



Memorandum

To: HONORABLE BOARD OF DIRECTORS

From: Suzanne R. Coffey, P.E.

CC: William M. Wolfson, CACO

Date: September 2, 2021

**RE: EXPLANATION OF ICEO September 2021 KPIs – “RED, YELLOW, GREEN”
REPORT**

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

Our first “yellow” indicator is the measure of the ratio of operable valves to valves assessed. The goal for this metric is 100% of GLWA valves are operational. Last month we reported that 82.2 % of GLWA valves assessed were operational, this month that percentage has continued to improve to 83.8% causing the measure to remain “yellow.” As previously indicated, while we continue to progress it is not unreasonable to expect this measure to remain “yellow” for the foreseeable future underscoring the value of this project.

Our second “yellow” indicator relates to our network up-time percentage. Last month our network was up 99.68% of the time causing the metric to remain “yellow.” This month our network was up 99.84% of the time, an improvement in network up-time. During this period GLWA experienced downtime due to external power outages three locations. The IT Group is evaluating affected locations to determine what, if anything is needed to improve performance.

Our Third “yellow” indicator relates to GLWA’s total CIP spend. The data reported is for July 2021, the first month of our current fiscal year, and was “yellow at 75%. For this measure to remain “green” GLWAs must expend at least 80% of its approved capital spending plan. In July, GLWA’s spending on water capital projects was 87% of the approved capital spending plan but for wastewater the spending ratio was much lower at 56%. We believe the cause of this underperformance is related to project delays associated with the frequent wet weather events experienced in July but will continue to monitor the performance in this area.

SPECIFIC RED AND YELLOW MEASURES FOLLOW:

EUM Attribute	Measure	Significance	Criteria	Status
Infrastructure Strategy and Performance	Water - 100% of GLWA valves assessed are operational.	Reduced risk of unplanned downtime and service interruption	Green = 90-100% Yellow = 80 - 90% Red = <80%	Yellow

Explanation and Responsive Actions: Our valve assessment project metric remains “yellow” this month. Although within the “yellow” range the performance on this measure continues to improve. 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.

EUM Attribute	Measure	Significance	Criteria	Status
Enterprise Resiliency	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 <99.98% Red <99.50%	Yellow

Explanation and Responsive Actions: This month our network was up 99.84% of the time, an improvement in network up-time. During this period GLWA experienced downtime due to external power disruptions at three locations. The IT Group is evaluating affected locations to determine what, if anything is needed to improve performance.

EUM Attribute	Measure	Significance	Criteria	Status
Enterprise Resiliency	FY 2021 Total CIP Spend	Method for establishing spending is aligned with budgeted revenue	Green= >80% Yellow= 70-80% Red = < 70%	Yellow

Explanation and Responsive Actions: For July 2021 the CIP spend started the new fiscal year at 75% of spending plan. For the measure to be “green” the spending must be 80% or greater of the approved spending plan. The underperformance was primarily driven by underperformance on sewer capital projects. GLWA believes this underperformance was

due to the frequency and duration of wet weather events in July 2021. GLWA will continue to monitor this performance to determine if further corrective actions are necessary.