













SFPUC Quarterly and Annual Strategic / Sustainability Performance FY 08/09

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	No.	Issue	Indicator	Actual Performance				Annual Performance	Annual Target FY 2008-09	Progress to Target	FY 2005-06 Baseline	Notes	Responsible Party	
				Q1	Q2	Q3	Q4							
	EN 6.1	Water Use - Retail	Total amount of water sold to retail customers (includes both San Francisco and suburban retail)					75.5 mgd	81 mgd		83.7	Customer Service Management Report 892; does not include groundwater sources from Golden Gate Park or SF Zoo	WE AGM	
		Water Use - Wholesale	Total amount of water sold to wholesale customers					164 mgd	184 mgd		164.46	Customer Service Management Report 892	WE AGM	
	EN 7.1	Drinking Water Quality	Drinking water compliance rate (days in full compliance)	92	92	90	91	365	365		364		WE AGM	
	EN 8.2	Water Supply - alternative sources	Percent of water supplied by alternative sources to retail customers					2.4%	5%		n/a	Totals all water from alternative sources (groundwater, recycled water, etc) provided to San Francisco or Suburban retail customers. Conservation tracked with a different metric.	WE AGM	
	EN 10.1	Sewer Overflows	# wet weather days that water quality bacteria levels do not meet EPA requirements as a result of sewer overflows.	0	2	5	0	7	<19		n/a		WWE AGM	
	EN 12.1	Energy Use	Municipal electric and gas use					878,997.6 mwh, 15,981,854 therms gas	No target set		853,340.4 MWh electric, 16,691,734 therms gas			PWR AGM
			kWh energy used per street light					751 kWh	328 kWh		n/a			
	EN 12.2	Energy Conservation	Peak load, total electricity, and gas reductions by customers	peak load=0, electricity=0, gas=0	peak load = 26kW, electricity = 114,000 kWh/yr, gas = 0	Peak load=35 kW, electricity=158,761 kWh/yr, gas=0	Peak load =385 kW electricity= 2,762,626 kWh/yr, gas=0	Peak load =447 kW electricity= 3,035,387 kWh/yr, gas=0	peak load =560kW electricity= 2,703,080 kWh/yr, gas=0		peak load reduction not applicable, electric/gas no data		PWR AGM	
	EN 13.2	Power Supply - Renewables	Percent of energy supplied from renewable sources					94%	82%		82%	For the purposes of this assessment, SFPUC's hydroelectric power has been counted as a renewable source.	PWR AGM	
	EN 13.4	Power Supply - Planning	% power supplied vs. forecasted	98%	95%	100%	98%	98%	95%		n/a		PWR AGM	
	EN 14.1	Environmental Compliance	Incidents of non-compliance with applicable environmental regulations	WE 1 WWE 0 PE 0	WE 1 WWE 2 PE 0	WE 1 WWE 0 PE 0	WE 0 WWE 0 PE 0	WE 3 WWE 2 PE 0	WE 0 WWE 0 PE 0	WE:  WWE:  PE: 	0	Q4 WWE violations: None. For WE violations, quarterly performance adjusted as follows: Because violations only can be classified as such when the regulatory agency determines incidents to be violations, incidents are recorded when a Notice of Violation is provided by the regulatory agency, rather than when the incident occurred. There may be a lag of months and even years between the incident and the determination.	WE AGM WWE AGM PWR AGM	
	SFPUC In-House Impacts	EN 16.1	Greenhouse Gas (GHG) Emissions	Tons of direct and indirect GHG emissions per year					8,599 tons	11,307 tons		11,175 tons		PWR AGM
		EN 17.1	Energy Consumption by SFPUC	MWh energy used per million gallons water delivered	0.41	0.43	0.67	0.51	0.49	0.52		0.52	Q4: 11,106 MWh used; 21,730 million gallons delivered. Annual: 42,591 MWh used; 87,243 million gallons delivered. Quarterly figures have been adjusted to reflect finalized data.	PWR AGM & WE AGM
				MWh energy used per million gallons wastewater treated	2.17	2.23	1.72	2.28	2.06	No target set		2.16	Q4: 15,667 MWh used; 6,869 million gallons treated. Annual: 65,196 MWh used; 31,586.88 million gallons treated. Quarterly figures have been adjusted to reflect finalized data.	PWR AGM & WWE AGM
EN 19.2		Materials and Waste	% office waste diverted from landfill at 1145 and 1155 Market	1145 33% 1155 48%	1145 33% 1155 48%	1145 33% 1155 48%	1145 33% 1155 48%	1145 33% 1155 48%	72%		31%	Counts recycling bins at 1145/1155 Market. SFPUC employee waste reduction actions result in less diversion. SFPUC implemented measures to increase data accuracy, which revised quarterly data and established new performance baseline. New waste diversion programs have been implemented and results will be measured in FY 09/10.	EA AGM	
EN 21.1		Water Consumption by SFPUC	Total water consumption (at SFPUC facilities and offices) based on metered data					.41 mgd	Use FY 08/09 data to establish annual target for FY 09/10		no data	Some PUC facilities may not be included (such as 1145 Market). As with all, additional information available on request.	WE AGM	
	CR 1.1	Customer Satisfaction - retail	% of retail customers that rate SFPUC as good or better					92	94		92	Per survey conducted by SDS in November 2008. Result is the same as baseline but 2% below FY2008-09 target possibly because 1/3 of Contact Center staff are newly hired. A separate survey is conducted in June & December by phone and mail with retail customers who have had contact with the Customer Contact Center. However, the implementation of the NICE feedback system has not been completed and will begin in the 2nd quarter of FY10.	BS AGM	

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Customers (Continued)	CR 1.2	Customer Satisfaction - wholesale	Average rating by wholesale customers of SFPUC (4 = exceeds expectations and 5 = high satisfaction)					4.4	4		FY 03/04 4.1 Avg	Of the May 2009 survey, 16 of 25 surveys responded. A survey is completed by wholesale water customers every 2 years through the quarterly customer meetings.	BS AGM
	CR 5.1	Rates - Affordability	Average residential water and wastewater bill as % of median income in San Francisco					1.2%	2%		0.73%	As the metric is volume-based (7ccf water and 6.3 ccf wastewater), the numerator of the equation is unchanged through the fiscal year, \$23.10 for water and \$40.06 for wastewater. Median household income: \$65,519.	BS AGM
	CR 6.3	Rates- Recovery for Power	Average price per kwh municipal power delivered as percent of average cost to deliver kwh power	100%	100%	100%	100%	100%	See note		n/a	Current rate is set at \$0.0375 / kWh for general fund. A cost study is still pending at this time.	BS AGM
		Rates- Recovery for Wastewater	Average price per 100 cu. ft. wastewater treated as percent of average cost to treat 100 cu. ft. wastewater	100%	99%	99%	99%	99%	100%		n/a	Target revenue (\$7.32/ccf) is average revenue the rates were designed to produce. Average revenue of \$7.23 /ccf is down slightly from Q2.	BS AGM
		Rates- Recovery for Water	Average price per 100 cu. ft. delivered water as percent of average cost to deliver 100 cu. ft. water	100%	98%	98%	98%	99%	100%		n/a	Target revenue (\$2.88/ccf) is average revenue the rates were designed to produce. Average revenue of \$2.83 /ccf is unchanged from Q2.	BS AGM
Community	CY 1.2	Environmental Justice	Nature and extent of environmental impacts attributable to the SFPUC that are disproportionately impacting certain communities					SFPUC Action focused on SE Plant in Bayview. For specific project names, see notes column. Purpose of projects: 1. To address odors 2. To increase renewable energy generation via cogeneration 3. To reduce flare of excess digester gas	Describe efforts to lessen disproportionate impacts		Qual - see low baseline score	Completed capital projects: Southeast Wastewater Treatment Plant Digester Gas Handling and Odor Improvement Project Phase 1 Southeast Wastewater Treatment Plant Digester Gas Handling Odor Improvement Project Phase 2 More information on this indicator is available by contacting sustainability@sfgwater.org	GM
	CY 2.2	Odor Complaints (community health & env. justice)	Number of confirmed treatment plant odor complaints made by staff and the public	2	5	4	5	16	<15		29	Q4 complaints include 3 from public for OSP, and 2 from the City Staff for SEP. We did have additional odor complaints at OSP that were not confirmed or logged.	WWE AGM
	CY 7.1	Stakeholder Management	Stakeholder communication: Frequency of and mechanisms for regular stakeholder communications					The SFPUC continues to use traditional tools for stakeholder outreach and has introduced internet-based tools to improve stakeholder outreach and engagement.	Maintain or improve baseline performance		Qual - see high baseline score	The SFPUC is considered a leader among public agencies in adopting use of social media tools in San Francisco and California. SFPUC giving presentations to other water utilities and public agencies on use of social media for outreach and education. More information on this indicator is available by contacting sustainability@sfgwater.org	EA AGM
Workplace	WP 3.2	Employee Satisfaction	% satisfaction among current employees					72.40%	Launch annual survey		no data		HRS DIR.
	WP 3.3	Employee Satisfaction	% exit interviews conducted					38.50%	80%		30%		HRS DIR.
	WP 4.2	Health & Safety	Recordable injury rate	9	11.1	7.7	11.1	8.7	9.9		9.6		HRS DIR.
			Recordable lost time rate	4.6	2.4	3.7	2.4	3.9	4.5		5.7		HRS DIR.
	WP 6.1	Recruitment	Average # days to fill vacant position from date the requisition is issued	City requisitions frozen	City requisitions frozen	City requisitions frozen	City requisitions frozen	75 days/average	See note		97.29	No target due to frozen requisitions	HRS DIR.
	WP 6.2	Recruitment	# positions remaining unfilled over 2 months due to lack of suitable candidates or outreach	City requisitions frozen	City requisitions frozen	City requisitions frozen	11	11	See note		no data	No target due to frozen requisitions	HRS DIR.
	WP 7.2	Performance Appraisal	% work force receiving performance reviews on annual basis					84%	85%		55	Workforce target based on staff employed continuously Dec - June in measured FY	HRS DIR.

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	GM 2.1	Financial Performance - Credit Rating	Credit rating for Water and Wastewater Enterprise			A+ / A1 W A / A2 WW	AA- / A1 W A+ / A2 WW	AA- / A1 W A+ / A2 WW	AA/Aa W A2/A WW		A1/A+ W A2/A WW	Reported ratings are S&P and Moody's, respectively. For Moody's, Baa3 and above is considered investment grade; For S&P/Fitch, BBB- and above is considered investment grade. S&P and Moody's reaffirmed their respective ratings for Water only in July 2009.	BS AGM
	GM 2.2	Financial Performance - Operating Cost Coverage	Operating cost coverage (total operating revenues/total operating costs)	1.7 W 1.7 WW 1.4 P	1.7 W 1.7 WW 1.4 P	1.7 W 1.6 WW 1.4 P	1.7 W 1.6 WW 1.4 P	1.7 W 1.6 WW 1.4 P	1.0 W 1.0 WW 1.0 P		1.08 W 1.19 WW 1.25 P	Quarterly Operating Cost Coverage ratios are based on projections from the Quarterly Budget Status Reports and may change once Q4 financials are finalized in Oct 2009. Preliminary data has been reported based upon pre-audit projections.	BS AGM
	GM 2.5	Financial Performance - Debt Service Coverage	Debt service coverage ratio: [Net revenues + available fund balance] /debt service	1.9 W 1.8 WW	2.0 W 1.8 WW	2.1 W 1.6 WW	2.1 W 1.6 WW	2.1 W 1.6 WW	1.5 W 1.5 WW		2.64 W 3.7 WW	The debt service coverage (DSC) is set by SFPUC's indenture at 1.25; the Commission has also set a DSC of 1.5 per the Long-term Financial Plan of 2004. Note: Q2 Actuals for WW was edited in Q4 to reflect actuals. Q4 financials are finalized in Oct 2009 after fiscal year end close. Preliminary data has been reported based upon pre-audit projections.	BS AGM
	GM 10.3	Strategic Planning and Decision-Making	# quarterly and annual reports on sustainability performance completed	1 quarterly	1 quarterly	1 quarterly	1 quarterly	4 quarterly reports and 1 annual	4Q + 1 Annual		n/a		EA AGM
	GM 12.1	Contract Processing	Percent of contracts processed within 30 days and 60 days from Commission Award to NTP	7% in 30 50% in 60	11% in 30 78% in 60	9% in 30 66% in 60	30% in 30 60% in 60	30% in 30 60% in 60	10% in 30 70% in 60		65% in 30		INFR AGM
	IA 1.1	Asset Management	% assets by value covered by asset management plan	15%	15%	23%	25%	25%	20%		0	Current value is based on the following calculation: (total assets by value covered by preventive maintenance) / total assets by value. Enterprises working to provide asset criticality ranking based on condition and risk. Criticality ranking can be used to refine asset management plans and improve metric performance.	BS AGM
	IA 2.2	Capital Projects Planning and Management	Deviation in actual vs. planned project expenditures and schedule	Local Expenditure: P \$20.2M v. A \$13.4M Local Progress: P 47.8% v. A 48.1%	Local Expenditure: P \$14M v. A \$12.8M Local Progress: P 51.7% v. A 51.2%	Local Expenditure: P \$204.9M v. A \$196.9M Local Progress: P 57.6% v. A 56.7%	Local Expenditure: P \$231.2M v. A \$227.2M Local Progress: P 40.5% v. A 40.4%	Local Expenditure: P \$231.2M v. A \$227.2M Local Progress: P 40.5% v. A 40.4%	Local Expenditure: \$101.6M Local Progress: 63.4%	Local Exp:  Local Prog: 	Total local and regional WSIP expenses FY 05/06: P \$53.63M v. A 56.15M	These indicators currently only apply to WSIP progress, schedule, and expenditures. Progress data represents cumulative percent of all total local and regional projects completed. Because it is cumulative, annual figure is same as Q4 figures. Note that the program was rebaselined in the last quarter 2009, and some regional programs were moved to local.	INFR AGM
				Regional Expenditure: P \$28.7M v. A \$33.5M Regional Progress: P 13.9% v. A 11.2%	Regional Expenditure: P \$31.6M v. A \$34.9M Regional Progress: P 15% v. A 14.3%	Regional Expenditure: P \$602.0M v. A \$480.7 M Regional Progress: P 18.1% v. A 15.3%	Regional Expenditure: P \$560.1M v. A \$515.9 M Regional Progress: P 16.9% v. A 16.5%	Regional Expenditure: P \$560.1M v. A \$515.9 M Regional Progress: P 16.9% v. A 16.5%	Regional Expenditure: \$411.6 M Regional Progress: 22%	Reg Exp:  Reg Prog: 			INFR AGM
	IA 4.5	Resilience & Security Preparedness	Completion of required simulation and practice exercises per year					1 simulation (water quality) 4 tabletop exercises	2 simulations 3 tabletop exercises		n/a		GM
	IA 5.1	System Maintenance	Preventive maintenance ratio (water)	42%	44%	38%	45%	42%	53.50%		51%	Indicator changed from original "planned maintenance ratio" Original baselines: 63.6% for Water; 65% for Wastewater. Preventive maintenance ratio = hours of preventive maintenance divided by (hours of preventive maintenance + hours of corrective maintenance)	WE AGM
				Preventive maintenance ratio (wastewater)	17%	26%	38%	47%	29%	50%			20%
	IA 5.4	Service Interruptions - Water	# unplanned interruptions lasting more than 4 hours (water)	1	0	2	2	5	0		0		WE AGM
	IA 5.7	Streetlight Repair	Percent of SFPUC streetlight lamp outages (as reported by customers) repaired within two business days	65%	54%	60%	70%	62%	80%		n/a	For Q4, out of a total of 604 reported 311 and public street light outage reports, 421 were repaired within a 48-hr period.	PWR AGM
IA 5.8	System Maintenance -Sewer inspections	Miles of sewer lines cleaned and inspected	13.58 cleaned 20.55 inspected	11.9 cleaned 21.45 inspected	18.6 cleaned 34.8 inspected	28.6 cleaned 37.1 inspected	72.68 cleaned 113.9 inspected	100 miles cleaned and inspected		n/a		WWE AGM	
IA 6.1	Performance - Water Pipe Breaks	Pipe breaks: total number of pipe breaks per year expressed per mile of the city distribution system	0.01	0.03	0.02	0.01	0.07	0.01		.09 breaks / mile		WE AGM	
IA 6.2	System Performance -Non-Revenue Water	Non-revenue water: difference between water supplied and water sold expressed as a % of net water supplied					5.20%	9%		15%	This metric measures in-city losses only. Transmission losses in the Regional Water System are more difficult to track. This metric will vary from year to year based on a number of factors, including pipeline flushing, main breaks, fire fighting, etc.	WE AGM	