

El Dorado Irrigation District



Key Performance Indicators and Goals

Mission Statement

We are a public agency dedicated to providing high quality water, wastewater treatment, recycled water, hydropower, and recreation services in an environmentally and fiscally responsible manner.

Guiding Principles

100% Safety

Respect for the Individual

Excellent Customer Service

Fiscal Responsibility

100 % Safety

Employee

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013 YTD
Lost-time injuries	0	2	2	2
Injuries Requiring Medical Attention (IRMA)	0	9	12	2
Avoidable accidents (AA)	0	22	13	8
Safety training	100%	99%	100%	100%
Other required training	100%	100%	99.9%	100%

100 % Safety

Incidence Rate (Injuries Requiring Medical Attention (IRMA))

Key Performance Indicators	Industry Standard	Results 2010	Results 2011	Results 2012	Results 2013 YTD
Incidence rate	4.1 (2010-12) 6.3 (2013)	1.9	5.6	7.2	2.0
Percent above/below compared to industry standard	---	-53%	37%	75%	-68%

Lost Work Day Incidence Rate

Key Performance Indicators	Industry Standard	Results 2010	Results 2011	Results 2012	Results 2013 YTD
Lost workday rate	1.6 (2010-12) 2.1 (2013)	0.0	1.0	1.0	1.0
Percent above/below compared to industry standard	---	-100%	-36%	-36%	-52%

Formula: (number of injuries and illnesses X 200,000)/ Employee hours worked = incidence rate

Industry Standard Source: U.S. Bureau of Labor Statistics - Standard Industry Classification 2213-Water, sewage and other systems

100 % Safety

Public – Meet all Health and Safety Standards

Key Performance Indicators	Targets	Results 2010	Results 2011	Results 2012	Results 2013 YTD
Water	100% Regulatory Compliance	0 violations	0 violations	1 violation	0 violations
Wastewater	100% Regulatory Compliance	9 violations	3 violations	0 violations	0 violations
Hydro	100% Regulatory Compliance	0 violations	0 violations	0 violations	0 violations

Respect for the Individual

Employee				
Key Performance Indicators	Targets	Results 2010	Results 2011	Results 2012
District employee survey	3 rd Qtr. 2014	---	---	Completed 2012; Bi-annual
Labor Management Committee (LMC)	Monthly meetings	On schedule; Ongoing	On schedule; Ongoing	On schedule; Ongoing ; 68% favorable in 2012 District employee survey

Excellent Customer Service

Customer Satisfaction Survey*

Key Performance Indicators	Targets	Results 2010	Results 2012
Overall	Greater than 90%	87%	87%
Phone	Greater than 90%	95%	90%
Field	Greater than 90%	94%	92%
Reasonableness of water rates	Greater than 80%	56%	54%
Reasonableness of wastewater rates	Greater than 60%	33%	39%

*Survey performed bi-annually

Excellent Customer Service

Service Reliability				
Key Performance Indicators	Targets*	Results 2011	Results 2012	Results 2013 YTD
# of unplanned water outages per 1,000 accounts	---	---	---	---
Less than 4 hours	0.89 top 2.83 median 9.10 bottom	1.73 outages	1.83 outages (73 outages)	1.80 outages (72 outages)
4 to 12 hours	0.13 top 0.98 median 3.22 bottom	0.52 outages	0.43 outages (17 outages)	0.37 outages (15 outages)
Greater than 12 hours	0.00 top 0.00 median 0.20 bottom	0.00 outages	0.025 outages (1 outage)	0.00 outages

*American Water Works Association (AWWA) Standards

Excellent Customer Service

Service Reliability

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013 YTD
# of water system outages per 100 miles*	21.7 top 34.3 median 56.1 bottom	30.0 outages	31.6 outages (442 leaks/breaks)	28.14 outages (394 leaks/breaks)
Sanitary Sewer Overflows (SSO) per 100 miles of pipe	Less than 5	1.92	1.96 (11 SSO's)	1.78 (10 SSO's)

*American Water Works Association (AWWA) Standards

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013
Operating expenses (YTD*)	Less than 100% at year-end	1 st Qtr. = 18.8%	1 st Qtr. = 24.0%	1 st Qtr. = 21.8%
		2 nd Qtr. = 43.1%	2 nd Qtr. = 44.1%	2 nd Qtr. = 44.0%
		3 rd Qtr. = 68.4%	3 rd Qtr. = 68.0%	3 rd Qtr. = 71.2%
		4 th Qtr. = 101.4%	4 th Qtr. = 93.8%	

*YTD = year-to-date

Please note each quarter is shown year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013
Capital expenses (YTD*)	Between 70-90% at year-end	1 st Qtr. = 8.9%	1 st Qtr. = 5.9%	1 st Qtr. = 9.5%
		2 nd Qtr. = 16.1%	2 nd Qtr. = 19.2%	2 nd Qtr. = 26.2%
		3 rd Qtr. = 28.3%	3 rd Qtr. = 33.1%	August YTD = 40.2%
		4 th Qtr. = 45.8%	4 th Qtr. = 59.1%	

*YTD = year-to-date

Please note each quarter is shown year-to-date

Fiscal Responsibility

Debt Service Coverage

Key Performance Indicators	Targets	Results 2011*	Results 2012	Projected 2013
Annual Ratio without FCCs	1.00 minimum 1.10 goal	1.61	1.46	1.71
Annual Ratio with FCCs	1.25 minimum 1.50 goal	1.69	1.59	2.06

*Restated due to related CAFR restatement audit adjustments
Facility Capacity Charge (FCC)

Business Practices

Long-term Water Supply

Key Performance Indicators	Original Targets	Revised Targets	Results	Team
Complete contract negotiations with Reclamation - 17,000 AF	2 nd Qtr. 2012	2014	Participating in technical meetings with Reclamation, NMFS, & Water Forum to discuss Folsom Lake temperature management alternatives	General Manager, Engineering and Legal
Complete water rights optimization study including hydroelectric optimization	June 2011	1 st Qtr. 2013	Completed	General Manager, Engineering, Legal and Operations

United States Bureau of Reclamation (Reclamation) Acre Feet (AF)
 National Marine Fisheries Service (NMFS)

Business Practices

Business Process Improvements

Key Performance Indicators	Original Targets	Revised Targets	Results	Team
Complete integration for GIS, CMMS and CIS	2013	2014	Hydraulic water model and GIS model development	(Engineering*) All Departments
Develop 5-year SCADA Master Plan	1 st Qtr. 2011	2 nd Qtr. 2013	Target revised	Operations*, IT and Engineering

*Team lead

Geographic Information System (GIS)

Customer Maintenance Management System (CMMS)

Customer Information System (CIS)

Supervisory Control and Data Acquisition (SCADA)

Business Practices

Trends Over Time (establish improvement benchmarks)

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013 YTD
Operating expenses per service	Trend	\$301.95	\$306.31	\$234.72
Services per employee (annually)	Trend	289	290	292
Overtime hours (year-to-date)	Trend	2.81%	2.73%	2.45%
Write off (year-to-date)	Less than 1%	0.33%	0.22%	0.24%
Outside legal expenses - operating	Trend	\$74,444.05	\$121,469.68	\$49,841.26
Outside legal expenses - capital	Trend	\$ 0.00	\$ 5,590.00	\$ 0.00
% of customers using online bill pay (current)	2010-2012: 25% 2013: 35%	25%	31%	35%

Business Practices

Customer Services Per Employee

Agency	Service	# Services	# Employees	Services / Employee
Tuolumne Utilities District (TUD)	Water/Wastewater	25,530	70	365
El Dorado Irrigation District (EID)	Water/Wastewater Recycled	64,608	221	292
Calaveras County Water District	Water/Wastewater	17,300	64	270
San Juan Water District	Water	10,373	46	226
Placer County Water Agency (PCWA)	Water	38,761	198	196
Nevada Irrigation District (NID)	Water	25,400	175	145

Business Practices

Trends Over Time continued (establish improvement benchmarks)

Key Performance Indicators	Targets	Results 2011	Results 2012	Results 2013 YTD
Lost productivity per employee due to IT outage	Less than 5.2 hours per quarter	1 st Qtr. = 0.6 hrs 2 nd Qtr. = 1.6 hrs 3 rd Qtr. = 23.9 hrs 4 th Qtr. = 1.8 hrs	1 st Qtr. = 2.7 2 nd Qtr. = 1.0 3 rd Qtr. = 1.6 4 th Qtr. = 0.5	1 st Qtr. = 0.2 2 nd Qtr. = 0.7 3 rd Qtr. = 0.6
Recreation operations and maintenance per visitor (annually)	Trend	\$ 2.17	\$ 1.82	\$ 1.75
<u>Water rates</u> (bi-monthly)	At or below median of similar agencies (\$103.29*)	\$ 70.13 ¹	\$ 85.78 ¹	\$ 95.22 ¹
<u>Wastewater rates</u> (bi-monthly)	At or below median of tertiary agencies (\$146.29*)	\$129.49 ²	\$128.57 ²	\$135.00 ²

*November 2012 other agency comparisons; ¹ assuming 30 ccf water usage; ² assuming 18 ccf winter water usage
Hundred Cubic Feet (ccf)

Business Practices

Key Water and Sewer Utility Credit Ratio Ranges

Key Performance Indicators	Targets	Results 2011 ¹	Results 2012	Projected 2013
Total debt to total net capital assets	40 - 60% Moderate*	58.70%	57.36%	
Variable rate debt	Manage debt to no more than 35% of long-term debt	28.88%	29.39%	29.70%

¹ Restated due to related Comprehensive Annual Financial Report (CAFR) restatement audit adjustments

*"Key Water And Sewer Utility Credit Ratio Ranges" *Standard & Poor's Global Credit Portal RatingsDirect*[®], September 15, 2008, page 5

Summary

2013-2016 Goals

Goal	Targets	Results
Complete and execute the contract with Reclamation for Permit 21112 water supply	2014	USBR and NOAA consultation in progress
Complete water and wastewater master plans and integrate with Facility Capacity Charge (FCC) update	1 st Qtr. 2013	Completed 2013
Complete the Water Rights Optimization Study, Integrated Water Master Plan and include in the 2014 Capital Improvement Plan (CIP)	4 th Qtr. 2013	Completed 2013
Complete the SCADA 5-year plan and include in the 2014 Capital Improvement Plan (CIP)	4 th Qtr. 2013	Partially completed
Improve efficiencies by integrating Hansen, Geographic Information System (GIS) and Customer Information System (CIS)	2013-2016	Ongoing

Summary

2013-2016 Goals

Goal	Targets	Results
Complete and implement FCC update and capital reserve cash flow	2013	Completed 2013
Complete Flume Replacement vs. Tunnel Evaluation Study	2014	
Complete internal Critical Asset Vulnerability Assessment	2014-2015	
Complete Headwater Benefit Agreement with SMUD	2013	Tentative agreement subject to Board approval
Complete improvements of Main Ditch, Sly Park Intertie and Forebay Dam remediation	2015-2016	

Facility Capacity Charge (FCC)

Summary

2013-2016 Goals

Goal	Targets	Results
Implement pension reform mandates	2013	Completed 2013
Develop and implement plan to eliminate potable water being used to augment recycled water supply	2013	In progress; on schedule
Implement ADA SETP plan	2013-2016	In progress; on schedule
Transfer ownership of real property that has been declared surplus to the District needs	2013-2016	In progress
Explore marketing water transfers	2013-2016	Awaiting Permit 21112 Warren Act Contract

Americans with Disabilities Act (ADA) Self Evaluation Transition Plan (SETP)

Summary

2014-2017 Goals

Goal	Targets	Results
Pursue drought year water supply transfer (SMUD)	2014-2015	
Initiate process to have multiple points of diversion for Permit 21112 water	2014-2017	
Explore opportunities to refinance or prepay debt to lower overall costs	2014	