



**Water & Sewerage
Department**

DIRECTOR'S REPORT

October 19, 2022



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DIRECTOR GARY BROWN'S MESSAGE TO THE BOARD

Contractor Capacity for an Accelerated Lead Service Line Replacement Program

The City of Detroit has approximately 80,000 (+/- 30,000) lead service line (LSL) connections across the city. The Michigan Department of Environment Great Lakes and Energy (EGLE) has issued legal mandates as it relates to relacing those lead lines. In addition to the mandate, DWSD has a commitment to protect the health of our residents. Therefore, we need them replaced as soon as possible. Time is truly of the essence.

DWSD has been replacing them in the past few years on a scale commensurate with the level of funding. The funding has drastically increased. For the first time since starting the program, our problem will not be the funding for lead service line replacements, it will be the contractor capacity to get them done.

With the help of Jose Abraham, Capital Improvement Program (CIP) Finance Manager, Tiffany Jones, Opportunity & Inclusion Director and Sam Smalley, Chief Operating Officer (COO), DWSD has been actively engaging with potential contractors across the city, state and even surrounding states to support our goal. We looked at contractors that have already completed work on similar programs, including Benton Harbor, Eastpointe, and DWSD's Basement Backup Protection Program. We have conducted nearly 10 meetings, representing more than 25 organizations, and meeting request calls are continuing to come in. The meetings provide an overview of our program, including the procurement process, and allows the opportunity for contractors to ask questions. We have committed to breaking up the bids in various amounts to allow for smaller contractors to bid as primes. The meetings have ignited excitement across the city and we're confident that once the bids are posted we will receive an increased amount of participation. If you know of any contractor interested in participating in our Lead Service Line Replacement Program, they can reach out to Tiffany at tiffany.jones@detroitmi.gov or 313-573-3320.





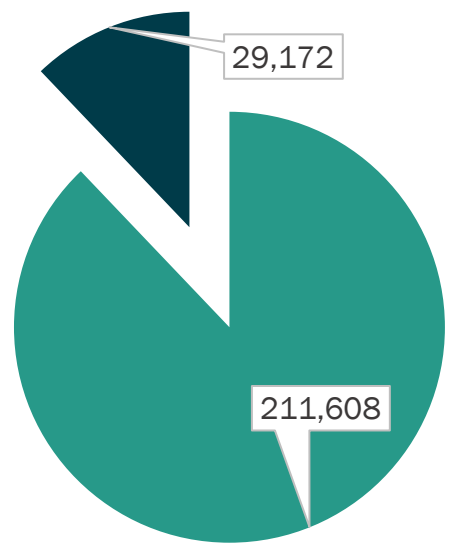
**Water & Sewerage
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Customer Service

CUSTOMER SERVICE: Number of Active Accounts

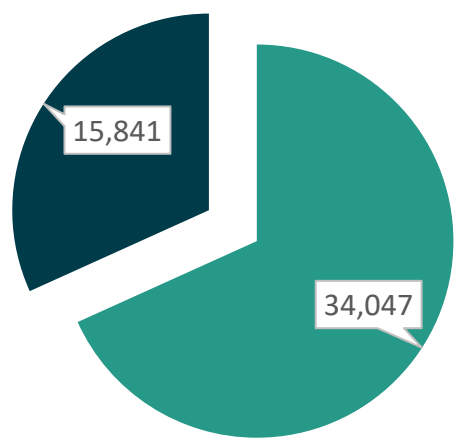


Active Residential Accounts



■ Water/Sewerage/Drainage ■ Drainage Only (no water service)

Active Non-Residential Accounts



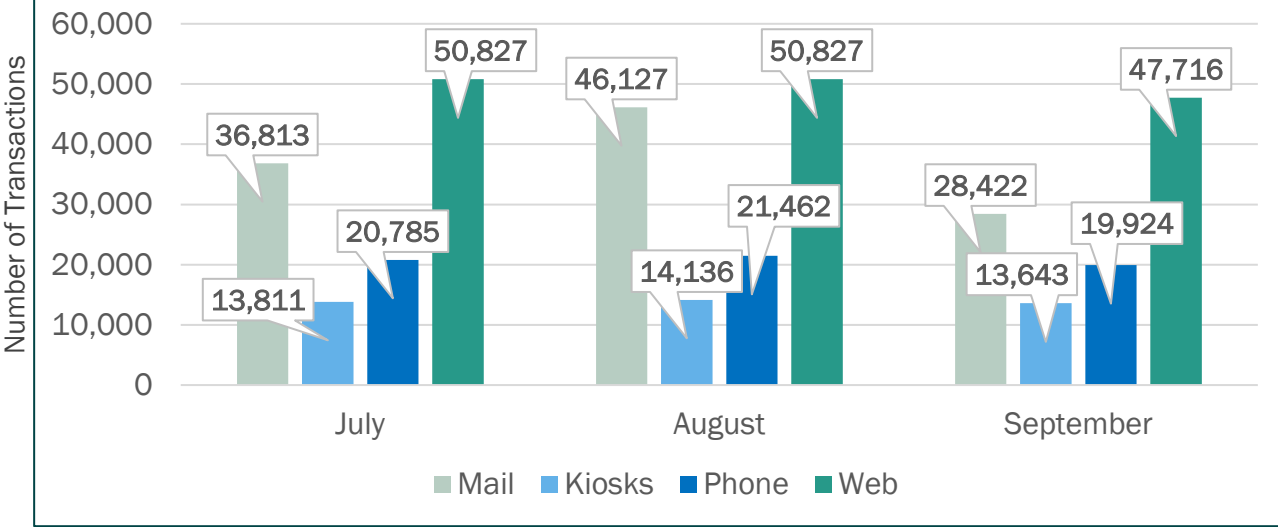
■ Water/Sewerage/Drainage ■ Drainage Only (no water service)

Vacant parcels, parking lots and other properties with no need for water service, receive stormwater charges only (drainage).

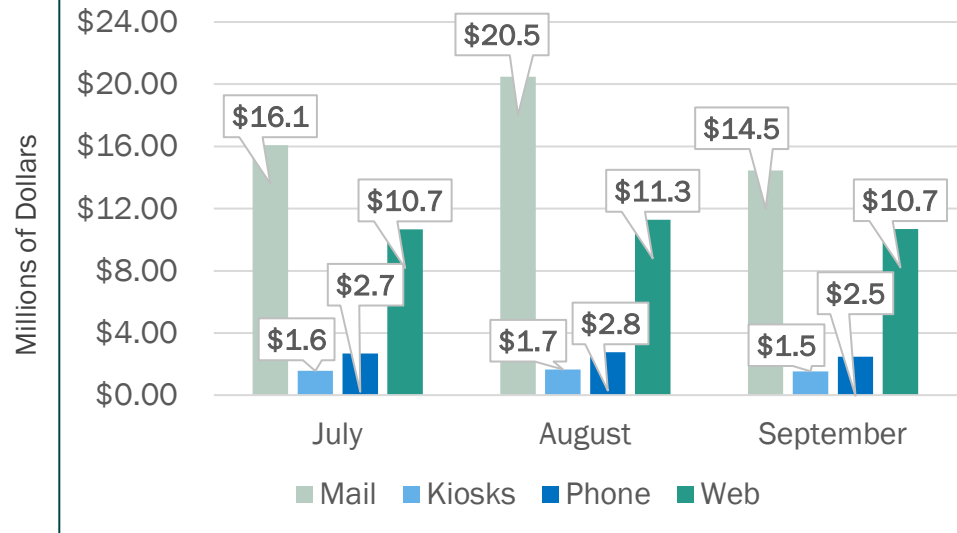
CUSTOMER SERVICE: Transactions



Payment Transactions by Platform Type



Revenue Collected by Platform Type



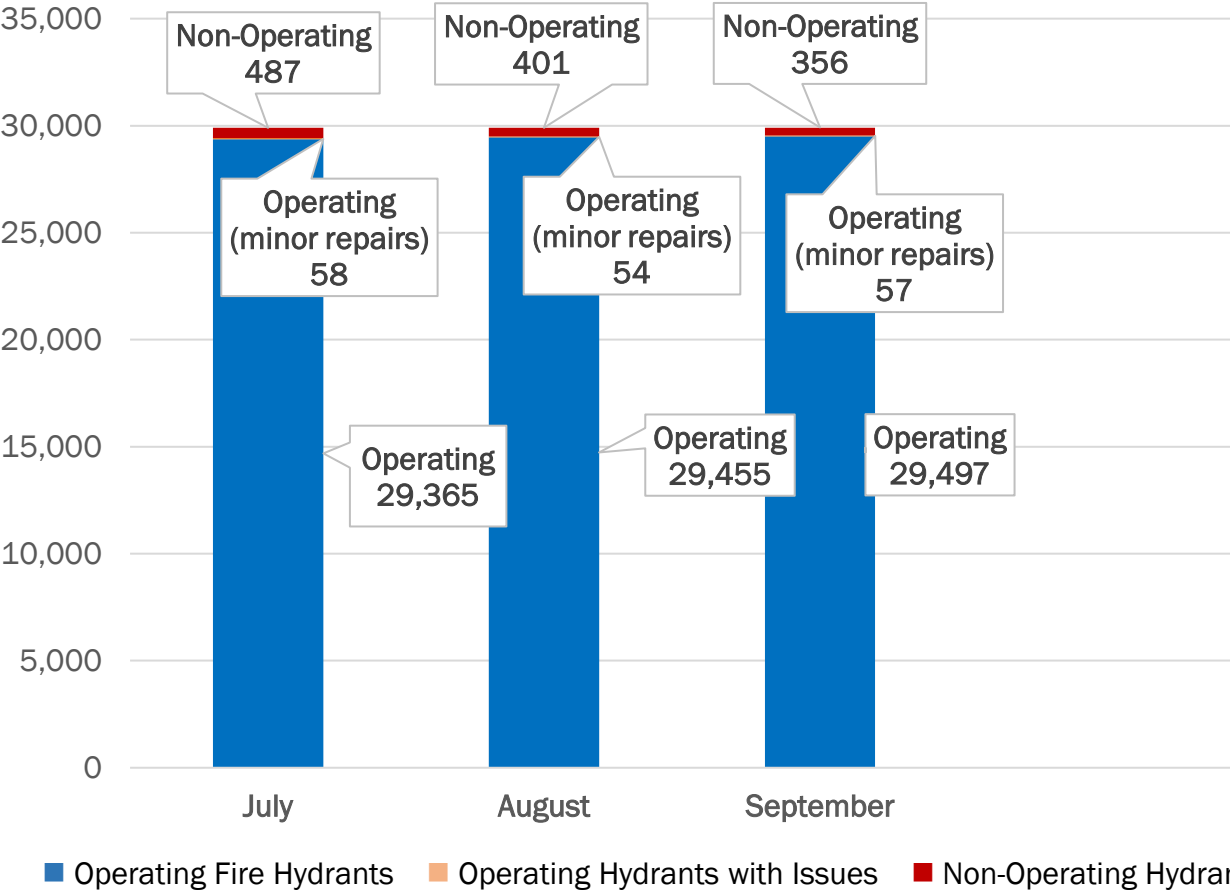
DWSD continues to adapt during the COVID-19 Pandemic and is offering more services remotely, including the launch of enhanced services on the Customer Web Portal at www.detroitmi.gov/paymywaterbill and contact via email at mydwsd@detroitmi.gov. DWSD is also communicating all the convenient, safe ways to pay and how customers can access their account(s).



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Field Services

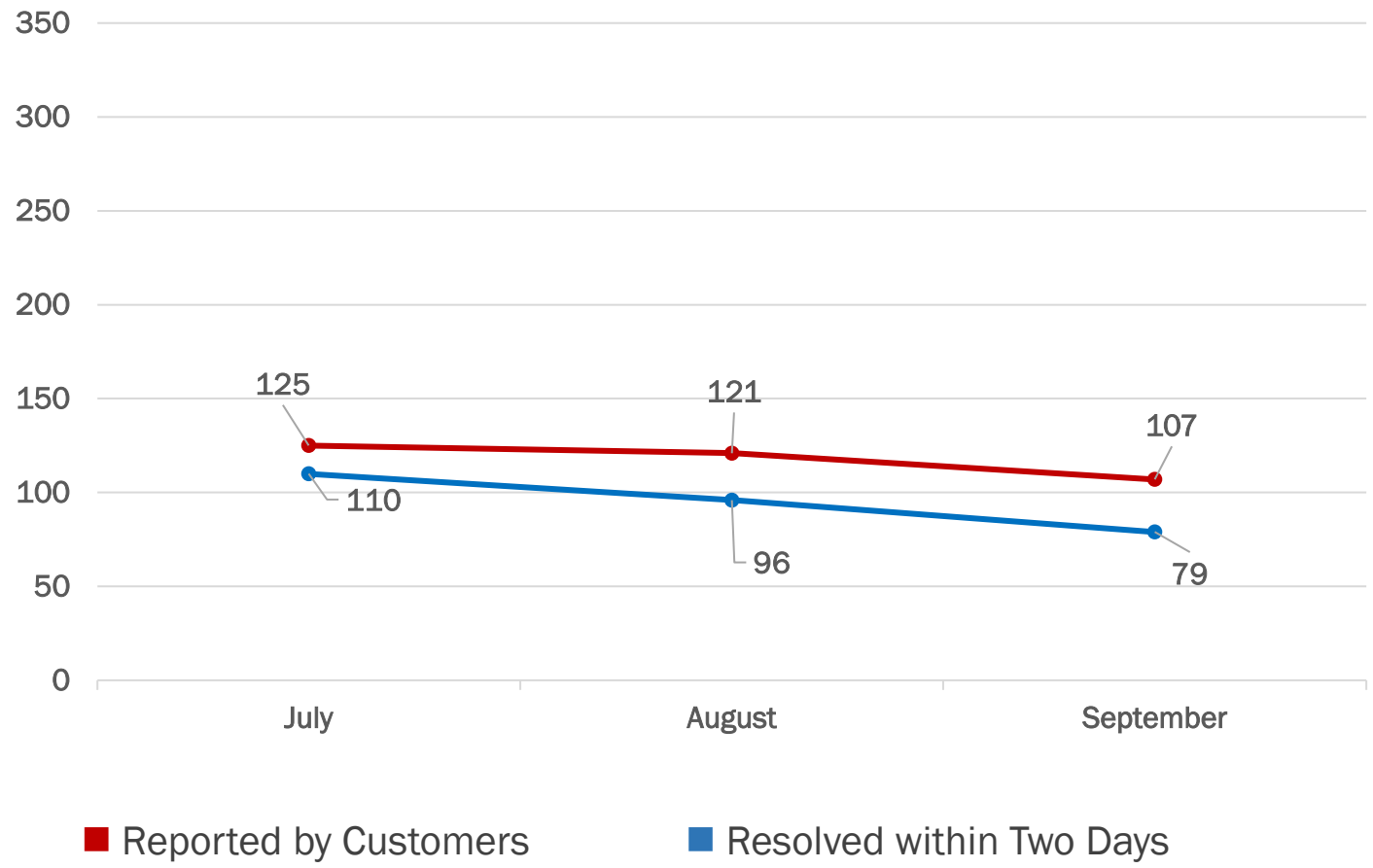
FIELD SERVICES: Fire Hydrant Maintenance



DWSD prioritizes fire hydrant maintenance as a key component of providing essential and exceptional service delivery led by the Maintenance & Repair Service Line in our Operations Group. During the Fall season, Detroit Fire Department staff conduct inspections and share the data through a dashboard with DWSD if hydrants need to be repaired or replaced. The community can report hydrant issues via the Improve Detroit mobile app.

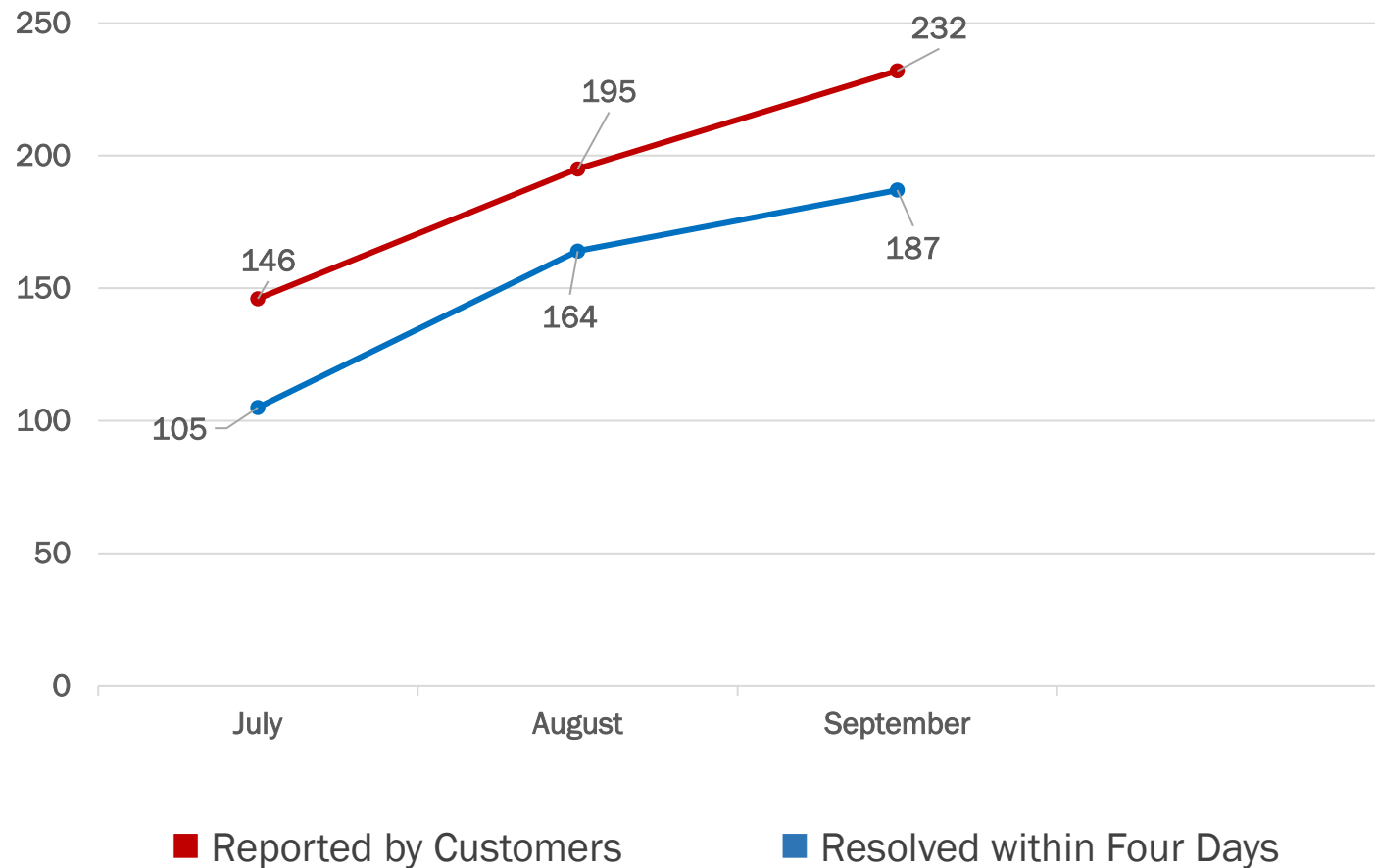


FIELD SERVICES: Running Water



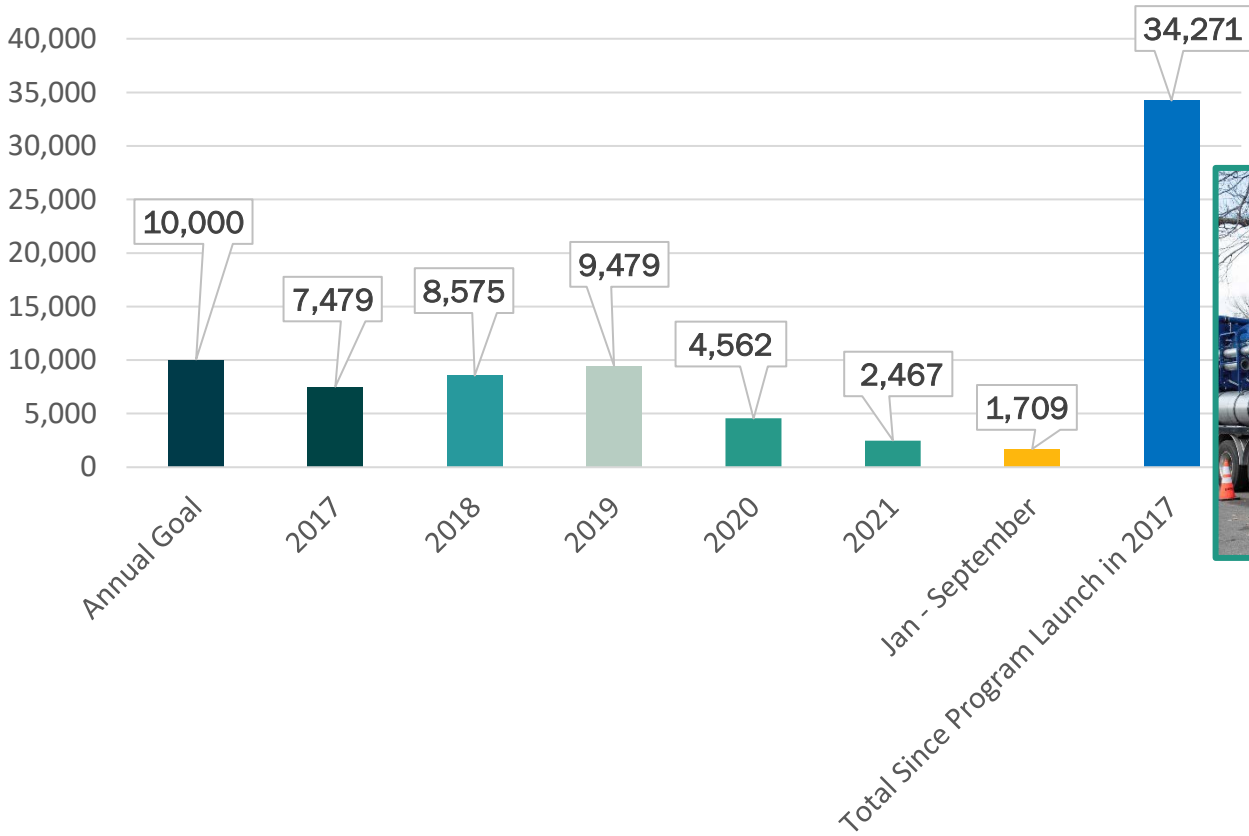
DWSD Operations continues to prioritize these work orders based on level of severity, including number of customers affected, to determine priority.

FIELD SERVICES: Water Main Breaks



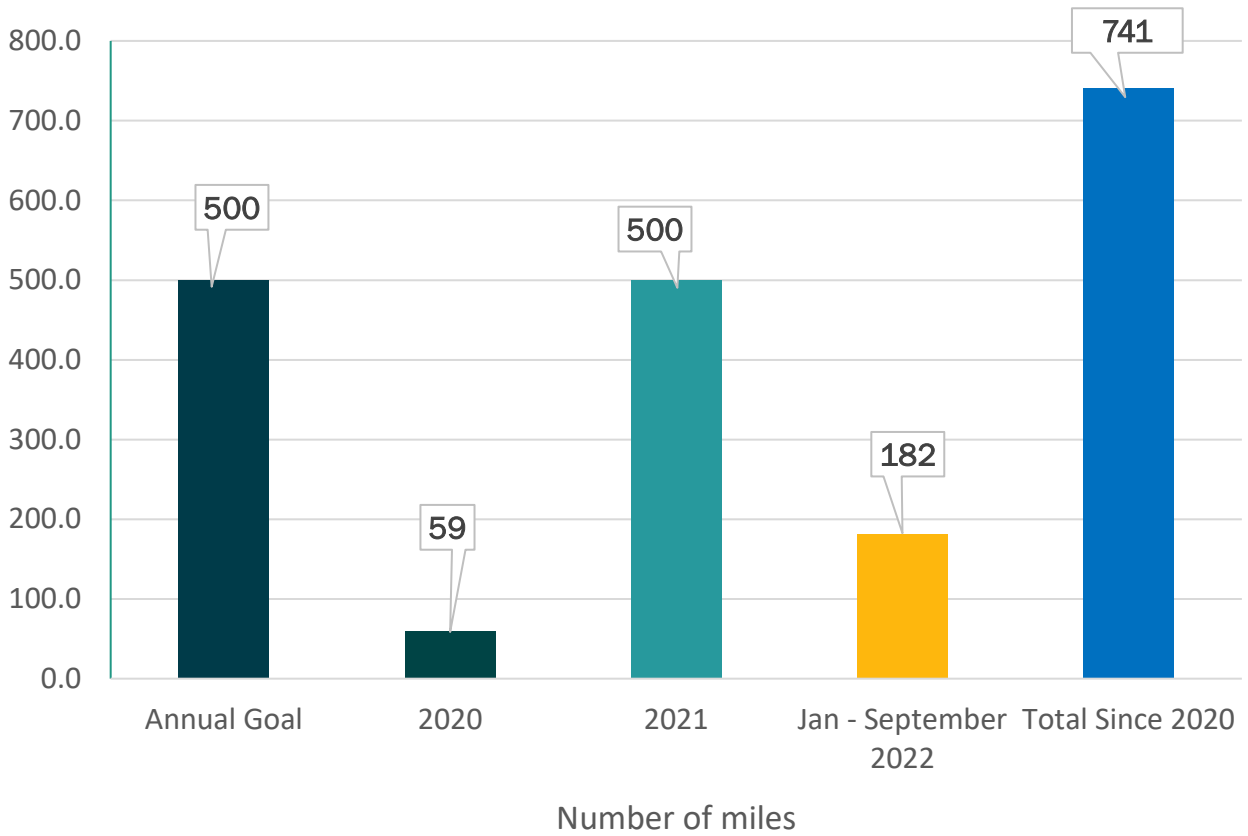
DWSD Operations continues to prioritize these work orders based on level of severity, including number of customers affected and water service outage, to determine priority.

FIELD SERVICES: Catch Basin Inspection & Cleaning



DWSD Operations prioritizes catch basin cleaning based on the level of severity and street flooding.

FIELD SERVICES: Sewer Cleaning



DWSD is expanding sewer cleaning for preventative maintenance to help reduce street flooding and basement backups. Crews cleaned 499.5 miles of city sewer pipe in calendar year 2021 compared with 59 miles in calendar year 2020.



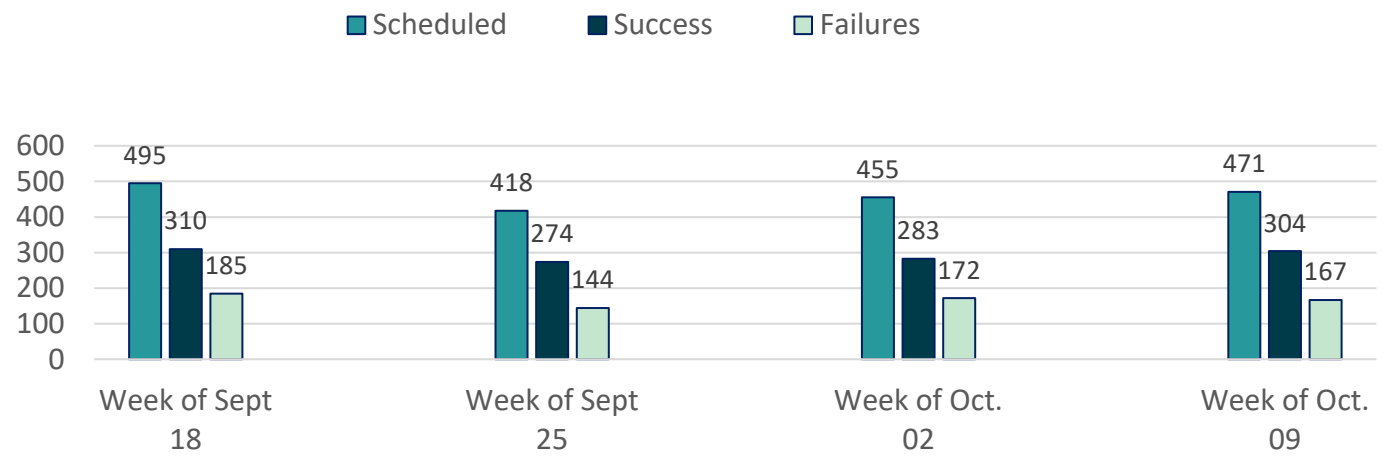
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Meter Operations

METER OPERATIONS: Scheduled Meter Work



Scheduled Work

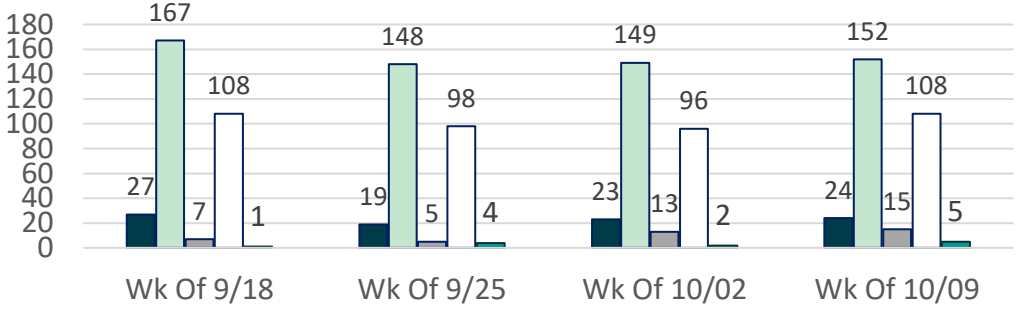


Scheduled work by the Meter Operations team includes meter installations, exchanges, removals, investigation and emergency repairs.

METER OPERATIONS: Scheduled Meter Work

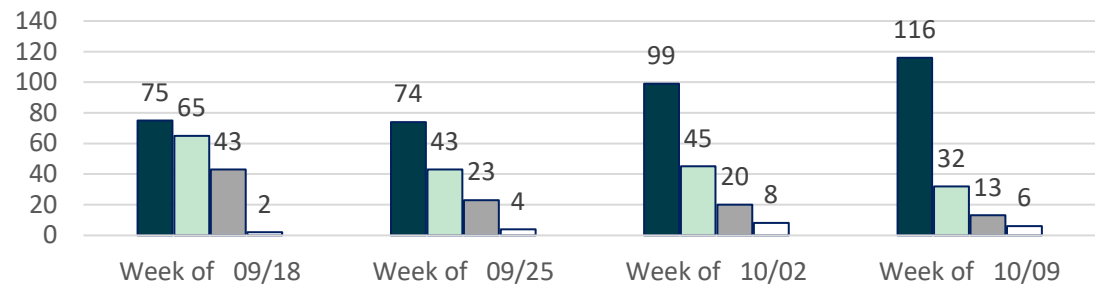


Success Details



- Installations
- Exchanges
- Removals
- Investigation
- Emergency

Failure Details



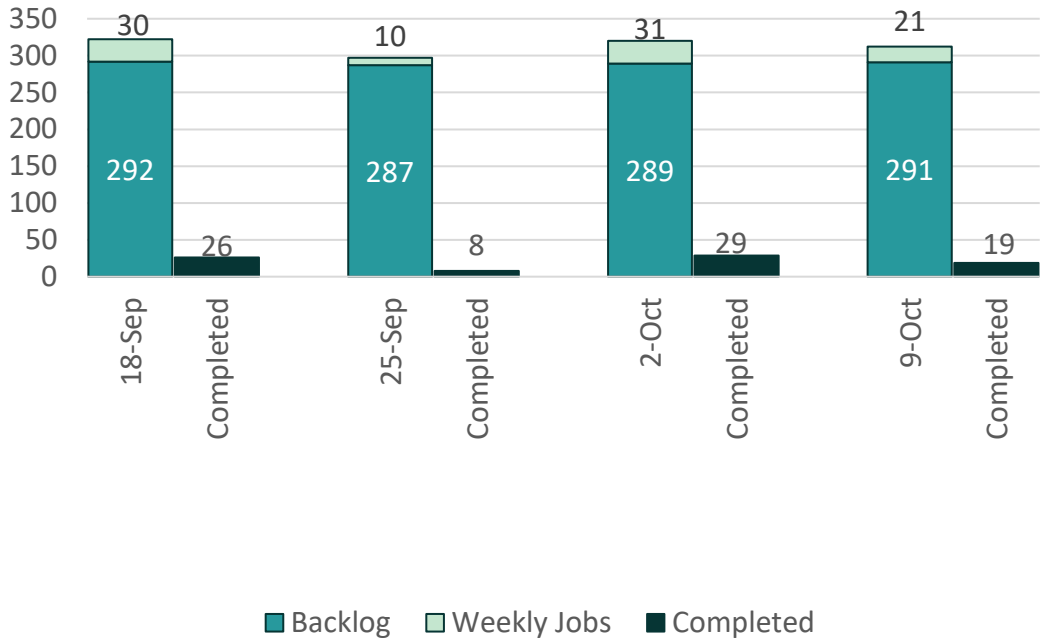
- No Access
- Plumbing
- Stop Box
- Health/Unsanitary

Scheduled work by the Meter Operations team includes meter installations, exchanges, removals, investigation and emergency repairs.

METER OPERATIONS: Real Estate Reads



Real Estate Read



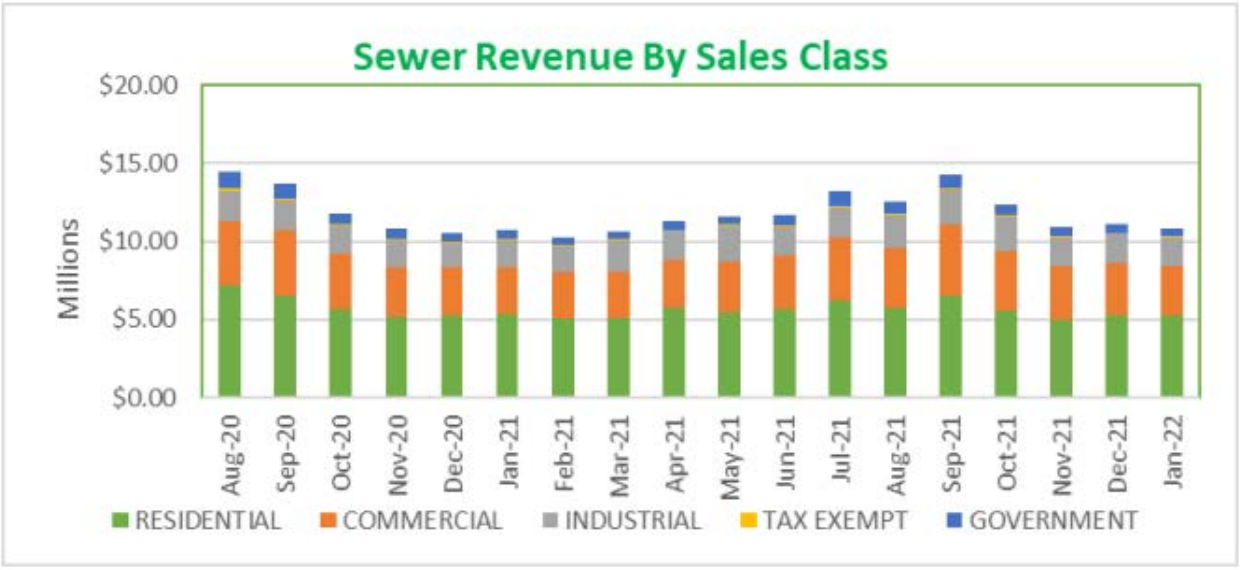
Customers are notified that a real estate closing read may take up to 30 days to be completed.



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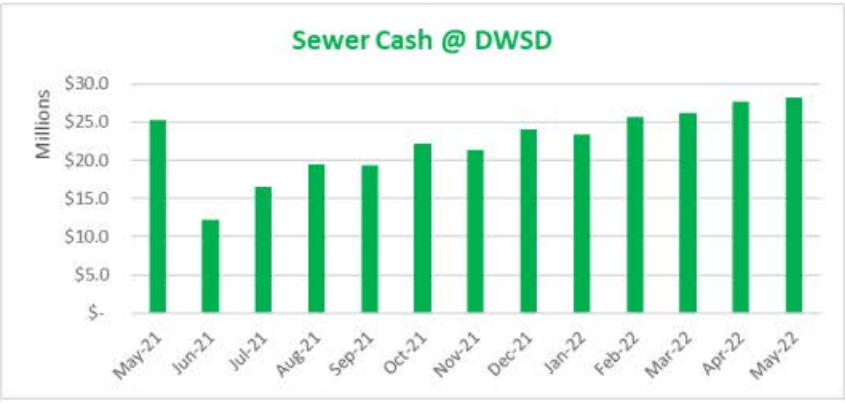
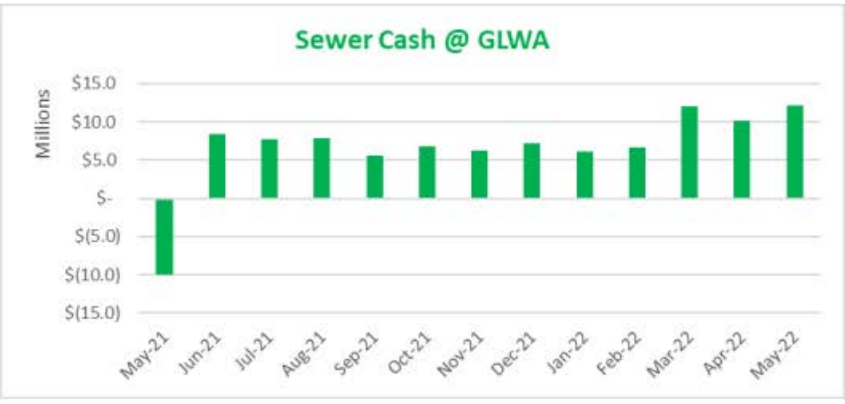
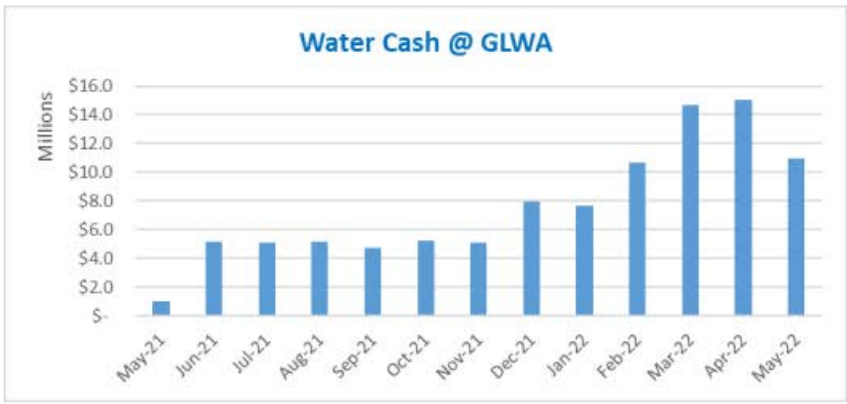
Finance

FINANCE: Revenue by Sales Class



The Finance data is provided based on the most recent month reported to the Finance Committee of the Board of Water Commissioners.

FINANCE: Cash Balance



The Finance data is provided based on the most recent month reported to the Finance Committee of the Board of Water Commissioners.



**Water & Sewerage
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Legal Services

LEGAL: Claims, Hearings and Cases



13
Cases handled by
in-house staff

20
Cases handled by
outside counsel

5
Collection cases
currently in suit

\$2.12M
Amount claimed in
collection cases

39
Pending Billing Disputes

17
Disputes Closed in
September 2022

\$63,169.43
Total Amount Disputed

\$53,802.99
Total Credits to Customers

4
Total Resolved Utilizing
Leak Policy

847
Property damage claims
pending*

\$509,543.26
Amount claimed

32
Claims closed
In September 2022

0
Claims approved

\$0
Settlements offered

*Claims unrelated to the 2021 rain events



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Investigations

INVESTIGATIONS: Results

203

Parcels investigated for delinquency, possible meter tampering and no meter since July 1, 2022



Money Owed to DWSD identified by Investigators

\$1,004,889

Total since July 1, 2022

\$134,587

Back billed

\$276,852

Future owed in 12 months

\$593,450

Water loss



Revenue Identified Since Investigation Unit Began

\$25,686,104

Total since August 14, 2017

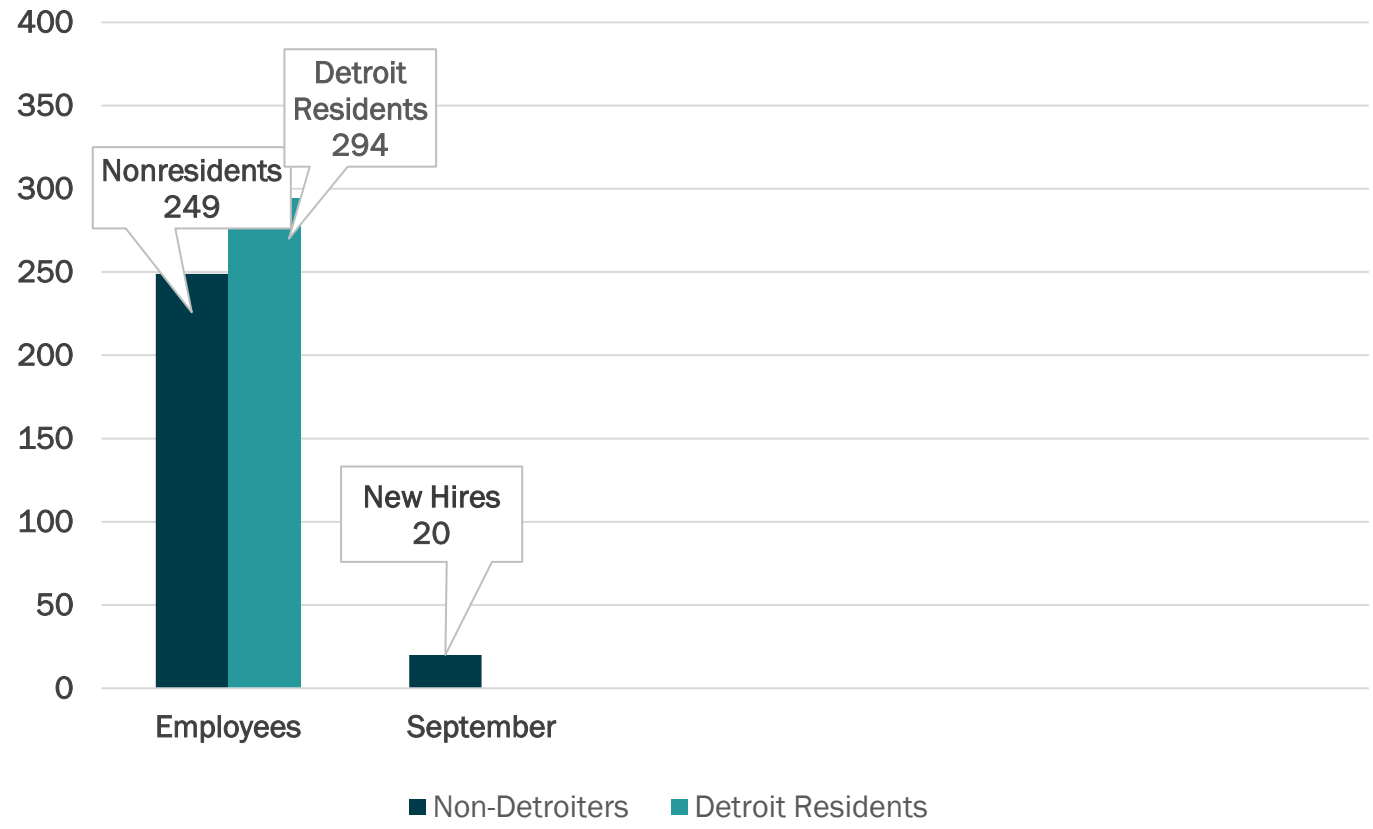
Since August 2017, the unit, in collaboration with customer service/billing, has identified more than \$25 million in services owed by primarily commercial customers. They uncover severe delinquencies, non-working meters, unauthorized use of fire hydrants, meter tampering, or connected to the city's water main without a meter and/or permit. The unit works closely with the Finance/Collections and Legal Groups.



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Human Resources

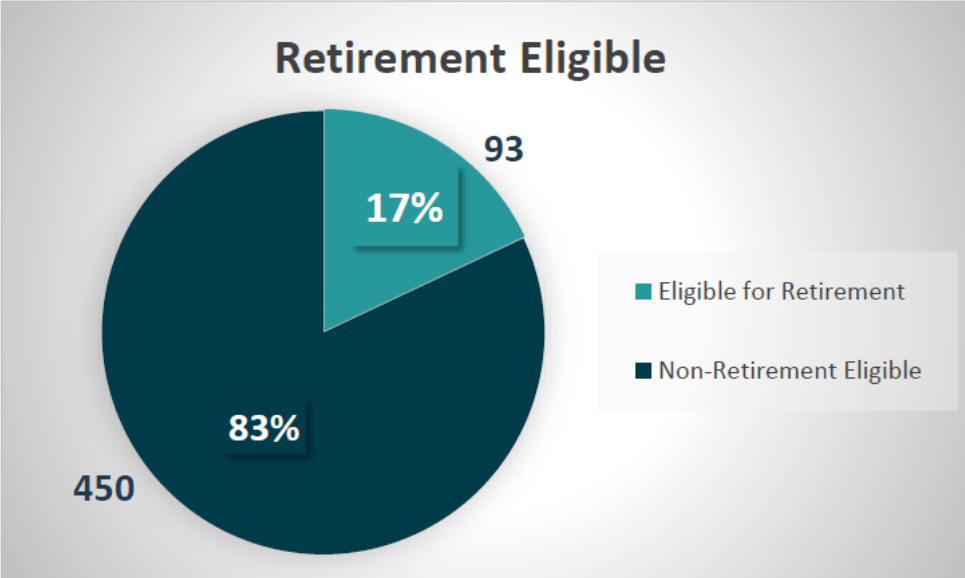
HUMAN RESOURCES: Detroit Residents and Hiring



Total of 543 DWSD employees, 54% of which live in Detroit.*

*DWSD and the City of Detroit do not require residency to be employed, per Michigan law.

HUMAN RESOURCES: Retirement Eligible



Retirement Criteria	Total
30 YOS/Any Age (Legacy and Hybrid)	45
10 YOS/60 years old (Legacy)	47
10 YOS/62 years old (Hybrid)	0
8 YOS/65 years old (Legacy)	1
TOTAL	93

LEGACY = HIRED BEFORE 2014
 HYBRID = HIRED AFTER JANUARY 1, 2014

With a current population of **543** employees, there are **93** DWSD employees eligible for retirement.



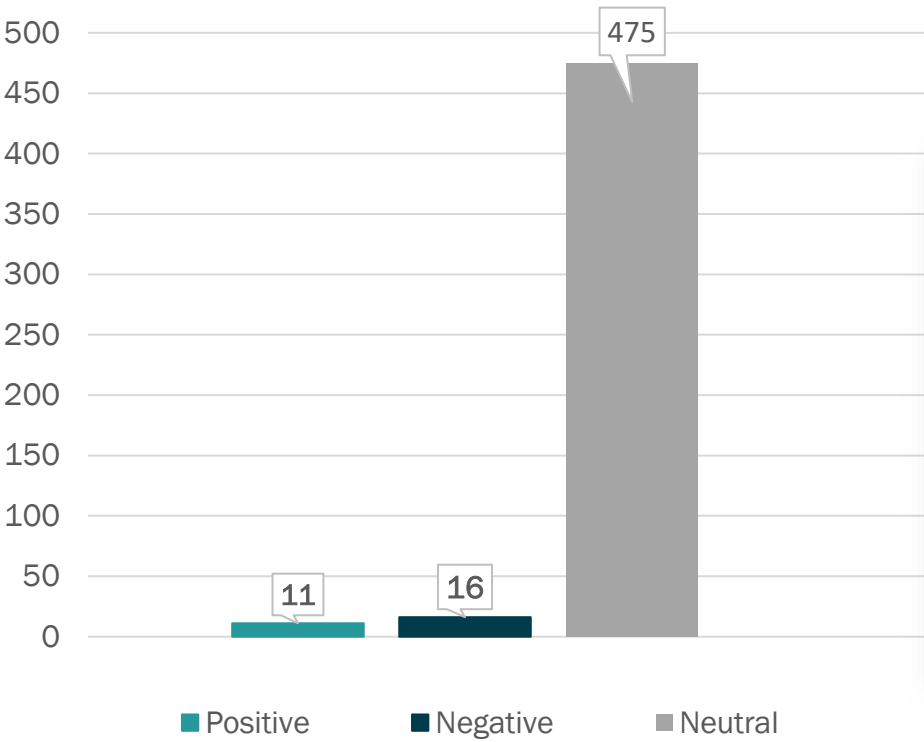
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Public Affairs

PUBLIC AFFAIRS: Positive vs. Negative News Stories



DWSD News Coverage: September 1 – September 31, 2022



In September, the DWSD Public Affairs team had a total of **502** media stories. All **11** positive stories covered the DWSD Lifeline Plan and encouraged residents to apply. The stories were a mix of radio and TV media. The neutral coverage was an article on the City of Detroit’s lawsuit regarding Census estimates, published across various print, TV and radio media outlets, that included a mention of using water account data to show an increase in population. The negative stories focused on water main breaks across the city.

PLEASE NOTE: For this metric, each story/interview published or aired is counted.

PUBLIC AFFAIRS: Social Media Activity



29
New Facebook Followers

9,063
Total Followers on Facebook

1,288
Engagement on Facebook



8
New Twitter Followers

1,919
Total Followers on Twitter

127
Engagement on Twitter



15
New Instagram Followers

1,809
Total Followers on Instagram

5
Engagement on Instagram



The DWSD Public Affairs team gained 52 new followers on social media in September 2022, bringing the total number of followers to **12,791**. In addition to the metrics above, Facebook saw a total of 27,124 impressions and 141 link clicks for the month. The top performing Facebook post was an Employee Spotlight video on September 16. Procurement Specialist, Sabrina Ferguson, spoke on her experience at DWSD and her passion for working for the City of Detroit. The post received 433 engagements, including 25 shares.



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Information Technology

TECHNOLOGY: Top Ten Projects Scorecard



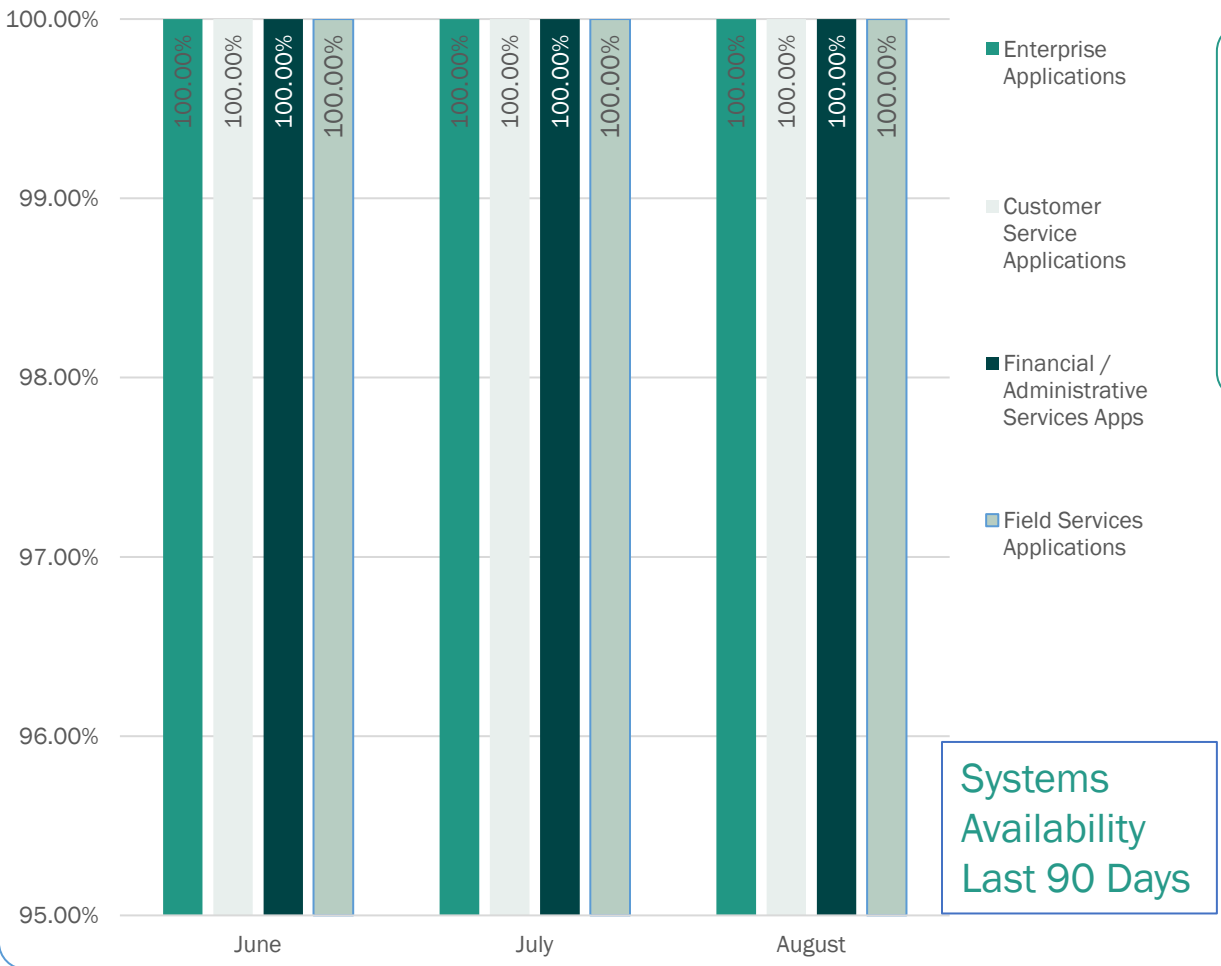
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Exec. Priority Score	Sorted by Adjusted Priority Score	PM	Total Investment	Revised Target Date	Status/ Issues	Current Phase
1	Customer Service-2:enQuesta 6.0 Upgrade	J Payne	\$ 2,161,250	8/29/2022	EnQuesta v6 post go live support is complete.	Live
2	Operations: Basement Backflow Prevention Program	C Penozza	\$140,000	3/31/2022	Version 2 of the project is currently in development with Smartsheet.	Live
3	Office of CFO-1: Oracle Supply Chain	C. Penozza	\$ 1,000,000	6/01/2022	Cityworks Integration is live.	Live
4	Operations (M&R, MTR OPS, Fleet)-2:Itron Meter Replacement	C Penozza	\$ 1,000,000	12/31/2023	Additional testing is progressing with iTron. Pilot has been postponed until October 2022 due to EnQuesta v6 Go Live and additional testing is ongoing.	Active Design
5	Administrative and Compliance: Major Event Handling	E Taiariol	TBD	TBD	Scoping activities are ongoing.	Active Scoping
6	Customer Service-1:IVR / Call Center Replacement	G Burrell	\$150,000	TBD	New candidate has been hired in Customer Service for Work Force Management and additional changes to the call tree are being reviewed for development. Meetings have kickoff for the IVR rewrite to enhance service offerings.	Active Design
7	Administrative and Compliance-7: 800 MHz Radio Upgrade	R Burke	\$ 330,000	6/30/22	A new SPO has been issued and 30 Radios have been ordered. Awaiting delivery date form Motorola.	Procurement
8	Administrative and Compliance-6:Security Infrastructure Repair	G Burrell	\$ 350,000	6/30/2022	Working with Finance on planned CIP spend. Also working with the Vendor on spend true-up.	Active Design
9	Administrative and Compliance-7 Oracle Database Cluster Migration	G Burrell	\$0	11/1/2022	Initial round of migration shas completed. Multiple old databases are scheduled for shutdown at the end of September.	Active Implementation
10	Operations (Stormwater)-1:Billable Impervious Acreage Rate Analysis	E Taiariol	\$0	08/01/2022	New accounts have been entered into EnQuesta and billing has begun for August 2022	Live

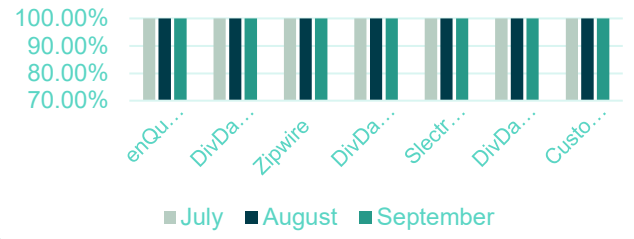


Water & Sewerage Department

TECHNOLOGY: Application Availability



Customer Service Application Availability



100%
SYSTEMS AVAILABILITY
99.9% = TARGET

September 2022 Cherwell Stats	Totals
Total Tickets	197
New Tickets Received	646
Total Tickets Resolved	638
Average Time to Resolve in Days	8
Total Tickets Resolved within SLA	541
Total Tickets Resolved not in SLA	97