

Chairperson Jaye Quadrozzi
Board of Directors
Great Lakes Water Authority
735 Randolph, Suite 1900
Detroit, MI 48226
Via electronic mail

May 5, 2022

Chairperson Quadrozzi and the Honorable Board of Directors:

As stated in the letter we sent to this body in August 2021 (attached for reference), the One Water Co-Chairs are committed to our role as elected and appointed representatives of GLWA's member community in all its breadth and diversity. We have been grateful both for the Board's warm reception of the perspectives shared in that letter – all of which remain vitally relevant today – and for the opportunity to contribute to the CEO search process.

With the first round of interviews complete, the search has reached an exciting inflection point. Motivated by an interest to be of assistance to the Board as you advance this process, the Co-Chairs¹ respectfully submit the following thoughts.

First, we eagerly await the second round of interviews, for which we strongly encourage the Board to craft a set of questions designed to surface examples of candidates' actual and specific experience as demonstrated by past behaviors.

Second, in crafting these questions, we encourage the Board to reflect on the key qualities and characteristics articulated in the August letter as being of the highest priority in selecting the next CEO. We have taken the liberty of summarizing these below and drafting a few examples of the type of behavior-based interview questions that could serve the purpose described above.

- 1. Embodying the One Water philosophy around regional collaboration.** In what ways has the candidate built trusting relationships with key constituencies whose needs and interests are in direct competition? To what degree has the candidate's previous experience resulted in tangible examples of "win-win" solutions that emerged from lengthy – and often contentious – processes of collaboration? How has the candidate balanced the drive toward efficiency with the necessity of collaboration in the past?

¹ As a candidate for the CEO position, Palencia Mobley, the Co-Chair appointed by the Detroit Water & Sewerage Dept (DWSD), is not a signatory to this letter.

2. **Embracing the power and purpose of the Member Outreach program.** What are some examples of the ways in which the candidate has placed a priority on meaningful engagement with not only partners, but also potential adversaries, during their career? How has the candidate leveraged outreach and engagement to drive positive outcomes? What efforts have they led to increase transparency in their workplaces? What would they do differently, in retrospect?

3. **Demonstrating important leadership qualities and behaviors.** The qualities we articulated in August included: integrity, accessibility, and the ability to disagree without being disagreeable. Behaviors included developing creative solutions that prioritize public health and water quality for the region as a whole, and advocating for these solutions at the regulatory level. We encourage the Board to solicit examples of when candidates have demonstrated these qualities and behaviors – even, and perhaps especially, when doing so has exacted significant cost.

The One Water Co-Chairs unequivocally respect that the CEO hiring process belongs to the Board. We appreciate that this decision is arguably the most consequential of any Board member’s tenure. We stand ready to help and support this process coming to a positive and decisive close in the near future.

Respectfully submitted,

Oakland County Co-Chairs	
Jeff McKeen, <i>Southeast Oakland County Water Authority (SOCWA)</i> 	Carrie Cox, <i>Oakland County Water Resource Commissioners’ Office</i> 
Wayne County Co-Chairs	
Don Rohraff, <i>City of Livonia</i> 	Tom Murray, <i>City of Allen Park</i> 
Macomb County Co-Chairs	
Kevin Johnson, <i>Macomb Township</i> 	Russ Miller, <i>St. Clair Shores</i> 
Genesee County Co-Chair Clyde Edwards*, <i>City of Flint</i>	Co-Chair appointed by GLWA Laurie Koester

	
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*Mr. Edwards indicated his support of this letter via electronic communication.

Chairman John Zech
Board of Directors
Great Lakes Water Authority
735 Randolph, Suite 1900
Detroit, MI 48226
Via electronic mail

August 6, 2021

Chairman Zech and the Honorable Board of Directors:

With the impending departure of Chief Executive Officer Sue McCormick, the Great Lakes Water Authority (GLWA) is entering a time of significant transition. I write today on behalf of the One Water Co-Chairs¹ to extend our support during this critical time.

We take seriously our role in representing the vast GLWA member community. To that end, we determined it was important to share the following perspectives, which we hold unanimously:

1. **The One Water philosophy around regional collaboration must continue.** We strongly encourage the Board to engage in a rigorous, apolitical search process to identify a CEO who is both capable of leading an organization of GLWA's scope and committed to relationship-building with Member Partners. The CEO must be able to effectuate the vision of regional collaboration that garnered GLWA an astonishing 96% overall satisfaction rating from the member community in 2020. In addition to this important satisfaction metric, regional collaboration also produces tangible outcomes, such as the first-of-its-kind, collaboratively developed, 40-year regional Wastewater Master Plan that is already resulting in operational efficiencies system-wide.
2. **A robust Member Outreach program is indispensable.** Outreach is the mechanism by which the One Water philosophy is practiced, and the program has only grown stronger and more effective over time. Today's reality is marked by the type of transparent information-sharing and collaborative decision-making that results in the successful adoption of a radically simple and stable SHARES methodology, representing a true win-win situation that benefits both members and GLWA. We must not backslide to the decades of

¹ Per the One Water Partnership By-Laws, 7 Co-Chairs are elected by the general One Water Membership, 1 Co-Chair is appointed by GLWA, and 1 Co-Chair is appointed by DWSD.

bitter, costly litigation and the win-lose mindset that preceded the establishment of Member Outreach. The CEO of GLWA must fully embrace and support the differentiating strength of the Outreach program.

- 3. The Co-Chairs request to be a part of the search process.** Collectively, we hold decades of institutional knowledge and deep, credible relationships throughout the region. The member community, GLWA, and DWSD have selected us to represent GLWA's 126 member communities, and we have willingly volunteered countless hours in service of this aim. We request to be meaningfully engaged in the months to come (i.e., serving on interview panels; offering advice and perspectives on potential candidates; etc.), both as individuals and as a body. The Co-Chairs exist for this purpose.

In closing, we also wish to express our respect and appreciation for Sue McCormick's dedicated service as CEO. Despite any friction our communities may have experienced with GLWA over the years, Sue's integrity, accessibility, and ability to disagree without being disagreeable were important assets in keeping One Water intact. We value her ability to develop creative solutions that prioritize public health and water quality *for the region as a whole*, and we are grateful for her willingness to advocate for these solutions at the regulatory level. We strongly encourage the Board to join us in prioritizing similar attributes in the next CEO - both interim and permanent.

Respectfully submitted,

The One Water Co-Chairs

Oakland County Co-Chairs

Jeff McKeen, *Southeast Oakland County Water Authority (SOCWA)* Carrie Cox, *Oakland County Water Resource Commissioners' Office*



Wayne County Co-Chairs

Don Rohraff, *City of Livonia*

Bill Turner, *Brownstown Township*



Macomb County Co-Chairs

Kevin J. Johnson, *Chesterfield Township*

Russ Miller, *St. Clair Shores*



Genesee County Co-Chair

Clyde Edwards*, *City of Flint*

Co-Chair appointed by DWSD

Palencia Mobley



Co-Chair appointed by GLWA

Laurie Koester



*Mr. Edwards was out of the office during the drafting of this letter, however he indicated his support for the letter.