



2017 Performance Measurement Report

NapaSan
Board of Directors
April 4, 2018

Performance Measurement Report



Calendar Year
2017

Performance Measurements Using the
“Effective Utility Management” Framework



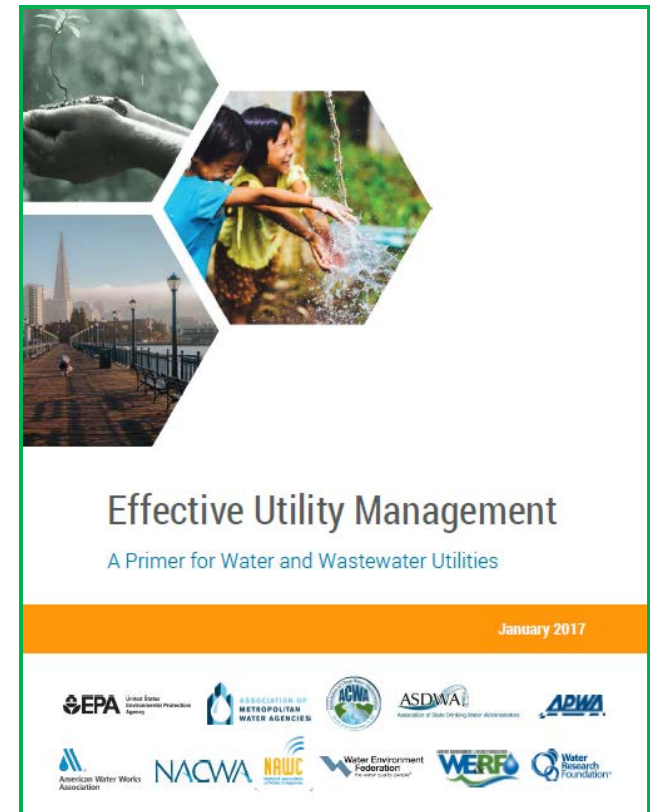
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Effective Utility Management

10 Attributes of Effectively Managed Water Utilities

- Product Quality
- Customer Service
- Employee Leadership and Development
- Operational Optimization
- Financial Viability
- Infrastructure Stability
- Operational Resiliency
- Community Sustainability
- Water Resource Adequacy
- Stakeholder Understanding & Support





Summary

- 63 Performance Measures

- ★ • 54 (86%) “Satisfactory”

- ◆ • 5 (8%) “Watch”

- ▲ • 3 (5%) “Unsatisfactory”

- ⊘ • 1 (2%) “No Measure / No Data”

Percentages do not add to 100% due to rounding



Product Quality

Attribute	Measurement	2017	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

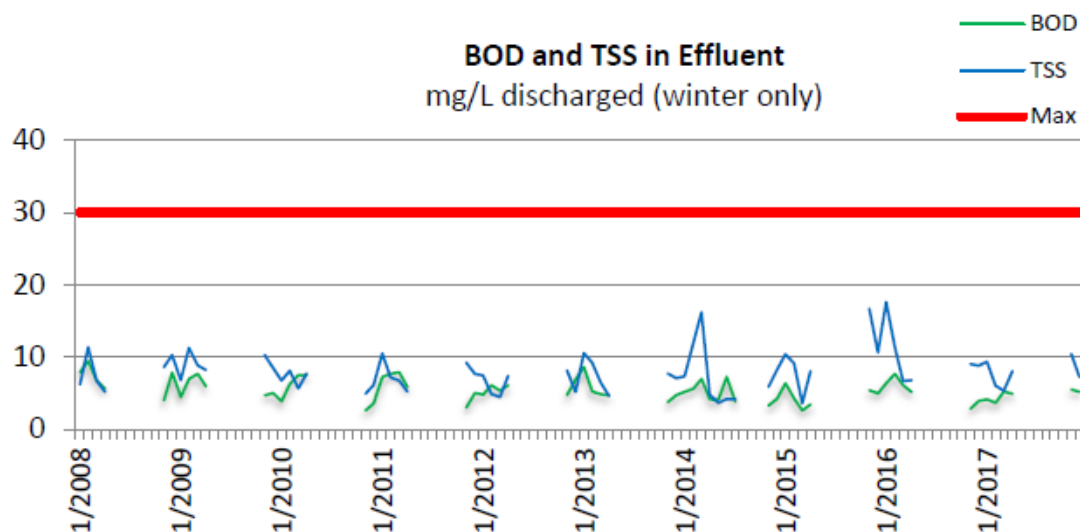


Product Quality

- NPDES Compliance

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data



Percentage of Days in Compliance

Year	Percent
2008	100%
2009	100%
2010	100%
2011	100%
2012	100%
2013	100%
2014	100%
2015	100%
2016	100%
2017	100%



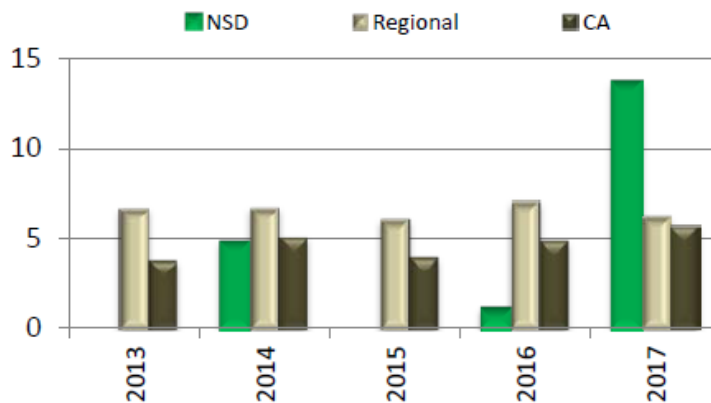
Product Quality

- Sanitary Sewer Overflows

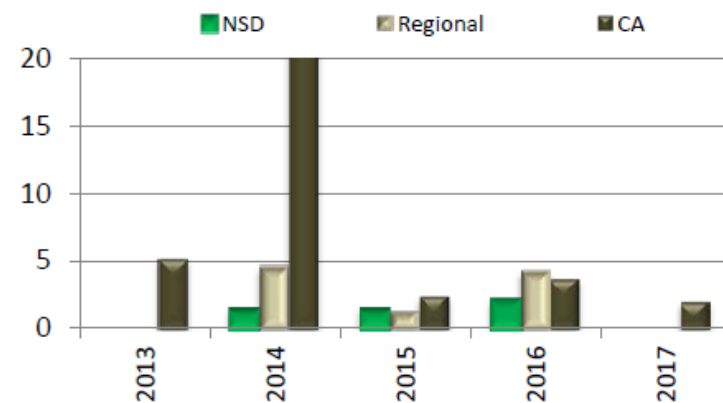
Rating	
Current Year	5-Year Trend
	
Unsatisfactory	Satisfactory

Performance Data

Category 1 SSOs for Sewer Mains
of SSOs per 100 miles





Category 1 SSOs for Sewer Laterals
of SSOs per 100 miles








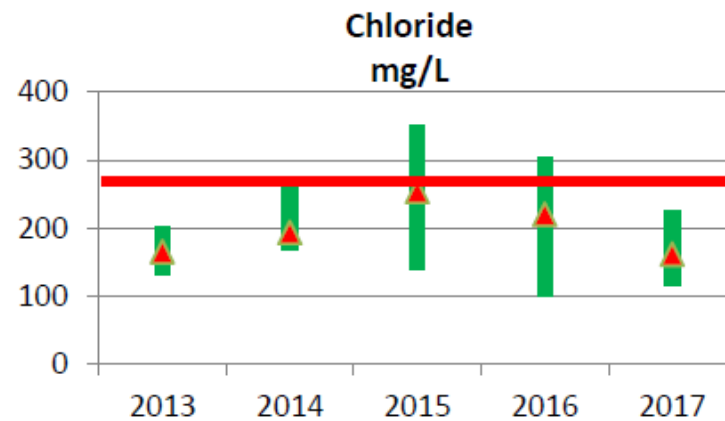
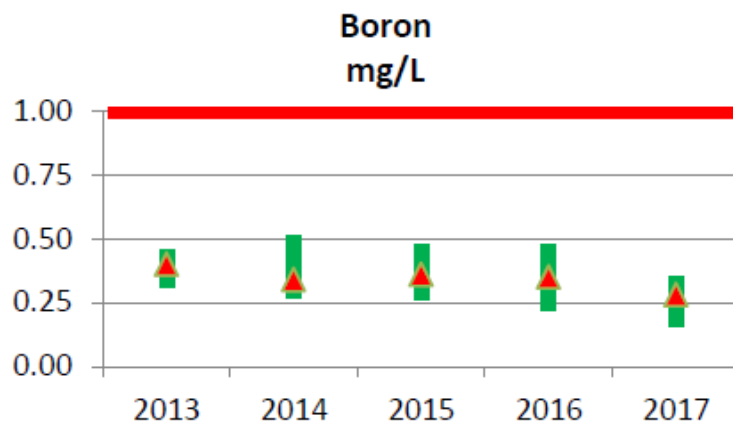
Product Quality

- Recycled Water Quality

Rating	
Current Year	5-Year Trend
 Satisfactory	 Watch

Performance Data

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





Customer Service

Attribute	Measurement	2017	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

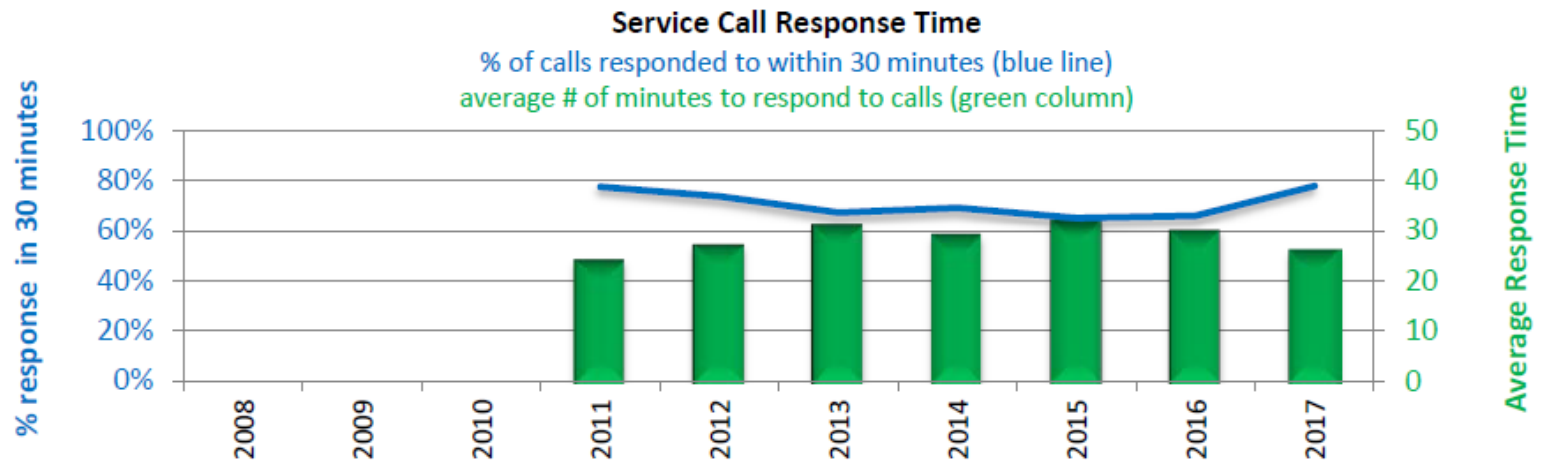


Customer Service

- Service Call Response Time

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data



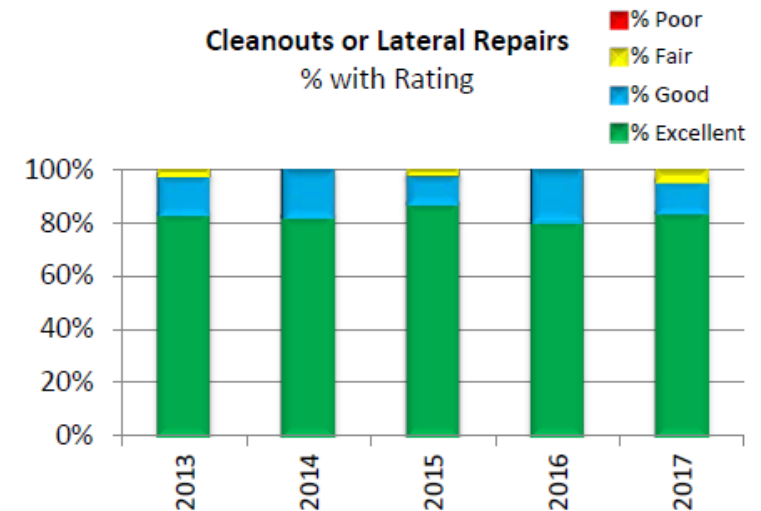
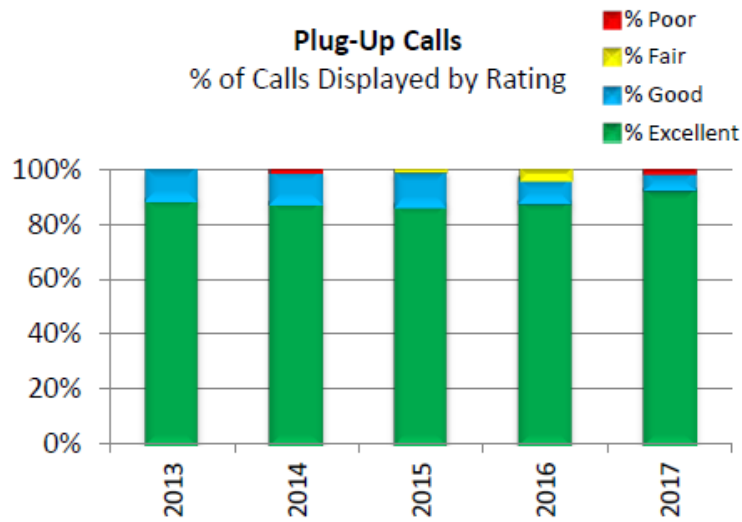


Customer Service

- Customer Satisfaction

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data





Employee & Leadership Development

Attribute	Measurement	2017	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



Operational Optimization

Attribute	Measurement	2017	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

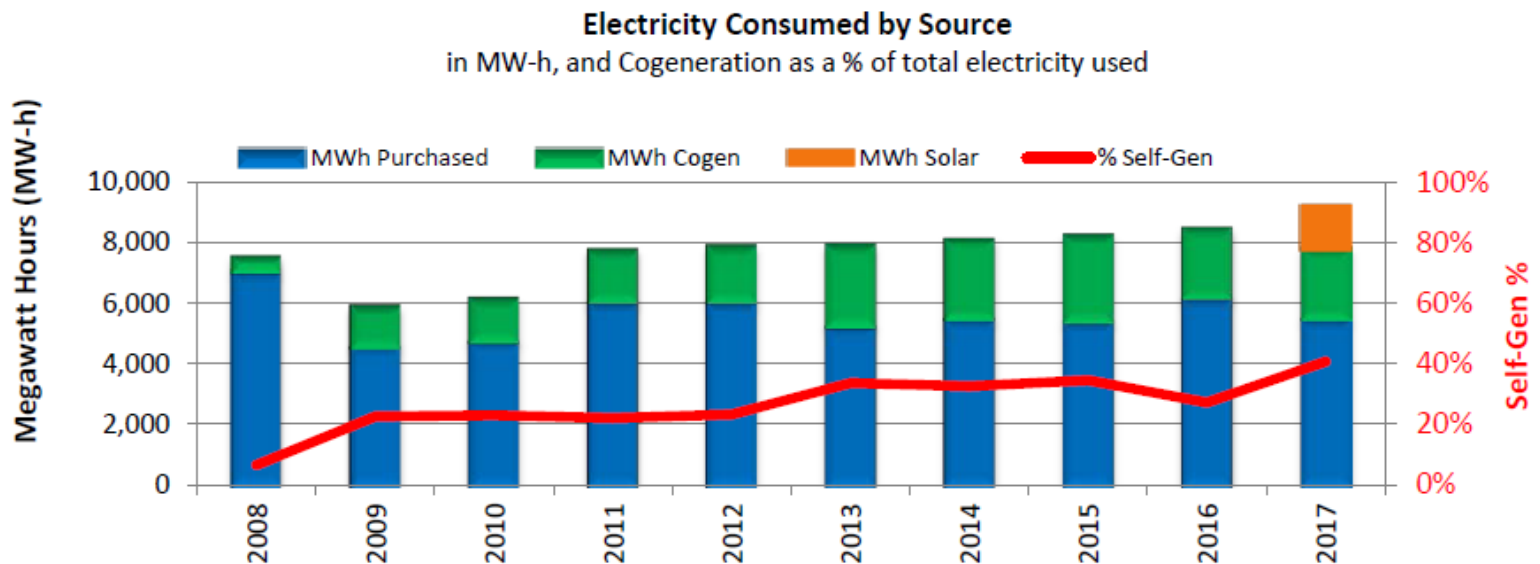


Operational Optimization

- Electricity Self-Generation

Rating	
Current Year	10-Year Trend
★	★
Satisfactory	Satisfactory

Performance Data



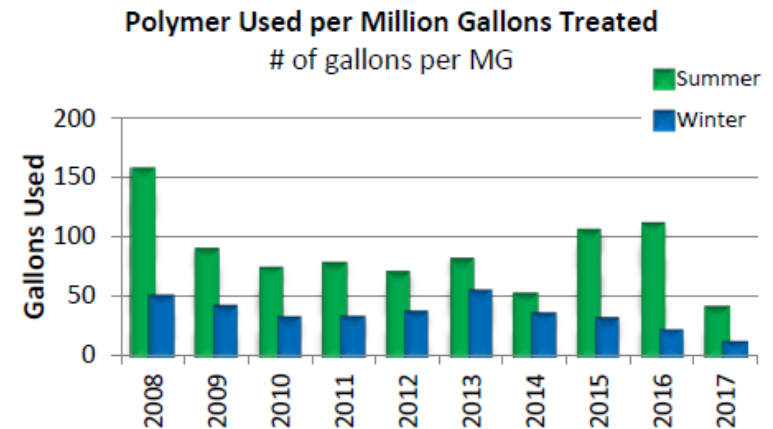
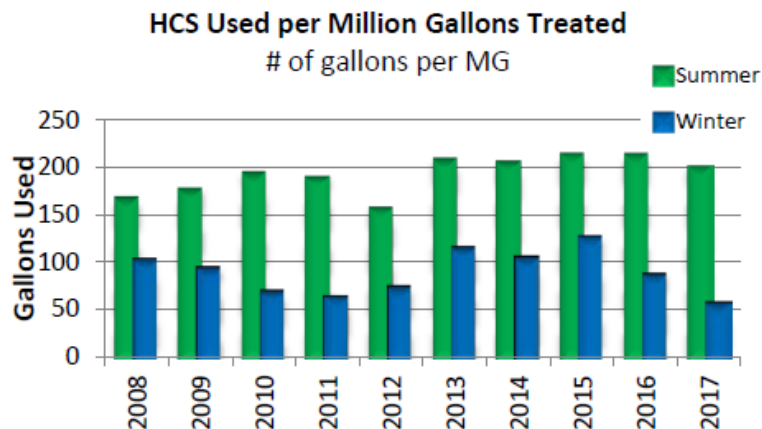


Operational Optimization

- Chemical Consumption

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data





Financial Viability

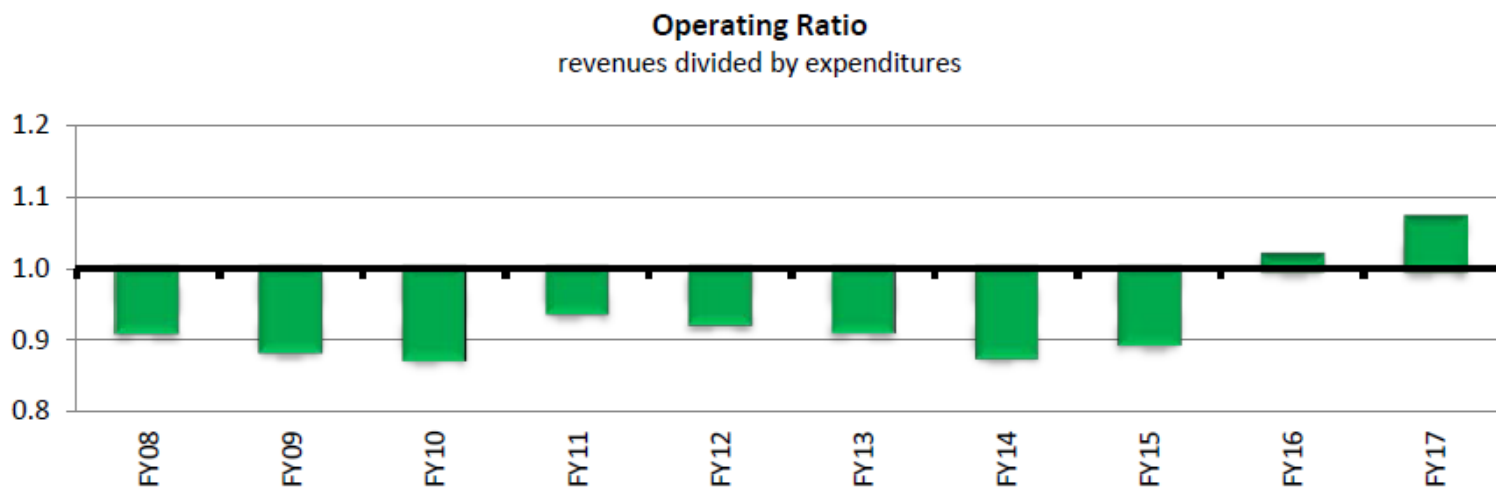
Attribute	Measurement	2017	Trend	Page
5. Financial Viability	1-Operating Ratio	★	◆	47
	2-Current Ratio and Days Cash on Hand	★	★	48
	3-Capital Expenses Compared to Operating Expenses	★	★	49
	4-Debt Service Coverage Ratio	★	★	50
	5-Financial Procedure Integrity	★	★	51
	6-Bond Rating	★	★	52
	7-Financial Reserves	★	★	53

Financial Viability

- Operating Ratio

Rating	
Current Year	10-Year Trend
★ Satisfactory	◆ Watch

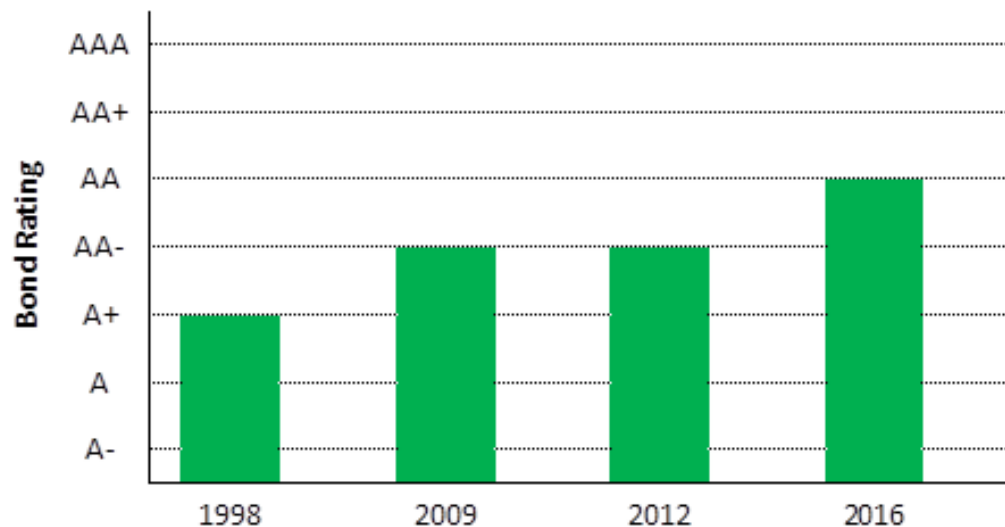
Performance Data



Financial Viability

- Bond Rating

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory





Infrastructure Stability

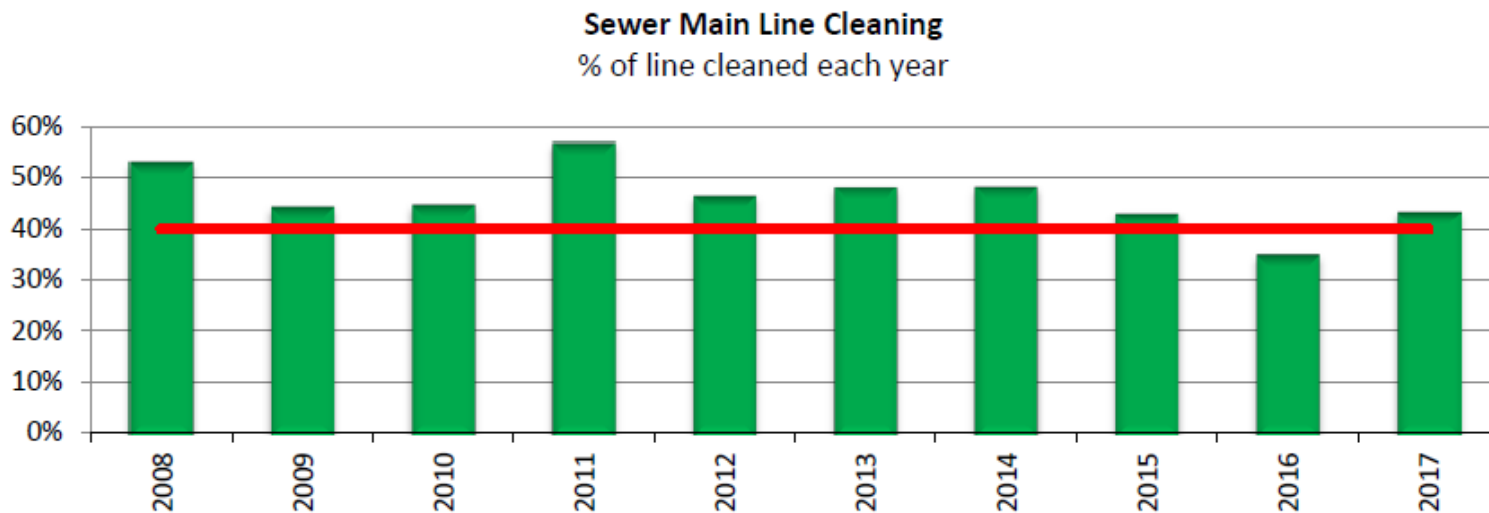
Attribute	Measurement	2017	Trend	Page
6. Infrastructure Stability	1-Asset Inventory	◆	◆	57
	2-Renewal & Replacement of Assets	★	★	58
	3-Sewer Main Condition Assessment	★	★	59
	4-Sewer Main Line Cleaning	★	★	60
	5-Food Service Establishment Inspections	★	★	61
	6-Sewer Main Renewal and Replacement	★	★	62
	7-Lower Sewer Lateral Renewal and Replacement	★	★	63
	8-Sewer Partial or Total Collapse Rate	★	★	64
	9-Recycled Water Service Availability	★	★	65

Infrastructure Stability

- Sewer Main Line Cleaning

Performance Data

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory





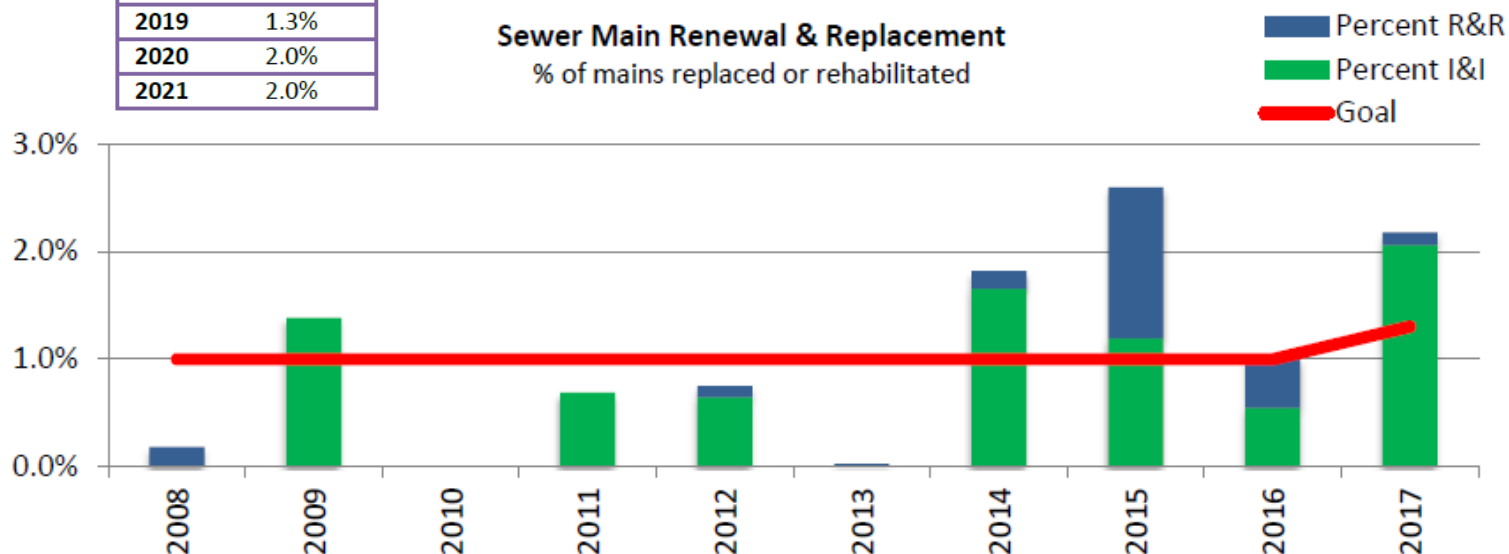
Infrastructure Stability

- Sewer Main Rehabilitation

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

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Sewer Main Renewal & Replacement
% of mains replaced or rehabilitated







Operational Resiliency

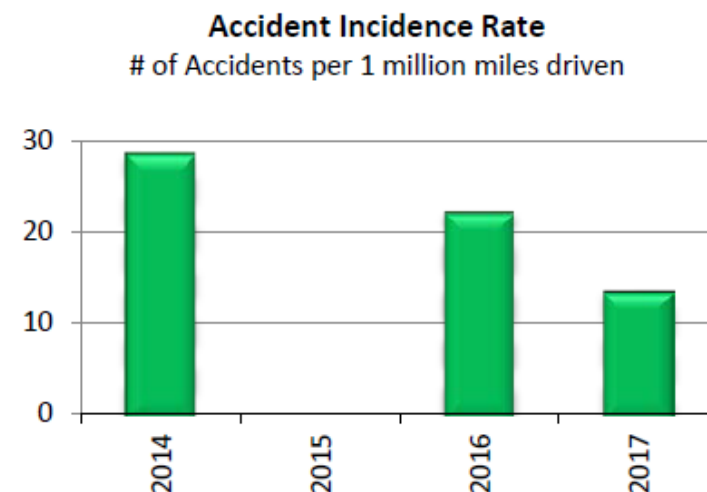
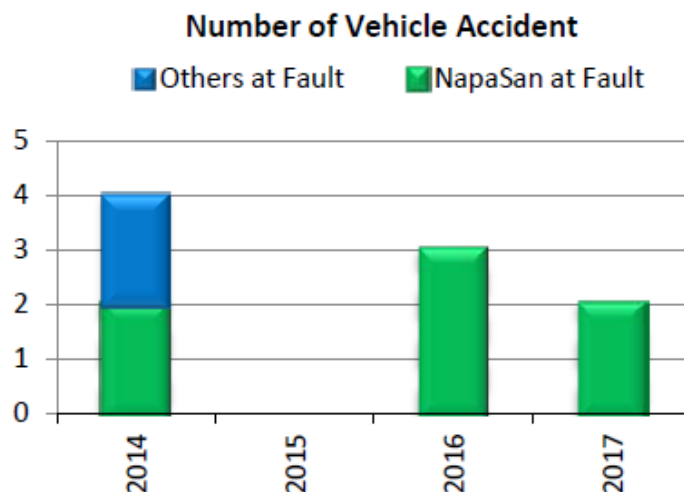
Attribute	Measurement	2017	Trend	Page
7. Operational Resiliency	1-Total Recordable Incidence Rate			69
	2-Vehicle Accident Rate			70
	3-Lost Time Hours			71
	4-Insurance Claims			72
	5-Experience Modification (XMOD) Rate			73
	6-Emergency Response Plans			74
	7-Uptime for Cogeneration Engine			75
	8-Uptime 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

Operational Resiliency

- Vehicle Accident Rate



Rating	
Current Year	4-Year Trend
 Watch	 Watch

Performance Data

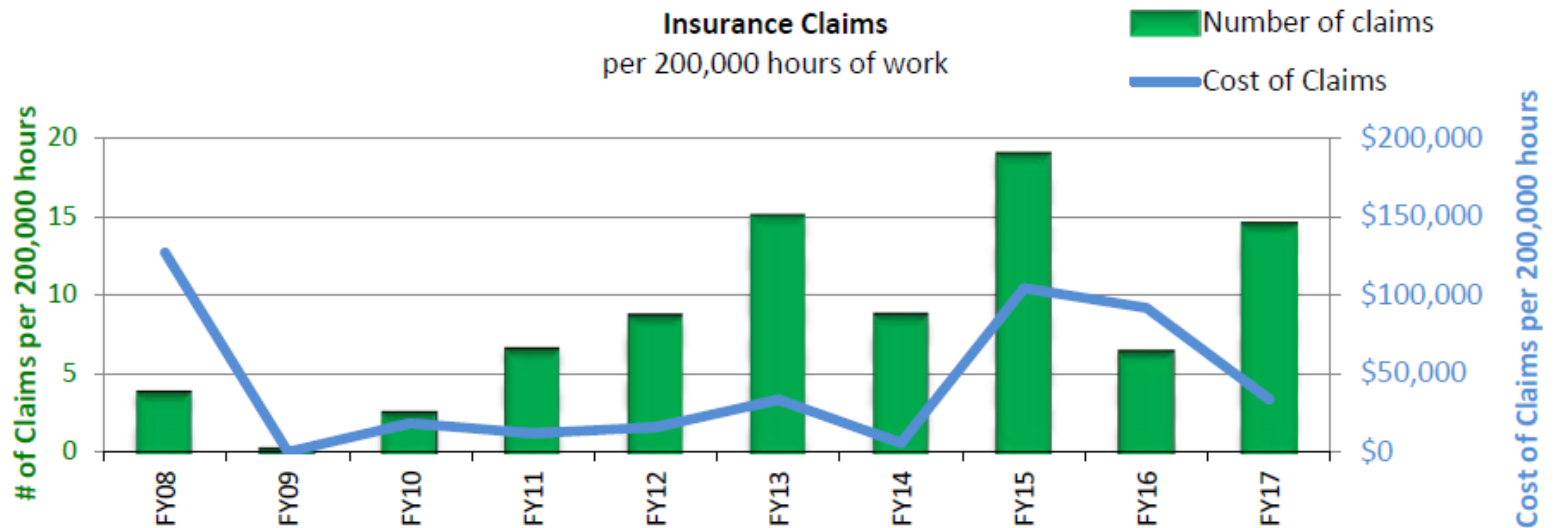


Operational Resiliency

- Insurance Claims

Rating	
Current Year	10-Year Trend
 Watch	 Watch

Performance Data



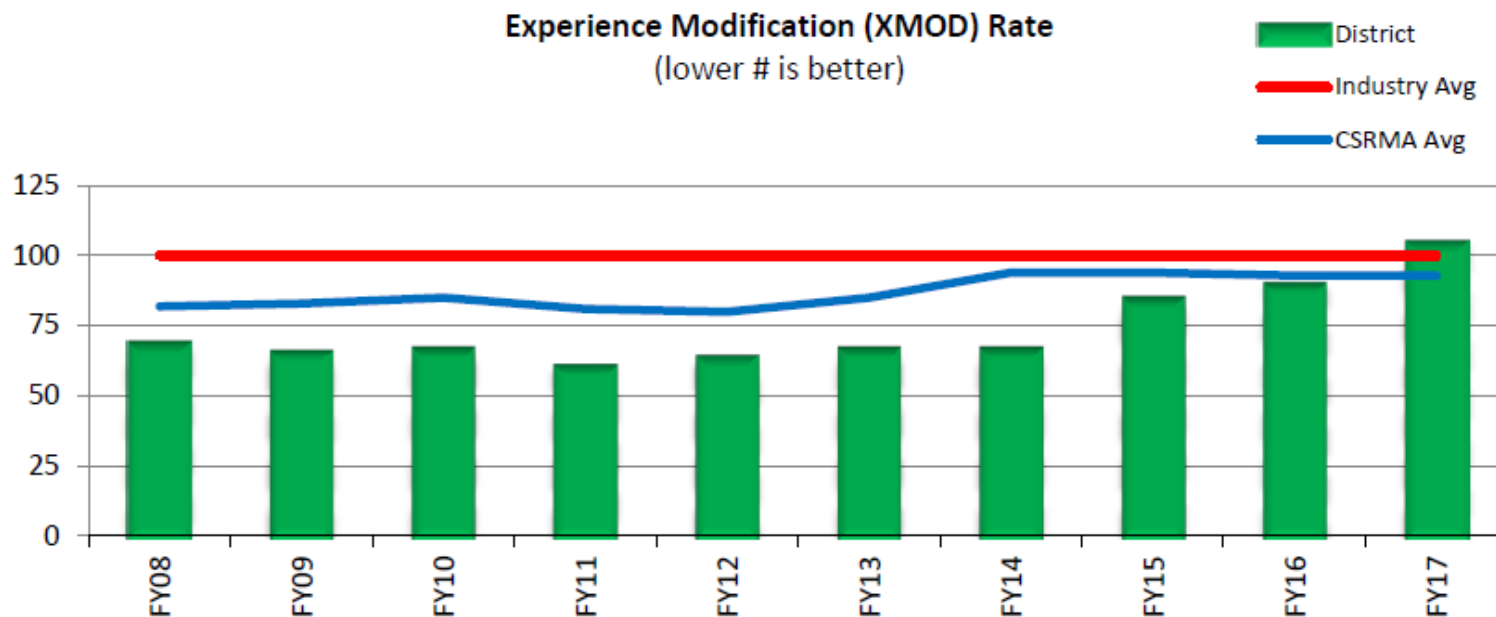


Operational Resiliency

- Experience Modification (XMOD) Rate

Performance Data

Rating	
Current Year	10-Year Trend
	
Unsatisfactory	Satisfactory



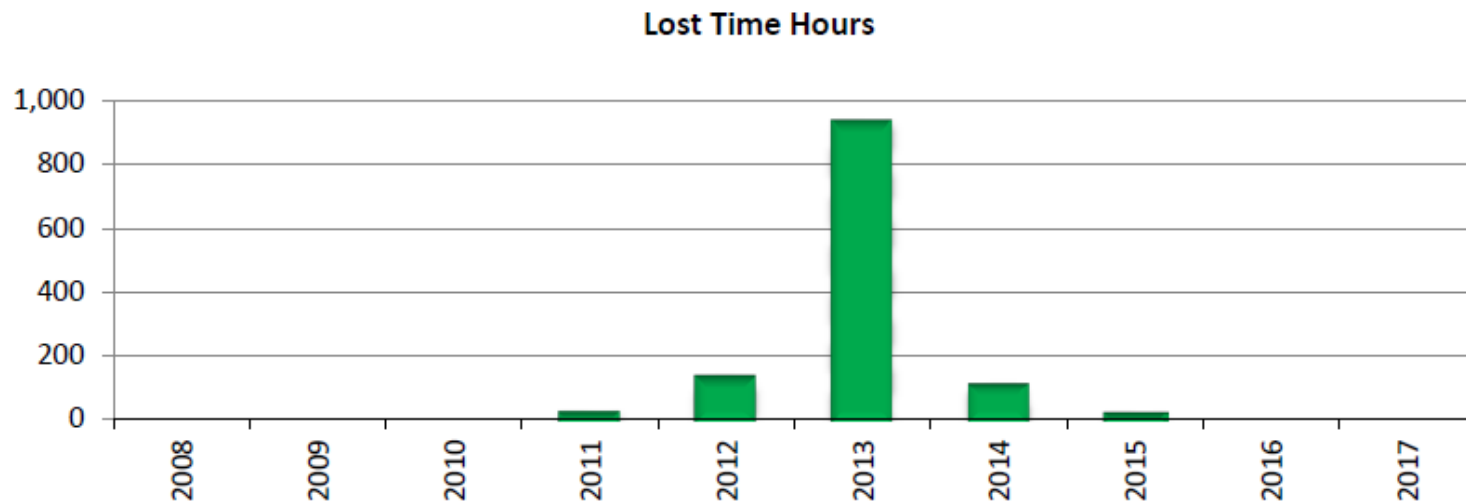


Operational Resiliency

- Lost Time Hours

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data





Community Sustainability

Attribute	Measurement	2017	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

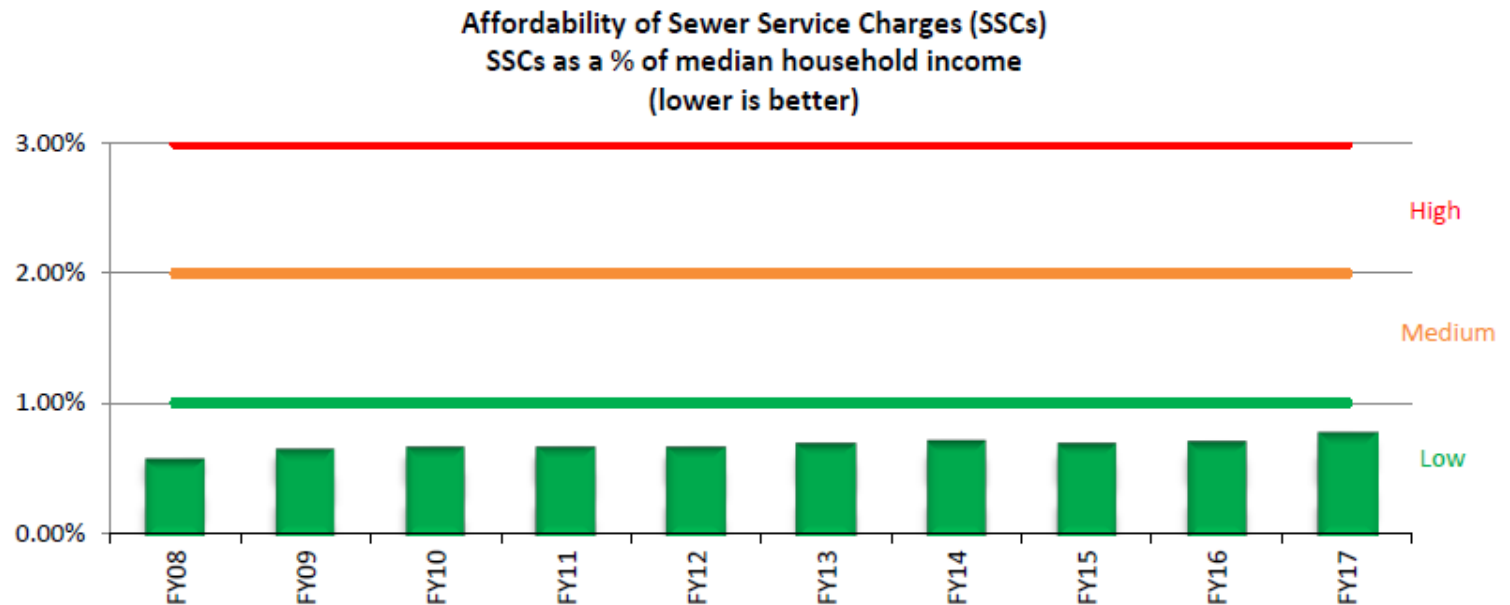


Community Sustainability

- Sewer Service Charge Affordability

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data



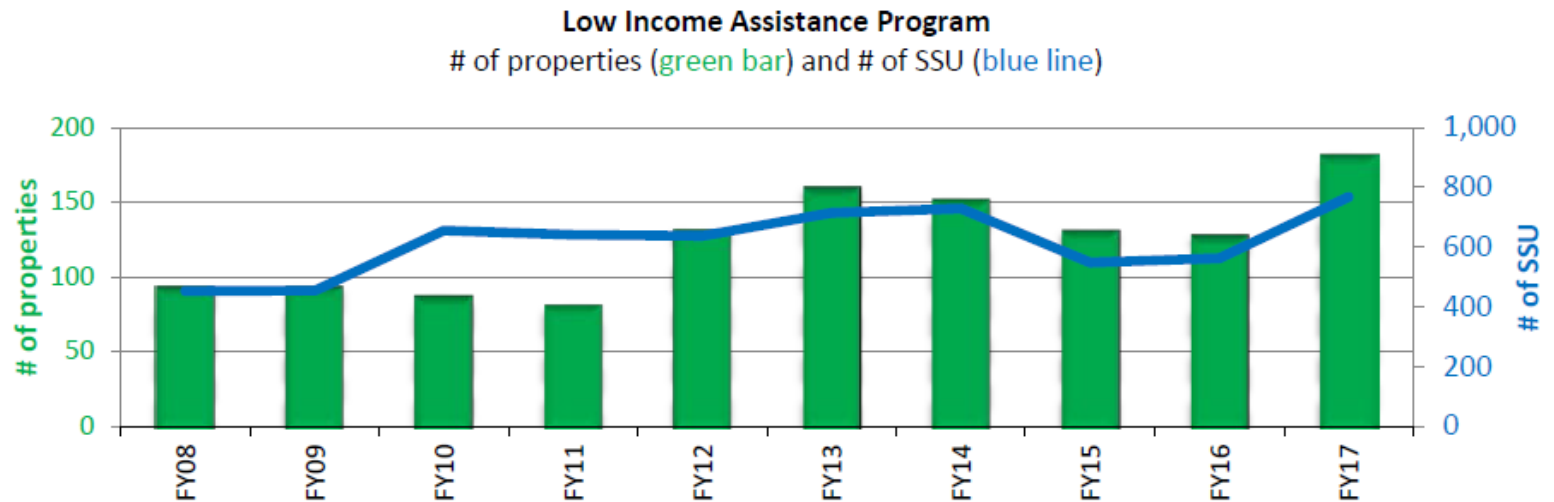


Community Sustainability

- Low Income Billing Assistance

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data





Water Resource Adequacy

Attribute	Measurement	2017	Trend	Page
9. Water Resource Adequacy	1-Recycled Water Supply Adequacy	★	★	95

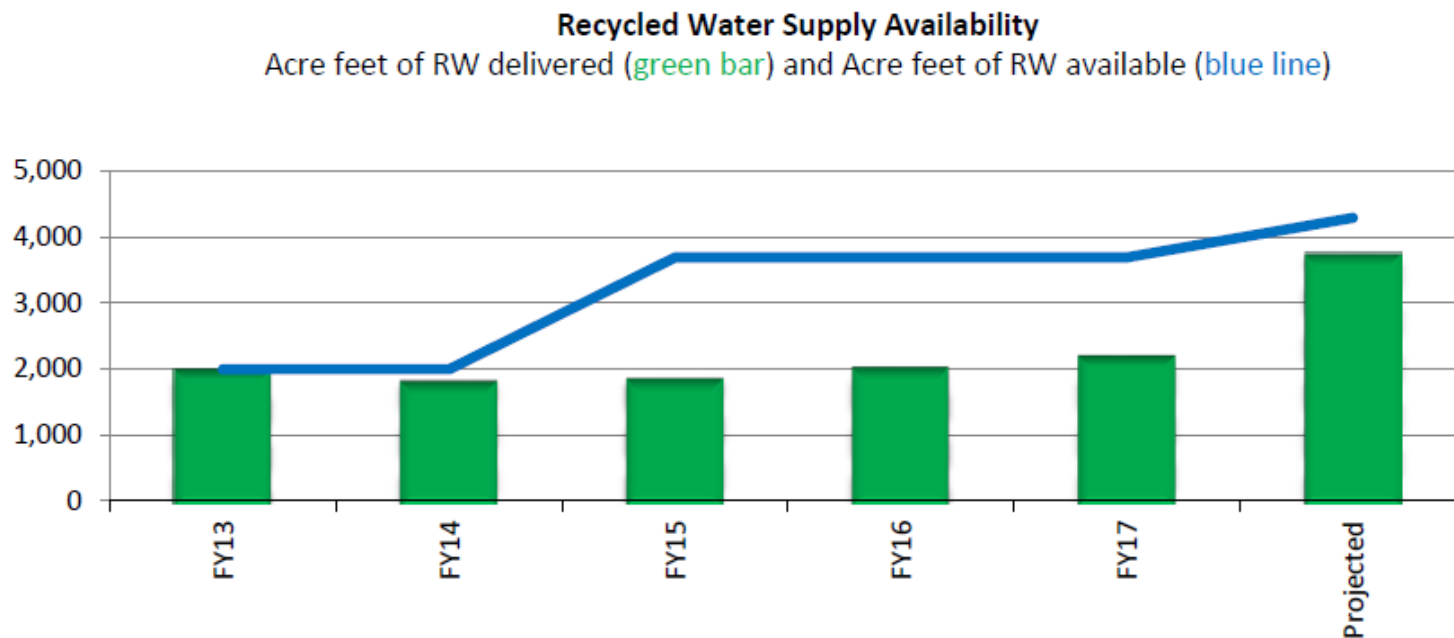


Water Resource Adequacy

- Recycled Water Supply

Performance Data

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory





Stakeholder Understanding & Support

Attribute	Measurement	2017	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

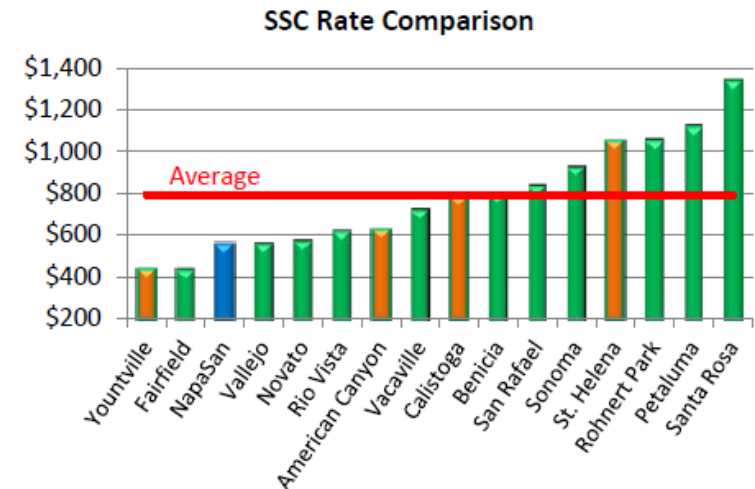
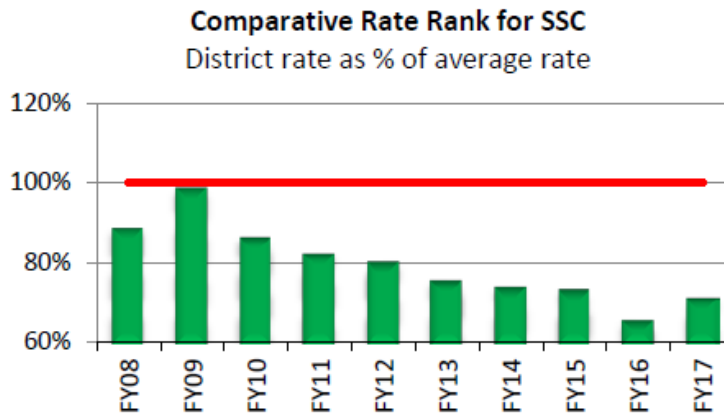


Stakeholder Understanding & Support

- Comparative Rate Rank

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data





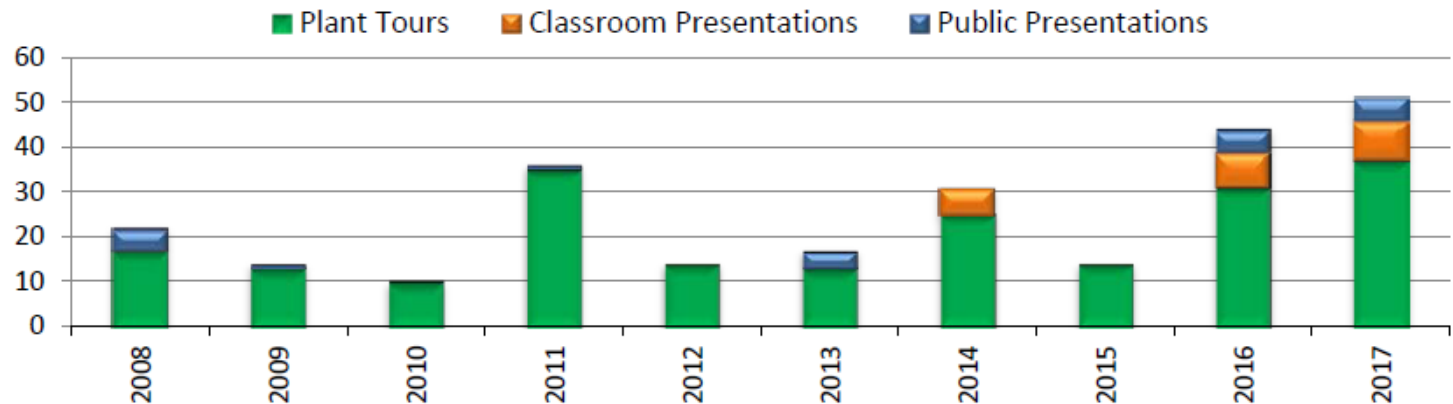
Stakeholder Understanding & Support

- Public Education Presentations and Tours

Rating	
Current Year	10-Year Trend
★ Satisfactory	★ Satisfactory

Performance Data

Public Education Presentations



Questions / Comments

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