



**CHARLOTTE MECKLENBURG UTILITY DEPARTMENT
FY2013 Year-End Performance Summary**

The Year End Performance Report provides both internal and external audiences a summary of our organization's achievements and challenges using the Balanced Scorecard performance management tool (BSC). The purpose of this template is to provide a streamlined approach in highlighting BSC measures that best tell the story of your department's fiscal year. If you would like to highlight successes and challenges outside of your BSC measures, please feel free to do so in an attachment.

Please use the template below to submit your department's year-end BSC results for: 1) significant successes, 2) significant challenges, and 3) Focus Area Plan measures (if applicable). While this template focuses on highlights, all departmental BSC measures should be entered into the Clarity system. If it helps communicate your year-end performance, please attach any supporting charts, illustrations, or tables. The Year-End Summary and Clarity system data entry are due July 12th.

Department Director's Signature: 

Department Contact Name & Telephone Number: Regina Cousar, 704-336-3589

Summary Achievement: Total # achieved 12 of 16 (75%) balanced scorecard objectives.

1. Significant Accomplishments: Provide 3-5 significant year-end performance accomplishments.

Initiative	Measure	Target	YTD Results	Comments
OPERATIONAL OPTIMIZATION	Define and prioritize staff resources to optimize operations.	Reduce Sanitary Sewer Overflows to below 6.5 per 100 miles of pipe	FY 13 Year end was only 6.3 SSOs per 100 miles of collection system. Target achieved.	Please see the attached graph.
EMPLOYEE & LEADERSHIP DEVELOPMENT	Improve organizational performance by use of KPIs, change management, and Continuous Improvement training.	Develop methods to cross train employees and reduce silo mentality in work functions while implementing continuous improvement initiatives, including more process documentation, quarterly best practice training, and reviewing operations by internal audit.	Best Practice Lunch and Learns were conducted quarterly at a minimum; internal audits were conducted; benchmarking data was submitted for the UNC IOG and for the Water Research Foundation Effective Utility Management benchmarking study. Operations reviewed by internal audit include Sugar Creek (obtained ISO14001 certification in FY13) and CSD (working towards ISO9000).	In FY13, CMUD was awarded the Management Excellence awards by a leading water agency (AMWA) and by a leading wastewater agency (NACWA). This is in part due to the ongoing focus on continuous improvement, efficiency gains, and financial management in all parts of the CMUD operation.



FINANCIAL VIABILITY	Maintain stability in financial management by maintaining fund balance ratio of 50% of operating fund budget, debt-to-PAYGO capital funding mix of 60-40 and debt coverage ratio of 1.8.	Achieve financial metrics presented to rating agencies at last rating review.	<p>On June 27, 2013, Fitch Ratings affirmed the 'AAA' rating. Debt ratios as of 6-30-2013, the latest numbers available (unaudited) are:</p> <ul style="list-style-type: none"> o Debt Service Coverage 1.92 o Fund Balance to annual budget 70% o Debt service percent to total revenue 47% o PAYGO (of capital funding) 88% 	<p>In FY13, CMUD was awarded the Management Excellence awards by a leading water agency (AMWA) and by a leading wastewater agency (NACWA). This is in part due to the ongoing focus on continuous improvement, efficiency gains, and financial management in all parts of the CMUD operation.</p>
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2. Significant Challenges: Provide 3-5 significant year-end performance challenges.

Initiative	Measure	Target	YTD Results	Comments
OPERATIONAL OPTIMIZATION	Define and prioritize resources to optimize operations.	Institute standard data access Process across CMUD divisions and software platforms BY JUNE 2014. Milestones are Q1- development testing completed, Q2 determine appropriate versions and develop standard methods, Q3 implement, monitor and measure, and Q4 complete go live.	CMUD has risen to meet pass challenges in operational optimization. This is a new operational optimization target for FY14. It will be a challenge due to legacy systems that will need a good deal of work in order to provide more effective data availability across CMUD. Support resources were not fully identified in the past so some systems do not have all the functionality intended. Improving data access is very important going forward.	



OPERATIONAL OPTIMIZATION	Define and prioritize resources to optimize operations.	<p>1. Establish process and procedures for the development of a department-wide water audit platform. Complete first draft by January 2014.</p> <p>2. Perform a baseline water audit that characterizes consumption and loss throughout the water system. Complete INITIAL AUDIT by June 30, 2014.</p>	CMUD has been actively focusing on operations and maintenance as the system ages. Water loss is in part due to aging. By starting this program now, CMUD expects to be able to become more predictive in maintenance and to be less reactive. This type of modeling takes significant effort to construct but is important to the future.	
INFRASTRUCTURE STABILITY	Achieve infrastructure stability through proper equipment selection based on life cycle cost and not solely up-front costs.	Identify quality critical process equipment in each operations division by JUNE 2014.	Along with examining water loss, CMUD will begin the work needed in order to have a better long term view on critical control points in operations. The goal is to achieve infrastructure stability through proper equipment selection based on life cycle cost and not solely up-front costs.	

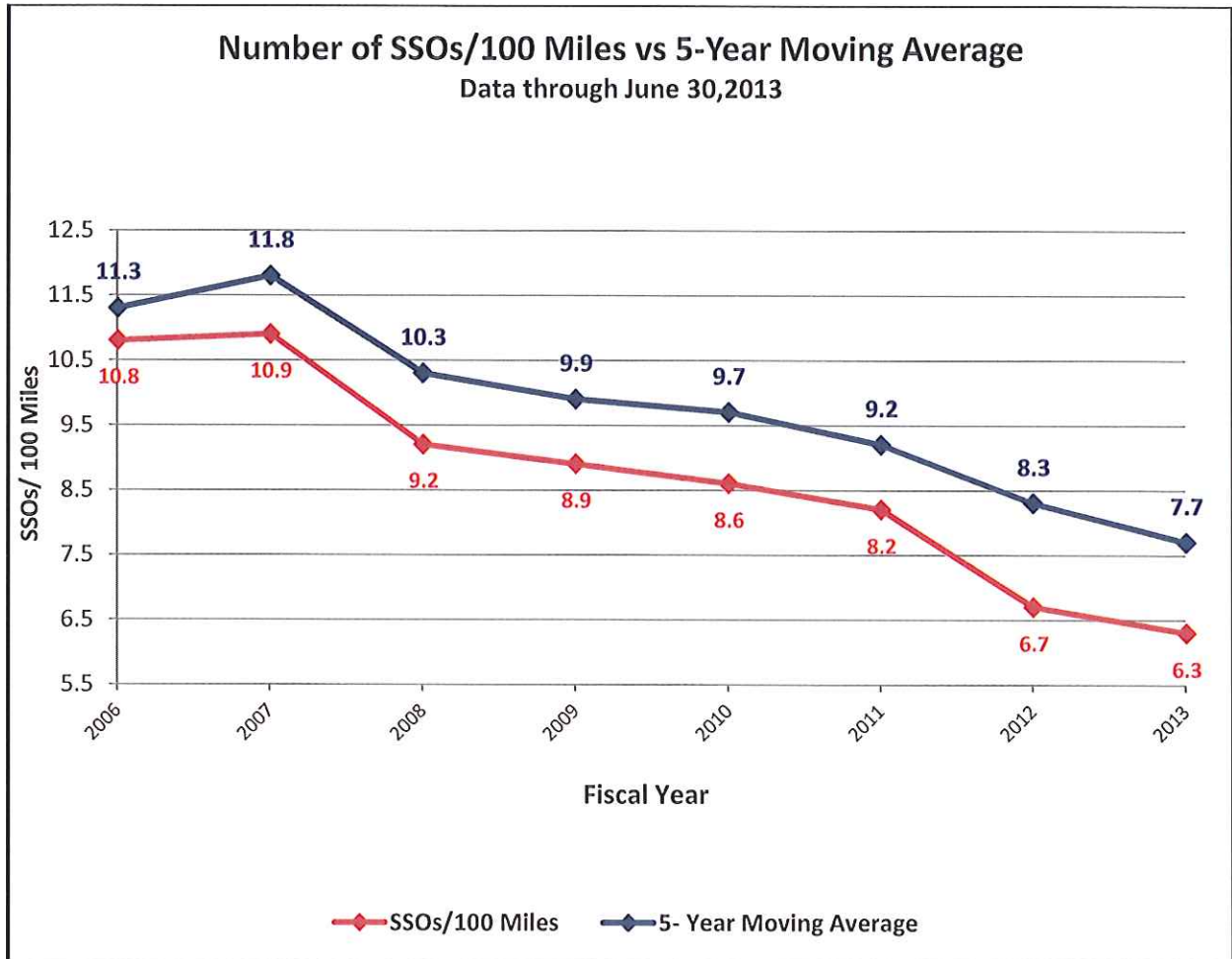
3. Focus Area Plan measure(s): If your department is accountable for any Focus Areas measure(s), please enter each of those measures and the corresponding year-end results below.

Focus Area	Initiative	Measure	Target	YTD Results
ENVIRONMENT	<p>ENV Focus Area Initiative:</p> <p>Promote and participate in the development of a sustainable community</p>	Maintain a safe and adequate drinking water supply for the community	Continue a leadership role in regional water resources planning by working with Catawba-Wateree Water Management Group to complete Phase 2 of Basin-wide Water Plan	<p>Achieved.</p> <p>Continuing to work with Catawba-Wateree Water Management Group to complete Phase 2 of Basin-Wide Water Plan.</p> <p>Published the regional safe yield report in</p>



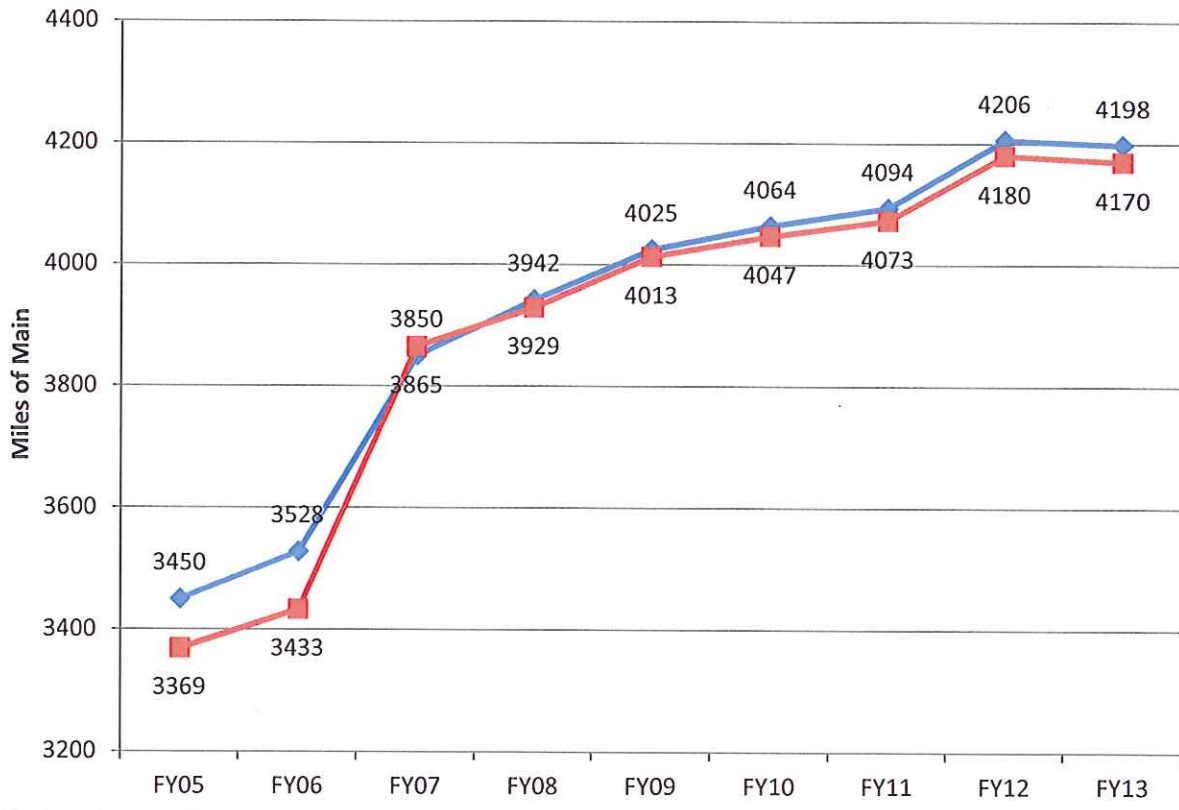
				conjunction with the Water Research Foundation.

ATTACHMENT:



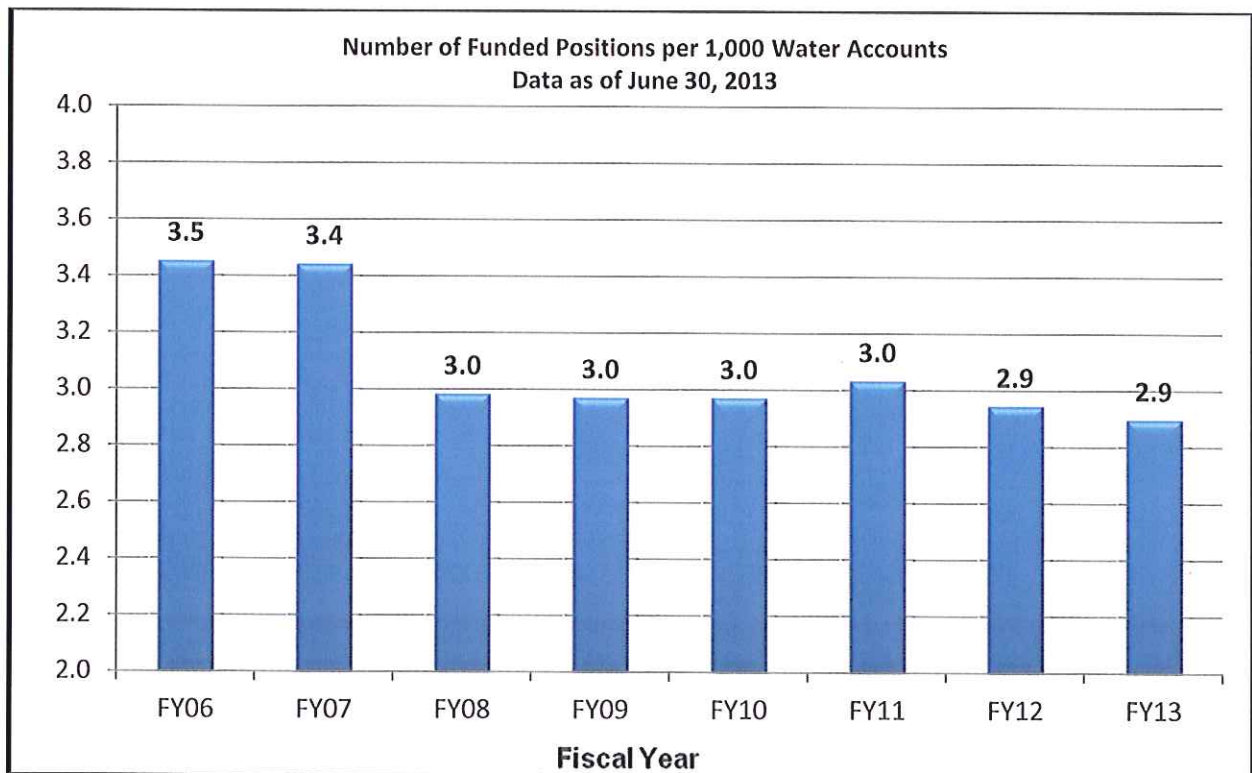
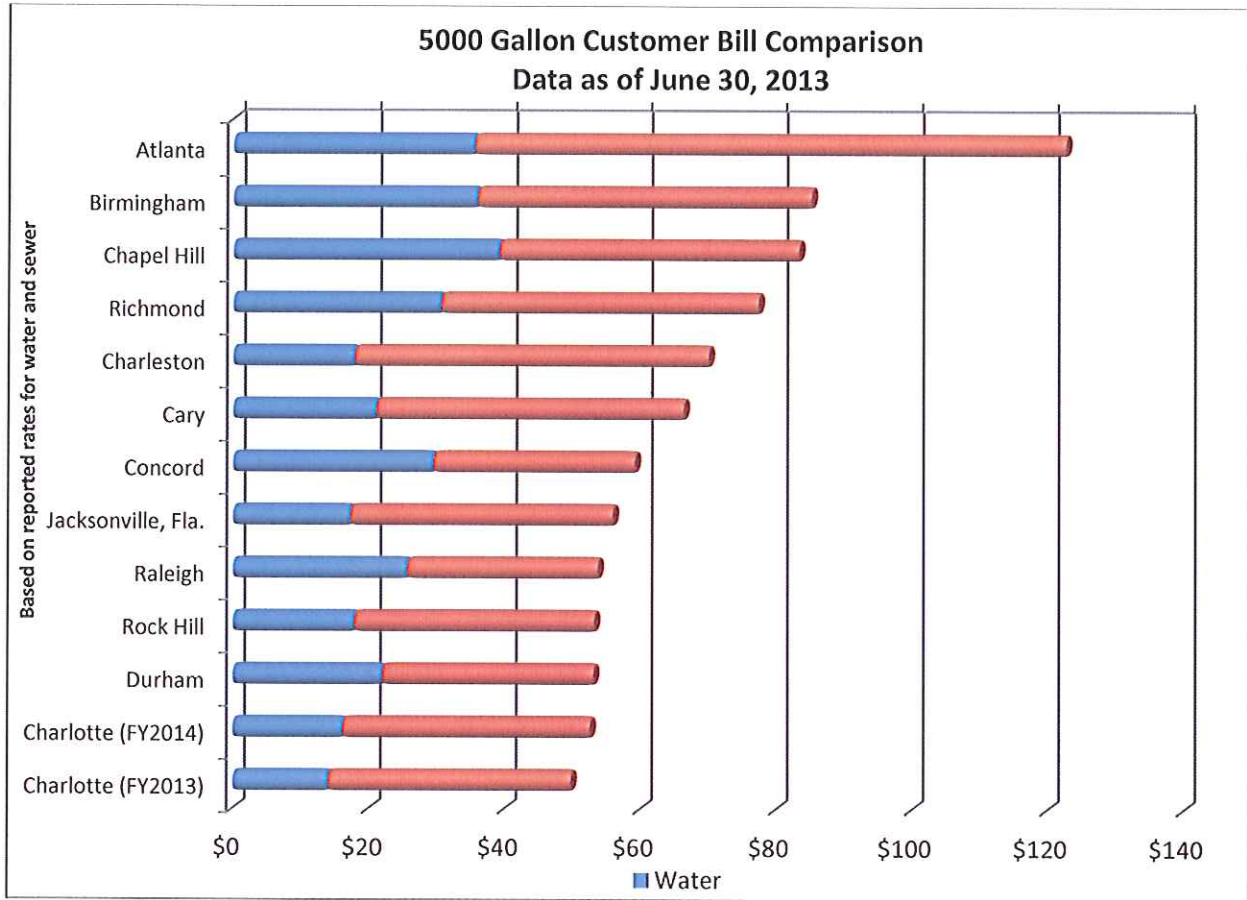


System Growth: Miles of Main Through June 30, 2013



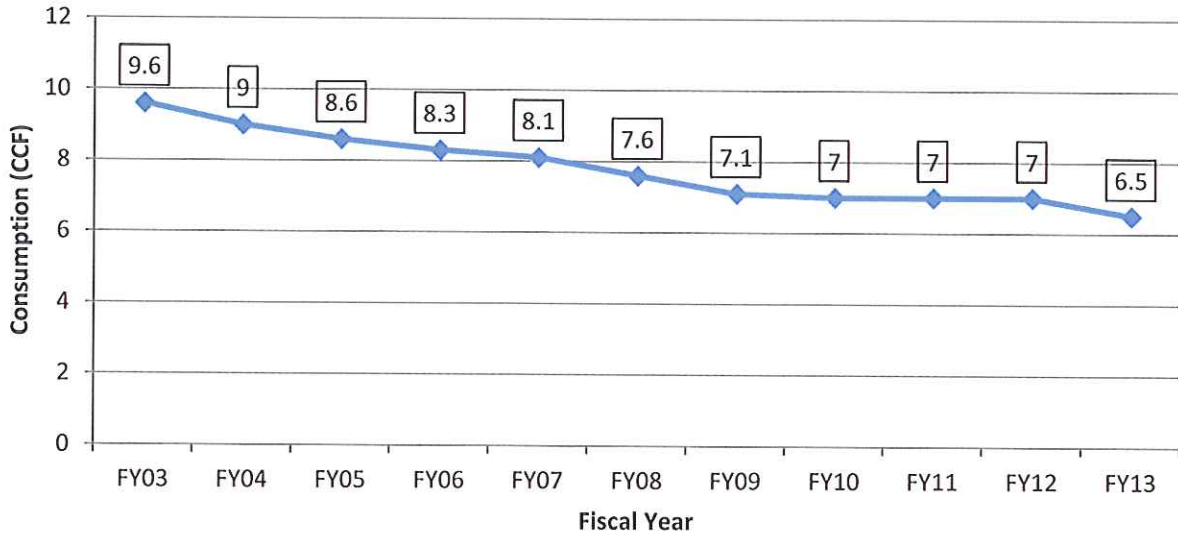
NOTE: In FY12 to FY13, CMUD has conducted a GIS review of the system which removed some mains which may have been counted twice. The system has not contracted.

◆ Water ■ Wastewater





Average Consumption (CCF/Month)
Data as of June 30, 2013



Water Pumped
Daily Average & Maximum Day
Data as of June 30, 2013

