

Wastewater Program BALANCED SCORECARD 8/06/02

People Management

Measurement	Target	Current Results (August 6 updates highlighted in red)
Employee satisfaction:	<i>From employee survey</i>	<i>Note: Scale = 1 (lowest) to 5 (highest)</i>
Overall satisfaction with jobs	4.0	3.56
Satisfaction with training and development	4.0	2.88
Satisfaction with participation and involvement in decision making	4.0	3.65
Satisfaction with management practices:		
Leadership and management	4.0	2.99
Supervisor communication and support	4.0	3.29
Spirit of teamwork	4.0	3.65
Employee retention:	91% (public sector)	YR 2000: 92.3% YR 2001: 94.2%
Training:	57.5 hrs per employee	2 nd qtr 2002 YTD: 6.27 hr/employee
Innovation: (how employees feel that innovation is valued)	4.0	3.19

Key Internal Processes

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Measurement	Target	Current Results
Compliance with regulatory standards:		
Association of Metropolitan Sewerage Agencies Peak Performance Awards	Platinum Award (Gold Award for 5 consecutive years)	<u>YR 2000:</u> WP: Gold Award SP: Gold Award <u>YR 2001</u> WP: Silver Award SP: Gold Award
Percent compliance with NPDES permit limits (exceedances/samples of BOD, SS, chlorine)	100 % compliance (current target for large plants, 5 yr target for Vashon)	<u>YR 2000:</u> 99.8% large plants <u>YR 2001:</u> 99.95% large plants 98.26% Vashon <u>YR 2002, 2nd qtr YTD:</u> large plants 100% Vashon -19 exceptions
Percent compliance with NPDES reporting requirements	100% compliance	<u>YR 2001:</u> 99.7%
Percent compliance with air permit standards	100% compliance	<u>YR 2001:</u> WP: 100% SP: 100% <u>YR 2002, 2nd qtr YTD:</u> 100%
Number of Sanitary Sewer Overflows	7 per year for West Point-South Plant systems (average of last 5 to 10 years). To be readjusted to add Vashon in 5 years.	<u>YR 2001:</u> WP/SP system: 13 <u>YR2002 2nd qtr YTD:</u> 2

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Combined Sewer Overflows as % of total flow	Current target: 3% of total annual flow to West Point System. 2005 target 2.5% 2030 target 0.5%	Yr June 2000-May 2001: 0.63% (drought year)
Performance nondegradation guarantee	BOD = 24 mg/l; SS = 24 mg/l; Fecal Coliform = 175 colonies/100mls (averages at West Point & South Plant)	YR 2000: BOD=14.4; SS=11.7; Fecal Coliform=31 YR 2001: BOD=16.3 SS=14.3 Fecal Coliform=56.7 YR 2002 2 nd qtr YTD: BOD=13.7 SS=14.1 Fecal Coliform=21
Safety		
Lost-time accidents (three-year annual average)	Not more than 22 accidents in 2001, followed by reductions.	YR 2001: 13 YR 2002, 2 nd qtr YTD: 11
Employee satisfaction with workplace safety.	4.0	3.69 (as measured by ee survey)
Degree of Reclamation of Resources		
Biosolids	100% beneficially used	YR 2000:100% YR 2001: 100%

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Water Reclamation	Increase use to 600 mg/yr by 2007	<u>YR 2000: 313mg/yr</u> <u>YR 2001: 290 mg/yr</u>
Digester Gas	85% of gas produced is used for recovery. (Target upon completion of cogens)	<u>YR 2000: 75%</u> <u>YR 2001: 76.25%</u> <u>YR 2002 2nd qtr YTD: 84%</u>

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Financial Performance

Measurement	Target	Current Results
Budget : expenditures by quarter for Wastewater Program	<u>2001:\$61.42 million</u> <u>2002 2nd qtr YTD:</u> \$32,192, 915	<u>2001:\$58.75</u> <u>2002 2nd qtr YTD:</u> \$28,346,029 Variance: \$3,846,886
Cash flow	<u>YR 2001 budget:</u> Debt Service coverage: 1.25	<u>YR 2001 estimate:</u> Debt Service coverage: 1.30
Size of Distributions to incentive Fund	Annual contribution is made each year.	\$1,381,000-total contribution broken down as follows: \$552,400 ----40% to eligible operating employees; \$400,000 ----"Rainy Day Fund" \$ 70,000-----estimated admin costs (FICA,etc) . \$358,600----payouts to eligible capital employees Remaining balance used for the investment fund.

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Customer Focus

Measurement	Target	Results
Customer Satisfaction <ul style="list-style-type: none"> Individual measures at section or unit level 		
Stakeholder Satisfaction <ul style="list-style-type: none"> Measured by component agency survey: <ul style="list-style-type: none"> -% response -Quality of service -Satisfaction w/customer service -Value of overall service 	90% of the agencies representing at least 90% of rate base 4.0 4.0 4.0	2001 survey results: 42% of the agencies 4.08 3.92 3.31
Neighbors' Satisfaction <ul style="list-style-type: none"> Measured by surveys of facility neighbors 	To be measured by end of 2002.	No data yet available.