

Participant	Water Operations				Wastewater Operations				Combined Operations				
	City of Lompoc Water and Wastewater Treatment Plants	Top Quartile	Median	Bottom Quartile	Number of Respondents	Top Quartile	Median	Bottom Quartile	Number of Respondents	Top Quartile	Median	Bottom Quartile	Number of Respondents
<b>Organizational Development</b>													
Organizational Best Practice Index:	36	44	39	34	37	40	30	26	5	45	41	35	62
Strategic Planning	3	4	4	4	37	5	4	4	5	5	4	3	62
Long-term Financial Planning	4	5	4	4	37	5	5	4	5	5	5	4	62
Risk Management Planning	2	4	4	3	37	4	3	2	5	4	4	3	62
Performance Measurement System	4	4	4	2	37	4	4	4	5	4	4	3	62
Optimized Asset Management Program	3	4	3	2	37	4	4	3	5	4	3	2	62
Customer Involvement Program	3	4	3	2	37	3	3	3	5	4	3	2	62
Governing Body Transparency and Accountability	3	4	4	3	37	4	4	1	5	5	4	4	62
Drought Response/Water Shortage Contingency Plan	3	4	3	3	37	4	4	1	5	4	3	2	62
Sourcewater Protection Plan	5	5	4	3	37	1	1	-	5	5	4	4	62
Succession Planning	5	5	4	3	37	1	1	-	5	5	4	3	62
Continuous Improvement Program	1	4	3	2	37	3	2	1	5	4	4	2	62
Training Hours per Employee - Combined	21.1									29	19	12	47
Training Hours per Employee - Potable	23.5	34	20	15	33					29	19	14	22
Training Hours per Employee - Wastewater	18.6					67	23	18	5	29	20	15	21
													1
Emergency Response Readiness - Combined	0.7									2.9	1.9	0.7	37
Emergency Response Readiness - Potable	0.6	3.2	1.8	0.4	34					2.7	1.7	1.1	16
Emergency Response Readiness - Wastewater	0.7					4.4	3.3	2.5	5	3.0	2.0	1.0	15
Customer Accounts per Employee - Combined	366									836	616	433	53
Customer Accounts per Employee - Potable	298	618	438	325	37					855	555	373	32
Customer Accounts per Employee - Wastewater	441					1,127	807	681	5	907	568	407	31
													2
Employee Turnover Rates - Combined	9.9%									5.6%	8.2%	12.5%	57
Employee Turnover Rates - Potable	12.7%	3.2%	5.3%	9.1%	37					0.7%	6.7%	12.7%	29
Employee Turnover Rates - Wastewater	6.9%					2.5%	6.7%	8.6%	5	0.0%	6.5%	8.5%	25
													4
Retirement Eligibility - Combined	36.4%									9%	21%	30%	58
Retirement Eligibility - Potable	34.9%	11%	20%	38%	36					3%	20%	34%	30
Retirement Eligibility - Wastewater	37.9%					11%	12%	35%	5	0%	16%	27%	29
													4
<b>Business Operations</b>													
Debt Ratio	66%	18%	34%	53%	36		22%		3	21%	37%	53%	55
System Renewal / Replacement Rate (%): Water Treatment Facility and Pumping	0.90%	9.1%	1.4%	0.5%	25					3.7%	1.5%	0.8%	35
System Renewal / Replacement Rate (%): Water Pipelines and Distribution	1.70%	2.6%	1.2%	0.6%	24					4.1%	1.7%	0.6%	36
System Renewal / Replacement Rate (%): Wastewater Pipelines and Collection	0.01%								2	6.4%	1.6%	0.3%	34
System Renewal / Replacement Rate (%): Wastewater Treatment Facility and Pumping	0.67%								2	3.4%	1.9%	0.7%	34
													7
													5
Return on Assets	0.78%	3.1%	2.2%	1.0%	36	1.8%	0.6%	0.4%	3	2.6%	1.7%	0.5%	53
Cash Reserve Days - Combined	82									391	225	118	56
Cash Reserve Days - Potable	14	474	265	159	35					300	173	111	26
Cash Reserve Days - Wastewater	158						555		3	482	272	157	26
													1
Debt service coverage ratio (net operating income /total debt service) Combined	0.90									1.98	1.39	0.87	54
Debt service coverage ratio (net operating income /total debt service) Potable	1.19	2.43	1.53	0.83	35					1.92	1.39	0.93	24
Debt service coverage ratio (net operating income /total debt service) Wastewater	0.83						3.16		3	1.84	1.26	0.72	27
													1
Operating ratio (O&M costs / Total operating revenue) - Combined	65%									53%	64%	76%	57

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Operating ratio (O&M costs / Total operating revenue) - Potable	80%	59%	74%	82%	36					57%	67%	82%	38
Operating ratio (O&M costs / Total operating revenue) - Wastewater	54%					25%	44%	65%	4	54%	64%	75%	38
													3
Energy Consumption Efficiency: Energy Consumption Efficiency for Combined (kBtu/yr./MG)*	13,288									5,580	7,152	10,489	53
Energy Consumption Efficiency: Energy Consumption Efficiency for Potable (kBtu/yr./MG)*	9,655	3,851	6,608	9,506	33					4,186	6,227	8,722	45
Energy Consumption Efficiency: Energy Consumption Efficiency for Wastewater (kBtu/yr./MG)*	18,940					5,786	7,622	10,141	4	6,062	10,476	15,218	43
Triple Bottom Line Index	75%	74%	58%	40%	34	80%	80%	45%	5	85%	65%	55%	57
Bond Rating													
<b>Customer Service</b>													
Customer Complaints per 1000 Customers - Customer Service Complaints:	0.0	0.7	1.9	14.4	29		0.0		3	0.2	0.8	6.3	35
Customer Complaints per 1000 Customers - Technical Service Complaints:	6.7	1.4	5.9	13.1	31		2.8		3	1.5	6.7	11.6	41
Call Center Indicators: Average total call time (minutes)	4.0	2.0	3.0	4.3	28				1	2.0	3.0	4.0	45
Call Center Indicators: Average wait time (minutes)	-	-	1.0	3.0	25				0	1.0	1.0	2.0	41
Call Center Indicators: Abandoned call ratio (number of calls abandoned/number of call received)	4.9%	0.0%	5.5%	10.2%	26	2.5%	2.5%	2.5%	1	2.8%	5.7%	12.4%	49
Water-Planned (Total Disruptions)	5				30				0				52
Disruptions of Water Service (per total accounts) -total disruptions less than 4 hours	0.53	0.52	1.27	3.07	28					0.14	0.77	4.56	51
Disruptions of Water Service (per total accounts) -total disruptions between 4 and 12 hours	-	0.08	0.44	1.12	28					-	0.15	0.68	51
Disruptions of Water Service (per total accounts) -total disruptions more than 12 hours	-	-	-	0.01	28					-	-	0.01	51
Average time to address water planned service disruption (hrs.)	26.20	3.0	7.9	21.3	24					2.0	5.0	20.0	37
Sewer-Planned (Total Disruptions)	-								4				52
Disruptions of Sewer Service (per total accounts) -total disruptions less than 4 hours	-					-	-	-	4	-	-	-	52
Disruptions of Sewer Service (per total accounts) -total disruptions between 4 and 12 hours	-					-	-	-	4	-	-	-	52
Disruptions of Sewer Service (per total accounts) -total disruptions more than 12 hours	-					-	-	-	4	-	-	-	52
Average time to address wastewater planned service disruption (hrs.)						-	-	-	4	17	22	31	4
Water-Unplanned (Total Disruptions)	21				32								53
Disruptions of Water Service (per total accounts) -total disruptions less than 4 hours	2.24	0.38	2.23	3.90	32					-	0.75	3.39	53
Disruptions of Water Service (per total accounts) -total disruptions between 4 and 12 hours	-	0.18	0.75	1.57	32					-	0.09	0.59	53
Disruptions of Water Service (per total accounts) -total disruptions more than 12 hours	-	-	0.01	0.08	32					-	-	0.01	53
Average time to address water unplanned service disruption (hrs.)	29.71	5	10	34	24					-	5	19	37
Sewer-Unplanned (Total Disruptions)	-								2				51
Disruptions of Sewer Service (per total accounts) -total disruptions less than 4 hours	-					0.45	0.90	3.49	3	-	-	0.05	51
Disruptions of Sewer Service (per total accounts) -total disruptions between 4 and 12 hours	-					-	-	0.01	3	-	-	-	51
Disruptions of Sewer Service (per total accounts) -total disruptions more than 12 hours	-					-	-	-	3	-	-	-	51
Average time to address wastewater unplanned service disruption (hrs.)						0	1	1	2	3	6	16	11
System Average Disruption Frequency Index(total disruptions/total accounts) for water systems	0.28%	0.37%	0.51%	0.88%	30					0.07%	0.32%	1.06%	48
System Average Disruption Frequency Index(total disruptions/total accounts) for wastewater systems	0.00%					0.22%	0.35%	0.48%	2	0.00%	0.00%	0.02%	48
Residential Cost of Water Service (\$ per month) Bill amount for monthly residential service for customer using 7,500 gallons per month	\$ 51.00	\$ 28.00	\$ 35.00	\$ 40.00	37					\$ 27.00	\$ 35.50	\$ 42.00	56
Residential Cost of Water Service (\$ per month) Average residential bill amount for one month service	\$ 51.00	\$ 25.00	\$ 30.00	\$ 45.00	37					\$ 23.00	\$ 29.50	\$ 37.50	54
Residential Cost of Sewer Service (\$ per month) Bill amount for monthly residential service for customer using 7,500 gallons per month	\$ 56.00					\$ 29.00	\$ 36.00	\$ 37.00	5	\$ 30.00	\$ 41.50	\$ 53.25	56

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Residential Cost of Sewer Service (\$ per month) Average residential bill amount for one month service	\$ 45.00					\$ 27.00	\$ 29.00	\$ 31.00	5	\$ 23.50	\$ 31.00	\$ 39.75	54
Customer Service Cost per Account (\$) - Combined - can not separate	\$ 44.53									\$ 15.35	\$ 23.09	\$ 36.29	48
Customer Service Cost per Account (\$) - Potable	\$ 51.94	\$ 30.04	\$ 46.40	\$ 67.67	35					\$ 18.15	\$ 29.09	\$ 46.10	21
Customer Service Cost per Account (\$) - Wastewater	\$ 39.09						\$ 15.84		3	\$ 14.47	\$ 18.66	\$ 27.58	20
													1
Billing Accuracy (per bills generated)	99.83%	99.99%	99.96%	99.87%	35		99.99%		2	100.00%	99.95%	99.83%	56
Total per capita consumption (gallons per capita per day) - Potable	107	112	157	209	36					105	141	178	60
Total per capita production (gallons per capita per day) - Wastewater	64					95	107	133	4	76	101	138	57
<b>Water Operations</b>													
Service Affordability (%)* - Water	1.29%	0.62%	0.79%	1.10%	37					0.60%	0.74%	0.86%	54
Service Affordability (%)* - Sewer	1.13%					0.43%	0.63%	0.73%	5	0.52%	0.77%	0.95%	54
Stakeholder Outreach Index (%)*	75%	90%	67%	37%	34	83%	75%	67%	5	83%	75%	58%	61
Drinking Water Compliance Rate (%)	100.00%	100.00%	100.00%	100.00%	37					100.00%	100.00%	100.00%	61
Million gallons per day (mgd) of Water Delivered per Employee	0.13	0.32	0.21	0.16	37					0.35	0.24	0.16	31
Distribution System Water Loss (%) Apparent water loss	0.78%	0.2%	2.2%	4.8%	32					3.2%	7.4%	12.9%	45
Distribution System Water Loss (%) Real water loss		1.0%	5.9%	9.5%	30					2.5%	5.0%	13.8%	28
Current Water Demand (%)*	33%	37%	44%	80%	33					33%	50%	71%	50
Available Water Supply (years)*	123	43	27	17	28					47	30	17	41
<b>Wastewater Operations</b>													
Sewer Overflows (overflows per 100 miles of pipe)	1.00					0.7	2.2	3.3	5	0.9	2.7	6.7	56
Million gallons per day of Wastewater Processed per Employee	0.09					0.39	0.23	0.20	4	0.35	0.23	0.13	30
Sewer overflow (see above)	1.00								5				56
Wastewater Treatment Effectiveness Rate (%)	100.00%					100.00%	98.08%	96.99%	5	100.00%	100.00%	99.73%	61
Water Distribution System Integrity (leaks per 100 miles of pipe)	44.4	2	16	28	34					9	25	63	56
Water Distribution System Integrity (breaks per 100 miles of pipe)	2.2	6	14	20	34					3	11	23	56
Planned Maintenance Ratio for Water (planned maintenance as % of total maintenance)	67%	75%	55%	42%	27					70%	48%	29%	34
Corrective maintenance to Water Production (hrs per MG)	2.11	0.1	1.1	2.4	25					0.6	1.3	2.4	31
Planned maintenance to Water Production (hrs per MG)	4.22	1.5	0.8	0.2	25					1.8	0.9	0.4	32
Corrective maintenance to Water Distribution (hrs per 100 miles)	2,390.4	114	930	3,052	26					545	996	2,112	33
Planned maintenance to Water Distribution (hrs per 100 miles)	4,794.8	3,070	595	124	26					1,900	895	604	33
Planned Maintenance Ratio for Wastewater (planned maintenance as % of total maintenance)	55.2%					95%	83%	73%	5	82%	62%	51%	27
Corrective maintenance to Wastewater Processed (hrs per MG)	3.78					0.2	0.5	0.8	4	0.6	1.7	3.7	26
Planned maintenance to Wastewater Processed (hrs per MG)	4.66					1.9	1.6	1.3	4	4.6	2.0	0.9	26
Corrective maintenance to Collection (hrs per 100 miles)	3,722.3					181	361	808	5	401	996	2,546	27
Planned maintenance to Collection (hrs per 100 miles)	4,589.4					2,487	2,141	1,751	5	4,854	1,882	810	26
Operational cost of potable water services (\$/Account)	\$ 717	\$ 330	\$ 396	\$ 557	35					\$ 281	\$ 408	\$ 608	40
Operational cost of potable water services (\$/MGD)	\$ 4,392	\$ 1,853	\$ 2,425	\$ 3,313	36					\$ 1,873	\$ 2,565	\$ 3,406	39
Operational cost of potable water services (\$/100 miles of pipe)	\$ 4,987,096	\$ 1,736,133	\$ 2,464,542	\$ 3,719,803	35					\$ 1,508,796	\$ 2,233,874	\$ 3,654,463	40
<b>Combined Operations</b>													
Operational cost of wastewater services (\$/Account)	\$ 470					\$ 166	\$ 227	\$ 272	4	\$ 250	\$ 373	\$ 463	40
Operational cost of wastewater services (\$/MGD)	\$ 6,087						\$ 2,399		3	\$ 2,056	\$ 3,122	\$ 4,259	37
Operational cost of wastewater services (\$/100 miles of pipe)	\$ 5,993,075					\$ 1,396,453	\$ 1,763,789	\$ 2,479,952	4	\$ 1,573,765	\$ 2,143,610	\$ 3,109,259	37
Operational cost of Combined Services (\$/Account)	\$ 575									\$ 287	\$ 378	\$ 515	58
Operational cost of Combined Services Service (\$/MG)	\$ 5,055									\$ 1,982	\$ 2,940	\$ 3,609	58
Operational cost of Combined Services Service (\$/100 miles of pipe)	\$ 5,415,418									\$ 1,918,853	\$ 2,548,150	\$ 3,635,910	58