

# GLWA SCORECARD 2020

*Stability and  
Satisfaction in  
Challenging Times*

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*Prepared by Bridgeport Consulting,  
Third Party Member Outreach Facilitators for GLWA*

*October 19, 2020*

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# The Takeaways

## The Top 7 Things You Need to Know

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1. Participation is strong and representative
  2. Response data are stable and positive  
*(overall satisfaction = 96% this year!)*
  3. No major red flags to address
  4. Virtual meetings are a hit
  5. Procurement is trending up
  6. Heads up: one factor related to charge methodology ticked down *slightly*
  7. No follow up contacts requested
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# Background & Methodology

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[\*Background: Respondents - 5\*](#)

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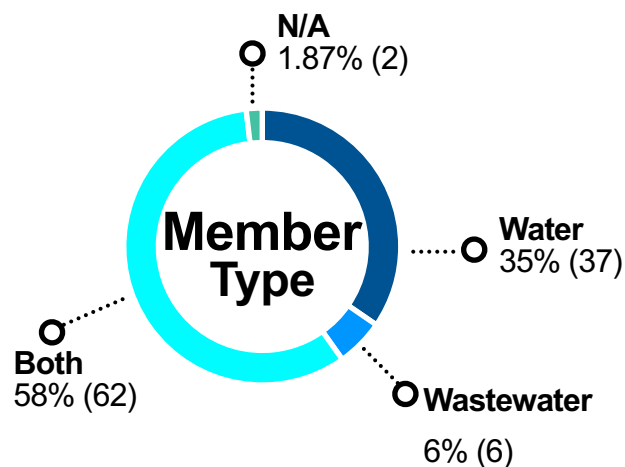
[\*Survey Changes - 6\*](#)

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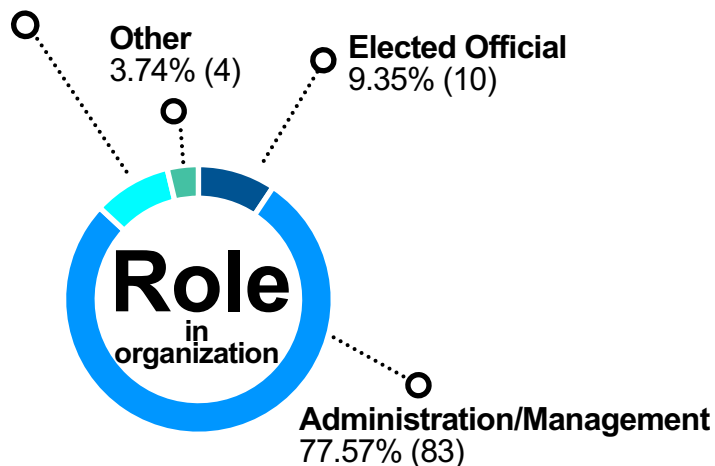
[\*Key Findings - 7\*](#)

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# Background



## Operations/Field Staff 9.35% (10)

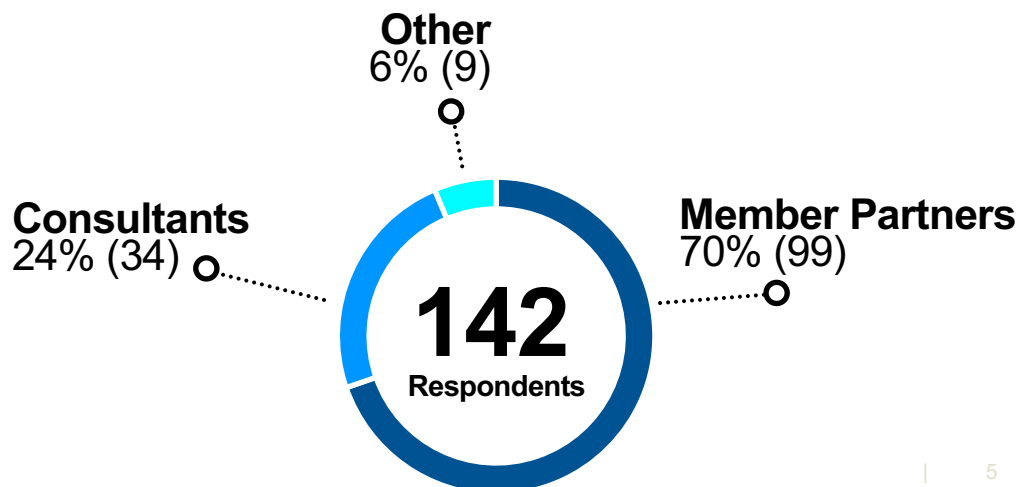


The original GLWA Member Outreach Scorecard was developed at the recommendation of the Water Management Best Practices Work Group, approved by the One Water Partnership, and deployed by Project Innovations in Fall 2017.

In January 2018, Bridgeport Consulting transitioned into the role of third-party facilitator and designed the 2<sup>nd</sup> iteration of the annual survey in October 2018.

Changes to the Scorecard included a scoring system designed to reflect an individual's actual experience, the ability to score specific factors within a category, and ample room (plus encouragement) to provide qualitative comments.

*The use of consistent questions and scoring in Scorecard 2020 provides the ability to compare results over a three-year period.*



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# Survey Changes

In developing Scorecard 2020, one significant change and several minor refinements were made from the previous year's survey. The stability of the survey instrument allows for a more reliable year-over-year comparison. This year's survey:

**1. Introduced two COVID-specific questions** to probe how Member Outreach adapted to the circumstances of the pandemic, as well as to identify members' participation in and experience with virtual Outreach meetings during the pandemic.

**2. Simplified answer options** for the question about the respondent's role within their organization to avoid confusion.

**3. Added the One Water Institute** as a service area, to gauge respondents' satisfaction.

**4. Slightly modified the wording of the factor, Member Water and Wastewater Service Contract Negotiations**, to indicate water model contract and wastewater service contract negotiations and avoid confusion with consultant project negotiations.

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**Scorecard responses use a 4-point rating scale:**

**Very Satisfied/Strongly Agree = 4**

**Satisfied/Agree = 3**

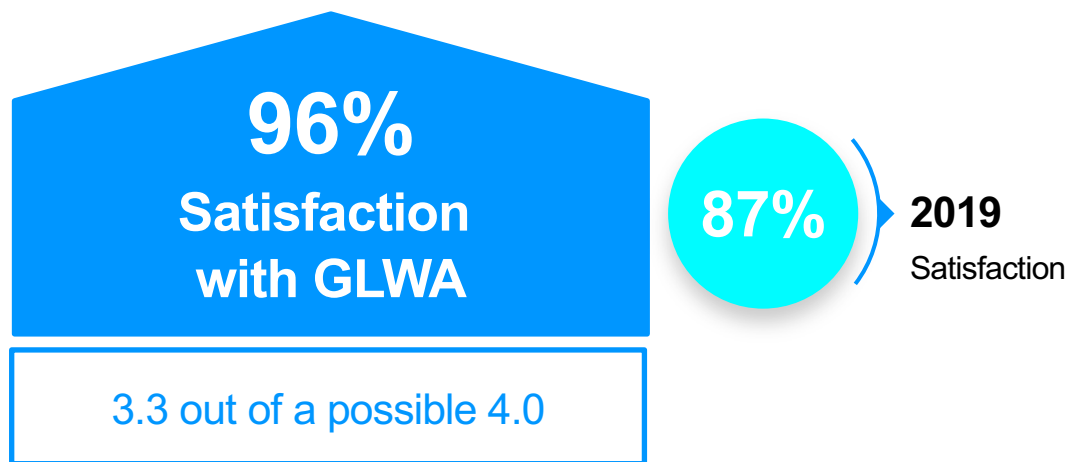
**Dissatisfied/Disagree = 2**

**Very Dissatisfied/Strongly Disagree = 1**

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# Key Findings

## Overall Satisfaction!



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*All question categories received a weighted average of 3.0 ("Agree" or "Satisfied") or greater, which demonstrates an **overall positive perception** of GLWA.*

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The question regarding overall satisfaction with GLWA aligns with this positive perception, receiving a weighted average of **3.3 out of a possible 4.0**. Nearly **96% of respondents** scored this question positively, selecting either "Satisfied" or "Very Satisfied."

This is a **nine-point increase** from 2019, in which 87% of respondents selected "Satisfied" or "Very Satisfied." Among elected officials, the overall satisfaction score for Scorecard 2020 is even higher, with a weighted average of 3.4 out of a possible 4.0.

# Key Findings

## The Big Winners

Four factors received a weighted average of 3.5 or greater, which demonstrates a **significantly positive perception**.

GLWA team members I interact with are knowledgeable\*

3.5

Third party facilitators (Bridgeport) engage members effectively

3.5

Water quality (sampling, testing, etc.)\*\*

3.5

Member Outreach Program Communication\*\*

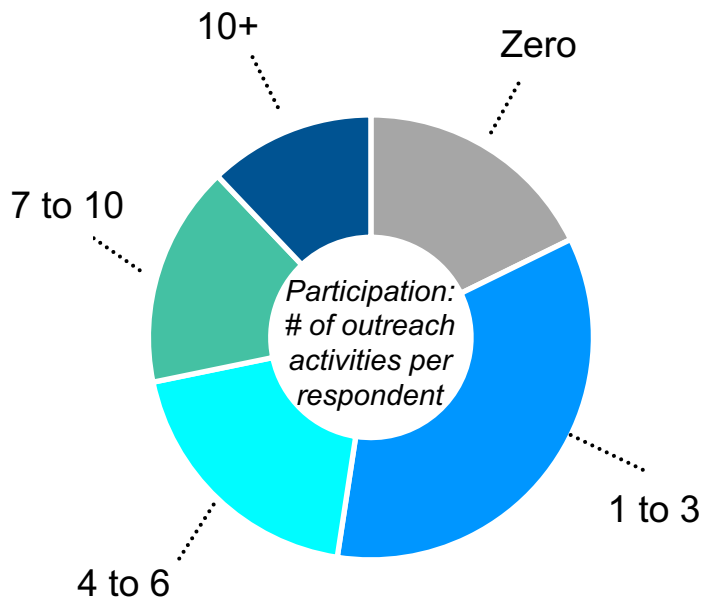
3.5

4.0

Scale

\*When rounded to a single decimal; actual score is 3.49

\*\*When rounded to a single decimal; actual scores are 3.47



### Member Outreach Meeting Participation

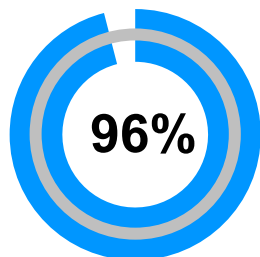
Twenty-two respondents (18%) did not participate in an outreach activity in 2020. A slightly lower percentage of respondents (12%) participated in more than 10 meetings, highlighting the **wide range of participation levels** with respect to the Outreach Program. The largest percentage of respondents (34%) participated in 1-3 meetings in the past 12 months.



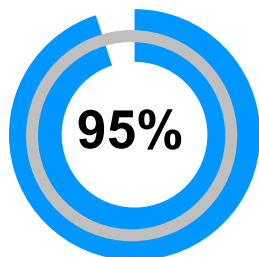
# Key Findings

## More Big Winners

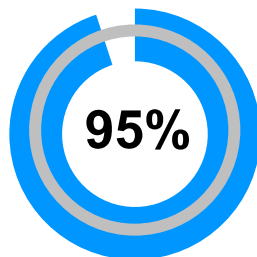
In addition to the overall satisfaction question, five individual factors received **overwhelmingly positive ratings**, where the sum of “Strongly Agree” (or “Very Satisfied”) plus “Agree” (or “Satisfied”) exceeded 90%:



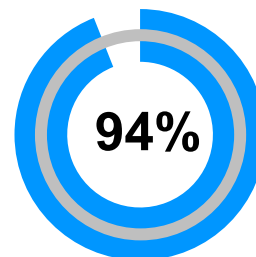
Member Outreach Program  
**communication**



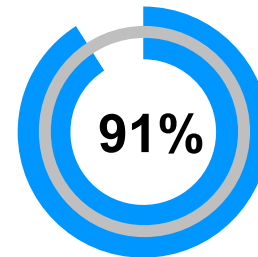
GLWA provides a good platform for  
**regional collaboration**



Member Outreach Program provided  
**useful and timely communications**  
during the COVID-19 pandemic



GLWA Team Members are  
**knowledgeable**



Member Outreach Program **adapted effectively to changing circumstances**  
during the COVID-19 pandemic

## Opportunities for Improvement

Two individual factors received a weighted average of less than 3.0, indicating potential **opportunities for improvement**:

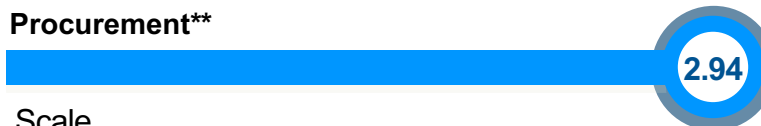
\*When rounded to one decimal, this score meets the satisfaction threshold; however, due to the negative directional movement from 2019, the score is highlighted here.

\*\*Although this service area remains just below the satisfaction threshold of 3.0, this year's score represents positive directional movement over last year's score of 2.8. Consultants score Procurement *lower* than Member Partners: 2.7 vs. 3.0, respectively.

**The methodology aligns with the overall vision for the region\***



**Procurement\*\***



Scale

4.0

# The Data

## Satisfaction with GLWA



### Comments

“GLWA presents itself as very transparent, open, and honest. GLWA appears to try to provide as much informational material as possible. **The entire staff is great to work with.**”

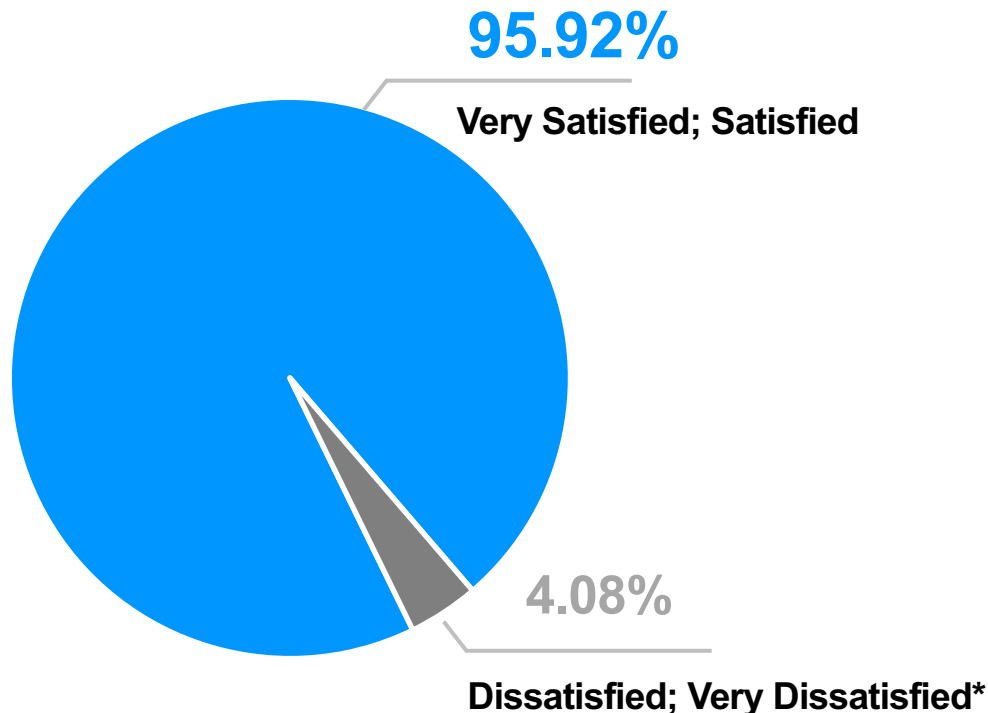
“**I envy the coordination, work ethics and engineering skills of GLWA** and the effort that is put into day to day operations of a company that has such a large footprint crossing multiple city lines. **In one word inspired!**”

“Communication and outreach efforts are **fantastic!**”

“Unable to resolve amicably a **long standing issue.**”

“Wonderful to work with.”

“Great improvements since inception. **Keep moving forward.**”



\*Three respondents answered 'Dissatisfied'. One respondent answered "Very Dissatisfied."

# The Data

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[Pandemic Edition - 12](#)

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[GLWA Team Members - 13](#)

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[Member Outreach Program  
- 14](#)

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[Charges - 15](#)

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[Collaboration - 16](#)

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[Service Areas - 17](#)

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[Information &  
Communication - 18](#)

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[Appendix - 19](#)

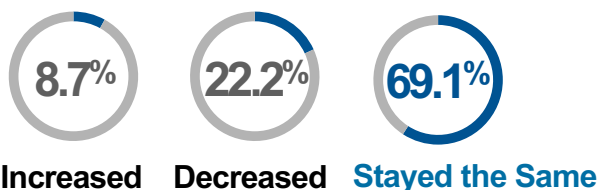
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# The Data

## Pandemic Edition

### During the COVID-19 Pandemic...

#### My participation in Outreach meetings:



#### The Member Outreach Program:

Adapted effectively to changing circumstances

3.4

Provided useful and timely communications

3.4

Found meaningful ways to engage members in sustaining the One Water Partnership

3.3

Scale

4.0



#### Comments

“Bridgeport has done **an excellent job** in making the virtual meeting productive.”

“**Scores high on efficiency. Scores off the charts with collaboration.**”

“Almost too many communications.”

“Meetings were well thought out, very detailed, and kept the information concise to avoid burnout.”

“Zoom meetings have been very well run and have actually helped to avoid long drive times to meeting sites. **Might want to consider keeping those around** for some meetings in the future when things return to normal.”

“We appreciate that the program was adjusted to meet our needs.”

“I would like to see **the virtual attendance option stay** even when the main group meets in person again.”

“Virtual meetings are tough and **you can tell that GLWA and Bridgeport have put a lot of effort into making them better.**”

“Member Outreach **kept us informed** on GLWA plans and access requirements through the ever changing Michigan and national mandates.”

# The Data

## GLWA Team Members

Q8: In general, GLWA Team Members I interact with...

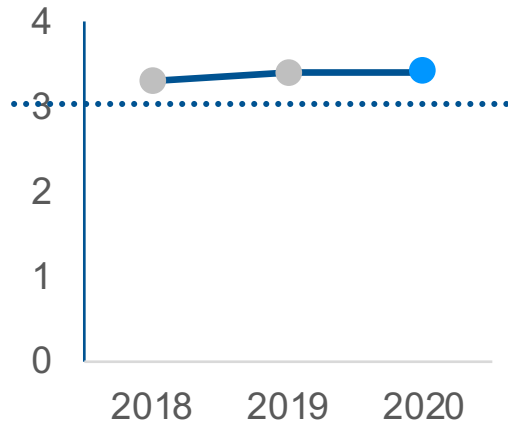


### Comments

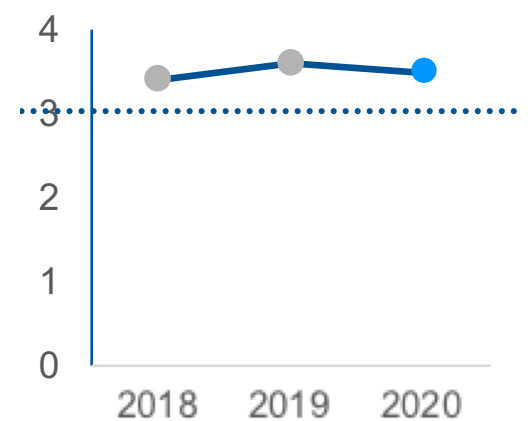
“Everyone I speak with is **very forthcoming**, **has knowledgeable responses**, and if they don’t know an answer, will find an answer and get back with me.”

“Anytime we have a question for GLWA and are unsure of who to direct it to, we reach out to **Madison Merzlyakov** and she is **always extremely helpful and quick with her responses**. She is amazing!”

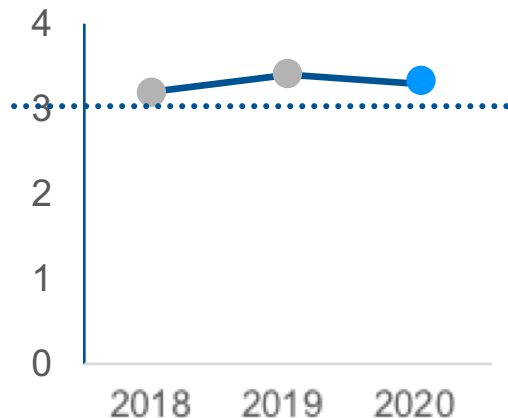
Are responsive to member needs



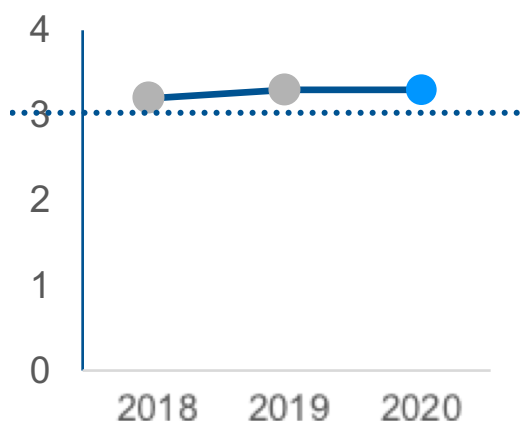
Are knowledgeable



Prioritize effectively



Gets things done



Note: Q9, Member Outreach Meeting Participation, is covered on Slide #8

# The Data

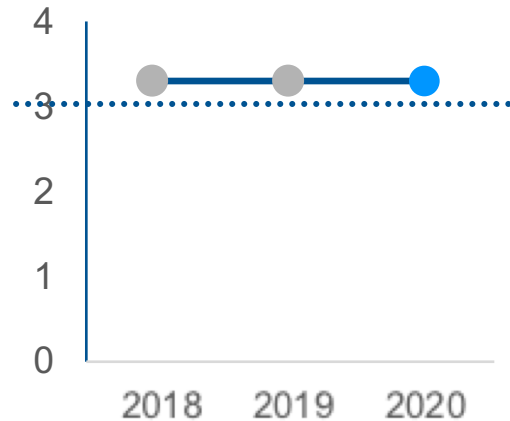
## Member Outreach

### Q10: In the Member Outreach Program...

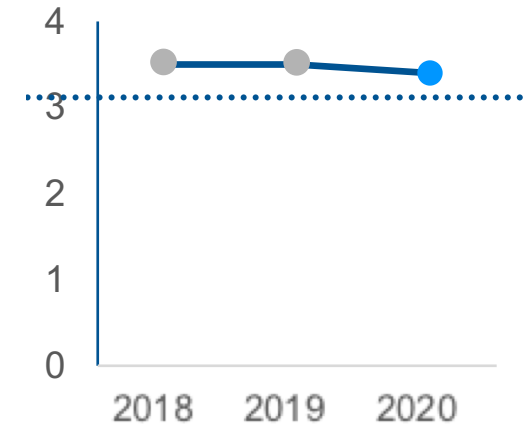
“Bridgeport combined with GLWA may be **the best this world has to offer** to make an effective team.”



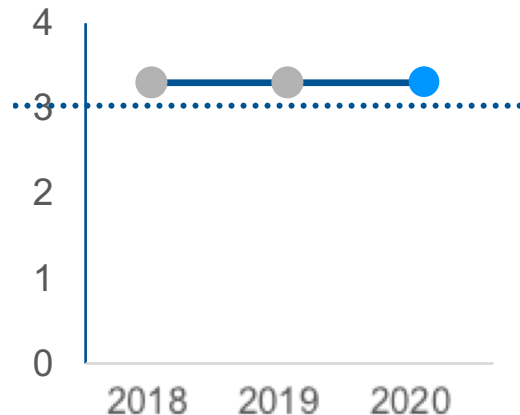
Meetings provide valuable information



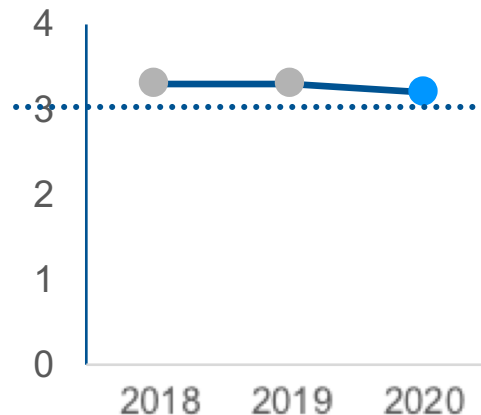
Members have enough opportunities to participate



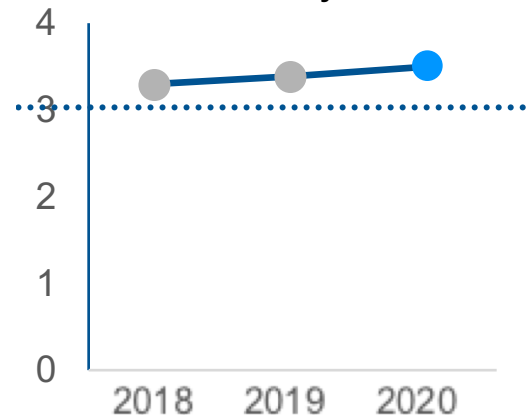
I feel my voice is heard



The One Water Co-Chairs represent the interests of the members



The third-party facilitators (Bridgeport Consulting) engage members effectively



# The Data

## Charges

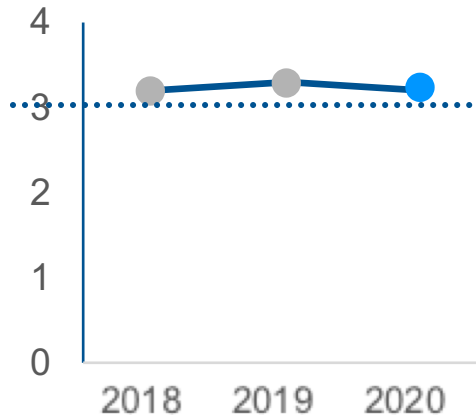
### Q11: Regarding water and wastewater charges...

“There is deferred maintenance and it just seems like the **pace of increased charges and debt issues are becoming burdensome.**”

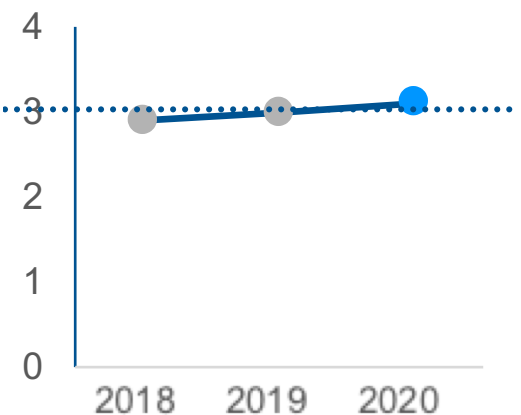


“I feel that the **member communities that are working to improve their systems are being penalized** to pay for the lack of maintenance or inability of other communities to pay for the same services.”

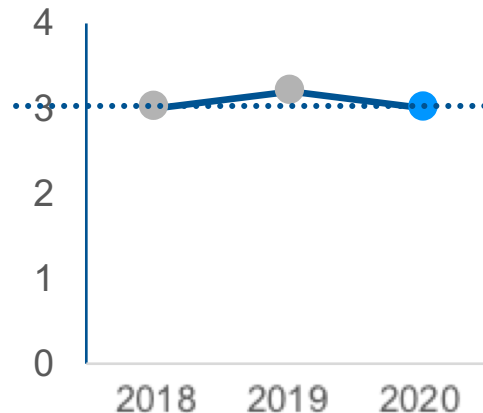
The methodology process includes effective member engagement



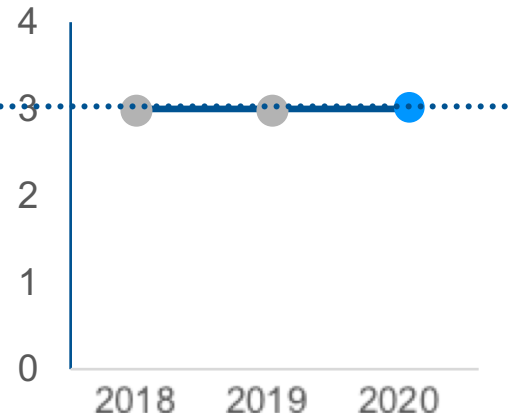
The approval process happens in a timely manner



The methodology aligns with the overall vision for the region



I understand the GLWA charges methodology



# The Data

## Collaboration

### Q12: Regarding GLWA's collaboration efforts...

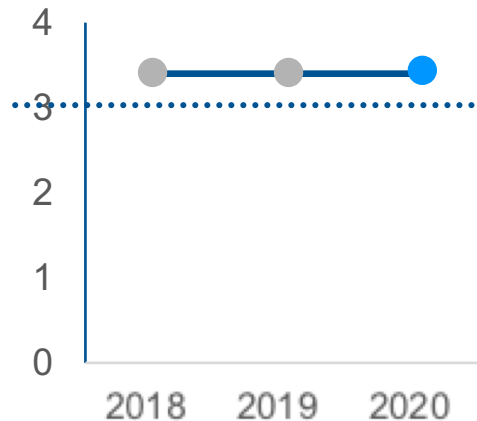
"Aquasight – great tool for water quality, water losses, anomaly management."



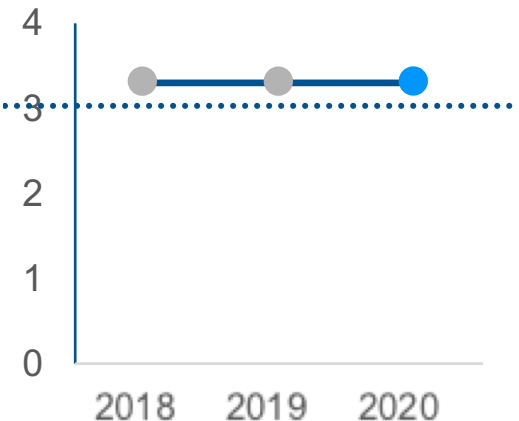
"GLWA struggles on new projects between technology innovation and proven technology. In many cases there is a **disconnect between the technology innovation group and the engineering/plant group.**"

"Many elected community leaders choose not to take advantage of the **opportunities provided by GLWA**...most still don't view relationship as a partnership."

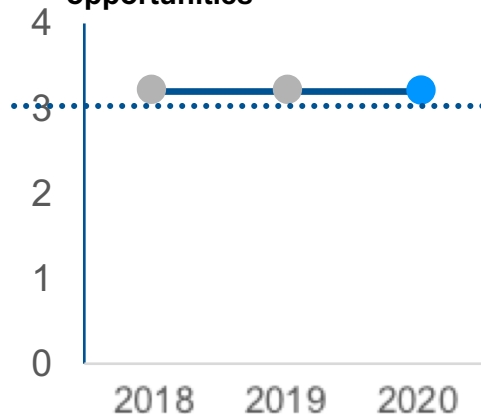
GLWA provides a good platform for regional collaboration



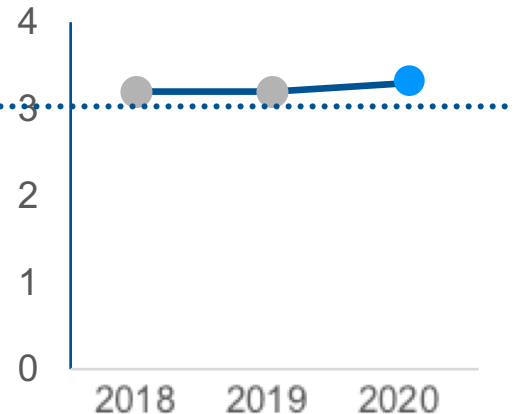
GLWA members are living up to the Rules of Collaboration



GLWA is a valuable resource to my community for joint problem solving and/or leveraging opportunities



GLWA is implementing technology innovations that benefit the member communities and the region

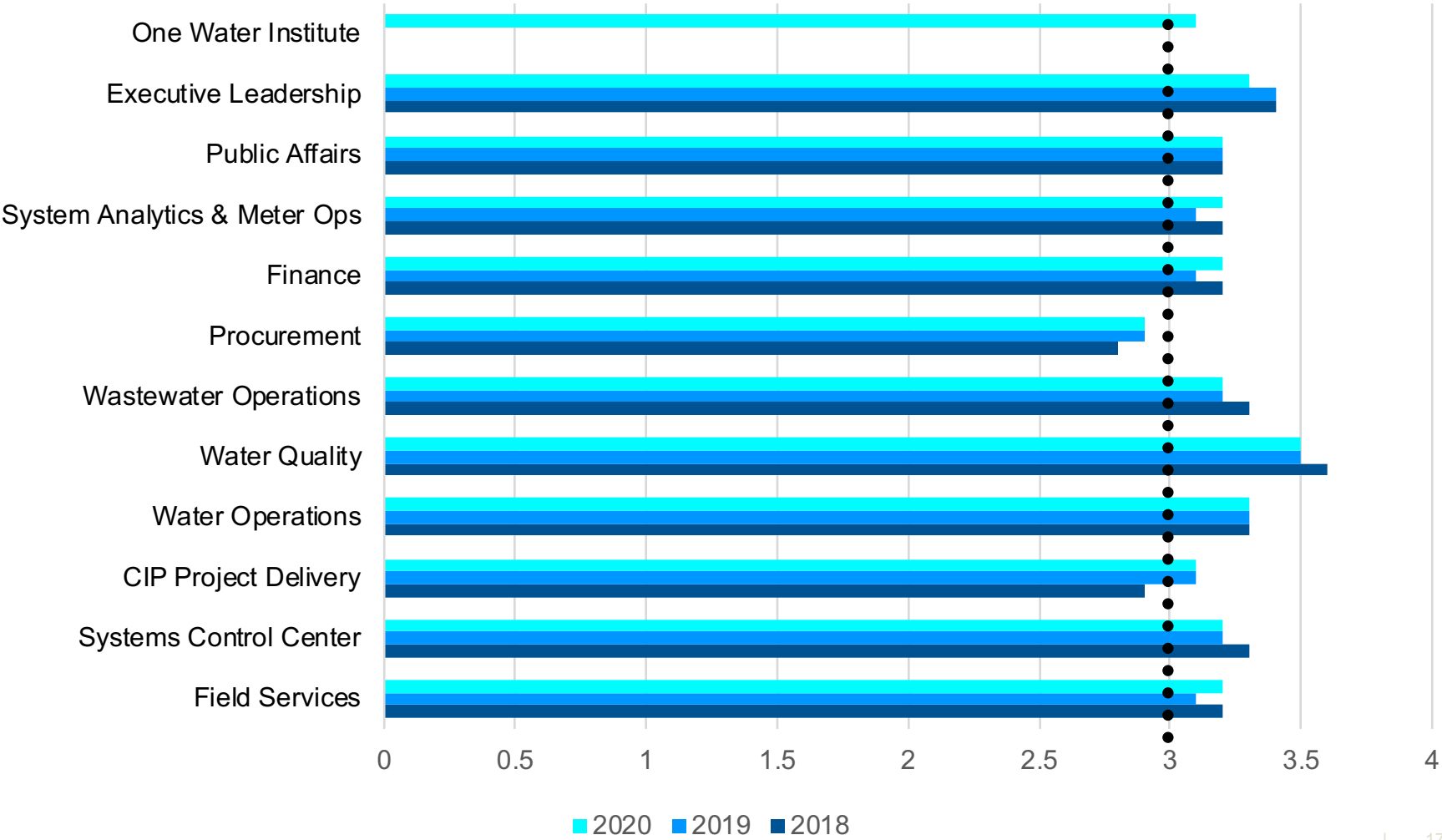




# The Data

## GLWA Service Areas

Q13: How satisfied are you with the following GLWA service areas... ..



# The Data

## Communication

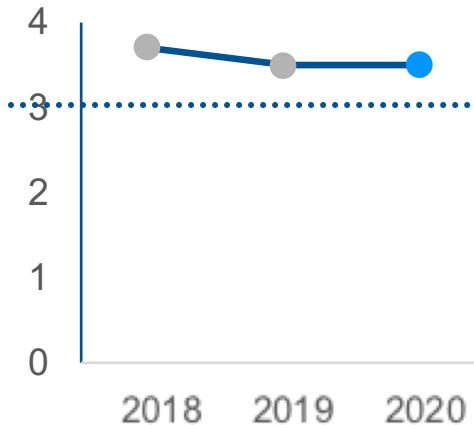
### Q14: Regarding GLWA information and communication efforts...

“Much improvement in emergency communications from previous years.”

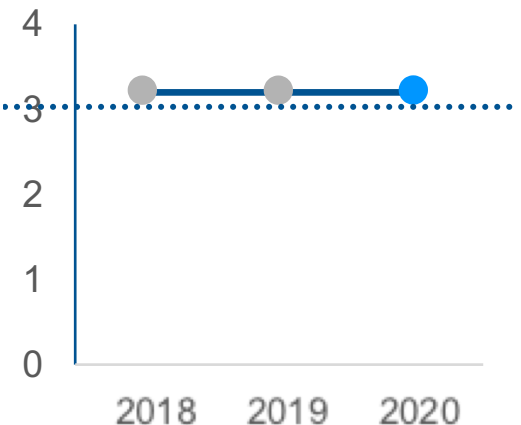


“I continue to have **issues with WAMR reporting**, but overall, the app is a very useful tool.”

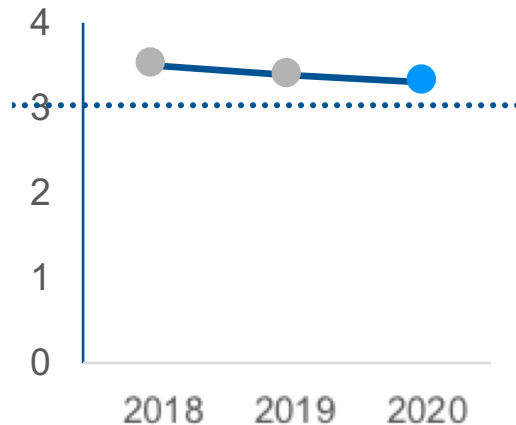
Member Outreach Program communication (such as meeting notices, summaries)



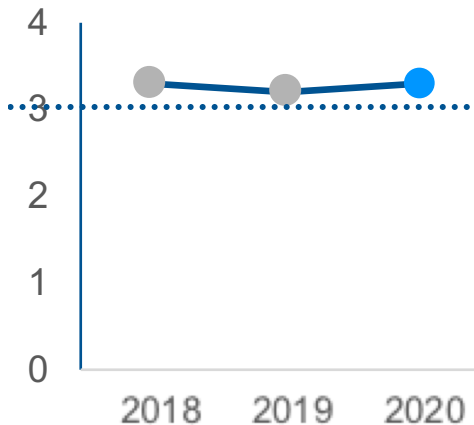
Greater Regional Sewer System (GDRSS)



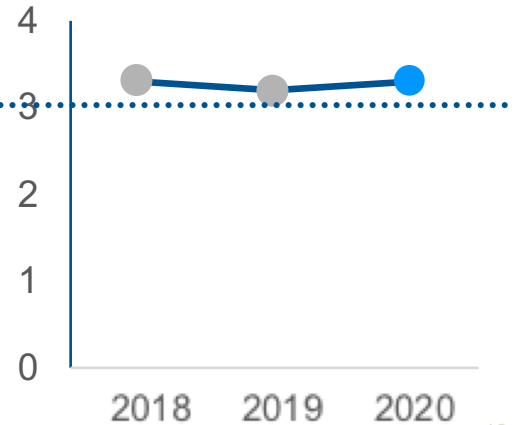
Wholesale Automated Meter Reading (WAMR)



Communication about emergency issues



Communication about non-emergency issues



# Appendix

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**Following is a compilation of all comments provided by survey respondents.**

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[Q5 – Satisfaction with GLWA](#)

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[Q6,7 – During the Pandemic](#)

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[Q8 - GLWA Team Members](#)

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[Q10 – Member Outreach Program](#)

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[Q11 - Charges](#)

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[Q12 - Collaboration](#)

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[Q13 – Service Areas](#)

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[Q14 – Information & Communication](#)

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# Comments

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## Q5: How satisfied are you with GLWA overall?

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1. Wonderful to work with.

2. The Rates and Level of Projects seem daunting and hard to keep up with financially. I like the WRAP Program. The Public Service Materials seem nice.

3. Communication and outreach efforts are fantastic!

4. I have noticed that GLWA has really moved forward with the training that is provided, and their response times and communications related to emergencies. We are usually well informed with the contacts that are provided.

5. Patrick Williford, Mary Lynn Semegen, David Bradwell, Dee Hamond, Yevette Johnson, Chandan Sood and Eric Griffin are just a few names that pop into my head when speaking about GLWA. but I must also include the team of employees that pull samples as well as the staff working on meter pits within S.C.S city limits. I envy the coordination, work ethics and engineering skills of GLWA and the effort that is put into day to day operations of a company that has such a large footprint crossing multiple city lines. In one word inspired!

6. Discharging sewage into Detroit River during wet weather events.

7. GLWA presents itself as very transparent, open, and honest. GLWA appears to try to provide as much informational material as possible. The entire staff is great to work with.

8. Unable to resolve amicably a long standing issue.

9. Great improvements since inception. Keep moving forward.

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# Comments

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## Q6: During the COVID-19 pandemic, my participation in Member Outreach meetings...

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1. Bridgeport has done an excellent job in making the virtual meeting productive.
2. Really liked the breakouts.
3. All the virtual meetings have been well organized and orchestrated.
4. They have been very good. I am generally a fan of how business has been conducting during the pandemic, but also admit that face to face is needed for various situations.
5. Virtual meetings have been fine.
6. Well organized.
7. A bit unnerving but generally good/engaging.

8. GLWA has done an amazing job communicating and sharing COVID-19 and general information.
9. This is a double edged sword. While the virtual meetings are good, and a time saver on travel, it is easy to become distracted and work on other things while in ones office. I feel that the in person interaction is needed when attending meetings and networking.
10. The remote meeting options have been, for the most part, successful.
11. Scores high on efficiency. Scores off the charts with collaboration.
12. Reduced travel time has allowed me to participate in more meetings or part of meetings to grab topics I want information on but that my schedule won't allow the full attendance.

13. Good.
14. I have not been invited to any virtual meetings.
15. Meetings are excellent – transition to virtual has been very smooth. The technology works well and Kerry & team do a great job of hosting.
16. Zoom meetings have been very well run and have actually helped to avoid long drive times to meeting sites. Might want to consider keeping those around for some meetings in the future when things return to normal.
17. I've been able to attend more meetings because they are virtual.
18. Initially decreased until found rhythm of working from home then increased to the same around April.
19. Positive, well-coordinated, but exhausting.
20. They were engaging and well lead.

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# Comments

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## Q7: During the COVID-19 pandemic, the Member Outreach Program...

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1. The virtual meetings have been very well attended. I think participation has increased.
2. Member Outreach consultant does a fantastic job.
3. We appreciate that the program was adjusted to meet our needs.
4. Madison, Brittney and the rest of the team have done a great job in making the transition to remote meetings a success.
5. I would like to see the virtual attendance option stay even when the main group meets in person again.
6. Virtual meetings are tough and you can tell that GLWA and Bridgeport have put a lot of effort into making them better.

7. Member outreach kept us informed on GLWA plans and access requirements through the ever changing Michigan and national mandates.

8. “Meaningful ways” was an almost impossible goal to achieve with all the imposed restrictions.

9. Bridgeport did a great job of adapting.

10. Meetings were well thought out, very detailed, and kept the information concise to avoid burnout.

11. GLWA did a good job. It’s a very difficult situation.

12. Almost too many communications.

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## Q8: In general, GLWA Team Members I interact with...

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1. I am fairly new, so I do not have enough experience to judge the extent to which things get done.

2. From my perspective, GLWA has been quite responsive to members.

3. Madison is excellent!

4. Anytime we have a question for GLWA and are unsure of who to direct it to, we reach out to Madison Merzlyakov and she is always extremely helpful and quick with her responses. She is amazing!

5. Responses back, and getting things done, from GLWA persons have been slower during the COVID-19. I am not saying this is bad, because there has been a lot of adjustments they have had to make for the COVID-19. Just noting the fact.

6. Everyone I speak with is very forthcoming, has knowledgeable responses, and if they don’t know an answer, will find an answer and get back with me.

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## Q9: Addressed on Slide 8

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# Comments

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## Q10: In the Member Outreach Program...

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1. GLWA and their third-party consultant have been very effective in providing information.
2. I have not participated very actively in specific One Water meetings but have been active in the Watershed Hub work group.
3. I am still getting a feel for subject matter, content in these WATF meetings.
4. Responses are to meetings attended, which didn't include the one water meetings –why NA on that question.
5. Bridgeport is doing a great job. GLWA impressed us by using a consultant to oversee program communications.

7. Member outreach kept us informed on GLWA plans and access requirements through the ever changing Michigan and national mandates.

8. “Meaningful ways” was an almost impossible goal to achieve with all the imposed restrictions.

9. Bridgeport did a great job of adapting.

10. Meetings were well thought out, very detailed, and kept the information concise to avoid burnout.

11. GLWA did a good job. It's a very difficult situation.

12. Almost too many communications.

13. I put 'agree' rather than 'strongly agree' because I feel, as a fellow co-chair, that there is always room for improvement and to do better. Overall I feel the co-chairs do an exceptional job of asking important questions.

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## Q11: Regarding water and wastewater charges...

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1. My position does not involve interaction with GLWA on these topics.

2. See comment associated with Q 9. [I have not participated very actively in specific One Water meetings but have been active in the Watershed Hub work group.]

3. I am not a financial consultant.

4. There is deferred maintenance and it just seems like the pace of increased charges and debt issues are becoming burdensome.

5. Have an opinion but not a total understanding and we are looking actively for ways to reduce our costs system wide.

6. I feel that the member communities that are working to improve their systems are being penalized to pay for the lack of maintenance or inability of other communities to pay for the same services.

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# Comments

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## Q12: Regarding GLWA's collaboration efforts...

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1. New technology implementation and offers to include member communities are very much appreciated.
2. Aquasight – great tool for water quality, water losses, anomaly management.
3. GLWA struggles on new projects between technology innovation and proven technology. In many cases there is a disconnect between the technology innovation group and the engineering/plant group.
4. Many elected community leaders choose not to take advantage of the opportunities provided by GLWA...most still don't view relationship as a partnership.

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## Q13: How satisfied are you with the following GLWA service areas...

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1. CIP remains wildly optimistic and procurement remains cumbersome and too time consuming.
2. My position does not involve direct interaction with GLWA in most of these topic areas.
3. We do not get real-time meter readings because of interference from other entities using the same radio frequency. The meter has to be uploaded manually every month.
4. Had a sampling issue but was resolved.
5. GLWA needs to provide the REAL TIME reports of CSO totals for each rain event by outfall. It is important information that you have, but you are choosing not to share it. We have asked and been told GLWA only wants to provide later, after-the-fact summary information. Real time needed.
6. I would have gone neutral on a couple of these if it was an option.
7. Better communication to the city and certain, affected residents during repair events would be helpful.
8. Paralysis by over-analysis. Get more (much-needed) projects under way!
9. Some parts of procurement are better than others. They are getting better, but there is a long way to go.
10. Procurement is improving but pipeline is still not accurate. Projects come out that have not been listed in the pipeline and projects drop off the pipeline when in the three month column. Typically projects listed in the three month column can be anticipated to be let as an RFP in six to nine months from the projects first listing.
11. Notice of field service was lacking in one (large) instance.
12. Still need to make it easier to enroll our staff in the institute without requiring a City email for each staff member.



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# Comments

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## Q14: How satisfied are you with the following GLWA information and communication efforts?

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1. I continue to have issues with WAMR reporting, but overall, the app is a very useful tool.
2. See above: [Better communication to the city and certain, affected residents during repair events would be helpful.]
3. Much improvement in emergency communications from previous years.