

YEAR IN REVIEW

# 20 24

GREAT LAKES WATER AUTHORITY



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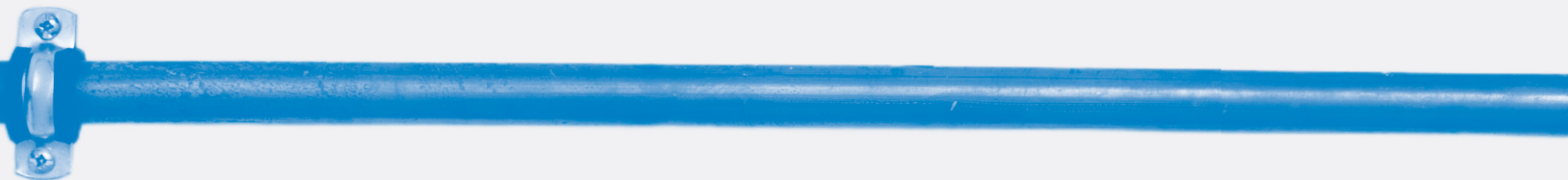
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## **ONE MISSION**

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# Letter from the CEO

As I reflect on the past year, I am proud to share the remarkable progress we've made in strengthening our foundation for future sustainability and stability. Over the past 12 months, our core values—especially collaboration and quality—have continued to guide us in our mission to provide clean, safe water and environmentally sustainable wastewater services to our Member Partners and the region.

In 2024, we launched a broad cross-section of operational and people-focused initiatives designed to foster organizational toughness. I am especially proud of our efforts to retain and share institutional knowledge and develop a new era of water professionals.

Our focus on preparing for the future and climate resiliency is critical, as we work alongside our Member Partners and stakeholders to enhance the regional system's ability to withstand the impacts of severe weather. The Southeast Michigan Flood Mitigation Study, in partnership with the U.S. Army Corps of Engineers, is a testament to our proactive approach in this area.

We are also committed to strengthening and fostering our relationships with Member Partners and regulators to address enhanced standards and emerging contaminants. This is evidenced by our recalibration and implementation of additional corrosion control measures to help our Member Partners better protect public health.

Building a strong organizational culture is at the heart of our mission. By working together, we create an environment where innovation and excellence thrive. We value team member engagement and are dedicated to retaining our highly skilled professionals while recruiting the best talent to join our ranks. Our outreach campaigns aim to raise awareness about careers in the water sector, particularly among local school districts, colleges, universities and trade schools.

Our 2024 Year in Review gives us the opportunity to share how we're strengthening our foundation for a future that focuses on resiliency, innovation and responsiveness. As we traditionally do, you will find the information organized into three distinct sections:

## ONE WATER

## ONE TEAM

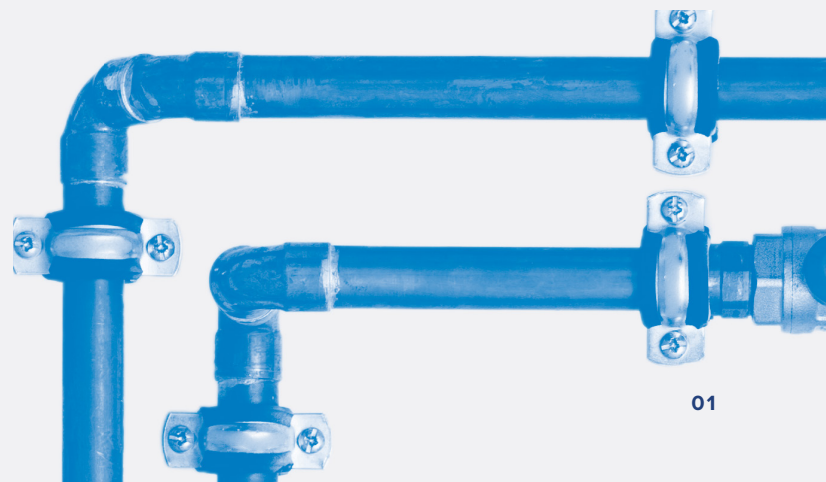
## ONE MISSION

A sincere thanks to everyone throughout our One Water Community for your support of our organization over the past year. I look forward to our continued partnership and how we will continue to move GLWA and our region forward!

Take good care,



**SUZANNE R. COFFEY, P.E.**  
Chief Executive Officer



# ONE WATER

OUR SYSTEMS AND OPERATIONS



# Measuring Success

## Crain's Detroit Business Honors Organizational Development as its HR Team of the Year

Crain's Detroit Business named GLWA's Organizational Development Group (OD) as its 2024 HR Team of the Year! This prestigious award highlights the OD Group's exceptional creativity in attracting and retaining talent and their dedication to embracing GLWA's "One Water, One Team" philosophy.

Some of the award-winning highlights that helped earn this recognition:



### One Water Institute (OWI)

Established to provide exceptional operational and safety training, the OWI also features a leadership academy that equips participants with the knowledge and skills needed to deliver high-quality service to our customers throughout southeastern Michigan.

### Apprenticeship Program

Demonstrating GLWA's commitment to nurturing talent and filling essential roles from within the organization, this program includes apprenticeships for Maintenance Technicians, Electricians, Water Treatment Operators, Instrumentation Technicians, and IT Applications Analysts.

### One Water Wellness Team (OWW)

Dedicated to enhancing the overall well-being of GLWA team members, the OWW provides comprehensive support in health care options, retirement plans, and wellness resources, significantly contributing to our recruitment and retention efforts.

### Workforce Pathways

Through proactive engagement with local workforce organizations and community partners like Focus: HOPE and Michigan Works!, GLWA has created innovative workforce pathways that strengthen our community ties and talent pool.

### Summer Internship Program

Offering undergraduate/graduate students invaluable real-world experience, this paid internship program provides exposure to various facets of the water sector, including engineering, scientific research, legal fields, and more.

## Detroit Bar Association Recognizes GLWA's Commitment to Southeast Michigan

The Detroit Bar Association has honored GLWA with its Corporate Citizen Award for Public Service. The prestigious award recognizes GLWA's contributions to the region and the Member Partner communities it serves. In particular, the award called out the educational opportunities provided through GLWA's One Water Institute, the partnering opportunities GLWA and its Member Partner communities participate in, and the utility's One Water Mission, which is, *"To collaboratively ensure a One Water system approach to our regional water and wastewater system that will be economically, socially, and environmentally responsible and sustainable."*



## Successful Bond Sale Achieves Key Outcomes and Savings

With its most recent bond transaction in May 2024, GLWA achieved four key outcomes for the regional system.

Affirmation of strong GLWA credit ratings from all three ratings agencies -- including maintenance of the positive outlook from Fitch Ratings on the sewer system.

Strong investor interest from over 50 unique institutional investors leading to GLWA's lowest ever credit spreads to municipal benchmark rates.

Reduction of the Master Bond Ordinance Reserve Requirement to zero, which allowed GLWA to use the funds in the existing reserve accounts to reduce the size of the transaction by \$32.2 million (across the two systems) and improve total cashflow savings to \$130.4 million.

Achieved nearly \$900 million in future cash flow debt service savings since the stand-up of GLWA.

“ I want to thank Chief Financial Officer and Treasurer Nickie Bateson and her team, especially Public Finance Manager Nick Fedewa, as well as everyone who participated, for their outstanding efforts – just six short months after our last bond transaction. An incredible amount of work goes into these transactions, and our team always rises to the challenge! ”

**SUZANNE R. COFFEY, P.E.**  
Chief Executive Officer



## Cheryl Porter Assumes Presidency of AWWA

On June 13, 2024, Cheryl Porter, GLWA's Chief Operating Officer of Water and Field Services, made history when the gavel was passed to her as the first African American and first woman of color to serve as president of the American Water Works Association (AWWA) in its 143-year history.

In her acceptance speech, Cheryl laid out her priorities for her year as president.

“ I was taught by my parents to work for the common good, to develop my technical skills, and perhaps most importantly, to understand the value of every member of the team. I plan to take this mindset into my role with AWWA – to recognize the value of every member, regardless of age, race, education, gender, disability, or experience, and to help lift them up to be their best in their water vocation. Collectively, we are the leaders, innovators, and strategic thinkers that will shape our future. Together we will build both a stronger water community, and a stronger AWWA. ”

### CHERYL PORTER

Chief Operating Officer - Water & Field Services

As she has moved through her year-long tenure, Cheryl has experienced a broad cross-section of once in a lifetime experiences. In November 2024, she led a delegation from the AWWA to South Korea. The primary purpose for the visit was to interact with international water leaders at a conference on climate mitigation. Cheryl gave introductory remarks at the conference, participated in a roundtable discussing the impacts climate change is having on water utilities around the world, and visited two water treatment plants. She also gave a presentation to a group of graduate students at Konkuk University on how GLWA is responding to the impacts of climate change by explaining how we addressed an issue with the rise in Total Organic Carbon in some of the utility's source water.





# Financial Sustainability

## GLWA Delivers On Its Commitment To The 4% Promise

In February, the Board of Directors unanimously approved GLWA’s FY25 and FY26 biennial budget. The system-wide service charge increase was 3.25 percent for the water system and 3.0 percent for the wastewater system. This is the result of an overall FY25 budget increase of four percent, offset by increased investment earnings. The service charge increase is below the 2023 consumer price index for all urban consumers (CPI-U) for all items in the United States, which was 4.1 percent.

The charge increase met 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. The 4% Promise sunset with the FY25 budget.

GLWA’s eight-year annual average system-wide service charge adjustment for the water system is 2.3 percent, and 1.2 percent for the wastewater system. Since FY18, GLWA’s average combined water and wastewater service charge adjustments have been less than half of inflationary increases as measured by the Consumer Price Index.

Year	Water System	Wastewater System
2018	1.8%	-0.7%
2019	1.8%	0.1%
2020	0.6%	0.8%
2021	3.2%	2.0%
2022	1.5%	-0.6%
2023	3.7%	2.4%
2024	2.75%	2.75%
2025	3.25%	3.0%
<b>8 Year Average</b>	<b>2.3%</b>	<b>1.2%</b>

“ We want to express our thanks to our Member Partners for their patience and support as we worked to bring resolution to many years of litigation between the Detroit Water & Sewerage Department, then the Great Lakes Water Authority, and Highland Park. ”

**NICOLETTE N. BATESON**

Chief Financial Officer and Treasurer



## GLWA, City of Highland Park and the State of Michigan Finalize Settlement Agreement

In April, the State of Michigan, Highland Park, and GLWA entered into a comprehensive settlement agreement ending almost a decade of litigation. The settlement agreement contained several provisions, many of which have been successfully implemented or are in the process of implementation. Most notably, wholesale water meters are expected to be installed in the spring of 2025.

In June, GLWA's Board of Directors authorized the utility's administration to implement a second and final set of bad debt recovery credits to reimburse first-tier Member Partners (those Member Partners who have a direct contractual agreement with GLWA) who had previously absorbed portions of this expense in their GLWA service charges.

The bad debt recovery credits, totaling \$20,026,500 (\$5,026,500 for the Water System and \$15,000,000 for the Sewer System), were applied to June 2024 services (which reduced payments due from Member Partners for payments in the months of August and September 2024).

The bad debt recovery credit methodology was based on amounts that had been directly included in Water and Sewer charges to GLWA's first-tier Member Partners related to Highland Park's bad debt through June 30, 2022. The first set of credits were applied when Highland Park made its initial \$1 million payment to GLWA in 2023 as a part of the Term Sheet that led to the final agreement.

## GLWA Continues Record of Clean Audit Results

For FY24, 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 FY24 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 ninth consecutive year of clean audits for GLWA.

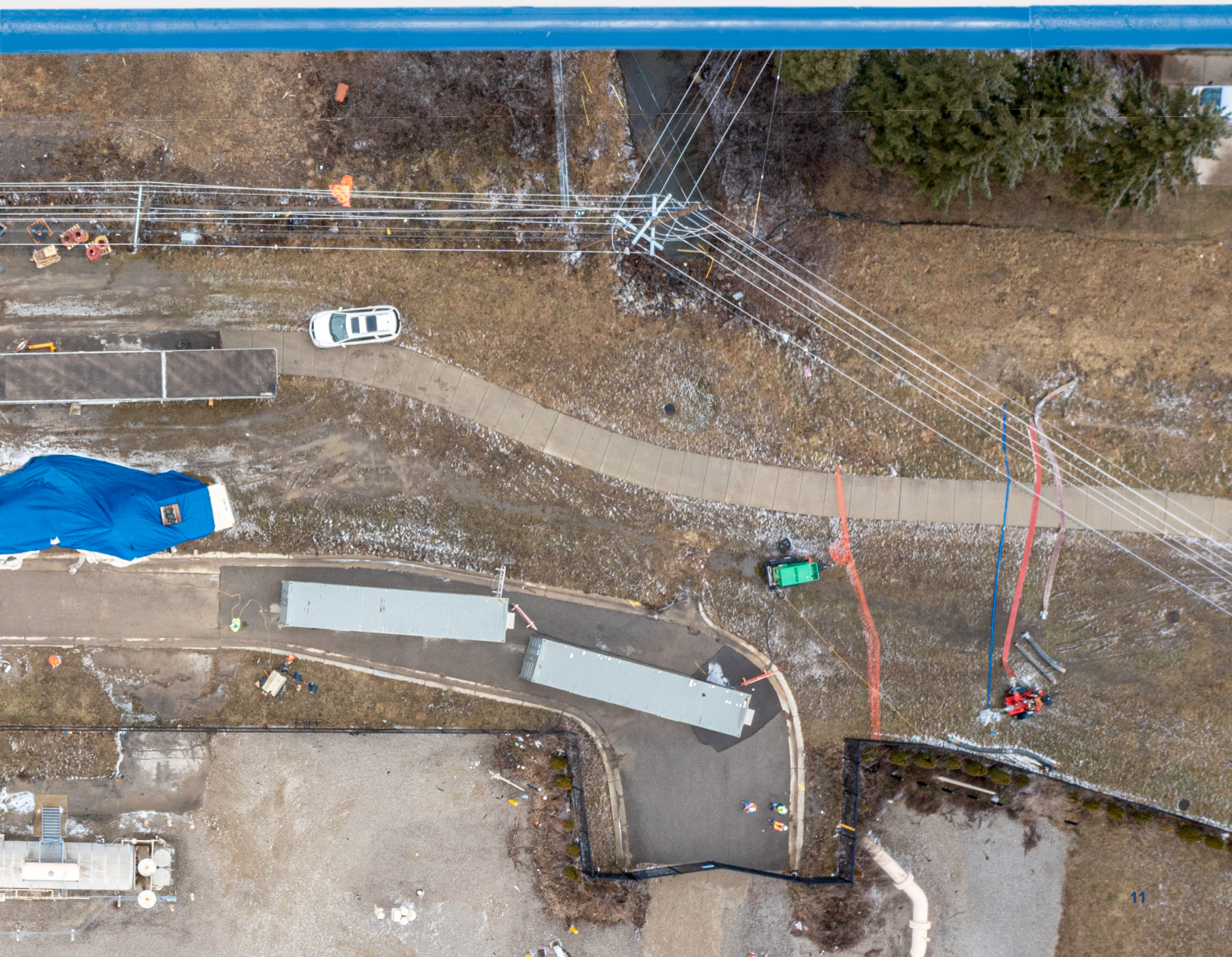


# GLWA's Procurement Strategy Aligns with Regional Economic Vitality

## GLWA's Spending Supports the Regional Economy

Much of the revenues received by GLWA are returned to our region and state through the goods and services procured to operate, maintain, and improve the regional water and wastewater system.

In the Authority's FY24 Annual Procurement Report it was noted that procurements awarded exceeded \$450 million with over 4,700 requisitions processed. Much of that activity is with Michigan-based businesses, with many in GLWA's service area.



## Business Inclusion and Diversity Program Continues to Show 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.

All solicitations budgeted at \$1 million or more require 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. 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.



## New Vendor Performance Assessment is Financial Stewardship in Action

The recently launched Vendor Performance Assessment Program ensures that GLWA continues to receive value after contracts are awarded. The goal of the program is to monitor and manage vendor quality, delivery, service levels, and overall value to ensure they are aligned with GLWA's needs and goals. The program is structured to evaluate and measure how well vendors are meeting the agreed-upon expectations and performance standards of the organization. By providing this structure, problem resolution occurs earlier and results in successful project delivery.



*Michael Lasley (far left) and Sonya Collins (far right) with GLWA Vendors at the 2024 Vendor Outreach Event*

ONE WATER

# 2024 FINANCIAL AWARDS



# Financial Services Team Receives Continued National Recognition

## Excellence in Financial Reporting

For the sixth 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 is the highest form of achievement in governmental accounting and financial reporting. It represents GLWA's commitment to meeting the highest standards of governmental budgeting, and receiving it is proof of GLWA's efforts to surpass the minimum requirements of accepted accounting principles to prepare its ACFR.



*The Financial Reporting Team with the GFOA Distinguished Budget Presentation Award*

## 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.



*The Financial Planning & Analysis Team with the GFOA FY24 & FY25 Biennial Budget and Five-Year Forecast Certificate of Achievement*

# Operational Sustainability & System Resiliency

At GLWA, resiliency equals toughness. Toughness is how well the organization is prepared to 1) prevent disruptions in the system, and then 2) recover from them as quickly as possible to minimize negative impacts on the people the Authority serves.

GLWA operationalizes resiliency by developing operational contingency plans and emergency response plans, using a unified command structure, partnering with critical vendors, ensuring access to essential materials and supplies, coordinating regionally, and intentionally integrating lessons learned from each event and disruption.

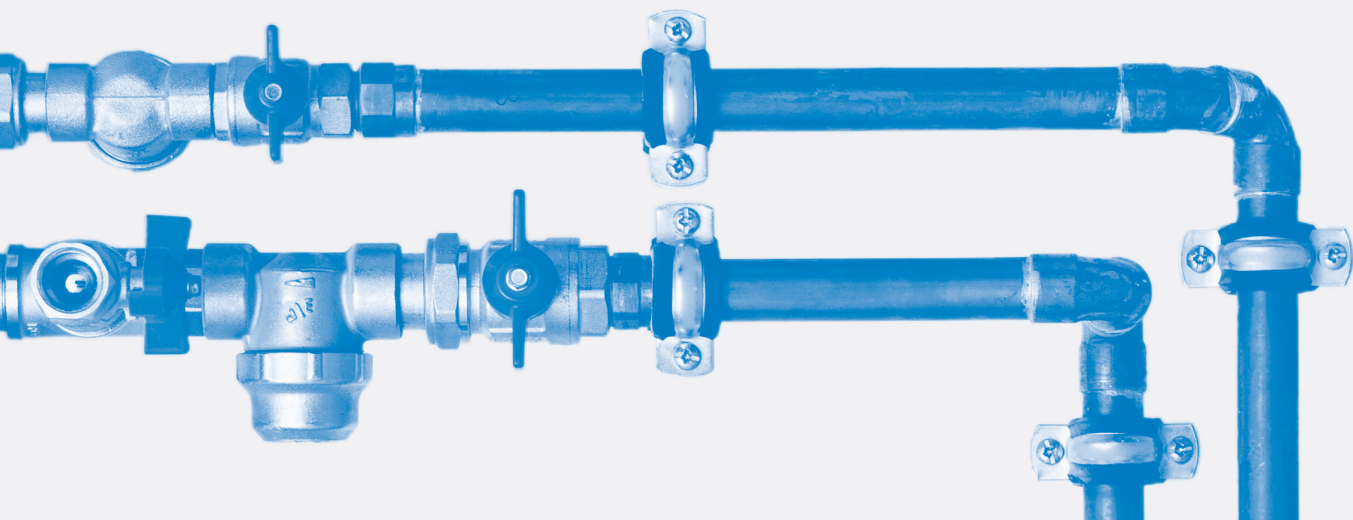
These resiliency efforts are essential to protecting public health and the environment, while ensuring service to Member Partner communities throughout southeast Michigan.

## GLWA Planning to Build a New \$138 Million Sanitary Pump Station on Freud Street in Detroit

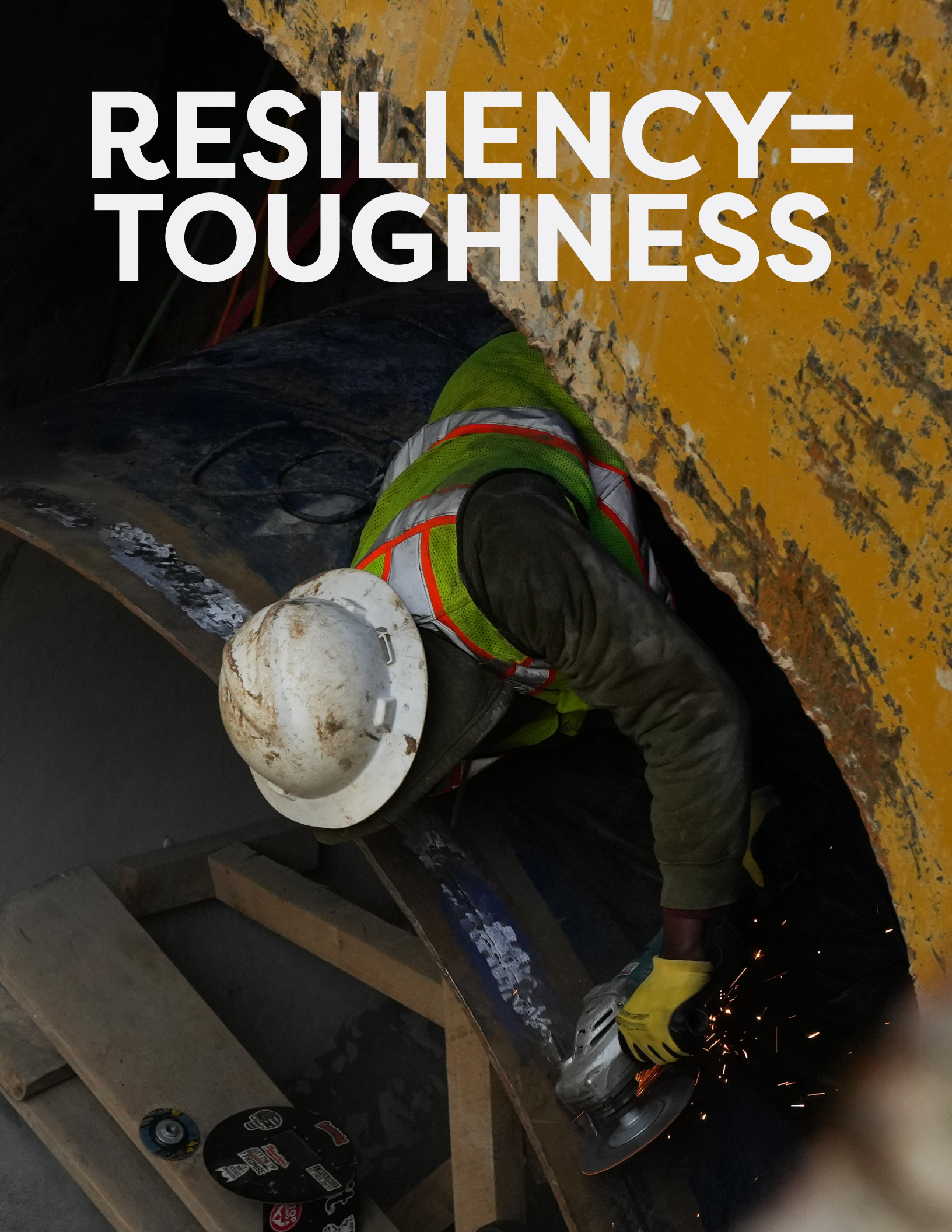
One of the larger resiliency projects underway at GLWA is the construction of a new sanitary pump station on Freud Street in the city of Detroit. The project is focused on improving the maintainability and, in turn, the reliability of the existing Freud Storm Water Pump Station which is one of the two major pump stations that serve the east side of the GLWA wastewater conveyance system.

By building this new Freud Sanitary Pump Station, GLWA will be able to better access, maintain, and ensure that the existing Freud Storm Water Pump Station is at full capacity and ready to move up to two billion gallons per day from its service area, including the Jefferson-Chalmers neighborhood of Detroit, the Grosse Pointes and southeast Macomb County, during wet weather events.

This enhanced maintenance will increase the reliability of pumping wet weather stormwater flows, which will further help avoid basement backups in the pump station's service area.



# RESILIENCY= TOUGHNESS



## GLWA Partners with U.S. Army Corps of Engineers on First-of-Its-Kind Study in Michigan to Develop Regional Flood Mitigation Solutions

In partnership with the U.S. Army Corps of Engineers (USACE), GLWA launched a regional flood mitigation study to examine flooding problems across southeast Michigan and formulate alternatives to help reduce flood risk.

The study officially kicked off with a ceremonial signing of the agreement between USACE and GLWA and the completion of a three-day technical planning charrette attended by more than 50 people from a cross-section of key stakeholder groups.

During the charrette, existing flood risk conditions in southeast Michigan were established, priorities for the region were discussed, a deep dive was taken into existing data, and a preliminary list of structural and non-structural flood management measures designed to alleviate flooding was created.



*Pictured left to right: Stephanie Chang, Douglas Wozniak, Rashida Tlaib, Tyrone Carter, Larisa Richardson, Amy O'Leary, Suzanne Coffey, Bill Wolfson, Lt. Col. Wallace Bandeff, Gillian Gainsley, Sylvia Santana, Debbie Dingell, James Nash, Terry Campbell*

## 2024 YEAR IN REVIEW

Throughout the course of the project, extensive community outreach is being conducted to seek the input of a broad range of regional stakeholders.

Public outreach launched in December with an initial series of five community engagement workshops held in Oakland, Macomb and Wayne Counties, including Detroit and Grosse Pointe. Approximately 130 people attended to learn about the Army Corps' process, the history of flooding in the region, and provide their own flooding experience, as well as give input on study priorities.

The USACE must complete and submit the study's final proposed scope to its leadership by mid-January 2025.



ONE WATER

“ This study is unprecedented in the state of Michigan, and it will equip us with data that will help us better advocate for the region when it comes to accessing federal dollars. It’s an exciting opportunity for us to partner with the highly skilled and knowledgeable professionals at the USACE to develop comprehensive solutions that will help the region build flood resiliency and protect the communities we serve. ”

**TODD KING**

Chief Resiliency Officer



# 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.

## Chief Administrative and Compliance Officer Elevated to Deputy Chief Executive Officer

**William M. Wolfson** was elevated to the newly established role of Deputy Chief Executive Officer from Chief Administrative and Compliance Officer. In this new capacity, Bill will build on his previous work, continuing to support areas such as Organizational Development, Security and Integrity, Information Technology, Enterprise Risk Management, and the Office of the General Counsel. With more than 40 years of experience in public sector legal and management consulting, Bill's leadership will play a pivotal role in advancing GLWA's strategic priorities and ensuring its continued success in delivering high-quality water and wastewater services to the region.



## Detroit Legal Veteran Brings Extensive Experience in Municipal Law to GLWA as General Counsel

**David W. Jones** was selected as GLWA's General Counsel, a role in which he serves as the primary legal advisor to the Authority. David brings more than 25 years of experience in complex litigation, government affairs, and municipal and administrative law to his new role.

Prior to joining the GLWA team, he was a partner at Schenk & Bruetsch, where he specialized in representing municipalities across southeast Michigan. David's extensive background in municipal law and his deep understanding of the legal landscape will greatly assist GLWA as it navigates ongoing legal and regulatory challenges.



## Long-Time GLWA Leader Promoted to Director of Energy and Resiliency

**Mini Panicker** was promoted to Director of Energy and Resiliency. In this new role, she oversees initiatives focused on ensuring the sustainability and reliability of GLWA's energy systems and enhancing the resilience of the Authority's infrastructure in the face of changing environmental conditions.

Prior to earning her new position, Mini served as Manager in GLWA's Systems Control Center and as an Engineering Project Manager, where she led major wastewater infrastructure capital improvement projects, including critical needs initiatives for the regional collection system.



## Organizational Development Elevates Skilled Manager to Newly Created Director Role

**Patrica Butler** was promoted to Director of Organizational Development, where she is spearheading the development of the Career Ladder Program to define advancement paths for team members and aiding in professional growth and succession planning. She is also working to align performance metrics with skill development and training, ensuring clarity in career opportunities. In addition, Pat is forging strategic partnerships with Michigan's Labor and Economic Opportunity and local Michigan Works offices to secure funding and foster collaborations. Pat has a proven track record, having successfully launched five registered apprenticeship programs and a summer internship program in her previous role as GLWA's Manager of Organizational Development.



## GLWA Hires Wastewater Sector Leader as Director of Linear Infrastructure Special Projects

**Jason Edberg, P.E.**, was hired by GLWA to serve in the newly created position of Wastewater Linear Infrastructure Special Projects Director. In this role, he is responsible for supporting GLWA as a technical resource regarding high-risk, complex underground and structural projects to ensure appropriate technology and delivery methods for linear projects.

Prior to joining GLWA, Jason led NTH Consultants as the company's Executive Vice President.



## Director of Operational Technology Role Created in Wastewater Operations

**Christopher VanPoppelen** was elevated to the role of Director of Wastewater Operational Technology in Wastewater Operations. In this newly created position, Chris is focusing on creating and implementing a strategic plan for the continued deployment of operational technologies and program enhancements. He is also responsible for the integrity and resiliency of wastewater facilities' control systems, including the strategy, design, implementation, and maintenance of the Supervisory and Control and Data Acquisition (SCADA) system.

Chris brings 32 years of combined DWSD and GLWA experience to his new position, prior to which he served as the manager of Process Control and Automation in Wastewater Operations.



## Financial Services Area Promotes from Within to Fill Chief of Staff Role

**Lisa Mancini** has been promoted to Chief of Staff for GLWA's Financial Services Area. In her new role, Lisa continues her focus as a collaborative change leader with the Workday/Adaptive implementation team. She also leads special projects such as the Environmental, Social, & Governance (ESG) program, and the Economic Outlook Task Force.

Prior to this position, Lisa served as GLWA's Financial Planning and Analysis Manager since 2018, developing a team of professionals that strive to actively support all areas of GLWA.



# Capital Improvement Plan

Within its FY25-29 Capital Improvement Plan (CIP), GLWA will invest approximately \$2.05 billion in the region's water and wastewater infrastructure over the next five years – an expected average annual investment of \$410 million.

## CIP Spending Summary/Projects Total for FY25-29

**159**  
Projects

*Planned or underway*

5-Year Total:

**\$2.05 billion**

5-Year Average:

**\$410 million**

**6**

**New Projects**

10-Year Total:

**\$4.00 billion**

10-Year Average:

**\$400 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. Listed below are a cross-section of capital investments GLWA is making across both systems.

### Water System

- Downriver Transmission Main Redundancy Loop
- 24 Mile Road 36-inch Transmission Main Condition Assessment
- Northeast Water Treatment Plant Filter Replacement

### Wastewater System

- Freud Sanitary Pump Station/ Conners Creek Sanitary Pump Station
- WRRF Pump Station #2 Bar Racks Replacements and Grit Collection System Improvements
- Oakwood District Intercommunity Relief Sewer Modification



# Linear System Integrity Program

GLWA's Linear System Integrity Program (LSIP) is an ongoing pipeline assessment and renewal program. 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 the reliability of GLWA's linear assets.

## LSIP 2024 By the Numbers

**60,192**

linear feet  
of pipe assessed

- ✓ Above ground assessment completed
- ✓ Corrosivity survey completed
- ✓ High resolution condition assessment completed

**180**

linear feet  
of pipe proactively  
renewed

**4,621**

linear feet  
of pipe assessment  
completed using  
innovative pilot  
technologies



## ONE WATER

### LSIP Risk Framework

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As part of the LSIP, a risk framework was developed to guide GLWA in making decisions about what pipelines should be candidates for inspection and renewal, and which pipelines are candidates for replacement. The risk model uses factors associated with likelihood of failure and consequence of failure to determine each pipeline's overall risk and prioritization. This tool will be used to strategically plan pipelines for condition assessment and/or replacement as the LSIP progresses into the future.

## LSIP in Action

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

### 36-Inch Transmission Main Assessment and Renewal

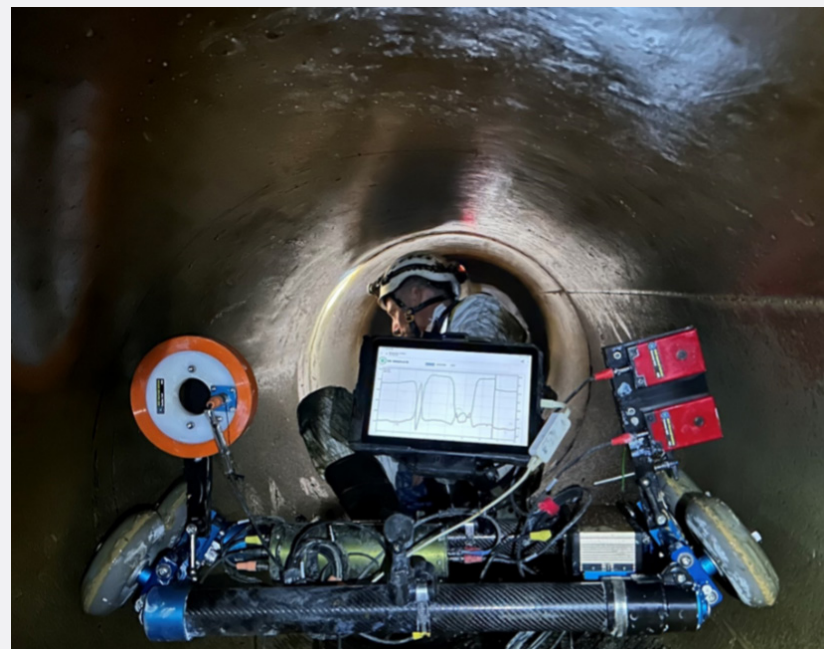
In July and August 2023, GLWA addressed two main breaks on its 36-inch water transmission main along 24 Mile Road in Shelby and Macomb Townships.

Given these most recent failures, as well as the fact that the transmission main had experienced 10 breaks since 1995 and GLWA's risk methodology determined it had the highest likelihood of failure, the LSIP Team used its LSIP Framework to determine if this transmission main was a candidate for condition assessment.

Consensus was achieved on all six LSIP Framework decision points and it was agreed to move forward with a manned visual and sounding inspection followed by an electromagnetic inspection in March.



Visual and sounding inspections identified 18 pipes in a state of incipient failure



Electromagnetic inspection identified 85 pipes beyond their strength limit

## 2024 YEAR IN REVIEW

In April and May, nine pipe segments, or a total of 180 feet, along the west half of the transmission main were renewed with Carbon Fiber Reinforced Polymer. Due to the upcoming high demand period, this west half was returned to service before Memorial Day.

The east half remains out of service as plans are developed to perform renewal on the remaining nine incipient failure pipes, as well as pipes determined to be beyond their strength limit as a result of broken wire wraps identified in the electromagnetic inspection.

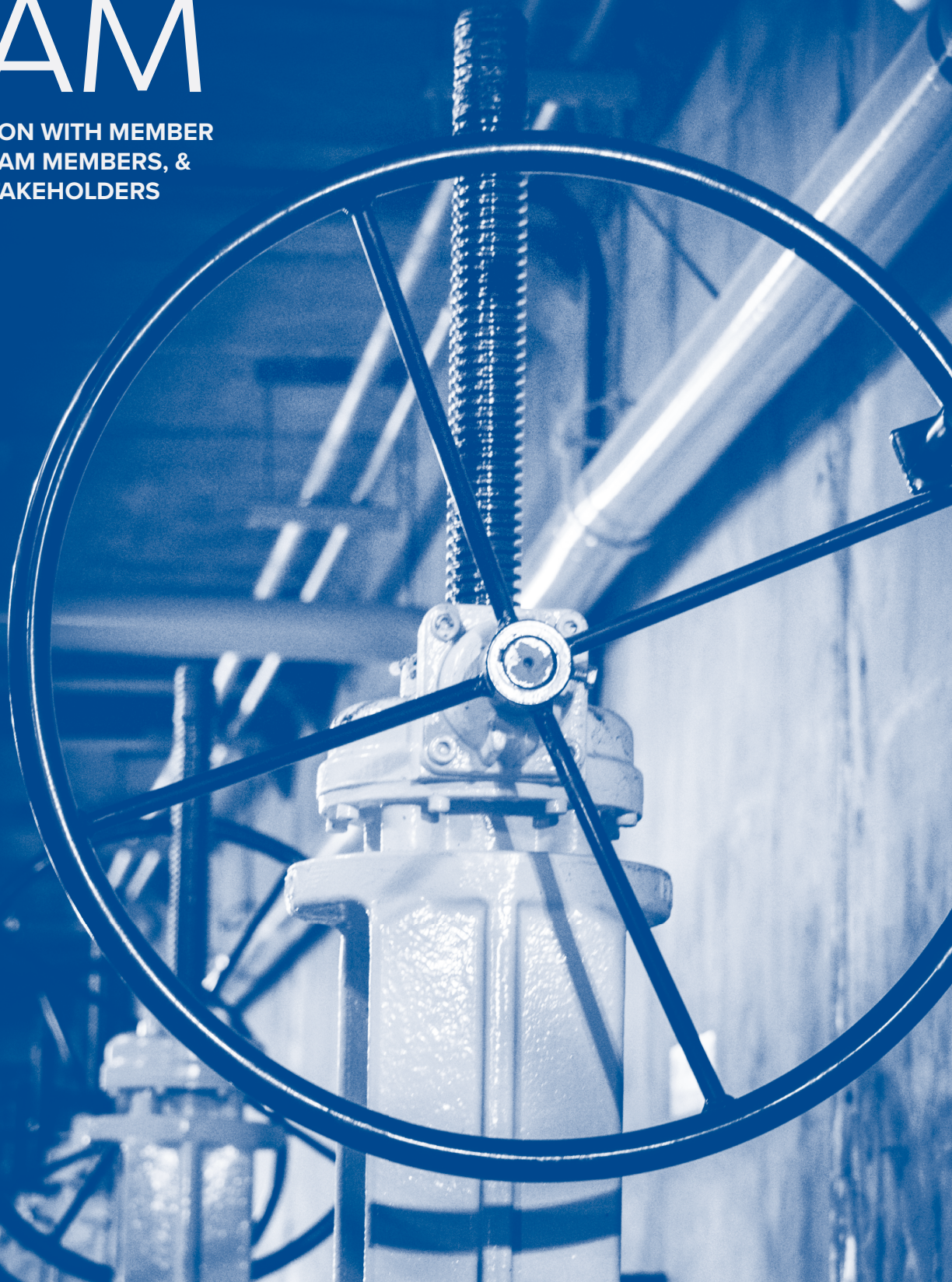
This renewal work is expected to take place during the low water demand period in 2025.

A special thanks to Shelby Township and Macomb Township for working with GLWA to complete this project.



# ONE TEAM

COLLABORATION WITH MEMBER  
PARTNERS, TEAM MEMBERS, &  
OTHER KEY STAKEHOLDERS



# Member Partnership and Stakeholder Collaboration

Collaboration with Member Partners and stakeholders forms the cornerstone of the One Water Partnership philosophy. GLWA’s Member Outreach Program continues to exemplify this commitment by fostering engagement through an array of interactive meetings, both in-person and virtual.

At the summer 2024 One Water Partnership meeting, nearly one-third of participants were new – underscoring the importance of continuous outreach designed to increase awareness, strengthen relationships, and welcome fresh perspectives.

In 2024, Member Outreach delivered a robust agenda, hosting 63 meetings throughout the year.

Formats included:



47 work group meetings (focused on collaborative problem-solving and operational priorities).



16 other standalone outreach activities, such as emergency response training, webinars addressing the requirements of the Lead and Copper Rule.



Sessions related to the Southeast Michigan Flood Mitigation Study.

To enrich regional knowledge, deepen member connections and highlight the unique characteristics of the local and regional systems, Member Outreach brought programming to locations across the GLWA service area:

Facility tours of GLWA’s Southwest Water Treatment Plant, the Water Resource Recovery Facility, the Freud Pump Station and St. Aubin and Belle Isle CSO facilities provided members with first-hand insights into system operations and innovations

Member Partners hosted work group meetings from Macomb Township to Ypsilanti Community Utilities Authority (YCUA)

Through these efforts, GLWA’s Member Outreach program continues to drive collaboration, expand knowledge and strengthen the One Water Partnership’s collective impact.

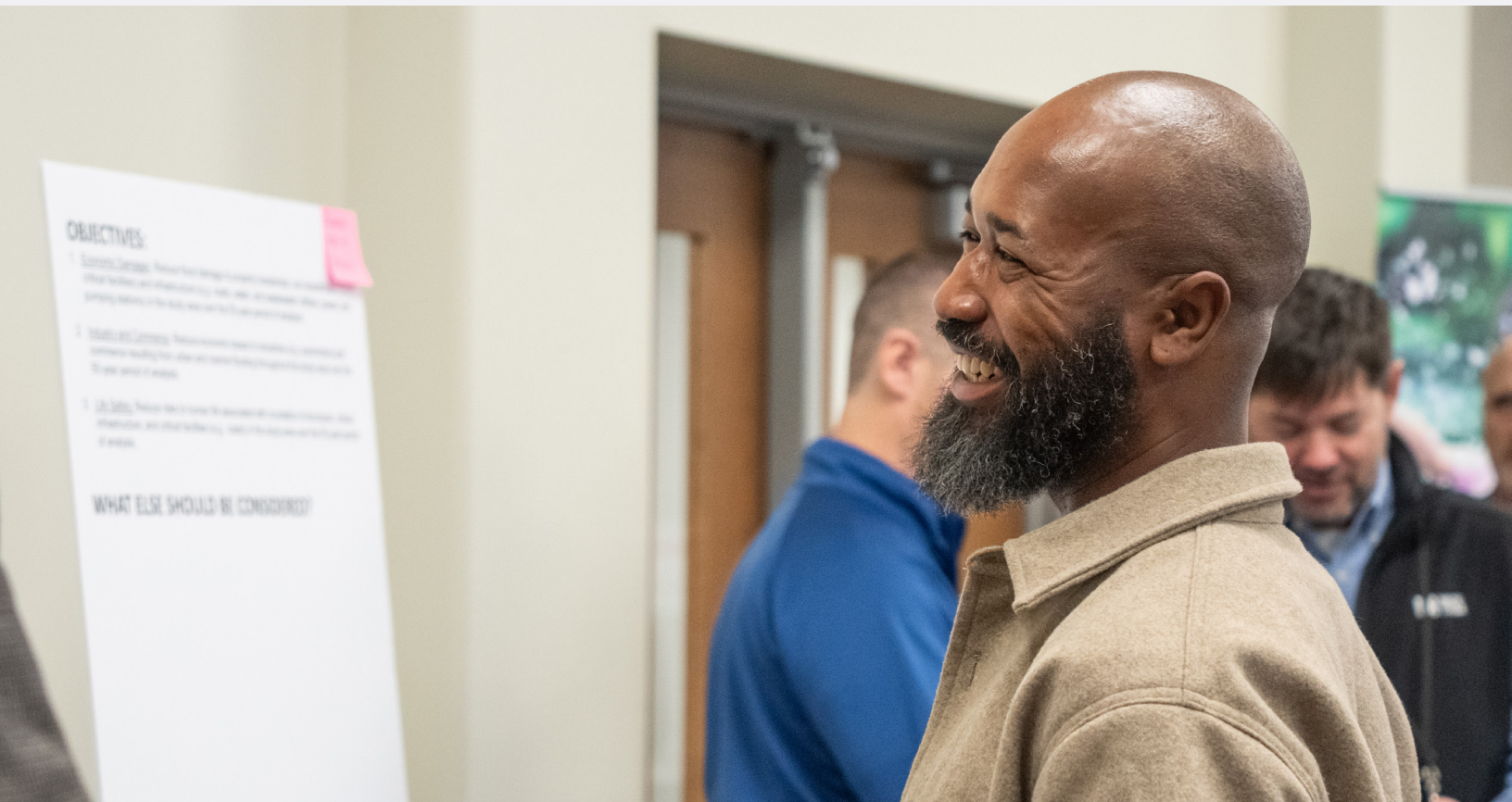
## Member Partner Satisfaction Holds Strong and Steady at 90 Percent

GLWA's annual scorecard survey serves as the key instrument of measuring satisfaction among its member community. The evaluation tool gathers anonymous quantitative and qualitative feedback to gauge the external perception of GLWA's performance as an organization and surface potential opportunities for improvement (*note: the survey does not include GLWA Board Members or Team Members*).

The 2024 results reflect a continuation of GLWA's high standard of performance excellence, with 90 percent of respondents rating the organization positively, selecting either "Satisfied" or "Very Satisfied."

**90%**  
Satisfaction

This maintains a multi-year trend of consistently strong overall satisfaction scores since the satisfaction question was introduced in 2019. Respondents highlighted communication and outreach, a responsive and knowledgeable team and water quality as top contributors to positive ratings. Notably, the weighted average scores across nearly all questions associated with individual service areas saw slight improvement compared to the previous survey, which was deployed in 2022.



## Jeff McKeen and Bart Foster Honored with True Partnership Awards in Recognition of their Decades of Outstanding Service to the Region

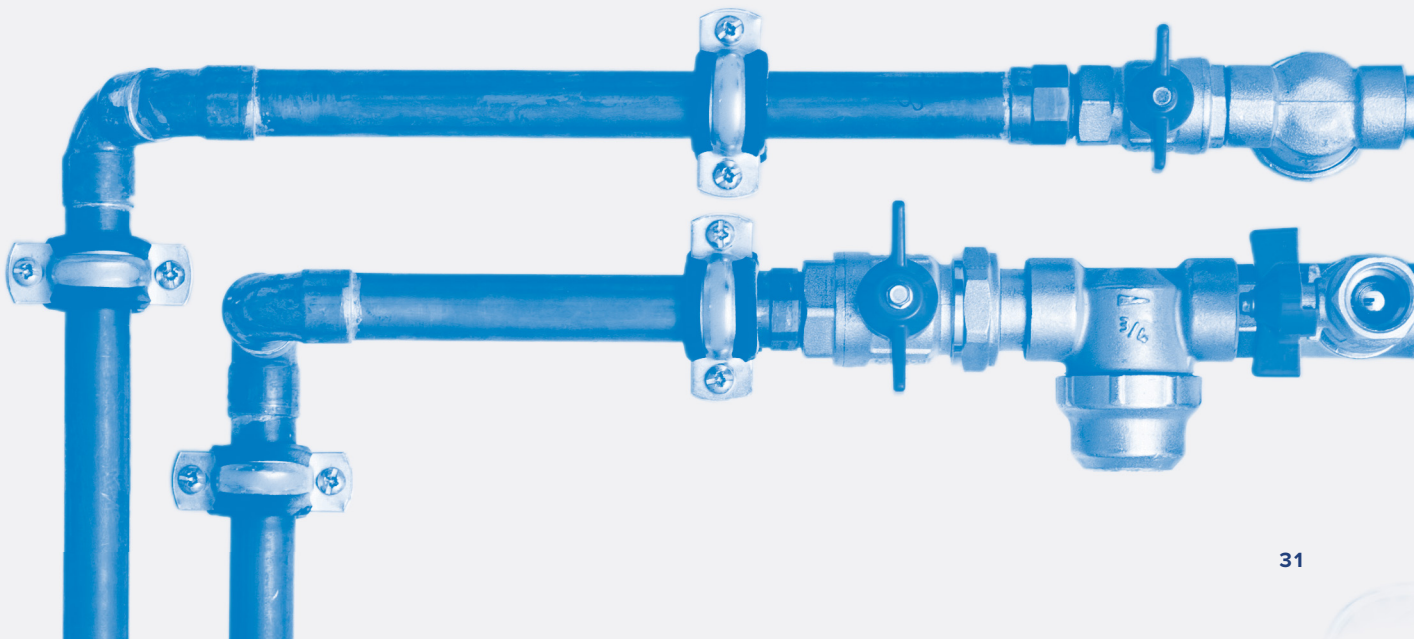
GLWA honored two individuals with its highest recognition – the True Partnership Award – in 2024.



**Jeff McKeen**, the former General Manager of Southeastern Oakland County Region Recycling (SOCRRA) and Water Authority (SOCWA), was recognized for his long history of service to our communities, his innovative problem-solving, and his ability to unite our region.



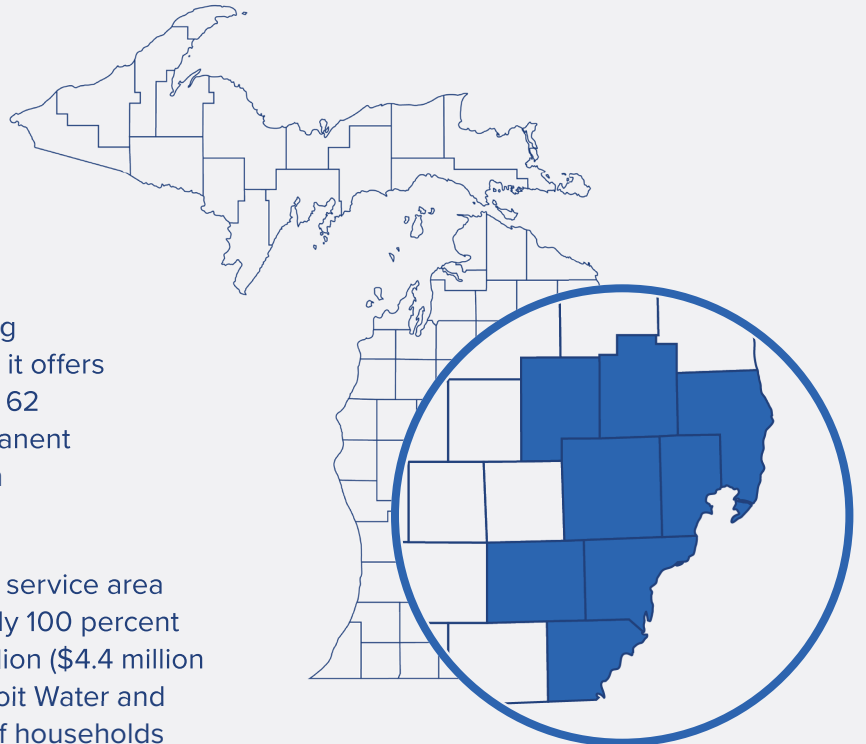
**Bart Foster**, GLWA's long-time financial consultant, was recognized for three decades of close collaboration with the Authority and its predecessor organization, the Detroit Water and Sewerage Department, on critical financial matters such as budget development, bond sales and refinancings and long-term financial plans.



# Water Residential Assistance Program Continues to Yield Results Thanks to Strong Relationships and Community Outreach

WRAP is designed to assist households with no income, low income, or households experiencing a financial emergency with water and sewer bill assistance, and to support maintaining a healthy home through water conservation and minor plumbing repairs. While it is a two-year program, it offers an option for households with a senior 62 years or older or a person with a permanent disability to be enrolled in the program beyond two years.

In 2024, over 10,000 homes in GLWA's service area received WRAP services, utilizing nearly 100 percent of WRAP's FY2024 funding of \$6.6 million (\$4.4 million from GLWA /\$2.2 million from the Detroit Water and Sewerage Department). The number of households served included more than 9,000 new households that were enrolled in direct assistance payment programs and over 1,200 that received conservation services.



**10,000+ homes**  
received WRAP services

**GLWA funded \$4.4 million**

**DWSD funded \$2.2 million**

**\$6.6 million**  
WRAP FY24 Funding

Nearly  
**100%**  
funding utilized

Throughout the year, GLWA's Affordability & Assistance Team joined WRAP's service delivery partners in in-person engagement with our Member Partner communities, which make WRAP accessible to those in need. A good example of this engagement is Customer Assistance Days in the cities of Dearborn and Inkster, which were very well attended.

“ GLWA also worked to strengthen the partnership with its service delivery partners by meeting at their offices, which allows for direct interaction with their frontline service providers and hearing their stories of how WRAP makes a difference in their communities. Thank you to Wayne Metropolitan Community Action Agency, United Way for Southeastern Michigan, and Macomb Community Action Agency for hosting these events. ”



**HARAN STANLEY**

Affordability and Assistance Management Professional



Service delivery partners were also invited to tour GLWA’s Water Works Park Water Treatment Plant so that they could understand the scope and scale of how water is produced.

# GLWA Continues Advocacy at State and Federal Levels

A top priority for GLWA has been growing its government relations efforts with a focus on our state and federal elected officials.

## Federal Outreach

For the last several years, CEO Sue Coffey has led twice yearly visits to Washington, D.C. to meet with legislators on both sides of the aisle to exchange ideas, build relationships and urge investment in water and wastewater infrastructure. She is joined in these meetings by Deputy CEO Bill Wolfson and General Counsel David Jones, as well as other key executive team members.

While in the nation's capital in March and September, the team met with a broad cross-section of legislators and their staff, as well as administrators from government agencies:

Congresswoman Debbie Dingell,  
Congresswoman Lisa McClain,  
Congresswoman Rashida Tlaib, and  
Congresswoman Haley Stevens

Congressmen Shri Thanedar (photo top right) and John James (photo bottom right)

Representatives from the offices of  
Senator Gary Peters and Senator Alex  
Padilla

Representatives from the U.S.  
Environmental Protection Agency

Lanikque Howard, Director, Office of  
Community Services, Division of Energy  
Assistance Low Income Household  
Water Assistance Program



## State Outreach

GLWA's outreach efforts also extend to members of the Michigan State Senate and House of Representatives, and the state's executive branch agencies. The Authority also offers testimony before legislative committees and participates in a variety of coalitions and working groups at the state level on issues of importance.

Over the course of 2024, CEO Coffey, Deputy CEO Wolfson and General Counsel Jones conducted over 60 virtual and in-person meetings with members of the state house and senate, including:

Senate Majority Floor Leader Sam Singh

Senator Jeff Irwin

Senate Majority Leader Winnie Brinks' Chief of Staff

House Speaker Joe Tate and his staff

State Representative Tyrone Carter

State Representatives Mike McFall and Rachel Hood

While in Lansing, the team also met with representatives of Governor Gretchen Whitmer's State Budget Office, as well as Michigan Department of Environment, Great Lakes and Energy Director Phil Roos and key members of his executive team.

## ONE TEAM

“ Overall, these were very productive visits and provided us with the opportunity to raise the profile of GLWA and our work, understand areas of interest for our legislators and help our legislators fully understand the critical concerns of GLWA and its Member Partner communities. This dialogue is essential at a time where federal and state partnership is increasingly necessary to support water and wastewater infrastructure, utility resiliency, and service affordability. ”



**WILLIAM M. WOLFSON**

Deputy CEO

## Facility and Site Tours Engage Elected Leaders

As a part of its ongoing engagement efforts, GLWA played host to a number of regional, state and federal elected officials to showcase the effort that goes into providing water of unquestionable quality to southeast Michigan and highlight the importance of investing in water infrastructure.

This year at the Water Works Park Water Treatment Facility, GLWA hosted:

U.S. Representative Haley Stevens and a group of elected officials from within her district in Oakland County

Michigan Senator Rosemary Bayer

State Representative Peter Herzberg, State Representative Donovan McKinney, LJ Porter representing State Representative Karen Whitsett's Office

Westland Mayor Kevin Coleman, and Wayne Mayor John Rhaesa

State Representative Samantha Steckloff



A tour of GLWA's \$282 million project to relocate a 96-inch water transmission main from under a dormant landfill in Northern Oakland County was also given to Shiraz Baig, legislative assistant to U.S. Representative John James.



ONE TEAM

# ONE WATER

## Apprenticeship Program Thrives

In 2024, GLWA launched its third instrumentation cohort apprenticeship program and continues to see the long-term benefits and state recognition of our efforts.

Towards the close of the year, GLWA was supporting 45 apprentices in the following programs:

16	EICT-E (Electricians)	11	EICT-I (Instrumentation Technicians)
17	Water Technicians	1	Maintenance Technician

An interesting point of note: GLWA's first cohort of EICT-E apprentices have entered the last year of their five-year apprenticeship and will graduate in Spring 2025.

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.



# ONE TEAM

## Maintenance Technician Apprentice Graduates and Joins GLWA Team

Apprentice Terrell Dockery completed his four-year Maintenance Technician Apprenticeship Program in June, earning a United States Department of Labor (USDOL) certificate of completion and a certificate of completion from Henry Ford College (HFC). Terrell graduated from the apprenticeship program at HFC with honors and joined GLWA as a full-time Maintenance Technician. He is the first Maintenance Technician apprentice to graduate from the program. Due to the expertise garnered during his apprenticeship, Terrell was recently promoted to Team Leader at Water Works Park.

## GLWA Named Apprenticeship Ambassador by U.S. Department of Labor

The USDOL has designated GLWA as an Apprenticeship Ambassador. The USDOL's Apprenticeship Ambassador Initiative creates a national network of community-based organizations to serve as champions for Registered Apprenticeship. As an "Ambassador," GLWA can post the logo on our website and submit testimonials on our program. Our commitment is to continue building apprenticeship programs and providing training to others. We are also considered "partners" with the USDOL to "shape Registered Apprenticeship expansion and diversification in our area of expertise, industry, local area, and supply chain."

## FOX-2 Detroit Highlights GLWA Apprentices During National Apprenticeship Week

During National Apprenticeship week in November, WJBK-TV's Money Matters segment did a feature story highlighting GLWA's apprenticeship program and the great career opportunity it offers. WJBK Reporter Dave Spencer interviewed Water Technician Apprentice Marcus Griggs, as well as LaRico Andres, who graduated from GLWA's EICT-I (instrumentation) apprenticeship program in 2020 and is now a Plant Engineer at GLWA's Springwells Water Treatment Plant. Organizational Development Director Pat Butler, who oversees the Apprenticeship Program, was also interviewed about how you can make a career at GLWA while learning on the job.



ONE TEAM

## GLWA Named Veteran Friendly Employer

As a part of GLWA's efforts to be an employer of choice for those who have served our country, the Authority met the criteria to be publicly recognized by the Michigan Veterans Affairs Agency with the bronze level status as a Veteran Friendly Employer.

“ In this tight labor market, GLWA continues to seek ways to recruit top talent. This recognition as a Veteran Friendly Employer showcases GLWA's commitment to military veteran recruitment, training, and retaining veterans in our workforce. ”

**JORDIE KRAMER,**  
Chief Organizational Development Officer



Lontina Franklin, GLWA Team Leader, Water Services, US Navy Veteran

## GLWA Strengthens Union Partnerships

Recognizing the importance of its union partnerships to building career pathways at GLWA, members of the operational and executive leadership team spent a week meeting with the Michigan Building and Construction Trades Council to learn more about the training programs that they offer. Over the course of the week, the team also received tours of the training centers operated by Detroit Union Carpenters and Millwrights, the United Association of Journeyman and Apprentices of the Plumbing and Pipefitting Association and the International Brotherhood of Electrical Workers (IBEW).



Left to right, Ric Preuss, IBEW Business Agent, and Joe Scott, Training Director, Metro Detroit Electrical Industrial Training Center give GLWA representatives a tour of the training center.

“ It was great to visit the IBEW training center again to showcase where our electrical apprentices are trained. The visits to the Carpenter and Millwrights and Plumbing training centers were interesting. We look forward to further conversations on how we might partner in the future as we continue to build a strong workforce. ”

**PATRICIA BUTLER**

Director of Organizational Development



## New Effort Launched to Ensure Transfer of Institutional Knowledge

To help ensure that the vast institutional and operational knowledge of GLWA’s veteran team members is captured for the future, the Office of Resiliency partnered with the Organizational Development Group to launch a series of on-the-job training videos and podcasts designed to help retain and transfer knowledge about our system and its assets. What makes the videos and podcasts effective, as well as interesting, is that they are designed as conversations between a “host” and the actual experts who know the equipment and its ins and outs. The videos are featured in classroom training sessions for GLWA’s Field Service Team Members, and the videos and podcasts are loaded on GLWA’s intranet so that they can be accessed on demand.

## ONE TEAM

# Innovative Recruiting Campaign Puts Team Members Center Stage

In September, GLWA launched TAP IN 2.0 – the second iteration of its innovative recruitment campaign that showcases the awe-inspiring scale, complexity and impact of the Authority’s vital work, with an emphasis on GLWA’s commitment to environmental stewardship. TAP IN 2.0 continued to highlight the dedicated team members who safeguard public health every single day, demonstrating that a role in the water sector is more than just a job – it’s a mission.

The campaign could be found online through digital ads and social media, on cable and streaming TV, on screens at local movie theatres, on podcasts and radio shows, and in print all around southeast Michigan.

The 16-week campaign garnered excellent results:



**6,500,000+**

Trackable Impressions



**2,700,000+**

Video Views



**17,000+**

Visits to the GLWA  
Careers page



**39,500+**

New Users to  
glwater.org

# TAP IN

Discover your career at the  
Great Lakes Water Authority.



# TAP IN



# MAKING BIG WAVES

## Bill Wolfson Receives State Bar of Michigan's Most Prestigious Award

Bill Wolfson, GLWA's Deputy CEO, was recognized by the State Bar of Michigan with its most prestigious honor, the Frank J. Kelley Distinguished Public Service Award. The award is given to a member of the state bar who has served in the public sector in a way that strengthens the American system of justice under the law, demonstrates the highest standards of integrity, fairness, leadership, excellence, dedication to principle, and dedication to the ideals of democracy and has made a significant lasting contribution to the nation, the state, or the community in which the public servant lives or serves.



## Sonya Collins Named Notable Black Business Leader

Sonya Collins, Director of Procurement, was honored by Crain's Detroit Business as a member of the 2024 class of its Notable Black Business Leaders. This prestigious recognition highlights those who demonstrate exceptional leadership through influential, innovative, bold and strategic vision.



## Public Affairs Team Earns Second Consecutive Emmy Award

GLWA's Public Affairs Team, for the second consecutive year, was selected by the National Academy of Television Arts and Sciences Michigan Chapter to receive its coveted Emmy Award. The team won in the Branded Content category for the "Tap In" recruitment campaign.



## Cheryl Porter Recognized by AWWA-Michigan Section with Two Awards

Cheryl Porter, Chief Operating Officer, Water and Field Services was honored by the Michigan Section of the American Water Works Association with two of its highest honors – the Raymond J. Faust Award and the George W. Fuller Award. An interesting point of note: these were two completely separate selection committees and neither knew that the other had selected Cheryl for these prestigious awards.



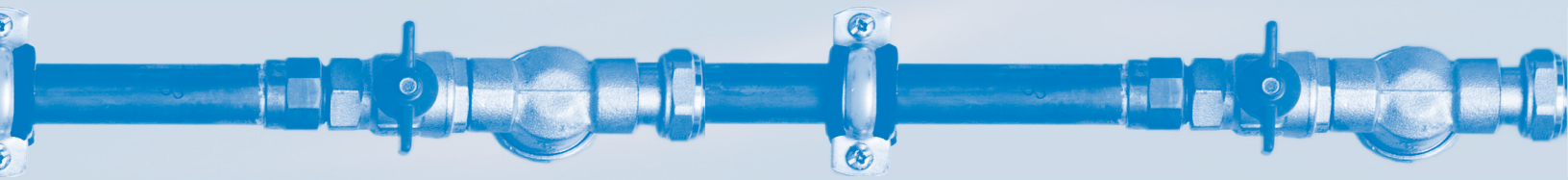
## GLWA Receives Honor from Water Research Foundation

The Water Research Foundation named GLWA its 2024 Subscriber of the Year. This award honors subscribing utilities that have made notable improvements to their treatment, delivery, and/or management processes through the successful application of WRF research.

# MAKING BIG WAVES

## NACWA honors GLWA with Two National Environmental Achievement Awards

The National Association of Clean Water Agencies (NACWA) selected GLWA as the recipient of two of its National Environmental Achievement Awards. Wins came in the Workforce Development category for GLWA's robust internship program, and in the Public Information and Education category for the One Water News Drop video series.





Organizational Development One Wellness Team: Michigan's Best and Brightest in Wellness Award



Lake Huron Water Treatment Plant: Partnership for Safe Water Five-Year Presidents Award



Water Works Park Water Treatment Plant: Partnership for Safe Water Five-Year Directors Award



Research and Innovation Team: Bronze Award/ International Water Association Project Innovation Category



Information Technology: Mi-GMIS Management Information Sciences Project Award for GLWA's Workday Implementation



Wastewater Conveyance & CSO Team: Project of the Year (under \$1M), American Public Works Association-Downriver Chapter

# ONE MISSION

WATER OF UNQUESTIONABLE QUALITY;  
EFFECTIVE AND EFFICIENT SERVICES



# Water of Unquestionable Quality

## Monitoring for Emerging Contaminants

The treatment of safe, 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 Enhances Corrosion Control Measures to Provide Added Protection

In October, GLWA began slowly increasing the level of orthophosphate it feeds into the water produced by its five water treatment plants in southeast Michigan, from 1.2 milligrams per liter to 2.4 milligrams per liter. The process is expected to be complete by February 2025.

Orthophosphate acts as “water’s bodyguard,” forming a protective layer within pipes to prevent metals such as lead, iron and copper from dissolving in the water.

“*While there is no lead in GLWA’s water and no lead pipes are used in the regional transmission system, upping the orthophosphate dosage provides increased protections and assists our Member Partners in maintaining compliance with the changing lead action levels set by EGLE and updates to the U.S. Environmental Protection Agency’s Federal Lead and Copper Rule (LCR).*”



**CHERYL PORTER**

GLWA Chief Operating Officer - Water & Field Services

## ONE MISSION

# GLWA Enhances Corrosion Control Measures to Provide Added Protection *(cont'd)*

Michigan's action level for lead in drinking water is set to decrease from 15 parts per billion to 12 parts per billion on January 1, 2025. In 2027, a host of changes will also go into effect with the federal Lead and Copper Rule, including a decrease in the time that municipalities have to remove lead service lines and a new trigger level for additional testing.

The change to GLWA's corrosion control strategy was informed by a proactive, multi-year study conducted as part of its process of continual improvement and regulatory compliance. As a part of the study, done in partnership with nationally known engineering firm Arcadis, specialty pipe loop rigs were constructed using pipes harvested from several local systems and installed at 10 testing sites – one for each of the five GLWA water treatment plants and five positioned at other locations within its Member Partners' local distribution systems. Each Member Partner site represented a single water treatment plant's water distribution service area. During the study, tests were performed using variable amounts of anti-corrosion chemicals to determine the most effective dosage recommendation.

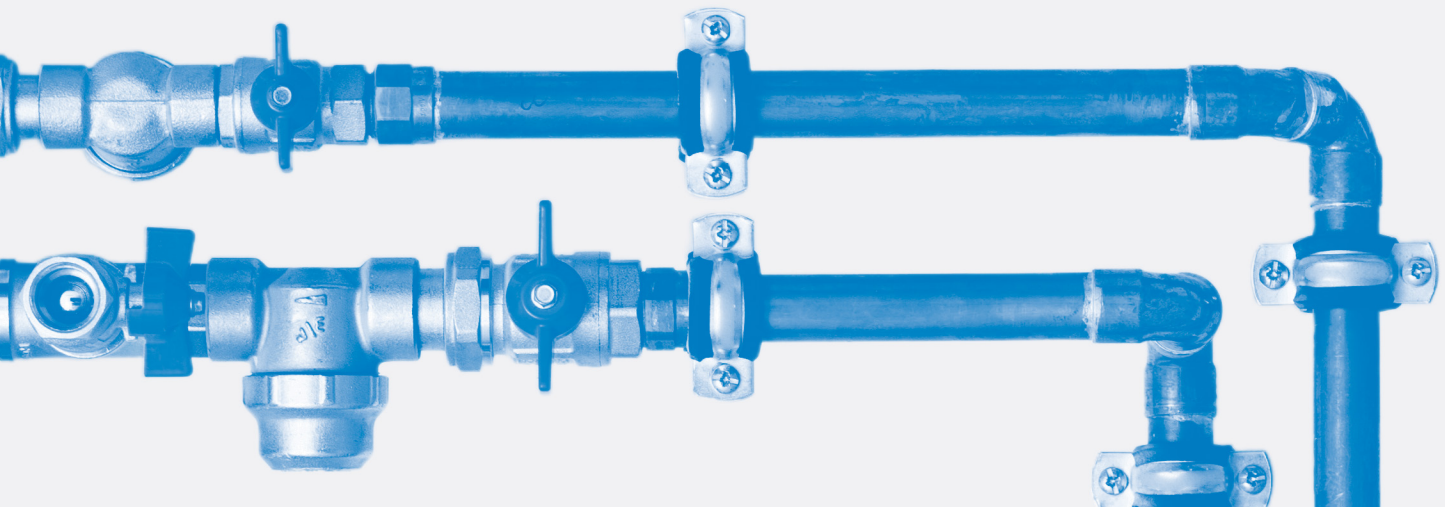
“GLWA's processes and infrastructure must evolve alongside scientific advancements and technological improvements. Proactive efforts like these enhanced corrosion control measures underscore our commitment to protecting public health and ensuring our region's water quality remains of unquestionable quality.”

### TERRY DANIEL

Deputy Chief Operating Officer - Water & Field Services



Water remains safe for consumption, as well as household and business use, while GLWA implements the change to its corrosion control strategy.



## PFAS – Water System

In early 2024, the U.S. Environmental Protection Agency issued its final rule setting drinking water standards for six per- and polyfluoroalkyl substances (PFAS). GLWA did not need to take any specific actions to remove PFAS because it is not detected in its drinking water and is consistently below the rule's reportable limit in the Authority's source (raw) water.

Taking its responsibility for public health and safety seriously, and because of the importance of the Great Lakes to Michigan's environment, economy, and public health, GLWA tests its water quality on a more frequent basis than is required by federal or state regulations.

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

Since 2018, GLWA has been a leading utility in the state of Michigan, as well as the United States, in regulating PFAS in the municipal 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 perfluorooctane sulfonic acid (PFOS) and perfluorooctanoic acid (PFOA), identified by the state of Michigan.

Thanks to these efforts, PFOS loadings in the WRRF wastewater stream have continued to decline during the past two years. PFOS is a PFAS compound used to make products resistant to stains, grease, soil and water.

As an organization committed to public health and environmental stewardship, GLWA 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. In 2024, the GLWA Board of Directors adopted a new local PFOS limit of 65 ng/l following a public comment period.

As of December 2024, there were 45 facilities with an approved Best Management Plan (BMP) and 17 of these users were operating on-site PFAS treatment systems.

The reduction and continued stabilization in contributions from known sources, and as observed in the Water Resource Recovery Facility 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

# GLWA Continues Efforts to Inform Southeast Michigan About How Water Works

## GLWA Participates in Water Education Festival in Detroit

For the third year, GLWA proudly sponsored the annual Friends of the Detroit River Water Festival on Belle Isle. The free festival seeks to educate students from Detroit and the surrounding areas about water, including its value and impact on daily life.

This year, over 600 fourth- and fifth-grade students participated in hands-on activities, taught by top academic instructors and water quality professionals, to expose students to a variety of water-related issues.

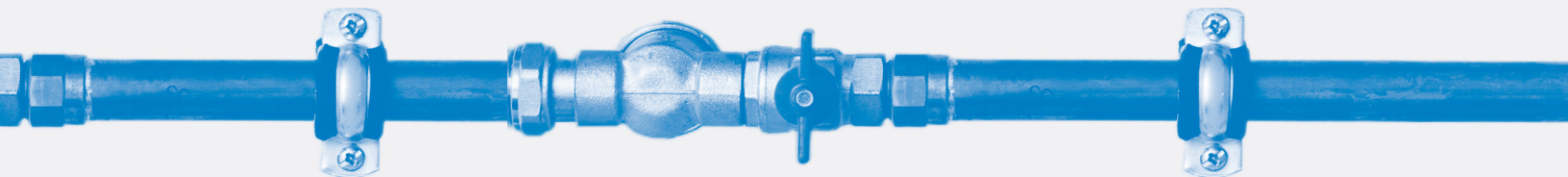


## Animated Video Explains Water Treatment Process

GLWA released its latest animated video on how the regional system works. “Freshwater to Drinking Water: A Splash Course in the Treatment and Distribution Process!” explores the processes, technology, and individuals behind the clean and safe drinking water running from your tap. This is a companion piece to the Emmy-award winning “Where Does the Water Go” which explained the regional conveyance system in simple, easy to understand words and images.



*Manager of Water System Control Center, Anthony Troy, and Manager of Research and Innovation, Dienye Tolofari, discuss the process of treatment and distribution for GLWA's regional water system.*



# Research Leads the Way to Resiliency Through Optimization

## Expansion of Partnership with Wayne State Designed to Grow the Water Workforce

GLWA has expanded its partnership with Wayne State University with the launch of the new Pipeline Management Program in conjunction with the university's Civil and Environmental Engineering Department.

The program has several key objectives:



### **Water Sector Workforce Development**

Educate and train water sector employees as well as civil engineering students on water and wastewater linear systems. The program will promote hands-on learning and training with actual pipes, systems, valves, and associated problems.



### **Applied Research Focused on Pipe Failure and Renewal of Legacy Pipe**

A large diameter pressurized pipe testing apparatus and associated data acquisition system will be established to characterize pipe and renewal technology behavior and failure modes throughout the entire load-response history from negative near vacuum to internal pressure and failure.



### **Development of a Large Diameter Pipe Boneyard Facility**

A pipe and valve boneyard facility will be established and maintained to illustrate pipe and valve types, as well as their deterioration and damage, for education and training, serve as a resource for the characterization of pipe deterioration and damage and maintain a pool of aged/damaged pipes that may serve as unique test specimens.

The program is being run out of the Rachmale Foundation Structures and Materials Laboratory in Highland Park.

## GLWA Joins Forces with Regional Utility Partners to Form Coalition of Biosolid Experts

The landscape of the biosolids industry has been changing rapidly with the increase in emerging issues, such as PFAS, that threaten the societal benefits and cost-effective management of biosolids.

In light of these challenges, GLWA along with Chicago Metropolitan Water Reclamation District, the city of Columbus, Ohio; Green Bay, Wisconsin; Champaign, Illinois; Columbus, Ohio, and approximately 45 other wastewater utilities joined forces to establish the Midwest Biosolids Association (MBA).

The association is a non-profit, non-partisan organization with three main objectives:

Promote environmentally sound management of biosolids and residuals

Foster cooperation among association members, governmental agencies, private corporations and the general public in the management of biosolids

Promote research and share results, technical and general information about biosolids and the benefits of organics recycling

Dr. John Norton, GLWA's Director of Research & Innovation was elected Vice President of the association at its formation and served as the chair of its first annual conference held in 2024 at Purdue University. At the conference, approximately 150 practitioners, regulators, academia, consultants, and vendors gathered to talk about the future of biosolids and hear presentations from a broad cross-section of leaders, including Dr. Norton and Steve Kuplicki, GLWA's Industrial Pretreatment Manager.

“ The GLWA Team is happy to help fuel the creation of MBA as this type of regional association is critical to maintain the benefits of biosolids management accrued over the decades. ”

**DR. JOHN NORTON**

Director of Research and Innovation



## Collaborating with University of Wisconsin and University of Michigan on Climate Change Modeling

GLWA's Research and Innovation Team and Office of Resiliency are coordinating a partnership with the University of Wisconsin-Madison and the University of Michigan to discuss modeling high-resolution rainfall measurements with the incorporation of spatial and temporal distributions to assess the impacts on the regional system and comparisons to standardized storms. These rainfall events have also been used to inform the prediction of extreme wind events, which are relevant to power loss and power quality events impacting GLWA's power supply.

# What's Next for GLWA

While so much was achieved in 2024, GLWA always has a strong focus on the future and what can be accomplished on behalf of and in partnership with its Member Partners and the region. GLWA and its Board of Directors, chaired in 2024 by Brian Baker, are committed to:



Exploring the use of innovative new technologies through the creation of an Emerging Technology Council that proactively identifies, evaluates and determines whether their implementation will enhance GLWA's ability to effectively serve its Member Partners.



Continue evolving GLWA's pipe assessment program to proactively reduce risk and maintain service levels.



Continue building an organizational culture that places strong value on active knowledge transfer from veteran team members to those coming behind them to ensure their wisdom and operational expertise is not lost.




Expanding on current efforts to garner resources to make water and wastewater infrastructure more sustainable; Ensuring that GLWA and its Member Partners' input is sought and considered in the discussion of critical water sector issues.



Continue building 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.




A photograph of an ornate staircase with a blue door and a window. The door is open, revealing a staircase with a blue and gold railing. A window is visible in the background, and a globe-shaped light fixture stands on the landing. The scene is set in a brick building.

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

## WATER SYSTEM

**5**   
Treatment Plants

 **797** miles of  
transmission main 


 **88** Member Partners  
across **115** communities

 **3.9 MILLION**  
PEOPLE SERVED

 **3** Water  
Intakes 

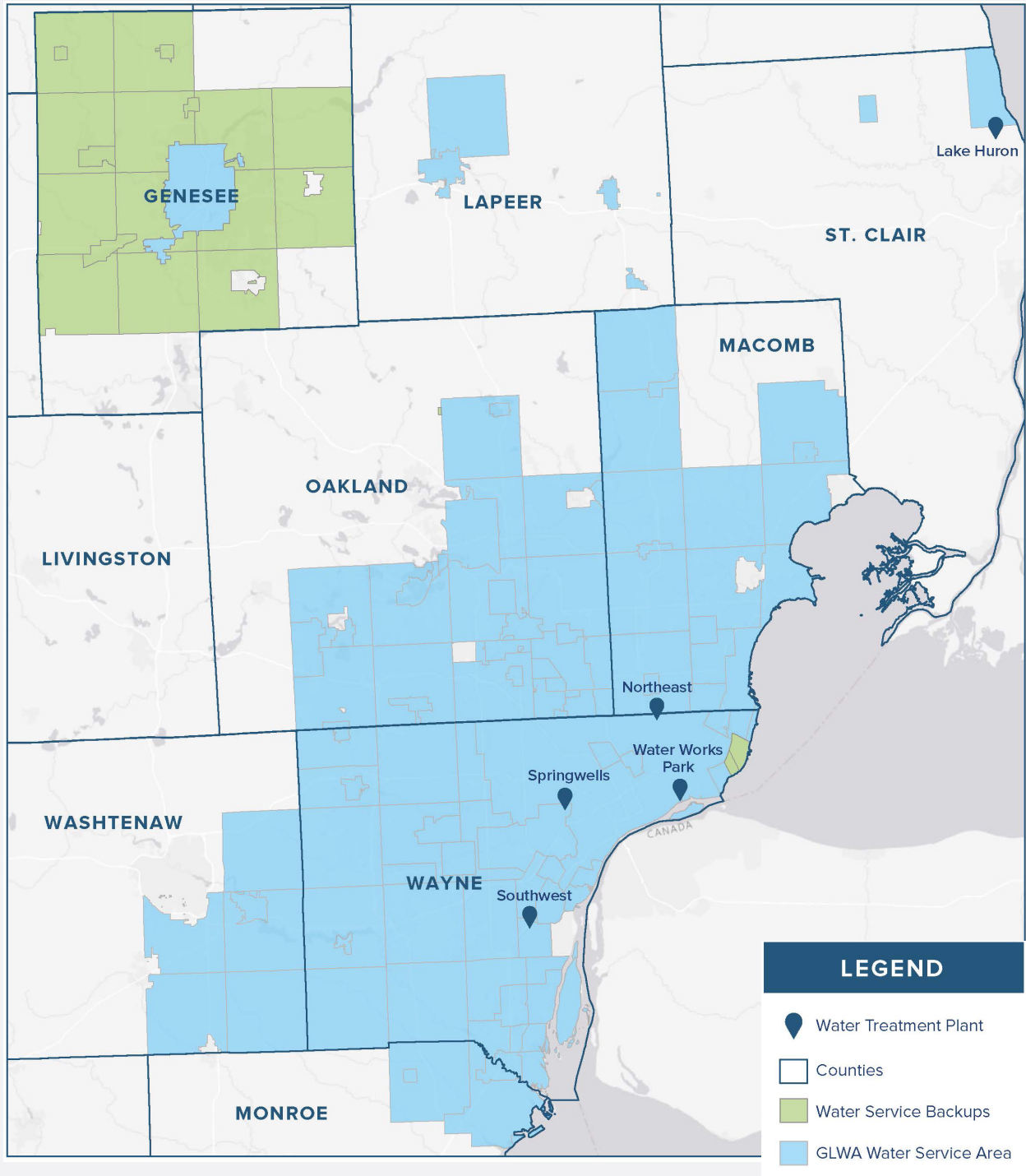
**19** BOOSTER  
PUMP STATIONS



 Treatment capacity of **1,720**  
million gallons per day

 **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 community

# WASTEWATER SYSTEM



The **largest** single-site wastewater treatment facility in the United States



**207** miles of  
trunk sewers & interceptors



**18** Member Partners  
across **79** communities



**2.8 MILLION**  
PEOPLE SERVED

**9**   
CSOs



**9** PUMP  
STATIONS



**3**  
Interceptors

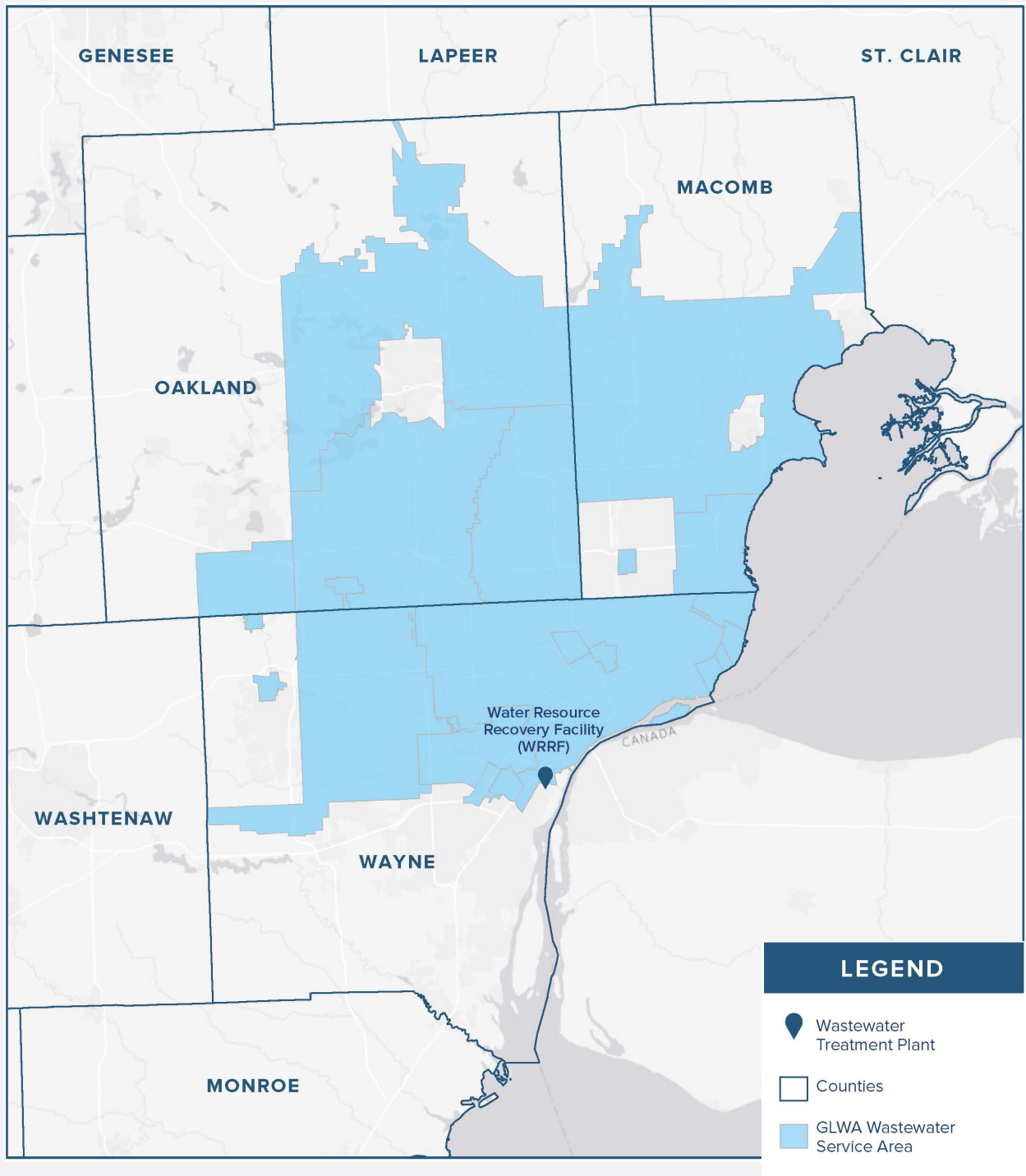


Treatment capacity of **1,700**  
million gallons per day



**953 SQ. MILE**  
service area

# GLWA WASTEWATER SERVICE AREA



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



## Board of Directors

*Pictured left to right*

**GARY A. BROWN**, Board Representative Appointed by the city of Detroit

**JAYE QUADROZZI**, Board Representative Appointed by Oakland County

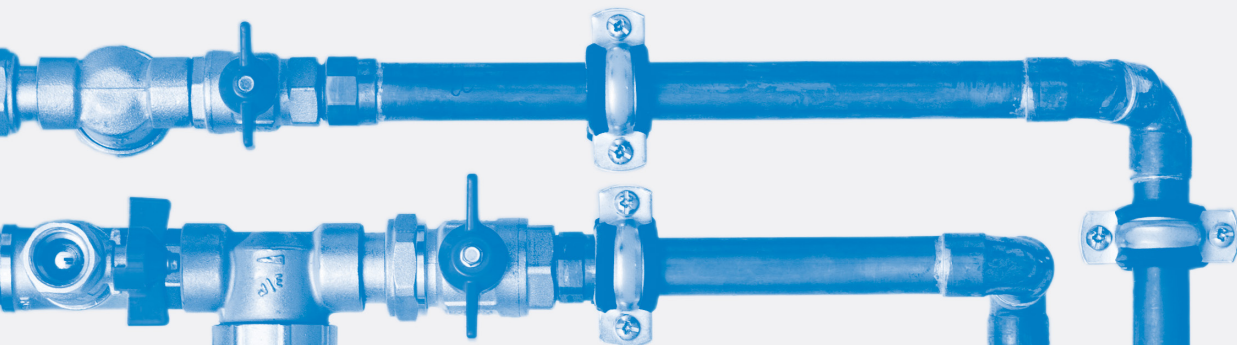
**BRIAN BAKER**, Board Chair; Board Representative Appointed by Macomb County

**FREMAN HENDRIX**, Board Representative Appointed by the city of Detroit

**MARK MILLER**, Board Vice-Chair\*; Board Representative Appointed by the state of Michigan

**JOHN J. ZECH**, Board Secretary; Board Representative Appointed by Wayne County

*\*Mark Miller was elected by the Board to serve as chairperson for 2025.*





## Executive Leadership Team

*Top Row: Pictured left to right*

**JEFFERY SMALL**, Chief Information Officer

**W. BARNETT JONES**, Chief Security and Integrity Officer

**DAVID W. JONES**, General Counsel

**TODD KING, P.E.**, Chief Resiliency Officer

**WILLIAM M. WOLFSON**, Deputy Chief Executive Officer

**JODY CALDWELL, P.E.**, Chief Planning Officer

*Bottom Row: Pictured left to right*

**NAVID MEHRAM, P.E.**, Chief Operating Officer – Wastewater Operating Services

**CHERYL PORTER**, Chief Operating Officer – Water & Field Services

**SUZANNE COFFEY, P.E.**, Chief Executive Officer

**JORDIE KRAMER**, Chief Organizational Development Officer

**MICHELLE ZDRODOWSKI**, Chief Public Affairs Officer

**NICOLETTE N. BATESON, CPA**, Chief Financial Officer / Treasurer

## OUR VISION

Through regional collaboration, GLWA strives to be the provider of choice dedicated to efficiently delivering the nation's best water and wastewater services in partnership with its Member Partners.

## OUR MISSION

To exceed Member Partners' expectations by utilizing best practices in the treatment and transmission of water and wastewater, while promoting healthy communities and economic growth.

## OUR VALUES

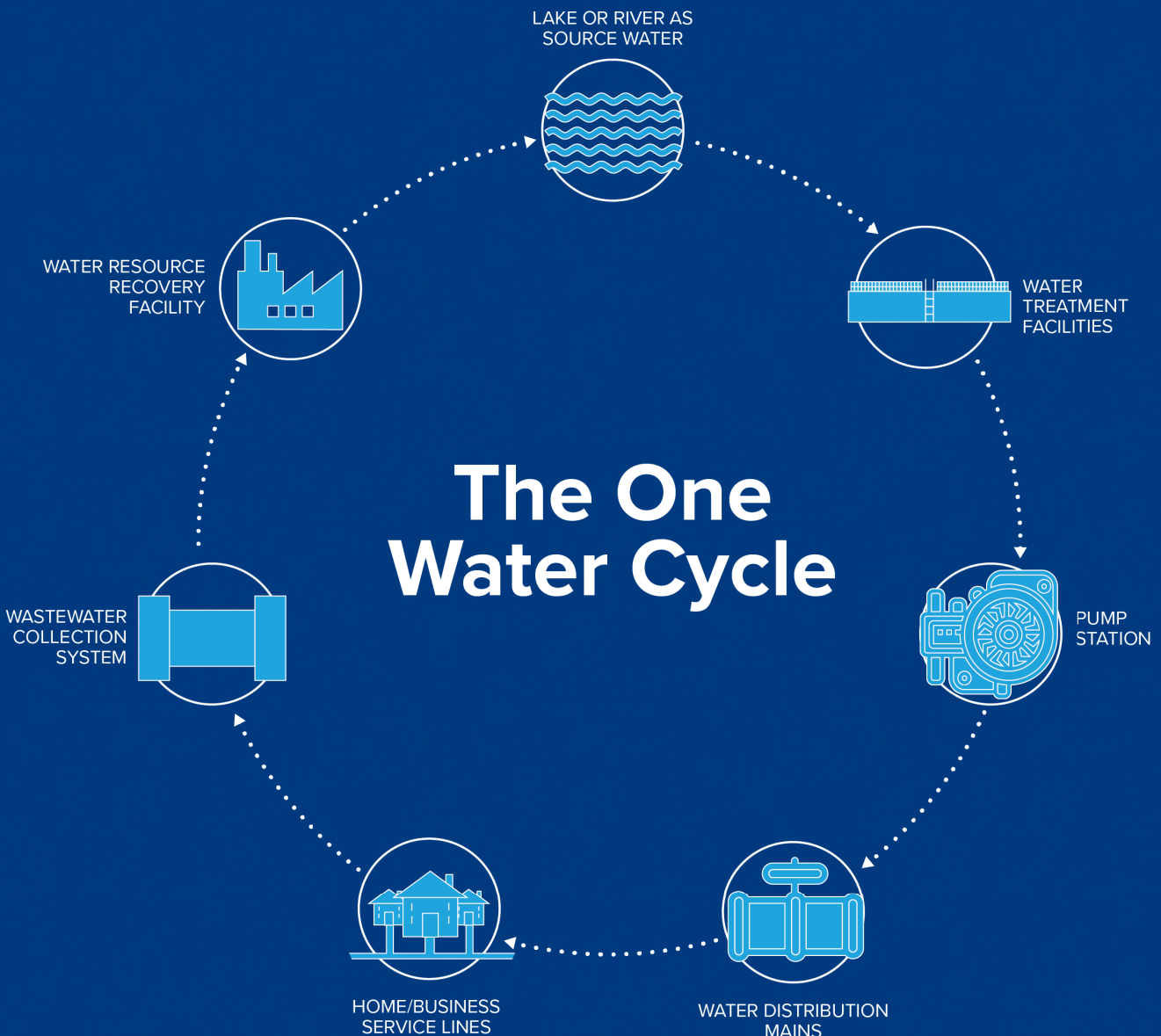
Approachable  
Reliable  
Trustworthy  
Smart  
Efficient  
Focused  
Determined

**ONE WATER**  
**ONE TEAM**  
**ONE MISSION**



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.

## Together, we are one water.

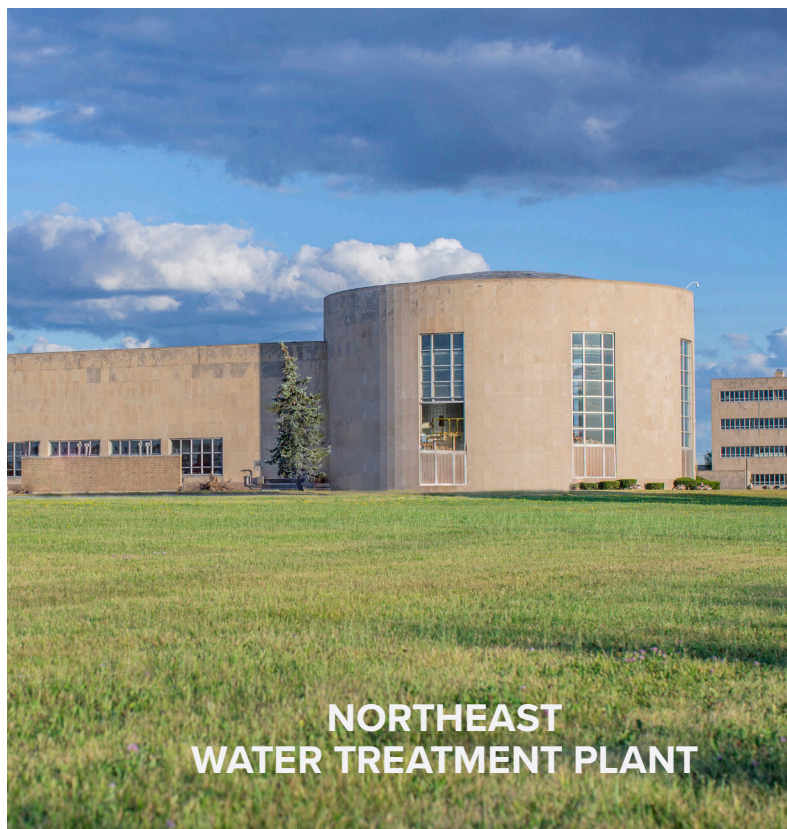




**WATER RESOURCE RECOVERY FACILITY**



**LAKE HURON  
WATER TREATMENT PLANT**



**NORTHEAST  
WATER TREATMENT PLANT**



**WATER WORKS PARK WATER TREATMENT PLANT**



**SPRINGWELLS WATER TREATMENT PLANT**



**SOUTHWEST WATER TREATMENT PLANT**

