



Performance Indicators

EFFICIENT DELIVERY OF UTILITY SERVICES

Utility Supply

	2012	2013	2014	
Power Plant Turbine Capacity / Availability (not including diesel or CT) Measure of generation reliability.	10.79% / 87.07% <small>capacity / availability</small>	13.76%/87.07% <small>capacity / availability</small>	18.88%/91.19% <small>capacity / availability</small>	(1)
Power Plant Boiler Capacity / Availability Measure of generation reliability.	16.31% / 83.58% <small>capacity / availability</small>	20.10%/83.58% <small>capacity / availability</small>	27.75%/90.69% <small>capacity / availability</small>	(1)
Electric Energy Production -- Fuel Cost per MW-Hr	\$44.57	\$40.27	\$40.70	(2)
Energy Production (fuel & Power Plant O&M only) Cost per MW-Hr	\$82.38	\$79.38	\$64.24	(3)
MPU Electric Energy Production -- MW-Hr	83,020	114,270	160,789	(4)
Retail Electric Sales - Total MW-Hrs Sold	515,154	520,364	521,859	(5)
SAIDI Index - Electric Distribution System Reliability Measure of the average length of time in minutes that a customer can expect to be without power during a power outage.	44 minutes	11.5 minutes	18 minutes	(6)
Water Distribution System Reliability Measure of the number of watermain breaks.	34	41	48	(7)
Water Production Cost per Million Gallons Sold (Retail)	\$526.94	\$547.50	\$586.10	(8)
Retail Water Sales - Millions of Gallons Sold	1,579	1,532	1501	(9)

Financial Strength

Electric Utility				
Operating Ratio (Total Operating Expense divided by Total Operating Revenue)	0.8803	0.8932	0.8983	(10)
Debt Ratio (Total Debt divided by Total Assets Less Contributed Capital)	45.85%	42.37%	22.92%	(11)
Actual Return on Rate Base (Authorized by PSCW: 2012-2013 = 5.5% / 2014=6.25%)	7.66%	7.30%	7.23%	(12)
Water Utility				
Operating Ratio (Total Operating Expense divided by Total Operating Revenue)	.8010	0.8498	0.9444	(10)
Debt Ratio (Total Debt divided by Total Assets Less Contributed Capital)	17.26%	17.00%	12.40%	(11)
Actual Return on Rate Base (Authorized by PSCW: 2012-2014 = 4.0%) *Retail	4.19%	3.18%	1.14%	(12)

EFFECTIVELY LEVERAGE RESOURCES

Human Resources

Electric Customers per Employee Measure of productivity. Ratio of the number of electric customers to full-time equivalent employees.	278	266	259	(13)
Water Customers per Employee Measure of productivity. Ratio of the number of water customers to full-time equivalent employees.	1256	1257	1067	(14)
Overtime Measure of productivity. Ratio of dollars paid in overtime to total labor dollars.	3.81%	4.46%	4.78%	(15)

STEWARDS OF PUBLIC HEALTH AND ENVIRONMENT

Environmental Responsibility

Reportable Incidents Measure of environmental stewardship. Number of incidents that are reportable to the National Response Center (EPA) or WDNR.	0	7	0	(16)
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Safety

Lost Time Incidents / Total Reported Injuries Number of work-related injuries resulting in lost time / total number of injury reports	0	2	0	(17)
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RESPONSIBLE TO COMMUNITY AND CUSTOMERS

Customer Delivery

	(2012) C&I	(2013) R	(2014) C&I	
Overall Customer Satisfaction with MPU Measure of customer satisfaction. From customer survey, percent of respondents indicating an overall rating of "B" or above. (R = Residential Survey; C&I = Commercial & Industrial Survey)	92%	86%	93%	(18)

1. Power Plant Availability and Capacity values are obtained from the Energy Supply Supervisor and Production Supervisor's Boiler and Turbine PI spreadsheets. For "Unit 9," the spreadsheet value for Unit 9 Availability and Capacity is used for both B9 and T9. When calculating the overall yearly numbers, the individual Boiler and Turbine values are weighted.

2. Energy production fuel cost per MW-Hr is obtained from the yearly Power Cost Summary -- ELECTRIC UTILITY. (Total fuel expenses) divided by (Electric Generation Total).

3. Energy Production Cost is obtained from the yearly Power Cost Summary -- ELECTRIC UTILITY. $[(\text{Total Fuel Expenses}) + (\text{Total Power Production Cost})] \div (\text{Electric Generation Total})$.
4. MPU Electric Energy Production total is obtained from the yearly Power Cost Summary -- ELECTRIC UTILITY. (Electric Generation Total)
5. From the PSC Annual Report, ["Total Sales for Electricity" (page E-16)] - ["Total Sales for sales for resale (page E-16)]
6. SAIDI Index comes from the Relia-Trak Software via the secretary to the Distribution Operations Manager.
7. The number of water main breaks is as reported by the Water Distribution Superintendent.
8. From Business Services report titled "Water Utility - Fund 1 - Comparative Revenue and Expense Statements," add the three Operating Expenses items titled "Source of Supply Expense," "Pumping Expense," and "Water Treatment," and then divide this sum by the amount of total retail water sales obtained from the PSC Annual Report, page W-2, column "c" (Total Metered Sales to General Customers 461 + Interdepartmental Sales 467 -- convert both of these to millions of gallons).
9. From the PSC Annual Report page W-2, "Total Sales of Water," column C (less sales for resale), converted to Millions of Gallons of Water Sold.
10. Operating ratio is on bottom of respective utility sheet, titled Electric Utility - Fund 20 or Water Utility - Fund 1, Comparative Revenue and Expense Statements, January 1, Through December 31 (obtain from Business Services).
11. Debt ratio is on bottom of respective utility sheet, titled Electric Utility - Fund 20 or Water Utility - Fund 1, Comparative Balance Sheets, December 31 (obtain from Business Services).
12. Return on Rate Base is found in the PSC Annual Report, Page F-23, last row, titled "Net Operating Income as a Percent of Average Net Rate Base." Obtain PSCW authorized rate from Rate Order Documentation (See Business Services).
13. Take the number in the PSC Annual Report
[page E-16 "Total Sales For Electricity" (last row) at "Average Number of Customers" (column C)]
and divide by
[Number of Electric FTE in PSC Annual Report page F-6].
14. Take the number in the PSC Annual Report
[page W-2 "Total Metered Sales to General Customers (461) + "Interdepartmental Sales (467)" at
"Average Number of Customers" (column B)]
and divide by [Number of Water FTE in PSC Annual Report page F-6].
15. Overtime measure: Obtain this number from Business Services' Chief Accountant. Calculated in the following way:
See "2009 wages & benefits" spreadsheet as an example and create new one for the subject year. Add total wages for salaried, union, and summer employees for all wage categories (straight time, overtime, comp time, PTO, holiday and licenses and certifications). Divide total overtime wages by this number.
16. Reportable Incidents, as reported by the Environmental Engineer
17. Reportable Incidents: Obtain this number from the Safety Manager or his assistant. It is found on the subject year's OSHA 300 form.
18. Customer Satisfaction, from bi-annual customer survey: percent of respondents indicating an overall rating of "B" or above.