

MEMORANDUM

TO: Asset Manager

FROM: Plant Operations Director

DATE: October 26, 2023

SUBJECT: Urgent Review of Northwood Plant Performance

This memo is to formally request your immediate attention on the performance issues at our Northwood Water Treatment Plant.

Over the past two quarters, we have seen a troubling trend:

Increased Downtime: The primary pump systems (P-101A/B/C) have experienced a 30% increase in unscheduled downtime compared to last year. This directly threatens our ability to meet municipal water supply commitments.

Rising Costs: Emergency maintenance and overtime costs for the Northwood site are 45% over budget year-to-date. The current approach of reacting to failures is proving to be financially unsustainable.

Safety Concerns: We had one minor safety incident last quarter related to an emergency pump repair performed under pressure. While no one was seriously injured, this is a trend we cannot allow to continue.

We need to shift from a reactive to a proactive management model. I need you to develop a set of Key Performance Indicators (KPIs) that will help us track our progress in improving **reliability**, **controlling costs**, and ensuring **personnel safety** at this facility. We need to see what's coming, not just react to what's happened.

Please prepare a proposed list of KPIs for my review by the end of the week.