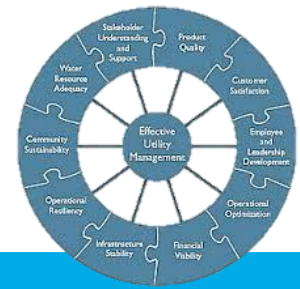**Great Lakes Water Authority**

Key Performance Indicators and
Effective Utility Management (EUM) Metrics
July 9, 2025

Ten Attributes of Effectively Managed Water Sector Utilities (EUM)

Attribute	Attribute Components
Employee and Leadership Development	Recruits and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Provides a focus on and emphasizes opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery facilities. Establishes an integrated and well-coordinated senior leadership team.
Operational Optimization	Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection. Makes effective use of data from automated and smart systems and learns from performance monitoring. Minimizes resource use, loss, and impacts from day-to-day operations, and reduces all forms of waste. Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.
Financial Viability	Understands the full life-cycle cost of utility operations and value of water resources. Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, plan and invest for future needs, and taking into account the needs of disadvantaged households. Implements sound strategies for collecting customer payments. Understands the opportunities available to diversify revenues and raise capital through adoption of new business models.
Infrastructure Strategy and Performance	Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments consistent with anticipated growth, system reliability goals, and relevant community priorities, building in flexibility for evolution in technology and materials, and uncertainty in the overall future operating context (e.g., climate impacts, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.
Enterprise Resiliency	Ensures utility leadership and staff work together internally, and with external partners, to anticipate, respond to, and avoid problems. Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including interdependencies with other services and utilities, legal, regulatory, financial, environmental, safety, physical and cyber security, knowledge loss, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.

![GLWA - Great Lakes Water Authority logo]

# Ten Attributes of Effectively Managed Water Sector Utilities (EUM)

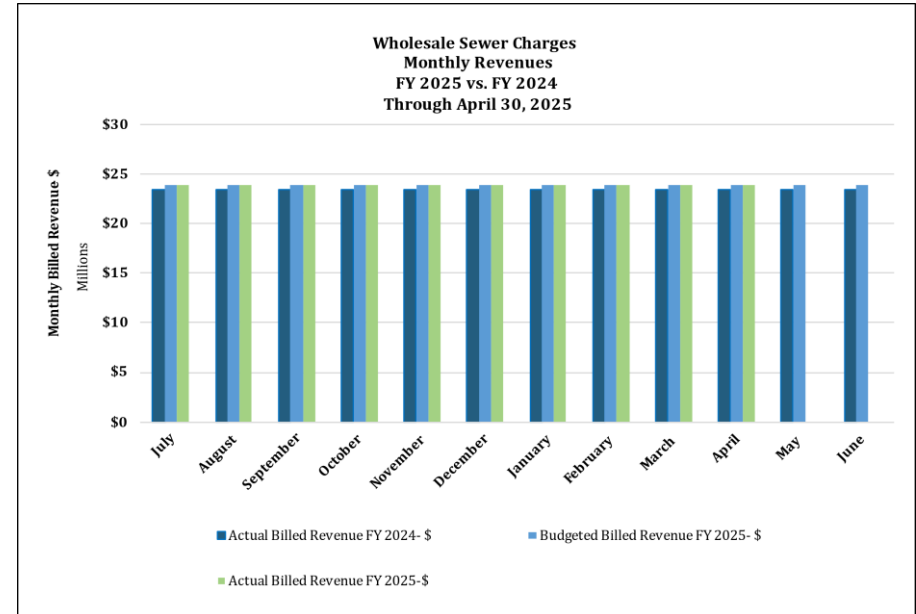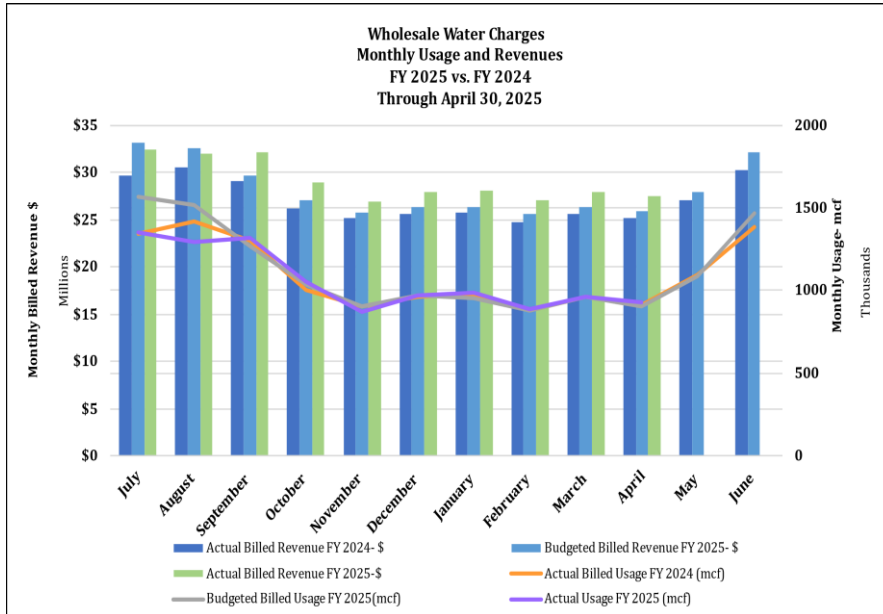| Attribute	Attribute Components
Product Quality	Produces "fit for purpose" water that meets or exceeds full compliance with regulatory and reliability requirements and consistent with customer, public health, ecological, and economic needs. Products include treated drinking water, treated wastewater effluent, recycled water, storm water discharge, and recovered resources.
Customer Satisfaction	Provides reliable, responsive, and affordable services in line with explicit, customer-derived service levels. Utilizes a mix of evolving communication technologies to understand and respond to customer needs and expectations, including receiving timely customer feedback and communicating during emergencies. Provides tailored customer service and outreach to traditional residential, commercial, and industrial customers, and understands and exercises as appropriate the opportunities presented by emergent customer groups (e.g., high strength waste producers, power companies).
Community Sustainability	Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, electrical utilities, planning departments, economic development organizations, watershed and source water protection groups). Manages operations, infrastructure, and investments to support the economic, environmental, and social health of its community. Integrates water resource management with other critical community infrastructure, social, and economic development planning to support community-wide resilience, sustainability, and livability to enhance overall water resource sustainability.
Water Resource Sustainability	Ensures the availability and sustainable management of water for its community and watershed, including water resource recovery. Understands its role in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners. Understands and plans for the potential for water resource variability (e.g., extreme events, such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning). Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.
Stakeholder Understanding and Support	Engenders understanding and support from stakeholders (anyone who can affect or be affected by the utility), including customers, oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public, and environmental health of the community. Involves stakeholders in the decisions that will affect them, understands what it takes to operate as a "good neighbor," and positions the utility as a critical asset to the community.

EUM Attribute:

Financial Viability

Financial Viability – Reliability of Wholesale Water and Sewer Revenue Projections

Green = 100%
Yellow = 85-99%
Red = <85%
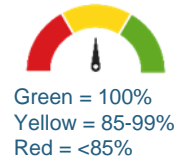
Current water system wholesale forecasts indicate revenues will meet budget expectations.

Wholesale Water Charges
Monthly Usage and Revenues
FY 2025 vs. FY 2024
Through April 30, 2025

Wholesale Sewer Charges
Monthly Revenues
FY 2025 vs. FY 2024
Through April 30, 2025

Wholesale Water System billed revenues for FY 2025 are at 99.92% of original, budgeted charge revenue. Actual usage is at 99.18% of original, budgeted usage. This equates to a revenue shortfall of $250 thousand through April 2025. Billed revenue for FY 2025 was 3.7% higher compared to the same period in FY 2024.
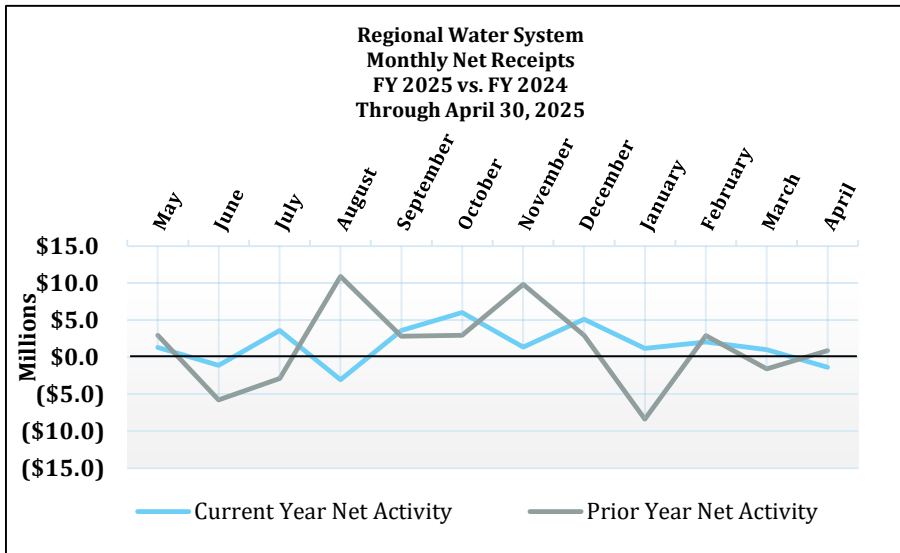
Wholesale Sewer System billed revenues for FY 2025 are at 100% of original budgeted charge revenue (based on the full fixed monthly charge). Billed revenue for FY 2025 was 1.7% higher compared to the same period in FY 2024

GLWA
Great Lakes Water Authority

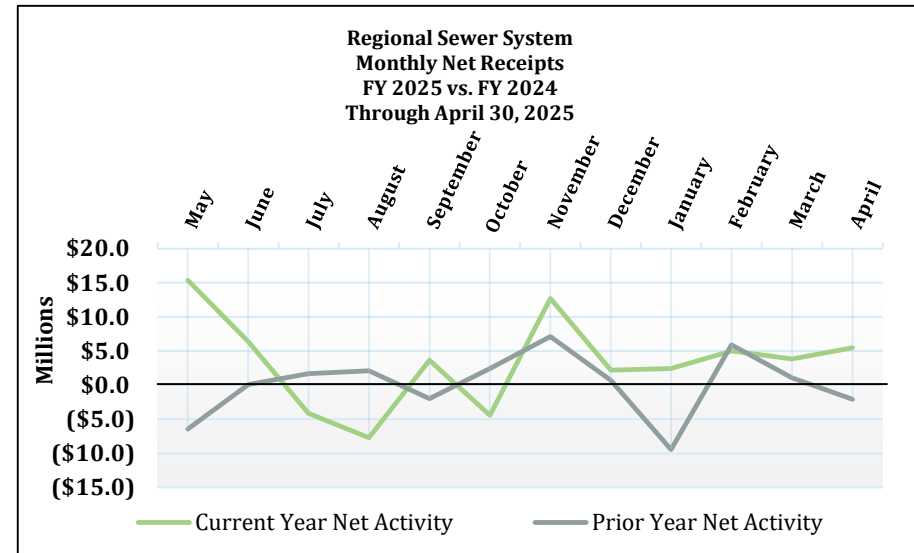# Financial Viability – GLWA Regional System Net Receipts

*For the purposes of this reporting, **Net Receipts equals cash collections less Master Bond Ordinance (MBO) disbursements**.*
The black line in the charts below at zero highlights the minimum goal for net receipts.
While this measure may vary monthly based on billing and collection cycles,
cumulative positive net receipts supports long-term financial sustainability.

Regional Water System
Monthly Net Receipts
FY 2025 vs. FY 2024
Through April 30, 2025

Regional Sewer System
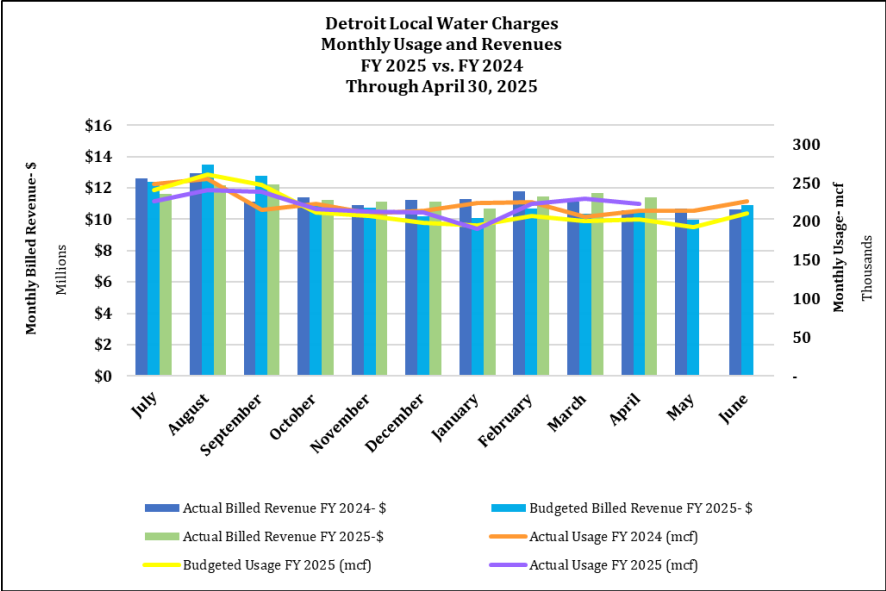Monthly Net Receipts
FY 2025 vs. FY 2024
Through April 30, 2025

Regional Water System net receipts for the month of April 2025 fell short of required MBO disbursements by $1.4 million. Despite this shortfall, this still equates to a 7% surplus of net monthly receipts over required disbursements or $19.5 million year-to-date.

Regional Sewer System net receipts for the month of April 2025 exceeded required MBO disbursements by $5.5 million. This equates to a 5% surplus of net monthly receipts over required disbursements or $19.1 million year-to-date.

GLWA
Great Lakes Water Authority

Financial Viability –
Reliability of Detroit Local Water and Sewer Revenue Projections

Detroit Local Water Charges
Monthly Usage and Revenues
FY 2025 vs. FY 2024
Through April 30, 2025

Detroit Local Sewer Charges
Monthly Usage and Revenues
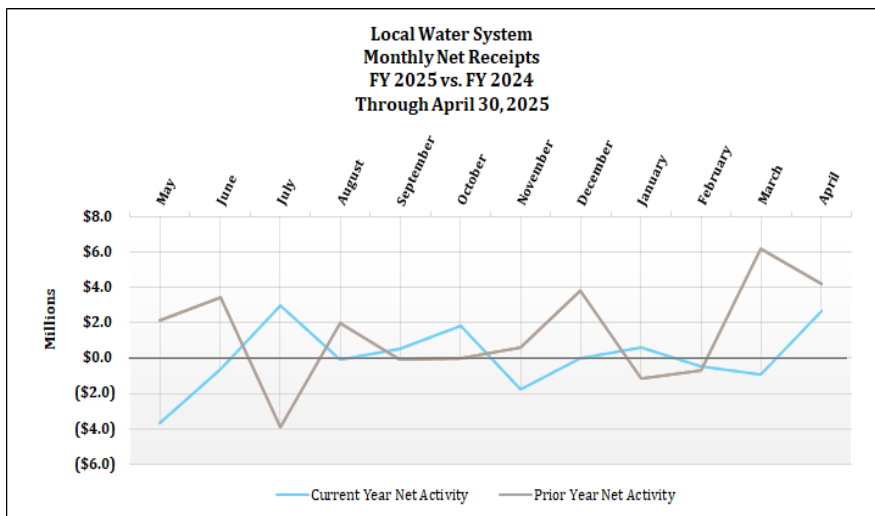FY 2025 vs. FY 2024
Through April 30, 2025

Detroit Local Water System billed revenues for FY 2025 are at 102.31% of budget and actual usage at 101.83% of budget through April 2025. Billed revenue for FY 2025 is 0.3% lower compared to the same period in FY 2024.
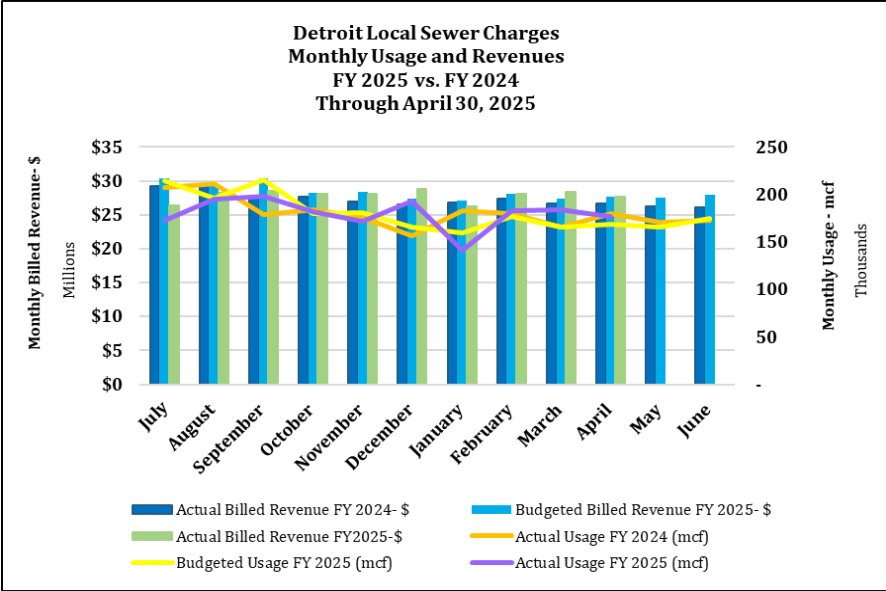
Detroit Local Sewer System billed revenues for FY 2025 are at 98.09% of budget and actual usage at 98.54% of budget through April 2025. Billed revenue for FY 2025 is 1.4% higher compared to the same period in FY 2024.

GLWA
Great Lakes Water Authority

Financial Viability –
DWSD Local System Net Receipts

*For the purposes of this reporting, **Net Receipts equals cash collections less Master Bond Ordinance (MBO) disbursements**.*
The black line in the charts below at zero highlights the minimum goal for net receipts.
While this measure may vary monthly based on billing and collection cycles,
Cumulative positive net receipts supports long-term financial sustainability.

Local Water System
Monthly Net Receipts
FY 2025 vs. FY 2024
Through April 30, 2025

Local Sewer System
Monthly Net Receipts
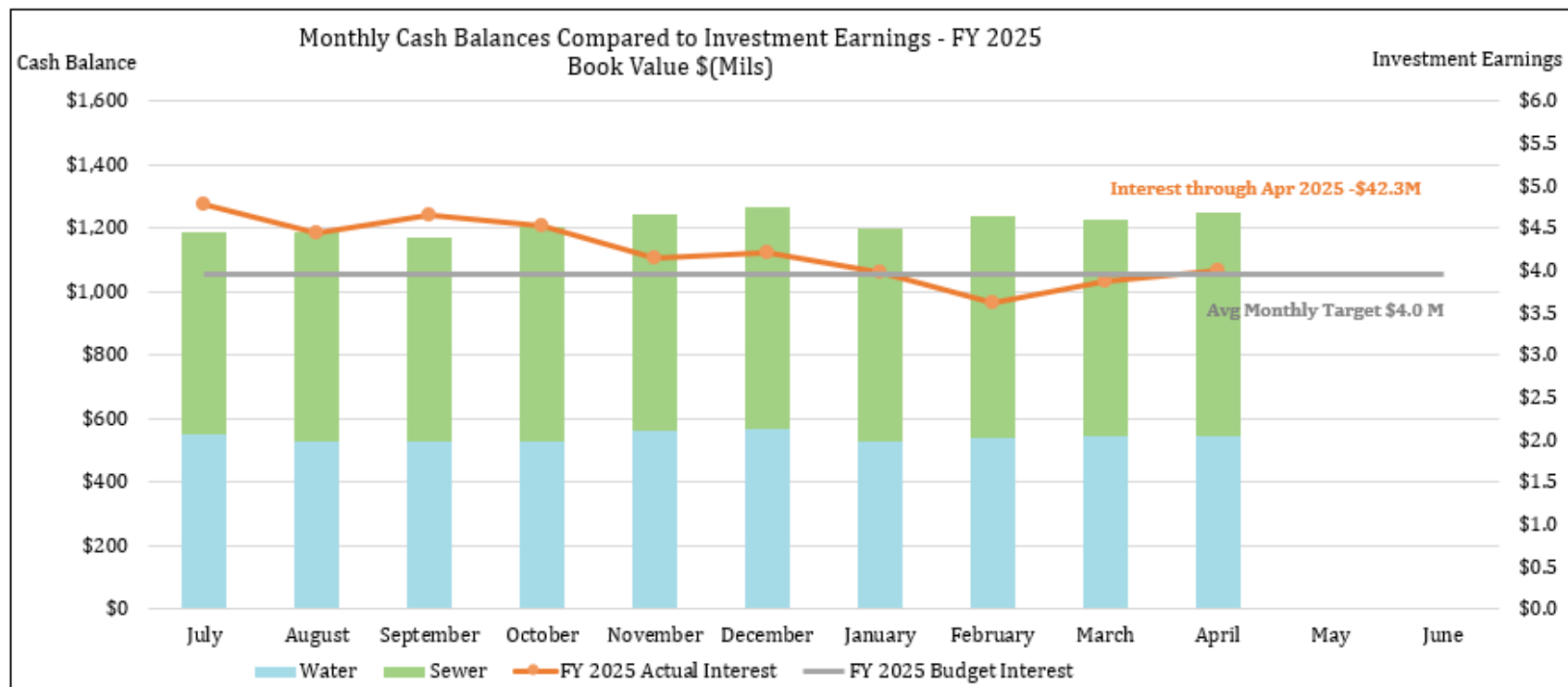FY 2025 vs. FY 2024
Through April 30, 2025

<u>Local Water System</u> net receipts for the month of April exceeded required MBO disbursements by $2.7 million. This equates to a 5% surplus of net monthly receipts over required disbursements or a $5.3 million surplus year-to-date.
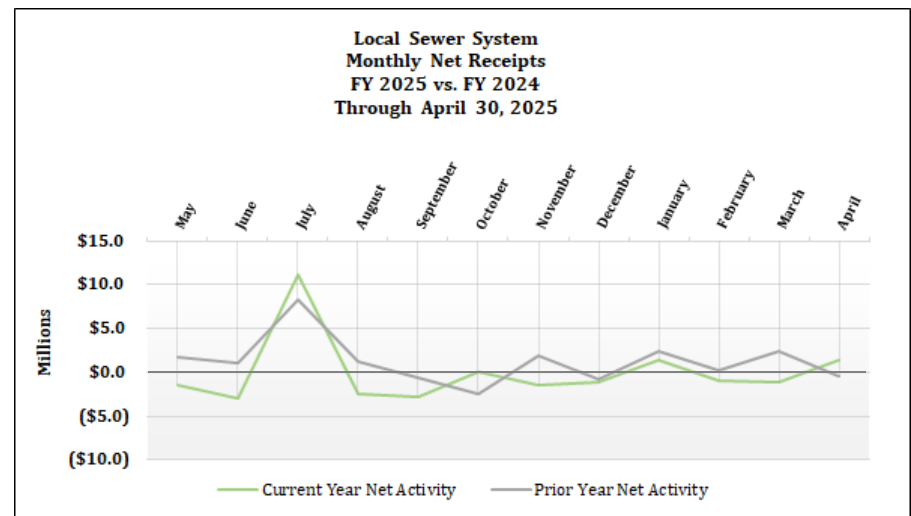
<u>Local Sewer System</u> net receipts for the month of April exceeded required MBO disbursements by $1.4 million. This equates to a 2% surplus of net receipts over required disbursements or a $4.1 million surplus year-to-date.

GLWA
Great Lakes Water Authority

Financial Viability – Optimizing Cash Balances

Monthly Cash Balances Compared to Investment Earnings - FY 2025
Book Value $(Mils)

Interest through Apr 2025 -$42.3M

Avg Monthly Target $4.0 M

Water | Sewer | FY 2025 Actual Interest | FY 2025 Budget Interest

- Cash & investment balances for the water & sewer funds change each month based on Master Bond Ordinance funding, operational requirements, capital funding, and debt payments.
- Investment earnings fluctuate monthly with the cash & investment balances as well as market conditions and investment strategy.
- The average monthly target of $4.0 million is based on an annual forecast of $47.5 million for interest earnings.
- For the month of April 2025, GLWA had investment earnings of $4.0 million and cumulative FY 2025 earnings of $42.3 million.
- GLWA continues to refine cash flows and work with its investment advisor to identify strategies to maximize future investment earnings while meeting the objectives of safety and liquidity.

GLWA
Great Lakes Water Authority

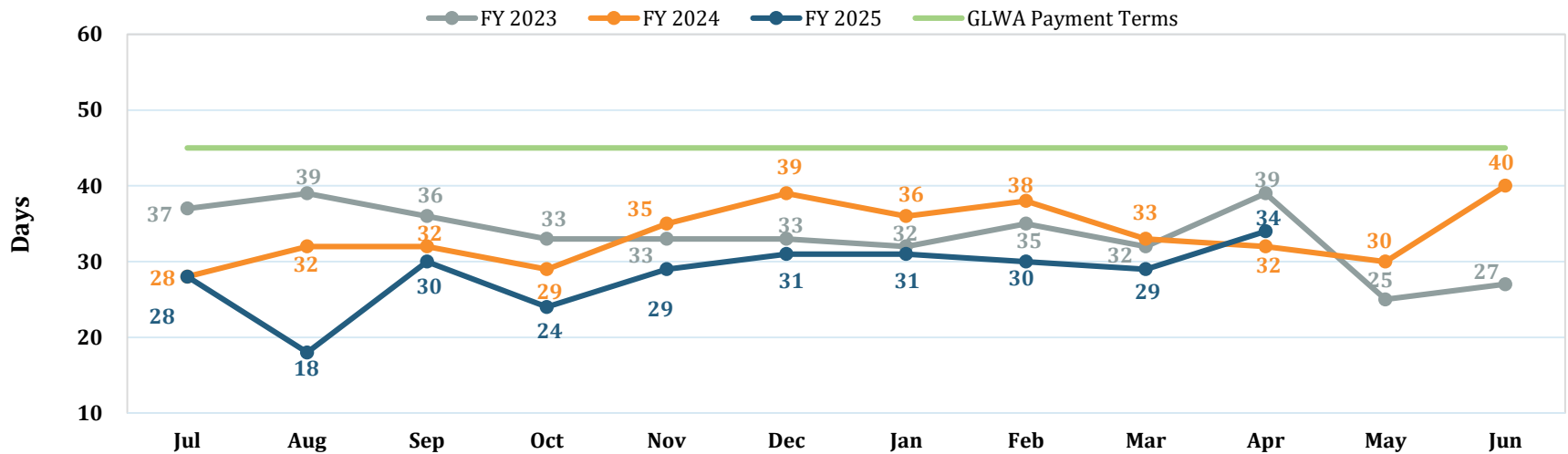# Financial Viability – Days to Pay an Invoice

Green = 40 days or less
Yellow = >40 to <45 days
Red = >45 days

The goal is a twelve-month average of < 30 days to support vendor relations and expand the early payment discount program. The number of days is calculated as the days between invoice and payment date.

Average Days To Payment
FY Comparison
Payment Terms are 45 Days

Legend: FY 2023 — FY 2024 — FY 2025 — GLWA Payment Terms

Month	FY 2023	FY 2024	FY 2025
Jul	37	28	28
Aug	39	32	18
Sep	36	32	30
Oct	33	29	24
Nov	33	35	29
Dec	33	39	31
Jan	32	36	31
Feb	35	38	30
Mar	32	33	29
Apr	39	32	34
May	25	30	
Jun	27	40	

Timely vendor payments support:
- Positive supplier relations;
- Leveraging early payment discounts; and
- Effective cashflow management.

Twelve-month average days to payment		
FY 2023	FY 2024	FY 2025 (rolling calendar)
33	30	30

The **FY 2025 average days to pay aligns with the target** of 30 days or less. The Accounts Payable team continues to work in conjunction with the Procurement team to assist in improving vendor management and compliance.
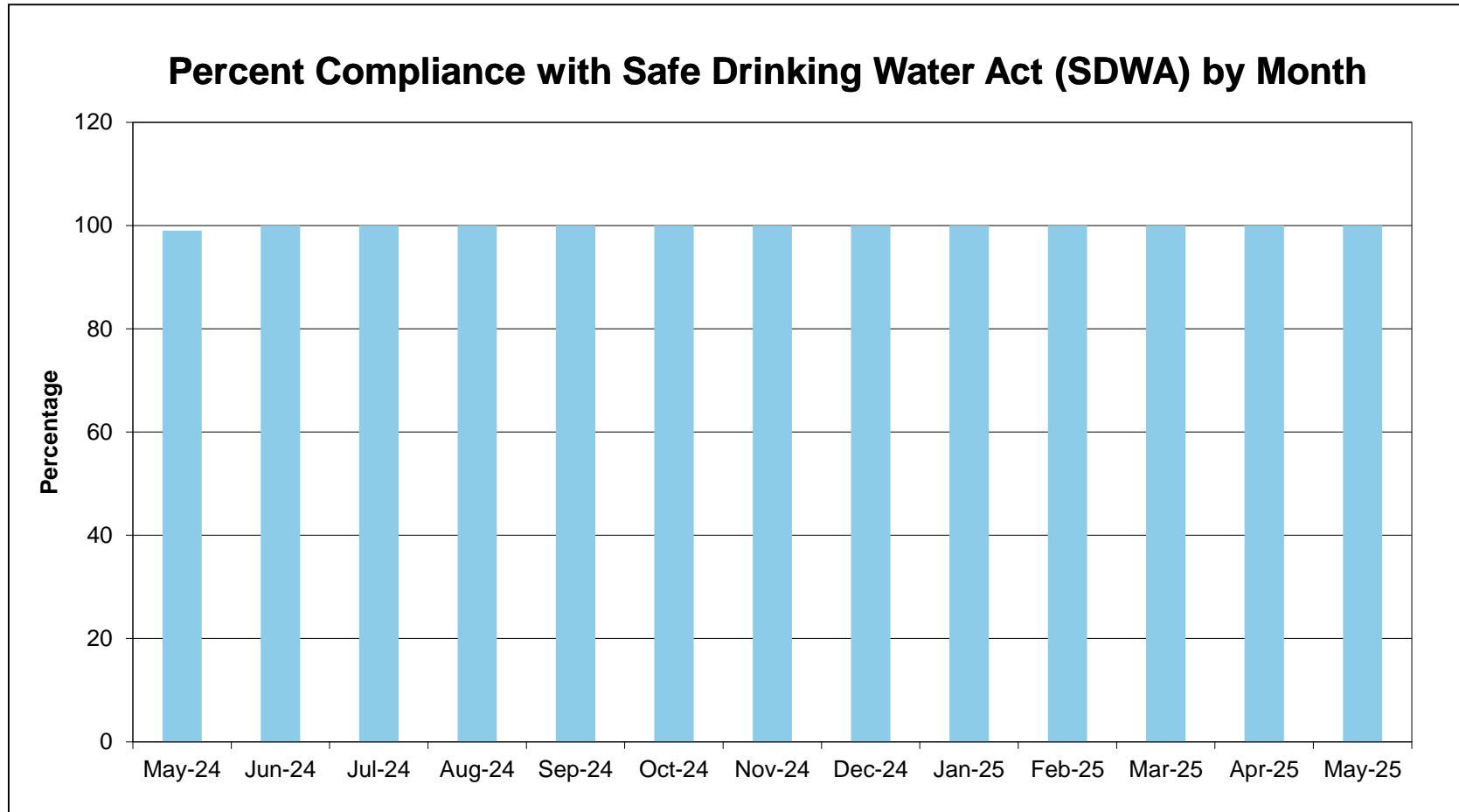
EUM Attribute:

Product Quality

Product Quality – SDWA Compliance

GLWA will maintain 100% compliance with Safe Drinking Water Act

Green = 100% compliance
Red = <100% compliance

Percent Compliance with Safe Drinking Water Act (SDWA) by Month

Product Quality: GLWA's goal is to surpass Safe Drinking Water Act requirements, and this slide indicates compliance for the month.

# Product Quality Regulatory Compliance – Effluent Phosphorous Concentration

Green= Below 80% of permit levels
Yellow = 80-100% of permit levels
Red = Exceeds permit level

Phosphorus levels are in regulatory compliance but above internal targets. Contributors to high phosphorus include low system flows and increased phosphate addition to drinking water.

- Significant progress has been made in the reduction of effluent phosphorus.
- GLWA strives to surpass Federal and State requirements.
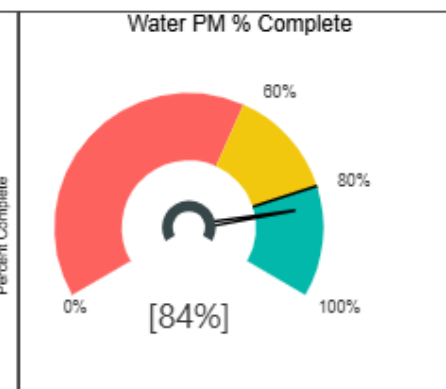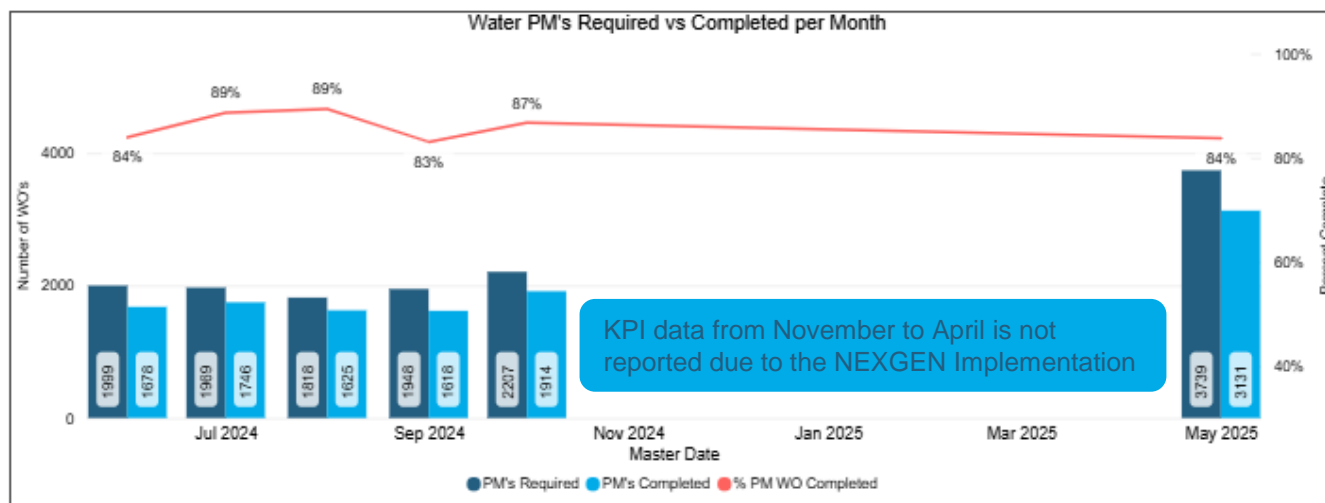
Effluent Phosphorus Concentration
1990 to 2025
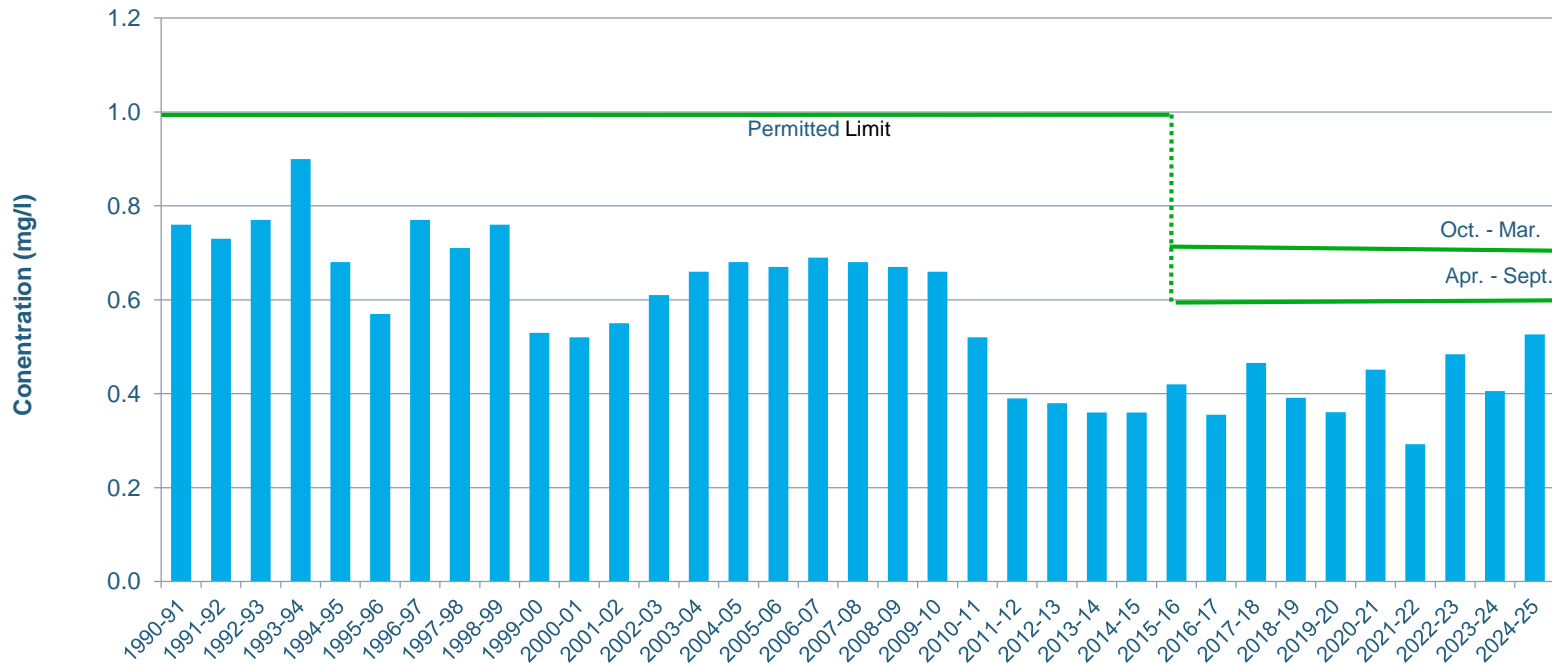
EUM Attribute:

Infrastructure Strategy and Performance

Infrastructure Strategy and Performance – Wastewater and Water Preventative Maintenance (PM) Management

Results were in line with targets

Wastewater PM's Required vs Completed per Month

KPI data from November to April is not reported due to the NEXGEN Implementation

Wastewater PM % Complete

[89%]

Water PM's Required vs Completed per Month

KPI data from November to April is not reported due to the NEXGEN Implementation

Water PM % Complete

[84%]
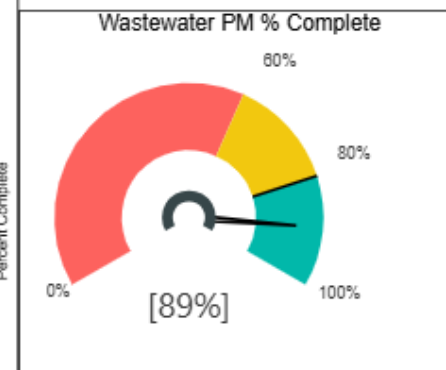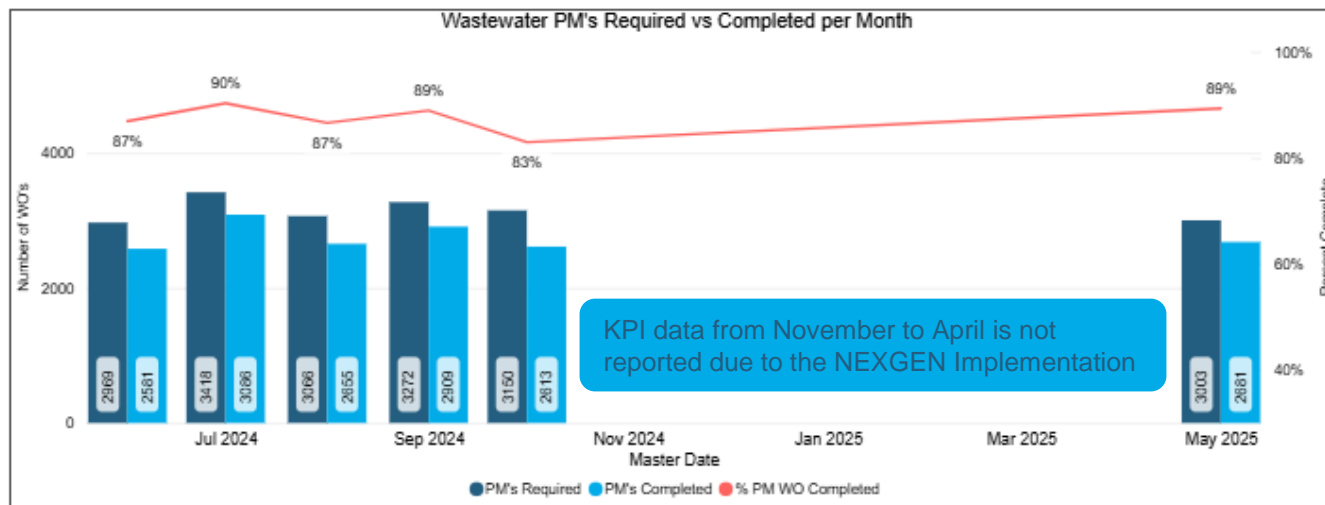
*Timely preventative maintenance extends asset useful life and minimizes unplanned downtime.

*Unplanned downtime can lead to permit non-compliance and negative environmental impacts.

GLWA
Great Lakes Water Authority

Infrastructure Strategy and Performance –
Wastewater Preventative & Corrective Maintenance Management

May 2025

Wastewater % PM WO Hrs / Total WO Hrs Reported for the Month

May 2025
Months

- Total CM Hours Worked for Month
- Total PM Hours Worked for Month
- Total Hours Worked
- PI08-WW Results

Bar values: 5851, 7225, 13076. PI08-WW Results marker at 50%.

PI08: Proactive vs. Total Maintenance Labor Hours KPI aligns with the Society of Maintenance and Reliability Professionals (SMRP) Best Practice 5.1.2 and AWWA's planned maintenance ratio KPI. This indicator builds upon the previous work order ratio KPI by using labor hours instead of work order counts, providing a more accurate reflection of the resources required for different types of maintenance. It acknowledges the varying labor demands between corrective and proactive work and aligns more closely with industry best practices. The KPI uses a running average to minimize volatility and leverages enhanced data capture capabilities made possible through the implementation of NEXGEN at GLWA.

PI08-WW- Proactive vs Total Maintenance Hours Results

PM = Preventative Maintenance
CM = Corrective Maintenance

Infrastructure Strategy and Performance –
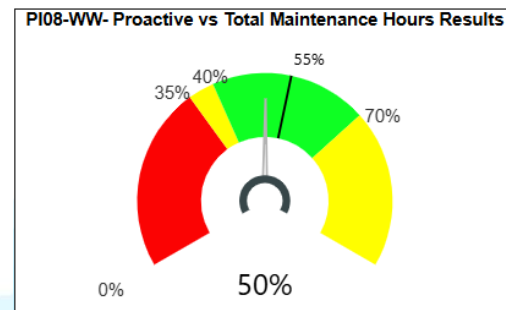# Water Preventative & Corrective Maintenance Management

Results were in line with targets

May 2025

PI08: Proactive vs. Total Maintenance Labor Hours KPI aligns with the Society of Maintenance and Reliability Professionals (SMRP) Best Practice 5.1.2 and AWWA's planned maintenance ratio KPI. This indicator builds upon the previous work order ratio KPI by using labor hours instead of work order counts, providing a more accurate reflection of the resources required for different types of maintenance. It acknowledges the varying labor demands between corrective and proactive work and aligns more closely with industry best practices. The KPI uses a running average to minimize volatility and leverages enhanced data capture capabilities made possible through the implementation of NEXGEN at GLWA.
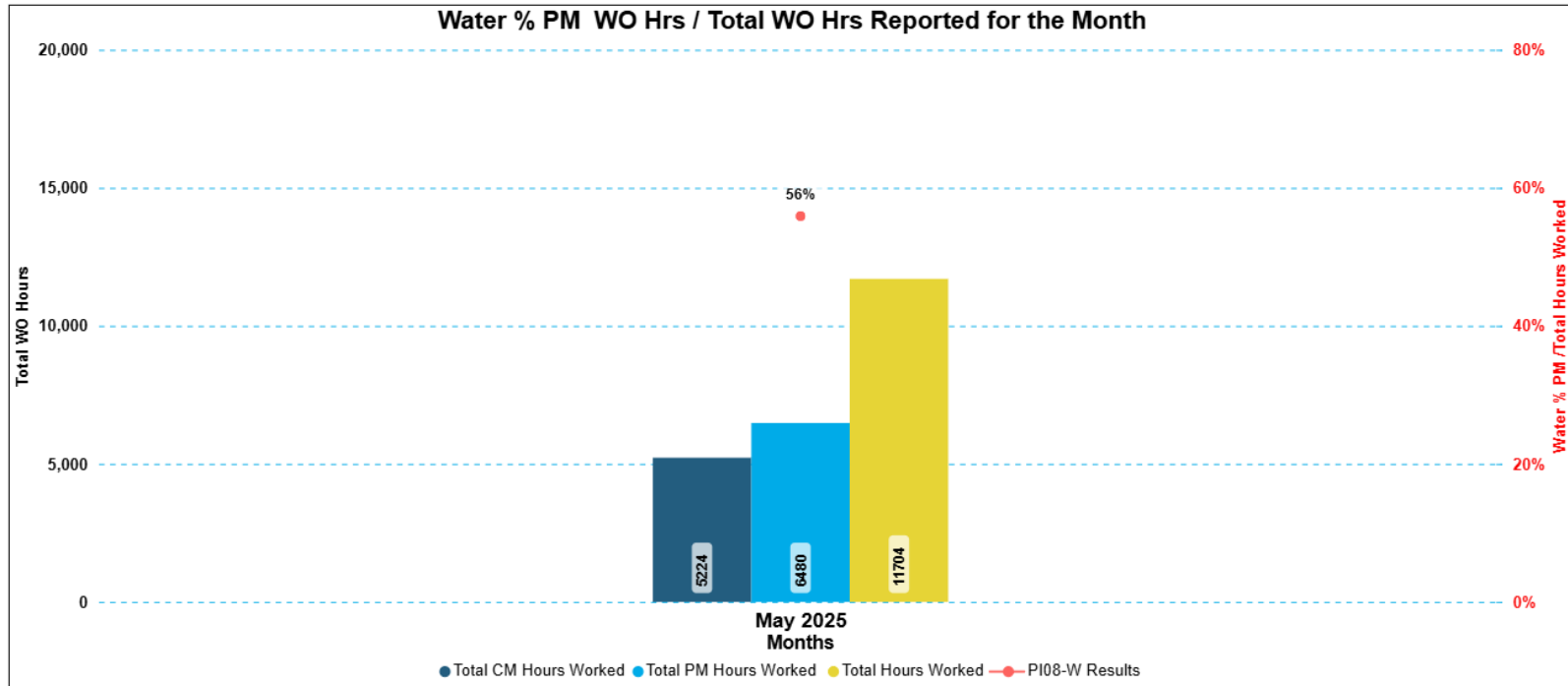

PM = Preventative Maintenance
CM = Corrective Maintenance
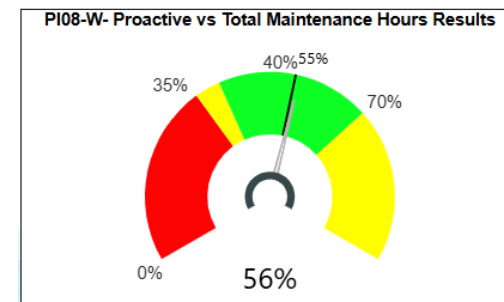
Operational Optimization Regulatory Compliance – Monthly Solids Inventory

Green= Avg. <750 dry tons
Yellow = Avg. 725-750 dry tons
Red = Avg. >750 dry tons

Regulatory limit was waived for May. Recycling occurred but was below reportable amounts.

- Solids inventory is a measure of process performance and is regulated by the State.

- Having consistently tracked below 750 dry tons since Oct. 2014 is noteworthy.

Monthly Solids Inventory July 2021 to June 2025

Legend: Monthly Average Solids Inventory — 750 Dry Tons (Regulatory Limit)
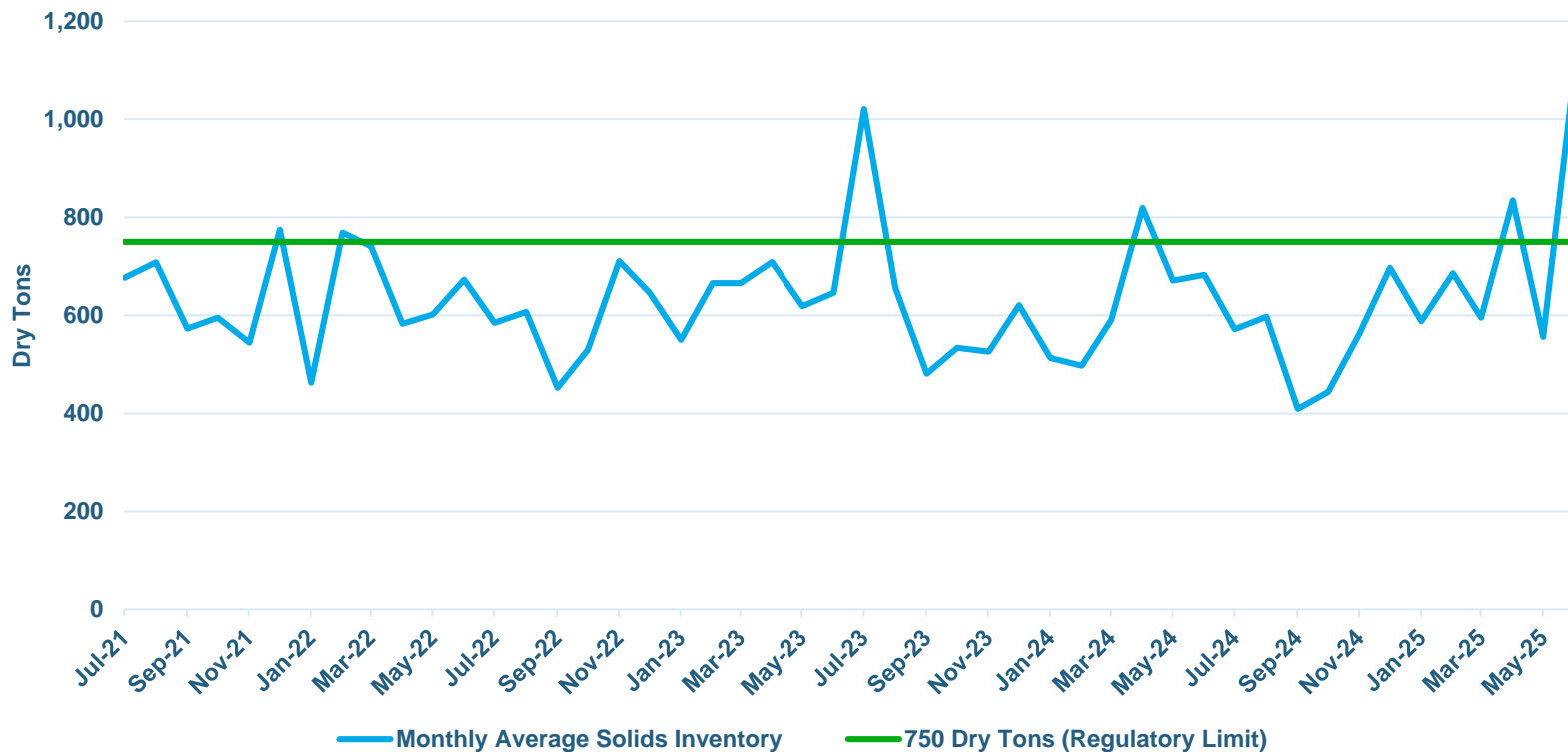
Note: No violation occurred in December 2021, February 2022, July 2023, April 2024, April 2025, or June 2025: the limit did not apply in those months due to the number of days on which Primary Effluent discharge occurred.

Operational Optimization
Chemical & Electrical Costs

Chemical and Electrical Cost per MG
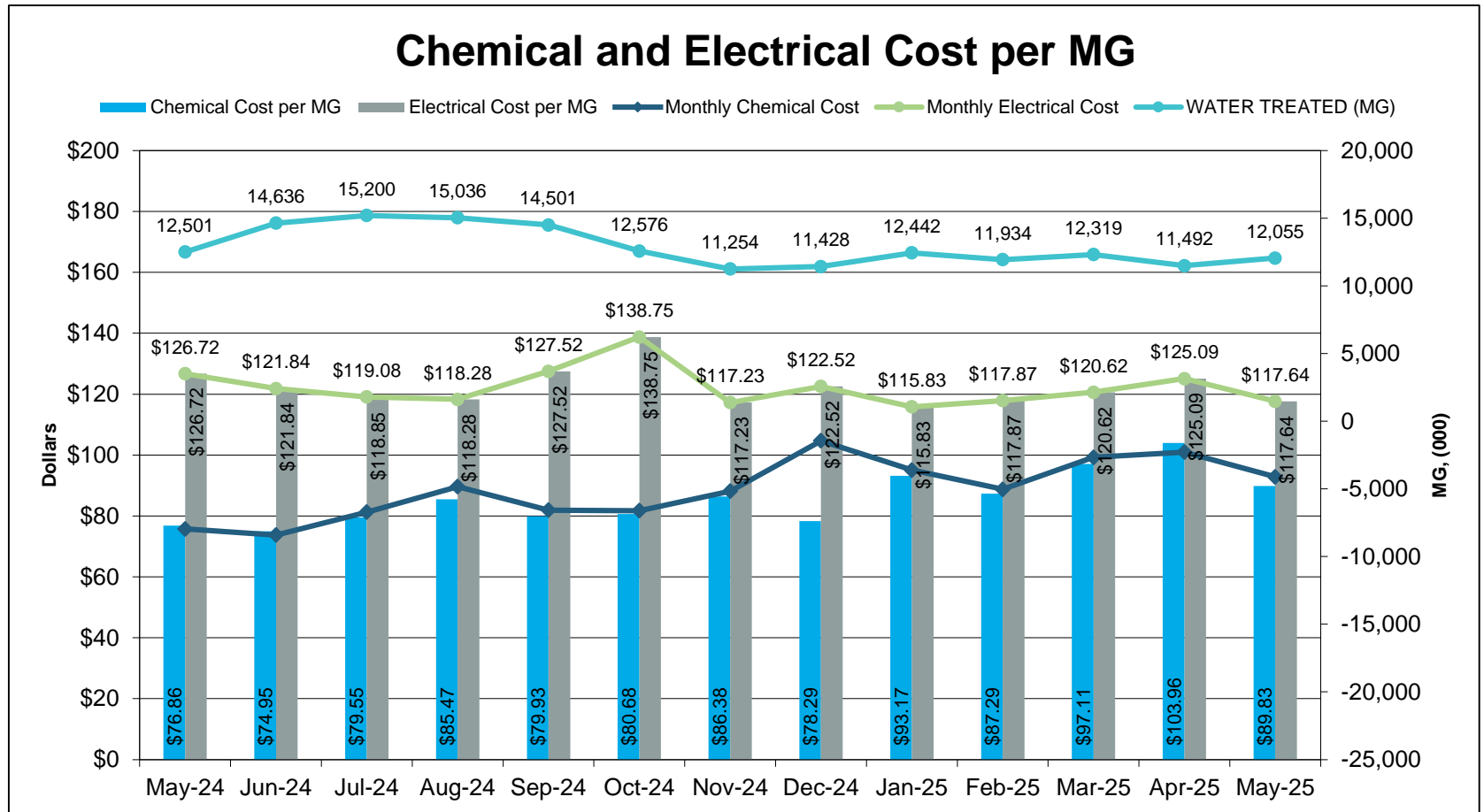
Operational Optimization: Being able to identify ongoing performance improvements for chemical and electrical usage per MG of water pumped is a key metric in managing operational cost. This slide is under development to include tracking of total costs per MG.

EUM Attribute:

Enterprise Resiliency

Enterprise Resiliency
FY 2025 Total Water CIP Spend

Green= >80%
Yellow = 70-80%
Red = <70%

Cumulative Water CIP Activity
FY 2025 Through May 31, 2025
(Unaudited, Pre-Close)
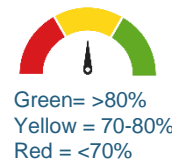
Water System is underspending due to delayed start of major projects. The underspend is primarily driven by **22019: Jefferson Main Replacement Project:** This project is currently paused due to coordination with the City of Detroit. **122016: Downriver Transmission Main Loop**: and **111012: LHWTP-Flocculation Improvements** started late due to design challenges. These projects account for **$45M** underspend

Current Status:

The water system incurred $149 million of CIP costs through May 2025.

This is 77% of the FY 2025 monthly *Approved CIP2025-2029.*
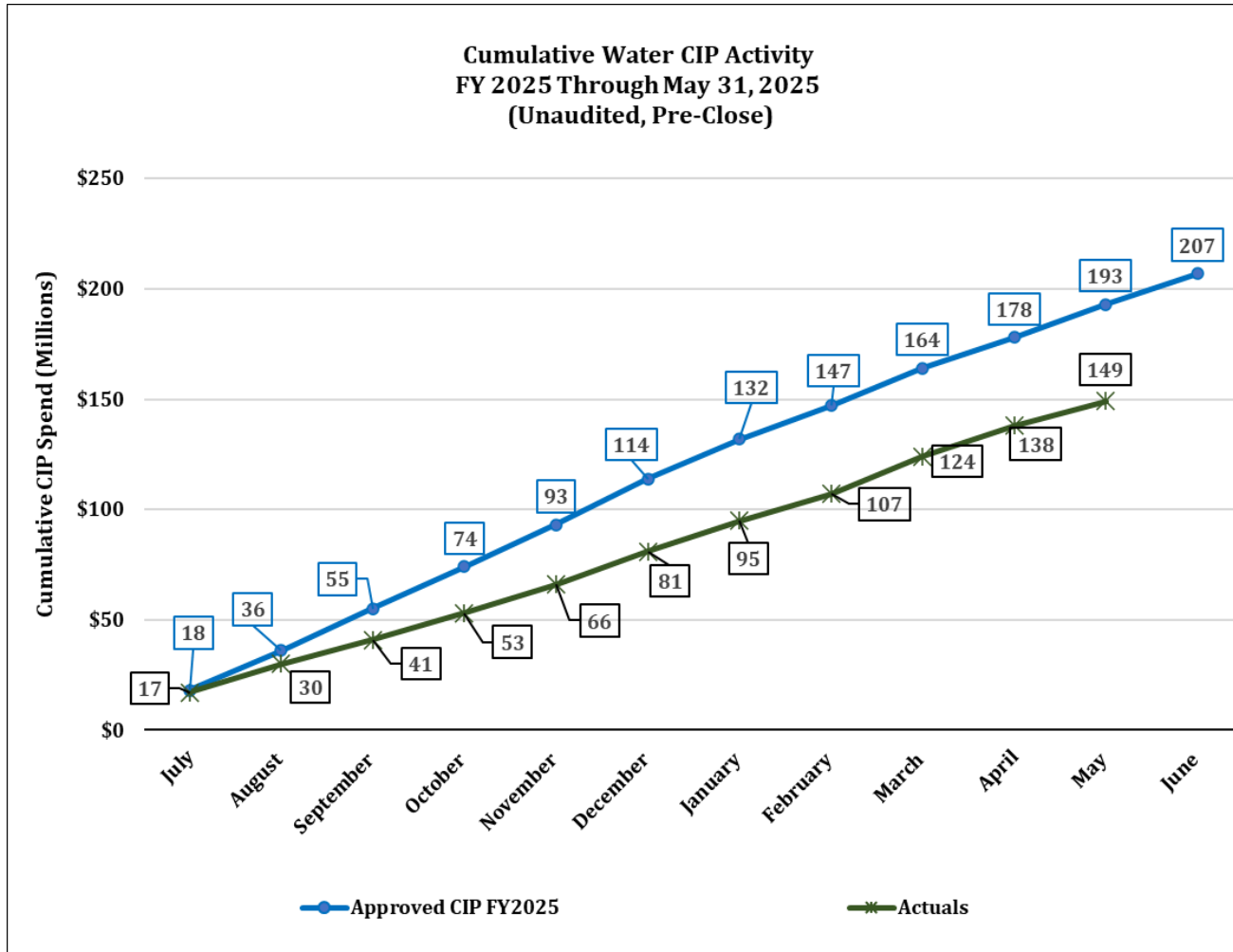
Note: The Capital Spend Rate for FY 2025 CIP with a new forecast of $207 million is set with a capital spending ratio of 100%.

GLWA
Great Lakes Water Authority

Enterprise Resiliency
FY 2025 Total Wastewater CIP Spend

Green= >80%
Yellow = 70-80%
Red = <70%

Cumulative Wastewater CIP Activity
FY 2025 Through May 31, 2025
(Unaudited, Pre-Close)

Cumulative CIP Spend (Millions)

Approved CIP FY 2025 values: 14, 28, 41, 56, 69, 83, 96, 110, 125, 140, 155, 169

Actuals values: 8, 21, 33, 51, 58, 70, 88, 109, 120, 130, 155

Months: July, August, September, October, November, December, January, February, March, April, May, June

Legend: Approved CIP FY 2025 — Actuals

Current Status:

The wastewater system incurred $155 million of CIP costs through May 2025.

This is 100% of the FY 2025 monthly *Approved CIP2025-2029.*

Note: The Capital Spend Rate for FY 2025 CIP with a new forecast of $169 million is set with a capital spending ratio of 100%.

GLWA Great Lakes Water Authority

Enterprise Resiliency – Procurement Cycle

May 1, 2024 through April 30, 2025

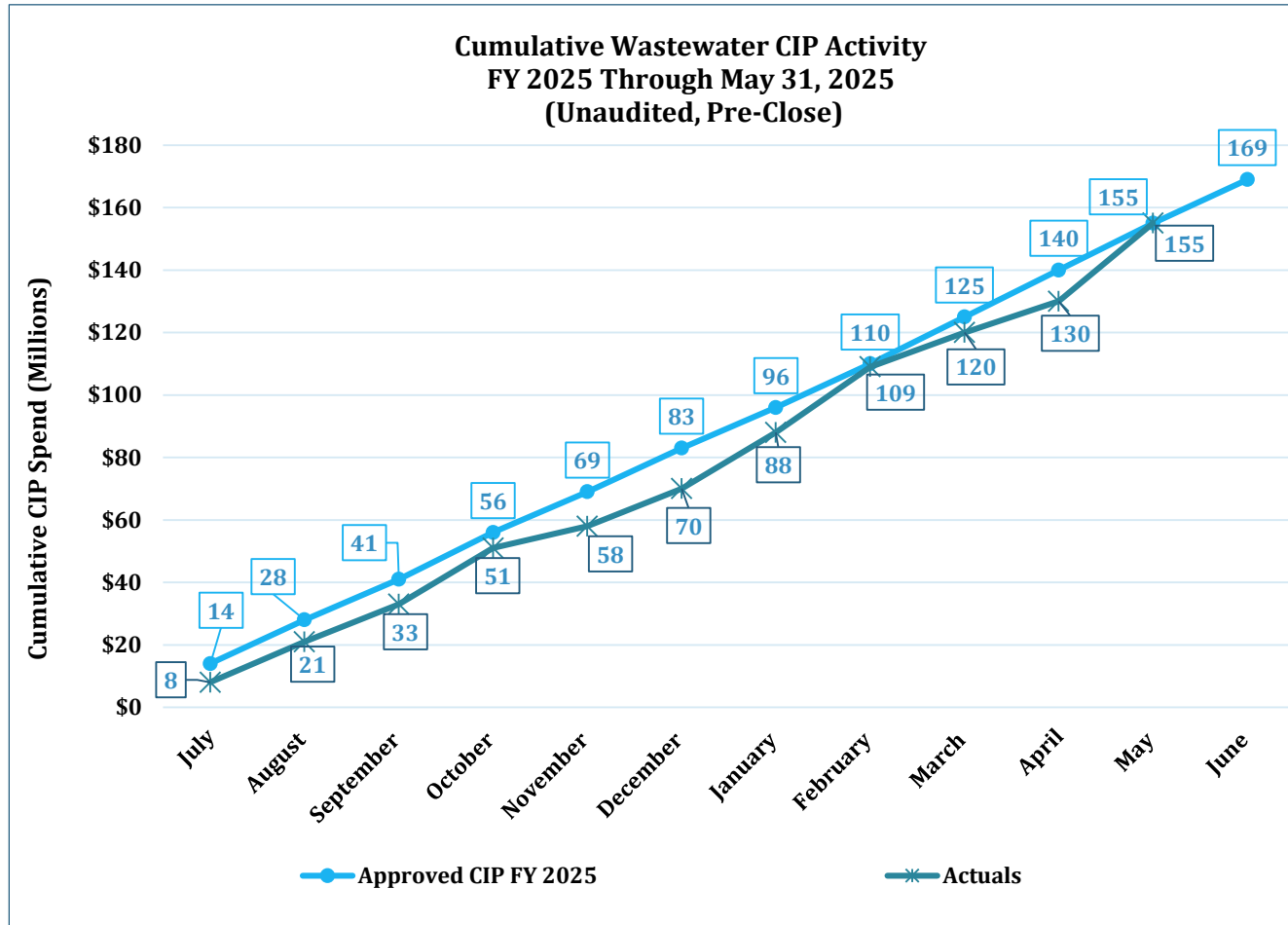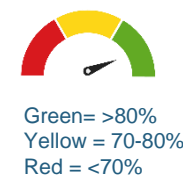*Procurement cycles indicate the amount of time that passes from sourcing to contract (purchase order) award.*
This report contains BS&A and Workday data.

| Award Bracket	Method	Average Days	Purchase Order Count	Total Amount
Greater than $1M	Request for Bid (RFB)	51.7	10	$ 505,479,580
	Qualifications Based Selection (QBS)	97.5	13	97,349,245
	Specialized Procurement	51.5	11	26,390,288
	Contract Task Order	51.0	1	3,759,707
	Emergency Purchase	77.0	1	3,159,000
Greater than $1M Total		68.9	36	$ 636,137,820
Less than $1M Greater than $50K	Specialized Procurement	36.3	164	37,465,862
	Contract Task Order	49.3	23	8,799,915
	Request for Bid (RFB)	74.1	13	3,402,443
	Qualifications Based Selection (QBS)	104.8	5	1,816,267
	Emergency Purchase	18.5	4	1,708,965
	Unauthorized Purchase	7.0	1	63,000
Less than $1M Greater than $50K Total		41.2	210	$ 53,256,452
Under $50K	Small Purchase	7.3	2369	11,667,910
	Inventory (L&M Only)	2.9	1690	3,552,255
	Specialized Procurement	40.2	50	1,184,631
	Contract Task Order	8.0	6	51,301
	Unauthorized Purchase	17.3	10	27,526
	Emergency Purchase	9.0	1	6,968
Under $50K Total		5.9	4126	$ 16,490,591
Grand Total			4372	$ 705,884,863

- Several methods are utilized to procure goods and services.

- Specialized Procurement leverages efficiencies using cooperative agreements, which streamline purchasing processes, reduce administrative burdens, and improve procurement outcomes.

- GLWA awarded $705.9 million and completed 4,372 purchase requests.

Enterprise Resiliency –
General Counsel
Information Requests Received

General Counsel Information Request Received

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Tips

■ Baseline

■ Number of Information Requests Received
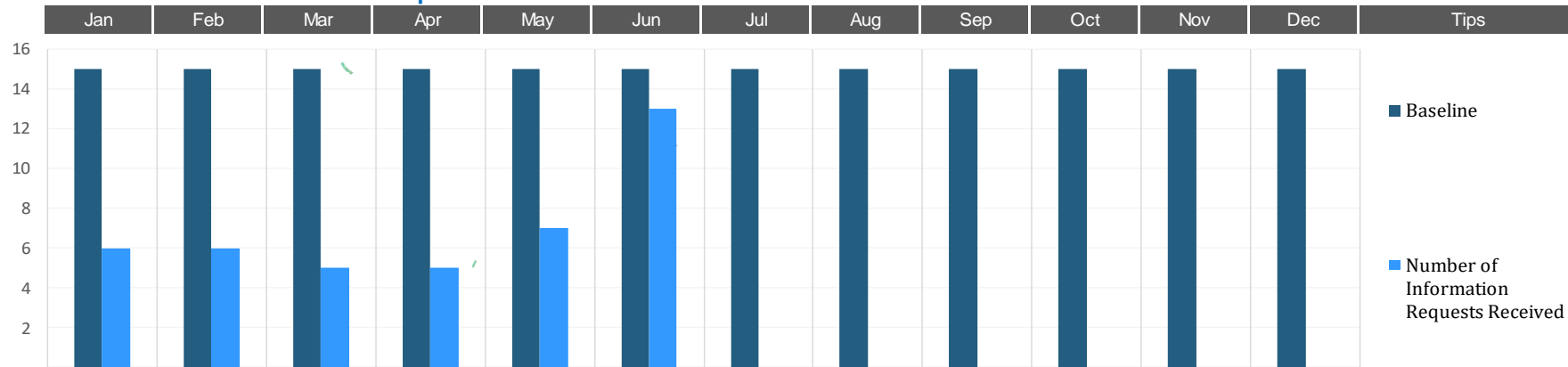
Expenses	Jan	Feb	Mar	Apr	May	Jun*	Jul	Aug	Sep	Oct	Nov	Dec	Total	Trend
Baseline	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	180.00	
Number of Information Requests Received	6.00	6.00	5.00	5.00	7.00	13.00							42.00	

One of the measures of organizational transparency is access to information. GLWA maintains many avenues of informal information access, including through its website. To the extent the information is readily available, the Office of the General Counsel should receive fewer FOIA requests over time.

![GLWA Great Lakes Water Authority]

Enterprise Resiliency – Security & Integrity

Green= 2350 or more patrols
Yellow = 2000-2350 patrols
Red = <2000 patrols

Patrols

Patrol hours and resulting ratio of reports generated. Effective goal is 1.9 to 2.7

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Report/Patrol Ratio	2.3%	1.9%	1.9%	2.0%	2.1%	2.0%	1.9%	1.9%	2.0%	1.9%	2.1%	1.9%
Patrols	4460	4472	4565	4783	4176	3935	3971	3607	3743	3767	4102	3405
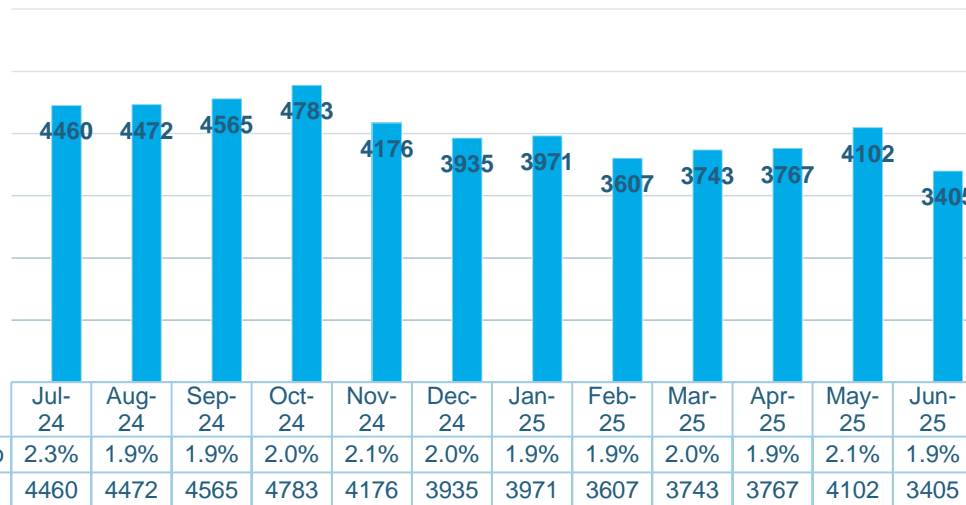
- Patrols are an indication of the level of services rendered by the staff of the Security & Integrity Group.

GLWA
Great Lakes Water Authority

Enterprise Resiliency – Security & Integrity

Green= 1.9-2.7 avg. per patrol
Yellow = 1.5-<1.9 avg. per patrol
Red = <1.5 or >2.9 avg. per patrol

Security Reports

	JUL-24	AUG-24	SEP-24	OCT-24	NOV-24	DEC-24	JAN-25	FEB-25	MAR-25	APR-25	MAY-25	JUN-25
Total	104	86	89	96	89	79	76	70	75	71	85	65
Facility Inspections	57	55	57	76	68	47	37	42	44	22	53	31
Incidents	47	31	32	20	21	32	39	28	31	49	32	34
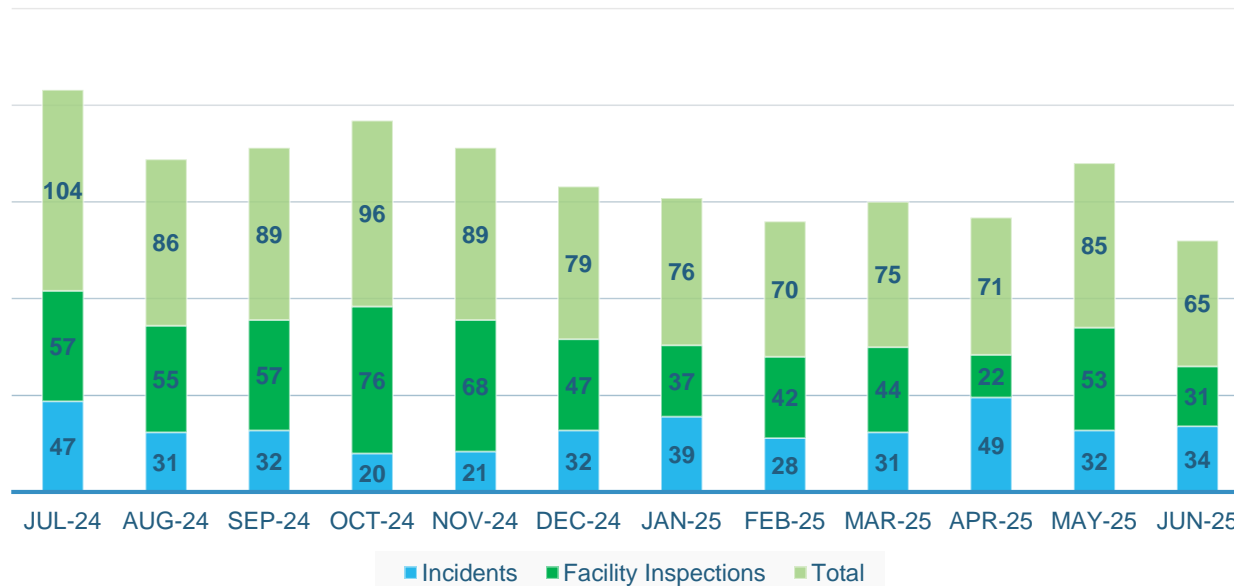
- Security reports are an indication of the effectiveness of security programs (less is better).

Enterprise Resiliency – Information Technology

Network Uptime Percentage
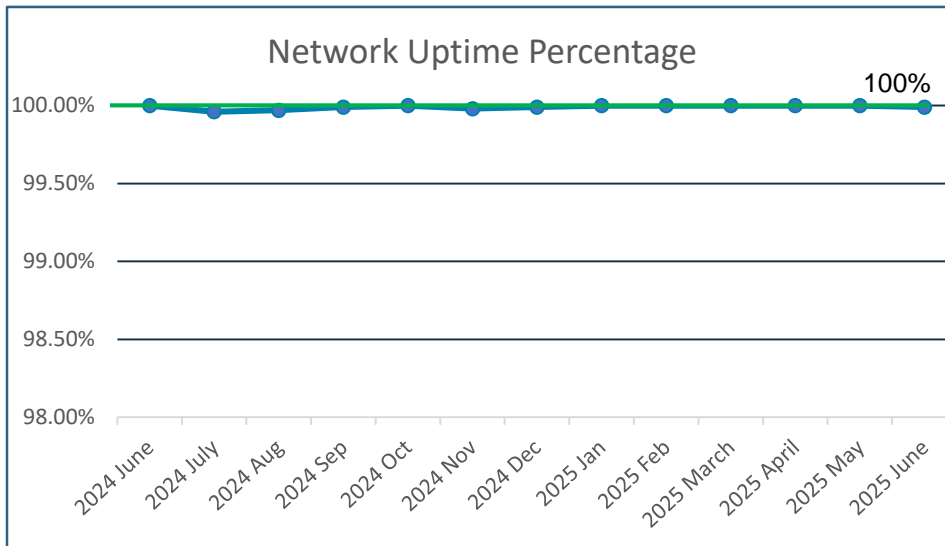
100%

100.00%	
99.50%	
99.00%	
98.50%	
98.00%	

2024 June, 2024 July, 2024 Aug, 2024 Sep, 2024 Oct, 2024 Nov, 2024 Dec, 2025 Jan, 2025 Feb, 2025 March, 2025 April, 2025 May, 2025 June
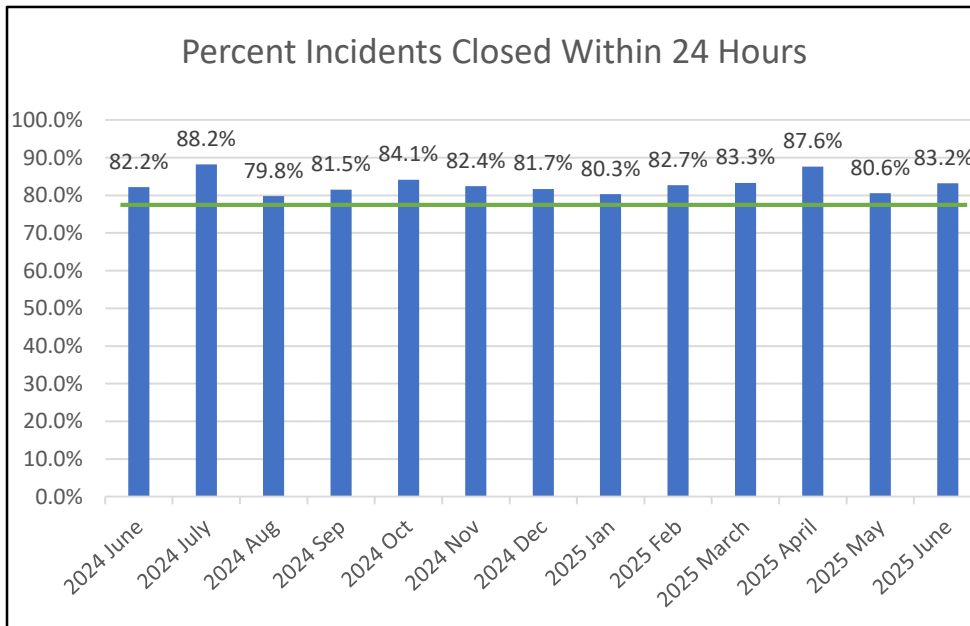
- GLWA has 42 monitored, network-connected sites, including offices, plants, pump stations, and other facilities.

- Network connectivity allows employees to access the applications needed to do their work and connects plants and pump stations to the intranet to report operational data

GLWA
Great Lakes Water Authority

Enterprise Resiliency – Information Technology

Green= 78-100%
Yellow = 68-77%
Red = <68%

Percent Incidents Closed Within 24 Hours

| Month	Percent
2024 June	82.2%
2024 July	88.2%
2024 Aug	79.8%
2024 Sep	81.5%
2024 Oct	84.1%
2024 Nov	82.4%
2024 Dec	81.7%
2025 Jan	80.3%
2025 Feb	82.7%
2025 March	83.3%
2025 April	87.6%
2025 May	80.6%
2025 June	83.2%

- An Incident is a technology issue that is preventing an employee from performing some part of their job duties

- Quick resolution of incidents increases employee productivity.

- The industry standard for 24-hour resolution is 68%

GLWA
Great Lakes Water Authority

29

Enterprise Resiliency – Information Technology

Green= 95-100% of 1st attempts
Yellow = 90-<95% of 1st attempts
Red = <90% of 1st attempts

Successful backups metric is red due to expired service accounts that caused backups to fail. A solution has been put in place to ensure this does not happen again.
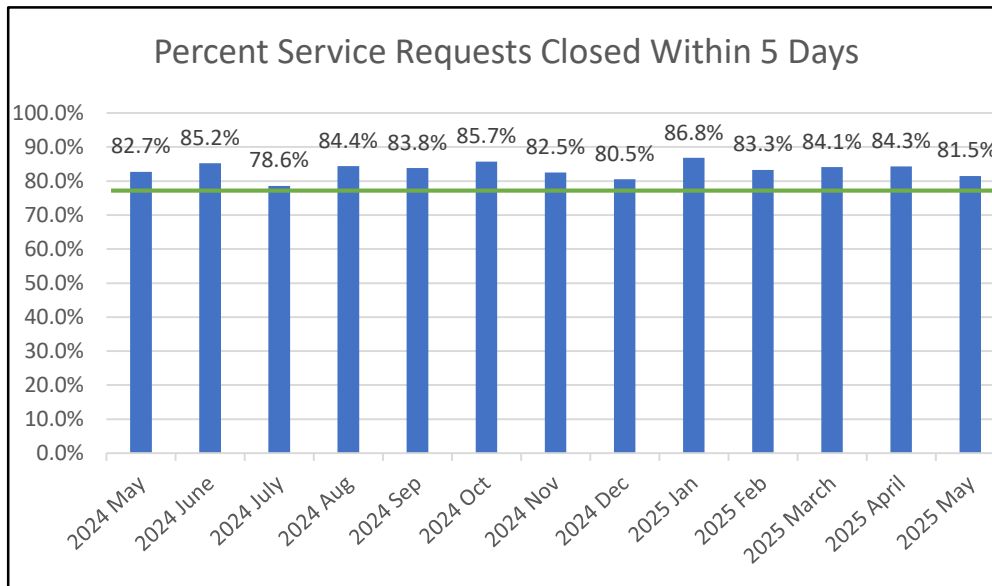
Successful Backups (1st Try)
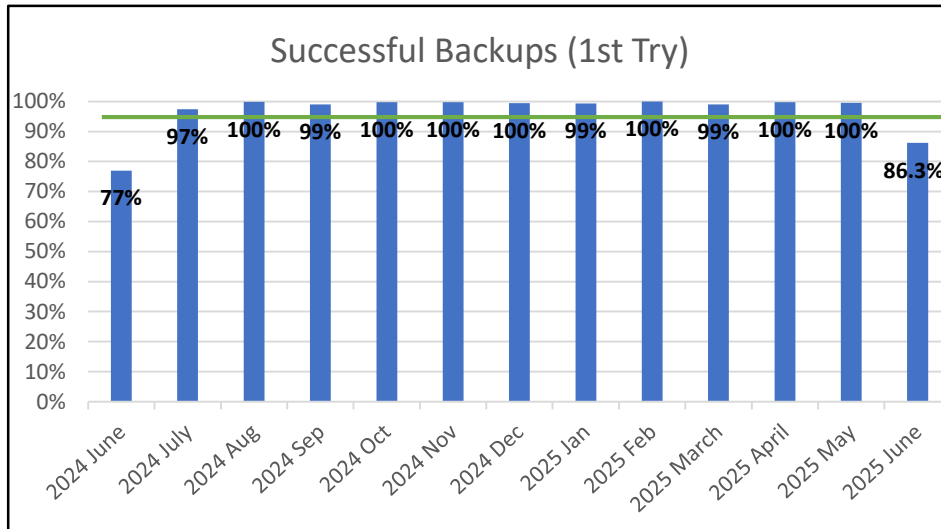
- Backups ensure that GLWA's information is safe in case of unexpected disruptions.

- Successfully backing up on the first try streamlines operations and frees up resources for other tasks.

Enterprise Resiliency – Information Technology

Percent Service Requests Closed Within 5 Days

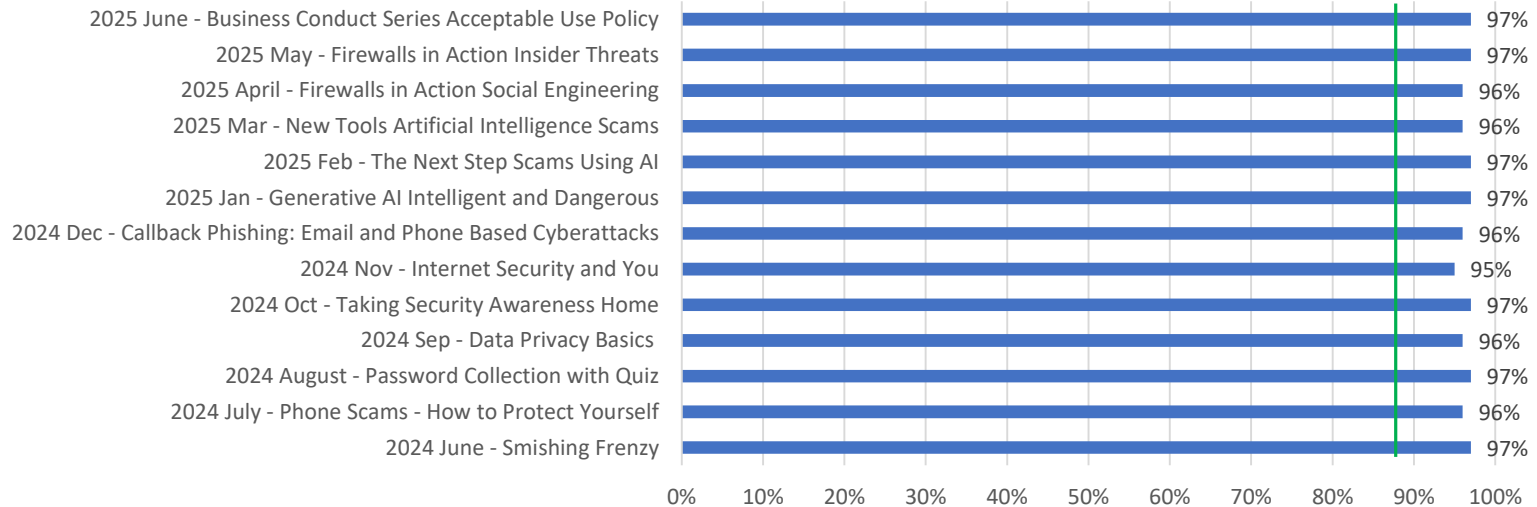| Month	Percent
2024 May	82.7%
2024 June	85.2%
2024 July	78.6%
2024 Aug	84.4%
2024 Sep	83.8%
2024 Oct	85.7%
2024 Nov	82.5%
2024 Dec	80.5%
2025 Jan	86.8%
2025 Feb	83.3%
2025 March	84.1%
2025 April	84.3%
2025 May	81.5%

- A service request is a request for IT work that is not preventing an employee from performing their work.

- Timely fulfilment of service requests ensure that employees have the technology resources needed to do their jobs and increases job satisfaction.

Enterprise Resiliency – Information Technology

Green= 90-100%
Yellow = 80-90%
Red = <80%

Percent of Team Members Completing Cybersecurity Training Within One Month

Training	Percent
2025 June - Business Conduct Series Acceptable Use Policy	97%
2025 May - Firewalls in Action Insider Threats	97%
2025 April - Firewalls in Action Social Engineering	96%
2025 Mar - New Tools Artificial Intelligence Scams	96%
2025 Feb - The Next Step Scams Using AI	97%
2025 Jan - Generative AI Intelligent and Dangerous	97%
2024 Dec - Callback Phishing: Email and Phone Based Cyberattacks	96%
2024 Nov - Internet Security and You	95%
2024 Oct - Taking Security Awareness Home	97%
2024 Sep - Data Privacy Basics	96%
2024 August - Password Collection with Quiz	97%
2024 July - Phone Scams - How to Protect Yourself	96%
2024 June - Smishing Frenzy	97%

- End users are responsible for 80 percent of cybersecurity breaches.

- Well trained users are less likely to take action that could cause a breach

GLWA
Great Lakes Water Authority

Enterprise Resiliency –
Days Without an OSHA Recordable Injury

Current number of days without
a GLWA team member having
an OSHA recordable accident event.

26

FY 2025: Longest number of days without
a GLWA team member having
an OSHA recordable accident event.

92

Key Performance Criteria: Promoting Team Member safety is a key part of Enterprise Resiliency

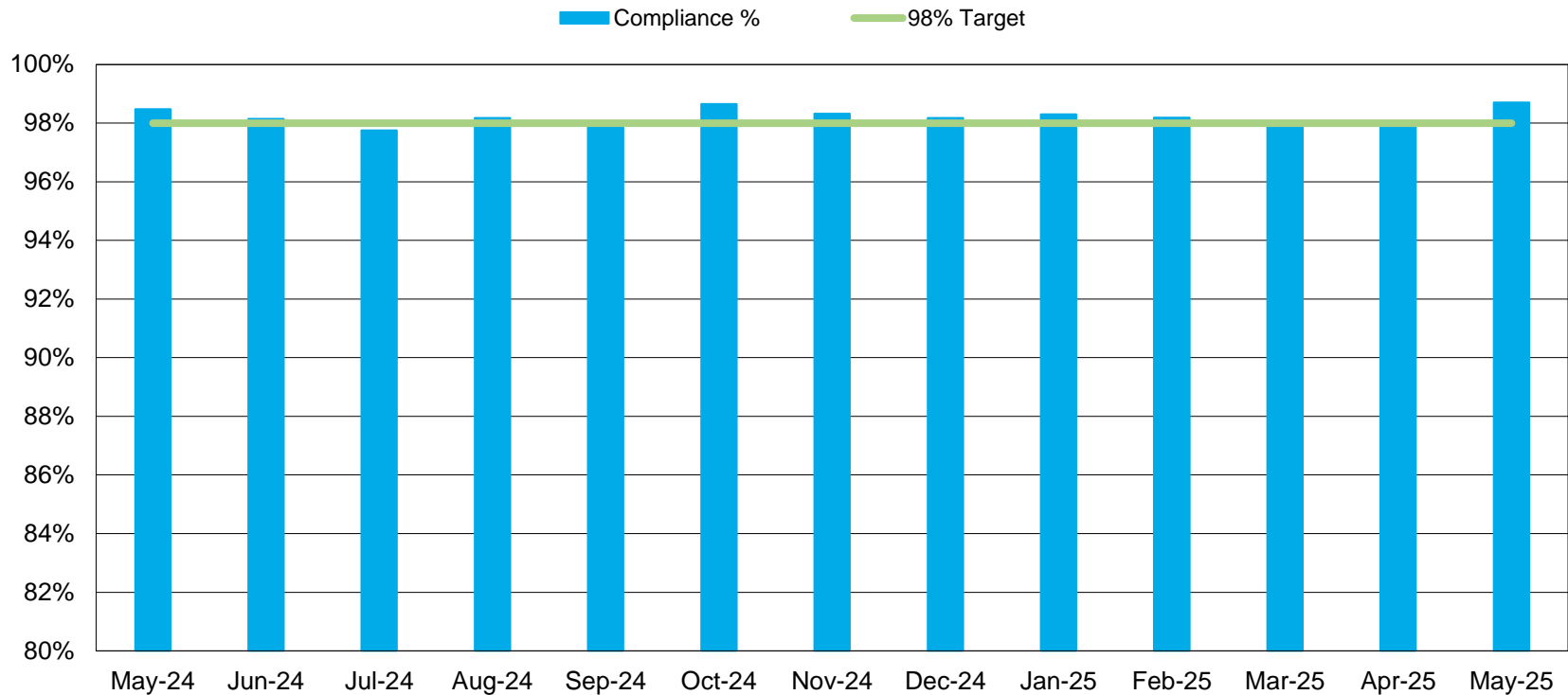# EUM Attribute:

Customer Satisfaction

GLWA
Great Lakes Water Authority

Customer Satisfaction – Water & Field Services

Green= 98-100%
Yellow = 95-<98%
Red = <95%

Customer Pressure Compliance %

Compliance %   98% Target

Operational Resiliency: To exceed customer compliance by being greater than 98% of contractual pressures.

EUM Attribute:

Community Sustainability

GLWA
Great Lakes Water Authority

Community Sustainability – Watershed Health

The 2024-25 loading exceeded the goal due to increased dosing of orthophosphate to the water distribution system.

- State and Federal regulators have a goal of 40 percent reduction in phosphorus loading in the Western Lake Erie Basin.

- GLWA has surpassed the State and Federal goal.

Effluent Phosphorus Loading
July 1990 to June 2025
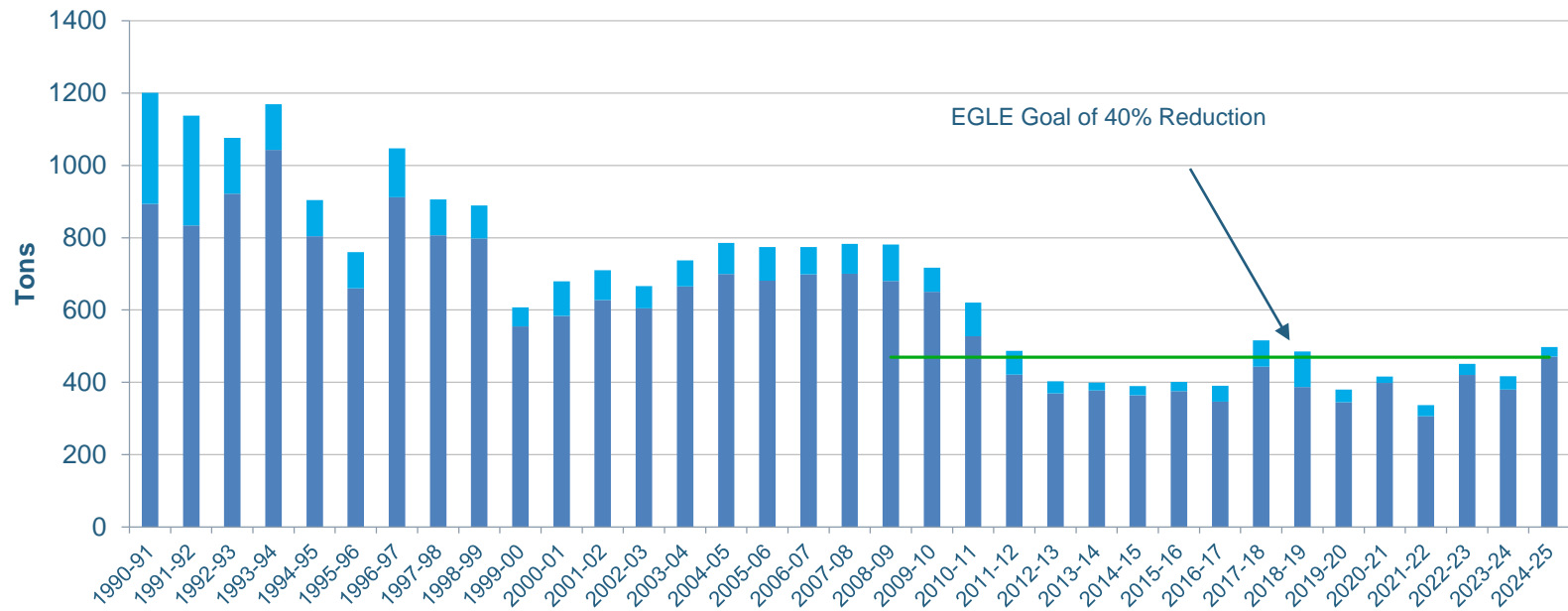
EGLE Goal of 40% Reduction

EUM Attribute:

Water Resource Sustainability

Water Resource Sustainability – Biosolids Handling by Method

Green = 10% or less sent to landfill
Red = >10% sent to landfill

Biosolids Dryer Facility handled 74% of solids production for June 2025. No solids were landfilled.

- GLWA strives to increase nutrient recovery and beneficial reuse of biosolids.

- Use of the biosolids dryer facility for solids handling is preferred because it uses biosolids for the production of fertilizer pellets.
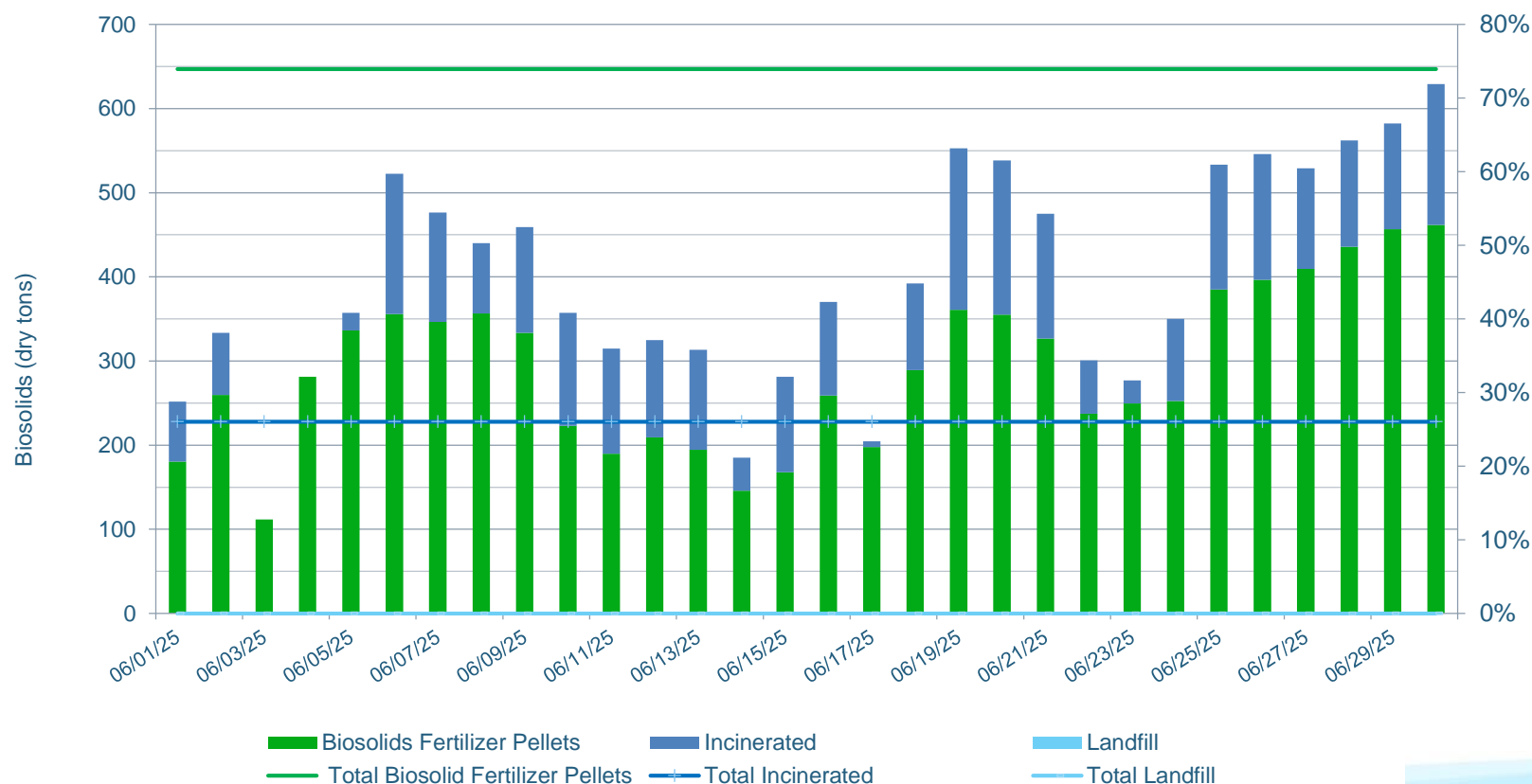
EUM Attribute:

Stakeholder Understanding and Support
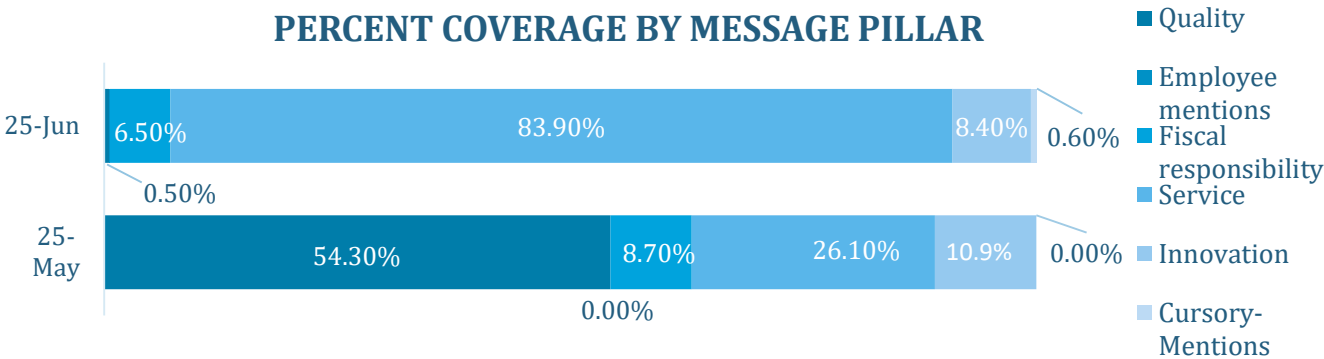
TRADITIONAL MEDIA SUMMARY
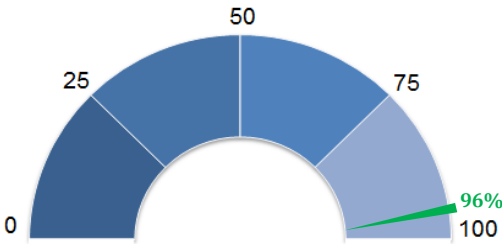
Green = <75% message pull through
Yellow = <76 - >60% pull through
Red = >60 pull through

Traditional media coverage was primarily neutral with an increase in positive stories for the month. Most coverage centered around the GLWA/DPSCD student contest mural unveiling and the additional funding for the U.S. Army Corps of Engineers flood study. GLWA had great message pull-through regarding GLWA's warnings for residents in flood-prone and low-lying areas to take precautions during the heavy storms that passed in mid-June. Additionally, there was strong message pull-through with outlets reporting on the funding awarded to GLWA for the PFAS Compounds Remediation Project. This month's media coverage yielded 96 percent of stories with non-cursory mentions containing a GLWA quote or message.
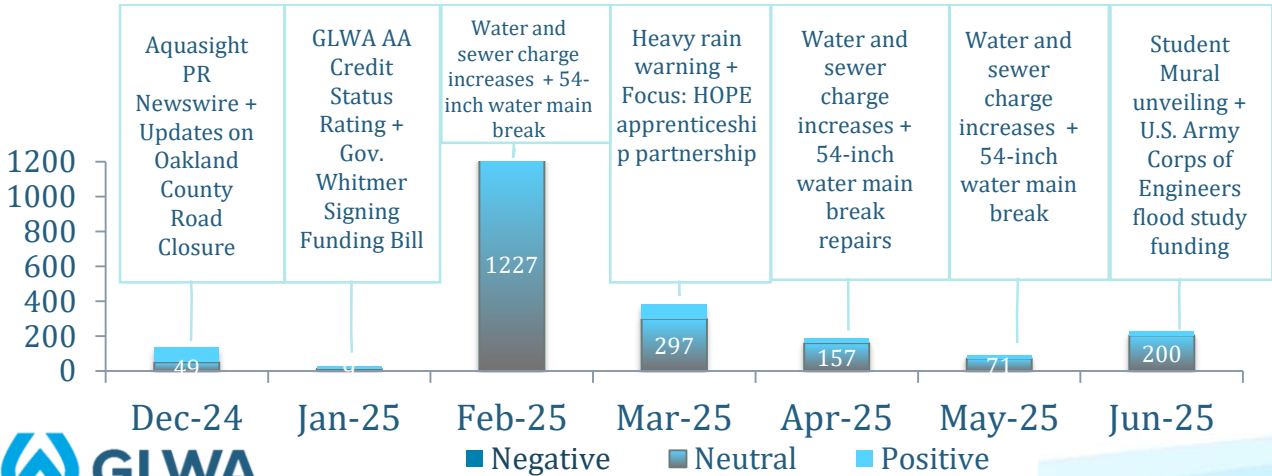
PERCENT COVERAGE BY MESSAGE PILLAR

- ■ Quality
- ■ Employee mentions
- ■ Fiscal responsibility
- ■ Service
- ■ Innovation
- ■ Cursory-Mentions

25-Jun	6.50%	83.90%	8.40%	0.60%
	0.50%			
25-May	54.30%	8.70%	26.10%	10.9%	0.00%
	0.00%			

MESSAGE PULL-THROUGH*

50

25   75

0   100

96%

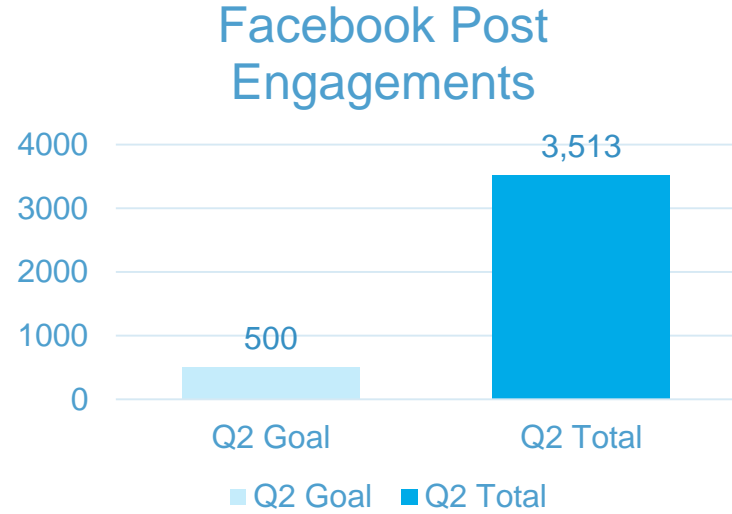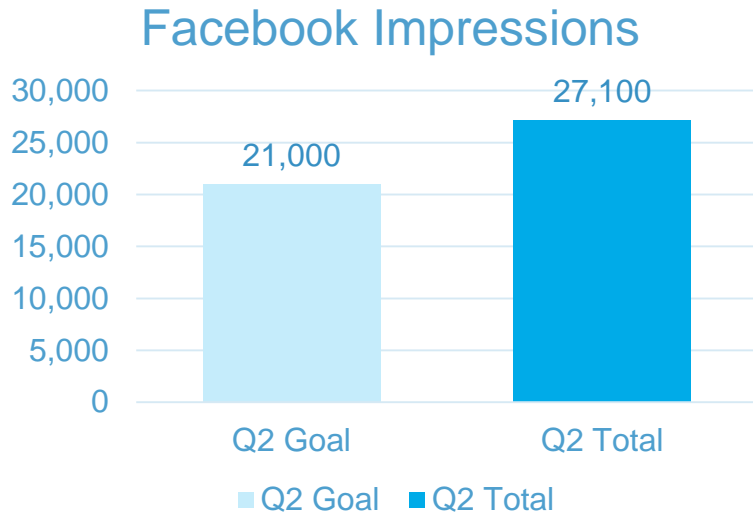**96%** of coverage with a non-cursory mention included a GLWA message
(GOAL = 75%)

MEDIA VOLUME: 227
CURSORY OR FLINT MENTIONS: 9
INCLUDED GLWA MESSAGE: 218

**Message pull-through includes quotes or comments from a GLWA spokesperson, a quote from a GLWA press release or underlying theme of GLWA providing safe and clean water.

MEDIA MENTIONS + SENTIMENT

| Aquasight PR Newswire + Updates on Oakland County Road Closure | GLWA AA Credit Status Rating + Gov. Whitmer Signing Funding Bill | Water and sewer charge increases + 54-inch water main break | Heavy rain warning + Focus: HOPE apprenticeship partnership | Water and sewer charge increases + 54-inch water main break repairs | Water and sewer charge increases + 54-inch water main break | Student Mural unveiling + U.S. Army Corps of Engineers flood study funding |

1200
1000
800
600
400
200
0

| 49 | 9 | 1227 | 297 | 157 | 71 | 200 |

| Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Jun-25 |

■ Negative ■ Neutral ■ Positive

GLWA
Great Lakes Water Authority

41

FACEBOOK Q2 2025 REVIEW

Facebook Impressions

Q2 Goal: 21,000
Q2 Total: 27,100

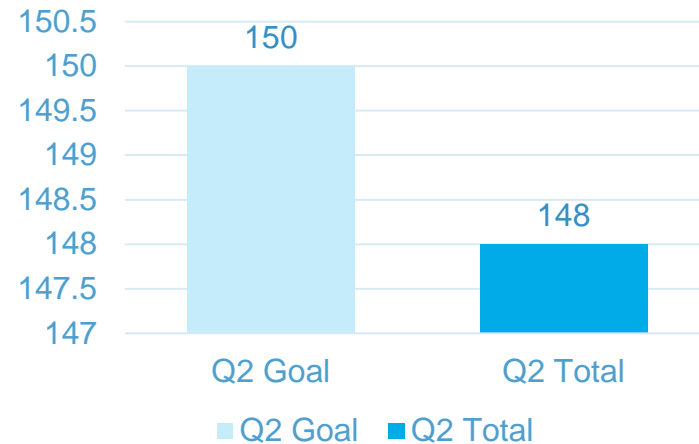## Facebook Post Engagements

Q2 Goal: 500
Q2 Total: 3,513

💧 This quarter, posts including photo carousels performed best, with high engagement across the board.

💧 Top content includes the **DTE/GLWA joint statement**, **severe weather alerts**, and **GLWA apprenticeship graduation recaps**.

GLWA
Great Lakes Water Authority

X Q2 2025 REVIEW

X Impressions

	Q2 Goal	Q2 Total
	5,000	3,695

Legend: Q2 Goal, Q2 Total

X Engagements

	Q2 Goal	Q2 Total
	150	148

Legend: Q2 Goal, Q2 Total
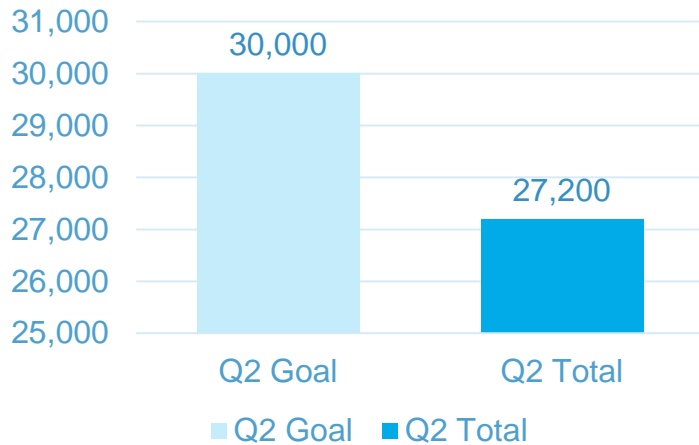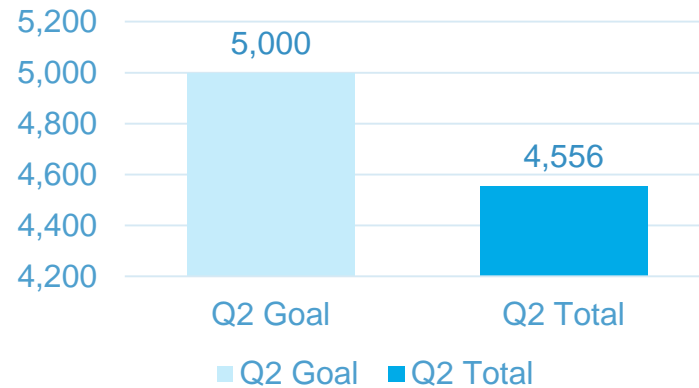
- This quarter's X content included multiple posts shared from other pages, resulting in lower native impressions and engagement attributed to GLWA's page. While these posts performed well, they don't count toward GLWA's data but do increase the overall footprint.

- Top content includes shared posts around AWWA's ACE 2025 and Cheryl Porter's tenure as President, severe weather alerts, and the Public Affairs AWWA award.

GLWA
Great Lakes Water Authority

LINKEDIN Q2 2025 REVIEW

LinkedIn Impressions

	Q2 Goal	Q2 Total
Value	30,000	27,200

Legend: ■ Q2 Goal ■ Q2 Total

Y-axis: 25,000 – 31,000

LinkedIn Page Engagement

	Q2 Goal	Q2 Total
Value	5,000	4,556

Legend: ■ Q2 Goal ■ Q2 Total

Y-axis: 4,200 – 5,200

💧 GLWA's LinkedIn profile continues to grow with new leadership voices from Navid Mehram, Pat Butler, and Majid Khan, among others. Leadership participation on LinkedIn has expanded the GLWA reach and network on the platform to best position the organization on a national scale.

💧 Top content includes conversations around the WRRF 85th Anniversary, the GLWA WRRF mural, and the 2024 Year in Review book.

GLWA Great Lakes Water Authority

EUM Attribute:

Employee and Leadership Development

GLWA
Great Lakes Water Authority

Organizational Development

GLWA Jan 2025 - June 2025 Headcount, Hires, & Separations

Green = +5 to -3 FTE
Yellow = -3 to -5 FTE
Red = >-5 FTE

Separations
- Jun-25: 8
- May-25: 10
- Apr-25: 10
- Mar-25: 7
- Feb-25: 12
- Jan-25: 11

Hires
- Jun-25: 15
- May-25: 36
- Apr-25: 17
- Mar-25: 21
- Feb-25: 9
- Jan-25: 10

HC
- Jun-25: 1131
- May-25: 1124
- Apr-25: 1100
- Mar-25: 1091
- Feb-25: 1079
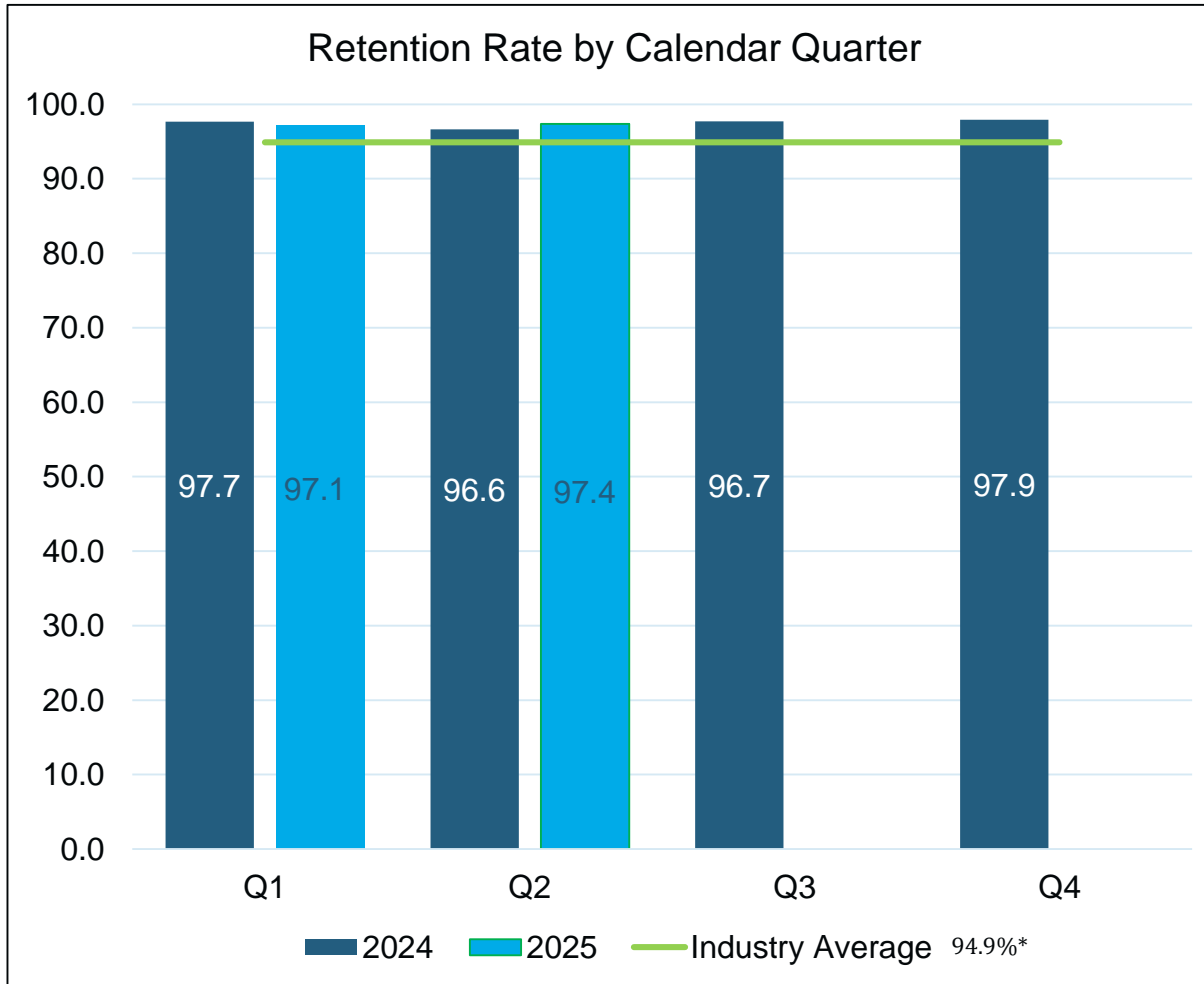- Jan-25: 1083

Legend: Jun-25, May-25, Apr-25, Mar-25, Feb-25, Jan-25
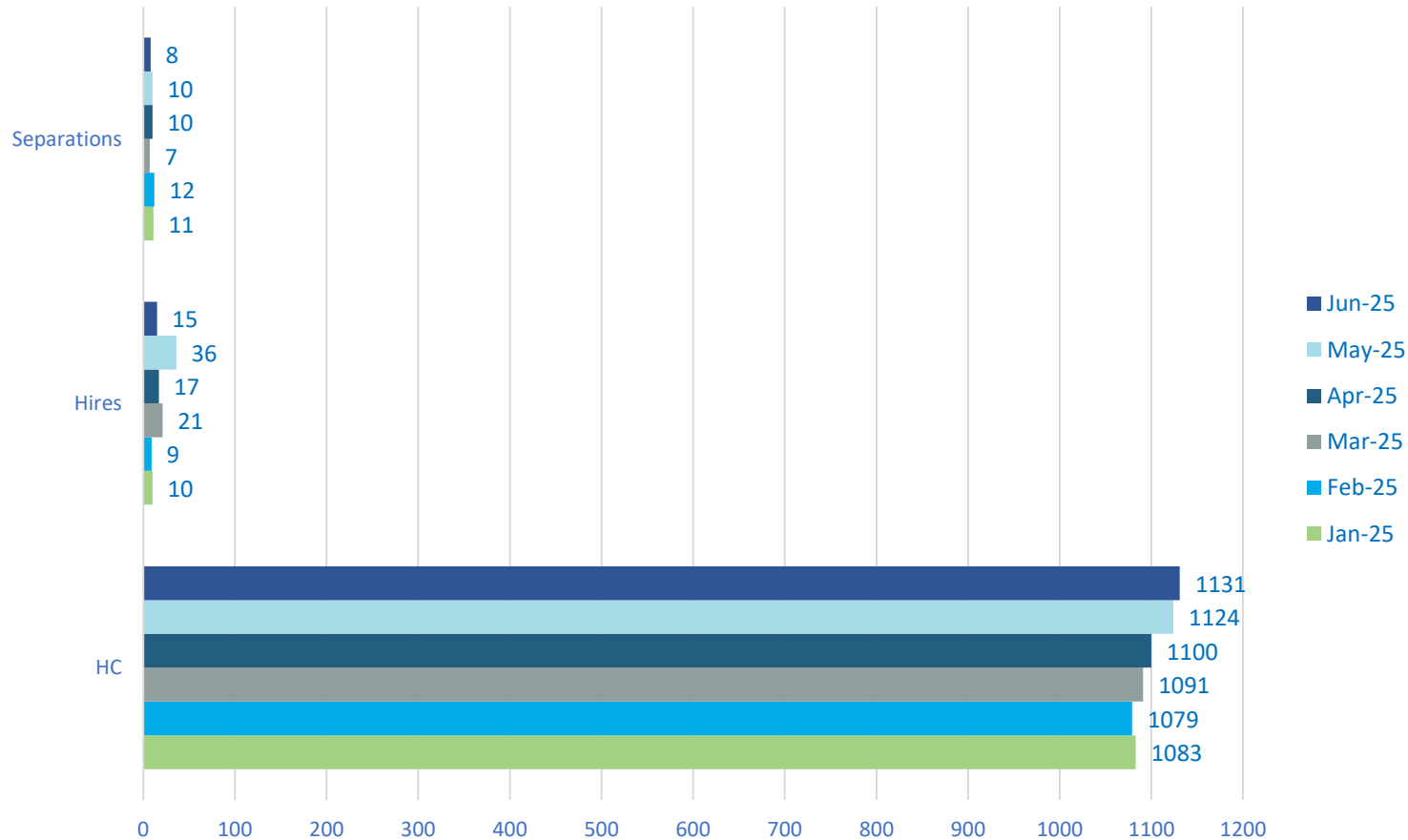
Headcount is as of month end

Organizational Development

Green = >94.9%
Yellow = 94.9%
Red = >94.9%

Retention Rate by Calendar Quarter

	Q1	Q2	Q3	Q4
2024	97.7	96.6	96.7	97.9
2025	97.1	97.4		

Industry Average 94.9%*

- 2024
- 2025
- Industry Average 94.9%*

Above retention rates are reflected in percentages

- Retention leads to decreased training costs, increased productivity, and cross training and development.

*From the U.S. Bureau of Labor Statistics 10-Oct-2016 report for the sector "State and Local Government, Excluding Education."

GLWA
Great Lakes Water Authority