



Office of the Chief Executive
735 Randolph Street, Suite 1900
Detroit, Michigan 48226

January 27, 2021

The Honorable
Board of Directors
Great Lakes Water Authority

Dear Chairperson Zech and Directors:

Regarding: CEO's Report – January, 2021

Happy New Year! January 1, 2021 not only marks the beginning of a new year, it also marked the 5th Anniversary of GLWA Operations. It has been a remarkable five years with significant progress and accomplishments in every area of the utility. We will be highlighting many of these accomplishments in the coming months as we celebrate GLWA's 5th Anniversary with both our team members, member partners and stakeholders. Stay tuned!

Five years has also seen significant advancement of regional collaboration born out of the partnerships that have been created and strengthened with our member partners and other stakeholders throughout the region. Our member partners have worked with us on nearly every aspect of GLWA's efforts and true partnership has resulted in incredible results. Most recently we have finalized the Wastewater Master Plan. That plan and the results to date mark a sea change with a regional approach to setting and accomplishing goals. The water quality improvement and sustainable system that is envisioned with benefits to all are due to the many participants that collaborated throughout the process. This too is a stay tuned!

GLWA is grateful to Mayor Duggan, Board Member Brown, Human Resources Director Starr and the entire city of Detroit team for partnering with us to provide for vaccination of all interested GLWA team members, which will occur in phases. GLWA team members assigned to group 1C under the State's guidelines have already received notice from the city of Detroit regarding their eligibility for vaccination and vaccination scheduling is underway, with some team members already receiving their first dosage. The names of those GLWA team members currently working from home under flexible work arrangements have also been provided to the city of Detroit for contact at the appropriate time in the vaccination process.

I thought I would share what one team member recently shared about this experience:

“I received the first vaccine at TCF Friday. The City did a phenomenal job . . . Everyone I came into contact with was very professional and the process ran smoothly.”

While GLWA is partnering with the city of Detroit to offer its team members access to the coronavirus (COVID-19) vaccine, we remain committed to ongoing, periodic COVID-19 testing to help protect team members' health and minimize their on-site exposure to the virus.

To that end, we have contracted with Wayne Health to conduct periodic COVID-19 testing at our GLWA facilities using their mobile health units. The next round of COVID-19 testing for GLWA's on-site team members will occur between January 24 - February 3, 2021.

PLANNING SERVICES

Asset Management (AMG)

The Asset Management Group is happy to assist team members in the process of asset onboarding to ensure asset data and information is available when necessary and to ensure that retired assets are removed from service. This asset onboarding process is currently operational and gaining traction throughout

- Asset Onboarding Projects in Progress:
 - 2003511/114002-SPWTP-MV Electrical System Replacement
 - 1802775/122011-Park-Merriman 24-Inch Water Transmission Project
 - 1903615/JOC1005-CSO Facility Chem Sump Pumps
 - CON-297/232001-Fairview Sewage Pump Station
 - 260618-Oakwood HVAC Project
 - 2002193/113006-SWTP Raw Water Screens & Chlorine Scrubber Replacement project
- Asset Onboarding Projects in Planning
 - 1900516/132007-Freeze Protection Pump Installation at Imlay Pump Station
 - 1802774/114008-SPP-Sedimentation Basin Sluice Gates, Guides & Hoists Improvement
 - 1803538/132006- Ford Road New Control Valve Improvements
 - 260617-STA Chem Feed Sys and Misc. Upgrades

GLWA. This process ensures that appropriate assets and asset information required for asset management and maintenance are updated in the computerized maintenance management system in a timely manner during the project execution and prior to the asset being placed in service. The business process has multiple check points between GLWA team members (engineers, enterprise, and local asset management groups) and the various design engineers and contractors. There are currently six projects in progress and four projects in the planning phase. As other projects arise, GLWA team members should contact AMSO@glwater.org for assistance.

The water and wastewater asset management plans continue to progress as planned. The wastewater asset management planning team is currently working through the process for preventative maintenance optimization strategies for wastewater assets and developing failure mode and effects analysis on several high-risk assets. The water asset management planning team is beginning asset date evaluation, asset hierarchy modifications and initial process risk framework for water assets. We truly appreciate the water and wastewater team members involvement in these asset management plans developments and look forward to their successful completion and roll out later this year.

The linear system integrity program contract including scope, schedule and budget continues to be negotiated with the potential consultant. It is anticipated that this project will be presented to the Operations and Resources Committee in April 2021.

Capital Improvement Planning (CIP)

The CIP group has successfully completed and made publicly available CIP Discussion Draft No. 2 and will be moving to finalize the document later this month. In addition, the CIP group has been working diligently on a temporary solution for a Program Management Information System until a permanent IT solution is implemented.

PLANNING SERVICES (continued)

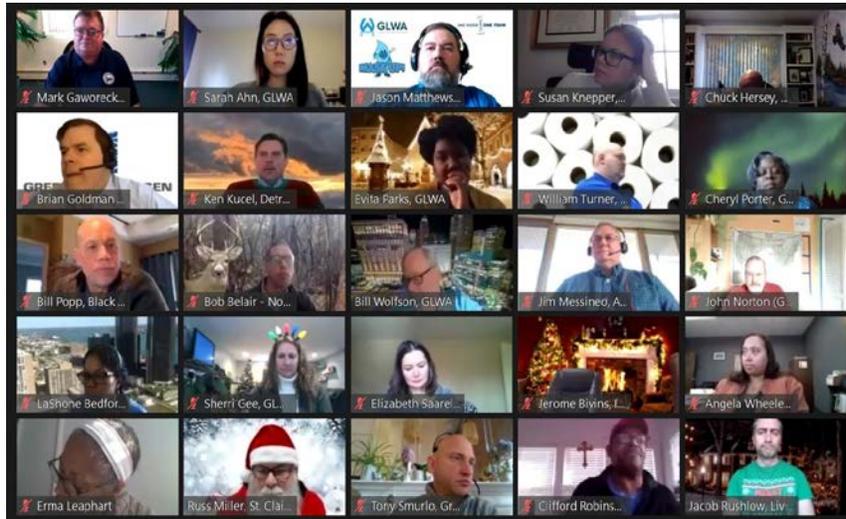
The AECOM team continues to provide staff augmentation to GLWA to assist with the delivery of projects while the CIP group keeps its focus on moving forward long-term improvements to the delivery process. Progress continues on the organization structure, business process improvements and resource evaluation.

Internal meetings have continued with individual business units to understand their needs and revised recommended business process improvements accordingly. A larger workshop with all the impacted stakeholders is planned to bring closure to these recommendations and development of an implantation process.

Systems Planning

The Member Outreach Team eagerly greeted the new year and hit the ground running in January. While meetings will continue to be virtual at least through March 2021, the team continues to brainstorm innovative ways for members to stay engaged.

We ended 2020 with a festive One Water Partnership meeting, where Russ Miller of St. Clair Shores won the prize for being most festive – Congratulations, Russ! Thank you to all members who participated in the meeting to reflect on the year, hear about the 2020 Scorecard results and learn about the many initiatives the Public Affairs Team is working on. We also welcomed a new co-chair at the One Water Partnership. Welcome to Mr. Clyde Edwards, Flint City Administrator, to the One Water Co-Chair team! See below for the full list of co-chairs:

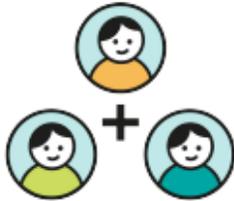


Name	Representing	Email
Carrie Cox	Oakland County (OCWRC)	coxc@oakgov.com
Jeff McKeen	Oakland County (SOCWA)	jmckeen@socwa.org
Kevin Johnson	Macomb County (Chesterfield Twp.)	kjohnson@chesterfieldtpw.org
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Bill Turner	Wayne County (Brownstown Twp.)	wturner@brownstown-mi.org
Clyde Edwards	Genesee County (Flint)	cedwards@cityofflint.com
Palencia Mobley	Detroit (DWSD)	Palencia.Mobley@detroitmi.gov
Laurie Koester	GLWA	Laurie.koester@glwater.org

PLANNING SERVICES (continued)

Rolling out charges for Fiscal Year 2022 continued with Charges Rollout Meeting #3 on January 7, 2021. It was encouraging to see some new faces at the meeting!

The format of this meeting looked different from years past, as it focused on community charges, rather than the overall budget. Communities received their proposed charge sheets in advance of the meeting and were able to follow along with Bart Foster and the Financial Services Team as the service charges were explained. Member communities were encouraged to sign up for individual meetings if they had community-specific questions or wanted to walk through their charge sheets in more detail with Jonathan Wheatley and Bart Foster. Those meetings took place between January 7, 2021 and the Charges Rollout #4 meeting held on January 21, 2021, where the Budget and Financial Plan was shared in more detail.



A wastewater technology focused Technology Approval Group (TAG) Workshop is scheduled for January 26, 2021. This workshop is open to all GLWA Team Members and Member Communities.

TAG is a technology vetting initiative that will enable member partner communities to evaluate emerging technologies, identify pilot opportunities and engage in collaborative research through a series of workshops and a technology portal. The workshops serve as a starting point for members and GLWA to begin collaborating on pilots and future initiatives – participation is highly encouraged!

Upcoming TAG Workshop: April 29, 2021 – Water/Wastewater Focused

Please note that TAG is only open to Member Communities and GLWA team members. Don't forget to use the TAG Technology Portal, email outreach@glwater.org for more details.

The Regional Collaboration Group (RCG) met on December 7, 2020. The meeting began with Dan Gold of GLWA giving a debrief from the November 20th Watershed Hub Stakeholder Webinar, and then inviting group members to share their thoughts. A key takeaway was that the webinar was perceived as a success by Members and the standing up of the Watershed Hub represents the start of an expanded GLWA leadership role for regional water quality. Carrie Turner and Dante Zettler of LimnoTech presented an introduction and overview of the CSO Long Term Control Plan (LTCP) project. LimnoTech explained how, like the creation of the Wastewater Master Plan, they will be relying on the RCG as an advisory sounding board for the LTCP Update effort. The meeting concluded with a discussion about the group's top priority topics for the coming year. The next RCG meeting will take place on January 28, 2021.

The December 8, 2020 Watershed Hub Work Group meeting began with a debrief from the November 20th Stakeholder Webinar. Next, Annette DeMaria from the Alliance for Rouge Communities (ARC) gave a presentation on an illicit discharge screening effort in Oakland County to better understand the presence and origins of E. coli in seven drains that are part of the George W. Kuhn (GWK) stormwater drainage area.

PLANNING SERVICES (continued)

The meeting concluded with a review of the work group’s Year 1 goals and proposed 2021 meeting schedule. The group agreed that much progress has been made on the Year 1 goals and that they are still relevant but should be revisited early in 2021 to add more detail. The next Watershed Hub Work Group meeting took place on January 20, 2021.

December 2020 Member Outreach Meeting Attendance	
Meeting	# Attended
Wastewater Analytics Task Force (12/4)	39
Regional Collaboration Group (12/7)	16
Water Analytical Work Group (12/8)	68
Watershed Hub Work Group (12/8)	14
One Water Partnership (12/11)	101
Water Management Best Practices Work Group	13

Systems Analytics and Meter Operations (SAMO)

The System Analytics and Meter Operations Group (SAMO) monitors consumption for all 88 wholesale water member partners. In the last six months we have identified two significant water loss circumstances for wholesale member partners and assisted them with resolving the issue. An early detection and notification of the abnormal consumption increase helped member partners in avoiding the high bills and billing disputes that can result.

Circumstance #1

Water Loss 1.5 to 2.0 MGD

On August 7, 2020, the wholesale water consumption increased for a member partner (shown below) by 1.5 to 2.0 MGD. After an investigation by SAMO, the conclusion was that the consumption was accurate and there was no metering issue. The SAMO group notified the member partner of a potential problem. The member partner performed some preliminary checks and did not identify any issues. The SAMO team met with the member partner on multiple occasions to discuss strategies to find possible leaks. SAMO field crews went out with the member partner’s field crews to inspect retired meter pit locations to make sure that there were no leaks in the old meter pits. The SAMO team and member partner then isolated one of the two master meters that supply the community to ensure that the measured flows were the same when going through one meter, this exercise confirmed the flows were real. The SAMO team connected the member community with another member community that had similar issues in the past. The member partner then contracted a leak detection contractor to explore the community for possible leaks. The contractor was able to find and repair a leak. The member partner’s flow returned to normal on November 19, 2020.

PLANNING SERVICES (continued)



Circumstance #2

Water Loss 0.9 to 1.1 MGD

On October 21, 2020, the wholesale water consumption increased for a member partner (shown below) by 0.9 to 1.1 MGD. After an investigation by SAMO, the conclusion was that the consumption was accurate and there was no metering issue. The SAMO group notified the member partner of a potential problem. The member partner was able to identify the issues and made repairs. The member community's flow returned to normal on December 10, 2020.



The SAMO group is collaborating with Ph.D. students from the Civil and Environmental Engineering Department of Wayne State University to develop a groundwater model to predict groundwater intrusion to the regional sewer system. This project will be completed under Dr. Carol Miller, Professor of Civil and Environmental Engineering - Wayne State University's supervision and Dr. Geethani Jayakody, Engineer in SAMO group's guidance.

PLANNING SERVICES (continued)

As a part of the study, the Regional Wastewater Collection System (RWCS) model will be utilized to apply sewer system infrastructures, delineated sub-catchments, calibrated hydrology, monitored data, and other related information. The groundwater will be predicted for dry weather and wet weather periods.

The project will increase our understanding of various sources of dry weather inflow and infiltration.

The Group continues its progress working on wholesale water meter pit rehabilitation and meter replacement program. The scope of work includes construction work at 56-meter pits with metering and/or meter pit condition concerns. Although this is an ongoing program, the target substantial completion date of this particular contract is November 2021. Last month coordination meetings were held with Bloomfield Township, City of Livonia, City of Pontiac, and City of Rochester. The planned work has been completed at 31 of the meter pit locations and is underway at another seven locations.

WASTEWATER OPERATING SERVICES

Wastewater Operations

Water Resource Recovery Facility (WRRF) operations were in-compliance with the Water Quality Standards for the month of December 2020 with one exception. On December 12, 2020, the total residual chlorine result for the Rouge Outfall exceeded the permit limit. When the event started, the sodium bisulfite solution used for dechlorination was not reaching the west discharge conduit. However, the east conduit was properly dechlorinated. After attempts to resolve this failed, the west conduit was closed, and discharge continued using only the east conduit. The system was determined to be functioning before the outfall was placed in service on December 15, 2020. The cause of this failure has not yet been determined. A root cause analysis is underway.

Maintenance

The secondary team is progressing with ongoing regular maintenance efforts on the secondary clarifier tanks. This work includes repairs to the clarifier rakes, center riser, weirs, and effluent troughs and fixing leaks in the B-house basement walls.

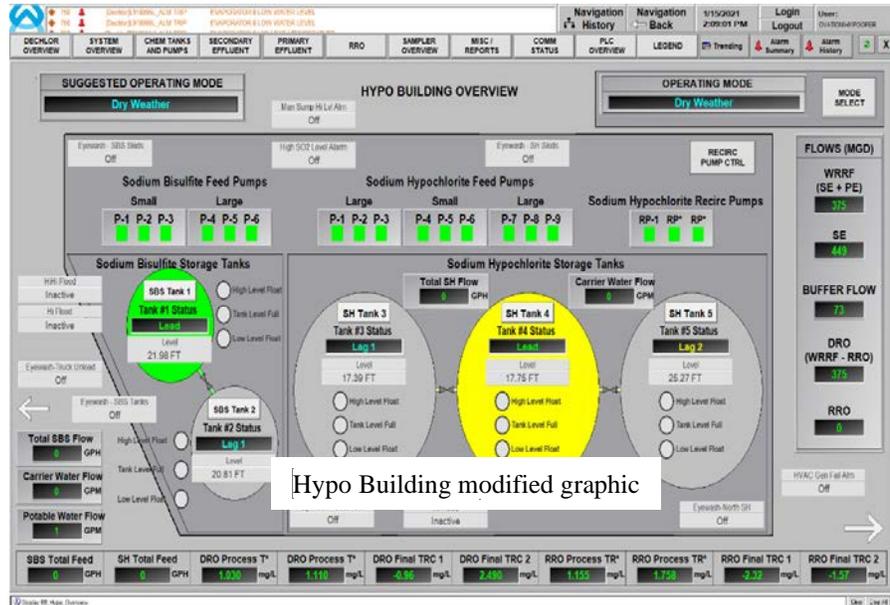


WASTEWATER OPERATING SERVICES (continued)

Process Control Center (PCC)

Graphic Enhancements at the Hypo Building

The Hypo building at the WRRF uses the two chemicals Sodium Hypochlorite (SH) and Sodium Bisulfite (SBS). These concentrated chemicals are stored in storage tanks until needed. Originally, these tanks were labeled as SB 1 and 2 and SH 1, 2, and 3. This led to confusion with filling the tanks. The team completed a Root Cause Analysis and one of the recommendations was determined to rename the tanks. The Process Control System (PCS) Team was tasked to change the numbering of the SH tanks from 1, 2, and 3 to 3, 4, and 5, respectively. Local signage was updated to reflect the modified tank numbering. Changes were made to the Ovation graphics, Rockwell graphics, PLC tag database, Ovation database, and Rockwell historian.



Configuration of Audible Alarming at the Chlorination and Dechlorination Facilities

The Chlorination and Dechlorination facilities at the WRRF require booster pumps to raise the pressure of the potable water at the facility so that Chlorine and Sulfur Dioxide gas can be brought into a solution to disinfect and neutralize the plant effluent at the Detroit River Outfall. If the booster pumps fail, this can lead to a permit violation. Operations requested that an audible alarm annunciate when a booster pump failed. The PCS Team installed the required software and hardware and configured the system to provide the requested functionality.

Programmable Logic Controllers (PLC) Diagnostics

The PCS Team is responsible for system administration of the control devices at the WRRF and CSO Facilities. Control devices include Ovation Controllers, PLCs, Network Switches, and Process Control Computers.

WASTEWATER OPERATING SERVICES (continued)

One of the system administration tasks is to monitor the status of control system components to ensure system uptime. System monitoring is best accomplished by using the graphical and historical capabilities of the Ovation Control System. A total of 36 diagnostic points were mapped to the Ovation System to enable data collection and graphic display. Monitored points include run status, redundancy health, mode, and key switch position.

Industrial Waste Control (IWC)

As of December 31, 2020, in response to the presentations that were made to introduce the Pretreatment Rules to the communities and requesting a community resolution adopting them, we have now received and acknowledged 70 (90%) executed agreements

EGLE staff conducted a compliance audit of the Industrial Pretreatment Program on July 31, 2020. No violations were identified in the verbal report. We have now received a written report indicating completion and no deficiencies or issues were cited.

Although the compliance date for the federal Dental Discharge Category has passed, we continue to receive reports. We have received 801 (65%) reports or responses as of December 31, 2020. Staff continues contacting outstanding facilities and will do so until the end of January 2021. We will finalize our report and notify any non-compliant users after February 1, 2021.

Related to the PFOS and PFOA Minimization Program, a Unilateral Administrative Order was issued on December 4, 2020 to 15 businesses and landowners residing within the City of Melvindale and designated as the source(s) of PFAS compound contamination. We also had a conference call with EGLE on this matter, and their feedback was positive to the action.

Engineering & Construction

Design Engineering

The contract for the Assessment and Rehabilitation of Yard Piping and Underground Utilities (CIP 216006) has been awarded. The initial kickoff meeting and WRRF walkthrough are planned for January 2021.

The RFP for WRRF Improvements to Sludge Feed Pumps to the Dewatering Facilities (CIP 213006) will consider a long-term concept for the overall pumping strategy for the present difficulties of pumps in a crowded gallery. A preliminary concept is being developed, including hydraulics considerations of pumping to different dewatering equipment (Complex I BFPs, Complex II BFPs, and BDF CFGs). The concept is under review, and different ideas are being suggested by team members. The comments are being collected and incorporated into the RFP for advertisement in several months.

WASTEWATER OPERATING SERVICES (continued)

Construction Engineering

Weiss Construction Co., LLC has completed the replacement of ten chlorinators, eight sulfonators, and eighteen gas evaporators included in the contract scope as of the end of December 2020.

Eighteen new orifice gas flowmeters and transmitters coupled with the new Evoqua gas feed control systems will provide enhanced ability to remotely control the gas feed equipment to more efficiently dose chlorine and sulfur dioxide. The new instrumentation will allow for enhanced control logic to be implemented which will allow for fine-tuning of gas feeds based on a variety of plant wet/dry operation schemes.

All existing overhead light fixtures, existing fluorescent office lights, existing exterior wall-packs, existing basement chase lighting, and exterior pole-mounted lighting fixtures have been replaced with new energy-efficient LED lighting fixtures. GLWA anticipates a DTE energy rebate for these new energy-efficient systems. Additionally, four chlorine process water booster pumps have been inspected, machined, dynamically balanced, and placed back in-service.

Two life-safety gas detection system control panels serving the chlorination and dechlorination facilities have been successfully replaced. Team members from Construction Engineering, Operations, Process Control Systems, and the contractor worked closely to coordinate multiple gas feed equipment process shutdowns to allow for the safe replacement and commissioning of the new gas detection panels, all while following COVID-19 precautions and closely monitoring wet-weather activity.

Selective demolition of unused process water piping, signal wiring, electrical conductors, and concrete pads will be completed by mid-January 2021. Right-sizing of equipment trains was an important aspect of this project.

The contractor has met the contractual substantial completion date of December 22, 2020, with a final completion milestone on June 21, 2021. The current contract value is \$5,282,339, with an anticipated credit of \$140,000 to GLWA for work performed under budget. This project is currently on schedule.



Sulfonation equipment prepped for selective demolition



New Dräger chlorine gas detection panel



Painted chlorine solution feed lines with new LED lighting in basement pipe

WASTEWATER OPERATING SERVICES (continued)

The Rehabilitation of Rectangular Primary Clarifiers, Relocation of the Analytical Lab to WRRF, Conner Creek CSO Basin Rehabilitation, Puritan-Fenkell and 7 Mile CSO Instrumentation Improvements, Puritan Fenkell/Lieb Facility Drainage Improvements, Baby Creek CSO Facility HVAC System Improvements, Lieb Facility HVAC Improvements, and several Job Order Contract Tasks are all progressing at the WRRF and CSO facilities.

The Relocation of the Analytical Lab to WRRF project achieved substantial completion on December 31, 2020. DTE has completed the installation of poles and wires related to the 3rd 120 KV feeder to WRRF. Placing the new feed in service will likely occur in the next couple of months.

CSO Control Program

The CSO Team is working on the following projects:

- CIP 260617 – St. Aubin Disinfection and Screening Improvements. The dose study and basis of design are anticipated to be completed mid-March 2021. Afterward, we will finalize the RFP for design services and work towards advertising this project.
- CIP 260620 – Baby Creek Roof Replacement. This contract is in the award phase. Notice to proceed is anticipated to be March 2021.
- CIP 277001 – Baby Creek Outfall Improvements. The basis of design for this project is anticipated to be completed in the first quarter of 2021. Land acquisition for this project will be required and could potentially delay the start of the project. However, the plan at this time is to advertise by mid-year 2021 and work towards award of the design-build project while acquiring land.
- JOC Task 5 – CSO Facility Chemical Containment Improvements. This project to install sump pumps and alarm systems is substantially completed and will be finalized by March 2021.
- JOC Task 9 – CSO Facility LED Lighting. This project is approximately 80% completed. Lights have been replaced at Conner Creek, Belle Isle, Leib, St. Aubin, Baby Creek, Puritan-Fenkell, and Seven Mile CSO Facilities. Work remains at Hubbell-Southfield and Oakwood. This will be completed in the first quarter of 2021.
- JOC Task 29 – Baby Creek Chemical Tank Relining. Based on the December 2019 Chemical Storage Tank Inspection project, the Baby Creek Tanks were identified as needing to be relined due to failures in the current lining. The project was bid out at the beginning of the COVID-19 pandemic, and delays at that time were not foreseen.

WASTEWATER OPERATING SERVICES (continued)

- This project has experienced COVID-19 delays because the vendor performing the work is located in Canada, which has different rules and policies and requires significant hurdles to be cleared to be able to perform this work. Currently, the government of Canada is still reviewing the application to permit Kentain to perform this work. We will have resolution in January 2021 and identify a direction to move forward.
- JOC Task 37 – Installation of Power Quality Meters at CSO Facilities. This project is in the initial phases and is expected to occur over the next twelve months. This project will install power quality meters at all nine CSO Facilities to effectively monitor incoming power quality and record issues.
- Task Order Engineering Services (TOES) Task 01T (CIP 260621) – CSO Consolidated Annual Report. Analyses of wet-weather events and quarterly reports have occurred throughout 2020, and we are now working towards a draft and final report to submit to EGLE by April 1, 2021.
- (TOES) Task 7T – Conner Creek Dike Improvements. 60% of design documents were completed at the end of December 2020 to install a cutoff wall in the existing berm to prevent seepage into Clairpointe Street and possible failure of the berm which is now acting as a dike. Coordination with DWSD, the City of Detroit, and GLWA is on-going.

The Asset Condition Report was completed, and coordination with the GLWA Asset Management and IT Teams to coordinate Asset Specification Updates occurred in December 2020. All of the GLWA CSO Assets are now comprehensively updated. Thinking of the future, the CS-299 Team is working to make updates to the Facilities Assessment Report and coordinate with GLWA and DWSD on overall project element coordination (assessment of assets, capital improvement needs, and scheduled replacement of assets).

WATER OPERATIONS

GLWA's water system was recognized by the Michigan Department of Health and Human Services Oral Health Program for achieving the Centers for Disease Control's Water Fluoridation Quality Award for 2019. This award recognizes those public water systems that adjust the fluoride concentration in drinking water and achieve a monthly average fluoride level that is in the optimal range for 12 consecutive months in a year, as documented in the Water Fluoridation Reporting Systems (WFRS). WFRS is a national health surveillance tool that assist states in managing their water fluoridation program. Achievement of this award demonstrates GLWA's commitment to public health of all Michigan residents.



WATER OPERATIONS (continued)

Water Works Park Treatment Plant

Chlorine Feeders Electrical Shift

The electrical system serving the chlorine feeders for Water Works Park (WWP) and the Screen House is composed of two independent feeds. All odd number chlorine feeders (11.01,13.01, 21.01, etc.) are fed from DTE buss 578. All even number chlorine feeders (12.01, 14.01, 22.01, etc.) are fed from DTE buss 1610.

During recent power shutdowns to facilitate electrical repairs in the electrical substation in the Low Lift Electrical room, a design oversight was discovered. The problem is that all chlorine feeders that are used to deliver chlorine to the north filter application point at WWP are odd number feeders. Not only are these feeders all fed from the same buss, but they are also fed out of the same electrical panel. This condition leaves the plant in a vulnerable position if electrical feed to their shared electrical panel is interrupted. If such a condition were to occur, no chlorine would be able to be added to the north filter's effluent water. To remedy the situation, the electrical feed to chlorine feeder 25.01 has been switched with the electrical feed to chlorine feeder 26.01.

In the plant's former state, a loss of electrical panel SCH-LP-20.01 would leave the plant with three chlorine feeders for the south filters and no chlorine feeders for the north filters – thereby reducing water production capabilities to one-half of plant design capacity. Having an operational team constantly maintaining and operating equipment is what affords GLWA opportunities to rectify, correct, and optimize operations. Such that, when failures or emergencies occur, the team has positioned GLWA for the most effective response and recovery.

Increased Efficiency of Turbidity Measurement

Turbidity is a recognized indicator of water quality. Turbidity in water can act as a shield to pathogenic microorganisms. A multi-barriers water treatment process, which includes coagulation, flocculation, sedimentation, and filtration are used to remove turbidity in water (*see photos below*). The Michigan Department of Environment, Great Lakes, and Energy (EGLE) requires water treatment plants to meet specific turbidity standards for treated water leaving the plants.



Pictured left to right:

- 1. Turbidity of Raw Water Before Treatment*
- 2. Turbidity of Settled Water After Sedimentation*
- 3. Turbidity of Finished Water After Filtration*

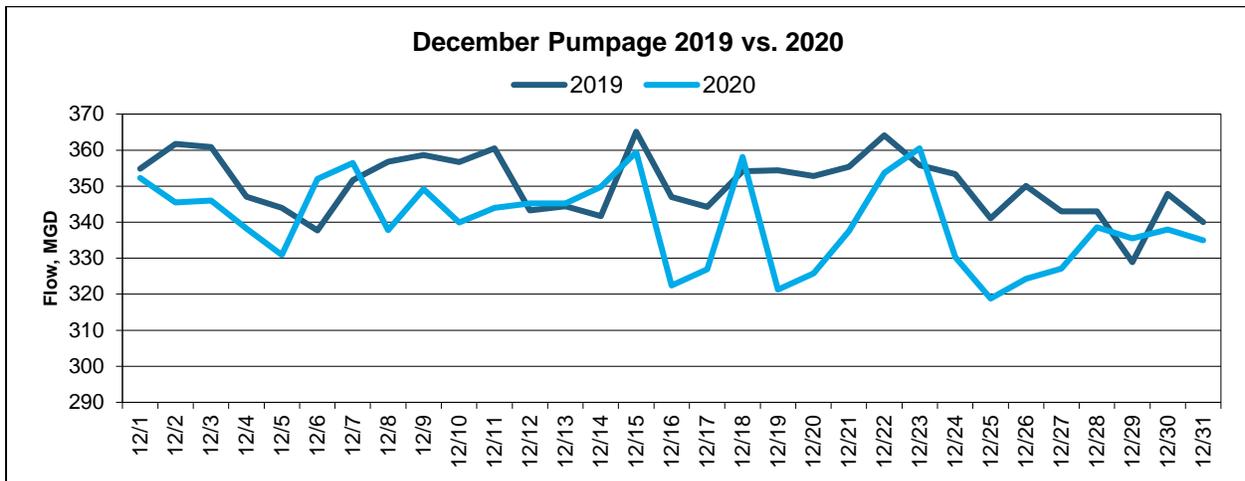
WATER OPERATIONS (continued)

A goal of GLWA's water treatment plants is to produce water with less than 0.10 NTU (Nephelometric Turbidity Units). At 0.1 NTU or less, Oocysts of cryptosporidium, which are not susceptible to water chlorination, are removed from the water column: Cryptosporidium has been involved in deadly waterborne contaminations.

Water Works Park's Chemist Laboratory is using a new benchtop Hach TU5200 turbidimeter that has the following advantages over the previously used Hach DR2100 N turbidimeter: 1) increased accuracy at low turbidity, 2) faster reading of the turbidity, 3) variability from test to test is minimized, 4) consistent results in the laboratory from operator to operator without the effect of small interference, 5) laboratory reading matches online analyzer results removing the uncertainty of which measurement to trust, and 6) minimizes interferences, such as scratches. The TU5200 turbidimeter is part of a new series of turbidimeters TU5 (benchtop -TU5200 and online turbidimeter-TU5300sc) with 360° x 90° detection technology. The TU5 uses a laser light source that scatters light at 90° with 360° collectors or 360° detectors to get all the light scattered by the sample. The new turbidimeter will help chemists efficiently measure samples to ensure our communities are served with water of exceptional quality.

Systems Control Center (SCC)

December 2020 pumpage was 2.9% lower than December 2019



Engineering

Contract No. 1803823 "Lake Huron Raw Sludge Clarifiers and Raw Sludge Pumping Station Improvements"

Contractors recently installed re-steel and were forming up fillets in the pump station. They also backfilled the electrical duct bank trench. The electrical contractors were installing a Magnum DS Breaker in existing wash water treatment building.

WATER OPERATIONS (continued)

The construction crews formed up fillets in the pump station and adjusted the slide gate frame inside junction structure 1. Contractors are also beginning the installation of junction structure 2 top slab forms for pouring the new concrete and laying out monorail piers and installing sonotube forms at the pump station. In the next few weeks, the 24” slide gate will be reinstalled along with the other 60-inch slide gate stem guides.



Pictured from left to right:

1. *Backfilling electrical duct bank*
2. *Installing form work for pump station fillets.*
3. *Forming up top slabs at Junction Structures*
4. *Installing Magnum DS breaker in existing electrical room inside wash water building.*

Fleet and Facilities

Facilities Maintenance Team

This support team is not often in the spotlight but provides very important services to the entire GLWA team throughout the entire GLWA footprint. Here is an example of a repair made at Imlay after a gate was damaged:



BEFORE: Gate damaged by snowplow

WATER OPERATIONS (continued)



AFTER: Repaired gate

INFORMATION TECHNOLOGY

In the past month, the IT Security team has proactively blocked or thwarted 17,222 spam messages, 6,139 spoofed messages and 20 viruses. Additionally, 1,218 phishing attempts have been caught and 185 malware attempts have been blocked.

The IT Security team has also responded to a critical vulnerability that compromised the US Treasury and the US Commerce Departments through a breach of SolarWinds Network Monitoring solution.

This was deemed a zero-day threat and we removed both SolarWinds monitoring solutions from the process and business networks. A system rebuild with the latest uncompromised versions of the software was deployed; at no time did we identify any breach of the GLWA network.

The IT Business Productivity Systems (BPS) Team is continuing to implement new systems and enhancements to existing systems in order to streamline and strengthen GLWA's processes. For example, in December the BPS completed the implementation of GLWA's debt management software system and converted 22 SharePoint Groups to the new Microsoft Teams platform. The team also worked with the Enterprise Asset Management Systems Team to enable team members' supervisor information to be updated throughout GLWA's software systems based on the information entered into GLWA's payroll system.

The IT Infrastructure team has finalized the deployment of network identity appliances that provide a scalable, secure and highly redundant solution for the GLWA Business and Security networks. They have also started the decommissioning process of the legacy hardware post Phase 1 datacenter modernization.

INFORMATION TECHNOLOGY (continued)

The reduction of the datacenter footprint will add to the flexibility of the hybrid cloud migration, redundancy and scalability of the GLWA infrastructure for the foreseeable future. Additionally, the IT Infrastructure has completed the deployment of highly available Uninterruptable Power Supplies (UPS) at all locations to support network power redundancy. The addition of these devices have improved overall network uptime on average to 99.98% during 2020.

The IT Customer Service Delivery Team completed the replacement of Internet Explorer version 11 with the new and improved Microsoft Edge. Internet Explorer commonly referred to as IE, had been the default Internet browser for GLWA for several years. It was however nearing its end of life, no longer supported many applications that GLWA uses, and would no longer receive necessary security updates from Microsoft. The replacement was seamless to the end-user community and automatically transferred previously stored passwords, bookmarks, and favorites so team members did not lose any historic data using the new Edge browser.

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-February.

The IT Enterprise Asset Management Systems Team completed a project to convert over 70-legacy Crystal Reports to GLWA's current Business Intelligence platform, PowerBI. This effort enabled IT to decommission a legacy system to streamline support and consolidate the reports to a more stable and future-proof technology. The converted reports ranged from water pumpage, water quality, meter maintenance, to IT system data.

Currently, the IT PMO is managing 20 active projects and is processing 24 project requests.

PUBLIC AFFAIRS

Wastewater Master Plan Announcement

Public Affairs distributed a news release announcing the Board's adoption of GLWA's first Wastewater Master Plan (WWMP). The news release highlights the regional collaboration that went into the plan, as well as gives four examples of the benefits the plan will provide to the region. The plan received media coverage including an in-depth article from the Detroit Free Press. Read that story [HERE](#). Chief Planning Officer Suzanne Coffey also participated in two podcasts to tell the WWMP story: The Daily Detroit podcast, which you can listen to by clicking [HERE](#), and the Crain's Detroit Business podcast, Detroit Rising, which you can listen to [HERE](#).

PUBLIC AFFAIRS (continued)

GLWA's 5-Year Anniversary Celebration Begins

On January 1, 2021, GLWA began its celebration of its fifth operating anniversary. To kick-off the celebration, CEO Sue McCormick sent out a written and audio communication to team members and member partners highlighting the significant accomplishments made by GLWA and its team members over its first five years of accomplishments. The Public Affairs team also released a special One Water News Drop announcing GLWA's 5-year anniversary.



The video highlights the collaboration that has occurred since 2016 to provide water and wastewater services of the highest quality to our region, as well as the outstanding work of our team members. The celebration will take place over the entire course of 2021, including team members, member partners and partners. Click [here](#) to watch the video short.

Happy New Year!

Public Affairs helped ring in the new year in a fun way! Every celebration is more exciting when Splash makes an appearance!



PUBLIC AFFAIRS (continued)

AWWA Media Workshop

Public Affairs Specialist Aftab Borke, who is the current chair of the AWWA Michigan Section's Communication Council, led a committee that developed a Media Training Workshop for the section's members. The Workshop consisted of four sessions, including the one led by Aftab, which focused on social media best practices for water/wastewater utilities and trained the participants on how they can create content for their digital platforms.

SECURITY AND INTEGRITY

The Hazmat Unit coordinated and completed a total of 253 hours of training during the month. GLWA's Fusion Center staff trained 40 hours during the month.

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

Security and Integrity participated in the Urban Areas Security Initiative (UASI) Critical Infrastructure Protection Workgroup with DTE, Consumers Energy and state officials, in addition participated in the Downtown Detroit Partnership Security Team meeting.

ORGANIZATIONAL DEVELOPMENT

Apprenticeships

Maintenance Technician Apprentices are scheduled to rotate to their new assignments on January 25, 2021. EICT-E Apprentices continue with virtual and onsite related training instruction.

Progression

The 2020 Progression Cycle launched on November 18, 2020 and closed on January 15, 2021. Two hundred ninety-six progression assessments have been completed.

Performance

The Mid-Year Performance Review for Union Team Members is scheduled to open on January 26, 2021 and is due on February 23, 2021. The Mid-Year Performance Review is an opportunity for Leadership Team Members and Union Team Members to review performance goals and discuss goal progress.

ORGANIZATIONAL DEVELOPMENT (continued)

Talent Management

Staffing

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

Number of New Hires	2
Number of Separations	7
Total Staffing - Regular FTEs (YTD)	1027

Benefits/Wellness

“Open Enrollment for Benefit plans completed. Team Member enrollment increased 8.26% over 2020 enrollment.”

Training

During the month of **December 2020**, **29** GLWA team members and **4** member partners completed **131** online 360 Water Report courses.

FINANCIAL SERVICES AREA

December 2020 Audit Committee Recap

- ✓ December’s Audit Committee meeting was held on Friday, December 18, 2020. The GLWA Audit Committee binders are publicly available at www.glwater.org. The meeting included the following discussion topics.
- ✓ Introduction of the proposed FY 2022 annual, long-term financial plan and budget presentation.
- ✓ Follow-up on questions from the November 20, 2020 Audit Committee meeting and December 15, 2020 Capital Planning Committee meeting including an analysis of the DWSD accounts receivable aging and a compilation of GLWA CIP historical spend.
- ✓ Presentation of the September 2020 Monthly Financial Report (Executive Summary attached).
- ✓ Updates on the Business Inclusion and Diversity program and Water Residential Assistance Program redesign implementation.

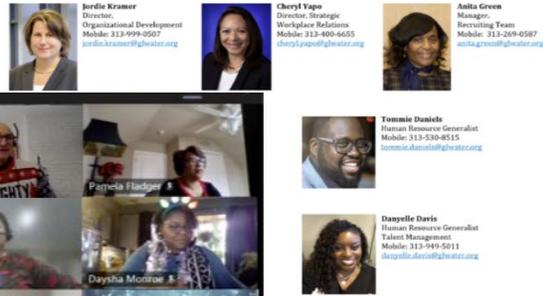
FINANCIAL SERVICES AREA (continued)

- ✓ Review of the Quarterly WRAP Report for the period ending October 31, 2020 and the Quarterly Construction Work in Progress report for the period ending September 30, 2020.

FSA All-Hands Meeting

FSA continues to support communication and connections between team members through regular group meeting.

Organizational Development-FSA Connections

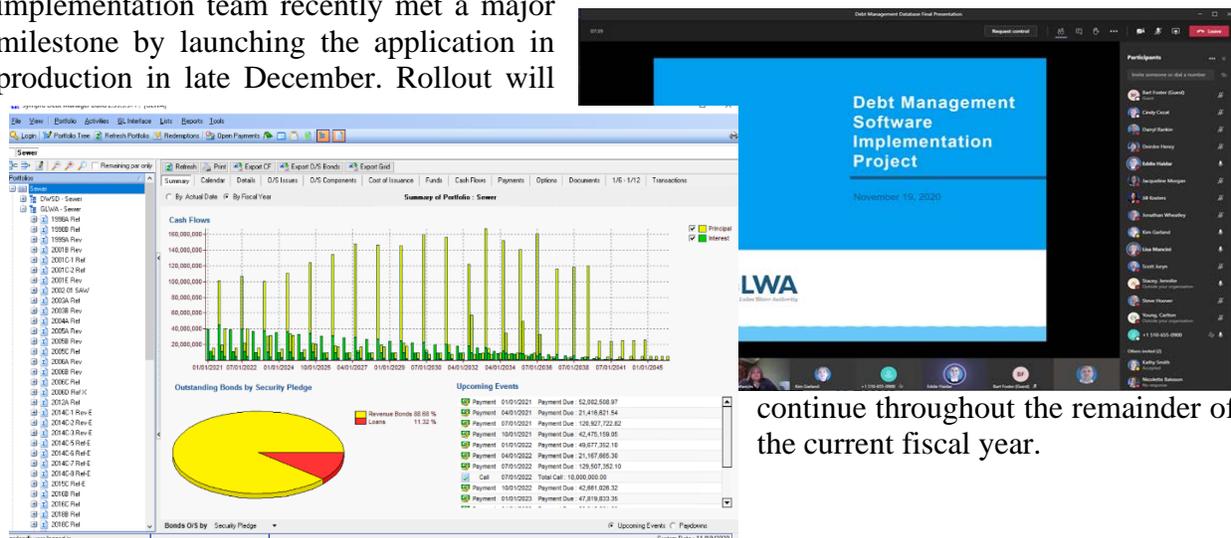


by GLWA Organizational Development on changes coming in 2021 and the sharing of holiday memories and plans by FSA team members.

The most recent December 16 All-Hands meeting was a “Jingle and Mingle” with an introductory presentation

Debt Database

FSA recently implemented a centralized database that will serve as a repository for documents and financial details associated with GLWA debt issues and State Revolving Fund loans. The implementation team recently met a major milestone by launching the application in production in late December. Rollout will

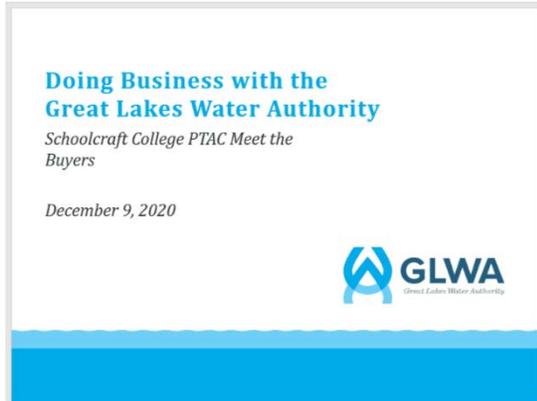


continue throughout the remainder of the current fiscal year.

FINANCIAL SERVICES AREA (continued)

The centralized database will replace numerous spreadsheets housing this information in multiple, distributed forms across various FSA teams. This project represents another positive step forward in the larger, GLWA Enterprise Resource Planning (ERP) system implementation.

Vendor Outreach



Though the COVID-19 pandemic continues to prevent in-person vendor outreach events, the GLWA Procurement Team is as committed as ever to meeting the vendor community virtually. Mike Lasley and Megan Torti participated in the 10th Annual Schoolcraft College PTAC (Procurement Technical Assistance Centers) Meet the Buyer Virtual Event on December 9, 2020.

Over 30 businesses pre-registered for the day-long event, which included opening remarks from GLWA as well as procurement representatives from the City of Detroit, followed by individual break-out sessions where businesses had the opportunity to get to know the buyers and ask questions. GLWA's presentation on "Doing Business with the Great Lakes Water Authority" reviewed registering and navigating our e-procurement software as well as the ABC's of submitting a competitive bid or proposal to a GLWA solicitation.

Procurement Pipeline

The December 2020 Procurement Pipeline edition and Executive Summary are attached. This month features reminders on GLWA COVID face mask requirements, information on the Michigan Mask Aid initiative, and the monthly listing of upcoming GLWA procurement solicitations.

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

Respectfully submitted,



Sue F. McCormick
Chief Executive Officer

SFM/dlr

Attachments (3)

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

Face Masks REQUIRED at all GLWA Worksites

As an essential service provider to nearly four million people in southeastern Michigan, GLWA must protect the health and safety of its workplace during the COVID-19 pandemic. Following the guidance of the Centers for Disease Control and Prevention (CDC) and the Michigan Department of Health and Human Services (MDHHS), **GLWA requires that all vendor personnel providing onsite services at GLWA facilities and worksites wear a face mask at all times to slow the spread of the coronavirus.** The [CDC cites several studies](#) showing that masks are effective in reducing community emission of the virus as well as protecting the wearer by reducing their inhalation. As we continue to battle the virus in Michigan, it is vital that the vendor community comply with this mandatory operational safety protocol and wear the appropriate face masks correctly.

Please carefully review the following guidance from the MDHHS on selecting an appropriate face mask and masking up the correct way.

What type of mask should I wear? All vendor personnel who provide onsite services at GLWA worksites should wear one of the following mask options: 1) a three-layered washable cloth face covering; 2) a medical-grade disposable mask; or 3) an approved KN95 mask.



What types of masks are not acceptable? Neck gaiters or loosely tied bandanas, masks with vents, face shields worn without masks, or face coverings with noticeable gaps, holes or vents **do not** provide adequate protection for the wearer or

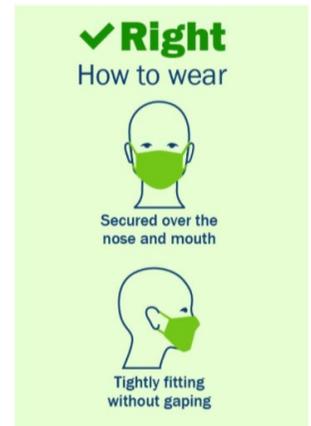
others and are **not** recommended. We also do not advise that onsite vendor personnel wear N95 masks, which are intended for frontline healthcare workers.



worn correctly at all times. Masks should be secured over the nose and face tightly fitting without gaps.

For further information on these topics, GLWA has created helpful videos on [how to properly wear a mask](#) and [how to safely remove a mask](#). We expect and appreciate the vendor community's compliance with these all-important safety measures as we work together to maintain the safety of the GLWA workplace.

How should I wear my mask? Masking right includes not only wearing an approved mask but ensuring that it is



MI Mask Aid

MI Mask Aid is an initiative of the MDHHS and the Michigan Community Service Commission to deliver free face masks to Michiganders. Residents in need of masks can pick one up from partner sites across the state, which includes most MDHHS local offices and Community Action Agencies. To locate a site, see Michigan.gov/MaskUpMichigan or call the COVID-19 hotline at 888-535-6136.

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 December 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
Maintenance Services	Skilled Trades Contract	TBD
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)		
Construction	Rehabilitation of Outfalls - Phase III(B-39)	\$7,000,000
Construction	Rehabilitation of Woodward Sewer (CIP #260207)	\$26,000,000
Maintenance	UPS Maintenance and Repair Services (CSO/WRRF)	TBD
Design	Control System Upgrade - St. Aubin, Leib, and 7 Mile CSO Facilities	TBD
Construction	WRRF Seagull Habitat Modification	TBD
Construction	Oakwood HVAC Improvements (CIP #260618) (CSO)	TBD
Professional Services	Development of CAD and Engineering Standards (TOES)	TBD
Professional Services	Virtual Tour and Laser Scanning Services	TBD
Water System (next four to nine months)		
CMAR	96-Inch Water Transmission Main Relocation Project, Construction Manager At-Risk	\$150,000,000
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	St. Aubin Disinfection and Screening Improvements (CIP #260617) (CSO)	TBD
Maintenance	Low-Voltage Wiring	TBD
Design	Leib Screening & Disinfection Facility Improvements for Meldrum Diversion (CIP #274001) (CSO)	TBD
Design	Oakwood CSO Facility Improvements for NWI Diversion (CIP #278001) (CSO)	TBD
Design	Pilot Netting Facility Project (CIP #270001) (CSO)	TBD
Design Build	Baby Creek Outfall Improvements Projects (CIP #277001)	TBD
Construction	Rehabilitation of Outfalls - Phase III (B-39)	\$7,000,000
Construction	Rehabilitation of CSO Outfall Backwater Gates	\$5,000,000
Construction	Connor Creek Dike Improvements (CIP #260621) (CSO)	TBD
Construction	CSO Generator Improvements (Controls upgrades, Generator modifications) (CSO)	TBD
Enterprise (next four to nine months)		
Information Technology	Project Management Information System	TBD

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

WRRF: Water Resource Recovery Facility

CSO: Combined Sewer Overflow



Key Financial Metrics

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

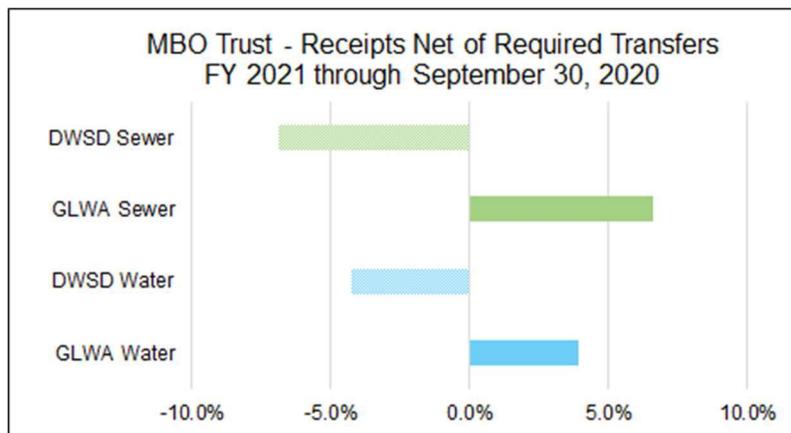
No Risk (green) - Potential (yellow) - Likely (red)

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 September 30, 2020				
Metric	FY 2021 Budget	FY 2021 Actual	Variance from Financial Plan	Report Page Reference
Wholesale Water Billed Revenue (\$M)	\$88.9	\$92.7	4%	45
Wholesale Water Billed Usage (mcf)	4,462,000	4,799,000	8%	
Wholesale Sewer Billed Revenue (\$M)	\$67.0	\$67.0	0%	47
Wholesale Water Operations & Maintenance (\$M)	\$33.5	\$33.2	-1%	6
Wholesale Sewer Operations & Maintenance (\$M)	\$45.6	\$42.2	-7%	
Investment Income (\$M)	\$0.9	\$2.3	156%	35
Water Prorated Capital Spend w/SRA* (\$M)	\$27.0	\$27.0	0%	27
Sewer Prorated Capital Spend w/SRA* (\$M)	\$20.0	\$17.0	-15%	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

\$1.1 million and \$4.8 million respectively through September 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 \$22.0 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)

- The first quarter budget amendment that was approved by the GLWA Board on October 28, 2020 is reflected in the FY 2021 Amended Budget columns on the tables in the September 2020 Budget to Actual report.
- The total Revenue Requirements are on target through September 2020.
- The total Operations & Maintenance expenses are at 23.8% of budget through September 2020 which is reasonably within the pro-rata benchmark of 25.0%.

Basic Financial Statements (page 10)

- The Basic Financial Statements are prepared on a full accrual basis and reflect preliminary, unaudited results.
- Operating income for September 2020 is \$34.0 million for the Water fund (34.7% of total revenues) and \$37.2 million for the Sewer fund (31.5% of total revenues).
- Water Net Position increased \$6.7 million and Sewer Net Position increased \$7.1 million for the year to date through September 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)

- For September, transfers of \$12.7 million and \$17.6 million were completed for the GLWA Water and Sewer funds, respectively.
- Also for September, 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 \$499 million in the Water fund and \$391 million in the Sewer fund.
- The total combined cumulative investment income for FY 2021 through September was \$2.3 million.

DWSD Retail Revenues, Receivables & Collections (page 39)

- Water usage through September 30, 2020 is at 94.61% of budget and revenues at 94.95% of budget.
- Sewer usage through September 30, 2020 is at 96.53% of budget and revenues at 99.22% of budget.
- Combined accounts receivable balances for the water and sewer funds report an increase of \$33.3 million over the prior year.
- Past dues over 180 days make up 63.7% 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 \$44.3 million, includes \$33.8 million for wastewater treatment services, \$1.7 million for industrial waste control services, and \$8.8 million for water supply services. Highland Park made three payments totaling \$1.8 million in FY 2021 in September 2020.

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



Office of the General Counsel

735 Randolph Street, Suite 1900
Detroit, Michigan 48226

Office of the General Counsel – January, 2021

- **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 attended a meeting with U.S. Representative Tlaib on December 10, 2020, to discuss PFAS mitigation issues. 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. The Office participated in a meeting with NACWA, WEF and EPA on PFAS Problem Formulation – Incineration on December 14, 2020.
- **Gordie Howe International Bridge:** GLWA submitted its relocation reimbursement request to MDOT. MDOT conducted a site visit to the new IWC space in Mid-December.
- **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 OWP’s Analytical Work Group on October 29, 2020. Contract amendments have been provided to the affected member partners were approved by the respective communities.
 2. The team successfully concluded its annual review process with Bruce Twp. A contract was approved by the Township.
 3. The team successfully concluded its out-of-sequence reopener meeting with Grosse Pointe Woods and the city approved the proposed amendment.
 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.

5. The team continues to negotiate the terms of a model contract with St. Clair County/Greenwood Twp. and DTE.
 6. The team continues to negotiate the terms of a model contract with Grosse Pointe Park.
- ***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, 91% of the communities have passed a concurring resolution. The Office is also providing assistance on PFAS and PFOS matters.
 - ***Lead and Copper:*** The Office participated in the GLWA’s Water Supply Advisory Council which met on December 2, 2020. Randal Brown was panelist in AWWA review of the Federal Lead and Copper Rules.
 - ***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. GLWA closed on the purchase of 12400 East Jefferson in January. The office is negotiating easements related to 96” watermain relocation.
 - ***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 the Corey Thomas matter for \$47,500.
 - ***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:	24
Contracts drafted or revised:	57
Subpoenas/Information requests received:	4
Subpoenas/Information responded to:	3