

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 2015	Results 2016	Results 2017	Results 2018
Lost-time injuries	0	2	3	1	3
Injuries Requiring Medical Attention (IRMA) ¹	0	12	13	7	3
Avoidable Accidents (AA)	0	21	16	19	14
Safety training	100%	100%	99.9%	99.9%	99.9%
Other required training	100%	100%	100%	100%	100%

¹Includes OSHA non-recordable incidences

100% Safety

Incidence Rate (Injuries Requiring Medical Attention)

Key Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018
District incidence rate	4.0	6.3	3.0	1.9
Percent above/below compared to standard	53%	144%	13%	-26%

Formula: (number of injuries and illnesses X 200,000)/ employee hours worked = incidence rate/100 employees
District Incidence Rate is the rate of all OSHA recordable incidences and does not include first-aid cases

Standard Incident Rate of 2.6 was fixed in 2016 based on lowest variable industry rate of 2015 - U.S. Bureau of Labor Statistics, Standard Industry Classification: 2213-Water, sewage, and other systems.

100% Safety

Lost Work Day Incidence Rate

Key Performance Indicators	Results 2015	Results 2016	Results 2017	Results 2018
District lost workday rate	1.0	1.5	0.5	1.4
Percent above/below compared to standard	66%	144%	-18%	141%

Formula: (number of injuries and illnesses X 200,000)/ employee hours worked = incidence rate/100 employees
 District Incidence Rate is the rate of all OSHA recordable incidences and does not include first-aid cases

Standard Lost Workday Rate of 0.5 was fixed in 2016 based on lowest variable industry rate of 2015 - U.S. Bureau of Labor Statistics, Standard Industry Classification: 2213-Water, Sewage, and other systems.

100% Safety

Public - Meet all Health and Safety Standards

Regulatory Violations

Key Performance Indicators	Target	Results 2015	Results 2016	Results 2017	Results 2018
Water	0	1	1	0	0
Wastewater	0	0	4	7	1
Hydro	0	1	0	1	0

Respect for the Individual

Employee			
Key Performance Indicators	Target	Results 2012	Results 2017
District employee engagement survey	Bi-annual	Completed 2012; 69% very satisfied or satisfied	Completed 2017; 73% very satisfied or satisfied; Next survey planned 1 st Qtr. 2020
Labor Management Committee (LMC)	Monthly meetings; Evaluate effectiveness in employee survey	Completed 2012; 68% agree or strongly agree	Completed 2017; 73% agree or strongly agree

Excellent Customer Service

Customer Satisfaction Survey¹

Key Performance Indicators	Target	Results 2015	Results 2017	Results 2019
Overall	Greater than 90%	91%	89%	90%
Phone	Greater than 90%	93%	95%	96%
Field	Greater than 90%	95%	96%	96%
Reasonableness of water rates	Greater than 80%	65%	61%	61%
Reasonableness of wastewater rates	Greater than 60%	47%	45%	51%

¹Survey performed bi-annually

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target ¹	Results 2016	Results 2017	Results 2018
Number of unplanned water outages per 1,000 accounts	---	---	---	---
Less than 4 hours	0.25 top 1.13 median 2.52 bottom	4.87 outages (190 outages)	6.05 outages (236 outages)	5.33 outages (208 outages)
4 to 12 hours	0.09 top 0.33 median 0.78 bottom	0.44 outages (17 outages)	0.36 outages (14 outages)	0.49 outages (19 outages)
Greater than 12 hours	0.00 top 0.01 median 0.07 bottom	0.03 outages (1 outage)	0.05 outages (2 outages)	0.05 outages (2 outages)

¹American Water Works Association (AWWA) Benchmarking Performance Indicators for Water and Wastewater: [2018 Edition](#) (nationwide statistics)

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Number of water system leaks/breaks per 100 miles ¹	11.8 top 18.2 median 36.7 bottom	39.29 outages (550 leaks/breaks)	34.64 outages (485 leaks/breaks)	36.08 outages (505 leaks/breaks)
Sanitary Sewer Overflows (SSO) per 100 miles of pipe	0.02 top 1.20 median 3.20 bottom	3.50 (22 SSOs)	2.55 (16 SSOs)	2.31 (15 SSOs)

¹American Water Works Association (AWWA) Benchmarking Performance Indicators for Water and Wastewater: [2018 Edition](#) (nationwide statistics)

Excellent Customer Service

Customer Engagement

Key Performance Indicators	Original Target	Revised Target	Results 2016	Results 2017	Results 2018
Online bill pay customers	Trend	58%	46%	49%	53%
Customers with email addresses	Trend	85%	74%	79%	83%
District website eNews subscribers	Trend	---	---	1,070	1,172
District website email notifications sent	Trend	---	22,102	56,817	57,885

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Operating expenses	Less than 100% at year-end	1 st Qtr. = 21.0%	1 st Qtr. = 20.6%	1 st Qtr. = 20.2%
		2 nd Qtr. = 44.5%	2 nd Qtr. = 47.5%	2 nd Qtr. = 46.7%
		3 rd Qtr. = 71.1%	3 rd Qtr. = 72.6%	3 rd Qtr. = 73.0%
		4 th Qtr. = 97.2%	4 th Qtr. = 100.6%	4 th Qtr. = 97.8%

Please note each quarter is shown year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Capital expenses	Between 70-90% at year-end	1 st Qtr. = 9.4%	1 st Qtr. = 10.3%	1 st Qtr. = 7.5%
		2 nd Qtr. = 20.2%	2 nd Qtr. = 41.7%	2 nd Qtr. = 29.7%
		3 rd Qtr. = 33.8%	3 rd Qtr. = 66.9%	3 rd Qtr. = 43.3%
		4 th Qtr. = 52.6%	4 th Qtr. = 77.0%	4 th Qtr. = 88.0%

Please note each quarter is shown year-to-date

Fiscal Responsibility

Debt Service Coverage

Key Performance Indicators	Target	Results 2016	Results 2017	Projected 2018
Annual Ratio without FCCs	1.00 minimum 1.25 goal	1.88	1.85	1.40
Annual Ratio with FCCs	1.25 minimum 1.70-2.00 goal	2.74	2.49	2.20

Facility Capacity Charge (FCC)

Debt outstanding—past and projected

December 31, 2010 \$387.9 million

December 31, 2017 \$323.8 million (after \$6 million prepayment)

December 31, 2018 \$310.0 million (after \$6 million prepayment)

Business Practices

Trends Over Time

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Operating expenses per service	Trend	\$337.45	\$346.44	\$320.15
Services per employee	Trend	313	320	319
Overtime hours ¹	Trend	5.56%	6.54%	5.99%
Write off	Less than 1%	0.07%	0.06%	0.05%
Outside legal expenses - operating	Trend	\$ 58,802	\$ 50,129	\$ 138,494 ²
Outside legal expenses - capital	Trend	\$ 71,716	\$ 327,502	\$ 280,955

¹Based on non-exempt employees

²Approximately \$77,000 of this amount is attributable to defending the Prop. 218 lawsuit

Business Practices

Customer Services Per Employee¹

Agency	Service	Services	Employees	Services / Employee
Tuolumne Utilities District (TUD)	Water/Wastewater	26,135	79	331
El Dorado Irrigation District (EID)	Water/Wastewater Recycled	70,110	220	319
Calaveras County Water District	Water/Wastewater	17,928	65	276
San Juan Water District	Water	10,641	47	226
Amador Water Agency	Water	9,781	43	186
Placer County Water Agency (PCWA)	Water	41,037	224	183
Nevada Irrigation District (NID)	Water	27,577	206	134

¹As of March 2019

Updated 3/2019

Business Practices

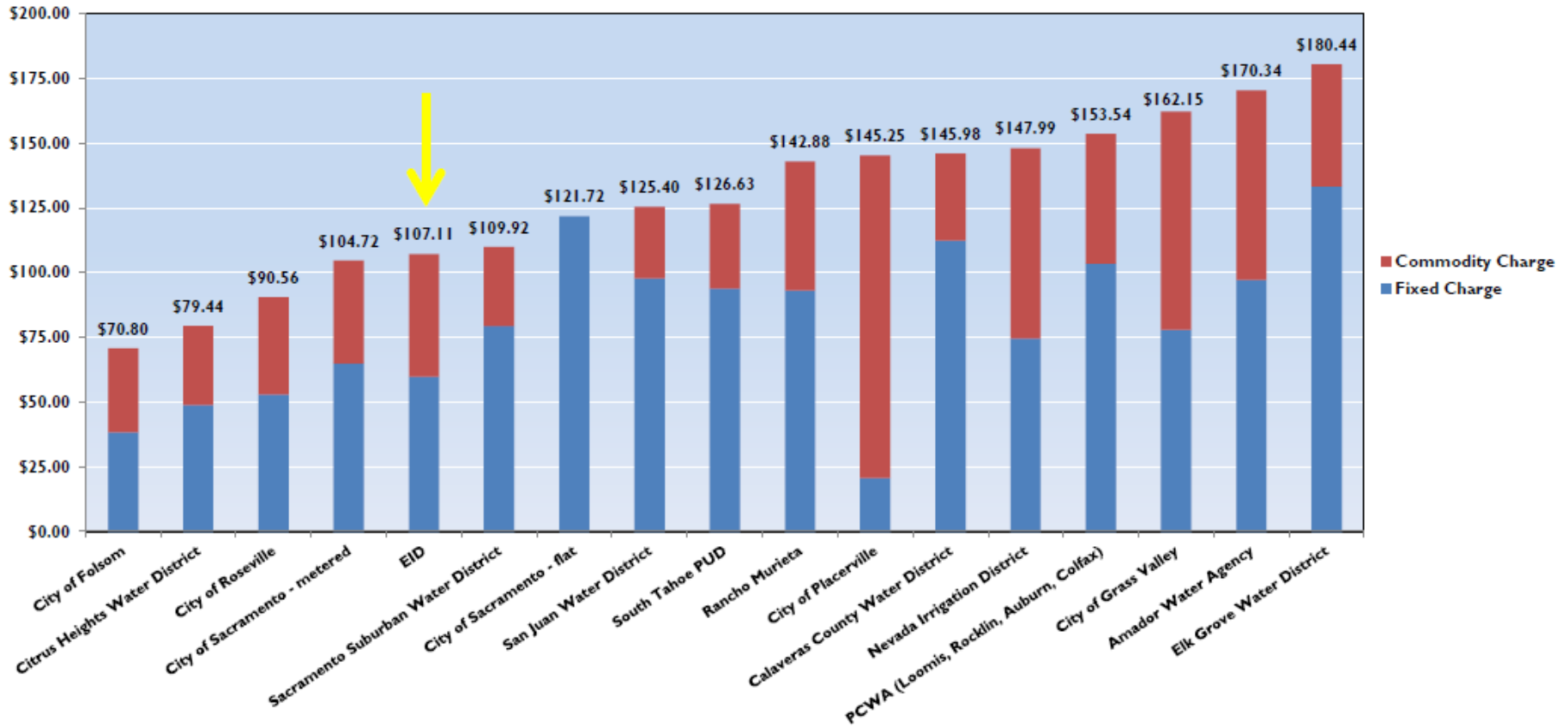
Trends Over Time

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Water rates (bi-monthly)	At or below median of similar agencies (\$126.63*)	\$104.00 ¹	\$107.11 ¹	\$107.11 ¹
Wastewater rates (bi-monthly)	At or below median of tertiary agencies (\$168.58*)	\$134.00 ²	\$138.01 ²	\$138.01 ²

*November 2018 other agency comparisons; ¹assuming 30 ccf water usage; ²assuming 16 ccf winter water usage Hundred Cubic Feet (ccf)

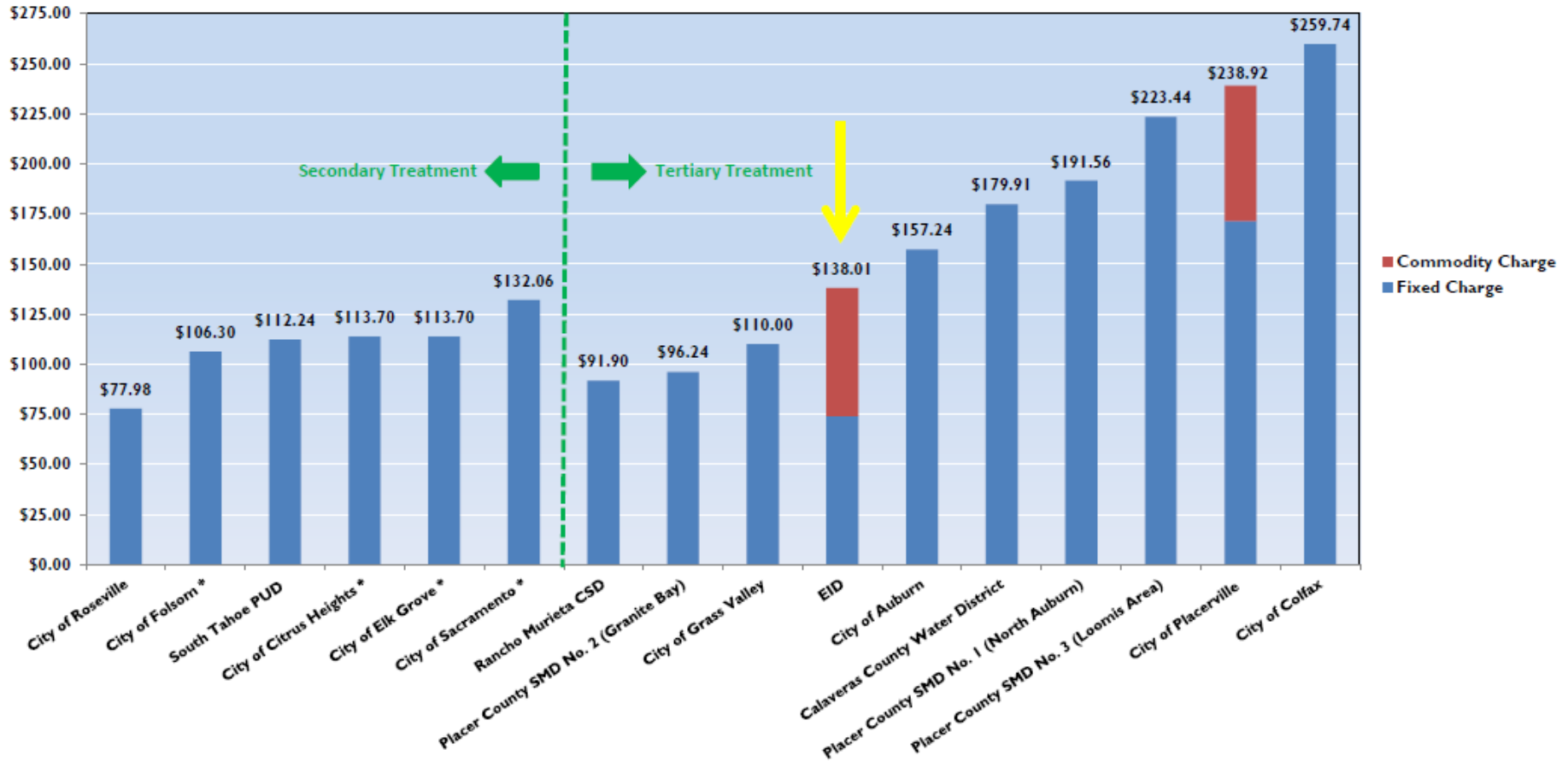
Regional Water Bill Comparison - 2018

For Bi-Monthly Service - Single Family Residence: 3/4" Meter - 3,000 cf usage



Regional Sewer Bill Comparison - 2018

For Bi-Monthly Service - Single Family Residence: 1,600 cf of winter usage



* Cities serviced by the Sacramento Regional County Sanitation District's (SRCSD) regional wastewater treatment facility. Mandated treatment facility improvements from secondary to tertiary are estimated to be completed by 2023.

Business Practices

Key Water and Sewer Utility Credit Ratio Ranges

Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018 ³
Total debt to total net capital assets ¹	40 - 60% Moderate ²	55.2%	46.5%	43.4%
Variable rate debt	Manage debt to no more than 35% of long-term debt	0%	0%	0%

¹Historical costs of depreciable assets is \$1.04 billion

²“Key Water And Sewer Utility Credit Ratio Ranges” *Standard & Poor’s Global Credit Portal RatingsDirect®*, September 15, 2008, page 5

³Estimated

Business Practices

Water Use Efficiency Standards				
Key Performance Indicators	Target	Results 2016	Results 2017	Results 2018
Meet the Urban Water Conservation Target of 20% by 2020 (Baseline: 301 gpcd)	241 gpcd	200 gpcd	212 gpcd	228 gpcd
Track water loss from CAFR ¹	13-14%	16.7%	17.4%	19.0% (preliminary)
New conservation requirements for Indoor use, Commercial and Industrial (C&I), Outdoor irrigation and Agriculture (Ag) conservation	Aggregate target to be determined pending regulations	---	---	Pending new regulations

¹Main Ditch Project will significantly reduce water losses; Pending new regulation on water loss
 Gallons Per Capita Per Day (gpcd)
 Comprehensive Annual Financial Report (CAFR)

Summary of Goals

Summary

2018 - 2020 Goals			
Goal	Original Target	Revised Target	Results
Pursue drought year water supply (SMUD) transfer agreement	2014 - 2015	2019 - 2020	Negotiate with EDWPA (EDCWA)
Initiate process to have multiple points of diversion for Permit 21112 water	2014 - 2017	2019 - 2020	Project description, EIR, outreach in 2019
For 2019 continue to explore opportunities to refinance or pay down debt to lower overall costs	1st Qtr. 2019	---	Paid off 2014A COP's (\$14.5 million)

El Dorado Water and Power Authority (EDWPA)
 El Dorado County Water Agency (EDCWA)
 Environmental Impact Report (EIR)
 Certificate of Participation (COP)

Summary

2018 - 2020 Goals

Goal	Original Target	Revised Target	Results
Expand non-rate revenue through marketing water transfers	2013 - 2016	Ongoing	Completed 1,533 AF transfer in 2018; Annual evaluation
Evaluate hydro power sales contract	2018 - 2020	---	Evaluating options in 2019
Continue with succession planning and transition	2015 - 2019	Ongoing	Annual evaluation
Replace Hansen 7	2019-2022	---	Underway

Acre Feet (AF)

Summary

2018 - 2020 Goals

Goal	Original Target	Revised Target	Results
Complete improvements of Forebay Dam, Folsom Lake Intake, Main Ditch, and Sly Park Intertie	2015 - 2019	Included in 2019-2023 CIP	Forebay Dam: 2017-2019 Folsom Lake Intake: 2019-2021 Main Ditch piping: 2019-2020 Sly Park Intertie: 2024-2025
Complete Bass Lake relocation and transition	2018	---	Submitted CUP application; Construction 2019-2020
Update COS study and implement findings	2019	---	Update to existing model; Underway
Update Master Plan, FCC study and implement findings	2020	---	

Capital Improvement Plan (CIP)
 Conditional Use Permits (CUP)
 Cost of Services (COS)
 Facility Capacity Charge (FCC)

Summary

2018 - 2020 Goals

Goal	Target	Results
Reduce unfunded OPEB obligation by allocating up to 100% of non-rate water transfer revenue as integrated in the District's financial plan	Reduce UAL by 5% per year	\$6 million prepayment into OPEB CERBT in 2012

Other Post-Employment Benefits (OPEB)
Unfunded Actuarial Liability (UAL)
California Employers' Retiree Benefit Trust (CERBT)