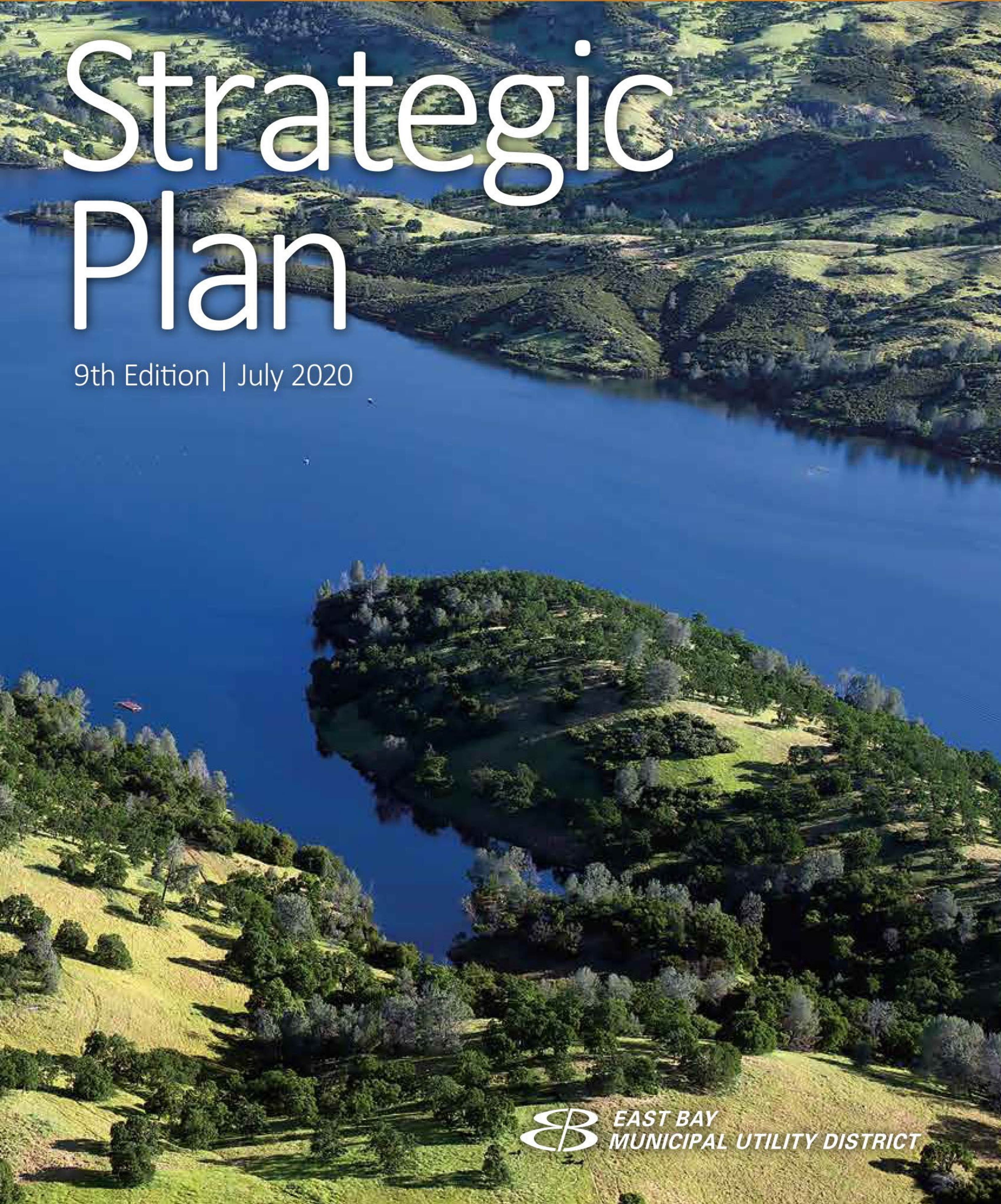
Key Performance Indicators | Report For Fiscal Year 2025

Strategic Plan

9th Edition | July 2020



EAST BAY MUNICIPAL UTILITY DISTRICT

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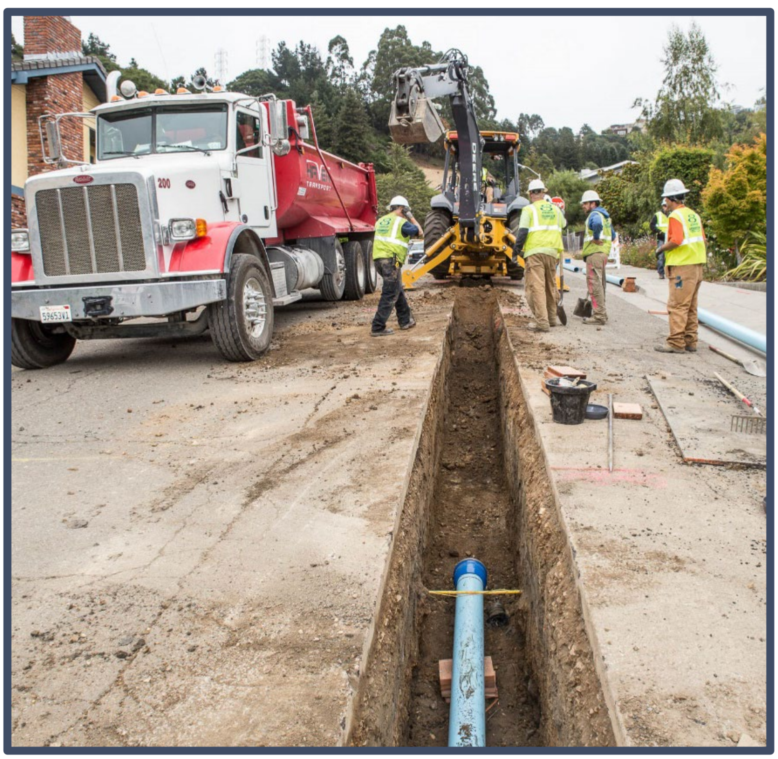


KPI #50 – Miles of Pipeline Replaced

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 2025 (#)	FY 2025 (%)
Exceeded	36	54.5%
Full Success	15	22.7%
Partial Success	12	18.2%
Needs Attention	3	4.5%
Total	66	100.0%

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 2025. Overall, 78 percent of KPIs met or exceeded their targets, while 5 percent require attention. 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 2025 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	Partial Success
5	Customer Rating: Contact Center	Full Success
6	Customer Rating: Trust in Decision-Making	Partial Success
7	Customer Rating: Field Services	Exceeded
8	Customer Rating: New Business	Full Success
9	Customer Rating: Recreation	Partial 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	Full Success
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)	Partial Success
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)	Full 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)	Partial Success
38	Operating Overtime Budget Performance (Wastewater)	Exceeded
39	Audit Completion	Partial Success
40	Audit Finding Resolution	Partial Success
41	IT Security Activities Completion	Exceeded
	Long-Term Infrastructure Investment	
42	Sewer Interceptor Inspections	Exceeded
43	Water Pipe Surveys	Exceeded
44	Water System Valves Exercised	Exceeded

ID	KPI	FY 2025 Performance Score
45	Corrective Work Orders (Water)	Exceeded
46	Corrective Work Orders (Wastewater)	Exceeded
47	Pipeline Breaks	Partial Success
48	Wastewater Maintenance Labor Hours	Needs Attention
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	Full Success
60	Pollution Prevention Outreach	Exceeded
61	Private Sewer Lateral Program Implementation	Exceeded
	Workforce Planning and Development	
62	Injury and Illness Investigations	Partial Success
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 each | Exceeded

Staff completed two significant outreach campaigns. 1) Budget and Rates: Staff provided messaging, Proposition 218 support and translation, stories on infrastructure investment in Customer Pipeline, and media engagement, including press releases announcing the budget recommendation and approved new rates. Additionally, social media reinforced messages about the value of water, rates, and infrastructure investment, which was also carried out through presentations to the community and a Water Wednesday Webinar. The website housed up-to-date information on the budget and rates process. Channels: publications (2), social, web, presentations, webinars, media 2) Workforce campaign: EBMUD executed a 10-week digital advertising campaign in fall 2024 using social media platforms, publication ads, billboards, and BART placements to highlight mission-critical water careers. The campaign generated 5.6 million impressions, 35,000 clicks to the EBMUD careers webpage, and 1,524 applications for various positions. In January 2025, the campaign specifically supported recruitment for Water Treatment Operator Trainee and Wastewater Operator Trainee roles. Advertising click-through rates significantly outperformed industry benchmarks. Channels: social, web, signs, digital advertising

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

In FY 2025, the District implemented the new debt collection strategy for single-family residential accounts. This new debt collection process generated additional complex call types that required longer call handling time to support customers with establishing custom payment plan options, respond to questions related to their water bills, referrals, and the new use of flow restrictors. Ultimately, the longer call handling time impacted the average speed of answering (ASA) calls. The department will focus on training new hires and realigning Call Center resources to improve the ASA in FY 2026.

Customer and Community Services *(continued)*

KPI #3	Contact Center Service Level: Abandonment		
Lagging Indicator	Target	FY 2025	FY 2026
Percentage of calls abandoned before answering	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
In FY 2025, the District implemented the new debt collection strategy for single-family residential accounts. This new debt collection process generated additional complex call types that required longer call handling time to support customers with establishing custom payment plan options, respond to questions related to their water bills, referrals, and the new use of flow restrictors. Ultimately, the longer call handling time impacted the call abandonment rate. The department will focus on training new hires and realigning Call Center resources to improve the call abandonment rate in FY 2026.

KPI #4	Customer Rating: Overall		
Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings in biennial survey	Exceeded	>90%	-
	Full Success	80%-90%	-
	Partial Success	70%-79%	-
	Needs Attention	<70%	-

FY 2025 Performance: 78% | Partial Success
FY 2025 responses were lower than survey results from 2023 (81 percent) but above recent surveys from 2019 and earlier. The performance continues to show strong positive perceptions of EBMUD by customers in the service area, driven in part by appreciation for high water quality and environmental protection efforts. The Public Affairs team continues to implement its proactive Strategic Communications Plan, which aims to build trust in and awareness of EBMUD and its mission to protect public health and the environment. Communications activities, messages, programs, and projects highlight EBMUD's long-term commitment to providing the community with high-quality water and wastewater services, investments in infrastructure, and innovation and dedication to protecting natural resources.

KPI #5	Customer Rating: Contact Center		
Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings	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
The Contact Center demonstrated consistent customer satisfaction in FY 2025, with 89 percent of 4,822 survey respondents rating service as "Excellent or Good," mirroring FY 2024 performance, while handling 224,593 calls and 25,343 emails.

Customer and Community Services *(continued)*

KPI #6 Customer Rating: Trust in Decision-Making

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of respondents who said they trust that EBMUD is making smart decisions about water and sewer services	Exceeded	>90%	-
	Full Success	60%-90%	-
	Partial Success	50%-59%	-
	Needs Attention	<50%	-

FY 2025 Performance: 59% | Partial Success

Performance declined from survey result from 2023 (64 percent). Responses continue to show positive perceptions of EBMUD's decision-making by customers in the service area. However, the decline may be driven by a plurality of respondents (46 percent) indicating rates are "too high." The Public Affairs team continues to implement its proactive Strategic Communications Plan, which aims to build trust in and awareness of EBMUD and its mission to protect public health and the environment.

KPI #7 Customer Rating: Field Services

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings	Exceeded	>90%	>90%
	Full Success	86%-90%	86%-90%
	Partial Success	80%-85%	80%-85%
	Needs Attention	<80%	<80%

FY 2025 Performance: 99% | Exceeded

In FY 2025, Field Services continued to deliver exceptional service to customers in the field. Based on 107 surveys received from customers during field interactions, the quality of overall service received was rated as "Excellent or Good" by 99 percent of respondents, which is consistent with the results from the previous year.

KPI #8 Customer Rating: New Business

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings	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

In FY 2025, the New Business Office (NBO) continued to implement strategic improvements aimed at enhancing the applicant experience and reducing overall processing times. NBO sent more than 285 customer satisfaction surveys to applicants who completed new water service applications. Nine respondents provided feedback, and 90 percent rated their experience as "good" or "excellent." This reflects a slight decrease of 1 percent from 91 percent in FY 2024. This sustained high level of customer satisfaction is a direct result from targeted improvements to the applicant project process, including: enhancing the customer-facing website with expanded information, tooltips, and user guidance; increasing communication during the initial submittal stage of the application; and hosting applicant forums to promote dialogue and improve transparency with the communities served. These efforts collectively reflect the NBO's commitment to continuous improvement and customer service.

Customer and Community Services *(continued)*

KPI #9	Customer Rating: Recreation		
Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings	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
Recreation users access the online survey from mobile devices via a QR code posted at trailhead and recreation area information boards. During FY 2025, the online recreation user survey had 114 responses with 85 percent rating their experience as "good" or "excellent."

KPI #10	Customer Rating: Water Quality		
Lagging Indicator	Target	FY 2025	FY 2026
Percentage of "good" or "excellent" ratings	Exceeded	>90%	>90%
	Full Success	86%-90%	86%-90%
	Partial Success	80%-85%	80%-85%
	Needs Attention	<80%	<80%

FY 2025 Performance: 100% | Exceeded
Four surveys were returned to System Water Quality, and all provided a 100 percent customer satisfaction rating. In the past year, staff explored alternative methods of receiving survey responses by adding an online survey accessible through a QR code. Currently, water system inspectors distribute survey postcards and QR codes to customers when they complete field visits, although many customers are contacted via telephone and do not receive a survey. All 4 returned surveys used the QR code instead of the paper postcard.

KPI #11	Customer-Facing IT Systems Availability		
Leading Indicator	Target	FY 2025	FY 2026
Percentage of time customer-facing IT systems are available	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
The systems monitored include Customer Watch Access, IVR (Genesys), ebmud.com, Dispatch Phones - customer calls & 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	Target	FY 2025	FY 2026
Interruptions per 1,000 active accounts (less than 4 hours)	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
The District exceeded its KPI for interruptions in all categories.

KPI #13	Unplanned Water Service Interruptions: 4-12 hours		
Leading Indicator	Target	FY 2025	FY 2026
Interruptions per 1,000 active accounts (4-12 hours)	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
The District exceeded its KPI for interruptions in all categories.

Customer and Community Services *(continued)*

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

Leading Indicator	Target	FY 2025	FY 2026
Interruptions per 1,000 active accounts (more than 12 hours)	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
The District exceeded its KPI for interruptions in all categories.

KPI #15 Wastewater Odor Complaints

Lagging Indicator	Target	FY 2025	FY 2026
Number of odor complaints at all Wastewater facilities, verified as attributable to District operations	Exceeded	<10	<10
	Full Success	10-14	10-14
	Partial Success	15-20	15-20
	Needs Attention	>20	>20

FY 2025 Performance: 4 | Exceeded
Staff verified four odor complaints related to Wastewater facilities during FY 2025, occurring between July and October 2024.

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	Target	FY 2025	FY 2026
Percentage of customers in arrears 100 days or more	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
An updated collection strategy for overdue single-family residential accounts was launched in October 2024, involving the scheduling of new flow restrictors for tenant-occupied properties and the filing of liens for owner-occupied accounts. This approach has prompted many customers to act by making payments or establishing payment arrangements. With additional guidance provided by the Board in Spring 2025, the District will begin implementing a live collections process in FY 2026. This includes acting on accounts that remain under prolonged flow restriction and initiating service disconnections for customers who default on a payment plan without contacting us.

KPI #17 CAP Application Processing Time

Leading Indicator	Target	FY 2025	FY 2026
Average number of business days to process complete CAP applications	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
Staff processed CAP applications within an average of 2.6 business days from the date the application was received to the date the application was processed to completion. In FY 2025, staff processed nearly 10,500 CAP applications. At the end of the fiscal year, there were 11,015 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
CAP information to provide resources and enrollment opportunities was shared through various communication platforms in partnership with more than 15 community stakeholders, including local officials and community-based organizations.

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
Staff participated in 13 events, primarily based in disadvantaged communities, providing CAP information, on-site enrollment, and bill assistance. These events include Utilities Assistance days where EBMUD collaborated with local community-based organizations. EBMUD also partnered with a local organization to host a larger resource fair in Richmond.

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
Success was demonstrated through the recruitment and participation of a diverse cohort in the Community Water Academy. The group included educators, nonprofit representatives, community leaders, and EBMUD staff, individuals well-positioned to serve as trusted community outreach ambassadors for the District. Their involvement reflects strong community interest and alignment with EBMUD's mission to build meaningful connections with East Bay residents. Participants completed five guided tours of EBMUD facilities, gaining first-hand exposure to water and wastewater operations, watershed protection, and infrastructure investments. The tour size was intentionally designed to balance efficiency with accessibility, ensuring high-quality engagement, meaningful dialogue, and active participation. The Community Water Academy thus acts as a multiplier for outreach, empowering participants to carry forward accurate, accessible information about water resources, sustainability, and District priorities.

Customer and Community Services *(continued)*

KPI #21 Education Program Engagement

Leading Indicator	Target	FY 2025	FY 2026
Number of students engaged in the Education Program	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

In the past year, the District exceeded its benchmark of outreach to 20,000 students through a multi-faceted education and outreach strategy that blended in-classroom programming, field experiences, community events, and digital engagement. EBMUD hosted 958 fifth grade students and 429 high school students on watershed and wastewater field trips, providing direct exposure to water and wastewater systems, watershed protection, and career opportunities in public service. Additionally, more than 2,400 students participated in "Salmon in the Classroom" programing at the Mokelumne Fish Hatchery. More than 6,500 students participated in assemblies that emphasized water's value, conservation, and environmental stewardship. By engaging with more than 50 East Bay teachers, the District extended its impact, equipping them with resources to continue reinforcing water education with an expected reach of 300 students per year. Community engagement brought water education into everyday spaces, reaching over 10,000 students through local festivals and events.

KPI #22 Inter-Agency Engagement

Leading Indicator	Target	FY 2025	FY 2026
Number of meetings with cities, counties, and municipal advisory committees (beyond standard coordination) about priority programs and projects	Exceeded	>30	>30
	Full Success	25-30	25-30
	Partial Success	20-24	20-24
	Needs Attention	<20	<20

FY 2025 Performance: 128 | Exceeded

The District far exceeded the previous year's benchmark of 60 meetings with county, city, municipal advisory committees (MACs), and other key agencies. Outreach and engagement staff participated in 384 meetings, including council meetings, and presentations. This year's numbers included the Budget & Rates Roadshow, new Board member introduction roadshow, Residential Non-Payment Policy roadshow, and the EBMUD Impostors outreach.

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	Target	FY 2025	FY 2026
Completion of planned business continuity and plan updates	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

In FY 2025, seven Business Continuity Plans were identified for updating and all seven were updated.

Customer and Community Services *(continued)*

KPI #24 Mutual Assistance Partner and Stakeholder Relationships

Leading Indicator

Description	Target	FY 2025	FY 2026
Number of annual exercises or meetings conducted with mutual assistance partners and stakeholders, including emergency operations team exercises	Exceeded	>3	>3
	Full Success	3	3
	Partial Success	2	2
	Needs Attention	<2	<2

FY 2025 Performance: 10 | Exceeded

EBMUD attended eight virtual meetings and one in-person workshop with mutual aid partners Los Angeles Department of Water and Power (LADWP) and Las Vegas Valley Water District (LVVWD). In addition, the District held its annual exercise with several local mutual-aid providers.

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

Description	Target	FY 2025	FY 2026
Percentage of the capital program funded with debt over last five years	Exceeded	<50%	<50%
	Full Success	50%-65%	50%-65%
	Partial Success	66%-75%	66%-75%
	Needs Attention	>75%	>75%

FY 2025 Performance: 32% | 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 well 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

Description	Target	FY 2025	FY 2026
Percentage of the capital program funded with debt over last five years	Exceeded	<50%	<50%
	Full Success	50%-65%	50%-65%
	Partial Success	66%-75%	66%-75%
	Needs Attention	>75%	>75%

FY 2025 Performance: 30% | Exceeded

Debt funding as a percentage of capital spending for the Wastewater System has been well 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.

KPI #27 Long-Term Debt Reduction (Water)

Leading Indicator

Description	Target	FY 2025	FY 2026
Five-year compound annual growth rate of debt outstanding	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

The Water System will likely increase its debt outstanding over the next five years as it implements the larger capital improvement program, with eventual debt reduction toward the end of the 10-year projection period.

Long-Term Financial Stability *(continued)*

KPI #28 Long-Term Debt Reduction (Wastewater)

Leading Indicator	Target	FY 2025	FY 2026
Five-year compound annual growth rate of debt outstanding	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
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	Target	FY 2025	FY 2026
Reserves as a percentage of the targeted reserves for the Water System	Exceeded	>150%	>150%
	Full Success	100%-150%	100%-150%
	Partial Success	95%-99%	95%-99%
	Needs Attention	<95%	<95%

FY 2025 Performance: 215% | Exceeded
The Water System has consistently exceeded its reserve targets over the last five years and is projected to continue maintaining strong reserves.

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

Lagging Indicator	Target	FY 2025	FY 2026
Reserves as a percentage of the targeted reserves for the Wastewater System	Exceeded	>150%	>150%
	Full Success	100%-150%	100%-150%
	Partial Success	95%-99%	95%-99%
	Needs Attention	<95%	<95%

FY 2025 Performance: 372% | 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	Target	FY 2025	FY 2026
Debt as a percentage of operating revenues	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
The Water System's debt outstanding is just under 400 percent of Operating Revenue in FY 2025, 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	Target	FY 2025	FY 2026
Debt as a percentage of operating revenues	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
The Wastewater System's debt outstanding is below 250 percent of Operating Revenue in FY 2025 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
The Water System's debt service coverage remained high at above 2.00x for FY 2025. Under the 10-year financial projections, coverage is forecast to remain near 2.00x 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
The Wastewater System's debt service coverage remained high at above 2.00x for FY 2025. Under the 10-year financial projections, coverage is forecast to remain near 2.00x 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
The monthly bill for a low water user (4 CCF) remains under 1.50 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.

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
The monthly Wastewater bill for a low water user (4 CCF) remains under 1.00 percent of household income. The metric is projected to grow in the future as projected Wastewater rate increases outpace typical increases in household income.

Long-Term Financial Stability *(continued)*

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

KPI #37 Operating Overtime Budget Performance (Water)

Leading Indicator	Target	FY 2025	FY 2026
Annual change in actual overtime hours for planned work	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
Increased vacancies in positions filled through cohort-based recruitment cycles, challenges in hiring technical fleet roles, and increased corrective maintenance work restricted to off-peak hours by city and county permit requirements contributed to higher planned overtime to maintain operational continuity, service reliability, and timely completion of critical work. As recruitment cycles conclude, new staff are onboarded, and strategies for challenging roles to fill advance, overtime is expected to moderate toward typical levels.

KPI #38 Operating Overtime Budget Performance (Wastewater)

Leading Indicator	Target	FY 2025	FY 2026
Annual change in actual overtime hours for planned work	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
Overtime hours decreased primarily due to fewer wet weather events, reducing the need for planned overtime to prepare for operational responses and post-storm recovery. Increased staffing and more experienced personnel also minimized the need for leave coverage and training-related overtime. Additionally, overtime related to toxicity investigations declined following the completion of those investigations. These declines were partially offset by increased overtime for capital projects.

KPI #39 Audit Completion

Leading Indicator	Target	FY 2025	FY 2026
Percentage of audits completed as compared to number of planned audits	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
Investigating unplanned issues resulted in delays in the completion of planned audits.

KPI #40 Audit Finding Resolution

Leading Indicator	Target	FY 2025	FY 2026
Percentage of audit findings resolved within 90 days	Exceeded	-	-
	Full Success	96%-100%	96%-100%
	Partial Success	75%-95%	75%-95%
	Needs Attention	<75%	<75%

FY 2025 Performance: 90% | Partial 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	Target	FY 2025	FY 2026
Percentage of IT security activities completed	Exceeded	>100%	>100%
	Full Success	95%-100%	95%-100%
	Partial Success	90%-94%	90%-94%
	Needs Attention	<90%	<90%

FY 2025 Performance: 111% | Exceeded
The four IT Security Activities in FY 2025 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 helps address vulnerabilities and minimize the risk of systems being compromised. The two targeted business recovery exercises were held to test the resiliency capabilities of important systems and the ability to notify employees in an emergency. The two targeted cyber incident response tabletop exercises were held to help employees prepare for responding to cyber incidents. There was a target of four cybersecurity awareness training exercises but there were six email phishing exercises and the introduction of annual cybersecurity training for all employees which help employees remain vigilant while using District systems.

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	Target	FY 2025	FY 2026
Feet of interceptor sewer pipe inspected	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
Staff inspected approximately 10,600 feet of sewer interceptor piping in FY 2025 using closed-circuit television (CCTV), far exceeding the planned goal. Planned inspections in FY 2025 were increased following the emergency interceptor repairs needed in FY 2024.

KPI #43 Water Pipe Surveys

Leading Indicator	Target	FY 2025	FY 2026
Miles of pipe surveyed for leaks	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
The District uses staff time, leak detection loggers, and satellite imagery to survey the water distribution system. With approximately 4,200 miles of pipe, leak surveys covered about 36 percent of the Water System's pipes.

Long-Term Infrastructure Investment *(continued)*

KPI #44 Water System Valves Exercised

Leading Indicator	Target	FY 2025	FY 2026
Percentage of water system valves exercised	Exceeded	>10%	>10%
	Full Success	6%-10%	6%-10%
	Partial Success	4%-5%	4%-5%
	Needs Attention	<4%	<4%

FY 2025 Performance: 12% | Exceeded
Performance increased from last year's value (5.1 percent). Distribution Maintenance and Construction has worked to increase the number of valves exercise as part of their valve exercise program.

KPI #45 Corrective Work Orders (Water)

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of corrective work order hours classified high priority	Exceeded	<15%	<15%
	Full Success	15%-20%	15%-20%
	Partial Success	21%-25%	21%-25%
	Needs Attention	>25%	>25%

FY 2025 Performance: 7% | Exceeded
A total of 7,273 corrective work orders were completed, of which 526, or 7.2 percent, were high priority. This percentage is in line with last year's total of 6.6 percent.

KPI #46 Corrective Work Orders (Wastewater)

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of corrective work order hours classified high priority	Exceeded	<20%	<20%
	Full Success	20%-24%	20%-24%
	Partial Success	25%-30%	25%-30%
	Needs Attention	>30%	>30%

FY 2025 Performance: 19% | Exceeded
Wastewater staff spent approximately 58,000 total hours on corrective work, including 11,000 hours (19 percent) on high-priority corrective work.

KPI #47 Pipeline Breaks

Lagging Indicator	Target	FY 2025	FY 2026
Number of water system pipeline breaks per 100 miles of pipe	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
Last year's value was 19.6 percent. In the long run, as the miles of pipe replaced under the Pipeline Rebuild Program increases, and the leak detection and corrosion control programs expand, the number of unplanned breaks is expected to decrease.

KPI #48 Wastewater Maintenance Labor Hours

Lagging Indicator	Target	FY 2025	FY 2026
Percentage of total maintenance labor hours spent on planned work	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
Wastewater staff spent over 82,000 total hours on maintenance work during FY 2025, including 25,000 hours (30 percent) on planned work. More unplanned corrective maintenance effort was required due to aging electrical infrastructure at the main plant and aging dewatering facility.

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

This KPI is combined results from the Water and Wastewater System 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.

For the Water System, there were five completed contracts, and change orders represented 5 percent of the $77.4 million in the total contract costs. Two of these projects were below 3 percent and two projects were slightly above 5 percent due to challenging retrofit conditions. The fifth project, Briones Reservoir Tower Seismic Upgrades, had the highest change orders at 20.2 percent, due to operational shutdown issues during construction. All these projects have held subsequent lessons-learned meetings to improve design documents on future projects.

For the Wastewater System, there were four completed contracts, and change orders represented 32 percent of $25.9 million in total contract costs. This high percentage was driven by two challenging retrofit projects: the Pump Station M project and the Special Structures project. Staff in Wastewater design and construction have held several subsequent lessons-learned meetings and have implemented more robust flow monitoring and review of existing system data and reports.

The combined Water and Wastewater KPI result was 11.5 percent.

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

Pipeline replacements successfully met the 25-mile target, totaling 25.4 miles in FY 2025. 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.

Long-Term Infrastructure Investment *(continued)*

KPI #51 Pumping Plants

Leading Indicator	Target	FY 2025	FY 2026
Annual average number of pumping plants rehabilitated since FY 2015	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
In FY 2025, the District awarded the Fay Hill Pumping Plant Improvements Project. Fay Hill Pumping Plant is being constructed, and Ridgewood Pumping Plant is being demolished. In the last decade since 2015, the District has awarded contracts to replace, rehabilitate or demolish 31 pumping plant facilities, corresponding to a cumulative annual average of approximately 2.8.

KPI #52 Steel Water Tanks

Leading Indicator	Target	FY 2025	FY 2026
Annual average number of steel water tanks rehabilitated since FY 2015	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
In FY 2025, the District awarded the Arroyo and Carter Reservoir Rehabilitation Project. Both reservoirs are being rehabilitated. In the last decade 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.

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	Target	FY 2025	FY 2026
Performance relative to the four conservation targets	Exceeded	>100%	>100%
	Full Success	90%-100%	90%-100%
	Partial Success	80%-89%	80%-89%
	Needs Attention	<80%	<80%

FY 2025 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 is the result of 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

Description	Target	FY 2025	FY 2026
Implement Water Conservation Strategic Plan measures that are expected to result in 50.8 MGD of savings by 2025	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
District customers have achieved greater than 51.0 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 our 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

Description	Target	FY 2025	FY 2026
Salmon returns, relative to pre-JSA establishment average	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
The salmon escapement target is the average escapement prior to the implementation of the Joint Settlement Agreement (1940-1997), while performance is the current year's escapement. The FY 2025 escapement of 35,363 was the highest salmon count on the Mokelumne River recorded since 1940. The pre JSA average is 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 2025, the hatchery produced 3.6 million chinook salmon for mitigation, 3.7 million for ocean enhancement, and 1.5 million to support the California Salmon Strategy Goals.

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

KPI #56 Water Quality: Regulations

Lagging Indicator

Description	Target	FY 2025	FY 2026
Percentage of water quality regulations met (health-based regulations)	Exceeded	-	-
	Full Success	100%	100%
	Partial Success	-	-
	Needs Attention	<100%	<100%

FY 2025 Performance: 100% | Full Success
The District met 100 percent of state and federal drinking water regulations. A full explanation is detailed below in KPI #57.

Water Quality and Environmental Protection *(continued)*

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

The District met 100 percent of state and federal drinking water regulations and 97 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. Upcoming capital improvements to the water treatment plants and distribution facilities will provide more tools to meet the water quality goals. Efforts also continued to comply with new regulations regarding lead, including the development of a detailed service line inventory which is available to the public, and a notification program for customers at locations formerly connected to lead service lines. The customer lead sampling voucher program continues to operate successfully, with thousands of customers participating. New regulations for per and polyfluoroalkyl substances (PFAS) were finalized in FY 2025. The District's proactive sampling efforts over the past few years have shown that levels of these "forever chemicals" are well below these new standards. Water Quality staff continued to participate in several industry work groups, providing regulatory agencies input in the development of new regulations. These issues are detailed in the March 2025 Water Quality Program Annual Update presented to the Planning Committee.

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

In calendar year 2024, 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

Emission goals were met through active management of electricity purchases, continued use of renewable fuels, and energy efficiency efforts.

Water Quality and Environmental Protection *(continued)*

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

KPI #60	Pollution Prevention Outreach		
Leading Indicator	Target	FY 2025	FY 2026
Number of attendees at tours and other events	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
In FY 2025, the MWWTP Tour Program exceeded the KPI for hosting over 1,000 tour attendees. Tours are conducted both virtually and 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	Target	FY 2025	FY 2026
Percentage compliance following enforcement of title transfer triggers and water meter triggers	Exceeded	>95%	>95%
	Full Success	90%-95%	90%-95%
	Partial Success	80%-89%	80%-89%
	Needs Attention	<80%	<80%

FY 2025 Performance: 97% | Exceeded
In FY 2025, the Private Sewer Lateral (PSL) Program achieved a 97 percent compliance rate, exceeding the KPI target of 90-95 percent. 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	Target	FY 2025	FY 2026
Injury and Illness Investigations (PE-020 forms) completed within 10 working days	Exceeded	>95%	>95%
	Full Success	90%-95%	90%-95%
	Partial Success	75%-89%	75%-89%
	Needs Attention	<75%	<75%

FY 2025 Performance: 83% | Partial Success
A total of 160 PE-020 incident investigation forms were submitted during FY 2025, and 133 of them were submitted within 10 working days. The FY 2025 results are an improvement from 77 percent in FY 2024. Additionally, the number of PE-020 forms submitted increased from 151 in FY 2024. Supervisors throughout the District are responsible for investigating and submitting PE-20 forms, and Workplace Health & Safety manages the collection of the forms. To improve further, staff explored additional training opportunities for supervisors about the importance of identifying and investigating incidents and submitting the form within the 10-day period, as well as incorporating submitting the PE-20 form into supervisors' annual appraisals. WHS recently updated the form as well, so it is more intuitive and asks relevant questions of the supervisors to aid them in performing a meaningful investigation.

Workforce Planning and Development *(continued)*

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
Employees averaged 45 training hours in FY 2025, exceeding targets. EBMUD continues to invest in technical, regulatory compliance, and professional development training to harness talent among existing employees, ensuring a skilled, adaptable workforce that supports knowledge retention, industry readiness, and the District's mission.

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
In FY 2025, employee participation in both the peer recognition program (85%) and organizational units participating in local celebrations (86%) met the KPI success targets. Peer recognition builds connection and appreciation among colleagues, while local celebrations demonstrate leaders' commitment to honoring team accomplishments. Together, these efforts strengthen morale and embed EBMUD's values into daily work.

KPI #65 Wellness

Leading Indicator

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

FY 2025 Performance: 7 | Exceeded
In FY 2025, the following employee wellbeing activities were held:
September 25, 2024 – Financial Wellbeing via Fidelity Celebrating Spanish Heritage
October 23, 2024 – On-site Flu Shots – Various Locations
October 23, 2024 – On-site Health & Wellness Fair
February 4, 2025 – Financial Wellbeing via Fidelity with the Black Employee Network
February 7, 2025 – Financial Wellbeing via Fidelity Creating a Financial Legacy
May 5, 2025 – Mental Health - Paint a Bear sessions
June 2, 2025 – Financial Wellbeing via Fidelity Honoring Pride Month

Workforce Planning and Development *(continued)*

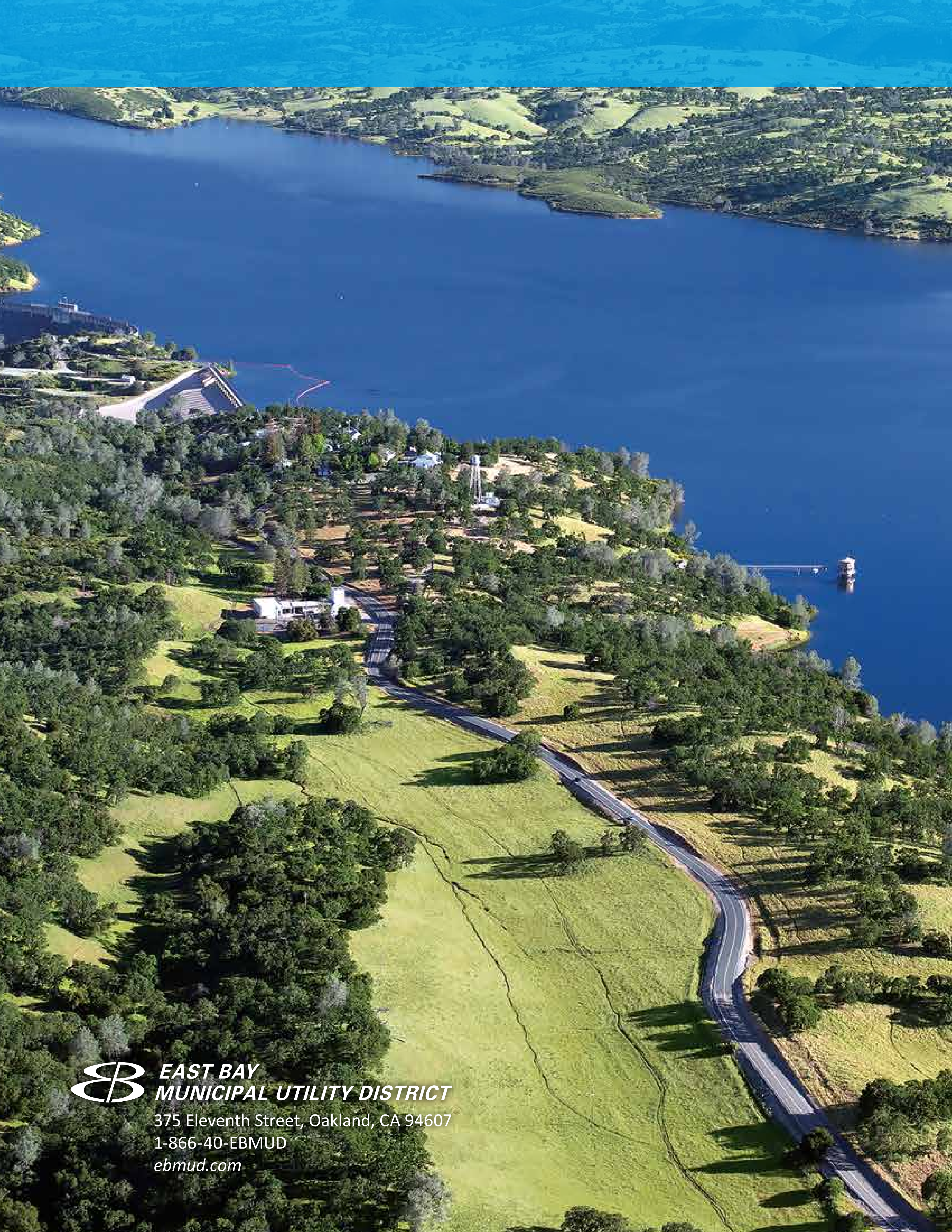
Strategy 4: **Enhance the District's ability to recruit a highly qualified, diverse staff that exhibits the District's values.**

KPI #66 Hiring Timelines

Leading Indicator	Target	FY 2025	FY 2026
Average number of calendar days from position fill request approval to hiring request approval	Exceeded	<84	<84
	Full Success	84-105	84-105
	Partial Success	106-126	106-126
	Needs Attention	>126	>126

FY 2025 Performance: 41 | Exceeded

For FY 2025, 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 41 days. A total of 101 recruitments were conducted, with 85 recruitments completed within 60 days.



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