



**Office of the Chief Executive**

735 Randolph Street, Suite 1900  
Detroit, Michigan 48226

July 22, 2020

The Honorable  
Board of Directors  
Great Lakes Water Authority

Dear Chairperson Walker-Griffea and Directors:

**Regarding: CEO's Report – July 22, 2020**

In this first report of Fiscal Year 2021, I'd like to set the stage for our efforts over the next fiscal year. We start with a strategic change in budgeted revenues, due to our early interest in providing some certainty to our member partners shortly after the COVID-19 pandemic appeared in Michigan. With Board approval, we postponed the previously approved charge adjustments for FY 21 by setting back the implementation date from July 1, 2020 to October 1, 2020. In June, the Board approved a budget amendment, reducing our Operating Budget to offset the forecasted loss of revenue.

During the last quarter of Fiscal Year 2020, we have tracked water sales and demands for GLWA and our Member Partners in general and there is good news to report. Though the overall sales in our water system continue to follow the national trend of consumer moderation in usage, the summer season has provided an upward trend in summer seasonal usage, helping to close the revenue gap for FY 2020 and early FY 2021 for GLWA and Member Partners alike. In addition, while the Peak Demand trend overall also continues to decline, reinforcing the value of our rightsizing for water system production capacity, we experienced a Max Day demand of 722 MGD on July 7th, a modest increase over the prior two years. The caveat to making too many conclusions based on a single data point is that, we find ourselves in unusual water use circumstances due to the unknown but related COVID-19 impacts on both residential and commercial use.

All of this is to say GLWA and the local systems in the region appear to be demonstrating the ability to manage through these difficult times, with strategies unique to individual systems. For the GLWA system, given the fiscal adjustments and operating provisions made to date, we will manage the continued uncertainty of the future impacts of the pandemic by continuing to practice fiscal constraint and keeping watch over the health of our team members and our daily performance to assure we are able deliver on our Mission.

On a celebratory note, GLWA hosted a virtual graduation for our EICT-I graduates on June 23<sup>rd</sup>. With a 100% completion rate, this class of graduates are the first class through GLWA's inaugural apprenticeship program. Congratulations to the graduates, Organizational Development and our mentors who worked to make the program a success.

Thank you to our partners at Focus Hope, Henry Ford College and the Department of Labor for their support and partnership in the program. More details follow in reports from Public Affairs and Organizational Development.

Congratulations also goes out to Majid Khan, PhD, MSIS, CRL, Director of Operations at the WRRF and Navid Mehram, P.E., Chief Operating Officer of Wastewater Operating Services.

Majid was selected as the winner of the 2020 Water Environment Federation (WEF) William D. Hatfield Award.



The Hatfield Award is presented to operators of wastewater treatment facilities for outstanding performance and professionalism. Majid was nominated for his initiative and leadership, along with his focus on improving and innovating treatment processes. “It is my honor to receive this award and I am humbled by the recognition,” Khan said. “Success does not come from one individual. This recognition was earned due to the efforts and contributions of the teams at WRRF and CSO facilities.”

Majid was recognized during the Michigan Water Environment Association’s online award ceremony on June 25, 2020.

Navid was named one of the 2020 Water and Wastes Digest (WWD) Young Pros. Navid is one of ten people recognized across the country. The recognition features noteworthy rising stars in the water and wastewater sectors. WWD says the 2020 Young Pros highlight a growing importance of digital tools in municipal water and wastewater and how those solutions dovetail into issues of affordability, sustainability, conservation, and reuse. Navid says he expects his generation to make a huge impact on the water sector. “Our generation will have the challenge of rehabilitating and rightsizing the current deteriorating infrastructure, while dealing with funding challenges and more stringent regulations. This is how I believe our generation will make its mark, by challenging the status quo and making the water sector more sustainable.” Navid calls it a privilege to serve over 400 water professionals who work hard every day to protect the water of the state and provide wastewater treatment services for 19-member partners across 79 communities, which equates to nearly 30 percent of the state of Michigan.



## **PLANNING SERVICES**

### ***Asset Management (AMG)***

GLWA is conducting a condition assessment exercise on the WRRF and Sewage Pump Station assets starting this month. The work is part of the Wastewater Asset Management Plan project in coordination with our consulting partners, Jacobs. It will assess the condition of approximately 1,000 assets which will be used to assist in the development of a risk model to help drive improvements to the management of GLWA’s wastewater assets.

## **PLANNING SERVICES** (continued)

In preparation for GLWA's migration from Oracle Work and Asset Management, also known as WAM, to the future Enterprise Asset Management System, the Asset Management Group in collaboration with other GLWA groups and teams is hard at work in a multi-faceted effort to assure preservation of GLWA's wealth of historical knowledge about its assets. GLWA's Strategic Asset Management Plan laid out a road map for, among many other things, developing data standards. A cross-functional team developed a list of 50 base asset attributes and developed standards for data entry, maintenance, and data stewardship. Work is now underway to implement strategies to improve data accuracy and completeness for each attribute.

**5.2.2. Asset Location Attributes (Basis = Facility)**

Location	
Basis: <b>Facility</b> <sup>1</sup>	Point ID: <input type="text"/>
Building: <input type="text"/> <sup>2</sup>	
Room: <input type="text"/> <sup>3</sup>	
Location: <input type="text"/> <sup>4</sup>	
Position: <input type="text"/>	Breaker Panel: <input type="text"/>
Breaker: <input type="text"/>	Breaker Asset ID: <input type="text"/>
Latitude: <input type="text"/>	Longitude: <input type="text"/>

**1. Basis**

Purpose:	To determine the method(s) of locating the asset
Description:	Define the Location Basis of the asset by selecting Facility, Address, or Address with Nodes from the drop-down list. The basis selected determines which other attributes appear in the Location section of the record. Only one Basis is permitted per asset.
Potential Use(r)s:	"Facility" may be selected for assets located within a GLWA Facility. "Address" may be selected if a postal address exists for the asset. Basis allows Multiple methods of locating an asset. The attributes populated within selected basis will auto-fill on created work orders.
Attribute Type:	Value List (System)
Required?	Yes
Example	<div>Facility Address Address with Nodes</div>
Data Maintainer	N.A.
Data Owner/Steward	N.A.

Recently, the Asset Management Group rolled out an updated Asset Management Strategic Organization charter and organizational modifications that align with recommendations made within the Strategic Asset Management Plan. The Asset Management Strategic Organization is a framework that identifies and describes the cross-functional teams within GLWA that are working on advancing our asset management initiatives. Because we continue to be versatile and strive for process improvement and efficiencies, another opportunity presented itself to build on the governance structure that already exists. Based on the overlap of the Capital Improvement Planning (CIP) process with the overall asset lifecycle, GLWA has now included CIP as a satellite team governed by the Asset Management Leadership Team (AMLT).

Currently, the charter is being revised for this addition, and appropriate team members are being identified to participate in the CIP satellite team, and to be added to the AMLT.

While this comes on the heels of the recent changes, this will be beneficial for CIP coordination and delivery. We are excited to formalize this opportunity and continue to improve.

An initiative to develop a standard operating procedure for asset onboarding is currently underway. This will formalize the process, timing, collaborations, and information needed to successfully and timely add new assets into our computerized maintenance management system. Currently, the team has engaged most business units in the development of the process flow diagram and have identified and resolved most of the decision points.

## **PLANNING SERVICES** (continued)

The process has been drafted, will be reviewed by the end of July with training in August. Thanks to all of the GLWA Team Members that have assisted with input into this process improvement.

### ***Capital Improvement Planning (CIP)***

This CIP Group, in conjunction with AECOM as a part of the Capital Program Management contract, is working with the multiple GLWA business units to review the business processes improvement recommendations and how they impact each group. After conducting many cross-functional workshops late last year and early this year, AECOM brought several important recommendations to GLWA for our consideration. They have included organizational structure changes, business process changes and project delivery changes. The recommendations are based on best in class business processes from around the country and around the globe, however inherent in them are many options for implementation. It is fair to say that there is no easy “one size fits all” approach. As is our practice, we are taking the recommendations around to various Groups and Teams within GLWA to discuss them, considering how they will meet our needs and affect the way we do work. This is an intentionally iterative and fluid process and will ensure that those involved in the processes that are changing have had ample opportunities to contribute and engage in the discussions before the changes are rolled out.

In addition, the CIP team has developed the Project Management Information System (PMIS) requirements. This is an information technology solution that will assist those working in the capital improvement program by providing analytical tools, and digital workflow. We have worked through prioritization of the requirements with the affected GLWA business units and drafted a request for proposal (RFP) document. That RFP is currently under review by our IT Group and others.

### ***Systems Planning***

The Member Outreach Team focused on planning for upcoming initiatives such as hosting virtual facilitation training and partnering with the Energy, Research & Innovation Team to kick off GLWA’s own Technology Approval Group with members.

Our planning includes discussions of how the Member Outreach Program is evolving through the pandemic, utilizing technology to maintain our business relationships, communicate and collaborate.

Wastewater Analytics Task Force (WATF) meetings were hosted on June 12, 2020 and June 26, 2020. The meeting on the 12th featured presentations on several aspects of the Wastewater Master Plan (WWMP), including a general update on the plan status from Carl Johnson of CDM Smith, a WWMP Communications Plan update from Lori Byron of Bridgeport, an overview of the newly formed Watershed Hub work group from Sherri Gee, Manager of Systems Planning, and an overview of the Regional Water Quality Monitoring Program from Biren Sapia, Manager of Systems Control.

## **PLANNING SERVICES** (continued)

On June 26, 2020, Chandan Sood, Manager Systems Analytics & Meter Operations (SAMO), and several members of the SAMO team gave a joint presentation on their multi-step process for identifying and resolving sewer system data outliers and potential issues. The meeting wrapped up with a presentation from Biren Saparia on backwater gate inspections. The next WATF meeting is scheduled for August 6th.



The Water Management Best Practices Work Group met on June 24, 2020. Discussions were focused on the pandemic experiences including what tools or processes would we now want to have in place for a future emergency, and understanding how the experience of providing essential services throughout the pandemic and Stay Home order has raised awareness of the service and value of water sector professionals.

As we are adjusting to virtual meetings and remote work, the Member Outreach Team has noted the unique differences and challenges that have come along with it. The facilitation of meetings looks different from in-person meetings. Because of this, the Member Outreach Team has asked Bridgeport Consulting to conduct a series of Virtual Facilitation Training. A few sessions will be offered to key GLWA and Member Partners in August to fine-tune the training before being offered to the larger membership. Stay tuned for more information.

Participants will learn:

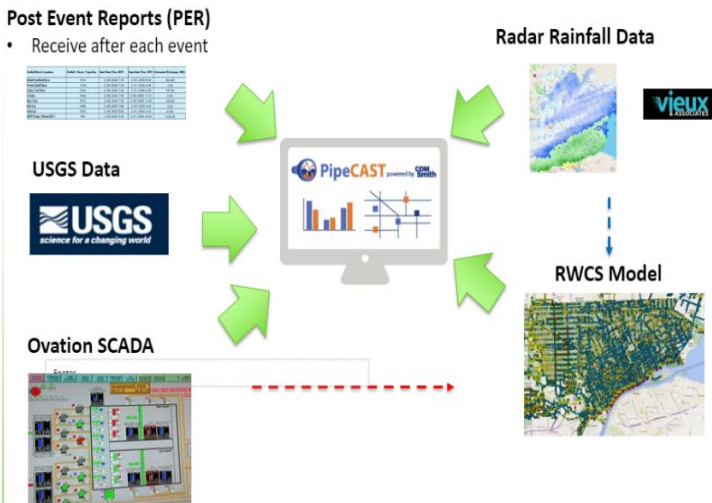
- Foundational concepts of group dynamics, adapted for the virtual environment;
- Key differences in communicating in a virtual setting versus in-person;
- How to design an agenda and structure the time in a way that helps ensure you achieve the desired outcomes for a meeting; and
- Practical approaches for encouraging participation while facilitating a group toward a purpose – plus a few tips and tricks to keep attention and gather input amid distractions.



## **PLANNING SERVICES** (continued)

The Regional Collaboration Group met on June 24, 2020, where a representative from the Michigan Department of Environment, Great Lakes and Energy attended and provided comments on the Wastewater Master Plan documents. Carl Johnson from the CDM Smith team presented information from a recent storm event where the actual system performance and the model predicted performance were analyzed. This type of post-event analysis will continue to be a key topic for this group.

### Developing the Digital Twin for GLWA



June 2020 Member Outreach Meeting Attendance	
Meeting	# Attended
Water Analytical Work Group (6/1)	47
CIP Work Group (6/9)	64
Wastewater Analytics Task Force (6/12)	36
Water Management Best Practices (6/24)	15
Regional Collaboration Group (6/24)	19
Wastewater Analytics Task Force (6/26)	34

### ***Systems Analytics and Meter Operations (SAMO)***

As noted above, at the June 26, 2020 Wastewater Analytics Task Force (WATF) meeting, the SAMO team presented an overview of the Greater Detroit Regional Sewer System processes, including an overview of the flow balance data collection and verification process highlighting daily, weekly, monthly, and annual review tasks. The group also covered the potential future improvements to the system. Members expressed interest in learning more about future developments and additional analyses.

As noted in previous reports, the water system hydraulic model is used to better understand demand distribution, unaccounted water, and energy losses throughout the system.

## **PLANNING SERVICES** (continued)



It is necessary to routinely calibrate and compare the hydraulic model results to real world measured data. The SAMO Group recently internally calibrated the water system model. Because that process was very time intensive, our Analytics Team has integrated data inputs directly from various data sources such as wholesale water meters, pump stations, and water treatment plants to the modeling software. This newly developed integration process will

allow us to calibrate the hydraulic model for three years at once rather than calibrating a year at a time with manual data input, which is the traditional. Calibration dates are selected for maximum day scenarios in 2017, 2018 and 2019. Please stay tuned for the updates!

The Group continues its progress working on the wholesale water meter pit rehabilitation and meter replacement program. The scope of work includes construction work at 50-meter pits with a scheduled target completion date of September 2021. The team is coordinating with member partners for planning, scheduling, and field coordination. The planned work has been completed at 21 of the meter pit locations and is underway at another 16 locations.

## **WASTEWATER OPERATING SERVICES**

### ***Wastewater Operations***

Water Resource Recovery Facility (WRRF) operations were in-compliance with the Water Quality Standards for the month of June 2020 with two exceptions. Conner Creek exceeded the fecal coliform limit on June 23. The reason for this is inconclusive since chlorine residual indicated good disinfection and all equipment was functioning properly. On June 28, laboratory staff missed a sample for PCBs (polychlorinated biphenyls) for the Rouge Outfall.

### ***Maintenance***

An inaugural annual cleaning and reorganizing campaign was done in June at the WRRF. WRRF and CSO team members did an effective job of removing unused materials and abandoned equipment from the site. The successful campaign accomplished two goals:

- The facilities have a more polished look and will help increase efficiency through better organization.

## **WASTEWATER OPERATING SERVICES** (continued)

- The cleaning effort has helped increase housekeeping expectations for both GLWA team members and contracted staff and will increase accountability, starting with a much cleaner baseline.

This month we are pleased to have on-boarded a new Team Leader-Planner for the precision maintenance initiative. He has already hit the ground running in organizing predictive maintenance data, such as oil and vibration analysis. Other precision maintenance tasks that are ongoing are: asset right sizing and testing schedule optimization. Both are on track for 95% completion by November 2020.

Other maintenance team activities include:

- Main lift pump 7 - had new steady and pump bearings installed and placed back in service.
- Main lift pump 5 - motor refurbishment is progressing with delivery back to WRRF anticipated in 3 weeks.



Images of Manlift pump #5 repairs of the stator (image on the left) and rotor

With these two pumps back in service we can proceed with extensive preventative maintenance on the remaining main lift pumps. Some examples of this preventative maintenance are re-babbiting bearings and ensuring proper bearing oil filtration.

### ***Process Control Center (PCC)***

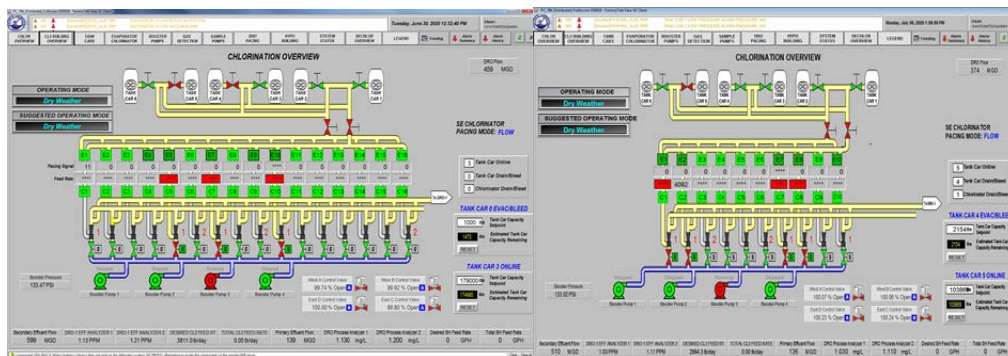
#### ***Chlorination Graphic and Logic Changes***

The WRRF is upgrading the process equipment at the Chlorination and Dechlorination facilities as part of a capital construction contract. As part of the organizational transformation it was decided to right size the facilities by reducing the number of chlorinators and sulfonators at these facilities.



## WASTEWATER OPERATING SERVICES (continued)

The reduction in the number of assets to an optimal level will reduce the cost to maintain these facilities.



Graphic Screen with 16 chlorinators  
prior to right sizing

Graphic Screen with 10 chlorinators  
after right sizing

The reduction in the number of chlorinators (from 16 to 10) and Sulfonators (from 14 to 10) necessitated changes to the control system logic and graphic applications. The contractor provided a quote to perform the modifications to the control systems. The WRRF Process Control System Team decided to self-perform the work instead. Performing this work internally resulted in over \$40,000 net savings for GLWA.

### *Sump Pump Alarming*

Most of the buildings at the WRRF have multiple levels below ground with some of them extending over 80 feet deep. These basements are equipped with sump pumps to prevent flooding. The performance of the sump pumps is monitored with float switches that will alarm on a high-water level.

The alarms were previously only annunciated locally to the process area from which they came. The process area control rooms are not always staffed since the Plant Technicians are often doing rounds or other tasks in the process areas. To facilitate a timely response to sump pump alarms, the alarming has been consolidated within the control system.

The PCC team consolidated nearly 30 sump pump locations with sump high level alarm points onto a single graphic, audible alarms were configured in the Process Control Center and all alarms were aggregated to create a common alarm button which turns red when any of the alarms are active. This revision will provide for a quicker response and operational awareness.

## **WASTEWATER OPERATING SERVICES** (continued)

When the alarm button is selected, the alarm table is displayed with any active alarm cell changed from green to red.

POINT NAME	DESCRIPTION	POINT NAME	DESCRIPTION
L951912H	TRASH PMP SUMP LVL HI	L942536H	B5 SUMP PMP LVL HI
L990043H	JEFFERSON SAMP STN SUMP LVL	L942644H	B6 SUMP PMP LVL HI
L990058H	MPI-1 PRIM INFL SUMP LVL HI	L942853H	B8 SUMP PMP LVL HI
L932163H	METER VLT MV13 SUMP LVL ALR HI	L942943H	B9 SUMP PMP LVL HI

### **WRRF Sump Pump High Level Alarms**

#### ***Laboratory***

All phosphorus testing, plant and industrial waste testing, and solids testing for plant samples are now being performed at WRRF labs.

The Lab received passing results for all components under WS-286 performance test study for volatile organic components under EPA 624.

#### ***Industrial Waste Control (IWC)***

The June 2020 status report for PFOS and PFOA Minimization Program was submitted and acknowledged by EGLE for the WRRF sampling activities. The June Mi Waters submittal of PFAS analytical results during the second quarter (April – June) was submitted on time and acknowledged by EGLE.

The team members continue to collect samples of the WRRF influent and effluent, and representative domestic/background sites for the 2020 Local Limits Technical Data Collection effort. Following collection of all data (December 2020), calculations and mass loadings will be determined for a final report. The report is due on or by June 2021.

IWC has resumed full-scale operations of all industrial users including the regulatory program requirements (inspections and sampling).

#### ***Engineering & Construction***

##### ***Design Engineering***

The Design Engineering Team continues to work on the following Job Order Contracts:

- **Parking Garage Rehabilitation:** The contract has been awarded and the construction phase just begun with a walk-through to identify repair areas.

## **WASTEWATER OPERATING SERVICES** (continued)

- Complex II Ash Silo Area Stair and Concrete Slab Repair: Construction is complete including punch-list items.
- Complex I Sludge Hopper System and Complex II Truck Loading System and Building Annex Demolition: Demolition and repair work is complete. Minor punch-list items anticipated.
- MOV123 reliability issues - Immediate Fix - Complex A Sludge Feed to BDF - Return Line Mods: The return line was shut down between July 7 and 9, and all construction activities are complete. BDF operation continued during shutdown without any issues. BDF was able to start and shutdown their centrifuges and able to vary the flowrates during this period despite some reservations earlier about operating BDF on a semi-manual mode without the return line.
- Complex II Incineration Roof - Bridge/Platform Structure Painting, Ductwork Insulation Repair, and Expansion Joint Replacement: Contract has been awarded and we had the construction kickoff meeting.

### *Construction Engineering*

Rehabilitation of various sampling sites and Pump Station No.2 Ferric Chloride system project at GLWA Water Resource Recovery Facility (Contract No. 1802410) was awarded to Commercial Contracting Corporation with a start work date of February 18, 2019. The required substantial completion date of the project is August 11, 2020 and the required final completion date is February 7, 2021. This \$4,756,000.00 contract is composed of two packages: A and B as follows.

Package “A” includes:

- The rehabilitation of 12 sampling stations at the Water Resource Recovery Facility.
- The installation of two new phosphorus analyzers; one to determine the level of soluble phosphorus at the primary effluent prior to entering the aeration tanks, and another analyzer to check the total phosphorus prior to discharging to the Detroit River Outfall (DRO) and Rouge River Outfall (RRO).

Package “B” includes:

- The replacement of existing Ferric Chloride Tanks and associated transfer and feed pumps at Pump Station No. 2.

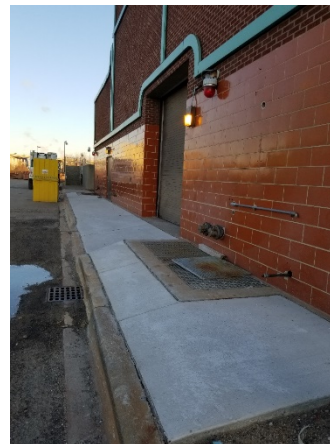
Shortly after the GLWA-1802410 contract was awarded, GLWA determined that the scope of package A and package B needed to be reviewed by new leadership at Wastewater Operations to optimize the future facilities. On April 12, 2019, GLWA notified the Contractor of the intent to make changes to GLWA-1802410 scope of work. The changes included modification of existing facilities and deleting a portion of the base contract scope of work.

## **WASTEWATER OPERATING SERVICES** (continued)

The package B redesign was completed, and Change Order No.1 was issued to the Contractor on April 30, 2020 for the revised packaged B scope of work.

Upon authorization from the board to negotiate the final change order amount the construction engineering team members Ihsan Wahab and Derek Bennet successfully negotiated the final change order for \$394,000 from the original change order request of \$806,137. The team provide the necessary clarification and diligence to assure that both the contractor and GLWA have the same expectations of the change order scope.

The Contractor has started the submittal process for the revised package B work. The package A redesign is being done now, and once the redesign is completed, a new change order will be processed for the revised scope of work.



*Sidewalk replaced by Pump Station #2  
Ferric Chloride Pump Room Building*



*Before and after demolition of 24 years old Ferric Chloride storage tanks*

The WRRF Construction Engineering Team currently manages about 25 active construction projects/tasks. Construction of the Sludge conveyance improvements project (CON-197), Rehabilitation of rectangular primary clarifiers project (PC-757), Chlorination/Dechlorination Improvements at the WRRF (CON-238) and Relocation of the Analytical Lab to the WRRF projects are all progressing at site. Several Job Order Contract Tasks are also under construction now.

### ***CSO Control Program***

The CSO Team in conjunction with the WRRF Design Group has transitioned to partial work from home and partial work from the office. While we are proud that we were able to maintain a high level of service to the CSO Team over the last several months while working remotely, we are excited to be on site to continue to meet the needs of the CSO Facilities.



## **WASTEWATER OPERATING SERVICES** (continued)

The first week of June was the WRRF Plant-wide clean-up effort. The CSO Team focused all of our resources in the 4<sup>th</sup> floor Document Control area at the WRRF.

Collectively, we removed 50 gondolas of duplicates or expired and irrelevant documents. The huge effort by the CSO Team consisted of sorting through all of these documents to pull out any which are still relevant and important, identifying documents for our next round of electronic scanning efforts, and also scanning full-size and one-off type documents internally. The team came together and made great progress. Below are some select before and after photos of progress made.

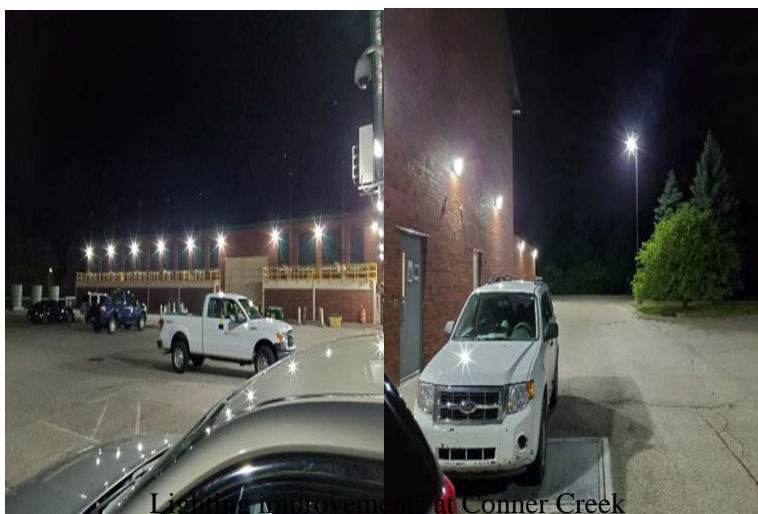


*Before* 😞

*After* 😊

*CSO Team hard at work*

The CSO Lighting improvements project was completed at Conner Creek and Puritan-Fenkell and continues to progress at other CSO Facilities. Photos of Conner Creek exterior is shown to the right. We are adding air lift pumping systems to the CSO Facility chemical containment areas for emergency dewatering purposes. The Oakwood HVAC project will kick off in July 2020 for the design work of CIP 260618. We are beginning the basis of design for the Baby Creek outfall improvements CIP project - 277001.



We are also working to conclude the basis of design efforts for CIP 260617 – St. Aubin Disinfection and Screening Improvements. Construction progress for site improvements at Seven Mile, Puritan-Fenkell, and Leib is moving along with the Seven Mile work being nearly complete and the other sites progressing through the end of the year.



## **WASTEWATER OPERATING SERVICES** (continued)

Various other Job Order Contract and Task Order Engineering Services tasks are in various states of beginning, progressing, or completion. These are laser focused at addressing key issues at facilities.

CS-299 – CSO Facilities Assessment Project Update: The condition assessment (Task B) efforts for CSO assets was underway at the end of June 2020. This information will be synthesized with other needs assessment and scheduled replacement plans to develop capital and budgetary needs of the CSO facilities over the next 20 years. Other elements of this project currently being advanced are the Scheduled Replacement Plan (Task C), CIP and SRF Project Plans (Task D), Needs Assessment Report (Task E), and Reporting (Task F).

## **WATER OPERATIONS**

### *Lake Huron Water Treatment Plant*

The Lake Huron (LH) team recently carried out a plant improvement project by identifying and utilizing staff expertise while providing savings to GLWA.

The plant has 10 sludge drying lagoons with 4 miles of gravel roads surrounding them. Over the years many potholes have formed in the roads. Recently, a vendor's quote indicated the repair work would cost \$30,000 per quarter mile or approximately \$480,000 to rework all the roads. Instead of moving forward with the contracted repair work, the LH team decided to complete the repairs in-house by purchasing gravel (\$600) and a new box blade (\$2400) for the plant tractor. Assigning a team member to maintain the roads for 1 week out of the year will save GLWA approximately \$476,000.



*Water Works Park Water Treatment Plant*

### ***EGLE Annual Inspection of WWP Chemical Storage Rooms***

A sanitary survey is an onsite review of the water source, facilities, equipment, operation, and maintenance of a public water system to determine if sanitary deficiencies are present in a water system, and to verify the system's compliance with Safe Drinking Water Act (SDWA) regulations.

## **WATER OPERATIONS** (continued)

As part of the sanitary survey, Michigan Department of Environment, Great Lakes and Energy (EGLE) staff members Stephanie Johnson and Caitlin Bates were welcomed by the Water Works Park (WWP) operations team on June 16, 2020 to inspect the chemical storage rooms. The purpose of the inspection was to examine the integrity of the bulk storage tanks which house the chemicals, determine if the spill containment area surrounding the bulk tanks was intact, and verify that the safety data sheets for each chemical were clearly visible and accessible.

Operations team leader, Dwayne Smith, and plant manager, Andrae Savage, conducted the tour of the chemical storage rooms for aluminum sulfate (alum), fluorosilicic acid (fluoride), chlorine, and phosphoric acid. Caitlin Bates stated that she was very impressed with the newly upgraded chlorine storage room which included a new air ventilation system and chlorine scrubber.

As a result of the diligent work performed by WWP team members, the inspection was a success and the condition of our chemical storage rooms were met with high remarks by EGLE.



*Safety Data Sheets*



*Chlorine Storage Room*



*Phosphoric Acid Bulk Tanks*

### *Southwest Water Treatment Plant – Security Fence Breach*

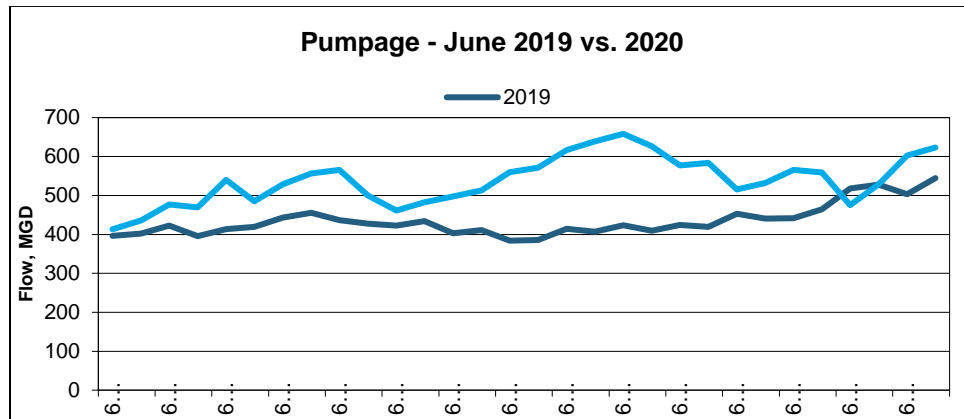
There was a car accident that resulted in destruction to our fencing on the north side of the plant (Orchard sewer metering location). The issue was resolved within 24 hours of notification.



## **WATER OPERATIONS** (continued)

### ***Systems Control Center***

June 2020 pumpage was 7% lower than June 2019



## **INFORMATION TECHNOLOGY**

In the past month, the IT Security team has proactively blocked or thwarted 12,870 spam messages, 9,106 spoofed messages and 13 viruses. Additionally, 576 phishing attempts have been caught and 217 malware attempts have been blocked.

The IT Security team has continued with its testing, configuration and planning for deployment of the Multi-Factor Authentication platform. They have also begun investigating a replacement security platform for all mobile devices that are used by GLWA security.

The IT Business Productivity Team has begun the rollout of integrated audio by phone into GLWA's Skype web-conferencing tool. It will no longer be necessary to set up a separate audio-conference line and require all web users to that line. Instead, attendees who need to, can call on the audio-conferencing line and be integrated into the Skype meeting. The rollout has started with the Board of Directors Committee Meetings, Executive Leadership Team and will continue with the rest of the GLWA Leadership Team in the coming weeks.

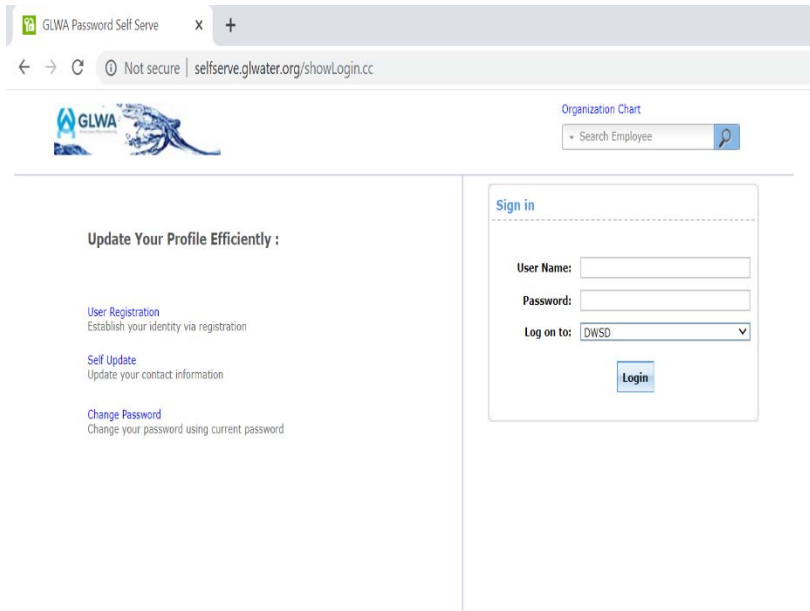
The IT Business Productivity Team, working with our partners at DWSD, launched an online self-assessment COVID-19 screening form that all team members working at CSF complete each day before reporting to work.

The IT Customer Service Delivery Team collaborated with the IT Infrastructure team to roll out password expiration notification e-mails and a self-service password reset tool to GLWA Team Members. The password expiration notifications allow the IT Group to better manage our Active Directory environment and to assist team members working remotely (*Active Directory is a directory service that manages the network domains, accounts, and services for GLWA and DWSD team members*).

## **INFORMATION TECHNOLOGY** (continued)

Team members working from home due to the COVID-19 pandemic began experiencing issues accessing the VPN (virtual private network) because their locally stored PC password would not synchronize with their Windows network password after it expired. Once a team member's password expired and they lost access to the VPN, the Service Desk had no choice but to direct that team member to access applications directly through the cloud or to have the team member come onsite to reconnect their PC to the network and reset their password.

This lag between expiration and reset posed cybersecurity risks. Password expiration policies protect our enterprise from cybercriminals attempting to gain unauthorized access into our network, so it is imperative that team members follow these policies and reset passwords prior to them expiring. With the development of the new notifications, team members with soon-to-expire network passwords are alerted that they must reset their network password within 14 days.

A screenshot of a web browser showing the 'GLWA Password Self-Serve' application. The browser's address bar shows 'selfserve.glwater.org/showLogin.cc'. The page features the GLWA logo (a stylized blue 'A' with a wave) and a navigation bar with 'Organization Chart' and a 'Search Employee' field. The main content area is titled 'Update Your Profile Efficiently :' and lists three options: 'User Registration' (Establish your identity via registration), 'Self Update' (Update your contact information), and 'Change Password' (Change your password using current password). On the right side, there is a 'Sign in' section with fields for 'User Name:', 'Password:', and a 'Log on to:' dropdown menu set to 'DWSD'. A 'Login' button is located below these fields.

The template is automatically emailed daily, with a copy to the team member's supervisor, until the password is reset or it expires. The notification has minimized, but not eliminated, the problem with expired passwords. Team members whose passwords have expired are sent instructions on how to reset their password using a new self-service tool (shown above). This tool allows team members to reset their network password without the need to contact the Service Desk and resolves the issue with locally stored PC passwords not synchronizing with the Windows network password. IT has introduced this tool in a phased approach to team members with expired passwords and plans to roll it out to all team members in upcoming weeks.

The IT Enterprise Asset Management Systems Team along with Enterprise Asset Management Group, Finance, and Water and Wastewater Operations Areas will begin interviews and software demonstrations in late July into early-August for the new Enterprise Asset Management (EAM) system.

Currently, the IT PMO is managing 26 active projects and is processing five project requests.

## **PUBLIC AFFAIRS**

### *Water Works Magazine*

The 16<sup>th</sup> edition of GLWA's quarterly news magazine, *Water Works Magazine*, written by team members for our team members was published in early July. This Summer edition was, again, exclusively digital due to COVID-19. The issue's feature story was on the 2020 Drinking Water Week Photo Contest Winner. Every team member who submitted a photo for the contest was featured in the magazine's centerfold, Wandering Eye.

Other articles focused on protecting yourself from the sun, how to save money on your next trip to Disney (when the pandemic is over) and "Bicycle Asset Management." There were also special articles to congratulate GLWA's EICT-I Apprenticeship graduates, introduce you to GLWA's Electrical Safety Team and a memorial for team members who have passed away.

### *EICT-I Apprenticeship Graduation*

The Public Affairs group had the honor of contributing to the graduation of GLWA's inaugural class of EICT-I Apprentices. Working with Organizational Development, Curtis Burris-White and Stephanie Dillon were involved early in a brainstorming session to understand the content needed to have a comprehensive virtual graduation.

The goal was to celebrate the apprentices as well as highlight the benefits of the EICT-I Apprenticeship Program. Curtis designed PowerPoint slides for the host, speakers and graduates, and created a video that discussed what the EICT-I program was about and featured messages from some of the apprentices.

After the conclusion of the graduation, Public Affairs prepared the Zoom recording to be uploaded to YouTube so those family members or team members who could not attend would be able to view this special occasion. *The video and graduation rebroadcast links are shown below.*



## **PUBLIC AFFAIRS** (continued)



EICT-I Video:

<https://www.youtube.com/watch?v=JSKB6asrRO0&feature=youtu.be>

EICT-I Graduation Rebroadcast:

<https://www.youtube.com/watch?v=4e8BrZO8vjg&feature=youtu.be>

## **SECURITY AND INTEGRITY**

The Hazmat Unit coordinated and completed a total of 176 hours of training during the month. In addition, Security and Integrity began the conversation of “Vendor Vetting” for WRRF with Chief Operating Officer Navid Mehram.

Security and Integrity continues participating in the Emergency Operations Center’s ongoing COVID-19 Pandemic briefings.

Security and Integrity continues with the following training; FEMA 700 and the Field Training Officer Program.

## **ORGANIZATIONAL DEVELOPMENT**

### ***Apprenticeships, Performance***

#### ***Apprenticeships***

For our EICT-E apprentices, the Related Training Instruction through Detroit Electrical Industry Training Center (DEITC) continues with virtual training. DEITC has not provided a date for the re-opening of on-site classes.

## **ORGANIZATIONAL DEVELOPMENT** (continued)

Related Training Instruction through Henry Ford College began scheduling to re-start on campus training the second week in July for Maintenance Technician Apprentices who continue to work alongside their Journey Workers.

The 20<sup>th</sup> EICIT-I apprentice completed their 5200 hours of on-the-job-learning (OJL) at the end of June.

A virtual graduation celebration was held on June 23, 2020 for the apprentices as shared in the Public Affairs report. The ceremony was hosted by Bill Wolfson, GLWA CACO. The ceremony included speakers from the US Department of Labor (USDOL), Focus HOPE, Henry Ford College (HFC), and GLWA's Organizational Development Group. The commencement speaker was Sue McCormick, GLWA CEO. Each graduate received a gift bag with their USDOL Certificate of Completion, HFC Education Certificate, a GLWA EICT hard hat sticker, and GLWA logo items.

### ***Performance***

To date, 90 percent of Union Final Reviews and 77.3% of Non-Union Final Reviews have been successfully completed. The Baseline Goal Reviews are due on Friday, July 31, 2020.

### ***Staffing***

The table below provides a breakdown of GLWA Team Members since the last CEO report:

Number of New Hires	8
Number of Separations	9
Total Staffing - Regular FTEs (YTD)	1022

### ***Benefits/Wellness***

#### *Michigan's New Auto Insurance Law became effective July 1, 2020*

We have communicated to all team members that GLWA will continue to provide the same medical benefits as has always been available. Additionally, we have highlighted that GLWA's medical coverage is:

- Primary in auto accidents, and,
- Deemed qualified health coverage under the no-fault law.

To support team members in taking advantage of the new levels of PIP coverage, GLWA is providing individualized letters of qualified health coverage to team members upon request.

## **ORGANIZATIONAL DEVELOPMENT** (continued)

### ***2021 Open Enrollment***

We are in the process of receiving and reviewing our benefit plan renewals.

In light of the current pandemic, we are also working to provide a virtual open enrollment experience that provides the level of individualized decision support our team members have come to expect, while maintaining the health and safety of all involved.

### ***Training***

During the month of June 2020, 31 GLWA team members completed 87 online *360Water Report* courses, and 4 Member Partners completed 6 online *360Water Report* courses.

The Financial Services Area's July Report and General Counsel's July Report is an attachment to the Chief Executive Officer's Report.

Respectfully submitted,



Sue F. McCormick  
Chief Executive Officer

SFM/dlr

Attachments (2)

**Office of the General Counsel – July, 2020**

- ***COVID-19:*** The Office supports GLWA's response to the COVID-19 pandemic, including participating in GLWA's COVID-19 Task Force, review of COVID-19 related laws and Executive Orders.
- ***NPDES ACO Dismissal:*** The Office assisted in preparing documents to have the ACO dismissed.
- ***Legislative Updates:*** The Office has reviewed and provided comments on proposed House Bills 5812-5815 regarding changes to the Natural Resources and Environmental Protection Act. The Office continues to support HB 4806 which contains amendments to the exception to governmental immunity, regarding liability for sewer back up claims. GLWA continues to cooperate with member partners on the Lead and Copper Rules as well and attend webinars on the subject. The Office is also monitoring a bio-solids bill and water assistance bills.
- ***Gordie Howe International Bridge:*** The IWC program vacated 303 Livernois and relocated to WWRF, however, GLWA's reimbursable relocation costs remain an open item.
- ***Trenton Water Main:*** The Office is negotiating the transfer of the 24-inch water main to GLWA. GLWA retained a survey company to survey the entire easement area for the transfer documents.
- ***Water Contract Negotiations:*** GLWA will attempt to secure long term contracts with all communities that are not on the model contract.
- ***Grosse Pointe Farms Stand-by Water Supply Service Contract:*** The contracts negotiation team is working to secure a long-term, automatically renewing stand-by water supply service contract with the City, which maintains its own water supply system. Periodically, GLWA (and DWSD before) has provided service to the City on a short term, emergency basis without a written agreement. This effort will secure a SOP and charge methodology for the foreseeable future. A draft agreed upon among the negotiation teams is now with the City for approval by its City Council.
- ***Environmental and Workplace Safety Compliance:*** The Office continues to work with the COO and team leaders from both the water and sewer systems to comply with regulations and to respond to any alleged violations.
- ***Record Retention Policy:*** The Office is drafting a record retention policy for GLWA.

- **Industrial Pretreatment Program:** The Office partnered with IWC staff to conduct two webinars for member partners. There is another webinar scheduled for July 27. Additionally, the Office continues to work with the Industrial Waste Control (“IWC”) Group and external stakeholders on finalizing and implementing an updated IPP. To date, 9 communities have passed a concurring resolution. The Office is also providing assistance on PFAS and PFOS matters.
- **Lead and Copper:** The Office provided support to GLWA’s Water Supply Advisory Council.
- **Real Estate:** The Office is negotiating easements related to support the 14 Mile Road redundancy project, Baby Creek CSO infrastructure improvement project. The Office is negotiating the acquisition of property to support the NEWTP repurposing. The Office is working with GLWA’s broker to market 235 McKinstry.
- **Member Outreach:** The Office continues to be an active participant in Member Outreach sessions.
- **Main Relocations:** The Office continues to support water operations in its discussions with community stakeholders regarding water main relocations.
- **Civil Litigation and Arbitrations:** The Office continues to vigorously defend actions against GLWA, including a class action lawsuit regarding IWC charges. Due to the COVID-19 pandemic, the Courts are closed, however, GLWA continues to pursue opportunities to settle cases.
- **Labor Relations:** The Office continues to provide legal advice to Organizational Development on labor relations and employment matters.
- **Lease Arbitration:** The City and GLWA delayed the arbitration to secure an amicable resolution of open items.
- **Procurement:** The Office continues to assist GLWA’s Procurement Team negotiate contracts, change orders and amendments and interpret contractual provisions. The Office is also assisting with the Procurement Policy's Procedures and updating GLWA’s template contracts. OGC is part of a cross-functional team working to complete significant revisions to the GLWA construction contract, including consideration of using an entirely new contract format.
- **Statistics:**

	#
Contracts approved as to form:	21
Contracts drafted or revised:	79
Subpoenas/Information requests received:	4
Subpoenas/Information responded to:	5



## FINANCIAL SERVICES AREA

### *July 2020 Audit Committee Recap*

The June GLWA Audit Committee meeting was held on Friday, July 17. The full Audit Committee binder is posted at [www.glwater.org](http://www.glwater.org). The meeting included the following discussion topics.

- ✓ Review of GLWA year-end cash balances and transfers completed to support funding requirements for July 1 operations and master bond ordinance disbursements.
- ✓ Introduction of the FY 2020 year-end financial audit schedule and a proposed policy related to acceptance of gifts and grants.
- ✓ Request for approval for Board submission of two Revenue Bond ordinances supporting the use of State Revolving Fund loans for two GLWA water projects, one DWSD water project, and one DWSD sewer project.
- ✓ A CFO update and presentation of the April 2020 Monthly Financial Report (Executive Summary attached).
- ✓ Review of the new Capital Finance Report which helps demonstrate GLWA's progress against the strategic financial goal of reducing overall debt financing by utilizing accumulated I&E funds.

### *Transformation*

The Transformation team is supporting Wastewater Operations with visual management tools and aids to help keep team members safe while practicing social distancing. The photos below highlight some of the visual aids the team has implemented. The team has also put in place gentle reminders to wear masks, to wash hands for at least 20 seconds, and if unable to wash hands, to use hand sanitizer. By sharing visual management signage between facilities, the Transformation team is driving cost avoidance and truly operating in the spirit of one water, one team.

*Social Distancing At WRRF*



*Keeping Team Members Safe*



## Social Distancing At WRRF

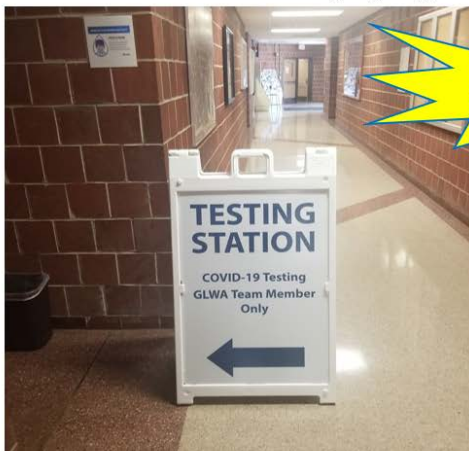


## Keeping Team Members Safe



## WRRF – COVID-19 Testing Visual Aids

### WRRF COVID-19 Testing Signage



### WWP COVID-19 Testing Signage



Sharing Signs  
Between Areas!

## Key Financial Metrics

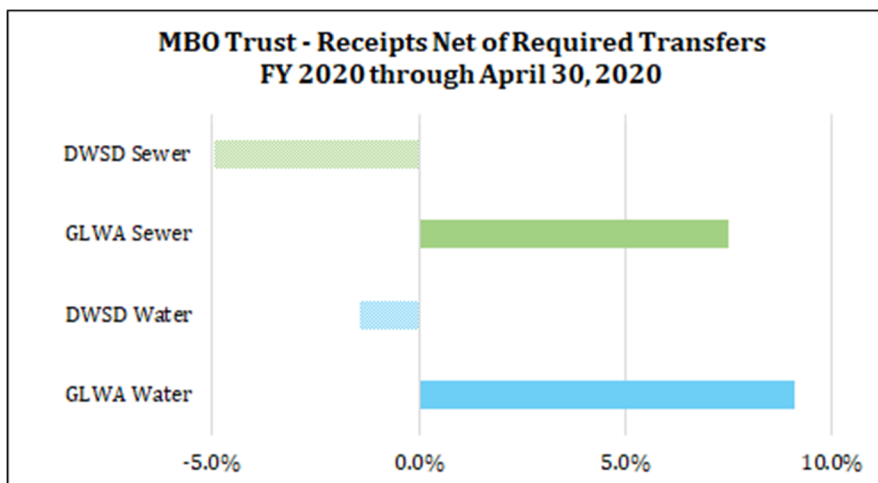
The table below presents a summary of key metrics found in this monthly financial report.

The indicators below focus on a financial risk management lens of preventing a budget shortfall. Green indicates no risk of a budget shortfall; yellow indicates a potential shortfall by year-end; and red indicates a likely budget shortfall by year-end. Each of these variances is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Looking forward, the items in red below resulted in FY 2020 Board-approved budget amendments in June 2020.

As of April 30, 2020				
Metric	FY 2020 Budget	FY 2020 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$263.0	\$257.7	-2%	40
Wholesale Water Billed Usage (mcf)	11,552,000	10,952,000	-5%	
Wholesale Sewer Billed Revenue (\$M)	\$223.2	\$223.2	0%	42
Wholesale Water Operations & Maintenance (\$M)	\$109.6	\$106.8	-3%	4
Wholesale Sewer Operations & Maintenance (\$M)	\$155.9	\$139.8	-10%	
Investment Income (\$M)	\$14.5	\$16.6	14%	31
Water Prorated Capital Spend w/SRA* (\$M)	\$90.0	\$59.0	-34%	25
Sewer Prorated Capital Spend w/SRA* (\$M)	\$101.0	\$60.0	-41%	

\*SRA refers to the capital spending ratio assumption which allows capital program delivery realities to align with the financial plan.

## Master Bond Ordinance (MBO) Trust Net Receipts



Net cash flow receipts are positive for GLWA Water and Sewer. This means that all legal commitments of the MBO Trust and the lease payment are fully funded to date – and that positive cash flow is available for additional capital program funding in subsequent year(s).

DWSD Water and Sewer net receipt shortfalls are \$1.1 and \$10.7 million respectively for April 2020 attributed to the impact of the COVID-19 pandemic. GLWA and DWSD staff meet regularly to discuss steps to mitigate this shortfall as outlined in the 2018 MOU. Prospective COVID-19 financial impacts are being monitored closely and are addressed in the monthly CFO Report section of the July 17, 2020 Audit Committee binder.

**Questions?** Contact the Office of the Chief Financial Officer at [CFO@glwater.org](mailto:CFO@glwater.org)

## Key Financial Metrics

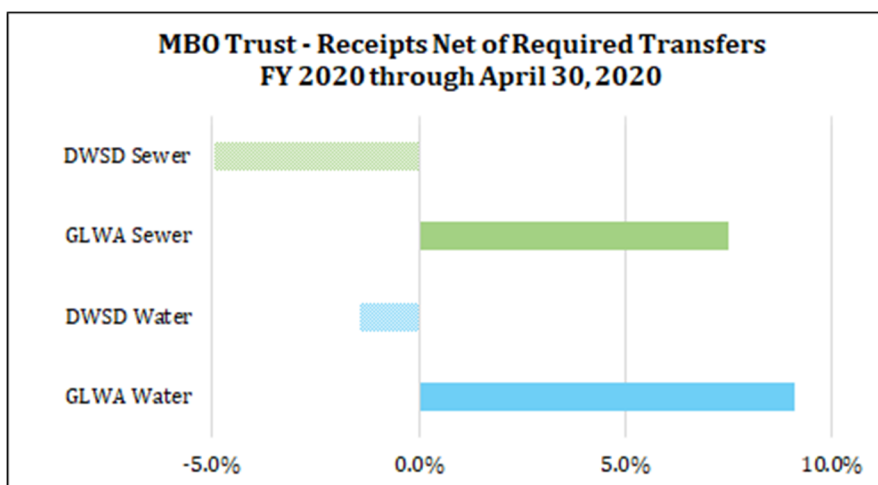
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