
Exceeded	100.0%	100.0%
Full Success	99.0%-99.9%	99.0%-99.9%
Partial Success	98.0%-98.9%	98.0%-98.9%
Needs Attention	<98.0%	<98.0%

FY 2025 Performance: 99.96% | Full Success

FY 2026 Performance: 99.92% | Full Success

The systems monitored include Customer Watch Access, IVR (Genesys), ebmud.com, Dispatch Phones - customer calls and interactions, Call Center Phones (Genesys), and Contact Center (Adeline Maintenance Center) connectivity to Oakland Administrative Building.

KPI #12 Unplanned Water Service Interruptions: Less than 4 hours

Leading Indicator

Interruptions per 1,000 active accounts (less than 4 hours)

Target	FY 2025	FY 2026
Exceeded	<6	<6
Full Success	6-10	6-10
Partial Success	11-15	11-15
Needs Attention	>15	>15

FY 2025 Performance: 5.33 | Exceeded

FY 2026 Performance: 5.30 | Exceeded

The District exceeded its KPI for interruptions in all categories.

Customer and Community Services *(continued)*

KPI #13 Unplanned Water Service Interruptions: 4-12 hours

Leading Indicator

Interruptions per 1,000 active accounts (4-12 hours)

Target	FY 2025	FY 2026
Exceeded	<6	<6
Full Success	6-10	6-10
Partial Success	11-15	11-15
Needs Attention	>15	>15

FY 2025 Performance: 4.65 | Exceeded

FY 2026 Performance: 5.48 | Exceeded

The District exceeded its KPI for interruptions in all categories.

KPI #14 Unplanned Water Service Interruptions: More than 12 hours

Leading Indicator

Interruptions per 1,000 active accounts (more than 12 hours)

Target	FY 2025	FY 2026
Exceeded	<3	<3
Full Success	3-4	3-4
Partial Success	5-8	5-8
Needs Attention	>8	>8

FY 2025 Performance: 0.92 | Exceeded

FY 2026 Performance: 1.21 | Exceeded

The District exceeded its KPI for interruptions in all categories.

KPI #15 Wastewater Odor Complaints

Lagging Indicator

Number of odor complaints at all Wastewater facilities, verified as attributable to District operations

Target	FY 2025	FY 2026
Exceeded	<10	<10
Full Success	10-14	10-14
Partial Success	15-20	15-20
Needs Attention	>20	>20

FY 2025 Performance: 4 | Exceeded

FY 2026 Performance: 5 | Exceeded

Staff verified five odor complaints related to Wastewater facilities from September 2025 through May 2026.

Customer and Community Services *(continued)*

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.**

KPI #16 Percentage of Customers in Arrears

Lagging Indicator

Percentage of customers in arrears 100 days or more

Target	FY 2025	FY 2026
Exceeded	<2.0%	<2.0%
Full Success	2.0%-3.5%	2.0%-3.5%
Partial Success	3.6%-5.0%	3.6%-5.0%
Needs Attention	>5.0%	>5.0%

FY 2025 Performance: 2.3% | Full Success

FY 2026 Performance: 1.7% | Exceeded

In FY 2026, the District continued to make positive progress to address customer arrears by executing its new debt collection strategy for single-family accounts. Overall, the percentage of customers with 100 days or more of arrears declined due to the District's new debt collections strategy, with over 32,000 custom payment plans established during the past 12 months. In FY 2025, the total arrearage was reduced to $7.1 million down from $11.2 million. In FY 2027, the department will continue to engage with customers with delinquent debt to further reduce the District's overall arrears.

KPI #17 CAP Application Processing Time

Leading Indicator

Average number of business days to process complete CAP applications

Target	FY 2025	FY 2026
Exceeded	<3	<3
Full Success	3-5	3-5
Partial Success	6-9	6-9
Needs Attention	>9	>9

FY 2025 Performance: 2.6 | Exceeded

FY 2026 Performance: 2.4 | Exceeded

In FY 2026, the District received over 10,173 CAP applications. Staff processed CAP applications in less than three business days from the date the application was received to the date the application was processed to completion. At the end of FY 2026, there were 11,301 customers enrolled in CAP.

Customer and Community Services *(continued)*

KPI #18 CAP Outreach: Enrollment Communications

Leading Indicator	Target	FY 2025	FY 2026
Number of communication campaigns, in collaboration with community stakeholders, to increase CAP enrollment	Exceeded	>8	>8
	Full Success	7-8	7-8
	Partial Success	5-6	5-6
	Needs Attention	<5	<5

FY 2025 Performance: 15 | Exceeded

FY 2026 Performance: 29 | Exceeded

In FY 2026, the District collaborated with community stakeholders through 29 different outlets or methods, including elected officials newsletters, social media, and community meetings.

KPI #19 CAP Outreach: Enrollment Events

Leading Indicator	Target	FY 2025	FY 2026
Number of events, in partnership with community-based organizations, to increase CAP enrollment	Exceeded	>8	>8
	Full Success	7-8	7-8
	Partial Success	5-6	5-6
	Needs Attention	<5	<5

FY 2025 Performance: 13 | Exceeded

FY 2026 Performance: 23 | Exceeded

Staff participated in 23 community events in FY 2026, in partnership with community-based organizations to increase CAP enrollment. These events included Utilities Assistance Days, Food Pantry Distribution, and other community events.

Customer and Community Services *(continued)*

KPI #20 Community Water Academy

Leading Indicator	Target	FY 2025	FY 2026
Number of Community Water Academy participants	Exceeded	>40	>40
	Full Success	20-40	20-40
	Partial Success	10-19	10-19
	Needs Attention	<10	<10

FY 2025 Performance: 32 | Full Success

FY 2026 Performance: 32 | Full Success

Success was demonstrated through the recruitment and participation of a diverse cohort of more than 35 Community Water Academy participants representing educators, nonprofit organizations, neighborhood associations, business leaders, local government, and community members. Of those participants, 32 successfully completed the five-session program. Graduates are well-positioned to serve as trusted ambassadors, extending the District's outreach by sharing accurate information about water resources and EBMUD's services within their communities.

Throughout the program, participants toured key EBMUD facilities, including water treatment plants, wastewater treatment facilities, Pardee Reservoir, and the Mokelumne Fish Hatchery, gaining firsthand insight into the District's water supply, wastewater operations, environmental stewardship, emergency preparedness, and infrastructure investments. By equipping participants with a deeper understanding of EBMUD's operations and priorities, the Community Water Academy continues to serve as a force multiplier for community outreach, expanding public awareness and building long-term support for the District's mission.

Customer and Community Services *(continued)*

KPI #21 Education Program Engagement

Leading Indicator

Number of students engaged in the Education Program

Target	FY 2025	FY 2026
Exceeded	>20,000	>20,000
Full Success	18,000-20,000	18,000-20,000
Partial Success	16,000-17,999	16,000-17,999
Needs Attention	<16,000	<16,000

FY 2025 Performance: 21,000 | Exceeded

FY 2026 Performance: 27,000 | Exceeded

The District exceeded its benchmark through a comprehensive education and outreach program that combined classroom instruction, field experiences, community events, and engaging educational campaigns. In total, EBMUD reached more than 27,000 students through direct education and outreach activities. This included 961 fifth-grade students and 422 high school students participating in watershed and wastewater field trips that provided firsthand exposure to drinking water and wastewater treatment systems, watershed protection, and career opportunities in public service.

The District also reached 880 students through reverse science fairs and family Science, Technology, Engineering, Arts and Math fairs and 699 students through classroom presentations. More than 5,500 students participated in the Salmon in the Classroom program at the Mokelumne Fish Hatchery, while 8,578 students attended educational assemblies focused on the value of water, conservation, and environmental stewardship. By engaging with more than 30 East Bay teachers, the District further expanded its impact by providing educators with standards-aligned resources that are expected to reach an additional 300 students annually. Community outreach extended water education into everyday settings, reaching more than 10,000 students through local festivals, community events, and special educational experiences, including live performances supporting the H2Flow en Español campaign. Together, these efforts strengthened public understanding of water resources, inspired environmental stewardship, and broadened awareness of EBMUD's mission across the communities it serves.

KPI #22 Inter-Agency Engagement

Leading Indicator

Number of meetings with cities, counties, and municipal advisory committees (beyond standard coordination) about priority programs and projects

Target	FY 2025	FY 2026
Exceeded	>30	>30
Full Success	25-30	25-30
Partial Success	20-24	20-24
Needs Attention	<20	<20

FY 2025 Performance: 128 | Exceeded

FY 2026 Performance: 67 | Exceeded

The District exceeded its benchmark with 67 meetings with county, city, municipal advisory committees (MACs), and other key agencies to collaborate and provide information on District projects, policies, and procedures. This KPI assesses the efforts made to reach local officials to ensure their concerns are addressed.

Customer and Community Services *(continued)*

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.**

KPI #23 Emergency Preparedness Exercises

Leading Indicator

Completion of planned business continuity and plan updates

Target	FY 2025	FY 2026
Exceeded	>100%	>100%
Full Success	95%-100%	95%-100%
Partial Success	90%-94%	90%-94%
Needs Attention	<90%	<90%

FY 2025 Performance: 100% | Full Success

FY 2026 Performance: 100% | Full Success

In FY 2026, all planned updates to the 15 Business Continuity Plans were completed, and all 22 planned exercises were conducted.

KPI #24 Mutual Assistance Partner and Stakeholder Relationships

Leading Indicator

Number of annual exercises or meetings conducted with mutual assistance partners and stakeholders, including emergency operations team exercises

Target	FY 2025	FY 2026
Exceeded	>3	>3
Full Success	3	3
Partial Success	2	2
Needs Attention	<2	<2

FY 2025 Performance: 10 | Exceeded

FY 2026 Performance: 26 | Exceeded

EBMUD participated in eight meetings with Las Vegas Valley Water District and Los Angeles Department of Water and Power; four meetings with Alameda County, eight meetings with Contra Costa County; Fire Agency Forum; City of Richmond Evacuation Drill; Golden Eagle exercise; Annual EOT exercise; and Local Hazard Mitigation Plan meetings with the Cities of Oakland and Piedmont.

Long-Term Financial Stability

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.**

KPI #25 Capital Plan Debt Funding (Water)

Leading Indicator

Percentage of the capital program funded with debt over last five years

Target	FY 2025	FY 2026
Exceeded	<50%	<50%
Full Success	50%-65%	50%-65%
Partial Success	66%-75%	66%-75%
Needs Attention	>75%	>75%

FY 2025 Performance: 32% | Exceeded

FY 2026 Performance: 45% | Exceeded

District policy is to limit debt-funded capital to no greater than 65 percent of the total capital program over each five-year planning period. In recent years, the District's actual level of debt-funded capital has been below this maximum. This measure is expected to increase over the next five years before gradually declining as the District reduces its reliance on debt for the Water System.

KPI #26 Capital Plan Debt Funding (Wastewater)

Leading Indicator

Percentage of the capital program funded with debt over last five years

Target	FY 2025	FY 2026
Exceeded	<50%	<50%
Full Success	50%-65%	50%-65%
Partial Success	66%-75%	66%-75%
Needs Attention	>75%	>75%

FY 2025 Performance: 30% | Exceeded

FY 2026 Performance: 42% | Exceeded

Debt funding as a percentage of capital spending for the Wastewater System has been below the policy maximum of 65 percent. However, this measure is expected to increase over the next 10 years as the District finances a portion of the Wastewater System's increased capital program with bonds.

Long-Term Financial Stability *(continued)*

KPI #27 Long-Term Debt Reduction (Water)

Leading Indicator

Five-year compound annual growth rate of debt outstanding

Target	FY 2025	FY 2026
Exceeded	<(5.0%)	<(5.0%)
Full Success	(5.0%)-(1.0%)	(5.0%)-(1.0%)
Partial Success	(0.9%)-1.0%	(0.9%)-1.0%
Needs Attention	>1.0%	>1.0%

FY 2025 Performance: 0.2% | Partial Success

FY 2026 Performance: 2.5% | Needs Attention

The Water System increased its use of debt through issuances in 2024, 2025, and 2026, which has raised the amount of debt outstanding. Debt is expected to continue to grow over the next five years, but eventually start declining in the later years of the current 10-year financial plan.

KPI #28 Long-Term Debt Reduction (Wastewater)

Leading Indicator

Five-year compound annual growth rate of debt outstanding

Target	FY 2025	FY 2026
Exceeded	<(5.0%)	<(5.0%)
Full Success	(5.0%)-(1.0%)	(5.0%)-(1.0%)
Partial Success	(0.9%)-1.0%	(0.9%)-1.0%
Needs Attention	>1.0%	>1.0%

FY 2025 Performance: (0.9%) | Partial Success

FY 2026 Performance: 1.0% | Partial Success

The Wastewater System will likely increase its debt outstanding over the next 10 years as it implements the larger capital improvement program.

KPI #29 Actual Reserves as Percentage of Target (Water)

Lagging Indicator

Reserves as a percentage of the targeted reserves for the Water System

Target	FY 2025	FY 2026
Exceeded	>150%	>150%
Full Success	100%-150%	100%-150%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

FY 2025 Performance: 215% | Exceeded

FY 2026 Performance: 243% | Exceeded

The Water System has consistently exceeded its reserve targets over the last five years and is projected to continue maintaining strong reserves.

Long-Term Financial Stability *(continued)*

KPI #30 Actual Reserves as Percentage of Target (Wastewater)

Lagging Indicator

Reserves as a percentage of the targeted reserves for the Wastewater System

Target	FY 2025	FY 2026
Exceeded	>150%	>150%
Full Success	100%-150%	100%-150%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

FY 2025 Performance: 372% | Exceeded

FY 2026 Performance: 341% | Exceeded

The Wastewater System has consistently exceeded its reserve targets over the last five years and is projected to continue maintaining strong reserves.

KPI #31 Debt as Percentage of Revenue (Water)

Lagging Indicator

Debt as a percentage of operating revenues

Target	FY 2025	FY 2026
Exceeded	<200%	<200%
Full Success	200%-399%	200%-399%
Partial Success	400%-700%	400%-700%
Needs Attention	>700%	>700%

FY 2025 Performance: 398% | Full Success

FY 2026 Performance: 404% | Partial Success

The Water System's debt outstanding is just over 400 percent of Operating Revenue in FY 2026, though it has come down over the last five years. The calculation is projected to plateau and then gradually decline over the next five years as rate increases outpace growth in debt.

KPI #32 Debt as Percentage of Revenue (Wastewater)

Lagging Indicator

Debt as a percentage of operating revenues

Target	FY 2025	FY 2026
Exceeded	<200%	<200%
Full Success	200%-399%	200%-399%
Partial Success	400%-700%	400%-700%
Needs Attention	>700%	>700%

FY 2025 Performance: 244% | Full Success

FY 2026 Performance: 236% | Full Success

The Wastewater System's debt outstanding is below 250 percent of Operating Revenue in FY 2026 and is expected to remain around this level over the next five years, with rate increases projected to keep pace with increased debt issuance.

Long-Term Financial Stability *(continued)*

KPI #33 Debt Service Coverage (Water)

Lagging Indicator

Debt service coverage, as calculated under the Water System's bond indenture

Target	FY 2025	FY 2026
Exceeded	>2.00x	>2.00x
Full Success	1.60x-1.99x	1.60x-1.99x
Partial Success	1.40x-1.59X	1.40x-1.59X
Needs Attention	<1.40x	<1.40x

FY 2025 Performance: 2.61 | Exceeded

FY 2026 Performance: 2.51 | Exceeded

The Water System's debt service coverage remained high at above 2.00x for FY 2026. Under the 10-year financial projections, coverage is forecast to remain above the District's policy target of 1.60x going forward.

KPI #34 Debt Service Coverage (Wastewater)

Lagging Indicator

Debt service coverage, as calculated under the Wastewater System's bond indenture

Target	FY 2025	FY 2026
Exceeded	>2.00x	>2.00x
Full Success	1.60x-1.99x	1.60x-1.99x
Partial Success	1.40x-1.59X	1.40x-1.59X
Needs Attention	<1.40x	<1.40x

FY 2025 Performance: 2.63 | Exceeded

FY 2026 Performance: 2.29 | Exceeded

The Wastewater System's debt service coverage remained high at above 2.00x for FY 2026. Under the 10-year financial projections, coverage is forecast to remain above the District's policy target of 1.60x going forward.

Strategy 2: **Implement water and wastewater rates and charges that are legal, fair, reasonable, and equitable.**

KPI #35 Affordability (Water)

Lagging Indicator

Low-use water bill (100 gallons per day) as a share of 20th percentile household income (average of Alameda and Contra Costa Counties)

Target	FY 2025	FY 2026
Exceeded	<1.0%	<1.0%
Full Success	1.0%-2.5%	1.0%-2.5%
Partial Success	2.6%-3.5%	2.6%-3.5%
Needs Attention	>3.5%	>3.5%

FY 2025 Performance: 1.42% | Full Success

FY 2026 Performance: 1.42% | Full Success

The monthly bill for a low water user (4 CCF) remains under 1.5 percent of the 20th percentile of household income. The metric is projected to grow in the future as projected rate increases outpace typical increases in household income.

Long-Term Financial Stability *(continued)*

KPI #36 Affordability (Wastewater)

Lagging Indicator

District's portion of the low-use wastewater bill as a share of 20th percentile household income (average of Alameda and Contra Costa Counties)

Target	FY 2025	FY 2026
Exceeded	<0.5%	<0.5%
Full Success	0.5%-1.3%	0.5%-1.3%
Partial Success	1.4%-1.8%	1.4%-1.8%
Needs Attention	>1.8%	>1.8%

FY 2025 Performance: 0.95% | Full Success

FY 2026 Performance: 1.01% | Full Success

The monthly Wastewater bill for a low water user (4 CCF) remains under 1.5 percent of household income. The metric is projected to grow in the future as projected Wastewater rate increases outpace typical increases in household income.

Strategy 3: **Ensure integrity, accountability, and transparency in financial management.**

KPI #37 Operating Overtime Budget Performance (Water)

Leading Indicator

Annual change in actual overtime hours for planned work

Target	FY 2025	FY 2026
Exceeded	>(5.0%)	>(5.0%)
Full Success	(5.0%)-5.0%	(5.0%)-5.0%
Partial Success	5.1%-10.0%	5.1%-10.0%
Needs Attention	>10.0%	>10.0%

FY 2025 Performance: 8.0% | Partial Success

FY 2026 Performance: 4.8% | Full Success

The increase in planned overtime is primarily due to ongoing workforce and operational demands. While the time required to fill vacancies through cohort-based recruitment has improved, recruiting and retaining skilled employees remains challenging in a competitive labor market. As a result, staffing shortages continue to require planned overtime to support essential operations.

Planned overtime has also increased because a growing amount of corrective maintenance performed during off-peak hours to comply with city and county permit requirements. These scheduling constraints limit the availability of regular work hours for critical maintenance activities and increase the need for planned overtime to maintain operational continuity, ensure service reliability, and complete time-sensitive work.

During FY 2026, supervisors strengthened oversight of planned overtime through improved scheduling, prioritization, and resource management to support critical operational needs.

Long-Term Financial Stability *(continued)*

KPI #38 Operating Overtime Budget Performance (Wastewater)

Leading Indicator

Annual change in actual overtime hours for planned work

Target	FY 2025	FY 2026
Exceeded	>(5.0%)	>(5.0%)
Full Success	(5.0%)-5.0%	(5.0%)-5.0%
Partial Success	5.1%-10.0%	5.1%-10.0%
Needs Attention	>10.0%	>10.0%

FY 2025 Performance: (5.7%) | Exceeded

FY 2026 Performance: 25.0% | Needs Attention

The increase in overtime was primarily driven by ongoing staffing shortages at the Power Generation Station, which required additional overtime to maintain essential shift coverage. Overtime was also significantly impacted by the repair, rehabilitation, and wet weather preparation of the Primary Sedimentation Tanks and Aerated Grit Tanks, which required substantial additional labor to complete these critical maintenance activities.

KPI #39 Audit Completion

Leading Indicator

Percentage of audits completed as compared to number of planned audits

Target	FY 2025	FY 2026
Exceeded	>100%	>100%
Full Success	96%-100%	96%-100%
Partial Success	75%-95%	75%-95%
Needs Attention	<75%	<75%

FY 2025 Performance: 80% | Partial Success

FY 2026 Performance: 80% | Partial Success

Several unplanned investigations resulted in delays in the completion of planned audits.

KPI #40 Audit Finding Resolution

Leading Indicator

Percentage of audit findings resolved within 90 days

Target	FY 2025	FY 2026
Exceeded	-	-
Full Success	96%-100%	96%-100%
Partial Success	75%-95%	75%-95%
Needs Attention	<75%	<75%

FY 2025 Performance: 90% | Partial Success

FY 2026 Performance: 100% | Full Success

All findings were resolved within agreed upon time frames, some of which – by agreement – extended more than 90 days. This KPI will be adjusted going forward to include formal follow-up reporting within each audit's established timeline.

Long-Term Financial Stability *(continued)*

Strategy 4: **Implement technologies that improve the efficiency and effectiveness of business processes.**

KPI #41 IT Security Activities Completion

Leading Indicator

Percentage of IT security activities completed

Target	FY 2025	FY 2026
Exceeded	>100%	>100%
Full Success	95%-100%	95%-100%
Partial Success	90%-94%	90%-94%
Needs Attention	<90%	<90%

FY 2025 Performance: 111% | Exceeded

FY 2026 Performance: 93% | Partial Success

The four IT Security Activities in FY 2026 were Planned System Patch Cycles, Business Recovery Exercises, Cyber Incident Response Exercises, and Cyber Security Awareness Training Exercises. The 20 planned system patch cycles were all completed, which addressed vulnerabilities and minimize the risk of systems being compromised. The two business recovery exercises were held to test resiliency of voice and data communications at key locations in the event of a failure of the primary communication links. Two cyber incident response exercises were planned but did not occur due to vacancies in FY 2026. A cyber incident response exercise is scheduled for fall of 2026 and spring of 2027. The four cybersecurity awareness training exercises were conducted to help employees recognize phishing emails that could lead to a security breach.

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.

Strategy 2: **Meet operational needs and reliability goals by effectively maintaining the infrastructure.**

KPI #42 Sewer Interceptor Inspections

Leading Indicator

Feet of interceptor sewer pipe inspected

Target	FY 2025	FY 2026
Exceeded	>5,000	>5,000
Full Success	3,001-5,000	3,001-5,000
Partial Success	2,000-3,000	2,000-3,000
Needs Attention	<2,000	<2,000

FY 2025 Performance: 10,600 | Exceeded

FY 2026 Performance: 29,000 | Exceeded

In FY 2026, staff inspected approximately 29,000 feet of interceptor sewer pipe, far exceeding the planned goal. Planned inspections in FY 2025 and FY 2026 were significantly increased following the emergency interceptor repairs needed in FY 2024. The KPI goal for future years will be adjusted.

KPI #43 Water Pipe Surveys

Leading Indicator

Miles of pipe surveyed for leaks

Target	FY 2025	FY 2026
Exceeded	>800	>800
Full Success	500-800	500-800
Partial Success	100-499	100-499
Needs Attention	<100	<100

FY 2025 Performance: 1,503 | Exceeded

FY 2026 Performance: 1,485 | Exceeded

The District uses staff time, leak detection loggers, and satellite imagery to survey the water distribution system.

Long-Term Infrastructure Investment *(continued)*

KPI #44 Water System Valves Exercised

Leading Indicator

Percentage of water system valves exercised

Target	FY 2025	FY 2026
Exceeded	>10%	>10%
Full Success	6%-10%	6%-10%
Partial Success	4%-5%	4%-5%
Needs Attention	<4%	<4%

FY 2025 Performance: 12% | Exceeded

FY 2026 Performance: 11% | Exceeded

The KPI was exceeded through effective implementation of Distribution Maintenance and Construction's valve exercise program.

KPI #45 Corrective Work Orders (Water)

Lagging Indicator

Percentage of corrective work order hours classified high priority

Target	FY 2025	FY 2026
Exceeded	<15%	<15%
Full Success	15%-20%	15%-20%
Partial Success	21%-25%	21%-25%
Needs Attention	>25%	>25%

FY 2025 Performance: 7% | Exceeded

FY 2026 Performance: 7% | Exceeded

A total of 6,993 corrective work orders were completed. Of these, 493 were high-priority, representing 7.0 percent. This is slightly lower than FY 2025, when high-priority work orders made up 7.2 percent.

KPI #46 Corrective Work Orders (Wastewater)

Lagging Indicator

Percentage of corrective work order hours classified high priority

Target	FY 2025	FY 2026
Exceeded	<20%	<20%
Full Success	20%-24%	20%-24%
Partial Success	25%-30%	25%-30%
Needs Attention	>30%	>30%

FY 2025 Performance: 19% | Exceeded

FY 2026 Performance: 13% | Exceeded

Staff spent approximately 54,900 total hours on corrective work, including 7,200 hours (13 percent) on high-priority corrective work.

Long-Term Infrastructure Investment *(continued)*

KPI #47 Pipeline Breaks

Lagging Indicator

Number of water system pipeline breaks per 100 miles of pipe

Target	FY 2025	FY 2026
Exceeded	<15	<15
Full Success	15-20	15-20
Partial Success	21-25	21-25
Needs Attention	>25	>25

FY 2025 Performance: 21 | Partial Success

FY 2026 Performance: 22 | Partial Success

The values in FY 2025 and FY 2026 were similar (21 and 22 main breaks per 100 miles, respectively) and within the industry benchmark for a well-maintained water system (i.e., fewer than 15 to 30 pipeline breaks per 100 miles of pipe per year).

KPI #48 Wastewater Maintenance Labor Hours

Lagging Indicator

Percentage of total maintenance labor hours spent on planned work

Target	FY 2025	FY 2026
Exceeded	>60%	>60%
Full Success	50%-60%	50%-60%
Partial Success	40%-49%	40%-49%
Needs Attention	<40%	<40%

FY 2025 Performance: 30% | Needs Attention

FY 2026 Performance: 42% | Partial Success

Staff spent approximately 94,500 total hours on maintenance work, including 39,700 hours (42 percent) on planned work. Reduced number of repair work orders allowed for substantial increase in planned preventive maintenance and project work hours, as reliability improvements from prior-year maintenance efforts began to provide measurable benefits.

Long-Term Infrastructure Investment *(continued)*

Strategy 3: **Implement the master plans and set priorities in the operating and capital budget process to reflect the needs identified in those plans.**

KPI #49 Change Orders

Leading Indicator

Percentage of District-directed, non-discretionary change orders on construction contracts

Target	FY 2025	FY 2026
Exceeded	<3.0%	<3.0%
Full Success	3.0%-3.9%	3.0%-3.9%
Partial Success	4.0%-5.0%	4.0%-5.0%
Needs Attention	>5.0%	>5.0%

FY 2025 Performance: 11.5% | Needs Attention

FY 2026 Performance: 5.1% | Needs Attention

This KPI represents combined results from the Water and Wastewater systems and measures the cost of District directed, non-discretionary change orders (shortened to "change orders") as compared to the total construction contract cost for completed contracts.

FY 2026 performance remained in the Needs Attention range, but the District improved substantially from the prior year, with the change order rate declining from 11.5 percent in FY 2025 to 5.1 percent in FY 2026.

For the Water System, six projects valued at $58 million were completed, with non-discretionary change orders totaling 8.4 percent. Two projects exceeded the KPI target with rates below 3.0 percent, one project achieved Partial Success, and three projects were above the 5.0 percent Needs Attention threshold. The Pardee Center and Recreation Area Water Treatment Improvements project had the highest rate at 29.3 percent, primarily due to value-added scope for chemical neutralization improvements. Lessons-learned meetings were held for these projects to identify opportunities to improve design documents and reduce the potential for significant construction changes on similar future projects.

For the Wastewater System, four projects valued at $26 million were completed, with non-discretionary change orders totaling 3.6 percent. Two projects had net negative change order totals (resulting from credits to the District), reflecting low design errors, no omissions, and credits for unused bid item allowances. The other two projects had change order totals of 7.0 percent and 18.6 percent, primarily due to important discretionary work added during construction, including fire protection, freight elevator, and laboratory improvements on one project, and electrical, sump pit, and diesel fuel system improvements associated with the Power Generation Station engines on another.

Long-Term Infrastructure Investment *(continued)*

KPI #50 Pipeline Replacement

Leading Indicator

Miles of distribution pipe replaced

Target	FY 2025	FY 2026
Exceeded	>27.5	>27.5
Full Success	25.0-27.5	25.0-27.5
Partial Success	22.5-24.9	22.5-24.9
Needs Attention	<22.5	<22.5

FY 2025 Performance: 25.4 | Full Success

FY 2026 Performance: 26.0 | Full Success

Pipeline replacements successfully met the 25-mile target, totaling 26.04 miles in FY 2026. The District continued to prioritize projects using an enhanced risk-based model that incorporates leak history and pipe age to identify the highest-priority pipelines for replacement. In FY 2026, the Pipeline Rebuild Program also launched a cross-departmental Pipeline Rebuild Efficiency initiative focused on reducing unit costs, minimizing main breaks, and increasing annual replacement mileage goals. The District also continued advancing design and construction efficiencies while expanding research and innovation efforts through the Center for Smart Infrastructure at the University of California, Berkeley, and ongoing condition assessment efforts. District staff continued to prioritize replacement projects using a data-driven approach and risk-based calculations incorporating pipe leak information, pipe age, and material type. The District continues to improve pipeline business practices, including focusing on construction efficiencies and enhancing research and innovation efforts through the Center for Smart Infrastructure at the University of California at Berkeley and condition assessment projects.

KPI #51 Pumping Plants

Leading Indicator

Annual average number of pumping plants rehabilitated since FY 2015

Target	FY 2025	FY 2026
Exceeded	>2.1	>2.1
Full Success	1.9-2.1	1.9-2.1
Partial Success	1.5-1.8	1.5-1.8
Needs Attention	<1.5	<1.5

FY 2025 Performance: 2.8 | Exceeded

FY 2026 Performance: 2.4 | Exceeded

In FY 2026, the District continued design efforts for the replacement of Montclair, Proctor, and Wildcat Pumping Plants. Construction work continued at Fay Hill, Rheem, Ridgewood, Happy Valley, and Sunnyside Pumping Plants. Since 2015, the District has awarded contracts to replace, rehabilitate, or demolish 26 pumping plant facilities, corresponding to a cumulative annual average of approximately 2.4.

Long-Term Infrastructure Investment *(continued)*

KPI #52 Steel Water Tanks

Leading Indicator

Annual average number of steel water tanks rehabilitated since FY 2015

Target	FY 2025	FY 2026
Exceeded	>2.1	>2.1
Full Success	1.9-2.1	1.9-2.1
Partial Success	1.5-1.8	1.5-1.8
Needs Attention	<1.5	<1.5

FY 2025 Performance: 2.8 | Exceeded

FY 2026 Performance: 2.8 | Exceeded

In FY 2026, the District continued construction on the Arroyo and Carter Reservoir Rehabilitation Project, successfully rehabilitating and placing Carter Reservoir into service while beginning rehabilitation of Arroyo Reservoir. In addition, The District continued the East of Hills Facilities Demolitions and Improvements Project, including construction of two new steel water storage tanks to replace Grizzly Reservoir. Since FY 2015, the District has awarded contracts to replace, rehabilitate, or demolish 31 steel distribution reservoirs, corresponding to a cumulative annual average of approximately 2.8 reservoirs per year.

Long-Term Water Supply

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

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.**

KPI #53 Long-Term Framework Conservation Targets

Lagging Indicator

Performance relative to the four conservation targets

Target	FY 2025	FY 2026
Exceeded	>100%	>100%
Full Success	90%-100%	90%-100%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

FY 2025 Performance: >100% | Exceeded

FY 2026 Performance: >100% | Exceeded

The District has exceeded the conservation targets requirements under the Making Conservation a California Way of Life regulation that sets the conversation targets and is on target to meet the 2040 water savings reduction goals. This results from the District's mature and robust programs that have accelerated conservation savings.

Long-Term Water Supply *(continued)*

KPI #54 Savings from Conservation Programs

Lagging Indicator

Implement Water Conservation Strategic Plan measures that are expected to result in 50.8 MGD of savings by 2025

Target	FY 2025	FY 2026
Exceeded	>51.0 MGD	>51.8 MGD
Full Success	50.8 MGD - 51.0 MGD	51.5 MGD - 51.8 MDG
Partial Success	50.4 MGD - 50.7 MGD	51.2 MGD - 51.4 MGD
Needs Attention	<50.4 MGD	<51.2 MGD

FY 2025 Performance: 53.0 MGD | Exceeded

FY 2026 Performance: 53.8 MGD | Exceeded

District customers have achieved 53.8 MGD of savings for this reporting period and is anticipated to reach the target goal of 70 MGD of savings before 2050. This is a result of a mature conservation program and a diverse offering for EBMUD's customers resulting in accelerated water savings.

Water Quality and Environmental Protection

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.**

KPI #55 Mokelumne River Fall-Run Chinook Salmon Returns

Lagging Indicator

Salmon returns, relative to pre-JSA establishment average

Target	FY 2025	FY 2026
Exceeded	>7,272	>7,272
Full Success	5,455-7,272	5,455-7,272
Partial Success	3,637-5,454	3,637-5,454
Needs Attention	<3,636	<3,636

FY 2025 Performance: 35,363 | Exceeded

FY 2026 Performance: 10,543 | Exceeded

The salmon escapement target is the average escapement prior to the implementation of the Joint Settlement Agreement (JSA) (1940-1997), and performance is the current year's escapement relative to the pre-JSA establishment average. The FY 2026 escapement of 10,543 is more than 200 percent of the pre-JSA average of 3,636 and is the basis for the categories for achievement with 200 percent (exceeds), 150 percent (full success), 125 percent (partial success) and 100 percent (needs attention). Most of the escapement on the Mokelumne is comprised of hatchery origin fish. In FY 2026 the hatchery produced a total of 6 million chinook, 3.4 million for mitigation and 2.6 million for ocean enhancement.

Water Quality and Environmental Protection *(continued)*

Strategy 2: **Operate and maintain District facilities to surpass federal and state drinking water regulations.**

KPI #56 Water Quality: Regulations

Lagging Indicator

Percentage of water quality regulations met (health-based regulations)

Target	FY 2025	FY 2026
Exceeded	-	-
Full Success	100%	100%
Partial Success	-	-
Needs Attention	<100%	<100%

FY 2025 Performance: 100% | Full Success

FY 2026 Performance: 100% | Full Success

The District met 100 percent of state and federal drinking water regulations. A full explanation is detailed in KPI #57.

KPI #57 Water Quality: Goals

Lagging Indicator

Percentage of water quality goals met

Target	FY 2025	FY 2026
Exceeded	-	-
Full Success	100%	100%
Partial Success	90%-99%	90%-99%
Needs Attention	<90%	<90%

FY 2025 Performance: 97% | Partial Success

FY 2026 Performance: 95% | Partial Success

The District met 100 percent of state and federal drinking water regulations and 95 percent of its voluntary water quality goals, similar to previous years. The District's water quality goals are more stringent than government regulations to ensure the highest quality drinking water. Levels of two groups of disinfection byproducts, trihalomethanes (THMs) and haloacetic acids (HAAs), exceeded District goals but remained below regulatory levels. Similarly, the goal to maintain high disinfectant residuals throughout the entire distribution system was not met. Balancing the competing objectives of disinfecting water while minimizing disinfection byproducts continues to be a challenge, particularly with lower customer demand and therefore longer retention times in the distribution system. Ongoing and upcoming capital improvements to the water treatment plants and distribution facilities will provide more tools to meet the water quality goals. Efforts continued to minimize customers' exposure to lead, including updates to the detailed service line inventory which is available to the public, and continued notification for customers at locations formerly connected to lead service lines. The ongoing customer lead sampling program continues to operate successfully, with thousands of customers participating. Advance sampling for per- and polyfluoroalkyl substances (PFAS) indicates that new capital facilities are not likely to be needed to ensure that compliance is met by the 2029 deadline. Water Quality staff continued to participate in several industry work groups and research programs, providing regulatory agencies input in the development of new regulations. These issues are detailed in the April 2026 Water Quality Program Annual Update presented to the Planning Committee.

Water Quality and Environmental Protection *(continued)*

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.**

KPI #58 Significant Industrial User Inspections

Leading Indicator

Percentage of inspections completed to meet federal pretreatment requirements

Target	FY 2025	FY 2026
Exceeded	>105%	>105%
Full Success	100%-105%	100%-105%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

FY 2025 Performance: 100% | Full Success

FY 2026 Performance: 100% | Full Success

In calendar year 2025, all significant industrial user inspections were completed as required under federal pretreatment regulations.

Strategy 4: **Minimize impacts to the environment by reducing, recycling, reusing and reclaiming waste, and by conserving natural resources.**

KPI #59 Carbon Neutrality by 2030

Lagging Indicator

Achieve carbon neutrality for indirect and direct greenhouse (GHG) emissions by 2030 for the Water and Wastewater systems, measured by the annual (calendar year) GHG inventory.

Target	FY 2025	FY 2026
Exceeded	<15,382 MT CO2e	<12,306 MT CO2e
Full Success	15,382 MT CO2e - 18,458 MT CO2e	12,306 MT CO2e - 15,382 MT CO2e
Partial Success	18,458 MT CO2e - 21,535 MT CO2e	15,382 MT CO2e - 18,458 MT CO2e
Needs Attention	>21,535 MT CO2e	>18,458 MT CO2e

FY 2025 Performance:
15,583 MT CO2e | Full Success

FY 2026 Performance:
10,264 MT CO2e | Exceeded

GHG emissions were reduced for several reasons; less electricity use was purchased, emission factors for purchased electricity were lower, renewable energy certificates were applied as credits, and gasoline usage was lower.

Water Quality and Environmental Protection *(continued)*

Strategy 5: **Ensure protection and stewardship of San Francisco Bay.**

KPI #60 Pollution Prevention Outreach

Leading Indicator

Number of attendees at tours and other events

Target	FY 2025	FY 2026
Exceeded	>1,000	>1,000
Full Success	900-1,000	900-1,000
Partial Success	800-899	800-899
Needs Attention	<800	<800

FY 2025 Performance: 1,281 | Exceeded

FY 2026 Performance: 1,189 | Exceeded

In FY 2026, the MWWTP Tour Program exceeded the KPI for hosting over 1,000 tour attendees in person. Customers and stakeholders including employees, students, researchers, regulators, governmental officials, non-governmental organizations (NGOs), and international groups learn about wastewater treatment, careers and innovative processes unique to EBMUD. Attendees learn about pollution prevention and how the District treats wastewater to safeguard communities and San Francisco Bay.

KPI #61 Private Sewer Lateral Program Implementation

Lagging Indicator

Percentage compliance following enforcement of title transfer triggers and water meter triggers

Target	FY 2025	FY 2026
Exceeded	>95%	>95%
Full Success	90%-95%	90%-95%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

FY 2025 Performance: 97% | Exceeded

FY 2026 Performance: 96% | Exceeded

In FY 2026, the Private Sewer Lateral (PSL) Program achieved a 96 percent compliance rate, exceeding the KPI target. The District's continued implementation and enforcement of the PSL Ordinance is required to meet the long-term goals of the Wet Weather Consent Decree.

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.

Strategy 1: **Coordinate workforce planning activities to determine future needs, identify gaps, and implement actions to close the gaps.**

KPI #62 Injury and Illness Investigations

Leading Indicator

Injury and Illness Investigations (PE-020 forms) completed within 10 working days

Target	FY 2025	FY 2026
Exceeded	>95%	-
Full Success	90%-95%	100%
Partial Success	75%-89%	95%-99%
Needs Attention	<75%	<95%

FY 2025 Performance: 83% | Partial Success

FY 2026 Performance: 88% | Needs Attention

A total of 154 PE-020 Injury and Illness Investigation forms were submitted and 18 of them were beyond 10 working days. While the performance category moved to Needs Attention, the actual performance increased by 5 percentage points. The goal was strengthened in FY 2026 to encourage increased compliance with critical employee safety reports.

Strategy 2: **Continue to develop employees to meet evolving workforce demands and implement actions to close gaps.**

KPI #63 Training Hours

Leading Indicator

Training hours per employee

Target	FY 2025	FY 2026
Exceeded	>40	>40
Full Success	30-40	30-40
Partial Success	25-29	25-29
Needs Attention	<25	<25

FY 2025 Performance: 45 | Exceeded

FY 2026 Performance: 44 | Exceeded

Employees averaged 44 training hours in FY 2026, exceeding the Strategic Plan target and demonstrating EBMUD's continued investment in career and workforce development. Training included technical, regulatory compliance, and career/professional development opportunities that equip employees with the knowledge and skills needed to support safe, reliable operations, meet evolving regulatory requirements, and prepare employees for future opportunities. By investing in employee development, EBMUD strengthens internal talent, preserves institutional knowledge, and builds a skilled workforce prepared to meet future operational needs. The District will continue aligning training opportunities with strategic priorities, regulatory requirements, and workforce development goals.

Workforce Planning and Development *(continued)*

Strategy 3: **Support District values, recognize employee contributions, and establish clear performance measures to achieve a high-performance culture.**

KPI #64 Employee Recognition Activities

Leading Indicator

Percentage of employees participating in recognition activities

Target	FY 2025	FY 2026
Exceeded	>90%	>90%
Full Success	80%-90%	80%-90%
Partial Success	70%-79%	70%-79%
Needs Attention	<70%	<70%

FY 2025 Performance: 85% | Full Success

FY 2026 Performance: 86% | Full Success

Employee participation in the District's recognition programs remained strong in FY 2026, with an overall participation rate of 86.3 percent, exceeding the Strategic Plan target. Participation included organizational recognition celebrations and peer recognition, with employees exchanging 7,886 peer recognition eCards throughout the year. These programs reinforce EBMUD's values by recognizing individual contributions and team accomplishments, strengthening employee engagement and fostering a culture of appreciation. The District will continue promoting participation in recognition programs to support an engaged, connected, and high-performing workforce.

Workforce Planning and Development *(continued)*

KPI #65 Wellness

Leading Indicator	Target	FY 2025	FY 2026
Number of wellness outreach campaigns implemented	Exceeded	>3	>3
	Full Success	3	3
	Partial Success	2	2
	Needs Attention	<2	<2

FY 2025 Performance: 7 | Exceeded

FY 2026 Performance: 10 | Exceeded

- September 15, 2025 – October 15, 2026 – Financial Wellbeing via Fidelity: Celebrating Spanish Heritage Month with Fuerza Latina
- September 29, 2025 – Financial Wellbeing via Fidelity: Fall Investment Help Campaign
- January 26, 2026 – Financial Wellbeing via Fidelity: Personalized Actions Campaign
- February 18, 2026 – February 28, 2026 – Financial Wellbeing via Fidelity: Celebrating Black History Month with the Black Employee Network
- March 11, 18, 25, 2026 – Financial Wellbeing via Fidelity: Honoring Women's History Month with Women Employee's Resource Opportunity Collaboration Community (WEROCC)
- May 6, 2026 – May 27, 2026 – Financial Wellbeing via Fidelity: Honoring Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month with Asian Pacific Employees Association (APEA)
- May 15, 2026 – Financial Wellbeing via Fidelity: Celebrating Military Appreciation Month
- June 3, 2026 – June 29, 2026 – Financial Wellbeing via Fidelity: Honoring Pride Month with Raining Pride
- April 28, 2026 – Employee Assistance Program (EAP) and Uprise App training for supervisors
- June 10, 2026 – EAP and Uprise App training for maintenance staff

Workforce Planning and Development *(continued)*

Strategy 4: **Enhance the District's ability to recruit a highly qualified, diverse staff that exhibits the District's values.**

KPI #66 Hiring Timelines

Leading Indicator

Average number of calendar days from position fill request approval to hiring request approval

Target	FY 2025	FY 2026
Exceeded	<84	<84
Full Success	84-105	84-105
Partial Success	106-126	106-126
Needs Attention	>126	>126

FY 2025 Performance: 41 | Exceeded

FY 2026 Performance: 48 | Exceeded

For FY 2026, the performance measure was revised from tracking "the percentage of exams resulting in hiring lists within 60 days" to "the average number of calendar days from position fill request approval to hiring request approval." Under the new measure, the average number of calendar days from position fill request approval to hiring request approval was 48 days. A total of 100 recruitments were conducted, with 74 recruitments completed within 60 days.



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