



November 25, 2020

The Honorable
Board of Directors
Great Lakes Water Authority

Dear Chairperson Walker-Griffea and Directors:

Regarding: CEO's Report – November 25, 2020

As I deliver my report we are on the eve of the Thanksgiving holiday. With all that is in the news about the pandemic, Thanksgiving is a reminder of how precious our family and friends are –and all of the things for which we are thankful. I am thankful for this special occasion when we gather to share our traditional dinner, though this year we will gather six, rather than sixteen. The menu will be the same. There will be more leftovers to send home and to deliver to the doorstep of those who could not attend. They will be thankful too.

Moreover, I am thankful for the committed, resourceful, creative GLWA team that has continued to focus on working together to assure that these essential services are there for all of the people in the communities that GLWA serves. Thank you for working together to find ways we can deliver on our mission while doing our best to keep each other safe and healthy.

I am thankful for our member partners, who have stayed engaged with us in this remote environment. We have shared experiences with one another about the adjustments made to remain effective in our operations and the collaboration has continued to move us forward on issues with even greater participation than we had previously.

I am thankful for our vendor partners who have continued to support us with goods and services critical to our operations. We appreciate your cooperation and adoption of all of the safety measures we have put in place to keep our teams safe and healthy.

Speaking of safe and healthy, I want to let you know that recently, the state of Michigan expanded its efforts around contact tracing to include the launch of a statewide voluntary, free coronavirus phone app, MI COVID ALERT, which notifies users if they have potentially been in close contact with anyone who has COVID-19. The app is free, it's easy to download and use, and it doesn't take up a lot of battery life. The app uses Bluetooth technology and randomly generated codes to track people's locations. App users who were possibly within six feet of anyone who has COVID-19 for at least 15 minutes are notified and urged to monitor for symptoms, be tested, and self-isolate. Users are never told who tested positive. App users will always remain anonymous to other app users, even when reporting positive results. Other app users will never know your name, who you met with, what locations you were in or who tested positive.

The health and safety of our communities and our families is a priority. GLWA encourages everyone to help slow the spread of COVID-19 by protecting yourself and others by:

- ❑ Going to the app store on your phone and downloading the MI COVID ALERT app:
- ❑ Choosing what information you want to share; and
- ❑ Asking your associates, friends, and family to do the same.

Please click [here](#) for more information.

Finally, I am sad to report that William Richardson, a Management Professional working as a part of GLWA's Financial Services, Owners Representative team passed away last week. Please take a moment to keep Bill and his family in your thoughts and prayers.

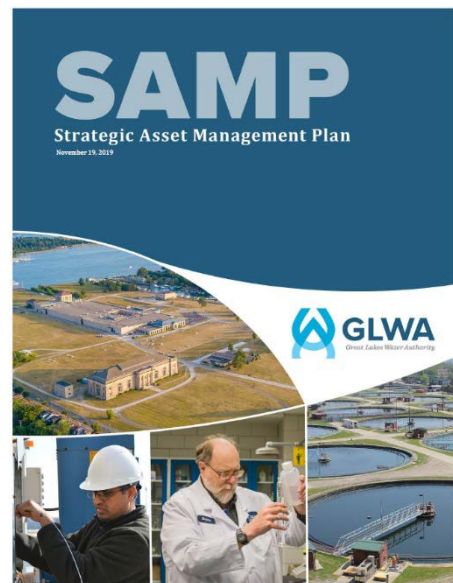
PLANNING SERVICES

Asset Management (AMG)

The one year anniversary of the finalization of the Strategic Asset Management Plan is in the books! With that, the forward looking nature of the document anticipated a brief annual review of its contents and the accompanying roadmap of improvement initiatives to ensure the content is applicable to current practices within GLWA, and to ensure the upcoming improvement initiatives are adequately prioritized and planned to meet the changing needs of the authority. Over the next month, GLWA will be circulating the document for approval and ultimately roll out the plan update.

Many process area workshops have been completed with team members throughout GLWA in pursuit of the completion of the Wastewater Asset Management Plan. Recall, the plan will document the asset portfolio and risk profile, identify current preventative maintenance and possible mitigation strategies, and perform preventative maintenance optimization and visual condition assessments on high risk assets. These plans will identify and prioritize improvement initiatives over the three-year life of the plan. These workshops will continue over the next several months with an anticipated roll-out in early 2021. Team members, keep up the great work and input you've provided in these workshops! Your effort and dedication will soon pay off.

While GLWA kicked-off the Water Asset Management Plan in October, we have decided to take a slight pause with this effort and in several of the AMSO team meetings and improvement initiatives over the next two months. We feel this will allow team members across GLWA to maintain focus on operations and maintenance activities within their respected areas during these challenging times, and to hopefully provide team members bandwidth to take some well-deserved PTO during the holidays. We are looking forward to starting fresh and rejuvenated in 2021.



PLANNING SERVICES (continued)

Capital Improvement Planning (CIP)

While awaiting comments/questions on the first draft of the planning document, the CIP group is working on developing the next version, CIP Discussion Draft No. 2. Simultaneously we are moving forward with the recommendations for the CIP delivery organizational structure and refined business process improvements for the organization. The AECOM team continues to provide staff augmentation to GLWA to assist with the delivery of projects while the CIP group keeps its focus on moving forward long-term improvements to the delivery process.

Systems Planning

We are nearing the end of the year, but that does not mean the Member Outreach Team is slowing down! Work groups will begin the important task of planning for meetings in 2021 by reflecting on what was discussed this past year and brainstorming topics for the upcoming year.

The results are in and we are excited to share the 2020 Scorecard results with you at the December 11, 2020, One Water Partnership meeting. A meeting notice has been sent for the One Water Partnership meeting, if you did not receive one, please email outreach@glwater.org.



America's Water Infrastructure Act 2018 and the Risk and Resilience Assessment and Response Plans that communities have either completed or are in the process of completing was the main topic at the Water Management Best Practices Work Group on October 21, 2020. Since many communities are at different stages in the process, the discussion focused on lessons learned, how communities might continue to make use of their plans moving forward and the importance of having staff members familiar with the plans. The group will hold its final meeting of 2020 on December 16, 2020.



The first Technology Approval Group (TAG) Workshop was hosted on October 22, 2020 with a focus on water specific technologies, such as satellite-based leak detection, meter reading, and pipe monitoring. A huge thank you to those Member Partners that participated and engaged in the workshop!

PLANNING SERVICES (continued)

TAG is a technology vetting initiative that will enable your community to evaluate emerging technologies, identify pilot opportunities, and engage in collaborative research through a series of workshops and a technology portal. If you would like more information, please email outreach@glwater.org. Please note that TAG is only open to Member Communities and GLWA team members.

The next workshops are listed below. An agenda will be published closer to the meeting where participants can learn about the technologies that will be shared and can choose which sessions they would like to attend.

Please note that participants can treat the day like a conference and only participate in the sessions they are interested in; you do not have to attend the full day.

- January 26, 2021 – Wastewater Focused
- April 29, 2021 – Water/Wastewater Focused

How to Actively Participate in TAG Workshops:

- Share updates with the group and leverage the forum to learn how others are approaching mutual challenges
- Complete presenter evaluation forms to track notes, identify projects, and/or seek additional information
- Explore opportunities to work collaboratively with other Member Partners
- Get staff involved and identify alternates for meeting attendance
- Use Technology Portal to research technologies
- Refer technologies of interest and vendors to Isle at isle.americas@isleutilities.com

The Water Analytical Work Group (AWG) held its annual contract exceedance meeting on October 29, 2020. This meeting provided a space for GLWA and the four communities that exceeded their contract values over the summer to share the proposed resolutions and solicit feedback from the AWG. The Member Outreach Team is happy to report that consensus was achieved for each community resolution, with one resolution being modified by the AWG. Todd King, Director of Field Services, also shared a brief update on the 14 Mile Pilot Project, asking for input into proceeding with Task 3 of the project: installing a permanent Acoustic Fiber Optic (AFO) monitoring system to monitor prestressing wires. Members are encouraged to share any input, concerns or questions on the project via email to outreach@glwater.org prior to the December Board Meeting.

The One Water Co-Chairs held their final co-chair meeting of 2020. The group began to discuss the vacancy of the co-chair seat previously held by Rob Bincsik of Flint, as well as reviewed the 2020 Scorecard results and prepared for the One Water Partnership meeting on December 11, 2020.

The FY 2022 Charges Rollout schedule has been set! Meeting notices for the remaining meetings will be sent as soon as times have been determined.

PLANNING SERVICES (continued)

Charges Roll Out Meeting	Date
2022-2026 Capital Improvement Plan	November 10, 2020
Units of Service	November 19, 2020
Proposed Revenue Requirement & Service Charges	January 7, 2021
Review & Feedback on Proposed Revenue Requirement & Service Charges	January 21, 2021

The Wastewater Best Practices (WWBP) work group was hosted on October 14, 2020. The meeting began with representatives from GLWA and member partners sharing information about recent storm events, with an emphasis on unique challenges and best practices applied. This was followed by a presentation from Brent Avery of Southeast Macomb Sanitary District on the National Weather Service’s Precipitation Forecast Decision Support Webpage. Attention then turned to planning for 2021. The group agreed that for the 2021 meetings, each member community will take a turn working with Member Outreach to take a lead role in agenda planning and content development. The meeting concluded with a presentation from John Norton of GLWA on research being carried out in collaboration with CDM Smith and Michigan State University to better understand how wastewater testing can serve as an early warning system for COVID-19 outbreaks. The next Wastewater Best Practices meeting is scheduled for January 13, 2021.

The Watershed Hub Work Group met on October 27, 2020. The meeting began with a presentation from Branko Kerkez of the University of Michigan about his team’s Open Storm project that strives to install low-cost real-time flow monitors connected to a public interface for several watersheds, including the Clinton River. The group discussed how this technology could be used to fill monitoring gaps in southeast Michigan, and the potential for partnerships with watershed groups who have specific monitoring needs but lack the budget to contract for the installation and maintenance of expensive traditional equipment. The group then discussed and refined the agenda for the upcoming Watershed Hub Stakeholder webinar on November 20th. The meeting concluded with a brainstorming session about the possibility of the Watershed Hub Mapper being used as an early warning system for regional surface water impairments. The final Watershed Hub Work Group meeting for the year will take place on December 8, 2020.

The Regional Collaboration Group (RCG) met on October 28, 2020. Sherri Gee of GLWA started things off with updates on the Combined Sewer Overflow Long Term Control Plan, progress on efforts to increase knowledge and support for the Wastewater Master Plan (WWMP) among tier 2 communities, and work being done by the Watershed Hub Work Group to help Members investigate dry-weather impairment issues. This segued into remarks from Phil Argiroff at EGLE on the need to better address illicit discharges and other dry-weather impairments, and how GLWA and the Watershed Hub are well-poised to be a regional leader for these efforts. Next, Suzanne Coffey of GLWA and Ed Hogan of Wade Trim presented on the Evergreen-Farmington Sewage Disposal System Capacity Request and West Warren Green Infrastructure project.

PLANNING SERVICES (continued)

This was followed by a presentation from Sam Smalley of DWSD and Ed Hogan on the I-94 Modernization Project Alternative Drainage Plan. These last two topics are examples of how GLWA can serve as a “hub utility” to foster regional partnerships, and how the RCG plays an advisory role on initiatives that advance WWMP goals while diverging from the original plans that it laid out. The next RCG meeting will take place on December 7, 2020.

The Wastewater Analytics Task Force (WATF) met on November 6, 2020. It began with an update from Suzanne Coffey on the status of Sewer Shares and the timeline for the Annual Flow Balance Report. Next, Dan Gold of GLWA gave announcements on upcoming Technical Advisory Group (TAG) workshops, the final WWMP and related materials that are now posted on the Member Outreach Portal, and tentative meeting dates for WATF in 2021.

Julie Aichler of CDM Smith gave a presentation on the results of dye tests that were recently completed for Melvindale and Dearborn. This was followed by a CSO Control Program update from Chris Nastally of GLWA, that detailed multiple projects that have recently been carried out to update and improve the infrastructure and operations at the nine CSO facilities maintained by GLWA. The final presentation came from Brian Coburn of the Oakland County Water Resources Commissioner’s Office that included an overview of the Oakland-Macomb Interceptor Drain Drainage District (OMIDDD) history and a status update on several capital improvement projects, as well as an update on the Perry Street Pump Station Diversion Project. The next WATF meeting is scheduled for December 4, 2020.

October 2020 Member Outreach Meeting Attendance	
Meeting	# Attended
One Water Partnership (10/1)	111
Watershed Hub Work Group (10/6)	15
Wastewater Best Practices (10/14)	34
Water Management Best Practices (10/21)	15
Technology Approval Group Workshop (10/22)	65
Watershed Hub Work Group (10/27)	14
Regional Collaboration Group (10/28)	15
Water Analytical Work Group (10/29)	68
Wastewater Analytics Task Force (11/6)	39

Systems Analytics and Meter Operations (SAMO)

GLWA’s current water hydraulic model was calibrated with 2016 operational data. The SAMO group is working on calibrating the model in house with 2017 to 2020 data. Phase 1 calibration of the model was completed with 2018 and 2019 maximum day demands. The water losses in the model are allocated based on the ongoing Units of Service & System Water Audit Phase 3 study. The percentage of error for flow balance in the system is less than 1% for both 2018 and 2019 maximum day models.

PLANNING SERVICES (continued)

For the next step, 2018 and 2019 maximum day demand models will be compared to 2017 and 2020 maximum day demand models. Calibrating the model in house will result in approximately \$300,000 savings.

The group continues its progress working on wholesale water meter pit rehabilitation and meter replacement program. The scope of work includes construction work at 50-meter pits with metering and/or meter pit condition concerns with a scheduled target completion of September 2021. Last month coordination meetings were held with the City of Bloomfield Hills, Bloomfield Township, City of Farmington Hills, City of Inkster, Orion Township, City of Pontiac, City of Troy, and City of Warren. The planned work has been completed at 24 of the meter pit locations and is underway at another 15 locations.

WASTEWATER OPERATING SERVICES

Wastewater Operations

Water Resource Recovery Facility (WRRF) operations were in-compliance with the Water Quality Standards for the month of October 2020 with one exception. The lab result for carbonaceous biochemical oxygen demand for primary effluent sample on October 23, 2020 was found to be an anomaly, and non-characteristic. Laboratory QA(Quality Assurance)/QC (Quality Control) and bench sheets were investigated, and no error was found. Therefore, a mass-balance of Carbonaceous Biochemical Oxygen Demand (CBOD) loading was conducted for the primary effluent and the final effluent, the calculations revealed that mathematically the reported results would not be possible. We communicated to EGLE of this incident and assured that no negative environmental impact was caused.

Maintenance

The WRRF Incineration Team had an eventful month with an unfortunate fire of a conveyor belt in Complex 2 Incineration. Fortunately, no one was injured due to the fire. Shortly after the fire was extinguished the Team began to survey the damage and develop a restoration strategy. The Incineration Team began inventorying spare parts, and had long lead mechanism reverse engineered to ensure readiness in a few weeks. The Incineration Team completed repairs of one of the damaged conveyor belts, and provided inspection of contracted work on the remaining parts of the restoration, also the team coordinated daily with GLWA operations and the vendors as the repair work progressed. With their diligent effort, the Incineration Team was able to have the conveyor back up and running in less than 4 weeks. A great effort by the Incineration Team.

WASTEWATER OPERATING SERVICES (continued)



Process Control Center (PCC)

The GLWA WRRF and CSO facilities use Rockwell Allen-Bradley Programmable Logic Controllers (PLC) to control various processes. These processes are in turn often monitored using Rockwell Human Machine Interfaces (HMI), which provides a graphical representation of the process and a means to control equipment. Six different licensed Rockwell software are required to configure logic within the PLCs and graphic screens within HMIs. It would be cost prohibitive to install a copy of each licensed software at each engineering station at the WRRF and CSO facilities. A Rockwell license server was installed on the controls network to provide staff access to the engineering software. The license server acts as a repository for floating licenses that are checked out by users when the application is launched. This allows greater flexibility in the number of workstations that can configure these control devices in a cost-effective manner.

The Process Control System (PCS) Team at the WRRF is responsible for the GLWA operational technology (OT) network which consists of over 300 network switches. A network switch was recently added by a contractor to the Connor CSO facility to provide network connectivity for new flow instruments that were installed at the facility. Whenever a network switch is added to the GLWA OT Network, the PCS Team is required to review the installation and configuration. In this case, the network hardware was reviewed, and it was determined that the SFP transceiver that was submitted was incompatible with the existing network switch. The PCS Team informed the contractor, who then supplied a compatible model. The switch configuration was also reviewed and was found to be deficient. The contractor was notified of the deficiencies and a workshop was held to facilitate the needed corrections. The new installation was then tested by performing a system acceptance test. Once the network switch has successfully completed testing, the PCS team then performs hardening to better secure the new equipment, adds the new switch to our network monitoring application, and adds it to the schedule to perform periodic backup of the configuration.

WASTEWATER OPERATING SERVICES (continued)

Laboratory

The laboratory team continues to work on 5S strategies that can be implemented for improved functionality of the new laboratory. November 30, 2020 continues to be the date the newly constructed second floor laboratory at the WRRF will be available to initiate moving of the equipment and team members into the new areas.

Starting the first week of December 2020, we will be working with Farnell Equipment Company on scheduling of instrument installations.

We are also developing a list for our partners in Field Services Fleet and Facilities and vendor Rose Moving and Storage Company to identify assets that are planned to be relocated from the existing analytical laboratory to the WRRF and disposal of items no longer needed.

Industrial Waste Control (IWC)

We have now received and acknowledged 56 (76%) executed agreements as of October 30, 2020 in response to the presentations that were made to introduce the Pretreatment Rules to the communities and requesting a community resolution adopting them.

As of September 30, 2020, we have completed the third mailing for the federal Dental Discharge Category. We received 742 (50%) reports or responses. The compliance deadline was October 21, 2020. Staff will seek to contact the outstanding facilities over the 45 days following the deadline.

A mid-year status report was filed with EGLE on October 30, 2020 for the period of May 2020 through October 2020 regarding the PFOS and PFOA Minimization Program.

Oakland County issued the permits as of October 30, 2020 concerning spinning off facilities located within the Clinton River WRRF area.

Engineering & Construction

Design Engineering

The design team continues to progress CIP projects through study and design and providing focused design services for betterment of the system. This month we're highlighting the project to address the leaking ash piping system into the silos. This JOC will replace leaky ash pipes with new elbows and piping and provide them with robust supports. In addition, several valves in the piping will be replaced from the current orifice type valves to butterfly valves (preference of the maintenance team). Both valves involve maintenance, but the butterfly valves that were installed between the 2000 - 2012 period seemed better suited for this application. The team expects to have the JOC advertised by December 2020.

WASTEWATER OPERATING SERVICES (continued)

Construction Engineering

Weiss Construction Co., LLC has completed the installation of eight new belt conveyors and is underway with the calibration, startup, and testing of this equipment. These belt conveyors (B, E, G, H, K, L, P7-8, and P9-10) were extensively damaged during the March 2016 fire, so they were demolished during the fire remediation activities in 2016. The conveyor manufacturer has been working since the end of September to startup, test, and commission the belt conveyors per the contract for turnover to GLWA Operations.

Eight of the sixteen new dual-auger screw conveyors are now placed and are being tested for proper operation. GLWA has been working in parallel to complete equipment checkouts on the ancillary incinerator systems, which include the emissions monitoring system (CEMS), induced-draft fan VFDs, cooling air systems, natural gas supply system, and electrical and control systems in preparation for full-burner startup, which started in early November 2020.

The remaining five motor control centers, screw conveyor variable frequency drives, and remaining two P-belts will be installed as Incinerators 11, 12, and 13 and 14 are taken offline in the last two sequences of work to be completed. Remaining minor lighting, hose bibs, and minor painting work will be completed as the project contract is closed-out.

To date, all overhead bay LED lighting replacements have been completed. The painting scope, which equates to \$2.85M of the total contract, is ninety-five percent complete, with only small areas remaining in the basement of Incineration II to be completed as incinerators are taken off-line. Miscellaneous touchups of small areas will be completed as needed.

The contract start work date was April 2, 2018. The revised substantial completion date is July 31, 2021 and the revised final completion date is January 31, 2022.



*Newly installed replacement B-belt Conveyor
(seen from third floor)*



*Newly installed and commissioned screw
conveyor VFDs*

WASTEWATER OPERATING SERVICES (continued)

Currently WRRF-Construction Engineering manages about 25 active construction projects/tasks. Rehabilitation of Rectangular Primary Clarifiers (PC-757), Chlorination/Dechlorination Improvement at WRRF (CON-238), Relocation of the Analytical Lab to WRRF project (1803776), Conner Creek CSO Basin Rehabilitation (CON-234), Puritan Fenkell and 7 Mile CSO Instrumentation Improvements (1905077), Puritan Fenkell/Lieb Facility drainage improvements (1902040), Baby Creek CSO Facility HVAC system improvements (1901609), Lieb Facility HVAC Improvements (1803718), and several Job Order Contract Tasks are all progressing at the Water Resource Recovery Facility and CSO Facilities. DTE has recently started the construction activities related to the 3rd 120 KV feeder to WRRF also.

CSO Control Program

The Oakwood HVAC Improvements design (CIP 260618) is approaching the 90% submittal design phase. We continue to progress towards getting construction bid documents to Procurement in January 2021

The CSO Team continues to manage four active Task Order Engineering Services (TOES) projects. The Conner Creek berm improvements project is in active design. GLWA is coordinating with the City of Detroit, DWSD, and the area residents on this project. Coordination between the various stakeholders will yield great results for this important project.

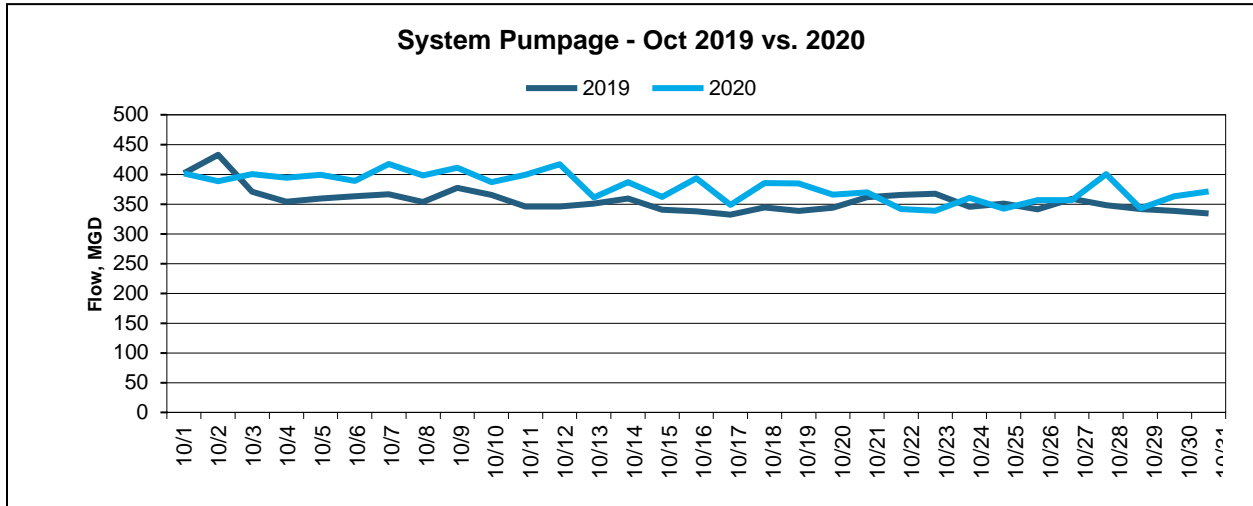
A notice to proceed is anticipated in November 2020 for the Long Term CSO Control Plan. GLWA has brought AECOM and University of Michigan onto its team to support the efforts and goals of this project and to help ensure that the best possible outcome is achieved.

CSO Facilities Assessment Project Update: The CS-299 Team will complete all scanning activities in November 2020. The efforts of this scanning will be realized by allowing virtual facility tours, virtual confined space entries to understand and collect data, virtual safety reviews, and virtual operational exercises to name a few uses of this data. The Multidisciplinary Facility Assessment (MFA) review was completed last month, and we are working to assess the asset condition report and schedule replacement plan (SRP) tool developed for this project in November and early December 2020. The MFA and SRP will be utilized in conjunction with one another to help program out the 20-year CIP for the CSO facilities. This will help to ensure those items in the CIP are prioritized by those items with highest risk to lowest risk.

WATER OPERATIONS

Systems Control Center

2020 October pumpage was 6.3% higher than October 2019



Engineering

CON-252: Springwells Water Treatment Plant Steam, Condensate, Return and Compressed Air Improvements

Steam and condensate improvements for phase 2 was finished on October 28, 2020, in time for heat to be turned on for the winter and included replacing approximately 10,000 feet of pipe. Upcoming work includes installation of new compressed air piping and demolition of abandoned lines in the 1930s Filter Gallery. The contractor is also slowly turning on new portions of the systems to minimize odors from heating up new radiators for the first time and ensuring there are no active leaks.

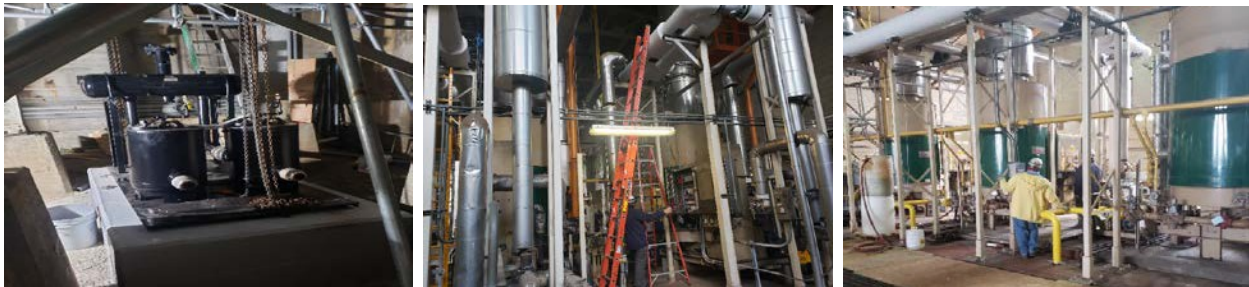
WATER OPERATIONS (continued)

Major submittals are expected in the next month for phase 3 work and includes the final plan for accelerating some portions of work without taking the heat down.



Pictured left to right:

- 1. Motor City Electric routing conduit from CUH HL 22 wall cavity to the Pipe Gallery*
- 2. Working on steam header flanges and support beams for new LPS lines to be connected*



Pictured left to right:

- 3. Placing the Southwest condensate pump on the pad in the lower Pipe Gallery*
- 4. Starting up steam generator #1 in the Turbine house and checking for leaks*
- 5. Adjustments are being made to the Steam Generator #2 prior to startup*

INFORMATION TECHNOLOGY

In the past month, the IT Security team has proactively blocked or thwarted 17,916 spam messages, 3,116 spoofed messages and 9 viruses. Additionally, 883 phishing attempts have been caught and 207 malware attempts have been blocked.

The IT Security team has noticed a significant increase in malware attempts from 60 up to 207 but all these attempts have been thwarted through our email defenses.

INFORMATION TECHNOLOGY (continued)

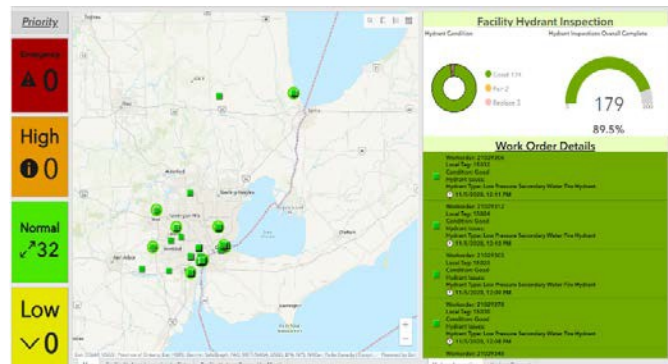
The IT Business Productivity Team, along with the Financial Services Area and Organizational Development, continues to evaluate proposals for a new Enterprise Resource Planning system that will combine HR, finance and related functions into a seamless system that will enable an enterprise-wide, integrated view of GLWA resource usage. The evaluation is in Round 2, which means that evaluators are reading and scoring proposals from the six vendors who passed the initial round. Round 2 evaluations are expected to be completed by January 2021.

The IT Customer Service Delivery Team kicked off the project to replace the existing Kace IT Ticketing system with a new Cherwell Service Management ITIL based ticketing system. This new system will allow IT to automate process workflows, supporting tasks, and related approvals based on industry best practices. The end result will be increased team member productivity, more robust self-service functionality, mobile capabilities, and improving IT staff efficiency. The anticipated go-live date for Phase I of this project is June 2021.

The IT Infrastructure, Security, and Service Delivery Teams collaborated in the implementation of DUO Multi Factor Authentication (MFA). DUO MFA requires all team members accessing GLWA's network through the Virtual Private Network (VPN) to provide a secondary method of authentication before access is granted. Implementing this new technology has significantly reduced our vulnerability by denying malicious actors' access to the business network and increased our cyber security posture.

The IT Enterprise Asset Management Systems Team along with Enterprise Asset Management Group, Finance, and Water and Wastewater Operations Areas have completed interviews and software demonstrations in early September for the new Enterprise Asset Management (EAM) system. Next steps of vendor evaluation continue with an award now expected by mid-December.

The IT Enterprise Asset Management Systems Team continues to make improvements on dashboards to follow GLWA's hydrant and valve programs in near-real time from the field via Trimble Unity and ArcGIS Online.



Facility hydrant dashboard summarizing annual inspections and status

These dashboards help support asset management of these critical assets and track the condition and status of individual hydrants and valves throughout GLWA's water transmission system and at facilities.

INFORMATION TECHNOLOGY (continued)

As indicated earlier in this report by the CEO, GLWA's IT Administrative Services and Service Delivery recently rolled out the state of Michigan's free coronavirus phone app, MI COVID ALERT, Some of the key features include:

- Use of the MI COVID ALERT app is voluntary;
- Upon downloading, you choose what information you want to share, or not share;
- App users are never asked for their name, age, or address;
- No personally identifiable information is ever collected or processed from the app. (However, if the app user receives a push notification that they may have been exposed, a virtual agent may ask the app user for their name and phone number. This information would be used to connect app users to their local health department and may be used to enroll app users in contact monitoring.);
- If the user's phone was within six feet of another user who tested positive for at least 15 minutes, they will receive an exposure notification and information on recommended next steps;
- If someone tests positive for COVID-19 and the State's Contact Tracing Team will call them to ask about their close contacts, and if they have the app;
 - If they have the app, the Contact Tracing Team will ask that the user upload the anonymous IDs that the phone has shared for the last 14 days. Please note that this is voluntary. If the user agrees, the Contract Tracing Team will send a unique pin to unlock the upload functionality to then alert anyone who has been in close contact with them to alert them of their potential exposure;

Currently, the IT PMO is managing 23 active projects and is processing 10 project requests.

PUBLIC AFFAIRS

WRAP Update Communications

On November 17, 2020, Public Affairs distributed a news release to the media detailing the GLWA Board of Directors' recent approval of an exception to the Authority's Water Residential Assistance Program (WRAP) that will assist participants financially impacted by COVID-19. The exception allows those enrolled in WRAP who are unable to make monthly payments on time due to issues related to COVID-19, to remain in the program and maintain eligibility to continue receiving monthly bill credits and arrearage payments through December 31, 2020. The news release, which also highlighted additional program changes including expanding program eligibility to those at or below 200 percent of the federal poverty level, was targeted to local, state and national media, and was also highlighted on GLWA's social media channels. The news release can be read [here](#).

PUBLIC AFFAIRS (continued)

Honoring Our Veterans

As part of Veterans Day, GLWA put out a call for team members who have served in the United States Armed Forces to send us a picture of themselves in the service. Public Affairs then took the photos and created a collage that was used to thank our Veterans for their service. This collage was also used on social media in a more global Veterans Day thanks and acknowledgement.



PFAS Communication Update

In coordination with Water Operations - Water Quality, Public Affairs created a statement announcing that the Authority's latest round of drinking water system testing required under the new state PFAS rules came back non-detected for these chemicals. The statement was used on GLWA's social media channels, as well as placed on the public website. It was also shared with Member Partners for use with their customers. The statement can be read [here](#).

SECURITY AND INTEGRITY

The Hazmat Unit coordinated and completed a total of 345 hours of training during the month.

Security and Integrity's Critical Infrastructure Manager, Walter Davis represented the interests of GLWA at the Homeland Security Advisory Council Meeting held in October.

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

Security and Integrity was involved with the Downtown Detroit Partnership, along with the Detroit Police Department in pre-election security operation planning and protocols. In addition, the Team is participating with the WRRF Management Team on Site Emergency Planning.

ORGANIZATIONAL DEVELOPMENT



Futures for Frontliners

GLWA will celebrate our team members who have been accepted into the Futures for Frontliners scholarship program with a congratulatory letter from CEO Sue McCormick. Team members should email a copy of their acceptance email to the Organizational Development performance team.

The deadline to apply for the ***Futures for Frontliners*** scholarship is December 31, 2020. To find out more about this scholarship program, visit the ***Futures for Frontliners*** Community College Frequently Asked Questions page:

https://www.michigan.gov/frontliners/0,9886,7-412-101948_100634---,00.html.

Apprenticeships

As essential workers, our EICT-E and Maintenance Technician Apprentices continue to work alongside their Journey Workers and continue to take their Related Training Instruction with our educational partners. The apprenticeship team meets regularly with the apprentices and team leaders to discuss the apprenticeship process and the apprentices' progress.

Progression

The 2020 Progression Cycle launched on November 18, 2020 and concludes on January 8, 2021.

Staffing

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

Number of New Hires	15
Number of Separations	12
Total Staffing - Regular FTEs (YTD)	1026

Benefits/Wellness

Benefits

Virtual Open Enrollment for 2021 Benefits concluded on Friday, November 20, 2020.

ORGANIZATIONAL DEVELOPMENT (continued)

Wellness

61-Day Virtual Self-care Challenge, held September - October 2020, has concluded. Team members continue to share the progress and victories with the organization.

Diabetes Management – 97% participant engagement by 78 team members enrolled.

Walking Our Waterways – 14 teams have taken over 21 million steps (just under 9,800 miles) over the 61-day period toward improving or maintaining their well-being.

Training

During the month of **October 2020**, **115** GLWA team members and **10** DWSD staff members completed **16** safety classes and **3** non-safety classes for a total of **170** hours of instructor-led training; **10** GLWA team members and **5** member partners completed 32 online 360 Water Report courses.

FINANCIAL SERVICES AREA

November 2020 Audit Committee Recap

The most recent GLWA Audit Committee meeting was held on Friday, November 20, 2020. The GLWA Audit Committee binders are publicly available at www.glwater.org. The meeting included the following discussion topics.

- ✓ Updates on Shared Services agreement discussions between GLWA and DWSD as well as on the Water Residential Assistance Program (WRAP) evaluation project.
- ✓ Continued review of the Procurement policy amendment and work plan regarding the Business Inclusion and Diversity program.
- ✓ Proposed dates for 2021 Audit Committee meetings.
- ✓ Follow-up on questions from the October 23, 2020 Audit Committee meeting and key updates from the recent Charges Rollout meeting in the CFO Report.
- ✓ Presentation of the August 2020 Monthly Financial Report (Executive Summary attached).
- ✓ Review of the Quarterly Investment Report and Quarterly Debt Report.

FINANCIAL SERVICES AREA (continued)

FSA All-Hands Meeting

Maintaining a connection during the remote working environment requires that we leverage technology to stay connected. The Financial Services Area held an all-hands meeting on Thursday, November 5. Topics included GLWA FY 2021 benefits roll-out delivered by GLWA Organizational Development, a GLWA financial update by the Chief Financial Officer, FSA health and wellness initiatives, tips, and ideas along with fun stories of recent FSA team member Halloween activities.



Vendor Outreach

The GLWA Procurement Team continues to reach out to the vendor community. Most recently, on November 4, 2020, Mike Lasley and Megan Torti spoke at a Michigan Department of Transportation (MDOT) Bonding event hosted by Ann Williams, the MDOT Outreach Specialist for the Bonding & Education Program Manager in Business & Workforce Office in Detroit.

Grants Management Training

Subpart C - Pre-Award Requirements and
Contents of Federal Awards

- Specific conditions
 - Based on the risk assessment, federal agencies may impose specific requirements
 - Must notify the applicant of when they were imposed, and the date they were imposed
 - Must "promptly remove" the specific condition once the issue is corrected

Subpart D - Post-Award Requirements and
Standards for Financial Management

- Procurement standards:
 - Most economical purchase option
 - Procurement "bear claw":
 - Micro purchases (<\$3,500')
 - Small purchases (<\$150,000')
 - Sealed bids/formal advertising (lowest cost)
 - Competitive proposals (most advantageous)
 - Noncompetitive proposals (sole source)

General Standards

Rehmann

Nearly twenty FSA team members took part in an internal course on Federal Grants Management on Monday, November 2, 2020. The four-hour training course was provided by a regional accounting audit and financial services firm and was very effectively conducted in a group, live webinar format. The training covered Uniform Guidance and Government Finance Officers Association best practices. It served as an excellent means of refreshing the knowledge of those with

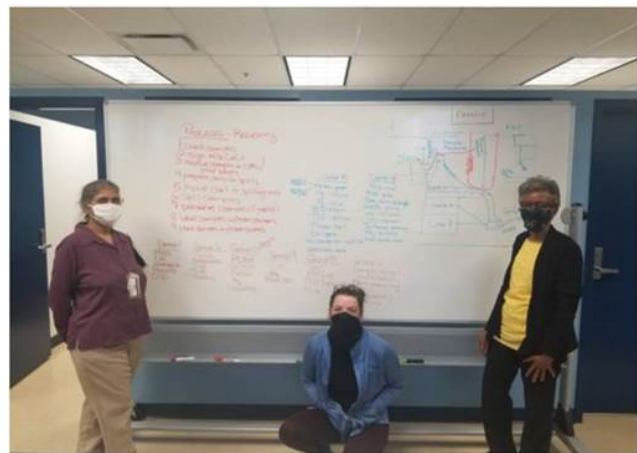
experience and introducing new team members to the complex accounting guidelines related to items ranging from the recent GLWA FEMA grant to ongoing State Revolving Fund loans.

FINANCIAL SERVICES AREA (continued)

Transformation

The Transformation Team has partnered with the WRRF Lab team to implement several Lean Six Sigma methodologies and tools. The transition from the old lab to the newly constructed lab on the 2nd floor is scheduled to begin at the end of November. The Lab team has been trained on 5S workplace organization, process control, Visual Management, mistake/error proofing techniques, and how to sustain the gains made through compliance auditing. The ultimate goal for the team is to create a safer, better organized, and more efficient workplace.

The team has been focusing on reducing waste, time and unnecessary motions in the sampling process while continuing to meet compliance requirements. Team members have weekly meetings to troubleshoot known process issues, work to improve the wastewater sample receiving process, and update documentation such as Standard Operating Procedures (SOP's), work aids, and instructions. The Lab will also move from manual scheduling to an electronic scheduling board, offering a more accurate and efficient way to manage.



WRRF Lab Team Working Together to Troubleshoot the Sampling Process



GLWA Lab Scheduling Board									
Week Of:		Monday Crew	Tuesday Crew	Wednesday Crew	Thursday Crew	Friday Crew	Saturday Crew	Sunday Crew	Monday Crew
Group	Assignment								
Group 1									
Group 2									
Wk	Weather								
PTO									
Training									

Example of Old Manual Scheduling Method vs a New Electronic Scheduling Method

FINANCIAL SERVICES AREA (continued)

Procurement Pipeline

The November 2020 Procurement Pipeline edition is attached. This edition features tips on requesting deadline proposal extensions, an update on the GLWA Business Inclusion & Diversity Program for FY 2021, and a reminder on GLWA COVID-19 vendor safety requirements.

The General Counsel's November Report is an attachment to the Chief Executive Officer's Report.

Respectfully submitted,



Sue F. McCormick
Chief Executive Officer

SFM/dlr

Attachments (3)

Key Financial Metrics

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

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

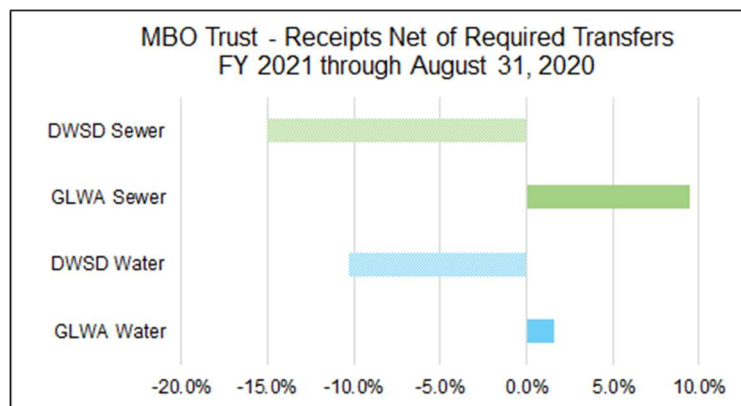
Each variance is monitored by the Great Lakes Water Authority (GLWA) management and, where appropriate, operating and/or budget priorities are re-evaluated. Budget amendments are prepared and presented quarterly based on most current information.

As of August 31, 2020				
Metric	FY 2021 Budget	FY 2021 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$61.0	\$64.8	6%	45
Wholesale Water Billed Usage (mcf)	3,130,000	3,485,000	11%	
Wholesale Sewer Billed Revenue (\$M)	\$44.6	\$44.6	0%	47
Wholesale Water Operations & Maintenance (\$M)	\$22.9	\$21.6	-5%	6
Wholesale Sewer Operations & Maintenance (\$M)	\$30.8	\$27.3	-11%	
Investment Income (\$M)	\$1.7	\$1.6	-8%	35
Water Prorated Capital Spend w/SRA* (\$M)	\$18.0	\$17.0	-6%	27
Sewer Prorated Capital Spend w/SRA* (\$M)	\$14.0	\$10.0	-29%	28

*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 50)

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 to date – and that positive cash flow is available for additional capital program funding in subsequent year(s). DWSD Water and Sewer net receipt shortfalls are \$1.7 million and \$6.5 million



respectively through August 2020 attributed to the impact of the COVID-19 pandemic. GLWA and DWSD staff meet regularly to discuss steps to mitigate this shortfall as outlined in the 2018 MOU. Looking ahead, DWSD Management a) expects a material distribution of state of Michigan CARES Act funding to support these past due balances; b) will be implementing tax liens on commercial and industrial properties; c) anticipates a positive operating budget variance.

The current DWSD loan receivable balance for fiscal years 2017 and 2018 is \$23.5 million. Monthly payments to GLWA continue to be made timely and in accordance with the agreed upon amortization schedule.

Budget to Actual Analysis (page 3)

- FY 2021 information reflects the budget as it was approved by the GLWA Board on March 11, 2020. The first quarter budget amendments that were approved by the GLWA Board on October 28, 2020 will be shown in the September 2020 Budget to Actual report.
- The total Revenue Requirements are on target through August 2020.
- The total Operations & Maintenance expenses are at 15.2% of budget through August 2020 which is reasonably within the pro-rata benchmark of 16.7%.

Basic Financial Statements (page 10)

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for August 2020 is \$26.4 million for the Water fund (38.4% of total revenues) and \$25.8 million for the Sewer fund (32.8% of total revenues).
- Water Net Position increased \$6.1 million and Sewer Net Position increased \$4.1 million for the year to date through August 2020.

Construction Work in Progress Summary (page 26)

- Both the Water and Wastewater systems fall within the 75% Capital Spend Ratio.

Master Bond Ordinance Transfers (page 29)

- Transfers of \$12.7 million and \$17.6 million were completed for the GLWA Water and Sewer funds, respectively.
- Transfers of \$4.5 million and \$8.2 million were completed for the DWSD Water and Sewer funds, respectively.

Cash Balances & Investment Income (page 35)

- Total cash & investments are \$473 million in the Water fund and \$431 million in the Sewer fund.
- The total combined investment income for FY 2021 through August was \$1.6 million.

DWSD Retail Revenues, Receivables & Collections (page 39)

- Water usage through August 31, 2020 is at 96.11% of budget and revenues at 95.97% of budget.
- Sewer usage through August 31, 2020 is at 97.57% of budget and revenues at 99.71% of budget.
- Combined accounts receivable balances for the water and sewer funds report an increase of \$34 million over the prior year.
- Past dues over 180 days make up 63.9% of the total accounts receivable balance. The current bad debt allowance covers 100% of past dues over 180 days.

GLWA Wholesale Billing, Receivables & Collections (page 44)

- GLWA accounts receivable past due balances in total (net of Highland Park) are less than one percent of the total balance due.
- The Highland Park past due balance is \$44.0 million, includes \$33.6 million for wastewater treatment services, \$1.7 million for industrial waste control services, and \$8.7 million for water supply services. Looking ahead, Highland Park has made three payments totaling \$1.8 million in FY 2021 as of September 2020.

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 informative updates on doing business with the Great Lakes Water Authority (GLWA).

Procurement Tip of the Month: Requesting Deadline Extensions for Proposal Submissions

GLWA Procurement posts all open solicitations in Bonfire at least 30 days in advance of the specified “close date.” This provides vendors adequate time to review the solicitations, ask questions, prepare the appropriate documents, and submit a competitive responsive and responsible bid. However, we do understand that there are extenuating circumstances in which a vendor may require additional time to submit their proposals. *If a vendor requests a deadline extension and there are no externally imposed deadlines on the project, then GLWA Procurement may extend the final close date on the solicitation.* Vendors must provide a valid reason for their request which will be evaluated on a case-by-case basis. If you need to request a deadline extension for a proposal submission, or you have any further questions about deadline extensions, then please contact the GLWA Buyer listed on the solicitation.

GLWA Business Inclusion and Diversity (B.I.D.) Program Forthcoming in 2021

GLWA is committed to fostering the success of small, women-owned, and minority-owned businesses as well as those that operate from an economically disadvantaged location within the GLWA service area. The Board of Directors is presently considering an amendment to the Procurement Policy for a Business Inclusion and Diversity (B.I.D.) Program. If you are a contractor with a diversity program, then we would like to hear from you at procurement@glwater.org.

Happy Thanksgiving from the GLWA Procurement Team!

The GLWA Procurement Team warmly wishes the Vendor Community a safe, happy, and healthy Thanksgiving! We thank the vendor community

for all that you do—you make it possible for GLWA to reliably provide water and wastewater services to the communities that we continue to serve through these uncertain times.

Staying Safe this Fall and Winter with the MI COVID Alert Mobile App

The State of Michigan has recently launched a free, statewide, and voluntary coronavirus mobile app called MI COVID Alert. Available for both Apple and Android, MI COVID Alert notifies users if they have been within six feet of any user who has tested positive for COVID-19. App users will always remain anonymous to other app users, even when they report positive tests results. In the effort to stay safe and help slow the spread of COVID-19 this fall and winter, GLWA encourages the vendor community to mask up, maintain social distance, handwash regularly, and download the MI COVID Alert App. For more information on the app and instructions on how to download and use it, please see the Michigan.gov website.



Reminder: Vendor COVID-19 Requirements

Please note that all GLWA COVID-19 safety protocols and procedures, including the Visitor’s Questionnaire and the Vendor COVID-19 Testing Requirement, remain in effect until further notice. For more information on these requirements, see “COVID-19 Vendor Requirements and Related Forms” on the [GLWA vendor page](#).

What’s Coming Down the Pipe?

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

Visit GLWA online! See the Vendors page at www.glwater.org or contact us via email at procurement@glwater.org.

Upcoming Solicitations November 2020

Category	Description	Budget Estimate
Water System (next three months)		
Maintenance Services	5-Year Sludge Removal and Disposal Services at Northeast, Springwell's & Southwest Water Plants	\$55,000,000
Engineering	North Service Center Pumping Station Improvements (CIP #132016)	\$10,000,000
Field Services	Water Transmission Main, Valve, and Urgent and Emergency Repairs (CIP #170504)	\$15,000,000
Construction	Phase II – 14 Mile Transmission Loop Project (CIP #122013)	\$91,000,000
Construction	NEWTP Flocculator Improvements (CIP #112006)	\$11,000,000
Design	LHWTP Flocculator Improvements (CIP #111012)	\$3,000,000
Construction	Springwells Water Treatment Plant Medium Voltage Electrical System Replacement (CIP #114002 Project B)	\$30,000,000
Design Build	Belle Isle Seawall Rehabilitation (CIP #116005)	\$1,740,000
Wastewater System (next three months)		
Design	Rehabilitation of Remaining CSO Outfalls and Some Trunk Sewers	\$7,000,000
Maintenance	UPS Maintenance and Repair Services (CSO/WRRF)	TBD
Design	Control System Upgrade – St. Aubin, Leib, and 7 Mile CSO Facilities	TBD
Design	WRRF Rehabilitation of the Circular Primary Clarifier Scum Removal System	TBD
Construction	WRRF Seagull Habitat Modification	TBD
Water System (next four to nine months)		
Design Build	WTP Ovation Workstation Upgrade Project (CIP #170303)	TBD
Purchase	Double Disc Gate Valve Procurement – 14 Mile Transmission Loop Project (CIP #122013)	TBD
Design	Reservoir Inspection, Design and Construction Administration	\$4,000,000
Wastewater System (next four to nine months)		
Design Build	Baby Creek Outfall Improvements Projects (CIP #277001)	TBD
Construction	Rehabilitation of Outfalls – Phase III (B-39)	\$7,000,000
Construction	Rehabilitation of Woodward Sewer	\$26,000,000
Construction	Rehabilitation of CSO Outfall Backwater Gates	\$5,000,000
Construction	Connor Creek Dike Improvements	TBD
Construction	Air Balancing of CSO HVAC Systems	TBD
Construction	CSO Generator Improvements (Controls upgrades, Generator modifications)	TBD
Enterprise (next four to nine months)		
Information Technology	Project Management Information System	TBD

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

Acronyms	
WRRF: Water Resource Recovery Facility	CSO: Combined Sewer Overflow



Office of the General Counsel

735 Randolph Street, Suite 1900
Detroit, Michigan 48226

Office of the General Counsel – November, 2020

- **COVID - 19:** The Office supports GLWA's response to the COVID-19 pandemic, including participating in GLWA's COVID-19 Task Force, review of COVID-19 related laws, rules and public health orders.
- **NPDES ACO Dismissal:** The Office assisted in preparing documents to have the ACO dismissed.
- **Legislative Updates:** The Office has reviewed and submitted comments on the Environmental Protection Agency's (EPA) Proposed 2020 Financial Capability Assessment for Clean Water Act Obligations. The Office also reviewed EPA proposed Rule 40 CFR Part 139. This rule is the Vessel Incidental Discharge National Standards of Performance. This includes, but is not limited to ballast water, but rather the whole spectrum of discharges that come from larger non-recreational, non-military boats/ships. The Office continues to support HB 4806 which contains amendments to the exception to governmental immunity, regarding liability for sewer back up claims. GLWA continues to cooperate with member partners on the Lead and Copper Rules as well and attend webinars on the subject. The Office is also monitoring a bio-solids bill and water assistance bills.
- **Gordie Howe International Bridge:** GLWA submitted its relocation reimbursement request to MDOT.
- **Trenton Water Main:** The Office is negotiating the transfer of the 24-inch water main to GLWA. GLWA retained a survey company to survey the entire easement area for the transfer documents.
- **Water Contract Negotiations:** GLWA will attempt to secure long term contracts with all communities that are not on the model contract. Recent activities:
 1. The contract negotiation team concluded its annual fall water contract exceedance review process and successfully negotiated contract amendments with Harrison Twp., New Haven and Shelby Twp. The Dearborn Heights exceedance was the result of a main break and thus did not require an amendment to its contract. The foregoing resolutions were all approved by the One Water Partnership's Analytical Work Group on October 29, 2020. Contract amendments have been provided to the affected member partners and approvals by the respective communities are scheduled to occur prior to January 8, 2021.
 2. The team successfully concluded its annual review process with Bruce Twp. A contract amendment is expected to be approved by the Township prior to January 8, 2021.

3. The team successfully concluded its out-of-sequence reopener meeting with Grosse Pointe Woods and the city is expected to approve the proposed amendment prior to January 8, 2021.
 4. The team continues to meet with the City of Rochester Hills, which is exploring the possibility of becoming a direct GLWA customer for a portion of its retail system (most recent meeting September 22, 2020).
 5. The team continues to negotiate the terms of a model contract with St. Clair County/Greenwood Twp. and DTE (most recent meeting September 29, 2020).
 6. The team continues to negotiate the terms of a model contract with Grosse Pointe Park (meetings September 16 and October 20).
- ***Environmental and Workplace Safety Compliance:*** The Office continues to work with the COO and team leaders from both the water and sewer systems to comply with regulations and to respond to any alleged violations.
 - ***Record Retention Policy:*** The Office is drafting a record retention policy for GLWA.
 - ***Industrial Pretreatment Program:*** The Office continues to work with the Industrial Waste Control (“IWC”) Group and external stakeholders on finalizing and implementing an updated IPP. To date, 77% of the communities have passed a concurring resolution. The Office is also providing assistance on PFAS and PFOS matters.
 - ***Lead and Copper:*** The Office provided support to GLWA’s Water Supply Advisory Council. The next meeting is scheduled for December 2, 2020.
 - ***Real Estate:*** The Office is negotiating easements related to support the 14 Mile Road redundancy project, Baby Creek CSO infrastructure improvement project. The Office is negotiating the acquisition of property for the Newburgh and Ypsilanti pump stations. The Office will present the potential purchase of Wayne County Airport Authority land for the Ypsilanti pump station and land adjacent to the Conner Creek Pumping Station to the Full Board in November. The Office assisted in preparing the GLWA Easement Encroachment Permit Process.
 - ***Member Outreach:*** The Office continues to be an active participant in Member Outreach sessions.
 - ***Main Relocations:*** The Office continues to support water operations in its discussions with community stakeholders regarding water main relocations.
 - ***Civil Litigation and Arbitrations:*** The Office continues to vigorously defend actions against GLWA, including a class action lawsuit regarding IWC charges. GLWA filed a lawsuit against Highland Park for unpaid water, sewer and IWC invoices.

Due to the COVID-19 pandemic, the Courts have not resumed civil jury trials, however, GLWA continues to pursue opportunities to settle cases. GLWA settled Samantha Jones litigation, stemming from a motor vehicle accident for \$40,000.00.

- **Labor Relations:** The Office continues to provide legal advice to Organizational Development on labor relations and employment matters.
- **Procurement:** The Office continues to assist GLWA's Procurement Team negotiate contracts, change orders and amendments and interpret contractual provisions. The Office is also assisting with the Procurement Policy's Procedures and updating GLWA's template contracts. The Office is part of a cross-functional team working to complete significant revisions to the GLWA construction contract, including consideration of using an entirely new contract format.

Statistics:

Contracts approved as to form:	34
Contracts drafted or revised:	88
Subpoenas/Information requests received:	6
Subpoenas/Information responded to:	4