

GLWA SCORECARD 2021

*Raising the Bar Amid
New Challenges*

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

October 23, 2021

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Key Takeaways

The Top 5 Things You Need to Know

1. Response data are again stable and positive (90% overall satisfaction)
2. In total, respondents are *slightly* less satisfied than in 2020; a few outlier respondents are far less satisfied
3. Comments illuminate communication and responsiveness of GLWA team members as contributing factors to high satisfaction level
4. Elected officials rated most questions lower than members overall
5. Survey participation is down

Survey Overview

[*Background - 5*](#)

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[*Participation - 7*](#)

Background

History & Rating Scale

The Scorecard uses a 4-point rating scale:

4 ... Very Satisfied/Strongly Agree

3 ... Satisfied/Agree

2 ... Dissatisfied/Disagree

1 ... Very Dissatisfied/Strongly Disagree

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 2nd 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.

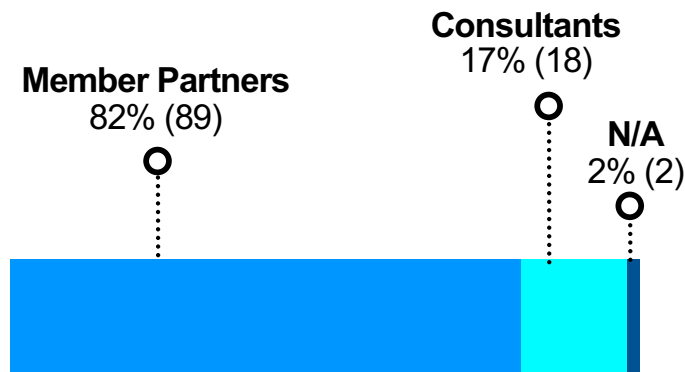
This Year's Changes

1. Modified a COVID-specific question to probe how Member Outreach continues to respond to the circumstances of the pandemic.

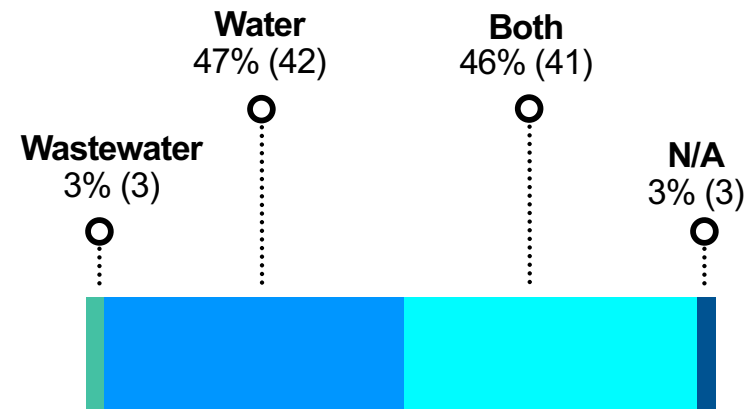
2. Removed a second COVID-specific question intended to gauge Members' experience with virtual meetings.

Respondent Demographics

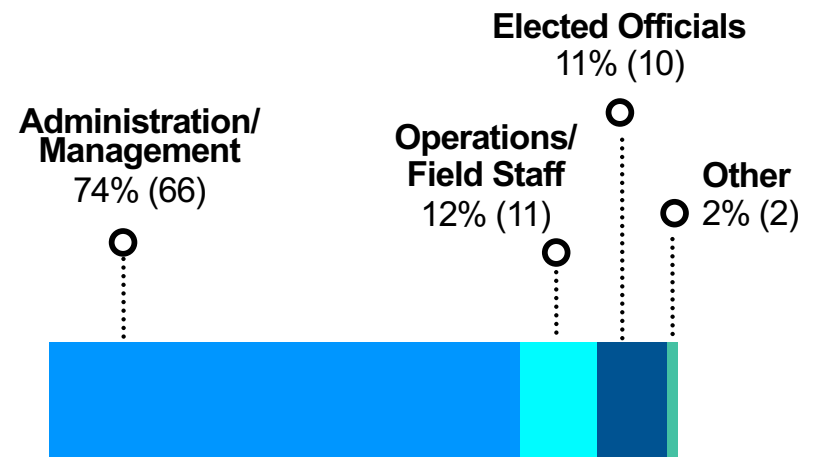
This year's Scorecard experienced an approximately 20% lower response rate than previous years (which averaged around 135 responses). The Scorecard is only deployed to members, not GLWA team members or Directors. Respondents represent all types of contract-holders, mostly self-identifying as occupying administration/management role in their organizations.



109 Respondents



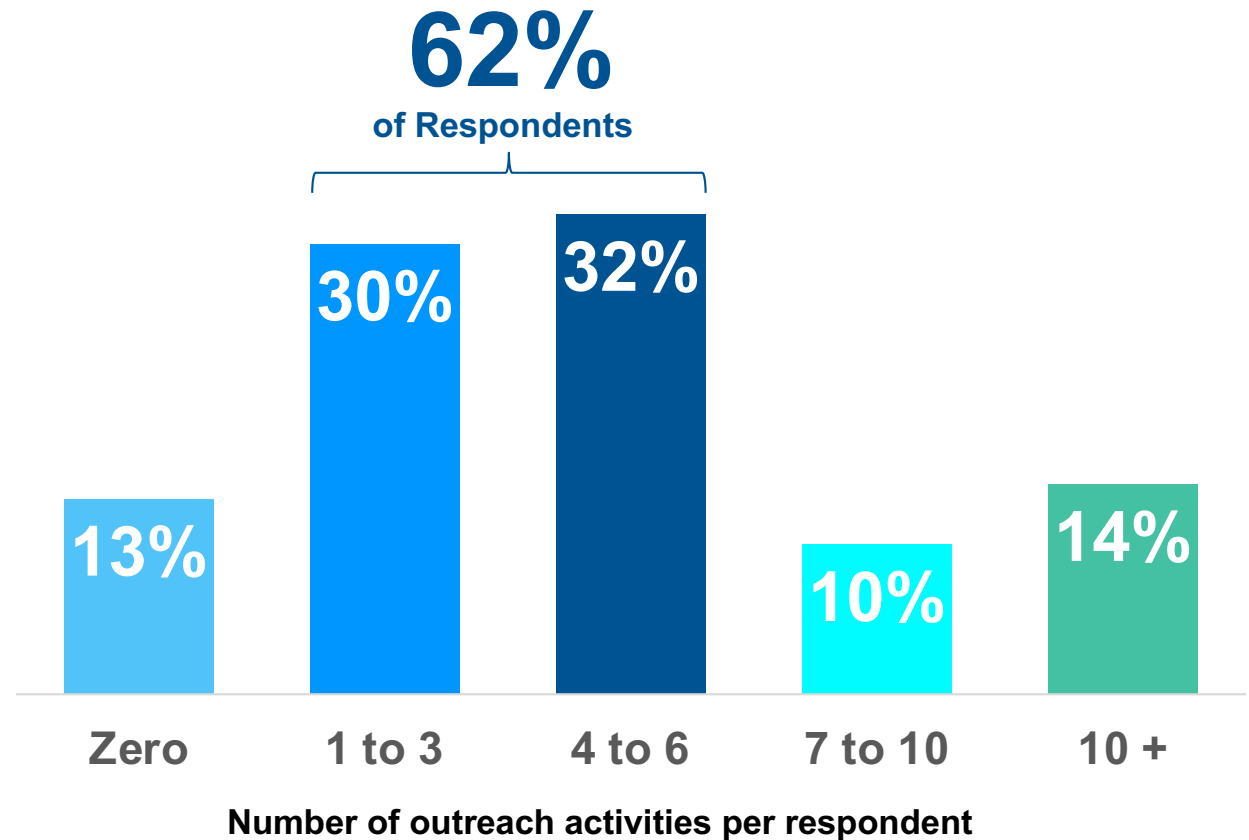
Member Type



Role in Organization

Participation In Outreach Activities

Ten respondents (10%) did not participate in an outreach activity in 2021. Fourteen respondents (14%) participated in more than 10 meetings, again highlighting the **wide range of participation levels** with respect to the Outreach Program. The largest percentage of respondents (32%) participated in 4-6 meetings in the past 12 months, followed closely by 30% who participated in 1-3 meetings.



The Results

Overall Satisfaction - 9

Strengths - 10

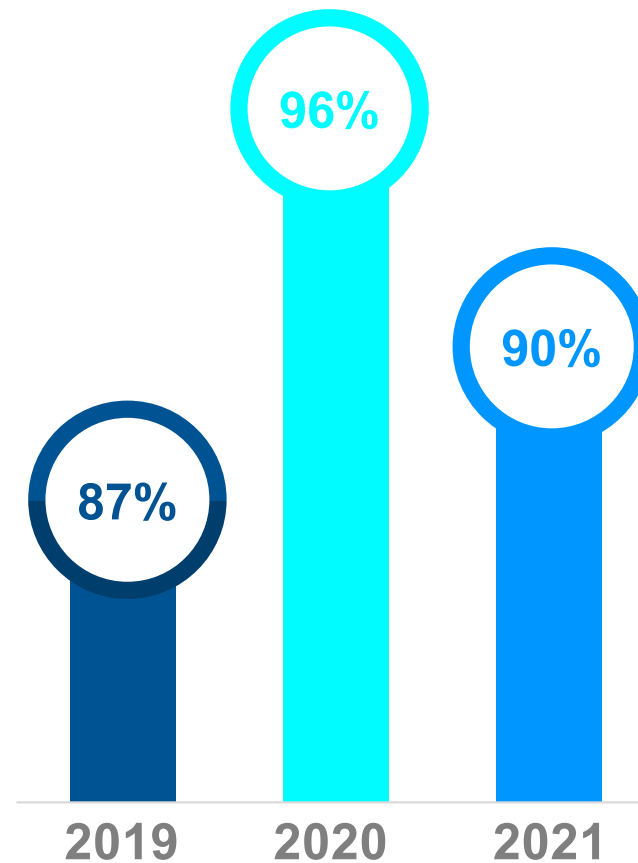
Opportunities - 11

Overall Satisfaction

The question regarding overall satisfaction with GLWA aligns with a positive perception. Just over **90% of respondents** scored this question positively, selecting either “Satisfied” or “Very Satisfied.”

This is a **six-point decrease** from 2020, but still three points higher than the satisfaction rate of 87% in 2019.

*Further, all question categories received a weighted average of 3.0 (“Agree” or “Satisfied”) or greater. In other words, no matter how you slice the data, this year’s Scorecard results reveal a **positive perception** of GLWA.*

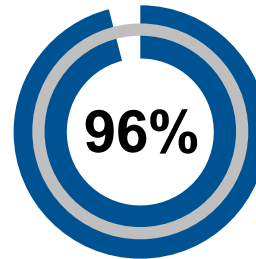


Margin of error = +/-9%

Strengths

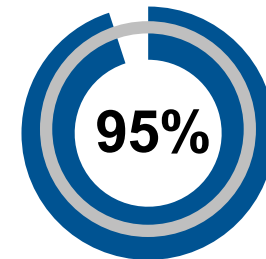
The Biggest Winners

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% **and** achieved a weighted average of 3.40 out of 4.0.



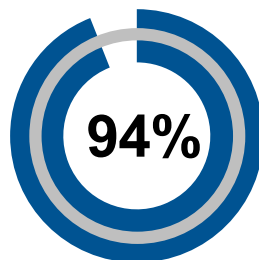
3.4

GLWA Team Members
are ***knowledgeable***



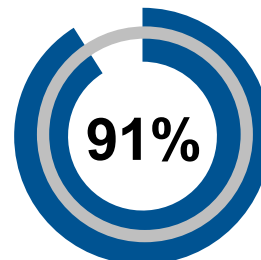
3.4

Member Outreach Program
communication



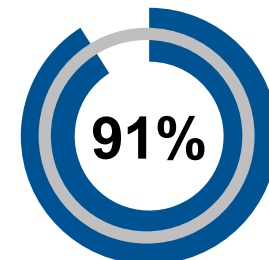
3.4

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



3.4

Member Outreach Program
leveraged opportunities
to engage members in
sustaining the One Water
Partnership*



3.4

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

*When rounded to one decimal, the weighted average for this factor is 3.4

Opportunities

Procurement

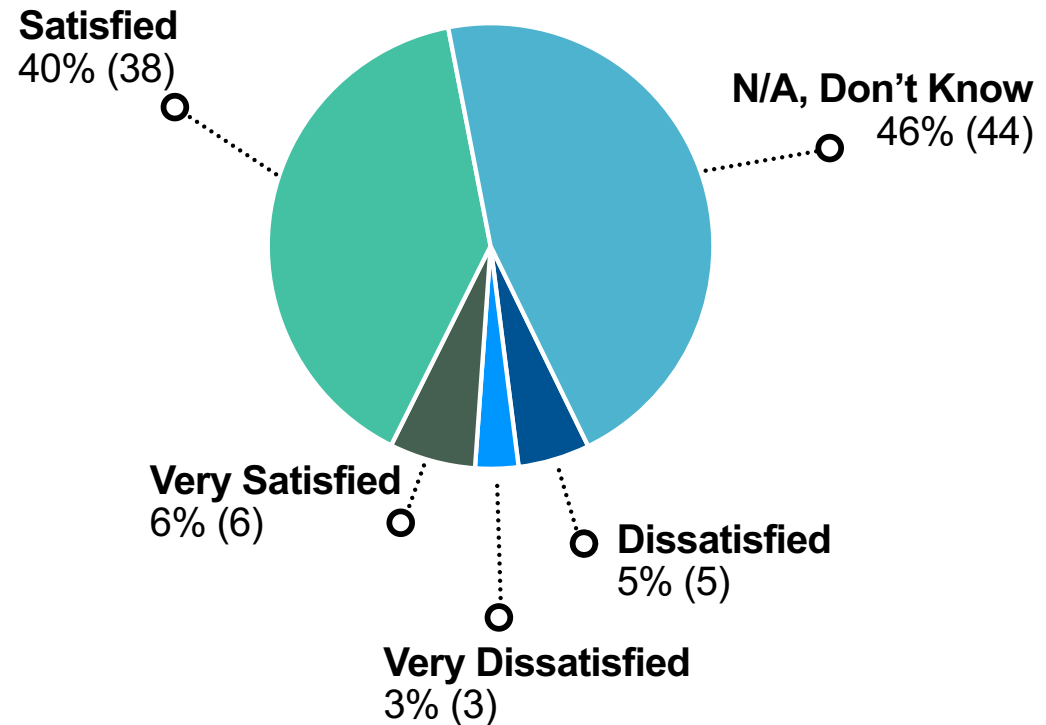
*However, the distribution of responses reveals that of those who have knowledge of the topic, **85%** of respondents are Satisfied or Very Satisfied.*

Of the nearly 40 factors on the survey, only one (Procurement) received a weighted average of less than 3.0, indicating potential opportunity for improvement.

Weighted
Average

2.9

Out of 4.0



Data Trends

[GLWA Team Members - 13](#)

[Member Outreach - 14](#)

[Charges - 15](#)

[Collaboration - 16](#)

[Communication - 17](#)

[GLWA Service Areas - 18](#)

Data Trends

GLWA Team Members

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

Scorecard responses use a 4-point rating scale:

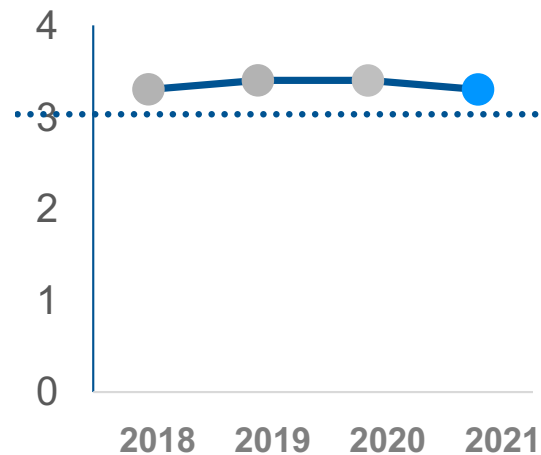
4 ... Very Satisfied/Strongly Agree

3 ... Satisfied/Agree

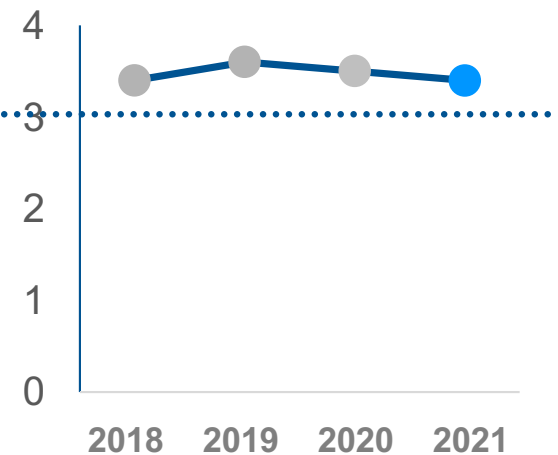
2 ... Dissatisfied/Disagree

1 ... Very Dissatisfied/Strongly Disagree

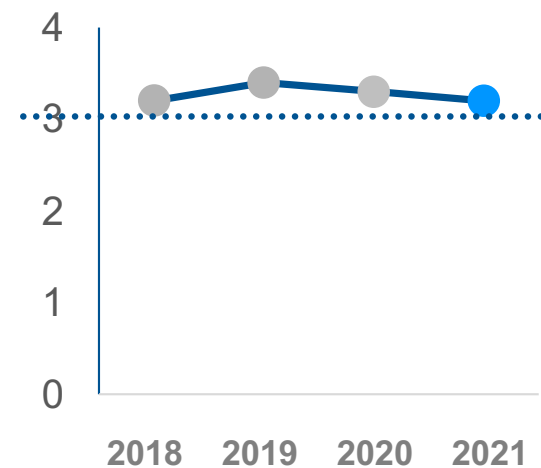
Are responsive to member needs



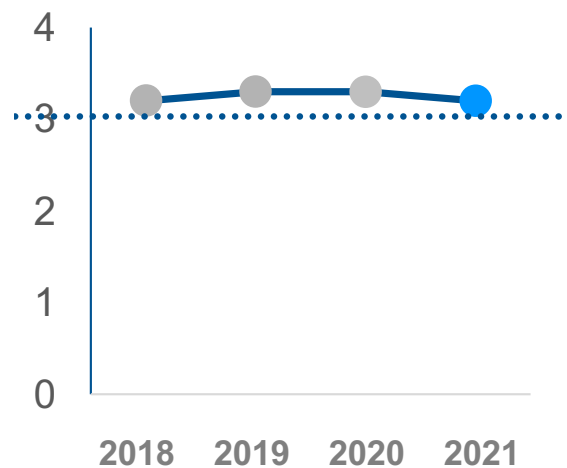
Are knowledgeable



Prioritize effectively



Gets things done

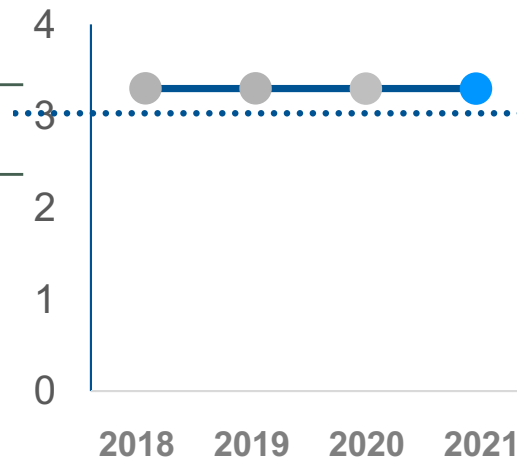


Data Trends

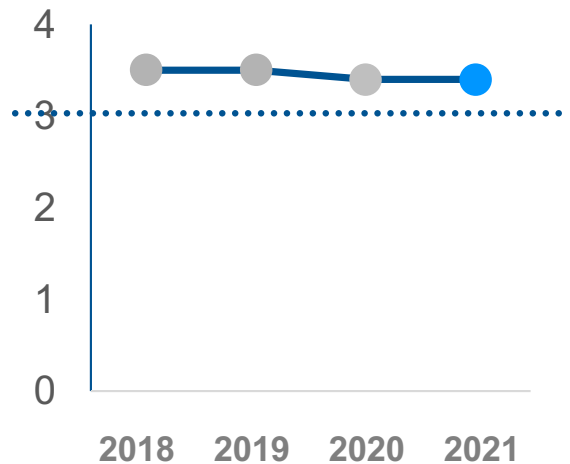
Member Outreach

In the Member Outreach Program...

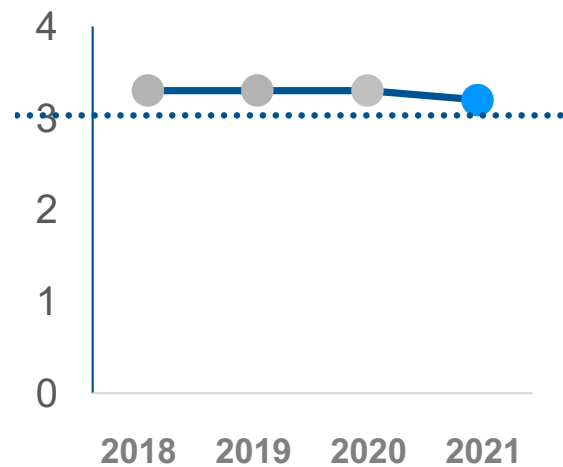
Meetings provide valuable information



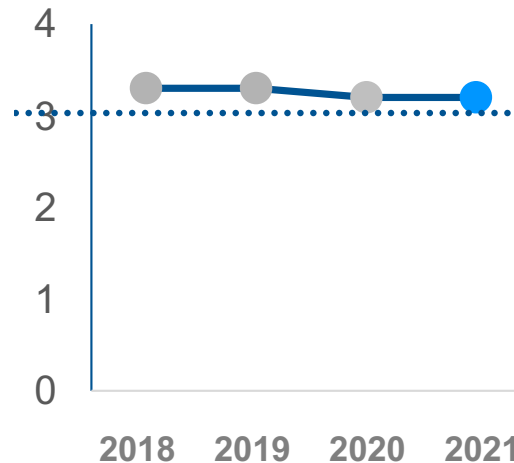
Members have enough opportunities to participate



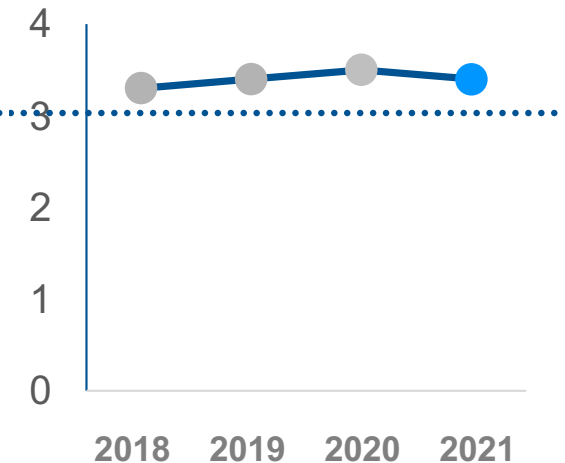
I feel my voice is heard



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



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

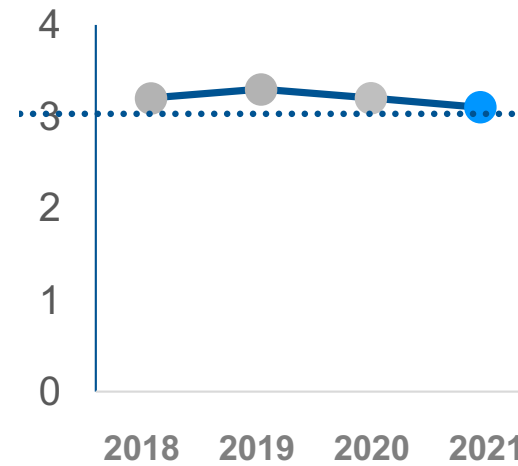


Data Trends

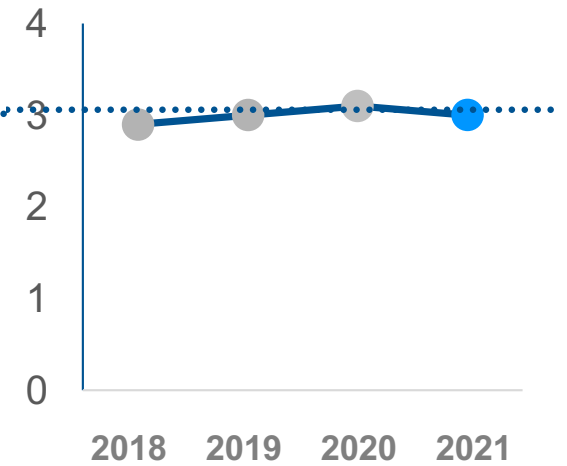
Charges

Regarding water and wastewater charges...

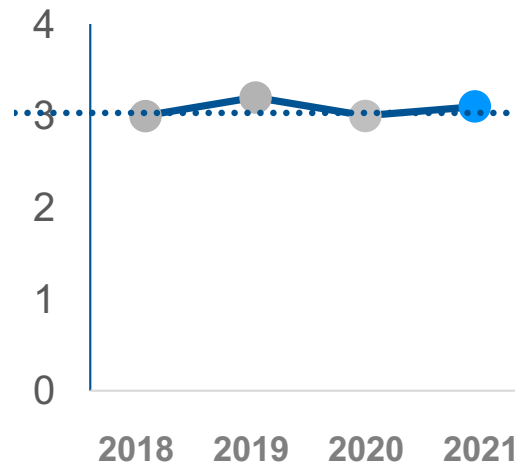
The methodology process includes effective member engagement



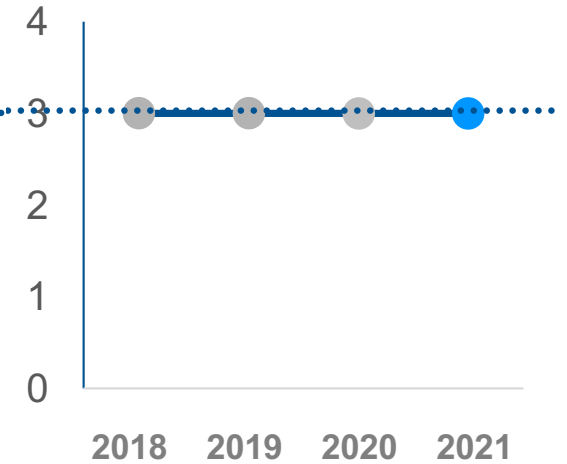
The approval process happens in a timely manner



The methodology aligns with the overall vision for the region



I understand the GLWA charges methodology

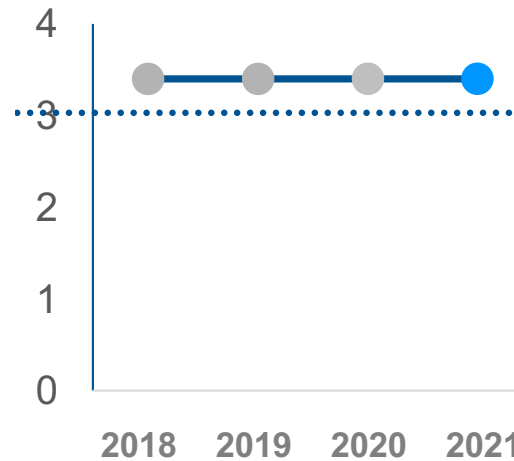


Data Trends

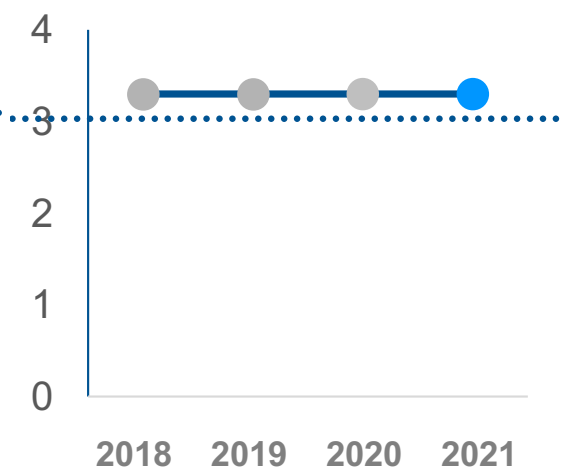
Collaboration

Regarding GLWA's collaboration efforts...

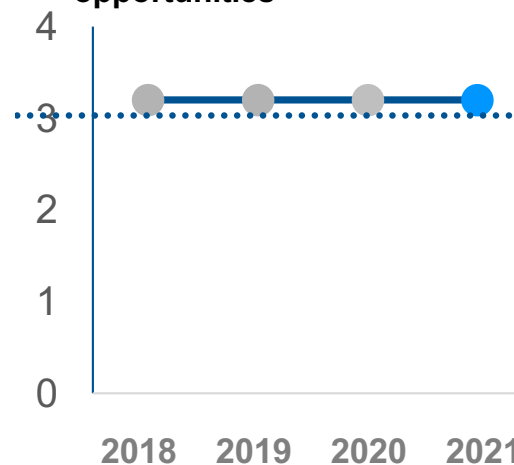
GLWA provides a good platform for regional collaboration



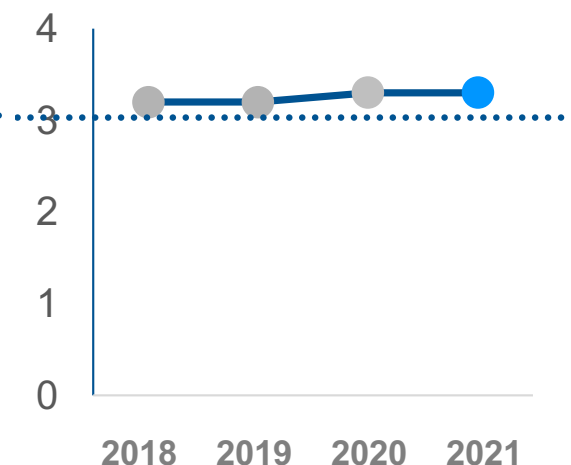
GLWA members are living up to the Rules of Collaboration



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

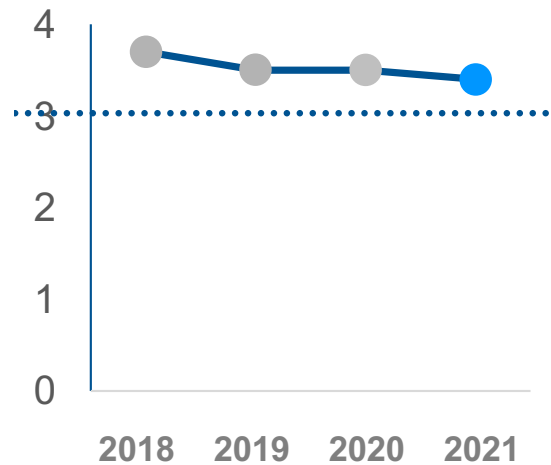


Data Trends

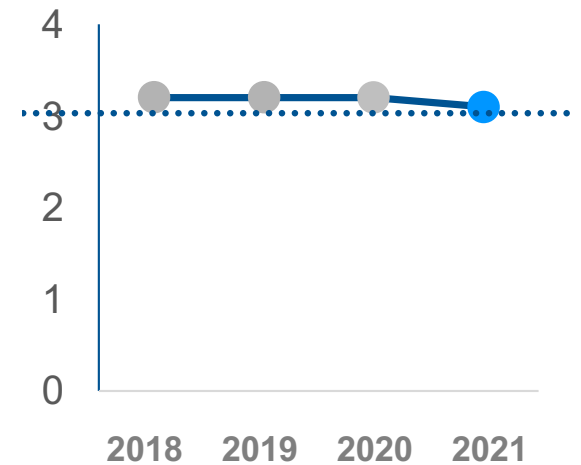
Communication

Regarding GLWA information and communication efforts...

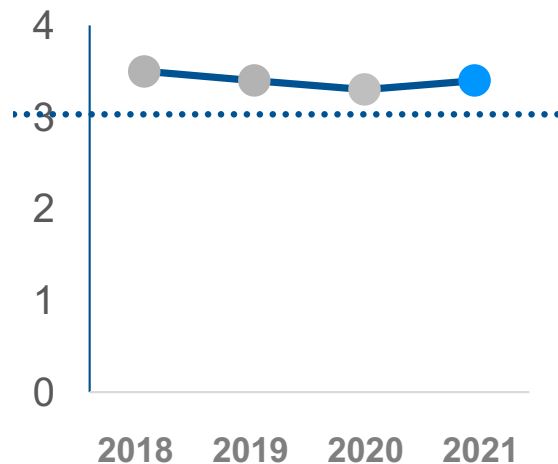
Member Outreach Program communication (such as meeting notices, summaries)



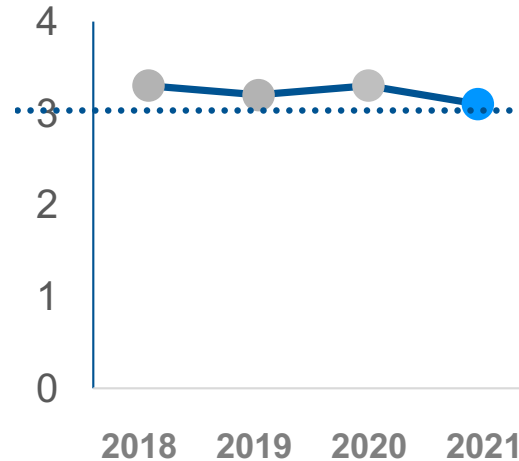
Greater Regional Sewer System (GDRSS)



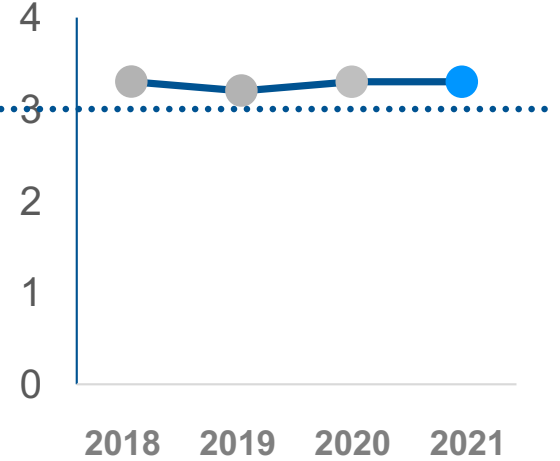
Wholesale Automated Meter Reading (WAMR)



Communication about emergency issues



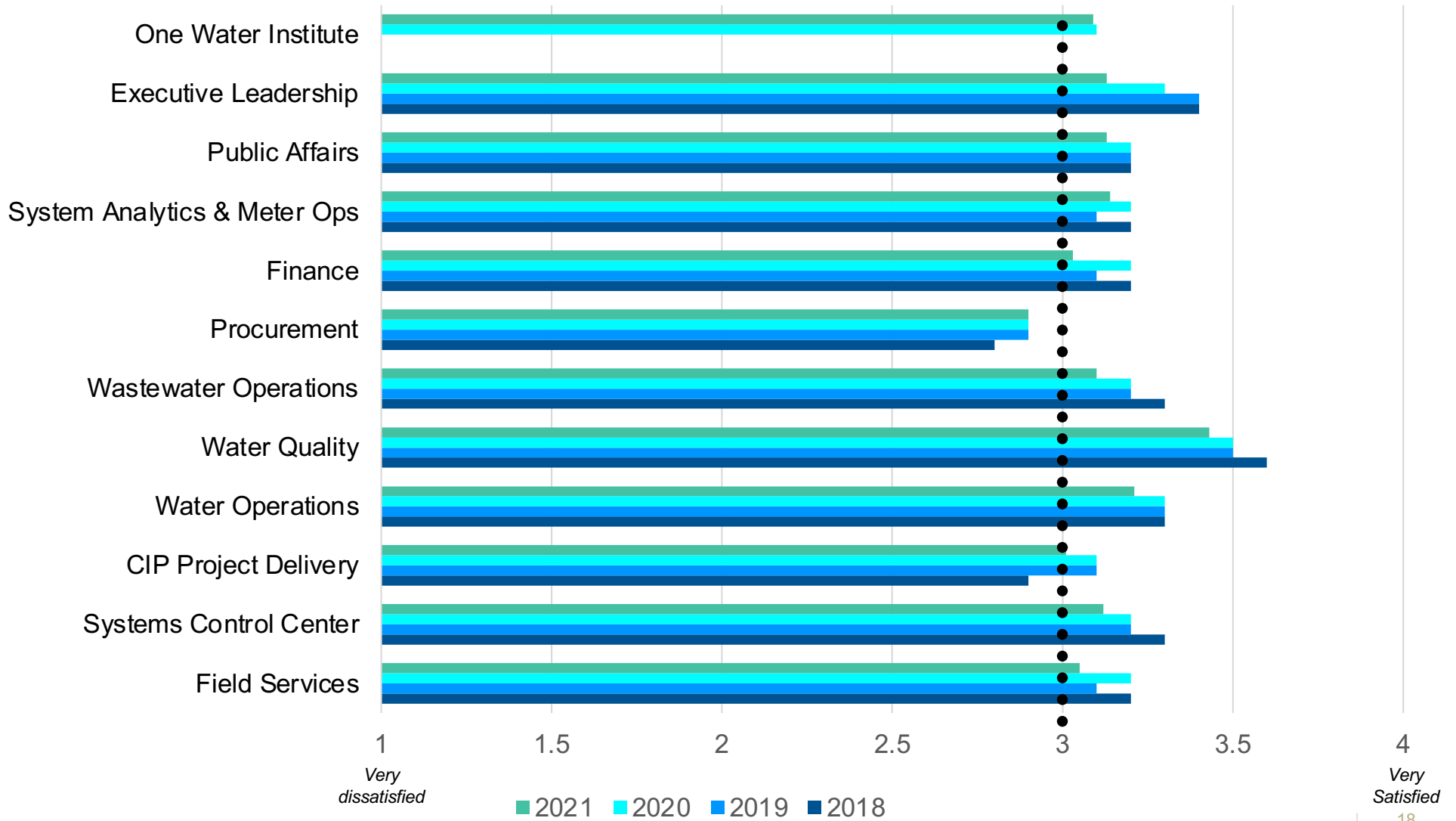
Communication about non-emergency issues



Data Trends

GLWA Service Areas

How satisfied are you with the following GLWA service areas:



Comments

After most questions, respondents were invited to elaborate on their responses. All comments provided by respondents have been included verbatim.

[Overall Satisfaction - 20](#)

[GLWA Team Members - 23](#)

[Member Outreach - 24](#)

[Charges - 25](#)

[Collaboration - 26](#)

[Service Areas - 27](#)

[Information &
Communication - 29](#)

Comments

What is the one factor that most influenced your response [to the overall satisfaction question]?



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied."

1. GLWA Staff timely response
2. GLWA billing system much better than Detroit's was.
3. Projects get delayed too long going through procurement
4. GLWA is not nimble and gets bogged down in its own bureaucracy
5. Very responsive to emails and calls
6. Good communications
7. Good training and/or access to training provided by GLWA
8. Resolution of any issues that might arise (when GLWA is made aware of a problem) and good communication.
9. Communication and team collaboration
10. Great administrative response and communication, but field operations sometimes is slow or not customer friendly
11. Too focused on certain ideas, that are not economical possible or feasible, with marginal possible return.
12. Availability of staff, willingness to have discussions and continual progress.
13. Outreach
14. Good, capable staff
15. I appreciate open communication; and provision of quality water
16. staff responsiveness
17. Response to summer flooding and more importantly an unengaged former CEO.
18. Cost to my residents is causing financial challenges.
19. Reliability
20. Recent event exposing infrastructure challenges lowered from a "very satisfied" score.
21. The interaction of everyone we have contact with instills trust and confidence
22. Communications excellent, ownership
23. Sue McCormick
24. Very responsive to any issues.
25. Whenever I contact GLWA about a topic, they respond quickly and are efficient in working with me.

Comments

What is the one factor that most influenced your response [to the overall satisfaction question]?



- 26.** A core group within an organization generally consists of 4-6 persons. give or take? GLWA sets the standards in my opinion much higher. the core group consists of the entire company. there is nothing that cannot be done or resolved within a phone call. a broad call to any department will get you narrowed in to answers within the time you hang-up the phone. hats off to all GLWA staffers and their desire to simply be the best!
- 27.** Timely response in information communication

- 28.** Outreach communications
- 29.** The GLWA Staff I work with are very knowledgeable and quick to respond.
- 30.** Regional collaboration
- 31.** Great water and they are responsive to our problems
- monthly meetings
- 32.** All of the water samples taken for our city
- 33.** Commitment to upgrade facilities
- 34.** Staff response to questions is always great
- 35.** The Outreach has really improved transparency over the years.
- 36.** Working with GLWA employees. They are knowledgeable, courteous and receptive
- 37.** Outreach program

Comments

What is the one factor that most influenced your response [to the overall satisfaction question]?



The following comments were provided by respondents who selected "Dissatisfied" or "Very Very Dissatisfied".

1. Not returning the information we have asked for
2. Stormwater events
3. GLWA Board of Director politics

4. Because they don't care about their employees! I have seen this first hand myself. They are is a severe disconnect between upper level management. People are put in positions of leadership that lack people skills, and employees are not treated uniformly. There is a huge turn over in employees, especially in the Organizational Development Department. When Management employee is let go an "at will employee" the CEO should listen to their side of the story to get both sides and they might find out what really is going on in the Organization!



The following comments were provided by those who selected "N/A or I Don't Know".

1. It seems to be very too top heavy with administration. The same complaint many customers used to have with DWSD.
2. Criteria relating my personal satisfaction to objective evaluation

Comments

GLWA Team Members I interact with ... [See Slide 20 for full question text]



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

1. Specifically referring to Sherri Gee and Dan Gold, and the work being done on the watershed/IDEP collaboration.
2. GLWA in-house counsel is helpful when called upon for assistance.
3. GLWA will work at finding an answer if it is not already known.
4. I mainly interact with Doug and Eric on the wamr side of things, always very helpful.

5. There is one person who is helping with the Detroit River Watershed Management plan. This is a new initiative but the person seems willing to help and interested in the project. It's too new to know if help will be consistent and timely. Time will tell. I'm hoping for the best.
6. Not as effective at resolving issues when there is a disagreement with a customer as I'd like.



The following comments were provided by respondents who selected "Dissatisfied" or "Very Dissatisfied" in response to the overall satisfaction question.

1. I have been trying for over a year to get [name redacted] to contact me over my 401K and have had no such luck. During my employment with GLWA anytime we got a good representative from the Organizational Development Department they didn't stay long or were pushed out!

Comments

In the Member Outreach Program... *[See Slide 16 for full question text]*



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

1. They need to challenge participants more often when completely off base or advocating for non sustainable or myopic topics
2. Bridgeport has done a fantastic job in keeping the Outreach going and making the meetings effective in the virtual environment.
3. We could save a lot more time if we talk about the actual issues instead of dancing around them. Bridgeport should be assisting to work through those issues.

4. Bridgeport Consulting has been since day one the missing link, that we have been missing. closing the circle and bridging the gap between GLWA and its members. their determination to succeed as facilitators is a major contributing factor in what we all have accomplished together.

5. As a co-chair myself, my response to the above question is in regards to my fellow co-chairs and excludes myself. I didn't feel that it was right to grade myself.

6. Engagement is at a lower level (using engagement info that PI used) than I believe is needed to proactively resolve legitimate differences of opinion

7. Bridgeport is always spot on.

8. I feel I have not participated enough to say adequately that member interests are being represented nor the converse, that they are not. I'll have to attend more meetings to get a better sense of that.

9. I attend the WAWG meetings and would like to hear more about other GLWA programs and projects other than units of service. I know it is an important project however, the importance level is not the same for each member partner. Please consider having other groups present on other topics.

Comments

Regarding water and wastewater charges... [See Slide 22 for full question text]



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

1. I strongly disagree that the Flint KWA Debt Service and Highland Park Bad Debt are included as part of the rates. I don't believe your current members should have to be charged for agreements that GLWA entered into without member input.
2. 50/50 I feel that my City's Finance team would better understand the numbers end of it.

3. Not very involved in the above, answered based on what I do know.

4. I generally understand the methodology.

5. Detroit still gets to much preferential treatment

6. Wastewater has been much more effective and timely than water (recognition that water methodology needs to change, but no substantive discussions to date)

7. Requires further elaboration – specifically spell out each community under a simple cookbook method on a separate sheet that correlates with numbered line items from rate sheets.

8. I have not been involved with this process.

9. I am not a numbers person, so this is just my perception



The following comment was provided by a respondent who selected "N/A or I Don't Know" in response to the overall satisfaction question.

1. Bottom line of discussions I've participated in is nobody "really" understands this. The state of our climate-related water crises, status of government authorities and funding, and equity considerations are poorly integrated, understood and related to publics concerned about the issues. The challenges are immense, and the significance of information and criteria for decisions are less clear than they should be.
2. I understand the methodology due to Bart Foster's excellent presentations.

Comments

Regarding GLWA's collaboration efforts... [See Slide 23 for full question text]



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

1. Based on my experience in the field and working with wamr GLWA is doing great
2. Other than the direct services there is no help with our specific problems
3. GLWA sometimes acts like a "big brother" than a true collaborator



The following comment was provided by a respondent who selected "N/A or I Don't Know" in response to the overall satisfaction question.

1. The value of the resource to my community for joint problem-solving, etc. gets closer to my concerns about GLWA than any previous survey question! When we get to discussions of overall equity of the system and holistic, adequate understanding of how, why, and according to whom what must be done under these circumstances and decision making processes, I would hope to be able to provide better answers, but between Legislative Policy Division staff reports and periodic internet posts on topics related to the infrastructure wars, it would be nothing I haven't said many times before in one way or another. No magic bullets will be issued for this public policy revolution!

Comments

How satisfied are you with the following GLWA service areas?...*[See Slide 24 for all service areas referenced in question]*



The following comments were provided by respondents who selected “Satisfied” or “Very Satisfied” in response to the overall satisfaction question.

1. I know from past dealings that Nicollette B. is highly competent and capable as CFO.
2. Provide Training Academy relevant to Water Distribution and Sanitary Sewer Collection System Tracks - not so much Treatment Operators. Also, want to see Virtual Training - not in-person.
3. Executive leadership appears to be too insulated from other independent input.
4. As a consultant, just a little frustrated with the accuracy of the information being presented in the procurement pipeline. Us consultants are required to do a significant amount of work upfront with each pursuit and then even more work to develop a proposal. Our business requires we plan for these efforts and understanding the timing of RFP releases out of procurement is a critical element to effective planning for the proposal efforts. At the end of the day, we are committed to submitting quality proposals for the projects we pursue and understanding better the timing of these releases is important.
5. Still waiting for a class schedule and calendar for One Water Institute.
6. Like I said any issues we have had were taken care of no problems.
7. One area that I feel needs improvement is GLWA's maintenance of their side of communities' above-ground PRV stations. While above-ground PRV stations are probably fairly new to GLWA, as they are used to meter pits underground, the building needs regular maintenance, painting of the pipe, and new dehumidifiers. I did reach out to GLWA early this summer, but never heard a response regarding maintenance. I am sure I am not the only community with this challenge.
8. To be fair with this comment about (SCC), I have not contacted GLWA as of yet to discuss these concerns.
9. Procurement continues to be too slow.

Comments

How satisfied are you with the following GLWA service areas?...continued [See Slide 24 for all service areas referenced in question]



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

- 10.** Training academy just hasn't lived up to my expectations yet
- 11.** Procurement appears to be a delay for many projects for finance - some of our invoices are taking over 60 days to get paid when we are a sub to another consultant
- 12.** CFO continues to be an impediment to fix procurement and resolve simple financial issues.



The following comment was provided by a respondent who selected "N/A or I Don't Know" in response to the overall satisfaction question.

- 1.** With my whole neighborhood torn up by a \$7.7 mil GLWA construction project, AND simultaneously being one of the hard hit basement flooding areas, I can't be 100% satisfied. On the other hand, my real dissatisfaction is at the political level of elected officials above GLWA. I will say that defining climate change as demands for "increased service levels" around basement flooding, while somewhat understandable, is reductive and leads us away for the kinds of holistic discussions and analysis I think we need.

Comments

How satisfied are you with the following GLWA information and communication efforts? [See Slide 25 for all service areas referenced in question]



The following comments were provided by respondents who selected "Satisfied" or "Very Satisfied" in response to the overall satisfaction question.

1. Emergency notifications in addition to email would be beneficial. Such as text, voice.
2. Fox Creek discharges – pre-event notice to residents/city = ?
3. Any and all issues were taken care of. Communication has been fine.

4. The June flooding situation was handled horribly by GLWA. More changes beyond CEO should be made to fix the barriers between field and management

5. Systems Control emergency emails seem inconsistent with a lot at once followed by long periods of no emails. I received 12 emails on 8/11 between 4:00 and 4:55, all of which seemed to be the same. Is the system working correctly?



The following comments were provided by respondents who selected "Dissatisfied" or "Very Dissatisfied" in response to the overall satisfaction question.

1. I do not need a media "blast" every time it is going to rain.



The following comment was provided by a respondent who selected "N/A or I Don't Know" in response to the overall satisfaction question.

1. My perspective calls for a deeper and more meaningful political economic focus, not better technical performance. As I've said before, GLWA is very good at deciding what you should do, doing it and telling your story. I just don't see any of that as sufficient in light of the challenges we face.