

CEO January, 2020 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%	
	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%	
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	
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%	

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	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%	
	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 %	
	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 <99.982% 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	
<b>Customer Satisfaction</b>	GLWA will maintain pressure variance within 98% of required contract amounts	System reliability	Green = 95-100% Yellow = 95 - 90% Red = <90%	
<b>Water Resource Sustainability</b>	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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<b>Stakeholder Understanding and Support</b>	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%	
<b>Employee and Leadership Development</b>	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	

Water System Monthly Revenues Versus Budget <b>EUM = Financial Viability</b>	Wholesale monthly billed Revenues will meet or exceed budgeted amount (Green=100%) (Yellow= 85-99%) (Red =<85%)	
Sewer System Monthly Revenues Versus Budget <b>EUM = Financial Viability</b>	Wholesale monthly billed revenues will meet or exceed budgeted amount (Green=100%) (Yellow= 85-99%) (Red =<85%)	
O & M Treasury Balances Versus Budget <b>EUM = Financial Viability and Enterprise Resiliency</b>	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 <b>EUM = Infrastructure Strategy and Performance</b>	(Green = 75-100%) (Yellow = 50-75%) (Red= >50%)	
Wastewater Regulatory Compliance <b>EUM = Community Sustainability, Water Resource Sustainability &amp; Product Quality</b>	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 <b>EUM = Water Resource Sustainability</b>	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 <b>EUM = Employee and Leadership Development &amp; Enterprise Resiliency</b>	WWTP staffing levels meet ACO Targets (Green= 95 - 100%) (yellow = 91 -94%) (Red= <90%)	
Community Sustainability - Watershed Health <b>EUM = Community Sustainability &amp; Water Resource Sustainability</b>	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 <b>EUM = Customer Satisfaction &amp; Product Quality</b>	GLWA will maintain pressure variance within 98% of required contract amounts (Green = 95-100%) (Yellow = 95 - 90% ) (Red = <90%)	
Water Services - Compliance <b>EUM = Product quality, Enterprise Resiliency, Community Sustainability &amp; Stakeholder Understanding and Support</b>	GLWA will maintain 100% Compliance with Safe Drinking Water Act (Green= 100% compliance) (Red = <100% compliance)	
Social Media - Quarterly Summary <b>EUM = Customer Satisfaction &amp; Stakeholder Understanding and Support</b>	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 <b>EUM = Customer Satisfaction &amp; Stakeholder Understanding and Support</b>	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 <b>EUM = Enterprise Resiliency</b>	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)	