



**BOARD OF DIRECTORS  
EAST BAY MUNICIPAL UTILITY DISTRICT**

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375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

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**Notice of Special Meeting**

**Mid-Cycle Budget Update  
Workshop**


**Tuesday, May 28, 2024  
9:30 a.m.**

**Boardroom  
375 11th Street  
Oakland, CA 94607**

At the call of President Lesa R. McIntosh, the Board of Directors has scheduled the Mid-Cycle Budget Workshop for 9:30 a.m. on Tuesday, May 28, 2024, in the Administration Building Boardroom at 375 11th Street, Oakland, California.

Staff will discuss the mid-cycle budget update; year-end projections for Fiscal Year (FY) 2024; FY 2025 staffing updates and budgets, sponsorships and memberships; non-Proposition 218 rates, charges, and fees, including System Capacity Charges; Water Service Regulations; Camanche Mobilehomes; and Key Performance Indicators for FY 2025 and FY 2026.

Dated: May 23, 2024

  
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Rischa S. Cole  
Secretary of the District

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**BOARD OF DIRECTORS  
EAST BAY MUNICIPAL UTILITY DISTRICT**

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Office of the Secretary: (510) 287-0440

**AGENDA**  
**Special Meeting**

**Mid-Cycle Budget Update  
Workshop**

**Tuesday, May 28, 2024**

**9:30 a.m.**

**Boardroom**

**375 11th Street**

**Oakland, CA 94607**

**\*\*\* Please see appendix for public participation instructions\*\*\***

**ROLL CALL:**

**PUBLIC COMMENT:** Members of the public shall have the opportunity to provide public comment on Agenda Item 1.

**DISCUSSION:**

1. Staff will discuss the mid-cycle budget update; year-end projections for Fiscal Year (FY) 2024; FY 2025 staffing updates and budgets, sponsorships and memberships; non-Proposition 218 rates, charges, and fees, including System Capacity Charges; Water Service Regulations; Camanche Mobilehomes; and Key Performance Indicators for FY 2025 and FY 2026. (Skoda)

**ADJOURNMENT:**

**Disability Notice**

*If you require a disability-related modification or accommodation to participate in an EBMUD public meeting, please call the Office of the Secretary (510) 287-0404. We will make reasonable arrangements to ensure accessibility. Some special equipment arrangements may require 48 hours advance notice.*

**Document Availability**

*Materials related to an item on this Agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11th Street, Oakland, California, during normal business hours, and can be viewed on our website at [www.ebmud.com](http://www.ebmud.com).*



## APPENDIX

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### Mid-Cycle Budget Update Workshop Tuesday, May 28, 2024 - 9:30 a.m.

*EBMUD public meetings of the Board will be conducted in person and via Zoom.  
These meetings are recorded, live-streamed, and posted on the District's website.*

#### Online\*

<https://ebmud.zoom.us/j/94804788254?pwd=Z2duWU9RZzVqb3RMd1RlNXVISjNsUT09>

Webinar ID: 948 0478 8254

Passcode: 467920

#### By Phone

Telephone: 1 669 900 6833

Webinar ID: 948 0478 8254

Passcode: 467920

International numbers available: <https://ebmud.zoom.us/u/kb5JZuQJvV>

\*To familiarize yourself with Zoom, please visit <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

**Providing public comment** - *The EBMUD Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.*

- Each speaker is allotted 3 minutes to speak; the Board President has the discretion to amend this time based on the number of speakers
- The Secretary will track time and inform each speaker when the allotted time has concluded
- Comments on **non-agenda items** will be heard at the beginning of the meeting
- Comments on **agenda items** will be heard when the item is up for consideration
- The Secretary will call each speaker in the order received

#### In person

- Fill out and submit a blue speaker card which is available in the meeting room

#### Via Zoom

- Use the raise hand feature in Zoom to indicate you wish to make a public comment  
<https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-in-a-webinar>
  - If you participate by phone, press \*9 to raise your hand
- When prompted by the Secretary, please state your name, affiliation if applicable, and topic

#### Submitting written comments or materials

- Email written comments or other materials for the Board of Directors to [SecOffice@ebmud.com](mailto:SecOffice@ebmud.com)
- Please indicate the meeting date and agenda item number or non-agenda item in the subject of the email. Contact information is optional.
- **Please email by 4 p.m. the day prior to the scheduled regular meeting;** written comments and other materials submitted to the Board of Directors will be filed in the record.
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To view the livestream of meetings of the Board, please visit:

<https://www.ebmud.com/about-us/board-directors/board-meetings/>

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## EAST BAY MUNICIPAL UTILITY DISTRICT

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DATE: May 28, 2024

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager *CCC*

FROM: Sophia D. Skoda, Director of Finance *SDS*

SUBJECT: Mid-Cycle Budget Workshop – May 28, 2024

The Mid-Cycle Budget Workshop will be held on May 28, 2024. Attached is the workshop presentation. During the workshop, staff will present the following topics:

- Mid-Cycle Budget update
- Year-end projections for Fiscal Year (FY) 2024
- FY 2025 staffing updates and budgets
- Sponsorships and memberships
- Non-Proposition 218 rates, charges, and fees, including System Capacity Charges
- Water Service Regulations
- Camanche Mobilehomes
- Key Performance Indicators for FY 2025 and FY 2026

Attached are reports related to the workshop, including:

- FY 2025 Mid-Cycle Budget Report, which covers FY 2024 year-end revenue and expense projections, FY 2025 budgets and revenue projections, and FY 2025 proposed staffing changes
- FY 2025 & FY 2026 Key Performance Indicators

CCC:SDS:saf

Attachments: 1. Mid-Cycle Budget Workshop Presentation  
2. FY 2025 Mid-Cycle Budget Report  
3. FY 2025 & FY 2026 Key Performance Indicators

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# Mid-Cycle Budget Update Workshop

Board of Directors  
May 28, 2024

# Agenda

- Mid-Cycle Budget Update
- FY 2025 Non-Prop 218 Rates, Charges, and Fees
- Camanche Mobilehomes
- Key Performance Indicators for FY 2025 & FY 2026
- Workshop Summary

FY = Fiscal Year



# Today's Speakers



**Sam Feldman**

Manager of Budget



**Kelly Zito**

Director of Public  
Affairs and  
Community  
Outreach



**Charles Beckman**

Manager of  
Watershed and  
Recreation

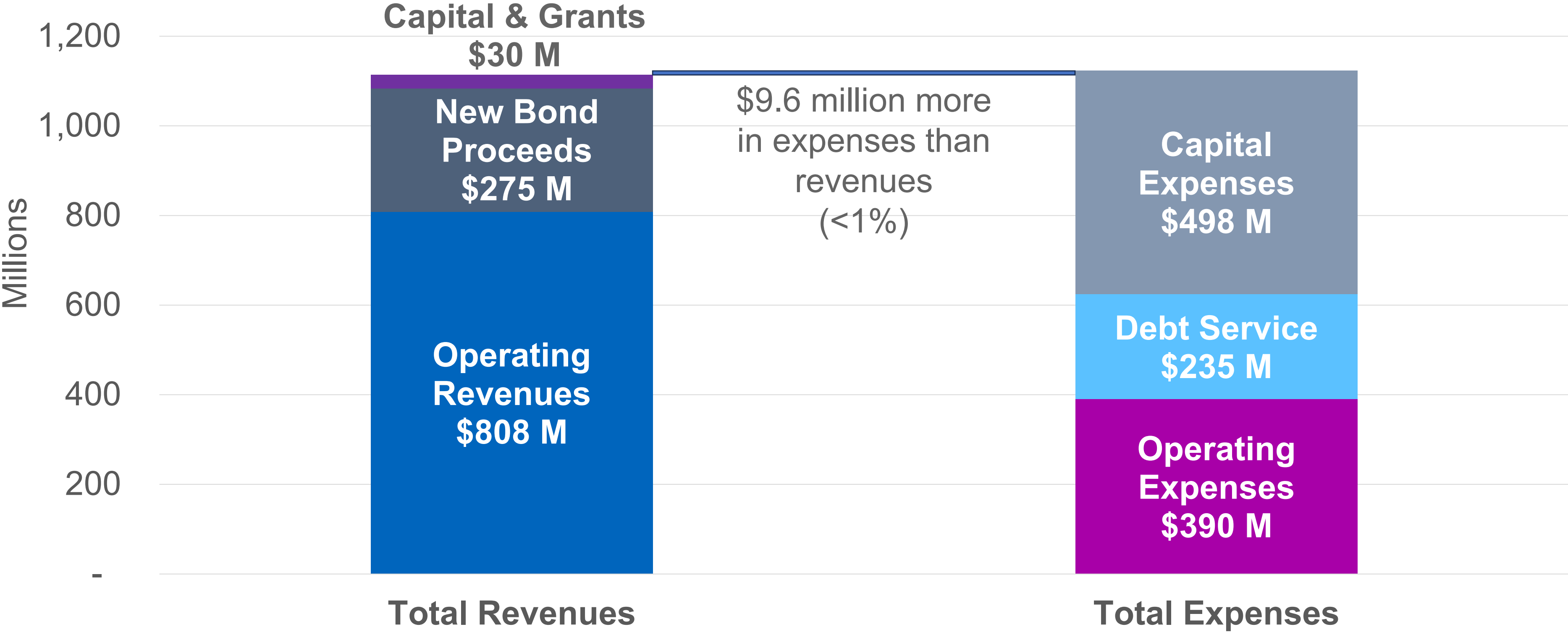


**Nathan Hood**

Principal  
Management  
Analyst

# FY 2024 Year-End Projections

# FY 2024 Year-End Projections – Water System



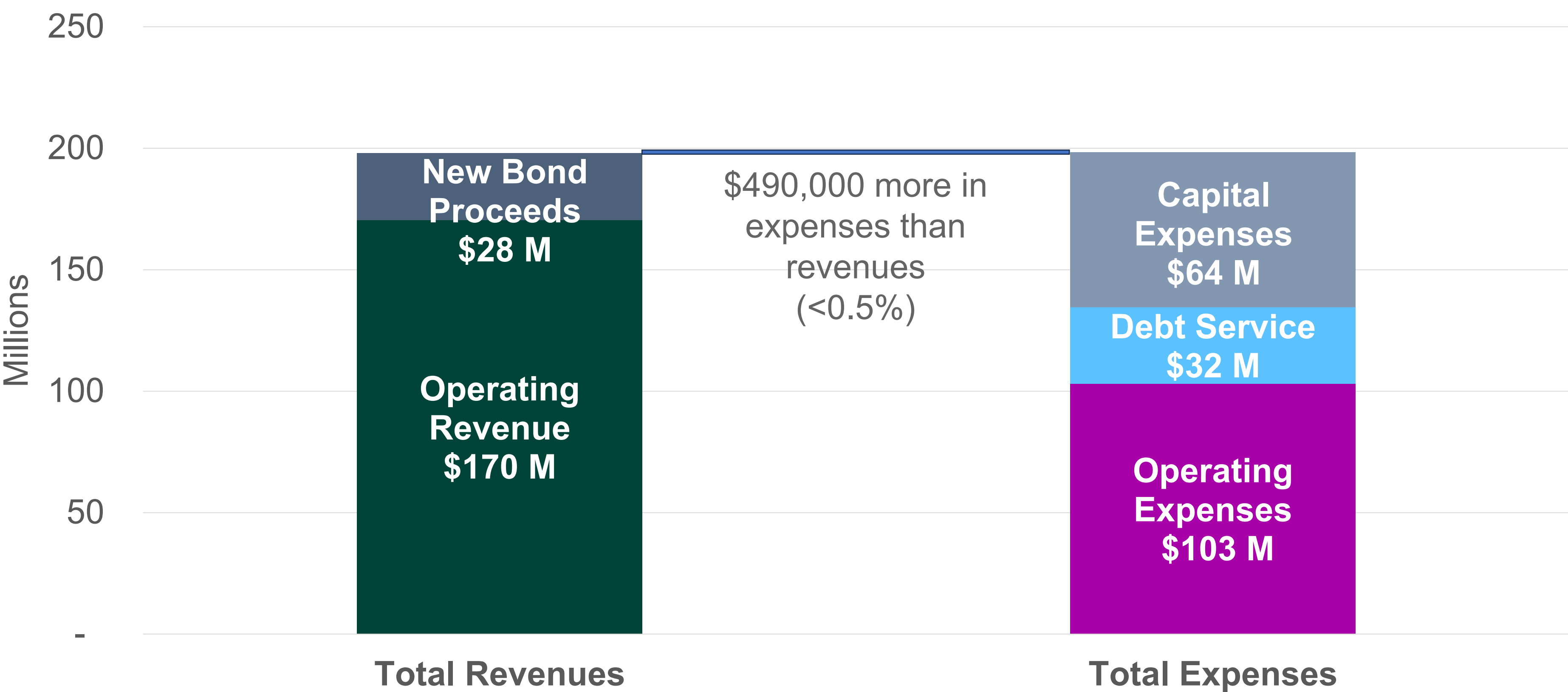
# FY 2024 Water System Year-End Projection

(\$ Thousands)	Amended Budget	Year-End Projection	Over / (Under)	%
Water Charges	668,306	661,800	(6,506)	99%
Property Taxes	47,000	51,400	4,400	109%
Power Sales	8,000	15,100	7,100	189%
Interest Income	13,900	16,700	2,800	120%
SCC Revenue	35,000	31,500	(3,500)	90%
Reimbursements	14,000	12,900	(1,100)	92%
All Other Revenue	21,000	19,000	(2,000)	90%
<b>Operating Revenues</b>	<b>807,206</b>	<b>808,400</b>	<b>1,194</b>	<b>100%</b>
New Bond Proceeds	269,500	275,000	5,500	102%
Grants	-	3,800	3,800	-
Capital Reimbursements	35,400	26,500	(8,900)	75%
Other Capital Revenue	-	-	-	-
<b>Capital Revenues</b>	<b>304,900</b>	<b>305,300</b>	<b>400</b>	<b>100%</b>
<b>Total Revenues</b>	<b>1,112,106</b>	<b>1,113,700</b>	<b>1,594</b>	<b>100%</b>
Operating Expenses	414,845	390,007	(24,838)	94%
Debt Service	238,673	234,814	(3,859)	98%
Capital Expenses	478,131	497,900	19,769	104%
Grant Expenses	576	576	-	100%
<b>Total Expenses</b>	<b>1,132,226</b>	<b>1,123,297</b>	<b>(8,928)</b>	<b>99%</b>
<b>Revenues less Expenses</b>	<b>(20,119)</b>	<b>(9,597)</b>	<b>10,522</b>	

- Revenue expected to be at budget
- Operating expenses expected to be less than budget by 6%
- Debt service expected to be less than budget by 2%
- Capital expenses expected to exceed budget by 4%
- Overall, after \$275 million in debt issuance, expenses will exceed revenues by \$9.6 million



# FY 2024 Year-End Projections – Wastewater System



# FY 2024 Wastewater System Year-End Projection

(\$ Thousands)	Amended Budget	Year-End Projection	Over / (Under)	%
Treatment Charges	93,200	91,400	(1,800)	98%
Wet Weather Facility Charges	33,400	33,400	-	100%
Resource Recovery	11,000	15,100	4,100	137%
Property Taxes	7,500	8,500	1,000	113%
Interest Income	3,100	2,500	(600)	81%
Laboratory Services	4,900	5,200	300	106%
Reimbursements	1,800	2,000	200	111%
Permit Fees	1,700	1,700	-	100%
Capacity Charges	3,500	4,000	500	114%
All Other Revenue	6,200	6,600	400	106%
<b>Operating Revenues</b>	<b>166,300</b>	<b>170,400</b>	<b>4,100</b>	<b>102%</b>
New Bond Proceeds	24,900	27,500	2,600	110%
Other Capital Revenues	-	-	-	-
<b>Capital Revenues</b>	<b>24,900</b>	<b>27,500</b>	<b>2,600</b>	<b>110%</b>
<b>Total Revenues</b>	<b>191,200</b>	<b>197,900</b>	<b>6,700</b>	<b>104%</b>
Operating Expenses	106,548	103,075	(3,473)	97%
Debt Service	32,871	31,515	(1,356)	96%
Capital Expenses	50,030	63,800	13,770	128%
<b>Total Expenses</b>	<b>189,450</b>	<b>198,390</b>	<b>8,940</b>	<b>105%</b>
<b>Revenues less Expenses</b>	<b>1,750</b>	<b>(490)</b>	<b>(2,240)</b>	

- Total revenues, including non-rate revenue, expected to exceed budget by 4%
- Operating expenses expected to be less than budget by 3%
- Debt service expected to be less than budget by 4%
- Capital expenses expected to exceed budget by 28%
- Overall, after \$27.5 million in debt issuance, expenses will exceed revenues by \$490,000

# Staffing Update

## Represented Staff: Changes Proposed for FY 2025

- **Already Approved:** Engineering Designer I/II (Local 2019)
- **New:** Limited-Term Supervising Fisheries/Wildlife Biologist (Local 21)
  - Funded by \$8 million in State and Federal grants
  - +1.0 FTE for 2 years, +\$278,382 annual cost
- **New Classification:** Risk Management Technician (Local 2019)
  - Will affect 2.0 FTE in Risk Management through conversion from Senior Administrative Clerk to new classification
  - No FTE change, +\$17,850 annual cost

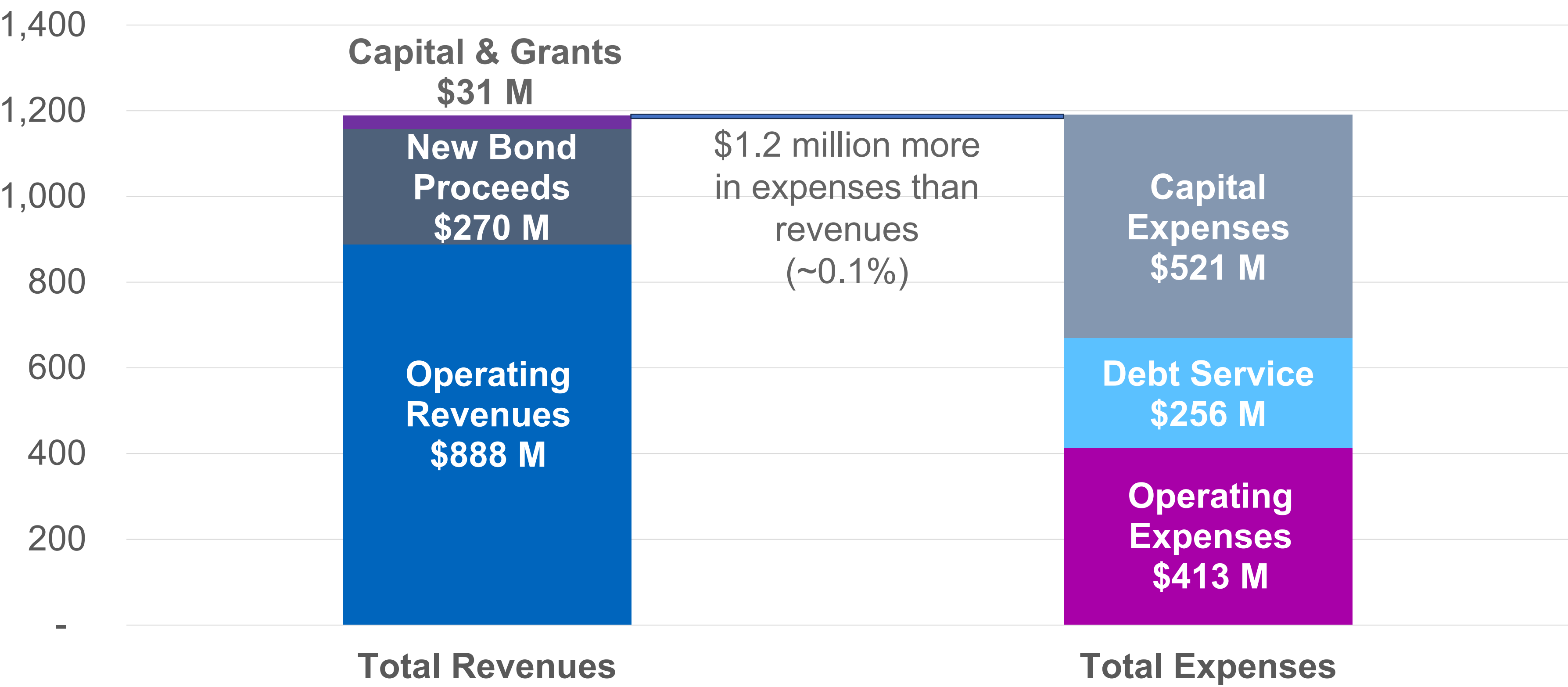


## Non-Represented Staff: Changes Proposed for FY 2025

- **Upgrade Classification:** Manager of Wastewater Technical & Emerging Issues to Salary Grade 88 from 84
  - No FTE change, +\$43,521 annual cost compared to FY 2025 budget
- **Delete Unused Classifications:** Distribution Maintenance Worker, Relief Clerk, Temporary Worker, Worker Trainee, Truck Driver II Trainee
  - Clean-up action – these classes are outdated and no longer necessary
  - Classifications will be removed from any existing positions, all of which have other current classifications
  - No change in FTE or costs

# FY 2025 Water System

# FY 2025 Projected Revenues & Budgeted Expenses – Water System



# FY 2025 Projected Revenues & Budgeted Expenses – Water System

(\$ Thousands)	FY 2025 Budget	Projections*	Over / (Under)	%
Water Charges	742,400	739,641	(2,759)	100%
Property Taxes	48,100	51,400	3,300	107%
Power Sales	8,000	10,200	2,200	128%
Interest Income	13,800	15,000	1,200	109%
SCC Revenue	36,200	36,200	-	100%
Reimbursements	14,400	14,400	-	100%
All Other Revenue	21,400	21,400	-	100%
<b>Operating Revenues</b>	<b>884,300</b>	<b>888,241</b>	<b>3,941</b>	<b>100%</b>
New Bond Proceeds	269,500	269,500	-	100%
Grants	-	-	-	-
Capital Reimbursements	31,100	31,100	-	100%
Other Capital Revenue	-	-	-	-
<b>Capital Revenues</b>	<b>300,600</b>	<b>300,600</b>	<b>-</b>	<b>100%</b>
<b>Total Projected Revenues</b>	<b>1,184,900</b>	<b>1,188,841</b>	<b>3,941</b>	<b>100%</b>
Operating Expenses	413,177	413,177	-	100%
Debt Service	256,318	256,318	-	100%
Capital Expenses	520,545	520,545	-	100%
Grant Expenses	-	-	-	-
<b>Total Budgeted Expenses</b>	<b>1,190,040</b>	<b>1,190,040</b>	<b>-</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>(5,140)</b>	<b>(1,199)</b>	<b>3,941</b>	

## Projected Revenues:

- \*Projections are updated based on current expectations.

## Budgeted Expenses:

- Energy and chemical prices continue to increase.
- Capital expenses currently projected to be on-budget but may exceed projections given large ongoing projects.

## Revenues less Expenses:

- After \$269.5 million in debt issuance, expenses projected to exceed revenues by \$1.2 million.

# FY 2025 Existing Approved Rate Increases

- On June 13, 2023, Board adopted 8.5% rate increases beginning on July 1, 2023 and July 1, 2024
- Rate increases remain adequate to fund expenses and provide for long-term financial stability
- Rates remain in-line with peer agencies and will remain affordable under the proposed FY 2025 KPIs for affordability

# Single-Family Residential Water Bills

## *Effective 7/1/2024 – Monthly Bill – No Elevation Charge, 3/4” Meter*

Usage	FY 2025 Bill	\$ Change from Prior Year	% Change from Prior Year	Bill as % of Median Household Income*	Bill as % of 20 <sup>th</sup> Percentile Income*
4 CCF / 98 GPD (25 <sup>th</sup> percentile)	\$57.12	\$4.46	8.5%	0.6%	1.5%
6 CCF / 148 GPD (median use)	\$67.94	\$5.30	8.5%	0.7%	1.8%
8 CCF / 197 GPD (mean use)	\$80.79	\$6.30	8.5%	0.8%	2.1%
10 CCF / 246 GPD (75 <sup>th</sup> percentile)	\$95.67	\$7.46	8.5%	0.9%	2.5%
24 CCF / 590 GPD (95 <sup>th</sup> percentile)	\$218.95	\$17.10	8.5%	2.2%	5.8%

1 CCF = 748 Gallons; also expressed in GPD (Gallons Per Day)

\*Based on average for Alameda and Contra Costa Counties.

# Other Example Water Bills

*Effective 7/1/2024 – Monthly Bill – No Elevation Charges*

Sample Customer Types	FY 2025 Bill	\$ Change from Prior Year	% Change from Prior Year
Multi-Family Residential, 1” meter 25 CCF / 615 GPD	\$244.85	\$19.20	8.5%
“All Other” Customer, 1” meter 50 CCF / 1,230 GPD	\$434.60	\$34.20	8.5%
“All Other” Customers, 2” meter 500 CCF / 12,300 GPD	\$3,963.23	\$312.00	8.5%

1 CCF = 748 Gallons; also expressed in GPD (Gallons Per Day)



# FY 2025 Budget Appropriations

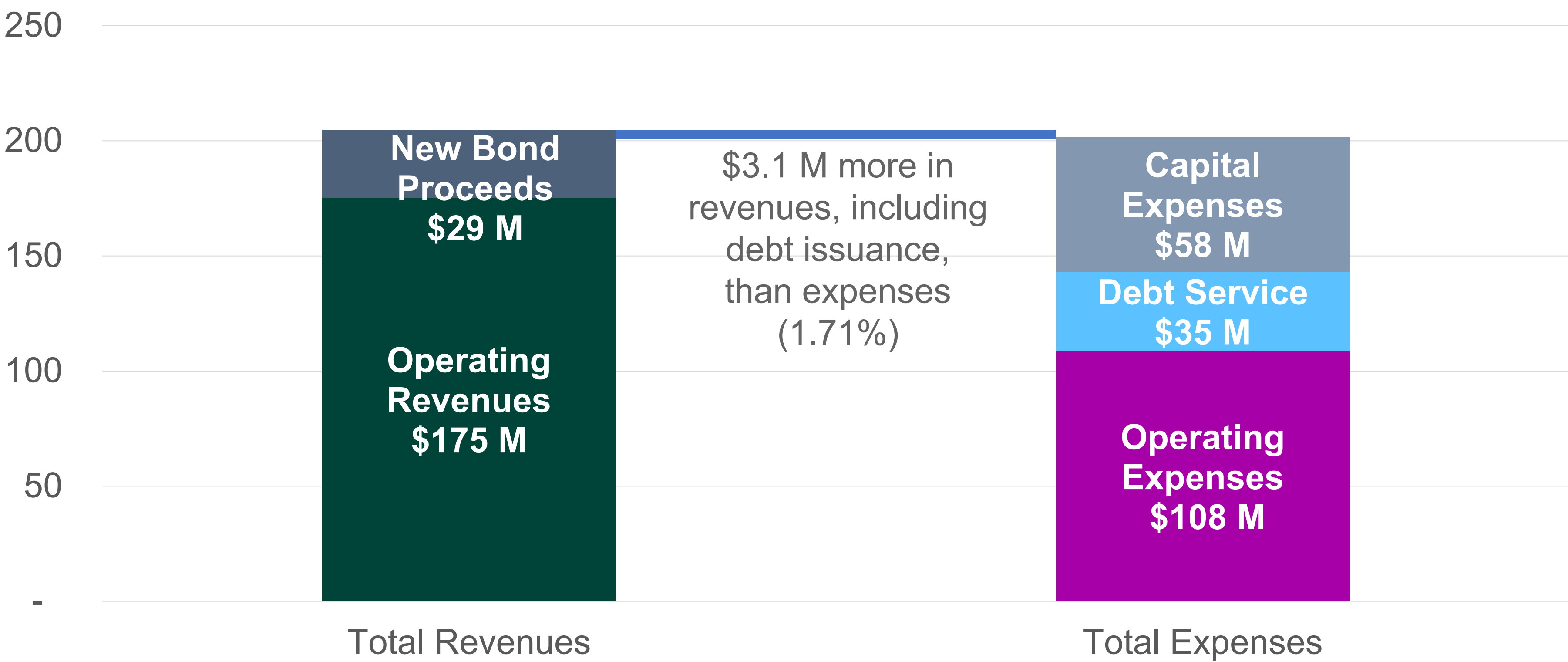
- No change in recommendation from Board-approved Biennial Budget in June 2023

Water System	Approved in Biennial Budget	Recommended for Adoption
Operating	\$413.2 million	\$413.2 million
Debt Service	\$256.3 million	\$256.3 million
Capital	\$359.9 million	\$359.9 million
<b>Total</b>	<b>\$1,209.4 million</b>	<b>\$1,209.4 million</b>



# FY 2025 Wastewater System

# FY 2025 Projected Revenues & Budgeted Expenses – Wastewater System



# FY 2025 Wastewater System Year-End Projection

(\$ Thousands)	FY 2025 Budget	Projections*	Over / (Under)	%
Treatment Charges	101,800	99,834	(1,966)	98%
Wet Weather Facility Charges	36,200	36,200	-	100%
Resource Recovery	10,000	10,000	-	100%
Property Taxes	7,700	7,700	-	100%
Interest Income	3,200	3,200	-	100%
Laboratory Services	5,000	5,000	-	100%
Reimbursements	1,900	1,900	-	100%
Permit Fees	1,700	1,700	-	100%
Capacity Charges	3,600	3,600	-	100%
All Other Revenue	6,200	6,200	-	100%
<b>Operating Revenues</b>	<b>177,300</b>	<b>175,334</b>	<b>(1,966)</b>	<b>100%</b>
New Bond Proceeds	29,400	29,400	-	100%
Other Capital Revenues	-	-	-	-
<b>Capital Revenues</b>	<b>29,400</b>	<b>29,400</b>	<b>-</b>	<b>100%</b>
<b>Total Revenues</b>	<b>206,700</b>	<b>204,734</b>	<b>(1,966)</b>	<b>99%</b>
Operating Expenses	108,464	108,464	-	100%
Debt Service	34,776	34,776	-	100%
Capital Expenses	58,374	58,374	-	100%
<b>Total Expenses</b>	<b>201,614</b>	<b>201,614</b>	<b>-</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>5,086</b>	<b>3,120</b>	<b>(1,966)</b>	

## Projected Revenues:

- \*Projections are updated based on current expectations.

## Budgeted Expenses:

- Energy and chemical prices continue to increase.
- Capital expenses currently projected to be on-budget but may exceed projections.

## Revenue less Expenses:

- After \$29.4 million in debt issuance, slight growth in cash is projected.

# FY 2025 Existing Approved Rate Increases

- On June 13, 2023, Board adopted 8.5% rate increases beginning on July 1, 2023 and July 1, 2024
- Rate increases remain adequate to fund expenses and provide for long-term financial stability
- Rates remain in-line with peer agencies and will remain affordable under the proposed FY 2025 KPIs for affordability

# Example EBMUD Wastewater Charges on Water Bill

## Effective 7/1/2024 – Monthly – Excludes City Charges

Type	FY 2025 Bill	\$ Change from Prior Year	% Change from Prior Year	Bill as % of Median Household Income	Bill as % of 20 <sup>th</sup> Percentile Income
Low-Use SFR <sup>1</sup> 4 CCF, 98 GPD	\$25.88	\$2.02	8.5%	0.3%	0.7%
Mean SFR <sup>1</sup> 6 CCF, 148 GPD	\$29.24	\$2.26	8.4%	0.3%	0.8%
Maximum SFR <sup>1</sup> 9 CCF, 220 GPD	\$34.28	\$2.65	8.4%	0.3%	0.9%
MFR <sup>2</sup> (4 units) 25 CCF, 615 GPD	\$90.77	\$6.98	8.3%	-	-
MFR <sup>2</sup> (5+ units) 50 CCF, 1,230 GPD	\$197.79	\$15.23	8.3%	-	-
“All Other” <sup>2</sup> 50 CCF, 1,230 GPD	\$202.27	\$15.23	8.1%	-	-
“All Other” <sup>3</sup> 500 CCF, 12,300 GPD	\$11,924.77	\$920.73	8.4%	-	-

1 CCF = 748 Gallons; also expressed in GPD (Gallons Per Day)

\*Based on average for Alameda and Contra Costa Counties.

<sup>1</sup> = 5/8” meter; <sup>2</sup> = 1” meter; <sup>3</sup> = 2” meter

# Wet Weather Facilities Charge on Property Tax Bill

## *Effective 7/1/2024 - Annual Charge*

Usage	FY 2025 Charge	\$ Change from Prior Year	% Change from Prior Year
Small Lots 5,000 sq. ft. or less	\$147.38	\$11.56	8.5%
Medium Lots 5,001 sq. ft. – 10,000 sq. ft.	\$230.16	\$18.04	8.5%
Large Lots larger than 10,000 sq. ft.	\$526.00	\$41.22	8.5%

# FY 2025 Budget Appropriations

- No change in recommendation from Board-approved Biennial Budget in June 2023

Wastewater System (\$ Millions)	Approved in Biennial Budget	Recommended for Adoption
Operating	\$108.5 million	\$108.5 million
Debt Service	\$34.8 million	\$34.8 million
Capital	\$87.2 million	\$87.2 million
<b>Total</b>	<b>\$230.5 million</b>	<b>\$230.5 million</b>

# Sponsorships & Memberships



# FY 2024-2025 Sponsorship Plan

- EBMUD sponsors ~170 events and organizations that support the District's mission.
- In FY 2023, sponsored events attended by 1.2M people.
- Sponsorship benefits include:
  - ✓ District advertising and messaging
  - ✓ Community engagement through events and tabling
  - ✓ Educational outreach and partnerships



Event brochures for events sponsored in 2023



# Sponsorship Criteria

- Provide a clear and direct benefit to District
- Relate to District's mission, support District values
- Connect with strategic impact areas
- Feasible for staff/funding

For use of Water on Wheels:

- ✓ Event must be free/open to public
- ✓ Attract minimum 5,000 people
- ✓ Featured event for that city/area



Scouts at the San Leandro Cherry Festival



# Community Memberships

- Community memberships are a conduit to local businesses and community organizations and provide access to member directories
- Support EBMUD messaging, services, and programs (e.g., CEP, CAP) and promote EBMUD's job openings and events
- EBMUD is a member agency of all 28 local business associations and chambers of commerce in the service area
- Memberships allow EBMUD to participate at some events at discounted rates.



Lafayette Art & Wine Festival



# FY 2025 Non-Proposition 218 Rates, Charges and Fees

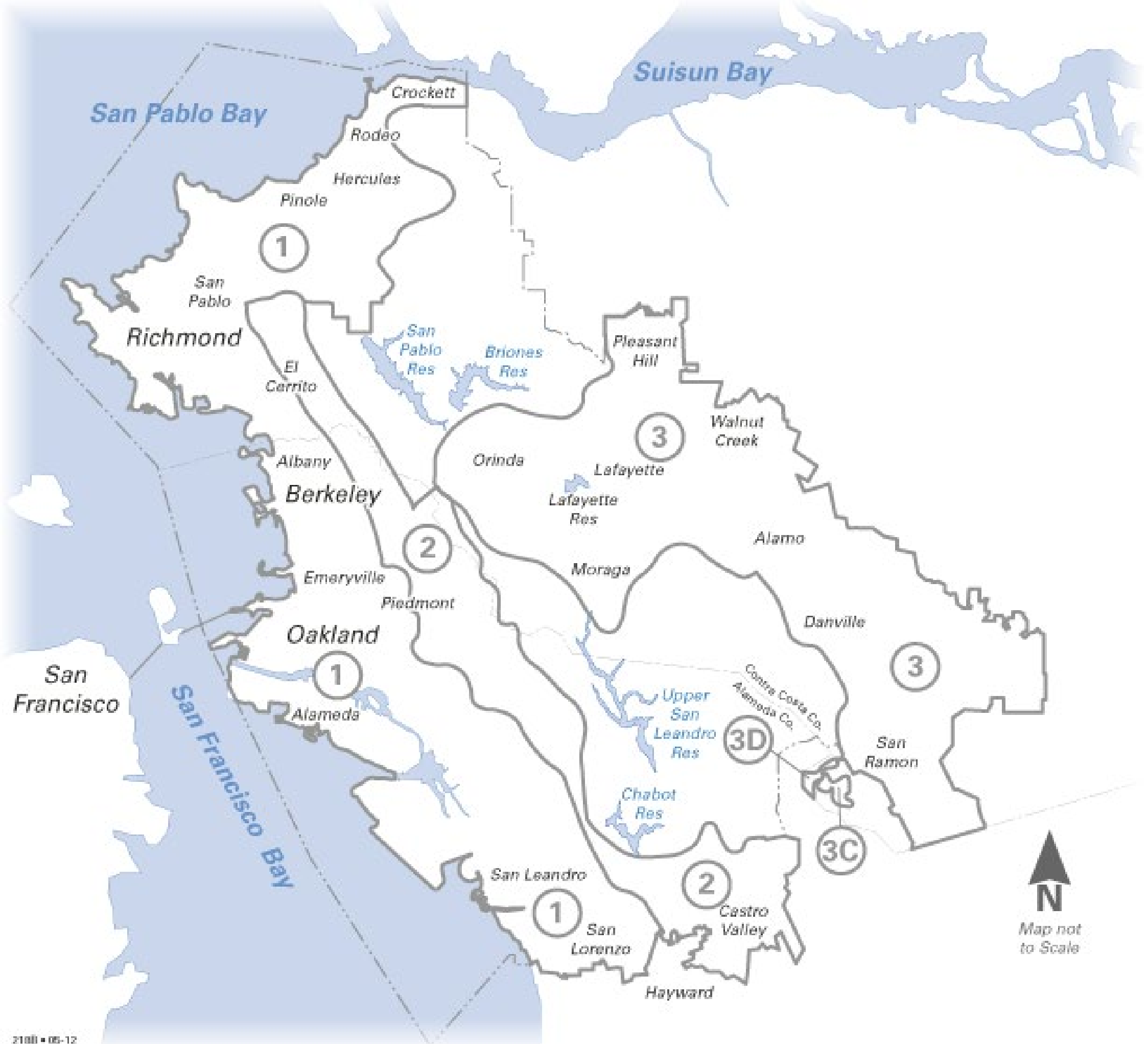


## Proposed Water and Wastewater Capacity Charges

- Propose System Capacity Charge (SCC) schedule updates based on 2021 SCC study
- Propose Wastewater Capacity Fee (WCF) schedule updates based on 2019 WCF study
- FY 2025 SCCs and WCFs decrease slightly from FY 2024
  - Due to relatively low escalation factor\* offset by depreciation of system assets
- FY 2025 SCCs and WCFs effective July 1, 2024

\*Engineering News Record (ENR) 20-City Construction Cost Index History

# District Has 3 SCC Regions



# Proposed SCC Rates by Region

	Single-Family Residential <sup>1</sup>			Multi-Family Residential <sup>2</sup>			Non-Residential (5/8" Meter)		
Region	Est. Use (GPD) <sup>3</sup>	Proposed FY 2025 SCC	% Change	Est. Use (GPD) <sup>3</sup>	Proposed FY 2025 SCC	% Change	Est. Use (GPD) <sup>3</sup>	Proposed FY 2025 SCC	% Change
1	190	\$13,277	0.0%	120	\$8,386	-0.1%	240	\$17,190	-0.1%
2	210	\$20,836	-0.5%	120	\$11,906	-0.5%	334	\$33,139	-0.5%
3	490	\$39,058	-0.2%	120	\$9,565	-0.3%	480	\$36,667	-0.2%

1. For 3/4-inch meter
2. Per dwelling unit over 500 square feet. Proposed FY 2025 SCCs for dwelling units 500 square feet and under are Region 1: \$6,639 (0.0% change), Region 2: \$9,426 (-0.5% change), and Region 3: \$7,572 (-0.2% change).
3. Gallons per day. Based on assumed water demand.

# Wastewater Capacity Fees

Wastewater Capacity Fees	Current FY 2024	Proposed FY 2025	\$ Change from Prior Year	% Change from Prior Year
<b>SFR</b>	\$3,170	<b>\$3,133</b>	-\$37	-1.2%
<b>MFR Standard</b> ( > 500 sq. ft.)	\$2,220	<b>\$2,197</b>	-\$23	-1.0%
<b>MFR Small</b> ( ≤ 500 sq. ft.)	\$1,730	<b>\$1,716</b>	-\$14	-0.8%
<b>Non-Residential</b> Low Strength Meter Size 5/8"	\$4,710	<b>\$4,660</b>	-\$50	-1.1%



# Other Proposed Updates to Non-Proposition 218 Rates, Fees & Charges

## Charges reflect reasonable cost to District

- Account Establishment Charges (Schedule B)
- Special Services Charges (Schedule C)
- Installation Charges: Water Service, Private Fire Service, Public Fire Hydrant, Water Main Extension (Schedules D, E, F, and G)
- Public Records Act, Real Estate Fees, Recreation Use Fees
- Wastewater Fees (Wastewater Schedules C, D, E, F, H)

Details on all changes can be found in the General Manager's Rates Report, filed as part of the May 14, 2024 Board meeting.

# Regulations Governing Water Service

- Change to *Section 1 – Explanation of Terms Used in these Regulations* revised to add a definition for “renovation”
- Change to *Section 29 – Water Use Restrictions* revised to prohibit the use of potable water for irrigating nonfunctional turf (ornamental lawns) on commercial, industrial, and institutional properties per Assembly Bill 1572

# Steps for Non-Proposition 218 Rates

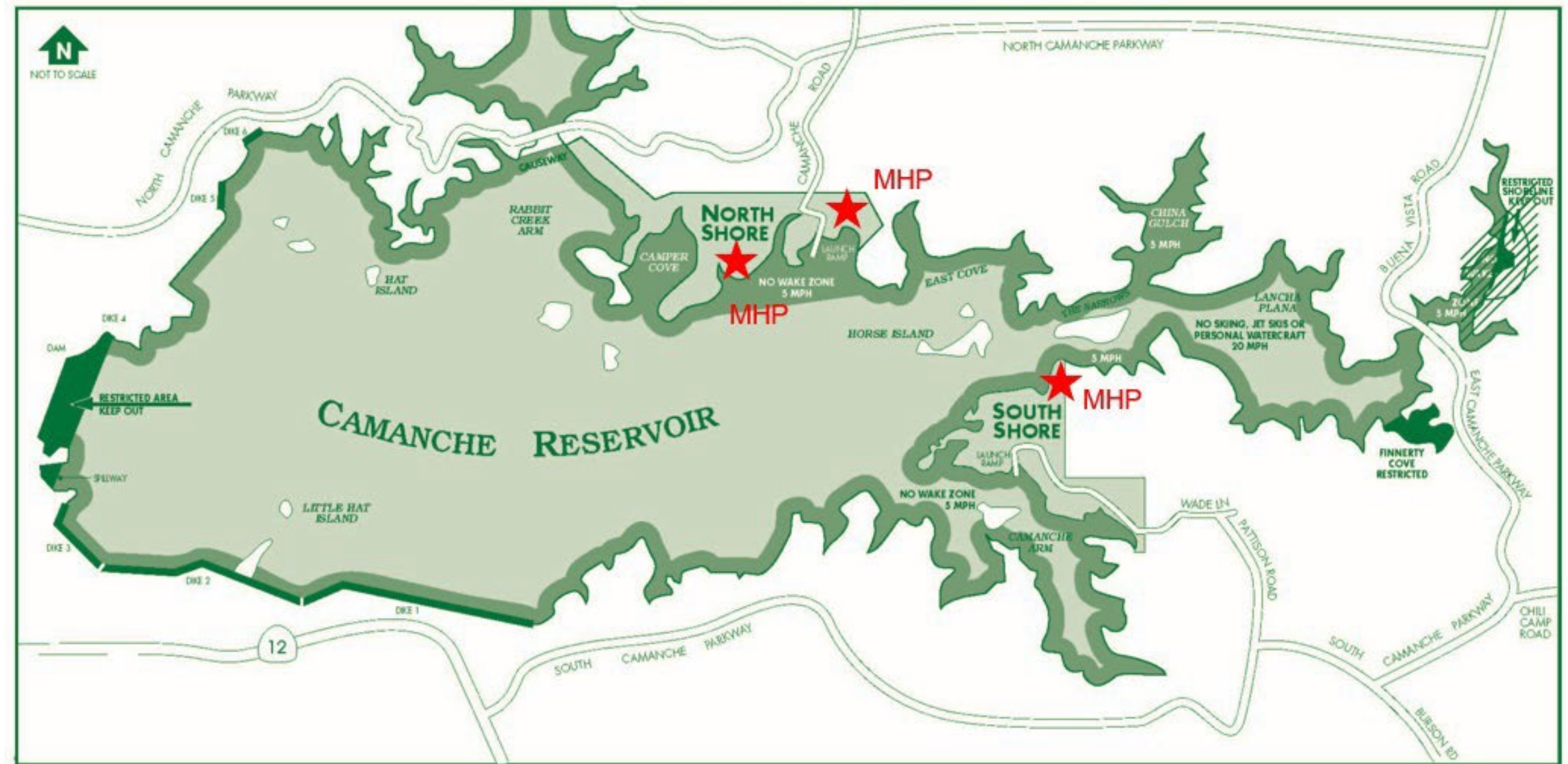
	Milestone	Date
<input checked="" type="checkbox"/>	General Manager’s Report on Non-Prop 218 Rates and Charges; Public Hearing set for Non-Prop 218 Rates and Charges	May 14
<input checked="" type="checkbox"/>	Board Mid-Cycle Budget Update Workshop	May 28
<input type="checkbox"/>	Public Hearing on Non-Prop 218 Rates & Charges	June 11
<input type="checkbox"/>	FY 2025 Water and Wastewater Rates Take Effect	July 1

# Camanche Mobilehomes



# Camanche Mobilehome Parks Overview

- District owns 3 mobilehome parks (MHP) with 195 individual home sites
- Managed by Camanche concessionaire, which collects monthly rent
- District receives 0% to 8% of MHP revenue through Franchise Fee Payments
- Mobilehome owners rent space in the park



# Camanche MHP Rent Comparison - 2024

County	Park Name	Rent	Utilities Included*
Calaveras/Amador	Camanche MHP	\$671 - \$810	Yes
Amador	Rollingwood Estates	\$680 - \$1,000	No
Amador	Ione MHP	\$520 - \$530	No
Calaveras	Murphys Diggins	\$1,045	Yes

\*Utilities include water, sewer, and garbage service. Electricity and gas are paid by mobilehome owners.

# Camanche MHP Rent

- Mobilehome space rent reviewed each spring by EBMUD Board for next calendar year.
- Monthly space rent adjusted annually based on the average change in Housing and Urban Development (HUD) Fair Market Rents (FMR) for Amador and Calaveras counties
  - Board approved 2024 increase in 2023. Increase was 12.5 percent
  - Average increase in HUD FMR over the previous five-year period was 3.8 percent
- Camanche Regional Park Advisory Board (CRPAB) proposing a space rent cap of 5 percent, with a minimum increase of 2 percent

# Assistance Programs

- District cannot subsidize housing costs
- Housing Choice Voucher (Formerly Section 8) – discussions with Stanislaus Regional Housing Authority ongoing
- Amador-Tuolumne Community Action Agency
- Concessionaire works with owners on fixed income with timing of lease payment



# Camanche MHP Revenue

	2019	2020	2021	2022	2023
<b>Annual MHP Revenue</b>	\$1,094,500	\$1,144,285	\$1,281,161	\$1,276,292	\$1,324,093
Franchise Fee Payment 0%-8%	\$87,560	\$91,542	\$102,492	\$102,103	\$105,927
Maintenance Fee 20%	\$218,900	\$228,857	\$256,232	\$255,258	\$264,819

- Franchise Fees are paid directly to the District's general fund
- Maintenance fees are paid to the Maintenance and Capital Improvement Fund, and are managed jointly by the District and concessionaire to maintain and improve recreation amenities like campgrounds, cottages, and marinas

# MHP Capital Improvements

- MHP Capital Improvements needed based on previous engineer's estimate
  - Camanche South Shore MHP (71 sites) – \$4,700,000
  - Camanche North Shore MHP (124 sites) – Construction estimate pending
- Upcountry Value Engineering and Rate Study underway and will be completed in early 2025
- Long-term improvements attributable to MHP must be funded by mobilehome owners and the study will be completed early 2025

## Next Steps

- Continue conversations with local housing authority
- Share information concerning housing assistance with owners
- Value Engineering and Rate Study to be completed early 2025
- Recommend no change to MHP space rent formula and adopted increase for 2025

# Key Performance Indicators FY 2025 & FY 2026

# Key Performance Indicators (KPIs) Update

- KPIs measure progress towards Strategic Plan goals
- Strategic Plan is evergreen; KPIs can change over time
- FY 2025 & FY 2026 KPIs are the biggest update since the first Strategic Plan

## Water Quality and Environmental Protection

Prior Format:

Key Performance Indicator	FY23 Target	FY24 Target
Strategy 1: Watershed Protection and Management		
Mokelumne River fall-run Chinook salmon returns (long-term average)	4,734	4,734

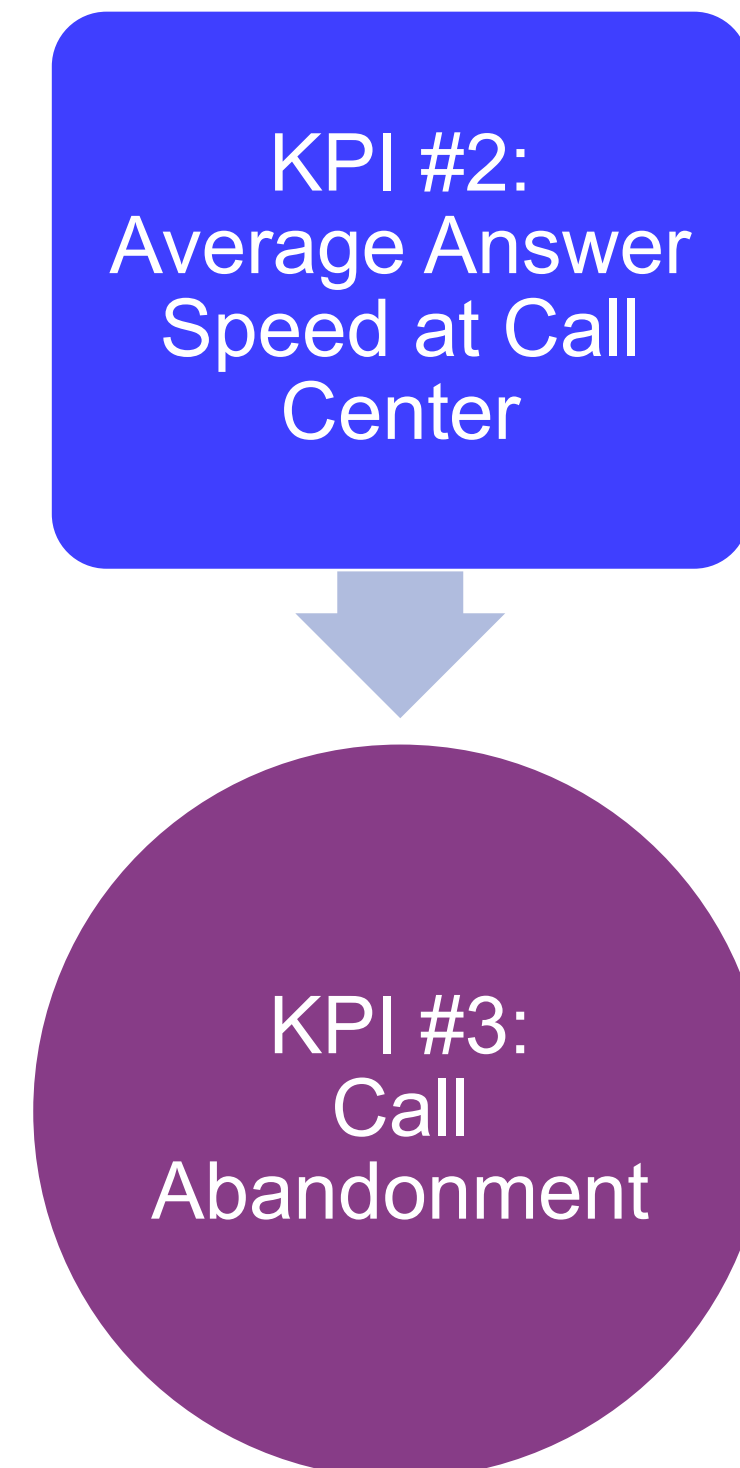
# Major Change: Move to Leading and Lagging Indicators

- **Leading**

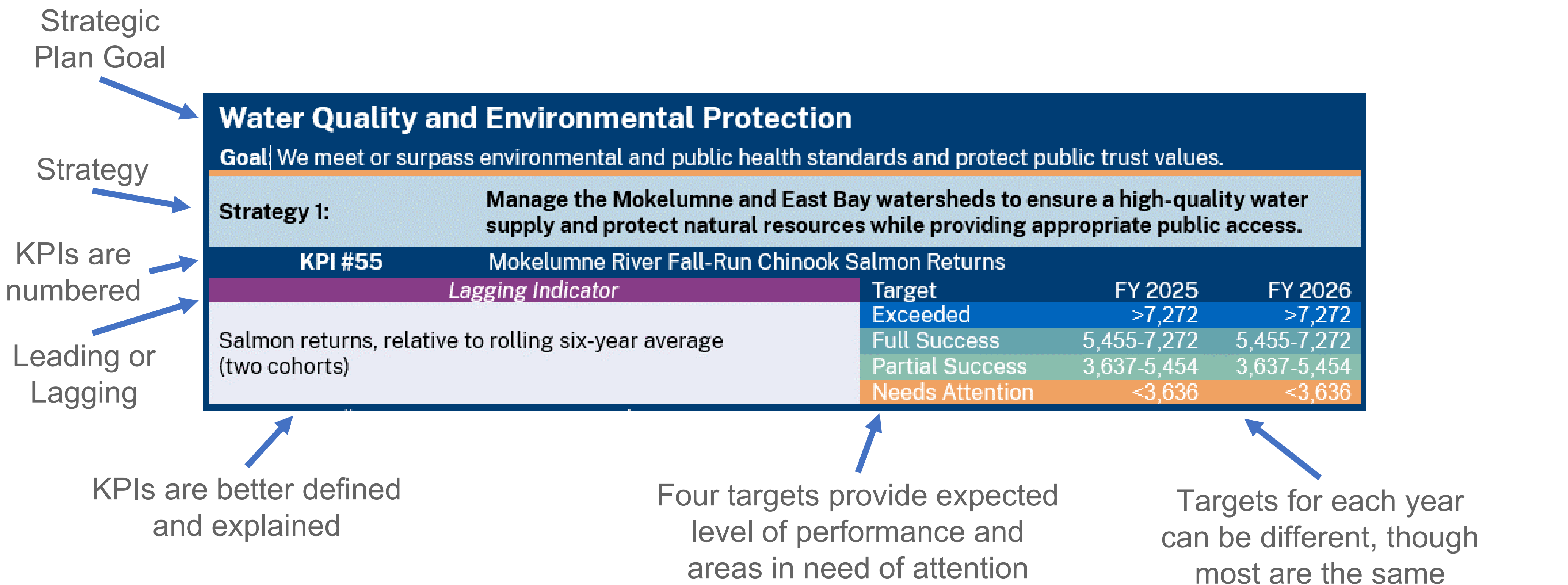
- Predict future performance on key goals
- Measures activities or behaviors that lead to desired outcomes
- Highest ability to control these measures

- **Lagging**

- Reflect past performance and outcomes related to goals
- Use for evaluating effectiveness of strategies already implemented
- Often influenced by external factors



# New Structure for KPIs



# FY 2025 – FY 2026 KPIs Overview

Strategic Plan Goal	Leading	Lagging	Total
Customer and Community Services	14	10	24
Long-Term Financial Stability	9	8	17
Long-Term Infrastructure Investment	7	4	11
Long-Term Water Supply	-	2	2
Water Quality and Environmental Protection	2	5	7
Workforce Planning and Development	4	-	4
Total	36	29	65



# Next Steps for KPIs

	Milestone	Date
<input checked="" type="checkbox"/>	Board Mid-Cycle Budget Update Workshop	May 28
<input type="checkbox"/>	Begin Measuring FY 2025 KPIs	July 1
<input type="checkbox"/>	Report on FY 2024 KPIs <i>Previous Format for KPIs set in 2022</i>	October 2024
<input type="checkbox"/>	Report on FY 2025 KPIs <i>New Format for KPIs set today</i>	October 2025

# Workshop Summary

# Workshop Summary

- At the June 11, 2024 meeting, Board will consider:
  - Adopting non-Prop 218 rates and charges
  - Adopting appropriations for FY 2025
  - Adopting the position resolution for FY 2025
- New KPIs will begin measurement on July 1  
and first report on new KPIs will be October 2025

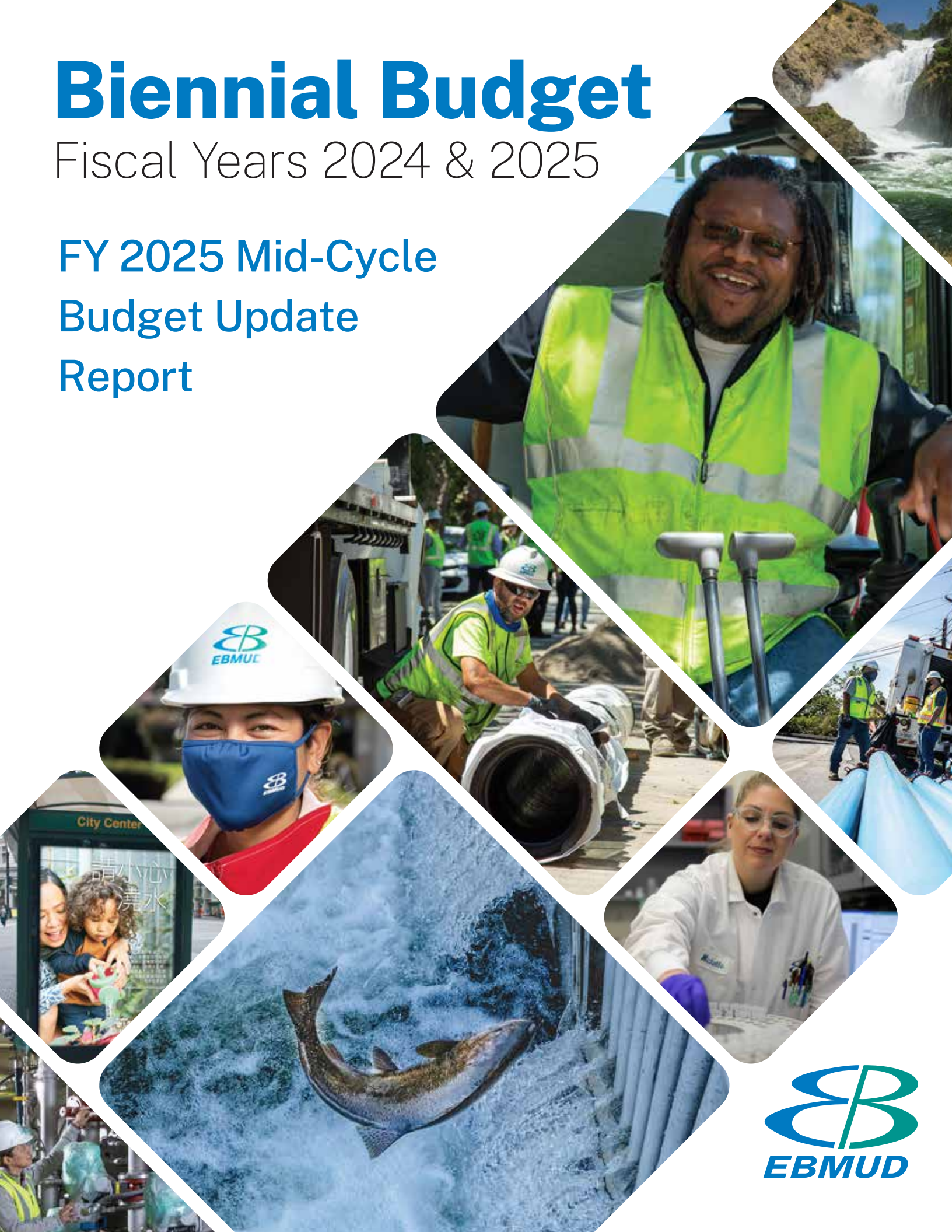
# Board and Public Comments



# Biennial Budget

Fiscal Years 2024 & 2025

## FY 2025 Mid-Cycle Budget Update Report





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## Executive Summary

The Board of Directors approves the Biennial Budget for two consecutive fiscal years in June of odd numbered years. A key feature of the biennial budget process is the mid-cycle update which occurs in May of the first fiscal year. This mid-cycle report includes revenue and expense projections for the first and second fiscal years and any emerging financial issues that may need direction from the Board of Directors. The Board is required to affirm or modify the second-year appropriations of the adopted biennial budget.

## Overview

On June 13, 2023 the Board of Directors adopted a \$2.7 billion biennial budget for Fiscal Years 2024 (FY 2024) & 2025 (FY 2025) for the Water and the Wastewater Systems. Of this amount, the FY 2025 budget is \$1.3 billion as shown in the following table.

*Appropriations Summary for FY 2025*

FY 2025 Appropriations Summary (\$ Millions)			
	Water System	Wastewater System	Total
Operations	413.2	108.5	521.6
Debt Service	256.3	34.8	291.1
Capital Appropriation	359.9	87.2	447.2
<b>Total</b>	<b>1,029.4</b>	<b>230.5</b>	<b>1,259.9</b>

The biennial budget and the five-year Capital Improvement Program (CIP) are guided by the Board-approved Strategic Plan. The primary budget priorities are to:

- Continue investments in, and maintenance of, aging infrastructure;
- Support a strong workforce that reflects the community through increased internships and outreach programs; and
- Provide for long-term financial stability.

## Budget Performance

The Water and Wastewater Systems are expected to end each fiscal year in stable financial positions. The details on the projections for revenues, expenditures and year-end strategies are provided in the following pages. Shown below are the highlights for each system.

### WATER SYSTEM

Revenues and expenses are expected to end FY 2024 and FY 2025 within 1 percent of budgeted expectations. In both years, this is expected to produce a small gap in revenues as compared to expenses – that is, total sources of funds, including bond proceeds and other non-rate revenues, will exceed expenses – though in both years it will be less than originally budgeted.

Revenues are trending close to budgeted expenses in both years. Water charges, which represent just over 80 percent of operating revenues, are projected to come in below budget due to water usage that is slightly lower than projections. Property taxes, interest income, and power sales are expected be higher than budgeted expectations in both years, offsetting this loss, for total revenue that will be less than half a percent different than budgeted expectations in both years.

Expenses in FY 2024 are expected to be under budget by \$8.9 million, or 0.8 percent less than total budgeted expenses. Operating costs are expected to end FY 2024 at about 6 percent less than budget, primarily driven by the capital support offset that is higher than expectations. Capital expenses are trending higher than budget by about 4 percent, driven primarily by faster spending on capital projects

than originally planned. This is primarily due to significant progress made on major projects, including treatment plant upgrades, pipeline rebuild, and large diameter pipelines.

Expenses in FY 2025 are expected to be the same as those approved in the Biennial Budget. Given experience so far in FY 2024, capital expenses could trend higher than budget, and operating expenses may trend lower than budget, similar to the projected results for FY 2024.

The capital budget for the Water System in FY 2024 includes \$359.9 million in appropriations with a planned cash flow of \$520.5 million. Cash flow exceeds appropriations as prior-year appropriations for capital projects are carried forward to future years.

## **WASTEWATER SYSTEM**

Revenues and expenses are expected to end FY 2024 and FY 2025 close to budgeted expectations. In FY 2024, expenses are projected to exceed revenues by \$490,000, driven by significant spending on capital projects. In FY 2025, non-rate revenues and bond proceeds may lead to \$3.1 million more in sources of funds than expenses if capital expenses remain close to projections. Given the Wastewater System has seen a drop in its reserves, this small growth would be positive for long-term financial stability.

Revenues in FY 2024 are expected to exceed budgeted projections by \$6.7 million, or 4 percent. This is driven by increases in non-rate revenue, such as resource recovery, property taxes, and proceeds of debt issuance. FY 2024 expenses are expected to exceed the budget by \$8.9 million overall, driven by capital spending that exceeded projections. Operating costs are expected to end FY 2024 at about 3 percent less than budget.

Expenses in FY 2025 are expected to be the same as those approved in the Biennial Budget. Given experience so far in FY 2024, capital expenses may trend higher than budget, and operating expenses may trend lower than budget, similar to the projected results for FY 2024.

The capital budget for the Wastewater System in FY 2024 includes \$87.2 million in appropriations with a planned cash flow of \$58.3 million. Appropriations exceed cash flow projections as various projects are expected to begin construction in FY 2025, and appropriations for the full scope of the project are typically required at the start of the construction phase to ensure sufficient budget authority exists to complete the project.

## **Staffing**

The adopted FY 2025 and FY 2025 budget authorized the addition of one Full-Time Equivalent (FTE) in FY 2025 for the Water System, an Engineering Designer I/II for the Engineering and Construction Department. In addition, the mid-cycle budget recommends four other sets changes:

- The addition of one Limited-Term (LT) Supervising Fisheries/Wildlife Biologist, which will be funded by \$8 million in State and Federal grants;
- The creation of a new classification, Risk Management Technician and reallocating two existing Senior Administrative Clerk positions to this new classification;
- Upgrade the Manager of Wastewater Technical & Emerging Issues to Salary Grade 85 from 84; and
- Delete five unused, non-represented classifications that are outdated and no longer necessary - Distribution Maintenance Worker, Relief Clerk, Temporary Worker, Worker Trainee, and Truck Driver II Trainee.

There are no staffing changes recommended for the Wastewater System.

## Water System

### Fiscal Year 2024

#### SUMMARY

FY 2024 is expected to end with year with \$9.6 million more in expenses than revenues, though this is better than budgeted expectations due to revenues that are slightly higher than budget, and expenses that are lower than budget.

#### *FY 2024 Summary of Revenues and Expenses*

All Revenues and Expenses Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Operating Revenues	807,206	808,400	1,194	100%
New Bond Proceeds	269,500	275,000	5,500	102%
Capital & Grants	35,400	30,300	(5,100)	86%
<b>Total Revenues</b>	<b>1,112,106</b>	<b>1,113,700</b>	<b>1,594</b>	<b>100%</b>
Operating Expenses	414,845	390,007	(24,838)	94%
Debt Service	238,673	234,814	(3,859)	98%
Capital Expenses	478,131	497,900	19,769	104%
Grant Expenses	576	576	-	100%
<b>Total Expenses</b>	<b>1,132,226</b>	<b>1,123,297</b>	<b>(8,928)</b>	<b>99%</b>
<b>Revenues less Expenses</b>	<b>(20,119)</b>	<b>(9,597)</b>	<b>10,522</b>	

#### REVENUES

In FY 2024, total revenues are expected to exceed the budget by \$1.6 million, or less than 1 percent. This is driven by water usage that slightly trails expectations, leading to lower revenue, which is offset by increased revenue from power sales and interest income. Additionally, System Capacity Charge (SCC) Revenue is expected to fall below expectations due to a slowdown in development. Capital revenues will essentially meet budget, with higher debt proceeds than planned, and lower capital reimbursements, due to the same economics trends that affect SCC revenue.

#### *FY 2024 Detailed Revenue Summary*

Detailed Revenue Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Water Charges	668,306	661,800	(6,506)	99%
Property Taxes	47,000	51,400	4,400	109%
Power Sales	8,000	15,100	7,100	189%
Interest Income	13,900	16,700	2,800	120%
SCC Revenue	35,000	31,500	(3,500)	90%
Reimbursements	14,000	12,900	(1,100)	92%
All Other Revenue	21,000	19,000	(2,000)	90%
<b>Operating Revenues</b>	<b>807,206</b>	<b>808,400</b>	<b>1,194</b>	<b>100%</b>
New Bond Proceeds	269,500	275,000	5,500	102%
Grants	-	3,800	3,800	-
Capital Reimbursements	35,400	26,500	(8,900)	75%
Other Capital Revenue	-	-	-	-
<b>Capital Revenues</b>	<b>304,900</b>	<b>305,300</b>	<b>400</b>	<b>100%</b>
<b>Total Revenues</b>	<b>1,112,106</b>	<b>1,113,700</b>	<b>1,594</b>	<b>100%</b>

## NON-CAPITAL EXPENSES

Total non-capital expenses are expected to be \$28.7 million, or 4 percent, lower than budget.

### *FY 2024 Detailed Expense Summary (Non-Capital)*

Detailed Operating (Non-Capital) Expense Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Operations (Labor)	309,138	299,500	(9,638)	97%
Operations (Non-Labor)*	105,707	90,507	(15,200)	86%
<b>Total Operations Expenses</b>	<b>414,845</b>	<b>390,007</b>	<b>(24,838)</b>	<b>94%</b>
Debt Service	238,673	234,814	(3,859)	98%
<b>Total Non-Capital Expenses</b>	<b>653,519</b>	<b>624,821</b>	<b>(28,697)</b>	<b>96%</b>

\* Includes capital support offsets.

Major variances in spending are attributable to:

- **Operations (Labor):** Operating labor expenses are expected to end the year slightly lower than budget due primarily to a greater share of staff time charged to capital projects, instead of operating projects, as compared to budgeted expectations. Additionally, the significant increase in positions in FY 2024 meant it took longer to recruit for positions than is typical, increasing the vacancy rate slightly higher than prior years for the fiscal year.
- **Operations (Non-Labor):** Operating costs, excluding labor, will be below projections in FY 2024 primarily due to capital support offsets that exceeded projections, which is an indication of the significant amount of capital work completed this year. Capital support offsets relieve the operating budget of costs associated with managing and supporting capital projects, and charges capital projects for those management costs.
- **Debt Service:** Debt service is expected to be 2 percent lower than the budget. For budgetary purposes, debt is projected to be issued at the start of the year, which assumes a full year of interest on new debt proceeds. With the issuance in the spring, interest costs on fixed-rate debt are lower than budget. Additionally, in recent years, the District has been paying down commercial paper using savings in the debt service budget. In May 2024, \$20 million in commercial paper principal was retired. This reduces future year debt service costs and responsibly amortizes the commercial paper principal.

## CAPITAL EXPENSES

The Board approved the Water System FY 2024 through FY 2028 CIP, which includes capital appropriations for the first two years of the CIP. Adopted appropriations are used to fund expenditures over a multi-year period for each capital project, while cash flows reflect the amount estimated to be spent each year.

The FY 2024 capital budget included planned cash flow of \$478.1 million. Projected FY 2024 capital cash flow expenditures are estimated to be \$497.9 million or 104 percent of the planned cash flow. As of May 2024, about 33 percent of capital expenses are for water treatment plant upgrade projects. Other major projects include Pipeline Rebuild (18 percent), Large Diameter Pipelines (9 percent), and pumping plant and reservoir rehabilitation (a combined 8 percent).



**FY 2024 & FY 2025 Mid-Cycle Budget Update**  
Water System – Fiscal Year 2025

**Fiscal Year 2025**

**SUMMARY**

In FY 2025, total revenues are expected to be \$3.9 million greater than budget, due to increases in non-rate-revenue sources, which is expected to be offset by underperformance in water charges due to continued customer conservation trends. FY 2025 expenses are anticipated to meet budgeted expectations. The year is projected to end with a small deficit of \$1.2 million.

*FY 2025 Revenue and Expense Summary*

All Revenues and Expenses (\$ Thousands)				
	Budget	Projection	Over / (Under)	%
Water Charges	742,400	739,641	(2,759)	100%
Property Taxes	48,100	51,400	3,300	107%
Power Sales	8,000	10,200	2,200	128%
Interest Income	13,800	15,000	1,200	109%
SCC Revenue	36,200	36,200	-	100%
Reimbursements	14,400	14,400	-	100%
All Other Revenue	21,400	21,400	-	100%
Drought Revenues	-	-	-	-
<b>Operating Revenues</b>	<b>884,300</b>	<b>888,241</b>	<b>3,941</b>	<b>100%</b>
New Bond Proceeds	269,500	269,500	-	100%
Grants	-	-	-	-
Capital Reimbursements	31,100	31,100	-	100%
Other Capital Revenue	-	-	-	-
<b>Capital Revenues</b>	<b>300,600</b>	<b>300,600</b>	<b>-</b>	<b>100%</b>
<b>Total Revenues</b>	<b>1,184,900</b>	<b>1,188,841</b>	<b>3,941</b>	<b>100%</b>
Operating Expenses	413,177	413,177	-	100%
Debt Service	256,318	256,318	-	100%
Capital Expenses	520,545	520,545	-	100%
Grant Expenses	-	-	-	-
<b>Total Expenses</b>	<b>1,190,040</b>	<b>1,190,040</b>	<b>-</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>(5,140)</b>	<b>(1,199)</b>	<b>3,941</b>	

**REVENUES**

Revenues are expected to be less than 1 percent greater than budget, or \$3.9 million more than originally projected, driven by increased non-rate-revenue and offset by declines in water charges. Property taxes, power sales, and interest income continue to exceed budgeted expectations and are projected to again outperform the original budget. Notably, 23 percent of all sources of funds next year are projected to come from debt-funding a portion of the capital program.

**EXPENSES**

Total operating expenses are projected to be at budget in FY 2025. While chemical and energy expenses are generally trending higher than budget, there are expected to be offsetting savings in other areas of the operating budget. There are no recommended revisions to the FY 2025 capital appropriation of \$359.9 million, or the planned cash flow of \$520.5 million, which are sufficient to meet CIP funding needs. Cash flows may exceed budgeted expectations, though they will be constrained by available appropriations.

## Wastewater System

### Fiscal Year 2024

#### SUMMARY

FY 2024 is expected to end the year with \$490,000 more in expenses than revenues, driven by capital expenses that exceeded budgeted expectations by 28 percent, which was nearly entirely offset by increased revenues and a larger debt issuance as well as savings in operating expenses.

#### *FY 2024 Summary of Revenues and Expenses*

All Revenues and Expenses Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Operating Revenues	166,300	170,400	4,100	102%
New Bond Proceeds	24,900	27,500	2,600	110%
Other Capital Revenues	-	-	-	-
<b>Total Revenues</b>	<b>191,200</b>	<b>197,900</b>	<b>6,700</b>	<b>104%</b>
Operating Expenses	106,548	103,075	(3,473)	97%
Debt Service	32,871	31,515	(1,356)	96%
Capital Expenses	50,030	63,800	13,770	128%
<b>Total Expenses</b>	<b>189,450</b>	<b>198,390</b>	<b>8,940</b>	<b>105%</b>
<b>Revenues less Expenses</b>	<b>1,750</b>	<b>(490)</b>	<b>(2,240)</b>	

#### REVENUES

In FY 2024, total revenues are projected to be \$6.7 million, or 4 percent, greater than budget primarily due to non-rate revenue sources, including Resource Recovery and Property Taxes. Additionally, bond proceeds exceeded budgeted projections as the pace of capital spending is higher than originally projected.

#### *FY 2024 Detailed Revenue Summary*

Detailed Revenue Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Treatment Charges	93,200	91,400	(1,800)	98%
Wet Weather Facility Charges	33,400	33,400	-	100%
Resource Recovery	11,000	15,100	4,100	137%
Property Taxes	7,500	8,500	1,000	113%
Interest Income	3,100	2,500	(600)	81%
Laboratory Services	4,900	5,200	300	106%
Reimbursements	1,800	2,000	200	111%
Permit Fees	1,700	1,700	-	100%
Capacity Charges	3,500	4,000	500	114%
All Other Revenue	6,200	6,600	400	106%
<b>Operating Revenues</b>	<b>166,300</b>	<b>170,400</b>	<b>4,100</b>	<b>102%</b>
New Bond Proceeds	24,900	27,500	2,600	110%
Other Capital Revenues	-	-	-	-
<b>Capital Revenues</b>	<b>24,900</b>	<b>27,500</b>	<b>2,600</b>	<b>110%</b>
<b>Total Revenues</b>	<b>191,200</b>	<b>197,900</b>	<b>6,700</b>	<b>104%</b>

## NON-CAPITAL EXPENSES

Total non-capital expenses are expected to be less than the budget by \$4.8 million.

### *FY 2024 Detailed Expense Summary (Non-Capital)*

Detailed Operating (Non-Capital) Expense Summary (\$ Thousands)				
	Amended Budget	Year-End Projection	Over / (Under)	%
Operations (Labor)	56,714	56,900	186	100%
Operations (Non-Labor)*	49,834	46,175	(3,659)	93%
<b>Total Operations Expenses</b>	<b>106,548</b>	<b>103,075</b>	<b>(3,473)</b>	<b>97%</b>
Debt Service	32,871	31,515	(1,356)	96%
<b>Total Non-Capital Expenses</b>	<b>139,419</b>	<b>134,590</b>	<b>(4,829)</b>	<b>97%</b>

\* Includes capital support offsets.

- Operations (Labor) – Labor expenses for the Wastewater System are expected to essentially meet budgeted expectations, with projections as of this report showing a very slight increase above the budget.
- Operations (Non-Labor) – Non-labor operating expenses are projected to be under budget by \$3.7 million, or 7 percent. A portion of this savings is due to higher-than-budgeted capital support offsets, which are related to the rapid pace of capital projects. The remainder of the savings are projected to be in small expense line-items of all types, including parts and materials paid from the operating budget and other services and expenses. Meanwhile, chemical costs continue to exceed budgeted expectations despite the increase in the FY 2024 budget, due to supply constraints.
- Debt Service – Debt service costs will be under budget for the year due to the timing of the issuance of debt. For budgetary purposes, debt is projected to be issued at the start of the year, which assumes a full year of interest on new debt proceeds. With the issuance in the spring, interest costs are lower than budget. Favorably, the Wastewater System is no longer exposed to any variable rate debt after the paydown of the system's Extendible Commercial Paper program in FY 2023.

## CAPITAL EXPENSES

The Board approved the Wastewater System FY 2024 through FY 2028 CIP, which includes capital appropriations for the first two years of the CIP. Adopted appropriations are used to fund expenditures over a multi-year period for each capital project, while cash flows reflect the amount estimated to be spent each year.

The FY 2024 capital budget included planned cash flow of \$50 million. Projected FY 2024 capital cash flow expenditures are estimated to be \$63.8 million or 128 percent of the planned cash flow. As of May 2024, about 36 percent of capital expenses are for interceptors and pump stations, including spending at the beginning of the fiscal year for Board-declared emergencies related to interceptors. Other major work includes projects related to power generation and biogas, digesters, and utilities and sitework.

## Fiscal Year 2025

### SUMMARY

In FY 2025, total revenues are projected to be \$2 million less than budget due to lower Treatment Charges, which is expected to be below budget due to ongoing customer conservation measures after the end of the last drought. FY 2025 expenses are anticipated to meet budgeted expectations.

#### *FY 2025 Revenue and Expense Summary*

All Revenues and Expenses (\$ Thousands)				
	Budget	Projection	Over / (Under)	%
Treatment Charges	101,800	99,834	(1,966)	98%
Wet Weather Facility Charges	36,200	36,200	-	100%
Resource Recovery	10,000	10,000	-	100%
Property Taxes	7,700	7,700	-	100%
Interest Income	3,200	3,200	-	100%
Laboratory Services	5,000	5,000	-	100%
Reimbursements	1,900	1,900	-	100%
Permit Fees	1,700	1,700	-	100%
Capacity Charges	3,600	3,600	-	100%
All Other Revenue	6,200	6,200	-	100%
<b>Operating Revenues</b>	<b>177,300</b>	<b>175,334</b>	<b>(1,966)</b>	<b>99%</b>
New Bond Proceeds	29,400	29,400	-	100%
Other Capital Revenues	-	-	-	-
<b>Capital Revenues</b>	<b>29,400</b>	<b>29,400</b>	<b>-</b>	<b>100%</b>
<b>Total Revenues</b>	<b>206,700</b>	<b>204,734</b>	<b>(1,966)</b>	<b>99%</b>
Operating Expenses	108,464	108,464	-	100%
Debt Service	34,776	34,776	-	100%
Capital Expenses	58,374	58,374	-	100%
<b>Total Expenses</b>	<b>201,614</b>	<b>201,614</b>	<b>-</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>5,086</b>	<b>3,120</b>	<b>(1,966)</b>	

### REVENUES

Total revenues are projected to be \$2.0 million less than budget, driven by lower Treatment Charges, which are the volume and strength-based charges for treatment, the volumetric piece of which is affected by water usage. Other major revenue sources are currently projected to meet budgeted expectations. The District has budgeted to issue bonds to receive proceeds of \$29.4 million next year, representing 14 percent of all sources of funding.

### EXPENSES

Similar to the Water System, total operating expenses are projected to meet the budget. While chemical and energy expenses are generally trending higher than budget, there are expected to be offsetting savings in the operating budget. There are no recommended revisions to the FY 2025 capital appropriation of \$87.2 million, or the planned cash flow of \$58.4 million, which are sufficient to meet CIP funding needs. Cash flows may exceed budgeted expectations, though they will be constrained by available appropriations.

## Fiscal Year 2025 Staffing

### Position Changes

The FY 2025 adopted budget authorized the addition of one position in the Water System as shown in the below table. Positions are expressed in terms of Full-Time Equivalent (FTE) positions.

#### *FY 2025 Existing Approved Position Changes*

Existing Approved Staffing Changes			
Department	Job Class	FTE	Purpose, Project or Program
Engineering	Engineering Designer I/II	+1.0	Support capital improvement program
<b>Total FTE</b>		<b>+1.0</b>	

In addition to the existing staffing changes, there is an additional proposed change to the number of positions.

#### *FY 2025 New Proposed Position Changes*

New Proposed Staffing Changes (Positions)			
Department	Job Class	FTE	Purpose, Project or Program
Natural Resources	Limited-Term Supervising Fisheries/Wildlife Biologist	+1.0	Support projects funded by \$8 million in State and Federal grants; expected annual cost of \$278,382 funded by grants
<b>Total FTE</b>		<b>+1.0</b>	

### BARGAINING UNIT CHANGES

In total, with the additional recommended change, there would be a 2.0 increase in FTE for the Water System in FY 2025, bringing the total FTE count to 1,927.75. Those changes are shown below by bargaining unit.

#### *FY 2025 Bargaining Unit Changes*

Bargaining Unit FTE Changes							
Department	Local 2019	Local 444	Local 21	Local 39	Mgmt. / Conf.	Non-Rep.	Civil Service Exempt
Engineering	+1.0						
Natural Resources			+1.0				
<b>FTE Change</b>	<b>+1.0</b>		<b>+1.0</b>				



## Classification Changes

In addition to the additional positions, there are three sets of proposed changes to classifications across both the Water and Wastewater systems.

### *FY 2025 Proposed Classification Changes*

New Proposed Staffing Changes (Classifications)			
Action	Job Class	Annual Cost	Purpose, Project or Program
Create & Reallocate	Risk Management Technician	\$ 17,850	2.0 FTE affected; supports improved career ladder in Risk Management
Upgrade	Manager of Wastewater Technical & Emerging Issues	\$ 43,521	1.0 FTE affected; recognizes expanded scope of work for the role; upgrade to Salary Grade 88 from 84
Delete Unused Classifications	Distribution Maintenance Worker, Relief Clerk, Temporary Worker, Worker Trainee, Truck Driver II Trainee	\$ -	No FTE affected; classifications are outdated and no longer needed; all classifications will be removed from existing positions
	<b>Total Cost</b>	<b>\$ 61,371</b>	



Strategic Plan

# Key Performance Indicators

Fiscal Years 2025 & 2026





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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. All together, 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) 2025 and FY 2026. Please see the Strategic Plan document for further details on the Plan, including the Principles, Goals, Strategies, and Objectives.

## 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. This update to the KPIs includes the following changes:

- A new format details each KPI's overall goal and four tiers of targets (exceeds, full success, partial success, and needs attention), each with quantitative targets.
- There are now 65 total KPIs, a decrease from 91 in the FY 2023 and FY 2024 update. The new amount is the result of creating new KPIs, combining connected KPIs into single efforts, and removing KPIs that did not provide a long-term and quantifiable objective.
- KPIs are now more quantitative and less subjective in nature, in an effort to more effectively monitor and evaluate success.
- Each KPI is now designated as either a leading or a lagging indicator:
  - Leading indicators predict future performance on key goals, and measure activities or behaviors that lead to desired outcomes.
  - Lagging indicators reflect past performance and outcomes related to goals, and are used for evaluating effectiveness of strategies already implemented.

After the Board approves the FY 2025 update, staff will begin measuring the new KPIs on July 1 and report on progress for the first time in October 2025.

# 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	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	
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	
KPI #3	Contact Center Service Level: Abandonment			
Lagging Indicator	Target	FY 2025	FY 2026	
Percent 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%	
KPI #4	Customer Rating: Overall			
Lagging Indicator	Target	FY 2025	FY 2026	
Percent of "good" or "excellent" ratings in biennial survey	Exceeded	>90%	-	
	Full Success	80%-89%	-	
	Partial Success	70%-79%	-	
	Needs Attention	<70%	-	
KPI #5	Customer Rating: Contact Center			
Lagging Indicator	Target	FY 2025	FY 2026	
Percent of "good" or "excellent" ratings	Exceeded	>90%	>90%	
	Full Success	86%-90%	86%-90%	
	Partial Success	80%-85%	80%-85%	
	Needs Attention	<80%	<80%	
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	>75%	-	
	Full Success	60%-75%	-	
	Partial Success	50%-59%	-	
	Needs Attention	<50%	-	

<b>Customer and Community Services</b> <i>(continued)</i>				
<b>KPI #7</b>	<b>Customer Rating: Field Services</b>			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of "good" or "excellent" ratings		Exceeded	>90%	>90%
		Full Success	86%-90%	86%-90%
		Partial Success	80%-85%	80%-85%
		Needs Attention	<80%	<80%
<b>KPI #8</b>	<b>Customer Rating: New Business</b>			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of "good" or "excellent" ratings		Exceeded	>90%	>90%
		Full Success	86%-90%	86%-90%
		Partial Success	80%-85%	80%-85%
		Needs Attention	<80%	<80%
<b>KPI #9</b>	<b>Customer Rating: Recreation</b>			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of "good" or "excellent" ratings		Exceeded	>90%	>90%
		Full Success	86%-90%	86%-90%
		Partial Success	80%-85%	80%-85%
		Needs Attention	<80%	<80%
<b>KPI #10</b>	<b>Customer Rating: Water Quality</b>			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of "good" or "excellent" ratings		Exceeded	>90%	>90%
		Full Success	86%-90%	86%-90%
		Partial Success	80%-85%	80%-85%
		Needs Attention	<80%	<80%
<b>KPI #11</b>	<b>Customer-Facing IT Systems Availability</b>			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Percent 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%
<b>KPI #12</b>	<b>Unplanned Water Service Interruptions: Less than 4 hours</b>			
	<i>Leading Indicator</i>	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
<b>KPI #13</b>	<b>Unplanned Water Service Interruptions: 4-12 hours</b>			
	<i>Leading Indicator</i>	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
<b>KPI #14</b>	<b>Unplanned Water Service Interruptions: More than 12 hours</b>			
	<i>Leading Indicator</i>	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

<b>Customer and Community Services</b> <i>(continued)</i>				
<b>KPI #15</b>	<b>Wastewater Odor Complaints</b>			
	<i>Lagging Indicator</i>	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
<b>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.</b>				
<b>KPI #16</b>	<b>Percent of Customers in Arrears</b>			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent 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%
<b>KPI #17</b>	<b>CAP Application Processing Time</b>			
	<i>Leading Indicator</i>	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
<b>KPI #18</b>	<b>CAP Outreach: Enrollment Communications</b>			
	<i>Leading Indicator</i>	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
<b>KPI #19</b>	<b>CAP Outreach: Enrollment Events</b>			
	<i>Leading Indicator</i>	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
<b>KPI #20</b>	<b>Community Water Academy</b>			
	<i>Leading Indicator</i>	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
<b>KPI #21</b>	<b>Education Program Engagement</b>			
	<i>Leading Indicator</i>	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
<b>KPI #22</b>	<b>Inter-Agency Engagement</b>			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Number of meetings with cities, counties, and MACs (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

## Customer and Community Services *(continued)*

**Strategy 4:** Maintain active Emergency Preparedness and business continuity Programs to plan for, minimize interruptions, and manage the District's essential functions during an emergency and allow for an efficient and effective recovery.

KPI #23	Emergency Preparedness Exercises			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	>100%	>100%
Completion of planned business continuity and plan updates		Full Success	95%-100%	95%-100%
		Partial Success	90%-94%	90%-94%
		Needs Attention	<90%	<90%
KPI #24	Mutual Assistance Partner and Stakeholder Relationships			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	>3	>3
Number of annual exercises or meetings conducted with mutual assistance partners and stakeholders, including emergency operations team exercises		Full Success	3	3
		Partial Success	2	2
		Needs Attention	<2	<2

## 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)			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	<50%	<50%
Percent of the capital program funded with debt over last five years		Full Success	50%-65%	50%-65%
		Partial Success	66%-75%	66%-75%
		Needs Attention	>75%	>75%
KPI #26	Capital Plan Debt Funding (Wastewater)			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	<50%	<50%
Percent of the capital program funded with debt over last five years		Full Success	50%-65%	50%-65%
		Partial Success	66%-75%	66%-75%
		Needs Attention	>75%	>75%
KPI #27	Long-Term Debt Reduction (Water)			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	<(5.0%)	<(5.0%)
Three-year average of new debt issued compared to principal retired		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 #28	Long-Term Debt Reduction (Wastewater)			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
		Exceeded	<(5.0%)	<(5.0%)
Three-year average of new debt issued compared to principal retired		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%

<b>Long-Term Financial Stability</b> <i>(continued)</i>			
<b>KPI #29</b>	Actual Reserves as Percent of Target (Water)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Reserves as a percent 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%
<b>KPI #30</b>	Actual Reserves as Percent of Target (Wastewater)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Reserves as a percent 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%
<b>KPI #31</b>	Debt as Percent of Revenue (Water)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Debt as a percent of operating revenues		Exceeded	<200% <200%
		Full Success	200%-399% 200%-399%
		Partial Success	400%-700% 400%-700%
		Needs Attention	>700% >700%
<b>KPI #32</b>	Debt as Percent of Revenue (Wastewater)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Debt as a percent of operating revenues		Exceeded	<200% <200%
		Full Success	200%-399% 200%-399%
		Partial Success	400%-700% 400%-700%
		Needs Attention	>700% >700%
<b>KPI #33</b>	Debt Service Coverage (Water)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Debt service coverage, as calculated under the Water System's bond indenture		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
<b>KPI #34</b>	Debt Service Coverage (Wastewater)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Debt service coverage, as calculated under the Wastewater System's bond indenture		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
<b>Strategy 2:</b>	<b>Implement water and wastewater rates and charges that are legal, fair, reasonable, and equitable.</b>		
<b>KPI #35</b>	Affordability (Water)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
Low-use water bill (4 CCF) compared to 20th percentile Median Household Income (Average of Alameda and Contra Costa Counties)		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%
<b>KPI #36</b>	Affordability (Wastewater)		
	<i>Lagging Indicator</i>	Target	FY 2025 FY 2026
District's portion of the low-use wastewater bill compared to 20th percentile Median Household Income (Average of Alameda and Contra Costa Counties)		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%

## Long-Term Financial Stability *(continued)*

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

KPI #37 Operating Overtime Budget Performance (Water)			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
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%
KPI #38 Operating Overtime Budget Performance (Wastewater)			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
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%
KPI #39 Audit Completion			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
Number 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%
KPI #40 Audit Finding Resolution			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
Number of audit findings resolved within 90 days		Exceeded	-	-
		Full Success	96%-100%	96%-100%
		Partial Success	75%-95%	75%-95%
		Needs Attention	<75%	<75%

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

KPI #41 IT Security Activities Completion			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
Number of IT security activities completed		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 #42 Sewer Interceptor Inspections			FY 2025	FY 2026
<i>Leading Indicator</i>		Target		
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



Long-Term Infrastructure Investment <i>(continued)</i>				
<b>KPI #43</b>	Water Pipe Surveys			
	<i>Leading Indicator</i>	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
<b>KPI #44</b>	Water System Valves Exercised			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Percent of water system valves exercised		Exceeded	>10%	>10%
		Full Success	6%-10%	6%-10%
		Partial Success	4%-5%	4%-5%
		Needs Attention	<4%	<4%
<b>KPI #45</b>	Corrective Work Orders (Water)			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent 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%
<b>KPI #46</b>	Corrective Work Orders (Wastewater)			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent 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%
<b>KPI #47</b>	Pipeline Breaks			
	<i>Lagging Indicator</i>	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
<b>KPI #48</b>	Wastewater Maintenance Labor Hours			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent 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%
<b>Strategy 3:</b>	Implement the master plans and set priorities in the operating and capital budget process to reflect the needs identified in those plans.			
<b>KPI #49</b>	Change Orders			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Percent of District-directed, non-discretionary change orders on construction contracts		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%
<b>KPI #50</b>	Pipeline Replacement			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Miles of distribution pipe replaced		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

## Long-Term Infrastructure Investment *(continued)*

KPI #51	Pumping Plants			
	<i>Leading Indicator</i>	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
KPI #52	Steel Water Tanks			
	<i>Leading Indicator</i>	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

## Long-Term Water Supply

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:** 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			
	<i>Lagging Indicator</i>	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%
KPI #54	Savings from Conservation Programs			
	<i>Lagging Indicator</i>	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 MGD
		Partial Success	50.4 MGD - 50.7 MGD	51.2 MGD - 51.4 MGD
		Needs Attention	<50.4 MGD	<51.2 MGD

## Water Quality and Environmental Protection

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

**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			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Salmon returns, relative to rolling six-year average (two cohorts)		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

Water Quality and Environmental Protection <i>(continued)</i>				
<b>Strategy 2:</b>		<b>Operate and maintain District facilities to surpass federal and state drinking water regulations.</b>		
<b>KPI #56</b>	Water Quality: Regulations			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of water quality regulations met (health-based regulations)		Exceeded	-	-
		Full Success	100%	100%
		Partial Success	-	-
		Needs Attention	<100%	<100%
<b>KPI #57</b>	Water Quality: Goals			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent of water quality goals met		Exceeded	-	-
		Full Success	100%	100%
		Partial Success	90%-99%	90%-99%
		Needs Attention	<90%	<90%
<b>Strategy 3:</b>		<b>Operate and maintain District facilities to anticipate and meet all water discharge, air emission, and land disposal requirements to protect and enhance the environment.</b>		
<b>KPI #58</b>	Significant Industrial User Inspections			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Percent of inspections completed to meet federal pretreatment requirements		Exceeded	>105%	>105%
		Full Success	100%-105%	100%-105%
		Partial Success	95%-99%	95%-99%
		Needs Attention	<95%	<95%
<b>Strategy 4:</b>		<b>Minimize impacts to the environment by reducing, recycling, reusing and reclaiming waste, and by conserving natural resources.</b>		
<b>KPI #59</b>	Carbon Neutrality by 2030			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
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.		Exceeded	<15,382 MT CO <sub>2</sub> e	<12,306 MT CO <sub>2</sub> e
		Full Success	15,382 MT CO <sub>2</sub> e - 18,458 MT CO <sub>2</sub> e	12,306 MT CO <sub>2</sub> e - 15,382 MT CO <sub>2</sub> e
		Partial Success	18,458 MT CO <sub>2</sub> e - 21,535 MT CO <sub>2</sub> e	15,382 MT CO <sub>2</sub> e - 18,458 MT CO <sub>2</sub> e
		Needs Attention	>21,535 MT CO <sub>2</sub> e	>18,458 MT CO <sub>2</sub> e
<b>Strategy 5:</b>		<b>Ensure protection and stewardship of San Francisco Bay.</b>		
<b>KPI #60</b>	Pollution Prevention Outreach			
	<i>Leading Indicator</i>	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
<b>KPI #61</b>	Private Sewer Lateral Program Implementation			
	<i>Lagging Indicator</i>	Target	FY 2025	FY 2026
Percent 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%

## 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.

<b>Strategy 1:</b>		<b>Coordinate workforce planning activities to determine future needs, identify gaps, and implement actions to close the gaps.</b>		
<b>KPI #62</b>	<b>Injury and Illness Investigations</b>			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Percent of investigations completed for all job injury reports		Exceeded	-	-
		Full Success	100%	100%
		Partial Success	95%-99%	95%-99%
		Needs Attention	<95%	<95%
<b>Strategy 2:</b>		<b>Continue to develop employees to meet evolving workforce demands and implement actions to close gaps.</b>		
<b>KPI #63</b>	<b>Training Hours</b>			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Training hours per employee		Exceeded	>40	>40
		Full Success	30-40	30-40
		Partial Success	25-29	25-29
		Needs Attention	<25	<25
<b>Strategy 3:</b>		<b>Support District values, recognize employee contributions, and establish clear performance measures to achieve a high performance culture.</b>		
<b>KPI #64</b>	<b>Wellness</b>			
	<i>Leading Indicator</i>	Target	FY 2025	FY 2026
Number of wellness outreach campaigns implemented		Exceeded	>3	>3
		Full Success	3	3
		Partial Success	2	2
		Needs Attention	<2	<2
<b>Strategy 4:</b>		<b>Enhance the District's ability to recruit a highly qualified, diverse staff that exhibits the District's values.</b>		
<b>KPI #65</b>	<b>Hiring Timelines</b>			
	<i>Leading Indicator</i>	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





**EAST BAY  
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