

CEO August 2023 KPIs

| EUM Attribute                           | Measure  | Significance  | Criteria  | Status |
|---|--|---|---|--------|
|   | Water system wholesale billed revenues will meet or exceed budgeted amount                   | Method for establishing revenue projections are reliable      | Green= 100%<br>Yellow= 85-99%<br>Red = <85%   |        |
|   | Days to Pay an Invoice   | Timely vendor payments support health supplier relationships. | Green = 40 days or less<br>Yellow = >40 to <45 days<br>Red = >45days  |        |
| Product Quality                         | Effluent phosphorus concentration will be at least 20% below Permit levels                   | Wastewater regulatory compliance                              | Green= below 80% of Permit Levels<br>Yellow = between 80 and 100% of Permit levels<br>Red = exceeds Permit levels |        |
|   | GLWA will maintain 100% compliance with Safe Drinking Water Act                              | Water services compliance                                     | Green= 100% compliance<br>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%<br>Yellow = 60- 80%<br>Red = <60%   |        |
|   | <u>Wastewater</u> - Preventative maintenance projects completed as planned                   | Reduced risk of unplanned downtime or inefficiencies          | Green = 80-100%<br>Yellow = 60-80%<br>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%<br>Yellow = >85%<br>Red = <75%   |        |

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| <b>Infrastructure Strategy and Performance</b> | <u>Wastewater</u> - Preventative maintenance projects completed as a percentage of total projects                                     | Reduced risk of unplanned downtime or inefficiencies        | Green = 75-85%<br>Yellow = >85%<br>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<br>Yellow= 21 -24 per month<br>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 = 85-100%<br>Yellow = 70 - 85%<br>Red = <70%  |  |
| <b>Operational Optimization</b>                | Monthly Average Solids Inventory Below 750 Dry Tons   | Wastewater regulatory compliance                            | Green= Average below 725 Dry Tons<br>Yellow = Average between 725 and 750 Dry Tons<br>Red = Average above 750 Dry Tons  |  |
| <b>Enterprise Resiliency</b>                   | 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<br>Yellow = 2,000 - 2,350 Patrols<br>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<br>Yellow = 1.5 - <1.9 or ,>2.7 -2.9 average reports per patrol<br>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<br>Yellow = Benchmark<br>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<br>Yellow = Benchmark<br>Red = Higher   |  |

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| <b>Enterprise Resiliency</b> | 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%<br>Yellow = 68% to <78%<br>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%<br>Yellow = 68% to <78%<br>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%<br>Yellow >=99.50% and <99.98%<br>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<br>Yellow =90 - <95% first attempt success<br>Red <90% first attempt success |  |
|                              | FY 2023 Total CIP Spend   | Method for establishing spending is aligned with budgeted revenue   | Green= >80%<br>Yellow= 70-80%<br>Red = < 70%  |  |
|                              | At least 90% of GLWA team members will complete the most recent monthly cyber-security training within one month of issuance.                         | Cyber risk prevention   | Green = 90 - 100%<br>Yellow= 80-90%<br>Red = < 80%  |  |

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| <b>Customer Satisfaction</b>                 | GLWA will maintain pressure variance within 98% of required contract amounts   | System reliability   | Green = 98-100%<br>Yellow = 95 - <98%<br>Red = <95%   |  |
| <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<br>Red = >10% sent to landfill                                    |  |
| <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%<br>Yellow = <76% and <60<br>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%<br>Yellow = Pull through > 50% band < 75%<br>Red = Pull through<50%           |  |
| <b>Employee and Leadership Development</b>   | GLWA's staffing levels will remain constant or experience modest growth  | Organizational development employee retention. Volatility of the labor market. | Green = 0 - + 5 EEs or - 3 EEs<br>Yellow = > + 5 EEs or - 3 to 5 EEs<br>Red = > -5 EEs                  |  |
| <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<br>Yellow = industry average retention rate<br>Red = lower retention rate |  |