

CEO September, 2019 KPIs

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 days or 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%	

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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>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%	
	<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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Water Resource Sustainability	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 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 %	
	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 = 99.982 - 100% Yellow >=99.50% and <99.982% 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	
	At least 85% of GLWA team members will complete the most recent monthly cyber-security training within one month of issuance.	Cyber risk prevention	Green = 85 -100% completion Yellow = 75 - <85% completion Red <75% completion	
	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>	

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)	

CEO January 2017 KPIs

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)	