



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

October 27, 2021

The Honorable  
Board of Directors  
Great Lakes Water Authority

Dear Chairperson Zech and Directors:

**Regarding: Interim CEO's Report – October 27, 2021**

A common theme throughout my communication to this Board and the public since my appointment as Interim Chief Executive Officer in August 2021 has been a commitment to improving the resiliency of our regional system.

I am excited to share with you that after several years of hard work by our Wastewater Operations Team and General Counsel's Office, the Water Resource Recovery Facility (WRRF) now has three independent and active utility power sources. On Wednesday, October 20, 2021, we successfully completed the final test of the third feed and it is officially up and running. I send my heartfelt thanks to everyone involved for their stick-to-itiveness on this project! It took a while, but this is a significant step forward.

Another key element to building resiliency in the system is ensuring that GLWA has the funding necessary to do the work. While we have a strong Capital Improvement Plan, with funding provided for in our annual budget, it is important that we identify all possible resources – including those available through state and federal sources (i.e., American Rescue Plan, Federal Infrastructure).

To help make sure that GLWA is considered for receipt of these funds, we are in regular communication with our state and federal legislators. In fact, over the last month, a delegation of GLWA team members conducted more than 25 one-on-one meetings (both in-person and virtual) with members of the state House of Representatives and Senate, with more scheduled in the coming weeks. We will also be conducting similar outreach with Michigan members of the U.S. House and Senate. For more details on our outreach, please see the Administrative and Compliance Services section of this report on page 16.

I'm also pleased to report that we have now held two meetings with our Eastside Member Partners, including those from the Grosse Pointes, the City of Detroit and the Southeast Macomb Sanitary District, and Wayne County to discuss flood mitigation and service levels. I think the discussions have been fruitful for all involved. Next up is a tour of the Freud and Conners Creek Pump Stations for the group.

My visits to all GLWA facilities are also well underway. Since early October, I have been to our Southwest, Lake Huron and Water Works Park Water Treatment Facilities, as well as the Water Resource Recovery Facility. During my visits, I receive a guided tour where I have the opportunity to speak to team members as they do their work, and I also make myself available for one-on-one discussions – this includes meeting times to accommodate those team members working off-shifts. Meeting people where they work is really important to me. I value their hard work and appreciate their ideas and want to know about any concerns they might have – and meeting them out in the field is the best way to do that. The one-on-one time has been especially interesting for me, getting to know people personally. A special thank you to all those individuals who took time out to give me their perspectives. I expect to finish my visits by mid-December.

I'll close by sharing a couple of recognitions that our teams have received for their excellence. First, our Southwest Water Treatment Facility's Laboratory has received a Certificate of Excellence and has been recognized as a Laboratory of Excellence by the Environmental Resources Associates. Next, the Government Finance Officers Association of the United States and Canada has awarded GLWA and its Financial Services Area the Certificate of Achievement for Excellence in Financial Reporting for 2020. Congratulations to both of these hardworking Teams. Well deserved!

I am in awe of the hard work the men and women of GLWA do on a day-to-day basis, and it is wonderful to see those efforts being recognized by their professional peers!

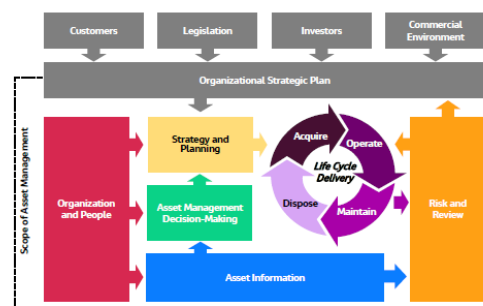
## **PLANNING SERVICES**

### ***Asset Management Group***

As part of GLWA's Asset Management competency development initiative, the Enterprise Asset Management Group has organized three sessions of a globally recognized Infrastructure Asset Management (IAM) certification training for team members engaged in asset management across the organization. The course employs a mix of presentation and theory, practical case studies and working exercises based on real data. Modules include Introduction to Asset Management, Asset Related Risk, Asset Management Lifecycle, Asset Information and Financial and Business Impacts including Asset Management Plans.

The training is provided by Jacobs as the IAM endorsed trainer under contract CS-198. The course includes an IAM certification exam recognized as an asset management professional around the world. This is a second round of trainings, with the first one offered in 2018 attended by 25 team members. Approximately 50 team members were selected by their leadership team member to take the course in the current sessions.

**Asset Management System – IAM Conceptual Model**



Source: IAM Anatomy, 2012

## **PLANNING SERVICES** (continued)

GLWA submitted its Wastewater Asset Management Annual Plan Update on September 30, 2021, to the Michigan Department of Environment, Great Lakes, and Energy as a requirement of the National Pollutant Discharge Elimination System permit. The annual report covers implementation of asset management program over the past year and includes:

- Staffing Levels
- Maintenance Review
- Budget Review
- Planned Capital and Maintenance Work
- Maintenance and Budget Forecast
- Charges and Funding Needs
- Asset Management Implementation Status
- Capital Improvement Planning, Small Capital Projects, and Capital Outlay Programs



### **Wastewater Asset Management Program Implementation Annual Report**

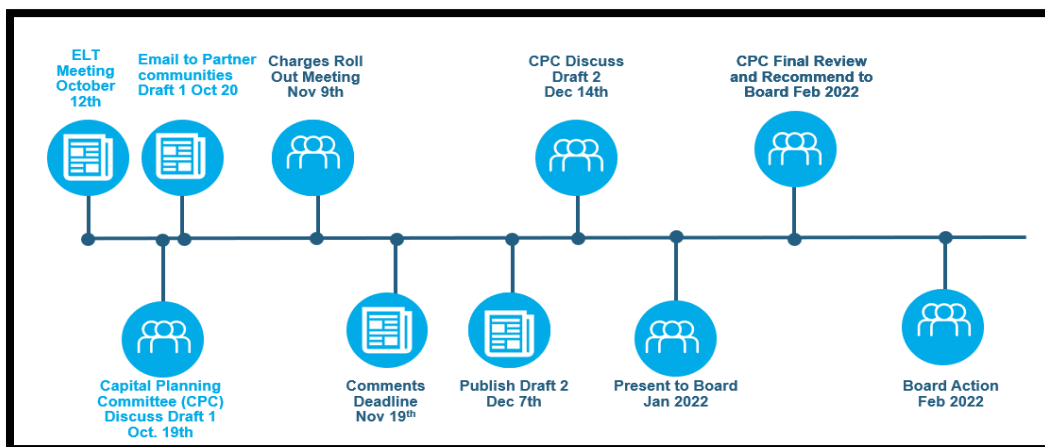
For the Period July 1, 2020, to June 30, 2021

GLWA Enterprise Asset Management  
Group

September 30, 2021

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

During the past month, the CIP Group worked diligently to complete the new scoring of the wastewater CIP Projects with project managers, directors, and scoring committees. This team also included a member partner from Macomb County. This was followed by the initiation of various work sessions with chiefs, directors, and project managers to proceed with the alignment process for both water and wastewater. Quality Control processes were implemented to evaluate and address completeness of CIP Portal updates. The CIP group, AECOM, and the wastewater and water teams reviewed and modified the estimated project budget forecasts and schedules to align the fiscal year 2023 - 2027 CIP. The graphic below identifies the remaining CIP milestones yet to be completed. The CIP has been made available to external stakeholders on October 20, 2021 and we are requesting comments by November 19, 2021 to incorporate into the second discussion draft.



## **PLANNING SERVICES** (continued)

This is a culmination of a significant amount of effort and long hours by many team members within GLWA. The CIP group wants to personally thank all of our team members that have worked tirelessly to shape this plan and once again to continuously improve the content. The project managers have put a lot of effort in developing this plan while continuing to effectively deliver these capital projects to meet the current needs.

In addition, the CIP group, along with AECOM, continued to make progress on the Program Management Plan (PMP) chapters. The team held multiple sessions related to the procurement chapter and initiated follow-up discussions on the cost and schedule chapter. The CIP group held multiple presentations during the month to report on program progress to the Capital Planning Committee, CIP Steering Committee, Asset Management Leadership Team, and Capital Program Review Team.

The CIP group launched its first-ever CIP Plan photo cover contest. Eligible team members submitted photos to compete for best project photos for water and wastewater. Over 35 entries were received. The voting to determine the winning cover photo will take place during the month of October.

Finally, the CIP Group worked with IT, Procurement, and AECOM to finalize the Project Management Information System (PMIS) software demo test script and is currently facilitating round 1 of the bid review process. It is anticipated that the PMIS contract will be awarded in early 2022 followed by contract negotiations, Board approval and contract execution in mid-2022.

### ***Systems Planning Group***

The Member Outreach Team was happy to see 120 participants at the September 30<sup>th</sup> One Water Partnership meeting! Participants heard from Sue McCormick, former CEO of GLWA, who shared heartfelt remarks expressing appreciation for the members, the GLWA team members and their tireless work to advance the region. Interim CEO Suzanne Coffey expressed her intentions to deepen regional collaboration to tackle challenges, noting that our collective spirit of collaboration brings together divergent opinions to enliven our thinking and sharpen our ideas. Participants heard from a few of the One Water Co-chairs about their role and what it means to be a co-chair. Members learned more details about the Regional Membership Pilot that GLWA will be offering to the American Water Works Association (AWWA) and heard a robust update from Financial Services. The meeting was closed out with Sue McCormick being given the GLWA True Collaboration Award.



## **PLANNING SERVICES** (continued)

The organization's highest honor, the True Collaboration Award is bestowed upon an individual or team that has gone "above and beyond" to exemplify, embody, and model the collaboration that is foundational to the One Water Partnership. The next One Water Partnership meeting is scheduled for November 30<sup>th</sup>.

Thank you to those that completed the 2021 Scorecard Survey. Your input is very important to us, and we look forward to discussing the results of the survey at the November One Water Partnership meeting.

There are no planned Member Outreach meetings in December. At the request of the One Water Co-Chairs, we are working towards a month of no meetings in December 2021. The last meeting of the year will be the November 30, 2021, One Water Partnership meeting. The Member Outreach Team is working to ensure the content that would otherwise be shared and discussed at the December meetings will be handled in an alternative way. We hope this concept resonates with our members and we look forward to hearing your feedback.

The Fiscal Year 2023 Charges Rollout invitation was shared with members in September, and meeting notices were sent. See the information below and contact [outreach@glwater.org](mailto:outreach@glwater.org) if you would like to attend one of the meetings but did not receive the invite.

- Charges Rollout Meeting #1 – Capital Improvement Plan
  - Tuesday, November 9, 2021
- Charges Rollout Meeting #2 – Units of Service Update
  - Tuesday, November 16, 2021
- Charges Rollout Meeting #3 – Proposed FY 2023 Revenue Requirement and Charges
  - Thursday, January 6, 2022
- Charges Rollout Meeting #4 – Feedback on Service Charges and Review of Proposed FY 2023 Revenue Requirements
  - Thursday, January 20, 2022

The Water Analytical Work Group (AWG) met on September 21, 2021. The max day and peak hour for the GLWA water system was announced for the summer months of 2021.

- Max Day: June 16, 2021 measured at 562 MGD
- Peak Hour: 5:00 to 6:00 a.m. EST on June 16, 2021 measured at 662 MGD

The AWG also heard an update regarding the Corrosion Control Optimization Study, as well as a series of updates from the System Analytics & Meter Operations Team regarding water balance, master metering, and the continuation of the wholesale and retail data comparison on an annual basis.

## **PLANNING SERVICES** (continued)

The Regional Collaboration Group (RCG) met on September 23, 2021. The meeting began with Phil Argiroff of EGLE presenting the outputs of a Southeast Michigan Aging Infrastructure Planning Work Group that was established by the Governor’s office to address regional flooding issues. The report identified high-priority projects for regional impact as determined by the work group that included representatives from USACOE, FEMA, SEMCOG, GLWA, the City of Detroit, DWSD, Wayne County, GLWA, DHHS, and the Governor’s Office. Next, Dan Gold of GLWA gave an update on the Army Corp of Engineers, Section 219 Program opportunity where GLWA is seeking funding to install level and flow sensors at strategic points throughout the collection system. The meeting concluded with a discussion about the Regional Operating Plan, where the group revisited its purpose and the question of the need for pre-and during-event communications between GLWA and members. The next RCG meeting will take place on November 4, 2021.



September 2021 Member Outreach Meeting Attendance	
Meeting	# Attended
Water Analytical Work Group (9/21)	58
Regional Collaboration Group (9/23)	13
One Water Partnership (9/30)	120

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

In June 2021, as part of the Units of Service and System Water Audit project, the project team started a series of technical meetings with the City of Dearborn and City of Detroit teams to vet the viability of the “Transmission Main Metering Concept”. The technical meetings were held to vet the viability of the concept, including key topics such as:

1. Overview of proposed transmission main metering concept
2. Quantifying losses on transmission mains within non-master metered communities
3. Number of meters required / hydraulic model outputs
4. Accuracy of existing and proposed meters

The technical team met on a bi-weekly basis. The technical team meetings concluded on October 4, 2021 and found the concept being viable. Separate teams will meet to discuss options for the allocation of meter costs. Please find below a map showing the proposed meter locations:



## PLANNING SERVICES (continued)

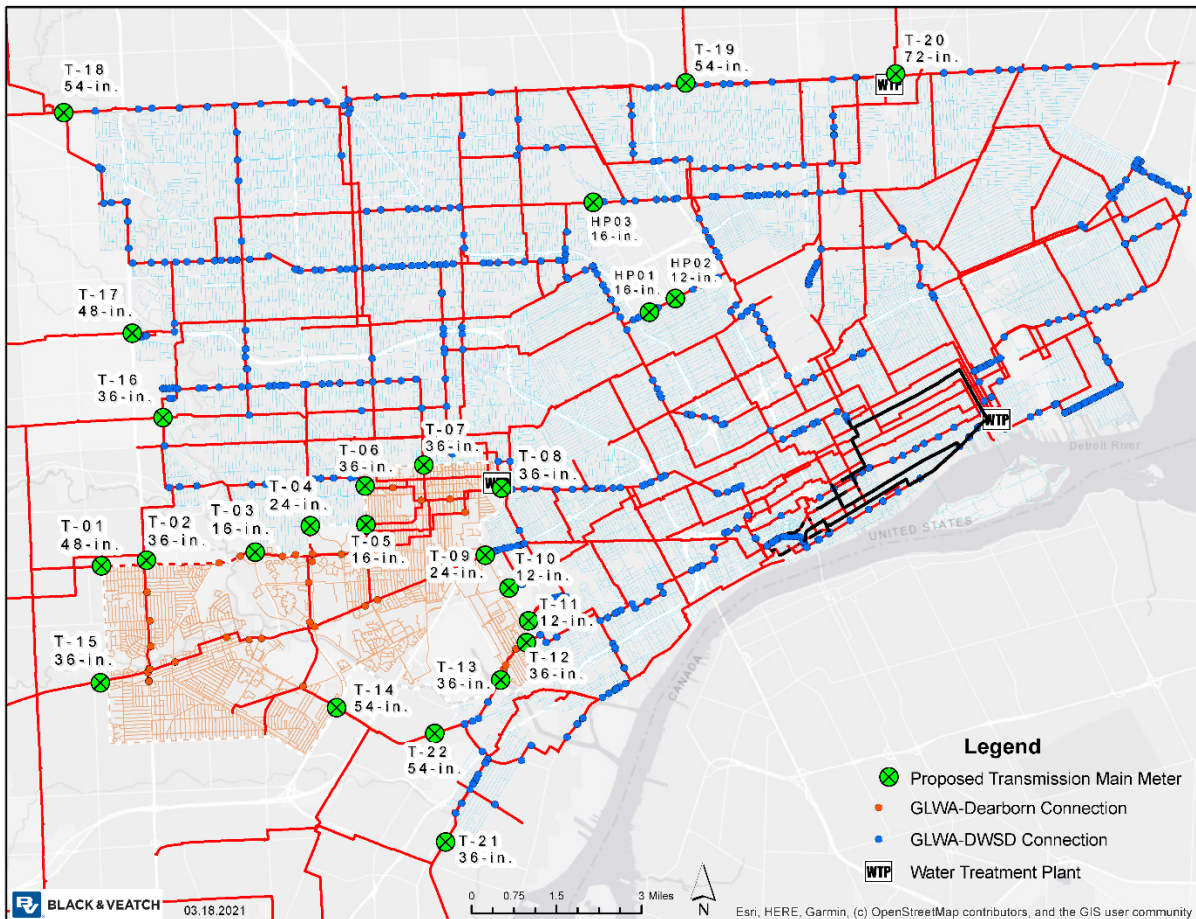


Figure: Transmission Main Metering Concept – Meter Locations

The SAMO group continues its progress working on wholesale water meter pit rehabilitation and meter replacement program. The scope of work includes construction work at 58-meter pits with metering and/or meter pit condition concerns. Last month coordination meetings were held with the City of Ecorse, City of Farmington Hills, City of Flint, City of Hazel Park, City of Melvindale, City of River Rouge, and City of Sterling Heights. The planned work has been completed at 46 of the meter pit locations and is underway at another four locations.

SAMO continues its progress working on the sewer meter upgrade and replacement program. Currently the group is working on Wayne County Rouge Valley Sewage Disposal District meters WC-S-1, WC-S-2, and WC-S-3. The construction work has been completed at sites WC-S-2 and WC-S-3 and the team is working on commissioning the meters. Coordination with Wayne County for meter installation at site WC-S-1 is underway.

## **WASTEWATER OPERATING SERVICES**

### ***Wastewater Operations***

Water Resource Recovery Facility (WRRF) operations complied with the Water Quality Standards for September 2021.

### ***Maintenance***

The entire maintenance crew at the WRRF rose to the challenge of the abrupt and unexpected natural gas shutdown. Due to a loss of natural gas to our solids processing, the Incineration team quickly adapted their scheduling to provide around-the-clock maintenance support to Central Offload Facility (COF) operations in case of off-shift equipment failure. Additionally, multiple team members from different teams volunteered to help as drivers to support shuttling sludge from the COF to the lagoons throughout the night. Finally, due to excellent maintenance practices, 19 of 22 belt filter presses were able to go seamlessly into service to send sludge to the COF. Despite an ongoing construction project which prohibits dewatered sludge conveyance from 10 belt filter presses, quality preventative maintenance resulted in successful functionality when operations required it. These efforts contributed to the success of operations in this period and were a fantastic display of ***One Water, One Team***. The picture shows the Dewatering Maintenance Team performing a rehab of BFP #17. These good maintenance practices contributed to the flexibility of operations during the natural gas outage.



The Seagull Habitat Modification Project is nearing completion at the old Detroit Marine Terminal (DMT) property across Jefferson Avenue from the WRRF. The WRRF Maintenance Team is managing the contractor who is performing this needed work. Existing gravel, asphalt, and broken concrete have been removed and replaced with topsoil. Approximately two acres of gravel and cement were replaced with topsoil to prepare for planting at the DMT site (see picture). The contractors are now just waiting for the dormant planting season to seed the topsoil with native Michigan wild grasses. This project is intended to accomplish multiple goals. Primarily, we are hopeful that the long grasses that result from the project will deter seagulls from nesting at the DMT site. Second, this project will remove impervious pavement from the site to prevent water from pooling around a pre-existing electrical substation in wet weather events. Finally, the use of native Michigan grass species is ecologically and environmentally friendly, especially when contrasted with the landscape and materials that were there previously.





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

The Asset Management Team is working with Schneider Electric, Motor City Electric, and GLWA Team Members to perform Site Acceptance Tests (SAT) and Programmable Logic Controller (PLC) software modifications required to place Transformer C in service (WRRF third feed). The final SATs are scheduled for the next few months. The picture shows Asset Management Team Leader Ray Zdonkiewicz pointing to the PLC that controls the 13,800V Switchgear for Transformers A, B, and new Transformer C.



The Secondary Maintenance Team in conjunction with the Process Safety Management (PSM) Committee has implemented a new process to more accurately track all work orders related to the Mechanical Integrity (MI) section outlined in the PSM for our disinfection facility. A new crew and job code were created to easily separate MI-related work orders from routine operations work orders, allowing for easier tracking. All completed MI work orders are additionally scanned and uploaded for ease of access for future EPA audits.

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

#### ***Rockwell Station Installation***

Cybersecurity requirements require patching and updating of process control system software. The frequency of these patches and updates has been accelerating as manufacturers and suppliers address the evolving threat landscape. Patching and software upgrades inherently introduce the possibility of disruption to the continuity of performance of the control system being upgraded. Disruptions can be caused by the incompatibility of different software packages, hardware, or human error.

The Process Automation and Control System (PACS) Team has recently implemented upgrades of the Rockwell Control Systems that are used in four of the CSO facilities and several process areas within the WRRF. These systems include the Human Machine Interface (HMI) that is used to monitor and control these facilities. The upgrades were performed and tested; however, issues began to develop over time. These issues required frequent maintenance and an unacceptable amount of downtime. The PACS Team decided to use available resources, GLWA Engineers and SCADA Technicians, existing licenses, and hardware to deploy a redundant HMI workstation at each site. These additional workstations will allow a phased approach to future upgrades and improve the mean time between failures.

#### ***Process Alarm Reduction***

The PACS Team has been actively analyzing process alarms at the WRRF as part of an overall goal to optimize graphics and alarms. The analysis then is used by the team to either correct faulty field equipment or to modify the alarm configuration.

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

Each week the team is remediating the worst offenders. This effort over the last quarter has resulted in a reduction of 83% in the number of alarms generated weekly.

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

Rehabilitation of the Ferric Chloride Feed System in Pump Station No. 1 and Complex B Sludge Lines Project (Contract No. 2002190) was awarded to Weiss Construction Co. with a start work date of April 5, 2021. The contract's substantial completion date is October 5, 2022, and the required final completion date is April 5, 2023. The contract amount is \$9,839,000.

This project scope is comprised of two major sections:

#### ***Ferric Chloride System at PS-1***

- Planned demolition of existing PS-1 ferric chloride feed and storage system.
- Demolition of abandoned polymer feed and storage equipment at PS-2 chemical facility.
- Construct new PS-1 ferric chemical feed infrastructure from PS-2 to PS-1.
- Construction of electrical, instrumentation, HVAC, and controls to support new feed and storage system monitoring and control.

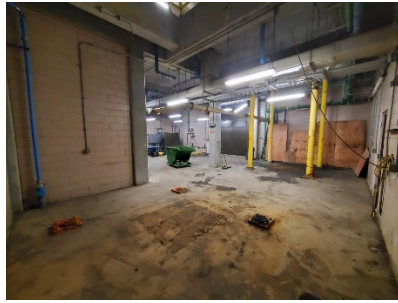
#### ***Thickened Waste Activated Sludge (TWAS) Line Rehabilitation***

- Modifications to the existing TWAS line include new valves, interconnections to the abandoned 24-inch pipe, and a 16-inch riser pipe.
- Removal and replacement of buried abandoned 8-inch piping with 12-inch piping for TWAS bypass up to Complex A.
- Construction of a new permanent 12-inch TWAS bypass pipe under the existing railroad tracks via jack and bore.
- Electrical and instrumentation and control modifications to support TWAS pipeline monitoring.

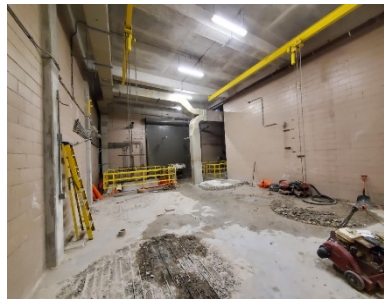
This project and Contract No. 1802410 (Rehabilitation of Pump Station No. 2 Ferric Chloride System) have overlapping project equipment components which are planned for PS-2. Weiss Construction and Commercial Contracting Corporation (Contractor for Contract No. 1802410) have been in coordination with GLWA concerning the physical work to be completed in both areas of the facility. The room has limited space and is expected to be designed for efficiency in terms of use but also for plant workers to operate and maintain the equipment.

Currently, Weiss is demolishing the old polymer feed and storage system at the chemical facility at PS-2. In the coming months, Weiss will install new ferric tank #3, in addition to the two recently installed under Contract No. 1802410, along with the pump skids that will monitor and control the ferric feed to the rest of the plant.

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



*Picture 1*



*Picture 2*



*Picture 3*

*Picture 1* shows the current state of demolition for the existing polymer system on the PS-2 first floor. **Note the removal of the old polymer storage silos.** *Picture 2* shows where the contractor has removed existing tankage, walkways, and controls for old polymer system on the PS-2 second floor. *Picture 3* shows the existing Ferric Storage Tank to be demolished.

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

The CSO team is working on the following projects:

CIP 260603, Contract Number GLWA-CON-234. We anticipate the gate repairs to the effluent gate seats and seals to be complete in October 2021.

CIP 260614, Contract Number 1902224 – CSO Facilities Structural Improvements Program. This project has been underway since January of 2021. Nearly all CSO facilities have been inspected, and repairs have been prioritized by the facility. We anticipate repairs to get underway in the fourth quarter of 2021. The Conner Creek Facility has not been inspected due to coordination with several other projects and wet weather. We anticipate holding off on inspection of Conner Creek until the end of 2022 to allow for the Fairview and Detroit River Interceptor projects to reach a point where their impacts to the Conner Creek CSO Facility are minimal.

CIP 260615, Contract Number 1902040 – Leib and Puritan-Fenkell Drainage Improvements. Drainage improvements are completed and final additions on the site improvements are occurring at Puritan-Fenkell (installation of walk-way lighting and fencing), with Leib being substantially completed. We anticipate the completion of this project by November or December 2021.

CIP 260618, Contract Number 2003330 – Oakwood HVAC Improvements. This project is currently in the submittal phase and procurement of key equipment. The Contractor is beginning to mobilize to the site, and we anticipate physical construction work to begin in October 2021. The contractor schedule currently anticipates completion around May 2022.

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

CIP 260620, Contract Number 2100911 – Baby Creek Roof Replacement. The roofing submittals were accepted, and this project is currently waiting for the roofing materials to arrive. Due to the pandemic, the roofing industry was hit extremely hard and the lead times for roof materials are exceptionally long. We anticipate beginning replacement next spring, weather pending.

CIP 260621, Contract Number 2004666 – Conner Creek Dike Improvements. This project has completed the installation of approximately 100% of the cutoff wall. We are pleased to report that all seepage through the berm has ceased at this time. We are anticipating, with favorable weather, that the concrete cap and wall will be constructed, and restoration completed by January 2022, ahead of schedule.

CIP 260623, Contract Number 2102618 – Baby Creek CSO Facility Screen Rehabilitation. This project had been submitted to Procurement in late September 2021. It includes rehabilitation of escalator fine screens 2 through 16 at the Baby Creek Facility as a result of a manufacturer's condition assessment performed under the CS-299 Project. It is currently going through the various phases of procurement before advertisement for construction.

JOC Task C-03 – Baby Creek Bypass Gate Automation. Construction installation is nearly complete, and SCADA screen modifications and Ovation coordination are occurring before startup testing can occur this month.

JOC Task 66 – Seven Mile and Puritan-Fenkell Actuator Relocation. The effluent actuators for both facilities are located within the flood plain. This project aims to install actuators capable of being submerged continuously with remote operator stations to allow for the proper operation of the effluent valves. This project will also perform key maintenance to the effluent valves to ensure all seals and wearable parts are suitable for continued reliable service. We anticipate this project will be out for bid through the JOC by December 2021.

Contract Number 2100136 – Hubbell-Southfield Hanger Replacement Project. This project replaces all pipe hangers in the Hubbell-Southfield retention treatment basin to ensure the suspended piping system is properly supported. Failure of the piping supports would create major issues in the basin for compliance and cleaning of the basin. This project is currently advertised. We anticipate receiving bids by the end of October 2021 and taken to the Board for approval in December 2021.

The CSO team is working on several RFPs as a result of CS-299 informing the CIP for the CSO Facilities as it was intended to. These RFPs will be for newly introduced projects in the CIP, which draft versions are currently being developed and will be available sometime in November/December 2021.

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

Furthermore, as the CS-299 project nears its completion, the CSO team is evaluating ways in which the Facilities Assessment Report and appendices can be shared with the vendor community so that all may fully understand the needs of the CSO Facilities. We note that these needs will be prioritized with the GLWA CIP Prioritization process, and the early projects RFPs will come out according to the approved CIP.

## **WATER OPERATIONS**

### ***GLWA represented at MI-AWWA ACE21 and MI-APWA***

Balvinder Sehgal, Special Projects Manager for Water Operations, was an attendee and presenter at the Michigan Section American Water Works Association's (MI-AWWA) 83<sup>rd</sup> Annual Conference and Exhibits (ACE21) that took place September 15-17, 2021. Balvinder did a 30-minute presentation on "*Reducing Harmful Emissions During Water Treatment Process*" on September 16, 2021, in the Technology Innovation track.

Also in attendance was Vittoria Hogue, an engineer on the Water Engineering team. Vittoria did a 30-minute presentation on "*GLWA Comprehensive Corrosion Control Study: Designing for Optimization*" on September 16, 2021.

Cheryl Porter, Chief Operating Officer for Water and Field Services also did a 30-minute presentation at ACE21 on "*What Did We Learn from 2020?*" on September 17, 2021. In addition, Cheryl attended the American Public Works Association Michigan Chapter (MI-APWA) 2021 Great Lakes Expo and did a 60-minute presentation in the management track on "*Right-sizing GLWA's Infrastructure for Sustainability*" on October 13, 2021.

Other sessions included the succession, recruiting and retention of the right candidates, financial, risk and asset management, and on experiences during the pandemic. Also, there were sessions on filters, softening of water, PFAS, corrosion control, instrument calibration, SCADA, and managing service disruptions, and much more to help stay in front of water quality. The conference was very beneficial as it promoted knowledge exchange, innovation, introduction of new technology, and networking.

### ***Administration***

#### ***Certificates of Excellence***

Southwest Water Treatment Plant's (SWWTP) laboratory received "Certificates of Excellence" for getting acceptable values for all proficiency testing samples in recognition of the quality of laboratory in proficiency testing for WS-300: a study done during the period July 12, 2021 to August 26, 2021 and WS-301: a study done during the period August 9, 2021 to September 23, 2021.



## **WATER OPERATIONS** (continued)

These certificates of achievement were issued by Environmental Resource Associates (ERA), a Waters® Business. This laboratory has been recognized as a Laboratory of Excellence for achieving 100% acceptable data in these studies which included 789 participating laboratories for WS-300 and 283 participating laboratories for WS-301. These achievements are a demonstration of the superior quality of the laboratory in evaluation of the following standards:

- WS SourceWatR™
- Hardness
- Inorganics
- pH
- Turbidity
- Heterotrophic Plate Count
- MicrobeE™ (Coliforms)
- Residual Chlorine

This is a great achievement for the SWWTP laboratory.

### ***Water Works Park Water Treatment Plant***

#### ***Reservoir 2A Inspection and Repair***

In October 2020, the Water Works Park team consisting of maintenance, operations, and engineering team members, with the assistance of the Water Engineering group, inspected the influent conduit and weir chamber for Reservoir 2A. The team discovered three water leaks in the weir chamber area. One leak was on the wall separating the weir chamber from the reservoir (Photo 1: *pictured below*). Two other leaks were found on either side of the weir chamber. The leaks were far below the ground level but were the cause of two developing sink holes at ground level (Photo 2: *pictured below*).

The Water Works Park team worked with the Water Engineering group to correct the known deficiencies and investigate subsurface conditions on the exterior of the reservoir. Interior repairs were concluded by the time peak flow season began. Repairs were made using a combination of concrete patching and crack injection. In July 2021, an excavation was performed around the southwest corner of the weir chamber to the top of the influent conduit (Photo 3: *pictured below*). Several cosmetic defects were discovered as well as an active leak coming from the reservoir. Repairs were made using concrete patching and crack injection and a waterproof coating was applied to the horizontal areas of the weir chamber (Photo 4: *pictured below*).

The proactive inspection by the Water Works Park team identified defects in the reservoir that could have led to irregularities in water quality for GLWA's customers. By conducting the inspection, the team ensured that Water Works Park is providing water of unquestionable quality.

## **WATER OPERATIONS** (continued)



*Pictured left to right:*

- Photo 1: Active leak from Reservoir 2A into the weir chamber
- Photo 2: Barricaded sinkholes caused by subsurface leaks in the weir chamber

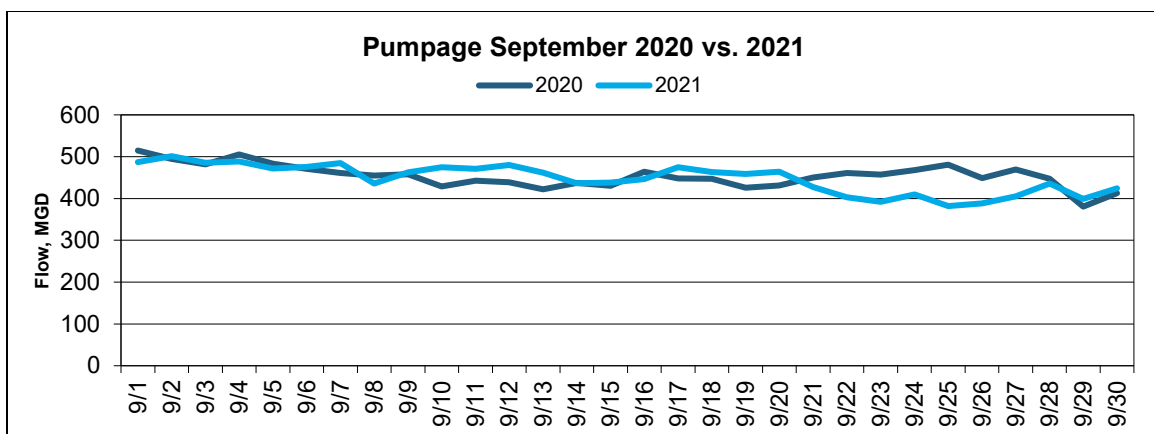


*Pictured left to right:*

- Photo 3: Excavation of Reservoir 2A weir chamber, 96" influent conduit, and 96" overflow conduit
- Photo 4: Exterior repair work completed, including waterproofing on horizontal areas

## ***Systems Control Center (SCC)***

September 2021 pumpage was 1.3% lower than September 2020



## **ADMINISTRATIVE AND COMPLIANCE SERVICES – GOVERNMENT RELATIONS**

### **STATE ISSUES**

The State of Michigan has passed its budget and, partially in anticipation of funds that may become available under the American Rescue Plan Act of 2021 (ARPA), has begun work on supplemental appropriations bills for water infrastructure. GLWA is approaching this opportunity in three ways: On October 20, 2021, GLWA representative attended an informational hearing on the Senate's water supplemental appropriations bill.

1. Direct advocacy. During October 2021, GLWA team members have conducted approximately 25 individual meetings with members of the Michigan Senate and House of Representatives to advocate for funding priorities that will enhance system operations and flood mitigation capabilities.
2. Advocacy through Governor's Southeast Michigan Aging Infrastructure Task Force. GLWA is participating in this regional effort including membership on all task force committees.
3. Member Partner Outreach. Through its member outreach process, GLWA continues to host informational forums and explore collaboration opportunities with its member partner communities.

### **FEDERAL ISSUES**

**Detroit River Interceptor** – On October 18, Senate Appropriations Chairman Patrick Leahy (D-VT) publicly released the nine-remaining Fiscal Year (FY) 2022 Appropriations Bills that have not yet received committee consideration. The full committee approved three bills in August. The pending Senate FY 2022 Interior, Environment and Related Agencies Appropriations bill includes **\$2 million for evaluation and rehabilitation of the Detroit River Interceptor (DRI)** as part of the congressionally-directed spending projects included in the bill. Final FY 2022 funding levels must still be negotiated between the House and the Senate. Prior to FY 2022 starting on October 1, both the House and the Senate approved a Continuing Resolution (CR) to fund the federal government at current levels until December 3. It is expected that Congress will finalize FY 2022 spending sometime before the end of the year, at which point the final outcome for congressionally-directed spending for the DRI will be clear. Come December, it is possible that Congress will revert to a year-long CR, which would not include member-sponsored projects like the DRI, but the goal is to pass new bills and fund these types of projects.

**Federal PFAS Action Plan** – On October 18, the Biden Administration announced updates to EPA's PFAS Action Plan which included expediting the timeline for the rulemaking process to create a limit for PFAS (PFOA and PFOS) levels in drinking water. EPA indicated they expect to have a drinking water standard finalized by fall of 2023. Additionally, EPA said it will finalize a regulation declaring PFOA and PFOS as hazardous substances under Superfund by the summer of 2023. This was part of an administration-wide announcement to tackle PFAS.



## **ADMINISTRATIVE AND COMPLIANCE SERVICES – GOVERNMENT RELATIONS**

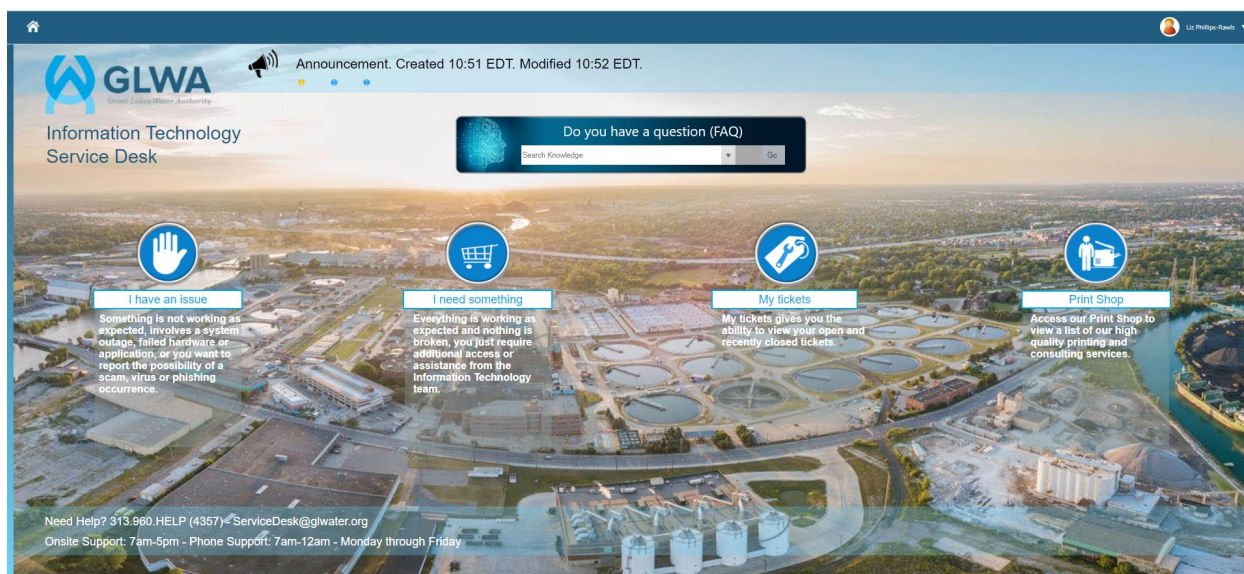
(continued)

In addition to EPA, seven other agencies will join the effort including, the White House Council on Environmental Quality (CEQ), the departments of Defense, Agriculture, Homeland Security, and Health and Human Services, Food and Drug Administration, and the Federal Aviation Administration. Further executive action is expected this fall to require chemical manufacturers to conduct aggressive health and environmental testing of the chemicals and submit it to EPA along with other data needed to understand impacts of PFAS. Although GLWA is actively engaged in this discussion, PFAS testing returns as “non-detect” in GLWA source waters.

## **INFORMATION TECHNOLOGY**

In the past month, the IT Security Team has proactively blocked or thwarted 14,593 spam messages, 4,785 spoofed messages and 4 viruses. Additionally, 814 phishing attempts have been caught and 207 malware attempts have been blocked.

The IT Customer Service Delivery Team completed the replacement of the KACE ticketing system and rollout of the new Cherwell IT Service Management (ITSM) ticketing system. Cherwell is a fully comprehensive Service Desk solution that is user friendly, easy to use, customer focused, and streamlines IT’s ability to increase efficiencies across the organization, facilitate better communication, and provide support and coordination to allow for a great customer experience.



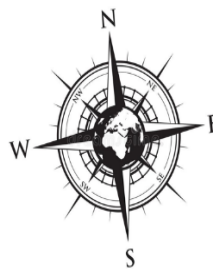
The IT Enterprise Asset Management Systems Team, along with the Enterprise Asset Management Group and Procurement, obtained approval from the Board to implement NEXGEN as GLWA’s new Enterprise Asset Management (EAM) system. Contracts are being finalized and implementation kickoff is currently planned for early November.

## **INFORMATION TECHNOLOGY** (continued)

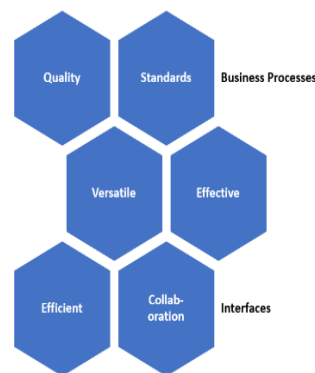
The IT Enterprise Asset Management Systems Team completed a Work and Asset Management (WAM) system responsibilities reconfiguration. This project streamlined roles and responsibilities in WAM for easier user access on-boarding and auditing. In addition, these new simplified user roles will assist in preparations for the transition to the new EAM system, NEXGEN.

The IT Enterprise Asset Management Systems' Geographic Information System (GIS) team developed and Bryon Wood, IT Manager, presented a presentation titled "Applying GIS to Tell Your Organization's Story and Map Out its Future" at Mi-GMIS conference on September 21. This session presented the approach used for GLWA's recently completed first ever 2021 GIS Strategic Plan as well as provided use cases for municipalities' GIS planning, implementation, and services. Examples of Esri ArcGIS Apps, StoryMaps, Dashboards, and Hub Sites were shared that tell GLWA's story using maps.

### GIS Guiding Values



GLWA  
Great Lakes Water Authority



Currently, the IT PMO is managing 29 active projects and is processing 13 project requests.

## **PUBLIC AFFAIRS**

### ***GLWA Participates in Daily News Editorial Boards***

Over the last month, Interim CEO Suzanne Coffey, as well as Chief Administrative and Compliance Officer Bill Wolfson and Chief Operating Officer-Wastewater Operating Services Navid Mehram, met with the Editorial Boards of the Detroit News and Detroit Free Press. The purpose of the discussions was to introduce Coffey as the Interim CEO, provide an operational update on GLWA since the June rain event, and talk about what comes next in addressing the issue of flooding in southeast Michigan.

One theme that was constant throughout the conversation was what can and is being done to help events such as the ones that have taken place this summer from reoccurring. This provided ICEO Coffey with the opportunity to explain the actions GLWA has taken toward building resiliency in the system, as well as highlight the point that any solutions need to be developed as the result of a regional conversation that GLWA has already started to lead.

It was a solid dialogue that the Detroit News called very educational and informative. GLWA has committed to further discussions with both Editorial Boards in the future.



## **PUBLIC AFFAIRS** (continued)

The Detroit News published an article in conjunction with the Detroit News Editorial Board visit. Read the article by clicking [HERE](#).

### ***One Water Wellness Team Video***

Public Affairs teamed up with Organizational Development's One Water Wellness (OWW) Team to create a video to help team members identify that the OWW Team is there to help them in a variety of different ways, from benefits to retirement planning and more! Using a "start here" theme, the video urges team members to reach out to the OWW team as a first step to getting help with many issues. The 50 second video uses fast-paced animations and graphics to help present the information in an entertaining and fun way.

You can watch the video by clicking [HERE](#).

### ***61 Day Challenge Video***

The Public Affairs Team produced and created a video in conjunction with Organizational Development to announce the latest 61 Day Challenge. The video urges GLWA team members to participate and improve themselves over the course of the challenge. The use of animation, graphics and upbeat music gives the video a fun and encouraging feel.

You can watch the video by clicking [HERE](#).

### ***WaterWorks Magazine Issue 21***

Issue 21 of WaterWorks Magazine was released on Wednesday September 29, 2021. The cover features the winning photo from GLWA's 2021 Drinking Water Week Photo Contest. Inside, we got to learn more about the photo from the contest winner, CSO Control Programs Engineer Kashmira Patel, and also heard from the runner-up, System Analytics Meter Operations PAA Molly Sullivan. Other stories included the exciting work happening at Lake Huron Water Treatment Facility on their new Pilot Plant, an introduction to GLWA's New Capital Improvement Plan (CIP) Director, Dr. Dima El-Gamal, learning different ways to deal with "new normal" anxiety and how to improve your overall health during the fall season.



## **PUBLIC AFFAIRS** (continued)

### ***New AMSO Newsletter***

Public Affairs is working with AMSO to launch a new quarterly AMSO newsletter which will be distributed in late October. The purpose of the newsletter is to share important information and announcements related to GLWA's asset management and highlight team members and projects that support our infrastructure and assets.

### ***Open Enrollment Guidebook Design***

Public Affairs once again coordinated the design efforts for this year's Open Enrollment Guidebook from Organizational Development. The PA team coordinated team member family photos to be used inside the guidebook and also designed the front cover. The guidebook is scheduled to be delivered to team members' homes the week of October 25, 2021.

## **SECURITY AND INTEGRITY**

The Hazmat Unit coordinated and completed a total of 205 hours of training during the month.

The Security and Integrity Group continues participating in the daily Emergency Operations Center's ongoing COVID-19 Pandemic briefings.

The Group has begun designing and constructing GLWA's backup fusion center at Water Works Park. They also assisted with planning and response for the Dearborn/Fort Street DTE incident.

Lastly, the Group has continued the process of updating the 2021 Emergency Response Plan for GLWA.

## **ORGANIZATIONAL DEVELOPMENT**

### ***Performance, Progression and Apprenticeships***

#### ***Apprenticeships***

During the month of September, the EICT-E apprentices participated in team building trainings to increase effective communication. The apprentices and assigned journey workers participated in GLWA's Crucial Conversation and 7 Habits Team Members. In addition to GLWA training participation, the EICT-E apprentices, continued their Related Training Instruction.

## **ORGANIZATIONAL DEVELOPMENT** (continued)

The Related Training Instruction materials covered during the month of September included learning how to measure voltage, an introduction to three phase power, understanding power factor correction and the location of capacitors in circuits, performed hands-on using meters, testing GFCI's, and understanding functions on a meter

The Water Tech Apprenticeship announcement was forwarded to Office Support Specialists and Professional Administrative Analysts to post in GLWA facilities. The posting included how internal team members could register and participate in the Water Tech Apprenticeship informational sessions. The posting included how to register for the virtual informational sessions, which provided an opportunity for internal team members to receive information and ask questions regarding the Water Tech apprenticeship. The sessions were scheduled over a three-day period, with two sessions scheduled each day.

### ***Recruitment***

GLWA's Recruiting and Talent Acquisition Team's Career Banner Project Highlights:

GLWA is actively recruiting entry-level talent, skilled technicians, chemists, engineers, business, and operational professionals.

The 2021 Career Banner Project is a recruiting effort—aims to connect the community to GLWA career opportunities, regardless of their level of experience, professional field, or educational background.

Career Banner Project Phase 1 Installations (Photos):

- Baby Creek Facility (Bilingual Content)
- Springwells Facility (Bilingual Content)



Phase 2 Installations – English Content:

- WRRF
- Water Works Park
- Central Services Facility
- Northeast Facility

## **ORGANIZATIONAL DEVELOPMENT** (continued)

GLWA is working hard every day to be the best place for people to have satisfying and fulfilling long-term careers in the water and wastewater industry.

### ***Talent Management***

#### ***Staffing***

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

Number of New Hires	8
Number of Separations	14
Total Staffing - Regular FTEs (YTD)	988

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

In October, we introduced Transformation Thursdays, a self-care education series. The weekly virtual sessions share the importance of self-care and the tools available to team members and their families.

We also introduced new voluntary benefits to meet the needs of team members and their families: *Bright Horizons Family Solutions* and customized auto and home insurance from Liberty Mutual.

Bright Horizons Family Solutions provides emergency backup care for children, adults, and elders. Additionally, they provide priority enrollment, discounted rates for vetted providers, and the services of a Care Coach for elder care. Bright Horizons also provides the services of a College Coach for families with teens preparing for college admissions and financing. Virtual webinar sessions were held and recorded to provide additional information. Team members can access the recordings via Cornerstone.

Liberty Mutual provides team members with access to discounted and customized home and auto insurance with a 12-month rate guarantee through payroll deduction.

#### ***Training***

During the month of **September, 196** GLWA team members completed **10** non-safety courses and **32** safety courses. **5** GLWA team members completed **14** online 360Water courses.

## **FINANCIAL SERVICES AREA**

### ***October 2021 Audit Committee Recap***

The most recent Audit Committee meeting was held on Friday, October 22, 2021. The GLWA Audit Committee binders are publicly available at [www.glwater.org](http://www.glwater.org). The meeting included the following topics.

- ✓ An update on the on FY 2021 Financial Audit progress and timeline of completion.
- ✓ Introduction of the draft ten-year financial plan for FY 2023 - 2032.
- ✓ Confirmation of the Audit Committee meeting calendar for 2022.
- ✓ A CFO report including a credit rating update from Moody's Investment Services, an FY 2022 wholesale water usage and revenue forecast, and FEMA funding status and community outreach resource availability.
- ✓ Review of the Preliminary June 30, 2021 Year-end Financial Report (Executive Summary attached).
- ✓ Highlights of monthly Business Inclusion and Diversity program activities.
- ✓ Presentation of the Quarterly Debt and Construction Work in Progress reports for the period ending June 30, 2021, as well as the Gifts, Grants and Other Resources report for the period ending September 30, 2021.
- ✓ Distribution of the latest Procurement Pipeline and FY 2023 charges rollout calendar.

The next GLWA Audit Committee meeting is scheduled for Friday, November 19.

### ***Business Inclusion and Diversity Program***

On October 8, 2021, Michael Lasley, Procurement Manager, delivered a presentation on GLWA's Business Inclusion and Diversity (B.I.D.) Program at the Michigan Public Purchasing Officers Association's (MPPOA) annual conference in Muskegon, Michigan. The presentation, delivered



in-person for the first time since the COVID-19 pandemic, overviewed GLWA's development, design, and implementation of the B.I.D. Program for public procurement professionals operating throughout the State of Michigan. Michael's presentation was followed by a lively discussion period during which conference attendees shared information about

common challenges faced in incorporating diversity programming into their procurement processes and asked questions about how features of GLWA's innovative program could be adapted for their own organizations.



## **FINANCIAL SERVICES AREA** (continued)

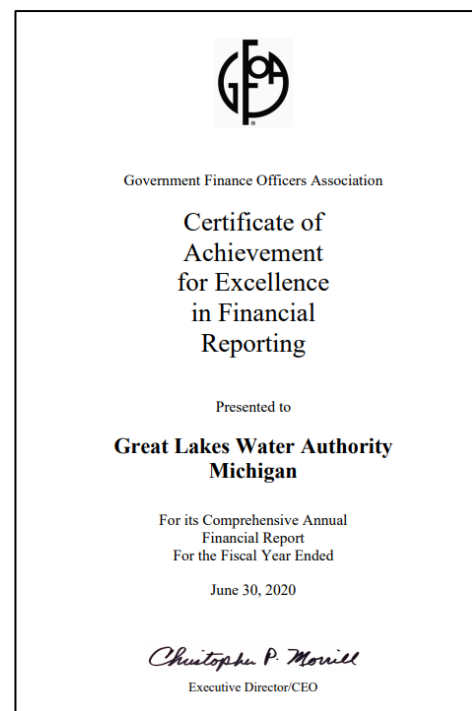
As a refresher, GLWA's B.I.D. Program was approved by the GLWA Board of Directors in November 2020 and formally launched in February 2021. The B.I.D. Program is designed to maximize opportunities for small, minority-owned, and disadvantaged businesses throughout GLWA's service area so that they may effectively compete to do business with GLWA. Long-term, GLWA's B.I.D. Program will support economic development throughout the region we serve, expand GLWA's pool of skilled resource, and improve competitive pricing in our procurements.

### ***Annual Financial Audit***

Preparations for our annual audit have been in process since June 2021 and the audit is currently underway. The GLWA external auditors, Baker Tilly, performed preliminary field work in September 2021 with virtual fieldwork occurring in October 2021. The audit is planned to conclude in late November to meet the required deadline to file year-end financial statements with the State of Michigan by the end of December.

### ***GFOA Award***

For the second year in a row, the Government Finance Officers Association of the United States and Canada (GFOA) has awarded the Certificate of Achievement for Excellence in Financial Reporting to Great Lakes Water Authority for its comprehensive annual financial report for the fiscal year ended June 30, 2020. The report has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the report. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

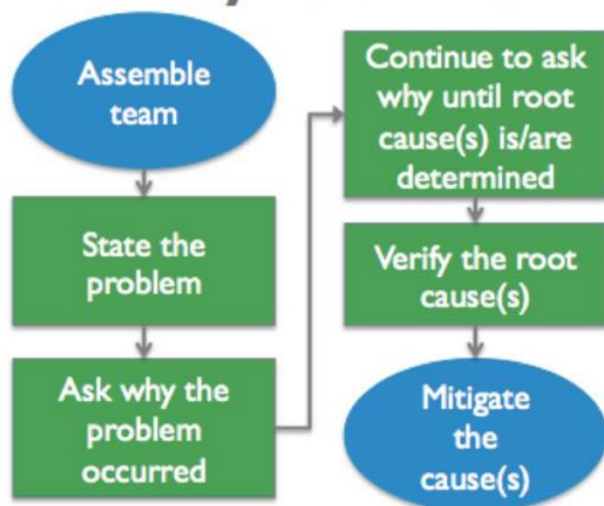


## FINANCIAL SERVICES AREA (continued)

### *Transformation*

Revisiting Root Cause Analysis (RCA) The Transformation Team is partnering with the WRRF Operations, OD, & AMSO to revise and improve the RCA training package that was created back in 2018. Root Cause Analysis (RCA) is a technique that helps guide people to discover and understand the initiating cause(s) of a problem, with the goal of determining missing or inadequately applied controls that will prevent recurrence. The revised RCA training package will be geared towards helping team members understand the importance and benefit of RCA especially for troubleshooting or repeat incidents.

### **“5 Why” Root-Cause Analysis Process**



Some of the tools that will be covered in the training include:

- 5 Why's – the interrogative technique used to explore the cause-and-effect relationships underlying a particular problem.
- Fishbone Diagram (Cause & Effect) – which shows the potential causes of a specific event.
- Brainstorming Techniques - methods of generating ideas and sharing knowledge to solve a particular or potential issue.

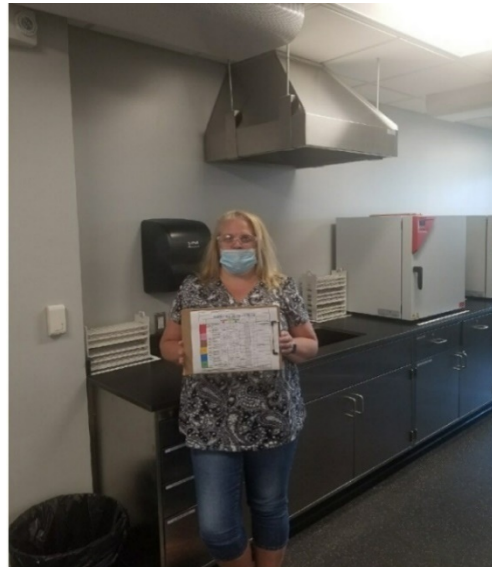
5S & The Sustain Phase The Transformation Team and the WRRF Lab have been busy with 5S and “mock” audits! 5S is a workplace organization methodology that uses five phases: sort, set in order, shine, standardize, and sustain. The mock audits are a practice tool for the actual 5S Audit which is part of the Sustain phase. The purpose of the “mock” audits is to sustain the work completed in the first four phases while helping team members build confidence in the GLWA 5S audit process. The Transformation team learned from previous 5S projects that the sustain phase was the area that team members had the least amount of understanding and confidence in performing the audit from beginning to end. So, with this 5S project they began teaching and conducting “mock” audits sooner and more often to help close this gap. Now WRRF Lab 5S champion Lynda Kostrzewski is empowered, knowledgeable, and able to perform the 5S audit independently with confidence. (Pictured below).



Lissy Joseph caught working safe in her PPE

## **FINANCIAL SERVICES AREA** (continued)

During this 5S process, the Transformation Team partnered with the Safety Team to address lab safety violations and immediately began meeting bi-weekly with Dale Bennett the WRRF Lab Manager, to address each of the violations one by one until they reached effective solutions. Their collective goal was to develop solutions that would be efficient and sustainable. The team used LSS tools to close each of the violations like, Visual Management, Single Point Lessons (SPL), additional training, process controls like foot printing, Standard Work Instructions (SWI), along with GLWA teamwork and accountability.



On September 30, the Transformation Team conducted an executive project report out meeting for the entire 5S project team. During this meeting, attendees reviewed all the impressive 5S improvements accomplished throughout the WRFF lab. Water Operations team members were also in attendance to see what the Transformation Team can potentially help them achieve in their various labs and areas.

### ***Procurement Pipeline***

The October 2021 Procurement Pipeline edition is attached. This month features tips on utilizing GLWA's Capital Improvement Plan to identify upcoming procurements, updates on new purchase order terms and conditions, a reminder on COVID-19 visitor access requirements, and a listing of upcoming solicitations with two new sections that enhance the quality of that listing.

The General Counsel's October, 2021 Report is an attachment to the Interim Chief Executive Officer's Report.

Respectfully submitted,



Suzanne R. Coffey, P.E.  
Interim Chief Executive Officer

SFM/dlr

Attachments

- Financial Report Executive Summary
- Procurement Pipeline
- General Counsel's October, 2021 Report



## Key Financial Metrics

The table below provides key report highlights and flags the financial risk of a budget shortfall by year-end as follows:

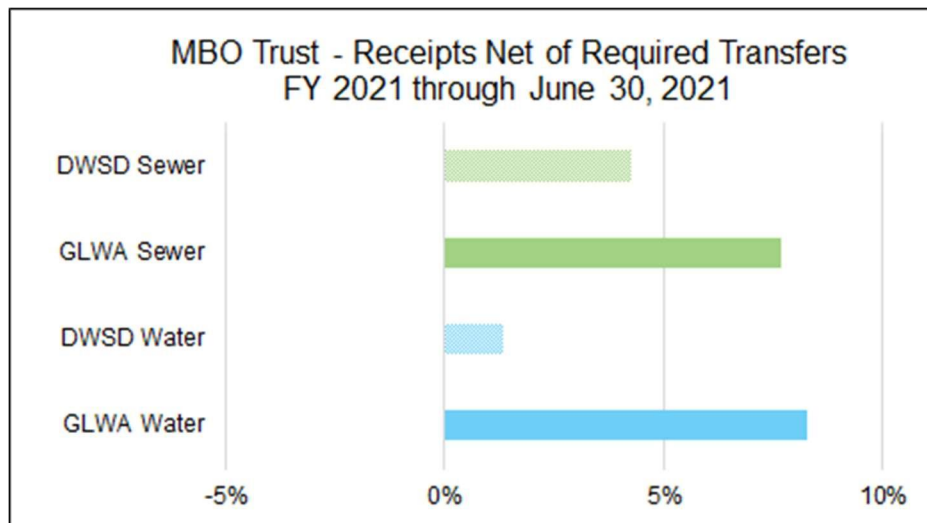
No Risk (green) - Potential (yellow) - Likely (red)

Each variance is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Budget amendments are prepared and presented quarterly based on most current information.

As of June 30, 2021				
Metric	FY 2021 Budget	FY 2021 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$317.1	\$325.4	3%	48
Wholesale Water Billed Usage (mcf)	13,553,000	14,258,000	5%	
Wholesale Sewer Billed Revenue (\$M)	\$269.7	\$269.7	0%	50
Wholesale Water Operations & Maintenance (\$M)	\$134.1	\$118.8	-11%	6
Wholesale Sewer Operations & Maintenance (\$M)	\$182.3	\$172.3	-5%	
Investment Income (\$M)	\$6.9	\$7.0	2%	38
Water Prorated Capital Spend w/SRA* (\$M)	\$111.0	\$132.0	19%	28
Sewer Prorated Capital Spend w/SRA* (\$M)	\$83.0	\$85.0	2%	29

\*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 (page 53)



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

DWSD Water and Sewer report a surplus of \$1.4 million and \$13.1 million respectively through June 2021. In June 2021, DWSD management successfully implemented a formal plan to end fiscal year 2021 with positive net cash flows in both the Water and Sewer funds as well as resolve the prior FY 2020 Sewer fund shortfall within the required timeframe.

The current DWSD loan receivable balance for fiscal year 2018 is \$8.3 million. The June 2017 loan receivable was paid in full as of June 30, 2021.



### **Budget to Actual Analysis (page 3)**

- The fourth quarter budget amendments which were approved by the GLWA Board on June 23, 2021, are reflected in the FY 2021 Amended Budget columns on the tables in the June 2021 Budget to Actual report.
- This report is not final. Adjustments related to the fiscal year end 2021 audit will affect the Budget to Actual Analysis.
- The total Revenue Requirements are on target through June 2021.
- The total Operations & Maintenance expenses are at 92.0% of budget through June 2021.

### **Basic Financial Statements (page 10)**

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for June 2021 is \$97.2 million for the Water fund (28.4% of total revenues) and \$141.9 million for the Sewer fund (30.1% of total revenues).
- Water Net Position decreased by \$0.9 million, and Sewage Disposal Net Position increased by \$12.3 million for the year to date through June 2021.

### **Capital Improvement Plan Financial Summary (page 27)**

- Both the Water and Sewer systems exceed the 75% Capital Spend Ratio assumption.

### **Master Bond Ordinance Transfers (page 30)**

- For June, transfers of \$12.0 million and \$17.0 million were completed for the GLWA Water and Sewer funds, respectively.
- Also for June, transfers of \$4.5 million and \$8.1 million were completed for the DWSD Water and Sewer funds, respectively.

### **Cash Balances & Investment Income (page 36)**

- Total cash & investments are \$450 million in the Water fund and \$462 million in the Sewer fund.
- The total combined cumulative investment income for FY 2021 through June is \$7.0 million.

### **DWSD Retail Revenues, Receivables & Collections (page 42)**

- Water usage through June 30, 2021 is at 93.63% and revenues at 94.67% of budget.
- Sewer usage through June 30, 2021 is at 95.85% and revenues at 99.96% of budget.
- Combined accounts receivable balances for the water and sewer funds report an increase of \$34.2 million over the prior year.
- Past dues over 180 days make up 66.9% of the total accounts receivable balance. The current bad debt allowance covers nearly 100% of past dues over 60 days.

### **GLWA Wholesale Billing, Receivables & Collections (page 47)**

- GLWA accounts receivable past due balance net of Highland Park is less than 6.0% of the total accounts receivable balance, with the majority of that balance related to one water account dispute currently under discussion.
- The Highland Park past due balance is \$48.5 million. It includes \$37.0 million for wastewater treatment services, \$1.8 million for industrial waste control services, and \$9.7 million for water supply services. In FY 2021, Highland Park has made five payments totaling \$2.8 million through June 2021 which currently falls short of anticipated payments. The GLWA Legal team is pursuing options for additional collections.

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



Welcome to the October edition of *The Procurement Pipeline*, a monthly newsletter designed to provide updates on doing business with the Great Lakes Water Authority (GLWA).

### **Procurement Tip of the Month: Utilizing GLWA's Capital Improvement Plan (CIP)**

GLWA's Capital Improvement Plan (CIP) is a five-year planning document which identifies projects and programs that support the continuation of major capital asset investments in GLWA's regional water and wastewater systems. Updated annually to reflect changing system needs, priorities, and funding opportunities, GLWA's [Capital Improvement Plan for 2022-2026](#), as well several additional informational appendices including "[How to Navigate the CIP](#)", are available to review on the [CIP page of GLWA's website](#).

GLWA's CIP is a single source document for project and program goals, needs, and spending. Vendors reviewing the document may expect to find information on the primary goals, strategy, and process of GLWA's CIP as well as projects by category and project descriptions.

In addition, Vendors who regularly utilize the "Upcoming Solicitations" portion of the monthly *Procurement Pipeline* to prepare for future solicitation submissions will see, where applicable, CIP numbers listed next to certain projects. Vendors interested to know more about these upcoming projects may look up those CIP numbers in [GLWA's CIP](#) to review further details on the project, including project status, scope of work, project alternatives, and other important data.

### **New! Categories added to the Procurement Pipeline Upcoming Solicitations**

Each month, vendors will now see two, new additional sections in the "Upcoming Solicitations" of the *Procurement Pipeline* newsletter:

1. Projects moved to Procurement Team (Preparing for solicitation via Bonfire) and;
2. Removed (Realignment for Future Planning)

These sections have been added to enable the GLWA Vendor Community to efficiently track and plan for future GLWA solicitations. Any questions regarding an upcoming solicitation listed in GLWA's monthly *Pipeline* newsletter may be directed via email to [Michael Lasley](#).

### **New! Purchase Order Terms and Conditions**

On September 13, 2021, GLWA issued new [Purchase Order Terms and Conditions](#). To review the new Purchase Order Terms and Conditions, as well as GLWA's Procurement Policy, Bonfire NIGP Codes, template contracts, and other important documents please visit the [GLWA Vendor Webpage](#).

### **Visitor COVID-19 Access Requirements Remain in Effect Until Further Notice**

On August 24, 2021, GLWA issued [Coronavirus Update #137](#) to the vendor community stating that all current Visitor COVID-19 Access Requirements will remain in effect until further notice. For a full overview of GLWA's Visitor COVID-19 Access Requirements, please review [Coronavirus Update #137](#). Any additional questions may be directed to [Michael Lasley](#) and [Megan Torti](#).

### **Virtual Introduction Meetings with GLWA**

If you are interested in learning more about doing business with GLWA, contact us at [GLWAVendorOutreach@glwater.org](mailto:GLWAVendorOutreach@glwater.org) to schedule a vendor introductory meeting. Topics include helpful information on submitting a competitive bid or proposal to a GLWA solicitation, as well as the requirements for GLWA's Business Inclusion and Diversity (B.I.D.) Program.

**What's Coming Down the Pipe?**  
*Current Solicitations:* Be sure to register in [Bonfire](#) for new solicitations and contract award information. *Upcoming Procurements: Next Three to Nine Months* - See page 2

**Visit GLWA online!** See the Vendors page at [www.glwater.org](http://www.glwater.org) or contact us via email at [procurement@glwater.org](mailto:procurement@glwater.org).

# Upcoming Solicitations October 2021

Category	Description	Budget Estimate
<b>Water System (Project Manager forecast next three months)</b>		
Design	Reservoir Inspection, Design, Construction Administration, RPR Services	\$5,400,000
<b>Wastewater System (Project Manager forecast next three months)</b>		
Design Build	Control System Upgrade – St. Aubin, Leib, and 7 Mile CSO Facilities (CIP #260619)	\$7,000,000
Construction	Hubbell Southfield CSO Basin Pipe Hanger Replacement	\$1,500,000
Construction	HAZMAT (Hazardous Material) Building Renovation (CIP #216010)	\$1,500,000
Professional Services	Virtual Tour and Laser Scanning Services	\$1,000,000
Design Build	WRRF Rehabilitation of Intermediate Lift Pumps (ILPs) 1 & 2 and Modifications to Aeration Decks 1 & 2 to Incorporate Biological Phosphorus Removal and Step Feed (CIP #212008)	\$60,000,000
<b>Water System (Project Manager forecast next four to nine months)</b>		
Materials & Equipment	Springwells WTP Pumping Unit Procurement Package (CIP#114002 Contracts E thru G)	\$56,000,000
Materials & Equipment	Springwells WTP Process Valve Procurement Package (CIP#114002 Contracts H thru I)	\$12,500,000
Design	Engineering Services Contract	\$8,150,318
<b>Wastewater System (Project Manager forecast next four to nine months)</b>		
Construction	WRRF Administration Building 4 <sup>th</sup> Floor Renovation (CIP #216010)	\$2,500,000
Construction	Pump Station #1 Screenings Building HVAC Improvements (CIP #211006)	\$1,000,000
Construction	Connor Creek Sewer System Rehabilitation (CIP #260208)	\$40,000,000
Construction	WRRF Pump Station #1 Improvements (CIP #211006)	\$55,000,000
Design Build	WRRF Structural Improvements (CIP #216011)	\$12,000,000
Design	Architectural & Safety Improvements to CSO Facilities (CIP #260600)	\$1,400,000
Design	Hubbell Southfield Flushing and Facility Improvements (CSO) (CIP #273001)	\$5,500,000
Design	Baby Creek and Belle Isle Facilities Control Improvements (CSO) (CIP #270006)	\$502,500
Construction	Freud Pump Station Improvements (CIP #232002)	\$75,000,000
Construction	Rehabilitation of Connors Creek Sewer Systems (CIP #260204)	\$40,000,000
<b>Projects moved to Procurement Team (Preparing for solicitation on Bonfire)</b>		
Design	CSO Facilities Improvements (CSO) (CIP #270004)	\$4,000,000
Design Build	Baby Creek Outfall Improvements (CSO) (CIP #277001)	\$12,000,000
Design	St. Aubin CSO Facility Screening and Disinfection Improvements (CSO) (CIP #260617)	\$1,400,000
Construction	Baby Creek Screen Rehabilitation of Screens 2 through 16 (CSO) (CIP #260623)	\$2,200,000
Construction	Generator Improvements (Controls upgrades, Generator modifications) (CIP #260600) (CSO)	\$2,000,000
Construction	Conveyance System Infrastructure Improvements - Regulators and Backwater gate chambers (CIP #260701)	\$40,000,000
Construction	Rehabilitation of Northwest Interceptor from 8 Mile Road to Warren Pierson (CIP #260205)	\$7,000,000
Maintenance Services	Facilities Maintenance Services (O&M)	\$17,000,000

Category	Description	Budget Estimate
Design	Facilities Improvements (CIP #270004)	\$4,000,000
Design	North Service Center Pumping Station Improvements (CIP #132016)	\$12,200,000
Progressive Design Build	Lake Huron Water Treatment Plant, Filter Instrumentation and Raw Water Metering Improvements (CIP #111006)	\$22,000,000
Design Build	Belle Isle Seawall Rehabilitation (CIP #116005)	\$1,740,000
Design Build	Sewer Rehabilitation and Repair (CIP #260209)	\$12,200,000
Construction	Water Works Park Building Ventilation Improvements (CIP #115005)	\$10,180,000
Professional Services	SCADA System Professional Services (O&M)	\$5,500,000
<b>Removed - Realignment for future planning</b>		
Construction	Roof Replacement – Lake Huron WTP and Southwest WTP (CIP #171500)	\$3,000,000

Vendors should continue to monitor [Bonfire](#) for solicitation updates.

Acronyms		
<b>WRRF:</b> Water Resource Recovery Facility	<b>CSO:</b> Combined Sewer Overflow	<b>WTP:</b> Water Treatment Plant

**Office of the General Counsel – October 27, 2021**

- ***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, rules and public health orders.
- ***NPDES/Air Quality ACO Dismissal:*** The Office assisted in preparing documents to have the ACO’s dismissed. On September 29, 2021, GLWA received termination of the Air Quality ACO.
- ***Legislative Updates:*** 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 at the federal and state level.
- ***Gordie Howe International Bridge:*** GLWA submitted its relocation reimbursement request to MDOT and received MDOT’s response. GLWA is appealing MDOT’s decision.
- ***June and July Rain Events:*** The Office is providing legal support in response to the significant rain events in June and July.
- ***Trenton Water Main:*** The Office is negotiating the transfer of the 24-inch water main to GLWA.
- ***Training:*** Office members attended the following training opportunities “EPA’s National and Regional Actions to Address PFAS” presented by EGLE.
- ***Contract Negotiations:*** GLWA will attempt to secure long term contracts with all communities that are not on the model contract. The Office is working with member partners to draft a new model sewer contract.
- ***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 continues to work with the Industrial Waste Control (“IWC”) Group and external stakeholders on finalizing and implementing an updated IPP. To date, 99% of the communities have passed a concurring resolution and GLWA made a presentation to the City of Highland Park’s City Council, which is the only community that has not passed a concurring resolution. The Office is also providing assistance on PFAS and PFOS matters.



- ***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 for the Newburgh pump station. The Office is negotiating easements related to 96" watermain relocation and the Woodward Sewer Project. The Office closed on the purchase of 5181 Outer Drive to support the repurposing of Northeast Water Treatment Plant..
- ***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. Four additional lawsuits were filed against GLWA related to the June 25-26 rain event in the past month.
- ***Labor Relations:*** The Office continues to provide legal advice to Organizational Development on labor relations and employment matters.
- ***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. The Office 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:	39
Contracts drafted or revised:	133
Subpoenas/Information requests received:	4
Subpoenas/Information responded to:	7