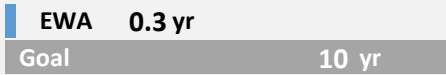


## Encina Water Pollution Control Facility

These key performance indicators illustrate various aspects of the EWA's operations with historical performance, industry benchmarks and self-imposed goals.

### NPDES Permit Compliance



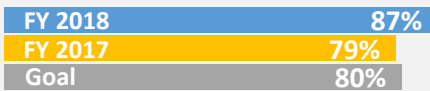
EWA holds a National Pollutant Discharge Elimination System (NPDES) Permit issued by the Regional Water Quality Control Board for discharge from the Encina Ocean Outfall. In March 2018, the facility experienced a plant upset for the first time in nine years which resulted in a permit violation.

### Electricity Onsite Generation



EWA generates the majority of its Treatment Plant electricity demand onsite through its Cogeneration System whereby methane gas is collected from the digesters and used as an alternative fuel source. The California treatment plant benchmark is 75%, but staff has a self-imposed goal of 80%.

### Proactive Maintenance



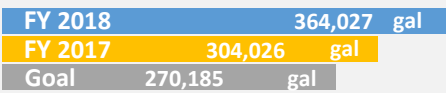
The Technical Services Team focuses on performing preventive maintenance in an effort to support equipment reliability and service life, and in turn, reduce reactive costs. It is standard for two-thirds of maintenance activities in treatment plants to be proactive in nature, but staff has a self-imposed goal of 80%.

### PureGreen - Class A Production



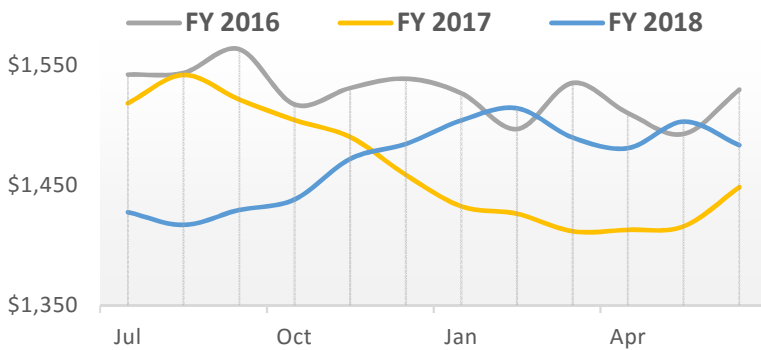
The Operations Team uses the heat drying process to produce a 90%+ solids pellet, known as PureGreen fertilizer. This produces a Class A Biosolids which has an unrestricted use and can be used by nurseries or be directly applied to land. This metric illustrates the percentage of wastewater solids converted into Class A.

### Alternative Fuel Receiving



The Alternative Fuel Receiving Facility receives deliveries of Fats, Oils, Grease (FOG) and Brewery Waste. EWA earns tipping fees for accepting this and generates additional methane gas by feeding it into the digesters. This metric illustrates the monthly average gallons of FOG and Brewery Waste received.

### Operating Costs per Million Gallons Treated



This metric depicts each month's rolling 12-month cost per million gallons treated. EWA's operating costs are largely driven by personnel, energy and chemical consumption. Because much of this is commodity price driven, we anticipate the cost per million gallons to increase by an inflationary rate, all else being equal. This graph illustrates the reduced cost per million gallons treated in FY2017 as a result of increased flows collected in combination with cost efficiencies captured throughout the year. In FY2018, EWA added two full time operators dedicated to heat dryer operations and witnessed increasing energy costs.

#### Training

Goal	30
FY17	32
FY18	42

hours per employee (annualized)

#### Overtime

Goal	< 2.3%
FY17	3.8%
FY18	3.4%

% of salaries

#### Safety

Goal	< 3.0
FY17	3.2
FY18	1.6

total injury rate

#### Attrition

Goal	< 7.0
FY17	4.4
FY18	11.4

employee turnover %

#### Odor

Goal	< 3
FY17	2
FY18	28

complaints