

# Scorecard - Midland Power Utility Corporation

9/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target		
									Industry	Distributor	
<b>Customer Focus</b> Services are provided in a manner that responds to identified customer preferences.	<b>Service Quality</b>	New Residential/Small Business Services Connected on Time	100.00%	94.10%	100.00%	100.00%	100.00%	↑	90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	100.00%	100.00%	→	90.00%		
		Telephone Calls Answered On Time	99.90%	100.00%	100.00%	100.00%	100.00%	↑	65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy									
		Customer Satisfaction Survey Results									
<b>Operational Effectiveness</b> Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	<b>Safety</b>	Public Safety [measure to be determined]									
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted	3.07	4.88	2.24	1.12	1.46	↓		at least within 1.12 - 4.88	
		Average Number of Times that Power to a Customer is Interrupted	0.85	1.14	1.02	1.02	0.57	↓		at least within 0.85 - 1.14	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress									
	<b>Cost Control</b>	Efficiency Assessment				4	4				
		Total Cost per Customer <sup>1</sup>	\$550	\$618	\$636	\$673	\$662				
		Total Cost per Km of Line <sup>1</sup>	\$32,956	\$28,655	\$16,690	\$35,586	\$34,376				
<b>Public Policy Responsiveness</b> Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	<b>Conservation &amp; Demand Management</b>	Net Annual Peak Demand Savings (Percent of target achieved) <sup>2</sup>			66.00%	30.00%	46.40%			2.39MW	
		Net Cumulative Energy Savings (Percent of target achieved)			34.00%	60.00%	86.20%			10.82GWh	
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time			100.00%						
		New Micro-embedded Generation Facilities Connected On Time					100.00%			90.00%	
<b>Financial Performance</b> Financial viability is maintained; and savings from operational effectiveness are sustainable.	<b>Financial Ratios</b>	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.57	0.82	1.20	1.00	0.93				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.16	0.45	0.45	0.48	0.57				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	8.57%	8.01%	8.93%			
					Achieved	9.93%	6.00%	10.00%			

**Legend:**

-  up
-  down
-  flat
-  target met
-  target not met

**Notes:**

1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.

2. The Conservation & Demand Management net annual peak demand savings do not include any persisting peak demand savings from the previous years.

## Management Discussion and Analysis for Year 2013

### Service Quality

### Customer Satisfaction

### Safety

### System Reliability

2010 statistic includes outage due to the tornado in June.

### Asset Management

### Cost Control

Included in this assessment is a Labour Price Level Index for 2000. In Midland's case it is 17.5% lower than adjacent LDCs which in Midland's view appears to be unreasonable. Midland is also concerned with the use of the Labour Price Level Index since it is based on data which is over 13 years old. This factor is causing higher costs allocated to Midland when compared to the costs of adjacent LDCs. The result is a higher efficiency assessment attributed to Midland. If the same OM&A Index Level factor of the adjacent LDCs was used for Midland, Midland believes it would move from cohort 4 to cohort 3.

For 2011 the total costs per km of line should be \$33,305

### Conservation & Demand Management

### Connection of Renewable Generation

## Financial Ratios