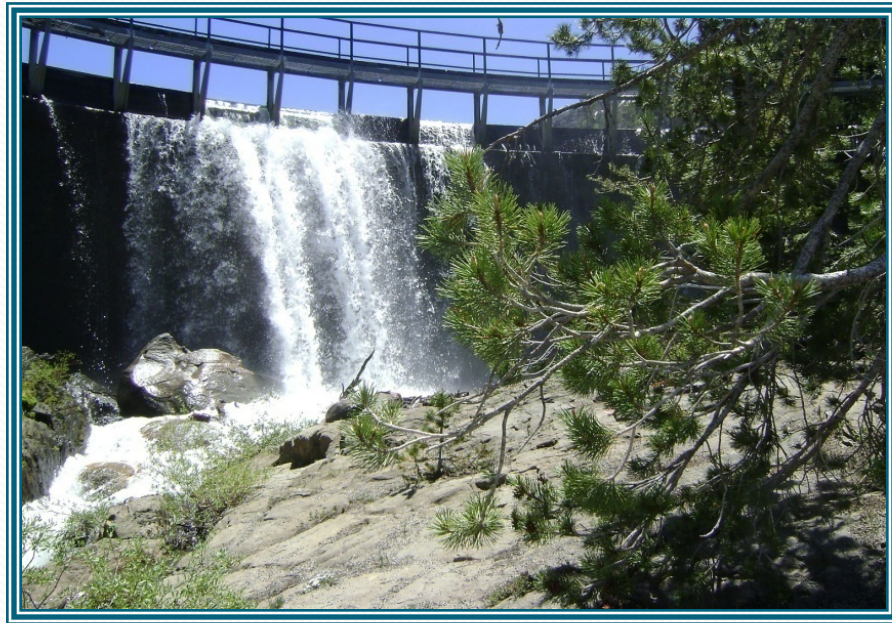


El Dorado Irrigation District



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	Target	Results 2012	Results 2013	Results 2014 YTD
Lost-time injuries	0	4	2	1
Injuries Requiring Medical Attention (IRMA)	0	10	4	3
Avoidable accidents (AA)	0	13	12	12
Safety training	100%	100%	100%	99.7%
Other required training	100%	99.9%	100%	99.7%

100 % Safety

Incidence Rate (Injuries Requiring Medical Attention (IRMA))				
Key Performance Indicators	Results 2011	Results 2012	Results 2013	Results 2014 YTD
Industry Standard Rate	4.1	4.1	6.3	5.7
Incidence rate	5.6	7.2	2.5	1.4
Percent above/below compared to industry standard	37%	75%	-61%	-75%

Formula: $(\text{number of injuries and illnesses} \times 200,000) / \text{employee hours worked} = \text{incidence rate}/100 \text{ employees}$

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

*Industry standard rates are calculated and updated annually by the U.S. Bureau of Labor Statistics

100 % Safety

Lost Work Day Incidence Rate				
Key Performance Indicators	Results 2011	Results 2012	Results 2013	Results 2014 YTD
Industry Standard Rate	1.6	1.6	2.1	1.2
Lost workday rate	1.0	1.0	1.0	0.5
Percent above/below compared to industry standard	-36%	-36%	-53%	-60%

Formula: (number of injuries and illnesses X 200,000)/ Employee hours worked = incidence rate/100 employees
 Industry Standard Source: U.S. Bureau of Labor Statistics - Standard Industry Classification 2213-Water, sewage and other systems.

*Industry standard rates are calculated and updated annually by the U.S. Bureau of Labor Statistics

100 % Safety

Public – Meet all Health and Safety Standards

Key Performance Indicators	Target	Results 2011	Results 2012	Results 2013	Results 2014 YTD
Water	100% Regulatory Compliance	0 violations	1 violation	0 violations	1 violations
Wastewater	100% Regulatory Compliance	<u>3 violations</u>	1 violation	2 violations	<u>1 violation</u>
Hydro	100% Regulatory Compliance	0 violations	0 violations	0 violations	0 violations

Respect for the Individual

Employee				
Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014
District employee survey	3 rd Qtr. 2014	Completed 2012; Bi-annual	Completed 2012; Bi-annual	3 rd Qtr. 2015
Labor Management Committee (LMC)	Monthly meetings	On schedule; Ongoing ; 68% favorable in 2012 District employee survey	On schedule; Ongoing	On schedule; Ongoing

Excellent Customer Service

Customer Satisfaction Survey*

Key Performance Indicators	Target	Results 2010	Results 2012	Results 2014
Overall	Greater than 90%	87%	87%	Delayed until 3 rd Qtr. 2015
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	Target*	Results 2012	Results 2013	Results 2014 YTD
# of unplanned water outages per 1,000 accounts	---	---	---	---
Less than 4 hours	0.89 top 2.83 median 9.10 bottom	1.83 outages (73 outages)	2.30 outages (92 outages)	0.97 outages (39 outages)
4 to 12 hours	0.13 top 0.98 median 3.22 bottom	0.43 outages (17 outages)	0.50 outages (20 outages)	0.25 outages (10 outages)
Greater than 12 hours	0.00 top 0.00 median 0.20 bottom	0.025 outages (1 outage)	0.00 outages	0.00 outages

*American Water Works Association (AWWA) Standards

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014 YTD
# of water system leaks/breaks per 100 miles*	21.7 top 34.3 median 56.1 bottom	31.6 outages (442 leaks/breaks)	40.42 outages (566 leaks/breaks)	31.40 outages (440 leaks/breaks)
Sanitary Sewer Overflows (SSO) per 100 miles of pipe	Less than 5	1.96 (11 SSO's)	2.31 (13 SSO's)	1.78 (10 SSO's)

*American Water Works Association (AWWA) Standards

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014 YTD
Operating expenses (YTD*)	Less than 100% at year-end	1 st Qtr. = 24.0%	1 st Qtr. = 21.8%	1 st Qtr. = 22.6%
		2 nd Qtr. = 44.1%	2 nd Qtr. = 44.0%	2 nd Qtr. = 46.6%
		3 rd Qtr. = 68.0%	3 rd Qtr. = 71.2%	3 rd Qtr. = 72.8%
		4 th Qtr. = 93.8%	4 th Qtr. = 92.8%	

*YTD = year-to-date

Please note each quarter is shown year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014
Capital expenses (YTD*)	Between 70-90% at year-end	1 st Qtr. = 5.9%	1 st Qtr. = 9.5%	1 st Qtr. = 14.2%
		2 nd Qtr. = 19.2%	2 nd Qtr. = 26.2%	2 nd Qtr. = 21.8%
		3 rd Qtr. = 33.1%	3 rd Qtr. = 47.5%	3 rd Qtr. = 36.6%
		4 th Qtr. = 59.1%	4 th Qtr. = 89.5%	

*YTD = year-to-date

Please note each quarter is shown year-to-date

Fiscal Responsibility

Debt Service Coverage

Key Performance Indicators	Target	Results 2012	Results 2013	Projected 2014
Annual Ratio without FCCs	1.00 minimum 1.10 goal	1.46	1.92	1.22
Annual Ratio with FCCs	1.25 minimum 1.50 goal	1.59	2.27	1.52

Facility Capacity Charge (FCC)

Business Practices

Long-term Water Supply

Key Performance Indicators	Original Target	Revised Target	Results	Team
Complete contract negotiations with Reclamation - 17,000 AF	2 nd Qtr. 2012	1 st Qtr. 2015 (temporary contract) 2017 (long-term contract)	Received NMFS concurrence; pursuing five-year, 8,500 af contract while analysis continues on full long-term contract; participating in Folsom Lake temperature management alternatives analyses	General Manager, Engineering and Legal

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

Business Practices

Business Process Improvements

Key Performance Indicators	Original Target	Revised Target	Results	Team
Complete integration for GIS, CMMS and CIS	2013	2015	GIS Implementation Plan complete Phased improvements in 2015	(Engineering*) All Departments
Develop 5-year SCADA Master Plan	1 st Qtr. 2011	2 nd Qtr. 2013	Completed and included in 2015 - 2019 CIP	Operations*, IT and Engineering

*Team lead

Geographic Information System (GIS)

Customer Information System (CIS)

Capital Improvement Plan (CIP)

Customer Maintenance Management System (CMMS)

Supervisory Control and Data Acquisition (SCADA)

Business Practices

Records Management

Key Performance Indicators	Original Target	Revised Target	Results	Team
Develop records management plan for future documents	2011	2015	Plan developed; Implementation underway	Engineering, Finance, IT, Operations and Legal*

*Team lead

Business Practices

Trends Over Time (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014 YTD
Operating expenses per service	Trend	\$306.31	\$315.38	\$230.89
Services per employee (annually)	Trend	291	304	302
Overtime hours (year-to-date)	Trend	2.73%	2.67%	4.57%
Write off (year-to-date)	Less than 1%	0.22%	0.15%	0.12%
Outside legal expenses - operating	Trend	\$121,469.68	\$51,605.97	\$10,728.50
Outside legal expenses - capital	Trend	\$ 5,590.00	\$ 1,429.00	\$ 3,090.77
% of customers using online bill pay (current)	2013: 35% 2014: 40%	31%	36%	39%

Business Practices

Customer Services Per Employee

Agency	Service	# Services	# Employees	Services / Employee
El Dorado Irrigation District (EID)	Water/Wastewater Recycled	65,331	216	302
Tuolumne Utilities District (TUD)	Water/Wastewater	25,530	88	290
Calaveras County Water District	Water/Wastewater	17,300	66	262
San Juan Water District	Water	10,445	46	227
Placer County Water Agency (PCWA)	Water	39,338	200	197
Nevada Irrigation District (NID)	Water	25,400	189	144

Business Practices

Trends Over Time continued (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014 YTD
Lost productivity per employee due to IT outage	Less than 5.2 hours per quarter	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 4 th Qtr. = 0.3	1 st Qtr. = 0.5 2 nd Qtr. = 0.1 3 rd Qtr. = 0.9
Total revenue per visitor (annually)	Trend	\$ 1.88	\$ 1.92	\$ 1.91
Total expenses per visitor (annually)	Trend	\$ 1.82	\$ 1.76	\$ 1.52

Business Practices

Trends Over Time continued (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2012	Results 2013	Results 2014 YTD
<u>Water rates</u> (bi-monthly)	At or below median of similar agencies (\$119.62*)	\$ 85.78 ¹	\$ 95.22 ¹	\$ 99.06 ¹
<u>Wastewater rates</u> (bi-monthly)	At or below median of tertiary agencies (\$157.04*)	\$128.57 ²	\$135.00 ²	\$141.75 ²

*November 2014 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	Target	Results 2012	Results 2013	Projected 2014
Total debt to total net capital assets	40 - 60% Moderate*	57.36%	57.18%	
Variable rate debt	Manage debt to no more than 35% of long-term debt	29.39%	29.98%	

*“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	Original Target	Revised Target	Results
Complete and execute the contract with USBR for Permit 21112 water supply	2014	1 st Qtr. 2015 (temporary contract) 2017 (long-term contract)	Received NMFS concurrence; pursuing five-year, 8,500 af contract while analysis continues on full long-term contract; participating in Folsom Lake temperature management alternatives analyses
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

Summary

2013 - 2016 Goals

Goal	Target	Results
Complete and implement FCC update and capital reserve cash flow	2013	Completed 2013
Complete Flume Replacement vs. Tunnel Evaluation Study	2014	Completed
Complete internal Critical Asset Vulnerability Assessment	2014 - 2015	
Complete Headwater Benefit Agreement with SMUD	2013	Completed 2014
Complete improvements of Main Ditch, Sly Park Intertie and Forebay Dam remediation	2015 - 2019	Included in 2015 – 2019 CIP

Facility Capacity Charge (FCC)

Capital Improvement Plan (CIP)

Summary

2013 - 2016 Goals			
Goal	Original Target	Revised Target	Results
Implement pension reform mandates	2013	---	Completed 2013
Develop and implement plan to eliminate potable water being used to augment recycled water supply	2013	2016	Received temporary SWRCB permit at DCWWTP; Seeking long term change of use permit
Implement ADA SETP plan	2013 - 2016	2015 - 2019	Ongoing; Included in 2015-2019 CIP
Transfer ownership of real property that has been declared surplus to the District needs	2013 - 2016	2015 - 2019	In progress
Explore marketing water transfers	2013 - 2016	2015 - 2019	Awaiting Permit 21112 Warren Act Contract

Summary

2013 - 2016 Goals

Goal	Original Target	Revised Target	Results
Complete the SCADA 5-year plan and include in the 2014 Capital Improvement Plan (CIP)	4 th Qtr. 2013	---	Completed; Included in 2015-2019 CIP
Improve efficiencies by integrating Hansen, Geographic Information System (GIS) and Customer Information System (CIS)	2013 - 2016	2015 - 2019	GIS plan complete; Included in 2015-2019 CIP

Supervisory Control and Data Acquisition (SCADA)

Capital Improvement Plan (CIP)

Summary

2014 - 2017 Goals			
Goal	Original Target	Revised Target	Results
Pursue drought year water supply (SMUD) transfer agreement	2014 - 2015	2015 - 2019	
Initiate process to have multiple points of diversion for Permit 21112 water	2014 - 2017	2015 - 2019	
Explore opportunities to refinance or prepay debt to lower overall costs	2014	---	Completed 1 st Qtr. 2014
Reduce unaccounted-for water loss by 10%	2015	---	
Continue with succession planning and transition	2015 - 2019	---	