

**Exhibit No. MC-5
Dockets UE-160228/UG-160229
Witness: Melissa Cheesman**

**BEFORE THE WASHINGTON
UTILITIES AND TRANSPORTATION COMMISSION**

**WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,**

Complainant,

v.

**AVISTA CORPORATION d/b/a
AVISTA UTILITIES,**

Respondent.

**DOCKETS UE-160228 and
UG-160229 (*Consolidated*)**

**EXHIBIT TO
TESTIMONY OF**

MELISSA CHEESMAN

**STAFF OF
WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION**

Avista's Response to Staff Data Request 130

August 17, 2016

Plan	Goals	2010				2011								
		Weight	Threshold	Target	Maximum	Actual	% of Target	Weight	Threshold	Target	Maximum	Actual	% of Target	
Executive	Corporate EPS	50%		\$1.45	\$1.57	\$1.65	100%	50%	\$1.52	\$1.57	\$1.65	\$1.59	113%	
	Utility EPS													
	Corporate EBITDA	10%		\$0.07	\$0.09	\$0.12	117%	10%	\$0.13	\$0.16	\$0.18	\$0.16	100%	
	Non-Utility EPS	30%		\$345.99	\$335.69	\$330.80	93%	20%	\$357.52	\$346.85	\$341.70	\$356.05	20%	
	Utility Cost per Customer	6%			90%	93%	100%	5%		90%		94%	100%	
	Customer Satisfaction Rating	4%			100%		116%	100%				148%	100%	
	Reliability Index							5%		95%		96%	100%	
	Response Time							5%		100%		100%	100%	
	Performance Excellence													
	Capital Spending													
Reliability-CAIDI														
Reliability-SAIFI														
Total payout as a percent of target		100.0%			110.7%			100.0%				90.2%		
Employee	Utility Cost per Customer	75%		\$345.99	\$335.69	\$330.80	93%	75%	\$357.52	\$346.85	\$341.70	\$356.05	20%	
	Customer Satisfaction Rating	15%			90%	93%	100%	10%				94%	100%	
	Reliability Index	10%			100%		116%	100%				148%	100%	
	Response Time							5%				96%	100%	
	Performance Excellence							5%				100%	100%	
	Reliability-CAIDI													
	Capital Spending													
	Reliability-SAIFI													
	Misc. Dept Cost per Customer													
	Total payout as a percent of target		100.0%			122.6%			100.0%				39.6%	

Corporate EPS	50%	100%	50.0%	50%	113%	56.5%
Utility EPS						
Corporate EBITDA	10%	117%	11.7%	10%	100%	10.0%
Non-Utility EPS	30%	93%	39.0%	20%	4.0%	4.0%
Utility Cost per Customer	6%	100%	6.0%	5%	100%	5.0%
Customer Satisfaction	4%	100%	4.0%	5%	100%	5.0%
Reliability Index				5%	100%	5.0%
Response Time				5%	100%	5.0%
Performance Excellence				5%	100%	5.0%
Capital Spending						
Reliability-CAIDI						
Reliability-SAIFI						
Total			110.7%			90.5%

Results	60.70%
Utility Portion	40%
% of Total	41.75%

Results	24.00%
Utility	40%
% of Total	60.00%

Plan	Goals	2012				2013							
		Weight	Threshold	Target	Maximum	Actual	% of Target	Weight	Threshold	Target	Maximum	Actual	% of Target
Executive	Corporate EPS	50%	\$1.56	\$1.59	\$1.66	\$1.38	0%	50%	\$1.64	\$1.70	\$1.78	\$1.84	150%
	Utility EPS												
	Corporate EBITDA												
	Non-Utility EPS	10%	\$0.16	\$0.17	\$0.19	(\$0.06)	0%	10%	\$0.06	\$0.09	\$0.12	\$0.05	0%
	Utility Cost per Customer	20%	\$381.74	\$371.96	\$367.42	\$371.71	103%	20%	\$380.77	\$378.74	\$374.69	\$363.00	150%
	Customer Satisfaction Rating	5%		90%		95%	100%	8%		90%		95%	100%
	Reliability Index	5%		100%		115%	100%	8%		100%		131%	100%
	Response Time	5%		95%		97%	100%	4%		95%		97%	100%
	Performance Excellence	5%		100%		100%	100%	0%					
	Capital Spending												
Reliability-CAIDI													
Reliability-SAIFI													
Total payout as a percent of target		100.0%			40.5%			100.0%				125.0%	
Employee	Utility Cost per Customer	75%	\$381.74	\$371.96	\$367.42	\$371.71	103%	60%	\$380.77	\$378.74	\$374.69	\$363.00	150%
	Customer Satisfaction Rating	10%		90%		95%	100%	15%		90%		95%	100%
	Reliability Index	5%		100%		115%	100%	10%		100%		131%	100%
	Response Time	5%		95%		97%	100%	10%		95%		97%	100%
	Performance Excellence	5%		100%		100%	100%	0%					
	Capital Spending												
Total payout as a percent of target		100.0%			101.6%			100.0%				130.0%	

2012	Weight	Actual	Results	2013	Weight	Actual	Results
Corporate EPS	50%	0%	0.0%	Corporate EPS	50%	150%	75.0%
Utility EPS				Utility EPS			
Corporate EBITDA				Corporate EBITDA			
Non-Utility EPS	10%	0%	0.0%	Non-Utility EPS	10%	0%	0.0%
Utility Cost per Customer	20%	103%	20.6%	Utility Cost per Customer	20%	150%	30.0%
Customer Satisfaction	5%	100%	5.0%	Customer Satisfaction	8%	100%	8.0%
Reliability Index	5%	100%	5.0%	Reliability Index	8%	100%	8.0%
Response Time	5%	100%	5.0%	Response Time	4%	100%	4.0%
Performance Excellence	5%	100%	5.0%	Performance Excellence	0%	100%	0.0%
Capital Spending				Capital Spending			
Reliability-CAIDI				Reliability-CAIDI			
Reliability-SAIFI				Reliability-SAIFI			
Total		40.6%		Total		125.0%	

Results	50.00%
Utility Portion	40%
% of Total	125.00%

Results	40.60%
Utility Portion	40%
% of Total	101.50%

Plan	Goals	2014				2015								
		Weight	Threshold	Target	Maximum	Actual	% of Target	Weight	Threshold	Target	Maximum	Actual	% of Target	
Executive	Corporate EPS	50%	\$1.88	\$1.75	\$1.82	\$1.87	167%	60%	\$1.86	\$1.96	\$2.06	\$1.90	68%	
	Utility EPS													
	Corporate EBITDA	10%	\$0.09	\$0.12	\$0.15	\$1.27	167%	0%	\$0.00	\$0.00	\$0.00	\$0.00	0%	
	Non-Utility EPS	20%	\$380.18	\$378.17	\$371.48	\$363.64	150%	20%	\$378.44	\$376.10	\$368.71	\$373.14	133%	
	Utility Cost per Customer	8%		90%		95%	100%	8%		90%		95%	100%	
	Customer Satisfaction Rating	8%		100%		121%	100%	8%		100%		121%	100%	
	Reliability Index	4%		93%		97%	100%	4%		93%		97%	100%	
	Response Time	0%						0%						
	Performance Excellence													
	Capital Spending													
Reliability-CAIDI														
Reliability-SAIFI														
Total payout as a percent of target		100.0%			150.0%			100.0%			88.0%			
Employee	Utility Cost per Customer	60%	\$380.18	\$378.17	\$371.48	\$363.64	183%	60%	\$378.44	\$376.10	\$368.71	\$373.14	133%	
	Customer Satisfaction Rating	15%		90%		95%	100%	15%		90%		95%	100%	
	Reliability Index	15%		100%		121%	100%	15%		100%		121%	100%	
	Response Time	10%		93%		97%	100%	10%		93%		97%	100%	
	Performance Excellence	0%						0%						
	Reliability-CAIDI													
	Reliability-SAIFI													
	Misc Dept Cost per Customer													
	Total payout as a percent of target		100.0%			150.0%			100.0%			120.0%		

2014	Weight	Actual	Results
Corporate EPS	50%	167%	83.5%
Utility EPS			
Corporate EBITDA	10%	167%	16.7%
Non-Utility EPS	20%	150%	30.0%
Utility Cost per Customer	8%	100%	8.0%
Customer Satisfaction	8%	100%	8.0%
Reliability Index	4%	100%	4.0%
Response Time	4%	100%	4.0%
Performance Excellence	0%		0.0%
Capital Spending			
Reliability-CAIDI			
Reliability-SAIFI			
Total			50.0%

Results	50.00%
Utility Portion	40%
% of Total	125.00%

2014	Weight	Actual	Results
Corporate EPS	60%	68%	40.8%
Utility EPS			
Corporate EBITDA	0%	0%	0.0%
Non-Utility EPS	20%	133%	26.6%
Utility Cost per Customer	8%	100%	8.0%
Customer Satisfaction	8%	100%	8.0%
Reliability Index	4%	100%	4.0%
Response Time	4%	100%	4.0%
Performance Excellence	0%		0.0%
Capital Spending			
Reliability-CAIDI			
Reliability-SAIFI			
Total			87.4%

Results	46.60%
Utility Portion	40%
% of Total	116.50%

Employee Year	% Payout
2010	122.6%
2011	99.6%
2012	101.6%
2013	130.0%
2014	150.0%
2015	120.0%
6 Yr. Average	110.64%

Plan	Goals	Executive Officer		Total Payout	
Executive	Corporate EPS	2010	49.00%	61.70%	110.70%
	Utility EPS	2011	24.00%	66.5%	90.50%
	Corporate EBITDA	2012	40.60%	0.0%	40.60%
	Non-Utility EPS	2013	50.00%	75.0%	125.00%
	Utility Cost per Customer	2014	50.00%	100.2%	150.20%
	Customer Satisfaction Rating	2015	46.60%	40.8%	87.40%
	Reliability Index	6 Year average	43.37%	57.37%	100.75%
	Response Time	Metric Weighting	40.00%	60.00%	100.00%
	Performance Excellence	% of Metric Weighting	108.42%	95.61%	100.73%
	Capital Spending	(O & M out of a possible 40% O & M, 40.37% was achieved which is 108.42%)			
Reliability-CAIDI	(O & M out of a possible 40% O & M, 40.37% was achieved which is 108.42%)				
Reliability-SAIFI	(O & M out of a possible 40% O & M, 40.37% was achieved which is 108.42%)				
Total payout as a percent of target					
	Utility Cost per Customer				