



Office of the Chief Executive
735 Randolph Street, Suite 1900
Detroit, Michigan 48226

April 25, 2018

The Honorable
Board of Directors
Great Lakes Water Authority

Dear Chairman Hendrix and Directors:

Regarding: CEO's Report – April, 2018

On April 17th I had the privilege, on behalf of GLWA, of receiving the American Council of Engineering Companies (ACEC) Honor Award for GLWA's Biosolid Dryer Facility (BDF). The program for the Award Event took note of the following:

'As the largest of its kind in North America, the new 47,000-square-foot facility provides a sustainable alternative to the incineration and landfilling of biosolids produced during the wastewater treatment process. The system consistently produces high-grade biosolids that can be safely sold for agriculture and landscaping uses. The facility also features advanced air pollution, noise and odor control systems that reduce impact on adjacent areas. Completed \$8 million under budget, the facility is on track to pay for itself in less than nine years through operations and maintenance savings.'

The direction for the BDF was a strategic component in GLWA's long term biosolids planning and now in our Utility of the Future Vision. Thank you to all the participants in the Blue-Ribbon Panel that outlined the strategy in 2012, and thank you to Wade Trim Associates and NEFCO for bringing GLWA's strategy for the BDF to fruition. Thank you also to Majid Khan, GLWA's Director of Operations for his attention to detail in operations as the BDF came online. Last but not least, a special thanks to Phil Kora, GLWA's project manager, who worked diligently with NEFCO and Wade Trim through all phases of the project.

As a further sign of progress, GLWA and DWSD have agreed on a Term Sheet that clarifies certain provisions in the Water and Sewer Leases and the Water and Sewer Services Agreement. With the formal support of both the GLWA Board of Directors and the DWSD Board of Water Commissioners, a Memorandum of Understanding that codifies the agreed upon terms is in process. GLWA is proceeding to incorporate the agreed upon terms in closing the FY 2017 GLWA Financial Statements.

PLANNING SERVICES

Asset Management and CIP Group

The Asset Management group is working in conjunction with GLWA Information Technology (IT), to procure advisory services for the upgrade or replacement of an Enterprise Asset Management (EAM) system. The Request for Proposal (RFP) is for qualified consultants to provide services for professional consulting services to gather business and system requirements for the replacement of GLWA's Work and Asset Management (WAM) System, develop a comprehensive system design, develop an RFP for an EAM application purchase and implementation, and to provide oversight services for the system implementation. The RFP is currently advertised, and responses are due on May 8, 2018. We are very excited to begin this project to ensure that GLWA has a best-in-class system that meets the authorities' needs and is configured appropriately to maximize efficiency and effectiveness of asset and work management.

The next meeting of the Asset Management and Capital Improvement Planning Member Outreach Work Group will be May 22, 2018 where the results of the members input into the work groups mission, discussion topics and strategic direction will be presented.

Systems Planning Group

The March Member Outreach meetings have been tabulated below:

March Outreach Meeting Attendance	
Meeting	# Attended
Wastewater Analytics Task Force (3/2)	24
Wastewater Master Plan Steering Team (3/9)	46
One Water Partnership (3/15)	102
Water Analytical Work Group (3/20)	50
Wastewater Best Practices Work Group (3/21)	24
Asset Management & CIP Work Group (3/27)	41

We have been considering a possible restructuring of the Asset Management and CIP work group to ensure that it is meeting member needs. One of the leading options under consideration is dedicating specific meetings to individual topics such as Asset Management, Financial Services and Procurement, Capital Improvement Planning, and Capital Project Delivery.

Contingency plans for members impacted by the 14 Mile Road transmission main were discussed during a March 29, 2018 meeting in Farmington Hills. The group reviewed possible emergency scenarios and steps that would be taken during an event. The discussion will continue in May, after members have had a chance to review the hydraulic models.

PLANNING SERVICES

The Wastewater Charges Symposium planned for May 1st and 2nd is being rescheduled due to the availability of the panelists. June dates are now under review. The new dates and supporting details will follow confirmation from the panelists.

A Water Storage Best Practices Workshop will take place on May 7, 2018 at the MSU Education Center in Troy from 9:00 a.m. to 3:00 p.m. This event is sponsored by the Water Management Best Practices Work Group. A meeting notice has been sent, please contact outreach@glwater.org if you are interested in participating.

The April Wastewater Master Plan Steering Team spent considerable time reviewing green storm water opportunities and the impact of land-use changes in Detroit. In this meeting, the MDEQ presented material on a new collection system general permit that is expected to be issued later this year. Lastly the Team began the work necessary to create a Regional Operations Plan with the presentation of a draft table of contents for the plan and a request for review and comment from the Team.

System Analytics and Meter Operations Group (SA&MO)

The “Units of Service for Non-Master Metered Customers and System Water Audit” project team continues to meet with the non-master metered customers to address their questions related to Phase I of the study. The project team has started tasks to be completed under the Phase II of the study.

Team members from the SA&MO and IT teams successfully implemented a paperless Mobile Workforce Management process for maintaining and repairing the sewer meters. The sewer meter maintenance crews will receive and complete the work orders using laptops or tablets. The Work Force Management System ServiceLink has been integrated with the WAM system. All users have been trained to use the system. This implementation will significantly improve the collection of field information related to sewer meters’ preventive and corrective maintenance.

The team is utilizing GLWA’s collaborative smartsheet system to improve communications and documentation between other groups such as Financial Services, Member Outreach and GIS. The platform allows for data sharing between groups as well as reporting and dashboarding of that information. The goal is to improve our business process, so we can resolve field issues more quickly. SA&MO works with Financial Services for the review and acceptance of the wholesale water data for billing. That process will become more transparent using smartsheet.

Mobile Field Management...



PLANNING SERVICES (continued)

The West Side Sewer Modeling and Monitoring Program is ongoing. A progress meeting with MDEQ was held on April 13, 2018. The meeting included presentation regarding recent data analyses. The information and analyses generated by this effort will be used to validate and update the combined sewer overflow outfall frequency and volume calculations.

WASTEWATER OPERATING SERVICES

Wastewater Operations Group

The Water Resource Recovery Facility (WRRF) operations was in compliance with the Water Quality Standards for the month of March.

Engineering & Maintenance Groups

Construction Engineering

Construction of the Rouge River Outfall Disinfection Project is progressing with a targeted construction completion date of April 1, 2019, as required by the NPDES permit. Current work efforts include the construction of the new baffle/diffuser chamber and the installation of a new Rouge River Outfall sample building (pictured right). Additionally, a construction kick-off meeting for a new project, Modifications to Incinerator Sludge Feed System in Complex II at WRRF, was conducted.



Maintenance Team



The WRRF Maintenance Team, in partnership with the Transformation Team, continues to execute a 5-S Lean Project. The current effort focuses on many items including pump motor and influent valve painting at Pump Station #1 (pictured left). Additionally, the Maintenance Team started preparations to receive and install temporary skid-mounted process technology. This will allow for pilot testing of new process technology using actual WRRF process water in real time.

WASTEWATER OPERATING SERVICES (continued)

Industrial Waste Control (IWC)

In March 2018, the MDEQ performed a water quality site inspection as part of its Laboratory Certification program (Drinking Water). An electronic copy of the report is to be submitted to IWC in April 2018.

CSO Control Program

The GLWA CSO Control Program Team in partnership with the CSO Operations Team continues to identify, prioritize, and address facility maintenance, equipment, and logistics issues. A variety of projects to increase reliability and functionality are underway. The most noteworthy projects are as follows:

- Completion of partial structural condition assessments needed to develop a solicitation document for structural repairs;
- Improvements to the influent chamber at Baby Creek;
- Improvements to discharge gates at Conner Creek; and
- Improvements to the drain vault at Oakwood.

Projects that are in the planning phase with start dates in the near term are as follows:

- Facility roof inspections at various locations;
- Improvements to electrical and controls systems at Leib, Puritan/Fenkell and Seven Mile; and
- Improvements to fire alarm systems for all nine CSO facilities.

WATER OPERATIONS

Public Water Supply PFAS Sampling Initiative by MDEQ

On April 10, 2018, the Michigan Department of Environmental Quality (MDEQ) held a meeting regarding Testing of Community and Non-Community Water Supplies for PFAS (Per- and polyfluoroalkyl substances) by MDEQ over the next two (2) years. The MDEQ and the Department of Health and Human Services are developing information packages to be used to introduce the research project and contacted GLWA and other water suppliers for our perspective, knowledge, and experience. MDEQ was appreciative of our comments and the value we added from our perspective.

As part of GLWA's unregulated contaminate monitoring in 2014 and 2015, PFASs were not detected. We also monitored for the chemicals in 2017 and 2018, and again, no PFASs were detected in either the source water or our drinking water. GLWA's primary concern with the research project is that dissemination of information by the state does not, for our member partners and their publics, and similarly for other regional systems that share common treatment sources, confuse or alarm the public when confirmation of non-detect may already exist for PFAS's.

WATER OPERATIONS (continued)

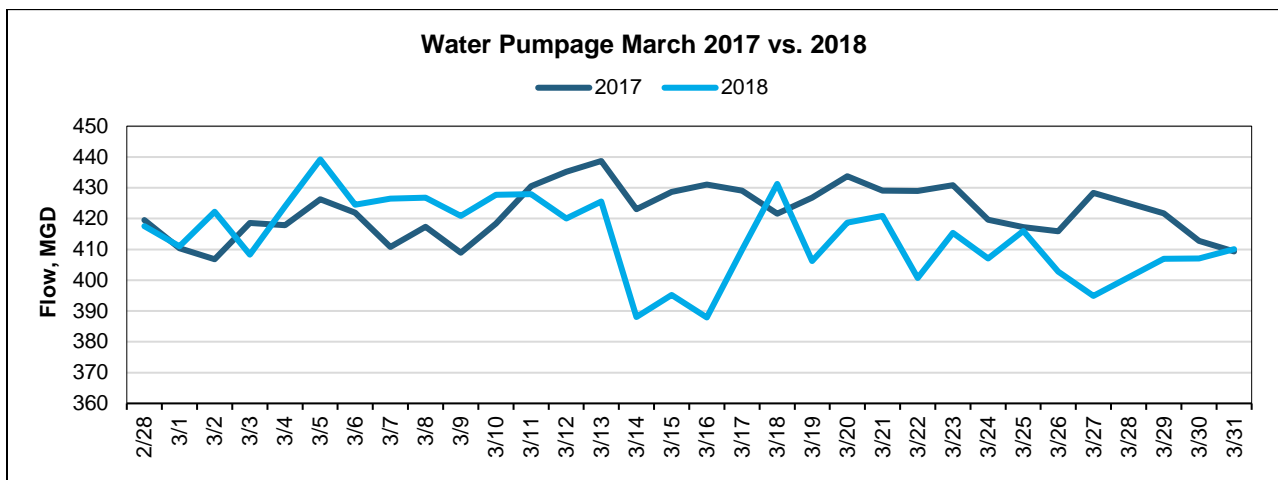
GLWA Water Quality Sampling & Monitoring Survey

The Water Quality Sampling and Monitoring Survey was administered March 19 to April 6, 2018 to 299 individual email addresses representing water member partners. We received 37 responses and the results will be reviewed and discussed with member partners at the Water Quality Work Group meeting on April 27, 2018.

Systems Control

March 2018 Pumpage

March 2017 pumpage was 1.9% less than March 2018.



INFORMATION TECHNOLOGY

The IT Group has successfully completed three projects since the last report and the IT Program Management Office (PMO) is currently managing 27 active projects and is analyzing 13 project requests.

The GLWA IT Security & Risk Team, in coordination with the American Water Works Association (AWWA) will be hosting a cybersecurity workshop for Michigan water professionals, in Livonia on June 6th.

The IT Line of Business Applications Team along with DWSD successfully migrated the enQuesta application from the CSF Data Center to the Oracle Cloud the weekend of April 14th. The migration of enQuesta to the cloud is in support of the bifurcation process for IT and DWSD's long term strategic direction.

INFORMATION TECHNOLOGY (continued)

The IT Line of Business Applications Team completed the implementation of Single Sign On (SSO) for Cornerstone Learning Management System (LMS). The implementation of SSO for this application is part of the ongoing efforts to improve the overall daily user experience.

The IT Enterprise Applications team has recently implemented a new map which resides in our GIS System. The map is called “Wet Weather Map”, which displays real-time data based on GLWA’s operational system, PI. This map utilizes an integrator that goes between PI and GIS, which assists in providing the real-time data. The map has many features that assist GLWA team members in a variety of ways, including:

- Improved anticipation of combined sewer overflow (CSO) events and understanding of their causes
- Interceptor segments that change colors depending on how close they are to reaching their capacity
- Symbols for precipitation gauges that illuminate when there is rain in excess of 0.1 inches over a 5-minute average
- Forecasted precipitation in inches from the National Weather Service and Mobile access for team members in the field
- Symbols that flash when CSO gates are open

The IT Enterprise Applications team launched **One Water Connect** to all GLWA team members on Monday, April 23, 2018. One Water Connect is the new Intranet Portal for GLWA team members only, which is another milestone in the bifurcation process. One Water Connect allows users to access the portal from any device, anytime, and anywhere. One Water Connect is designed to be the one stop shop to find all the latest GLWA news, internal announcements, access to group/team pages, employee recognitions, and links to all GLWA applications/forms/policies. Some of the features of this new portal include:

- CEO Corner – Latest CEO Report and other CEO communications can be accessed from [this link](#)
- Quick links – Enable easy access to all GLWA Forms & Policies and most popular items
- Team Photo Slider – Photos posted by Public Affairs that highlight team events, individual GLWA team member accomplishments and other activities
- GLWA Team Calendar – Includes GLWA important dates; Pay Days, Holidays, Excused Work Days, GLWA Board and Committee meetings,
- GLWA Public Announcements – News stories and events directly fed from our public website (glwater.org)
- GLWA Team Directory – Easily locate any GLWA Team member using various search filters such as name, location, phone number, or area, group, and team.
- GLWA Internal Announcements – This area will feature important internal communications to Team Members

INFORMATION TECHNOLOGY (continued)

The screenshot displays the GLWA website interface. At the top is the 'ONE WATER CONNECT' banner. Below it is a navigation menu with links for Home, Areas / Groups, Applications, Forms & Policies, Facility, About GLWA, and GLWA Website. The main content area is divided into several sections:

- CEO's Corner:** Features a photo of a woman and the text 'Get the Latest CEO Report'.
- Quick Links:** A list of links including IT Service Desk, Request an IT Project, Brand Style Guide, Cerdan Dayforce, Comestore OnDemand (SAG), GLWA Employee Discounts, GLWA Templates, Job Postings, Local Weather, Office 365 E-mail, Perseption Chart, Pumpage Chart, WAM Production, and Waterworks Magazine.
- GLWA Calendar:** A calendar for April 2018 showing various events such as 'Social Skills Board of Connect' on Tuesday, 'GLWA Operations and Finance' on Wednesday, and 'GLWA Board Meeting' on Friday.
- GLWA News & Publications:** Includes news items like 'GLWA Board of Directors Evening Community Meeting', 'Public Hearing Notice regarding proposed Raw Sludge Clarifiers and Raw Sludge Pumping Systems Improvements Project', and 'Public Hearing Notice regarding proposed Waterworks Park to Northeast Transmission Main Project'.
- GLWA Internal Announcements:** Lists announcements such as 'March into Literacy Month 2018', 'Volunteer Opportunity at The Children's Center', 'GLWA Holiday and Excused Days 2018', 'Open Enrollment 2018 Guidebook', and 'Early Payroll Processing Deadline Announcement - November 2017'.
- Most Popular Forms:** A list of frequently accessed forms including Business Card Order form, GIS Request, IDM Contractor Form, IDM Employee Form, and Tuition Assistance Form.

PUBLIC AFFAIRS GROUP

As a part of ongoing efforts to improve communications with team members in all GLWA facilities, Public Affairs will continue installing communications centers, which will include either 4x4 or 4x8 boards along with a 43-inch video monitor. The installations were piloted at the WRRF with positive feedback from team members. The boards will have two sections, one for GLWA systemwide information, and one for information specific to the facility. The monitors will utilize a cloud-based communications platform that will allow Public Affairs Specialist Stephanie Geiger to upload content from her desk, phone or other mobile device. Content will include news releases, videos, OD information, etc. There will also be a scrolling message tool available for important alerts. Content can also be directed to specific facilities if there is a need to share information with only one or two locations.

Town hall meetings for GLWA team members surrounding the 2017 *Year in Review* are continuing. In April, CEO McCormick visited Water Works Park, Springwells, Southwest and the Water Board Building to share highlights from GLWA's second year of operations. An exciting new feature has been the addition of a drawing in each location for five team members to attend a "Coffee with the CEO" at a local coffee shop.

SECURITY AND INTEGRITY

During the months of March/April, the Security and Integrity Group continues FEMA 100, 200, 700 and 800 Incident Command System (ICS) training for Water Plant managers. The Group continues HazMat team training for HazMat officers.

Security and Integrity has completed both the “Search and Seizure” training, in addition to the “Transportation of Hazardous Materials Security Plan”, and is continuing its update on the Main Office Building’s Evacuation Plan.

ORGANIZATIONAL DEVELOPMENT

EICT-I Apprenticeship Program

GLWA received a check for \$7,000 in incentive funds during week of April 16th from Automation Alley/Apprenticeship USA, bringing our total received to date to \$41,000.

Benefits

OD benefits launched discount goods and services for team members from the provider Beneplace on March 29.

Recruitment

We continue our nationwide search for a new Chief Operating Officer for Water Resource and Recovery Operations. The position has been posted on the GLWA Careers Opportunities page, a sponsored job on LinkedIn, MWEA, WaterDistrictJobs.com, Careers in Government, and Water Environment Federation including resume search and social media. We are in the process of reviewing applications received to date.

Currently we have **48** open recruitments on the Careers page on our website. Total staffing as of April 23, 2018 is **968**. Since January 1, 2018, GLWA has hired **72** team members. Since the last CEO report, four (4) contractors have become GLWA team members. We are anticipating seven (7) additional contractors to become GLWA team members in the next 30 days.

In partnership with Procurement, OD participated in three small business events in April to network and share information about Careers at GLWA. The events were:

- National Association of Women in Construction, April 12-14 at the Book Cadillac
- Michigan Public Purchasing Officers Association, April 27 at the Suburban Collection Showcase in Novi
- The Detroit Employment Solutions Corporation (DESC) and the Mayor’s Workforce Development Board (MWDB) focus group of fellow Detroit employers on Thursday, April 5th at Detroit Employment Solutions Corporation. We shared GLWA’s experience connecting Detroit job seekers to jobs in our organization and our ideas for what we would like the workforce development system to be in the future to meet our organization’s talent needs.

ORGANIZATIONAL DEVELOPMENT (continued)

Training

Over 10,034 hours of Training and Development have been logged and monitored since January 1, 2018.

Planning continues for the launch of the One Water Institute. This training and development program will provide our GLWA team with leadership and other training opportunities in support of our Effective Utility Management (EUM) attributes.

FINANCIAL SERVICES GROUP

The Financial Services Group April Report will follow as an attachment to the Chief Executive Officer's Report.

LEGAL

General Counsel's April Report is an attachment to the Chief Executive Officer's Report.

Respectfully submitted,



Sue F. McCormick
Chief Executive Officer

SFM/dlr