Strategic Plan

Key Performance Indicators

Fiscal Years 2027 & 2028



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. 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 **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.

This KPI publication focuses solely on the KPIs for Fiscal Years (FY) 2027 and 2028. Please see the Strategic Plan document for further details on the Plan, including the Principles, Goals, Strategies, and Objectives.

Key Performance Indicators

The FY 2027 and FY 2028 KPIs represent an organization-wide effort to link the Strategic Plan to distinct work activities. The Office of Budget and Performance coordinated the effort for staff from across the District to review the KPIs, ensuring each is relevant, achievable, and measurable. This update to the KPIs includes the following changes:

- **Target updates** where prior targets were consistently exceeded, difficult to achieve, or required recalibration;
- **Scope adjustments** to clarify intent, improve measurability, or better align with current practices; and
- **New KPIs** added to address emerging priorities or gaps identified through performance tracking and feedback.

Staff will begin measuring these KPIs on July 1, 2026 and report on progress for the first time in fall 2027; the second year's KPIs will begin on July 1, 2027 and progress will reported in fall 2028.

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.

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

Number of campaigns implemented and communications channels utilized

Target	FY 2027	FY 2028
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

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: Answered Promptly (Updated)

Leading Indicator

Percentage of post-call survey respondents who said their call was answered promptly

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #3 Contact Center Service Level: Quality of Service (Updated)

Lagging Indicator

Percentage of post-call survey respondents who said they were satisfied with their quality of service

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #4 Contact Center Service Level: Issue Resolved (Updated)

Lagging Indicator

Percentage of post-call survey respondents who said their issue was resolved

Target	FY 2027	FY 2028
Exceeded	>86%	>86%
Full Success	81%-86%	81%-86%
Partial Success	75%-80%	75%-80%
Needs Attention	<75%	<75%

KPI #5 Customer Rating: Overall

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	>90%	-
Full Success	80%-90%	-
Partial Success	70%-79%	-
Needs Attention	<70%	-

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 in the biennial survey

Target	FY 2027	FY 2028
Exceeded	>90%	-
Full Success	60%-90%	-
Partial Success	50%-59%	-
Needs Attention	<50%	-

Customer and Community Services *(continued)*

KPI #7 Customer Rating: Field Services

Lagging Indicator

Percentage of follow-up survey responses with "good" or "excellent" ratings

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #8 Customer Rating: New Business

Lagging Indicator

Percentage of follow-up survey responses with "good" or "excellent" ratings

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #9 Customer Rating: Recreation

Lagging Indicator

Percentage of survey responses with "good" or "excellent" ratings

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #10 Customer Rating: Water Quality

Lagging Indicator

Percentage of follow-up survey responses with "good" or "excellent" ratings

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	86%-90%	86%-90%
Partial Success	80%-85%	80%-85%
Needs Attention	<80%	<80%

KPI #11 Customer-Facing IT Systems Availability

Leading Indicator

Percentage of time customer-facing IT systems are available

Target	FY 2027	FY 2028
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%

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

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<6	<6
Full Success	6-10	6-10
Partial Success	11-15	11-15
Needs Attention	>15	>15

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

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<6	<6
Full Success	6-10	6-10
Partial Success	11-15	11-15
Needs Attention	>15	>15

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

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<1.75	<1.75
Full Success	1.75-2.50	1.75-2.50
Partial Success	2.51-4.00	2.51-4.00
Needs Attention	>4.00	>4.00

Customer and Community Services *(continued)*

KPI #15 Wastewater Odor Complaints

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	<10	<10
Full Success	10-14	10-14
Partial Success	15-20	15-20
Needs Attention	>20	>20

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 2027	FY 2028
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%

KPI #17 CAP Application Processing Time

Leading Indicator

Average number of business days to process complete CAP applications

Target	FY 2027	FY 2028
Exceeded	<3	<3
Full Success	3-5	3-5
Partial Success	6-9	6-9
Needs Attention	>9	>9

KPI #18 CAP Outreach: Enrollment Communications

Leading Indicator

Number of communication campaigns, in collaboration with community stakeholders, to increase CAP enrollment

Target	FY 2027	FY 2028
Exceeded	>8	>8
Full Success	7-8	7-8
Partial Success	5-6	5-6
Needs Attention	<5	<5

KPI #19 CAP Outreach: Enrollment Events

Leading Indicator

Number of events, in partnership with community-based organizations, to increase CAP enrollment

Target	FY 2027	FY 2028
Exceeded	>8	>8
Full Success	7-8	7-8
Partial Success	5-6	5-6
Needs Attention	<5	<5

KPI #20 CAP Enrollment: Total Participants (New)

Lagging Indicator

Total number of customers enrolled in CAP at fiscal year-end

Target	FY 2027	FY 2028
Exceeded	>12,000	>12,000
Full Success	11,000-12,000	11,000-12,000
Partial Success	10,000-10,999	10,000-10,999
Needs Attention	<10,000	<10,000

KPI #21 Community Water Academy

Leading Indicator

Number of Community Water Academy participants

Target	FY 2027	FY 2028
Exceeded	>40	>40
Full Success	20-40	20-40
Partial Success	10-19	10-19
Needs Attention	<10	<10

KPI #22 Education Program Engagement

Leading Indicator

Number of students engaged in the Education Program

Target	FY 2027	FY 2028
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

Customer and Community Services *(continued)*

KPI #23 Inter-Agency Engagement (Updated)

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	>100	>100
Full Success	90-100	90-100
Partial Success	80-89	80-89
Needs Attention	<80	<80

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 #24 Emergency Preparedness Exercises

Leading Indicator

Completion of planned business continuity and plan updates

Target	FY 2027	FY 2028
Exceeded	>100%	>100%
Full Success	95%-100%	95%-100%
Partial Success	90%-94%	90%-94%
Needs Attention	<90%	<90%

KPI #25 Mutual Assistance Partner and Stakeholder Relationships (Updated)

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	>12	>12
Full Success	11-12	11-12
Partial Success	8-10	8-10
Needs Attention	<8	<8

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 #26 Capital Plan Debt Funding (Water)

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<50%	<50%
Full Success	50%-65%	50%-65%
Partial Success	66%-75%	66%-75%
Needs Attention	>75%	>75%

KPI #27 Capital Plan Debt Funding (Wastewater)

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<50%	<50%
Full Success	50%-65%	50%-65%
Partial Success	66%-75%	66%-75%
Needs Attention	>75%	>75%

KPI #28 Long-Term Debt Reduction (Water)

Leading Indicator

Five-year compound annual growth rate of debt outstanding

Target	FY 2027	FY 2028
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%

Long-Term Financial Stability *(continued)*

KPI #29 Long-Term Debt Reduction (Wastewater)

Leading Indicator

Five-year compound annual growth rate of debt outstanding

Target	FY 2027	FY 2028
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%

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

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	>150%	>150%
Full Success	100%-150%	100%-150%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

KPI #31 Actual Reserves as Percentage of Target (Wastewater)

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	>150%	>150%
Full Success	100%-150%	100%-150%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

KPI #32 Debt as Percentage of Revenue (Water)

Lagging Indicator

Debt as a percentage of operating revenues

Target	FY 2027	FY 2028
Exceeded	<200%	<200%
Full Success	200%-399%	200%-399%
Partial Success	400%-700%	400%-700%
Needs Attention	>700%	>700%

KPI #33 Debt as Percentage of Revenue (Wastewater)

Lagging Indicator

Debt as a percentage of operating revenues

Target	FY 2027	FY 2028
Exceeded	<200%	<200%
Full Success	200%-399%	200%-399%
Partial Success	400%-700%	400%-700%
Needs Attention	>700%	>700%

KPI #34 Debt Service Coverage (Water)

Lagging Indicator

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

Target	FY 2027	FY 2028
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

KPI #35 Debt Service Coverage (Wastewater)

Lagging Indicator

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

Target	FY 2027	FY 2028
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

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

KPI #36 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 2027	FY 2028
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%

Long-Term Financial Stability *(continued)*

KPI #37 Affordability (Wastewater)

Lagging Indicator

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

Target	FY 2027	FY 2028
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%

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

KPI #38 Operating Overtime Budget Performance (Water)

Leading Indicator

Annual change in actual overtime hours for planned work

Target	FY 2027	FY 2028
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%

KPI #39 Operating Overtime Budget Performance (Wastewater)

Leading Indicator

Annual change in actual overtime hours for planned work

Target	FY 2027	FY 2028
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%

KPI #40 Audit Completion (Updated)

Leading Indicator

Completed planned audits and unplanned investigations in proportion to number of audits listed in the annual audit plan

Target	FY 2027	FY 2028
Exceeded	>100%	>100%
Full Success	90%-100%	90%-100%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

KPI #41 Audit Finding Resolution

Leading Indicator

Percentage of audit findings resolved within 90 days

Target	FY 2027	FY 2028
Exceeded	-	-
Full Success	96%-100%	96%-100%
Partial Success	75%-95%	75%-95%
Needs Attention	<75%	<75%

KPI #42 Audit Finding Implementation (New)

Leading Indicator

Percentage of findings implemented based on follow-up reviews

Target	FY 2027	FY 2028
Exceeded	-	-
Full Success	90%-100%	90%-100%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

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

KPI #43 IT Security Activities Completion

Leading Indicator

Percentage of IT security activities completed

Target	FY 2027	FY 2028
Exceeded	>100%	>100%
Full Success	95%-100%	95%-100%
Partial Success	90%-94%	90%-94%
Needs Attention	<90%	<90%

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 #44 Public Fire Hydrant Inspections (New)

Leading Indicator

Percentage of the approximately 31,000 public fire hydrants inspected per year

Target	FY 2027	FY 2028
Exceeded	>13%	>13%
Full Success	10%-12%	10%-12%
Partial Success	7%-9%	7%-9%
Needs Attention	<7%	<7%

KPI #45 Sewer Interceptor Inspections (Updated)

Leading Indicator

Feet of interceptor sewer pipe inspected

Target	FY 2027	FY 2028
Exceeded	>13,000	>13,000
Full Success	9,001-13,000	9,001-13,000
Partial Success	5,000-9,000	5,000-9,000
Needs Attention	<5,000	<5,000

KPI #46 Water Pipe Surveys (Updated)

Leading Indicator

Miles of pipe monitored via automatic and manual leak detection devices

Target	FY 2027	FY 2028
Exceeded	>470	>470
Full Success	400-470	400-470
Partial Success	260-399	260-399
Needs Attention	<260	<260

KPI #47 Water System Valves Exercised

Leading Indicator

Percentage of water system valves exercised

Target	FY 2027	FY 2028
Exceeded	>10%	>10%
Full Success	6%-10%	6%-10%
Partial Success	4%-5%	4%-5%
Needs Attention	<4%	<4%

KPI #48 Corrective Work Orders (Water)

Lagging Indicator

Percentage of corrective work order hours classified high priority

Target	FY 2027	FY 2028
Exceeded	<15%	<15%
Full Success	15%-20%	15%-20%
Partial Success	21%-25%	21%-25%
Needs Attention	>25%	>25%

KPI #49 Corrective Work Orders (Wastewater)

Lagging Indicator

Percentage of corrective work order hours classified high priority

Target	FY 2027	FY 2028
Exceeded	<20%	<20%
Full Success	20%-24%	20%-24%
Partial Success	25%-30%	25%-30%
Needs Attention	>30%	>30%

KPI #50 Pipeline Breaks

Lagging Indicator

Number of water system pipeline breaks per 100 miles of pipe

Target	FY 2027	FY 2028
Exceeded	<15	<15
Full Success	15-20	15-20
Partial Success	21-25	21-25
Needs Attention	>25	>25

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 #51 Wastewater Maintenance Labor Hours

Lagging Indicator

Percentage of total maintenance labor hours spent on planned work

Target	FY 2027	FY 2028
Exceeded	>60%	>60%
Full Success	50%-60%	50%-60%
Partial Success	40%-49%	40%-49%
Needs Attention	<40%	<40%

KPI #52 Construction Contract Change Orders (Water) (Updated)

Leading Indicator

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

Target	FY 2027	FY 2028
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%

KPI #53 Construction Contract Change Orders (Wastewater) (Updated)

Leading Indicator

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

Target	FY 2027	FY 2028
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%

KPI #54 Pipeline Replacement

Leading Indicator

Miles of distribution pipe replaced

Target	FY 2027	FY 2028
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

KPI #55 Pumping Plants

Leading Indicator

Annual average number of pumping plants rehabilitated since FY 2015

Target	FY 2027	FY 2028
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

KPI #56 Steel Water Tanks

Leading Indicator

Annual average number of steel water tanks rehabilitated since FY 2015

Target	FY 2027	FY 2028
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

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 #57 Long-Term Framework Conservation Targets

Lagging Indicator

Performance relative to the four conservation targets

Target	FY 2027	FY 2028
Exceeded	>100%	>100%
Full Success	90%-100%	90%-100%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

Long-Term Water Supply *(continued)*

KPI #58 Savings from Conservation Programs (Updated)

Lagging Indicator

Implement Water Conservation Strategic Plan measures that are expected to result in estimated million gallons per day (MGD) savings

Target	FY 2027	FY 2028
Exceeded	>52.6 MGD	>53.4 MGD
Full Success	52.4 MGD - 52.6 MGD	53.2 MGD - 53.4 MDG
Partial Success	52.0 MGD - 52.3 MGD	52.8 MGD - 53.1 MGD
Needs Attention	<52.0 MGD	<52.8 MGD

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 #59 Mokelumne River Fall-Run Chinook Salmon Returns

Lagging Indicator

Salmon returns, relative to pre-JSA establishment average

Target	FY 2027	FY 2028
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

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

KPI #60 Water Quality: Regulations

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	-	-
Full Success	100%	100%
Partial Success	-	-
Needs Attention	<100%	<100%

KPI #61 Water Quality: Goals

Lagging Indicator

Percentage of water quality goals met

Target	FY 2027	FY 2028
Exceeded	-	-
Full Success	100%	100%
Partial Success	90%-99%	90%-99%
Needs Attention	<90%	<90%

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 #62 Significant Industrial User Inspections

Leading Indicator

Percentage of inspections completed to meet federal pretreatment requirements

Target	FY 2027	FY 2028
Exceeded	>105%	>105%
Full Success	100%-105%	100%-105%
Partial Success	95%-99%	95%-99%
Needs Attention	<95%	<95%

Water Quality and Environmental Protection *(continued)*

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

KPI #63 Carbon Neutrality by 2030 (Updated)

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 2027	FY 2028
Exceeded	<9,229 MT CO2e	<6,153 MT CO2e
Full Success	9,229 MT CO2e-12,306 MT CO2e	6,153 MT CO2e-9,229 MT CO2e
Partial Success	12,306 MT CO2e-15,382 MT CO2e	9,229 MT CO2e-12,306 MT CO2e
Needs Attention	>15,382 MT CO2e	>12,306 MT CO2e

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

KPI #64 Pollution Prevention Outreach (Updated)

Leading Indicator

Number of attendees at tours and other events

Target	FY 2027	FY 2028
Exceeded	>1,300	>1,300
Full Success	1,100-1,300	1,100-1,300
Partial Success	900-1,099	900-1,099
Needs Attention	<900	<900

KPI #65 Private Sewer Lateral Program Implementation

Lagging Indicator

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

Target	FY 2027	FY 2028
Exceeded	>95%	>95%
Full Success	90%-95%	90%-95%
Partial Success	80%-89%	80%-89%
Needs Attention	<80%	<80%

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 #66 Injury and Illness Investigations

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	>95%	>95%
Full Success	90%-95%	90%-95%
Partial Success	75%-89%	75%-89%
Needs Attention	<75%	<75%

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

KPI #67 Training Hours (Updated)

Leading Indicator

Total training hours per employee

Target	FY 2027	FY 2028
Exceeded	>50	>50
Full Success	40-50	40-50
Partial Success	30-39	30-39
Needs Attention	<30	<30

Workforce Planning and Development *(continued)*

KPI #68 Professional Development Hours (New)

Leading Indicator

Professional development training hours per employee

Target	FY 2027	FY 2028
Exceeded	>15	>15
Full Success	10-15	10-15
Partial Success	5-9	5-9
Needs Attention	<5	<5

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

KPI #69 Employee Recognition Activities

Leading Indicator

Percentage of employees participating in recognition activities

Target	FY 2027	FY 2028
Exceeded	>90%	>90%
Full Success	80%-90%	80%-90%
Partial Success	70%-79%	70%-79%
Needs Attention	<70%	<70%

KPI #70 Wellness (Updated)

Leading Indicator

Number of wellness outreach campaigns implemented and organized by staff or District vendors through staff to increase awareness of mental, physical, financial, and social wellbeing

Target	FY 2027	FY 2028
Exceeded	>9	>9
Full Success	6-9	6-9
Partial Success	3-5	3-5
Needs Attention	<3	<3

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

KPI #71 Hiring Timelines (Updated)

Leading Indicator

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

Target	FY 2027	FY 2028
Exceeded	<50	<50
Full Success	50-60	50-60
Partial Success	61-90	61-90
Needs Attention	>90	>90



EAST BAY MUNICIPAL UTILITY DISTRICT
375 Eleventh Street, Oakland, CA 94607
1-866-40-EBMUD
ebmud.com