

GLWA Member Outreach 2018 Scorecard Results



Background and Methodology

The original GLWA Member Outreach Scorecard – affectionately known as Scorecard 1.0 – was developed at the recommendation of the Water Management Best Practices Work Group, approved by the One Water Partnership, and deployed by Project Innovations in Fall 2017.

One of Bridgeport Consulting’s first tasks upon transitioning into the role of third-party facilitator in January 2018 was to craft recommendations for action arising from the results of Scorecard 1.0. That task was completed with the publication of a brief report with recommendations regarding GLWA Field Services, which was identified as a key area of opportunity per the Scorecard 1.0 results. GLWA accepted those recommendations and developed an implementation plan, both of which were presented at the March 15, 2018 One Water meeting.

In harmony with the intention to produce an iterative “report card” for the organization, Bridgeport released Scorecard 2.0 via online survey on October 1, 2018. The survey remained open through October 17. One hundred thirty-one (131) respondents completed the survey, which is commensurate with the previous year’s response rate (132 respondents). The majority of respondents (88 respondents, or 67%) self-identified as Member Partner/Customer; 24% identified as Member Partner Consultant, and 8% identified as Other.

Significant Scorecard Changes

Rating scale simplified; reflective of direct experience

In Scorecard 1.0, respondents graded eight major service categories using an overall A (excels) through F (fails) rating scale. Factors were provided for each service category to help respondents select a grade, but respondents did not have an opportunity to grade individual factors. The primary limitation of this approach is the inability to discern among the factors that may have contributed to each category’s overall rating (i.e., lack of granularity among responses), which in turn diminishes the actionability of the results.

In response to this key lesson learned, Bridgeport refined Scorecard 2.0 by inviting respondents to rate individual factors within a question category, and to do so by selecting the response option that reflects their individual experience (i.e., “strongly agree” instead of an overall letter grade). Benchmarking against Scorecard 1.0 results can still be accomplished by creating weighted category averages and norming the rating scales between the two tools.

Another lesson learned was the considerable value of open-ended comments, which provided essential qualitative insight into the more quantitative rating results. In Scorecard 2.0, Bridgeport amplified the opportunity to provide comments by integrating more open-ended questions, and explicitly prompting respondents to elaborate on each rating provided. This approach generated significantly more – and more descriptive – comments, which is helpful in interpreting results.

Salient Findings

1. All question categories received a weighted average of 3.0 (“Agree” or “Somewhat Satisfied”) or greater, which demonstrates an **overall positive perception** of GLWA. The weighted average of all individual factors across question categories is 3.3 out of 4.0.
2. Four factors received a weighted average of 3.5 or greater, which demonstrates a **significantly positive perception**:
 - Member Outreach Program communication 3.7 out of 4.0
 - Water quality (sampling, testing, etc.) 3.6 out of 4.0
 - Members have enough opportunities to participate 3.5 out of 4.0
 - Wholesale Automated Meter Reading (WAMR) 3.5 out of 4.0
3. Six factors received **overwhelmingly positive ratings**, where more than 90% of responses were a combination of “Strongly Agree” (or “Very Satisfied”) and “Agree” (or “Somewhat Satisfied”):
 - GLWA Team Members are knowledgeable (96% positive)
 - Member Outreach Program communication (95% positive)
 - In the Member Outreach Program, meetings provide valuable information (93% positive)
 - GLWA Team Members are responsive to member needs (92% positive)
 - Members have enough opportunities to participate (92% positive)
 - GLWA provides a good platform for regional collaboration (91% positive)
4. Three individual factors received a weighted average of less than 3.0, indicating key **opportunities for improvement**:
 - Procurement 2.8 out of 4.0
 - Charges approval process happens in a timely manner 2.9 out of 4.0
 - Capital improvements and construction 2.9 out of 4.0
5. In combination with the quantitative ratings, individual comments reveal several themes:
 - GLWA as a whole is viewed as responsive, sincere, and committed to members
 - The Member Outreach Program is deeply valued
 - Members are relieved, impressed that the transition from Project Innovations to Bridgeport Consulting has been so smooth
 - Water and wastewater charges are viewed as complex and difficult to understand
 - Members request the GLWA Board adopt charges in a timely, transparent manner
 - Members acknowledge that a “learning curve” – both for GLWA as an organization and for Member Outreach – is observable
 - Members suggest that Field Services appears to be improving (“time will tell”)
 - Public Affairs is respected and appreciated, and members are eager for them to do more, especially as relates to engagement with elected officials
 - Procurement is perceived to be a generator of “barriers”
 - Members request less report-out/information-sharing at meetings
 - Members would welcome more visible involvement from Co-Chairs

Directional Comparison, 2017 to 2018

A pure one-for-one comparison between Scorecard 1.0 and Scorecard 2.0 is not possible given the structural changes that were implemented in 2018. However, it is possible to norm the rating scales in each tool to establish valid directionality between scores. This comparison is summarized below.

It is worth noting that the more granular responses and the abundance of qualitative comments generated through Scorecard 2.0 improve the depth and meaning of the data received, and establishes a resilient platform that enables more precise comparison with future Scorecards.

2018 Topic <i>Normed Weighted Average in ()</i>	<i>When compared with</i>	2017 Analog <i>Normed Weighted Average in ()</i>
Field Services (3.18)	↑	Field Services Excellence (2.95)
Communications (3.40)	↑	Routine Communications (3.24)
GLWA Collaboration Efforts (3.17)	↑	Collaboration (3.08)
GLWA – Technology Innovation (3.17)	↑	Innovation Leader (3.08)
Member Outreach Program (4.0)	↔	Customer Outreach Program (4.0)
Communications – Emergency (3.30)	↔	Emergency Communications (3.28)
GLWA Team Members (3.30)	↔	Staff Interaction (3.35)
Water and Wastewater Charges (3.00)	↓	Water and Wastewater Charges Mgt. (3.15)

Demographic Data Analysis

Additional analysis was conducted to identify meaningful differences in the scores generated by Member/Partner Customers versus all other respondents. Two areas revealed statistically significant variation with >90% confidence:

1. Procurement
 - Member/Partner Customer (80 respondents) 3.0 out of 4.0
 - All other respondents (35 respondents) 2.4 out of 4.0

2. Contract Negotiations / Contract Alignment Process
 - Member/Partner Customer (80 respondents) 3.3 out of 4.0
 - All other respondents (35 respondents) 3.0 out of 4.0

The different ways that each demographic group interacts with these two service areas likely explains the variation in scoring.

Full Data Set

Respondent demographics (Questions 1 through 4):

Affiliation with GLWA:	%	Count	Type of GLWA Member:	%	Count
Member Partner/Customer	67%	88	Water	34%	44
Member Partner Consultant	24%	32	Wastewater	11%	15
Other	8%	11	Both - water and wastewater	49%	64
			Not applicable	6%	8
Role in your organization:	%	Count	Recent Participation in Outreach Activities:		
Administrative Staff	24%	31	None	13%	17
Consultant	21%	27	1-3 mtgs in the last year	32%	42
Elected Official	0%	0	4-6 mtgs in the last year	24%	32
Financial Staff	2%	2	7-10 mtgs in the last year	9%	12
Management	44%	58	> 10 mtgs in the last year	21%	28
Maintenance and Repair Staff	3%	4			
Operations Staff	7%	9			

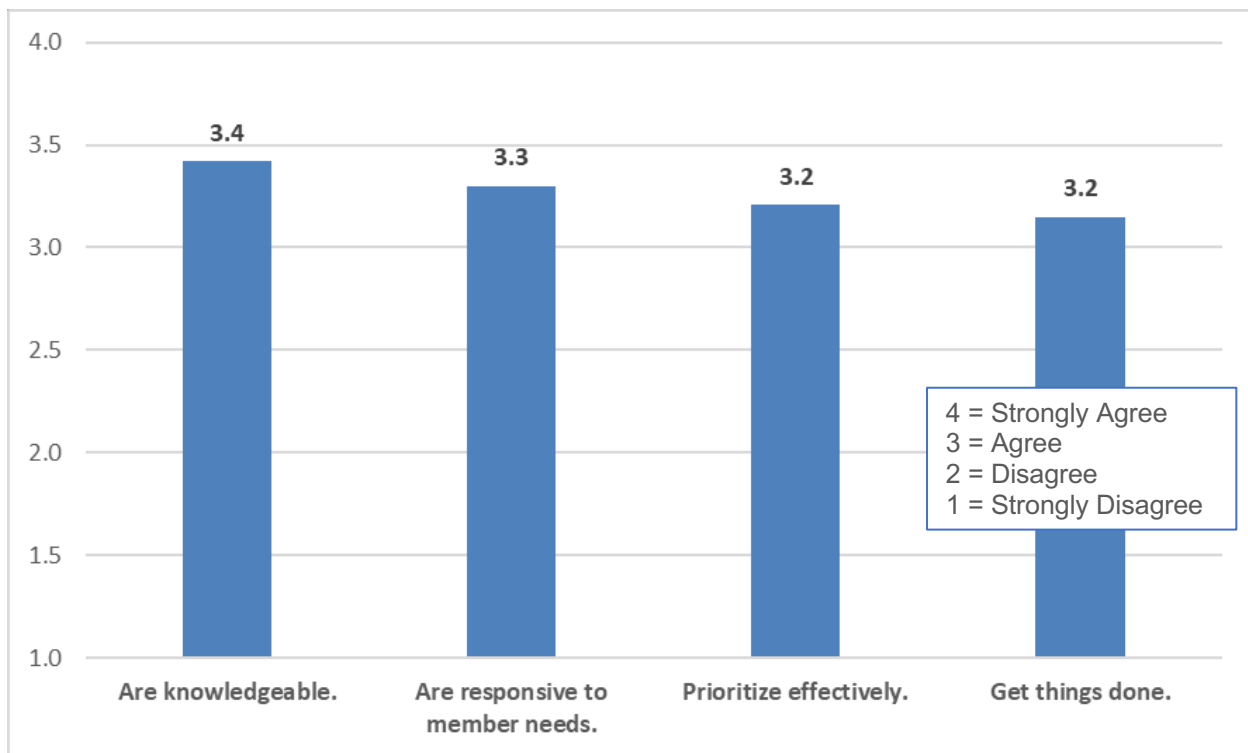
Rating scale used for Questions 5 through 8:

- Strongly Agree = 4
- Agree = 3
- Disagree = 2
- Strongly Disagree = 1
- Note: “Not Applicable / Don’t Know” was offered as an option, and omitted from the calculation of weighted averages for individual factors and question categories.

Comments are presented verbatim and have not been edited in any way.

Question 5: In general, GLWA Team Members I interact with...

Weighted average for overall question: 3.3 out of 4.0



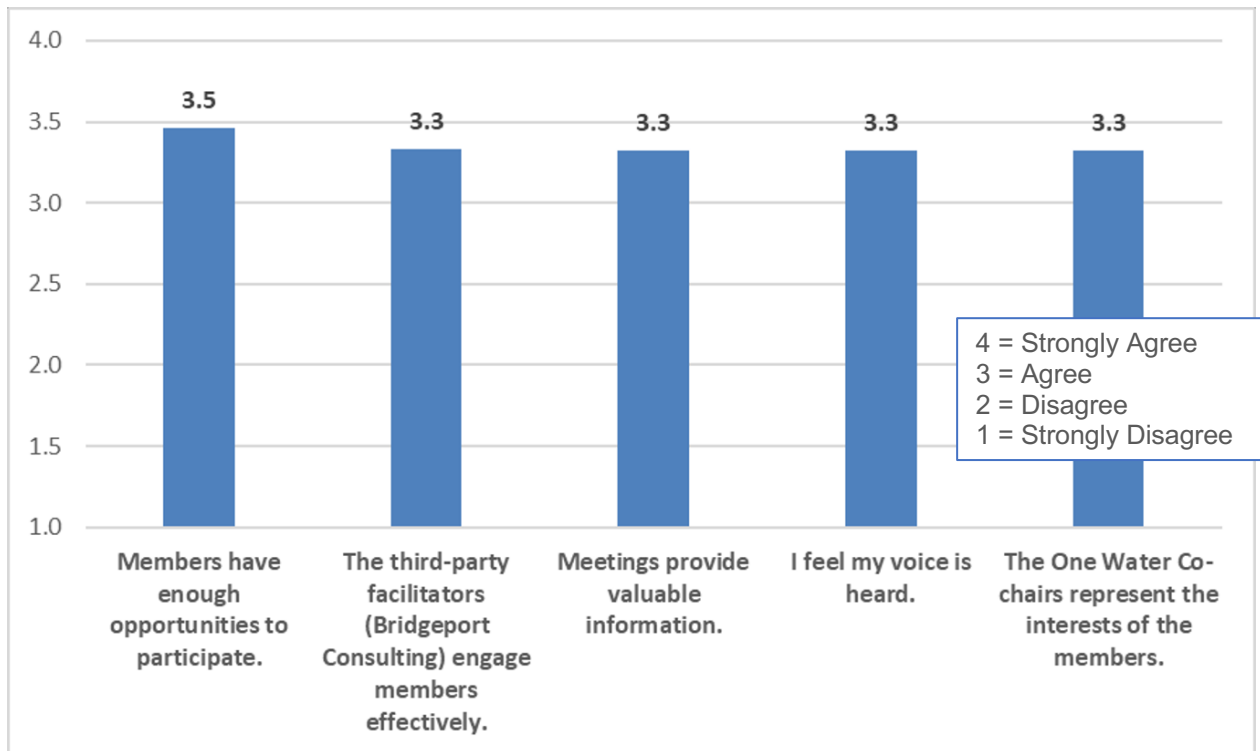
Comments provided under Question 5:

1. How about adding these meetings in a Webinar Format. Sometimes its hard to get away.
2. Everyone is really busy so I think everyone does their best from a time perspective.
3. There are some areas of the organization in which response is not prioritized and issues are not resolved or followed up on in a timely manner.
4. The Public Affairs division of GLWA has been very helpful and is a valued resource. Congratulation Michele Z on being named one of Crain's Detroit Notable Women in Marketing. Also the education group has been of great value.
5. Many GLWA team members do everything in their control to get things moving but are hindered by constraints out of their control such as procurement schedules or budget edicts.
6. Technical staff are good but overloaded with responsibilities. Procurement is not always supportive of technical staffs' project needs and create barriers to progress
7. Many new people still learning their way around.
8. Depends on which team member, but "in general" I agree to all of the above
9. I always wonder what the real policy issues are and whether or not we are effectively or comprehensively framing and addressing them. There's a big, complicated comfort zone and a lot of taboo subjects that seemingly risk renewed sewer & water "wars" if they're broached: regional equity; affordability; weighing public health, community development & social equity with fiscal responsibility, and what does "regional optimization" really mean anyway?
10. There is a wide variety of GLWA employees. Most are very good a few not as much.
11. Meetings too often report on known information and self congratulation, leaving too limited time to address issues in question / dispute.

12. Lots of talk but limited progress
13. have improved greatly since the last survey
14. I appreciate that everyone is looking to help each other succeed, and whenever I have a question that can't be answered immediately I have a response via email or phone within the next 24-48 hours.
15. The staff is still on a learning curve to overcome the lack of transferred institutional knowledge.
16. Very Responsive

Question 6: In the Member Outreach Program...

Weighted average for overall question: 3.4 out of 4.0



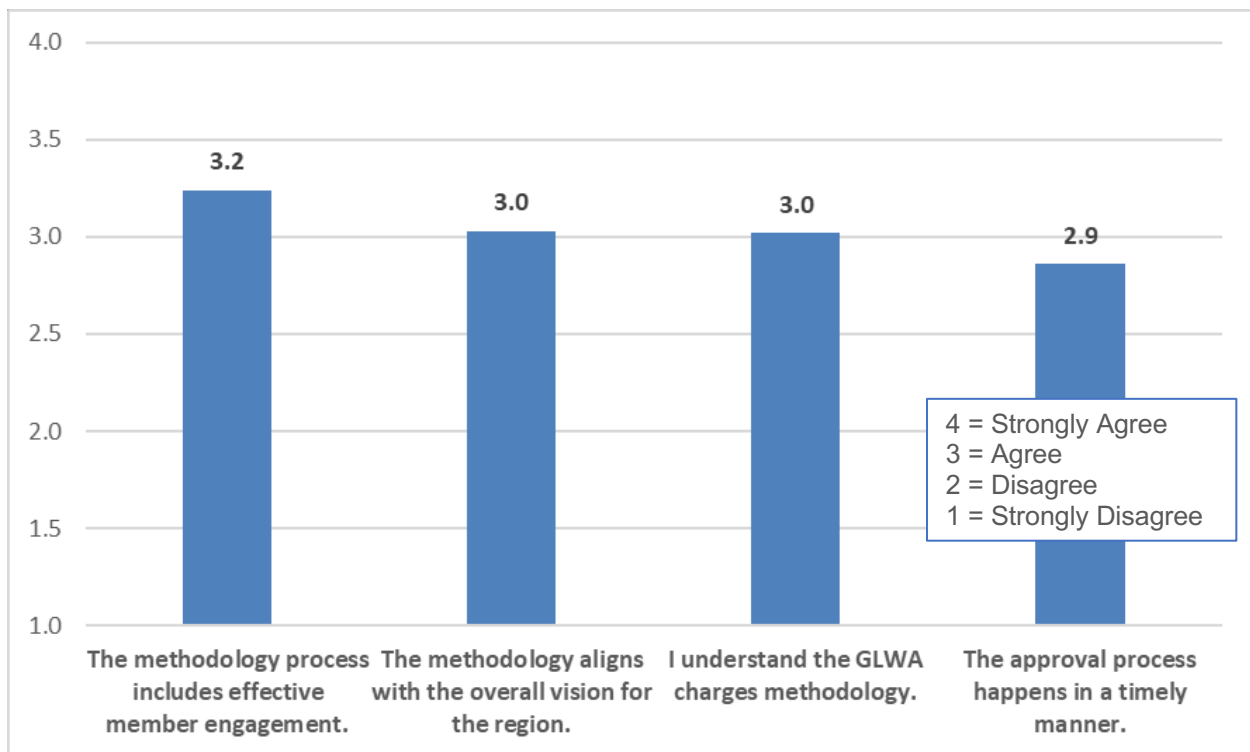
Comments provided under Question 6:

1. I question relevance of some meetings.
2. Bridgeport just started. Ask again in 6 months.
3. Too early to tell on these efforts.
4. They have been helpful.
5. *Some meetings provide valuable information. Others feel more like showing that things are happening but not sharing much real information that the members can use.
6. Bridgeport staff are competent and eager to do well. Change is always a challenge when following a successful group
7. Don't really rely upon Co Chairs to address our concerns.
8. I think the co-chairs should summarize their positions on topics as well as seek input on decisions.
9. Are we really confronting our regional water & sewer challenges, or just following the path laid out for us by a dysfunctional political environment? Is the funding model right for the

- communities we serve? Since the basis for the sewer SHARES is incomprehensible even to the knowledgeable parties participating in the outreach meetings, couldn't we do better? Since the complex realities of these systems are essentially misunderstood by 99% of our neighbors, are we simply reinforcing a group think model and missing opportunities for transformational, fundamental change that would improve our communities & our region?
10. I am very happy with the current status of the Outreach and GLWA's continued willingness to engage with the Outreach. My fears over Project Innovations leaving have proven unfounded.
 11. I appreciate the opportunities to be involved and feel I am heard when I ask questions or have suggestions during meetings. I have been very impressed with the overall performance of Bridgeport as our 3rd party facilitators.
 12. Co-Chairs will need to continue to define and adjust their level of involvement depending on the issues that are raised...I don't know if the members understand the full roles of the Co-Chairs. Bridgeport, as with GLWA staff, is presently on a learning curve. They have demonstrated their ability to rise to the occasion so far, and I am confident that they will continue to make progress in serving the member communities well.

Question 7: Regarding Water and Wastewater Charges...

Weighted average for overall question: 3.0 out of 4.0



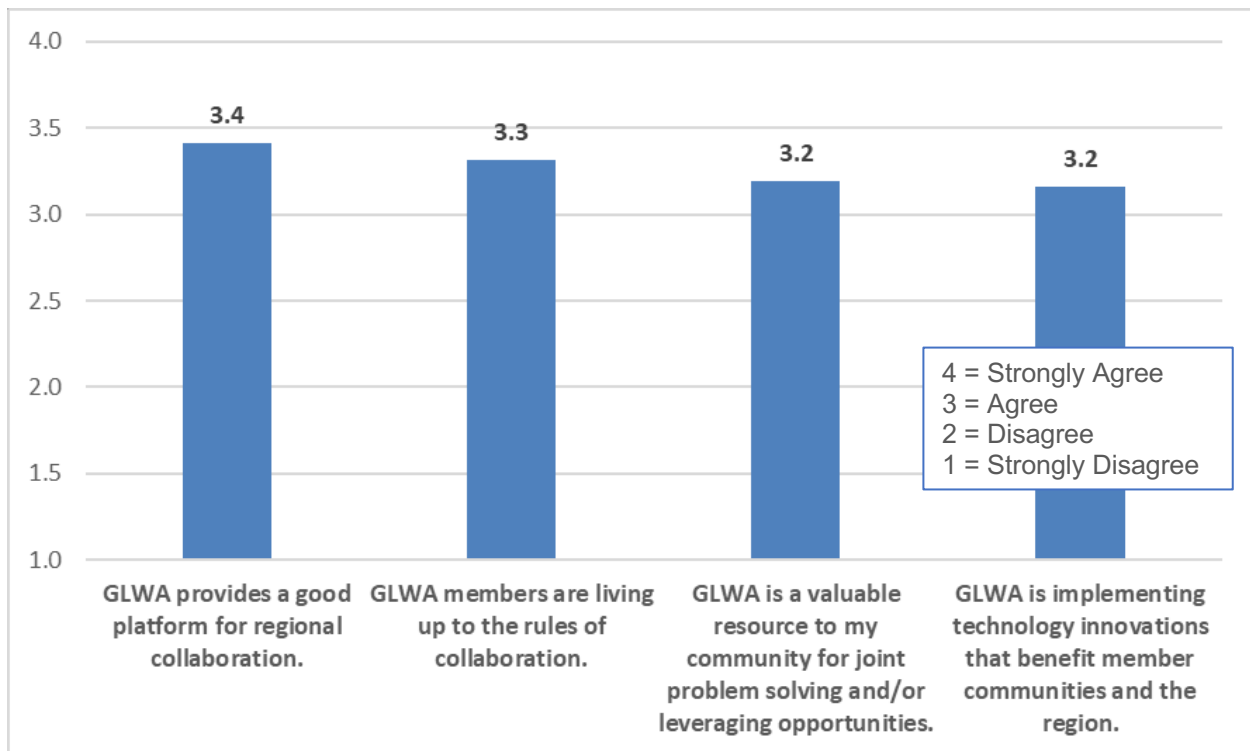
Comments provided under Question 7:

1. It seems like there are no constraints. Lost time is being made up for very quickly. What about having a PR campaign to the very end user (actual rate paying customer) to explain what is going on and why. Catching up for years of neglect, but the end user needs to know that GLWA is part of the bill.
2. Engagement is not the same as affecting the process

3. Do you mean I understand that GLWA changes methodology as opposed to changes methodology?
 4. The Wastewater Charges deep dive did help provide a historic frame of reference to look under the hood of the wastewater charges. I agreed with "I understand the GLWA charges methodology," but mostly in a general sense.
 5. The recent diversion into reopening Sewer Shares is not in alignment with One Water, Regional Cooperation, or compatible with the way the system is operated.
 6. Simplify explanation of rates breakdown sheets for each community.
 7. See the previous comments & questions. To elaborate, I believe the individual leaders & participants in the outreach meetings are all acting in good faith and appropriately as they see their roles, but I believe it's possible or probable that systemic constraints limit our effectiveness and positive impact to less than the sum of the parts.
 8. The GLWA Board needs to approve the charges by March 31 of each year. We can't have another 5 month Board approval process.
 9. units of service seems to be a moving target. board changed the numbers at the final meeting and we had already taken the numbers to council and yes we did use the word draft in the rates to council. Should the board be involved early in the process so that we have more confidence that the draft number is close.
 10. The water charges process was dragged along for far too long this year and I know some communities, due to their own local budget fiscal year schedules, had to move forward with setting rates before the GLWA Board approved the new charges.
 11. I think for the most part that the methodology aligns with the region, though I do believe there is room for improvement. I think that there is no perfect answer as each community operates differently. In regards to understanding the methodology, I do understand the methodology for the water side, but lacking in the wastewater methodology. This is due to the fact it is hard to make all of the meetings and that we are a part of OMID, so we don't have a clear concise explanation of our township at a GLWA meeting because we are part of OMID.
 12. This has been a process that I have not been closely monitoring. I have heard some talk that not all the communities have felt their concerns were adequately addressed.
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Question 8: Regarding GLWA's collaboration efforts...

Weighted average for overall question: 3.3 out of 4.0



Comments provided under Question 8:

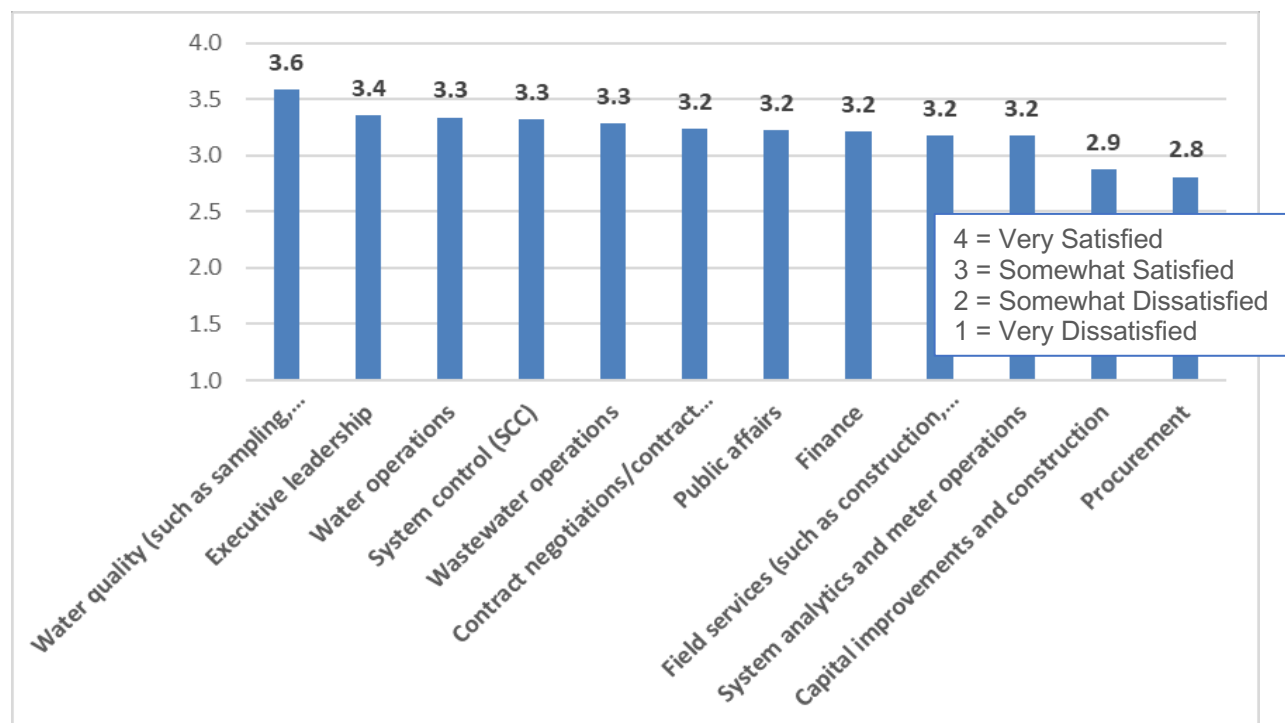
1. Sorry, just not aware of a lot of these initiatives.
2. It seems GLWA wants to implement innovations but is still gearing up; process improvements such as Bonfire have been nice to see.
3. Difficult to answer the last part as GLWA is still new
4. Within the political & fiscal constraints that have created the water & sewer infrastructure funding gap nation (and world) wide, I would agree, but in terms of our potential if we could honestly and productively confront those constraints, I'm afraid not.
5. I am excited about the water main inspection program that GLWA is starting but unsure whether it will produce useful results.
6. I am looking forward to implementing the WAMR notification tool, whenever that becomes available (if it hasn't already).
7. Regarding collaboration, I do not have enough information to determine if members are fulfilling their side of the arrangement. How would that be measured? How could it be encouraged, if it is not taking place? Regarding GLWA as a resource, I think that goal can only be achieved if the communities are fully engaged, and I don't believe they are.
8. WRAP, Aquasight, alignment of contracts to reopen in the same year are good examples "One Water".

Rating scale used for Questions 9 and 10:

- Very Satisfied = 4
- Somewhat Satisfied = 3
- Somewhat Dissatisfied = 2
- Very Dissatisfied = 1
- “Not Applicable / Don’t Know” was also offered as an option, but is not reflected in individual or category-level weighted averages.

Question 9: How satisfied are you with the following GLWA service areas?

Weighted average for overall question: 3.2 out of 4.0



Comments provided under Question 9:

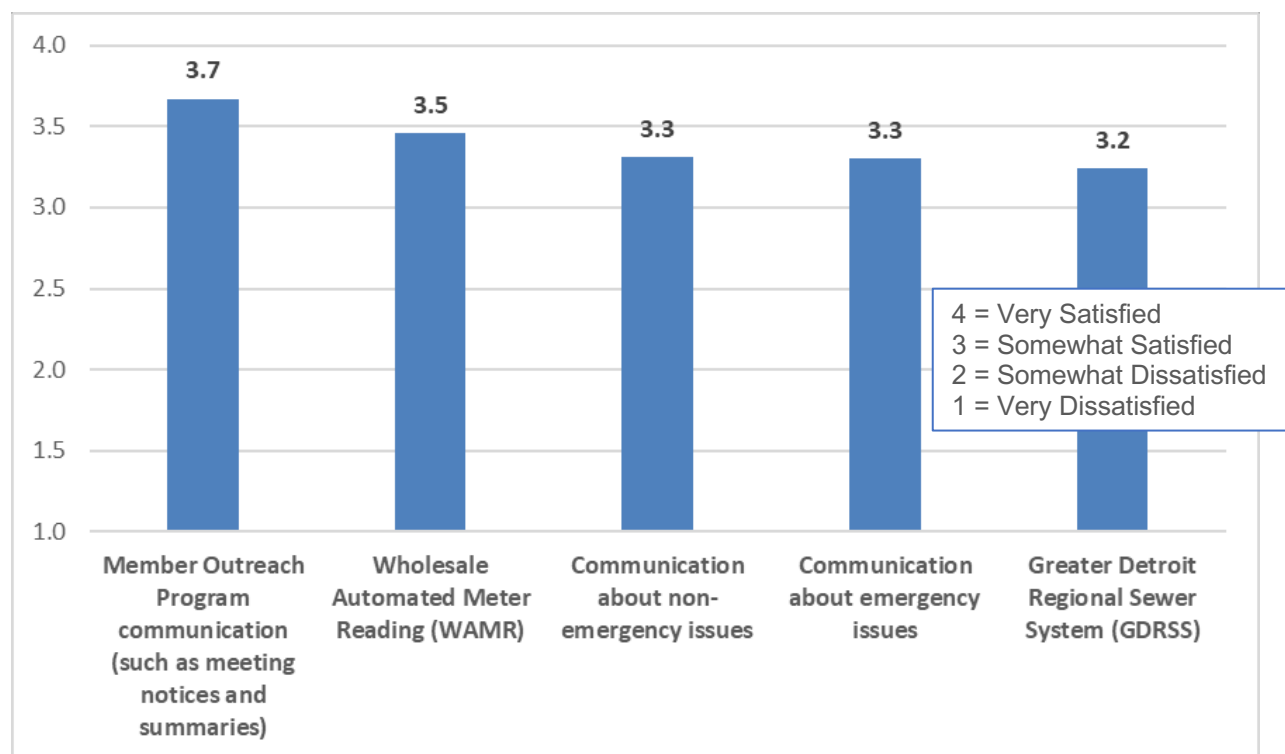
1. I think that GLWA should take some heat for the increases. You are big enough to purchase some TV Spots, or other outreach and talk about deferred maint. and the need to increase the rates etc. Also, have some agents willing to come to local boards and make presentations and take questions; not easy stuff but would be helpful and appreciated. I understand the mess of deferred maint. and operational inefficiencies you have had to undertake but you need to tell the story to the broader audience not just the few utility managers.
2. Working with Eric and Doug in the System analytics and meter operations couldn't be better.
3. It would be better if there were a "satisfied" rating because "somewhat satisfied" seems to me to be not quite satisfied.
4. GLWA could be more effectively responding to the impacts of the new LCR rule by accelerating the corrosion control study at the water plants. Cleveland Water, for instance, is dosing orthophosphate at 1.5 mg/L and their 90th percentile lead results last time were 1.5 ppb. GLWA is dosing at 1.0 mg/L - LCR sampling starts in June 2019 - every day is

a day less to build up protective coating that may help customers mitigate impacts from the new LCR Rule. GLWA is doing great job contesting the new rule, but if it stays as written, problems could result.

5. Limiting my comments to public affairs, how can we be satisfied when so few People in our region have even the most basic understanding of these systems, their importance, how they're funded and managed, why water issues & crises keep popping up in various forms, etc.? From the 1980s to the 2000-teens, trying to manage these crucial systems "on the cheap" has gotten us to this point, and where's the public education push for better alternatives?
6. We are continuing to have problems with meter maintenance and IWC. Have seen progress in Field Services. Execution of capital plans remains a real problem. IWC is very hard to deal with and not at all customer focused.
7. Heard numerous comments about the long wait for information on the status of bids submitted, and no one can give any responses
8. Middle management needs to be more empowered to make everyday decisions without having to meet with exec team. Slows things down
9. Was a tough year in Livonia with two boil water advisory's and a large transmission main break.learned from each problem and things we much smother with each problem.
10. I think we have made huge strides but still need to continue to push further.
11. Capital improvements seem to always have more in the plan than ever get accomplished in each year. From the involvement I have had as a member sitting on a procurement panel for a large project, it seems that the procurement process takes too long and is missing some of the transparency I think we need.
12. While there may have been improvements in the field services area, we haven't had a chance to see the improvements in action, as we have been fortunate to not have an emergency that would involve having field services work in our field. The "somewhat dissatisfied" score is based on our last experience with GLWA field services, which was over a year ago.
13. Field Services - appears to be making positive progress...still a ways to go. CIP/Construction - I am satisfied with the approach, but there is a gap in the number of member communities involved. How do we bolster the participation? Procurement - I understand the process is still somewhat clumsy and slow. I don't have enough info to determine how it is progressing internally, I think some progress has been made to include customer communities in the process. System analytics - until the meter replacement project has been completed, it is hard to determine how well or not, the metering is performing. Public Affairs - notice the improvement, but need an improved strategy to reach elected officials

Question 10: How satisfied are you with the following GLWA information and communication efforts?

Weighted average for overall question: 3.4 out of 4.0



Comments provided under Question 10:

1. Outreach meetings should be in Suburbs, not SEMCOG due to traffic, parking issues.
2. For emergency notification upgrades, such as phone call out, SMS messaging needs to be added. E-mail is not sufficient
3. Again, WAMR has been improving year after year and has been very stable and a great tool we use daily.
4. The WAMR and GDRSS systems are helpful regional assets.
5. There is a need for formal WAMR training sessions for local partnering communities.
6. Again I think GLWA learned from each problem and as the year progressed things seem to run smoother
7. Too many emails