

**DEPARTMENT OF PUBLIC UTILITIES  
STRATEGIC OBJECTIVE  
PERFORMANCE MEASURES  
SUMMARY LIST**

**INTRODUCTION**

The Department of Public Utilities (DPU) is committed to continuous improvement as a data driven organization. The DPU has historically used a variety of operational and performance measures for reviewing overall performance, improving operations, accomplishing change management, strategic planning and comparing performance with best-practice and industry benchmarks.

Using the framework of the Malcolm Baldrige criteria for performance excellence, the DPU has defined key strategic goals and objectives tied directly to its mission, vision and values. More recent focus on tying measures to specific strategic objectives as key performance indicators has progressed since the 2014 Quality New Mexico Zia application and feedback process. Measures continue to be refined by establishing quantitative targets related to each strategic objective. *Some of the measures are new and were identified as a result of the Strategic Planning Workshop held in August 2017.*

The DPU regularly tracks many different measures, which are not all included in this document. Those specifically related to the strategic objectives track at a very high level the Departments progress in achieving overall desired goals and outcomes.

Every fiscal year, the DPU Senior Management Team (SMT) identifies annual action plans that correspond to each strategic objective to either maintain an already high level of performance or to improve operations where necessary. When determining how best to allocate resources for action plans, the data from the strategic objective metrics can serve as an important tool, especially when faced with competing priorities and limited resources. According to the Baldrige Criteria for Performance Excellence, "Action Plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible." Annual action plans are fluid, as they should be, to account for unforeseen challenges or to take advantage of opportunities. Action plans may include capital improvement projects, ongoing operations and maintenance activities, implementing new processes, responding to Board of Public Utilities directives, acting on regulatory requirements, training employees, working with partners or communicating with the community.

*This document is a summary list of strategic objective measures; therefore, details about specific targets and benchmarks are not necessarily included here.* Some measures are selected specifically because they have industry benchmarks against which DPU can compare itself, while others may be selected because the data simply provides a good snapshot of overall performance. Measures may be tracked at different frequencies through different methods, which might include division operational dashboards, budget reports, safety reports and survey results.

*The order in which goals and measures are displayed on the following pages does not indicate level of importance.*

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**FOCUS AREA - OPERATIONS & PERFORMANCE**

**GOAL - 1.0 Provide safe and reliable utility services.**

STRATEGIC OBJECTIVES	#	MEASURE
1.1 WATER (WP/NP/DW) - Efficiently deliver safe and reliable water utility services.	1.1.1	(SAF) Safe drinking water compliance
	1.1.2	(REL) Main breaks per 100 miles of line (WP/NP/DW)
	1.1.3	(EFF) Unaccounted for water loss (DW)
	1.1.4	(EFF) Energy consumption per million gallons of water produced (WP)
	1.1.5	(EFF) O&M expenditures per 1000 gallons (WP/NP)
	1.1.6	(EFF) O&M expenditure per customer account (DW)
1.2 GAS - Efficiently deliver safe and reliable gas utility services.	1.2.1	(REL SAF) Gas leaks per mile of main
	1.2.2	(REL SAF) Gas leaks per number of services
	1.2.3	(EFF) Revenue per therm delivered
	1.2.4	(EFF) Unaccounted for gas %
	1.2.5	(EFF) O&M expenditure per customer account
	1.2.6	(SAF) PHMSA (pipeline safety) recordable incidents
1.3 SEWER (WWC & WWT) - Efficiently deliver safe and reliable sewer utility services.	1.3.1	(REL SAF) Sewer claims and total payout per year
	1.3.2	(REL SAF) Sewer overflow events per 100 miles of pipe
	1.3.3	(EFF) Sanitary sewer affordable index (MHI)
	1.3.4	(REL SAF) Compliance for the WWTP effectiveness
	1.3.5	(EFF) Energy consumption per million gallons treated
	1.3.6	(EFF) O&M expenditure per customer account
1.4 ELECTRIC (EP) - Efficiently deliver safe and reliable electric production utility services.	1.4.1	(EFF) Total power supply expense per total kWh sold
	1.4.2	(EFF) Purchase power cost per kWh
	1.4.3	(REL) Hydroelectric equivalent availability factor (EAF) by unit
1.5 ELECTRIC (ED) - Efficiently deliver safe and reliable electric distribution utility services.	1.5.1	(REL) System Average Interruption Duration Index (SAIDI)
	1.5.2	(REL) System Average Interruption Frequency Index (SAIFI)
	1.5.3	(EFF) Capital cost per kWh delivered
	1.5.4	(EFF) System losses %
	1.5.5	(EFF) O&M expenditures per kWh
1.6 BUSINESS SYSTEMS - Efficiently implement and maintain secure and reliable business systems.	1.6.1	Write-offs as a % of revenue
	1.6.2	# of billing adjustments
	1.6.3	# of meter rereads/total number of reads
	1.6.4	% of calls answered before going to voicemail
	1.6.5	High/Low read volume
1.7 Utility control and mapping systems and processes are accurate, safe and secure.	1.7.1	Damages per 1000 locates
1.8 Develop a culture of continuous improvement.	1.8.1	Emergency exercises completed
	1.8.2	# of safety and work improvement forms received and implemented
	1.8.3	# of operational procedure reviews and revisions

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**FOCUS AREA - FINANCIAL PERFORMANCE**

**GOAL - 2.0 Achieve and maintain excellence in financial performance.**

STRATEGIC OBJECTIVES	#	MEASURE
2.1 Utilize revenues to provide a high-level of service while keeping rates competitive with similar utilities.	2.1.1	Administrative cost per customer account
	2.1.2	Past due receivables by dollar and number of accounts
	2.1.3	Average bill by utility compared to similar utilities
	2.1.4	Debt ratio
	2.1.5	Operating ratios - Actual total operating revenue vs. budgeted
	2.1.6	Operating ratios - Actual O&M expenditures vs. budgeted
	2.1.7	Return on assets
2.2 Conduct cost of service studies for each utility at least every 5 years.	2.2.1	Was a study conducted annually on a different utility service each time
2.3 Meet financial plan targets by 2025.	2.3.1	Amount of cash reserves by utility for each reserve category
2.4 Achieve workplans while operating within budget.	2.4.1	Budget vs. actuals for each utility

**FOCUS AREA - CUSTOMERS & COMMUNITY**

**GOAL - 3.0 Be a customer service oriented organization that is communicative, efficient, and transparent.**

STRATEGIC OBJECTIVES	#	MEASURE
3.1 Customer service processes and systems are efficient and user-friendly.	3.1.1	Average customer wait time
	3.1.2	Average talk time
	3.1.3	% of abandoned calls
	3.1.4	Call volume
	3.1.5	# of customers using alternative payment methods
	3.1.6	Customer service complaints per 1000 accounts
	3.1.7	Customer perception - are employees knowledgeable
	3.1.8	Customer perception - are employees courteous
	3.1.9	Customer perception - are employees able to handle customer requests
	3.1.10	Customer perception - overall value of cost vs. quality of services
	3.1.11	Customer perception - reliability of services
	3.1.12	Customer perception - customer satisfaction by utility service
	3.1.13	Customer perception - overall customer satisfaction for department
3.2 Stakeholders are engaged in and informed about Utilities operations affecting the community.	3.2.1	Net Promoter Score (residential and commercial)
	3.2.2	# of online Open Forum visits and responses annually
	3.2.3	# of public meetings held and attendance
	3.2.4	Website and social media visits and analytics
	3.2.5	# of communications to inform the community (e.g. press releases)

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**FOCUS AREA - WORKFORCE**

**GOAL - 4.0 Sustain a capable, satisfied, engaged, ethical and safe workforce focused on customer service.**

STRATEGIC OBJECTIVES	#	MEASURE
4.1 Leaders invest in employee training and professional development.	4.1.1	Training time spent per FTE
	4.1.2	Training dollars spent per FTE
	4.1.3	Succession matrix - % of employees cross-trained to fill critical functions
4.2 Employees promote a culture of safe and ethical behavior.	4.2.1	OSHA Incident Rate Report
	4.2.2	# of disciplinary actions
	4.2.3	% of employees completing the County Conflict of Interest forms
	4.2.4	% of employees completing County ethics related training
	4.2.5	# of employees nominated for Safety Employee of the Quarter
4.3 Employees are engaged, satisfied and fairly compensated.	4.3.1	Comparative turnover rate (voluntary separations)
	4.3.2	# of employee grievances
	4.3.3	Total sick leave hours taken per employee
	4.3.4	Promotions per years of service
	4.3.5	Minorities in management or supervisory positions
	4.3.6	Average salary (salary survey for field personnel)
	4.3.7	Average salary increase
	4.3.8	Employee perception – overall satisfaction with their job
	4.3.9	Employee perception – how engaged do employees feel

**FOCUS AREA - ENVIRONMENTAL SUSTAINABILITY**

**GOAL - 5.0 Achieve environmental sustainability.**

STRATEGIC OBJECTIVES	#	MEASURE
5.1 ELECTRIC (EP & ED) Be a carbon neutral electric provider by 2040.	5.1.1	Total non-hydrocarbon electric generation resource projections (kilowatts)
	5.1.2	% of power derived from non-hydrocarbon sources
	5.1.3	Increased distributed generation compared per capita
5.2 ELECTRIC (ED) - Electrical efficiency is promoted through targeted energy conservation programs.	5.2.1	# of student participation in PEEC educational presentations
	5.2.2	# of contacts made with people through outreach programs
5.3 WATER (DW) – Gallons per capita per day (GPCD) potable water use is reduced by 9% by 2030.	5.3.1	Gallons of non-potable water used (in thousands)
	5.3.2	Total system gallons per capita per day (GPCD) used (NP/WP)
5.4 GAS – Customer heating efficiency is improved to reduce gas usage by 3% by 2030.	5.4.1	Winter natural gas consumption
	5.4.2	Therms per capita per heating degree day used
5.5 SEWER (WWT) - Class 1A effluent water is provided in White Rock.	5.5.1	Efforts continue to be made to provide class 1A effluent water in White Rock with a new date target to be defined in FY2018.

**FOCUS AREA - PARTNERSHIPS**

**GOAL - 6.0 Develop and strengthen partnerships with stakeholders.**

STRATEGIC OBJECTIVES	#	MEASURE
6.1 Communicate with stakeholders to strengthen existing partnerships and identify new potential mutually beneficial partnering opportunities.	6.1.1	# of meetings with stakeholders