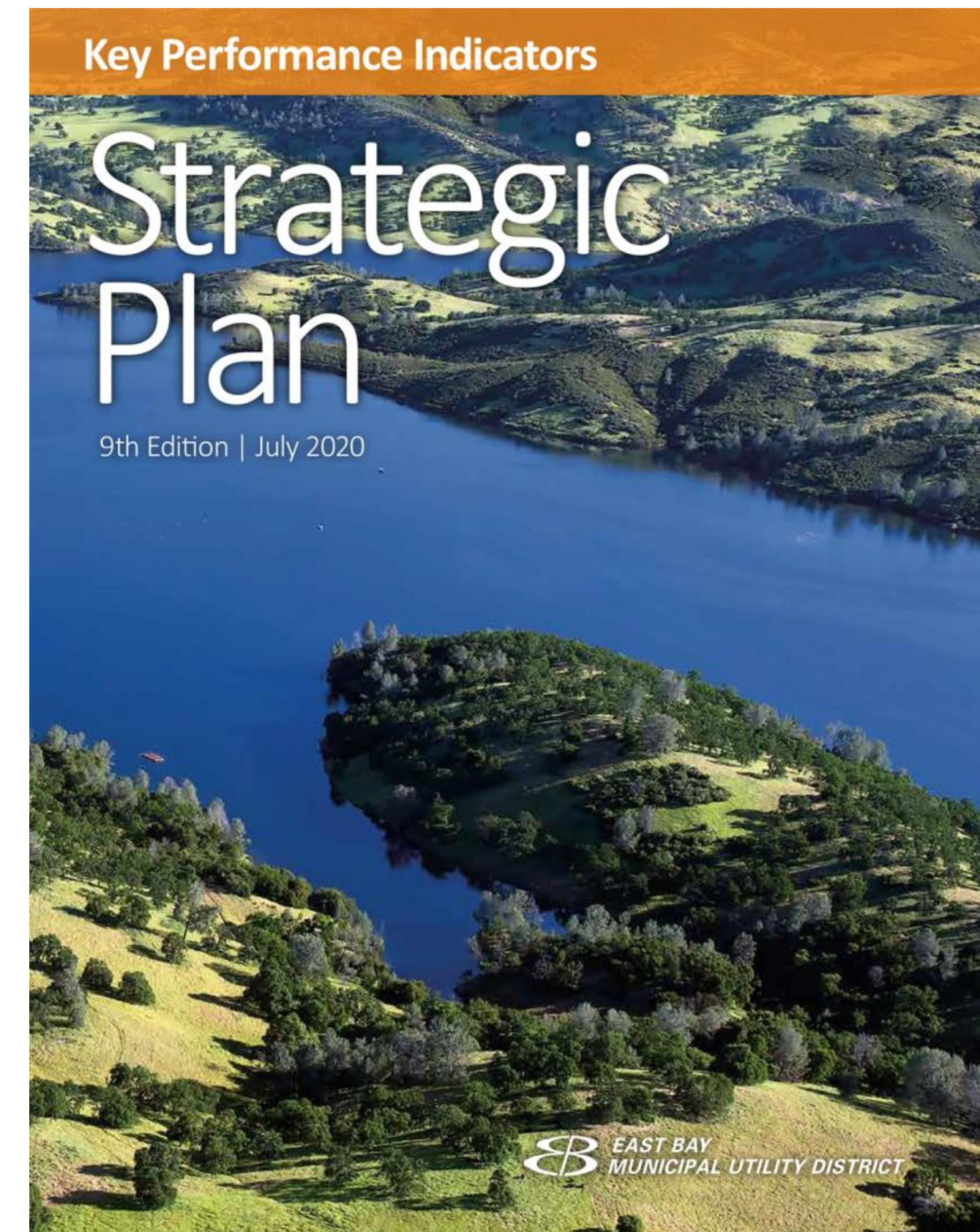# Key Performance Indicators for Fiscal Year 2024

Finance/Administration Committee

September 24, 2024

FY = Fiscal Year

FY 2024 Key Performance Indicator (KPI) Results

- 91 percent met or on track

- 7 KPIs improved from FY 2022

- 14 KPIs covered today, including:
  - Not met
  - Not met, but on track

Symbol	Result	Total
++	Target met	67
+	Target not met, but on track	7
--	Target not met	7
■	Performance measure only or n/a	11
Total KPIs for FY 2024		**92**

FY 2024 Improved KPIs	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Long-Term Water Supply: Climate Change Monitoring and Response Plan Update	Various	n/a	++	++	+	++
Water Quality and Environmental Protection: Number of NPDES and Waste Discharge Permit Notices of violation received	0	+	+	++	+	++
Long-Term Infrastructure Investment: Number of water system pipeline breaks per 100 miles of pipe	≤ 20	+	--	--	--	++
Customer and Community Services: Consolidate District education resources	Review	n/a	+	+	+	++
Customer and Community Services: Percent of customers rating the District's services as "Good" or "Excellent" (New Business)	> 90%	++	++	+	+	++
Customer and Community Services: Proactively review and update alternative to shut-off program and Customer Assistance Program (CAP)	Review and Adjustments	++	++	++	+	++
Workforce Planning and Development: Annually implement outreach campaigns on wellness themes	4	++	++	++	+	++

Long-Term Water Supply

- 4 out of 6 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Additional supply by 2040 to provide 85 percent reliability under design drought conditions and diversify through regional partnerships	Various	+	+	+	+	+
20 million gallons per day (MGD) of recycled water capability by 2040	Various	++	+	--	+	+

Water Quality and Environmental Protection

- 6 out of 9 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of water quality goals met	100%	+	+	+	+	+
Capture biogas sufficient to produce on-site energy to meet electric power demands of the Main Wastewater Treatment Plant (MWWTP) and evaluate the best uses of excess biogas	100%	+	++	++	++	--
Meet Joint Settlement Agreement (JSA) Mokelumne River minimum flow releases 100 percent of the time	100%	++	++	++	++	+

Long-Term Infrastructure Investment

- 10 out of 14 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Complete the Wastewater Interceptor Master Plan	Various	n/a	n/a	n/a	++	+
Percent of water system valves exercised	≥ 10%	++	++	+	+	+
Number of concrete digesters and concrete aerated grit tanks rehabilitated	2	n/a	++	--	--	--
MWWTP Administrative Facilities Seismic Retrofits	Complete design	n/a	n/a	n/a	--	--

Long-Term Financial Stability

- 16 out of 18 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of planned audits completed	100%	+	+	+	+	+
Capital expenditures as a percentage of capital budgeted cash flow (Wastewater)	90%-110% of two-year average	+	+	++	++	--

Customer and Community Services

- 22 out of 24 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2024 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Percent of customers rating the District's services as "Good" or "Excellent": Recreation	≥ 90%	++	n/a	n/a	--	--
Contact Center percent of calls answered within the target of ≤ 60 seconds	≥ 80%	++	++	++	++	--

Workforce Planning and Development

- 9 out of 10 KPIs are **++ (Met)**

KPIs On Track or Not Met:

FY 2024 KPI	FY 2023 Target	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Injury and Illness Investigations (PE-020 forms) completed within 10 working days	> 99%	n/a	--	+	--	--

FY 2025 & FY 2026 KPIs – New Structure

Strategic Plan Goal

Strategy

KPIs are numbered

Leading or Lagging

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.

KPI #55 Mokelumne River Fall-Run Chinook Salmon Returns

Lagging Indicator

Salmon returns, relative to rolling six-year average (two cohorts)

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

KPIs are better defined and more transparently explained

Four targets provide more granular information on the expected level of performance and what areas need attention

Targets for each year can be different, though most are the same

Major Change: Move to Leading and Lagging Indicators

- **Leading**
  - Predict future performance on key goals
  - Measures activities or behaviors that <u>lead to</u> 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

KPI #2:
Average Answer
Speed at Call
Center

KPI #3:
Call
Abandonment
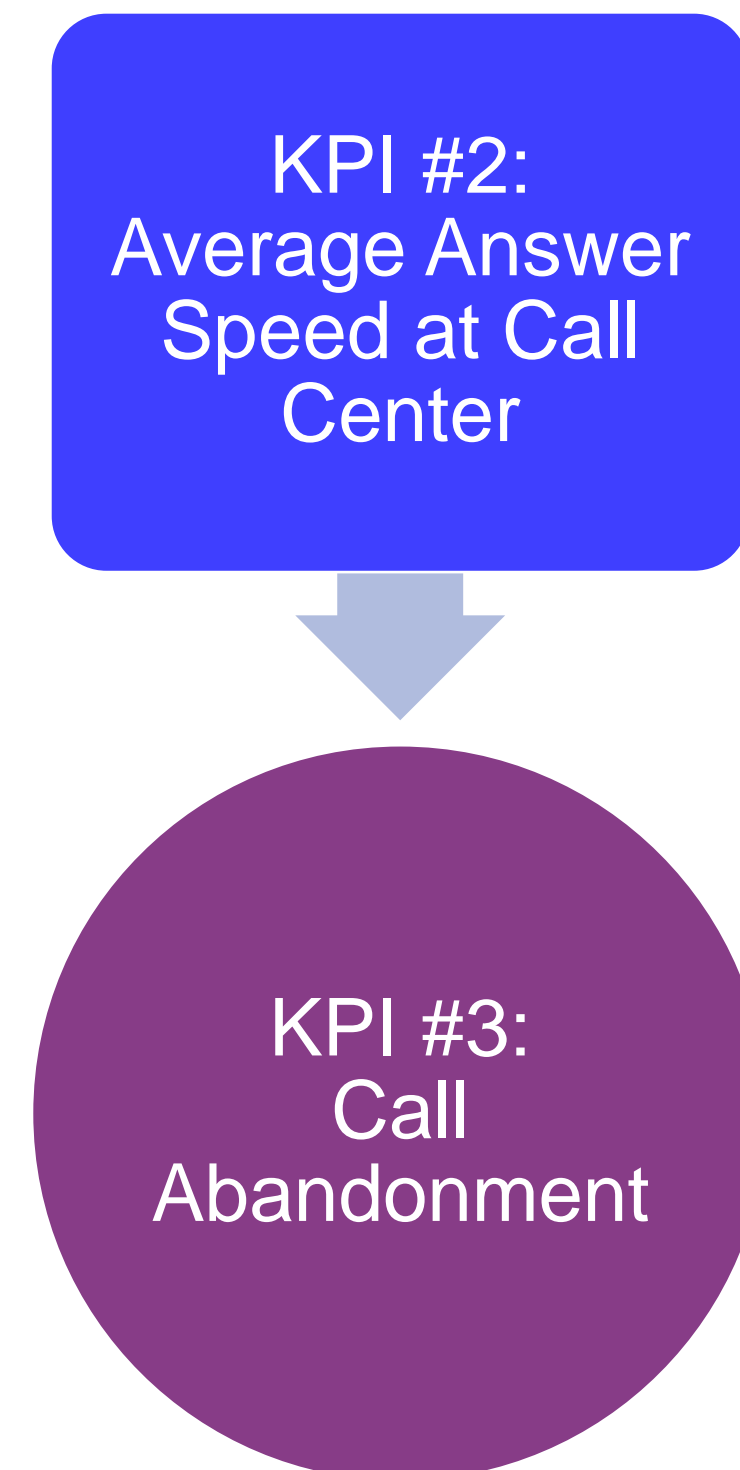
Next Steps for KPIs

	Milestone	Date
☑	Board Mid-Cycle Budget and Rates Workshop	May 28, 2024
☑	Begin Measuring FY 2025 KPIs	July 1, 2024
☑	Report on FY 2024 KPIs *Previous Format for KPIs set in 2022*	September 24, 2024
☐	Report on FY 2025 KPIs *New Format for KPIs set today*	October 2025

Questions?

FLOWING INTO THE FUTURE

Board Governance Documents

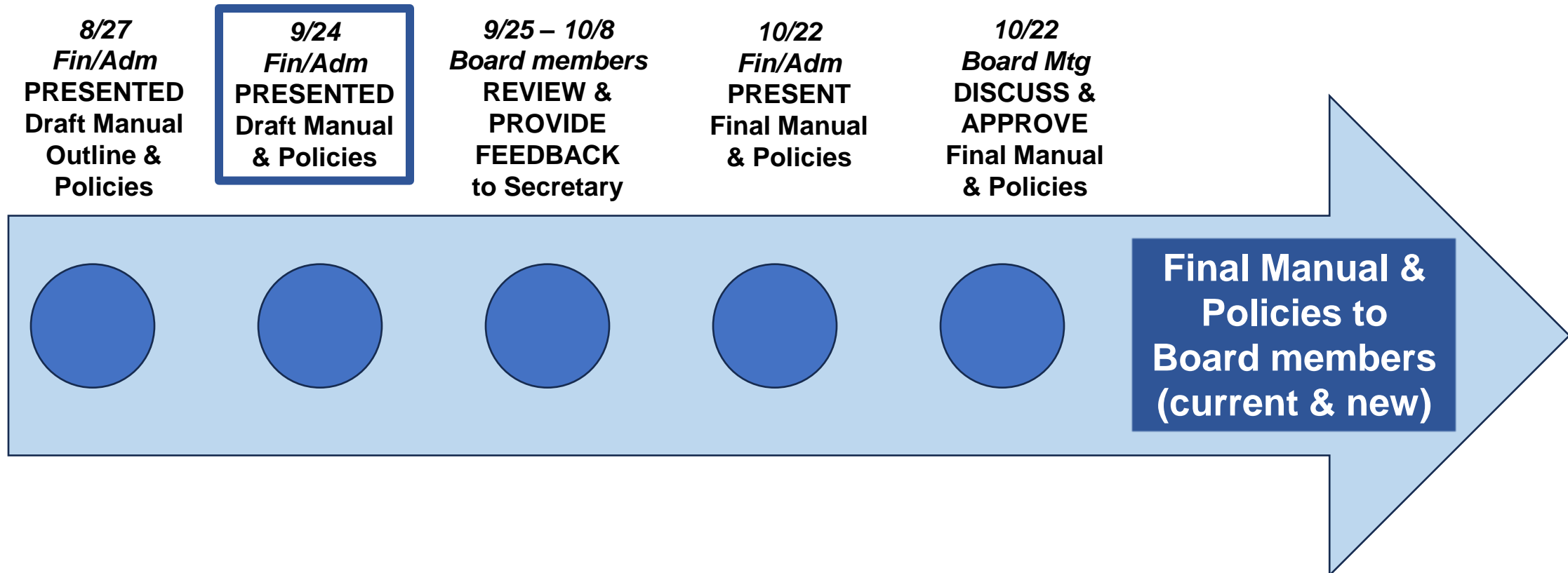Finance/Administration Committee

September 24, 2024

Background

- Staff drafted 10 Governance Policies at Board's request following November 3, 2023 Board Retreat

- Draft Policies presented and comments/feedback received:
  - June 11, 2024 Legislative/Human Resources Committee;
  - July 9, 2024 Regular Board meeting;
  - August 20, 2024 Special Finance/Administration Committee Meeting; and
  - From individual Board members
  - From Internal Auditor Supervisor

Background (continued)

- Based on feedback from August 20 Special Finance/Administration Committee meeting, at the August 27 Finance/Administration Committee meeting:
  - Staff presented a draft outline for a Board Governance Manual for Board consideration and approval; and
  - Revised Policy 6.04 - Ethics of the EBMUD Board of Directors and Policy 4.14 - Reimbursement of Director Expenses
  - A new policy on the Protection of Whistleblowers

Proposed Timeline for review/approval of Draft Manual and Policies

8/27
Fin/Adm
PRESENTED
Draft Manual
Outline &
Policies

9/24
Fin/Adm
PRESENTED
Draft Manual
& Policies

9/25 – 10/8
Board members
REVIEW &
PROVIDE
FEEDBACK
to Secretary

10/22
Fin/Adm
PRESENT
Final Manual
& Policies

10/22
Board Mtg
DISCUSS &
APPROVE
Final Manual
& Policies

**Final Manual &
Policies to
Board members
(current & new)**

EBMUD

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Next Steps

- Today - Committee confirm support for staff timeline recommendation

- Staff provide draft manual and policies to Board, receive feedback by October 8, 2024

- October 22, 2024 - Present final manual and policies to Finance/Administration Committee for recommendation to full Board

- October 22, 2024 - Present final manual and policies to Board for discussion and approval

FLOWING INTO THE FUTURE