

2023 YEAR IN REVIEW

TABLE OF CONTENTS

3	Letter from the CEO
4	ONE WATER: Our System and Operations
5	Measuring Success
12	Financial Sustainability
20	Operational Sustainability & System Resiliency
34	ONE TEAM: Collaboration with Member Partners, Team Members & Other Key Stakeholders
35	Member Partner Collaboration
41	WRAP Update
42	Advocacy Outreach
44	One Water One Team
52	Making Big Waves—Accomplishments
54	ONE MISSION: Water of Unquestionable Quality; Effective and Efficient Services
55	Water Quality
58	Research & Innovation
63	What's Next for GLWA
64	About GLWA
68	Board of Directors
69	Executive Leadership Team
70	Mission/Vision/Values

LETTER FROM THE CEO



I've been thinking a lot over the last year about what resiliency means for the Great Lakes Water Authority.

In my opinion, it comes down to two skills: our ability to prepare and our willingness to adapt. That becomes more difficult when the landscape keeps changing. In 2023, we encountered new challenges with our infrastructure, but also saw the impact of our ongoing resiliency efforts as we successfully weathered difficult situations.

Resiliency for GLWA means adapting our processes and operations to be more responsive, proactively addressing identifiable issues in the system and preparing our team members to prevent and respond efficiently to disruption.

I'm so proud of the way our team has responded to this call to action. We made a commitment to be prepared for the expected unexpected—we know every year will bring heavier storms and our pipes face continued challenges in spite of our best efforts to mitigate, so we continue to plan and prepare for it. These preparations started with intense debriefs and after-action reports that have taught us important lessons and resulted in changes to protocol so that we can respond more quickly and take actions that will help us lessen the impact of disruptions.

This has led to the creation of a Resiliency Team, as well as a plan for the restructuring of how we do Field Services in order to strengthen our bench and put an emphasis on being prepared at all levels of our organization. It has also put our focus on developing more robust technology to communicate asset readiness, and it has taught us the benefit of collaboration across the board, especially with key partners like universities and the Army Corps of Engineers.

Our 2023 Year In Review gives us the opportunity to share our progress, as well as how we've handled critical challenges. As we traditionally do, you will find the information organized into three distinct sections:

1 ONE
WATER

2 ONE
TEAM

3 ONE
MISSION

I hope you enjoy reviewing our recap of the hard work of our highly skilled and dedicated team. A sincere thanks to everyone throughout our One Water Community for their support over the last year. I look forward to our continued partnership!

Take good care.

A handwritten signature in black ink that reads "Suzanne R. Coffey". The signature is written in a cursive, flowing style.

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

ONE WATER

**OUR SYSTEMS
AND OPERATIONS**

MEASURING SUCCESS

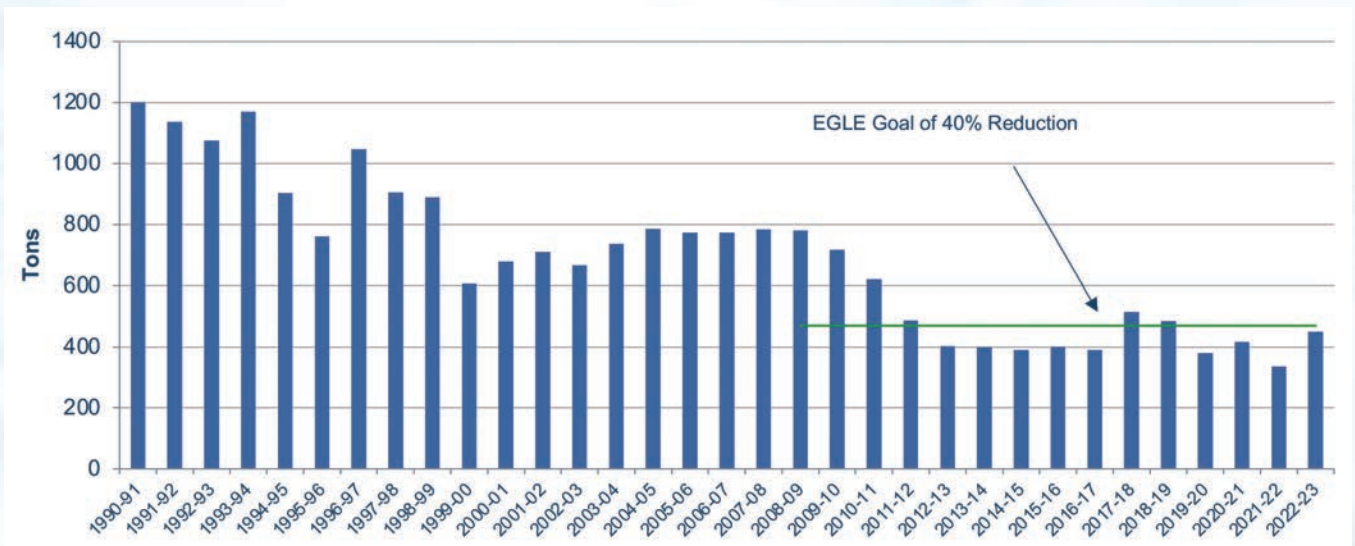
The Great Lakes Water Authority has remained committed to a culture of innovation and improvement, and fully embraced **Effective Utility Management (EUM)** and its 10 attributes to guide its path toward effective and sustainable operations.

The Authority aligns its key performance indicators (KPIs), which are reported to the Board of Directors, with the EUM framework’s 10 attributes. These KPIs touch on all operational areas within GLWA and provide the operational and administrative teams with important insights into progress and challenges toward meeting their identified goals.

KPIs are one of the many tools used to continue to build a resilient system. Take for example the KPI from the Wastewater Operations Area on effluent phosphorus concentration, which falls under the Product Quality attribute. In 2019, GLWA and its Water Resource Recovery Facility reached a milestone achievement of surpassing federal and state regulators’ goal by reaching a 60 percent reduction in phosphorus levels in our effluent, six years ahead of schedule and well above the required 40 percent. GLWA was the first treatment facility along the tributary to Lake Erie to achieve this milestone. This KPI keeps our operation goal and commitment to a cleaner community top of mind.

FORMULAS OF SUCCESS

EFFLUENT PHOSPHORUS LOADING / JULY 1990 TO JUNE 2023



ALL THREE BOND RATINGS AGENCIES NOW HAVE GLWA IN THE “AA” RATING CATEGORY

Execution of Successful Bond Transaction Secures Funding for Regional Water and Wastewater System Improvements and Achieves Money-Saving Refunding Rationale for the upgrades is outlined in the reports from each rating agency; however, Moody’s credit opinion noted, “GLWA has effectively balanced its hefty capital needs with an affordable rate structure, stable operating performance, consistent debt service coverage and good liquidity for systems since its inception in 2016.”

Furthermore, GLWA leadership took the ratings agencies on a tour of its water and wastewater facilities. The rating agencies were also taken on a bus tour of Detroit to showcase firsthand the city’s improved economy, something that has been a previous issue of concern.

POSITIVE BOND RATING AGENCY ACTIONS

MOODY’S

Moody’s Investors Service moved the senior lien debt into a new level of investment grade rating at “Aa3” (up from “A1”) for both the water and wastewater systems.

FitchRatings

Fitch Ratings moved the senior lien debt for the wastewater system to the “AA” (up from “A+”) and affirmed an “A+” rating for the water system.

STANDARD & POOR’S

Standard & Poor’s Global Ratings affirmed GLWA’s outstanding senior lien water and wastewater system debt at “AA.”

BOND SALE SUPPORTS CAPITAL PROJECTS TO IMPROVE SYSTEM RELIABILITY, REDUNDANCY AND RESILIENCY

The bond transaction focused on securing **\$150 million** in new money to replenish funding for water system capital improvement projects and **\$100 million** in new money to replenish funding for wastewater system capital improvements (**total of \$250 million**).

The new money tax-exempt bonds were issued with a true interest cost of 4.64 percent for both the water and wastewater systems. GLWA was able to secure necessary capital funding at historically attractive levels that takes risk off the table for the future.

INNOVATIVE TENDER REFUNDING RESULTS IN SIGNIFICANT SAVINGS

Because of a market opportunity to buy back bonds at an attractive price and reduce regional system debt service, the Authority invited the holders of **\$1.04 billion** of previously issued water and wastewater bonds to sell their bonds back to the Authority. Holders of **\$361.6 million** of bonds accepted GLWA's offer, representing a participation rate of 35 percent. The Authority sold **\$267 million** of refunding bonds to pay for the purchase, in conjunction with the new money. The transaction underscores GLWA's commitment to pursuing innovative financing strategies to reduce its debt service costs for member partners.

TIMING OF BOND SALE AND TENDER REFUNDING SUPPORTS AFFORDABILITY OF SERVICES

GLWA has aggressively pursued opportunities to generate savings from the outstanding debt portfolio, when available. Since 2016, it has pursued debt refunding transactions that have generated over **\$765 million** of cash flow savings. These substantial savings directly impact the affordability of charges and the amount of funding that is available for new capital projects that are necessary for building resiliency in the regional system. As a part of this transaction, GLWA generated cash flow savings of **\$46 million** that will be realized through 2040. These cash flow savings offset a portion of the cost of the new borrowing in support of critical capital projects and support the continued affordability of services.



“GLWA now having achieved the ‘AA’ ratings category by all three ratings agencies is recognition of our utility’s long-term strategy for affordability and system resiliency, and a testament to the hard work of every team member at GLWA.”

FREMAN HENDRIX
CHAIRPERSON, GLWA BOARD OF DIRECTORS

STRONG INVESTOR INTEREST

On the heels of its ratings upgrades, GLWA engaged in a comprehensive investor outreach. This outreach, combined with a strong day within the financial markets, attracted orders from 80 unique institutional investors. In addition, retail orders were placed on behalf of several individual retail investors.

“GLWA is very appreciative of the opportunities to engage with investors. We see the growing base of investors as a sign that GLWA’s financial stability is well recognized through the transparency of our financial and operational information, as well as accessibility of the management team.



NICOLETTE N. BATESON
FINANCIAL OFFICER AND TREASURER, GLWA

\$513 MILLION
IN VALUE OF BONDS

\$8.1 BILLION
IN ORDERS RECEIVED

EXCEEDING
INVESTOR
DEMANDS BY

14.7X

CHERYL PORTER SELECTED AND SERVES AS NEXT AWWA PRESIDENT-ELECT

In an historic vote, the American Water Works Association (AWWA) Board of Directors selected Cheryl Porter, GLWA's Chief Operating Officer of Water and Field Services, as its next president-elect.

A trailblazer within the water sector, Cheryl is the first African American and the first woman of color to serve as AWWA president.

Since joining AWWA in 2005, she has been active with the Michigan Section of AWWA and served as AWWA vice president. Currently a member of the AWWA Finance Committee, Porter began her term as president-elect in June and will become president in June 2024. AWWA represents more than 50,000 members worldwide.

“ I am honored to have been selected as AWWA's incoming president-elect. When people see me and look at my career path, I might not be what one would traditionally expect as the president-elect of a national organization, but my non-traditional story began with a drop of water under a microscope in a Detroit Public High School and has spanned nearly three decades to bring me to this barrier-breaking moment in the water sector. —CHERYL PORTER

WASTEWATER LEADERS ELECTED TO LEADERSHIP POSITIONS WITH STATEWIDE & NATIONAL CLEAN WATER PROFESSIONAL ASSOCIATION

Earlier this year, Dr. Majid Khan, GLWA's Director of Wastewater Operations, was elected as vice president of the Michigan Water Environment Association (MWEA). This puts him on the path to become president of the statewide organization in 2025.

Additionally, Chris Nastally, GLWA's Director of Wastewater Engineering, was selected as MWEA's federation delegate to the Water Environment Federation.



DR. MAJID KHAN
DIRECTOR, GLWA WASTEWATER
OPERATIONS



CHRIS NASTALLY
DIRECTOR, GLWA WASTEWATER
ENGINEERING

ON THE





GLWA RECOGNIZED WITH MI-AWWA PROFESSIONAL EXCELLENCE AWARD

The Michigan Section of the American Water Works Association (AWWA) recognized GLWA with its 2023 Professional Excellence - Organization Award. The award is in recognition of the Authority's continued excellence in numerous areas, including the implementation of its Water Residential Assistance Program (WRAP) and GLWA's innovative partnership with AWWA to provide association membership to all of its Member Partners and staff.

ERISE

GLWA RECEIVES NACWA PEAK PERFORMANCE GOLD AWARD

The National Association of Clean Water Agencies recognizes its member agency facilities for excellence in permit compliance. In 2023, GLWA's Water Resource Recovery Facility (WRRF) received the Peak Performance Gold Award, which is presented to facilities with no permit violations for the entire calendar year.



THIS IS THE FIRST TIME THAT THE WRRF HAS RECEIVED THE GOLD-LEVEL AWARD!

FINANCIAL SUSTAINABILITY

GLWA DELIVERS ON ITS COMMITMENT TO THE 4% PROMISE

In February, the Board of Directors approved GLWA’s FY24 and FY25 biennial budget. Despite historic operational cost increases and inflationary pressures, the systemwide charge increase for both the water and wastewater system was 2.75 percent. This is the result of an overall FY24 budget increase of four percent, which was offset by increased investment earnings.

The 2.75 percent increase meets the commitment outlined in GLWA’s foundational documents of a four percent-maximum increase to the Authority’s revenue requirement (budget) in each of its first 10 years of operations.

Continuing to stay at or under four percent is achieved because of the GLWA teams’ hard work and commitment to the principle of affordability. The Authority continues to focus on collaboration with its team members, Member Partners, regional stakeholders and Board of Directors, and is committed to keeping charges as affordable as possible.

YEAR	WATER SYSTEM	WASTEWATER SYSTEM
2018	1.8%	1.8%
2019	1.8%	1.8%
2020	0.6%	0.6%
2021	3.2%	3.2%
2022	1.5%	1.5%
2023	3.7%	3.7%
2024	2.75%	2.75%
7-YEAR AVERAGE	2.2%	0.9%

GLWA Systemwide Charges Adjustment Out Performs CPI-U

GLWA measures its performance against the established utility indexes. The Authority’s average annual systemwide charge adjustment, over a seven-year period, is lower than the Consumer Price Index for Utilities Index (3.2% vs. 2.1%) and performed significantly better than the Utility Rate Index for the 50 largest Cities (2.1% vs. 5.6%).

GLWA CONTINUES RECORD OF CLEAN AUDIT RESULTS

For FY23, which ended on June 30, GLWA continued to demonstrate its commitment to the goals of financial reliability and transparency in reporting, as well as continuous improvement. This commitment was evident in the results of the FY23 Financial and Single Audits.

GLWA received an unmodified (clean) opinion from independent auditor Baker Tilly for the financial audit of GLWA's annual comprehensive financial report (ACFR), as well as the audit of our federal awards program. In addition, there were no material weaknesses or significant deficiencies found in the Authority's single audit. This marks the eighth consecutive year of clean audits for GLWA.



JILL KOSTERS
DIRECTOR, FINANCIAL
REPORTING AND ACCOUNTING,
GLWA

“ We have a strong commitment to quality in our financial reporting on a monthly basis, which means timely, relevant and reliable information is available for decision makers and anyone who is interested. A huge thank you goes out to the Financial Services Area (FSA) team who spent countless hours working with our auditors to ensure they have everything that they need, all while doing their day jobs. I also need to acknowledge the fact that this outcome would not be possible if all GLWA team members were not committed to following the comprehensive financial controls that FSA has put into place. This is truly a job well done by all of our team members.

BUSINESS INCLUSION AND DIVERSITY PROGRAM CONTINUES TO YIELD RESULTS

In 2021, GLWA formally launched its Business Inclusion and Diversity (B.I.D.) Program. Initiated and approved by the GLWA Board of Directors in November 2020, the B.I.D. Program is a procurement solution designed to maximize economic opportunities for small, minority-owned and disadvantaged business enterprises within GLWA's service area so that they may effectively compete to do business with GLWA.

GLWA's B.I.D. Program requires vendors to submit, for all solicitations budgeted at \$1 million or more, a Business Inclusion and Diversity Plan that addresses their efforts to include Minority-owned Business Enterprise (MBE), Woman-owned Business Enterprise (WBE), Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) subcontractors.

INCLUSION

GLWA's B.I.D. Program also awards economic equity credit for vendors who have a business presence in the state of Michigan, GLWA's service area or within certain economically disadvantaged territories within GLWA's service area.

As of December 31, 2023, GLWA has awarded 80 contracts totaling over \$940.7 million under the B.I.D. Program requirements and has received over 296 Vendor Diversity Plans outlining targeted outreach efforts to help bring small, minority-owned and disadvantaged business enterprises into GLWA's procurement process. Of the \$940.7 million total awarded, \$688.0 million (73%) was awarded to companies located within GLWA Member Partner Communities and \$388.1 million (41%) to vendors located in the city of Detroit. Additionally, 37% of the awarded vendors were certified as MBE, DBE, SBE and/or WBE, totaling \$346.8 million.

“As we enter the fourth year of the B.I.D. Program, GLWA continues to raise awareness of diversity and inclusion programming and practices to not only help support economic development throughout the region we serve, but also as an opportunity for vendors across all business sectors to improve their own sourcing capabilities.”



SONYA COLLINS
PROCUREMENT DIRECTOR

VISION



**AS OF DECEMBER 31, 2023,
GLWA HAS AWARDED 80 CONTRACTS TOTALING
OVER \$940.7 MILLION**

**73% AWARDED TO COMPANIES WITHIN GLWA
MEMBER PARTNER COMMUNITIES**

GLWA, HIGHLAND PARK REACH TENTATIVE AGREEMENT IN LONG-LASTING LITIGATION

GLWA and the city of Highland Park have long been engaged in litigation related to charges and payment for water and sewer services dating back to agreements with the city of Detroit.

In June, GLWA received a payment from Highland Park in the amount of \$1 million, as stipulated in an interim agreement reached between the Authority and the city. With the funds received, GLWA implemented a method to return the \$1 million to eligible Member Partner communities in the form of credits.

In October, the Highland Park City Council and GLWA Board of Directors approved a term sheet that represented the initial step in implementing a proposed agreement between GLWA, the city of Highland Park and the state of Michigan. The proposed settlement term sheet included three pillars that provide not only much needed assurances of payments from Highland Park, but also support a fresh start in the GLWA-Highland Park-state of Michigan relationship.

THE HIGHLAND PARK FRESH START PILLARS

1

Payment assurances
from Highland Park

2

Investment in capital
improvements in the
Highland Park and
GLWA systems by
the State

3

The addition of
metering to create
confidence that
Highland Park
is being billed
equitably for their
use of the regional
system

In November, the GLWA Board of Directors unanimously approved a plan to provide \$20 million in credit recovery to Member Partner communities that previously paid for part of Highland Park's delinquent water and sewerage bills for years. The \$20 million in credits comes from a \$25 million state allocation for GLWA that the state agreed to release as part of the settlement. The Authority is also expected to receive another \$5 million from the state for improvements to the regional water system.

2023 FINANCIAL AWARDS

**FINANCIAL SERVICES TEAM
RECEIVES CONTINUED
NATIONAL RECOGNITION**



EXCELLENCE IN FINANCIAL REPORTING

For the fifth consecutive year, GLWA’s annual comprehensive financial report (ACFR) was recognized with the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award. The award represents a significant achievement by GLWA, reflecting the commitment of the organization and its team members to meeting the highest standards of governmental budgeting.

This award recognized state and local government entities that go beyond the minimum requirements of generally accepted accounting principles to prepare ACFRs that evidence the spirit of transparency and full disclosure.

This award is the highest form of achievement in governmental accounting and financial reporting.

DISTINGUISHED BUDGET AWARD

GLWA’s Financial Services Area team was honored with the Certificate of Achievement for Excellence in Financial Reporting by GFOA for the FY24 & FY25 Biennial Budget and Five-Year Forecast.

This award is the highest form of recognition for excellence in state and local government financial reporting and acknowledges the FSA team’s continued commitment to transparency and financial management.

NATIONAL INSTITUTE FOR GOVERNMENT PURCHASING: AGENCY ADVANCEMENT AWARD – HONORABLE MENTION

GLWA received an Honorable Mention recognition as a part of the National Institute for Government Purchasing (NIGP) Agency Advancement Award.

This award recognizes procurement agencies who have excelled at implementing a procurement-related program or process improvement within their organization.

The honorable mention was given for the realignment of GLWA’s Procurement group to four key teams overseeing four distinct functions, which enables each team to focus on and take full ownership of their unique area of responsibility. This expansion and centralization allows the entire team to serve internal customers more effectively, translating to improved vendor relationships and more time to focus on strategically sourcing the best possible goods and services for GLWA.

OPERATIONAL SUSTAINABILITY & SYSTEM RESILIENCY

RESILIENCY: WHAT IT MEANS TO GLWA

A rapidly evolving world with increased extreme weather events and aging infrastructure requires GLWA to be even more resilient and ready to adapt to change.

At GLWA, resiliency is defined by the ability to prepare for and adapt to changing conditions and withstand disruptions. To be resilient also means to be able to recover rapidly from intense weather events and catastrophic asset failures.

The Authority operationalizes resiliency through the development of operational contingency plans, emergency response plans, the use of a unified command structure, support by critical vendors, access to critical materials and supplies, regionally coordinated responses, and the intentional integration of lessons learned into preparations and adaptations following every event and disruption.

These resiliency efforts are essential to protecting public health and the environment, while ensuring service to Member Partner communities throughout southeast Michigan.

RESILIENCY DELIVERY TEAM CONTINUES TO SUPPORT IMPROVEMENT OF OPERATIONAL RELIABILITY

After the historic rain events of 2021, a Resiliency Delivery Team, led by Navid Mehram, Chief Operating Officer – Wastewater Operations, and made up of experts from across the utility, was established to guide the execution of the 25 short-, medium- and long-term operational reliability recommendations called out in the final report of the Independent Flooding Investigation.

In under two years:

7

RECOMMENDATIONS
HAVE BEEN
COMPLETED

14

ARE CURRENTLY
IN PROGRESS

1

WILL START
WHEN A PILOT
PROJECT AT THE
CONNERS CREEK
PUMP STATION
IS COMPLETED

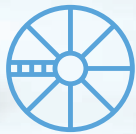
3

WILL BE
COMPLETED
IN THE REGIONAL
FLOOD MITIGATION
STUDY

CLIMATE RESILIENCY STUDY WITH ARMY CORPS OF ENGINEERS

In 2023, GLWA received programmatic authorization under the Water Resources Development Act for a Southeast Michigan Climate Resiliency Mitigation Study to be conducted in partnership with the United States Army Corps of Engineers (Army Corps).

The study will evaluate the following to help inform how best to address the long-term effects of climate change:



Implementation of wastewater storage at the ground surface or in deep tunnel levels



Use of pumping stations for discharge when flows are exceedingly high, construction of large diameter relief sewers



Consideration of strategic sewer separation, among other mitigation solutions



It will also engage federal agencies such as the National Oceanic and Atmospheric Administration to understand projections for the climate, rain intensity and levels of the Great Lakes



**US Army Corps
of Engineers®**

One of only five new start projects for the Army Corps in President Biden's budget, the study will be funded 50/50 by the Corps and GLWA. It is anticipated that initial work will begin in 2024 when federal funding for the study is approved.

GLWA CREATES NEW RESILIENCY GROUP TO LEAD CROSS-FUNCTIONAL RESILIENCY EFFORTS

In Spring 2023, CEO **Sue Coffey** announced the formation of a new Resiliency Group within GLWA reporting directly to her.



TODD KING
SYSTEM RESILIENCY
OFFICER

Leading the new group is long-time Field Services Director **Todd King**, who fills the newly created role of System Resiliency Officer. In this new role, Todd leads cross-functional resiliency efforts such as the Southeast Michigan Flood Mitigation Study, field implementation of GLWA's Linear System Integrity Program, and he supports the Authority's energy resiliency efforts. He also has established a GLWA Resiliency Council.

Intended to be a small, nimble team, Coffey also pulled in key members of several operational areas to fill newly created roles within the Resiliency Group:



TOM HALL
DIRECTOR, OPERATIONS
& RESILIENCY

Tom Hall was promoted to Director, Operations & Resiliency, GLWA. He previously served as a Team Leader for our Field Services Team.



BIREN SAPARIA
DIRECTOR, SYSTEMS &
RESILIENCY

Biren Saparia was promoted to Director, Systems & Resiliency. He previously served as Director, Systems Control Center.

There is also a Director, Energy & Resiliency position that is in the recruitment process.

NEW FIELD SERVICES ORGANIZATIONAL STRUCTURE ROLLING OUT

ADDING BENCH STRENGTH AND SPECIFIC FOCUS ON WATER TRANSMISSION AND WASTEWATER CONVEYANCE

Another resiliency initiative that began in 2023 was the roll out of a new organizational structure for GLWA's Field Services Team. Over the course of the next several years, Field Services will be split into two teams -- one with a specific focus on water transmission and the other with a specific focus on wastewater conveyance.

The purpose of the new structure is to build a depth of bench in a critical area of operations, especially as climate impacts continue to raise the risk of severe weather events. The new structure began taking shape with the selection of two highly capable GLWA team members to lead the new teams.



DAVID McCORD
DIRECTOR OF WASTEWATER
CONVEYANCE

As the Director of Wastewater Conveyance, David oversees the operations and maintenance for GLWA's wastewater conveyance system assets in compliance with the National Pollutant Discharge Elimination System (NPDES) Permit. His responsibilities include the system's interceptors, pump stations, combine sewer overflow (CSO) treatment facilities, combined sewer outfalls, system gates and other related assets. Additionally, he manages the training of new and current team members and oversees the assessment and repair process for assets.

Prior to beginning this role, David served as the CSO Program Manager for GLWA and was responsible for overseeing CSO operations and maintenance, ensuring compliance with NPDES regulatory requirements, maintaining operations during wet weather events, as well as managing training for all CSO team members. David has over two decades of combined professional experience with DWSD/GLWA, nearly 10 years of leadership experience and has served in various capacities within Maintenance, Operations and Construction services. David will report directly to Navid Mehran, Chief Operating Officer, Wastewater Operations.



PETER FROMM
DIRECTOR OF WATER
TRANSMISSION

As the Director of Water Transmission, Pete is responsible for overseeing effective and reliable operations and maintenance of the water transmission system and ensuring compliance with the Safe Drinking Water Act and Michigan's Act 399. This role includes all aspects of the operations, maintenance, assessment, repair, and replacement of pipework, structural, electrical, and mechanical equipment necessary to convey potable water from our Water Treatment Facilities to our member partners. Additional tasks include emergency response to, and restoration of, failures throughout the transmission system due to water main breaks, structural repairs, appurtenance failures, equipment failures and electrical issues.

Prior to this position, Pete served as the Manager of Life Cycle Project Managers for GLWA's Water Engineering Group. As Manager, he oversaw the projects of all life-cycle project managers and construction inspectors for GLWA's Water Engineering. He also effectively helped to manage the Water Operations segment of GLWA's Capital Improvement Plan, including project updates, project scoring, and reviewing schedules and costs. Pete has over a decade of project management experience and holds a bachelor's degree in construction management from Ferris State University.

Peter will report directly to Cheryl Porter, Chief Operating Officer, Water & Field Services.

GLWA'S EMERGENCY RESPONSE TO 120-INCH MAIN BREAK EARNS STATEWIDE RECOGNITION



The Michigan Chapter of the American Public Works Association (APWA) selected GLWA's emergency response to the 120-inch Water Transmission Main Break as its 2023 Project of the Year in the category for Emergency Response - \$1 million to \$5 million. The award was presented at the Michigan Chapter's annual conference and was forwarded to the APWA national office for national competition.

This award serves as recognition of the tireless work done by all those involved in the emergency response to address the break. Team members worked around-the-clock to return the transmission main back to service and restore the regional system back to normal operations, doing so several days ahead of the initially anticipated timeline.



GLWA BUILDS ORGANIZATIONAL RESILIENCY THROUGH A TALENTED TEAM OF PROFESSIONALS

With a focus on building resiliency across the organization, GLWA made several promotions and additions to its team of highly talented and capable professionals.



GLWA PROMOTES FROM WITHIN TO FILL NEW DEPUTY CHIEF FINANCIAL OFFICER ROLE

Kim Garland was promoted to Deputy Chief Financial Officer. In this role, she assumed broader responsibilities for GLWA's strategic financial planning – particularly as it relates to the intersection of public finance, capital planning, grants, intergovernmental and other activities. This includes engagement with key external stakeholders including financial advisors, rating agencies and investors. Internally, Kim provides leadership and consultation to the organization in the alignment of the overall financial forecast that provides parameters for debt financings, capital investment, charges and revenue requirements. Prior to this new role, she served as the Chief of Staff for the Financial Services Area. Kim is a licensed Certified Public Accountant with nearly 30 years of experience working in government and public utility sectors.



NEW DEPUTY CHIEF SECURITY AND INTEGRITY OFFICER WILL LEAD SPECIAL SERVICES DIVISION; CONTINUE FOCUS ON GLWA'S EMERGENCY PREPAREDNESS

Walter Davis was promoted to Deputy Chief of Security and Integrity. In this new role, Walter oversees Security and Integrity's Special Services Division, which includes the Office of Emergency Preparedness and the Investigation Unit, as well as specialized training, and will serve as a liaison between GLWA and outside law enforcement agencies. Prior to this role, Walter held multiple leadership positions within GLWA's Security & Integrity Group, including Director of the Office of Emergency Preparedness and Critical Infrastructure Manager. He is a certified Professional Emergency Manager with decades of experience in emergency disaster management.



GLWA HIRES DIRECTOR OF SYSTEMS PLANNING AND DEVELOPMENT TO FURTHER SUPPORT RESILIENCY

Kevin Jankowski, P.E., was hired by GLWA to serve as its Systems Planning & Development Director. In this role, Kevin, who is an environmental engineer, is responsible for GLWA's wastewater utility planning and analytical initiatives, including master planning, facilities planning, modeling, evaluation of expansion and development opportunities, and evaluation of system improvements and optimization opportunities.

Prior to this position, he was the Plants Program Manager for the Milwaukee Metropolitan Sewerage District.



DIRECTOR OF MAINTENANCE ROLE CREATED IN WATER OPERATIONS

Jeffrey Dorsey was elevated to the new role of Director of Maintenance, Water & Field Services. In this newly created position, Jeff is responsible for all aspects of maintenance at GLWA's five water treatment facilities, including asset reliability, labor utilization, work order flow process, maintenance service contracts, maintenance training, maintenance emergency response and customer service to the Water Operation Teams.

Prior to this position, Jeff served as the Water Operations Maintenance Manager since 2016. He has an Electrical Engineering degree from Wayne State University, an F1 filtration license from the state of Michigan, and over 26 years of experience within the water municipal operations and maintenance sector.



WATER OPERATIONS VETERAN SELECTED TO FILL DIRECTOR OF WATER OPERATIONS ROLE

Ronald Hayes was promoted to Water Operations Director. In this new role, Ron is responsible for all aspects of operations at GLWA's five water treatment facilities including daily operations and workflows, maintaining water quality to ensure water of unquestionable quality, supporting team member training and development related to certifications and licensing and maintaining effective communication and collaboration between the Water Operations Teams and all GLWA areas.

Prior to this position, Ron served as the Manager of the Southwest Water Treatment Facility since 2016. With more than 30 years of professional experience, Ron has an extensive background as a Water Treatment Chemist that extends up to leadership, including serving as a leader at all five of GLWA's water treatment facilities.



WASTEWATER OPERATIONS HIRES EXPERIENCE ENGINEER AS DIRECTOR OF MAINTENANCE

S.M. "Sal" Salim has been hired by GLWA as its Director of Maintenance, Wastewater Operations. In his new role, Sal is responsible for supporting the Maintenance Team to ensure reliable equipment availability through effective asset management to support the conveyance and treatment of the wastewater entering the Water Resource Recovery Facility prior to its discharge to the Rouge and Detroit Rivers, in accordance with GLWA's National Pollution Discharge Elimination Systems (NPDES). Additionally, Sal supports the Maintenance Team's daily work and training and development, while simultaneously supporting effective and efficient collaboration between the Wastewater Operations, Engineering and Maintenance Teams.

A certified Maintenance & Reliability Professional (CMRP), Level 1 Machine Lubricant Analyst, a certified Project Management Professional (PMP) and licensed engineer, prior to joining GLWA, he served as Senior Reliability Engineering Manager at Daifuku Corporation in Baltimore, Maryland.



PLANNING SERVICES PROMOTES LONG-TIME LEADER TO DIRECTOR ROLE

Chandan Sood has been promoted to Director of System Planning, Analytics and Meter Operations. In his new position, Chandan continues to develop, implement and support GLWA's wholesale water metering network and water data analytical systems. His additional planning-related responsibilities now include leading and implementing GLWA's long-term water master planning efforts, including updating and maintaining GLWA's water hydraulic model, implementing a water pressure transient monitoring program and leading efforts related to potential new Member Partner evaluations and analysis. From a data analytics perspective, Chandan implements and maintains solutions for improved water data analytics including improving the Water Automated Meter Reading system, utilizing machine learning and artificial intelligence solutions, developing robust performance indicators and communicating data through internal/external facing dashboards.

Prior to this role, Chandan served as System Analytics and Meter Operations (SAMO) Manager, and he oversaw the daily operations of the SAMO Team.

GLWA RESTORES HISTORIC HURLBUT MEMORIAL GATE THAT PAYS TRIBUTE TO WATER PIONEERS IN DETROIT

As part of GLWA's commitment to the community and to commemorate those who started Detroit's first municipal water system, the Authority has restored the iconic limestone Beaux-Arts eagle statue at the top of the Hurlbut Memorial Gate at its Water Works Park Water Treatment Facility. The statue and monument, which sits at the edge of plant grounds on Jefferson Avenue, suffered extensive damage after being struck by lightning in 2019.

Over the last four years, GLWA worked with Quinn Evans Architects, Ram Construction Services and Metropolitan Stone to repair or replace portions of and clean the entire monument, using the U.S. National Parks preservation standards. The eagle was recreated by stone masons who carved a new statue out of limestone. Fun Fact: the block of limestone used to carve the new eagle came from the same quarry and the same lot that was used to build the Detroit Train Station more than 100 years ago.

Listed in the National Register of Historic Places, the monument, which was originally built in 1894, is named after Chauncey Hurlbut, a 19th century president of Detroit's Board of Water Commissioners. Discussions have also begun to determine how to best recreate the bust of Chauncey Hurlbut, another focal point of the gate, which went missing shortly after the monument was constructed.



DOUG ATKINSON
MANAGEMENT PROFESSIONAL,
GLWA FACILITIES

“In addition to GLWA's role providing water and wastewater service to southeast Michigan, we are committed to being good stewards of the communities we serve, and this project was one of the ways we can aid in helping preserve Detroit's iconic history. We appreciate everyone who helped us with this as well as previous restorations of the Hurlbut Memorial Gate, including Preservation Detroit and local artists. I also want to thank our GLWA team and contractors, who helped us restore this important monument which symbolizes a celebration of water. We are excited it will now be preserved for future generations.”



CAPITAL IMPROVEMENT PLAN

Within its FY24-28 Capital Improvement Plan (CIP), GLWA will invest approximately \$1.78 billion in the region's water and wastewater infrastructure over the next five years — an expected average annual investment of \$356 million.

CIP SPENDING SUMMARY/PROJECT TOTALS FOR FY 2024-2028

168
PROJECTS
Planned or underway

9
NEW PROJECTS

5-Year Total:

\$1.787 Billion

5-Year Average:

\$356 Million

10-Year Total:

\$3.52 Billion

10-Year Average:

\$352 Million

Projects within the five-year plan promote improved redundancy, system resiliency and overall health and safety of southeast Michigan while aligning with GLWA's financial plan.

WATER SYSTEM

Downriver Transmission Main Loop

Springwells Water Treatment Plant low-lift and high-lift pumping station improvements

96-inch water transmission main relocation and isolation valve installation

Southwest Water Treatment Plant low- and high-lift pumping station flocculation and filtration system improvements

WASTEWATER SYSTEM

Rehabilitation of GLWA Sewers (Ashland Relief, Linwood, Lonyo, Second Avenue and Shiawassee)

Freud and Conner Creek pump station improvements

WRRF biosolids processing improvements

Detroit River Interceptor (DRI) evaluation and rehabilitation

LINEAR SYSTEM INTEGRITY PROGRAM

GLWA's Linear System Integrity Program (LSIP), launched in 2021, is an ongoing program of pipeline assessment and renewal. The program is designed to proactively assess water transmission mains and wastewater interceptors and renew deteriorated pipelines to reduce the impacts of failures, improve service levels and increase reliability of GLWA's linear assets.

The goals of the LSIP are to plan and execute condition assessments for critical pipelines; reduce impacts on Member Partners; maximize value of existing infrastructure to realize large scale return on investment and support positive social, economic and environmental impacts.

The first phase of this program occurs over the initial six years of the program, with GLWA working to assess and rehabilitate more than 100 miles of its drinking water transmission main network throughout southeast Michigan.

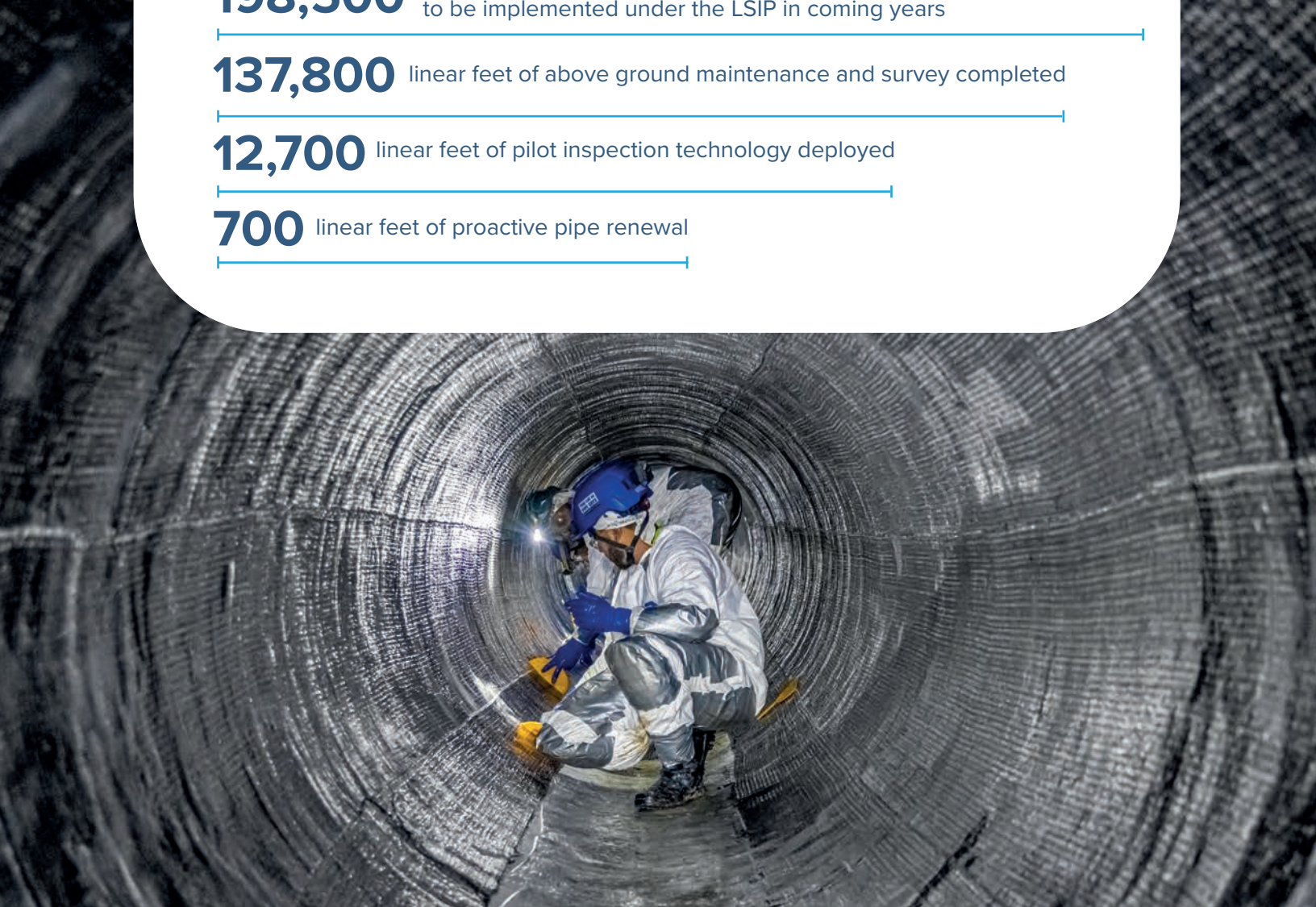
IN 2023, THE LSIP:

198,500 linear feet completed design of high-resolution condition assessment to be implemented under the LSIP in coming years

137,800 linear feet of above ground maintenance and survey completed

12,700 linear feet of pilot inspection technology deployed

700 linear feet of proactive pipe renewal



LSIP IN ACTION

As GLWA developed the management structure for the Linear System Integrity Program, opportunities for proactive renewal and assessment were identified.

120-INCH TRANSMISSION MAIN

In August 2022, GLWA addressed a break in a 120-inch water transmission main — the largest in the system — which distributes drinking water from its Lake Huron Water Treatment Facility to communities in the northern part of its drinking water service area. Inspection of 4.5 miles of transmission main adjacent to the break, which was completed while the main was out of service for repair, determined that no additional pipe segments were at risk of immediate failure, and should be managed proactively through periodic condition assessment, pressure management, and periodic focused repairs of any deteriorated pipe as it is identified.

As part of the LSIP program, GLWA and its contractors conducted an aboveground survey of the entire 26.1 miles of the main from the Lake Huron Water Treatment Plant to the Imlay Booster Pump Station. During the survey, crews walked along the path of the main within the existing easement collecting survey and photographic data, identifying transmission main structures such as manholes, blowoffs, and air relief valves, opening the structures, and pumping accumulated water out of them, and performing maintenance on the above ground features such as guardrails and bollards.

This information will be useful as GLWA develops plans for the assessment of the remaining 21.5 miles of transmission main.

14 MILE ROAD TRANSMISSION MAIN ASSESSMENT AND RENEWAL

One of the transmission mains identified in the LSIP for renewal was a 700-foot segment of 48-inch and 54-inch prestressed concrete cylinder pipe (PCCP) along 14 Mile Road between Franklin and Novi Roads.

While conducting the assessment, crews discovered a three-foot longitudinal crack in the 48-inch main. This crack was at the point of incipient failure, which means that the main was already failing but had not yet catastrophically failed -- which could have resulted in hundreds of thousands of people's water service being interrupted.

The entire 700-foot segment of main has now been lined with carbon fiber reinforcement polymer (CFRP), extending its useful life for approximately 50 years.



A massive amount of coordination with GLWA's Member Partners was necessary for this project and GLWA is grateful for the support and participation of our Member Partners impacted by this renewal. A special thank you to Farmington Hills and West Bloomfield Township for their support as both communities have been heavily impacted by this project. Without their coordination and temporary changes within their systems, these renewals would not have been possible.



“ *This is exactly the purpose of our Linear System Integrity Program (LSIP) – to identify and renew pipes in the system before they cause service interruptions.* ”

OLIVIA OLSZTYŃ-BUDRY
MANAGER, LINEAR SYSTEM
INTEGRITY PROGRAM

ONE TEAM

COLLABORATION WITH
MEMBER PARTNERS,
TEAM MEMBERS AND
OTHER STAKEHOLDERS

MEMBER PARTNERSHIP AND STAKEHOLDER COLLABORATION

GLWA continued to embrace the collaborative philosophy that is core to its regional operations, especially with GLWA'S Member Partners and stakeholders.

The Member Outreach Program serves as the foundation of its collaborative relationship with members, a cornerstone of our operational philosophy. This bond is fortified through regular work group meetings as well as “deep dive” work on specific issues like charges, contracts, system planning and regional initiatives.

Engaging Member Partner communities, as well as key stakeholders, including elected officials, regulatory agencies, local universities, non-profits, and suppliers, the program marked notable achievements in 2023.

“*Cooperation is the thorough conviction that nobody can get there unless everybody gets there.*”

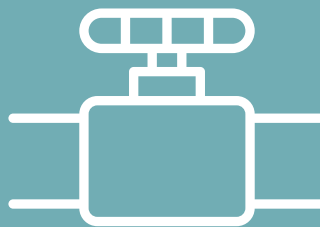
VIRGINIA BURDEN, AUTHOR

A total of **74 meetings** were convened, comprising **57 work group meetings** and **17 diverse outreach activities**. Activities addressed regional concerns such as flooding and workforce development while tailored meetings provided insights into member-specific needs, including an in-depth water system overview, pressure workshops and community conversations among east side and west side Member Partners.

Member-specific meetings included:



In-depth water
system overview



Pressure Workshops



Community
Conversations

MEMBER ENGAGEMENT IN ACTION

Beginning in mid-2022, a subgroup of Member Partners, GLWA representatives, and subject matter experts met for 18 months to develop a comprehensive understanding of the current water charge methodology (the mathematical formula used to allocate the costs of providing water to customers based on their use of the system) and to evaluate potential changes.

Their efforts led to the development of an alternative simplified methodology, reducing complex cost pools. The proposed approach replaces distance and elevation measures with a “delivery factor” concept that embraces those measures in the current methodology. At the December One Water Partnership meeting, Member Partners voted to recommend the implementation of this simplified methodology to GLWA’s Board of Directors.



To close out the year, Member Outreach was pleased to welcome our first legislative participation at a One Water Partnership meeting. Michigan State Senators Rosemary Bayer and Stephanie Chang shared remarks on regional infrastructure and water affordability legislation, underscoring GLWA’s commitment to exchanging ideas and building partnerships at the state and federal levels.



GLWA HONORS KEVIN JOHNSON WITH COLLABORATION AWARD

GLWA was proud to honor Kevin Johnson, Director, Macomb County Department of Public Works and One Water Partnership (OWP) Co-Chair, as the 2023 recipient of its True Partnership Award.

As a representative for Macomb Township, Kevin has been active with GLWA for many years and holds the distinction of being the first Co-Chair of the OWP from Macomb County. He was selected for many reasons, not the least of which was his active participation in a wide variety of Member Outreach work groups and activities, including serving as a part of a subgroup of members who met bimonthly for nearly 18 months to perform an extensive review of the Water Charge Methodology, the formula which determines how the costs to operate the water system are allocated to Member Partners. The effort resulted in a December 2023 vote by Member Partners to recommend approval of a simplified water charge methodology.

“It’s important to recognize when people go above and beyond to demonstrate their commitment to collaboration that keeps our One Water community strong and effective.

That’s what the True Partnership Award is designed to do, and why Kevin Johnson was our choice to receive it. He comes to everything he does with a ‘glass half full’ perspective and is always a positive contributor to any discussion.



SUZANNE R. COFFEY
CHIEF EXECUTIVE OFFICER

GLWA CONVENES COMMUNITY WATER LEGISLATION FORUM

A partnership with the Southeast Michigan Council of Governments (SEMCOG) and the Oakland County Water Resources Commission's Office led to the co-hosted Michigan Matters: Community Water Legislation Forum in August.

The webinar shared updates on legislative topics relevant to the municipalities, public works departments and local elected officials who attended. Experts provided intel about the Statewide Water Affordability and Shut-off Protection bill package, which would provide low-income households with a plan for arrearage forgiveness, income-based water bills and plumbing repairs to stop household leaks that drive up household water costs.

Additionally, it shared an update on the Stormwater Utility Bill, which would clarify the legal requirements of a stormwater utility and provide a transparent approach for municipalities to plan, fund and manage stormwater in their communities. Attendees also had the opportunity for a Q&A session with industry experts.

GLWA ESTABLISHES SPECIAL HR ROUNDTABLE TO ADDRESS RECRUITING CHALLENGES

In addition to regular work group meetings, GLWA Organizational Development and Member Outreach hosted an inaugural HR Roundtable in March. Nearly 30 members attended, most of whom have Human Resource responsibilities.

The group worked collaboratively to surface ideas and strategies to combat recruiting and retention challenges facing the water sector across the region. As a result of the roundtable, GLWA convened another meeting later in the year for Member Partners to work together on increasing awareness of infrastructure jobs.



GLWA CONTINUES INFRASTRUCTURE IMPROVEMENTS WITH 96-INCH WATER TRANSMISSION MAIN RELOCATION PROJECT

In August, GLWA and the Road Commission for Oakland County (RCOC) completed the initial phase of the 96-Inch Water Transmission Main Relocation Project with significant infrastructure improvements around the Avon Road corridor, between Dequindre Road and 23 Mile Road on the Rochester Hills and Shelby Township border.

Harnessing regional collaboration, the two organizations proactively addressed infrastructure needs while reducing construction impacts to local communities.

Avon Road and the new roundabout at 23 Mile Road and Dequindre Road, near Yates Cider Mill, are now fully open to traffic. Crews completed restoration of new pavement, sidewalks, driveway approaches, crosswalks, and signals in the Avon Road corridor. This completes the road work on Avon Road; this phase also included construction of the Avon and Dequindre Road roundabout and replacement of the Avon bridge over the Clinton River.

“ I know our residents and business owners in the area – Yates Cider Mill especially – are excited to see this phase of the project completed,” said Rochester Hills Mayor Bryan K. Barnett. “While tedious, we are thankful for the partnership with GLWA and RCOC and their investment in improving safety for pedestrians and motorists as well as the reliability of our water infrastructure for years to come.”



96-INCH WATER TRANSMISSION MAIN RELOCATION PROJECT PHASE TWO

The second phase of the project began in October on Dequindre Road between Avon Road and Hamlin Road. This phase is expected to be completed by mid-December 2024. The Dequindre Road infrastructure improvements entail:

Installing 8,000 linear feet of 96-inch diameter welded steel pipe starting on Dequindre Road between Avon and Hamlin Roads, followed by Dequindre Road between 23 Mile Road and the Macomb Orchard Trail.

Reconstructing Dequindre Road between Hamlin Road and the Macomb Orchard Trail.

Replacing the elliptical corrugated metal pipe culvert with a new concrete box culvert at the Honeywell Ditch.

The project increases the reliability of GLWA's 96-inch water transmission main that serves multiple communities and over one million residents throughout Oakland, Macomb and Lapeer Counties. Once completed, the project will improve access for operations and maintenance, and traffic flow and pedestrian safety at critical intersections.

“This has been a great cooperative effort between GLWA, RCOC, Macomb Department of Roads, the cities of Rochester Hills and Rochester, and Shelby Township,” said RCOC Chair Andrea LaLonde. “Not only does it ensure an uninterrupted water supply for the region, it has also improved pedestrian and traffic safety and traffic flow along the Avon/Dequindre corridor. We look forward to the additional improvements coming in the next phase.”



WATER RESIDENTIAL ASSISTANCE PROGRAM CONTINUES TO EVOLVE AND YIELD RESULTS

WRAP, GLWA's Water Residential Assistance Program, provides payment assistance to eligible, low-income households through water and sewer bill credits for up to two years (or ongoing for households with senior citizens and persons with permanent disabilities), as well as bill arrearage assistance, and water conservation support, including minor plumbing repairs. In addition, GLWA will also fund the replacement of lead-based fixtures in the kitchen, bathroom, and/or utility room for enrolled households.

GLWA works closely with service delivery partners - Wayne Metropolitan Community Action Agency, Macomb Community Action Agency and United Way of Southeastern Michigan - to provide service directly to all eligible households who receive water and/or wastewater services from GLWA via Member Partner communities.

Calendar year 2023 was the first full calendar year of the new WRAP Income Based Plan (IBP), which limits a resident's water utility bill cost to three percent of the household income by providing a monthly bill credit. There are several reasons why the IBP is one of the most impactful programs in the nation:

It is truly client centric – focusing on ease of enrollment, scalability of assistance needed for that household, and delivered by service delivery partners who provide a wide range of assistance services.

It is agile and can provide urgent assistance if a client is facing a shut-off of service. The launch of the new IBP has also shown a remarkable increase in the utilization of the \$4.2 million of annual funding.

As we approach a new era where the total demand for WRAP services is outpacing the annual amount available, WRAP's collaboration boundaries are expanding. This includes working with a network of state policy makers, nonprofit organizations, and universities to advance affordability resources and acknowledge that the core of affordability is ensuring public health.

In partnership with the Detroit Water & Sewerage Department (DWSD), WRAP provides funding for the Lifeline program for residents within the City of Detroit, further demonstrating GLWA's commitment to utilizing WRAP to best meet the needs of constituents.

GLWA CONTINUES ADVOCACY AT REGIONAL, STATE AND FEDERAL LEVELS

CEO SUZANNE COFFEY OFFERS PERSPECTIVE ON CHALLENGES FACING WATER UTILITIES IN MICHIGAN

Earlier this year, GLWA CEO Suzanne Coffey was asked by the Infrastructure and Places Workgroup of Governor Whitmer's Growing Michigan Together Council to speak alongside the leadership of the Southeast Michigan Council of Governments.

Presentations focused on the challenges currently facing water utilities in Michigan. The Council will produce recommendations for Governor Whitmer to support Michigan's population growth through investment in people, places and the educational system.

Coffey detailed GLWA's biggest challenges, including asset age and condition, system resiliency, and the need for increased infrastructure funding. She also outlined the biggest opportunities such as excess drinking water system capacity, which can support economic development and population growth.

State Representative Tyrone Carter
tours the Water Resource Recovery
Facility with CEO Sue Coffey



GLWA ENGAGES ELECTED LEADERS THROUGH TOURS OF WATER AND WASTEWATER TREATMENT FACILITIES

As a part of its ongoing engagement efforts, GLWA hosted a broad cross section of regional, state, and national elected officials to showcase its water and wastewater facilities and the work that goes into providing water of unquestionable quality and environmentally sustainable wastewater treatment to its Member Partner communities throughout the year.

GLWA GUESTS THIS YEAR



U.S. Representative Shri Thanedar interacts with team members at the WRRF Laboratory.

A group of Oakland County Commissioners, including Penny Luebs, Ajay Raman, Gwen Makhm, Marcia Gershenson, Brendan Johnson and Yoland Smith Charles tours a water treatment plant.



and members of the Executive Leadership Team and leadership from the plant.



Wastewater Operating Services COO Navid Mehram talks with Oakland County Commissioner Charlie Cavell.

Along with a detailed overview of the regional One Water cycle, and GLWA's water and wastewater processes and services, these tours created open dialogue around the need to protect the Great Lakes and the importance of investing in infrastructure.

APPRENTICESHIP PROGRAM CONTINUES TO THRIVE

2023 was a season of growth and reflection for GLWA's nationally recognized, award-winning apprenticeship program. GLWA not only launched its second cohort of EICT-I (Mechatronics) apprentices, but also realized the long-term benefits of apprenticeships, graduated an IT apprentice, and received national and state recognition for its apprenticeship programs.

ONE WATER

GLWA launched its first apprenticeship program in 2017 with a cohort of EICT-I (Instrumentation/ Mechatronics) apprentices. The first cohort graduated in June 2020. GLWA is now seeing the long-term benefits of the first apprenticeship program, which includes:

Developing quality career pathways for team members: three of the first EICT-I apprentice cohort graduates have been promoted to SCADA technicians in the last two years.

Building a highly skilled workforce in-house: several of the first cohort graduates are now the skilled journeyworkers/mentors assigned to train this new apprenticeship cohort.

Transferring critical tacit knowledge from skilled long-term team members to apprentices: the apprentice graduates, across all disciplines, apply the knowledge learned from their skilled journeyworkers/mentors to support critical operations.

In June 2022, GLWA hired its first apprentice through an intermediary partner: Apprenti. The IT Application Analyst Apprentice completed the apprenticeship in May 2023 and was hired as a full-time team member with GLWA in June 2023.



“ Shortly after graduation, this recently promoted IT Application Analyst assisted the Organizational Development (OD) apprenticeship team with a systems process improvement project. It was really energizing to watch a former apprentice grow into their new role and help the team who supported their development.

PATRICIA BUTLER
MANAGER, ORGANIZATIONAL
DEVELOPMENT

R ONE TEAM

At the close of 2023, GLWA was supporting **42 apprentices** in the following programs:

16 EICT-E (electricians)



**8 EICT-I (instrumentation/
mechatronics technicians)**



2 Maintenance Technicians



18 Water Technicians



GLWA continues to develop relationships with community partners to provide wraparound support services for apprentices and to obtain grants to support the cost of the apprenticeship program. Apprentices received support in transportation, tutoring, and financial literacy to assist with removing barriers to successful employment. GLWA received grant awards from Focus: HOPE, Detroit Employment Solutions Corporation and Macomb Community College to offset the cost of apprenticeship training.

APPRENTICESHIP PROGRAM GARNERS CRITICAL STATE & NATIONAL ACCLAIM

In September, GLWA received national and state recognition from the United States Department of Labor (DOL) and the state of Michigan for its leadership and commitment to Registered Apprenticeship Programs during the Michigan Works! annual conference.

The Race to Talent with Registered Apprenticeship Champion award was presented by Russ Davis, DOL Director of the Office of Apprenticeship, and Scott Jedele, Administrative Manager, State of Michigan Department of Labor and Economic Opportunity (LEO) State Apprenticeship Expansion.

During the awards ceremony, Patricia Butler, Manager-Organizational Development, accepted the award on behalf of GLWA and acknowledged the Apprenticeship team in attendance: Jordie Kramer, Chief Organizational Development Officer; Deierdre Weir, OD Training Director; Adino May, Management Professional; Alicia Parker, Human Resources Generalist and Zuzanna Kin, Professional Administrative Analyst. Patricia also shared GLWA's apprenticeship program highlights and introduced two apprentices, David West, a fourth-year Electrician Apprentice, and Cleve McCree, a second-year Water Technician Apprentice. David and Cleve each shared their unique stories about their path to apprenticeship and the positive impact the apprenticeship has had on their lives.



BUILDING A WATER WORKFORCE THROUGH A FOCUS ON HIGH SCHOOLERS; GLWA WELCOMES LOCAL STUDENTS FOR WATER CAREER EXPLORATION DAY

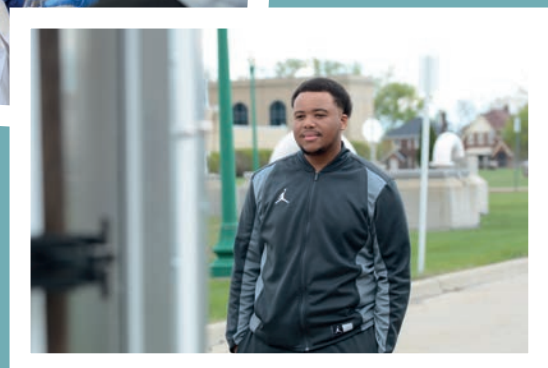
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In May, GLWA and its Member Partners hosted its first-ever Water Career Exploration Day to introduce local students to career opportunities in the water sector. The collaborative, two-day event was held at Water Works Park and was inspired by the Water Management Best Practices Work Group and the Member Outreach team. The event welcomed students from Harper Woods College and Career Institute and Detroit Public Schools Community District's Randolph Career and Technical Center.

The experience included a plant tour, hands-on activities, live demonstrations, a discussion panel, and Q&A sessions with GLWA team members. If you or someone you know would like to learn more about GLWA careers, please visit glwater.org/careers.



GLWA CONTINUES RECRUITING FUTURE WATER WORKFORCE THROUGH SUMMER INTERNSHIPS

For the second year, GLWA implemented its summer internship program, providing on-the-job learning and real-world experience to prepare students for careers in the water sector and equipping them with essential skills to achieve lifelong success.

This internship program commenced in May with a total of 15 interns (an increase of more than 50 percent from the previous year) from the University of Michigan, Michigan State University, Wayne State University, University of Detroit Mercy and Haverford College in Pennsylvania.

During the program, interns worked on projects independently and were partnered with experienced GLWA team members to expand their skills, knowledge, and understanding of GLWA's operations, which included:

Lab testing and analysis of different types of water and water quality.

Troubleshooting wastewater treatment system.

Testing water contaminant levels in drinking water.

Assisting chemists in the lab.

Researching, compiling, and analyzing data.

Contributing to the development of best practices.

Supporting the Affordability and Assistance Team in promoting Water Residential Assistance Program (WRAP) participation and funding utilization

The interns assisted in the following areas: Office of the General Counsel; Financial Services: Water Affordability & Assistance and Office of Deputy Chief Financial Officer; Industrial Waste Control; Security and Integrity; and Energy, Research and Innovation. Post-intern survey results showed the program met the interns' expectations and indicated they would be interested in participating in future internship programs.



GLWA SHOWCASES CAREERS IN THE WATER SECTOR AT MICAREERQUEST

A broad cross section of GLWA team members came together to create a One Water career experience display at MICareerQuest Southeast 2023, the region's largest hands-on career exploration experience for more than 8,000 students and teachers from 100 high schools in a six-county region.

GLWA had a large display showcasing water/wastewater careers, as well as treatment processes including wastewater settling and pH measures. GLWA team members at the display interacted with more than 1,000 students and chaperones and distributed more than 150 swag bags to the students. Focus: HOPE also joined GLWA's exhibit and provided a welding simulator.



APPRENTICES RECOGNIZED DURING NATIONAL APPRENTICESHIP WEEK

GLWA celebrated National Apprenticeship Week in partnership with Focus: HOPE through an event that showcased the Authority's extensive apprenticeship program, acknowledged its current and past apprentices, and showcased the importance of apprenticeships and skilled trade careers.

The event, whose highlight was the apprentices who shared their success within the programs and their career paths, included remarks from CEO Suzanne Coffey and Russ Davis with the U.S. Department of Labor, who highlighted the importance of apprenticeships throughout the United States workforce, as well as officials from various trade unions.

In recognition of the importance of this program to the future workforce of GLWA, the Board of Director's issued a proclamation supporting National Apprenticeship Week, which was included on the DOL's [apprenticeship.gov](https://www.apprenticeship.gov) website.

NEW RECRUITMENT CAMPAIGN LAUNCHED TO GET PEOPLE TO *TAP IN* TO A CAREER AT GLWA

In a continued effort to attract and retain top talent, GLWA launched a new recruitment campaign, “Tap In (to a career at GLWA).”

The 16-week campaign showcases GLWA team members and their successful career journeys. In addition to being shared on social media, the campaign was shared via a 30-second timeslot on Comcast and iHeart Radio and was featured in printed materials including posters, flyers and info cards. Unique to this campaign was the inclusion of large campaign posters throughout the city of Detroit and several surrounding communities within GLWA’s service area.

As a result of this first phase of the campaign, visits to the GLWA careers page on the public website doubled from the same period pre-campaign. Other notable statistics include a total of 740,000+ video views across TV, digital, and social media, almost 1.8 million campaign impressions, and a 92% full video view rate on streaming services (which beats out the industry standard of 85%).

to a career with the
Great Lakes Water Authority

Your future is clear at glwater.org/careers

glwater.org/careers
glwater.org/careers
glwater.org/careers
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glwater.org/careers



92% FULL VIDEO
VIEW RATE



1.8 MILLION CAMPAIGN
IMPRESSIONS



740,000+
VIDEO VIEWS

YOUNG PROFESSIONALS NETWORK GROUP CONTINUES EFFORTS TO GROW MICHIGAN'S FUTURE WATER AND WASTEWATER LEADERS

GLWA's Young Professionals (YP) Network celebrated another successful year of growth in 2023. Through its vision: to build a network that cultivates leadership skills and fosters professional growth and positive work relationships for young professionals within the organization and the water sector, the YPs increased membership by nearly 30 percent and hosted over 10 professional development events and networking opportunities.

YP Network uses a blended approach of in-person and virtual events and resources to maximize engagement and meet the needs of our YPs. Along with ongoing networking events, the YP Network launched four new professional growth initiatives this year: a digital book study of Dale Carnegie's timeless classic, *How to Win Friends and Influence People*, a YP-exclusive leadership training series, Lunch and Learn Plant Tours, and an annual cornhole tournament, which was hosted in collaboration with both the American Water Works Association Michigan Section's (MI-AWWA) Young Professionals and Michigan Water and Environment Association's (MWEA) New Professionals.

The YP Network continues to look for new opportunities to collaborate with leadership within and outside of GLWA to foster the development and growth of Michigan's future leaders in the water sector.

GLWA HOSTS INTERNATIONAL STEM STUDENTS

GLWA was honored to host and provide a tour of its Water Resource Recovery Facility to 21 young women from Argentina, Brazil, Bolivia, Costa Rica, Honduras, and Suriname in August. The international group of women were visiting the United States as a part of the Global Ties Detroit program, a nonprofit organization that hosts international exchange programs to connect young professionals with emerging leaders in a variety of fields with their Detroit counterparts. Attendees were interested in careers in math, science and technology.



GLOBALTIES > DETROIT

ONE TEAM

MAKING BIG WAVES

“WHERE DOES THE WATER GO” VIDEO EARNS NATIONAL RECOGNITIONS

As a part of ongoing community outreach efforts following the historic rain events of 2021, GLWA created an animated video, in partnership with Detroit-based animation studio First Fight, to educate the public on how the regional collection system works. Since its creation, the “Where Does the Water Go” video has received major national accolades.

First, and perhaps coolest, the video earned GLWA its first-ever Emmy Award in Best Public Affairs Program category.

Additionally, the National Association of Clean Water Agencies (NACWA) picked the video to receive one of its prestigious National Environmental Achievement Awards for the video. The award honors agencies for their inventive efforts to educate the public on the effects of wastewater treatment and pollution control on the environment. “Where Does the Water Go” was recognized for its “simple, easy to understand language to describe one of the most complex regional collection systems in the world.”



GLWA's Asset Management Strategy Organization (AMSO) held its sixth annual All AMSO Team meeting to bring people involved in asset management throughout GLWA together to recognize their hard work and the accomplishments achieved over the past year. A central part of this day was the acknowledgment by peers of team members who go above and beyond in their commitment to asset management.

ASSET MANAGEMENT STRATEGIC ORGANIZATION "AMSY" AWARDS

Most Valuable Member & Asset Management Hero:
JOE BURCHI

Most Collaborative Team:
NEXGEN PROJECT MANAGEMENT TEAM

ASSET MANAGEMENT HEROES:

Katherine Miracle, Management Professional, Field Service Operations

Sarah Watkins, Team Leader, Wastewater Operations

Shondell Daniel, Management Professional, Systems Control Center

Ashley Adelman, Management Professional, Enterprise Asset Management

Raul Rodriguez, IT-Applications Analyst

Kyle Hines, IT-GIS Analyst

NEXGEN CHANGE CHAMPIONS:

Georgianna Lindsey, Plant Technician, Wastewater Operations (also an AM Hero)

Lynda Kostrzewski, Management Professional, Water Operations

Ed Merriweather, Manager-Asset Management, Water Operations (also an AM Hero)

2023 Mi-GMIS Citizen Impact Award
GLWA Public Affairs & Information Technology Groups were honored for their efforts to ensure our public website is ADA-friendly and provides accessibility for citizens in the communities that we serve.



Esther Baptiste – MI-AWWA Public Communications Award and Graduate of AWWA Transformative Water Leadership Academy



Alicia Schwartz – Appointed President of Michigan Women in Finance

Jordie Kramer – Appointed President of Michigan Public Employer Labor Relations Association



Kirsten Silwanowicz – Association General Counsel, Michigan Lawyers Weekly Influential Women of Law 2023

ONE MISSION

WATER OF UNQUESTIONABLE
QUALITY; EFFECTIVE AND
EFFICIENT SERVICES

MONITORING FOR EMERGING CONTAMINANTS

The treatment of safe and reliable water is at the core of GLWA operations. Through its dedicated team of chemists, engineers, operators, and other highly skilled and qualified team members, GLWA is committed to supporting healthy communities by not only meeting, but surpassing, current state and federal safe drinking water regulations.



GLWA has maintained water of unquestionable quality every day since it was established in 2016.

GLWA RECEIVES NATIONAL RECOGNITION FOR ITS WATER TREATMENT

SOUTHWEST WATER TREATMENT PLANT AMONG AN ELITE GROUP OF TREATMENT FACILITIES TO RECEIVE THE PRESIDENTS AWARD FROM THE PARTNERSHIP FOR SAFE WATER

GLWA's Southwest Water Treatment Plant has received the rarely achieved Presidents Award from the Partnership for Safe Water (Partnership), a volunteer initiative developed by the Environmental Protection Agency (EPA), American Water Works Association (AWWA), and associated partner organizations representing water suppliers to guide water systems toward improving water quality by optimizing system operations and surpassing regulatory standards.

The national award recognizes water suppliers that represent a superior level of performance and has been developed by industry experts to showcase their commitment to delivering safe water to their community. The Presidents Award honors those treatment facilities that achieve very stringent individual filter performance goals for turbidity. The Authority is one of only three water treatment facilities in the U.S. that have achieved this level of performance in their facility processes in the Partnership's 2023 award year.

"Receiving the Presidents Award is a significant milestone and testament to our team's ongoing commitment to providing water of unquestionable quality to the people of southeast Michigan. This award is a tangible example of the Authority's dedication to maintaining high standards for water quality and exceptional operations. I commend the hard work and dedication of the Southwest Water Treatment Plant team for achieving this honor." Cheryl Porter, GLWA Chief Operating Officer, Water & Field services

The Presidents Award is achieved through the four-phased program comprised of commitment, baseline and annual data collection, self-assessment, and a fully optimized system and recognizes the treatment facilities that achieve the Partnership's rigorous individual filter effluent turbidity standards and are working to full optimization.

PFAS – WATER SYSTEM

Taking its responsibility for public health and safety seriously, GLWA has monitored for per- and polyfluoroalkyl substances (PFAS) since 2009, and the water it distributes to its Member Partner communities remains of unquestionable quality.

In the latest round of drinking water system testing required under the Michigan Department of Environment, Great Lakes and Energy's rule, GLWA was pleased to assure the public these chemicals continue to be non-detect in its drinking water. This means PFAS levels were below that which is measurable under the EPA's standard analytical methodology for the detection of compounds.

In times of continued public concern, GLWA can confidently assure its Member Partners and the entire region that its water remains of unquestionable quality.

PFAS – WASTEWATER SYSTEM

GLWA is a leading utility in the state of Michigan, as well as the United States, in monitoring for PFAS in the wastewater stream. As a part of its Industrial Pretreatment Program (IPP), which is a significant local regulatory program to control toxic pollutant discharges and emerging contaminants, GLWA has been monitoring for the 28 PFAS compounds (including PFOS and PFOA) identified by the state of Michigan.

Thanks to these efforts, during the last 12 months, PFOS loadings in the WRRF wastewater stream have held steady for the past two years.

As an organization committed to public health and environmental stewardship, GLWA has received approval from the Michigan Department of Environment, Great Lakes, and Energy (EGLE) to revise its Local Pollutant Discharge Limitations to include a new numerical standard for PFOS (Perfluorooctane sulfonic acid). GLWA is preparing a recommendation for its Board of Directors to adopt the new limit following a public comment period in CY 2024.

As of December 2023, there were 50 facilities with an approved Best Management Plan (BMP) and sixteen (16) of these users operate on-site PFAS treatment systems.

The reduction and continued stabilization in contributions from known sources, and as observed in the Water Resource Recovery Facility (WRRF) effluent discharge, supports the conclusion that source control and regulatory efforts have been effective in continuing to control and reduce contributions of these compounds within the GLWA service area.



ONE MISSION

RESEARCH LEADS THE WAY TO RESILIENCY THROUGH OPTIMIZATION

PILOT PLANT RESEARCH PROGRAM ENABLES INSIGHTS TO TREATMENT AND OPTIMIZATION

GLWA owns and operates two research pilot plants that replicate its full-scale water treatment plants and their processes. Both pilot plants are managed and operated by GLWA's Research and Innovation Team. The impact of various treatment and operational changes are evaluated on a small scale within the pilot plants to provide insight to help optimize GLWA's full-scale operations.

INNOV



The first pilot plant, located at the Water Works Park Water Treatment Plant (WWP), was constructed in the late 1990s to help guide the commissioning and operation of the treatment plant after a major expansion was completed. The second plant, located at the Lake Huron Water Treatment Plant, is a state-of-the-art facility that finished construction in 2022. It was constructed to provide operational data to inform potential capital improvements required by Michigan EGLE.

The pilot plants serve three main purposes:



RESEARCH



**TREATMENT
OPTIMIZATION**



**WORKFORCE TRAINING
AND DEVELOPMENT**

INNOVATION

The WWP pilot plant has contracted with Wayne State University to help provide operational and research guidance to help achieve these purposes.

The research element allows GLWA to help guide and address future processes and regulations, such as modifying treated water. In some cases, the research has even helped inform national regulatory policy with the United States Environmental Protection Agency.

Treatment optimization helps inform GLWA on how to better address changing physical, chemical and biological conditions in source water to continue providing water of unquestionable quality. For instance, massive storm events over the Great Lakes mix up grit and soil within the water, called turbidity. The turbidity must be addressed by modifying how GLWA feeds and mixes its water treatment chemicals during operations.

The Research and Innovation Team gains several insights by performing these research and optimization activities, which supports learning and workforce development. GLWA's Water Operations Research Team, led by Dr. Dienne Tolofari, engages team members in these activities and provides them a safe place to grow and learn without jeopardizing full-scale plant operations.

GLWA's pilot plants provide significant benefits to ongoing operational, planning and engineering efforts within the broader organization.

RESEARCH EFFORTS IMPROVE REGIONAL STORMWATER MANAGEMENT, COLLABORATION

GLWA has engaged in a series of efforts to support stormwater management across southeast Michigan. This includes supporting research to optimize stormwater volume and system operations to reduce combined sewer overflows, assess the actual costs and benefits of green infrastructure, and examine regional rainfall patterns and implications on collection system design standards.

Partnering with University of Michigan professor Branko Kerkez, GLWA helped evaluate methods for utilizing collection system volume to store stormwater. In turn, the frequency and volume of combined sewer overflows is minimized. These methods involved real-time optimization using artificial intelligence algorithms to balance rainfall prediction with flows and volumes currently within the system. Professor Kerkez is developing an enhanced precision rainfall prediction model, utilizing GLWA and National Oceanic and Atmospheric Administration (NOAA) rainfall data to improve local predictions of rainfall events.

GLWA is also involved in assessing and understanding the costs and benefits of green infrastructure. Green infrastructure is often perceived to be a good, and sometimes the only, solution to extreme rain events. However, actual data implies otherwise. Dr. John Norton, GLWA's Director of Research, recently participated in a Water Research Foundation project, which evaluated the cost per volume removed of various green infrastructure installations. This project included 19 utilities across North America and found considerable range in cost per volume removed, ranging from a few cents to almost \$5 per gallon removed.

Further, GLWA is involved with two research projects examining the occurrence and impact of extreme rain events on collection system performance, including a GLWA-funded project with University of Wisconsin professor Dan Wright to examine the stationarity of the underlying climate variables used for predicting rain events. The project is also evaluating the use and application of historical rainfall patterns to predict regional rainfall events.

These research findings and understandings are being directly applied to GLWA operations, planning and resiliency efforts. The Research and Innovation Team regularly leads meetings with team members to help assess and refine questions, focus and direction of GLWA's research efforts.

PIPELINE MANAGEMENT RESEARCH PROGRAM HELPS IMPROVE RESILIENCY AND EFFICIENCY

GLWA has developed a comprehensive research program to improve the resiliency and efficiency of its pipeline management efforts. These efforts focus on investigating and validating new and emerging pipeline assessment technologies, pipeline renewal technologies, and methods for detecting, assessing, and reducing pipeline pressure transients.

For example, one technology validation study involves working with a vendor partner to validate an acoustic sensing technology - like medical ultrasound technology - to locate pipe deficiencies to prioritize repair and renewal efforts.

Another project, which includes team members from the University of Michigan and Wayne State University, in collaboration with a leading consulting firm, is evaluating how pipes accumulate damage after years of pressure and temperature variation.

GLWA works diligently to ensure the knowledge and wisdom gained is quickly used by the relevant engineering, operations and planning teams. Each week, team members and research partners review the latest results from various field and laboratory tests. Previous successful technology validation efforts are currently being evaluated for full-scale implementation throughout the regional system's transmission mains.

BIOSOLIDS RESEARCH PROGRAM INFORMS OPERATIONS AND MANAGEMENT EFFICIENCIES

GLWA's biosolids research program is focused on several items critical to the organizational mission of safe and secure water and wastewater treatment. It currently has projects underway to evaluate pollutants, nutrients, and nutrient recovery in biosolids. It also has several waste-to-energy projects that are either developing new technologies or enhancing existing ones to extract the energy value from the organic carbon content of waste solids.

Each of these different technologies or approaches has trade-offs in cost, pollution reduction, energy recovery, and more. Because of this, GLWA has a project with the University of Michigan to evaluate the trade-offs between different biosolids treatment scenarios. These efforts have been instrumental in helping progress the field of biosolids management. Furthermore, the research findings have been directly applied to inform GLWA operations and to guide the Authority's long-term efforts in managing biosolids.

ONE MISSION



“ TEAMWORK IS THE ABILITY TO WORK TOGETHER TOWARD A COMMON VISION. -ANDREW CARNEGIE

WHAT'S NEXT FOR GLWA



Continuing to build resiliency to climate impacts in the regional system working hand-in-hand with GLWA's Member Partners and key stakeholders; In partnership with the U.S. Army Corps of Engineers, rollout of Southeast Michigan Climate Resiliency Study.



Improving and expanding upon relationships with regulators related to emerging contaminants.



Leading and engaging in discussions regarding water affordability with partners throughout the state and nationwide; Continually seeking out opportunities to improve the accessibility of the Water Residential Assistance Program.



Continuing to build awareness of careers in the water sector through innovative outreach campaigns and collaboration with member partners, local school districts, colleges/universities, trade schools/vocational schools; and promoting GLWA as a veteran friendly employer.



Continuing to build an organizational culture that places value on team member engagement and aids in retaining our current team of highly skilled professionals, while recruiting the best of the best to work alongside them.



Expanding efforts to seek out all available funding opportunities, including grants and federal and state appropriations, through a comprehensive government outreach program; Helping to ensure GLWA and its Member Partners' input is sought and considered in the discussion of critical water sector issues and funding priorities.



WATER SYSTEM

5 
TREATMENT PLANTS

 **3.9 MILLION**
PEOPLE SERVED



88 MEMBER PARTNERS
ACROSS 115 COMMUNITIES

19 BOOSTER 
PUMP STATIONS

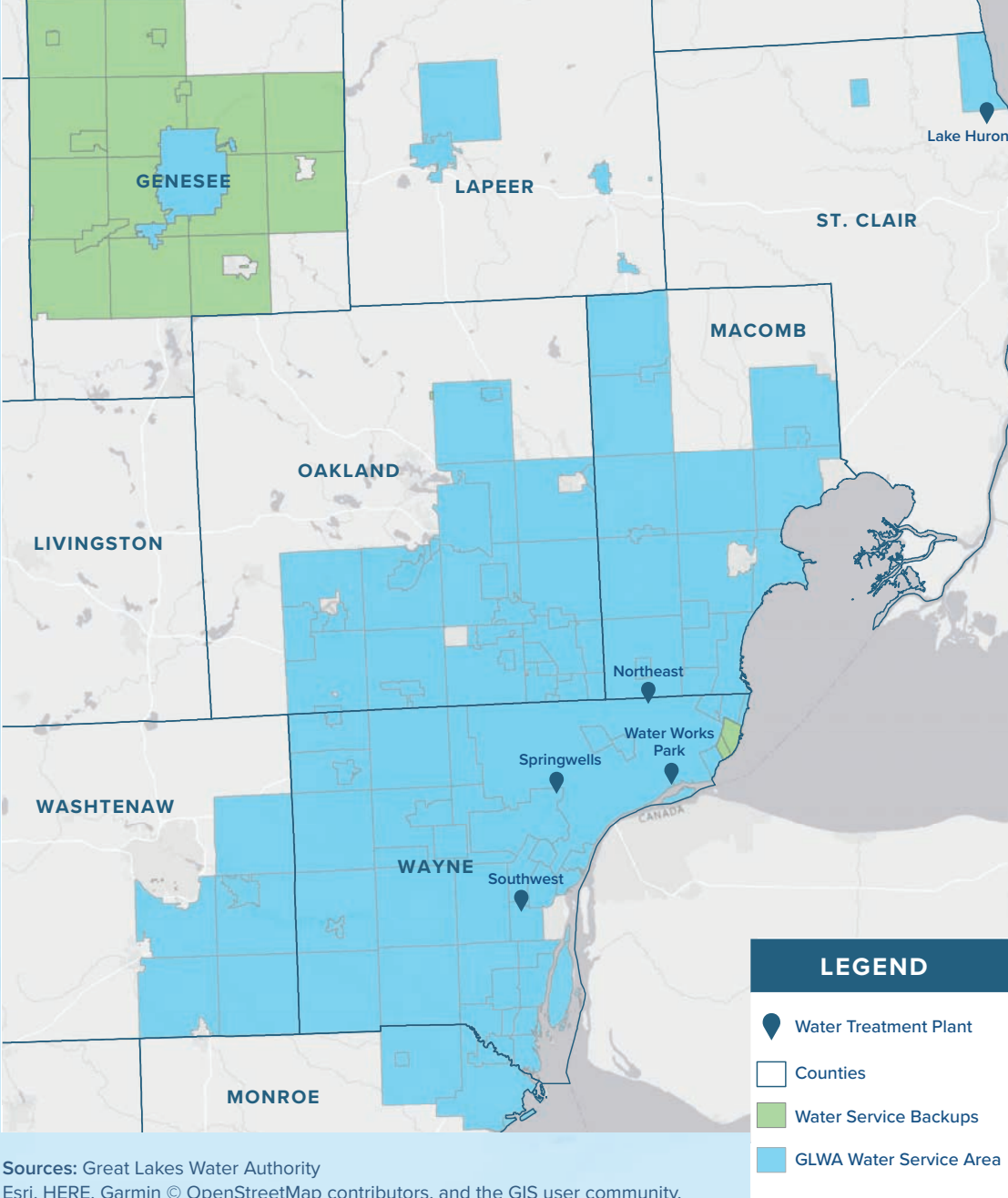
 **797 MILES OF**
TRANSMISSION MAIN 

 TREATMENT CAPACITY OF **1,720**
MILLION GALLONS PER DAY 

 **3 WATER**
INTAKES

 **1,674 SQ. MILE**
SERVICE AREA

GLWA WATER SERVICE AREA (INCLUDING BACKUPS)



Sources: Great Lakes Water Authority
Esri, HERE, Garmin © OpenStreetMap contributors, and the GIS user community.



WASTEWATER SYSTEM

W
R
R
F



THE LARGEST SINGLE-SITE WASTEWATER TREATMENT FACILITY IN THE UNITED STATES



2.8 MILLION PEOPLE SERVED



18 MEMBER PARTNERS ACROSS 79 COMMUNITIES

9 PUMP STATIONS



207 MILES OF TRUNK SEWERS & INTERCEPTORS



TREATMENT CAPACITY OF 1,700 MILLION GALLONS PER DAY



9 CSOs

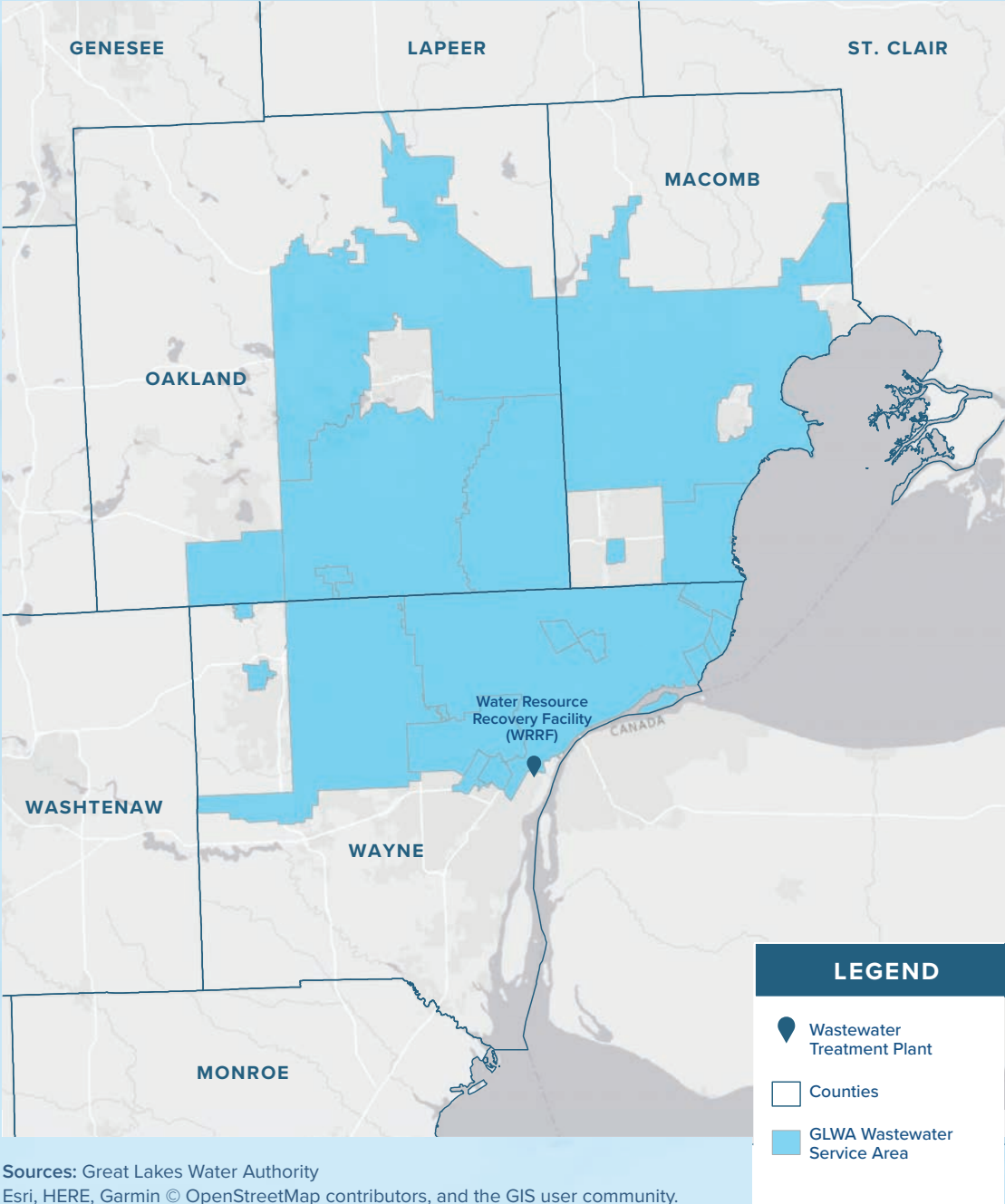


3 INTERCEPTORS



953 SQ. MILE SERVICE AREA

GLWA WASTEWATER SERVICE AREA



Sources: Great Lakes Water Authority
Esri, HERE, Garmin © OpenStreetMap contributors, and the GIS user community.

BOARD OF DIRECTORS



FREMAN HENDRIX

BOARD CHAIR
BOARD REPRESENTATIVE
FOR THE CITY OF DETROIT



BRIAN BAKER

BOARD VICE-CHAIR*
BOARD REPRESENTATIVE
FOR MACOMB COUNTY



MARK MILLER

BOARD SECRETARY
BOARD REPRESENTATIVE
FOR THE STATE OF MICHIGAN



JAYE QUADROZZI

BOARD REPRESENTATIVE
FOR OAKLAND COUNTY



JOHN J. ZECH

BOARD REPRESENTATIVE
FOR WAYNE COUNTY



GARY A. BROWN

BOARD REPRESENTATIVE
FOR THE CITY OF DETROIT

** Brian Baker was elected by the Board to serve as chairperson for 2024.*



EXECUTIVE LEADERSHIP TEAM



SUZANNE R. COFFEY, P.E.
CHIEF EXECUTIVE OFFICER



WILLIAM M. WOLFSON
CHIEF ADMINISTRATIVE AND COMPLIANCE OFFICER, INTERIM GENERAL COUNSEL



NICOLETTE N. BATESON, CPA
CHIEF FINANCIAL OFFICER / TREASURER FINANCIAL SERVICES



CHERYL PORTER
CHIEF OPERATING OFFICER WATER & FIELD SERVICES



NAVID MEHRAM
CHIEF OPERATING OFFICER WASTEWATER OPERATING SERVICES



MICHELLE A. ZDRODOWSKI
CHIEF PUBLIC AFFAIRS OFFICER



JEFFREY E. SMALL
CHIEF INFORMATION OFFICER



W. BARNETT JONES
CHIEF SECURITY AND INTEGRITY OFFICER



JODY CALDWELL
CHIEF PLANNING OFFICER



JORDIE KRAMER
CHIEF ORGANIZATIONAL DEVELOPMENT OFFICER

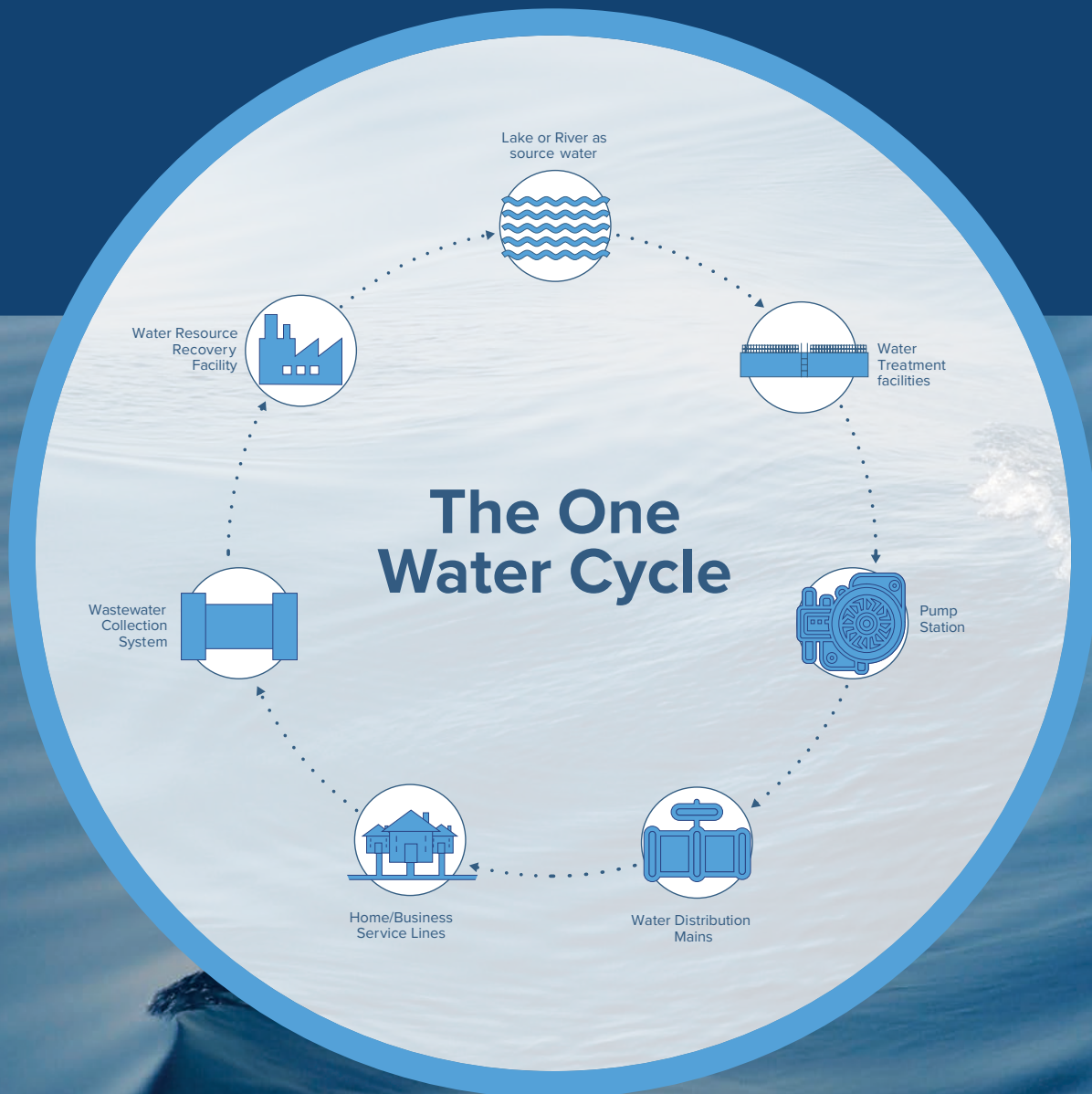


RANDAL M. BROWN
GENERAL COUNSEL



TOGETHER WE ARE ONE WATER

GLWA is all about One Water. The movement of water from the environment to Member Partners and back to the environment. GLWA ensures Member Partner communities get the highest quality water using treatment standards that are stricter than state or federal regulatory requirements. Once the water has been used, GLWA runs it through its treatment process again before returning it to the environment – oftentimes cleaner than when it was received. Working hand-in-hand with its Member Partners, GLWA provides water of unquestionable quality and efficient and effective wastewater services.





ONE WATER ONE TEAM ONE MISSION



SPRINGWELLS



NORTHEAST



WATER RESOURCE RECOVERY FACILITY



LAKE HURON



WATER WORKS PARK



SOUTHWEST

