EUM Attribute	Measure	Significance	Criteria	Status
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*	
	GLWA will maintain 100% compliance with Safe Drinking Water Act	Water services compliance	*Green= 100% compliance* *Red = <100% compliance*	
Customer Satisfaction	GLWA will maintain pressure variance within 98% of required contract amounts	System reliability	*Green = 95-100%* *Yellow = 95 - 90%* *Red = <90%*	
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*	
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*	
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%*	
	Water system wholesale monthly billed revenues will meet or exceed budgeted amount	Method for establishing revenue projections are reliable	*Green=100%* *Yellow= 85-99%* *Red = <85%*	
	Days to Pay an Invoice	Timely vendor payments support health supplier relationships.	*Green = 43 daysor less* *Yellow = >43 to <48 days* *Red = >48days*	

	FY 2019 Total CIP Spend	Method for establishing spending is aligned with budgeted revenue	*Green= >80%* *Yellow= 70-80%* *Red = < 70%*	
Infrastructure Strategy and Performance	Water - Preventative maintenance projects completed as planned	Reduced risk of unplanned downtime or inefficiencies	*Green = 80-100%* *Yellow = 60-,80%* *Red = >60%*	
	Wastewater - Preventative maintenance projects completed as planned	Reduced risk of unplanned downtime or inefficiencies	*Green = 80-100%* *Yellow = 60-,80%* *Red = >60%*	
	Wastewater - Preventative maintenance projects completed as a percentage of total projects	Reduced risk of unplanned downtime or inefficiencies	*Green = 75-85%* *Yellow = >85%* *Red = <75%*	
Enterprise Resiliency	The number of investigative security reports will decrease each month	Risk prevention	*Green = Decrease* *Yellow = Same as previous month* *Red = increase*	
	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*	

	GLWA will meet the service sector standard by resolving at least 68% of Incidents reported to the Service Desk within 24 hours of receipt.	Rapid Incident response promotes Employee Productivity	*Green = 68%* *Yellow = 55% to <68%* *Red = 55%*	
	GLWA will meet the service sector standard by resolving at least 68% of service requests reported to the Service Desk within 5 days of receipt.	Rapid Service Request response promotes Employee Productivity	*Green = 68%* *Yellow = 55% to <68%* *Red = <55%*	
	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 = 100%* *Yellow >=99.50% and <100%* *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 = 90 -100% first attempt success* *Yellow =85 - <90% first attempt success* *Red <85% first attempt success*	
	At least 75% of GLWA team members will complete the most recent monthly cyber-security training within one month of issuance.	Cyber risk prevention	*Green = 75 -100% completion* *Yellow = 60 - <75% completion* *Red <60% completion*	
Community 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	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 > 60% band < 75%* *Red = Pull through<50%*	
	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*	

Water System Monthly Revenues Versus Budget **EUM = Financial Viability**	Wholesale monthly billed Revenues will meet or exceed budgeted amount *(Green=100%) (Yellow= 85-99%) (Red =<85%)*	
Sewer System Monthly Revenues Versus Budget **EUM = Financial Viability**	Wholesale monthly billed revenues will meet or exceed budgeted amount *(Green=100%) (Yellow= 85-99%) (Red =<85%)*	
O & M Treasury Balances Versus Budget **EUM = Financial Viability and Enterprise Resiliency**	Total Wholesale and Regional monthly Revenues will meet or exceed budgeted amount *(Green= 97 -100%) (Yellow= 85-97%) (Red =<85%)*	
Preventative Maintenance Projects Completed as Planned **EUM = Infrastructure Strategy and Performance**	*(Green = 75-100%) (Yellow = 50-75%) (Red= >50%)*	
Wastewater Regulatory Compliance **EUM = Community Sustainability, Water Resource Sustainability & Product Quality**	Effluent Phosphorus Concentration will be below Permit levels *(Green= below 80% of Permit Levels) (Yellow = between 80 and 100% of Permit levels) (Red = exceeds Permit levels)*	
Wastewater Regulatory Compliance **EUM = Water Resource Sustainability**	Monthly Average Solids Inventory Below 750 Dry Tons *(Green= Average below 725 Dry Tons) (Yellow = Average between 725 and 750 "Dry Tons) (Red = Average above 750 Dry Tons)*	
Wastewater Regulatory Compliance **EUM = Employee and Leadership Development & Enterprise Resiliency**	WWTP staffing levels meet ACO Targets *(Green= 95 - 100%) (yellow = 91 -94%) (Red= <90%)*	
Community Sustainability - Watershed Health **EUM = Community Sustainability & Water Resource Sustainability**	During the fire remediation and until Complex 2 is certified for operation, GLWA will maximize beneficial use of solids through incineration *(Green = <5 days of incineration in month) (Yellow = 5 - 15 days incineration in month) (Red= >15 days incineration in month)*	
Water Services -Customer Care **EUM = Customer Satisfaction & Product Quality**	GLWA will maintain pressure variance within 98% of required contract amounts *(Green = 95-100%) (Yellow = 95 - 90%) (Red = <90%)*	
Water Services - Compliance **EUM = Product quality, Enterprise Resiliency, Community Sustainability & Stakeholder Understanding and Support**	GLWA will maintain 100% Compliance with Safe Drinking Water Act *(Green= 100% compliance) (Red = <100% compliance)*	
Social Media - Quarterly Summary **EUM = Customer Satisfaction & Stakeholder Understanding and Support**	GLWA Social Media Impressions will Grow by 10% per Quarter *(Green = growth < 10%) (Yellow = Growth between 1 and 10%) (Red = No growth or decline)*	
Traditional Media - Monthly Summary **EUM = Customer Satisfaction & Stakeholder Understanding and Support**	GLWA Proactive (GLWA pitched) Media Coverage will be at least 50% of total media coverage *(Green = < 50%) (Yellow = between 40-49%) (Red = under 40% of coverage)*	
General Counsel Contract Review **EUM = Enterprise Resiliency**	The number of contracts reviewed and Drafted By General Counsel will remain constant year-over-year *(Green= constant) (Yellow = <10% Increase) (Red = 11 or more increase)*	

Security and Integrity - Investigative Reports **EUM= Operational Optimization & Enterprise Resiliency**	The number of Investigative Security Reports will decrease each month *(Green = Decrease) (Yellow = Same as previous month) (Red = increase)*	
Security and Integrity - Patrols **EUM= Operational Optimization & Enterprise Resiliency**	The number of patrols each month will meet or exceed baseline target of 2350 *(Green = 2350 or more patrols) Yellow = 2000 - 2350 Patrols) (Red = <2000 patrols)*	
Workers Compensation Claims **EUM = Enterprise Resiliency & Employee and Leadership Development**	GLWA Quarterly Claims Frequency will be at or below Bureau of Labor Standards Benchmark of 6.1 incidents per 100 FTEs *(green = lower) (yellow = Benchmark) (Red = Higher)*	
Organizational Development Employee Retention **EUM = Employee and Leadership Development & Enterprise Resiliency**	GLWA's Employee retention rate will exceed the 94.9 industry average rate *(Green = higher retention rate) (Yellow = industry average retention rate) (Red = lower retention rate)*	