

CEO January, 2019 KPIs

| EUM Attribute | Measure | Significance | Criteria | Status |
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| 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 days or less Yellow = >43 to <48 days Red = >48days | |

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| | 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 | <u>Water</u> - Preventative maintenance projects completed as planned | Reduced risk of unplanned downtime or inefficiencies | Green = 80-100% Yellow = 60-,80% Red = >60% | |
| | <u>Wastewater</u> - Preventative maintenance projects completed as planned | Reduced risk of unplanned downtime or inefficiencies | Green = 80-100% Yellow = 60-,80% Red = >60% | |
| | <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% | |
| | <u>Water</u> - 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 | |
| | <u>Water</u> - 100% of GLWA valves assessed are operational. | Reduced risk of unplanned downtime and service interruption | Green = 90-100% Yellow = 80 -,90% Red = <80% | |
| 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 | |

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| | 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 | |

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| 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 | <i>Green = Pull through >75%</i> <i>Yellow = Pull through > 60% band < 75%</i> <i>Red = Pull through <50%</i> | |
| | At least 75% percent of Articles mentioning GLWA will express a positive or neutral sentiment. | Effective media interaction | <i>Green = >75%</i> <i>Yellow = <76% and <60</i> <i>Red = <60% of coverage</i> | |

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| 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) | |

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| 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) | |
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| 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) | |
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| 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) | |
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| 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) | |