

CEO January 2022 KPIs

| EUM Attribute | Measure | Significance | Criteria | Status |
|--|---|---|---|---------------|
| Financial Viability | Operations & Maintenance cash balance exceeds 30 days of budget requirements | Resources consumed for operations and maintenance activities are less than budgeted amounts | Green = 100% Yellow = 90-99% Red = <90% | Green |
| | Water system wholesale billed revenues will meet or exceed budgeted amount | Method for establishing revenue projections are reliable | Green=100% Yellow= 85-99% Red = <85% | Yellow |
| | Days to Pay an Invoice | Timely vendor payments support health supplier relationships. | Green = 43 days or less Yellow = >43 to <48 days Red = >48days | Green |
| Product Quality | Effluent phosphorus concentration will be at least 20% below Permit levels | Wastewater regulatory compliance | Green= below 80% of Permit Levels Yellow = between 80 and 100% of Permit levels Red = exceeds Permit levels | Green |
| | GLWA will maintain 100% compliance with Safe Drinking Water Act | Water services compliance | Green= 100% compliance Red = <100% compliance | Green |
| Infrastructure Strategy and Performance | <u>Water</u> - Preventative maintenance projects completed as planned | Reduced risk of unplanned downtime or inefficiencies | Green = 80-100% Yellow = 60-,80% Red = >60% | Green |
| | <u>Wastewater</u> - Preventative maintenance projects completed as planned | Reduced risk of unplanned downtime or inefficiencies | Green = 80-100% Yellow = 60-,80% Red = >60% | Green |
| | <u>Water</u> - Preventative maintenance projects completed as a percentage of total projects | Reduced risk of unplanned downtime or inefficiencies | Green = 75-85% Yellow = >85% Red = <75% | Green |
| | <u>Wastewater</u> - Preventative maintenance projects completed as a percentage of total projects | Reduced risk of unplanned downtime or inefficiencies | Green = 75-85% Yellow = >85% Red = <75% | Green |

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| | Water - 25 or more valves exercised per month | Reduced risk of unplanned downtime or emergency repairs | Green = 25 or more per month Yellow= 21 -24 per month Red = 20 or less per month | |
| | Water - 100% of GLWA valves assessed are operational. | Reduced risk of unplanned downtime and service interruption | Green = 90-100% Yellow = 80 -,90% Red = <80% | |
| Operational Optimization | WWTP staffing levels meet ACO Targets | Wastewater regulatory compliance | Green= 95 - 100% Yellow = 91 -94% Red = <90% | |
| | Monthly Average Solids Inventory Below 750 Dry Tons | Wastewater regulatory compliance | Green= Average below 725 Dry Tons Yellow = Average between 725 and 750 Dry Tons Red = Average above 750 Dry Tons | |
| Enterprise Resiliency | The number of Security and Integrity patrols each month will meet or exceed baseline target of an average of 65 per day | Risk prevention | Green = 2,350 or more patrols Yellow = 2,000 - 2,350 Patrols Red = <2,000 patrols | |
| | GLWA security patrols will produce an average of 2 security reports (incident and facility inspection) per patrol. | Risk prevention | Green = 1.9 - 2.7 average reports per patrol Yellow = 1.5 - <1.9 or ,>2.7 -2.9 average reports per patrol Red = <1.5 or >2.9 average reports per patrol | |
| | General Counsel will receive 15 or less information requests each month | Employee safety and risk mitigation | Green = lower Yellow = Benchmark Red = Higher | |
| | Workers compensation quarterly claims frequency will be at or below Bureau of Labor Standards Benchmark of 6.1 incidents per 100 FTEs | Employee safety and risk mitigation | Green = lower Yellow = Benchmark Red = Higher | |

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| GLWA will exceed the 68 % service sector standard by resolving at least 78% of Incidents reported to the Service Desk within 24 hours of receipt. | Rapid Incident response promotes Employee Productivity | Green = 78- 100% Yellow = 68% to <78% Red = <68 % | |
| GLWA will exceed the 68% service sector standard by resolving at least 78% of service requests reported to the Service Desk within 5 days of receipt. | Rapid Service Request response promotes Employee Productivity | Green = 78- 100% Yellow = 68% to <78% Red = <68 % | |
| GLWA will exceed the 68% service sector standard by resolving at least 78% of incidents reported to the Service Desk within 24 hours of receipt. | Rapid incident response promotes Employee Productivity and network security | Green = 78- 100% Yellow = 68% to <78% Red = <68 % | |
| All GLWA sites (59) with Wide Area Network (WAN) connections will have 100% availability excluding schedule down time for maintenance. | Network Connectivity promotes Employee Productivity | Green = 99.98 - 100% Yellow >=99.50% and <99.98% Red <99.50% | |
| At least 99% of GLWA system data back-ups will be successful on the first attempt. | Network management protects data and promotes Employee Productivity | Green = 95 -100% first attempt success Yellow =90 - <95% first attempt success Red <90% first attempt success | |
| FY 2021 Total CIP Spend | Method for establishing spending is aligned with budgeted revenue | Green= >80% Yellow= 70-80% Red = < 70% | |

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| | At least 85% of GLWA team members will complete the most recent monthly cyber-security training within one month of issuance. | Cyber risk prevention | Yellow= 70-80% | |
| Customer Satisfaction | GLWA will maintain pressure variance within 98% of required contract amounts | System reliability | Red = < 70% | |
| Water Resource Sustainability | No more than 10% of GLWA solids will be disposed of through landfilling. | Community sustainability and watershed health | Green = 10% or less sent to landfills Red = >10% sent to landfill | |
| Stakeholder Understanding and Support | At least 75% percent of Articles mentioning GLWA will express a positive or neutral sentiment. | Effective media interaction | Green = >75% Yellow = <76% and <60 Red = <60% of coverage | |
| | GLWA Materials will be used or GLWA Sources quoted in at least 75% of online and print articles mentioning the GLWA. | Effective media interaction | Green = Pull through >75% Yellow = Pull through > 50% band < 75% Red = Pull through <50% | |
| Employee and Leadership Development | GLWA's employee retention rate will exceed the 94.9 % industry average rate | Organizational development employee retention | Green = higher retention rate Yellow = industry average retention rate Red = lower retention rate | |