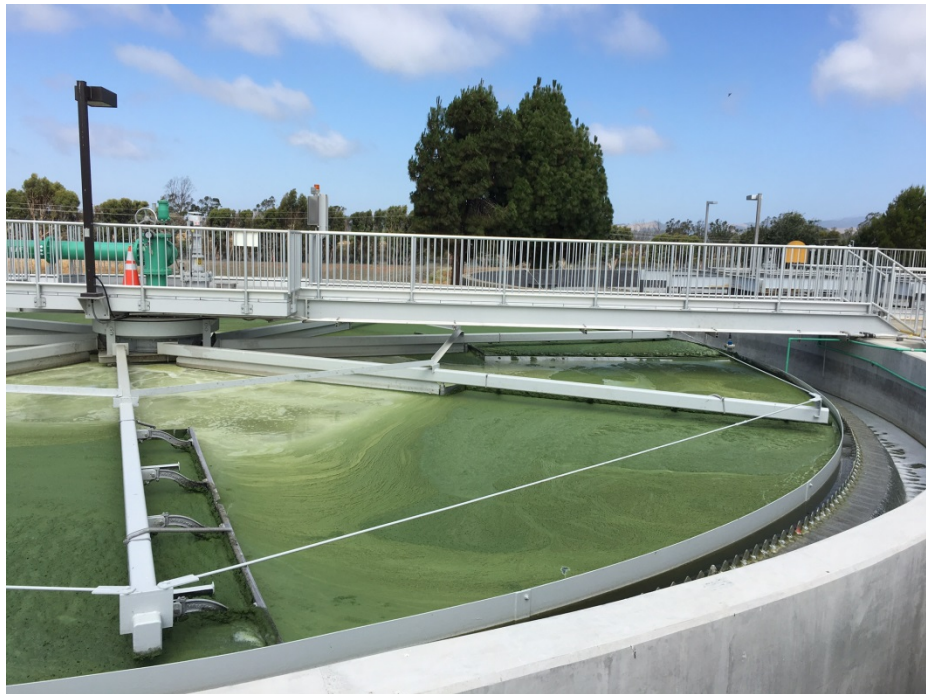


Performance Measurement Report



Calendar Year
2016

Performance Measurements Using the
“Effective Utility Management” Framework



Issue Date: March 1, 2017

www.NapaSan.com

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More information about the Napa Sanitation District can be found at
www.NapaSan.com

Introduction

Introduction to the Report

This report is the seventh annual report by the Napa Sanitation District (“NapaSan”) regarding its performance. It includes performance measures that, when taken as a whole, should give the reader a sense of how well the utility is performing and being managed. This report is prepared by management for use by NapaSan’s Board of Directors and by the general public.

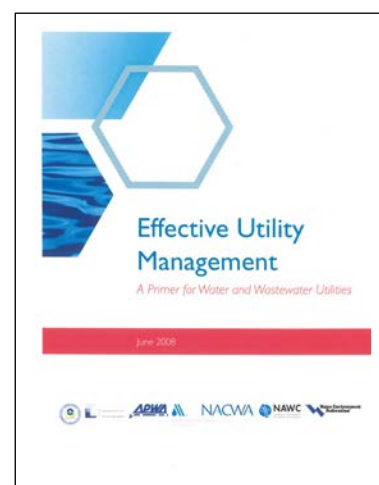
NapaSan has chosen to use the Effective Utility Management (EUM) framework for presenting this information. This framework is specific to water and wastewater utilities and provides for the possibility of comparing NapaSan to other wastewater utilities once more providers begin using EUM for measuring and reporting on performance.

About Effective Utility Management

Effective Utility Management (EUM) is a framework for evaluating water and wastewater utilities. In May 2007, six major water and wastewater associations and the United States Environmental Protection Agency agreed to support EUM collectively and individually throughout the water sector. EUM is designed to help utility managers make practical, systematic changes to achieve excellence in utility performance, and encapsulates the collective knowledge and experience of utilities leaders who are committed to helping improve water and wastewater management.

EUM has identified Ten Attributes of Effectively Managed Water Sector Utilities. This performance measurement report has been divided into those ten attributes, as they are intended to help utilities maintain a balanced focus on all important operational areas rather than quickly moving from one problem to the next.

More can be learned about Effective Utility Management by visiting the website www.waterEUM.org.



About Performance Measures

Performance measures are those things that are measured by an organization to evaluate the performance of that organization. There are several types of measures, including input, output, efficiency and effectiveness. Input and output measures tend only to capture the amount of work performed by departments or organizations. This report focuses on efficiency and effectiveness measures, and then only on the measures that are meaningful to management of NapaSan and that NapaSan has some ability (total or partial) to influence.

Quick-Glance Ratings

This report includes with every measure an analysis of how NapaSan is doing within that area. Additionally, next to each graph or qualitative measure is an icon to help the reader assess quickly how NapaSan is performing against that measure. Those icons are as follows:



“Satisfactory” (green star) – signifies that NapaSan has met its goals, or that the trend is positive.



“Watch” (orange diamond) – signifies that NapaSan is in danger of not meeting its goals, that the trend is indeterminate, or that there is insufficient data to make an assessment.



“Unsatisfactory” (red triangle) – signifies that NapaSan has not met its goals or that the trend is negative.



“No Measure” (purple circle with slash) – signifies that NapaSan has not developed a measurement for this performance indicator.

Executive Summary

This report is the seventh annual Performance Measurement Report produced by the Napa Sanitation District (“NapaSan”). The report is structured around the Ten Attributes of Effectively Managed Water Sector Utilities, as developed in Effective Utility Management.

This report will be used by management of NapaSan to identify specific trends or issues regarding the ten attributes. The Report is also intended to provide a partial answer to the question asked by the Board of Directors and the ratepayers alike, “Is NapaSan a well-run utility?” This document will be used by NapaSan’s Board of Directors as a source of information for setting goals and priorities through the strategic planning and annual budget processes.

The following is a summary of performance measurements in this report.

Product Quality – NapaSan continues to meet or exceed regulatory compliance requirements at the wastewater treatment plant. Sanitary Sewer Overflows are few, with both the number and volume of spills remaining below the state average, except in extraordinary cases. The trend line for the number of plugged main lines is down. Recycled water quality is a concern, with measured chlorides exceeding the maximum levels in 2015, but some progress made in 2016 to bring the number down.

Customer Service – The trend in reduced number of service calls due to NapaSan causes should result in more satisfied customers. The customer service surveys begun in 2011 appear to support this, with very high marks for the Collections crews. NapaSan met its stated customer service response time goals for service calls and for development review, although the trend on service call response time is being watched.

Employee and Leadership Development – Retirements have been as anticipated the past several years, with no turnover beyond what was expected. Anticipated retirements of 15% over the next five years suggest a continuation of this trend. The employee survey, which measures job satisfaction among other things, was collected in 2016, with continued positive results. This past year, on-line safety training met its 90% target for both completion and timeliness. NapaSan has drafted several succession plans for key positions, with training enabled to support the plans, and training programs are in place to capture collection system and operations knowledge.

Operational Optimization – Over the past decade, the plant has generally reduced its consumption of electricity overall, as well as its use per million gallons treated, although this number is impacted by the drought with higher than usual concentrations and greater demand for recycled water. NapaSan’s self-produced electricity was impacted by the cogeneration engine being offline in November and December for planned major maintenance. Chemical consumption per million gallons treated is continues to be steady, with small variation due to weather. Staff in both Collections and Plant Maintenance have maintained or improved their ratios of planned maintenance verse corrective maintenance.

Financial Viability – The operating ratio was positive for the first time in ten years in 2016. This trend indicates that NapaSan had been spending more than what it brings in in revenue, when including debt service and depreciation. The current ratio and the days of cash on hand are sufficient to meet operating needs. The debt service coverage ratio is significantly higher than the required 125%, and NapaSan maintains adequate financial policies and internal controls. The District’s reserves are funded in accordance with financial policies. All of these factors were evaluated by Standard & Poor’s and resulted in an increased bond rating from AA- to AA this past year.

Infrastructure Stability – While NapaSan has not performed an inventory of critical assets in the past 5 years, it does maintain computer-based asset and condition information of its collection system and most components of the Socol Water Recycling Facility. NapaSan came very close but did not meet its goals related to annual sewer main line condition assessments. NapaSan has been meeting its targets for spending on renewal & replacement projects, mostly because of spending on bond-financed projects in the treatment plant. NapaSan invested to meet its 1.0% replacement goal for renewal & replacement and Inflow & Infiltration sewer projects in 2016, with the Board having discussions at the end of 2015 and beginning of 2016 to establish target replacement rates for the next five years. NapaSan is performing very well regarding collection system collapse rates. Inspections of restaurant to help prevent fats, oil and grease (FOG) problems in the collection system met the established target. NapaSan failed to meet its sewer main line cleaning target for 2016, due to staffing vacancies. Recycled water service availability was at 100% in 2016.

Operational Resiliency – The recordable incident rate in 2016 was just over 8, higher than the recent trend, but did not result in any lost time for the year. The number of insurance claims dropped from prior year, but the cost per claim remained steady. NapaSan’s Experience Modification Rate (a measure of the quantity and severity of workers compensation claims) has inched up in the past couple years due to two significant claims in recent years, but remains below the industry and risk pool average. NapaSan maintains adequate Emergency Response Plans and practices them regularly. The cogeneration engine has been stable and reliable in recent years, with the only major downtime due to a planned major maintenance event at the end of 2016. NapaSan has started operation of the new Influent Pump Station (IPS), resolving a long-standing issue with reliability and resiliency. The uptime for all pumps at pump stations was added as a new measure in 2016, but there are insufficient long-term metrics to evaluate at this time. Treatment plant capacity remains steady, with sufficient capacity at this time for planned growth in the community.

Community Sustainability – NapaSan has invested in meeting community needs, particularly with recycled water. NapaSan is involved in several community programs that encourage reduced potable water consumption and environmental protection and awareness, and has incorporated “green” practices into its capital planning. Greenhouse gas emissions, in the form of carbon dioxide from purchased energy, has seen a decrease in recent years, with a slight bump in emissions in 2016 due to the cogeneration engine being offline for the last two months of the year. Recycled Water beneficial and biosolids beneficial reuse remain high. As for service affordability, sewer service charges are still significantly within the “low burden” rating established by the EPA. The Low Income Assistance Program saw about the same level of participation in 2016 and in the prior year.

Water Resource Adequacy – This attribute, reinterpreted as a measure of recycled water adequacy, shows that NapaSan has both sufficient short-term and long-term adequacy to meet customer needs.

Stakeholder Understanding and Support – NapaSan continues to seek out customer input and engagement on various project, most recently in discussions of NapaSan’s sewer service rates. NapaSan’s sewer service charges compare favorably to other provider’s rates, but have dropped rapidly in the last five years indicating a potential inadequacy. The Board addressed this issue in 2016 with a 5-year plan for increases. NapaSan continued to provide plant tours, classroom presentations and public presentations to increase awareness of NapaSan’s mission and efforts. Media coverage for NapaSan was higher than usual due to the proposed rate increase, and experienced a significant decrease in the tone and accuracy of articles, particularly in the Letters to the Editor regarding the rate increase.

Summary of Measures and Ratings

More information about the specific measures and the rationale for the ratings can be found on the page number provided.

★ Satisfactory







































































◊ Watch

▲ Unsatisfactory

⊘ No Measure

Attribute	Measurement	2016	Trend	Page
1. Product Quality	1-NPDES Compliance: Treatment for BOD and TSS Removal	★	★	17
	2-NPDES Compliance: Total Allowable BOD and TSS	★	★	18
	3-Sanitary Sewer Overflows (SSOs)	★	★	19
	4-Volume of Sewage Overflow	★	★	20
	5-Plugged Main Lines	★	★	21
	6-Recycled Water Quality	◊	◊	22
2. Customer Service	1-Service Calls for District Plugged Laterals	★	★	25
	2-Service Call Response Time	★	◊	26
	3-Development Review Response Time	★	★	27
	4-Customer Satisfaction	★	★	28
3. Employee and Leadership Development	1-Experience Turnover Rate	★	★	31
	2-Employee Satisfaction	★	★	32
	3-Total Training Hours	⊘	⊘	33
	4-Online Safety Training Hours	★	★	34
	5-Succession Planning	★	★	35
	6-Institutional Knowledge Capture	★	★	36
4. Operational Optimization	1-Electricity Self-Generation	★	★	39
	2-Electricity Consumption Efficiency	★	★	40
	3-Chemical Consumption	★	★	41
	4-Planned Maintenance Ratio-Collections	★	★	42
	5-Planned Maintenance Ratio-Treatment Plant	★	★	43
5. Financial Viability	1-Operating Ratio	★	▲	47
	2-Current Ratio and Days Cash on Hand	★	★	48
	3-Capital Expenses Compared to Operating Expenses	★	★	49
	4-Debt Service Coverage Ratio	★	★	50
	5-Financial Procedure Integrity	★	★	51
	6-Bond Rating	★	★	52
	7-Financial Reserves	★	★	53

-  Satisfactory
 Watch
 Unsatisfactory
 No Measure

Attribute	Measurement	2016	Trend	Page
6. Infrastructure Stability	1-Asset Inventory			57
	2-Renewal & Replacement of Assets			58
	3-Sewer Main Condition Assessment			59
	4-Sewer Main Line Cleaning			60
	5-Food Service Establishment Inspections			61
	6-Sewer Main Renewal and Replacement			62
	7-Lower Sewer Lateral Renewal and Replacement			63
	8-Sewer Partial or Total Collapse Rate			64
	9-Recycled Water Service Availability			65
7. Operational Resiliency	1-Total Recordable Incident Rate			69
	2-Vehicle Accident Rate			70
	3-Lost Time Hours			71
	4-Insurance Claims			72
	5-Experience Modification (XMOD) Rate			73
	6-Emergency Response Plans			74
	7-Uptime for Cogeneration Engine			75
	8-Uptime for Pumps at Pump Stations			76
	9-Resiliency Under Emergency Conditions: Power			77
	10-Resiliency Under Emergency Conditions: Staff			78
	11-Treatment Plant Capacity			79
8. Community Sustainability	1-Watershed-based Infrastructure Planning			83
	2-Green Infrastructure – Programs			84
	3-Green Infrastructure – New Infrastructure			85
	4-Greenhouse Gas Emissions – Purchased Energy			86
	5-Digester Gas Beneficial Reuse			87
	6-Recycled Water Beneficial Reuse			88
	7-Biosolids Beneficial Reuse			89
	8-Sewer Service Charge Affordability			90
	9-Low Income Billing Assistance			91
9. Water Resource Adequacy	1-Recycled Water Supply Adequacy			95
10. Stakeholder Understanding & Support	1-Stakeholder Consultation			99
	2-Public Education Presentations			100
	3-Comparative Rate Rank			101
	4-Recycled Water Comparative Rate Rank			102
	5-Media/Press Coverage			103

Performance Measurement Report

EUM Attribute #1

Product Quality

This attribute evaluates whether treated effluent, recycled water and residuals are processed in full compliance with regulatory and reliability requirements and consistent with customer, public health and ecological needs.

- ★ Satisfactory
- ◊ Watch
- ▲ Unsatisfactory
- ⊘ No Measure

Attribute	Measurement	2016	Trend	Page
1. Product Quality	1-NPDES Compliance: Treatment for BOD and TSS Removal	★	★	17
	2-NPDES Compliance: Total Allowable BOD and TSS	★	★	18
	3-Sanitary Sewer Overflows (SSOs)	★	★	19
	4-Volume of Sewage Overflow	★	★	20
	5-Plugged Main Lines	★	★	21
	6-Recycled Water Quality	◊	◊	22

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-1

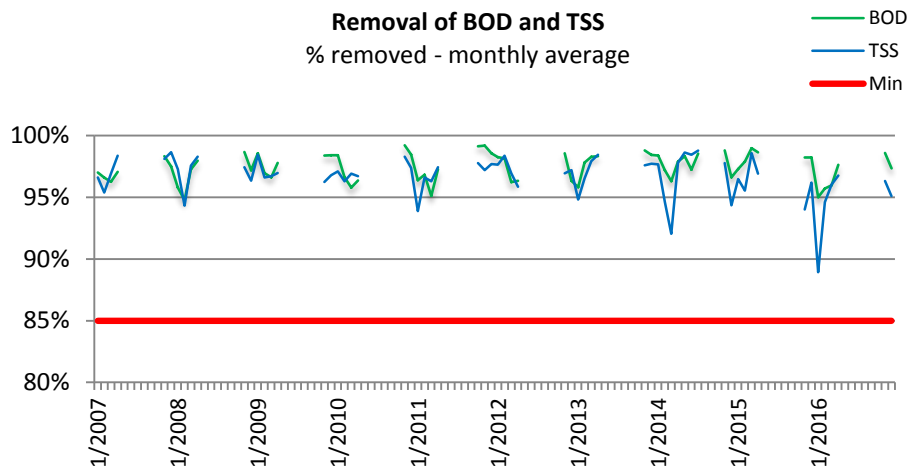
NPDES Compliance: BOD and TSS Removal

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Description

NapaSan is required under its NPDES permit to remove at least 85% of the biochemical oxygen demand (BOD) and total suspended solids (TSS) from the water received at the plant during the river discharge period (winter months). The chart shows the average monthly removal percentages for both BOD and TSS. The monthly average percentage removal must remain higher than 85% to stay in compliance with the permit.

Performance Data



Percentage of
Days in Compliance

Year	Percent
2007	100%
2008	100%
2009	100%
2010	100%
2011	100%
2012	100%
2013	100%
2014	100%
2015	100%
2016	100%

Analysis

NapaSan remains in compliance with this NPDES Permit requirement for the percentage removal of BOD and TSS. NapaSan consistently removes over 90%, and often over 95% of these constituents from the influent during the months when NapaSan discharges to the Napa River.

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-2

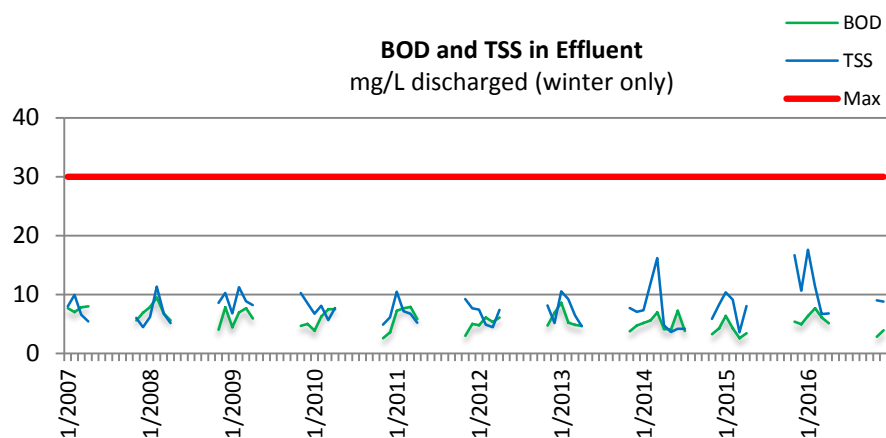
NPDES Compliance: Total Allowable BOD and TSS

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan is required under its NPDES permit to remove biochemical oxygen demand (BOD) and total suspended solids (TSS) in its process so that the effluent to the river does not exceed 30 mg/L of either.

Performance Data



Percentage of
Days in Compliance

Year	Percent
2007	100%
2008	100%
2009	100%
2010	100%
2011	100%
2012	100%
2013	100%
2014	100%
2015	100%
2016	100%

Analysis

NapaSan remains in compliance with this NPDES Permit requirement for the total allowable BOD and TSS in its effluent discharge to the Napa River.

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-3

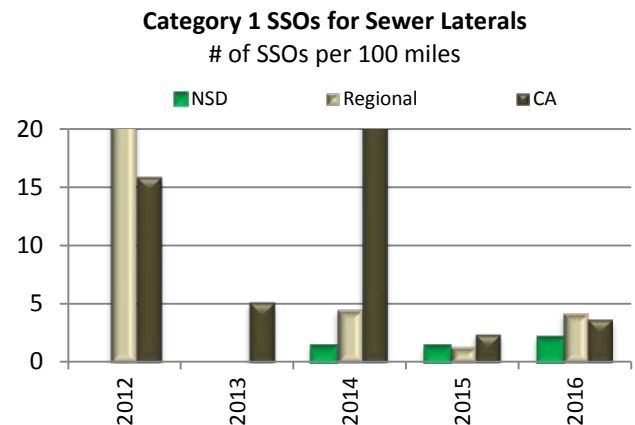
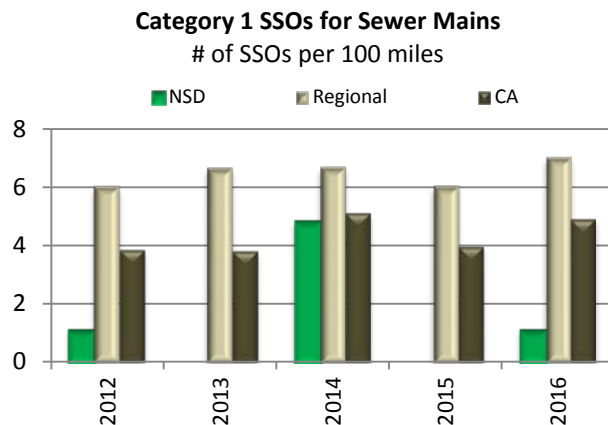
Number of Sanitary Sewer Overflows (SSOs)

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan's goal is to maintain the sewer collection system so that there are no SSOs. Especially important is to prevent overflows that reach a creek, river or other body of water, or overflows that reach a storm drain and were not fully recovered, both of which are considered "Category 1 SSOs". While the overall goal is to prevent all overflows, the operational goal of NapaSan is to have fewer overflows than the industry average in the San Francisco Bay Region and in California as a whole.

Performance Data



Analysis

For the past several years, there have not been very many Category 1 SSOs in the collection system, and consistently fewer than the regional and California state averages.

Sewer Mains – In 2014, there were an above average number of Category 1 SSOs in NapaSan due primarily to the earthquake in August and a severe rainstorm in December. In 2013 and 2015, there were no Category 1 SSOs in NapaSan's sewer mains.

Sewer Laterals – NapaSan has been consistently low compared with the regional and state averages. The regional average in 2012 was almost 36 Category 1 SSOs per 100 miles (off the chart) and the state average in 2014 was just over 53 (off the chart). In comparison, the District has ranged in the last five years between zero (in 2012 and 2013) and 2.04 (in 2016) Category 1 SSOs in laterals per 100 miles.

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-4

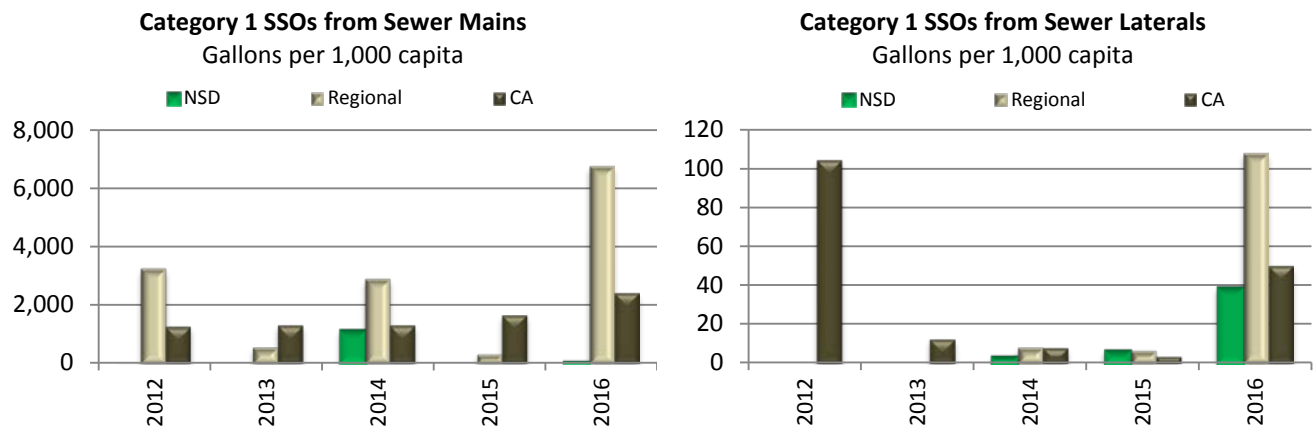
Volume of Sanitary Sewer Overflows (SSOs)

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

It is NapaSan's goal to prevent Sanitary Sewer Overflows. However, when an SSO occurs, the NapaSan strives to respond quickly to prevent as much spillage from reaching a body of water as possible. This measure is the volume (in gallons) of sewage spilled reaching surface water as a Category 1 SSO per 1,000 residents, and is compared to the San Francisco Bay Region and California statewide averages.

Performance Data



Analysis

NapaSan has been very successful in keeping the amount of Category 1 sewage spilled per at levels significantly below the San Francisco Bay Region and California state averages. In 2016, there were higher than average spills reaching a body of water from lower laterals, but still lower than state and regional averages.

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-5

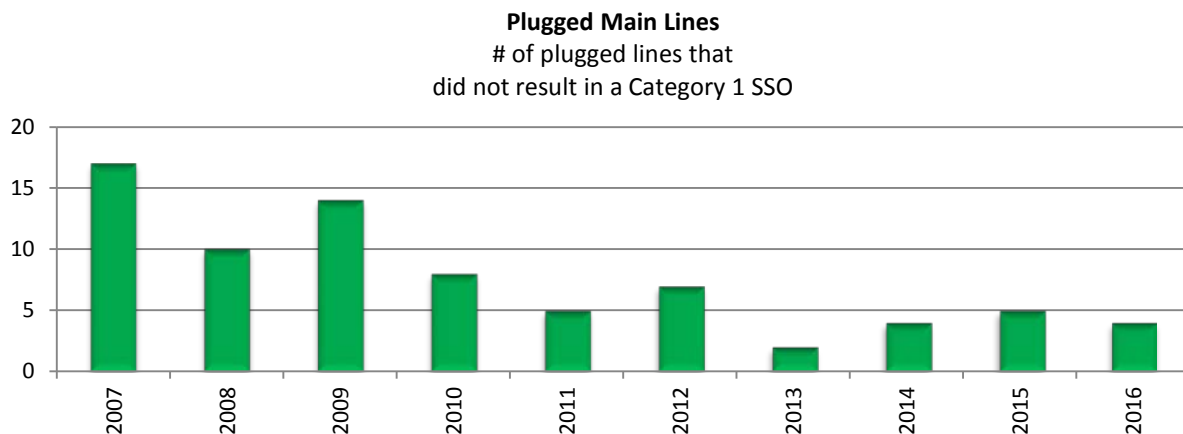
Plugged Main Lines

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the number of sewer mains that were plugged and needed immediate attention, but did not result in a Category 1 Sanitary Sewer Overflow (SSO).

Performance Data



Analysis



There has been a positive trend in this measure over the past few years, as NapaSan has made increased investments and efforts toward preventive maintenance.

EUM Attribute #1

PRODUCT QUALITY

Measurement #1-6




Recycled Water Quality

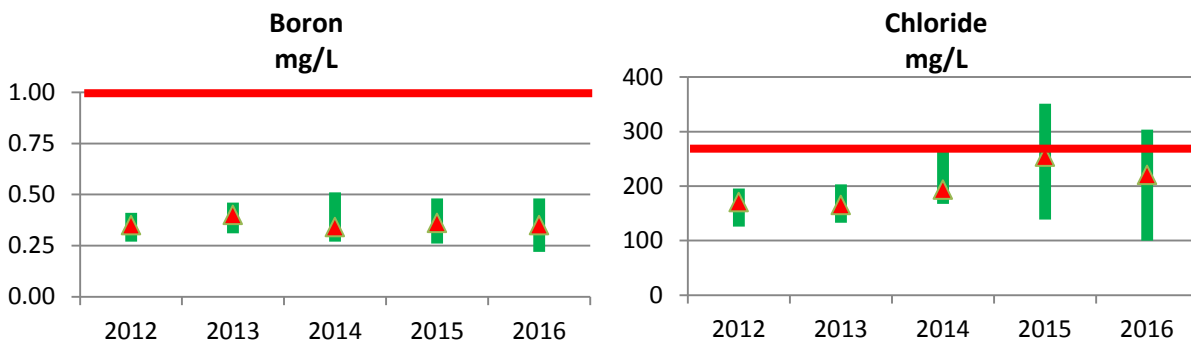
Rating	
Current Year	5-Year Trend
 Watch	 Watch

Description

These are two measures of recycled water constituents, chloride and boron. In a study of the impact of NapaSan's recycled water on wine grapes, it was noted that while maximum chloride levels for most winegrape varieties have yet to be determined, it appears that the most sensitive species can tolerate up to 262 mg/L of chloride. It was also noted that boron tends to develop injury (i.e., foliar burn) when concentrations are above 1 mg/L. The maximum thresholds noted in the charts are based on these study findings.

Performance Data

-  Indicates the range within the year
-  indicates annual average
-  Indicates the maximum concentration for sensitive grape species



Analysis

Boron levels in NapaSan's recycled water historically have been below the levels generally considered harmful to winegrapes and other common foliage and turf irrigated by recycled water.









Chloride levels saw an upward trend from 2012 through 2015. Based on this trend, NapaSan staff took directed measures in 2015 and 2016 to reduce chlorides in the recycled water. These efforts included emergency repairs of collection system pipes and manholes showing infiltration of saline groundwater, as well as proactive enforcement of BMPs and local limits compliance with commercial and industrial customers. NapaSan is also changing its oxidation pond management practices to flush the ponds to prevent and reduce chloride accumulation due to evaporation. These efforts seem to have made a difference in reversing the trend of increased chlorides in 2016, but the measure remains on the "watch" list as more efforts are necessary to continue a downward trend.

EUM Attribute #2

Customer Service

This attribute evaluates whether NapaSan is providing reliable, responsive and affordable services in line with explicit, customer-accepted service levels.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2016	Trend	Page
2. Customer Service	1-Service Calls for District Plugged Laterals			25
	2-Service Call Response Time			26
	3-Development Review Response Time			27
	4-Customer Satisfaction			28

EUM Attribute #2

CUSTOMER SERVICE

Measurement #2-1

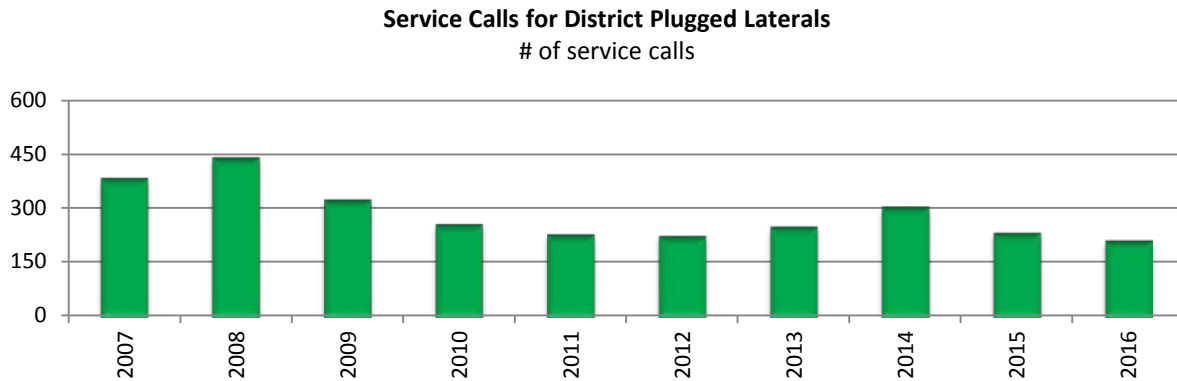
Service Calls for District Plugged Laterals

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan uses the number of plugged laterals in its portion of the lateral as a proxy for determining customer complaints, as these problems lead to backups. The goal is to see a downward trend in this number.

Performance Data



Analysis

There has been a steady trend toward fewer service calls that were due to plugs in NapaSan's portion of the lateral. During the past several years, NapaSan has focused on preventive maintenance, partially in an effort to reduce these backups. These efforts have a long-term focus, but it appears that the number of NapaSan plugged laterals has decreased as a result of these efforts.

EUM Attribute #2

CUSTOMER SERVICE

Measurement #2-2

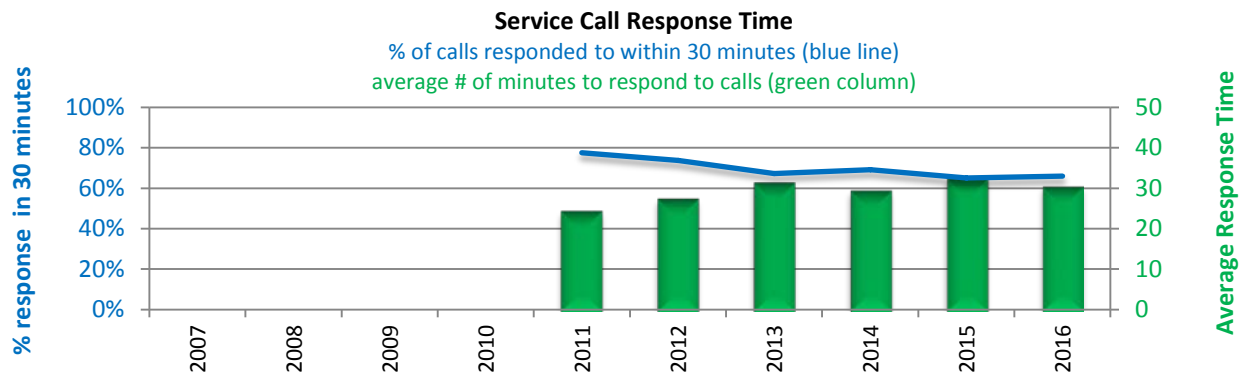
Service Call Response Time

Rating	
Current Year	10-Year Trend
 Satisfactory	 Watch

Description

NapaSan maintains a goal of responding to service calls for sewer backups by arriving at the site of the backup within 30 minutes of the call. This measure shows the percentage of calls that were initially responded to within 30 minutes and the average response time.

Performance Data



Analysis

NapaSan began collecting this data in 2010 and 2011 and could not be compiled for previous years from existing records. Over the past several years, the percentage of service calls responded to has dropped from 77% in 2011 to 65% in 2015, with a slight increase to 66% in 2016. The average response rate has been between 29 and 32 minutes for the past four years, hovering right at the 30 minute goal.

For 2016, the Collections Department met their 30 minute average goal, and slightly increased the percentage of calls responded to within 30 minutes, resulting in a “satisfactory” rating for 2016. However, the overall trend in the past six years has been slightly downward, keeping the trend in the “watch” category.

EUM Attribute #2

CUSTOMER SERVICE

Measurement #2-3

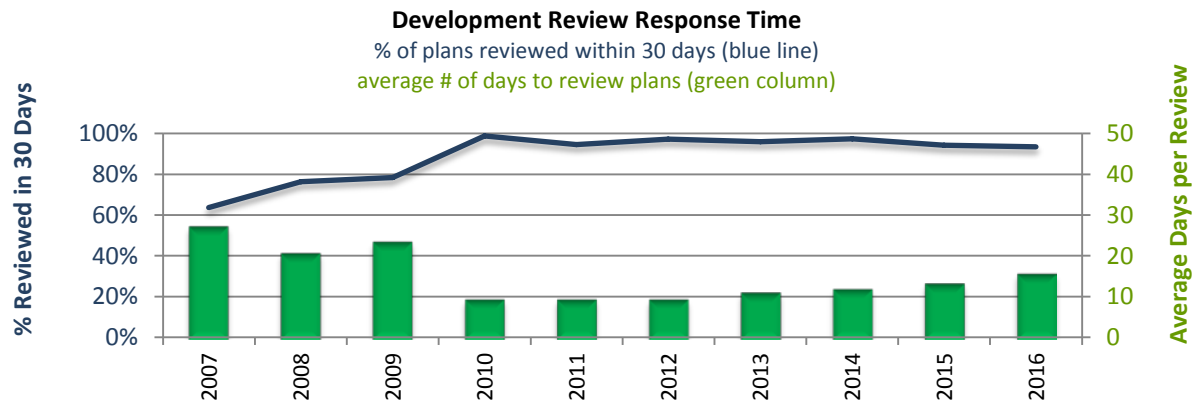
Development Review Response Time

Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan maintains a goal of completing review of development plans within 30 days of receipt of the plans. This chart shows the percentage of plans that were reviewed and returned within that goal.

Performance Data



Analysis

Over the past seven years, NapaSan met its goal of completing reviews within 30 days in 90% or more of submissions, while maintaining the average number of days to review plans at between 9 and 15 days, even as development plan submissions have increased significantly the past few years.

EUM Attribute #2

CUSTOMER SERVICE

Measurement #2-4

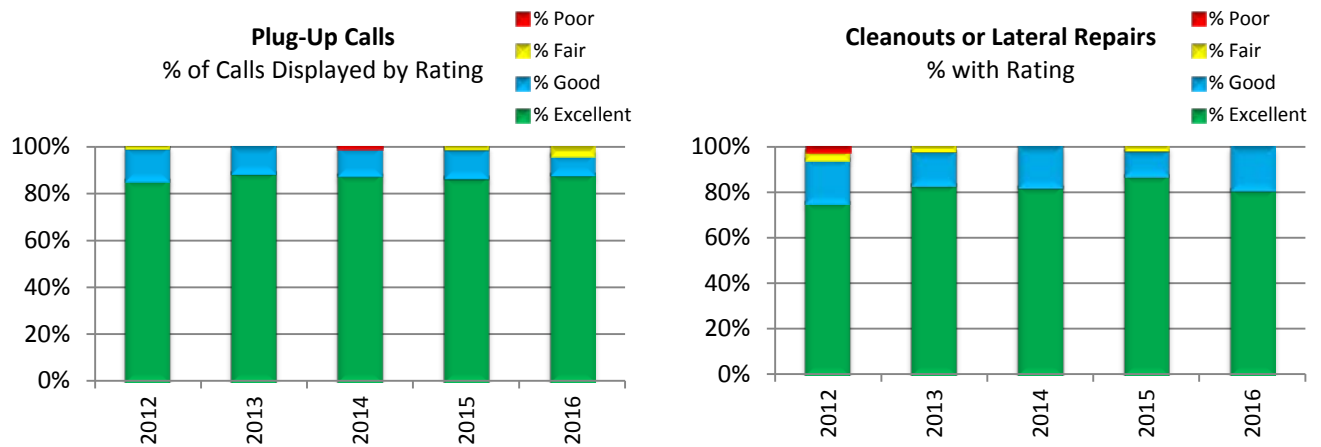
Customer Satisfaction

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

This is the measure of how well NapaSan staff performed, according to the customer who was directly impacted by that work. Surveys were sent out for all plug-up calls and for any time NapaSan staff conducted a lateral repair or installed a cleanout that affected private property.

Performance Data



Analysis

NapaSan started conducting these surveys in 2011, with the first full calendar year of data in 2012. The first chart is for interactions when the customer calls NapaSan for service to clear a plugged sewer line. The second is for the installation of sewer cleanouts or lateral replacements, where NapaSan initiates interaction and involves construction practices. Both measures show positively on NapaSan in 2016, with 96.5% of plug-up surveys and 100% of cleanout or lateral repair surveys reporting that NapaSan's service was either "Excellent" or "Good."

EUM Attribute #3

Employee and Leadership Development

This attribute evaluates whether NapaSan recruits and retains a workforce that is competent, motivated, adaptive and safe-working. It evaluates whether employee institutional knowledge is retained and improved upon over time.

- ★ Satisfactory
- ◊ Watch
- ▲ Unsatisfactory
- ⊘ No Measure

Attribute	Measurement	2016	Trend	Page
3. Employee and Leadership Development	1-Experience Turnover Rate	★	★	31
	2-Employee Satisfaction	★	★	32
	3-Total Training Hours	⊘	⊘	33
	4-Online Safety Training Hours	★	★	34
	5-Succession Planning	★	★	35
	6-Institutional Knowledge Capture	★	★	36

EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

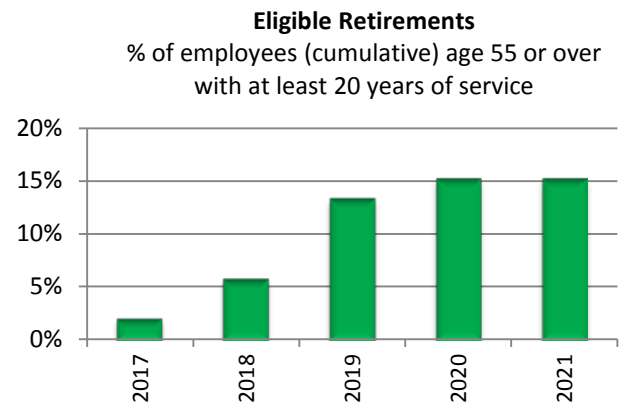
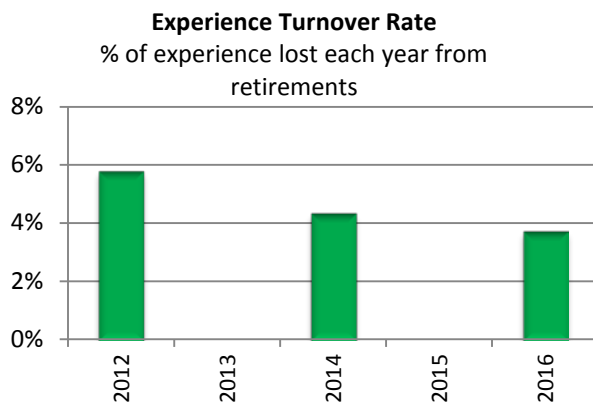
Measurement #3-1

Experience Turnover Rate

Description

Experience Turnover Rates is the percentage of years that employees retiring that year worked at NapaSan compared to the total number of years of experience for all employees. It measures the amount of experience lost in any given year due to retirements. **Eligible Retirements** is the percentage of NapaSan employees at least age 55 with 20 or more years of service, and shows the potential for employee turnover in the next five years.

Performance Data



Analysis

Most employees who leave employment from NapaSan do so through retirement. Most retirements are known in advance and planned for. The experience turnover rate for 2012-2016 is in line with expectations. There were no retirements in 2013 and 2015.

The experience turnover rate from retirements at NapaSan is not a controllable measure, and as such this is not a performance measure as much as it is a data set that helps to inform whether there are trends in the workforce to which management needs to respond.

Over the next five years, NapaSan is expected to lose 15% of its workforce to retirements. This is a reasonable rate and well within its ability to manage.

Rating	
Current Year	5-Year Trend / Projection
★ Satisfactory	★ Satisfactory

EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

Measurement #3-2

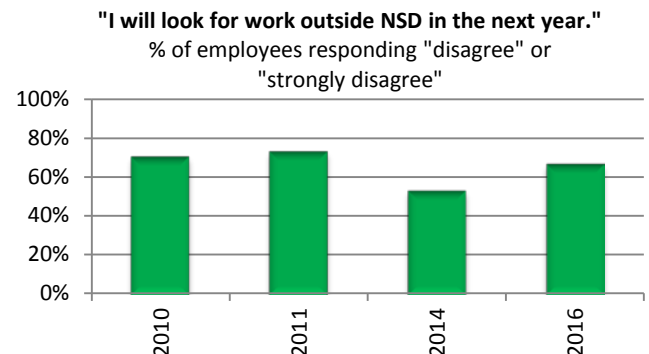
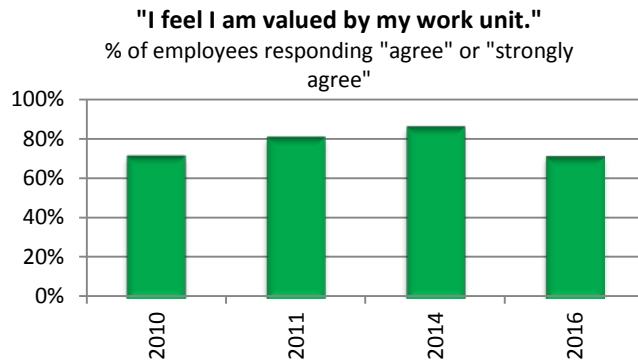
Employee Satisfaction

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

The following charts show the response to three questions asked during employee surveys. These questions are designed to gauge employee satisfaction. A complete employee survey was conducted in 2010, 2011, and 2014. In 2016, employees were asked only the following questions.

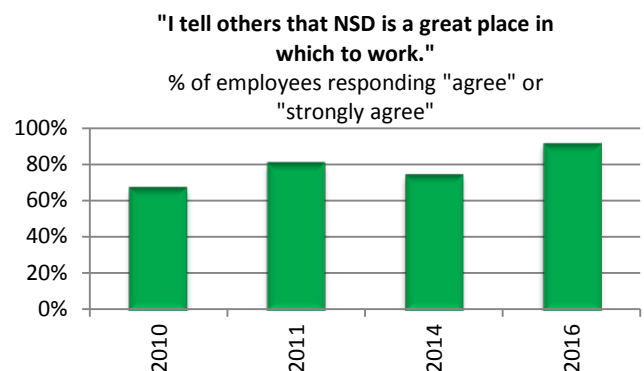
Performance Data



Analysis

Fall 2010 was the first time the NapaSan surveyed its employees on about 60 attributes, including these three. In Fall 2011 and 2014, the complete survey was repeated. In 2016, employees were surveyed on only the four attributes included in this report.

From the survey results, it appears that employees feel valued and that they enjoy working at NapaSan. There was a slight decline in the number of employees who feel valued by their work unit, but this seems to be balanced against the increase in employees who tell others that NapaSan is a great place to work.





EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

Measurement #3-3

Total Training Hours

Rating	
Current Year	5-Year Trend
 No data	 No data

Description

This is the total number of training hours provided to employees at NapaSan.

Performance Data

No Measure.

Analysis

It is the employee's responsibility to track hours necessary to maintain specific certifications. NapaSan currently does not track total training hours by employee. A future goal of NapaSan is to implement a system to track employee training.

EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

Measurement #3-4

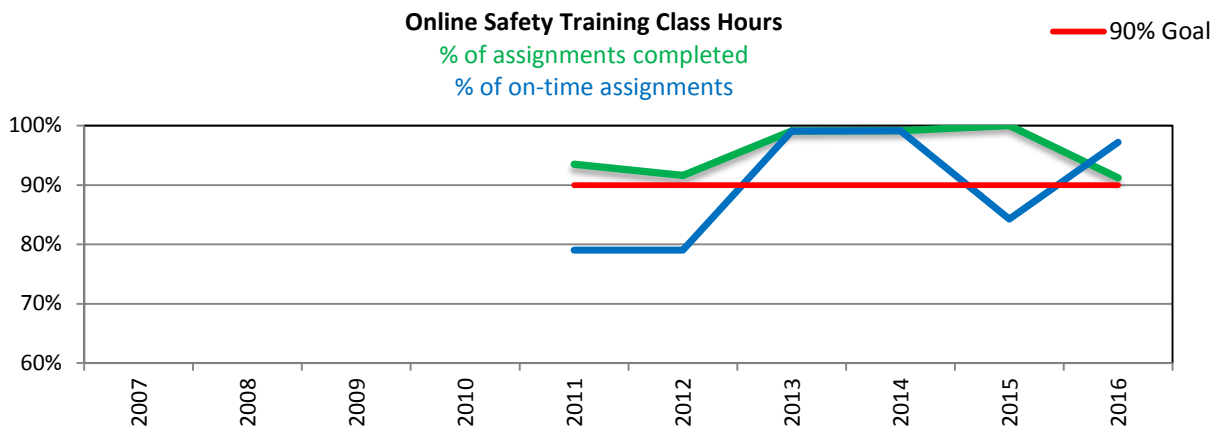
Online Safety Training Completion

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the percentage of total online safety training class hours completed by staff, and the percentage that were completed prior to their due date. A goal of 90% or higher has been established for these metrics.

Performance Data



Analysis

The online safety program began in August 2006, but performance data was not available until 2011. This measure shows the completion rates and on-time completion rates for online safety classes. 2016 showed a marked increase in the percentage of assignments that were completed on-time, from 84% up to 97%, while still maintaining a completion rate above the 90% target.

EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

Measurement #3-5

Succession Planning

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Percentage of key positions covered by long-term workforce succession plan.

Performance Data

Seven (7) positions were identified as critical for the development of succession plans. NapaSan has developed formal succession plans for each position and has completed the necessary cross training associated with these plans.

Analysis

NapaSan completed succession plans for the following positions: Plant Manager, Reclamation Director, Collection System Manager, Laboratory Supervisor, Human Resources Officer/Clerk of the Board, Senior Accountant and Safety, Training and Fleet Maintenance Officer. In addition to development of succession plans for the 7 most critical positions at the District, NapaSan maintains other practices designed to capture institutional knowledge and maintain continuity during periods of staffing transition.

NapaSan has implemented the “Operator III Training Program” to increase operator knowledge and allow for the necessary skills to operate the plant’s treatment processes and regulatory control on a day-to-day basis. The Plant Maintenance and Laboratory Supervisors have also trained staff sufficiently to provide coverage in the event of vacancy. The Collection Department has a cross-training process to ensure that all employees know how to do every job and use all of the equipment in the department.

NapaSan has developed a number of intern programs designed to provide experience and exposure to careers in wastewater treatment. These include an Operator-In-Training program, where up to 3 OITs volunteer in the treatment plant to get the hours needed for their state licenses. The Engineering Division has two interns that provide hands-on, real world experience to students studying for a career in engineering. And the Laboratory takes on two interns during the summer months, one college and one high school, to provide hands-on, real world experience to physical science students. All these efforts are designed to introduce students to wastewater professionals and encourage them to consider careers in wastewater.

EUM Attribute #3

EMPLOYEE AND LEADERSHIP DEVELOPMENT

Measurement #3-6

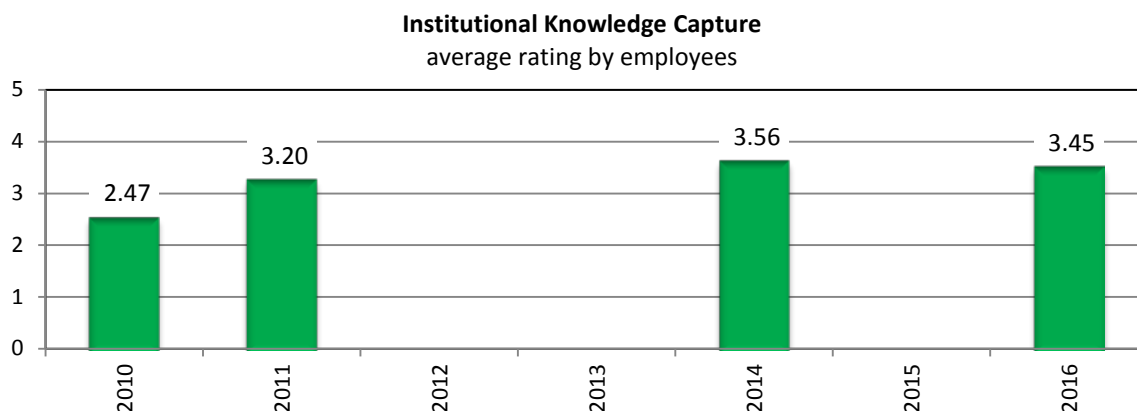
Institutional Knowledge Capture

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Percent of employees who believe NapaSan is capturing critical institutional knowledge. In the Employee Survey, employees were asked to rate whether they agree or disagree with the following statement, ***“Efforts are being made at NSD to capture the critical institutional knowledge that may be held by one employee in order to reduce the risk of losing that knowledge all together should the employee leave.”*** The chart shows the average rating by employees on a 1-to-5 scale, where 1 is “strongly disagree” and 5 is “strongly agree.”

Performance Data



Analysis











In 2010, 2011 and 2014, this question was included as part of a more comprehensive employee survey program. In 2016, the question was one of only four questions that employees were asked to give their opinions. Over the last six years, the NapaSan’s actions in recording and retaining institutional knowledge have resulted in an increase in the belief by employees that meaningful efforts are being taken, although it appears that this belief is not strongly held by staff.

EUM Attribute #4

Operational Optimization

This attribute evaluates whether NapaSan ensures ongoing, timely, cost-effective, reliable and sustainable performance improvements in all facets of its operations.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2016	Trend	Page
4. Operational Optimization	1-Electricity Self-Generation			39
	2-Electricity Consumption Efficiency			40
	3-Chemical Consumption			41
	4-Planned Maintenance Ratio-Collections			42
	5-Planned Maintenance Ratio-Treatment Plant			43

EUM Attribute #4

OPERATIONAL OPTIMIZATION

Measurement #4-1

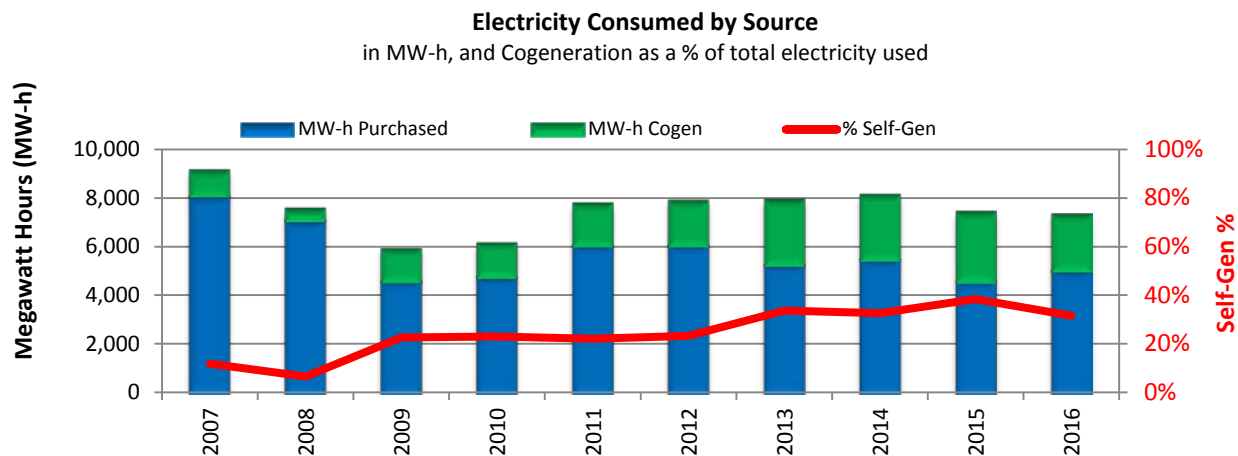
Electricity Self-Generation

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Electricity is one of the largest expenses in the treatment process. The treatment plant uses a cogeneration engine ("Cogen") powered by captured and compressed biogas gas to create electricity. The goal is to generate as much electricity as possible from the Cogen system, to offset purchased electricity. In 2016, the NapaSan's solar array completed constructed, but will not come online until 2017. This chart shows the total megawatt hours of electricity purchased, electricity produced by cogeneration, and the percentage of total electricity that was self-generated.

Performance Data



Analysis

The percent of electricity self-generation dropped in 2016 from about 38% to just over 31%, due primarily to the cogeneration engine being offline for planned major maintenance the last two months of the year. If the cogeneration engine had been online in November and December, the percentage of self-generation would have been over 36% and consistent with recent gains. The total overall usage of electricity has maintained the reduction seen in 2015.

It is expected that the amount of self-generated electricity will increase an additional 25% when the new solar power array comes on line in 2017.

EUM Attribute #4

OPERATIONAL OPTIMIZATION

Measurement #4-2

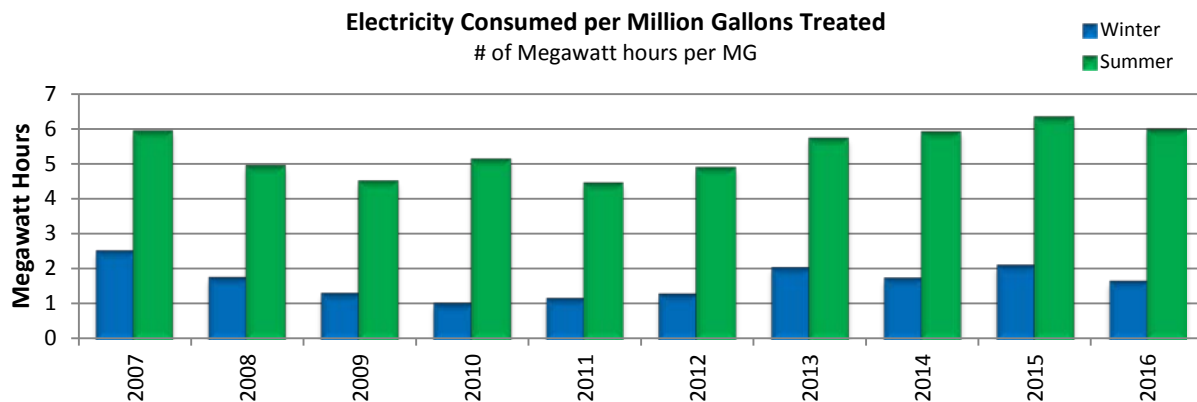
Electricity Consumption Efficiency

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This chart shows overall electricity efficiency by measuring the amount of electricity consumed per million gallons of wastewater effluent. Winter months (November-April) represent wastewater processed and discharged to the river. Summer (May-October) represents wastewater processed to recycled water standards and either sold to customers or applied to spray fields.

Performance Data



Analysis

Electricity consumption per million gallons treated has increased slightly at the plant compared to 2011 and 2012, which may be drought related, as the same amount of solids need to be processed, but with lower flows. With increased rainfall in 2016, the numbers show lower consumption per million gallons treated. The numbers since 2014 also represent a change in treatment technology from prior years as the plant shifted from using flocculating clarifiers to a dissolved air floatation clarifier, a process that uses more electricity to remove algae from pond water. Also new is the creation of two pressure zones in the recycled water pump station that has increased electricity usage. The diffuser replacement project that will be completed in 2017 will help to decrease electricity use in the future.

EUM Attribute #4

OPERATIONAL OPTIMIZATION

Measurement #4-3

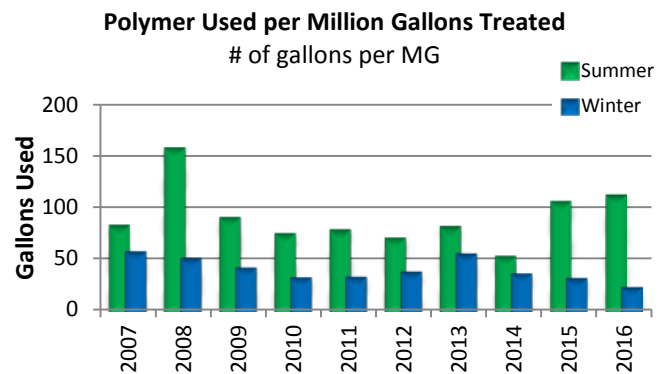
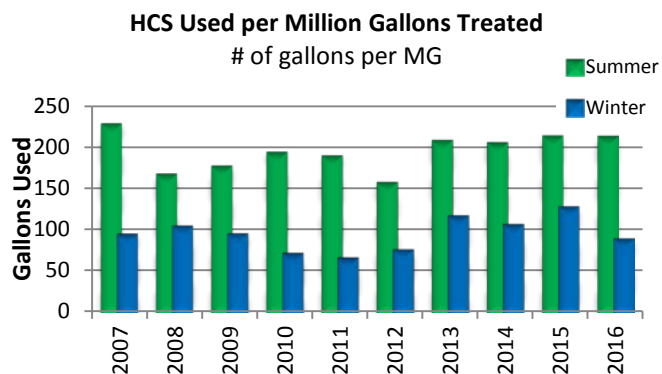
Chemical Consumption

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Chemicals are a significant cost in the wastewater treatment process. Two chemicals specifically make up a majority of the chemical budget – sodium hypochlorite (HCS) and polymer. HCS is used to disinfect water and remove bacteria, while polymer is used to remove suspended solids and to “dewater” biosolids. Usage can fluctuate based on environmental conditions, the amount of wastewater processed and the type of processing (river discharge or recycled water production), so these have been represented using gallons of chemicals per million gallons processed for both the summer and winter seasons.

Performance Data



Analysis

Generally, chemical consumption per million gallons treated has reduced for most chemicals. The increase in HCS in the winter months from 2013 to 2015 may have been drought related, with increased flows in winter 2016 helping to reduce the amount used per MG treated. Polymer use in the summer months has remained high the past two years, as additional polymer has been necessary to remove unusually high levels of blue-green algae from pond water.

EUM Attribute #4

OPERATIONAL OPTIMIZATION

Measurement #4-4

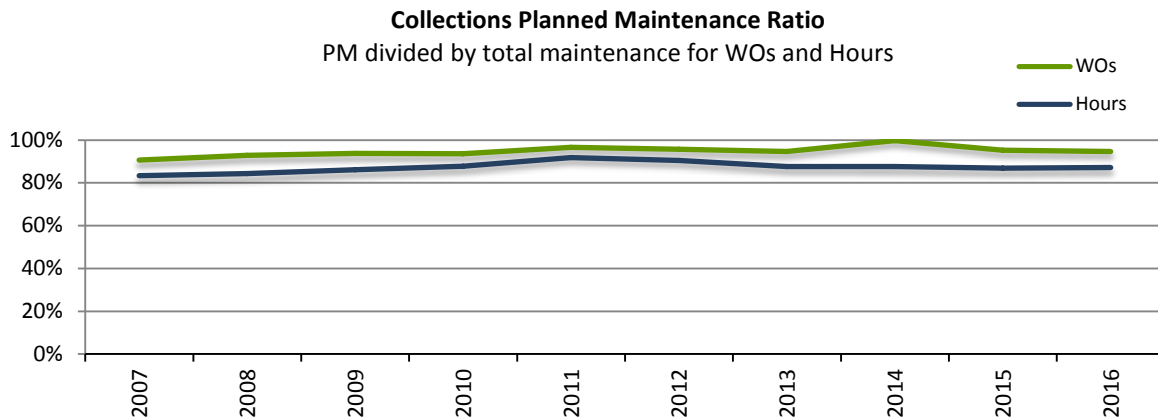
Planned Maintenance Ratio – Collections

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the total number of staff hours spent on planned maintenance in the collection system divided by the total number of hours spent doing any maintenance activity (planned and corrective). Numbers closer to 100% means that the focus is on planned maintenance activities, rather than responding to emergency repairs.

Performance Data



Analysis

The collection system has consistently maintained a very high ratio of planned maintenance to total maintenance, both for the number of work orders and for the number of hours worked.

EUM Attribute #4

OPERATIONAL OPTIMIZATION

Measurement #4-5

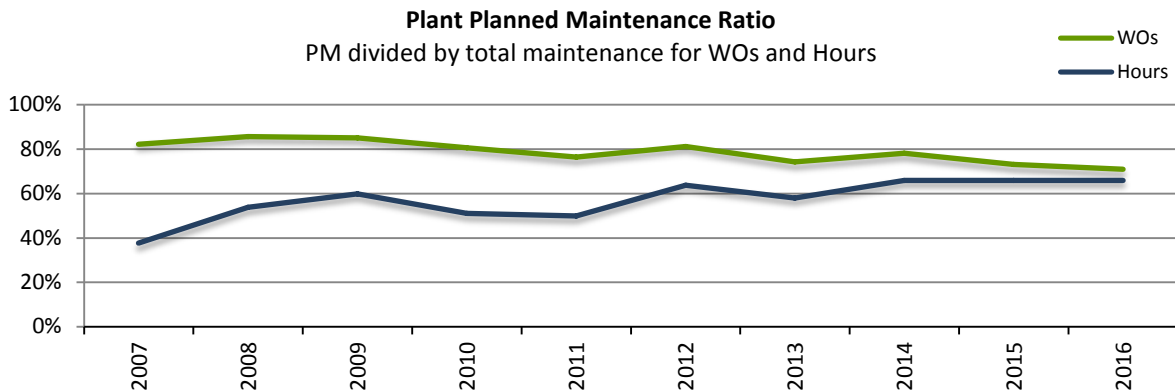
Planned Maintenance Ratio – Treatment Plant

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

There are two numbers here. The first is the percentage of the number of work orders (WOs) assigned to planned maintenance at the treatment plant divided by the total number of WO for any maintenance activity (planned and corrective). The second is the same ratio, but uses the total number of hours worked instead of the number of work orders.

Performance Data



Analysis















The plant has been able to maintain a relatively consistent ratio of work orders, between 75% and 85% on preventive maintenance activities, and 15-25% on corrective maintenance activities. The ratio for hours is lower, as corrective maintenance items tend to take more time to complete than performing preventive maintenance. Overall, there is an upward trend in the number of hours spent doing preventive maintenance.

EUM Attribute #5

Financial Viability

This attribute evaluates whether NapaSan established and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. It evaluates whether NapaSan rates are adequate to recover costs, provides for reserves, maintains support from bond rating agencies, and plans and invests for future needs.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2016	Trend	Page
5. Financial Viability	1-Operating Ratio			47
	2-Current Ratio and Days Cash on Hand			48
	3-Capital Expenses Compared to Operating Expenses			49
	4-Debt Service Coverage Ratio			50
	5-Financial Procedure Integrity			51
	6-Bond Rating			52
	7-Financial Reserves			53

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-1

Operating Ratio

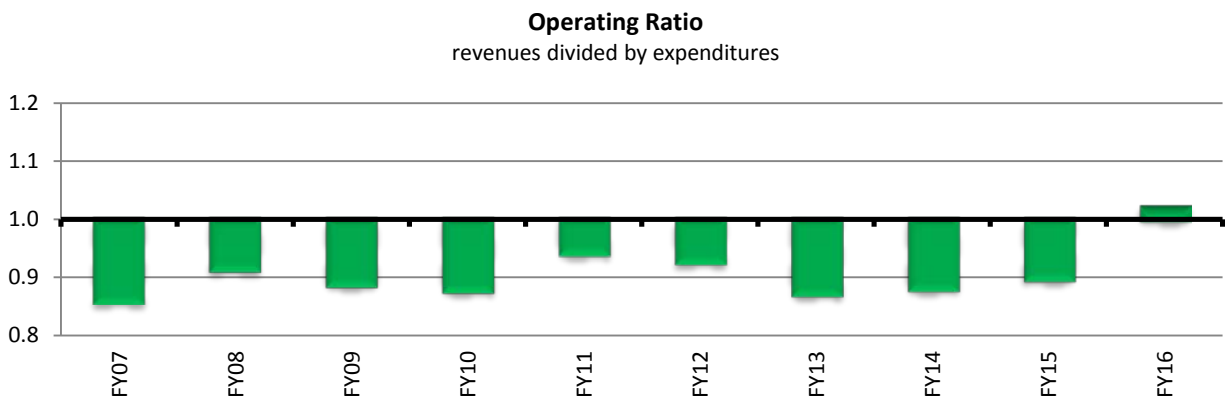
Rating	
Current Year	10-Year Trend
 Satisfactory	 Unsatisfactory

Description

This ratio is total operating revenue (sewer service charges, capacity charges, recycled water sales, etc., but excluding bond or debt proceeds) divided by total operating expenditures (including depreciation and debt service). This ratio shows whether the NapaSan is collecting enough revenue to operate and maintain the sewer and treatment systems at the current level of service, including the regular renewal and replacement of equipment and machinery. A ratio below 1.0 means there is insufficient revenue to cover operating expenses. A ratio above 1.0 means there is additional revenues above the cost of operations that is available for capital projects.

The ratio can fluctuate above and below 1.0, depending on the financial plan for the year, but a long-term trend of expenditures greater than revenues (a ratio of less than 1.0) is problematic and indicative that reserves are being used to finance capital projects and/or the ongoing expenses, and that a course correction is likely.

Performance Data



Analysis

The operating revenue for NapaSan has been insufficient to cover the operating expenses. Typically, debt service is not included in an operating ratio calculation. However, it has been included here because it represents a real obligation that must be covered from ongoing annual revenues. The ratio shows that the NapaSan over the past decade generally has been able to meet its current obligations, but has not had sufficient revenues to pay for the renewal and replacement of all of its assets.

In March 2016, NapaSan set out a plan to increase its sewer service charges by 54% over the next five years, to address the issue of asset renewal and replacement, particularly sewer replacements.

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-2

Current Ratio and Days Cash on Hand

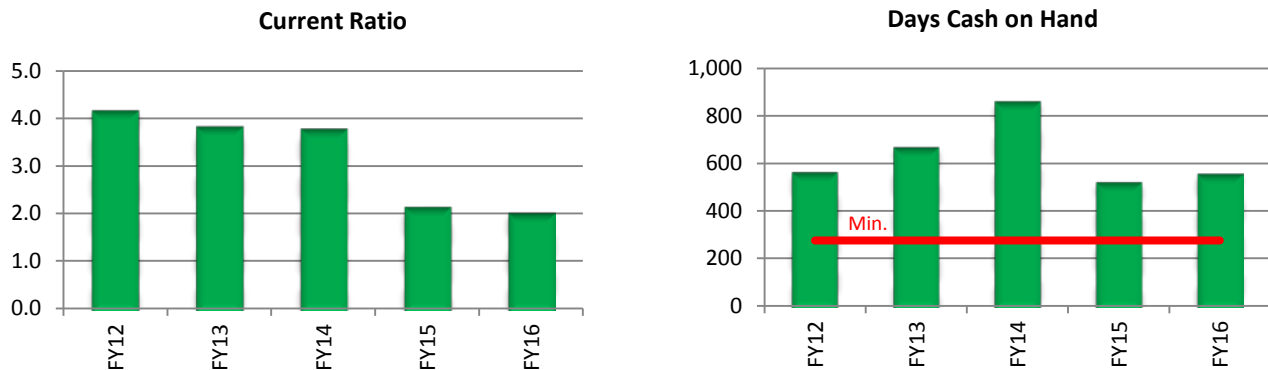
Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

The Current Ratio is a measure of short term liquidity. It is designed to evaluate the NapaSan's ability to pay current bills. The calculation consists of unrestricted current assets, excluding inventory and prepaid items, divided by current liabilities. A number of 1.0 means NapaSan has sufficient current assets to pay for current liabilities. The ratio here is based on assets and liabilities as of June 30.

Days Cash on Hand is a measure of how much cash NapaSan has to pay its operating expenses. It is calculated as the unrestricted cash and investments divided by operating expenses (excluding depreciation and amortization) divided by 365 days. It shows how many days NapaSan could operate before running out of cash. Based on cash flow modeling, NapaSan has a minimum target of 275 Days Cash on Hand.

Performance Data



Analysis

NapaSan needs to maintain a high Current Ratio and high Days Cash on Hand because of the nature of its revenue collection mechanism. While most expenses are spread out throughout the year, the majority of NapaSan's revenues come in only twice a year, in December and April, correspond with residential property tax payments. NapaSan needs to have sufficient current assets at the beginning of the fiscal year to pay for debt service payments due in August and for ongoing operating expenses through December, when it receives in the majority of its revenue. The data above shows that NapaSan has sufficient current assets to maintain the necessary Current Ratio and high Days Cash on Hand.

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-3

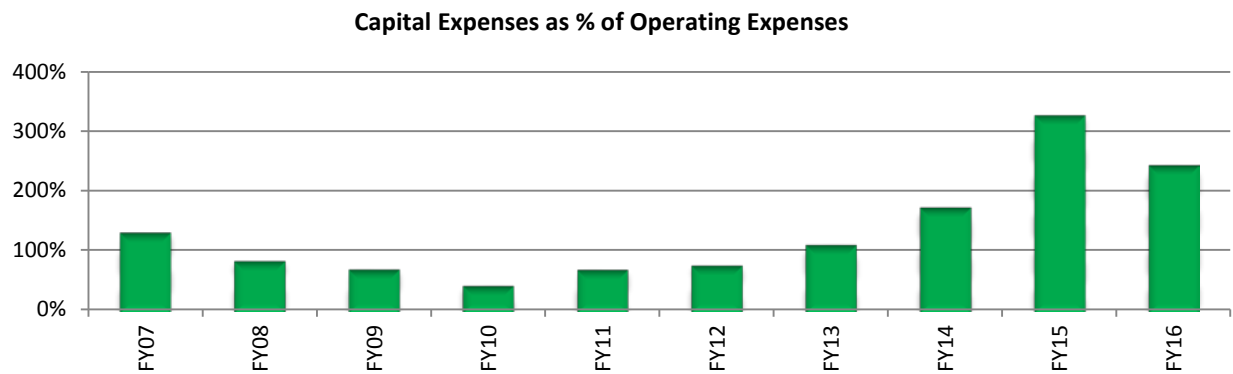
Capital Expenses Compared to Operating Expenses

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Capital expenses as a percentage of operating expenses (less depreciation) is a measure that has meaning only when compared against itself over time, or compared to other similar agencies. An upward trend is indicative of an expansion period or a period focused on renewal and replacement of capital assets, while a downward trend is indicative of decreased growth or less investment in system renewal and replacement.

Performance Data



Analysis

More study is necessary to determine what an appropriate “baseline” or “target” number should be. Much of FY15 and FY16 capital expenses were bond-funded projects and the construction the MST and LCWD recycled water projects that were financed by other agencies. The higher percentage in FY16 was expected, and will be impacted downward in future years as the LCWD, MST and bond-funded projects are completed, and upward as the Browns Valley Road Sewer Interceptor begins construction and NapaSan invests additional resources into sewer rehabilitation.

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-4

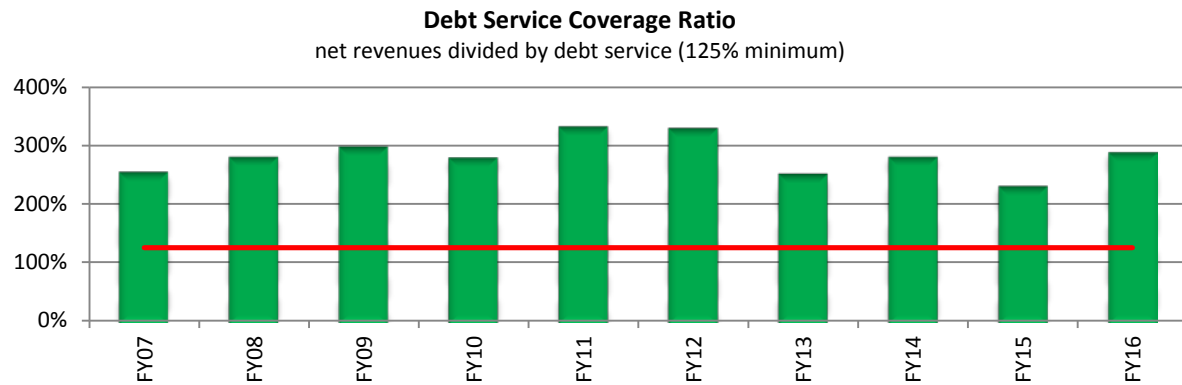
Debt Service Coverage Ratio

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan is required by its debt covenants and financial policies to maintain a debt service coverage ratio of at least 1.25, or 125%. The calculation is made by adding all revenue sources and subtracting all operating expenses (excluding depreciation) to get net revenue. The net revenue (green bars) must be more than 125% (red line) of the sum of all debt service payments.

Performance Data



Analysis

NapaSan has consistently maintained a debt service coverage ratio higher than the 125% minimum requirement. This number is evaluated during each budget development and adoption process to ensure that this covenant is maintained. With the issuance of new debt, the ratio decreased in recent years. The ratio should stay steady and increase gradually until debt is again issued for future capital projects.

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-5

Financial Procedure Integrity

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

These are questions that gauge the presence of “best practices” and internal processes to ensure a high level of financial management integrity.

Performance Data & Analysis

- **Does NapaSan have financial accounting policies and procedures? (Y/N)**

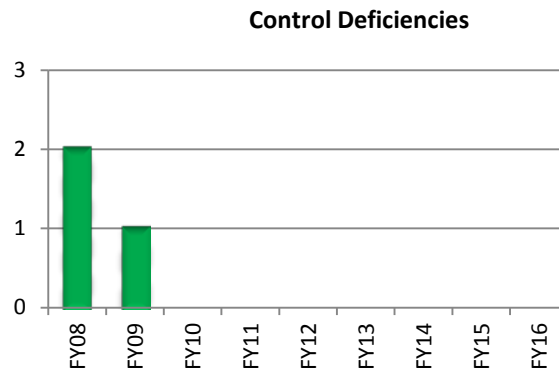
Yes. Comprehensive policies were adopted in February 2007, and revised and updated in May 2010 and May 2012. They are also anticipated to be updated again in February 2017.

- **Are the financial results and internal controls of NapaSan audited annually? (Y/N)**

Yes. NapaSan is required to conduct an annual audit both by its bond covenants and by its accounting policies.

- **Have the number of control deficiencies and material weaknesses been reduced from previous audits? (Y/N)**

Yes. The number of control deficiencies noted by the financial auditors in their management letters has decreased from two in FY08 to one in FY09 and none in the last seven fiscal years.



EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-6

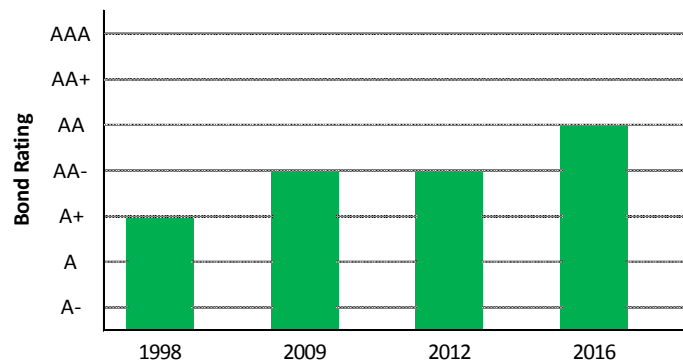
Bond Rating

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Bond ratings are a general indicator of financial viability; however the rating is not entirely in NapaSan's control as ratings also take into consideration the condition of the local economy and the condition of the capital markets. A higher bond rating is desirable and can be viewed as one of several factors of financial health.

Performance Data



Analysis

When NapaSan refinanced most of its long term debt in 2009, Standard & Poor's upgraded the rating from "A+" to "AA-" for its fixed rate revenue bonds. In December 2012, S&P confirmed the rating of "AA-/Stable Outlook" for the issuance of new long term debt.

Standard & Poor's regularly evaluates NapaSan's financial position and updates its ratings for the existing debt. The most recent evaluation was completed in 2016, with an upgrade of the existing 2012 Certificates of Participation (COPs) from "AA-" to "AA" with a "stable" outlook.

"AA" rating means that NapaSan's debt is considered "High Grade/High Quality" in the bond market.

EUM Attribute #5

FINANCIAL VIABILITY

Measurement #5-7

Financial Reserves

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

NapaSan maintains several reserves in accordance with financial policies and in support of its overall financial health.

Performance Data

- **Does NapaSan maintain an adequate Operating Reserve?**
NapaSan maintains an Operating Reserve that is equal to 15% of annual operating expenses. This revenue serves to assist the District during emergencies and other events where additional cash may be necessary. This reserve is fully funded.
- **Does NapaSan maintain an adequate Cash Flow Reserve?**
NapaSan maintains a cash flow reserve sized so that on July 1 of every year, there is enough cash to cover all operating expenses, including debt service, until mid-December, when sewer service charge revenues are remitted to the District from the County Assessor's office. This reserve is fully funded.
- **Does NapaSan maintain a rate stabilization reserve to sustain operations during cycles of revenue fluctuation, in addition to operating reserves?**
Reserves for rate stabilization and revenue fluctuation are not necessary at this time. The Operating Reserves functions to cover this need. Rate stabilization is not an issue given the current method of collecting sewer service charges as a flat rate on residential customers.

Analysis



















Sewer service charges constitute about 85% of operating revenues, with the significant majority of that revenue coming from residential customers. SSCs are collected as an assessment on the property tax statements, and the majority of rate revenue is based on fixed charges, not on consumption. These structural factors combine to provide adequate revenue stability. The operating and cash flow reserves, as established in NapaSan's financial policies, are fully funded and sufficient to cover timing fluctuations in revenue collection without impacting operational readiness.

EUM Attribute #6

Infrastructure Stability

This attribute evaluates the condition of and costs associated with critical infrastructure assets, whether assets are maintained over the long term at the lowest possible life-cycle cost and at acceptable risk consistent with customer, community and regulator-supported service levels, and consistent with anticipated growth and system reliability goals. It evaluates whether asset repair, rehabilitation and replacement efforts are adequate to meet long-term sustainability goals.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure



Attribute	Measurement	2016	Trend	Page
6. Infrastructure Stability	1-Asset Inventory			57
	2-Renewal & Replacement of Assets			58
	3-Sewer Main Condition Assessment			59
	4-Sewer Main Line Cleaning			60
	5-Food Service Establishment Inspections			61
	6-Sewer Main Renewal and Replacement			62
	7-Lower Sewer Lateral Renewal and Replacement			63
	8-Sewer Partial or Total Collapse Rate			64
	9-Recycled Water Service Availability			65

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-1

Asset Inventory

Rating	
Current Year	10-Year Trend
 Watch	 Watch

Description

This is the percent of NapaSan's critical assets that have been inventoried within the past 5-10 years.

Performance Data

Inventory is maintained with 2 asset management systems – one for Collections (Hansen) and one for the plant (MP2). Both systems track assets and condition assessments.

Analysis

NapaSan has not conducted a physical inventory of its assets in the past 5 years, although there are several systems that keep inventory of most of the assets. The Hansen database is updated regularly as repair work and condition assessment CATV work is completed. The MP2 database is populated with major assets, but still needs to be completed. All capital assets are also tracked in the Fixed Asset database used for financial reporting.

This functional area will improve as NapaSan implements its Asset Management Program.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-2

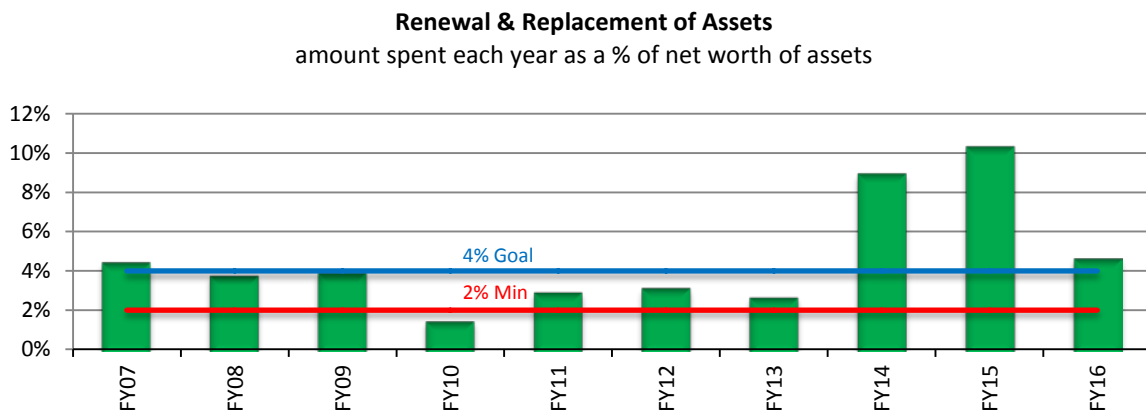
Renewal & Replacement of Assets

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This graph shows the amount actually spent toward the renewal or replacement of capital assets divided by the total net worth of assets, shown as a percent.

Performance Data



Analysis



NapaSan strives to replace at least 2% and preferably 4% of the value of its assets, on average, annually, although this is not necessarily the best measure to determine whether the District is investing sufficiently in asset replacement and rehabilitation. The ratio was up in FY14 through FY16 due to replacement of the Influent Pump Station, and is anticipated to stay at or above the goal into FY17 and beyond, as NapaSan continues to invest in replacement and rehabilitation of its sewer system.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-3

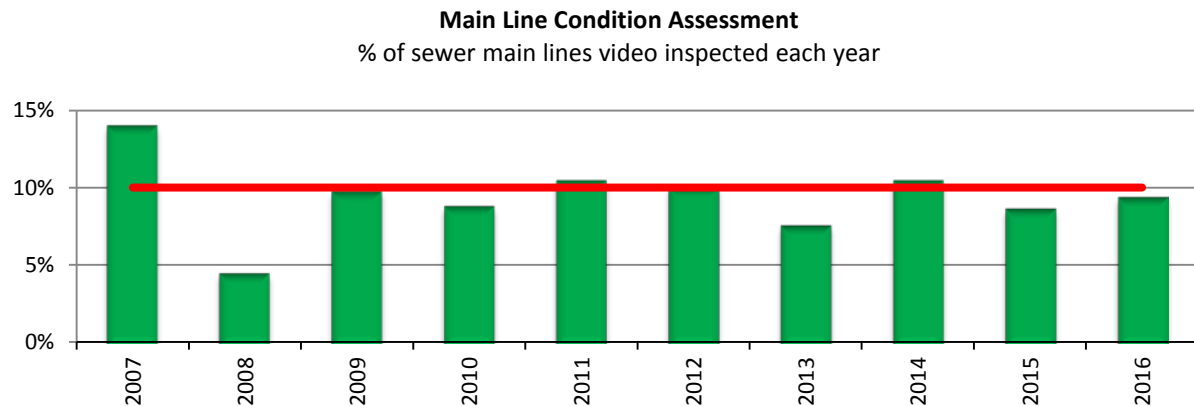
Sewer Main Condition Assessment

Rating	
Current Year	10-Year Trend
 Watch	 Satisfactory

Description

This graph shows the percent of sewer main lines that are video inspected each year and assessed for condition and maintenance problems.

Performance Data



Analysis

NapaSan has consistently met or come close to its goal of 10% annually. The 2013, 2015 and 2016 drops in assessments were due to fewer people than usual (injuries and position vacancies) able to complete this task. In 2015, there was also additional effort put toward system repairs (lateral and manhole repairs and replacements) in specific areas to keep ahead of the City's road paving schedule, which pulled staff away from this activity.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-4

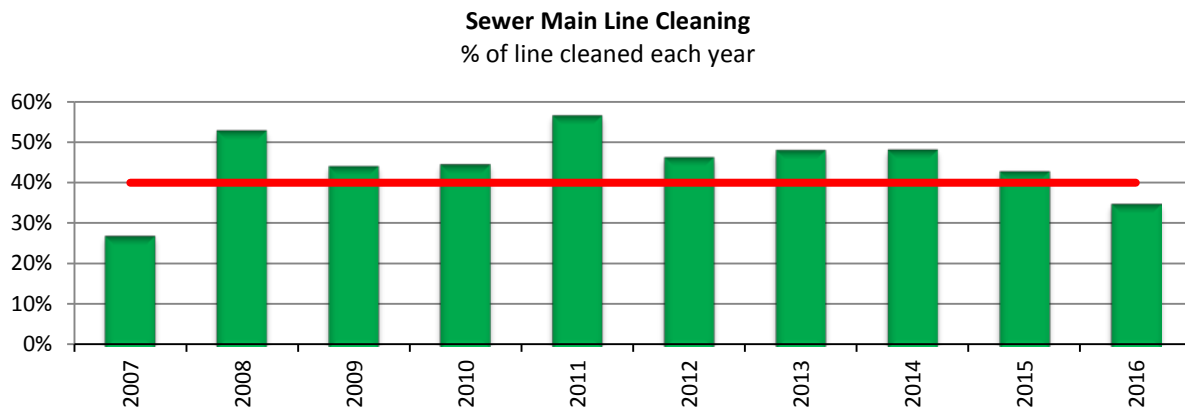
Sewer Main Line Cleaning

Rating	
Current Year	10-Year Trend
 Unsatisfactory	 Satisfactory

Description

This chart shows the percentage of sewer main lines cleaned during the year, compared to the NapaSan's goal of 40% cleaned annually.

Performance Data



Analysis

Over the past decade, NapaSan has increased its efforts in preventive maintenance and cleaning of sewer mains, with the goal of cleaning the equivalent of 40% of its sewer mains every year. In 2016, NapaSan did not meet this goal because of staffing vacancies. Over the last ten years, the trend and results remain satisfactory.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-5

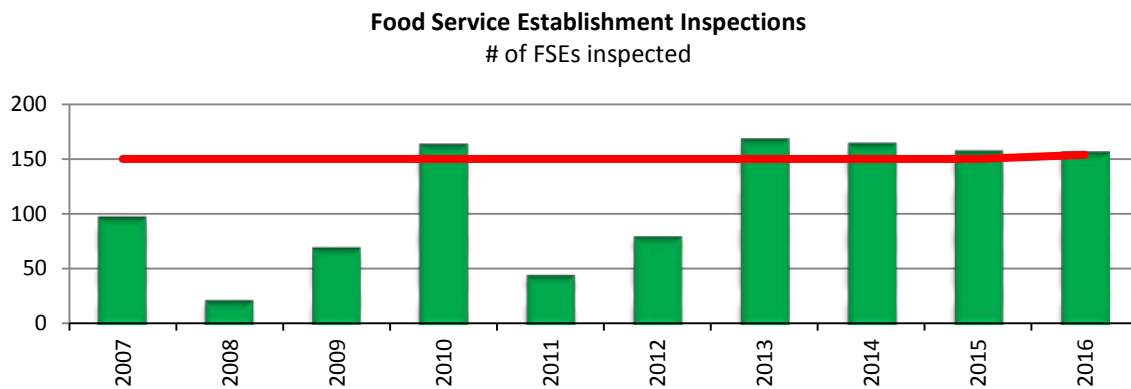
Food Service Establishment Inspections

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Inspections ensure that restaurants and other Food Service Establishments (FSEs) are properly maintaining their grease interceptors and following Best Management Practices. Properly maintaining this equipment results in fewer corrective maintenance problems in the collections system. The goal is to inspect high risk FSEs more frequently than low risk FSEs, with a total inspection goal of at least 150 inspections annually. The overall objective is to reduce the number of severity of overflows caused by fats, oil and grease (FOG).

Performance Data



Analysis

In 2011, the Board adopted new Best Management Practices (BMPs) for fats, oil and grease management by food service establishments (FSEs). In 2012, the District increased its inspections for compliance with the District's Sewer Use Ordinance and with the BMPs. With concerted effort applied in this area, every restaurant with a grease trap or interceptor was inspected in the last four years.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-6

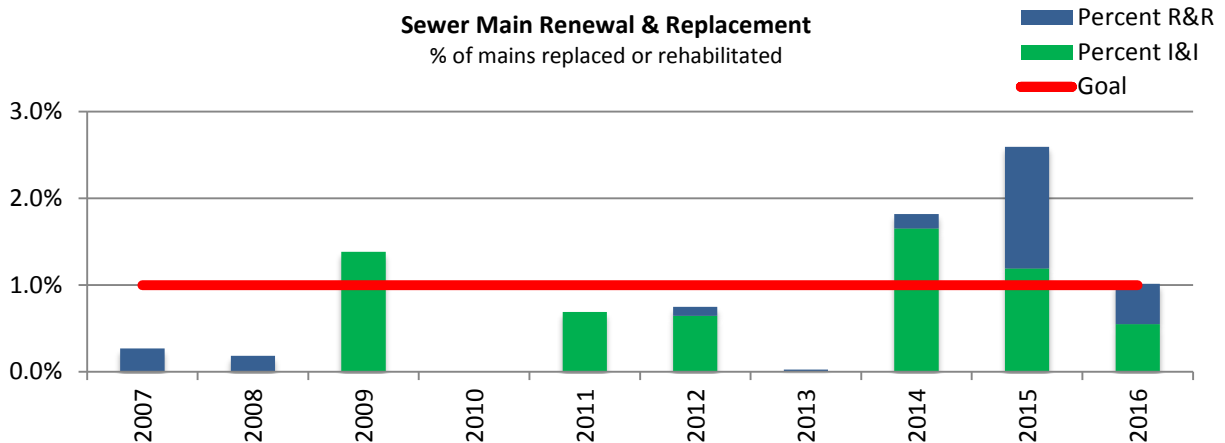
Sewer Main Renewal & Replacement

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Description

This graph shows the percent of sewer mains maintained by NapaSan that have been replaced or rehabilitated annually. Inflow and infiltration (I&I) projects are predominantly lining projects designed to decrease stormwater and groundwater intrusion into the sewer pipes. Rehabilitation and replacement (R&R) projects line or replace sewer pipes based on condition assessment showing them to be deteriorating and losing structural integrity.

Performance Data



Analysis

NapaSan records the mains as being replaced or rehabilitated only at the end of a capital project, accounting for some years not showing activity. NapaSan has met its 1% target in the past three years, but has not reached this goal consistently over the past ten years. NapaSan has set future targets to increase the total replacement goal over the next five years to 2%.

Replacement Goal	
Year	Goal
2016	1.0%
2017	1.3%
2018	1.3%
2019	1.3%
2020	2.0%
2021	2.0%

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-7

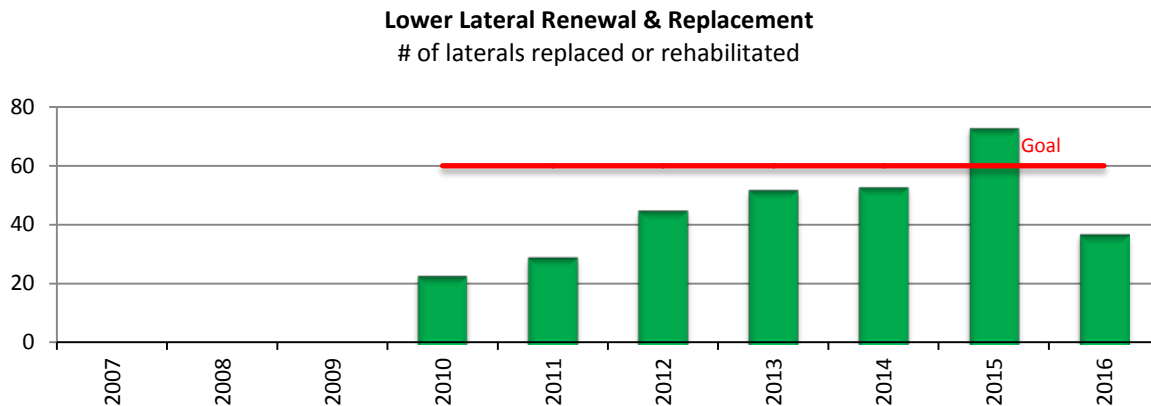
Lower Sewer Lateral Renewal & Replacement

Rating	
Current Year	10-Year Trend
 Unsatisfactory	 Satisfactory

Description

This graph shows the number of lower sewer laterals maintained by NapaSan that have been replaced annually by the Collection Department, understanding that lower laterals are also replaced when sewer mains are replaced as part of capital improvement projects. The aspirational goal is for the Collection Department to rehabilitate or replace at least 60 lower laterals annually.

Performance Data



Analysis

NapaSan started keeping track of this metric in 2010 when it purchased the ability to line lower laterals itself, rather than contracting out. NapaSan has established an aspirational goal of rehabilitating or replacing 60 lower laterals annually, and has been making steady progress toward meeting the goal by developing new methods for preparing for the implementing lining projects. In 2016, the department had limited staffing to devote to this activity due to staffing vacancies. Those vacancies have since been filled.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-8

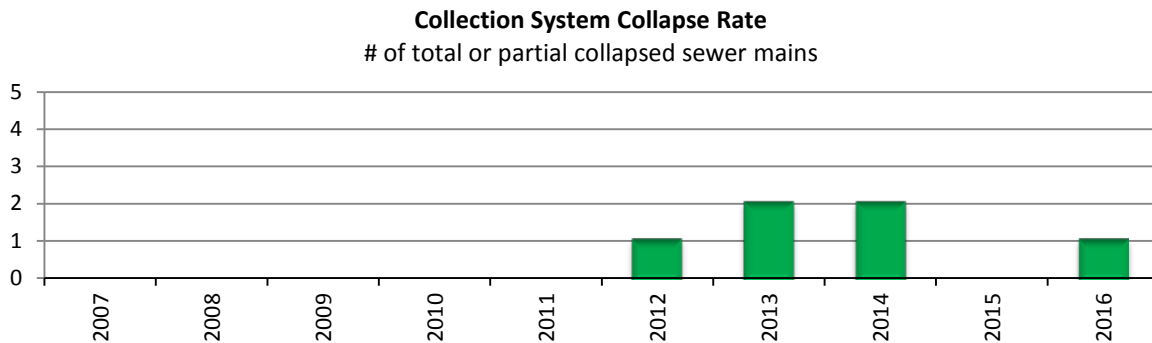
Sewer Partial or Total Collapse Rate

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

A sewer collapse is when a portion of sewer pipe warps or deflects in a way where the pipe itself obstructs sewer flow, as opposed to a blockage caused by sediment, grease, roots or some other foreign object.

Performance Data



Analysis

There have been only a handful of repairs in the past 10 years that were required because of collapsed sewer pipe. There was one collapse in 2016, on Young Avenue, resulting in an open cut repair and replacement.

EUM Attribute #6

INFRASTRUCTURE STABILITY

Measurement #6-9

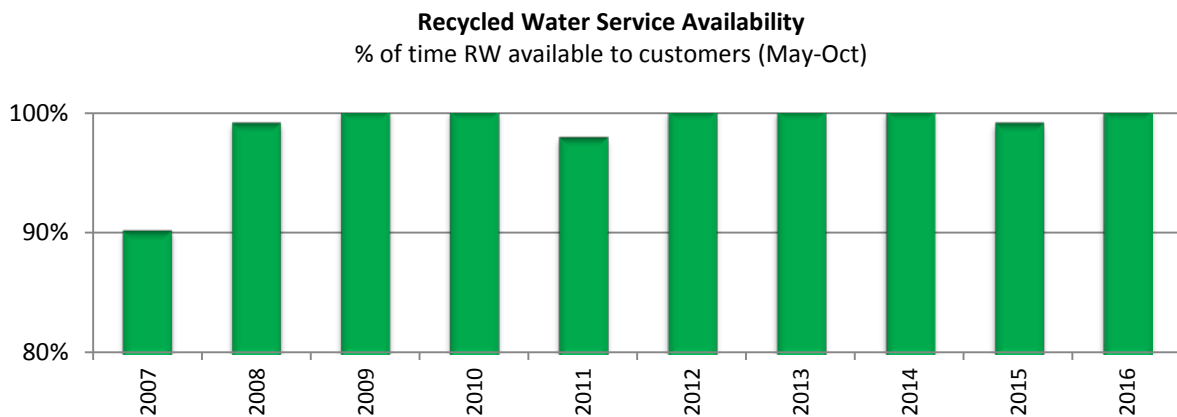
Recycled Water Service Availability

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the percentage of days from May 1 through October 31 that there is no interruption in recycled water delivery.

Performance Data



Analysis

In 2007, the system was down for 10% of the days between May 1 and October 31. The availability increased to 99% the following year, with the next two years at 100% availability during these dates. In 2011, the system was down for 4 days to repair a leak in a recycled water main line, and down for two days in 2015. All other years have seen 100% recycled water service availability.

EUM Attribute #7

Operational Resiliency

This attribute evaluates whether NapaSan leadership and staff work together to anticipate and avoid problems, whether they proactively identify, assess, establish tolerance levels for, and effectively manage a full range of business risks (including legal, regulatory, financial, environmental, safety, security, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.

- ★ Satisfactory
- ◆ Watch
- ▲ Unsatisfactory
- ⊘ No Measure



Attribute	Measurement	2016	Trend	Page
7. Operational Resiliency	1-Total Recordable Incident Rate	◆	★	69
	2-Vehicle Accident Rate	◆	◆	70
	3-Lost Time Hours	★	★	71
	4-Insurance Claims	◆	◆	72
	5-Experience Modification (XMOD) Rate	★	★	73
	6-Emergency Response Plans	★	★	74
	7-Uptime for Cogeneration Engine	★	★	75
	8-Uptime for Pumps at Pump Stations	★	⊘	76
	9-Resiliency Under Emergency Conditions: Power	★	★	77
	10-Resiliency Under Emergency Conditions: Staff	★	★	78
	11-Treatment Plant Capacity	★	★	79

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-1

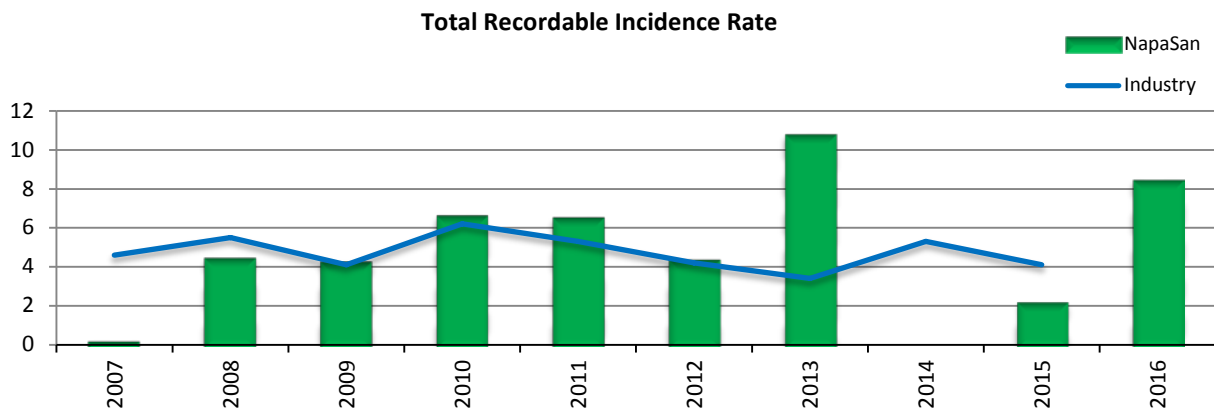
Total Recordable Incidence Rate

Rating	
Current Year	10-Year Trend
 Watch	 Satisfactory

Description

This is the number of work-related injuries and illnesses times 200,000 divided by the number of employee hours worked. This is a standard formula used by OSHA to normalize data. The 200,000 represents 100 employees working 40 hours per week, 50 weeks per year, and provides for the comparability of incidence rates.

Performance Data



Analysis



NapaSan is compared here to the “Utility: Water, Sewage and Other Systems” industry category as reported by the U.S. Bureau of Labor Statistics. Over the past 10 years, NapaSan’s incidence rate has generally been lower or comparable to the national average, with the exception of 2013. While the 2016 national data is not available, it is likely that 2016 is higher than the national average. The annual number is rated as “watch,” but the overall 10-year trend is positive as compared to the national average.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-2

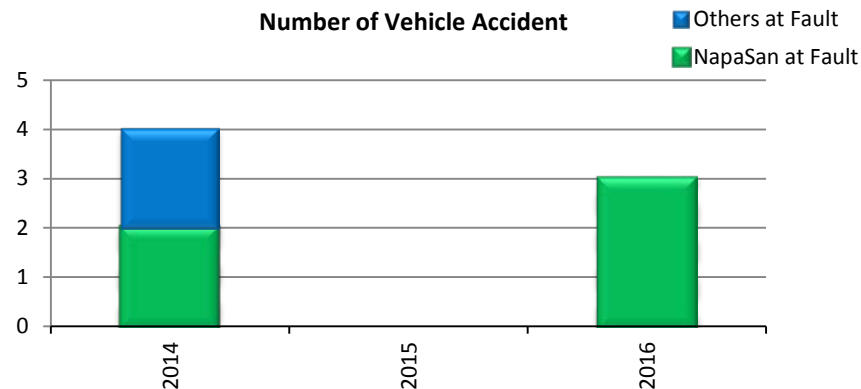
Vehicle Accident Rate

Rating	
Current Year	3-Year Trend
 Watch	 Watch

Description

This measure evaluates the number of vehicle accidents involving NapaSan vehicles that resulted in an insurance claim by either party involved. The data is divided into accidents where a NapaSan employee was at fault, and accidents where others were at fault, based on the incident investigation. A goal of zero “NapaSan at Fault” accidents is the goal, but a determination of what level would be acceptable has not been made.

Performance Data



Analysis

NapaSan has compiled this data back to 2014. There were 2 vehicle accidents in 2014, no vehicle accidents in 2015, and three vehicle accidents in 2016 where a NapaSan employee was at fault for the accident. There is insufficient data to determine a trend for this measure, and a determination of what is acceptable or unacceptable has not yet been made. Therefore, a rating of “watch” has been provided to this measure.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-3

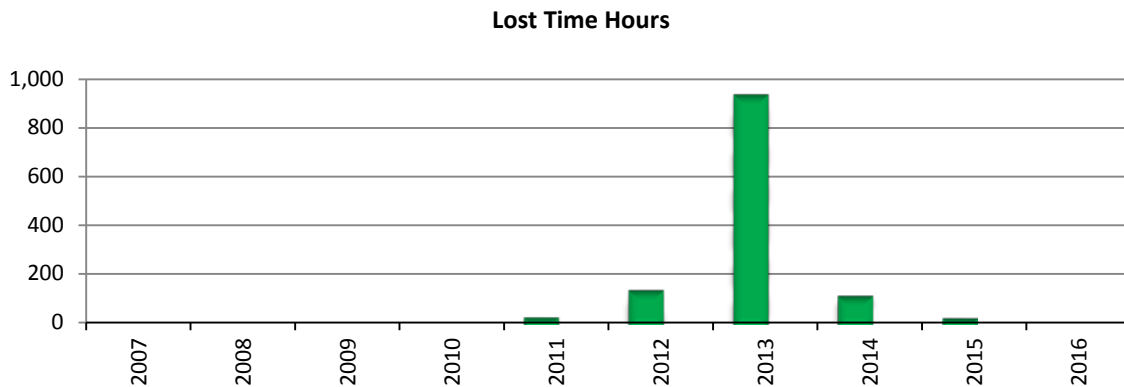
Lost Time Hours

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Description

This is the number of hours that a worker could not work due to a work-related injury or illness. Lost time begins to accrue once an employee misses one full day of work.

Performance Data



Analysis



NapaSan did not have a lost time accident from 2005 through 2010. The District continues to have exceptionally low lost time due to workplace injury or illness. In 2012, there was 1 lost time injury. The 2012 injury resulted in significant lost time in 2013. The 2014 hours are related to the same injury in 2012. While the increases from 2012 to 2014 appear to be significant, the fact that they are related to one incident in 2012 has a mitigating impact on the rating. In 2015, there was one injury resulting in 8 hours of lost time and in 2016, there were no loss time accidents.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-4

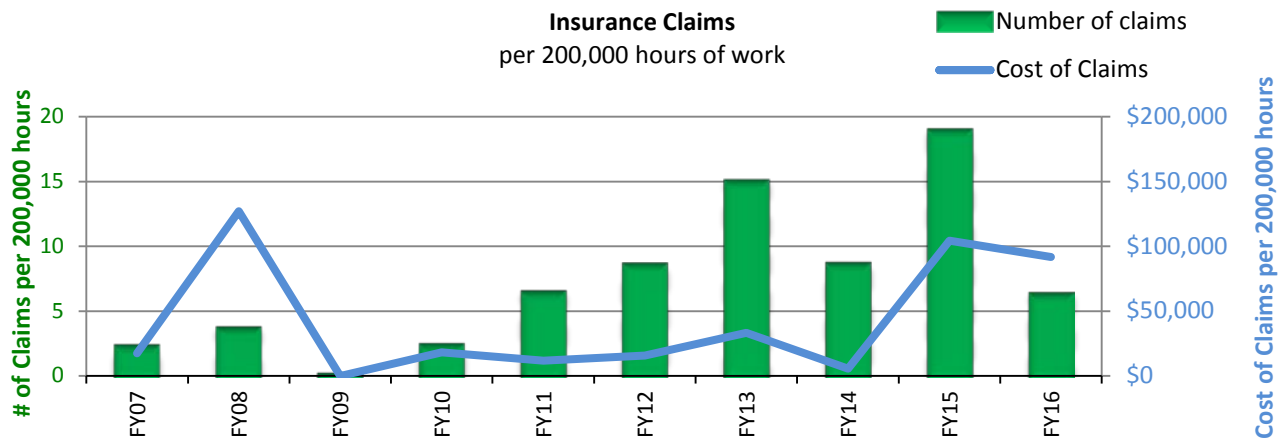
Insurance Claims

Rating	
Current Year	10-Year Trend
 Watch	 Watch

Description

This is the number of and total amount paid out for general liability and automobile liability claims per 200,000 hours worked (the equivalent of 100 employees working one year). It is a standard practice to convert claims in this way to allow for comparison across organizations and industries, as it normalizes the data so that small and large organizations can be compared on an equal basis.

Performance Data



Analysis

After a period of relatively constant and low rates of insurance claims per year, NapaSan has seen a significant increase in the past several years, from one claim in 2010 to seven claims in 2013 and nine in 2015. Claims have reduced in 2016, which is an improvement over prior years, but the average amount per claim remains higher than preferred.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-5

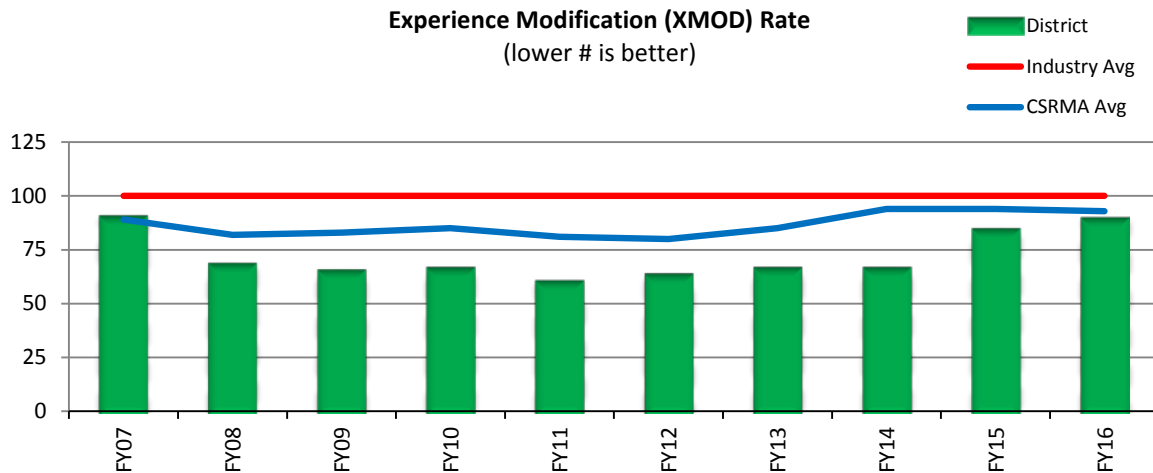
Experience Modification (XMOD) Rate

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the rate used by the workers compensation insurance company to determine NapaSan's workers compensation experience. One hundred is considered the industry average. Numbers over 100 mean that NapaSan has more claims than the industry average, while numbers below 100 are better than the average. CSRMA is the insurance pool NapaSan is in for Workers' Compensation claims and includes only sanitation districts in the state of California.

Performance Data



Analysis

Through the implementation of several safety programs at NapaSan, NapaSan's XMOD rate has remained lower than the industry average and the Worker's Comp insurance pool representing similar facilities in California. The slight increase in FY15 and FY16 is primarily the result of lost time from two incidents in 2013, as the impacts of these incidents on the XMOD is delayed and smoothed over three years.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-6

Emergency Response Plans

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Are Emergency Response Plans in place for the following? (Y/N)

Performance Data

- **Treatment Plant:** Yes
- **Lift Stations:** Yes
- **Collections:** Yes
- **Administration:** Yes

Analysis

Emergency Response Plans for the plant and lift stations are in place, and are trained and practiced regularly. The Collection System staff has plans and equipment for system bypasses, and conducts training on this equipment regularly.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-7

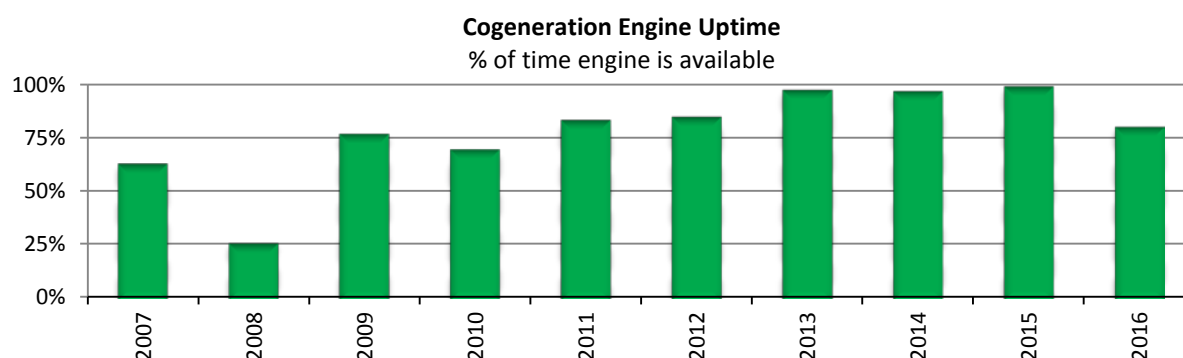
Uptime for Cogeneration Engine

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

The cogeneration engine ("Cogen") is critical equipment to reduce purchased electricity demand. The use of this equipment also reduced the need to operate the boiler. Increased boiler operation would require extensive and costly upgrades to the boiler to meet air quality standards.

Performance Data



Analysis

Since 2009, NapaSan has maintained the Cogen at an optimal level to provide for significant uptime. With increased FOG (fats, oils and grease) deliveries at the FOG receiving station in recent years, more biogas has been produced allowing for even greater operating efficiencies for the Cogen unit. The Dystor membrane over the day storage tank was damaged in late 2014, but staff was able to continue to capture biogas for use in producing energy.

In 2016, the Cogen unit was out of service for November and December for planned major maintenance. Absent the planned shutdown, the engine uptime was satisfactory.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-8

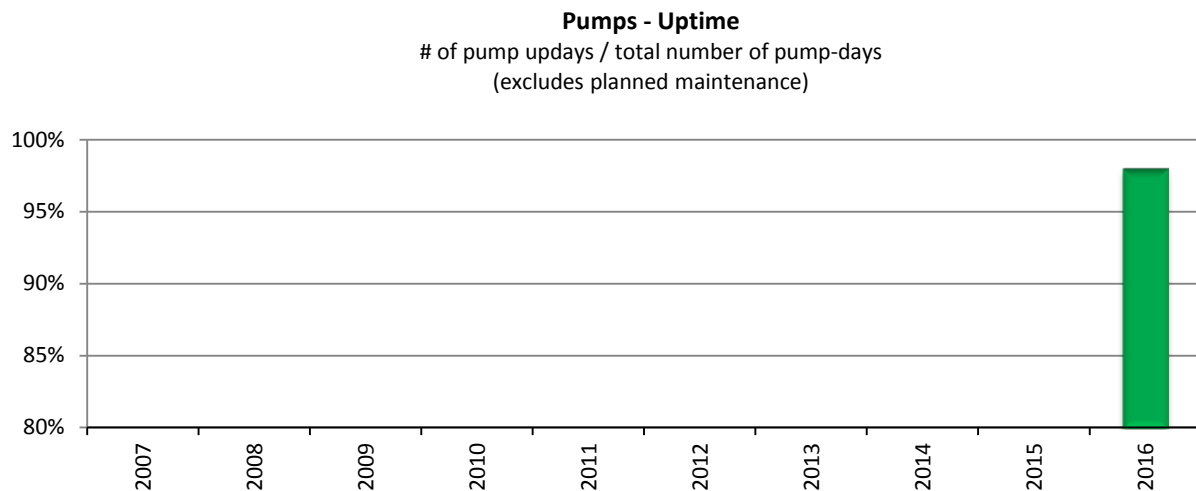
Uptime for Pumps at Pump Stations

Rating	
Current Year	10-Year Trend
 Satisfactory	 No data

Description

There are currently 28 major pumps maintained. Nine are in collection system pump stations, 12 are involved in treatment, and 7 are used in recycled water distribution. These pumps represent the major backbone of infrastructure needed to collect, treat and reuse wastewater. Each pump station has multiple pumps for redundancy, as an engineered mitigating measure to increase resiliency. The regular maintenance of the pumps is also a mitigating action taken by NapaSan to increase resiliency. This metric looks at the unplanned maintenance on these pumps as a measure of NapaSan's maintenance activity's impact on pump resiliency.

Performance Data



Analysis

2016 is the first year that this data has been calculated and reported in total for the 28 major pumps in the system. There is an average 98% uptime for these pumps in 2016. Because of the lack of historical data, it is not feasible to determine a trend rating at this time.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-9

Operational Resiliency under Emergency Conditions – Power

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is the number of hours that backup power is available at the treatment plant (including the Influent Pump Station) and at the other three pump stations in the collections system.

Performance Data

Treatment Plant	23.5 hours
West Napa PS	20.5 hours
Riverpark PS	40.0 hours
Stonecrest PS	47.5 hours

Analysis

These times indicate how long the facilities could operate during peak pumping without electricity from the grid and without additional deliveries of diesel fuel for the generators. During power outages longer than 20 hours, staff would be required to refuel the generator at West Napa Pump Station.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-10

Operational Resiliency under Emergency Conditions – Staff

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This is a measure of the ability for backup staff to cover critical operations and maintenance positions.

Performance Data

- **Collections:** All collection system workers are cross trained on tasks and equipment. Regular tasks are rotated to ensure continued familiarity with all tasks during emergency events. Of the ten field workers, seven are on the standby rotation.
- **Plant Operations, Maintenance and Laboratory:** All critical staff positions have backup staff trained to complete all required tasks of that position, and supervisors are trained to complete all tasks within their work unit. The Plant Manager position has limited coverage by the Operations Supervisor.
- **Critical Positions:** For the most critical positions where this is no redundancy in employee coverage, plans have been developed that include instructions on how to perform time-sensitive or regulatory-required activities, including phone numbers of those who could help someone perform the tasks. All critical tasks have assigned backup personnel, and all backups have been trained on necessary procedures.

Analysis

There is significant cross training for critical operations and maintenance positions to ensure adequate coverage with the appropriate skills, experiences and certifications.

EUM Attribute #7

OPERATIONAL RESILIENCY

Measurement #7-11

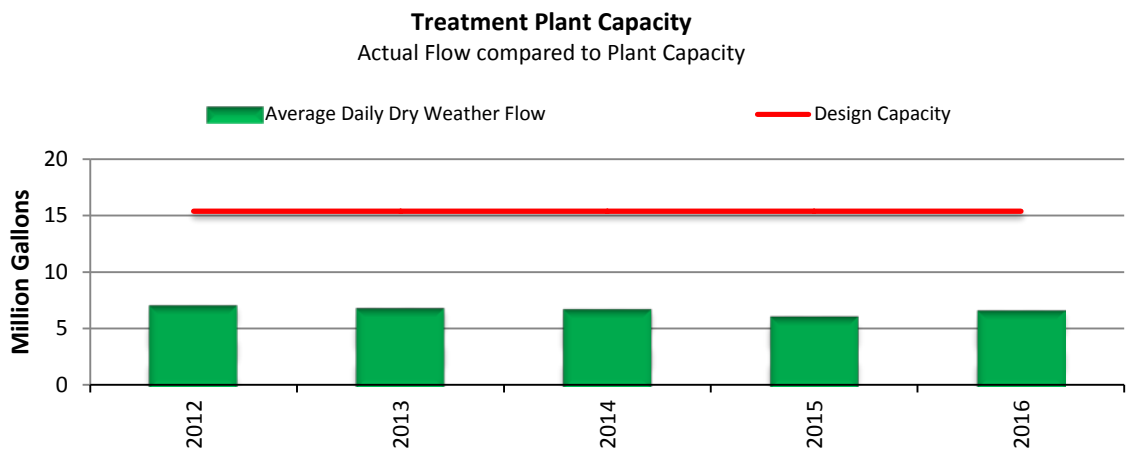
Treatment Plant Capacity

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This measure evaluates the available treatment capacity in the treatment plant. NapaSan needs to maintain treatment capacity for future development. As flow increases, it is necessary to invest in capital projects to expand the treatment capacity. (Note that flow is only one component to evaluate when determining treatment capacity.)

Performance Data



Analysis



















The flow into the plant has remained steady for several years. Even with growth in the community, the average daily dry weather flow has remained constant or even dropped slightly, due primarily to water conservation activities. There is sufficient treatment capacity at the plant to accommodate growth in the next several years.

EUM Attribute #8

Community Sustainability

This attribute evaluates whether NapaSan is explicitly cognizant of and attentive to the impact its decisions have on current and long-term future community and environmental health and welfare.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2016	Trend	Page
8. Community Sustainability	1-Watershed-based Infrastructure Planning			83
	2-Green Infrastructure – Programs			84
	3-Green Infrastructure – New Infrastructure			85
	4-Greenhouse Gas Emissions – Purchased Energy			86
	5-Digester Gas Beneficial Reuse			87
	6-Recycled Water Beneficial Reuse			88
	7-Biosolids Beneficial Reuse			89
	8-Sewer Service Charges - Affordability			90
	9-Low Income Billing Assistance			91

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-1

Watershed-based Infrastructure Planning

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This measure addresses NapaSan's efforts to consider watershed-based approaches when making management decisions affecting infrastructure planning and investment options.

Performance Data

- Does the utility employ alternative, watershed-based approaches to align infrastructure decisions with overall watershed goals and potentially reduce infrastructure costs? (Y/N)

Yes.

Analysis

NapaSan is investing in recycled water infrastructure greater than is necessary to meet the current needs of its ratepayers to avoid summer river discharge. This infrastructure has been directed toward locations within the watershed that are at risk of significant groundwater depletion, so that recycled water can offset the overdraft in these groundwater deficient areas.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-2

Green Infrastructure - Programs

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

“Green infrastructure” includes both the built and natural/non-built environment. This measure assesses the extent to which NapaSan promotes or engages in practices that protect natural resources and the environment in its community programs.

Performance Data

- Has NapaSan explored green infrastructure approaches and opportunities that are aligned with the District’s mandate, goals and objectives and community interests? (Y/N)

Yes.

Analysis

NapaSan has implemented the following programs or practices:

- Recycled Water Delivery – sold to customers to offset the use of groundwater or city-provided potable water for irrigation.
- Toilet Rebate Program – to promote reduced potable water consumption.
- Clothes Washer Rebate Program – to encourage consumers to purchase appliances that use less potable water.
- Regional Trails Support – work cooperatively with regional trail designers and advocates to connect a non-motorized multi-modal trail segment adjacent to the treatment plant.
- Pharmaceutical Disposal Program – works with local clinics to encourage proper disposal of medications.
- Fats, Oils and Grease (FOG) Receiving Station – accept grease from food service establishment grease interceptors, reducing the need to truck this waste to Oakland, and converting the waste into biogas that can be used to generate electricity.
- Recycle More Program – partner with the City of Napa on a curbside collection program to reuse items that otherwise might be disposed in landfill. This program includes free curbside collection of residential cooking oil which is used to make biodiesel.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-3

Green Infrastructure – New Infrastructure

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

“Green infrastructure” includes both the built and natural/non-built environment. This measure assesses the extent to which NapaSan promotes or engages in practices that protect natural resources and the environment in the development of new infrastructure.

Performance Data

- Does NapaSan have procedures that incorporate green infrastructure approaches and performance into new infrastructure investments? (Y/N)

Yes.

Analysis

NapaSan has implemented the following programs or practices:

- Green Building – the Administration/Engineering building and corporation yard incorporates “green” features and complies with the “green building” code.
- Electricity Self-Generation – NapaSan has studied ways to use the plant’s resources (waste products, land) for the generation of alternative energy sources (methane, solar, wind, etc.). In 2012, NapaSan completed its Fats, Oil and Grease (FOG) Receiving Station that will result in the District generating on its own about 40% of its electricity needs.
- Solar Power – In 2015, NapaSan entered into a long-term contract for a private company to build a 1-megawatt photovoltaic solar array on District property, with the electricity generated being sold to NapaSan to offset electricity from PG&E. That project completed constructed in late 2016, with operation expected to begin in early 2017.
- Lateral Lining System – NapaSan started using a trenchless system for lining laterals, which is used in lieu of digging trenches for the repair and replacement of laterals. This process reduces waste through reusing existing pipe rather than disposal, and reduces the use of asphalt, cement and rock to backfill the trench. There is also less diesel emissions from reduced backhoe and dump truck use.
- Pipe Bursting and Cured-in-Place Pipe (CIPP) Lining – NapaSan has developed a preference for pipe bursting or CIPP lining to replace or rehabilitate sewer mains, wherever feasible. These processes eliminate most of the trenching required, thus reducing landfill waste, reducing the use of rock, cement and asphalt to backfill, and reducing diesel emissions from associated equipment.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-4

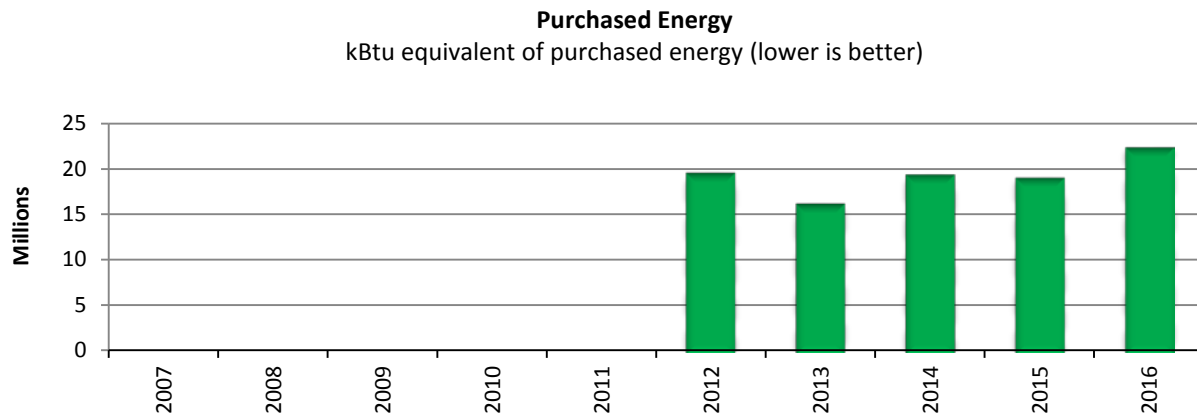
Greenhouse Gas Emissions – Purchased Energy

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

One source of greenhouse gas emissions is the generation of power. NapaSan's goal is to maximize its ability to produce its own heat and electricity and reduce the amount of energy that it purchases. The chart shows the amount of energy purchased from electricity (excluding from solar), natural gas, fuel oil and propane, converted to kBtu equivalents, used in the treatment plant.

Performance Data



Analysis

NapaSan started collecting this information in 2012. In 2016, the amount of purchased energy increased, as the cogeneration engine was offline for a planned major maintenance event, requiring the increased purchase of electricity and natural gas.

In 2017, NapaSan will begin using electricity from solar panels that will reduce the amount of non-green purchased energy.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-5

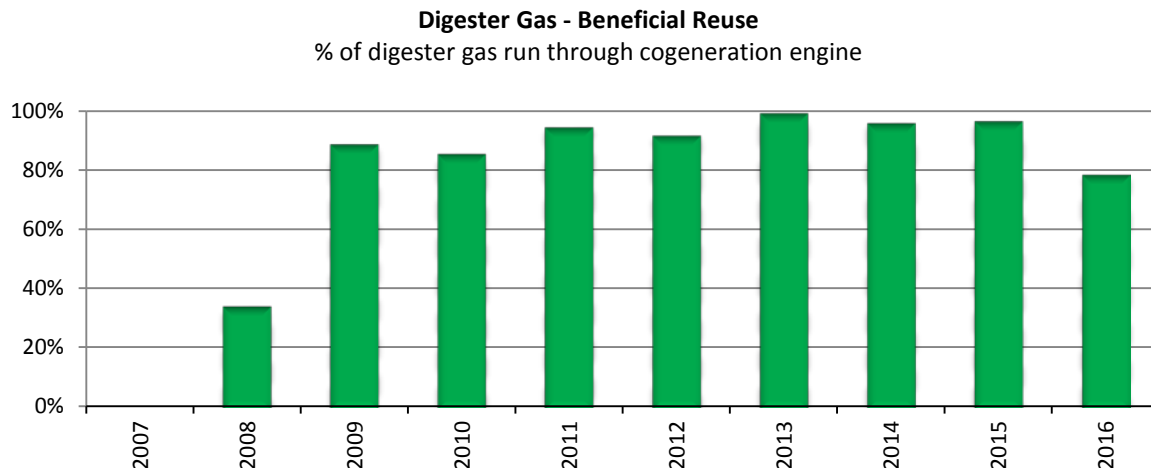
Digester Gas Beneficial Reuse

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Biogas (predominantly methane) is a natural byproduct of anaerobic digestion and a greenhouse gas. By using the biogas as a fuel source to generate electricity, NapaSan is reducing the exhaust of methane into the atmosphere (either directly or through flaring the gas). This is a measure of the percentage of digester gas that is used as fuel in the cogeneration engine to create electricity and heat, as opposed to flaring the biogas.

Performance Data



Analysis

One of NapaSan's goals is to decrease the amount of digester gas flared (no beneficial reuse) and to increase the use of digester gas for electricity consumption through its cogeneration engine (beneficial reuse). Increased use of digester gas and decreased use of natural gas and purchased electricity will result in a net decrease in greenhouse gas emissions. The data shows a positive trend in putting the digester gas to beneficial reuse, with over 95% of digester gas being used in the cogeneration engine in the recent years. In 2016, the beneficial reuse dropped to about 78% because the cogeneration was out of service for planned major maintenance for the last two months of the year. Absent that planned event, the beneficial reuse as satisfactory.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-6

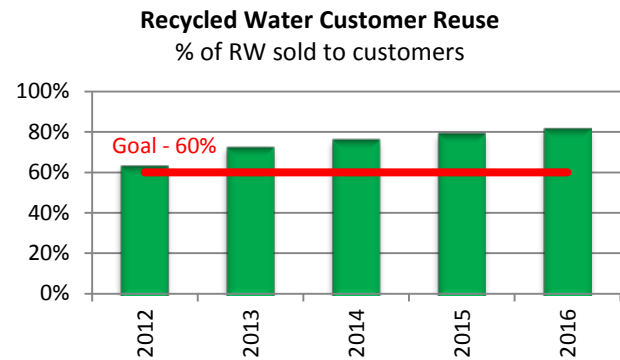
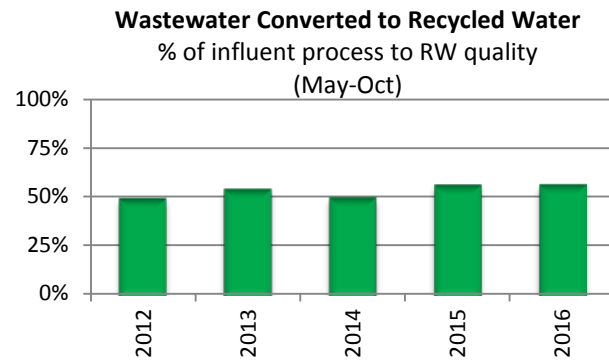
Recycled Water Beneficial Reuse

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

The first metric is the percentage of influent from May through October that was treated to recycled water (“unrestricted tertiary disinfected”) quality. This is a measure of how much of the District’s incoming wastewater was made available for recycling and put to beneficial reuse. The second metric is the percentage of recycled water created by the treatment plant that was sold to customers, instead of being used by the District. This is a measure of how much of the District’s recycled water is being put to customer reuse.

Performance Data



Analysis

NapaSan has been consistently treating its influent during the irrigation system to recycled water quality and making it available to customers.

For the last five years, the District has been investing in the design and construction of additional recycled water pipelines and expanding its recycled water treatment capacity. With the completion of those projects in 2016 and customers starting to convert their properties for recycled water use, it is expected that more of the water NapaSan receives during the irrigation season (May-October) will be treated to recycled water quality and delivered to customers in the next few years.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-7

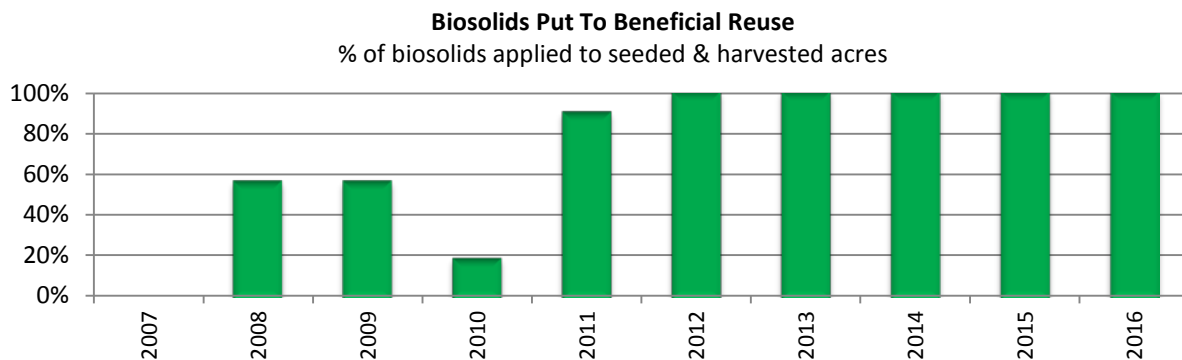
Biosolids Beneficial Reuse

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Percentage of biosolids that are applied to land that is seeded and harvested for use by livestock or associated use, based on dry tons applied to acres.

Performance Data



Analysis

NapaSan's current program includes the agricultural application of biosolids for beneficial reuse on NapaSan owned or leased land. All lands applied with biosolids in 2012 to 2016 were seeded for beneficial reuse, either for agricultural commodities or as sheep grazing land.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-8

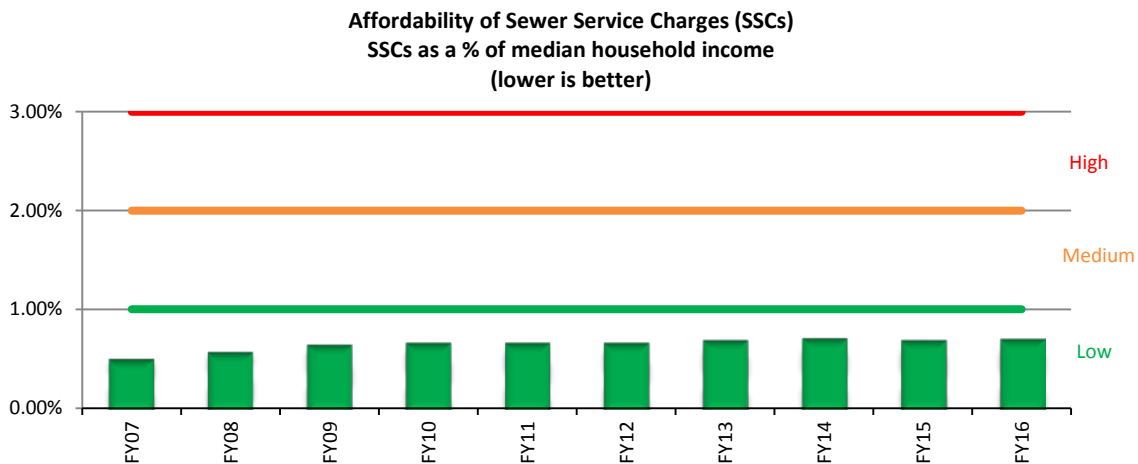
Sewer Service Charges – Affordability

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

Affordability is subjective. However, tracked over time, NapaSan can evaluate whether the sewer service charges (SSCs) are becoming more or less affordable as compared to median household incomes (MHI) for the Napa County, using U.S. Census Bureau data. The U.S. EPA's 1997 Financial Capability Assessment established that communities with sewer charges between 0% and 1% of MHI have a "low" financial burden, between 1% and 2% of MHI have a "medium" burden, and over 2% as having a "high" burden.

Performance Data



Analysis

The SSC as a percentage of Median Household Income (MHI) went up from FY07 to FY09, as expected, given the 15% annual fee increases during this time. The SSC as a ratio of MHI has remained steady for the past seven years at a rate well within the "low" financial burden range. The increase in SSC rates approved by the Board in March 2016 is expected to result in an increase, but will remain below 1% of MHI.

EUM Attribute #8

COMMUNITY SUSTAINABILITY

Measurement #8-9

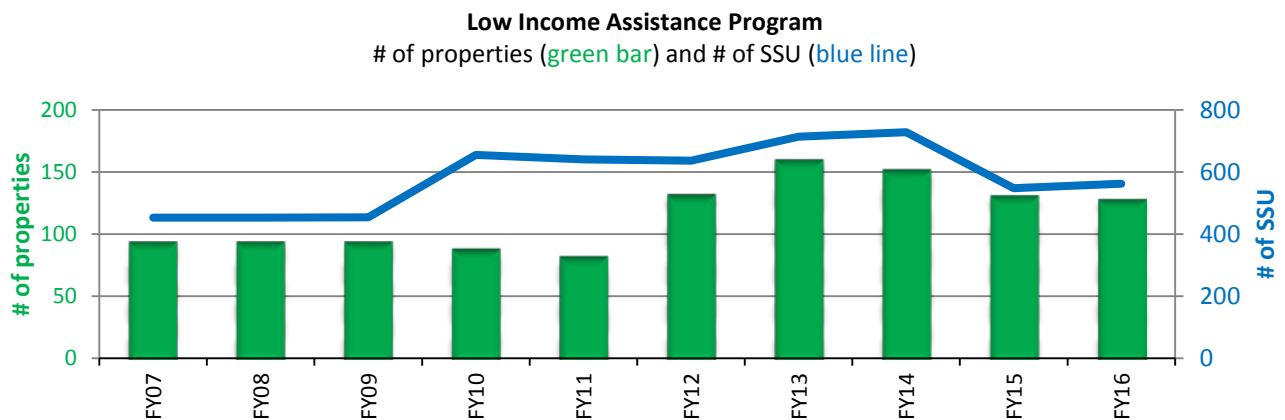
Low Income Billing Assistance

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This measures the number of households that are enrolled in the NapaSan's Low Income Assistance Program for annual sewer service charges. The number of individual properties in the program is graphed (green bars), as well as the number of Sewer Service Units (SSU) that those properties represent (blue line). These numbers are different, as there may be several low income housing units situated on a single property or tax lot. For example, a multi-family apartment complex that has 10 affordable housing units in it would count as 1 property and 10 SSUs in the chart.

Performance Data



Analysis

This program began in FY07. At the same time NapaSan began a process to increase sewer service charges by 15% per year for three years. In FY16, the program provided a reduction of \$136.10 (28%) per household from the annual charges (\$482.50). As anticipated with the economic climate, the number of properties partaking in this program increased from FY12 through FY14 from prior years. As the economy improved, the numbers in FY15 and FY16 reduced as expected.

EUM Attribute #9

Water Resource Adequacy

This attribute evaluates whether recycled water availability is consistent with current and future customer needs through long-term supply and demand analysis.

★ Satisfactory

◆ Watch

▲ Unsatisfactory

⊘ No Measure

Attribute	Measurement	2016	Trend	Page
9. Water Resource Adequacy	1-Recycled Water Supply Adequacy	★	★	95

EUM Attribute #9

WATER RESOURCE ADEQUACY

Measurement #9-1

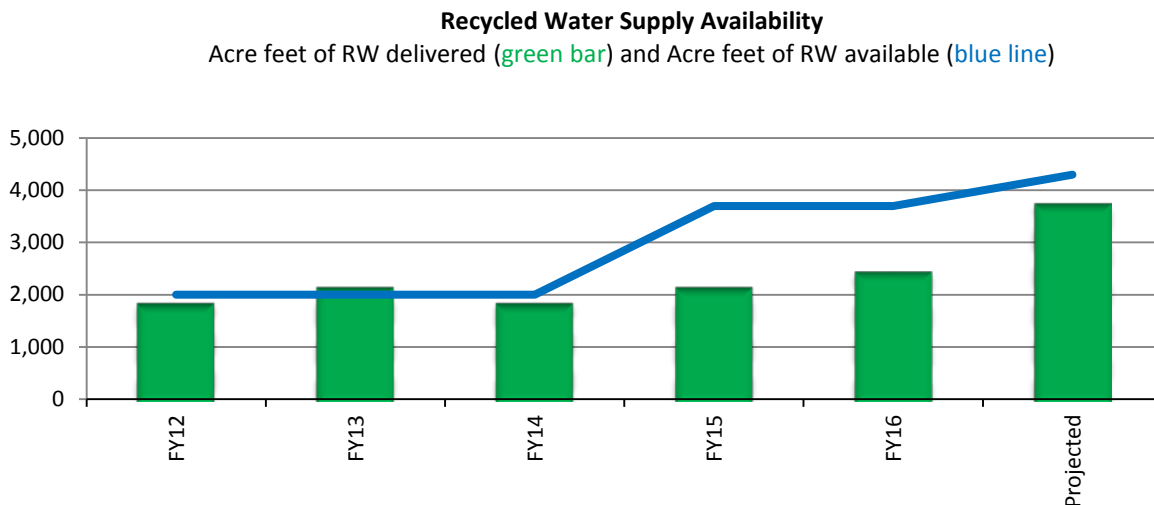
Recycled Water Supply Adequacy

Rating	
Current Year	5-Year Projection
★ Satisfactory	★ Satisfactory

Description

This table shows the short-term actual recycled water usage in the most recent year and longer-term estimated demands on recycled water for a “typical” weather year for the months May through October. It compares these numbers to established Board Policy on the allocation of recycled water.

Performance Data



Analysis











Up until 2015, NapaSan was only able to produce reliably about 2,000 AF of recycled water during the irrigation season (May-October), and during this time was successful in delivery the water to customers or for application on NapaSan property. In FY15, NapaSan completed construction of the recycled water system expansion at the treatment plant. This allowed NapaSan to deliver reliably about 3,700 AF of recycled water during the irrigation system. In FY16, NapaSan completed construction of 5 miles of recycled water pipeline in the MST area, and 9 miles of recycled water in the LCWD area. The expansion of pipeline to these areas allows for increased distribution, which is expected to reach the production capacity of NapaSan once new customers connect to the system.

EUM Attribute #10

Stakeholder Understanding and Support

This attribute evaluates whether NapaSan engenders understanding and support from oversight bodies, community and environmental interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. It also evaluates whether stakeholders are actively involved in the decisions that will affect them.

-  Satisfactory
-  Watch
-  Unsatisfactory
-  No Measure

Attribute	Measurement	2016	Trend	Page
10. Stakeholder Understanding & Support	1-Stakeholder Consultation			99
	2-Public Education Presentations			100
	3-SSC Comparative Rate Rank			101
	4-Recycled Water Comparative Rate Rank			102
	5-Media/Press Coverage			103

EUM Attribute #10

STAKEHOLDER UNDERSTANDING & SUPPORT

Measurement #10-1

Stakeholder Consultation

Rating	
Current Year	10-Year Trend
 Satisfactory	 Satisfactory

Description

This measure addresses NapaSan's actions to reach out to and consult with stakeholders about District matters, including NapaSan's goals, objectives and management decisions.

Performance Data

- Does NapaSan identify stakeholders, conduct outreach, and actively consult with stakeholders about matters? (Y/N)

Yes.

Analysis

NapaSan has consulted stakeholders and the general public on the following projects:

- Sewer Service Charge Rate Proposal** (2016) – public meetings, meetings with social clubs, meeting with the Napa Chamber of Commerce, and public hearings regarding recommended increase to the sewer service charge.
- Sewer Service Charge Rate Study** (2015) – public meeting to specific stakeholders on a study recommending increase to the sewer service charges in 2016.
- Winery Waste Forum** (2015) – Public meeting with interested stakeholders to discuss various options regarding winery waste that is trucked outside of Napa County for treatment or disposal.
- Capacity Charge Methodology** (2014) – three public meetings and presentations to specific individuals on a study recommending changes to the methodologies used for calculating capacity charges for commercial buildings, restaurants and industrial users.
- Recycled Water User Agreements** (2014) – Public meeting with current and future recycled water users, seeking input on the proposed new recycled water user agreements.
- Winery Industrial User Permits** (2013) – public meetings and presentations to the Vintners Association and Chamber of Commerce on efforts to bring unpermitted wineries into the Industrial User program.
- MST Recycled Water Pipeline** (2012 and 2013) – partnered with the County in their outreach efforts associated with the new recycled water pipeline in the MST area.
- Recycled Water Rate Policy** (2011) – held public meetings and small meetings with interested stakeholders regarding the methodology and rate structure for recycled water rates.
- Recycled Water Policy** (2010) – requesting written feedback from stakeholders, inviting stakeholders to present views to Board, presentation to Chamber of Commerce, soliciting feedback from general public via press release and website comment form.

EUM Attribute #10

STAKEHOLDER UNDERSTANDING & SUPPORT

Measurement #10-2

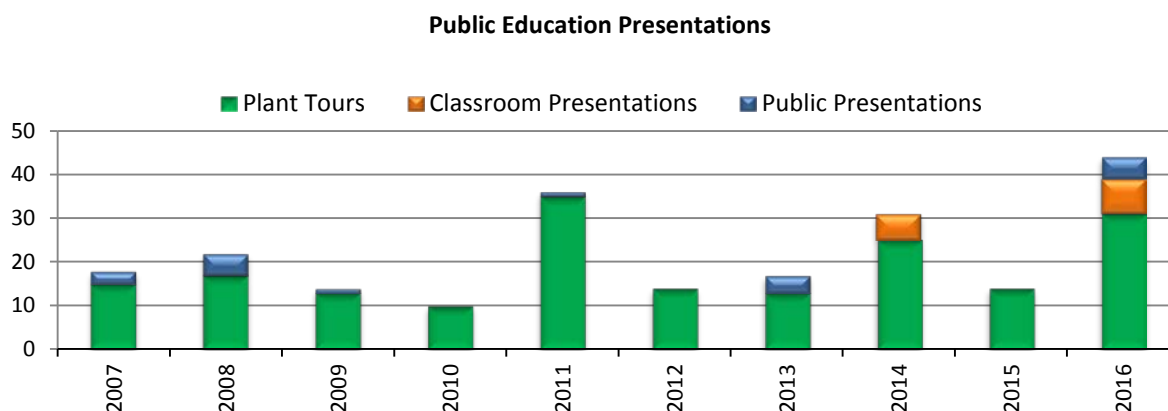
Public Education Presentations

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Description

This is a measure of the efforts by NapaSan to promote its activities and pollution prevention messages in the community. The measure includes the number of presentations to classrooms, presentations in other community forums, and the number of treatment plant tours.

Performance Data



Analysis



NapaSan provides free buses to schools that send teachers and students to the treatment plant for tours. However, the number of classroom tours can still be impacted by school funding by the school's ability to provide substitute teachers. As school funding has rebounded since the "great recession," there has been an uptick in plant tours and classroom presentations, with the decline in 2015 due to staffing issues at NapaSan.

EUM Attribute #10

STAKEHOLDER UNDERSTANDING & SUPPORT

Measurement #10-3

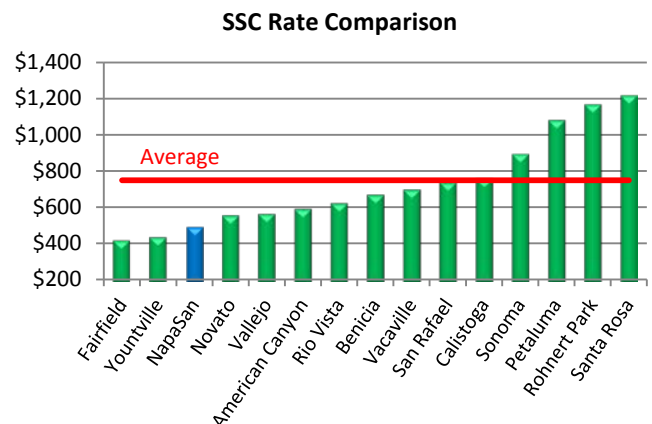
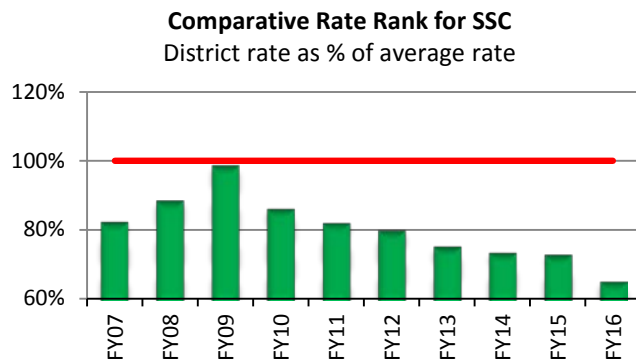
SSC Comparative Rate Rank

Rating	
Current Year	10-Year Trend
 Watch	 Watch

Description

This measure depicts how NapaSan's sewer service charge (SSC) compares to similar service providers in the region (i.e., local area wastewater providers with treatment and collection systems). The Comparative Rate Rank takes NapaSan's sewer service charge (SSC) and divides it by the average SSC for comparable wastewater providers in the region. A number over 100% means the District's rate is higher than the area average, while less than 100% means the District's rate is lower than the area average. A comparison of FY16 sewer service charge rates is also provided.

Performance Data



Analysis

The three years of 15% increases from FY07 to FY09 saw NapaSan return to match the regional average SSC. Since then, other agencies have increased their SSCs at rates greater than NapaSan's, resulting in NapaSan's rate being lower than the regional average. While a lower than average rate is beneficial to rate payers, it may also be an indication that the rate is not keeping up with operational costs, maintenance demands and the necessary capital improvements. The rapid drop from 100% to 64.5% of the average resulted in the "watch" rating.

In March 2016, the NapaSan Board approved a 15% rate increase for FY17 that should result in an increase in the comparative rate rank to about 70% of average.

EUM Attribute #10

STAKEHOLDER UNDERSTANDING & SUPPORT

Measurement #10-4

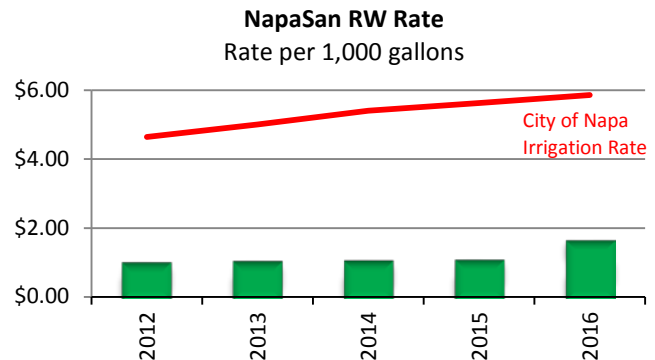
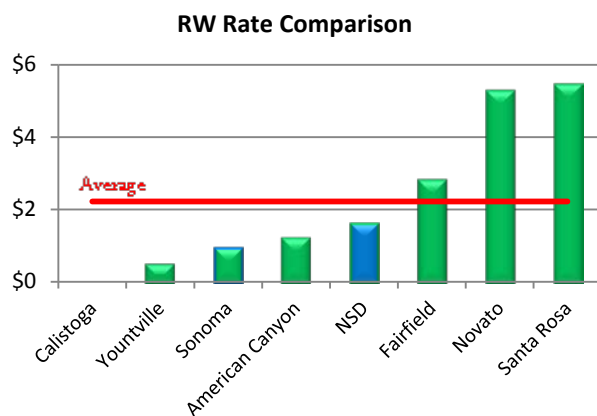
Recycled Water Comparative Rate Rank

Rating	
Current Year	5-Year Trend
 Satisfactory	 Satisfactory

Description

This measure depicts how the NapaSan's recycled water (RW) rate compares to similar service providers in the region (i.e., local area wastewater providers that make and deliver recycled water). Because of the different ways recycled water is priced, this measure normalizes the rates by assuming an agricultural user of 15 acre-feet per year, used during the summer months. The second measure shows NapaSan's recycled water rate over time.

Performance Data



Analysis

In 2012, the NapaSan Board increased recycled water rates so that the rate was equal to the cost of recycled water treatment and distribution. In this way, neither sewer customers nor recycled water customers were subsidizing the other. That rate increase went into effect for calendar year 2016. While the increase was significant, the 2016 rate (\$1.57 per 1,000 gallons) is below the regional average for recycled water, and is considerably lower than the City of Napa's water rate for comparable uses (\$5.86 per 1,000 gallons for inside city irrigation water customers).

EUM Attribute #10

STAKEHOLDER UNDERSTANDING & SUPPORT

Measurement #10-5

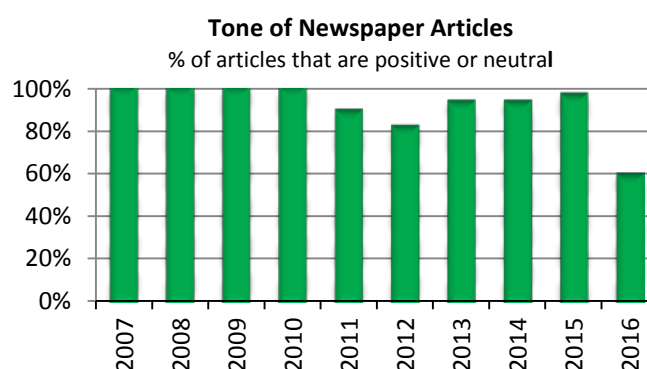
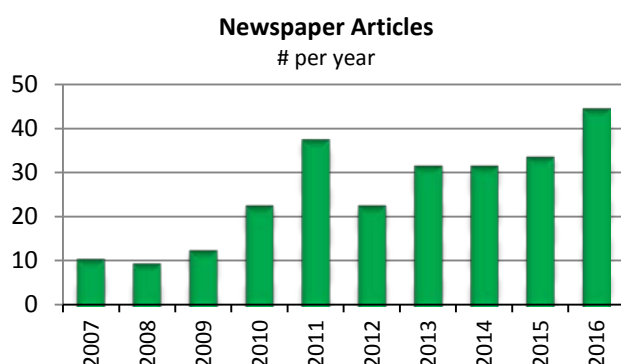
Media / Press Coverage

Rating	
Current Year	10-Year Trend
 Unsatisfactory	 Satisfactory

Description

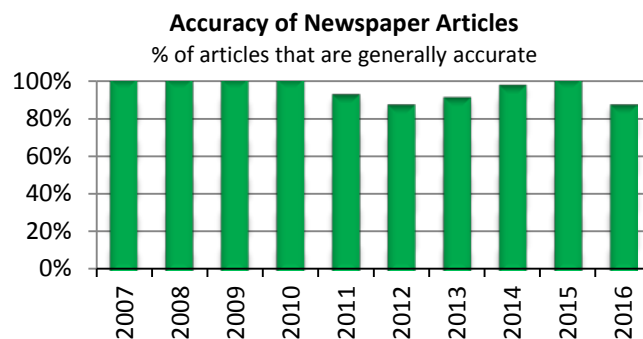
This measure captures the print media portrayal of NapaSan in terms of awareness, accuracy and tone.

Performance Data



Analysis

The spikes in the number of articles in 2011 and 2016 were due to hearings regarding sewer service charge (SSC) increases that are required under California Proposition 218, which are required at least every 5 years. NapaSan has been able to maintain media presence at around 33 articles per year recently through concerted efforts, working with local reporters on stories and actively issuing press releases. The jump in 2016 includes 19 Letters to the Editor regarding the SSC fee increase.



The tone of the articles have been overwhelmingly positive or neutral in tone (97% in 2015) recently, but saw a dramatic drop in 2016 due to the SSC rate increase. In 2016, all of the newspaper articles in were evaluated and determined to be factually accurate, while some of the Letters to the Editor had inaccuracies. “Accuracy” can be subjective, so here it has been defined narrowly as meaning that there were no significant factual errors in the story that could cause a reader to misinterpret what was being reported.

The rating for 2016 was labeled “unsatisfactory” because of the significant number of articles with a negative tone regarding NapaSan.



NapaSan