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great lakes REPORTER

In this Issue...

- 4 PRESIDENT'S MESSAGE**
- 6 BECOME A CHAPTER PARTNER**
- 9 MEET THE YOUNG PROFESSIONAL**
- 10 NORTH AMERICAN SNOW CONFERENCE:
COMING TO GRAND RAPIDS**
- 13 BUILDING CHURCHILL DOWNS**
The City of Ann Arbor gets a solution for recurring flooding
- 17 STOP WASTING YOUR TIME: CREATE
PERFORMANCE APPRAISALS THAT MAKE
SENSE!**
- 20 SPOT AND FLEET MAINTENANCE SEMINAR**
Training leads to improved safety, fewer chemicals on the road
- 23 BAY AREA WATER TREATMENT PLANT
PRODUCING CLEANEST WATER IN HISTORY**
- 27 MICHIGAN PUBLIC SERVICE INSTITUTE
EXPANDING**
- 28 THANK YOU TO OUR CHAPTER PARTNERS**
- 32 CALENDAR OF EVENTS**
- 34 THANK YOU ADVERTISERS**

Cover photo: Courtesy of Duane Poole



PRESIDENT'S MESSAGE

Brandy Siedlaczek, City of Southfield

Reflecting on a Busy 2024 and Looking Ahead to 2025

Happy New Year, APWA Members!

As we transition into a new year, I hope you all have a wonderful holiday season filled with rest, relaxation, and quality time with loved ones.

The past six months have been a whirlwind, and I'm incredibly grateful for the opportunity to connect with our APWA family. From PWX in Atlanta to the Midwest Snowplow Roadeo, Michigan Public Service Institute, Tom Trice Golf Outing, Young Professionals Strategic Planning, Snow Plow Operator Training, and meeting with APWA National on Snow Conference Planning, we've been busy! I'm continually inspired by the amazing work being done across our great state and I'm truly grateful for the opportunity to work with such a dedicated and talented group of professionals.

As we reflect on the past year, I want to extend my sincere gratitude to each and every one of you who serves and supports APWA at both the local and state levels. Your dedication and hard work are the driving force behind our success. You've made a real difference in our communities by advocating for infrastructure improvements, promoting professional development, and fostering collaboration among our members and demonstrated the invaluable role of public works in our communities.

As we embark on a new year, let's set our sights on even greater achievements. Let's continue to collaborate, innovate, and inspire each other. Together, we can shape the future of public works in Michigan.

Don't Miss These Educational Opportunities!

To help us achieve even more, we have some exciting educational opportunities on the horizon:

- **Great Lakes Expo:** Join us at Grand Traverse Resort for a fun-filled event combining education and networking. Connect with industry leaders, learn about the latest trends in public works, and find new ways to advance your career.
- **APWA North American Snow Conference:** Be part of this national event hosted by the Michigan Chapter in Grand Rapids, April 6-9, 2025. This is your chance to shape the future of winter maintenance! Volunteer today and contribute to a successful conference. Contact April Bonkowski at abonkowski@pccmich.com to learn how you can be involved.

Here's to a prosperous and productive 2025! Thank you again for your unwavering commitment to APWA.

Best regards,

Brandy Siedlaczek, President, APWA Michigan Chapter

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BECOME A PARTNER WITH APWA MICHIGAN CHAPTER

By Mark Bonkowski, President, Precision Concrete Cutting
APWA Michigan Partner Relations Chair

The American Public Works Association (APWA) exists to support our public works professionals. Our objectives include the development and education of the people and organizations that plan, build, and maintain the core infrastructure of our communities.

As a partner with APWA, you will network with the professional people and agencies that our citizens/residents count on to maintain and improve the public works components of our communities. Partners become part of the larger organization that the public counts on.

We invite you to become a 2025 partner (sponsor) of the APWA Michigan Chapter to help the organization to further achieve our mutual goals. As a partner with the State Chapter, you are also a partner in each of our six Michigan local branches of APWA. There are numerous branch activities throughout the year that you can also participate in, ranging from benefit golf outings, conferences, equipment shows, lunch n learns, municipal snow roadeos, and various networking events, including the up-and-coming APWA Young Professionals.

The APWA Michigan Chapter has a long history, as it was established back in 1936. The Chapter is built on the success of the past and engages in the same educational, networking, and public service activities as the national parent APWA organization. Nevertheless, we do so close to home where members can easily take advantage of our programs. The flagship of our networking and educational events is the annual Great Lakes Expo (GLX) held the third week of May in Northern Michigan. With attendance exceeding record levels, members find great value participating in GLX as they can earn CEUs by attending numerous formal education sessions, networking during a golf scramble or wine tour, and browsing the expo floor

where partners can share their latest offerings and learn what their customers really need. Attendance includes public works directors, superintendents, project managers, engineers, consultants, and other professionals. Hands-on equipment, trucks, and site tours are also typical.

APWA Michigan also has “Great Lakes Reporter” that is released three times a year. The publication includes stories on public works current events, educational segments, what’s new, and advertising opportunities for our partners to increase exposure to public works.

The cost to be an APWA Michigan Partner is only \$250/year (plus your cost of being a National APWA member). Your partnership promotes and enables the educational mission and goals of the Michigan Chapter. It enables you to enhance relationships with existing clients, facilitate new relationships with potential clients, and strengthen your exposure to the state-wide public works sector. Additional opportunities exist once a partner, and we have packaged partner levels that provide savings for being actively involved with the Chapter. Upon reviewing the different levels of partnership, consider the one that best fits your offering and marketing budget for the calendar year.

PARTNERSHIP OPPORTUNITIES

Silver = \$2,200 and includes the following:

- ▶ (2) Registrations for MI APWA Great Lakes Expo \$775
- ▶ Chapter Partner (Sponsorship) \$250
- ▶ Company name and link on APWA MI Website \$250
- ▶ Half Page Color Ad in the Michigan Great Lakes Reporter \$1,350
- ▶ Great Lakes Expo Exhibit Booth in May (or an ad in the Program) \$400

Package Value \$3,025

Gold = \$3,300 includes Silver Level Package Plus the following:

- ▶ Full Page Color Ad in Great Lakes Reporter \$300
- ▶ Great Lakes Expo Exhibit Booth and a Great Lakes Expo Program Book Ad \$400
- ▶ Lunch Sponsor at Great Lakes Expo \$500*
- ▶ Sponsorship at PWX Michigan Night \$300*

Package Value \$4,525

Platinum = \$5,400 includes Gold Level Package plus the following:

- ▶ Great Lakes Expo Dinner Sponsor \$1,000*
- ▶ Great Lakes Expo Special Event Sponsor \$1,000*
- ▶ Operations & Fleet Maintenance Expo Sponsor \$300

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We appreciate your consideration in being an APWA Michigan Partner.

For more information, and to request an advertising/partner form, please contact Kristen McCue at MI-APWA, at (517) 371-2223 or mccue.k@gcsionline.com. Forms may also be downloaded at <https://michigan.apwa.org/about/chapter-sponsors/>.



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MEET THE YP:

April Bonkowski, Midwest Sales Manager, Precision Concrete Cutting



Bonkowski

What do you do at PCC?

I am the Midwest Sales Manager covering the account teams responsible for municipal work in Michigan, Indiana, Central Illinois, and the greater St. Louis, MO markets. I'm involved with sidewalk survey assessments and training our team to perform those roles.

How long have you been there?

I've been with PCC for six-plus years. I was an intern for a couple of years during college.

What do you like most about your job?

Making a positive impact and being a key component for communities, the flexibility of my job, and getting to work with my dad.

When you're having a tough day at the office, what cheers you up?

Listening to music and drinking a cup of tea. But really what turns my day around is when a new project is approved!

What's one thing you'd like people to know about the work you do?

I learn something new every day that helps me prepare for what's next. We help eliminate trip and falls as we increase the walkability of our communities.

When not at work, what do you enjoy doing?

Sailing, boating, snowboarding, snowmobiling, golf, and getting together with friends.

If you were a color, which would it be, and why?

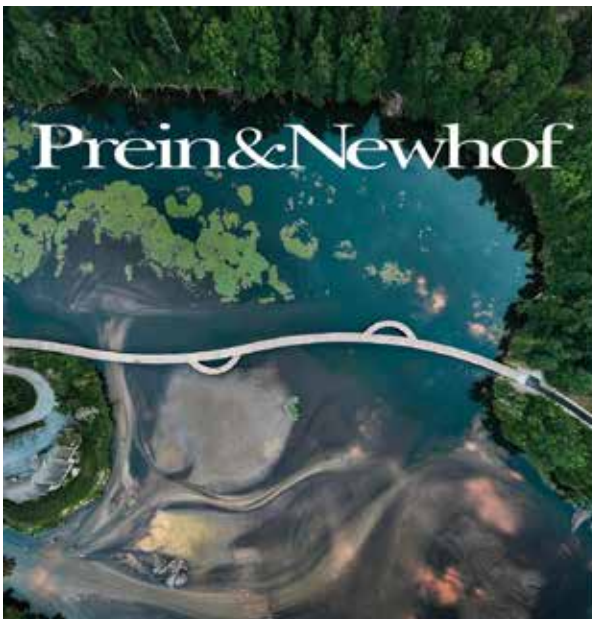
Most likely blue because of my love for water, snow, and outdoor activities.

Which superhero power would you like to have, and why?

Flying. I'm usually not on time, and I could avoid sitting in traffic or paying for high airfares.

What's one thing about you most people don't know?

Hospitals make me queasy, and I'll faint from the idea of getting blood drawn.



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NORTH AMERICAN SNOW CONFERENCE COMING TO GRAND RAPIDS!

By Bartlett Franklin, Co-Chair, North American Snow Conference

The APWA North American Snow Conference (NASC) is coming back to Michigan in 2025.

April 6-9, the Michigan Chapter is once again hosting this premiere snow event at DeVos Place in Grand Rapids.

We last hosted in 2015 and broke many vendor and attendance records, as well as planted the seed for what is now the Snow Trek by planning and providing the “Beer City Shuttle.”

For those of you who’ve never been, the Snow Conference provides not only access to education sessions, but also to exhibitors with the very latest in snow and ice-fighting products and technology.

NASC’s education program provides a dynamic forum for information exchange, problem-solving, and collaboration, offering more than 40 education sessions, certifications, and a variety of opportunities for collaboration and networking. Speakers are public works professionals who want to help you manage winter/snow operations more successfully, take advantage of emerging technologies, understand and prepare for the challenges ahead, and provide better service to your communities.

Although this conference boasts attendance topping 2,000 snow and ice fighters, it has the feel of a smaller, more intimate show where everyone freely shares their ideas and experiences to help one another learn and grow in their profession.

This time around our goal is to make the conference bigger and better than ever. We have some cool ideas for the Snow Trek to take it to the next level – highlighting not only the fact that Grand Rapids IS Beer City, but that they produce some pretty amazing spirits as well.

We have also been working with APWA as they rework the traditional program schedule to provide more hands-on learning opportunities throughout the duration of the conference by adding more technical tours and spreading them across Monday, Tuesday, and Wednesday.

APWA recently confirmed that at 20 weeks out there are already 89 companies confirmed for 316 booth spaces on the exhibitor floor, which is above pace for the overall goal. That said, we want to see as many of our Michigan vendor partners that deal in the snow and ice industry on the exhibitor floor. So, if that is you, please go to the APWA North American Snow Conference website at <http://apwa.org/snow> and secure your booth space.

This massive event is a huge undertaking, so we need many hands. Volunteer sign up will go live on Jan. 13. Please check the NASC website for volunteer opportunities.

Finally, the Chapter NASC Planning Committee has sent letters to the branches and our vendor partners requesting they consider sponsoring to help the State Chapter with all the items we’re responsible for as part of being the host chapter, as well as the little extras we want to include to make this the best Show for Snow ever!





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BUILDING CHURCHILL DOWNS

The City of
Ann Arbor gets
a solution for
recurring flooding



The devastating storm that struck the Lansdowne/Churchill Downs area in Ann Arbor on March 15, 2012, left a permanent mark on the community. Between I-94 and Scio Church Road, residents found themselves grappling with extreme flooding and overland flow, prompting urgent action from local authorities to address the pressing need for effective stormwater management measures.

In the aftermath of this catastrophic event, the City of Ann Arbor turned to the Washtenaw County Water Resources Commissioner (WCWRC) for assistance. Recognizing the significance of the situation, the Water Resources Commissioner's office embarked on a collaborative effort to identify and implement a solution to mitigate the impacts of future storms.

In 2013, the WCWRC hired Spicer Group to conduct a comprehensive study of the affected area, with a particular focus on the Upper Mallets Creek watershed.

"This study aimed to evaluate potential opportunities for improvements and identify viable solutions to address the recurring flooding issues that many residents had experienced, resulting in damage to their homes and properties," Project Engineer Megan Kluczynski, P.E., said.

The findings of Spicer Group's study laid the groundwork for several key recommendations and options for the WCWRC and the City of Ann Arbor to consider. Over 15 potential solutions were identified and publicly vetted as part of an extensive evaluation process.

Community input was valued as a key component in identifying the best solution. Efforts were made to involve the community through various channels, including the development of a mobile app and dedicated website. These digital platforms served as crucial sources for updates, project details, and essential resources,

Editor's Note: This article was originally published by Spicer Group, Inc. In addition, the topic of this article was a featured presentation during GLX 2024.

CHURCHILL DOWNS CONTINUED

providing residents with convenient access to information and a means to contribute to the project.

Additionally, landowners were encouraged to actively participate by submitting photographs and other pertinent information regarding flooding in their area. These data played a crucial role in ensuring the accuracy of the floodplain model developed by Spicer Group's engineers and helped build trust within the community through evidence-based decision-making.

Public meetings were held regularly throughout the project's development to facilitate community input and enhance public understanding of the flooding issues and proposed solutions. While not mandatory, these meetings played a vital role in keeping the public informed and engaged.

Additionally, a site walk-through was conducted with the public before the start of

construction, allowing residents to gain a better understanding of the project's construction impact.

Ultimately, a phased approach was selected to address the stormwater management challenges, with the creation of flood storage in three key locations identified as a priority. Among these locations, Churchill Downs Park on the east side of I-94 emerged as the initial focus due to its suitability for accommodating the proposed flood storage area.

A cost-benefit analysis was conducted on the three proposed stormwater storage areas, with the flood storage in Churchill Downs Park identified as the most cost-effective option. As the park was owned by the City of Ann Arbor, land acquisition would not be a factor impacting the project's design and implementation process.

In 2017, Spicer Group officially began the project design, laying the groundwork for construction of a new 11-foot-deep floodplain area boasting 10.8 acre-feet of storage volume.

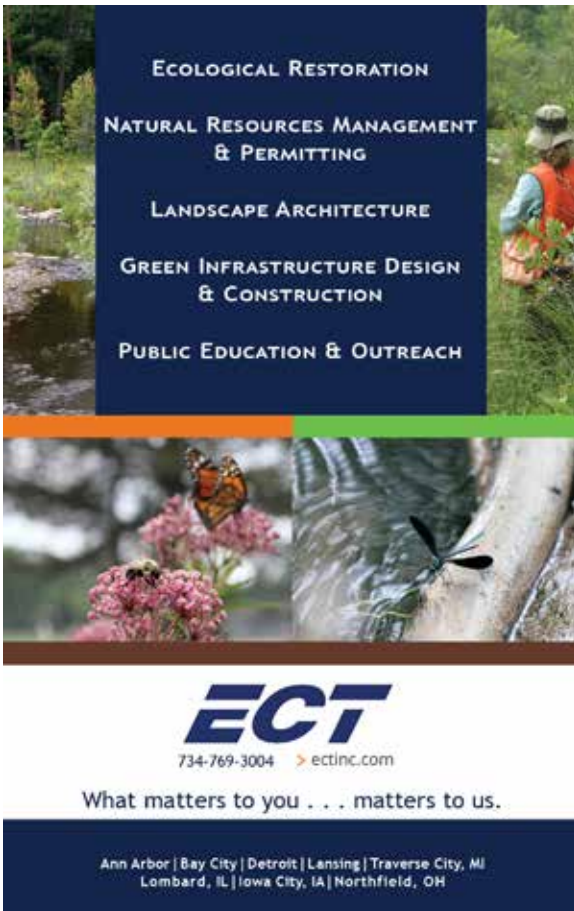
A remarkable feature of the Churchill Downs Natural Floodplain Area Project was the unconventional design of the outlet control structure.

"Typically, detention basins or floodplain areas are designed to detain the initial flows and then gradually release water after the peak of the storm has passed," Kluczynski said.

In this project, a control structure was designed to allow for the selective passage of water, prioritizing low-flow drainage and temporarily detaining high-flows from large storm events in the natural floodplain, rather than detaining all the initial flows.

This alternative method allows typical storm events to pass through the system and provides protection downstream during large storm events. Extensive modeling was completed to evaluate and design the control structure and ensure it would reduce downstream flooding without having negative impacts for upstream landowners.

The design team also had to reroute the Malletts Creek Drain for this project. This was a meticulous process that required understanding of hydrology, urban planning, and ecological



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conservation. The design incorporated planting vegetation along the drain which will help improve water quality and enhance the ecosystem. Additionally, sediment management measures were implemented to prevent sediment from reaching downstream water bodies, further safeguarding water quality and environmental integrity.

Along with the Malletts Creek Drain, the project area was also traversed by a 20-inch watermain serving southwest Ann Arbor. Any impact on this watermain would have resulted in widespread service disruption. Therefore, the project team had to design the project to ensure their operations did not damage the watermain. Due to the size of the watermain and number of residents it served, it could not be taken offline for more than 24 hours. Line stops were installed and construction of the enclosure under the watermain was completed quickly to ensure water service to residents was not impacted.

Over the course of construction, 60,000 cubic yards of spoils had to be hauled away to two separate disposal locations. The logistics of this massive operation involving excavation, transportation, and disposal stretched over a period of 29 days. Furthermore, it is worth noting that this is the first of three regional detention basins that were proposed as part of the broader flood control solution. The scale and complexity of the project was just a first step in the larger initiative, showing the depth of what is required to mitigate the flooding issues. The project was substantially completed toward the end of fall 2023.

Despite the challenges and complexities inherent in a project of this magnitude, the Churchill Downs Natural Floodplain Area project emerged as a comprehensive and cost-effective solution to the pressing need for effective stormwater management in the Lansdowne/Churchill Downs area. Through collaboration, innovation, and a commitment to environmental stewardship, the project set a precedent for sustainable urban planning and engineering excellence, safeguarding the community for generations to come.

The project was awarded the 2024 Innovation and Excellence Award by the Michigan Association of County Drain Commissioners at the 2024 MACDC Winter Conference held in Kalamazoo, Michigan.



Downstream end of outlet control structure

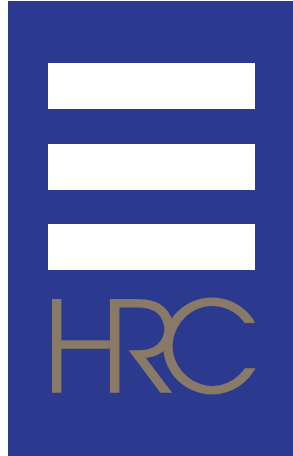


Inside of outlet control structure



Downstream end of project, outlet control structure

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STOP WASTING YOUR TIME: CREATE PERFORMANCE APPRAISALS THAT MAKE SENSE!

By Lewis G. Bender, Ph.D., Michigan Public Services Institute (MPSI) Facilitator and Instructor



The list goes on. In my four-plus decades of watching you from the cheap seats, it has become obvious that most of these reasons are absolutely true. Ms./Mr. Supervisor, you are busier than your predecessors. You have more demands on you than your predecessors. You are way more accessible to the public and others than your predecessors. And yet you are asked to meet the demands of the Human Resources Department by completing a generic one-size-fits-all evaluation instrument that is lengthy, redundant, and not relevant for you or the members of your team. In other words, a waste of time.

“Everyone who enjoys doing performance appraisals, please stand up.” It never fails. Whenever I start the workshop on performance appraisals at the Michigan Public Service Institute (MPSI) with that question, nobody stands! Universally, it seems, we dread conducting evaluations of our team members. Why?

Supervisors cite several reasons for dreading doing performance appraisals:

- ▶ They dread having the “uncomfortable” conversation with that problem employee. (Most of us seek to avoid conflict with other people.)
- ▶ Supervisors believe that the performance appraisal discussion and process don’t bring about any real changes in performance or behavior.
- ▶ They are a waste of time. And they interrupt my “real” work.
- ▶ The questions in the evaluation instrument don’t fit our work, making it hard to make them relevant.

Yet, I will also hear the same leaders complain that there needs to be greater accountability and that some team members aren’t living up to fair and reasonable expectations.

So, how do busy supervisors create accountability with a performance appraisal process that is relevant, efficient, and fair? To respond to that question, we must start with the basics.

THE BASICS OF PERFORMANCE APPRAISAL

It is a great business for consultants and overgrown bureaucracies to make performance appraisals complex, time-consuming, and often irrelevant. Long, redundant, and convoluted performance appraisal instruments and processes lose sight of three basic realities of appraising performance:

1. Rater and Ratee. All performance appraisals are ultimately about the expectations of a Rater and a Ratee. Successful performance assessment and accountability cannot occur

APPRAISALS CONTINUED

without clear, upfront expectations between a rater and a ratee.

2. Accountability on the job falls into three categories of increasing difficulty. (Dick Grote, Discipline Without Punishment, 2006)
 - ▶ Attendance. Are you there, on time, and ready to go? Attendance is the easiest category of accountability. It requires clear expectations and positive and negative feedback.
 - ▶ Job Performance. This is more difficult because jobs, technology, and demands change over time. Yet, clear expectations and positive and negative feedback are essential for holding an employee accountable.
 - ▶ Behavior. This is the big kahuna! How people act. What they do and don't do. When supervisors think of their problematic employees, it is mostly about poor/bad behavior. Again, accountability can only occur with clear expectations and positive and negative feedback.

3. Usable. Lengthy, convoluted, irrelevant performance appraisal instruments and processes are unrealistic, even dysfunctional, for most public works supervisors. The whole process must be efficient, time-sensible, and owned by the rater and ratee.

STOP WASTING YOUR TIME: CREATE A SENSIBLE PERFORMANCE APPRAISAL PROCESS.

So, DPW director start with you and your leadership team. Have the following discussion (facilitated or not):

- ▶ What should the director expect of the members of their team?
- ▶ What should the members of the team expect of the director?

When you have the discussion, start by using two flip charts and having the team (or break into two or more if it is a large team) answer on one flip chart, and you answer on another. Now, discuss, compare, and combine the answers to



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each question into one set of expectations for the director and one for the members.

What do you have at that moment? A list of expectations for yourself and a list for your direct reports. It may be a list that hits job performance behavior or both. You now have the base for a relevant, shared ownership, even dynamic performance appraisal process. What can you do with this base of expectations?

- ▶ Make the list as open categories for annual or semi-annual performance appraisal discussions.
- ▶ Create a five-point scale for assessing how the person is doing. You are probably familiar with the most common five-point scale: A, B, C, D, and F. If you want to make it a 13-point scale, simply add plus (+) and minus (-) to the scores.
- ▶ In addition to the list of expectations, you could add a separate category, “Goals for the coming year.” At the senior level, this can also be useful in identifying changes and improvements that you want a senior leader to achieve. Adding goals below this level is often not useful or relevant.

Experiment with this approach with the senior leadership team and repeat the process with other department members. Thus, the streets supervisor meets with their team. The same is true for water distribution, wastewater, forestry, etc.

One of the nice aspects of this approach, beyond its simplicity and relevance to the particular individual and team, is that you created the instrument and can change it. As expectations change, the rater and ratee can discuss changing the instrument to be more relevant.

MAKING THE PERFORMANCE APPRAISAL THAT YOU ARE STUCK WITH USEFUL.

Many of you are “stuck” with performance appraisals that the H.R. Department or the top boss has forced upon you. Frequently, these one-size-fits-all instruments are a source of frustration and undermine accountability. Raters and ratees don’t treat them seriously because they don’t see how they are useful or relate to their work. “Here, just sign this,” says

the supervisor. “I have to turn it in to H.R. by tomorrow.” Another square filled- let’s move on with work.

One moderately successful approach for dealing with this situation is to try to make the one-size-fits-all performance appraisal relevant to you. Again, starting with the DPW Leadership Team, take the categories/questions and ask a couple of questions about the rates:

- ▶ How should I interpret this question as it relates to us?
- ▶ What bullet points should I use to guide me on this question?
- ▶ Which of these questions are most relevant and least relevant to our expectations?

After that discussion with your team, add the relevant expectation bullet points to the organization-wide performance appraisal instrument. Doing this will make the instrument more useful to you and your team. By the way, it is very difficult for HR or others to disagree with you, making the instrument and process more relevant to your team.

CLOSING THOUGHTS

Performance appraisal does not have to be a painful or dreadful activity. It starts with clarity of expectations between a rater and a ratee. That conversation with a team or individual can be very healthy and positive. The follow-up discussions in a performance appraisal-feedback meeting can also be positive and healthy.

This article is part of a series by Dr. Lew Bender addressing the challenges facing public works leaders and their teams.



Crowd and defect truck

seasoned veteran who can help out the younger employees by being a trainer,” Pickworth said.

It’s important for the public to know about the training, Poole and Pickworth said.

“We’re all taxpayers at the end of the day, so the community I live in, I would hope they’d send

some people here to No. 1 learn about safety and No. 2 about putting the right amount of chemicals down at the right time,” Pickworth said. “I think from a budgetary standpoint, a lot of communities could see some savings as well as providing increased safety and efficiency.”



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Bay Area Water Treatment Plant producing cleanest water in history

By Kristen McCue, GCSI Association Services

Nearly 10 years after opening a more modernized water treatment plant, Bay County is providing 20 communities with the cleanest, highest-quality water the area has ever seen – to the tune of 2.6 billion gallons of water annually.

Part of the reason: membrane technology.

On Oct. 22, the Young Professionals and the Mideast Branch organized a tour so others could witness the largest membrane facility in the state.



“Our facility is currently producing the cleanest, highest-quality water Bay County has ever had.”

Carl Overly, Superintendent, Bay Area Water Treatment Plant

“Membrane technology is growing in popularity,” said Carl Overly, superintendent of the Bay Area Water Treatment Plant. “It’s often a simpler treatment technique to implement, requires less space and less chemicals and produces a higher-quality finished water.”

The old plant used conventional treatment, which employs the multistep process of coagulation, flocculation, sedimentation and filtration to clean the water. The filtration relies on media beds to trap and remove particles.

But in the current plant, the extra steps aren’t needed and membranes have replaced media beds. A membrane is a porous barrier that blocks certain particles from passing through. The smaller the holes, the more particles can be blocked. Hole size is what classify membranes.

The Bay Area Water Treatment Plant uses ultra filtration, with a pore size of 0.04 micron or 1/25,000,000 meter. At this small, membranes can physically block suspended solids, parasites, algae, bacteria and many viruses.

Of course, starting with cleaner water is the foundation of the plant’s success, Overly said.

With the construction of the new plant, Bay County transitioned from Saginaw Bay for its source water to Saginaw Midland Municipal Water Supply Corp.

Using certain chemicals in the treatment process and having a low-quality water source filled with disinfection byproduct precursors leads to the creation of disinfection byproducts, or DBPs. But

BAY AREA PLANT CONTINUED

the combination of membrane technology and a cleaner water source has led to record low DBPs in Bay County.

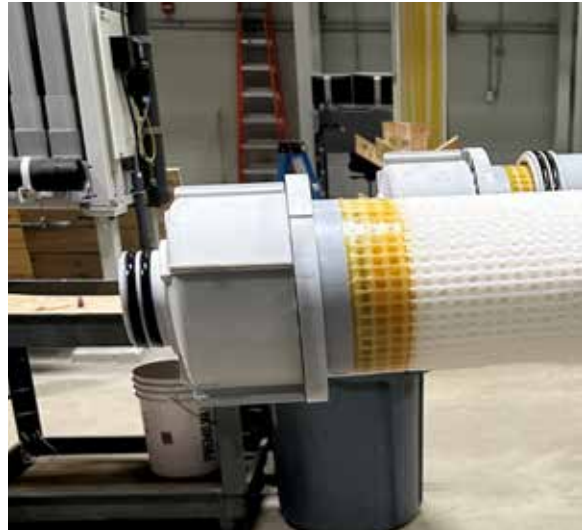
“Starting with a high-quality source makes the job of cleaning it up so much easier,” Overly said. “Our ultra filtration membranes pair well with this source and we are getting years of reliable service from them.”

Overly said the plant is working toward being stewards of membrane technology in the area. In fact, this year the county formed a partnership with the Michigan Department of Environment, Great Lakes and Energy to host membrane training classes.

“In the future, we hope Bay County is where the rest of Michigan looks to when the topic of membranes comes up,” Overly said.



South Chemical Room



A new module waiting to be installed



Participants of the Bay Area plant tour

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MICHIGAN PUBLIC SERVICE INSTITUTE EXPANDING

MPSI is expanding for 2025. MI-APWA will add an earlier fall session, which will take place Sept. 7-12, 2025.

“We needed to address the demand for the Institute,” said Tom Trice, MPSI Committee Chairperson. “The spring and fall 2025 sessions are full. Adding an extra week in the fall will help shorten the wait time for public works supervisors and directors needing this essential training. This initiative will enable us extend our reach to new communities and offer more opportunities for MPSI alumni to return for refresher courses.”

Lewis Bender, MPSI Facilitator, agrees.

“The public works sector is experiencing significant transformations,” Bender said. “With Baby Boomers retiring, numerous promotions



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Fall Second Session: Sept. 21–26, 2025

are occurring. These generational shifts lead to frequent job and location changes. We strive to preserve our institute’s quality by managing class sizes and fostering interactive adult learning where participants can learn from each other — our true experts at MPSI.”

Founded in 1992 and offered by the APWA Michigan Chapter, the Michigan Public Service Institute is highly regarded across the U.S., Canada and Mexico. It has influenced programs in Illinois and Ohio. MPSI offers three separate one-week sessions on Leadership Development, Service Excellence, and Supervisory Skills, which can be taken in any order over three years.

The following groups sponsor MPSI for leadership development for their members and are represented on the MPSI Planning Committee:

- American Water Works Association – Michigan Section
- American Public Works Association – Michigan Chapter
- County Road Association of Michigan
- Michigan Rural Water Association
- Michigan Association of County Drain Commissioners
- Central Michigan University – Global Campus

For further details, visit www.mipsi.org or contact Mary Bender, the MPSI Program Coordinator, at mbender102@aol.com.

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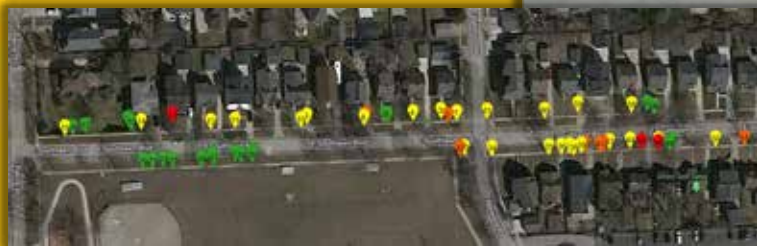


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