

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 2017	Results 2018	Results 2019	Results 2020
Lost-time injuries	0	1	3	3	6 ¹
Injuries Requiring Medical Attention (IRMA) ²	0	7	3	8	4
Avoidable Accidents (AA)	0	19	14	11	15
Safety training	100%	99.9%	99.9%	99.5%	99.9%
Other required training	100%	100%	100%	99.9%	100%

¹Four out of nine recordable cases were COVID-19 related. Not including COVID-19 related cases, the District's incident rate would have been 2.4; 6% below the standard.

²Includes OSHA non-recordable incidences

100% Safety

Incidence Rate (Injuries Requiring Medical Attention)

Key Performance Indicators	Results 2017	Results 2018	Results 2019	Results 2020
District incidence rate	3.0	1.9	3.8	4.3 ¹
Percent above/below compared to standard	13%	-26%	46%	66%

¹Four out of nine recordable cases were COVID-19 related. Not including COVID-19 related cases, the District's incident rate would have been 2.4, 6% below the standard.

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 2017	Results 2018	Results 2019	Results 2020
District lost workday rate	0.5	1.4	1.4	2.8
Percent above/below compared to standard	-81%	-46%	-46%	8%

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

Public - Meet all Health and Safety Standards

Regulatory Violations

Key Performance Indicators	Target	Results 2017	Results 2018	Results 2019	Results 2020
Water	0	0	0	0	0
Wastewater	0	7	1	7 ¹	1 ²
Hydro	0	1	0	0	1 ³

¹Biological regrowth in Deer Creek Wastewater Treatment Plant ultraviolet disinfection channel (all violations were associated with a single event)

²Pipeline leak resulted in chemical release increasing the pH

³Under release from Echo Lake

Respect for the Individual

Employee			
Key Performance Indicators	Target	Results 2017	Results 2020
District employee engagement survey	Bi-annual	Completed 2017; 73% very satisfied or satisfied; Next survey planned 1 st Qtr. 2020	Delayed due to COVID-19; Next survey planned for 3 rd Qtr. 2021
Labor Management Committee (LMC)	Monthly meetings; Evaluate effectiveness in employee survey	Completed 2017; 73% agree or strongly agree	Next survey planned for 3 rd Qtr. 2021

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 - Next survey is scheduled to begin April 2021

Excellent Customer Service

Customer Engagement				
Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
Online bill pay customers	Trend	53%	59%	62%
Customers with email addresses	Trend	83%	87%	90%

Excellent Customer Service

Customer Engagement				
Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
District website visitors	Trend	367,775	373,449	520,966
District website eNews subscribers	Trend	1,172	1,392	2,504
District website email notifications	Trend	57,885	101,810	143,446
Facebook Post: Engagement ¹	>2%	---	---	---
Facebook: Reach ²	Trend	---	---	---
Facebook: Impressions ³	Trend	---	---	---
Nextdoor: Impressions ⁴	Trend	---	---	---

¹Percentage derived from the number of people a post reaches who then like, comment, share or click (engagement) on the post, divided by the total reach of the post

²Number of people who saw any content from a Facebook page or about the page

³Number of times any content from the page or about the page entered a person's screen

⁴Impressions includes number of residents who viewed a post, the number of opens of email notifications that are sent, and number of clicks on a post [Launching in 2021]

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target ¹	Results 2018	Results 2019	Results 2020
Number of unplanned water outages per 1,000 accounts				
Less than 4 hours	0.32 top 0.85 median 2.02 bottom	5.33 outages (208 outages)	5.31 outages (207 outages)	4.05 outages (158 outages)
4 to 12 hours	0.10 top 0.41 median 0.86 bottom	0.49 outages (19 outages)	0.82 outages (32 outages)	0.82 outages (32 outages)
Greater than 12 hours	0.00 top 0.01 median 0.05 bottom	0.05 outages (2 outages)	0.03 outages (1 outages)	0.03 outages (1 outages)

¹American Water Works Association (AWWA) Benchmarking Performance Indicators for Water and Wastewater: 2020 Edition (nationwide statistics)

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target ¹	Results 2018	Results 2019	Results 2020
Number of water system leaks/breaks per 100 miles	10.2 top 21.7 median 37.9 bottom	36.08 outages (505 leaks/breaks)	35.29 outages (494 leaks/breaks)	41.42 outages (580 leaks/breaks)
Sanitary Sewer Overflows (SSO) per 100 miles of pipe	0.50 top 1.60 median 3.70 bottom	2.31 (15 SSOs)	0.86 (6 SSOs)	1.87 ² (13 SSOs)

¹American Water Works Association (AWWA) Benchmarking Performance Indicators for Water and Wastewater: 2020 Edition (nationwide statistics)

²Increase attributed to toilet paper shortage during COVID-19 pandemic

Excellent Customer Service

Service Reliability		
Key Performance Indicators	Target	Results 2020
Number of Fire Hydrants serviced ¹	6,565	1,642
	100%	25%
Number of service lines replaced		
Unplanned (leaks/failures)	165	350
	33%	69%
Planned	335	155
	67%	31%

¹American Water Works Association (AWWA) annually; District target once every five years

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Audited 2018	Audited 2019	Unaudited 2020
Operating expenses	Less than 100% at year-end	1 st Qtr. = 20.2%	1 st Qtr. = 20.2%	1 st Qtr. = 20.8%
		2 nd Qtr. = 46.7%	2 nd Qtr. = 46.7%	2 nd Qtr. = 45.1%
		3 rd Qtr. = 73.0%	3 rd Qtr. = 70.7%	3 rd Qtr. = 67.7%
		4 th Qtr. = 97.8%	4 th Qtr. = 99.9%	4 th Qtr. = 95.8%

Note: Each quarter is shown year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
Capital expenses	Between 70-90% at year-end	1 st Qtr. = 7.5%	1 st Qtr. = 4.6%	1 st Qtr. = 7.8%
		2 nd Qtr. = 29.7%	2 nd Qtr. = 11.5%	2 nd Qtr. = 14.2%
		3 rd Qtr. = 43.3%	3 rd Qtr. = 26.6%	3 rd Qtr. = 28.2%
		4 th Qtr. = 88.0%	4 th Qtr. = 57.0%	4 th Qtr. = 80.0%

Note: Each quarter is shown year-to-date

Fiscal Responsibility

Debt Service Coverage

Key Performance Indicators	Target	Audited 2018	Audited 2019	Unaudited 2020
Annual Ratio without FCCs	1.00 minimum 1.25 goal	1.30	1.54	1.57
Annual Ratio with FCCs	1.25 minimum 1.70-2.00 goal	2.19	2.12	2.02

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)

December 31, 2019 \$280.0 million (after \$6 million prepayment)

December 31, 2020 \$355.2 million (after \$6 million prepayment and \$61.1 million new debt)

Business Practices

Trends Over Time

Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
Operating expenses per service	Trend	\$320.15	\$341.18	\$337.10
Services per employee	Trend	319	324	329
Overtime hours ¹	Trend	6.22%	6.79%	6.05%
Write off	Less than 1%	0.05%	0.06%	0.03%
Outside legal expenses - operating	Trend	\$138,494 ²	\$63,040	\$68,079
Outside legal expenses - capital	Trend	\$280,955	(\$542,920) ³	\$206,775

¹Based on non-exempt employees

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

³Includes \$285,235 distribution of funds related to the dissolution and winding up of the El Dorado Water and Power Authority agreement and \$384,000 settlement proceeds related to the Camp 2 Bridge litigation

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

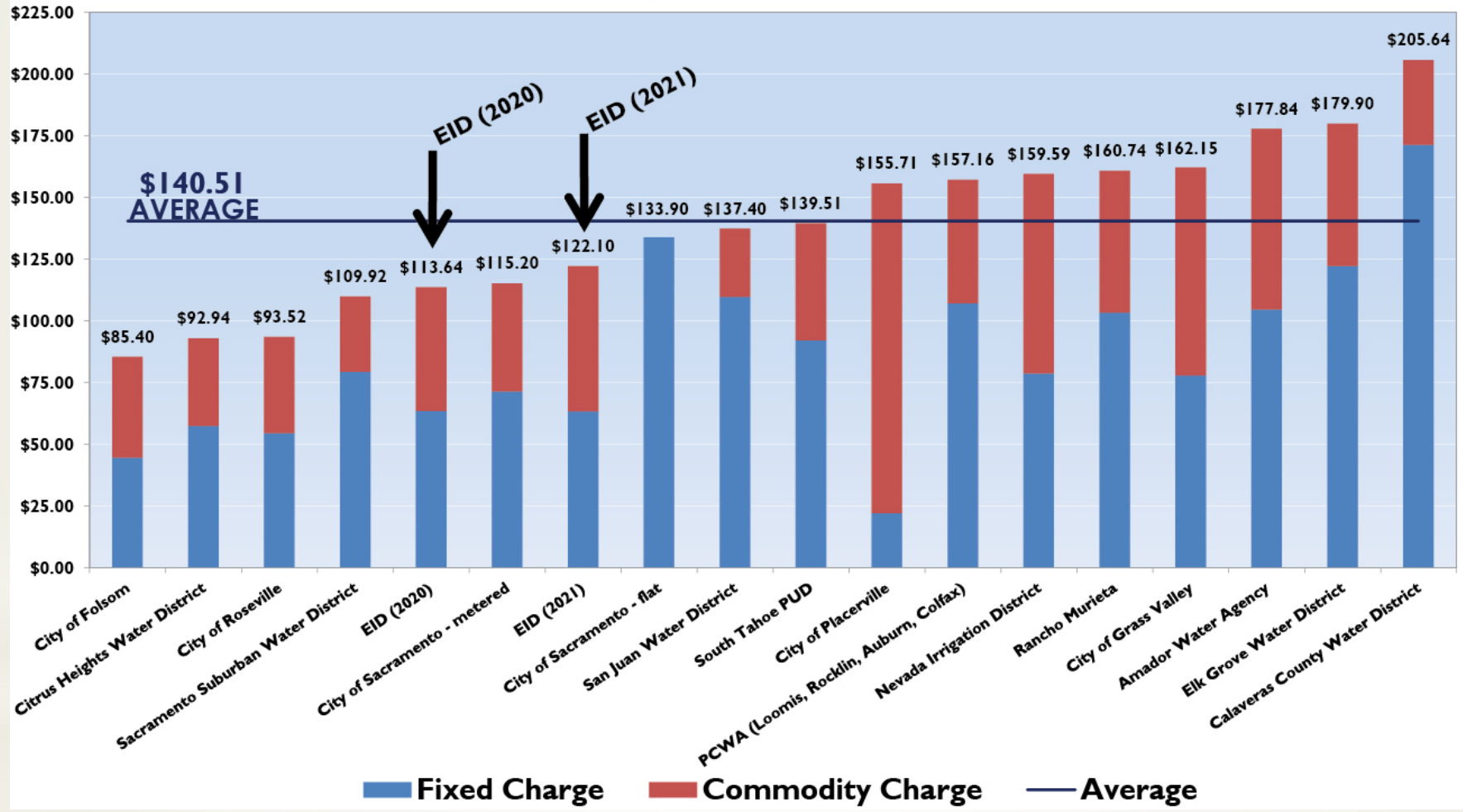
Trends Over Time

Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
Water rates (bi-monthly)	At or below median of similar agencies (\$140.51*)	\$107.11 ¹	\$110.34 ¹	\$113.65 ¹
Wastewater rates (bi-monthly)	At or below median of tertiary agencies (\$182.84*)	\$138.01 ²	\$140.77 ²	\$140.77 ²

*November 2020 other agency comparisons; ¹assuming 30 ccf water usage; ²assuming 16 ccf winter water usage Hundred Cubic Feet (ccf)

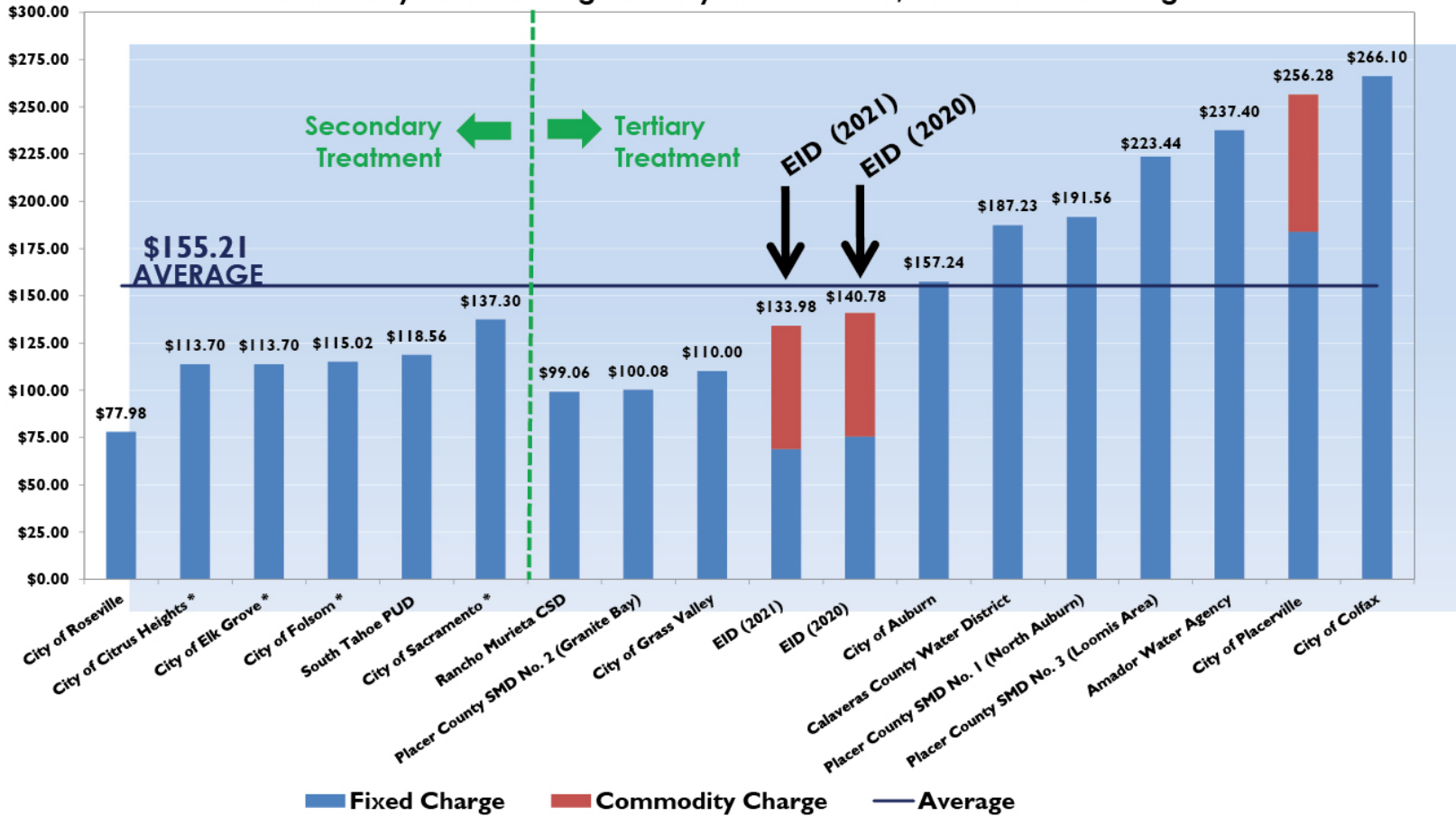
2020 Regional Water Bill Comparison

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



2020 Regional Sewer Bill Comparison

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



Business Practices

Key Water and Sewer Utility Credit Ratio Ranges

Key Performance Indicators	Target	Actual 2018	Actual 2019	Projected 2020
Total debt to total net capital assets ¹	40 - 60% Moderate ²	48.8%	43.4%	51.4%

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

Business Practices

Water Use Efficiency Standards

Key Performance Indicators	Target	Results 2018	Results 2019	Results 2020
Meet the Urban Water Conservation Target of 20% by 2020 (Baseline: 301 gpcd)	241 gpcd	226 gpcd	225 gpcd	236 gpcd
Track water loss from Annual Report ¹	13-14%	18.8%	18.4%	18.1%
New conservation requirements for Indoor use, Commercial and Industrial (C&I), Outdoor irrigation and Agriculture (Ag) conservation	Aggregate target to be determined pending regulations	Tracking regulations	Tracking regulations	Tracking 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 (Annual Report)

Summary of Goals

Summary

2021 - 2025 Goals		
Goal	Target	Results
Pursue drought year water supply SMUD transfer agreement	2021 - 2022	Pending negotiations with EDWA
Initiate process to add multiple points of diversion for Permit 21112 water	2021 - 2022	Completed project description in 2019; Hired EIR and modeling consultants in 2020; Conducting stakeholder outreach 2020 to current
Continue to explore opportunities to refinance or pay down debt to lower overall costs	Ongoing	In 2020, refinanced \$186.9 million in high interest debt; Provided a net present value savings of \$16.9 million
Reduce unaccounted for water loss by 20% by 2025	2025	Main Ditch Project will significantly reduce water losses

Sacramento Municipal Utility District (SMUD)
 El Dorado Water Agency (EDWA)
 Environmental Impact Report (EIR)

Summary

2021 - 2025 Goals		
Goal	Target	Results
Expand non-rate revenue through marketing water transfers	Annual	Completed 8,000 AF transfer in 2020; Annual evaluation
Evaluate hydro power sales contract	2018 - 2021	New contract scheduled May 2021
Continue with succession planning and transition	Annual	Annual evaluation
Replace Hansen 7	2019 - 2022	RFP conducted in 2020; Upgrade expected to begin in 2021
Revise EID division boundaries based upon 2020 U.S. Census data	2021 - 2022	Pending release of 2020 U.S. Census data

Acre Feet (AF)

Request for Proposal (RFP)

Summary

2021 - 2025 Goals		
Goal	Target	Results
Complete improvements of Forebay Dam, Folsom Lake Intake, Main Ditch, and Sly Park Intertie	Included in 2021-2025 CIP	Forebay Dam: 2017-2020; Completed Folsom Lake Intake: 2020-2021 Main Ditch piping: 2020-2022 Sly Park Intertie: 2024-2025
Complete Bass Lake relocation and transition	2018	Design nearing completion; Construction 2021-2022
Update COS study and implement findings	2020	Completed 2020
Update Master Plan, FCC study and implement findings	2021	Begin in 2021

Capital Improvement Plan (CIP)

Conditional Use Permits (CUP)

Cost of Services (COS)

Facility Capacity Charge (FCC)

Summary

2021 - 2025 Goals

Goal	Target	Results
Reduce unfunded OPEB obligation by allocating non-rate revenue	Reduce UAL by 5% per year pending Board action	\$6 million prepayment into OPEB CERBT in 2012; Current value \$12.9 million
Develop and implement disposition strategy for surplus properties	2022	Completed phase 1 in 2018; Resuming phase 2 (Texas Hill) per Board direction
Successfully negotiate SWRCB Phase 2 Water Quality Control Plan Update Voluntary Settlement Agreement	---	In negotiations
Successfully negotiate multi-year MOUs for both labor units	4 th Qtr. 2021	

Other Post-Employment Benefits (OPEB)

Unfunded Actuarial Liability (UAL)

California Employers' Retiree Benefit Trust (CERBT)

State Water Resources Control Board (SWRCB)

Memorandum of Understanding (MOU)