

**Progress Toward Meeting Service Level Indicators
Portland Water Bureau – Strategic Plan Implementation
(as of October 2010)**

Category	Service Level Indicator	Status FY 2009-10
A. Water Quality	A.1. 100% compliance with state and federal water quality regulations	Current Status: Service Level Not Met Met or surpassed all state and federal water quality regulations (SWTR, LCR, TCR, CCR, DPBR, GWR, etc) with one significant exception:

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A.2. Maintain minimum service pressure of 20 pounds per square inch (psi) during normal demands 00% of the	<p># of services routinely below 20 psi 14 services documented in 2008 Sanitary Survey 6 of these services have since been corrected or</p>	<p>In November 2009, PWB exceeded the Maximum Contaminant Limit (MCL) for total coliforms by having two consecutive E. Coli results at one Total Coliform Rule (TCR) location. This resulted in a boil water notice being issued to all customers west of the Willamette River, including three wholesale utilities. This was PWB's first MCL violation. PWB has since returned into compliance. For further details on water quality results/compliance, see: http://www.portlandonline.com/water/index.cfm?c=29551</p>

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		<p>In November 2009, PWB exceeded the Maximum Contaminant Limit (MCL) for total coliforms by having two consecutive E.Coli results at one Total Coliform Rule (TCR) location. This resulted in a boil water notice being issued to all customers west of the Willamette River, including three wholesale utilities. This was PWB's first MCL violation. PWB has since returned into compliance.</p> <p>For further details on water quality results/compliance, see: http://www.portlandonline.com/water/index.cfm?c=29551</p>
	<p>A.2.. Maintain minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time</p> <p><i>See also item B.4. about pressure complaints.</i></p>	<p>Current Status: Unclear</p> <p><u># of services routinely below 20 psi</u> 14 services documented in 2008 Sanitary Survey</p> <ul style="list-style-type: none"> • 6 of these services have since been corrected or otherwise resolved • 8 of these services are being addressed by corrections approved by DHS. Work is in progress. <p><u># of services below 20 psi due to an incident</u></p> <ul style="list-style-type: none"> ▪ 10 'below minimum pressure' incidents were detected ▪ 670 individual services dropped below 20 psi for at least 5 minutes one or more times <p>• NOTE: To determine whether the Service Level Indicator is being met, this information needs to be combined with the data gathered in WOTA.</p>
	<p>A.3. Fewer than 7 complaints per 1000 customers per year</p> <p><i>Definition currently limited to water quality/pressure complaints received via Water Line.</i></p>	<p>Current Status: Service Level Met</p> <p>6 complaints per thousand connections (based on 1099 complaints received via the Water Line, 12 months of data, July 2009 through June 2010)</p> <p>Water quality complaints =972; major issues are color (620) and "dirty water" (352). Pressure complaints = 235, major issue is low pressure</p> <p>Complaints resolved by phone: 2318, or 84%</p> <p>Complaints resolved by a field visit: 428, or 16%</p>
<p>B. Customer Service</p>	<p>B.1. 75% give High or Very High rating on Auditor's SEA survey</p>	<p>Current Status: Service Level Met</p> <ul style="list-style-type: none"> • High or Very High ratings: 85%, up from 62% in 2005 • Overall quality of water service rated good or very good in 2009: 80%, up from 62% in 2004.

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	B.2. Respond to 95% of customer inquiries or requests within 5 business days	<p>Current Status: Service Level Met</p> <p>Customers reach the Bureau through phone calls (243,754), e-mails (11,285) and regular mail (5458). Phone calls constitute over 90% of the contacts. Over 95% of customer contacts are addressed through initial contact or within first day. Over 80% of Service Orders are addressed within 5 days. In total, we estimate that over 99% of the customer contacts are addressed within 5 business days.</p> <p>The typical response in 4-5 business days is a result of the following: The Customer Service Representative (CSR) receives request; follow-up actions are transferred to the field staff through a Service Request. Field Group completes request in 2-3 days. The request then typically goes to Billing, where the processing may take 1-2 days. The completed work is returned to the Call Center, and the CSR contacts the customer.</p> <p>Note: Currently no tracking system in place to monitor performance on service orders. Percent completion reported here is based on a sampling survey of CSRs.</p>
	B.3. Answer 80% of calls within 60 seconds	<p>Current Status: Service Level Not Met</p> <p>93% of all calls answered with an average hold time of 2 minutes 2 seconds (improvement from average of 3 minutes 14 seconds in 08-09)</p> <p>49.17% answered within 1 minute 66% answered within 2 minutes 78% answered within 3 minutes 85% answered within 4 minutes (improvement from 72% in 08-09)</p>
C. Customer Service	C.1. No more than 5% of customers out of water for more than 8 hours a year	<p>Current Status: Service Level Met</p> <p>685 connections (0.37%) had total outages of 8 hours or more (includes planned and unplanned events from July 2009 through June 2010)</p>
	C.2. No customer out of water more than 3 times per year	<p>Current Status: Service Level Not Met</p> <p>One customer was out of water more than 3 times in the last 12 months.</p> <p>(27 services experienced three outages).</p>
	C.3. Complete 90% of service installs within 15 days (measured on date of actual install)	<p>Current Status: Service Level Not Met</p> <p>Completed 320 small service installs from July 1, 2009 to July 18, 2010. 60% were installed within the 15 working</p>

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		day window (from the date of the customer request to schedule to the actual install of the service). Average time for service installs was 14.9 days.
	C.4. At least one working hydrant within 500 feet of service connection	<p>Current Status: Service Level Met</p> <p>Only one instance when a hydrant went out of service so that no working hydrant was available within 500 feet of a service connection. This "critical" hydrant was repaired within 3 business days.</p>
	<p>C.5.</p> <p>More than 90% of flow control valves will operate when needed</p> <p>More than 99% of flow control valves are in the proper operating position</p> <p><i>Note: poor performance on valves operating when needed affects "outage service level" C.1; poor performance on valves in wrong position affects "pressure service level" A.2.</i></p>	<p>Current Status: Service Level Almost Met for Small Valves; Service Level Met for Large Valves</p> <p><u>Small Flow Control Valves</u> (12 inch diameter or less; approximately 40,000 valves in total)</p> <p>More than 90% (97%) of valves were found to operate when tested (0.9% inoperative (6/646) and 7.2% inaccessible (47/646). About 98% were in proper operating position (1.7% were not in proper operating position (11/646). Quarter sections sampled were 2736, 3932, 3632, 3931, 3832 & 2837. Small valves in those quarter sections: 646.</p> <p><u>Large Flow Control Valves</u> (14 inch diameter or greater; 1800 total)</p> <p>More than 90% (93%) of valves were found to operate when tested. All (more than 99%) were in the proper operating position. (1.6% inoperative (1/62), 3.2% inaccessible (2/62). Quarter sections sampled were 2736, 3932, 3632, 3931, 3832 & 2837. Large valves in those quarter sections: 62.</p>
D. Financial Health	D.1. Maintain Aa1 bond rating for revenue bonds	<p>Current Status: Service Level Met</p> <ul style="list-style-type: none"> • Current rating is Aa1 (Next anticipated rating review is February 2011 with next bond sale.)
	D.2. Meet or exceed planned debt service coverage of 1.90 on First Lien Bonds and 1.75 on both First and Second Lien Bonds.	<p>Current Status: Service Level Met (based on preliminary calculation)</p> <ul style="list-style-type: none"> • First Lien Bonds coverage is 2.69 • First and Second Stabilized Coverage is 1.81

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E. Infrastructure Management	<p>E.1. Complete projects on schedule</p> <p>Less than 10 projects in the last 12 months completed construction later than planned</p> <p>At least 80 percent of projects are forecast to be completed within three months of their planned date</p>	<p>Current Status: Service Level Met</p> <p>Engineering's AtTask system reports late construction for 3 projects</p> <p>AtTask reports 94% of projects are forecast to be complete within three months of planned date</p>
	<p>E.2. Achieve continuous improvement in maintaining assets by completing overall equivalent of 20% per year in the progression of maintenance "best practice"</p>	<p>Current Status: Service Level Met</p> <p>Maintenance "best practice" is defined as 10 discrete steps (% complete):</p> <ol style="list-style-type: none"> 1. Develop best practice and/or cost effective predictive/preventive maintenance strategies (50%) 2. Complete asset register for all maintenance-managed items (95%) 3. Refine workflow processes (30%) 4. Set maintenance performance targets (30%) 5. Complete work order scheduling structure in Computerized Maintenance Management System (60%) 6. Record and track maintenance actions in CMMS (60%) 7. Complete cost-effective predictive and preventive maintenance activities on schedule (70%) 8. Meet or exceed maintenance performance targets (10%) 9. Develop Reliability Centered Maintenance strategy (no progress yet, 0%) 10. Implement RCM strategy (no progress yet, 0%)
	<p>E.3. Meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk. Risk scenarios rated extreme require immediate action.</p>	<p>Current Status: Service Level Not Met</p> <p>256 assets/failure modes have been evaluated to date (up from 196 last year) - 90 are rated medium, 50 are high risk and 11 are rated extreme.</p> <p>Of the 11 rated as extreme risks, 91% (10) are meeting standards - compared to 75% last year:</p> <ul style="list-style-type: none"> • 2 had inspections completed, which confirmed the extreme risk level; an Engineering Planning project follow-up is either underway or scheduled to occur to define the renewal or replacement option (meeting standard)

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		<ul style="list-style-type: none"> • 1 is awaiting the start of a planning study (not yet meeting standard) • 4 are in design for replacement (meeting standard) • 4 are part of long term planning efforts (meeting standard) <p>Of the 50 rated as high risk, 72% (36) are meeting standards – compared to 53% last year</p> <ul style="list-style-type: none"> • 5 are part of long term planning efforts • 11 are being addressed by active Engineering Planning projects. 7 are awaiting action (not yet meeting standards) • 1 is an active Construction project. • 17 are active Engineering Design projects. 3 are awaiting action (not yet meeting standards) • 4 are not yet evaluated and assigned; Asset Management will be following up on these (not yet meeting standards) <p>Of the 90 rated as medium, 97% (87) are meeting standards</p> <ul style="list-style-type: none"> • 37 need follow up action by Nov 2010 or they risk falling out of standard <p>We have completed 6 inspections where the likelihood of failure, and risk level, was subsequently reduced. 1 location still needs inspection.</p>
	E.4. New CIP projects require one of the following analyses in the basis of design report: total life cycle cost, cost benefit ratio, or cost-risk reduction ratio	<p>Current Status: Service Level Met</p> <p>Of the seven Basis of Design Reports (BDR) completed in FY 2009-10 five included either a cost-benefit ratio, cost-risk reduction, or total life cycle cost analysis. Conclusion was that these analyses were not necessary for the other two BDRs.</p>
F. Workforce and Workplace Excellence	F.1. 50% of employees report they are fully engaged in and enthusiastic about their work	<p>Current Status: Unclear</p> <p>Employees took the engagement survey during June 2010. Results will be available in FY 10-11.</p>
	F.2. Maintain OSHA SHARP certification	<p>Current Status: Service Level Met</p> <ul style="list-style-type: none"> • SHARP Certification was renewed June 2010. • Next audit will occur during Spring 2011. <p>Although the bureau was able to maintain SHARP</p>

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		certification during this fiscal year, we also incurred several significant OSHA violations specifically related to construction excavation. The bureau has since instituted several changes to address this issue, including increased education and training of employees about safety roles and responsibilities, increased site visits and inspections by supervisors and managers, and increased emphasis on accountability for compliance with safety-related procedures.
	F.3. 60% of promotional vacancies are filled with internal candidates	Current Status: Service Level Met Of the 24 promotional hires during FY 09-10, 71% were internal, 25% were external, and one hire (4%) was from another City Bureau.
	F.4 Workforce diversity mirrors diversity in the Portland community.	Current Status: Service Level Not Met Using the most recent data available from the Bureau of Human Resources (Q4 08-09), the Bureau has set 28 different targets to increase diversity in 15 job categories. Compared to 07-08, we achieved targets in 3 areas and added new targets in 9 areas. We continue to work toward 19 targets from the previous year
G. Conservation and Sustainability	G.1. Per capita residential water use in retail service area remains steady or declines	Current Status: Service Level Met 09-10 per capita residential use was 61 gallons per day. 08-09 per capita residential use was 62 gallons per day. 07-08 per capita residential use was 64 gallons; 06-07 was 66 gallons. Caveat: residential per capita use can vary due to weather conditions.
	G.2. Technical assistance results in an average 25% water savings by participating industrial and commercial customers	Current Status: Service Level Not Met (by .6%) 13 new contacts and 9 full on-site surveys and 2 partial surveys during FY 10-11 quarter one. Savings from previous 12 months for individual customers ranged from approximately 80,000,000 to 2.6 million gallons. Total saved = 6.0 million gallons. Individual savings ranged from 0.3% to 89%; mean saving was 24.4% and median was 7.5%.
	G.3. Bureau's carbon emissions are reduced from 2007 levels	Current Status: Service Level Met Carbon Emissions (metric tons of CO ₂ e) 2007: 14,008 2008: 11,416

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		<p>2009: 12,216</p> <p>Note: Electricity use is the bureau's largest contributor to carbon emissions. Electricity use increases in years when we pump groundwater to supplement gravity-fed supply from Bull Run.</p>
	<p>G.4. Percent of energy use from renewable sources increases from 2007 levels</p>	<p>Current Status: Service Level Met</p> <p>In October 2009, a 12 kW photovoltaic solar array and a solar hot water system went online at the new Meter Shop. In December 2009 the 267 kW Groundwater Solar Array went online. These two facilities will generate power equivalent to approx. 1.3% of the bureau's total electricity consumption. Work to bring the 25 kW Vernon Micro-Hydro Project online is continuing. The bureau also surveyed solar opportunities at several other facilities that may be developed in the future.</p> <p>Note: Bull Run Hydro Power generated 90,210,000 kWh during FY 09-10, or approximately 3 times the bureau's annual electricity consumption.</p>