

Scorecard - Horizon Utilities Corporation

9/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target	
									Industry	Distributor
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	99.80%	99.70%	99.40%	99.20%	99.90%		90.00%	
		Scheduled Appointments Met On Time	96.30%	96.60%	97.30%	95.40%	98.20%		90.00%	
		Telephone Calls Answered On Time	81.60%	81.70%	74.00%	80.00%	81.00%		65.00%	
	Customer Satisfaction	First Contact Resolution					90%			
		Billing Accuracy					99.95%			
		Customer Satisfaction Survey Results					95%			
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Public Safety [measure to be determined]								
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	0.69	1.15	2.23	1.43	4.36			at least within 0.69 - 2.23
		Average Number of Times that Power to a Customer is Interrupted	1.12	1.55	1.74	1.83	1.76			at least within 1.12 - 1.83
	Asset Management	Distribution System Plan Implementation Progress					105%			
	Cost Control	Efficiency Assessment					2			
		Total Cost per Customer ¹	\$440	\$449	\$453	\$470	\$499			
	Total Cost per Km of Line ¹	\$30,703	\$30,810	\$31,197	\$32,513	\$35,054				
Public Policy Responsiveness Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	Conservation & Demand Management	Net Annual Peak Demand Savings (Percent of target achieved) ²			20.00%	23.00%	38.40%			60.36MW
		Net Cumulative Energy Savings (Percent of target achieved)			46.00%	66.00%	85.60%			281.42GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time			50.00%	66.67%	100.00%			
		New Micro-embedded Generation Facilities Connected On Time					100.00%			90.00%
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.80	1.10	0.70	1.10	1.12			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.66	0.87	0.85	0.92	0.89			
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	9.58%	9.58%	9.58%		
				Achieved	8.83%	11.89%	9.72%			

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.