



Office of the Chief Executive

735 Randolph Street, Suite 1900
Detroit, Michigan 48226

December 13, 2023

The Honorable
Board of Directors
Great Lakes Water Authority

RE: CEO Report – December 13, 2023

Chairperson Hendrix and Directors,

In my last report, I shared the good news that we earned upgrades to the “AA” category from two of three rating agencies, as well as an affirmation of our “AA” rating and stable outlook from the third rating agency.

On the heels of these positive rating agency actions, I am pleased to share that we executed a successful bond transaction at favorable rates to fund \$250 million in capital improvements for the regional water and wastewater systems, as well as secured \$46 million in cashflow savings (\$29 million of present value savings) by refinancing eligible regional system bonds.

The funding from this bond sale will provide strong support for our Capital Improvement Plan (CIP) in the near term, allowing our water and wastewater teams to undertake a broad cross section of projects which are focused on reliability, redundancy and resiliency in three main areas: asset renewals, optimization, and innovation.

Congratulations to Chief Financial Officer and Treasurer, Nicolette Bateson and her whole team, as well as everyone at GLWA for their hard work, which had a direct impact on this most recent bond transaction. You can find more details about the bond transaction in the Financial Services Area section of this report on pages 30 and 31.

I would like to express my thanks to this Honorable Body for unanimously approving a [resolution](#) that outlines a plan to provide Highland Park bad debt recovery credits to reimburse first-tier member partners who had previously absorbed portions of the bad debt expense in their GLWA service charges. The reimbursement plan is financially feasible after the [Term Sheet](#) approved by this Board in November is implemented. It is estimated that the credits could be applied as early as the fourth quarter of the current GLWA fiscal year, which ends on June 30, 2024. You can find more detail on the methodology for the credits in a [memo](#) sent to Member Partners earlier this month.

Moving from financial sustainability to organizational sustainability, I'd like to share recent events with you that are focused on retaining and recruiting GLWA team members. First, was an outstanding event put on by Organizational Development in celebration of National Apprenticeship Week. During the event, which was held at our partner Focus:Hope, attendees participated in games focused on apprenticeship and heard from a variety of speakers, including the U.S. Department of Labor. You can watch a special One Water News Drop on our apprenticeship program and the event [here](#).

A broad cross section of our Team Members also came together to create a One Water career experience display at MICareerQuest 2023, the region's largest hands-on career exploration experience for more than 8,000 student 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. Our GLWA team members at the display interacted with more than 1,000 students, chaperones, and distributed more than 150 swag bags to the students. Thanks to everyone who participated from across our operation who helped make this such an amazing experience for everyone involved!

I have two exciting pieces of news to share with you as I close my report for this month. First, I am proud to tell you that GLWA has, again, been honored by the National Association of Clean Water Agencies with two 2024 National Environmental Achievement Awards. We received recognition in the Public Information & Education: Video category for the "One Water News Drop" series produced by Public Affairs, and in the Workforce Development category for our Internship Program developed and run by Organizational Development. It is so great to see our teams continue to receive national recognition for their innovation and hard work!

Finally, I want to share that Haran Stanley, our Affordability and Assistance Management Professional recently received the Jerilyn Brown Sisterhood Award from the Port Huron Branch of the NAACP. The award honors individuals in the Port Huron community who have devoted their professional, philanthropic and volunteer efforts to humanitarian service. Congratulations, Haran!

PLANNING SERVICES

Asset Management Group (AMG)

The EAMG has continued its asset audit process aimed at cleaning our asset register and ensuring all assets are accounted for and the data is accurate and complete in NEXGEN, GLWA's new Enterprise Asset Management System. Work has been focused on the booster pump stations and the Southwest Water Treatment Plant (SWWTP). These audits include working on improving information on the asset tags and ease of remotely accessing the assets in the system through QR codes, capturing critical operations and maintenance information, and identifying any missing assets or data in the system. This work has been supported by simultaneous audits and updates of our electronic data records which has so far resulted in the update of over 4,000 assets over the past three months.



EAMG's Ashley Zimbelman and Fadel Farhat at SWWTP performing an asset audit.

Additional data integrity work continues as the Enterprise Asset Management Group (EAMG) focuses on the configuration and implementation of NEXGEN and the development of data standards for both base asset data and work management business practices. The EAMG is committed to improving GLWA's asset data so that we can make informed decisions about our maintenance and capital improvement strategies as we move forward on our Asset Management journey.

Capital Improvement Planning Group (CIP)

Throughout November, the CIP Delivery team has been diligently engaged in refining and enhancing the content of the FY 25-29 CIP Discussion Draft #2. A significant focus was placed on addressing internal comments and incorporating valuable feedback to ensure the comprehensive quality of the document. The designated period for sharing comments concluded on November 15, 2023. We are delighted to report that no comments were received from our member partner communities during this time. We feel that this underscores the alignment of the draft with the expectations and requirements of our member partners.

To provide the most up-to-date information, the project manager's project updates in relation to schedule and budgets have been incorporated as of November 21, 2023. Additionally, the project budgets included in the discussion draft are based on actual data available as of October 31. These enhancements aim to present an improved outlook for capital delivery within the FY 25-29 CIP. Looking ahead, the FY 25-29 CIP Discussion Draft #2 is scheduled to be presented to the Capital Planning Committee on December 12. Subsequently, we plan to publish Discussion Draft #2 on December 13. The CIP team appreciates the ongoing support and collaboration from GLWA Executive Leadership, CIP delivery teams, and Member Partners as we all work towards the successful completion and publication of the FY 25-29 CIP.

PLANNING SERVICES (continued)

Also, in partnership with AECOM, CIP delivery teams are making steady progress in the rollout of the Program Management Plan (PMP). In November, we successfully hosted the fifth Change Leaders Session, with a specific focus on PMP Chapter 6 - Change Management. We also released video training materials covering PMP Chapters 11 - Permitting and 13 - Communication.



Lastly, in addition to our core activities, last month the CIP Team announced the winning photos of the Third Annual CIP Plan Project Photo Contest. This year the CIP delivery team members truly outdid themselves, making the voting process a bit of a challenge for those who voted to choose a favorite. Kashmira’s exceptional wastewater photo and Corey's outstanding water image have been chosen by CIP delivery team members as the winning entries, earning them a well-deserved place on the cover of the FY 2025-2029 CIP.



Wastewater Winning Photo submitted by Kashmira Patel

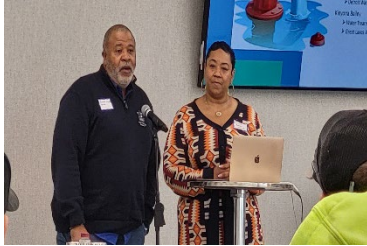


Winning Photo submitted by Corey Brecht

Their artistic vision and dedication to capturing the essence of our projects is truly commendable. We thank Kashmira Patel and Corey Brecht for their outstanding contributions, which will add a touch of creativity and inspiration to FY 2025-2029 CIP.

PLANNING SERVICES (continued)

Systems Planning Group



On November 1st, the Water Management Best Practices Work Group held the Operators Best Practices Workshop at the Farmington HAWK Community Center. The focus of the workshop encompassed valve exercising, hydrant maintenance, and water main flushing. Among the highlights was a comprehensive presentation on the benefits of uni-directional flushing by Kieyona Bailey, GLWA, and Kenneth Miller, DWSD. Member partners delivered insightful presentations on best practices, accompanied by case studies highlighting their community achievements.

The event also featured live demonstrations conducted by Randy White from EJ Co. and Joe VanDommelen from the Michigan Rural Water Association (MRWA), showcasing cut-away hydrants and valves. Distinguished panelists from member partners such as Allen Park, DWSD, Warren, and Wixom generously shared their industry expertise, addressing challenges and sharing valuable lessons learned.

The resounding success of this workshop significantly strengthens our collective efforts in providing water of unquestionable quality and efficient services to our communities.



The Capital Improvement Plan (CIP) Work Group meeting held on November 7th, began with Dima El-Gamal, GLWA's CIP Director, giving an overview of GLWA's FY2025-2029 CIP Discussion Draft. This presentation included information on the CIP development and scoring process, as well as details on spending, and highlighting of key upcoming capital projects. The group was then given the opportunity to ask questions and was invited to provide written feedback on the draft CIP document. Next, Sonya Collins and Megan Savage of GLWA gave a joint presentation on GLWA's procurement process and a report on the September vendor outreach event. The next meeting of the CIP Work Group is scheduled for March 19, 2024.



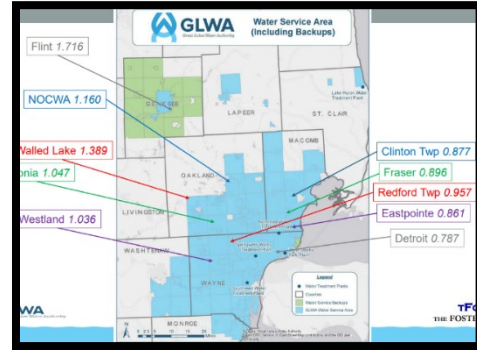
The next meeting of the CIP Work Group is scheduled for March 19, 2024.

PLANNING SERVICES (continued)

The Charges Work Group met on November 14th for the Charges Roll Out #2 meeting that focused on the annual Units of Service Update. It began with opening remarks from GLWA CEO Sue Coffey, followed by a brief update on the Highland Park Settlement Agreement from Bill Wolfson, GLWA Chief Administrative and Compliance Officer/General Counsel. Next, Bart Foster of the Foster Group presented volume projections on the water side, and preliminary sewer SHARES update information on the wastewater side. This meeting also included a call for consensus on two items related to water charge methodology.

- 1) Encouraging GLWA to explore other avenues outside the charge methodology to address member partners with unique circumstances, and
- 2) A simplified methodology for calculating charges, including a delivery factor.

The next meeting of the Charges Work Group, the annual Charges Rollout #3 focuses on revenue requirements and charges, scheduled for January 11, 2024.



The **Watershed Hub Work Group** met on Wednesday, November 29th to discuss the conclusion of regional E. coli grab sampling work for the season in the Clinton and Rouge River watersheds. Attendees reported their respective efforts, and the group reviewed the Watershed Hub GIS mapper that continues to be populated with sampling data. The group also further discussed a water quality monitoring report and supporting webinar that will be released and organized, respectively, in early 2024. Finally, the group discussed several funding opportunities including Army Corps of Engineers support for water quality work in the Clinton River watershed, and the recently announced Watershed Support Grant from EGLE. The next meeting of the Watershed Hub Work Group is currently scheduled for February 28, 2024.

System Analytics & Meter Operations (SAMO)

The SAMO group continues its progress on the Sewer Meter Upgrade/Replacement program. The sewer meter at member sewer site DN-S-4 (City of Dearborn) has been replaced and commissioned. The next project in the program is to upgrade meters at sewer meter sites AP-S-1 (City of Allen Park), GK-S-2 (City of Grosse Pointe Park), and system meters DT-S-11. The construction work is upcoming.

WASTEWATER OPERATING SERVICES

Wastewater Operations

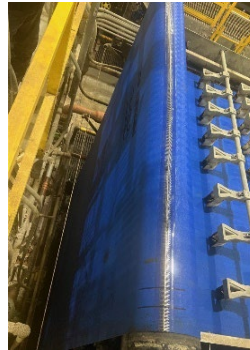
The Water Resource Recovery Facility (WRRF) operations complied with the Water Quality Standards for the month of December.

There were no compliance issues for the month of November.

WASTEWATER OPERATING SERVICES (continued)

Maintenance

The Dewatering Team was able to identify and resolve multiple problems during their routine preventative maintenance checks. Two of these were a small tear in the upper belt of Belt Filter Press (BFP) 15 and a leaky upper gearbox on BFP 3. Identifying these problems during maintenance, allows for the repairs to be planned and executed prior to catastrophic equipment failure. Catastrophic failure and unplanned repairs can be more costly due to longer downtime, cause costly part expedition fees, and further damage equipment. Proactively planning the replacement of these components exhibits a healthy maintenance program and reflects in a cost savings to the Great Lakes Water Authority.

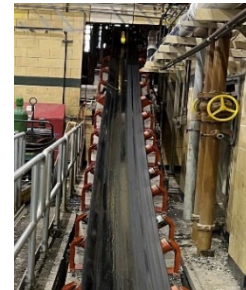


New upper belt installed on BFP 15

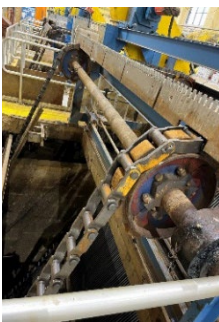


New upper belt installed on BFP

To help minimize the amount of grit spillage at Pump Station 1 (PS1) rack and grit, the Primary Team executed a project to replace the original skybelt idlers. The original idlers had a 20-degree pitch and were replaced with idlers with a 35-degree pitch. This increased pitch will help contain the grit on the belt. Limiting the spillage of the grit is important for the housekeeping of rack and grit and for equipment health. The spilled grit can cause premature failure of the conveyor components, premature failure of the sump pumps in the PS1 rack and grit sub-basement and contributes to high labor hours for both operations and maintenance to perform cleanup.



New 35-degree pitch idlers installed for the skybelt



The new chain installed on bar rack 8 at PS1 rack and grit

The Primary Team is also continuing their project of rehabilitating the bar racks and grit collectors at PS1 rack and grit. The team is currently working on channel 8, replacing the chain and rails for grit collectors 8 and the chain for bar rack 8. Replacing the worn components will improve the performance of the equipment and minimize the potential for breakdowns, providing for greater reliability during wet weather events, during which there is substantially more stress on the equipment due to higher grit and screening loads.

WASTEWATER OPERATING SERVICES (continued)

Process Control Center (PCC)

Primary Sludge Gallery Gas Detection System Rehabilitation

In several WRRF process areas, including the primary sludge gallery, the potential exists for hydrogen sulfide, oxygen, and other combustible gas concentrations to reach dangerous levels.

To minimize the risk posed to GLWA staff, contractors, and visitors, gas detection and alarming systems must be maintained in good working order.

The Process Automation and Control Systems (PACS) team recently completed the rehabilitation of the primary sludge gallery electro-mechanical (E/M) building gas detection system. The rehabilitation included the replacement of 18 LEL (lower explosive limit) sensors and six gas detection controllers (one for each of the six primary sludge gallery E/M buildings).



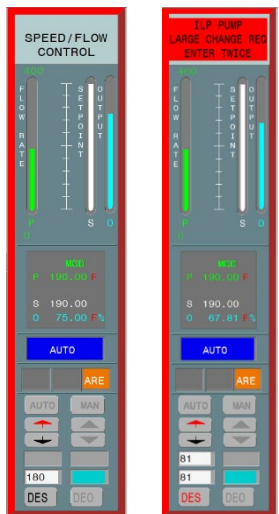
E/M Building Gas Sensor



Gas Detection Controller and Alarm Panel

The controllers were installed in weatherproof boxes mounted on the exterior wall of each E/M building, providing improved visibility to the built-in gas concentration displays located next to the corresponding gas alarm panels.

Intermediate Lift Pump Setpoint Protection



*ILP Control
Faceplate (Small
Change)*



*ILP Control
Faceplate (Large
Change)*

The WRRF's five intermediate lift pumps (ILP) are critical assets that serve to transfer primary clarifier effluent into the aeration basins for the first stage of secondary treatment. Maintaining precise control of the ILP flows ensures that the flow to secondary treatment remains in balance with the flow from primary treatment. A few moments of imbalanced flows can result in the loss of process control and cause a dry weather discharge of partially treated effluent into the Detroit River.

To minimize the risk of unintentional flow imbalances, the PACS team recently added setpoint confirmation logic to the ILP pump control faceplates. The confirmation logic guards against unintended changes that may result in process upset. The ILPs now require redundant input confirmation on large setpoint changes, while modest changes are accepted without a confirmation requirement.

WASTEWATER OPERATING SERVICES (continued)

Industrial Waste Control (IWC)

Enforcement of Pretreatment Program

A settlement agreement was finalized in November 2023 with Ogura Corporation for past non-compliance. Staff identified users for a publication as “Significant Non-compliance” in December 2023.

Laboratory



*Daniel Agnew
WRRF Chemist*

The Laboratory Team welcomes ***Daniel Agnew***, Chemist. ***Daniel*** joined Crew 2 and is currently being trained on Sampling.

Hainite Tuitupou and ***Justin Dzioba*** represented the WRRF Laboratory at the MiCareerQuest Fair that attracted thousands of students. They demonstrated the wastewater settling process and pH measurements. Justin also introduced the students to wastewater microbiology. His presentation featured information and pictures of aeration process monitoring.



*Hainite Tuitupou and Justin Dzioba
showing off their seagull mascots*

Engineering and Construction Wastewater Projects in Design or Misc.: CIP Design:

CIP-211005 – Contract No. 2103338 – PS2 VFD Replacement

This design project involves replacing end of life Variable Frequency Drives (VFD) for five of the main lift pumps at Pump Station 2, and replacing 4160V electrical gear, including transformers that will eventually power all eight main lift pumps. The 60 percent review window has closed, and contractor HDR will be on site the week of December 4 to conduct a site visit and observe startup and shutdown procedures in real time.

CIP 211007, Contract No. 1904337 – Pump Station 2 Bar Rack & Grit System Improvements

Documents have been prepared, and the project will likely be advertised by the end of November or the beginning of December. On November 16, 2023, Engineering met with the Michigan Department of Environment, Great Lakes, and Energy (EGLE) to discuss their comments and any concerns regarding the construction phase of the project. After meeting with EGLE and reviewing their comments and concerns, EGLE concurs with GLWA on proceeding with the proposed schedule and mitigation activities as presented on November 16, 2023. The Part 41 documents, plans and specifications were submitted to EGLE for review.

WASTEWATER OPERATING SERVICES (continued)

CIP 211008, Contract No. 2101915 – WRRF Sludge Dewatering Pumps System Improvements
Workshop #2 was held to review the final technical memorandums. Key decisions were decided during the meeting for the pump type and layout. The consultant began 30 percent design.

CIP216008, Contract No. 2000970 – SFE Pump Station Rehabilitation
Discussions were held so the engineer could finalize responses to the 60 percent design effort. GLWA and the vendor are working on final terms for the Measurement and Verification Plan (M&VP), and the Lump Sum Price (LSP) for Phase 2 (Construction) for Board approval to proceed to the next phase. The M&VP and LSP are anticipated by the end of 2023 for this Progressive Design-Build project.

CIP 222001, Contract No. 2002655 – Oakwood District Intercommunity Relief Sewer (ODIRS)
The design is completed for this project. Bidding documents will be sent to Procurement in December 2023. Construction is expected to begin fall 2024.

CIP 260619, Contract No. 2004538 – St. Aubin, Leib and Seven Mile CSO I&C Replacement
This design-build project will replace the end-of-life control system with a new Ovation control system at three CSO facilities. The contractor has scheduled the following meetings for the next month: the second graphics and standards workshop. Seven Mile's project has been Issued for Construction (IFC). The Contractor, Detroit Electrical Services has mobilized at Leib CSO.

CIP 260904, Contract No. 2200545 - Professional Services for 3rd Floor Renovation at WRRF New Administration Building (NAB)
This project will renovate the 3rd floor NAB to maximize and optimize the space utilization of the building as part of the Wastewater Master Plan. The consultant submitted the 95 percent construction development documents and specifications. The project team had a meeting with the furniture supplier, Interior Environments to finalize the furniture layout design.

CIP 270006, Contract 2200061, Design Services of CSO Facilities Improvements II
This project optimizes disinfection and screening at St. Aubin, addresses fall protection safety requirements at all nine CSO facilities, and rehabilitates architectural deficiencies at all nine CSOs. Hazen & Sawyer has finalized 30 percent drawings and the basis of design report (BODR). The project is continuing to work towards 60 percent design deliverables.

CIP 270010 – Contracts 2303955 & 2303960 – Puritan Fenkell and Seven Mile HVAC Upgrades
The design phase for this CIP is broken into two contracts, one for Puritan-Fenkell CSO and another for Seven Mile CSO. The request for proposals (RFP) for each facility will be posted to Bonfire as Task Order Engineering Services (TOES) tasks.

CIP 273001, Contract No. 2103225 – Hubbell-Southfield CSO Facility Improvements
Wade Trim (WT) submitted Project Management Plan (PMP) and a cost-loaded schedule for GLWA's review. WT is currently performing various studies as required and is in the process of scheduling workshops with GLWA. WT will visit the site once the facility receives water to take sludge samples and sludge measurements.

WASTEWATER OPERATING SERVICES (continued)

Non-CIP Design:

TOES 38T, Contract No. 2203014 – Complex II Conveyor System Fire Protection Improvements – Pilot System

This project will install fire protection devices inside Complex II Incineration Building per recommendations by the insurance company. This will significantly reduce the risk of equipment damage and loss of property. GLWA asked the consultant to do a bid analysis and submit a report because the bids exceeded the engineer’s estimate.

TOES-37T – Contract No. 2202879 – WRRF/CSO Process Cameras

This design project will begin by adding process cameras to both the WRRF and CSO systems. The designer, HRC is working with GLWA team members to identify key pilot locations and develop construction documents to install the camera systems. Process areas include the WRRF Incineration, the WRRF Dewatering Complexes, and the following CSO facilities; Conner Creek, Hubbell-Southfield, Baby Creek, St. Aubin, Oakwood, Puritan-Fenkell, and Seven Mile. A pilot installation will be used to assist with both the GLWA IT integration and D/A Central work. The pilot design is for Hubbell-Southfield and a small area of incineration. A 30 percent design deliverable package is expected to be completed in early December 2023.

Wastewater Projects in Construction:

CIP Construction:

CIP 211002, Contract PC 795 – Pumping Improvements at Pump Station 2

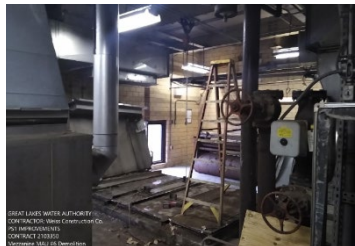
A newly redesigned Pump 14 by Flowserve was installed and tested. The Contractor submitted the test data. GLWA and Arcadis reviewed the test data and rejected the submittal. GLWA and Arcadis are currently reviewing the additional information and data provided by the Contractor.

CIP 211005.3, Contract No. 2104082 – Pump Station 2 Mag Meter Replacement

This construction project replaces the six remaining 54-inch end-of-life flow meters for the main lift pumps. The associated lead time for the flow meters (longest lead item) is being awaited from the Contractor. The Contractor has mobilized on site.

CIP 211006, Contract 2103350 – PS No.1 Improvements (WRRF)

The submittal process is ongoing. Weiss continues to demo equipment on the mezzanine floor. Based on the direction provided to Contractors, Weiss and Shaw to route new conduits, Weiss stated on November 22, 2023, that Shaw's review indicates running all the required conduits through the tunnel(s) will severely limit the headspace. A meeting took place on November 29, 2023, with GLWA to discuss the plan to move forward. The 6” secondary water line investigation is still ongoing by GLWA and WT.



Demo of Air Handling Unit # 6 on Mezzanine Floor at Pump Station No. 1

WASTEWATER OPERATING SERVICES (continued)

CIP 211008, Contract 2002190 – Rehabilitation of Ferric Chloride Feed System at Pump Station-1(PS-1) and Complex B Sludge Lines (WRRF)

The Contractor is in the process of completing the mechanical cleaning and video taping of the thickened waste activated sludge (TWAS) line. Discussions regarding acceptance of the cleaning are ongoing to get the TWAS line back in service and the temporary bypass line removed. After acceptance of the TWAS cleaning, the Contractor will place the TWAS back into service and install access manholes at locations 1, 2, and 4 to assist with future access to TWAS cleanouts. The Contractor also is working on other deficiency list items, removing the tank foundations and the associated chemical sump.



CIP 213007, Contract CON-197 – WRRF Modification to Incineration Sludge Feed Systems at Complex II (WRRF)

The CON-197 conveyor supplier has delivered the first batch of parts needed to correct sludge conveyor deficiencies and the Contractor has started the necessary modifications. The remaining parts are being fabricated for delivery in late December 2023. The Contractor is also procuring the needed valves and other items for the backwash water piping modification change.

CIP 216004, Contract 1802410 – Rehabilitation of various Sampling Sites and PS#2 Ferric Chloride System (WRRF)

The Contractor has completed all contract work and is preparing final waivers and other commercial paperwork required for final payment and close-out.

CIP 216006, Contract 1903601 and 1903598 – Assessment and Rehabilitation of WRRF Yard Piping and Underground Utilities (WRRF)

Demolition and abatement are scheduled to begin in the tunnels under the administration building on December 11, 2023. The demolition work is scheduled to conclude around early March 2024. Soft digs in preparation for future construction are scheduled for the week of December 11, 2023. Eight of the 18 improvements are out for bid with bids due before December 25, 2023. The rest of the improvements will soon submit 100 percent plans for GLWA review. A large diameter valve assessment program for the screened final effluent (SFE) loop has been negotiated and agreed upon for inclusion in the yard piping project. A full accounting with actual bid prices and recommendation for approval is expected by January 2024 for presentation at the March 2024 Board meeting.

WASTEWATER OPERATING SERVICES (continued)

CIP 216011, Contract No. 2100239 – WRRF Facilities Structural Improvements

The Contractor is performing repairs at Complex B tank # 9 that will be completed by December 1, 2023. A revised priority report with yearly cost was submitted to GLWA on November 11, 2023. A change order will be processed upon a meeting scheduled on December 1, 2023, between consultant PMA and GLWA. The Contractor is performing exterior repairs at NAB and plans to complete the repairs by December 29, 2023.



New paint on railing at Tank #1



Caulking replacement at NAB

CIP260204, Contract No. 2103688 – Rehabilitation of Connors Creek Sewer Systems (RWCS)

Grouting, rebar coating, and spot repairs are ongoing under the City of Detroit airport. The debris removal is complete. While 47,000 tons were forecasted for the project, 6,800 tons have been removed. There is a claim from the Contractor over the lack of material that is being negotiated. Slip lining between Six and Seven Miles begins this month with pit installations. The design for improvements at the Conner CSO forebay is being added to the project as the need was identified during the heavy cleaning of the CSO.

CIP260206 - 2202757 - Joy Brush Bates Rehabilitation (RWCS)

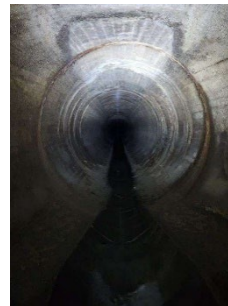
Project work continues on the Joy sewer west of M-10 highway. The Joy sewer is roughly halfway complete. The Brush/Bates sewer segments start after the Joy sewer is complete.

CIP 260207, Contract No. 2004082 – Rehabilitation of the Woodward Sewer (RWCS)

The bulk of the sewer work is complete. The project expects to reach substantial completion in December 2023 when the pits are backfilled, and the miscellaneous project work is complete. There are major administrative and punch list items that require completion after that. It is anticipated this project can be final and accepted within three months depending on the Contractor's effort.

CIP 260510, Contract No. 2204611 - CSO Outfalls Rehab Phase V

The contractor has completed grouting and spot repairs in Outfalls B-04, B-25, & B-41. The Contractor has also completed the cleaning, debris removal, CCTV inspection, and tap abandonment of Outfall B-44 in preparation for CIPP (Cured in Place Pipe) lining of the outfall.



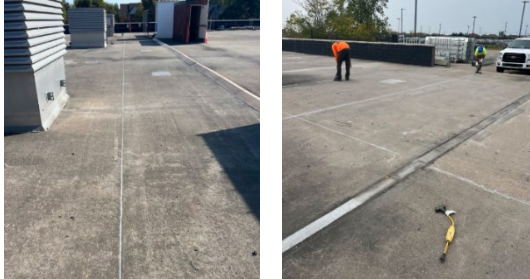
Outfall B-41



Outfall B-44

WASTEWATER OPERATING SERVICES (continued)

CIP 260614, Contract No. 1902224 – CSO Facilities Structural Improvements (CSO)



Repairs at Conner Creek CSO Facility

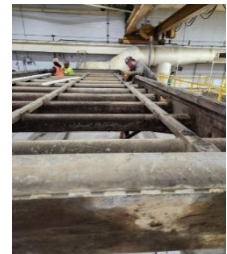
93 percent of work for this project is completed. The Contractor has completed all base contract work except a few items at the Conner CSO facility and is working toward close-out documents. However, the contractor’s design team performed field verification for a new electrical conduit enclosure at Hubbell-Southfield facility. The existing structure was found in very poor condition, and is being added to the scope of the project. The team is planning to submit the design documents to GLWA for review by the end of December 12, 2023. Change Order No. 2 is outstanding for the Board’s approval in December 2023.

CIP 260618, Contract 2003330 – Oakwood HVAC Improvements

The Contractor CCC, could not finish the work by the revised final completion date of September 30, 2023. A liquidated damage (LD) notice has been issued to the Contractor. The Contractor is working on the installation of vibration sensors on exhaust fans 21 to 25. The contract duration has been extended to March 31, 2024, via a change order. The Contractor is required to finish all work by January 15, 2024 to avoid liquidated damages.

CIP 260623, Contract No. 2102618 – Baby Creek CSO Facility Screen Rehabilitation

The rehabilitation of Screen Nos. 2, 3, 4, 6, and 16 are complete. The rehabilitation of Screen No. 15 has begun. Soon, rehabilitation of Screen No. 5 will begin. There are a total of 15 screens that are required to be removed, rehabilitated, and reset into operation.



Screen # 6 is being rehabilitated

CIP 260901, Contract No. 2101878 – WRRF Hazmat Building Rehabilitation

The shop drawing submittals and request for information (RFI) review is ongoing, along with a weekly progress meeting. The rough electrical and plumbing work is nearing completion. Installing insulation began, installing footings for the building extension continued, and concrete flooring in plumbing cutout areas was replaced.

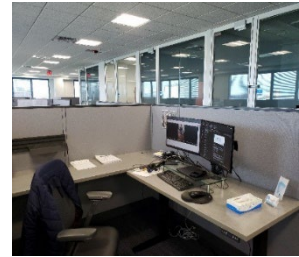
WASTEWATER OPERATING SERVICES (continued)

CIP 260902, Contract NO. 2101879 – 4th Floor Renovation at NAB

The substantial completion of the contract has been achieved. The final change order is being prepared to closeout the contract. The Contractor needs to complete the remaining punch list items. The 4th Floor is now fully occupied.



New 4th floor NAB offices



New 4th floor NAB cubicle

CIP 260905, Contract No. 2203675 – WRRF Plumbing Shop Improvements

The submittal and RFI review are ongoing, and monthly progress meetings are being held. Ground penetrating radar for locating underground utilities was performed and the inside of the plumbing shop was cleared. Coordination with DTE for exterior electrical demolition began.

CIP 277001, Contract 1902908 – Baby Creek Outfall Improvements Project



Cleaned West Barrel New GLWA Manhole

The Contractor completed the cleaning of the West Barrel, and will move forward with completing repairs to the West Barrel as well as cleaning the Center Barrel. The Contractor has also completed installation of the new larger manholes and sensor level instrumentation outside of the Effluent Sample Building.

Non-CIP Construction:

Contract No. 2201101 – Complex II Incinerator 11 Rehabilitation.

The review of shop drawings and RFIs continues. Additional structural repair was determined to be required for the bypass stack. Two rabble arms require replacement and will be replaced. Other issues to be addressed include possible excessive compression of the expansion joint, the catwalk at the top of the stack, and rebuilding the flexible connector. The compressed air and conduit (instrumentation) submittals are approved.

JOC task 58 – Contract No. 2100910 – Complex II Incineration Grating Repair

The work has been completed. The contract is now in the closeout phase and closeout documentation to be processed.

JOC Task C-05 – Contract No. 2100732 – Baby Creek Screen PLC Panel Replacement

This construction project replaces the existing end-of-life screening control panels with Ovation Controls. Both the design and integration efforts are being accomplished by GLWA team members.

WASTEWATER OPERATING SERVICES (continued)

The Contractors, Outbound Technologies and Ferndale Electric are on track to wrap up remaining construction and punch list items in early December 2023. The final completion date is set for January 29, 2024.

Contract No. 2101610 – Mag Meter Replacement for Circular Primary Clarifiers

This construction project replaces six end-of-life flow meters. The 96-inch flow meters are associated with the WRRF's primary circular clarifiers. The Contractor began work on Clarifier #16. Commissioning for Clarifiers #17 and #18, and possibly #16, will occur the week of December 11, 2023. Currently, dates for training from Krohne are being awaited.

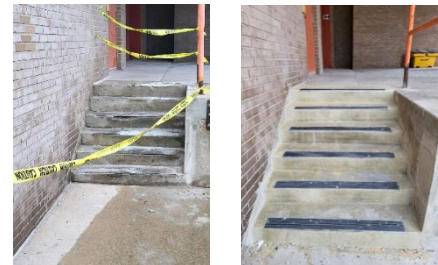
CSO Control Program

CSO Operations

CSO Operations experienced a minimal amount of precipitation during November. Operations is working with Maintenance on various projects, including the greatest being, cleaning and prepping the effluent area in Conner Creek CSO where there will be ladder rungs installed. The rungs are needed to remedy a safety concern by placing ladders on a slope and slippery surface to access the bottom of the effluent relief gates for inspections.



The stairwell at Woodmere Pump Station was repaired. It was greatly damaged and fairly dangerous to access.



CSO Maintenance

The hydraulic cylinder has been repaired for the Chene regulator gate for St. Aubin Screening and Disinfection Facility (SDF). The cylinder was removed for to be rehabbed for the DuBois regulator gate. /The CSO Maintenance team is continuously working to address the stairwell issues in the basin at Conner Creek CSO.

The design for the Conner Creek hatch and proximity switch for Hubbell-Southfield continues. The job order contract (JOC) here for the Miller Road gates at Baby Creek, is awaiting parts for repairs and will likely be complete within months.

WASTEWATER OPERATING SERVICES (continued)

Notable Mention

Team member recognition includes: **Catherine Willey**, Management Professional of the Wastewater Operations team. Catherine understood that having new plant technicians and a dry season, it would be worthwhile to present a discussion with our team on the National Pollutant Discharge Elimination System (NPDES) permit. Catherine presented via Microsoft Teams a PowerPoint presentation which highlighted sections of the permit that detailed sampling times, violations, sampling requirements, etc. It was very informative. The presentation will be utilized moving forward when onboarding new team members.

WATER OPERATIONS

Southwest Water Treatment Plant

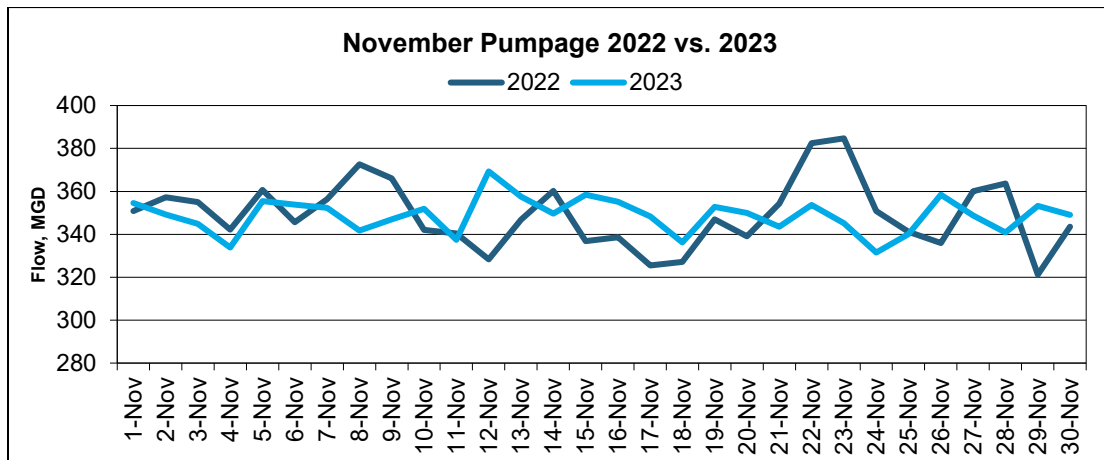
Southwest Wins Grand Prize in One Water Wellness October Step Challenge

Southwest employees participated in the One Water Wellness October step challenge in both the team and individual events. Keep It Stepping 2.0 (Aaron Butler, Tamika Winston, Audrey Jason, and Jeffrey Jones) won the team challenge totaling 2,244,504 steps in the month of October. Keep It Stepping also won the first weekly prize basket. David Sumler won the individual challenge, racking up 468,308 steps in October. David also won the week 2 prize basket. The Step Challenge was a fun way to build team spirit at the Southwest Water Plant and focus on our health and fitness goals.



Systems Control Center (SCC)

The 2023 November pumpage 0.11 percent lower than the November 2022 pumpage



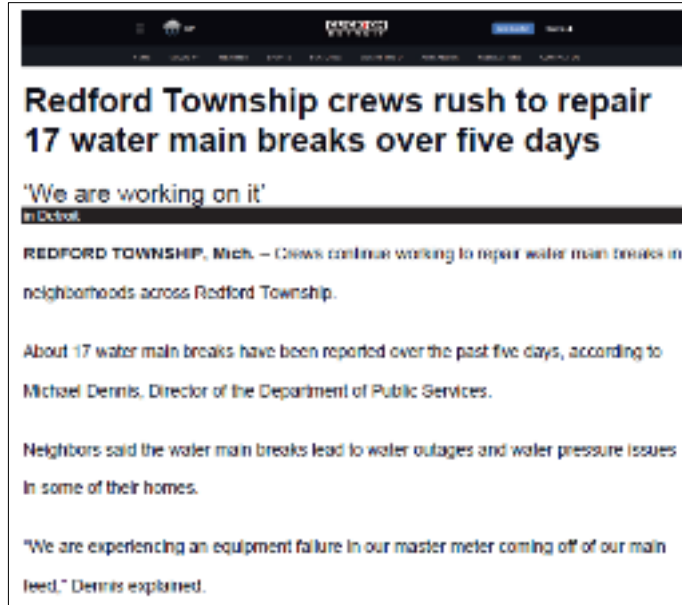
WATER OPERATIONS (continued)

GLWA Provides Emergency Assistance to Redford Township for 17 Water Main Breaks

Kudos and gratitude to Systems Control Center, Field Services, Meter Operations, and Water Quality teams for assisting our member partner Redford Township! On November 13, 2023, Mike Dennis, Director of Redford Township DPW, called Systems Control Center for emergency assistance in identifying the source of frequent main breaks the township was experiencing which led to water outages and low-pressure issues to many of their residents.

Systems Control was able to identify an issue with the township's pressure relief valve (PRV) at their meter RD09 which was contributing to their main breaks. At that time Mike Dennis requested assistance from GLWA to help facilitate providing service to their community through alternative meters and isolate meter providing flow to the failed PRV. Although this technically was not a GLWA issue, Field Services and Meter Operations promptly responded and joined in the collaboration to help remediate the issues within Redford Township. Everyone's commitment helped Redford Township get a handle on the main breaks and provide pressure before the Thanksgiving holiday. After Redford Township completed their repairs, our Field Services team and Water Quality were able restore service back to RD09 and ensure we continued to provide quality water. Thank you to all the team's professionalism, hard work, and dedication which really emphasized why we refer to our communities as member partners because it is a true partnership.

Redford Township's Superintendent Thomas Rowland also expressed his gratitude to the entire GLWA organization for assisting them during this crisis.

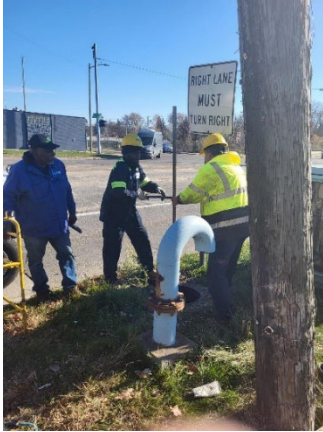



I personally wish to thank all of you, your crews, and the entire GLWA organization for all your patience, care, thoughtfulness, and professionalism during this crisis at Redford Township! You're the best!!!

Sincerely,

Thomas A. Rowland
Water and Sewer Superintendent
Charter Township of Redford
Phone # (313) 367-3000
Email: rowlandt@redfordtwp.com

WATER OPERATIONS (continued)



 **Redford Township Department of Public Services**
Public

ADVISORY: On Friday, November 17, 2023, Redford Township residents & businesses may be impacted by discolored water as the Redford Township Water Department and Great Lakes Water Authority work to complete repairs to our distribution system equipment. If you experience discolored water in your house, please go to your laundry tub and run your cold water for five minutes. If still discolored wait one hour and repeat the process until clear. You should not use hot water until discoloration clears.

These repairs will take all day to complete, please be patient and we appreciate your understanding through this process.



Kudos to the following GLWA team members:

Systems Control Center

- James Atkins, William Donaldson, Monick Hughes, Dwayne Smith, Justice Flowers, Martinique Thornton, Charles Dickerson, and Charles Wilson.

Field Services

- Eddie Hudson, Curtis Carter, Kevin Brennan, Charles Ingram, Joshua Ruddy, Caleb Ogunupe, Ashton Faucette and Brian Hayes

Water Quality

- Yvette Johnson

Meter Operations

- David Bradwell, Rajnishbhai Patel and Shawn Scott

Engineering

Contract No. CON 297 – Fairview Sewage Pump Station Improvements

Contractor: Weiss Construction Co

Engineer: Brown & Caldwell

Project Manager: Jorge Nicolas

Weiss Construction is in the final stages of completion of the Fairview Pump Station rehabilitation. They have delivered and placed the inlet gate structure actuator at the operation floor. They have also supplied and installed the heavy duty 8” flexible PVC hose as the bottom seal of the temporary gate and have found that the seals are functioning well.

WATER OPERATIONS (continued)

The 10-ton Gantry crane has been re-installed as well as the inlet gate structure.

Weiss lifted the temporary gate and modified the bottom seal, reinstalled the temporary gate and found that the seals are functioning well. Weiss lifted, reinstalled the 10-ton Gantry Crane and the inlet gate structure.

Weiss delivered and installed the remaining handrails at the north and south stop log discharge chambers. They have also removed the temporary fence, delivered the topsoil, completed grading, spreading of the topsoil layer, as well as seeded and protected the new grass at the Western boundary side of the Fairview pumping station.

Weiss has completed fabrication, installation and securing of scaffolding and concrete forms for the inlet gate structure slab and have also completed the installation of the reinforcement rebars for the second section of the inlet gate structure top slab.

American Fence completed drilling holes, pouring concrete bases and the installation of the permanent posts for the western boundary fence, and for the double leaf gates at the northwest and west side of the pumping station. They are currently in the process of completing the rest of the permanent fencing for the pump station.

Signature Contracting has started cleaning and power washing of the exterior of the building.



Pictured left to right:

- *Installation of slide gate at the inlet gate structure*
- *Installation of the remaining handrails at the north stop log discharge chamber*
- *Modifying the seals of the temporary slide gate*



Pictured left to right:

- *Cleaning and power washing of building exterior*
- *Installation of double leaf gate posts for permanent fencing in progress*
- *Delivery of the inlet Gate Actuator*

WATER OPERATIONS (continued)

Research, Innovation & Transformation

Research

GLWA's research efforts improve regional stormwater management and collaboration

GLWA's Research Team has engaged in a series of efforts to support stormwater management efforts across southeast Michigan. These efforts range from supporting research into optimizing stormwater volume and sewer system operation to reduce combined sewer overflows, research to assess the actual costs and benefits of green infrastructure, and several research projects examining regional rainfall patterns and implications on collection system design standards.

GLWA contracted with Professor Branko Kerkez at the University of Michigan, to evaluate methods for utilizing collection system volume to store stormwater, and thus minimize the frequency and volume of combined sewer overflows. These methods involve real time optimization using artificial intelligence algorithms to balance rainfall prediction with flows and volumes currently within the system. As part of this research, Professor Kerkez is developing an enhanced precision rainfall prediction model, utilizing GLWA and National Oceanic and Atmospheric Administration rainfall data, to improve local predictions of rainfall events.

GLWA's Research Team is also involved with efforts to assess and understand the costs and benefits of green infrastructure. Green infrastructure, commonly known because it involves vegetation and surface impoundments instead of steel and concrete pipes and reservoirs, is often perceived to be a good, and sometimes the only solution to extreme rain events. However, actual data implies otherwise. Dr. Norton, GLWA's Director of Research, recently participated in a Water Research Foundation project evaluating 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 just a few cents to almost \$5 per gallon removed.

Finally, the GLWA Research Team is involved with two different research projects examining the occurrence and impact of extreme rain events on collection system performance. The first project, a GLWA-funded project with Professor Dan Wright at the University of Wisconsin, is examining the stationarity of the underlying climate variables used for predicting rain events. Historical rainfall data measurements are used to generate sets of statistics, that are used to design and evaluate stormwater collection systems. However, if current stormwater patterns are not reflected by the historical record for instance, due to a change in climate, then using the statistics based on historical records may not provide the most appropriate calibration and design of the system to handle future storm events. In addition, even without the specter of changing climate conditions, new sources of satellite and radar system rainfall data seem to indicate that historical rainfall records underestimate the variability present, within a large-scale storm event. In response, Professor Wright and the GLWA team are also evaluating the use and application of historical rainfall patterns to predict regional rainfall events.

WATER OPERATIONS (continued)

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

GLWA's Pilot Plant Research Program

GLWA owns and operates two Research Pilot Plants that fully replicate the respective full scale water treatment plants where they are located. The first research pilot plant is located at the Waterworks Park Water Treatment Plant facility and was constructed in the late 1990s to help guide the initial commissioning and operation of the treatment plant after a major construction expansion was completed. The second research pilot plant, located at the Lake Huron Water Treatment Plant, is a state-of-the-art facility which finished construction in 2022 and was constructed to provide operational data to inform potentially \$75 million of EGLE required capital improvements.

The Research Pilot Plants, managed and operated by the GLWA Research and Innovation team, serves three main purposes for the GLWA organization: 1) research, 2) treatment optimization, and 3) workforce training and development. The Waterworks Park pilot plant has contracted with Wayne State University to help provide operational and research guidance to help achieve these purposes.

The research question is the most basic and is essentially preparing GLWA to help guide and address future regulations. These research questions focus on answering "can we treat to remove XYZ?" Director of Research, notes, "In some cases our research has even helped inform national regulatory policy with the USEPA."

The second focus of the pilot plants is treatment optimization. In this case, we know we need to treat the water to address a specific issue, but changing physical, chemical, and biological conditions in our source water requires us to modify our treatment methods to continue to produce excellent treated water. It is easy to understand the implications of some of these changing conditions. For instance, massive storm events over the Great Lakes mixes up a lot of grit and soil within the water called turbidity, and this turbidity must be addressed by modifying how we feed and mix our water treatment chemicals during operations. Other parameters are much harder to understand and therefore harder to address. For instance, changing water temperatures, changes the density of the water and has implications on how well particles settle during the flocculation and sedimentation stages of water treatment. Even very slight changes in water pH and water conductivity can impact treatment. In all of these cases, the raw water feed to the pilot plant can be modified to represent these changing situations, and the impact of various treatment and operational changes evaluated at small scale, to provide insight to help optimize the full scale treatment plant operations.

WATER OPERATIONS (continued)

As you might imagine, one learns a lot by performing these research and optimization activities, which leads us to the third purpose for research pilot plant operations: learning and workforce development for water treatment plant operators and chemists. GLWA's Water Operations Research team, led by GLWA's Research Manager Dr. Dienne Tolofari, engages team members in these activities which gives 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 GLWA organization.

INFORMATION TECHNOLOGY

In the past month, the IT Security Team has proactively blocked or thwarted 44,835 spam messages, 14,214 spoofed messages and one virus. Additionally, 6,587 phishing attempts have been caught and 6,758 malware attempts have been blocked.

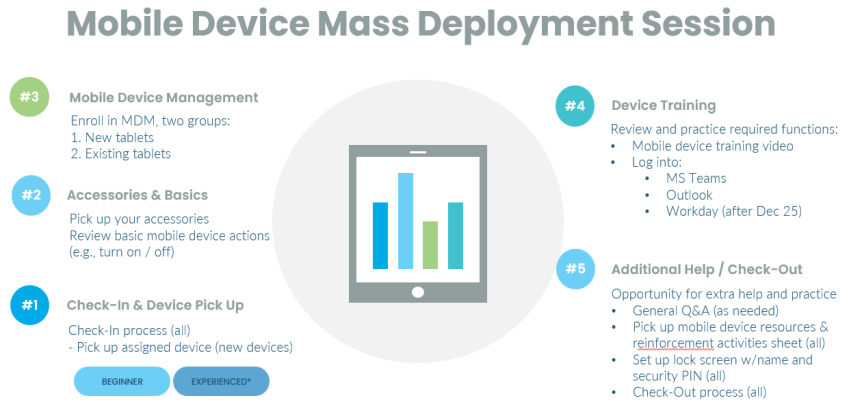
The IT Business Productivity Team, working with Organizational Development and Payroll, is ready for the December 25th launch of Workday. The go-live date is mandated by the payroll calendar, because the first payroll to be paid in 2024 has a payroll period start date of December 25, 2023. New time clocks that integrate with Workday are being rolled out in conjunction with the Workday go-live, and onsite support will be offered for team members punching in for the first time. Additional support will be on call for any other issues that could arise during the go-live process.

Work continues on schedule with Financial Services for a Workday Financials go-live of July 1, 2024. This launch will include a financial analysis tool that the Financial Services Area will use for monthly and budget reporting.

The IT Enterprise Asset Management Systems Team along with our consultant partner, NEXGEN, and GLWA's Enterprise Asset Management (EAM) Group working on the **System Testing** phase of the NEXGEN EAM implementation. The first stage of testing, *System Acceptance Testing*, is substantially complete. The Project Management Team is now addressing configuration defects found prior to *User Acceptance Testing* beginning in January 2024. The Project Management Team continues planning for User Acceptance Testing where over 75 Team Members across GLWA will receive training, and test the configured NEXGEN EAM between January and April using the established business processes. This process will allow real work management scenarios to be tested by GLWA end users and any configuration or business process modifications to be made prior to training and go-live.

INFORMATION TECHNOLOGY (continued)

In addition to configuration, the NEXGEN implementation team has been busy working on system integration development, including the integrations with Workday, as well as mobile device deployment planning. To date, integration builds for employees, eFleets, MISS DIG 811, GIS, Ovation EDS, OnBase, Power BI and some of the Workday integrations are complete. *System Integration Testing* is underway and is expected to continue through next April. The IT Enterprise Asset Management Systems Team along with the IT Customer Delivery Team is conducting a pilot of the mobile device mass deployment in December. Team members will receive their Android tablets along with training and other support in preparation of using the mobile devices to complete NEXGEN work orders, service requests, and other functions at go-live.



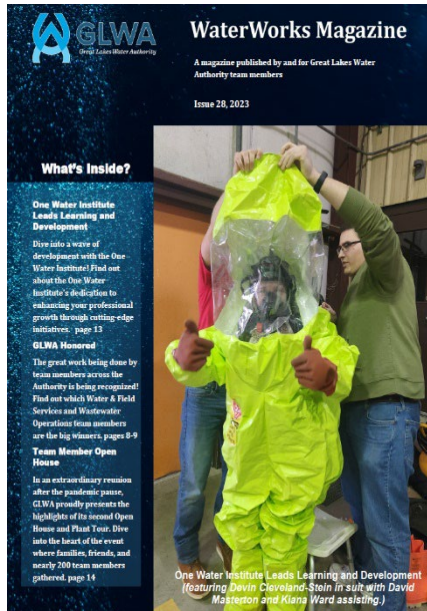
Currently, the IT PMO is managing 19 active projects and is processing four project requests.

PUBLIC AFFAIRS

GLWA Public Outreach Receives NACWA Award

GLWA has once again been honored with two National Association of Clean Water Agencies (NACWA) National Environmental Achievement Awards. The One Water News Drop video series won the Public Information & Education: Video Award. The award honors agencies for their inventive efforts to educate the public on the effects of wastewater treatment and pollution control on the environment. The Authority was also honored with the Workforce Development award for our Internship Program. The award is presented for an outstanding project or program which embodies effective, sustainable solutions that addresses the need for a qualified, diverse, and knowledgeable utility workforce.

PUBLIC AFFAIRS (continued)



WaterWorks Magazine

Public Affairs released the latest issue of WaterWorks Magazine this month. The magazine written by team members for team members, dives into a number of different topics including the One Water Institute's dedication to enhancing professional growth, GLWA being honored by the American Water Works Association Michigan Section, and an inside look at this year's Team Member and Family Open House.

GLWA Website Continues to Adapt to be Accessible to All Users

GLWA is now including alternative text on all images on social media to increase accessibility on our digital spaces. The alternative text also helps online users discover GLWA's content through search engines.

Tap In Campaign Update

GLWA's recruitment campaign, **TAP IN**, continues to make waves in the community. The 30 second television and radio spots are currently running in targeted areas of southeast Michigan. Large campaign posters are on display at convenience stores throughout Detroit and several surrounding communities within our service area. The campaign will continue to run through February 2024.

Here are the latest statistics from the campaign:

- 65,000+ total video views (not including broadcast spots);
- 446,000+ trackable impressions on **TAP IN** content (not including convenience store posters);
- 6,100+ click throughs to www.glwwater.org/careers from **TAP IN** content; and
- 3,804 total broadcast plays.

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



PUBLIC AFFAIRS (continued)

One Water News Drop

Public Affairs produced a new One Water News Drop highlighting GLWA’s Team Members and Family Open House, which occurred in the fall. Team members took the lead in enlightening families about the drinking water treatment process and the invaluable water produced by GLWA. From captivating plant tours to water-focused games and thrilling demonstrations, the video shows the journey into the heart of water excellence.



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

SECURITY AND INTEGRITY

The Hazmat Unit coordinated and completed a total of 250 hours of training during the month.

The group created and distributed through Public Affairs, a seasonal awareness flyer outlining winter hazards for GLWA Team members.

Security and Integrity attended the Southeast Michigan UASI Critical Infrastructure Protection Workgroup meeting and the Downtown Detroit Partnership meeting.

Lastly, the Group finalized the Cyber-Security tabletop exercise which is scheduled for January 9, 2024.

ORGANIZATIONAL DEVELOPMENT

Performance Team: Apprenticeships

National Apprenticeship Week (NAW)

GLWA celebrated NAW with an appreciation event, “Registered Apprenticeship: Superhighway to Good Jobs” on Tuesday, November 7, 2023, with our partner, Focus: HOPE.

ORGANIZATIONAL DEVELOPMENT (continued)

Speakers included GLWA Chief Executive Officer Suzanne Coffey, Chief Administrative and Compliance Officer/General Counsel, Bill Wolfson, US Department of Labor Director (DOL) Russ Davis, and GLWA apprentices. Attendees included DOL Apprenticeship Training Representative Stephanie Vomoloski, State of Michigan Labor and Economic Opportunity representatives, Carpenter’s Union representatives, Focus: Hope graduates, and approximately 60 GLWA team members including electrical, maintenance technicians, mechatronics, and water technician apprentices and leadership.

During the celebration, attendees participated in games focused on apprenticeships and a raffle of GLWA swag. In addition, GLWA participated in the Focus: HOPE career fair that was held in the morning.

WWJ News Radio attended the event and interviewed GLWA team members.

The celebration event and the Board of Directors’ proclamation was registered on the apprenticeship.gov website: <https://www.apprenticeship.gov/national-apprenticeship-week/find-proclamation>

NAW - Detroit Employment Solutions Center (DESC)

Adino May represented GLWA at the DESC NAW community outreach event on Thursday, November 13, 2023. As the featured employer, Ms. May presented information on GLWA careers including videos on wastewater and water processes. The event highlighted opportunities for apprenticeships and work-based learning.

Michigan Education and Apprenticeship Training Association (MEATA) Conference

GLWA team members, Alicia Parker, Human Resource Generalist, Adino “Dee” May, Management Professional, and Patricia Butler, OD Manager, attended the MEATA Conference in Auburn Hills on Wednesday, November 8, 2023. MEATA has been a vocal advocate for the expanded use of work-based learning and apprenticeships as the most effective and least costly means of transferring generational knowledge from older to younger workers while supplementing that knowledge with the latest academic discoveries and advances. The conference allowed GLWA to network with business and industry partners, and collaboratively strategize on how to continue contributing and sustaining Southeast Michigan and, ultimately our state’s workforce through apprenticeship programs. The conference speakers and panelists shared valuable information on apprenticeship expansion and the engagement and support of the youth populations through pre-apprenticeship training.

Professional Development Certification Program

One hundred and fifty team members received a certification stipend for submitting their Michigan Department of Environment, Great Lakes, and Energy (EGLE) certifications in October. The certification stipend was paid on November 17, 2023.

ORGANIZATIONAL DEVELOPMENT (continued)

MI CareerQuest November 2023 – Career Showcase Event Partnership

Michigan CareerQuest Southeast is the region’s largest, hands-on career exploration experience for high school students, teachers, and counselors to learn about today’s hottest jobs from working professionals. The event took place at the Suburban Collection Showplace in Novi, Michigan. Attendees included 8,000 students and teachers from 100 high schools in a six-county region (Oakland, Macomb, Wayne, Livingston, Washtenaw and Wayne).

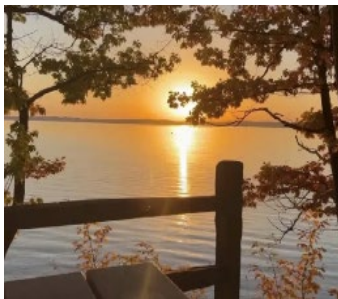
GLWA had a large display with hands-on exhibits showcasing GLWA careers and water and wastewater processing. GLWA team members included Organizational Development, Engineers, Chemists, IT, Public Affairs, and supporting team leaders and managers. Focus: HOPE joined GLWA’s exhibit and provided a welding simulator.

GLWA Team members interacted with over 1,000 students, chaperones, and volunteers and distributed over 150 swag bags to students who were able to explain what they learned from our hands-on wastewater or freshwater process exhibits. GLWA showcased the following occupations:

- Engineer
- Chemist
- Welder
- Water Technician
- Plant Technician
- Maintenance Technician

GLWA team members were also interviewed by the PBS/Learning Channel.

Benefits and Wellness: Team Member Engagement - Mental Well-being



Wellness Wednesday Meditations

Held Wednesdays at noon, GLWA team members participated in November meditations led by the Blue Cross Blue Shield of Michigan (BCBSM) well-being team. Each session focused on helping team members to cultivate more gratitude and positivity in their lives and focus on deep breaths to calm and relax the mind and body. November topics included:

- Friendship
- Compassion for the Whole Body

ORGANIZATIONAL DEVELOPMENT (continued)

- Gratitude
- Easy Breathing
- Letting Go

Drop 5 Virtual Weight-Loss Community

Held Thursdays at noon, the November Drop 5 Community facilitated by the BCBSM well-being team promoted connection and belonging to help team members improve well-being. November focus points were:

- Don't Have Fear of Missing Out (FOMO)!
- Meraki: A Labor of Love
- How to Develop a Positive Mindset Towards Physical Activity
- Developing a Swedish Death Cleaning Lifestyle



Transformation Thursdays – Coping with Grief

On November 2, 2023, GLWA hosted the Transformation Thursdays virtual webinar *Coping with Grief*. Ulliance Life Advisor EAP provided nine GLWA team members with an overview of the dynamics of grief and tips for navigating the process.

Financial Well-being: Retirement Planning Lunch & Learn

The Southwest Water Plant hosted the MissionSquare Retirement Education on-site lunch and learn seminar on November 16, 2023. All GLWA team members were able to meet with MissionSquare retirement plan specialists virtually November 14, 2023. Team members were able to review their retirement goals and portfolio performance during one-on-one consultations for both dates.



Physical Well-being: Double Monitors – Pain in the Neck



Health Alliance Plan (HAP) Wellness hosted a one-hour virtual workshop for 10 GLWA team members on November 9, 2023. The workshop taught participants how to ergonomically set up their desk environment and how to train their body to tolerate using two monitors. This engaging workshop also gave team members tools to learn simple stretches that can relieve pain in the head, neck, shoulders, and mid-back.

ORGANIZATIONAL DEVELOPMENT (continued)

Training

During the month of November, **590** GLWA team members completed **25** safety courses and **90** non-safety courses, for a total of **459.5** instructor-led training hours.

Talent Management

Staffing

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

Number of New Hires	27
Number of Separations	5
Total Staffing - Regular FTEs (YTD)	1040

FINANCIAL SERVICES AREA

November 2023 Audit Committee Recap

The most recent regular monthly Audit Committee meeting was held on Friday, November 17, 2023. The GLWA Audit Committee binders are publicly available at www.glwater.org/financials/.

- ✓ An update on the annual financial audit which is on schedule.
- ✓ Approval of the Calendar 2024 Audit Committee Meeting dates.
- ✓ A report on the recent bond tender, refunding and new money transaction.
- ✓ Presentation of the July and August 2023 Monthly Financial Reports (Executive Summaries attached).
- ✓ Monthly updates on the Business Inclusion and Diversity (B.I.D.) program, Charges Outreach and Modeling team efforts, Gifts, Grants & Other Resources activities, and Affordability & Assistance team initiatives.
- ✓ A review of the Semi-Annual Debt report through September 30, 2023.
- ✓ Circulation of the latest Procurement Pipeline.

Successful Bond Transaction

A goal the Great Lakes Water Authority (GLWA) for calendar year 2023, was to seek financial savings from a tender and refunding transaction that also aligned with new money needs for the capital improvement program. That goal was met with a successful tender period that ended November 10, 2023, followed by a favorable refunding and new money pricing on November 14, 2023. Closing on the transaction will be completed in early December 2023.

FINANCIAL SERVICES AREA (continued)

Key elements of this transaction include the following.

- ✓ Ratings upgrades that brought GLWA into the AA-category by Fitch and Moody's and affirmed the prior AA-category rating by S&P
- ✓ Above expectations on the tender invitation with 35 percent participation as the day ended on November 10, 2023
- ✓ Excellent investor participation with 80 unique institutional investors in addition to retail investor participation through the pricing on November 14, 2023
- ✓ A combination of investor interest and timing resulted in \$8.1 billion in orders for the \$513 million in par bonds, meaning investor demand exceeded available bonds by 14.7 times in aggregate
- ✓ \$46 million of cash flow savings in total with \$11 million for water and \$35 million for sewer (\$29 million of present value savings in total)
- ✓ \$250 million in new money bonds at a favorable 4.64 percent given fluctuating market conditions over the past few months with \$150 million for water and \$100 million for sewer system capital improvements

Financial Services Area Annual In-Person Meeting



The Financial Services Area held its annual, in-person meeting on Wednesday, November 29 at University of Michigan – Detroit Center on Woodward Avenue. Team members were treated to a warm welcome by GLWA Chief Executive Officer, Sue Coffey then participated in a



discussion regarding the recent Gallup Survey lead by GLWA Chief Financial Officer & Treasurer, Nickie Bateson. The meeting concluded with updates from each group focused on team member introductions, team highlights, and key initiatives

FINANCIAL SERVICES AREA (continued)

New Manager Position



The Financial Services Area is pleased to announce the appointment of Jackie Morgan to the new role of State Revolving Fund (SRF) Manager. Jackie brings a wealth of GLWA and SRF knowledge and experience to this role which recognizes the significance of this program within GLWA. GLWA also supports DWSD administratively in the SRF process. Both GLWA and DWSD have continued to maximize their utilization of these funds to support capital improvement needs for both organizations. We welcome Jackie to this new role and encourage our GLWA and DWSD team members to reach out to her for ongoing SRF support.

Charges Outreach & Modeling Update

The Charges Outreach & Modeling team has spent much of November working on Charges Rollout items as well as meeting with Member Partners to discuss their Units of Service and the potential impact of the water charge simplification proposed by the Water Charge Methodology Review Subgroup. Charges Rollout #2, Units of Service, was held on November 14, 2023. Following that meeting on November 15, 2023, the team sent individualized emails to each water and sewer system member partner with their respective system demands for FY 2025.

FSA Team Member Spotlight

We are very excited to share that Haran Stanley, Affordability & Assistance Management Professional, recently received the Jerilyn Brown Sisterhood Award from the Port Huron Branch of the NAACP! The Jerilyn Brown Sisterhood Award was established to recognize individuals in the Port Huron community who have devoted their professional, philanthropic, and volunteer capacities to humanitarian service. In advancing the mission of joining hands across racial, socioeconomic, ethnic, and religious lines, the honorees of the Sisterhood Award have worked to break down the barriers that divide our community and prevent us from working and living together in harmony. Congratulations Haran!



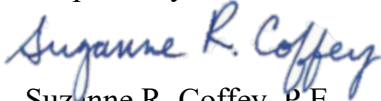
FINANCIAL SERVICES AREA (continued)

Procurement Pipeline

The November Procurement Pipeline is attached. This month's edition shares guidance on understanding and preventing liquidated damages. It also contains information on virtual vendor introduction meetings, a list of upcoming solicitations, and a reminder of the monthly CEO Report as a helpful source of GLWA news.

The Office of the General Counsel's December Report is an attachment to the Chief Executive Officer's Report

Respectfully submitted,



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

SRC/dlr
Attachments

- July 2023 Executive Summary
- August 2023 Executive Summary
- November 2023 Procurement Pipeline
- Office of General Counsel Report



Key Financial Metrics

The table below provides key report highlights and flags the financial risk of a budget shortfall by year-end as follows: No Risk (green) - Potential (yellow) - Likely (red)

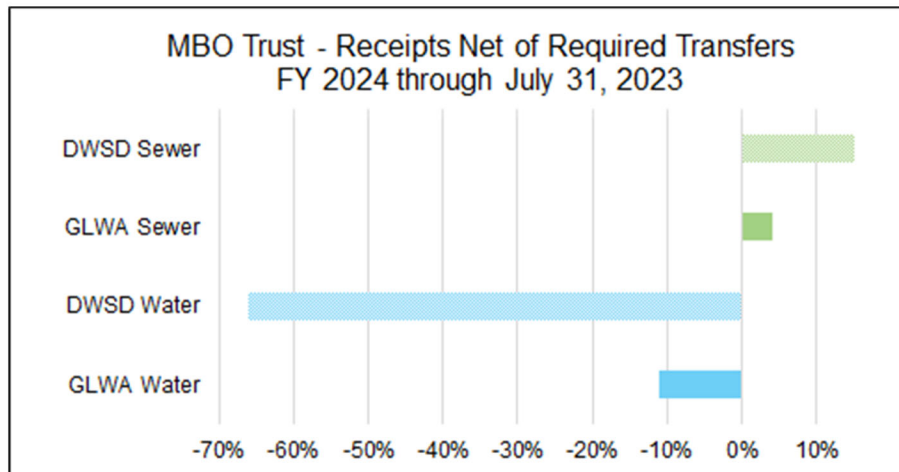
Each variance is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Staff reviews the need for budget amendments quarterly and requests necessary amendments when required based on the most current information available.

For the current year, water billed revenue and usage and both water and sewer capital spend reflect variances to budget outside the normal range. Water revenue and usage variances are due to increased rain activity during the summer months. Capital spend variances reflect the increased costs and ongoing resource challenges facing the construction industry as a whole. These variances will be under consideration for first quarter budget amendments.

As of July 31, 2023					
Metric	FY 2024 Budget	FY 2024 Amended Budget	FY 2024 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$34.3	\$34.3	\$32.0	-7%	48
Wholesale Water Billed Usage (mcf)	1,607,000	1,607,000	1,396,000	-13%	50
Wholesale Sewer Billed Revenue (\$M)	\$23.5	\$23.5	\$23.5	0%	
Wholesale Water Operations & Maintenance (\$M)		\$12.7	\$12.5	-2%	5
Wholesale Sewer Operations & Maintenance (\$M)	\$17.1	\$17.1	\$16.2	-6%	
Investment Income (\$M)	\$1.3	\$1.3	\$3.9	206%	37
Water Prorated Capital Spend w/SRA* (\$M)	\$19.9	\$19.9	\$10.4	-48%	28
Sewer Prorated Capital Spend w/SRA* (\$M)	\$16.6	\$16.6	\$6.9	-58%	29

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

Master Bond Ordinance (MBO) Trust Net Receipts (page 54)



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

funding in subsequent year(s). DWSD Water reports a shortfall of \$4.0 million and DWSD Sewer reports a surplus of \$8.3 million of net receipts over disbursements through July 2023. The Water shortfall relates to the routine monthly transfer of credit balances to the Sewer account which was impacted by a recent change in the customer deposit policy. Preliminary review of August and September activity reflects improvement.

Budget to Actual Analysis (page 3)

- The total Revenue Requirements are on target through July 2023.
- The total overall Operations & Maintenance expenses are at 8.0% of budget through July 2023. This positive variance equates to a dollar amount of \$1.3 million.

Basic Financial Statements (page 9)

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for July 2023 is \$11.1 million for the Water fund (31.9% of total revenues) and \$11.6 million for the Sewer fund (28.2 % of total revenues).
- Water Net Position increased by \$ 7.5 million, and Sewage Disposal Net Position increased by \$ 5.0 million for the year to date through July 2023.

Capital Improvement Plan Financial Summary (page 27)

- Water system costs incurred to date are below the 100% Capital Spend Ratio assumption.
- Sewer system costs incurred to date are below the 100% Capital Spend Ratio assumption.

Master Bond Ordinance Transfers (page 30)

- For July, transfers of \$13.5 million and \$18.1 million were completed for the GLWA Water and Sewer funds, respectively.
- Also, for July, transfers of \$5.6 million and \$6.9 million were completed for the DWSD Water and Sewer funds, respectively.

Cash Balances & Investment Income (page 37)

- Total cash & investments are \$466 million for Water and \$602 million in the Sewer fund.
- Total, combined, cumulative, FY 2024 investment income through July is \$3.9 million.

DWSD Retail Revenues, Receivables & Collections (page 41)

- Water usage through July 31, 2023 is 103.89% and revenues are 104.46% of budget.
- Sewer usage through July 31, 2023 is 103.79% and revenues are 100.02% of budget.
- Combined accounts receivable balances for the water and sewer funds report a decrease of \$19.7 million over the prior year.
- Past dues over 180 days make up of 67.0% the total accounts receivable balance. The current bad debt allowance covers 100.0% of past dues over 60 days.

GLWA Wholesale Billing, Receivables & Collections (page 47)

- GLWA accounts receivable past due balance net of Highland Park is 9.00% of the total accounts receivable balance, with the majority of that balance related to one water account dispute currently under discussion.
- The Highland Park past due balance is \$54.4 million. It includes \$40.4 million for wastewater treatment services, \$1.9 million for industrial waste control services, and \$12.2 million for water supply services. Highland Park made a catch-up payment of \$1.7 million on June 3, 2022 and has continued to make additional, monthly payments since that time totaling \$6.3 million as of July 31, 2023.

Questions? Contact the Office of the Chief Financial Officer at CFO@glwater.org.



Key Financial Metrics

The table below provides key report highlights and flags the financial risk of a budget shortfall by year-end as follows: No Risk (green) - Potential (yellow) - Likely (red)

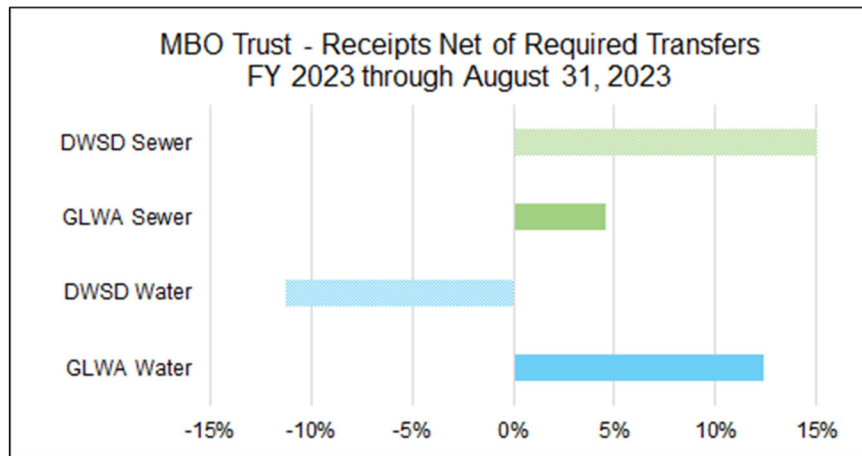
Each variance is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Staff reviews the need for budget amendments quarterly and requests necessary amendments when required based on the most current information available.

For the current year, water billed revenue and usage and both water and sewer capital spend reflect variances to budget outside the normal range. Water revenue and usage variances are due to increased rain activity during the summer months. Capital spend variances reflect the increased costs and ongoing resource challenges facing the construction industry as a whole. These variances will be under consideration for first quarter budget amendments.

As of August 31, 2023					
Metric	FY 2024 Budget	FY 2024 Amended Budget	FY 2024 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$67.1	\$67.1	\$62.9	-6%	48
Wholesale Water Billed Usage (mcf)	3,077,000	3,077,000	2,692,000	-13%	
Wholesale Sewer Billed Revenue (\$M)	\$47.0	\$47.0	\$47.0	0%	50
Wholesale Water Operations & Maintenance (\$M)	\$25.5	\$25.5	\$25.2	-1%	5
Wholesale Sewer Operations & Maintenance (\$M)	\$34.3	\$34.3	\$34.7	1%	
Investment Income (\$M)	\$2.6	\$2.6	\$3.9	53%	37
Water Prorated Capital Spend w/SRA* (\$M)	\$39.9	\$39.9	\$26.4	-34%	28
Sewer Prorated Capital Spend w/SRA* (\$M)	\$33.2	\$33.2	\$17.0	-49%	29

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

Master Bond Ordinance (MBO) Trust Net Receipts (page 54)



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

reports a shortfall of \$2.0 million and DWSD Sewer reports a surplus of \$9.6 million of net receipts over disbursements through August 2023. The Water shortfall relates to the routine monthly transfer of credit balances to the Sewer account which was impacted by a recent change in the customer deposit policy. Preliminary review of September and October activity reflect continued improvement.

Budget to Actual Analysis (page 3)

- The total Revenue Requirements are on target through August 2023.
- The total overall Operations & Maintenance expenses are at 16.7% of budget through August 2023. There is a slight negative variance which equates to a dollar amount of \$73 thousand.

Basic Financial Statements (page 9)

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for August 2023 is \$19.2 million for the Water fund (28.7% of total revenues) and \$19.8 million for the Sewer fund (24.4 % of total revenues).
- Water Net Position increased by \$ 11.0 million, and Sewage Disposal Net Position increased by \$ 4.6 million for the year to date through August 2023.

Capital Improvement Plan Financial Summary (page 28)

- Water system costs incurred to date are below the 100% Capital Spend Ratio assumption.
- Sewer system costs incurred to date are below the 100% Capital Spend Ratio assumption.

Master Bond Ordinance Transfers (page 31)

- For August, transfers of \$13.5 million and \$18.1 million were completed for the GLWA Water and Sewer funds, respectively.
- Also for August, transfers of \$5.6 million and \$6.9 million were completed for the DWSD Water and Sewer funds, respectively.

Cash Balances & Investment Income (page 38)

- Total cash & investments are \$459 million for Water and \$649 million in the Sewer fund.
- Total, combined, cumulative, FY 2024 investment income through August is \$8.0 million.

DWSD Retail Revenues, Receivables & Collections (page 42)

- Water revenue through August 31, 2023 is 106.10% and usage is 105.75% of budget.
- Sewer revenue through August 31, 2023 is 100.27% and usage is 105.03% of budget.
- Combined accounts receivable balances for the water and sewer funds report a decrease of \$20.7 million over the prior year.
- Past dues over 180 days make up of 67.2% the total accounts receivable balance. The current bad debt allowance covers over 100% of past dues over 60 days.

GLWA Wholesale Billing, Receivables & Collections (page 48)

- GLWA accounts receivable past due balance net of Highland Park is 11.12% of the total accounts receivable balance, with the majority of that balance related to one water account dispute currently under discussion.
- The Highland Park past due balance is \$54.6 million. It includes \$40.4 million for wastewater treatment services, \$1.9 million for industrial waste control services, and \$12.3 million for water supply services. Highland Park made a catch-up payment of \$1.7 million on June 3, 2022 and has continued to make additional, monthly payments since that time totaling \$6.6 million as of August 31, 2023.

Questions? Contact the Office of the Chief Financial Officer at CFO@glwater.org.

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

Procurement Tip of the Month: Understanding and Preventing Liquidated Damages

Vendors responding to a GLWA solicitation may encounter liquidated damages while reviewing the project details. Liquidated damages are included in certain GLWA projects as an estimate of damages, or potential losses, for the injured party to collect as compensation upon a specific breach of contract requirements. While liquidated damages may be included as part of any GLWA contract, they are most often included in construction contracts. To learn more about liquidated damages and how to prevent them, please read below.

- ✓ GLWA may recover the liquidated damages agreed to in the contract terms if the Vendor does not substantially complete the work within the stipulated time for completion.
- ✓ The rate of liquidated damages is determined based on several risk factors, including the original contract amount and whether the public is adversely affected by any delays in completion.
- ✓ Losses incurred by GLWA if the Vendor fails to complete the project on time may include extra rental or running costs and are calculated as a per day or week charge.
- ✓ The recovery of liquidated damages by GLWA does not relieve the Vendor from their obligation to complete the project as per the contract terms.
- ✓ If delays in project completion are due to reasons outside of the Vendor's control (such as adverse weather conditions), the Vendor may submit a written request for an extension of time.

To prevent liquidated damage payments, vendors should thoroughly plan and realistically schedule the progress of work while preparing their solicitation responses. In addition, strong communication within the Vendor's team as well as

with the GLWA project team throughout the duration of the contract helps to ensure that projects run as efficiently and effectively as possible and are completed on time.

If you have any additional questions about liquidated damages and how to prevent them related to a specific GLWA project, then please contact the GLWA Buyer of Record for that project.

Virtual Vendor Introduction Meetings

If you are interested in learning more about doing business with GLWA, contact us at GLWAVendorOutreach@glwater.org to schedule a virtual vendor introduction meeting. Topics include information on submitting a competitive bid or proposal to any GLWA solicitation.

Where to Meet GLWA

We welcome you to visit us at the upcoming Contractor Workshop, hosted by the Detroit Water and Sewage Department (DWSD). This event will be held in person on Thursday, December 7, 2023 from 8:30 a.m. to 12:00 p.m. at the Focus: HOPE Conference Center on Oakman Boulevard, Detroit. Registration details may be found by [clicking here](#).

Keeping up with GLWA

Our Chief Executive Officer (CEO) Monthly Report provides a wealth of information and news about important initiatives within GLWA's service territory that impact GLWA, its member partners, and the public. To read the October 2023 Monthly Report, please [click here](#).

What's Coming Down the Pipe?

Current Solicitations: Register in GLWA's [Bonfire Procurement Portal](#) for new solicitations and contract award information.

Upcoming Procurements: Next Three to Nine Months—See newsletter page 2.

Visit GLWA online!

To see the GLWA vendor homepage, please visit www.glwater.org or contact us via email at procurement@glwater.org.

Upcoming Solicitations November 2023

Category	CIP #	Description/Project Title	Budget Estimate
Water System (next four to nine months)			
Construction	122004	96-Inch Water Transmission Main Relocation - Phase III	\$90,000,000
Construction- Pre-Purchase	122004	96-Inch Water Transmission Main Relocation - Phase III - Pre-Purchase Pipe	\$2,300,000
Construction	122016	Downriver Transmission Main Loop – Phase 1 – Inkster Rd	\$21,000,000
Wastewater Systems (next four to nine months)			
Construction	260510	CSO Outfall Rehabilitation Phase VI	\$15,000,000
Construction	211005	WRRF Pump Station 2 VFD Replacements	\$12,000,000
Construction	222001	Oakwood District Intercommunity Relief Sewer	\$75,000,000
Design	270001	Pilot Netting and Disinfection Facilities at B03, B04, and B05	\$8,000,000
Design	270007	CSO Facility Disinfection Improvements	\$3,900,000
Water System (next three months)			
Professional Services	O&M	Valve Exercising Project for Field Services	\$7,500,000
Wastewater (next three months)			
Projects moved to Procurement Team (Preparing for solicitation on Bonfire)			
Professional Services	O&M	Good Sewer Metering Practice Analysis & Support Services	\$2,710,000
Professional Services	O&M	Environmental Health and Safety Assistance	\$2,000,000
Professional Services	O&M	Refuse and Recycling Waste Pickup and Disposal Services	\$655,000
Professional Services	170506 & O&M	Water Transmission Main, Valves and Other Urgent Repairs	\$21,500,000
Construction	211007	Pump Station - 2 Bar Rack Replacement and Grit Collection System Improvements	\$110,000,000
Design-Bid-Build	261001	WRRF Rehabilitation of Secondary Clarifiers	\$2,300,000
Professional Services	213009	Biosolids Study	\$2,500,000

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

Acronyms		
WRRF: Water Resource Recovery Facility	CSO: Combined Sewer Overflow	WTP: Water Treatment Plant



Office of the General Counsel

735 Randolph Street, Suite 1900
Detroit, Michigan 48226

Office of the General Counsel – December 13, 2023

- **Legislative Updates:** The Office is monitoring infrastructure spending bills at the federal and state level, supporting the activities regarding proposed water affordability legislation, and working with others to develop state storm water utility legislation.
- **Gordie Howe International Bridge:** GLWA filed a notice of claim with the Court of Claims related to its relocation claim.
- **June and July 2021 Rain Events:** The Office is providing legal support in response to the significant rain events in June and July 2021. Recently, the trial court dismissed most of the lawsuits against GLWA based on governmental immunity. The Plaintiffs are appealing the decision.
- The Court recently dismissed an additional lawsuit related to the July 2021 storm event. The Plaintiffs are also appealing the decision.
- **Mays, et al v GLWA:** The Court recently entered an order partially granting GLWA's Motion for Summary Disposition and partially dismissing Plaintiffs' claims.
- **Highland Park Settlement Agreement:** The Office continues to support implementation of the Settlement Terms Sheet.
- **Trenton Water Main:** The Office is negotiating the transfer of the 24-inch water main to GLWA.
- **Contract Negotiations:** The Office is negotiating 30-year wastewater disposal services contracts with sewer member partners that do not have a model contract.
- **Environmental and Workplace Safety Compliance:** The Office continues to work with the COO and team leaders from both the water and sewer systems to comply with regulations and to respond to any alleged violations.
- **Record Retention Policy:** The Office submitted GLWA's record retention policy to the State. The Office is working on a record storage and disposal policy to work hand in hand with the record retention policy.
- **Industrial Pretreatment Program ("IPP"):** The Office also continues to provide assistance on PFAS and PFOS matters, including comments on the new drinking water regulations and negotiating an administrative consent order with an industrial user.

- **Real Estate:** The Office is working to secure easements and acquire properties related to various water and sewer projects. Each real estate transaction will be presented to the Board for approval when they are fully negotiated.
- **Member Outreach:** The Office continues to be an active participant in Member Outreach sessions.
- **Main Relocations:** The Office continues to support water operations in its discussions with community stakeholders regarding water main relocations.
- **Civil Litigation and Arbitrations:** The Office continues to vigorously defend actions against GLWA. In October, 2023, the Board authorized settlements of key litigation including a class action lawsuit regarding IWC charges and the collection actions against Highland Park. The Office is working on implementing those resolutions.
- **Labor Relations:** The Office continues to provide legal advice to Organizational Development on labor relations and employment matters.
- **Procurement:** The Office continues to assist GLWA's Procurement Team negotiate contracts, change orders and amendments and interpret contractual provisions. The Office is also assisting with the Procurement Policy's Procedures and updating GLWA's template contracts. The Office is part of a cross-functional team working to complete significant revisions to the GLWA construction contract, including consideration of using an entirely new contract format. The Office continues to provide advice on federal grant compliance.

Statistics:

Contracts approved as to form:	29
Contracts drafted or revised:	71
Subpoenas/Information requests received:	4
Subpoenas/Information responded to:	2