



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

May 23, 2018

The Honorable
Board of Directors
Great Lakes Water Authority

Dear Chairman Hendrix and Directors:

Regarding: CEO's Report – May, 2018

We continue to see positive signs of GLWA's impact on our member-partner communities. On May 9, the GLWA Board approved a 30-year model water services contract with the City of Gibraltar. Today, the GLWA Board is considering approval of a 30-year model water services contract with the City of Inkster. We have also continued our conversations with the City of Dearborn regarding that community's concerns related to the implementation of the results from Phase I of the Black and Vetch Units of Service study and the impact on its FY19 charges. I am pleased to indicate that we have reached an understanding on a path towards resolution of those concerns allowing Dearborn to become a GLWA model contract member-partner, and for implementation of the Phase I results without further objection. We have reviewed this matter with our Member-Partner Analytical Work Group (AWG) who expressed support for the understanding and process we outlined.

Dearborn and GLWA will negotiate and finalize a water services contract by the December 31, 2018. Dearborn is currently an unmetered community, so before it can receive the full benefits of GLWA's model contract, a metering plan must be agreed to and incorporated as a part of the water services contract for Dearborn. Both parties understand that Dearborn will install master meters. The parties also understand that it will take some time to complete the installation of these meters which will require them to rely on interim measures: Initially, the parties will use an agreed upon plan for District Metering Areas (DMAs) to approximate flow and thereafter insertion meters will be used until replaced by master meters. Once the contract is signed and the DMAs data is considered, Dearborn will receive a credit or charge during the balance of FY 19 that reflects by fiscal year end the difference in the data found through the DMA's and the data included in the Units of Service Phase I recommendations, together with receiving the benefit of moving from the 20% uniform adjustment factor to a 10% adjustment factor under the model contract.

PLANNING SERVICES

Asset Management and CIP Group

The Asset Management and CIP Group is working to finalize the scope of services related to the CIP Program Management project. Program Management as defined by the Project Management Institute is the centralized coordinated management of a specific program to achieve its strategic goals, objectives and benefits. At GLWA, we recognize the need to improve the area of CIP execution and will do so by, but limited to: optimizing the organization structure, streamlining, standardizing, documenting and implementing business processes, training, implementing CIP project control, tracking and putting measurements in place to track improvement.



This initiative will place us on the path to demonstrating “Best-In-Class” CIP execution over the next several years.

The Asset Management & Capital Improvement Planning (AM/CIP) Member Outreach Work Group met on May 22, 2018 where the results of the members input into the work groups mission, discussion topics and strategic direction was presented. To support GLWA’s goal to be a best-in-class utility, it is recommended that the AM/CIP Work Group meetings be organized to fulfill two objectives. Sam Smalley, DWSD Asset Manager, has agreed to be the AM/CIP Work Group’s Member Sponsor, which will help further the group’s progress on these two objectives. These objectives are:

1. Provide information, promote transparency and foster collaboration for members on GLWA’s efforts in four topic areas: Asset Management, CIP Development, Capital Project Delivery, Finance/Procurement. Meetings would focus primarily on one topic but may include short updates on one or more additional topics, as necessary. Representatives from the respective areas would be asked to attend and present an update at designated Work Group meetings.
2. Engage the members attending the AM/CIP Work Group in collaborative problem solving and leveraging opportunities, in order to take advantage of the extensive knowledge and experience of the participants for the collective benefit of GLWA’s members and the region.

One significant change that has occurred due to the Work Group’s feedback is the identification of topic areas that will be discussed at each meeting to ensure Members are able to identify and attend only those meetings that may be relevant to their interests.

PLANNING SERVICES (continued)

The Work Group’s schedule for the remainder of 2018 is shown below.

Proposed Meeting Dates and Participation:

<p>May 22, 2018 Topic: Capital Project Delivery</p> <p>Presenters: Grant Gartrell/Dan Alford</p>	<p>July 24, 2018 Topic: Finance & Procurement; CWIP Update</p> <p>Presenters: Nickie Bateson/Andrew Sosnoski</p>	<p>September 25, 2018 Topic: Asset Management; CWIP Update</p> <p>Presenters: Jody Caldwell Nickie Bateson/Andrew Sosnoski</p>
<p>October 23, 2018 Topic: CIP Development</p> <p>Presenter: Jody Caldwell (Grant & Dan attend)</p>	<p>November 27, 2018 Topic: Capital Project Delivery</p> <p>Presenters: Grant Gartrell/Dan Alford</p>	<p>December 18, 2018 Topic: Finance & Procurement; CWIP Update</p> <p>Presenters: Nickie Bateson/Andrew Sosnoski</p>

Systems Planning Group

There were six Member Outreach Meetings in April. Attendance at the meetings is tabulated below.

April Member Outreach Meeting Attendance	
<u>Meeting</u>	<u># Attended</u>
Water Management Best Practices Work Group	18
Public Education Work Group	13
Wastewater Master Plan Steering Team	36
Water Analytical Work Group	48
Wastewater Analytics Task Force	23
Water Quality Work Group	19

The next One Water Partnership Meeting will be held on June 21, 2018 at the John Lewis Center at Macomb Community College from 10:00 a.m. – 2:00 p.m. Planning for this quarterly meeting is underway and will continue with a One Water Co-Chairs meeting in late May.

A Water Storage Best Practices Workshop sponsored by the Water Management Best Practices Work Group was held on May 7, 2018. The workshop built a shared understanding of the opportunities and best practices related to water storage. Speakers presented on topics such as how to build storage for contract benefits, operations and maintenance of water storage, and case studies from communities. The workshop hosted over 60 participants and received positive feedback. The Water Management Best Practices Work Group will build on this success and coordinate future workshops.

PLANNING SERVICES (continued)

We are entering the final month of transition for our third-party facilitator from Project Innovations to Bridgeport Consulting. Bridgeport Consulting began leading work groups in March with support from Project Innovations. We encourage you to introduce yourself to the Bridgeport Team at the next Member Outreach Meeting. They look forward to getting to know members better and welcome any feedback.

A special “Thank You” to the Project Innovations Team for years of service, support and advice, not only to GLWA, but to the entire region! Project Innovations has been a tremendous asset in the Outreach effort and enabled our transition to true Partnering in the regions water services.



Charlie Fleetham



Teresa Newman

The Wastewater Master Plan Steering Team was energized with problem solving activities at its most recent meeting in May with continued discussions around a regional operating plan. We also heard presentations regarding future population projections to consider for future planning. An update on work completed and upcoming work at the Water Resource Recovery Facility was provided, as well as an update on the wastewater collection system model.

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 plan for Phase 2 of the study. Black & Veatch gave an update on tasks being completed during Phase 2 of the project at the most recent Analytic Work Group meeting.

A Wastewater Analytics Task Force (WATF) meeting was held April 20, 2018 and included a presentation about SA&MO’s implementation of the new paperless Mobile Workforce Management process for maintaining and repairing the sewer meters. The information about the recent integration of System Control Center’s OVATION data through PI system into the Greater Detroit Regional Sewerage System (GDRSS) portal on a near real-time basis, was also shared at the meeting. The team will use the PI Integrator to display Belle Isle sanitary sewer flows on the GDRSS portal as a prototype solution.

The Good Metering Practices Sewer contract was awarded to CDMSmith. The contract will support sewer metering quality assurance and quality control and analysis on the sewer system. Public Finance and System Analytics held a joint meeting on April 4, 2018 to evaluate areas of improvement for the wholesale water billing. The teams are collaborating to develop a more efficient and transparent process to bill water member partners.

PLANNING SERVICES (continued)

The West Side Sewer Modeling and Monitoring Program is ongoing. A progress meeting with MDEQ was held on April 13, 2018 and the initial calibrated model was delivered to the Wastewater Master Plan team on April 30, 2018.

The team hosted a training session at CSF for new GLWA team members from the Engineering Group. The session included nine engineers and covered the Wholesale Automated Meter Reading System (WAMR) and GDRSS Portals.

The team updated the timekeeping program for the SCADA radio network. The timekeeping program ensures that each remote site sending WAMR data back to CSF has the correct time. The program was updated from Microsoft Visual Basic running on Windows XP to a Python program which can run on a virtual server in the datacenter.

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 April 2018.

Engineering & Maintenance Groups

Construction Engineering

The 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 installation of concrete masonry unit wall/brick veneer for the sodium hypochlorite building, installation of piping for the secondary chlorine injection system, and construction of the new flowmeter risers on the primary effluent conduit. (See photo below).



Installation of re-steel and wall forms for the PE flowmeter risers.

WASTEWATER OPERATING SERVICES (continued)

A 60% design document incorporating green infrastructure for replacing the parking lot in front of the WRRF New Administration Building is expected from the Contractor in May.

Construction of the Rehabilitation of Rectangular Primary Clarifiers project and Aeration System Improvements projects are also progressing.

Design Engineering

The WRRF Design Engineering Team continues to work on developing the scopes of work for multiple Requests for Proposals. Two notable projects that are currently being scoped are: Pump Station No. 1 Rehabilitation and Pump Station No. 1 Ferric System Rehabilitation. The Design Team also continues to support Operations and Maintenance with reference documentation when needed and providing ad hoc engineering services.

Maintenance Team

The WRRF Maintenance Team is continuing its partnership with the GLWA Transformation Team on a 5-S Lean Program focused on two areas: Pump Station No. 1 and the Incineration Complex 1 maintenance rooms.

The Team is continuing to implement a Seagull habitat deterrent program. Grid systems are being installed at additional areas at the WRRF. Also, the Maintenance Team has repaired lockers at the main WRRF locker room, in order to make room for reassigned Team Members from an older locker room that is slated for redevelopment.

Industrial Waste Control (IWC)

Michigan Department of Transportation contractors performed a walkthrough and some site work at the Livernois Center facility as preparation for the Gordie Howe International Bridge and the ensuing relocation of the IWC operations.

PFAS (perfluoroalkyl and polyfluoroalkyl substances) are chemicals historically used in thousands of applications throughout the industrial, food, and textile industries and are used in firefighting foams, food packaging, cleaning products, and various other products. They are highly soluble, easily transferring through soil to groundwater. In response to a MDEQ's directive on PFAS, IWC initiated a survey of permitted users and identified two potential sources. IWC has directed those facilities to collect self-monitoring data to assess discharge contributions, if any. In addition, IWC is assessing the two source facilities with site inspections pertaining to their use and experience with PFAS materials. These particular facilities have firefighting foam containing PFAS.

WASTEWATER OPERATING SERVICES (continued)

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:

- CSO Facility roof inspection project;
- Improvements to electrical and controls systems at Leib;
- Improvements to the influent chamber at Baby Creek;
- Improvements to discharge gates at Conner Creek;
- Improvements to the drain vault at Oakwood; and
- Improvements to fire alarm systems for all nine CSO facilities.

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

- Solicitation for structural repairs based on structural inspections;
- Solicitation for CSO facilities needs/condition assessment for all nine CSO facilities;
- Solicitation for uninterruptible power supply units, switchgear, and level sensor/meter maintenance;
- Improvements to electrical and controls systems at Puritan Fenkell and Seven Mile; and
- Improvements to the Conner Freud Influent Flow Meters.

WATER OPERATIONS

Michigan Public Service Institute Training and Graduates

Water Operations staff Aaron Butler, Fred Collins, Terry Daniel, Michael Hayden, William Henry, Candice Hobson, Wajid Khan, Pawan Kapilia, Chirag Kawa, Annie Philip, Andrew Ross, Balvinder Sehgal, Nathan Taylor, and Patrick Williford attended the 25th Annual Michigan Public Service Institute (MPSI) training, “Supervising for Excellence,” held April 8-13, 2018 in Mt. Pleasant. LaShone Bedford attended Director’s Day and the graduation on April 12th to support the team. The training focused on the following:

- Effective Supervision in Public Works
- Time Management
- Generational Differences
- Violence in the Workplace
- Legal Update
- Successful Training Techniques and Approaches for Today’s Workforce
- Keys to Employee Development
- How to Build Dynamic Team Cohesiveness
- Conducting a Performance Appraisal
- Eureka to Action

WATER OPERATIONS (continued)

Participants will receive up to 3.2 continuing education credits for each hour of instruction from the Michigan Department of Environmental Quality. This training is a unique approach to providing various organization's operation leadership with the tools necessary to impact change in diverse climates.

Congratulations to Aaron Butler, Terry Daniel, Candice Hobson, Pawan Kapilia, Annie Philip, Andrew Ross, Balvinder Sehgal, and Patrick Williford for being the 2018 Spring GLWA MPSI graduates!



(Pictured from left to right.) Back Row: Nathan Taylor, Wajid Khan, Chirag Kawa, Fred Collins, William Henry, David Bradwell. Center Row: Patrick Williford, Aaron Butler, Pawan Kapilia, Khader Hamad, Andrew Ross. Front Row: Annie Philip, Candice Hobson, Balvinder Sehgal, Lashone Bedford.

Water Works Part Tour conducted for Young Professionals of AWWA

On April 18, 2018, a tour of the Water Works Park Water Treatment Plant was conducted for members of the Young Professionals of the American Water Works Association. There were 25 participants comprised of industry professionals, operators, engineers and chemists, who were very much impressed by the Great Lakes Water Authority's Water Treatment Plant.

Chlorine Upgrade Project at Water Works Park

The chlorine upgrade project at Water Works Park has begun. The purpose of the project is to upgrade the chlorine feeding system which helps disinfect supply water for Water Works Park (WWP), Northeast (NE), and Springwells (SPW). The chlorine system handles pre-chlorination for WWP, NE, and SPW; and post-chlorination at WWP. After the project upgrade is complete, WWP will have a state of the art chlorination system with other upgrades to follow. The evaporators, chlorinators, and scrubber systems will be replaced after almost two decades of operation. This upgrade will restore automatic and remote-control capabilities from field terminals and give WWP better control over its chlorine feed system. The WWP team is proud to be taking steps to return to automated operation.

Water Quality

GLWA held a Microbiology Class for water plant operators was held on April 16, 2018. There were 30 GLWA participants from varying backgrounds and job titles, most who were preparing for the state licensing exam that occurred on May 2, 2018.

WATER OPERATIONS (continued)

This course approved by MDEQ for CECs provided 0.6 Continuing Education Credits (CECs) and was designed to review the different certified microbiological methods approved for use in drinking water laboratories. The class covers basic microbiology concepts, routine screening procedures for indicator organisms, other analysis procedures most often used in a drinking water laboratory, proper sampling and requirements, the revised total coliform rule requirements and drinking water laboratory certification requirements for bacteriology.

Taste and Odor Panel Training

Customers judge the quality of our water by many factors; one being taste and odor. Most customers assume if the water has no taste and odor, it is safe for consumption. GLWA's mission is to provide our customers with water of unquestionable quality in addition to providing effective and efficient services.

GLWA held a taste and odor workshop in March to train the operation's chemists in a simplified taste and odor test that can be performed quickly and provide results that correlate well with customer complaints. During this training water operation staff also performed a smell identification test which was used to screen for employees that had a more discerning sense of smell. These water operation team members were asked to join the GLWA Taste and Odor Panel Team. Taste and odor panel training teaches individuals how to recognize flavor and odors that are commonly found in surface and drinking water and determine the intensity of those odors using the Flavor Profile Method.

Energy, Research & Innovation

Research and Innovation (R&I) met with the team around Prof. Daigger for the 'Evaluation of Phosphorus Removal' project at the University of Michigan. The students involved in the project detailed their modeling approach of the high purity oxygen (HPO) system at the Water Resource Recovery Facility (WRRF) and transferred their compiled data including the WRRF-HPO SUMO[®] process model to the R & I team. This was followed by a discussion with Dr. Daigger on the final report of the project and potential future projects following this work.

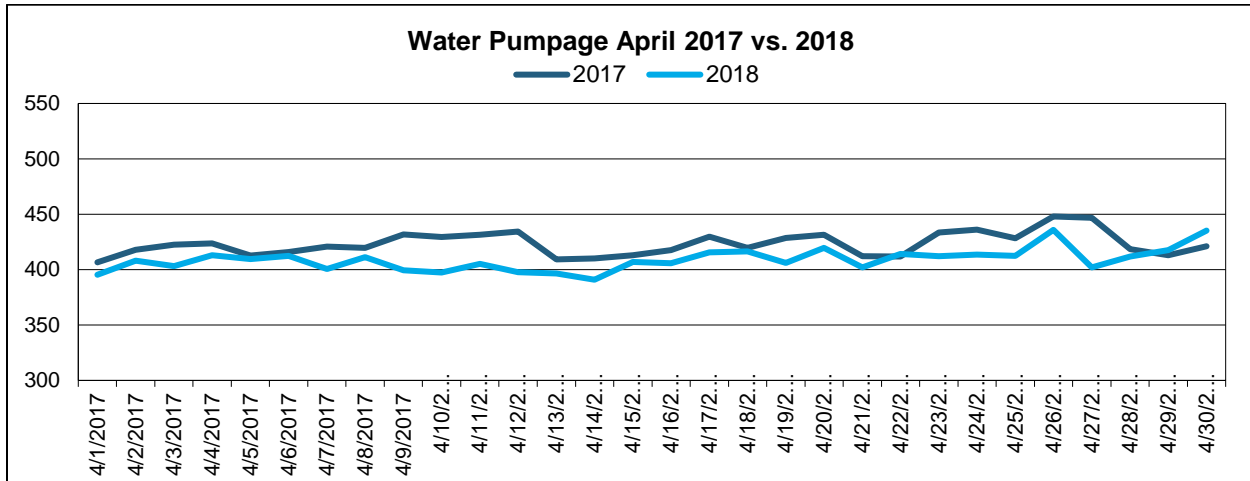
A meeting was facilitated by R&I on biofiltration for interested parties at the Water Works Park. Jason Carter and Ashley Evans presented on current biofiltration research by the Water Research Foundation.

R & I staff participated in a *Water, Energy and Food Nexus* symposium at Ohio State University. This modeling effort funded by the National Science Foundation will model a Great Lakes megaregion for impacts on water, sustainability and food for several deglobalization scenarios.

WATER OPERATIONS (continued)

Systems Control

April 2018 System Pumpage was 3.5% less than April 2017 pumpage.



Detroit River Interceptor Rehabilitation Status

Construction on the Detroit River Interceptor Rehabilitation Project, CON-183, started in January 2018. The contract is running behind schedule due to the number of wet weather days beginning in February and continuing through May. As of this writing the project is approximately 6 months behind schedule.

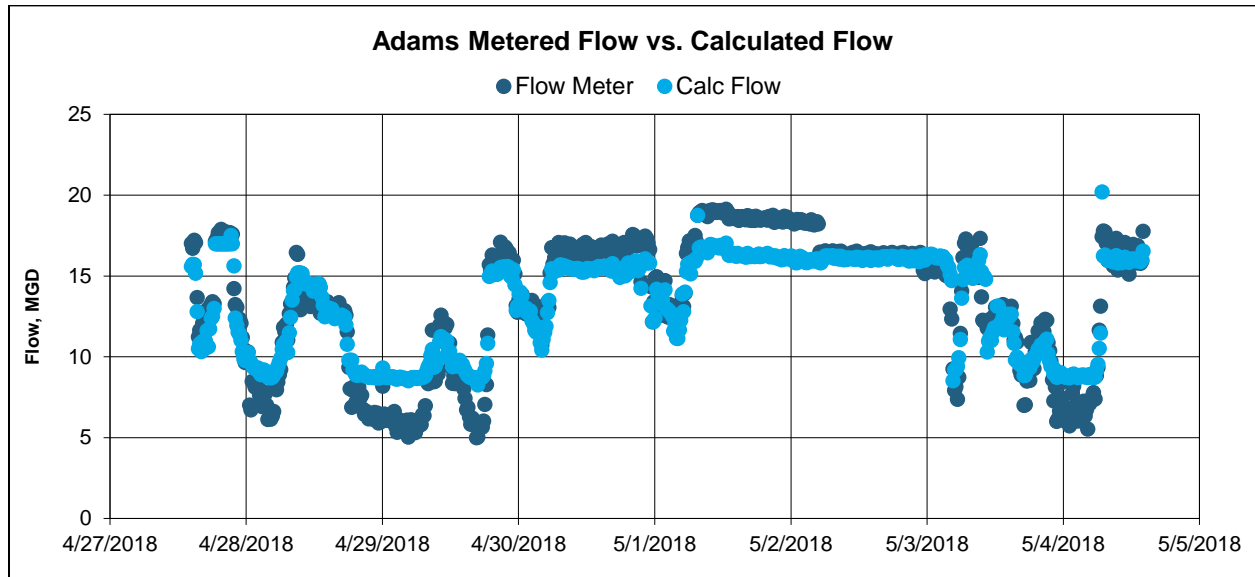
Pump Analytics

Pumping is a central component to many water supply and distribution systems, one which consumes significant amounts of energy. The need to understand the energy efficiency with which pumps operate in various situations and the opportunity to improve upon any inefficiencies is becoming increasingly recognized.

To better understand energy consumption, GLWA has installed a station flow meter and power meters at Adams Road to generate benchmarking information for pumps. GLWA is in the process of developing dashboards to display Key Indicators for \$/MG, % efficiency and Actual vs. Optimal Operation.

The following chart shows newly installed flow meter vs. Calculated flow using the differential pressure method. For the fifteen-day (15) period the difference between the two methods comes out to be 1.2%, which is in acceptable range for the calculations. Preliminary dashboard completion date is June 15, 2018.

WATER OPERATIONS (continued)



Adams Road Discharge Flow from new flow meter vs. Calculated method

INFORMATION TECHNOLOGY

The IT Group is finalizing the implementation of a new server backup/restore process, and in April 2018, the backup success rate was over 99%. We continue to refine the backup/restore process, with the goal of having our backup data replicated (in encrypted format) to an offsite third party, for additional redundancy.

The IT Group has implemented a server and network monitoring process, which, combined with the existing ATT network monitoring in place, gives us a proactive view of the GLWA/DWSD network, along with potential issues and outages. This greatly increases the IT team's ability to resolve issues before they result in downtime or user impact.

The IT PMO is currently managing 25 active projects and is analyzing 18 project requests that have been submitted.

DWSD has officially notified GLWA of their intent to terminate three shared services agreements (ITS001, ITS002, ITS003) as of October 1, 2018.

The IT Group has formed an internal Policy Committee to address internal IT policies that apply only to individuals in the IT Group and that affect the way we safeguard and maintain GLWA's IT assets. The first two policies, Incident Response, and Change Management, were authorized this month.

PUBLIC AFFAIRS GROUP

GLWA had the opportunity to promote its EITC-I Apprenticeship Program and the Authority's commitment to structured team member development programs in early May when it was contacted by an Associated Press Reporter to participate in a story about the value of apprenticeships. Organizational Development Director Stephanie Stevenson was interviewed, and a wealth of background information on the program was shared with the reporter. A publish date for the story is not yet confirmed, but we will keep the Board updated as we know more.

As a part of efforts to better explain GLWA's charges process, Public Affairs and Fleishman Hillard, its communications and marketing services agency, are developing one-page "info-graphic" sheets. The goal of the project is to have a simple visual representation of the complex charge process to be able to use in our media efforts surrounding FY19 charges. We will also be able to utilize these graphics in our social media, on our website and provide them to our member partners for their use in educating their constituencies. The charges PR outreach will also include a media roundtable with CEO Sue McCormick and CFO/Treasurer Nickie Bateson.

Ongoing proactive PR outreach also includes GLWA's focus on infrastructure needs and how GLWA's asset management efforts are assisting in maintaining and enhancing our regional system. The first major PR on this topic will occur with the installation of the recently approved cutting edge technology for condition assessment and monitoring of the eight-mile section of water transmission main affected by October 2018's main break on 14 mile Rd.

Town hall meetings for GLWA team members surrounding the 2017 *Year in Review* are continuing. In May, CEO McCormick visited the Northeast and Lake Huron Water Treatment Plants, and the Central Services Facility, where more than 200 team members were in attendance for the presentation. CEO McCormick has also conducted the first two "Coffee with the CEO" sessions that she offered at the town halls.

Public Affairs Specialist Aftab Borke, who is responsible for GLWA's social media presence, has volunteered to help guide MI-AWWA's entry into the social media landscape. He will be developing 1-2 posts a week that can be used on the association's Facebook page, and will also be providing recommendations for the Association to follow and share with other members.

SECURITY AND INTEGRITY

During the month of May, the Security and Integrity Group has completed 336 hours of various Hazmat related training courses, e.g. "Transportation of Hazmat Security Awareness".

The group has also completed training of the "Transportation of Hazardous Materials Safety and Security Plan".

Security and Integrity continues to update the Main Office Building's Evacuation Plan, and has scheduled an upcoming exercise with the Detroit Fire Department.

ORGANIZATIONAL DEVELOPMENT

Apprenticeship Program

Through a continuing partnership, the Great Lakes Water Authority (GLWA), Focus: HOPE and Henry Ford College are in the final stages of development of GLWA's second apprenticeship program: a two-year Maintenance Technician apprenticeship program. The program will be partially funded by "Going PRO", a Michigan campaign designed to elevate the perception of professional trades and to showcase opportunities in a variety of rewarding careers. The Maintenance Technician Apprenticeship program will provide on-the-job training and education at no cost to the apprentices. Henry Ford College tuition will be partially covered by grant funds. Upon successful completion of the program, individuals will have obtained a Maintenance Technician certification from Henry Ford College, received Journey Worker status and full-time employment with GLWA.

During on-the-job training, Apprentices will rotate locations every six months and work one-on-one with a GLWA Journey Worker to learn as much as possible about the entire water treatment system. At the end of the second year, apprentices will earn a Maintenance Technician Certification from Henry Ford College. After completion of the program, Journey Workers are required to maintain a successful employment status for several years to be fully vested in GLWA's contributions to their retirement.

Benefits

GLWA will be conducting Benefits Broker - Consultant - Oral Interviews with respondents to our Request for Proposal to provide GLWA with Benefits Consulting Services. Oral Interviews will take place on May 29th through June 1st.

Recruiting

Staff count May 2017 was **849** and May 2018 is **966 resulting in 13.78 % increase**.

Since the last OD presentation, five (5) contractors have become GLWA team members.

Training

Between January 1, 2018 – April 30, 2018, GLWA:

Provided over 12,368.50 hours of training and development.

Provided training and development to 1,679 GLWA team members (more than one course per team member).

Facilitated 45 courses, in Safety, Water Operations, Wastewater Operations and Technology.

ORGANIZATIONAL DEVELOPMENT (continued)

The development of One Water Institute has made significant progress. The Institute includes six “academies:” (1) Safety (2) Water Operations (3) Wastewater Operations (4) Technology (5) Leadership Development and (6) The Leader-in-Me. The Leadership Development and Leader-in-Me academies are designed to provide personal and professional development for the GLWA Leadership Team and Team members, respectively. The newly-created Leadership Academy includes 21 courses. The courses are divided into semesters or “tracks,” designed to be taken sequentially. The courses will be delivered by the GLWA Training Specialists and contract trainers. It is anticipated the Institute will be fully developed; i.e. all course materials developed, facilitators identified, and courses scheduled, etc., no later than June 30, 2018. Following a summer of intensive testing of the delivery of all courses, including Leadership Development and The Leader-in-Me, the Institute will launch on September 1, 2018.

ENTERPRISE RISK MANAGEMENT

GLWA is still in the process of pursuing a fair and equitable resolution regarding recoverable insurance proceeds related to the March 2016 fire at the WRRF. Prior to the upcoming mediation, the insurance provider’s last offer stood at \$16.2 million. GLWA’s demand was \$17.4 million. We anticipate that any final negotiations will be completed by June of this year.

Staff is working with Legal to finalize the terms and conditions for the CS-235 contract (GLWA’s new property & casualty insurance broker). Consequently, the current contract with Aon, which expired April 30, has been extended 90 days to July 31, 2018.

We are working with Organizational Development regarding a potential initiative to automate the delivery of safety training via GLWA’s learning management system (LMS). Fully-automated, self-directed learning platforms can reduce the time spent administering learning activities and team members (who work a variety of shifts) will be able to freely review the learning material whenever and however many times they want.

The Detroit Fire Department concluded their inspections of GLWA’s sites that store highly hazardous chemicals. The inspection sites were: Water Resource Recovery Facility, Northeast Water Treatment Plant, and Water Works Park. No major violations were noted other than repairing the fire alarm systems and having fire extinguishers inspected and tagged (the latter is a current initiative under RFB-1110). We will continue to use the fire marshal inspectors as a resource to improve and build our safety and training processes.

FINANCIAL SERVICES GROUP

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

LEGAL

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

Respectfully submitted,



Sue F. McCormick
Chief Executive Officer

SFM/dlr