

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 2013	Results 2014	Results 2015	Results 3 rd Qtr. 2016
Lost-time injuries	0	2	1	2	2
Injuries Requiring Medical Attention (IRMA)	0	4	3	7	9
Avoidable Accidents (AA)	0	12	16	19	13
Safety training	100%	100%	99.9%	99.9%	99.7%
Other required training	100%	100%	100%	100%	100%

100% Safety

Public - Meet all Health and Safety Standards

Key Performance Indicators	Target	Results 2013	Results 2014	Results 2015	Results 2016 YTD
Water	100% Regulatory Compliance	0 violations	1 violation	1 violation	1 violation
Wastewater	100% Regulatory Compliance	2 violations	1 violation	0 violations	4* violations
Hydro	100% Regulatory Compliance	0 violations	0 violations	1 violation	0 violations

YTD = year-to-date

*All 4 violations: former contract lab errors

Respect for the Individual

Employee				
Key Performance Indicators	Target	Results 2013	Results 2015	Results 2017
District employee survey	Bi-annual	Completed 2012; Bi-annual	Completed 2015; Bi-annual 89% very satisfied or satisfied	3 rd Qtr. 2017; Bi-annual
Labor Management Committee (LMC)	Monthly meetings	On schedule; Ongoing	On schedule; Ongoing	Will be measured in employee survey

Excellent Customer Service

Customer Satisfaction Survey*

Key Performance Indicators	Target	Results 2010	Results 2012	Results 2015
Overall	Greater than 90%	87%	87%	91%
Phone	Greater than 90%	95%	90%	93%
Field	Greater than 90%	94%	92%	95%
Reasonableness of water rates	Greater than 80%	56%	54%	65%
Reasonableness of wastewater rates	Greater than 60%	33%	39%	47%

*Survey performed bi-annually

Excellent Customer Service

Service Reliability			
Key Performance Indicators	Target*	Results 2015	Results 2016 YTD
# of unplanned water outages per 1,000 accounts	---	---	---
Less than 4 hours	0.35 top 1.06 median 2.67 bottom	4.68 outages (187 outages)	3.98 outages (159 outages)
4 to 12 hours	0.00 top 0.48 median 1.30 bottom	0.50 outages (20 outages)	0.33 outages (13 outages)
Greater than 12 hours	0.00 top 0.00 median 0.06 bottom	0.08 outages (3 outages)	0.03 outages (1 outage)

*American Water Works Association (AWWA) 2013 Benchmarking Performance Indicators for Water and Wastewater Utilities: Survey Data and Analyses Report

YTD = year-to-date

Excellent Customer Service

Service Reliability

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016 YTD
# of water system leaks/breaks per 100 miles*	4.0 top 15.0 median 35.0 bottom	50.69 outages (659 leaks/breaks)	47.92 outages (623 leaks/breaks)	36.46 outages (474 leaks/breaks)
Sanitary Sewer Overflows (SSO) per 100 miles of pipe**	Less than 5.00	2.14 (12 SSOs)	1.60 (11 SSOs)	2.90 (18 SSOs)

*American Water Works Association (AWWA) 2013 Benchmarking Performance Indicators for Water and Wastewater Utilities: Survey Data and Analyses Report

**CSPA v. EID settlement agreement

YTD = year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016
Operating expenses	Less than 100% at year-end	1 st Qtr. = 22.6%	1 st Qtr. = 20.6%	1 st Qtr. = 21.0%
		2 nd Qtr. = 46.6%	2 nd Qtr. = 44.0%	2 nd Qtr. = 44.5%
		3 rd Qtr. = 72.8%	3 rd Qtr. = 69.7%	3 rd Qtr. = 71.1%
		4 th Qtr. = 101.7%	4 th Qtr. = 94.3%	

Please note each quarter is shown year-to-date

Fiscal Responsibility

Budget Compliance

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016
Capital expenses	Between 70-90% at year-end	1 st Qtr. = 14.2%	1 st Qtr. = 22.1%	1 st Qtr. = 9.4%
		2 nd Qtr. = 21.8%	2 nd Qtr. = 45.4%	2 nd Qtr. = 20.2%
		3 rd Qtr. = 36.6%	3 rd Qtr. = 65.3%	3 rd Qtr. = 33.8%
		4 th Qtr. = 78.6%	4 th Qtr. = 88.5%	

Please note each quarter is shown year-to-date

Fiscal Responsibility

Actual Personnel and Operating Expenses		
Year	Total Personnel Expenses (millions)	Total Operating Expenses ¹ (millions)
2010	\$26.141	\$40.453
2011	\$25.571	\$40.520
2012	\$26.600	\$41.523
2013	\$26.892	\$43.121
2014	\$26.997	\$44.119
2015	\$26.297	\$43.979
2016 ²	\$26.894	\$44.769

¹Net of depreciation

²Projected

Source: 2010-2015 annual audits
2016 Finance Department

Fiscal Responsibility

Personnel Expense Increase

Year	Total Increase Personnel	Average Annual Increase Personnel
2010 - 2016	2.9%	0.5%

Operating Expense Increase

Year	Total Increase Operating	Average Annual Increase Operating
2010 - 2016	10.7%	1.8%

Fiscal Responsibility

Debt Service Coverage

Key Performance Indicators	Target	Results 2014	Results 2015	Projected 2016
Annual Ratio without FCCs	1.00 minimum 1.25 goal	1.68	1.69	1.72
Annual Ratio with FCCs	1.25 minimum 1.70-2.00 goal	2.00	2.65	2.29

Facility Capacity Charge (FCC)

Fiscal Responsibility

Face Value of Debt as of December 31	
Year	Amount Outstanding (millions)
2009	\$392.2
2010	\$387.9
2011	\$379.6
2012	\$369.0
2013	\$362.2
2014	\$344.5
2015	\$336.5
2016 ¹	\$343.7 ²

¹Projected

²Issued \$38.6 million new debt (2016B)

Sources: 2010-2015 annual audits
2016 Finance Department

Business Practices

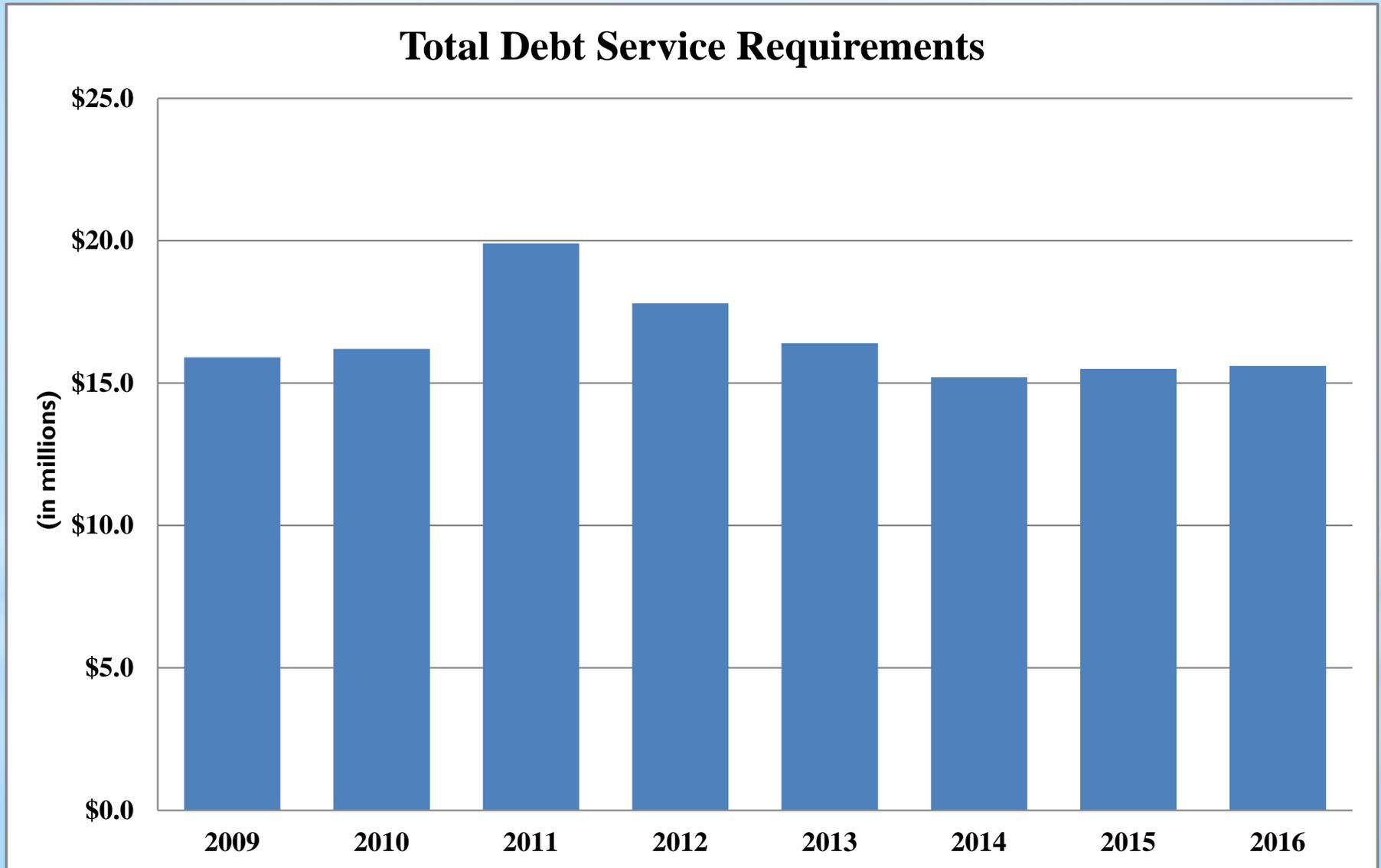
Key Water and Sewer Utility Credit Ratio Ranges

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016 YTD
Total debt to total net capital assets	40 - 60% Moderate*	49.87%	54.09%	49.95%
Variable rate debt	Manage debt to no more than 35% of long-term debt	30.75%	31.52%	0%

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

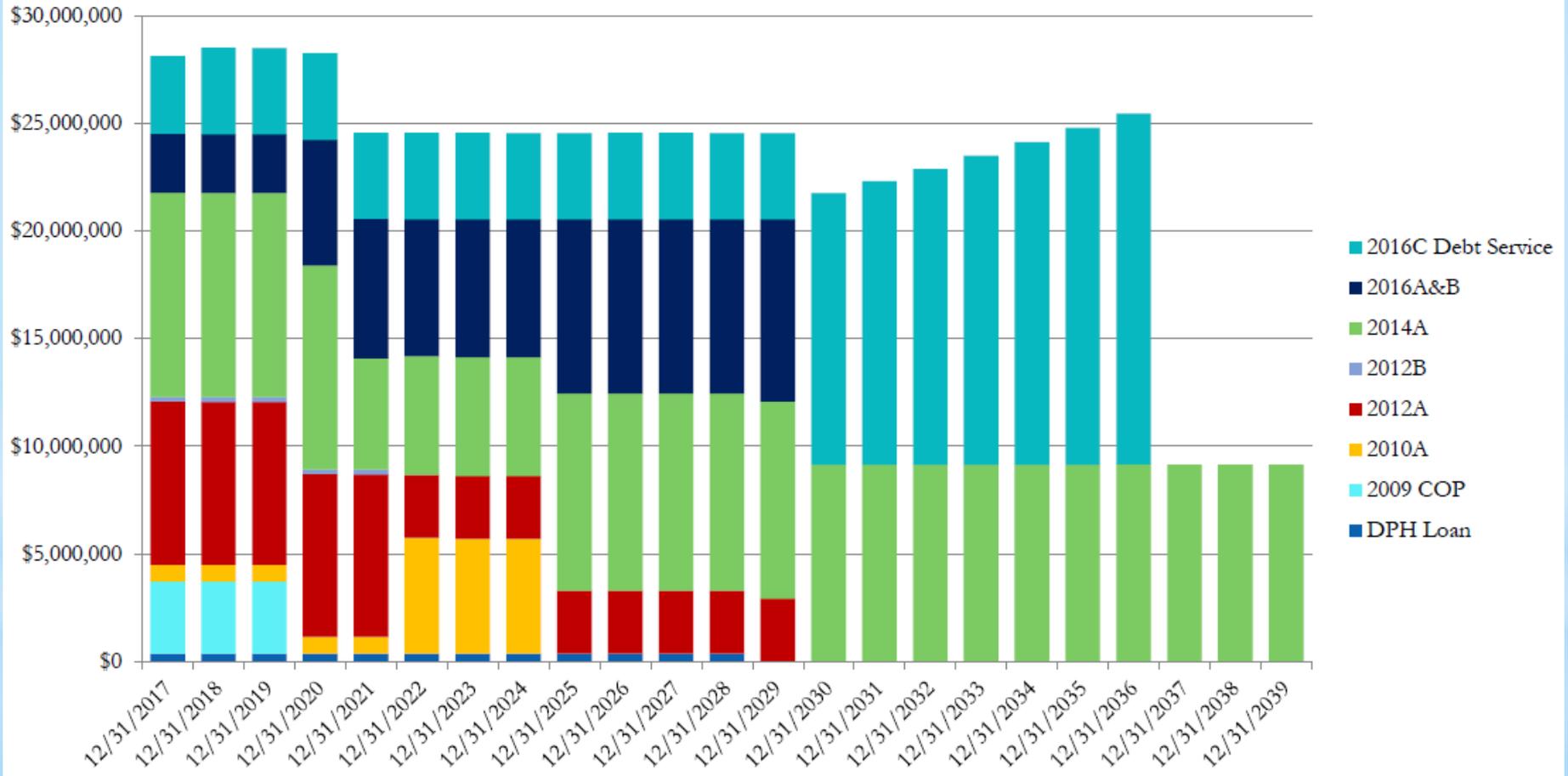
YTD = year-to-date

Business Practices



Business Practices

District Aggregate Debt Service*



*Aggregate Debt service chart does not assume projected partial defeasance of 2014A Bonds. Reflects final pricing of Series 2016C.

Business Practices

Trends Over Time (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016
<u>Water rates</u> (bi-monthly)	At or below median of similar agencies (\$121.26*)	\$ 99.06 ¹	\$ 99.06 ¹	\$104.00 ¹
<u>Wastewater rates</u> (bi-monthly)	At or below median of tertiary agencies (\$158.72*)	\$134.00 ²	\$134.00 ²	\$134.00 ²

*November 2016 other agency comparisons; rates as of August 2016

¹ assuming 30 ccf water usage

² assuming 16 ccf winter water usage

ccf = Hundred Cubic Feet

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)	Long-term contract executed August 2016	General Manager, Engineering and Legal

United States Bureau of Reclamation (Reclamation)
Acre Feet (AF)

Business Practices

Trends Over Time (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016 3 rd Qtr.
Operating expenses per service	Trend	\$333.91	\$326.85	\$240.85
Services per employee	Trend	307	310	312
Overtime hours*	Trend	6.09%	6.02%	5.00%
Write off	Less than 1%	0.14%	0.10%	0.08%
Outside legal expenses - operating	Trend	\$19,198.00	\$ 20,432.55	\$ 59,802.04
Outside legal expenses - capital	Trend	\$10,590.77	\$151,434.00	\$102,586.22
% of online bill pay customers	Trend	40%	43%	48%

*Based on non-exempt employees

Business Practices

Customer Services Per Employee*

Agency	Service	# Services	# Employees	Services / Employee
Tuolumne Utilities District (TUD)	Water/Wastewater	26,067	77	339
El Dorado Irrigation District (EID)	Water/Wastewater Recycled	67,648	217	312
Calaveras County Water District	Water/Wastewater	17,400	66	264
Amador Water Agency	Water	10,000	42	238
San Juan Water District	Water	10,603	47	226
Placer County Water Agency (PCWA)	Water	39,489	224	176
Nevada Irrigation District (NID)	Water	27,577	198	139

*As of November 2016

Updated 11/2016

Business Practices

Trends Over Time (establish improvement benchmarks)

Key Performance Indicators	Target	Results 2014	Results 2015	Results 2016 3 rd Qtr.
Total revenue per Recreation visitor	Trend	\$2.00	\$2.82	\$2.58
Total expenses per Recreation visitor	Trend	\$2.03	\$2.64	\$1.92

Summary of Goals

Summary

2016 - 2018 Goals			
Goal	Original Target	Revised Target	Results
Pursue drought year water supply (SMUD) transfer agreement	2014 - 2015	2017 - 2019	
Initiate process to have multiple points of diversion for Permit 21112 water	2014 - 2017	2017 - 2019	Included in 2017-2021 CIP
Issue bonds for 2016 and explore opportunities to refinance or pay down debt to lower overall costs	1 st Qtr. 2015	---	Completed October 2016
Reduce unaccounted-for water loss by 10%	2015	2017 - 2021	Ongoing

Capital Improvement Plan (CIP)

Summary

2016 - 2018 Goals			
Goal	Original Target	Revised Target	Results
Develop and implement plan to eliminate potable water being used to augment recycled water supply	2013	2018	Obtained temporary relief in 2014 and 2015; Long-term reduction to be evaluated
Expand non-rate revenue through marketing water transfers	2013 - 2016	2015 - 2019	Completed 2,800 AF transfer in 2015; Annual evaluation
Complete improvements of Main Ditch, Sly Park Intertie and Forebay Dam remediation	2015 - 2019	2019	Included in 2017-2021 CIP
Continue with succession planning and transition	2015 - 2019	---	Annual evaluation

Acre Feet (AF)

Capital Improvement Plan (CIP)