

## Memorandum

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**To:** HONORABLE BOARD OF DIRECTORS

**From:** Suzanne R. Coffey, P.E., CEO

**CC:** William M. Wolfson, CACO

**Date:** December 9, 2022

**RE:** **EXPLANATION OF CEO December 2022 KPIs “RED, YELLOW, GREEN” REPORT**

OVERVIEW Last month there were three “yellow” and one “red” indicator. This month there are two “yellow” indicators.

Our first “yellow” indicator relates to the water preventative maintenance project work orders completed as a percentage of the total maintenance worker orders. For this measure to be green preventative maintenance work orders must be between 75 and 85% of total work orders. For October 2022 preventative work orders constituted 89% of the total work orders causing this measure to be “yellow.” In reviewing the cause for this performance variance, we noted that; while an average number of Bi-Monthly, Quarterly, Semi Annual, Yearly, and Bi-Yearly preventative maintenance (PM’s) work orders were completed during October, 99 fewer than average corrective maintenance (CM’s) work orders were completed. This KPI will continue to be monitored to determine if this is a trend or an anomaly.

Our second “yellow” indicator is the measure of the ratio of operable valves to valves assessed. Last month this indicator was also “yellow”. The goal for this metric is 100% of GLWA valves are operational. Last month we reported that 80 % of GLWA valves assessed were operational. This month the percentage of operational valves remains unchanged at 80.0%. We do not see this change as significant and as previously stated, it is not unreasonable to expect this indicator to remain “yellow” for the foreseeable future underscoring the value of this project.

**SPECIFIC RED AND YELLOW MEASURES ON THE FOLLOWING PAGE:**

EUM Attribute	Measure	Significance	Criteria	Status
<b>Infrastructure Strategy and Performance</b>	Water - Preventative maintenance projects completed as planned	Reduced risk of unplanned downtime or inefficiencies	<b>Green = 75-85%</b> <b>Yellow = &gt;85%</b> <b>Red = &lt;75%</b>	<b>Yellow</b>

Explanation and Responsive Actions: For this measure to be green preventative maintenance work orders must be between 75 and 85% of total work orders. For October 2022 preventative work orders constituted 89% of the total work orders causing this measure to be “yellow.” In reviewing the cause for this performance variance, we noted that; while an average number of Bi-Monthly, Quarterly, Semi Annual, Yearly, and Bi-Yearly preventative maintenance (PM’s) work orders were completed during October, 99 fewer than average corrective maintenance (CM’s) work orders were completed. This KPI will continue to be monitored to determine if this is a trend or an anomaly.

EUM Attribute	Measure	Significance	Criteria	Status
<b>Infrastructure Strategy and Performance</b>	Water - 100% of GLWA valves assessed are operational	Reduced risk of unplanned downtime and service interruption	<b>Green &gt;90%</b> <b>Yellow 80% - 90%</b> <b>Red &lt;80%</b>	<b>Yellow</b>

Explanation and Responsive Actions: Our valve assessment project measure remains “yellow” this month and performance has remained constant from the previous month. As the Board is aware, under this project, valves are currently defined in one of three categories – minor repair, rehabilitation, or replacement. Where the valve ultimately ends up is determined at the end of the project which means that a valve can go from minor repair to rehabilitated during the contract and may be operational by the end of the contract period.