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# Fiscal Year

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# 2008

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# Approved

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# Budget

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Volume II - Performance Plan



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Albuquerque Bernalillo County  
**Water Utility Authority**





# Executive Summary

The Albuquerque Bernalillo County Water Utility Authority's (Authority) Budget Ordinance requires that a Performance Plan be connected to the Five-Year Goals and contain performance measures that help guide the operating and capital budgets in allocating the Authority's financial resources. The FY08 Performance Plan assesses the performance of the Authority using a set of identified and tested, high-level performance measures. These measures are designed to help the Authority improve its operational efficiency and effectiveness by identifying areas of improvement and provide a mechanism to conduct comparative analyses in order to implement quality improvement processes and enhance decision-making.

The Performance Plan contains three years of actual prior year data which establishes a baseline as well as projected performance targets that drive financial and budgetary policies. In addition, the Authority assesses its performance in relation to the other utilities referred to as the industry peer group.

The FY08 Performance Plan contains 23 performance measures organized by the Authority's Five-Year Goal areas: Water Supply and Operations, Wastewater Collection and Operations, Customer Relations, Business Planning and Management, and Organization Development. The following table summarizes the Authority's performance as it resides within the industry peer group for the last three fiscal years.

Goal	Performance Measure	FY04	FY05	FY06
<b>Water Supply &amp; Operations</b>	Drinking Water Compliance Rate	●	●	●
	Distribution System Water Loss	●	●	●
	Water Distribution System Integrity	●	●	●
	Operations and Maintenance Cost Ratios	●	●	●
	Planned Maintenance Ratio	●	●	●
	Water Conservation Savings	●	●	●
<b>Wastewater Collection &amp; Operations</b>	Sewer Overflow Rate	●	●	●
	Collection System Integrity	●	●	●
	Wastewater Treatment Effectiveness Rate	●	●	●
	Operations and Maintenance Cost Ratios	●	●	●
	Planned Maintenance Ratio	●	●	●
<b>Customer Services</b>	Customer Service & Technical Quality Complaints	●	●	●
	Customer Service Cost per Account	●	●	●
	Billing Accuracy	●	●	●
	Disruptions of Water Service	●	●	●
	Residential Cost of Water/Sewer Service	●	●	●
<b>Business Planning &amp; Management</b>	Debt Ratio	●	●	●
	Return on Assets	●	●	●
	System Renewal/Replacement Rate	●	●	●
<b>Organization Development</b>	Employee Health and Safety Severity Rate	●	●	●
	Training Hours per Employee	●	●	●
	Customer Accounts per Employee, Water Delivered & Wastewater Processed per Employee	●	●	●
	Organizational Best Practices Index	●	●	●

Performance Key			
			
Excellent	Good	Fair	Poor



Albuquerque Bernalillo County  
**Water Utility Authority**

## Introduction

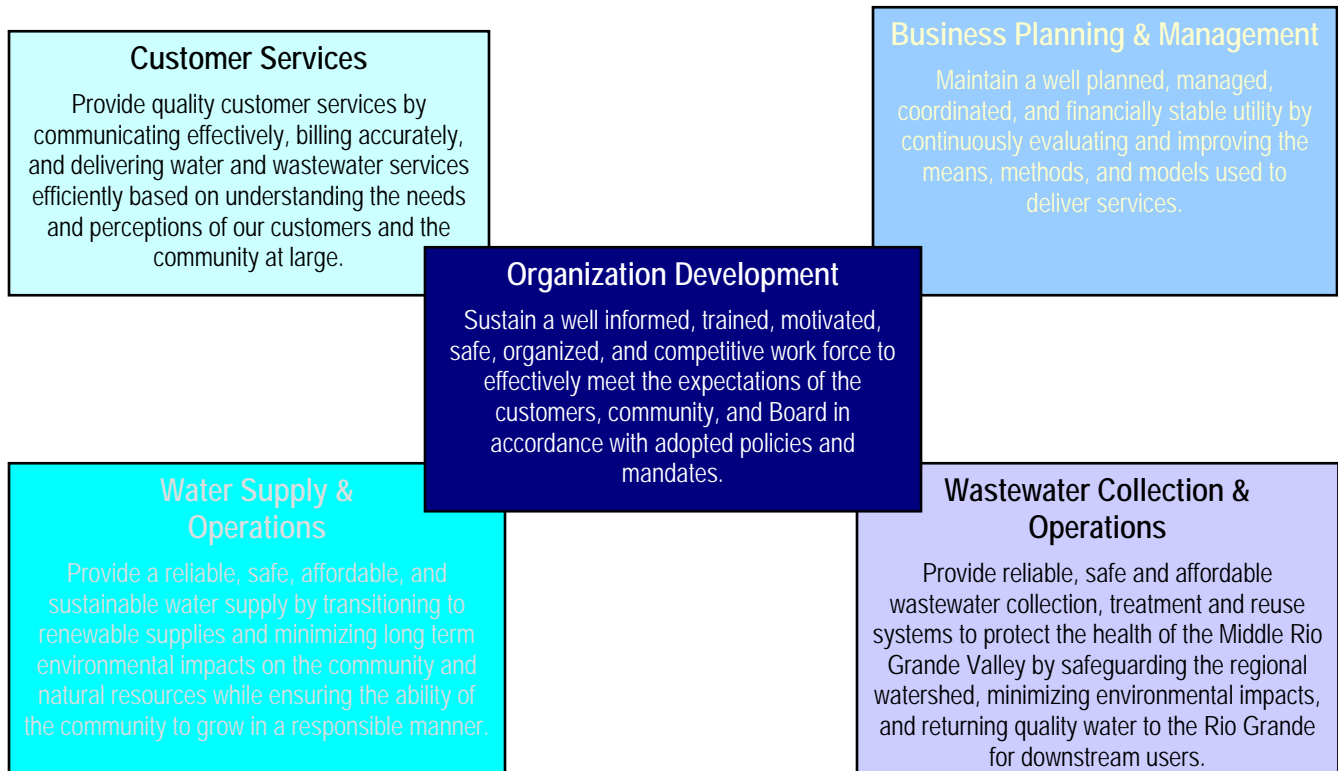
The purpose of the FY08 Performance Plan is to determine where the Authority's performance resides within the industry peer group and provide a mechanism to conduct comparative analyses in order to implement quality improvement processes. In addition, the Performance Plan is used in the development of the annual operating and capital budgets by providing data used to set performance targets, as well as allocate and prioritize resources.

The Authority utilizes the American Water Works Association's (AWWA) QualServe Benchmarking Performance Indicators Survey (Survey) in developing its Performance Plan. The Survey provides utilities an opportunity to collect and track data from already identified and tested performance measures. The Survey's report provides summary data and comparative analyses of the survey data from over 200 different utilities. The Performance Plan uses the survey data as a basis for its performance measures to track the Authority's performance year to year as well as to compare its performance with other utilities.

## Five-Years Goals

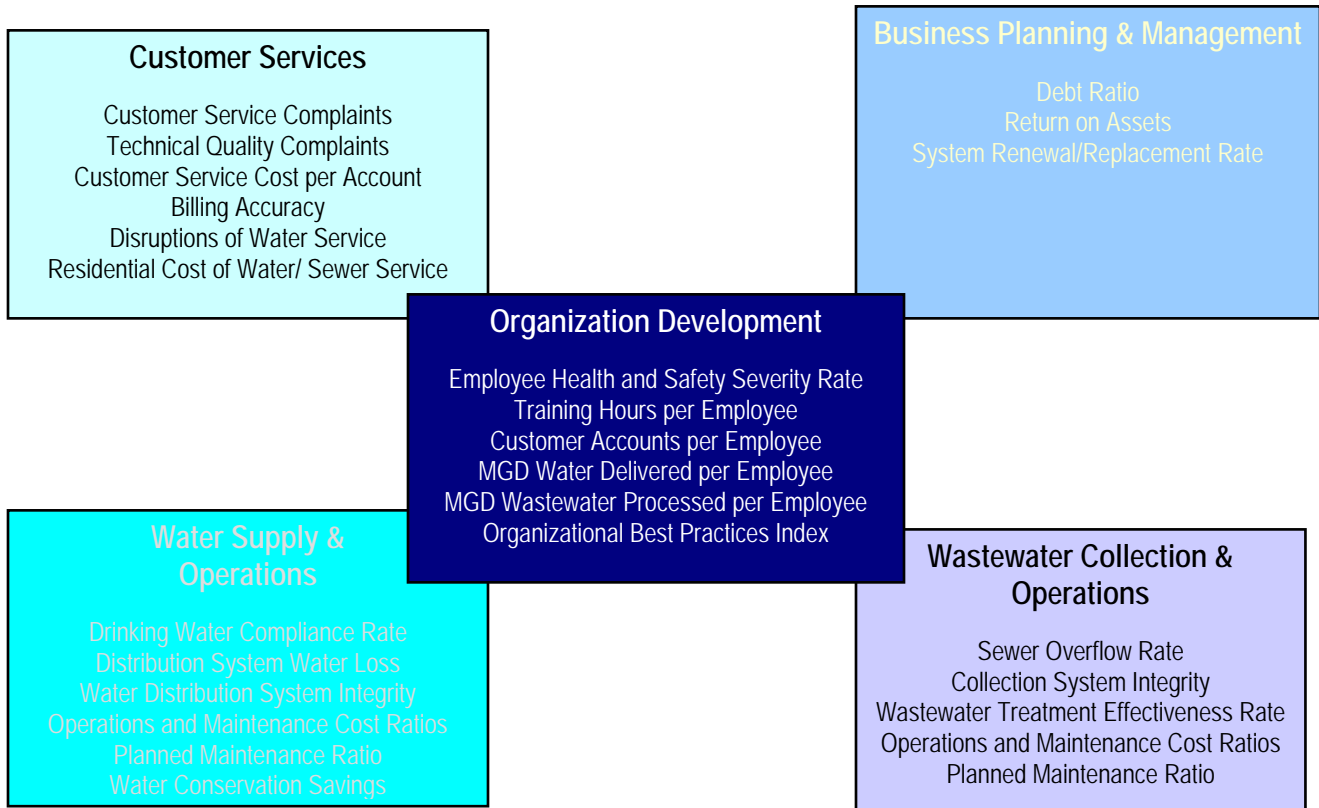
The Authority's Performance Plan is organized by the Authority's Five-Year Goal areas which are modeled after AWWA's QualServe business model. The QualServe framework is modeled from fifteen successful quality achievement programs, including the Malcolm Baldrige National Quality Award Program, the Deming Award, and the International Standards Organization series of quality standards. The model characterizes the work of the typical water and wastewater utility around five business systems. Figure 1 shows the Authority's Five-Year Goals. The Authority also has developed goal statements for each goal area which explains the long-term desired result for that goal.

Figure 1: Authority's Five-Year Goals



The Performance Plan contains 23 performance measures. These performance measures are organized by the Authority’s Five-Year Goal areas shown in Figure 2.

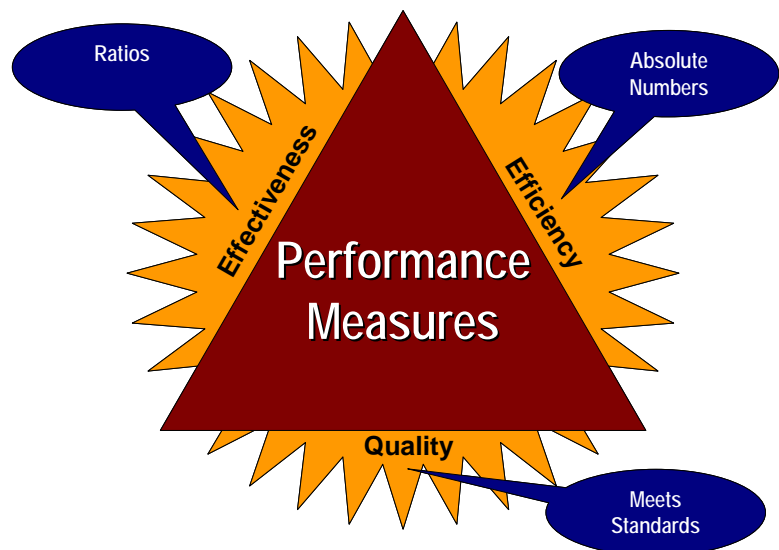
Figure 2: Performance Measures by Goal Area



### Performance Measure Types

The Plan’s performance measures fall into three main categories: Quality, Effectiveness and Efficiency. Quality measures are presented as standards. Effectiveness measures are presented as ratios. Efficiency measures are presented as absolute numbers.

- (1) *Standards*, such as meeting drinking water quality standards
- (2) *Ratios*, such as operation and maintenance costs per million gallons of water or wastewater processed
- (3) *Absolute numbers*, such as the monthly bill for a residential water or wastewater customer



## **Performance Plan Logic Model**

The Performance Plan presents each performance measure through an evaluation logic model. The performance measure quantifies what is being done (inputs), how well it is being done (outputs), and why it is being done (outcomes). *Inputs* are the specific data needed to construct and calculate each performance measure. These resources may include dollars, hours, people or material resources used to produce an output. *Outputs* are the product of the calculation of the inputs and describe the level of effectiveness of each performance measure. The outputs are the metrics that are benchmarked with other utilities. *Outcomes* are the desired result of the performance measure that the Authority would like to achieve in connection with its Five-Year Goals and One-Year Objectives. Simply stated, the performance measures indicate gaps in service delivery or performance. They are used to help monitor the Authority's performance and develop performance targets in order to improve operational efficiency and effectiveness.

## **Benchmarking and Industry Peer Group**

The Performance Plan contains three years of actual prior year data (FY04 through FY06) which establishes a baseline. The Plan also includes estimated current fiscal year performance measures (FY07) as well as projected performance in the proposed budget year (FY08). Therefore, the Plan shows a baseline of past performance and projected performance targets that drive financial and budgetary policies that are consistent with the Authority's Five-Year Goals.

In addition to assessing the Authority's performance year to year, the Plan also benchmarks with other utilities in the Western United States, utilities that serve populations greater than 500,000, and utilities with combined water/wastewater operations; this is referred to as the *industry peer group*. By benchmarking with other utilities, the Authority is able to assess its performance relative to other high-performing utilities. For each performance measure, the industry peer group is presented throughout this Plan using the following categories:

### **1. Combined Water/Sewer**

- Represents those utilities designated as providing both water and wastewater services

### **2. Populations greater than 500,000**

- Utilities that serve populations greater 500,000

### **3. Western Utilities (region designated by the US Census Bureau)**

- States include: AZ, CO, ID, NM, MT, UT, NV, WY, AK, CA, HI, OR, WA

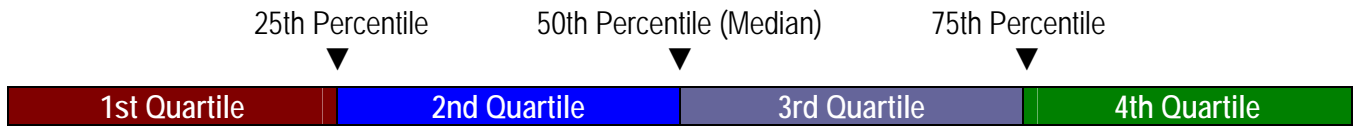
## **Presentation of Data**

Each performance measure is presented through a logic model of inputs, outputs and outcomes as well as comparative statistics and charts to illustrate how the Authority is performing year to year and the industry peer group. The tables and charts will help the Authority to identify opportunities for operational performance improvements and provide a mechanism to conduct comparative analyses in order to implement quality improvement processes.

The Performance Plan's comparative data is presented in quartile rankings. The top quartile reflects the 75th percentile, and the bottom quartile reflects the 25th percentile. The median is the 50th percentile value. Figure 3 illustrates the four quartiles. Data in the 2nd and 3rd quartiles is described as the "median range." The reason is that the median is the boundary between these two quartiles. Data in the median range includes 50% of all the values

submitted for each performance measure. This range is considered nominal or representative of the majority of the data.

Figure 3: Percentile/Quartile Illustration

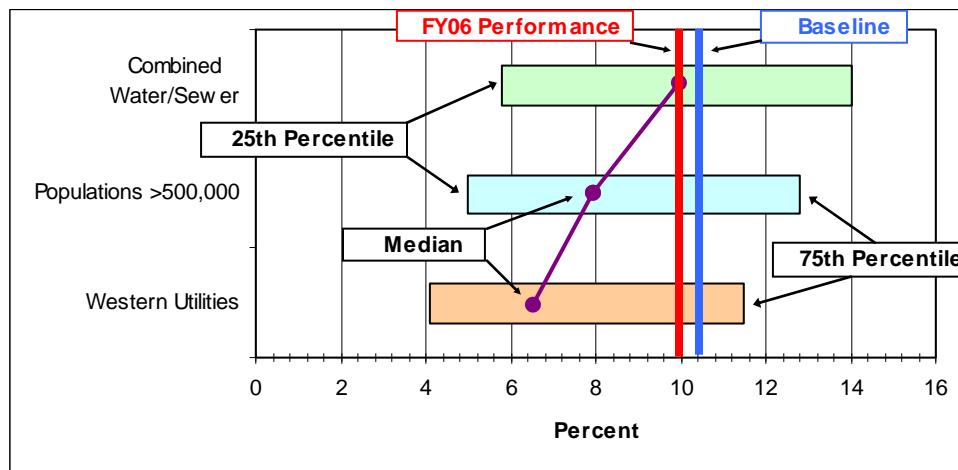


Using the Performance Comparison Chart

Figure 4 provides an example of the median range of values for the industry peer group. The green, blue and orange horizontal bars illustrate the median range (the 2nd and 3rd quartiles) of the industry peer group. The ends of the bars on the left are the boundaries for the 25th percentile, and the ends of the bars on the right are the boundaries for the 75th percentile. The purple circles on each bar indicate the median value in the range. The vertical blue line represents the Authority’s baseline performance and the vertical red line represents the Authority’s latest actual performance.

In the example provided in Figure 4, the chart shows that the Authority’s performance for FY06 is within the “median range” of all three categories of the industry peer group. Assuming that a low value for this measure is desirable, the Authority’s performance is below the median value when compared to those utilities greater than 500,000 population and those utilities located in the Western United States. Any performance value greater than the 75th percentile would indicate poor performance. Whereas, any performance value less than 25th percentile would indicate excellent performance. For each performance comparison chart, there will be an indication if higher or lower values are desirable.

Figure 4: Example Performance Measure – Percentiles Indicated



**Relationship of Performance Plan to Goals, Objectives and Budget**

The Performance Plan is a component of the *Strategic Planning, Budgeting and Improvement Process* that drives the development of the annual operating and capital budgets by providing data used to set performance goals, as well as allocate and prioritize resources. Performance measures provide an approach for strategically allocating and prioritizing resources to balance the level and cost of services with customer expectations. For example, higher treatment costs may be the desired outcome to improve customer satisfaction.

The Authority Board adopts annual policy objectives which are directives used to improve performance levels and meet long-term goals. In addition, each manager is responsible for their respective goal areas and objectives and tracking their performance. The Authority Board is provided quarterly status reports on the One-Year Objectives and annually on the Performance Plan.

The Authority uses performance measures and performance targets in conjunction with the review of annual budget. The Executive Director and his managers integrate performance reporting with the budget process in order to focus budget discussion over the allocation of resources and to address performance gaps. The manager's budget requests are tied either performance measure targets or objectives in terms of providing a justification for their purpose.

### **Layout of Performance Plan**

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The performance measures are presented by the Authority's five goal areas. Each performance measure is presented in the logic model showing inputs, outputs and outcomes. In addition, each measure has both comparative statistics and charts showing how the Authority benchmarks with the industry peer group. A results narrative includes a discussion and analysis of how the performance measure meets anticipated performance targets and long-range goals. If the targets are not being met, an explanation is provided for the reason and why is expected in the future.

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**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**1-1 Drinking Water Compliance Rate**

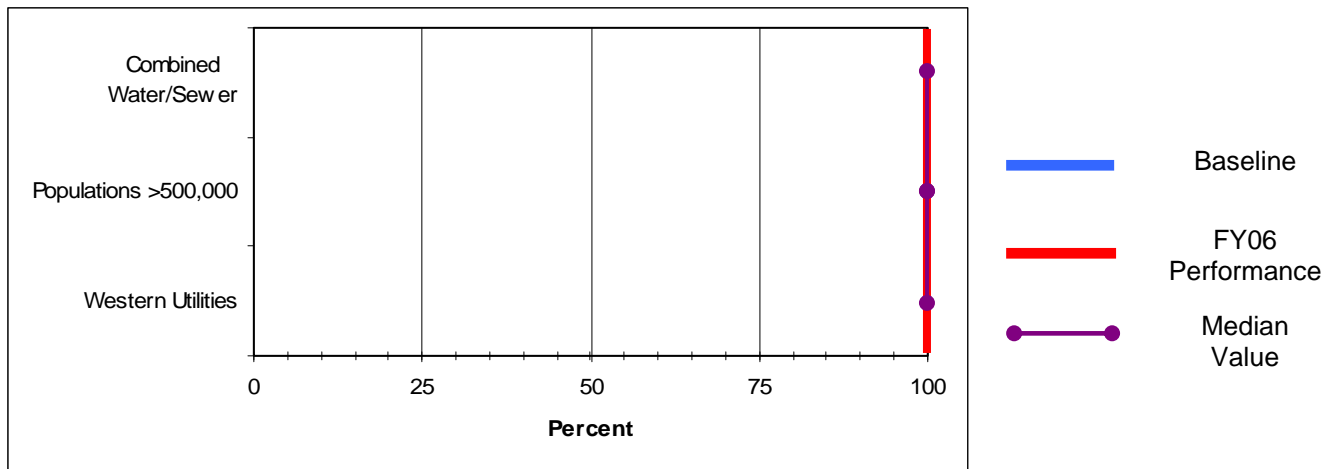
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Quality	Quantify the percentage of time each year that the Authority meets all of the health related drinking water standards in the US National Primary Drinking Water Regulations	Number of days in full compliance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Provide safe and reliable drinking water to our customers 100% of the time

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Performance Comparison Chart**



*Higher values are desirable*

***FY08 Performance Plan***  
***Goal 1: Water Supply and Operations***

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Results Narrative

The drinking water compliance rate indicates the percent of time that a drinking water utility is in full compliance with all of the water quality contaminants and treatment techniques mandated for public water systems in the United States. A utility measures its compliance relative only to those primary maximum contaminant levels and treatment techniques that apply to its operations. The drinking water compliance rate uses simple tests of “in compliance” and “not in compliance.” As a performance measure for comparative analysis, the drinking water compliance rate allows a utility to gauge its compliance with health-related drinking water parameters relative to other water utilities reporting data into the comparative analysis system.

The Authority has been in 100% compliance for the past three fiscal years and is on-target to meet 100% compliance for the next two fiscal years.

**FY08 Performance Plan**  
**Goal 1: Water Supply and Operations**

1-2 Distribution System Water Loss

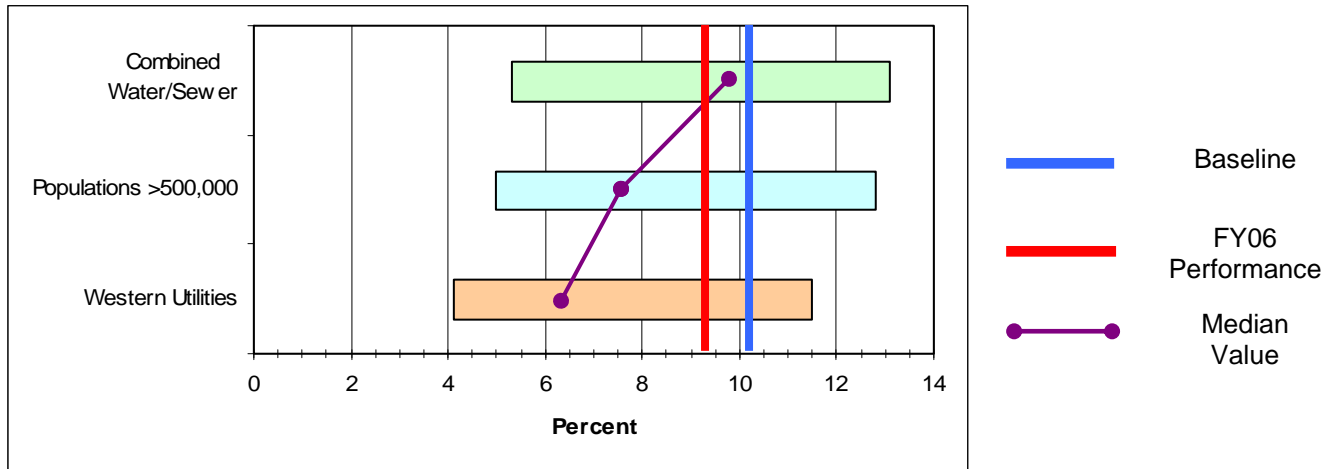
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Quantify the percentage of produced water that fails to reach customers and cannot otherwise be accounted for through authorized usage	Volume of water distributed, volume billed, volume unbilled but authorized	10.2%	11.2%	10.1%	9.3%	8.0%	7.0%	Improve water use efficiency and recover lost revenue

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
5.3%	9.8%	13.1%	5.0%	7.6%	12.8%	4.1%	6.2%	11.5%

**Performance Comparison Chart**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 1: Water Supply and Operations**

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Results Narrative

Distribution system water loss is the difference between the volume of water distributed for use by all customer classes and the volume of water actually consumed by authorized users. There are many factors contributing to distribution system water loss. The major ones are leakage, metering inaccuracies, and unauthorized consumption. Among these, only leakage is a true loss of water. Metering inaccuracies affect the utility's capability for measuring true loss, but such inaccuracies can lead to both overstatements and understatements of the true loss. Unauthorized consumptions diminish revenues and should be dealt with, but they are not real losses of water. Because water losses impact revenues, it is important that a utility have practices in place to understand the specific causes of losses in its system. The utility will then be able to make good decisions regarding operations, maintenance, and pipeline replacements. Tracking water losses helps utility managers understand the condition of distribution system infrastructure and the effects of its operation, maintenance, and replacement practices. This measure provides opportunity for a utility to compare the distribution system water loss against that in the distribution systems of other utilities.

The Authority's performance in this measure has been within the median range for the past three fiscal years. The Authority has adopted policy to reduce its water loss to 7% by FY08. One strategy includes implementing the leak detection program by finding pipe leaks before they surface, fixing leaking hydrants, and improving meter inaccuracy. This program will help move the Authority's performance in line with utilities in the Western United States where water is a more scarce resource.

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**1-3 Water Distribution System Integrity**

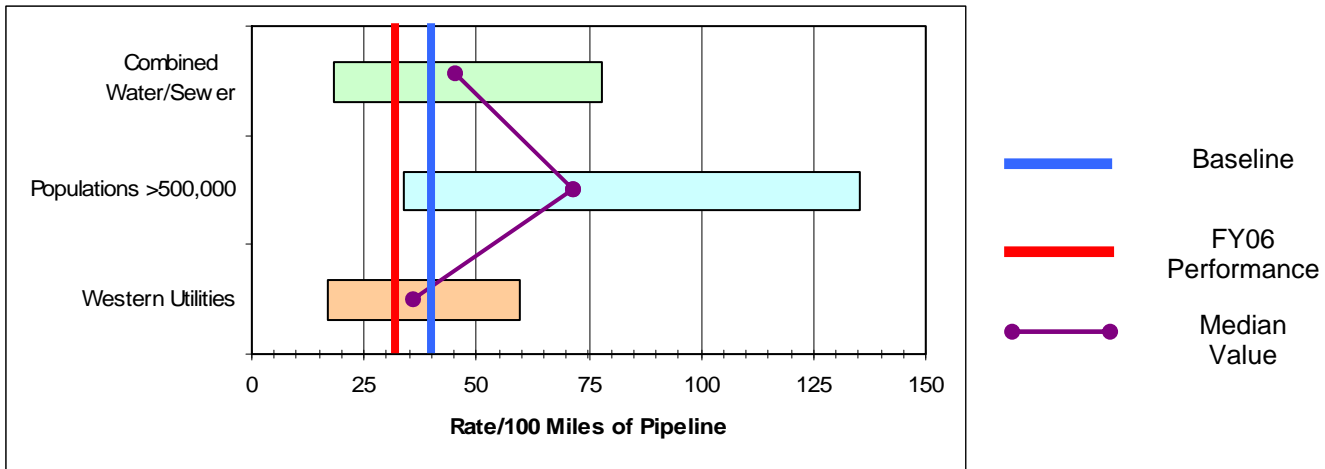
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the condition of the water distribution system	Number of leaks per 100 miles of distribution piping	39.4	40.7	45.9	31.5	29.0	26.2	Improve the condition and reliability of the water distribution system and reduce emergency repairs and water supply interruptions

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
18.1	45.4	78.0	33.8	70.5	135.3	16.9	36.4	59.6

**Performance Comparison Chart**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 1: Water Supply and Operations**

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Results Narrative

For a water utility, distribution system integrity has importance for health, customer service, operations, and asset management reasons. Excessive leaks and breaks result in increased costs due to an increased number of emergency repairs. Utilities use operational and maintenance (O&M) procedures designed to reduce the value of this measure. The cost of these (O&M) programs must be balanced against the cost of emergency repairs and the consequences of water supply interruptions. Comparing the value of this measure with other utilities can provide information on the rate that many utilities may find acceptable.

The Authority's performance in this measure has been within the median range for the past three fiscal years. The Authority has adopted policy objectives in FY06 and FY07 to increase spending by a total of \$4 million on water line rehabilitation which will help reduce emergency repairs and water supply interruptions. Moreover, the Authority has adopted a FY08 policy objective to invest an additional \$1 million in steel water line rehabilitation. The purpose for this objective is to target steel lines because they leak the most in the system; about 44% of leaks result from steel water lines.

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**1-4 Operations and Maintenance Cost Ratio**

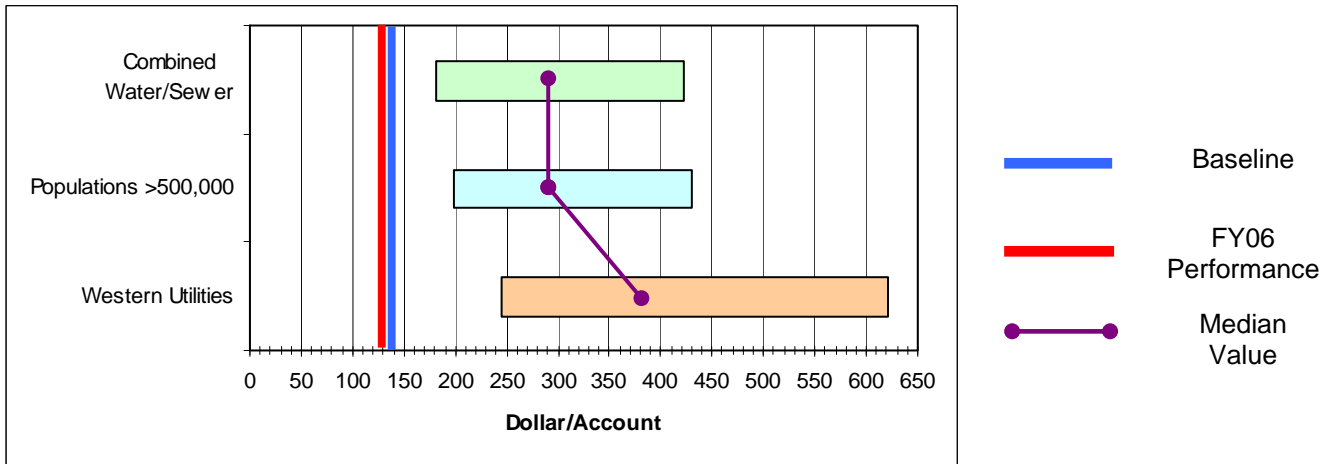
**Performance Results for O&M Cost per Account**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total number of active customer accounts	\$136	\$144	\$130	\$134	\$135	\$153	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark for O&M Cost per Account**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$182	\$280	\$422	\$198	\$274	\$431	\$244	\$387	\$621

**Performance Comparison Chart for O&M Cost per Account**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

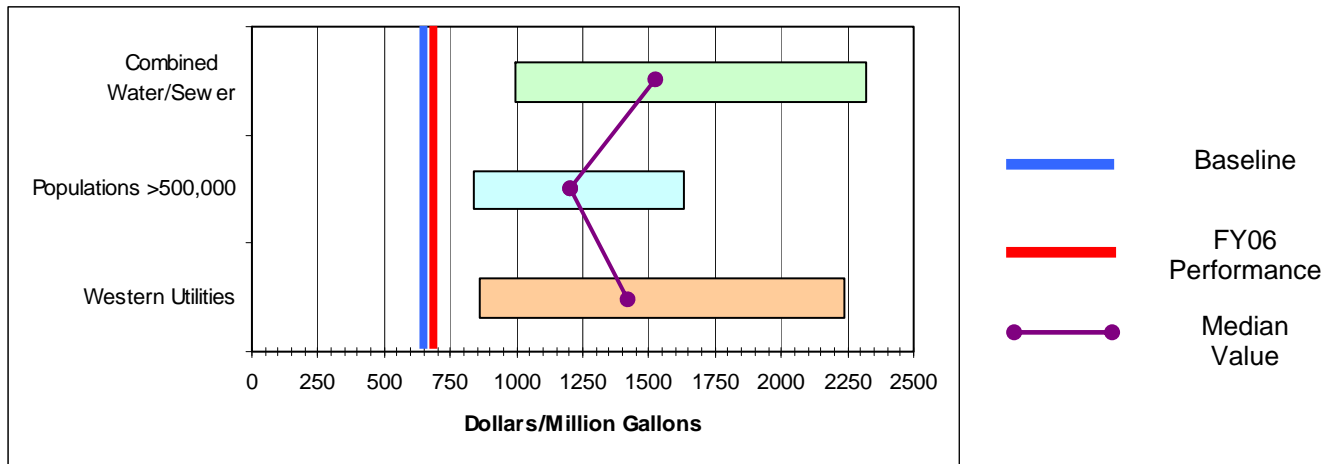
**Performance Results for O&M Cost per MG Distributed**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total volume of water distributed	\$660	\$663	\$657	\$661	\$673	\$790	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark for O&M Cost per MG Distributed**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$996	\$1,512	\$2,321	\$840	\$1,239	\$1,635	\$860	\$1,441	\$2,239

**Performance Comparison Chart for O&M Cost per MG Distributed**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

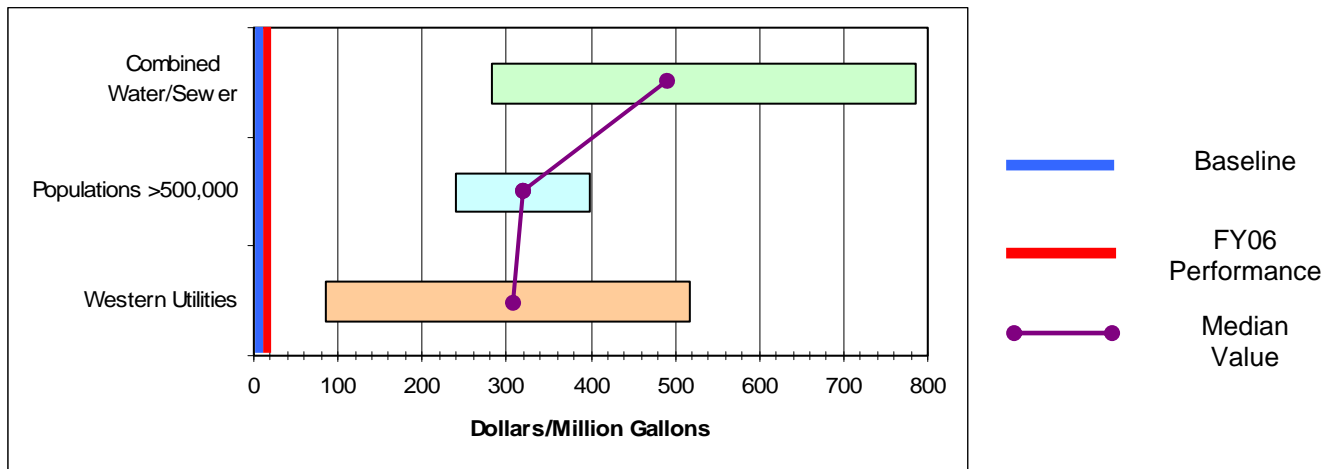
**Performance Results for O&M Cost of Treatment per MG**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total volume of water treated	\$15	\$11	\$18	\$17	\$18	\$121	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$282	\$492	\$785	\$240	\$334	\$398	\$85	\$310	\$517

**Performance Comparison Chart for O&M Cost of Treatment per MG**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 1: Water Supply and Operations***

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Results Narrative

These related measures tally the cost of O&M per account and per million gallons of water processed. Comparing the value of this measure with other utilities can provide information regarding the status of current accepted practices.

The Authority's performance in this measure has been above the median range for the past three fiscal years. However, O&M costs are expected to increase for the first few years when the new surface drinking water project is operational.

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**1-5 Planned Maintenance Ratio**

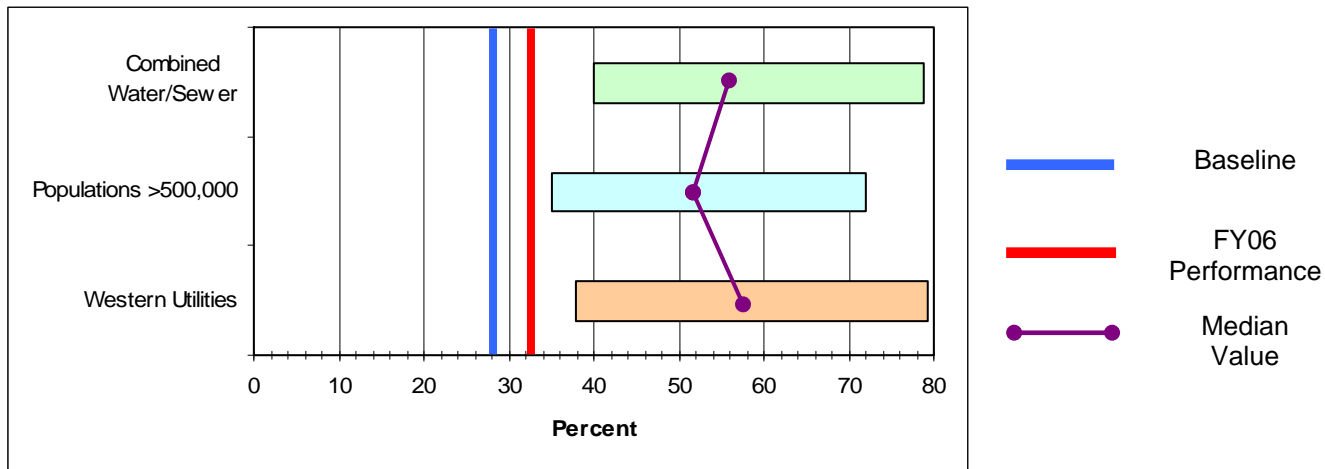
**Performance Results (Hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Comparison of how effectively the Authority is in investing in planned maintenance	Hours of planned maintenance compared to hours of corrective maintenance	27.4%	34.8%	14.4%	33.0%	34.1%	35.4%	Reduce emergency maintenance from system malfunctions

**Industry Benchmark (Hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
78.9%	56.9%	40.0%	72.0%	53.5%	35.0%	79.2%	57.6%	37.9%

**Performance Comparison Chart (Hours)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

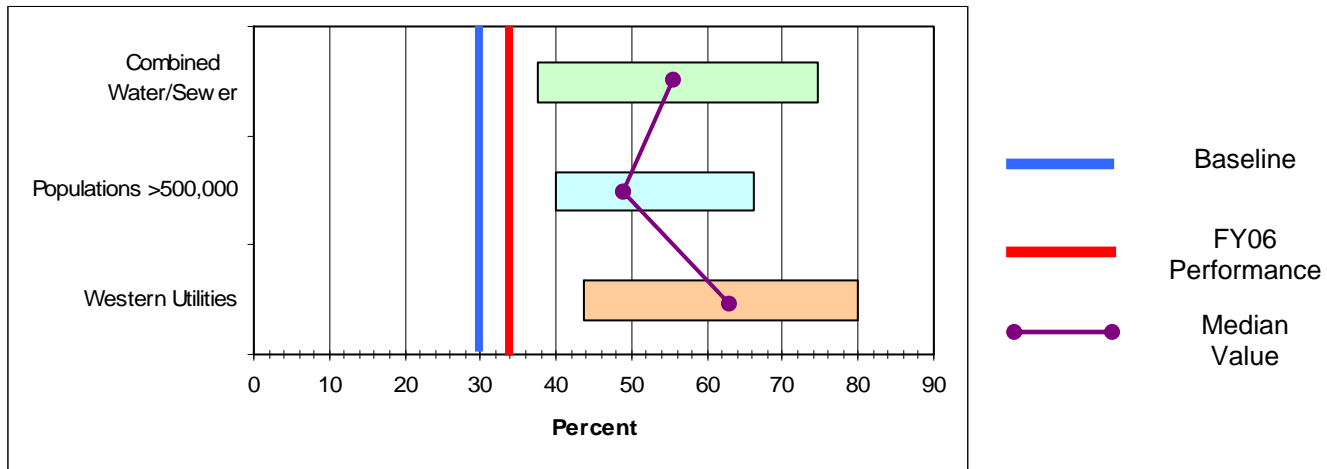
**Performance Results (Cost)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Comparison of how effectively the Authority is in investing in planned maintenance	Cost of planned maintenance compared to cost of corrective maintenance	30.1%	30.9%	25.2%	34.2%	36.5%	38.7%	Reduce emergency maintenance from system malfunctions

**Industry Benchmark (Cost)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
74.7%	55.6%	37.5%	66.3%	48.5%	40.0%	80.0%	63.5%	43.6%

**Performance Comparison Chart (Cost)**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 1: Water Supply and Operations**

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Results Narrative

Planned maintenance includes preventive and predictive maintenance. Preventive maintenance is performed according to a predetermined schedule rather than in response to failure. Predictive maintenance is initiated when secondary monitoring signals from activities indicate that maintenance is due. All other maintenance is categorized as corrective (i.e., maintenance resulting from an asset that is no longer providing reliable service such as a breakdown, blockage, or leakage). Planned maintenance is preferable for assets for which the cost of repairs is high relative to the cost of corrective maintenance. The avoided cost includes both the cost of repair and the cost consequences of the service disruption, with the latter including an allowance for customer costs. Many utilities want to increase their percentage of planned maintenance activities and reduce their percentage of corrective maintenance activities. A higher ratio may indicate a reduction in emergency maintenance resulting from system malfunctions (e.g., pipeline breaks or pump failures).

The Authority's performance in this measure has been below the median range for the past three fiscal years. Corrective maintenance was higher in FY04 and FY05 due to installation of new water control system at wells, reservoirs, pump stations. Planned maintenance improved slightly in FY06. The Authority adopted policy objective for FY08 to improve planned/predictive maintenance by 25%. The increased hours will result from implementing a leak detection program which help will reduce emergency repairs.

***FY08 Performance Plan***  
***Goal 1: Water Supply and Operations***

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**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**1-6 Water Conservation Savings**

**Performance Results (Gallons per Capita)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
Effectiveness	Measure water savings by comparing the annual consumption and account growth by customer class	Gallons per person per day		FY04	FY05	FY06	FY07	FY08	Reduce water consumption to extend water resources and minimize environment impacts
			250	177	174	165	163	161	

**Industry Benchmark**

Currently, there is no industry standard for measuring water conservation savings. Water conservation is not performance measure that is tracked by AWWA on the national scale. However, there have some recent regional studies. In a 2001 report that included thirteen western communities, the Authority's water usage is comparable to the other communities. The range is from 170 gpcd (Tucson) to 366 gpcd (Scottsdale) for all classes. The mean for all the communities surveyed was 229 gpcd. There were thirteen cities in the study: Albuquerque, Boulder, Denver, El Paso, Grand Junction, Highlands Ranch, Las Vegas, Mesa, Phoenix, Scottsdale, Taylorsville, Tempe and Tucson. In 2001, the Authority's system-wide per capita usage was 205 gpcd. At the end of 2006, it was 165 gpcd. The gallons per capita per day method, divides the total water produced by the total population served.

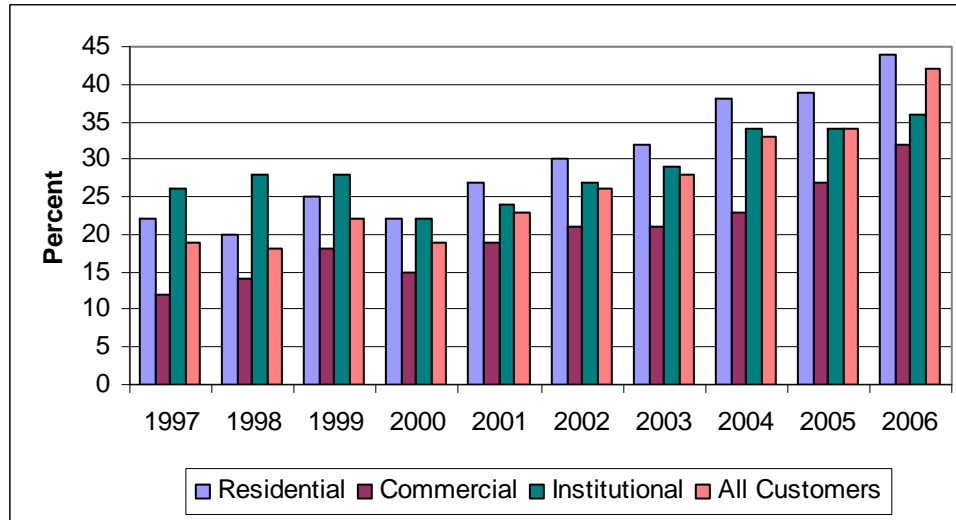
Since 1995, the Authority has utilized the per account method to measure water conservation savings. Based on AWWA recommendations, this is the preferred method of measuring water conservation savings. The per account method compares water use in the baseline years for an account type to water use in the current year. The Authority uses both methods of measurement in order to compare with other utilities. The table and chart below show the percent reduction in water conservation savings from 1997 to 2006 compared to the baseline years using the per account method.

**Water Conservation Savings by Customer Class from Baseline Years (1987-1993)**

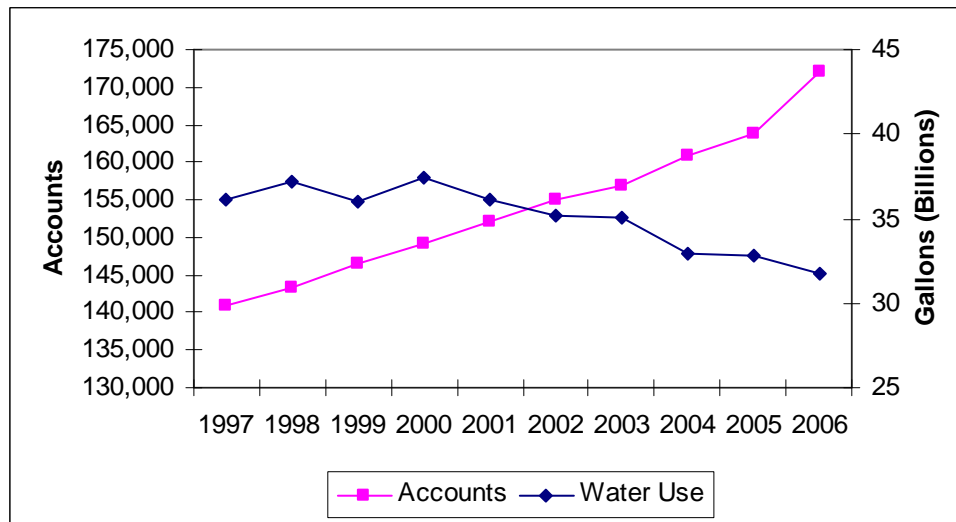
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Residential	22%	20%	25%	22%	27%	30%	32%	38%	39%	44%
Commercial	12%	14%	18%	15%	19%	21%	21%	23%	27%	32%
Institutional	26%	28%	28%	22%	24%	27%	29%	34%	10%	36%
All Customers	19%	18%	22%	19%	23%	26%	28%	33%	34%	42%

**FY08 Performance Plan  
Goal 1: Water Supply and Operations**

**Water Conservation Savings by Customer Class Graph**



**Comparison of Customer Accounts to Water Use**



***FY08 Performance Plan***  
***Goal 1: Water Supply and Operations***

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Results Narrative

The Authority has decreased its pumping by 17% despite a 37% growth in customer accounts and has saved over 1 billion gallons over the last decade. Overall, water consumption has decreased by 42% compared to the baseline years (1987-1993).

Water consumption decreased by 9% from FY05 to FY06 which is three times the average annual reduction rate. The large decrease was a result of strong water restrictions adopted by the Authority due to the severe drought in the service area. The Authority will continue to reduce in water consumption by implementing several new initiatives to reduce outdoor consumption and to target commercial and industrial users. These new initiatives were recommended by the Authority's advisory committee and were adopted as objectives by the Authority.

***FY08 Performance Plan***  
***Goal 1: Water Supply and Operations***

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**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

2-1 Sewer Overflow Rate

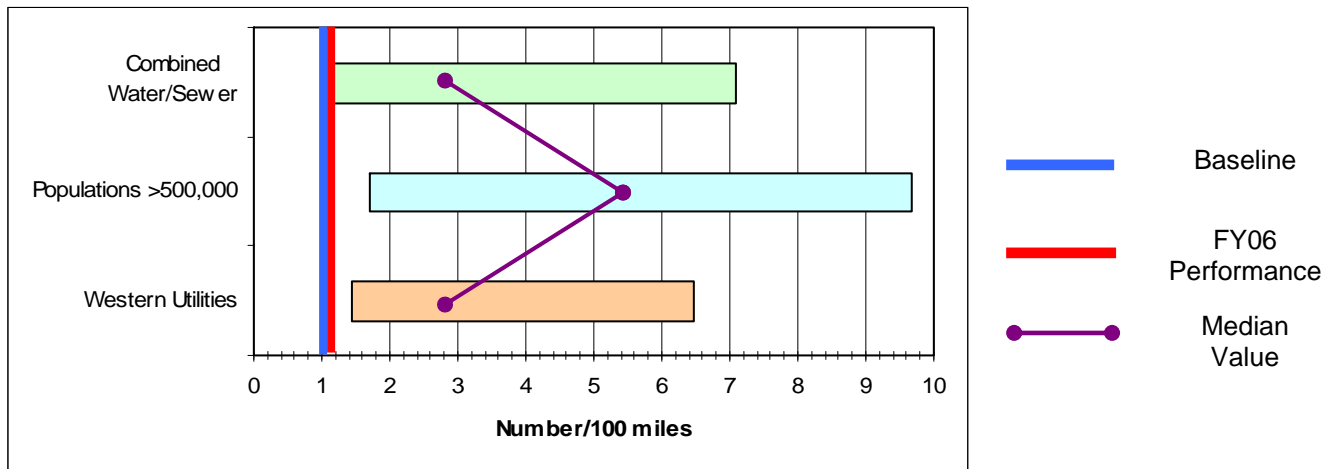
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the condition of the collection system and the effectiveness of routine maintenance	Number of sewer overflows per 100 miles of collection piping	1.10	1.05	1.10	1.10	1.05	1.00	Improve the condition and reliability of the collection system and reduce customer complaints

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
1.15	2.84	7.09	1.71	5.47	9.67	1.44	2.74	6.46

**Performance Comparison Chart**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 2: Wastewater Collection and Operations***

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Results Narrative

Overflows are good measures of collection system condition and the effectiveness of maintenance activities. This measure is intended to measure overflows created by conditions within collection system components under control of the utility. This measure does not include conditions which are deemed outside control of the utility such as general flooding from wet weather conditions.

The Authority's performance in this measure has been above the median range for the past three fiscal years and is on-target to maintain a very low overflow rate for the next two fiscal years.

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

**2-2 Collection System Integrity**

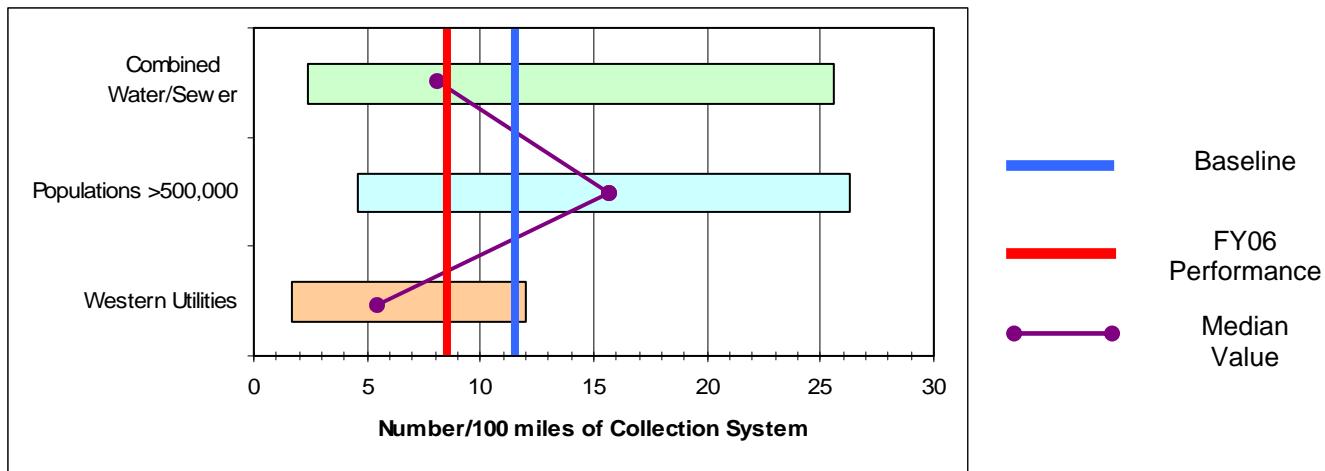
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure of the condition of a sewage collection system	Number of collection system failures each year per 100 miles of collection system piping	11.5	14.0	12.3	8.3	7.9	7.5	Improve the condition and capacity of the collection system and minimize catastrophic failures

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
2.4	7.6	25.6	4.6	15.8	26.3	1.7	5.6	12.0

**Performance Comparison Chart**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 2: Wastewater Collection and Operations***

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Results Narrative

When tracked over time, a utility can compare its failure rate to those at other utilities and it can evaluate whether its own rate is decreasing, stable, or increasing. When data is maintained by the utility to characterize failures according to pipe type and age, type of failure, and cost of repairs, better decisions regarding routine maintenance and replacement/renewals can be made.

The Authority's performance in this measure has been within the median range for the past three fiscal years. The Authority has increased its capital spending by an additional \$5 million per year on sewer interceptor replacement to help minimize expensive catastrophic failures.

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

2-3 Wastewater Treatment Effectiveness Rate

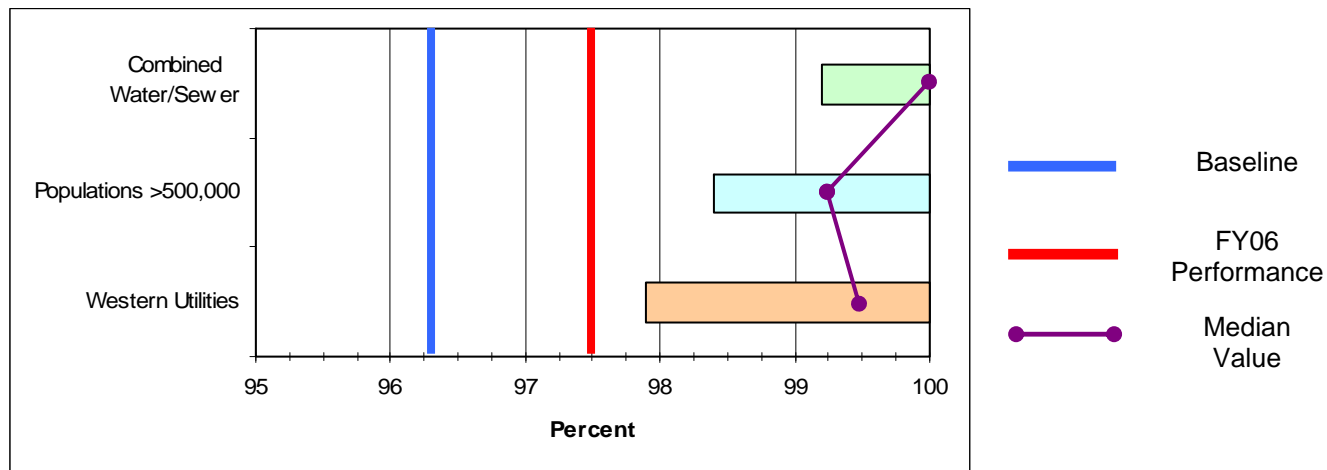
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Quality	Quantify the Authority's compliance with the effluent quality standards in effect at each of its wastewater treatment facilities	Percent of time each year that an individual wastewater treatment facility is in full compliance with applicable effluent quality requirements	96.3%	98.9%	92.6%	97.5%	98.6%	98.9%	Minimize environmental impacts to the river by returning high quality water to the river

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
100.0%	100.0%	99.2%	100.0%	99.2%	98.4%	100.0%	99.5%	97.9%

**Performance Comparison Chart**



*Generally, higher values are desirable*

***FY08 Performance Plan***  
***Goal 2: Wastewater Collection and Operations***

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Results Narrative

The wastewater treatment effectiveness rate allows a utility to compare its treatment effectiveness rate for its facility with those at other utilities. It also can track its individual facility performances over time. Ideally, the percentage of days in a year that the treatment facility satisfies all discharge permit requirements should be 100%. A number lower than this indicates that a violation occurred during the year.

The Authority's performance in this measure has been below the median range for the past three fiscal years. Its poor performance is a result of two reasons. First, through FY05, the Authority operated under a very strict administrative continued discharge permit. This is the result of the Isleta Pueblo water quality standards for ceremonial use of the river water. The Authority treats to very low limits to allow the members of the pueblo to drink the water during ceremonies. Second, the Authority's discharge permit changes with the river flow. For example, in FY05 a local conservancy district continued to irrigate in November which resulted in very low permit levels for the entire month of November. As a result, in FY06, the Authority renegotiated an EPA discharge permit in order to allow the Authority to report using a four-day average. The Authority's goal in for FY08 is to have no more than five non-compliance days due to the process optimization.

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

2-4 Operations and Maintenance Cost Ratio

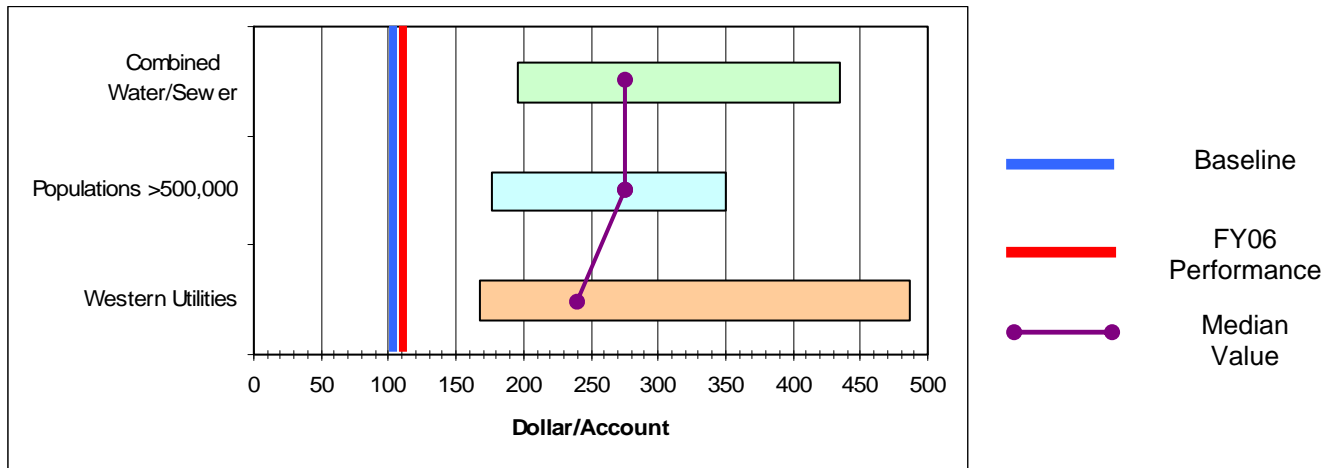
**Performance Results for O&M Cost per Account**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total number of active customer accounts	\$106	\$100	\$111	\$107	\$113	\$112	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark for O&M Cost per Account**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$196	\$279	\$434	\$176	\$275	\$350	\$168	\$239	\$486

**Performance Chart for O&M Cost per Account**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

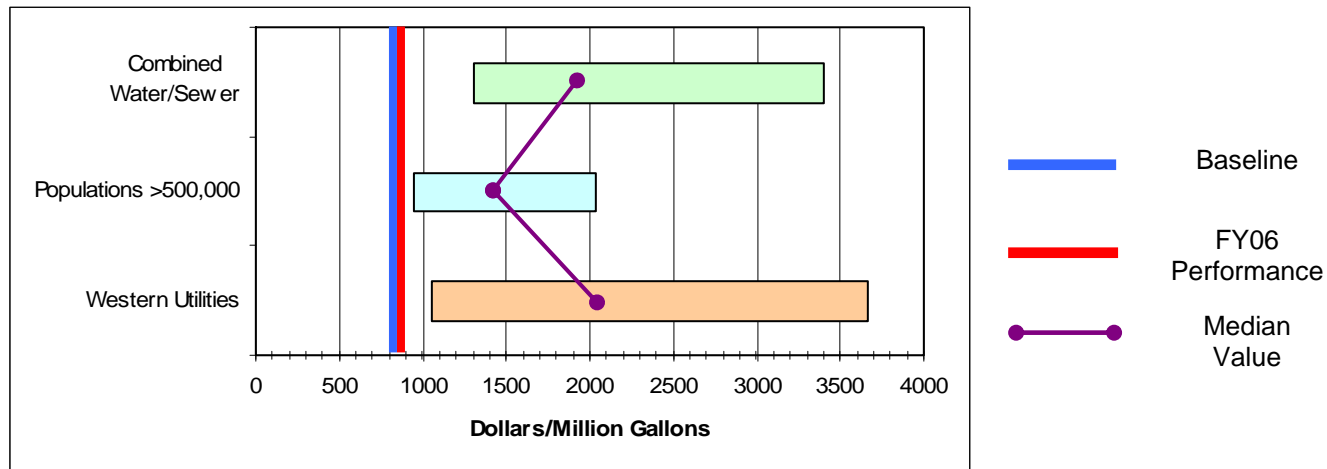
**Performance Results for O&M Cost per MG Collected**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total wastewater collected	\$856	\$805	\$864	\$899	\$942	\$980	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark for O&M Cost per MG Collected**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$1,300	\$1,961	\$3,397	\$950	\$1,457	\$2,037	\$1,051	\$2,095	\$3,668

**Performance Comparison for O&M Cost per MG Collected**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

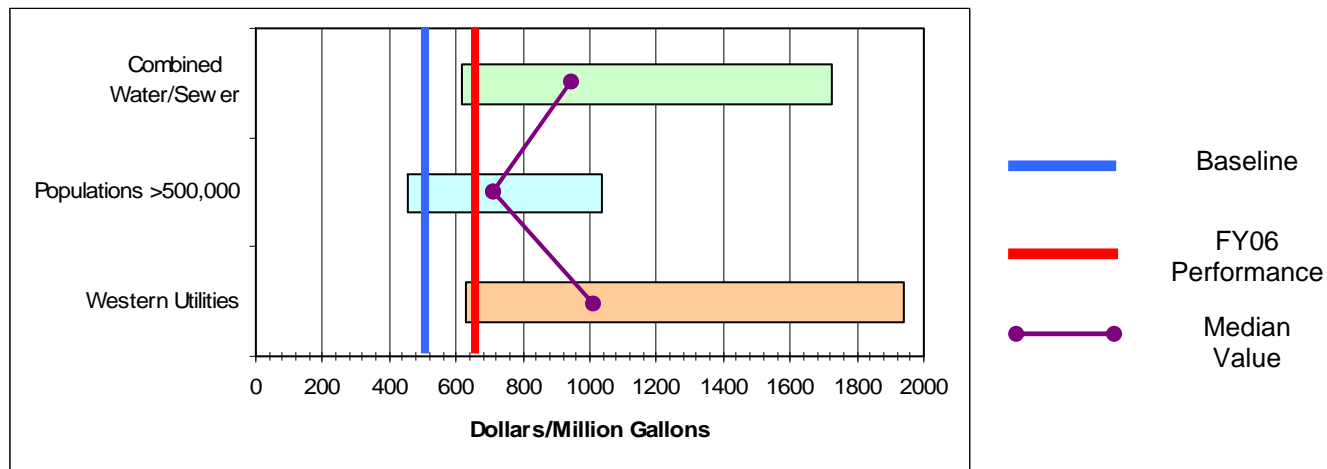
**Performance Results for O&M Cost of Treatment per MG**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify all utility costs related to operations and maintenance (O&M), with breakouts of those costs related to water treatment, as related to volumes processed and the number of active customers	Total O&M costs and total wastewater treated	\$519	\$450	\$474	\$635	\$736	\$837	Maintain lower O&M costs without reducing customer level of service

**Industry Benchmark for O&M Cost of Treatment per MG**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$617	\$955	\$1,726	\$454	\$720	\$1,036	\$627	\$1,014	\$1,942

**Performance Comparison for O&M Cost of Treatment per MG**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 2: Wastewater Collection and Operations***

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Results Narrative

These related measures tally the cost of O&M per account and per million gallons of wastewater processed. Comparing the value of this measure with other utilities can provide information regarding the status of current accepted practices.

The Authority's performance in this measure has been above the median range for the past three fiscal years and is on-target to maintain this performance for the next two fiscal years.

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

2-5 Planned Maintenance Ratio

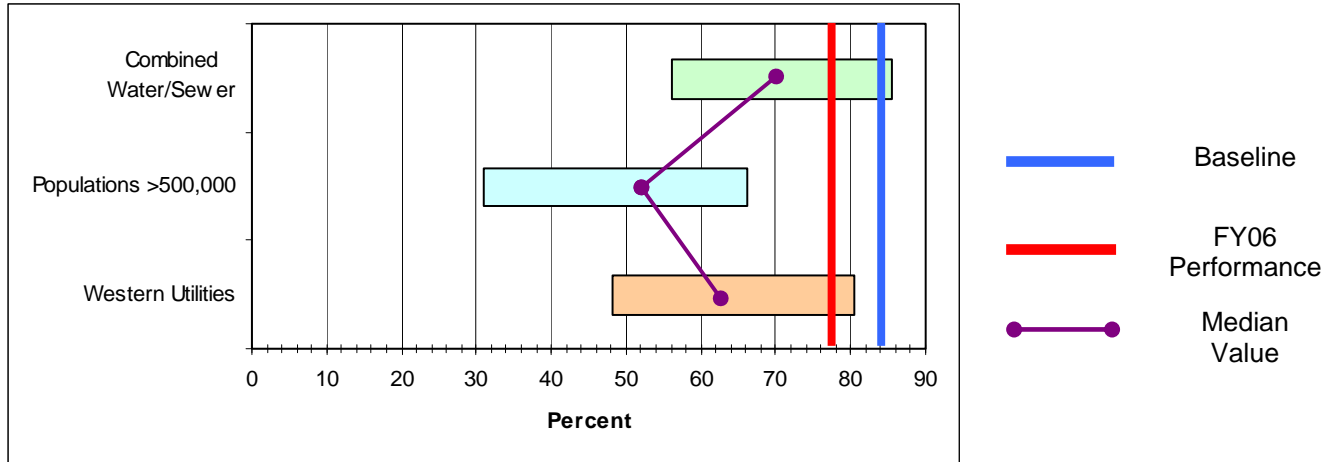
**Performance Results (Hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Comparison of how effectively the Authority is in investing in planned maintenance	Hours of planned maintenance compared to hours of corrective maintenance	82.2%	85.4%	83.5%	77.8%	78.7%	80.4%	Reduce emergency maintenance from system malfunctions

**Industry Benchmark (Hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
85.6%	70.0%	56.2%	66.3%	52.8%	30.9%	80.6%	63.7%	48.3%

**Performance Comparison Chart (Hours)**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

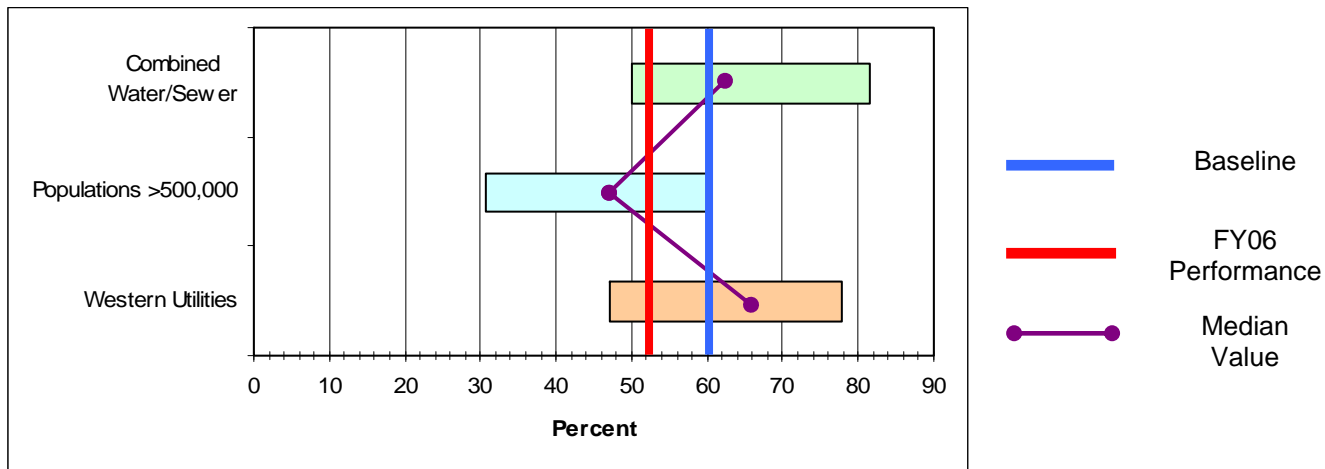
**Performance Results (Cost)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Comparison of how effectively the Authority is in investing in planned maintenance	Cost of planned maintenance compared to cost of corrective maintenance	60.6%	66.6%	63.3%	52.0%	55.2%	56.2%	Reduce emergency maintenance from system malfunctions

**Industry Benchmark (Cost)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
81.6%	63.5%	50.0%	60.0%	47.2%	30.7%	77.7%	66.6%	47.2%

**Performance Comparison Chart (Cost)**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 2: Wastewater Collection and Operations**

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Results Narrative

Planned maintenance includes preventive and predictive maintenance. Preventive maintenance is performed according to a predetermined schedule rather than in response to failure. Predictive maintenance is initiated when secondary monitoring signals from activities indicate that maintenance is due. All other maintenance is categorized as corrective (i.e., maintenance resulting from an asset that is no longer providing reliable service such as a breakdown, blockage, or leakage). Planned maintenance is preferable for assets for which the cost of repairs is high relative to the cost of corrective maintenance. The avoided cost includes both the cost of repair and the cost consequences of the service disruption, with the latter including an allowance for customer costs. Many utilities want to increase their percentage of planned maintenance activities and reduce their percentage of corrective maintenance activities. A higher ratio may indicate a reduction in emergency maintenance resulting from system malfunctions.

The Authority's performance in this measure has been within the median range for the past three fiscal years and is on-target to maintain this performance for the next two fiscal years.

***FY08 Performance Plan***  
***Goal 2: Wastewater Collection and Operations***

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**FY08 Performance Plan  
Goal 3: Customer Services**

**3-1 Customer Service Complaints and Technical Quality Complaints**

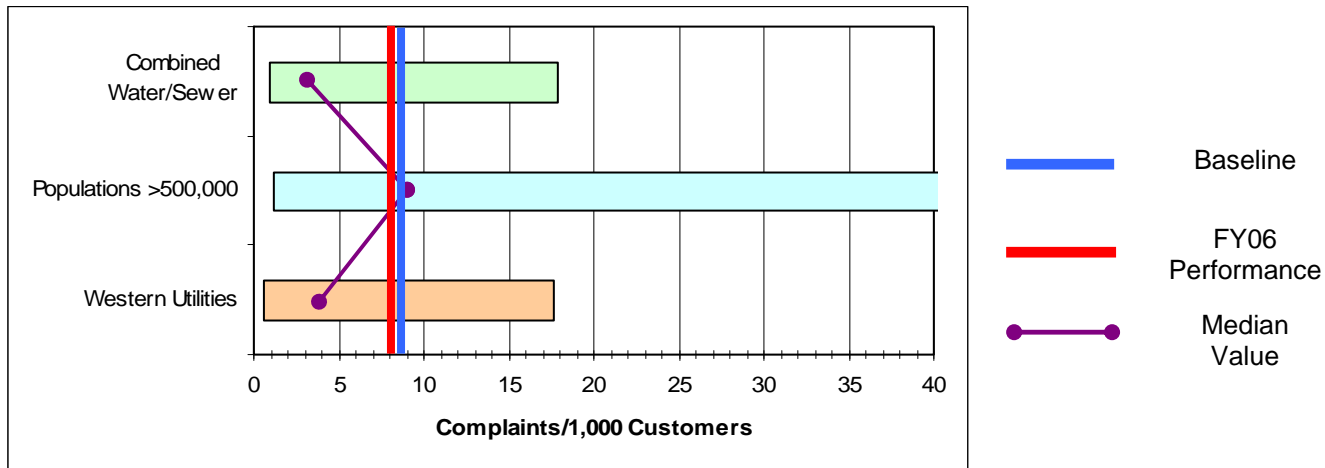
**Performance Results (Service Associated Complaints)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure the complaint rates experienced by the Authority, with individual quantification of those related to customer service and those related to core utility services	Number of customer service complaints per 1,000 customer accounts	8.6	3.1	14.2	8.4	8.0	7.8	Improve customer satisfaction with service and product

**Industry Benchmark (Service Associated Complaints)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.9	3.2	17.9	1.2	9.6	40.5	0.6	4.0	17.7

**Performance Comparison Chart (Service Associated Complaints)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

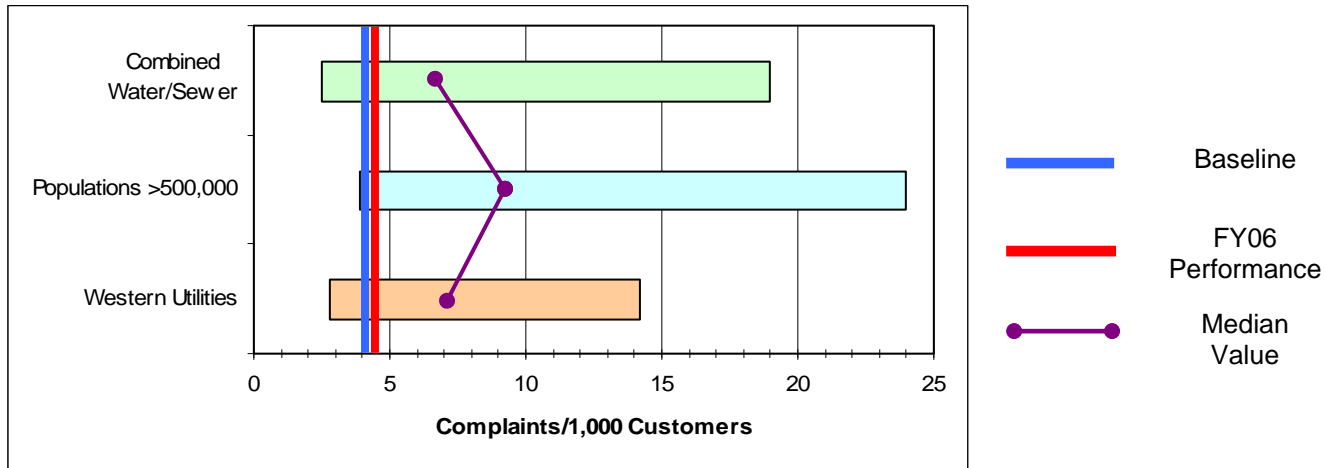
**Performance Results (Technical Quality Complaints)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure the complaint rates experienced by the Authority, with individual quantification of those related to customer service and those related to core utility services	Number of technical quality complaints per 1,000 customer accounts	4.1	3.3	4.9	4.3	4.0	6.0	Improve customer satisfaction with service and product

**Industry Benchmark (Technical Quality Complaints)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
2.5	7.0	19.0	3.9	9.1	24.0	2.8	7.6	14.2

**Performance Comparison Chart (Technical Quality Complaints)**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 3: Customer Services***

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Results Narrative

These pair of measures captures all complaints received by the utility, which are reported either as “service associated” or as “technical quality” complaints. The number of complaints is a good measure of customer service. The two categories allow a utility to track those that are people related and those that are product related.

The Authority’s performance in this measure has been within the median range for the past three fiscal years. The Authority adopted a policy objective to develop a Customer Relations Strategy and Customer Outreach and Education Program in order to improve customer service. The Authority adopted a policy objective for FY08 to conduct customer opinion survey in order to assess the Authority’s performance from the customer’s viewpoint from the survey conducted in FY06.

***FY08 Performance Plan  
Goal 3: Customer Services***

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**FY08 Performance Plan  
Goal 3: Customer Services**

**3-2 Customer Service Cost per Account**

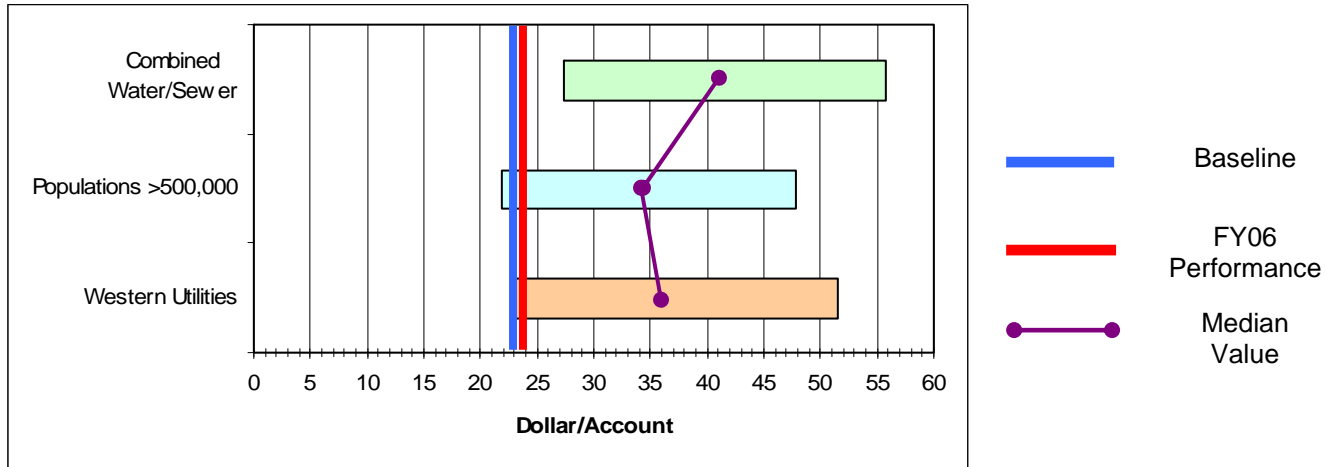
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Measure the amount of resources the Authority applies to its customer service program	Total customer service cost and the number of active accounts	\$23	\$22	\$23	\$24	\$24	\$22	Improve efficiency by reducing customer service cost per account while meeting customer expectations

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$27.40	\$42.14	\$55.69	\$21.78	\$34.72	\$47.78	\$22.72	\$35.87	\$51.53

**Performance Comparison Chart**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 3: Customer Services***

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Results Narrative

The measure is expressed as the cost of managing a single customer account for one year. When viewed alone, it quantifies resource efficiency. Viewing in conjunction with other measures such as customer complaints gives the utility more information about operational performance.

The Authority's performance in this measure has been above the median range for the past three fiscal years. When compared to the number of customer complaints, it shows that the Authority is both effective and efficient with its resources.

**FY08 Performance Plan  
Goal 3: Customer Services**

**3-3 Billing Accuracy**

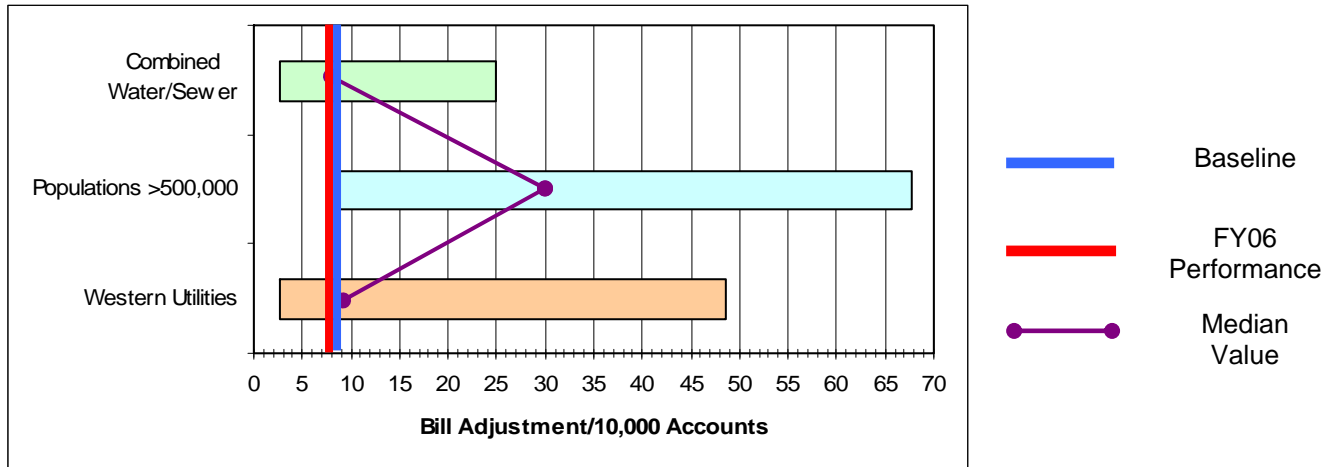
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure the effectiveness of the Authority's billing practices	Number of error-driven billing adjustments per 10,000 bills generated during the year	8.2	9.3	8	7.2	7.2	7.0	Improve billing accuracy to minimize customer complaints

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
2.6	7.2	25.0	8.6	30.0	67.8	2.7	9.3	48.5

**Performance Comparison Chart**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 3: Customer Services***

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Results Narrative

Customers rarely think about their utility, unless they have a problem with service or billing. This measure helps a utility measure how effective its billing practices are relative to others.

The Authority's performance in this measure has been within the median range for the past three fiscal years. In FY06, the Authority reduced delinquencies from \$2 million to \$1.2 million through more aggressive collection efforts.

**FY08 Performance Plan  
Goal 3: Customer Services**

**3-4 Disruptions of Water Service**

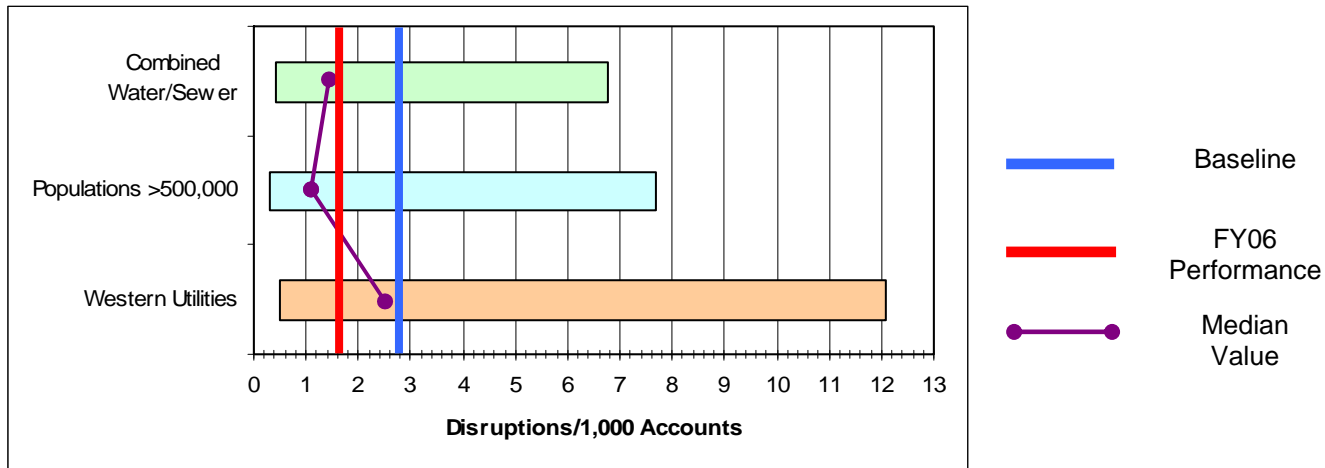
**Performance Results Planned (less than 4 hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	2.80	3.75	3.28	1.66	1.33	1.00	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark Planned (less than 4 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.43	1.67	6.78	0.31	1.34	7.65	0.45	2.75	12.07

**Performance Comparison Chart Planned (less than 4 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

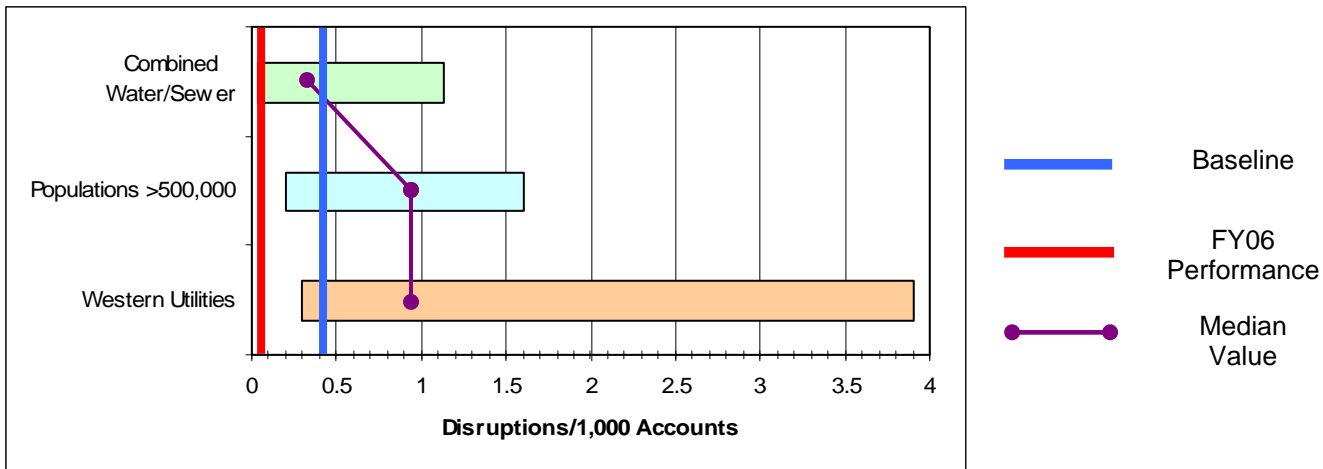
**Performance Results Planned Disruptions (between 4 and 12 hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	.40	.41	.70	.15	.15	.10	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark (between 4 and 12 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.04	0.36	1.13	0.23	0.92	1.58	0.26	0.87	3.86

**Performance Comparison Chart Planned Disruptions (between 4 and 12 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

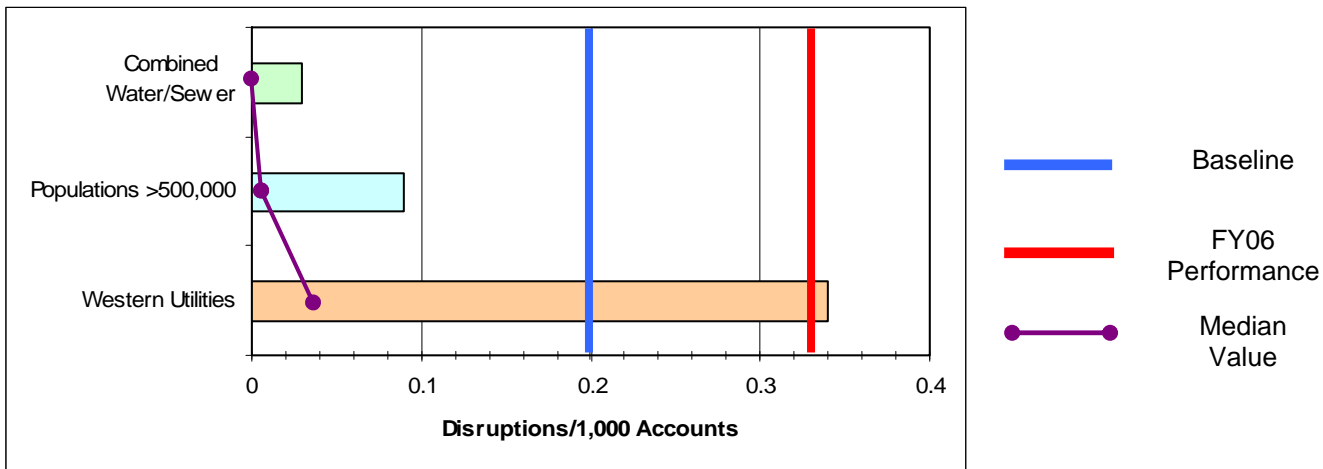
**Performance Results Planned Disruptions (greater than 12 hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	.20	0.07	0.11	.33	.22	.11	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark (greater than 12 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.00	0.00	0.03	0.00	0.01	0.09	0.00	0.05	0.34

**Performance Comparison Chart Planned Disruptions (greater than 12 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

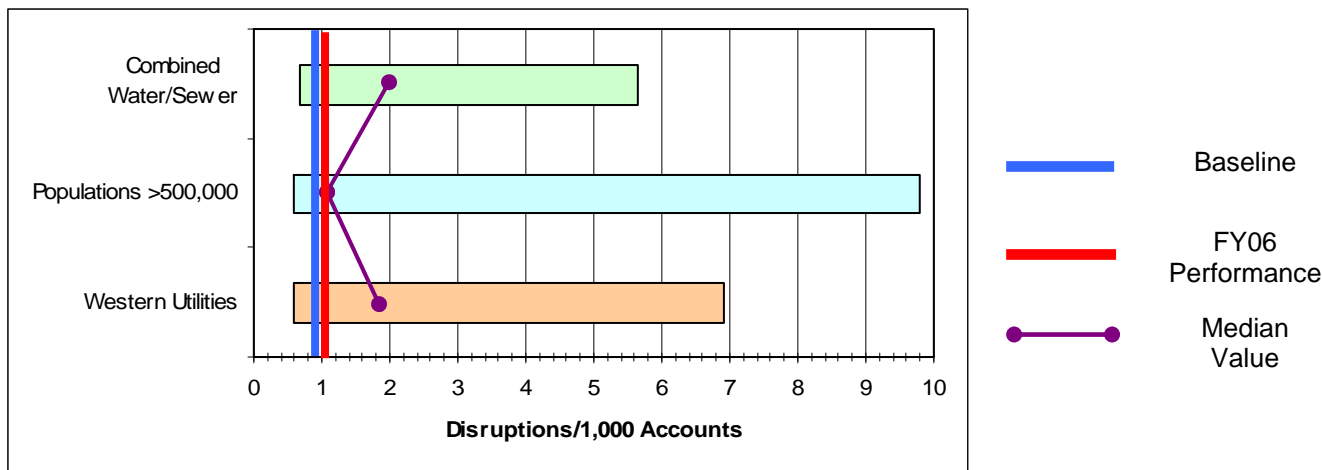
**Performance Results Unplanned Disruptions (less than 4 hours)**

Measure Type	Purpose	Inputs	Outputs						Outcome
			Baseline	Prior Year Actuals			Current/Est	Projected	
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	.90	.75	.95	1.01	.90	.80	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark (less than 4 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.68	1.90	5.66	0.62	1.11	9.78	0.56	1.90	6.85

**Performance Comparison Chart Unplanned (less than 4 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

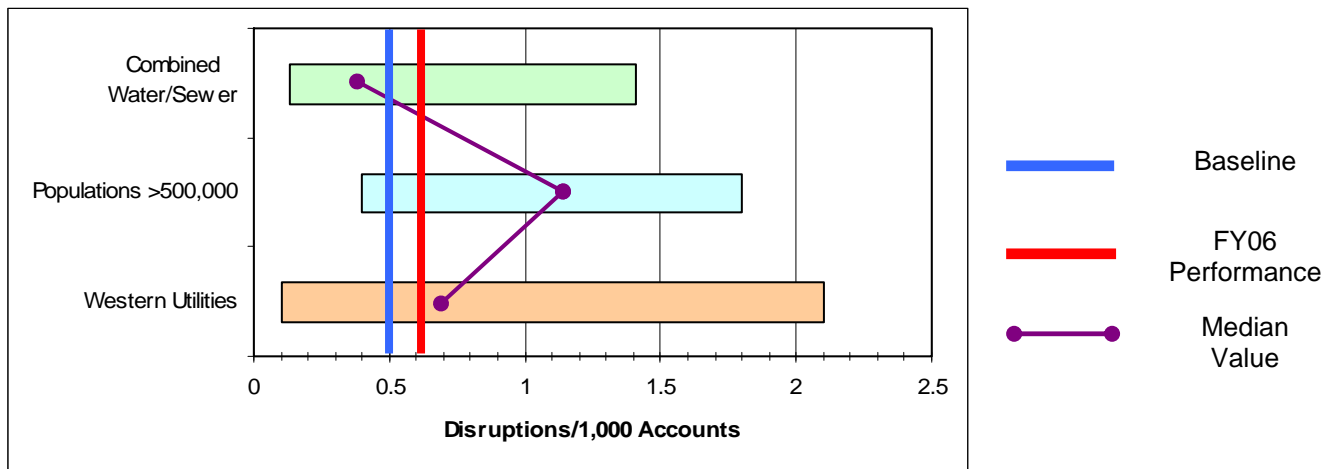
**Performance Results Unplanned Disruptions (between 4 and 12 hours)**

Measure Type	Purpose	Inputs	Outputs						Outcome
			Baseline	Prior Year Actuals			Current/Est	Projected	
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	.50	.35	.44	.61	.50	.40	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark (between 4 and 12 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.13	0.42	1.41	0.40	1.20	1.80	0.12	0.67	2.08

**Performance Comparison Chart Unplanned Disruptions (between 4 and 12 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

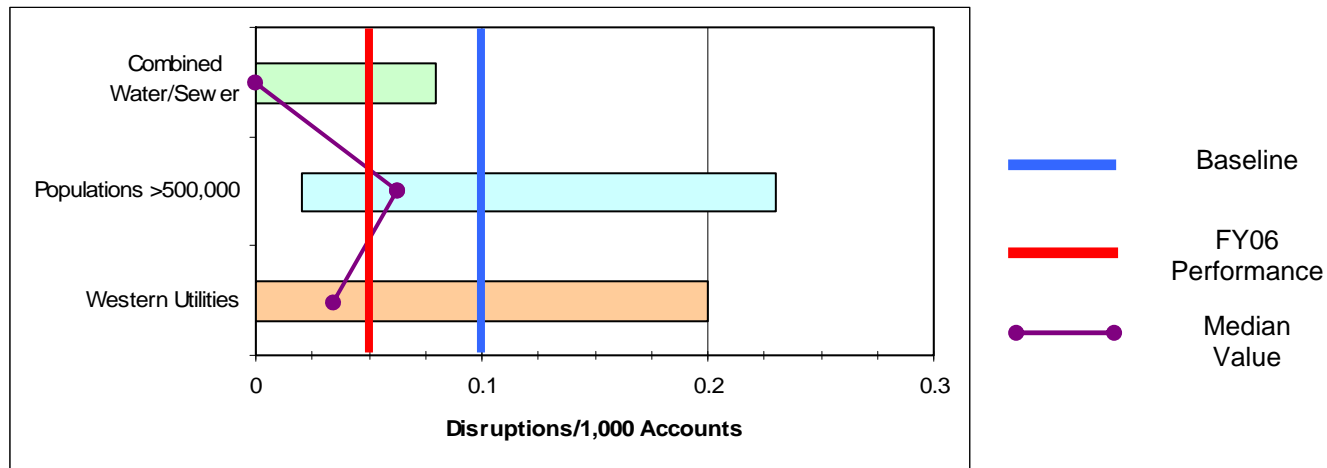
**Performance Results Unplanned Disruptions (greater than 12 hours)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the numbers of water outages experienced by Authority customers	Number of customers experiencing disruption of service per 1,000 customer accounts per year	.10	0.06	.07	.05	.03	.03	Reduce water supply interruptions and provide reliable water service to meet customer expectations of full water service all of the time

**Industry Benchmark (greater than 12 hours)**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.00	0.00	0.08	0.02	0.07	0.23	0.00	0.03	0.20

**Performance Comparison Chart Unplanned Disruptions (greater than 12 hours)**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 3: Customer Services**

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Results Narrative

Customers have come to expect full water service all of the time. Maintenance and repair work that result in water outages or substantially reduced water pressure disrupt customer plans, bring complaints, and diminish goodwill toward the utility. This family of measures quantifies the numbers and durations of water service disruptions. It does not address inconveniences resulting from access limitations around construction and repair work sites. Six separate measures are supported: planned and unplanned service disruptions for durations of less than 4 hours, between 4 and 12 hours, and more than 12 hours. Large numbers and proportions of unplanned service disruptions likely reflect on distribution system inadequacies. Outages of long durations may be indicative of poor repair practices. The measure is calculated separately for planned and unplanned disruptions of three different durations. For each of these six categories, the rate is expressed as the number of customers experiencing disruptions per 1,000 active customer accounts.

The Authority's performance for planned and unplanned disruptions in the three different durations has been within the median range for the past three fiscal years. It is expected to improve unplanned disruptions by increasing planned maintenance activities such as the leak detection program.

***FY08 Performance Plan  
Goal 3: Customer Services***

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**FY08 Performance Plan  
Goal 3: Customer Services**

**3-5 Residential Cost of Water and/or Sewer Service**

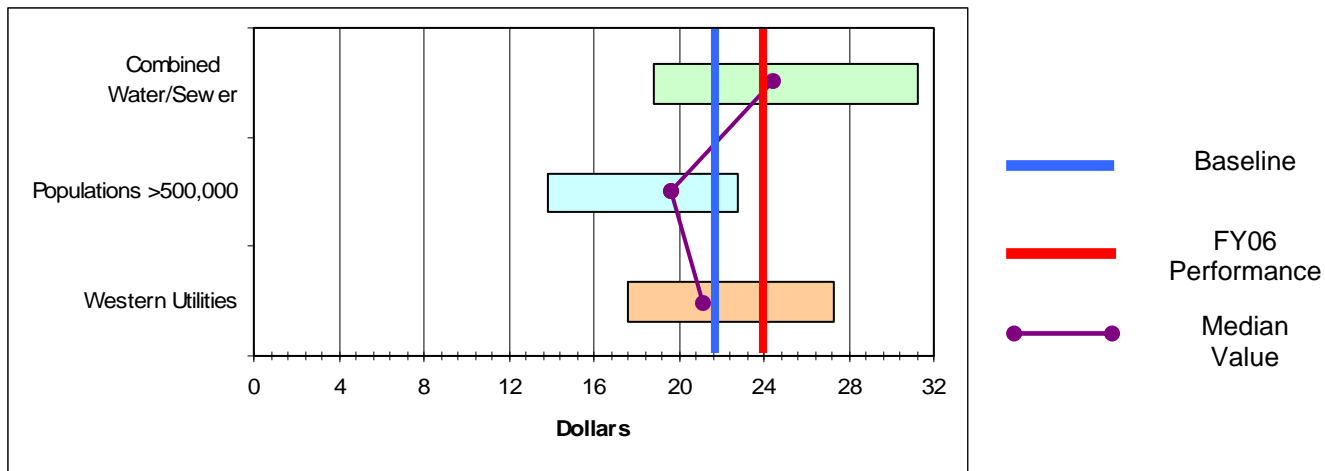
**Performance Results (Monthly Residential Water Service)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Compare the residential cost of water and sewer service based on both a defined quantity of water use and the average residential bill amounts for those services	Bill amount for monthly residential water/sewer service and average residential water/sewer bill for one month of service	\$22.60	\$21.91	\$21.91	\$24.00	\$24.40	\$24.40	Provide affordable water and legally justifiable rates to our customers

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$18.86	\$24.10	\$31.27	\$13.82	\$19.30	\$22.84	\$17.60	\$22.06	\$27.32

**Performance Comparison Chart (Monthly Residential Water Service)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

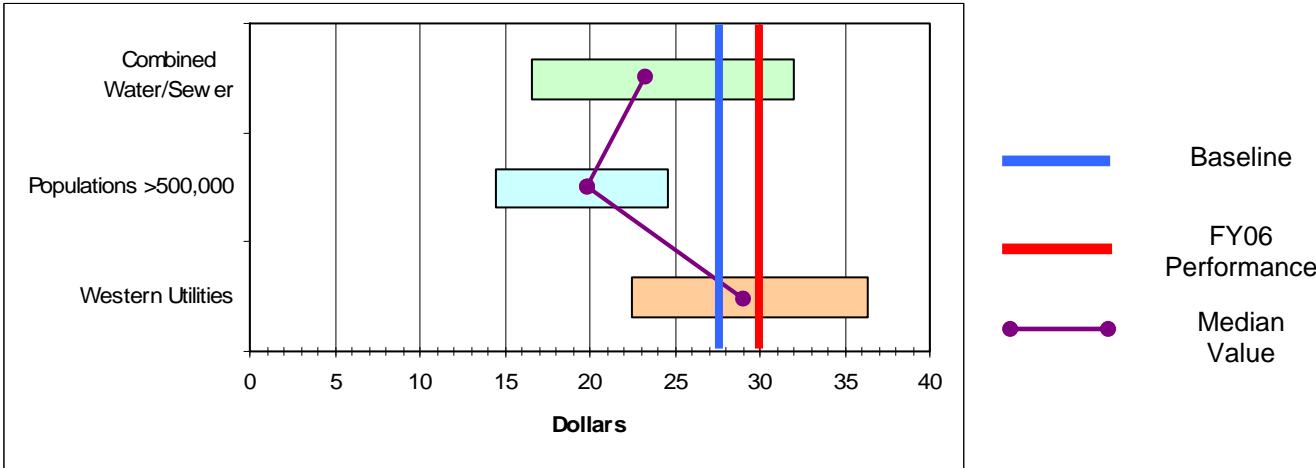
**Performance Results (Average Residential Water Service)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Compare the residential cost of water and sewer service based on both a defined quantity of water use and the average residential bill amounts for those services	Bill amount for monthly residential water/sewer service and average residential water/sewer bill for one month of service	\$27.90	\$26.83	\$26.83	\$30.00	\$30.04	\$30.04	Provide affordable water and legally justifiable rates to our customers

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$16.64	\$23.90	\$31.99	\$14.47	\$20.01	\$24.62	\$22.46	\$29.30	\$36.36

**Performance Comparison Chart (Average Residential Water Service)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

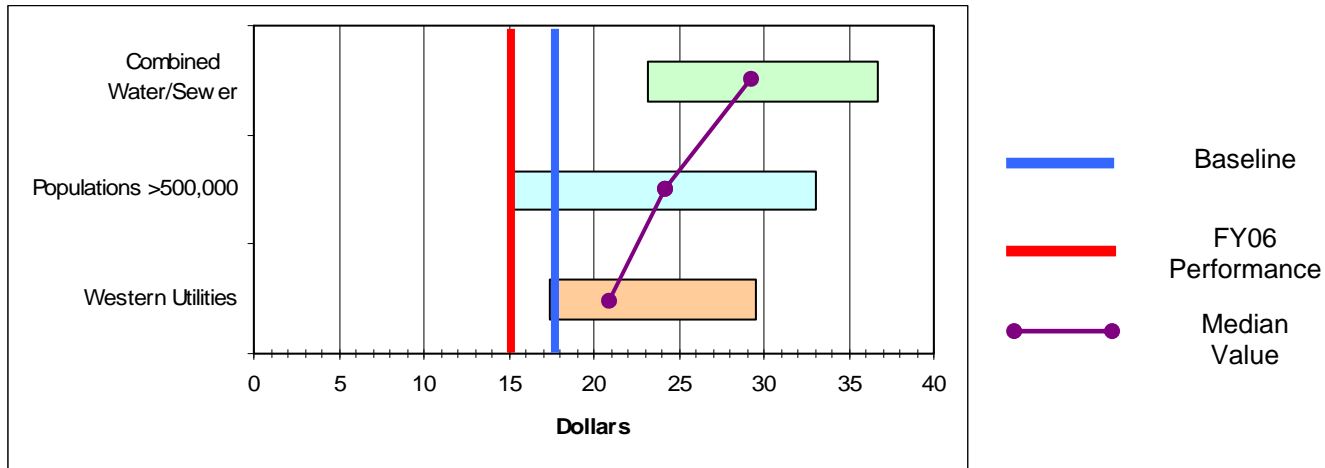
**Performance Results (Monthly Residential Sewer Service)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Compare the residential cost of water and sewer service based on both a defined quantity of water use and the average residential bill amounts for those services	Bill amount for monthly residential water/sewer service and average residential water/sewer bill for one month of service	\$17.50	\$18.74	\$18.74	\$15.00	\$15.30	\$15.30	Provide affordable water and legally justifiable rates to our customers

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$23.21	\$29.58	\$36.74	\$15.13	\$24.70	\$33.00	\$17.36	\$20.96	\$29.52

**Performance Comparison Chart (Monthly Residential Sewer Service)**



*Generally, lower values are desirable*

**FY08 Performance Plan  
Goal 3: Customer Services**

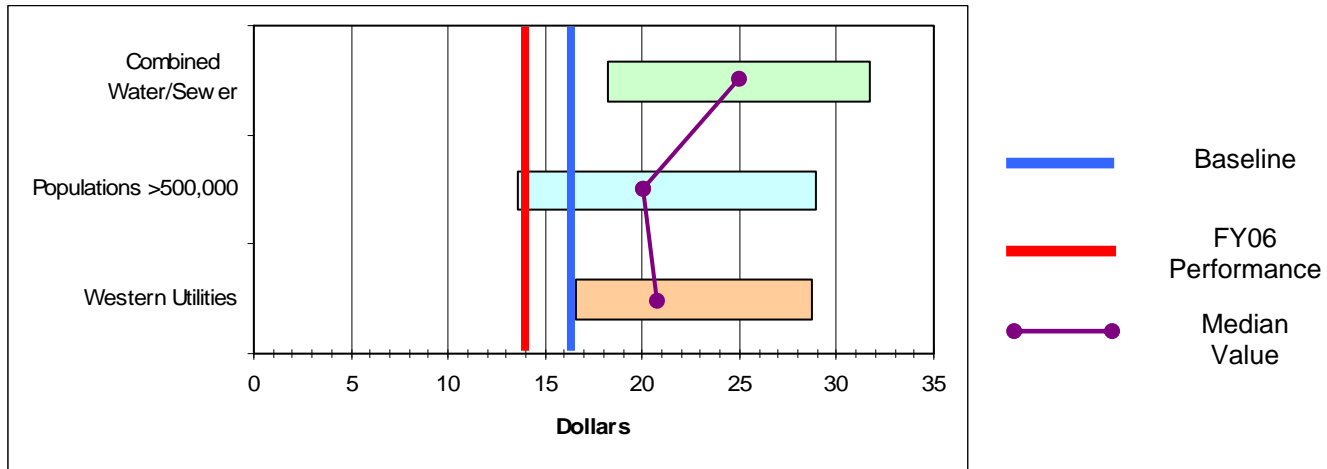
**Performance Results (Average Residential Sewer Service)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Compare the residential cost of water and sewer service based on both a defined quantity of water use and the average residential bill amounts for those services	Bill amount for monthly residential water/sewer service and average residential water/sewer bill for one month of service	\$16.30	\$17.39	\$17.39	\$14.00	\$13.74	\$13.74	Provide affordable water and legally justifiable rates to our customers

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
\$18.17	\$25.06	\$31.72	\$13.62	\$19.97	\$28.90	\$16.59	\$21.08	\$28.68

**Performance Comparison Chart (Average Residential Sewer Service)**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 3: Customer Services**

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Results Narrative

This measure shows individual costs for water and wastewater:

1. Bill amount for monthly residential water service for a customer using 7,500 gallons per month
2. Average residential water bill amount for one month of service
3. Bill amount for monthly residential wastewater service for a customer using 7,500 gallons of water per month
4. Average residential wastewater bill amount for one month of service

The data provided is based on a bill amount for a typical residential customer served water through a 3/4 × 5/8-inch meter. Because each utility is unique, this measure is quite complex. In some places, rates may be artificially low or high in order for achieve non-utility objectives. In others, utilities may have rates controlled by public utility commissions.

The Authority's performance in this measure has been within the median range for the past three fiscal years for monthly and average residential water and sewer service. The Authority completed a comprehensive water and wastewater rate study in FY05 which had not been done in over fifteen years. The Authority adopted a policy objective for FY08 to update that rate study in order to include wholesale water rates. Another reason to update the rate study is to include a cost of services model for master planned communities so that these new large developments pay 100% of the cost for building master planned facilities.

***FY08 Performance Plan  
Goal 3: Customer Services***

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**FY08 Performance Plan**  
**Goal 4: Business Planning and Management**

4-1 Debt Ratio

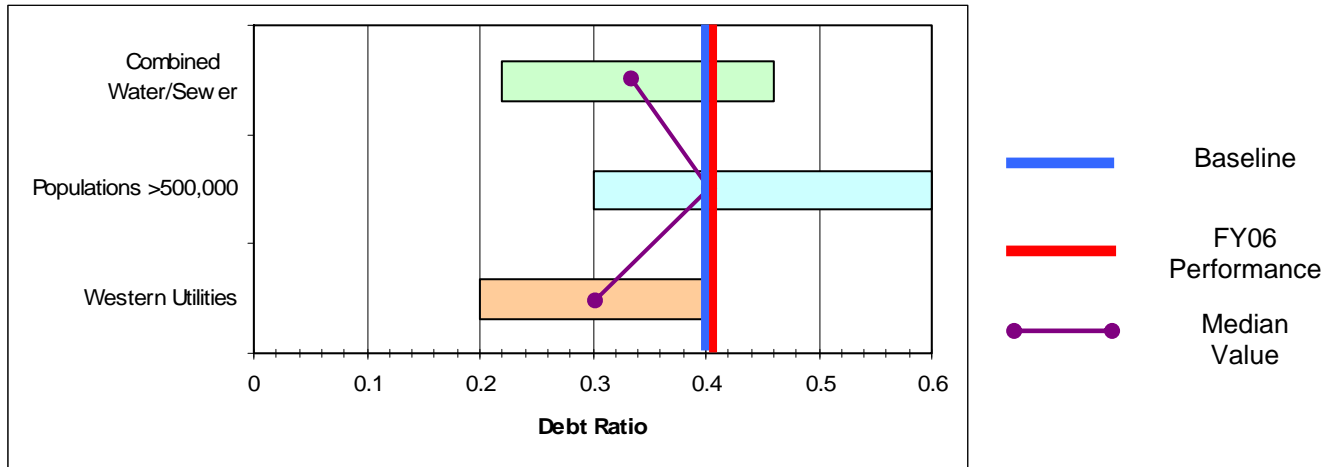
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the Authority's level of indebtedness	Total liabilities and total assets	.40	0.38	0.37	.42	.47	.40	Maintain low debt burden and communicate fiscally responsible to our customers

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.22	0.33	0.46	0.29	0.40	0.55	0.20	0.32	0.41

**Performance Comparison Chart**



*Generally, lower values are desirable*

***FY08 Performance Plan***  
***Goal 4: Business Planning and Management***

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Results Narrative

The higher the calculated debt ratio, the more dependent the utility is on debt financing. Many utilities use this measure as an internal measure of performance. Debt equity ratio is an important measure because a high debt burden brings larger costs for interest and capital repayments.

The Authority's performance in this measure has been within the median range for the past three fiscal years. It is expected that the debt ratio will decrease in FY09.

**FY08 Performance Plan**  
**Goal 4: Business Planning and Management**

4-2 Return on Assets

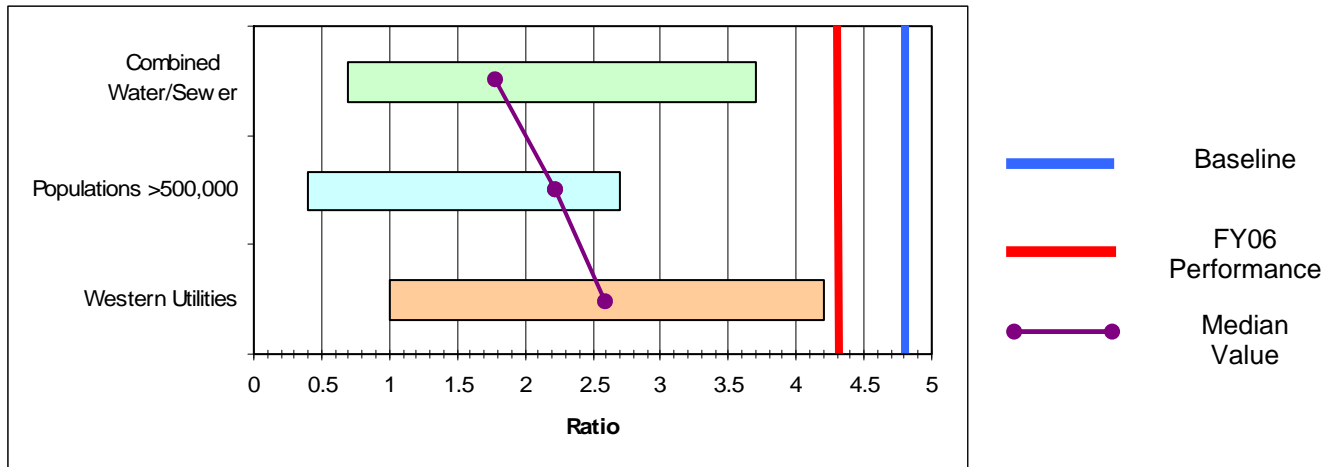
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure the financial effectiveness of the Authority	Net income and total assets	4.7%	5.4%	4.3%	4.3%	4.3%	4.5%	Improve the financial health of the Authority

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
3.7%	1.7%	0.9%	2.7%	2.2%	0.4%	4.2%	2.6%	1.0%

**Performance Comparison Chart**



*Generally, higher values are desirable*

***FY08 Performance Plan***  
***Goal 4: Business Planning and Management***

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Results Narrative

The return on assets ratio measures how well a utility's management team is doing its job. A comparison of net income and average total assets, the return on assets ratio reveals how much income management has been able to squeeze from each dollar's worth of a utility's assets. Investors and potential investors use this ratio to evaluate a company's leadership. All utilities are interested in their financial health and are particularly sensitive to this measure, seeking higher ratios where possible.

The Authority's performance in this measure has been above the median range for the past three fiscal years and is on-target to maintain its performance for the next two years.

**FY08 Performance Plan  
Goal 4: Business Planning and Management**

**4-3 System Renewal / Replacement Rate**

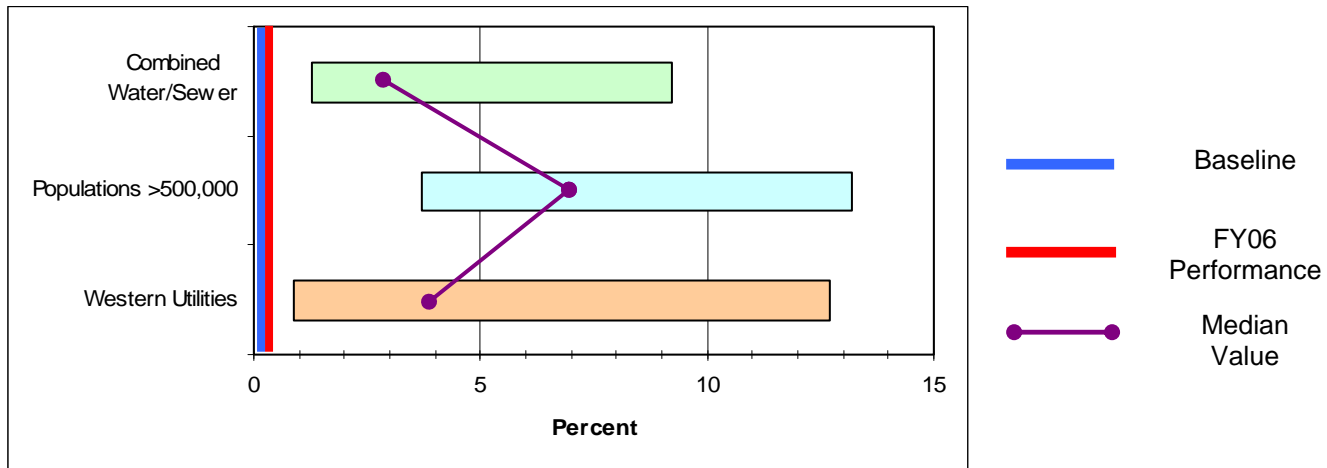
**Performance Results (Water Pipeline & Distribution)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the rate at which the Authority is meeting its individual need for infrastructure renewal or replacement	Total actual expenditures reserved for renewal and replacement and total present worth for renewal and replacement needs for each asset	0.3%	0.2%	0.3%	0.3%	1.0%	2.0%	Reduce corrective maintenance by investing in infrastructure improvements to the system

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
9.2%	3.6%	1.3%	13.2%	7.2%	3.7%	12.7%	3.9%	0.9%

**Performance Comparison Chart (Water Pipeline & Distribution)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 4: Business Planning and Management**

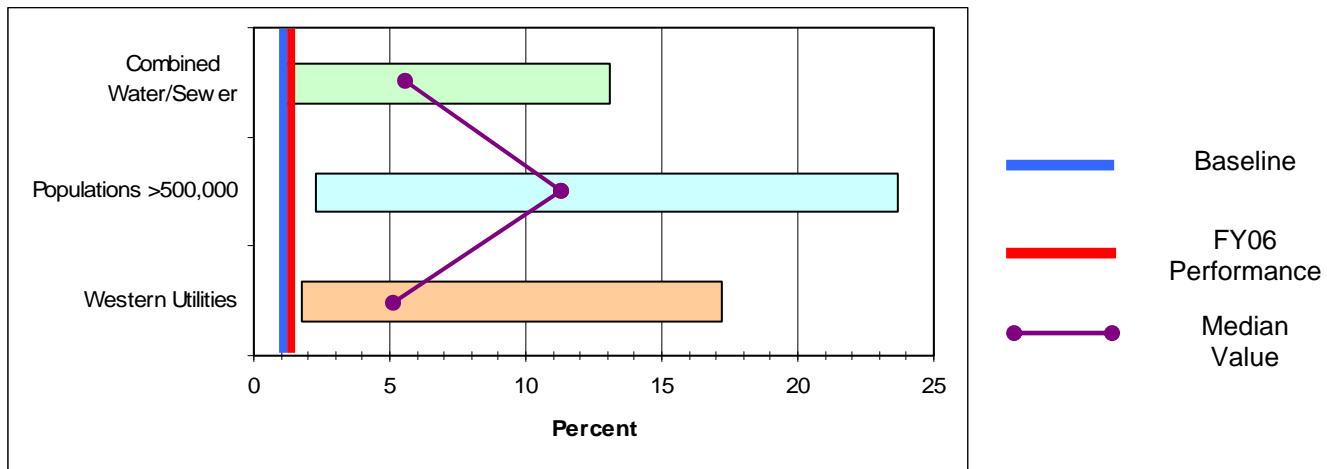
**Performance Results (Water Facility & Pumping)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the rate at which the Authority is meeting its individual need for infrastructure renewal or replacement	Total actual expenditures reserved for renewal and replacement and total present worth for renewal and replacement needs for each asset	1.3%	1.1%	1.4%	1.5%	2.0%	2.5%	Reduce corrective maintenance by investing in infrastructure improvements to the system

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
13.1%	5.3%	1.1%	23.7%	11.7%	2.3%	17.2%	5.0%	1.8%

**Performance Comparison Chart (Water Facility & Pumping)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 4: Business Planning and Management**

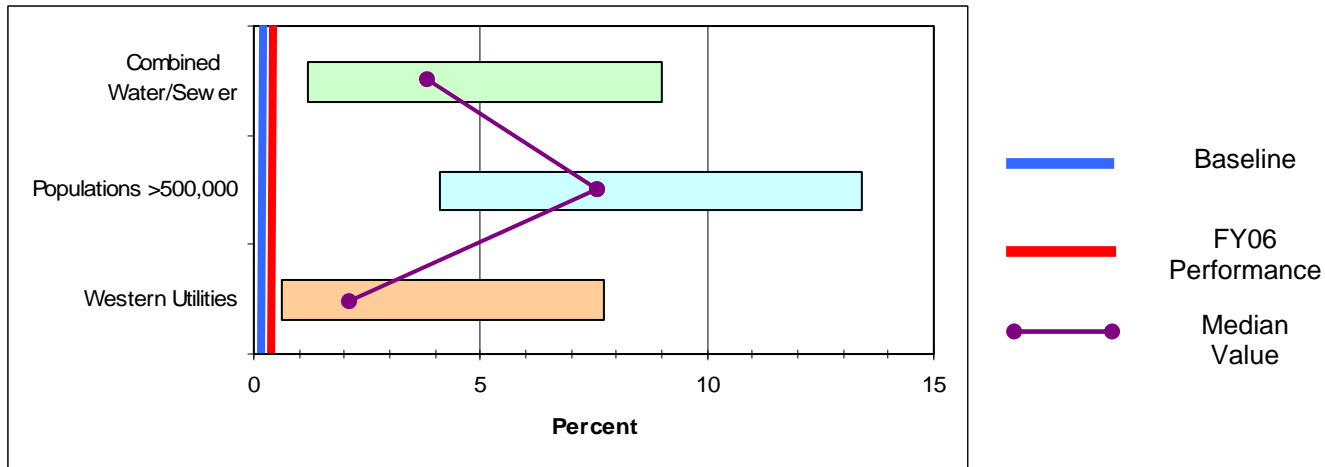
**Performance Results (Wastewater Pipeline & Collection)**

Measure Type	Purpose	Inputs	Outputs						Outcome
			Baseline	Prior Year Actuals			Current/Est	Projected	
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the rate at which the Authority is meeting its individual need for infrastructure renewal or replacement	Total actual expenditures reserved for renewal and replacement and total present worth for renewal and replacement needs for each asset	0.5%	0.2%	0.4%	0.8%	1.0%	1.6%	Reduce corrective maintenance by investing in infrastructure improvements to the system

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
9.0%	4.0%	1.2%	13.4%	7.3%	4.1%	17.2%	5.0%	0.41

**Performance Comparison Chart (Wastewater Pipeline & Collection)**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 4: Business Planning and Management**

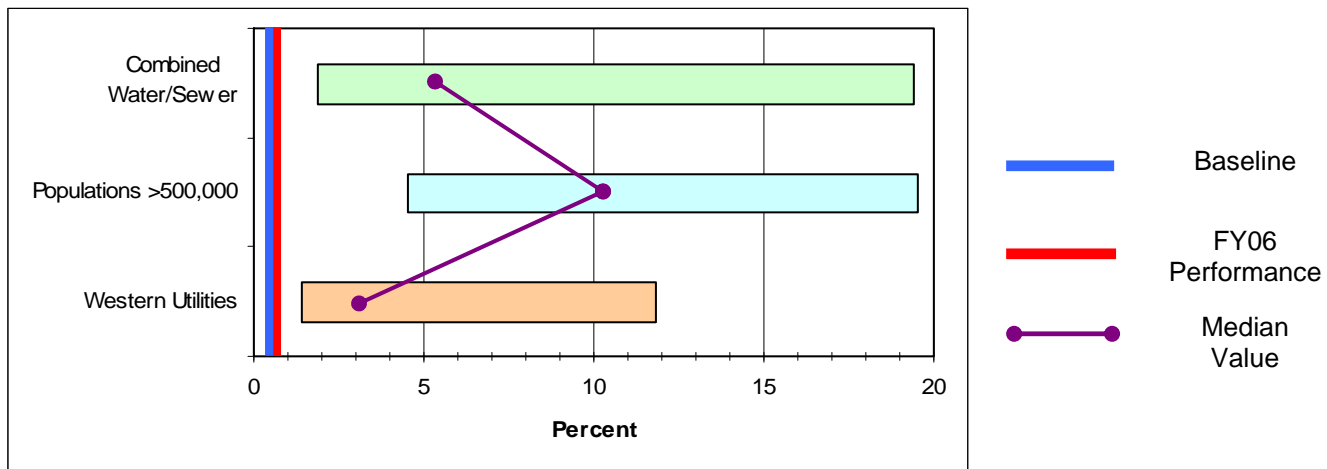
**Performance Results (Wastewater Facility & Pumping)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the rate at which the Authority is meeting its individual need for infrastructure renewal or replacement	Total actual expenditures reserved for renewal and replacement and total present worth for renewal and replacement needs for each asset	0.8%	0.8%	0.8%	0.8%	1.5%	2.0%	Reduce corrective maintenance by investing in infrastructure improvements to the system

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
19.4%	5.2%	1.9%	19.5%	10.5%	4.5%	11.8%	3.1%	1.4%

**Performance Comparison Chart (Wastewater Facility & Pumping)**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 4: Business Planning and Management**

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**Results Narrative**

This measure quantifies the degree to which a water or wastewater utility is replacing its infrastructure based on target lives for each of two asset groups: (1) water distribution system and treatment and (2) wastewater collection system and treatment. Data for these two asset groups are provided in four categories:

1. Water pipeline/distribution
2. Water treatment facility and pumping
3. Wastewater pipelines and collection
4. Wastewater treatment facility and pumping

The Authority's performance in this measure has been below the median range for the past three fiscal years for water distribution system and treatment and wastewater collection system and treatment. The Authority has increased capital program spending from \$30 million per year to \$40M per year, including significant increases in planned rehabilitation spending from \$22 million to \$30 million. In addition, The Authority adopted a 100% increase in connection fees which is expected to generate approximately \$4 million in revenue for FY07 and another \$4 million in FY08. This fee increase will make more funds available for rehabilitation and replacement.

***FY08 Performance Plan***  
***Goal 4: Business Planning and Management***

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**FY08 Performance Plan  
Goal 5: Organization Development**

**5-1 Employee Health and Safety Severity Rate**

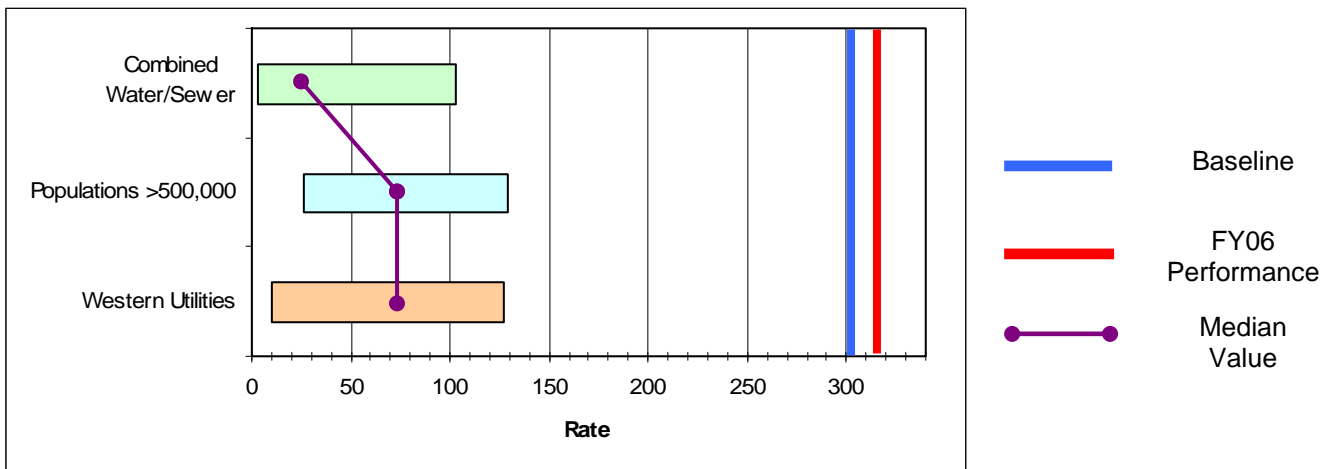
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Quantify the rate of employee days lost from work due to illness or injury	Total workdays away from work and total hours worked by all employees	305.3	352.1	233.2	331.0	250.0	150.0	Improve employee health and safety to reduce total workdays from work

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
3.1	23.4	102.5	26.5	55.1	129.4	9.9	54.5	126.9

**Performance Comparison Chart**



*Generally, lower values are desirable*

**FY08 Performance Plan**  
**Goal 5: Organization Development**

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Results Narrative

The Occupational Safety and Health Administration (OSHA) has established accident and illness recording and reporting requirements that affect most organizations. The OSHA standard is recommended because it has broad applicability and most utilities are already recording the needed data. The OSHA lost-days measure quantifies the rate of days lost due to illness or injury per 100 employee-years of work. It was selected as a good measure for water and wastewater utilities because it summarizes a very useful set of data that is readily available at most utilities.

Excessive lost workdays affect productivity and can cost utilities in a number of ways. Health care, insurance premiums, and overtime can all be adversely impacted by lost work due to injury or health reasons.

The Authority's performance in this measure has been below the median range for the past three fiscal years. In FY06, the Authority adopted a policy objective to improve its performance in this area by developing safe work incentives and routine employee safety training. These programs are being implemented in FY07. Also in FY07, the Authority adopted policy objectives to develop a comprehensive health and safety program and a risk mitigation strategy. Moreover, the Authority adopted a policy objective in FY08 to reduce the number of employee lost days by 25% based on implementing the programs developing in FY06 and FY07.

**FY08 Performance Plan  
Goal 5: Organization Development**

**5-2 Training Hours per Employee**

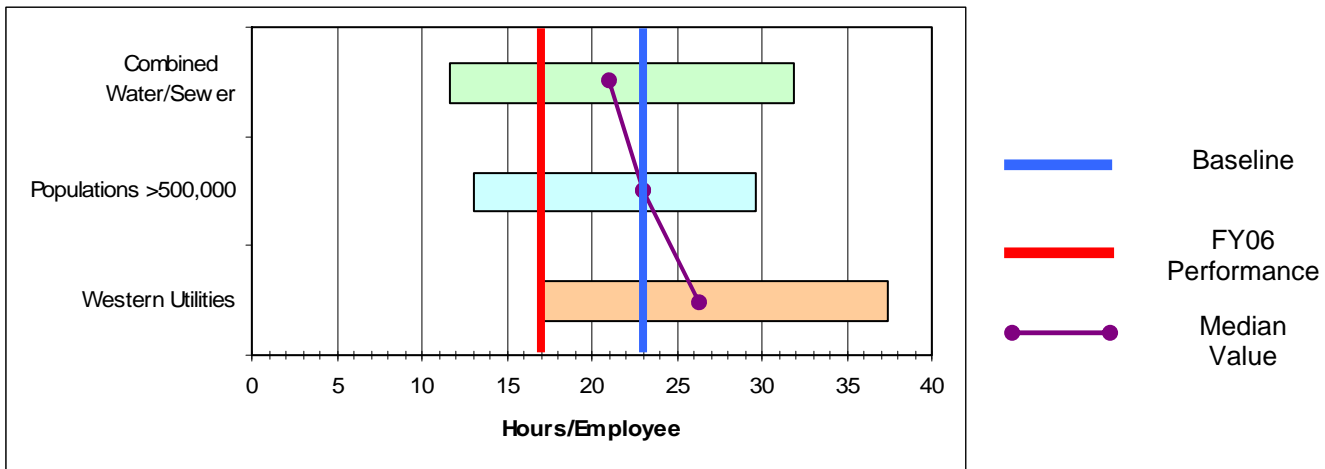
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Effectiveness	Measure the quantity of formal training Authority employees actually completing	Number of formal training hours per employee per year	23.7	32.4	21.8	17	20.0	25.0	Improve employee knowledge and skills to maintain a motivated and effective works force

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
31.9	21.8	11.6	29.6	22.9	13.1	37.4	26.9	16.9

**Performance Comparison Chart**



*Generally, higher values are desirable*

***FY08 Performance Plan***  
***Goal 5: Organization Development***

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Results Narrative

This measure is intended to reflect the organization's commitment to formal training as a means of improving employee knowledge and skills. It also does not address the effectiveness or efficiency of the training programs used by the utility.

The Authority's performance in this measure has been within the median range for the past three fiscal years. The Authority has adopted policy objective for FY08 to increase certification training hours in order to improve its performance in this measure.

**FY08 Performance Plan  
Goal 5: Organization Development**

**5-3 Customer Accounts per Employee, MGD Water Delivered per Employee, & MGD Wastewater Processed per Employee**

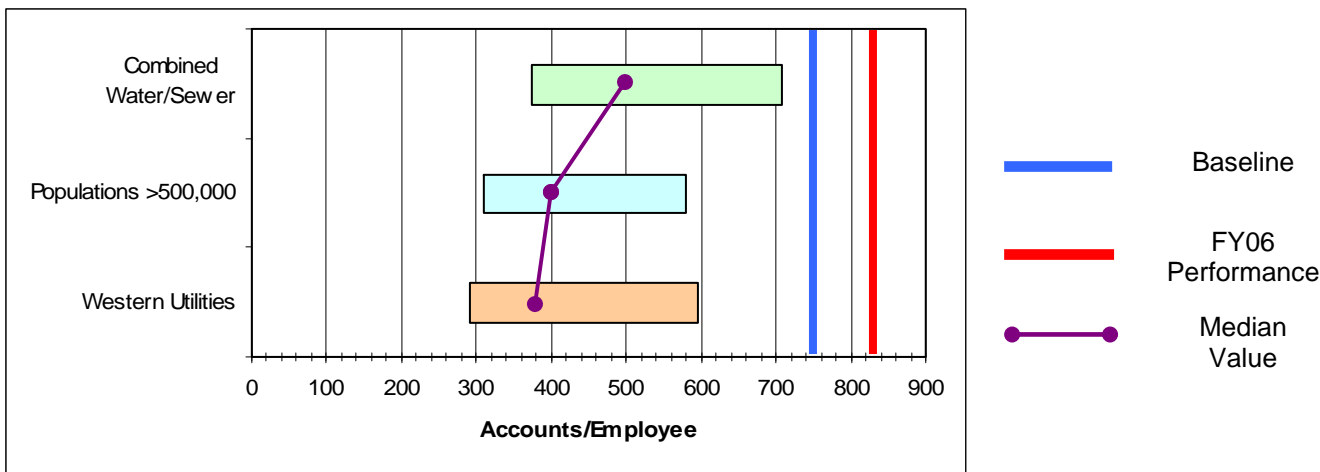
**Performance Results (Customer Water Accounts per Employee)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Measure employee efficiency	Number of active accounts per employee and average million gallons of water delivered and processed per day per employee	751	737	687	829	850	875	Provide efficient service to our customers to meet their expectations

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
707	503	375	580	408	311	595	385	292

**Performance Comparison Chart (Customer Water Accounts per Employee)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 5: Organization Development**

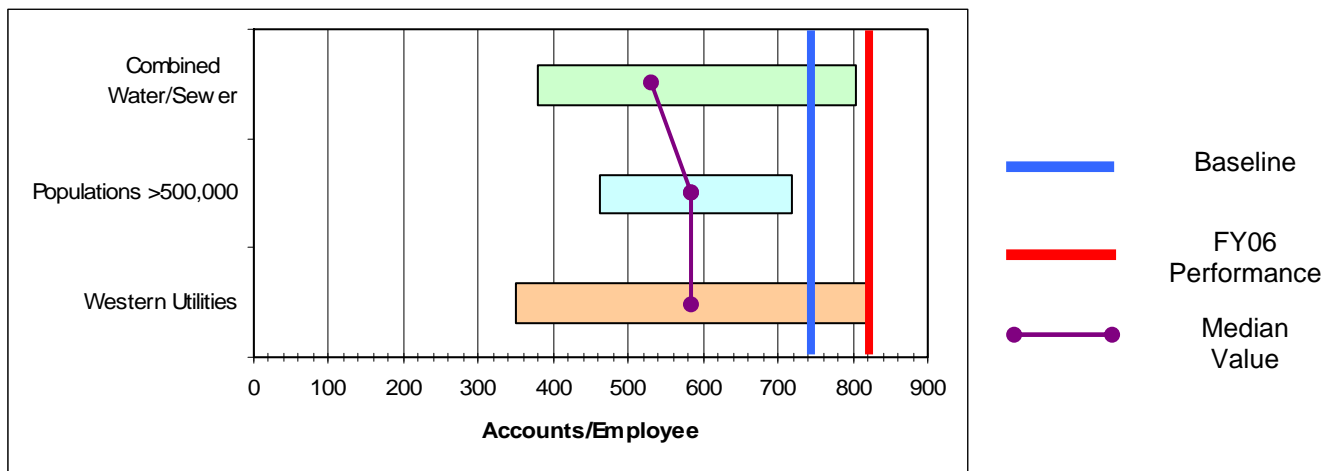
**Performance Results (Customer Wastewater Accounts per Employee)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Measure employee efficiency	Number of active accounts per employee and average million gallons of water delivered and processed per day per employee	757	747	701	822	830	840	Provide efficient service to our customers to meet their expectations

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
805	531	378	719	592	463	824	592	350

**Performance Comparison Chart (Customer Wastewater Accounts per Employee)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 5: Organization Development**

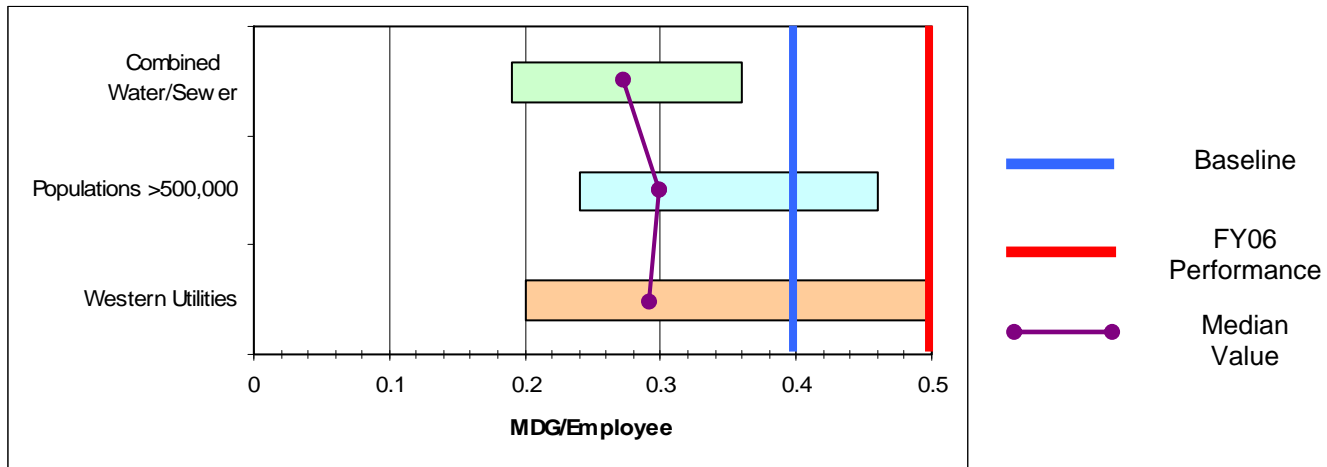
**Performance Results (MGD Water Delivered per Employee)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Measure employee efficiency	Number of active accounts per employee and average million gallons of water delivered and processed per day per employee	.40	0.44	.40	.50	.45	.40	Provide efficient service to our customers to meet their expectations

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.36	0.27	0.19	0.46	0.30	0.24	0.50	0.29	0.20

**Performance Comparison Chart (MGD Water Delivered per Employee)**



*Generally, higher values are desirable*

**FY08 Performance Plan  
Goal 5: Organization Development**

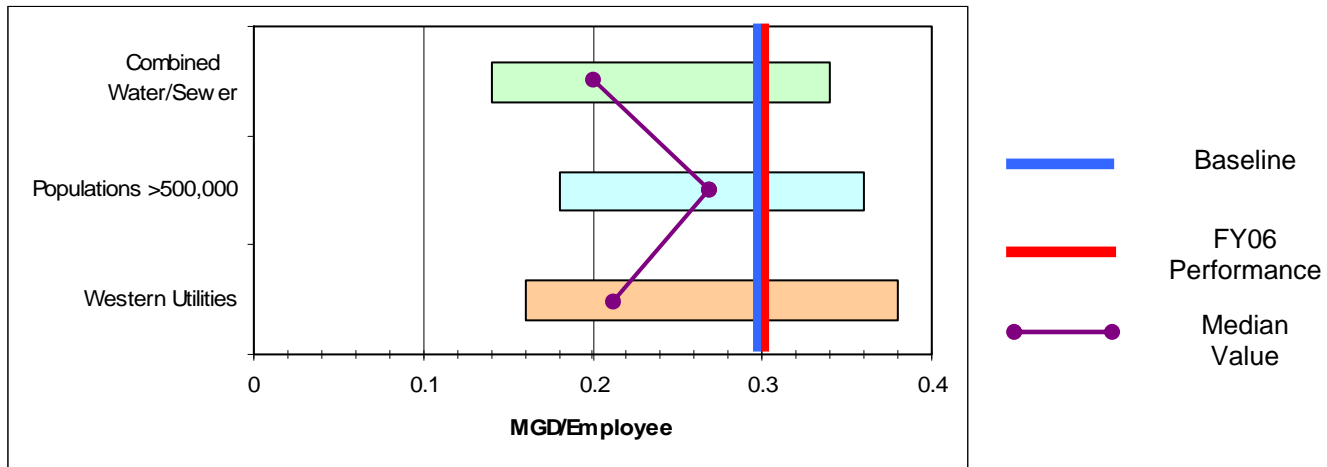
**Performance Results (MGD Wastewater Processed per Employee)**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Efficiency	Measure employee efficiency	Number of active accounts per employee and average million gallons of water delivered and processed per day per employee	.30	0.25	.30	.30	.30	.30	Provide efficient service to our customers to meet their expectations

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
0.34	0.20	0.14	0.36	0.27	0.18	0.38	0.23	0.16

**Performance Comparison Chart (MGD Wastewater Processed per Employee)**



*Generally, higher values are desirable*

***FY08 Performance Plan***  
***Goal 5: Organization Development***

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Results Narrative

These measures measure employee efficiency. By expressing them in terms of both accounts and millions of gallons (MGD) per day of water delivered or wastewater processed, the effects of customer class are diminished.

The Authority's performance in this measure has been above the median range for the past three fiscal years for water accounts per employee. The Authority's performance has been within the upper median range for wastewater accounts per employee. It is within the median range millions of gallons per day of water delivered or wastewater processed. It is expected that the Authority will maintain its performance in this area for the next two fiscal years.

***FY08 Performance Plan  
Goal 5: Organization Development***

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**FY08 Performance Plan  
Goal 5: Organization Development**

**5-4 Organizational Best Practices Index**

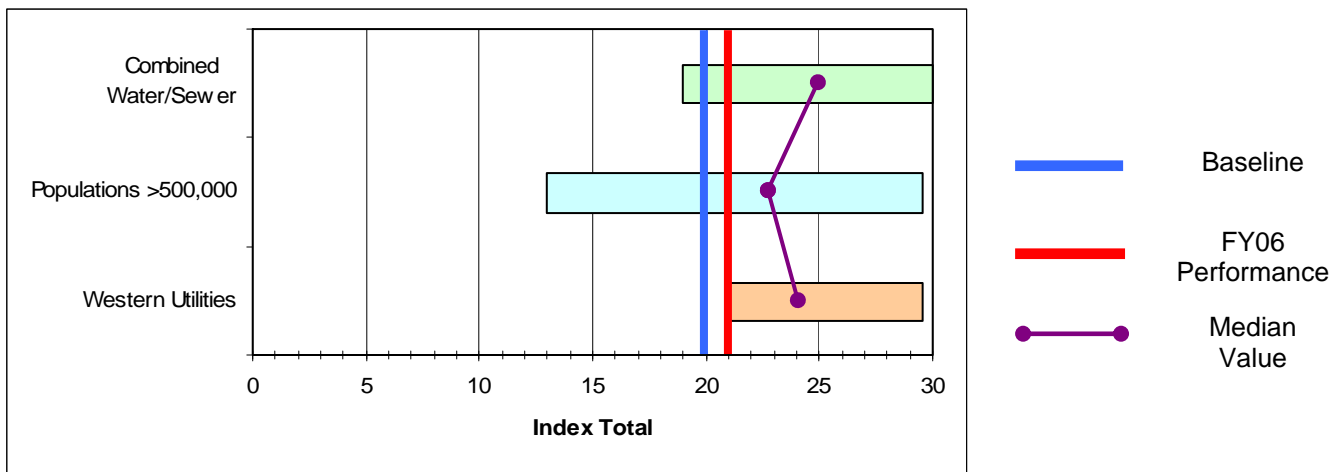
**Performance Results**

Measure Type	Purpose	Inputs	Outputs					Outcome	
			Baseline	Prior Year Actuals			Current/Est		Projected
				FY04	FY05	FY06	FY07	FY08	
Quality	To summarize the Authority's implementation of management programs important to water and wastewater utilities	Self-scoring system to identify the degree to which the Authority is implementing the seven organizational best practices	20.3	19.0	21.0	21.0	21.0	22.0	Implement best management practices to sustain a competitive work force

**Industry Benchmark**

Combined Water/Wastewater Utilities			Utilities with populations greater than 500,000			Utilities located in the Western United States		
Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile	Top Quartile	Median	Bottom Quartile
30.0	25.0	19.0	29.6	22.9	13.0	29.6	24.0	21.0

**Performance Comparison Range Chart**



*Generally, higher values are desirable*

**FY08 Performance Plan**  
**Goal 5: Organization Development**

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Results Narrative

This measure summarizes the status of implementation of good management practices at a utility. It is particularly useful for identifying potential benchmarking partners, especially organizations that may have advanced knowledge and experience with applying these tools. Correlations with other measures might show that performance in other areas is related to investments in improved management practices. The Authority used a self-scoring system to identify the degree to which each of seven important practices being implemented. The scoring system is based on the results from the QualServe Self Assessment that the Authority completed in 2004. Scores for the seven areas are aggregated to provide an index score.

The practices included in the index are as follows:

- Strategic planning
- Long-term financial planning
- Risk management planning
- Optimized asset management
- Performance measurement
- Customer involvement
- Customer involvement

The Authority's performance in this measure is within the lower median range for past three fiscal years. After implementing the areas of improvement suggested in the QualServe Peer Review, it is expected that the Authority will make progress on this measure. This measure is particularly useful for identifying potential benchmarking partners, especially organizations that may have advanced knowledge and experience with applying these tools.