



FY 2025 Key Performance Indicators

Finance/Administration Committee

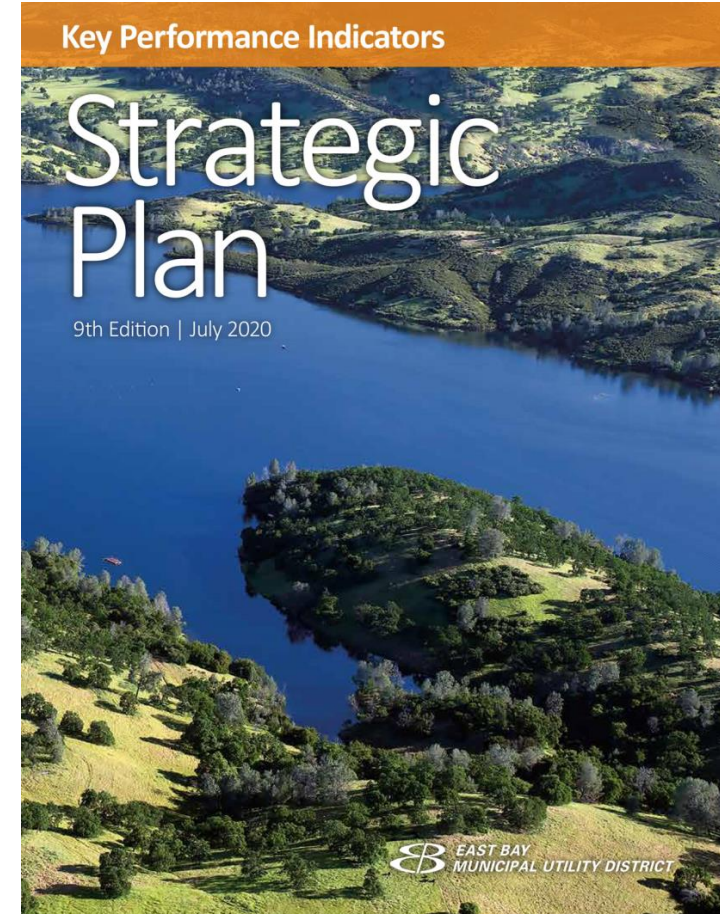
October 28, 2025

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Strategic Plan Goals

- Customer and Community Services
- Long-Term Financial Stability
- Long-Term Infrastructure Investment
- Long-Term Water Supply
- Water Quality and Environmental Protection
- Workforce Planning and Development

Key Performance Indicators (KPIs) update presented to and approved by Board in May 2024.



New Structure for KPIs

Sorted by Strategic Plan Goal & Strategy

KPIs are numbered

Leading or Lagging Indicators

KPIs are better defined and more transparently explained

Long-Term Financial Stability				
We manage the District's finances to meet funding needs and maintain fair and reasonable water and wastewater rates.				
Strategy 1:		Maintain a long-range financing plan that sets forth the long-term funding needs of the District.		
KPI #25	Capital Plan Debt Funding (Water)			
	Leading Indicator	Target	FY 2025	FY 2026
	Percent of the capital program funded with debt over last five years	Exceeded	<50%	<50%
		Full Success	50%-65%	50%-65%
		Partial Success	66%-75%	66%-75%
		Needs Attention	>75%	>75%
FY 2025 Performance: 32% Exceeded District policy is to limit debt-funded capital to no greater than 65 percent of the total capital program over each five-year planning period. In recent years, the District's actual level of debt-funded capital has been well below this maximum. This measure is expected to increase over the next five years before gradually declining as the District reduces its reliance on debt for the Water System.				

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

FY 2025 KPI Performance

- 95% Exceeded, Full or Partial Success
- 3 Need Attention
 - Average speed of answering calls coming into the Contact Center
 - Percent of total maintenance labor hours spent on planned work (Wastewater)
 - Percent of District-directed, non-discretionary change orders on construction contracts

Target	FY 2025 (#)	FY 2025 (%)
Exceeded	36	54.55%
Full Success	15	22.73%
Partial Success	12	18.18%
Needs Attention	3	4.55%
Total	66	100%

FY 2025 KPI Performance – Needs Attention

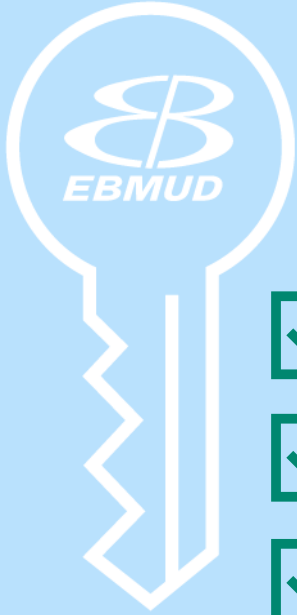
ID	KPI	FY 2025 Performance
Customer and Community Services		
2	Contact Center Service Level: Average Answer Speed	Needs Attention
<ul style="list-style-type: none"> • Driven partly by new debt collection process (52% increase in payment plans on average from FY 2024 to FY 2025) and resulting increased call complexity. • Department investing in targeted training for new hires and realignment of Call Center resources. 		

ID	KPI	FY 2025 Performance
Long-Term Infrastructure Investment		
48	Wastewater Maintenance Labor Hours	Needs Attention
<ul style="list-style-type: none"> • Driven by increased unplanned corrective maintenance related to aging electrical and dewatering infrastructure. • CIP includes projects to address both issues. 		

ID	KPI	FY 2025 Performance
Long-Term Infrastructure Investment		
49	Change Orders	Needs Attention
<ul style="list-style-type: none"> • <u>Water System</u>: 5% of \$77M in projects. Driven by San Pablo Hypolimnetic Oxygenation System, Acorn. No. 1, Derby, Scenic & Scenic East Reservoirs, and Danville and San Ramon Reservoirs, and Briones Reservoir Tower Seismic Upgrades. • <u>Wastewater System</u>: 32% of \$26M in projects. Driven by Pump Station M and Special Structures projects. 		

FY 2025 KPI Performance – Partial Success

ID	KPI	FY 2025 Performance
Customer and Community Services		
3	Contact Center Service Level: Abandonment	Partial Success
4	Customer Rating: Overall	Partial Success
6	Customer Rating: Trust in Decision-Making	Partial Success
9	Customer Rating: Recreation	Partial Success
Long-Term Financial Stability		
27	Long-Term Debt Reduction (Water)	Partial Success
28	Long-Term Debt Reduction (Wastewater)	Partial Success
37	Operating Overtime Budget Performance (Water)	Partial Success
39	Audit Completion	Partial Success
40	Audit Finding Resolution	Partial Success
Long-Term Infrastructure Investment		
47	Pipeline Breaks	Partial Success
Water Quality and Environmental Protection		
57	Water Quality: Goals	Partial Success
Workforce Planning and Development		
62	Injury and Illness Investigations	Partial Success



Timeline and Next Steps

Milestone	Date
<input checked="" type="checkbox"/> Mid-Cycle Budget and Rates Workshop <i>New Format for FY 2025 & FY 2026 KPIs approved</i>	May 28, 2024
<input checked="" type="checkbox"/> Reported on FY 2024 KPIs <i>Previous Format for KPIs set in 2022</i>	September 24, 2024
<input checked="" type="checkbox"/> Began Measuring FY 2026 KPIs	July 1, 2025
<input type="checkbox"/> Report on FY 2025 KPIs	October 28, 2025
<input type="checkbox"/> Update FY 2027 & FY 2028 KPIs	Spring 2026
<input type="checkbox"/> Report on FY 2026 KPIs	Fall 2026

Questions



Flowing
into the
Future