



Financial Review September 2024

BOWC Finance Committee

December 4, 2024

September 2024 Highlights



Year-End Audit Status

- Field work for the external audit of DWSD's annual financial statements has been completed. Awaiting auditors report.

4th Quarter and Year-End Budget vs Actual Revenue and Expense Variance Analysis

- With the completion of the annual audit, the Budget vs Actual report for revenues and expenses for the 4th quarter and year ended June 30, 2024 is complete and is presented under a separate cover.

Cash and Investments

- DWSD continues to maintain adequate cash reserves to support its operating and capital programs. Combined Cash and Investments balance of \$286.8 million at September end reflects an increase of \$5.1 million over August balance

Sales and Receivables

- September sales of \$41.7 million is consistent with August sales of \$41.4 million.
- September Water retail receipts of \$9.9 million fell short of target receipts for the month by \$0.3 million and Sewer retail receipts of \$22.4 million fell short of target receipts for the month by \$2,7 million.

September 2024 Highlights – continued



Sales and Receivables – continued

- Receivables for all active accounts increased by \$.4 million (1.8%) over August receivables whereas days in receivables increased by 2 days to 216 days for all active customer classes.
- Active residential receivables increased by \$2.0 million (1.0%) over August receivables. Days in receivables for active residential accounts increased by 9 days.
- September's combined collection rate of 82.0% for all active customer classes fell short of August collection rate of 85.1%. The 3-month moving average collection rate stood at 87.5%.

Volume and Revenue Metrics

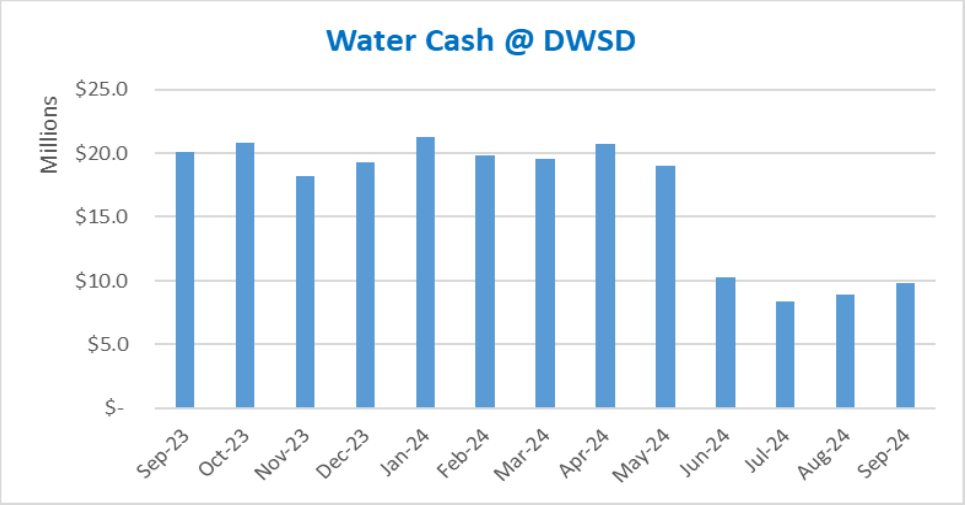
- Water volume and revenue fell short of budgeted levels by 4.6% and 4.8%, respectively. Water Meter equivalents and Service Charges also exceeded budgeted levels by 3.2% and 3.7%, respectively.
- Sewer volume and revenue fell short of budgeted levels by 7.8% and 9.5%, respectively. Sewer meter counts and Service Charges also exceeded budgeted levels by 4.7, respectively.
- Billed impervious acreage fell short of the budget by 1.4% while Drainage revenue fell short of the budgeted level by 5.5%.

Summary of Cash and Investments

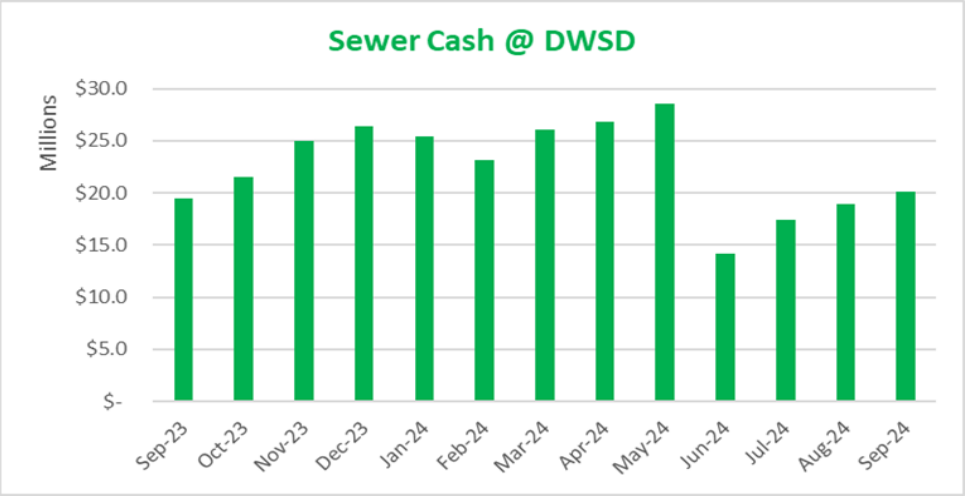
	Jul-24	Aug-24	Sep-24
	Balance	Balance	Balance
Water - Operating	\$ 8,375,997	\$ 8,922,587	\$ 9,857,809
Water - I&E	25,480,285	19,491,965	28,629,674
Water - Construction	65,829,529	66,080,110	66,378,056
Water - Trust	29,448,029	30,429,286	30,076,322
Water Total	\$ 129,133,840	\$ 124,923,948	\$ 134,941,861
Sewer - Operating	\$ 17,429,969	\$ 18,948,661	\$ 20,160,683
Sewer - I&E	43,761,396	43,585,878	40,048,160
Sewer - Construction	47,057,110	46,806,577	46,867,378
Sewer - Trust	49,959,987	47,476,905	44,758,816
Sewer Total	\$ 158,208,462	\$ 156,818,021	\$ 151,835,037
Combined Total	\$ 287,342,302	\$ 281,741,969	\$ 286,776,898

- On a Systemwide basis, Cash and Investments amounted to \$286.8 million as of September 2024. This represents an increase of \$5.1 million over August balance.
- Water Fund increased by \$10.1 million whereas Sewer Fund decreased by \$5.0 million
- Increase of \$10.1 million in the Water Fund is primarily due to increase of \$9.1 million in the I&E Fund due to receipt of reimbursements from the funding agency.
- Decrease of \$5.0 million in the Sewer Fund is primarily due to decrease of \$3.5 million in the I&E Fund due to disbursements for I&E funded projects.
- Trust account in the Sewer Fund decreased by \$2.7 million due to lower collection in September.
- The balances in both the Water and Sewer Operating accounts approximate the 3 months operating needs for the respective Funds.
- The next few slides present DWSD’s cash position in graphical format.

Operating Cash

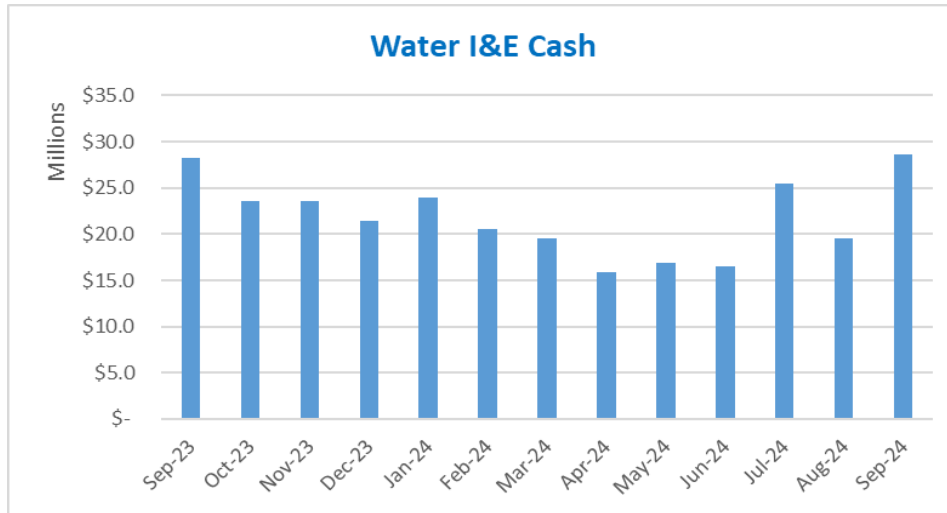


- Operating Cash @ DWSD in the Water Fund had \$9.9 million on deposit at the end of September 2024 representing an increase of \$935,000 from the previous month balance.

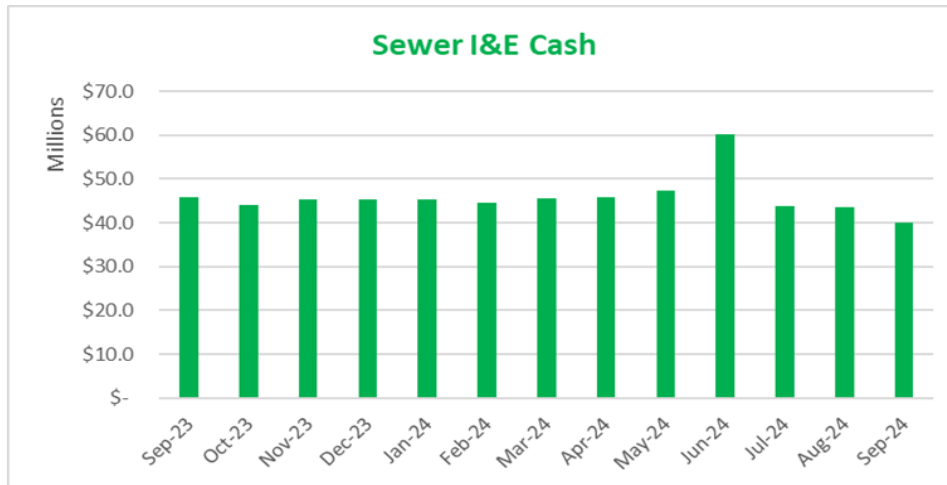


- Operating Cash @ DWSD in the Sewer Fund amounted to \$20.2 million at the end of September 2024 representing an increase of \$1.2 million from the previous month balance.

Improvement and Extension Cash

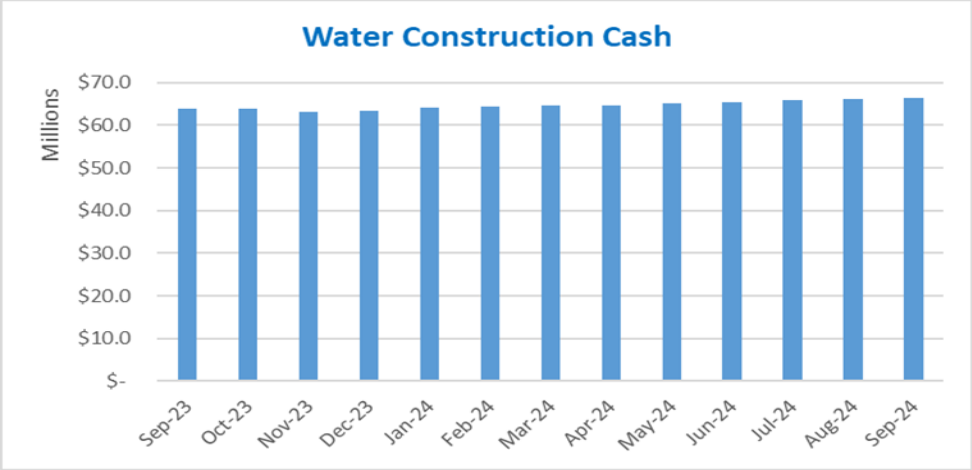


- A balance of \$28.6 million was on deposit in the *Water I&E Cash* account as of September 30, 2024, representing an increase of \$9.1 million over the previous month. Increase is due to LSLR reimbursements received from EGLE.

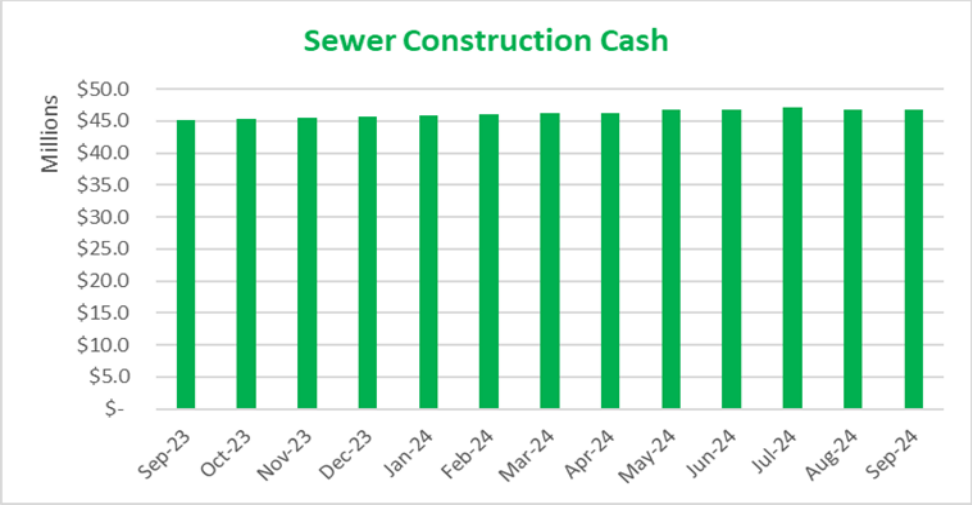


- A balance of \$40.0 million was on deposit in the *Sewer I&E Cash* account as of September 30, 2024 representing a decrease of \$3.5 million over the previous month. Decrease is due to payments made for various projects that are I&E funded.

Construction Cash

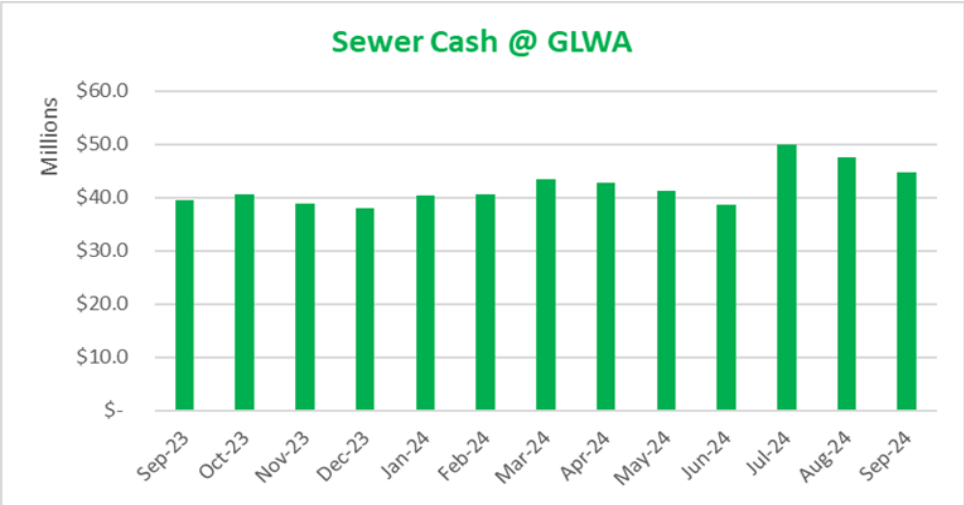
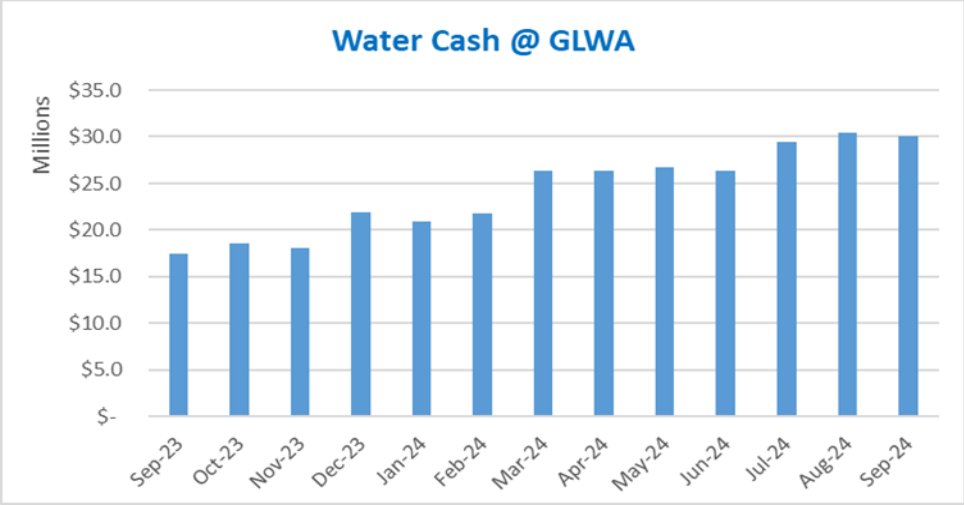


- A balance of \$66.4 million was on deposit in the *Water Construction* account as of September 30, 2024. No significant change from the previous month balance.



- A balance of \$46.9 million was on deposit in the *Sewer Construction* account as of September 2024. No significant change from the previous month balance.

Trust Cash



- *Cash @ GLWA in the Water Fund* amounted to \$30.1 million as of September 2024. The balance decreased by \$353,000 from the previous month.
 - Total receipts for September was \$9.9 million, a decrease of \$1.3 million compared to August receipt.
 - September receipts fell short of target collection of \$10.2 million for the month by \$0.3 million.
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- *Cash @ GLWA in the Sewer Fund* amounted to \$44.8 million as of September 2024. The balance decreased by \$2.7 million from the previous month primarily due to decrease in cash collection in September.
 - Total receipts for September was \$22.4 million, a decrease of \$0.2 million compared to August receipt.
 - September receipts fell short of the target collection of \$25.1 million for the month by \$2.7 million.

Quarterly Summary of Cash by Fund



(Amounts in thousands)

	<u>3/31/2024</u>		<u>6/30/2024</u>		<u>8/31/2024</u>		<u>9/30/2024</u>	
Water Funds								
Operating	\$ 19,518	8.8%	\$ 10,274	4.8%	\$ 8,923	4.4%	\$ 9,858	4.7%
Improvement & Extension	19,530	8.8%	16,531	7.7%	19,492	9.6%	28,630	13.5%
Construction	64,693	29.2%	65,532	30.7%	66,080	32.4%	66,378	31.3%
	<u>103,741</u>	<u>46.8%</u>	<u>92,336</u>	<u>43.3%</u>	<u>94,495</u>	<u>46.4%</u>	<u>104,866</u>	<u>49.5%</u>
Sewer Funds								
Operating	26,075	11.8%	14,136	6.6%	18,949	9.3%	20,161	9.5%
Improvement & Extension	45,552	20.5%	60,146	28.2%	43,586	21.4%	40,048	18.9%
Construction	46,328	20.9%	46,845	21.9%	46,807	23.0%	46,867	22.1%
	<u>117,955</u>	<u>53.2%</u>	<u>121,127</u>	<u>56.7%</u>	<u>109,341</u>	<u>53.6%</u>	<u>107,076</u>	<u>50.5%</u>
Total Cash and Investments	<u>\$ 221,696</u>	<u>100.0%</u>	<u>\$ 213,463</u>	<u>100.0%</u>	<u>\$ 203,836</u>	<u>100.0%</u>	<u>\$ 211,942</u>	<u>100.0%</u>

* Amounts include DWSD Treasury, Common Cash Pool and Imprest cash account balances.

Quarterly Summary of Cash & Investments by Financial Institution

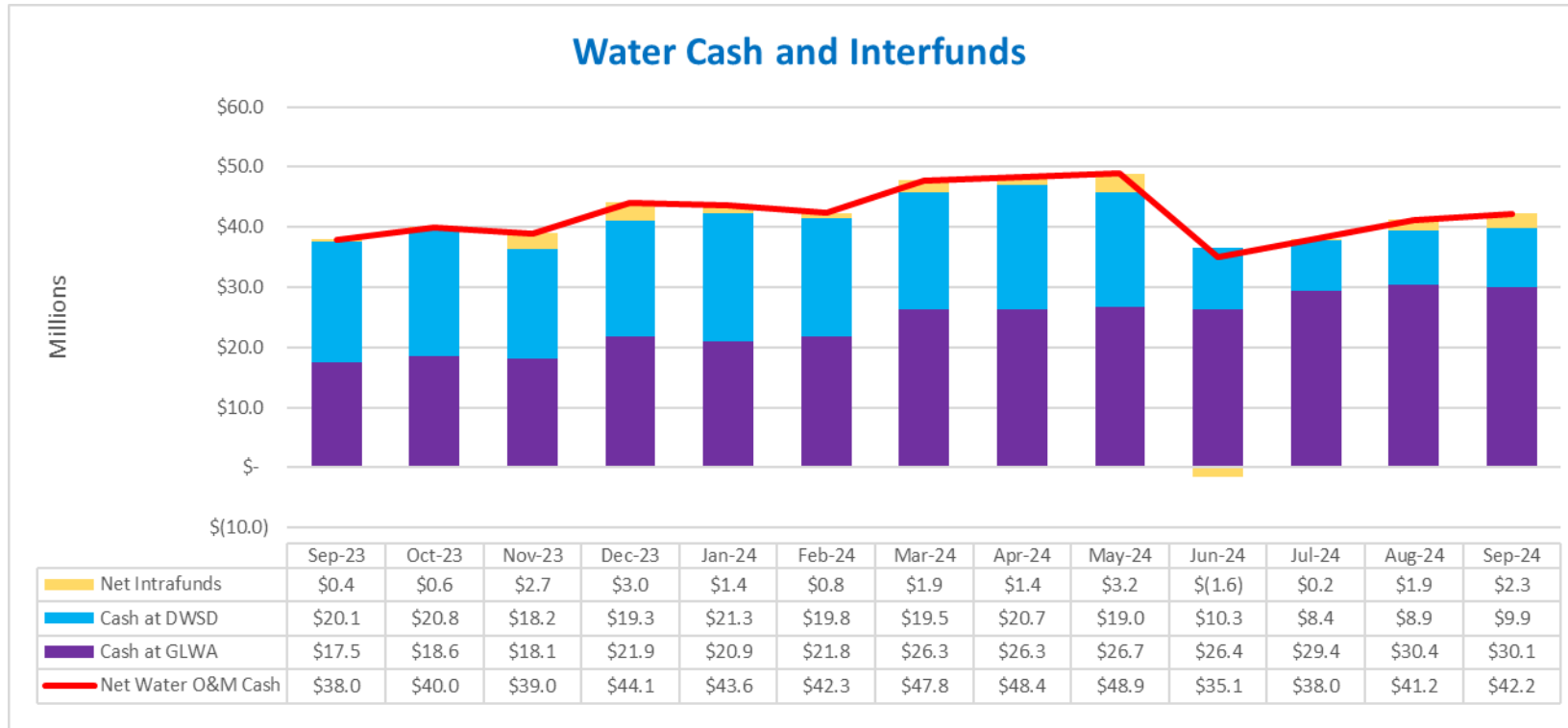
(Amounts in thousands)



	6/30/2023		6/30/2024		8/31/2024		9/30/2024		
SUMMARY BY INSTITUTION									
US Bank	\$	2,847	1.3%	\$	3,588	1.7%	\$	143	0.1%
JP Morgan Chase		1,859	0.8%		1,947	0.9%		1,970	0.9%
First Independence		30,696	14.0%		32,970	15.4%		45,165	21.1%
Comerica		20,904	9.5%		10,090	4.7%		15,975	7.5%
GovMIC		163,714	74.4%		164,890	77.2%		151,080	70.5%
Total Cash and Investments	\$	220,020	100.0%	\$	213,485	100.0%	\$	214,332	100.0%
Water Funds									
Operating	\$	23,530	10.7%	\$	10,294	4.8%	\$	10,454	4.9%
Improvement & Extension		33,368	15.2%		16,531	7.7%		27,930	13.0%
Construction Series 2020A		63,826	29.0%		65,532	30.7%		66,662	31.1%
		120,723	54.9%		92,357	43.3%		105,046	49.0%
Sewer Funds									
Operating		16,403	7.5%		14,135	6.6%		20,094	9.4%
Improvement & Extension		38,134	17.3%		60,146	28.2%		42,139	19.7%
Construction Pre-Bifurcation		11	0.0%		1	0.0%		1	0.0%
Construction Series 2013		44,748	20.3%		46,845	21.9%		47,051	22.0%
		99,296	45.1%		121,128	56.7%		109,285	51.0%
Total Cash and Investments	\$	220,020	100.0%	\$	213,485	100.0%	\$	214,332	100.0%

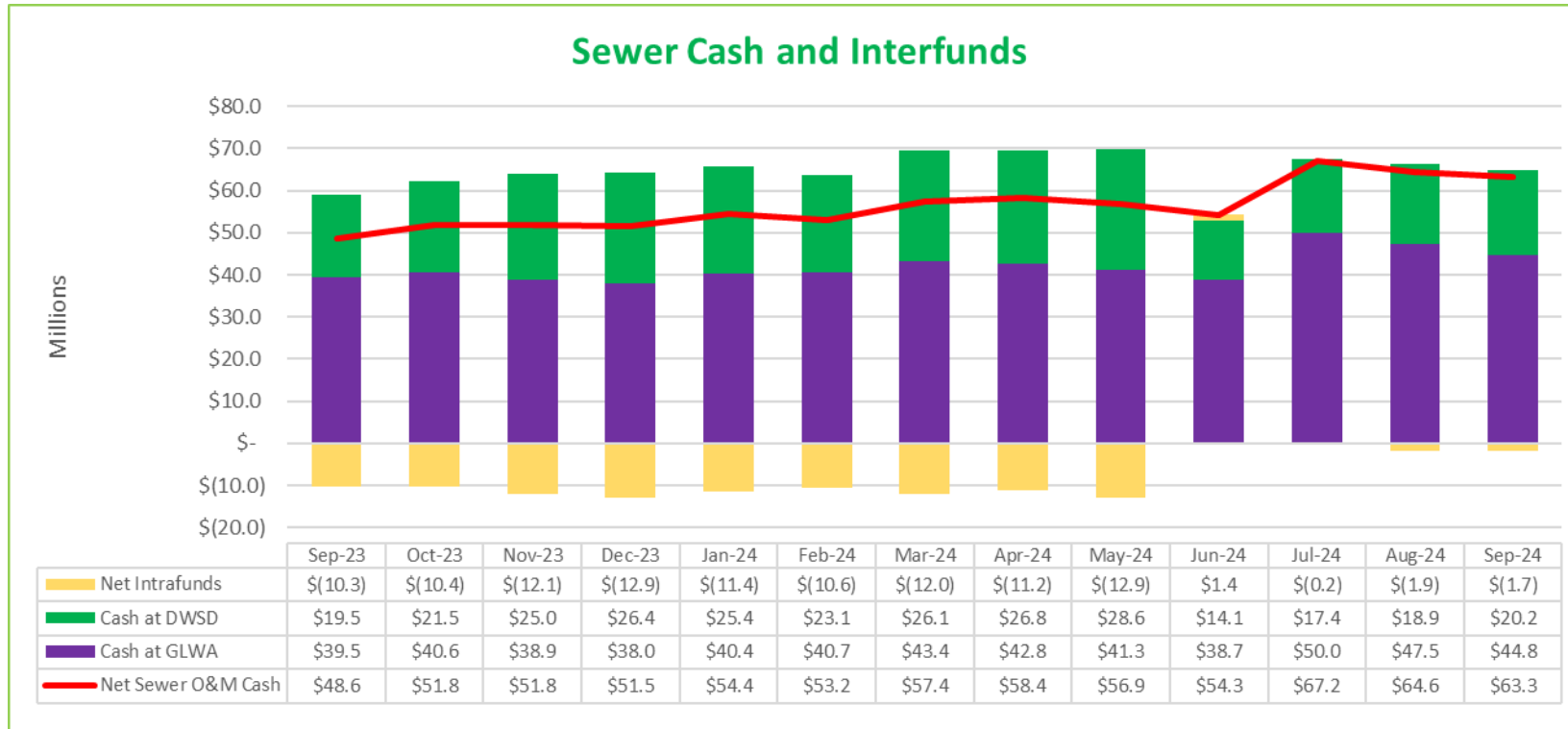
**Amounts reflect bank balances and September differ from financial statements.*

Quarterly Net Operating Cash and Interfund Balances – Water



- *Net Water Operating Cash* and Interfund balances is on a positive trend beginning of Fiscal 2025, reflecting positive trends and results.
- September's *Net Water Operating Cash and Interfund* balances amounted to \$42.2 million, representing an increase of \$4.2 million over the past twelve months.

Quarterly Net Operating Cash and Interfund – Sewer Fund



- *Net Sewer Operating Cash and Interfund* balances is on a positive trend beginning of Fiscal 2025, reflecting positive trends and results.
- September's *Net Sewer Operating Cash and Interfund* balances amounted to \$63.3 million, representing an increase of \$14.7 million over the past twelve months.

Comparative Accounts Receivable



Sales Class	June 30, 2024			August 31, 2024			September 30, 2024		
	Sales	Receivables	Days in AR	Sales	Receivables	Days in AR	Sales	Receivables	Days in AR
Residential	\$ 16,323,530	\$ 194,421,286	357	\$ 17,265,764	\$ 199,420,240	347	\$ 16,953,448	\$ 201,422,939	356
Commercial	8,418,084	28,005,835	100	9,546,928	29,157,138	92	9,863,498	30,798,891	94
Industrial	5,410,839	13,952,124	77	5,457,902	14,034,439	77	5,595,206	14,926,899	80
Tax Exempt	714,440	2,738,594	115	754,519	2,923,021	116	776,267	3,102,309	120
Government	4,639,256	19,324,545	125	4,898,999	19,432,715	119	5,012,424	19,443,121	116
Drainage Only	3,522,661	28,647,608	244	3,471,056	29,918,053	259	3,529,167	30,577,185	260
Total Active Accounts	\$ 39,028,810	287,089,991	221	\$ 41,395,169	294,885,606	214	\$ 41,730,009	300,271,344	216
Inactive Accounts Receivable		37,776,601			40,689,742			44,673,324	
Total Accounts Receivable		324,866,592			335,575,347			344,944,668	
Allowance for Doubtful Accounts		(249,922,100)			(259,907,813)			(265,148,975)	
Net Accounts Receivable		\$ 74,944,492			\$ 75,667,534			\$ 79,795,693	

- September sales of \$41.7 million is consistent with August sales of \$41.4 million.
- Accounts receivables for all active customer classes increased by \$5.4 million (1.8%) over August receivables.
- Active residential receivables represents an increase of \$2.0 million (1.0%) over August receivables. Active residential receivable make up 67.1 % of total active receivables.
- DWSD continues to monitor allowance for doubtful accounts. The net carrying value of receivables of \$79.8 million represents approximately 23.1% of total receivables at the end of September. Allowance of \$265.2 million stands at 76.9% of total receivables,

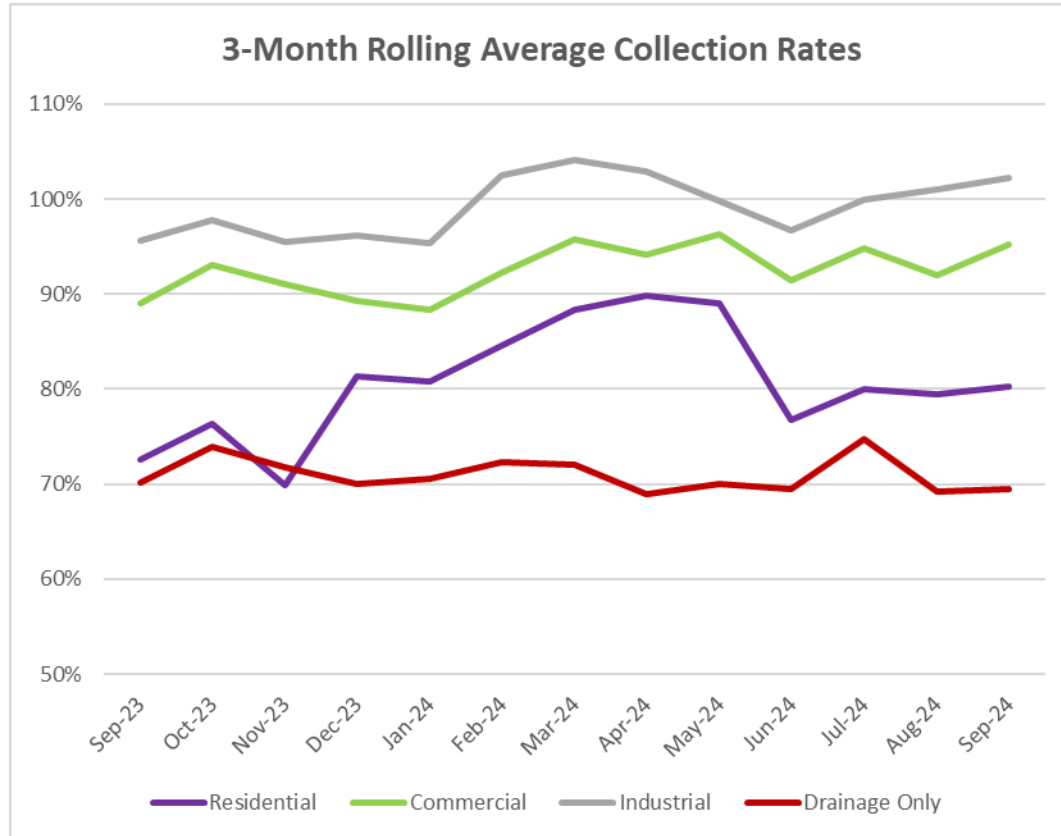
Quarterly Accounts Receivable Aging

September 30, 2024

Sales Class	0-30 Days	31-60 Days	61-90 Days	91-180 Days	181-270 Days	271-360 Days	Over 1 Year	Total Receivables
Residential	\$ 19,375,164	\$ 11,237,744	\$ 9,432,490	\$ 23,617,691	\$ 21,171,586	\$ 18,440,499	\$ 98,147,765	\$ 201,422,939
Commercial	8,650,586	2,670,160	903,045	4,047,940	3,255,924	2,200,265	9,070,972	30,798,891
Industrial	5,470,769	1,078,371	648,415	1,401,577	966,750	856,816	4,504,202	14,926,899
Tax Exempt	603,097	226,040	184,542	396,585	351,294	253,336	1,087,415	3,102,309
Government	4,747,417	1,921,577	376,785	809,880	792,191	550,678	10,244,593	19,443,121
Drainage	2,551,889	1,144,765	1,092,835	2,998,245	2,689,481	1,934,269	18,165,700	30,577,185
Subtotal - Active Accounts	41,398,921	18,278,657	12,638,113	33,271,919	29,227,225	24,235,863	141,220,646	300,271,344
Inactive	288,171	417,544	330,254	1,184,687	1,876,879	1,936,468	38,639,320	44,673,324
Total	\$ 41,687,093	\$ 18,696,200	\$ 12,968,367	\$ 34,456,606	\$ 31,104,104	\$ 26,172,331	\$ 179,859,966	\$ 344,944,668
% of Total A/R	12.1%	5.4%	3.8%	10.0%	9.0%	7.6%	52.1%	100.0%

- Uncollected accounts receivable are generally carried for five years until the statutory lien expires.
- 47.0% of the **Total Active receivables** balance is over one year past due.
- 98.1 million or 48.7% of the total active residential accounts are more than one year due.
- All of the receivables that are more than one year old are factored into the allowance calculation.
- The total receivable balance of \$345 million was reduced by an allowance for doubtful accounts of \$265.2 million at the end of September 2024 leaving a net balance of \$79.8 million.

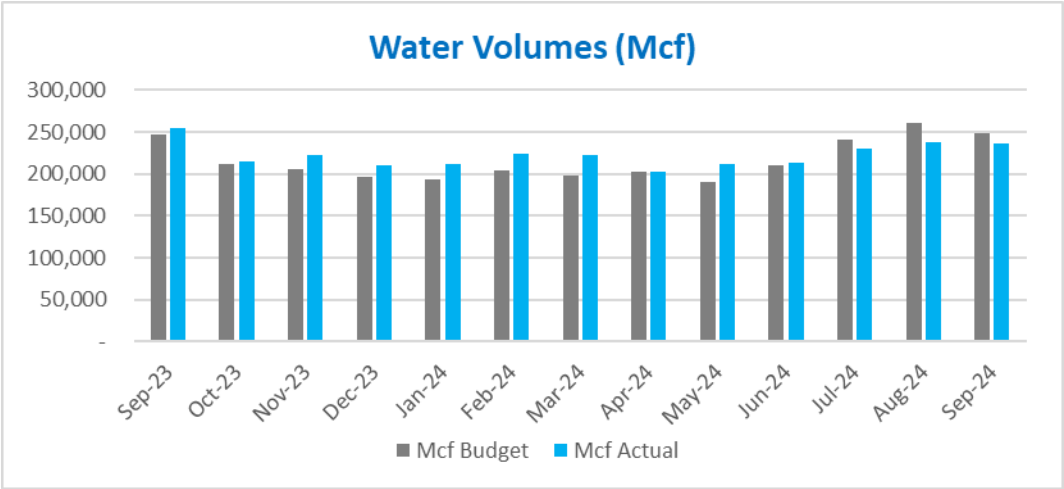
Collection Rates



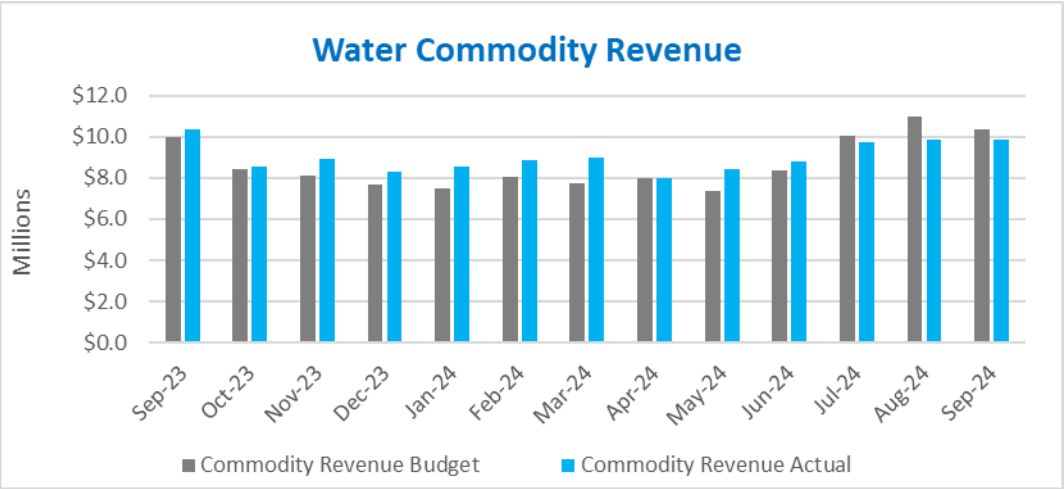
	Jul-24	Aug-24	Sep-24	3 - Month
Customer Class	Coll Rate	Coll Rate	Coll Rate	Rolling Average
Residential	86.6%	78.3%	76.1%	80.2%
Commercial	101.7%	91.8%	92.8%	95.2%
Industrial	106.5%	104.1%	96.4%	102.2%
Tax Exempt	89.7%	79.3%	86.8%	85.1%
Government	118.8%	95.5%	73.2%	95.5%
Drainage Only	79.9%	57.4%	71.3%	69.5%

- **Residential** collection rate for September stands at 76.1%. This is a decrease from August rate of 78.3% and July rate of 86.6%. The 3-month moving average is at 80.2%, a slight increase from 79.5% in August and 80.0% in July.
- **Residential collection rate continues to be a concern.**
- **Commercial and Industrial** collection rates for September continue to show positive results and trend and the 3-month moving average continues to be in mid to high ninety percentage.
- **Government** collection rate dropped significantly to 73.2% from 95.5% in August. The 3-month average collection rate is at 95.5%, down from 101.6% in August.
- **Drainage Only** collections rate stood at 71.3%. This shows a significant increase from 57.4% in August but well below the expectation of mid ninety percentage. The 3-month average rate at 69.5% is comparable to August average of 69.2%.

Water Commodity Metrics and Revenue

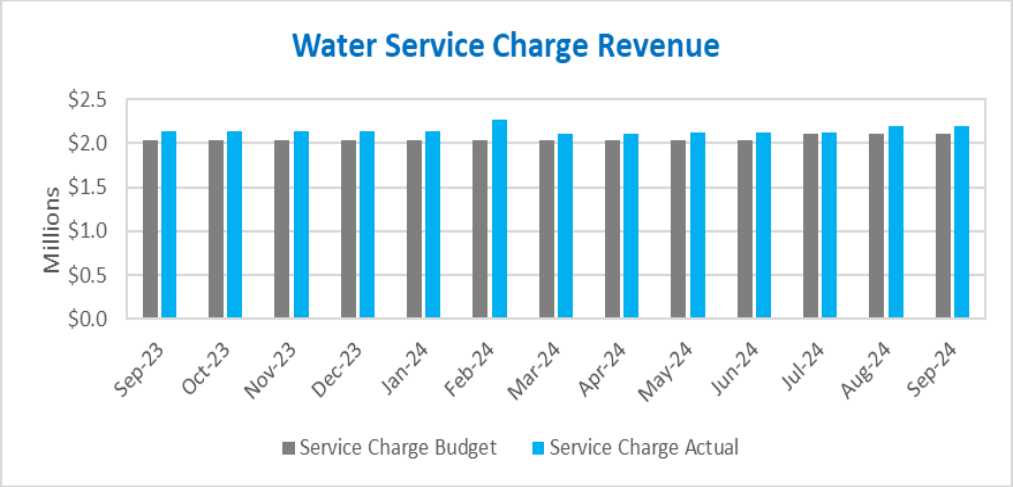
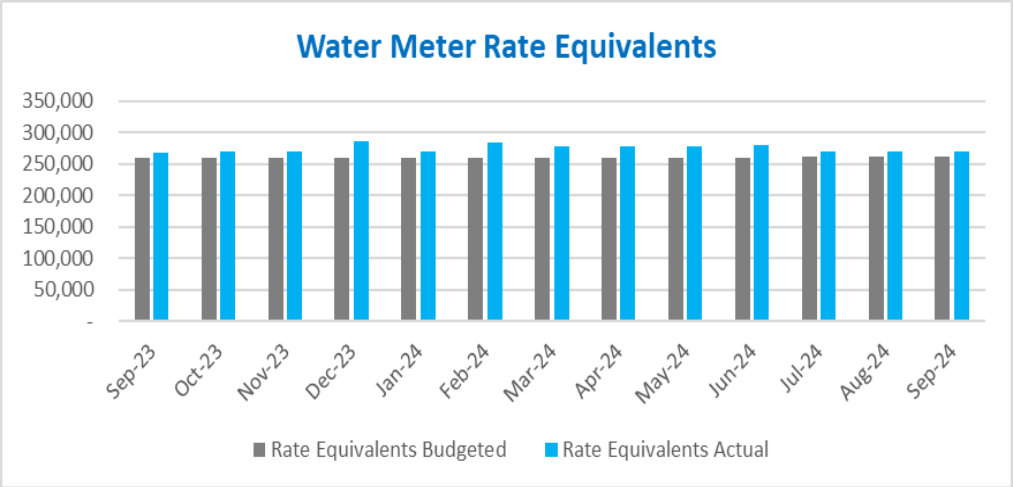


- September actual Volume fell short of budget for the month by 4.6% and was 0.7% less than actual August Volume.
- Year-to-date actual Water Volume was 5.9% under seasonally adjusted budget.



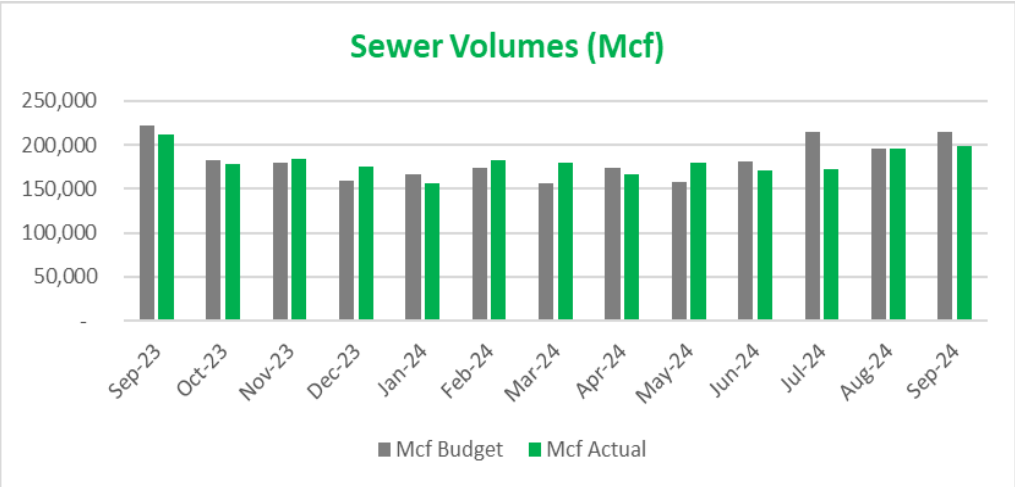
- September actual Commodity Revenue fell short of the budget for the month by 4.8% and was 0.3% less than actual August Revenue.
- Year-to-date actual Commodity Revenue was 6.1% under seasonally adjusted budget.

Water Service Charge Metrics and Revenue

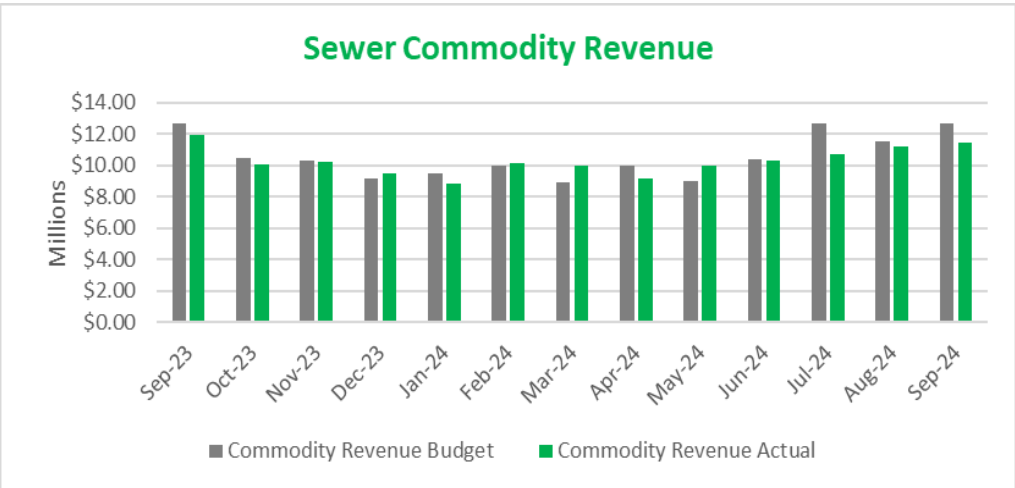


- Water Meter Rate Equivalents** equalize all water meters based on the monthly fixed rates assigned to different meter sizes. Total equivalents represent the number of 5/8 inch meters required to generate the same amount of service charge revenue.
- September actual Meter Equivalents exceeded the budget for the month by 3.2% and was 0.1% less than August equivalents.
- Year-to-date actual Water Meter Rate Equivalents exceeded budget by 3.4%.
- September actual Water Service Charge Revenue exceeded the budget for the month by 3.7% and was 0.2% less than August Equivalents.
- Year-to-date actual Water Service Charge Revenue exceeded budget by 2.8%.

Sewer Commodity Metrics and Revenue

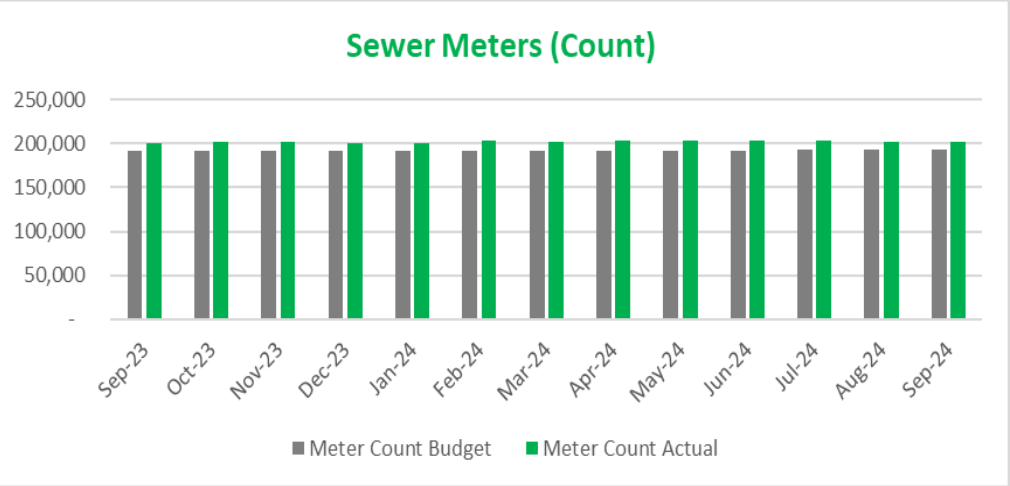


- September actual Volume fell short of budget for the month by 7.8% and was 1.7% more than actual August Volume.
- Year-to-date actual Water Volume was 9.4% under seasonally adjusted budget.

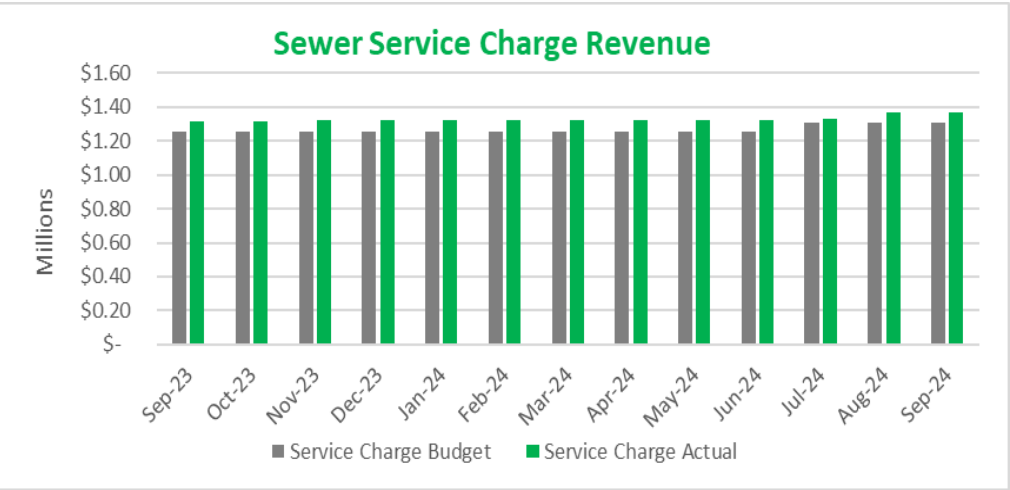


- September actual Commodity Revenue fell short of the budget for the month by 9.5% and was 2.3% more than actual August Revenue.
- Year-to-date actual Commodity Revenue was 9.3% under seasonally adjusted budget.

Sewer Service Charge Metrics and Revenue

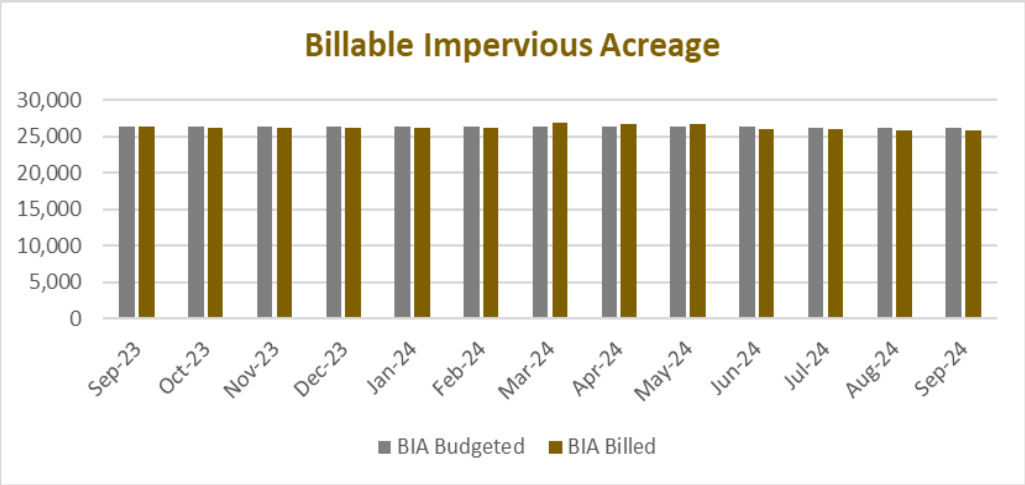


- September actual Sewer Meter Counts exceeded the budget for the month by 4.7% and was 0.1% less than August Counts.
- Year-to-date actual Sewer Meter Counts exceeded budget by 4.8%.

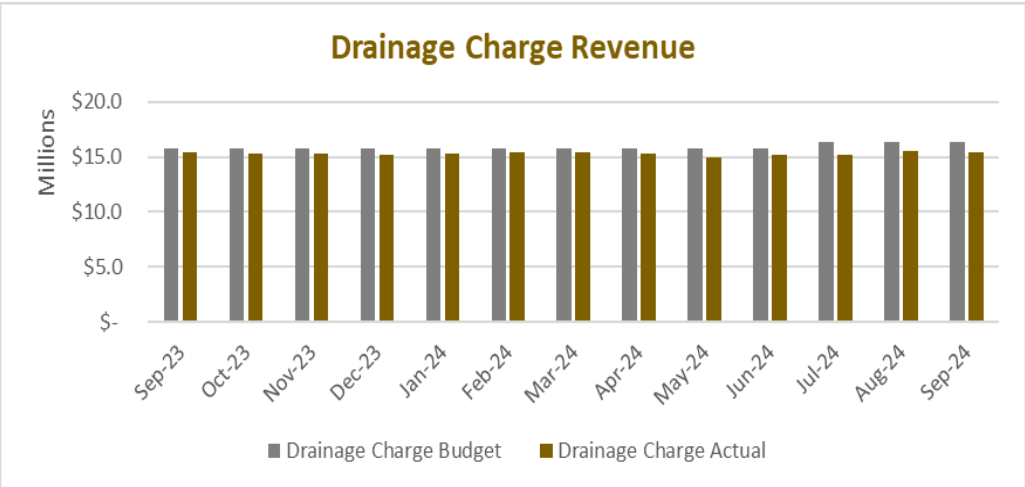


- September actual Sewer Service Charge Revenue exceeded the budget for the month by 4.7% and was 0.2% less than August Revenue.
- Year-to-date actual Sewer Service Charge Revenue exceeded budget by 3.7%.

Drainage Charge Metrics and Revenue



- September actual Billable Impervious Acreage (BIA) fell short of budget for the month by 1.4% and was 0.2% less than actual August BIA.
- Year-to-date actual BIA was 1.0% under budget.



- September actual Drainage Revenue fell short of the budget for the month by 5.5% and was 0.5% less than actual August Revenue.
- Year-to-date actual Drainage Charge Revenue was 5.9% under budget.

Quarterly Lifeline Review – as of September 30, 2024



<u>Lifeline Summary</u>	<u>As of 9/30/24</u>	
Total amount forgiven at Enrollment	\$ 46,960,061	Since September 2022
Less: Total Received via Governmental funding	(18,503,490)	
Less: Total Adjustments Made	(8,652,264)	
Balance Left (A)	\$ 19,804,306	
Total GAP Arrears	\$ 20,122,394	Since October 2022
Less: Paid by WRAP	(4,831,346)	
Gap Arrears Outstanding (B)	\$ 15,291,048	
Total Outstanding Enrollment + GAP arrears	\$ 35,095,354	

		<u>As of 9/30/24</u>
<u>Lifeline Account Arrears Status</u>	<u># of Accounts</u>	<u>Amount</u>
Total Outstanding Balances	25,264	\$ 7,239,112
Total Outstanding Balances > 60 Days	10,296	\$ 3,775,328

- DWSD reduced account arrears for Lifeline enrollees by \$47.0 million since September 2022.
- Collected \$18.5 million from regional, state and federal grants.
- Wrote off \$8.7M not covered by grants or not eligible for reimbursement.
- Currently \$19.8 million outstanding and uncollected arrears (grant eligible).
- Reduced customer obligations by \$20.1 million by moving the difference between Lifeline Tiered amount (\$18/\$43/\$56) and the actual monthly bill to a GAP holding account (WRAP and/or grant eligible, when available).
- Collected \$4.8M against the GAP arrears from Water Residential Assistance Program (WRAP) leaving an outstanding balance of \$15.3 million (WRAP and/or grant eligible, when available).
- A total of \$35.1 million outstanding for Enrollment + GAP arrears. This amount has grown from \$26.7 million as of June, 2024 and \$20.2 million as of March 31, 2024.
- A total of \$7.2 million outstanding in current arrears for approximately 25,300 Lifeline accounts.
- \$3.8 million is outstanding in arrears for more than 60 days for approximately 10,300 Lifeline accounts.

Quarterly Lifeline Review – as of June 30, 2024



**34,000 protected
from Shut-Off**

- **27,000 Receiving Benefit Monthly**
- **Pending Eligibility 7,000**

**Cost
\$67.1M**

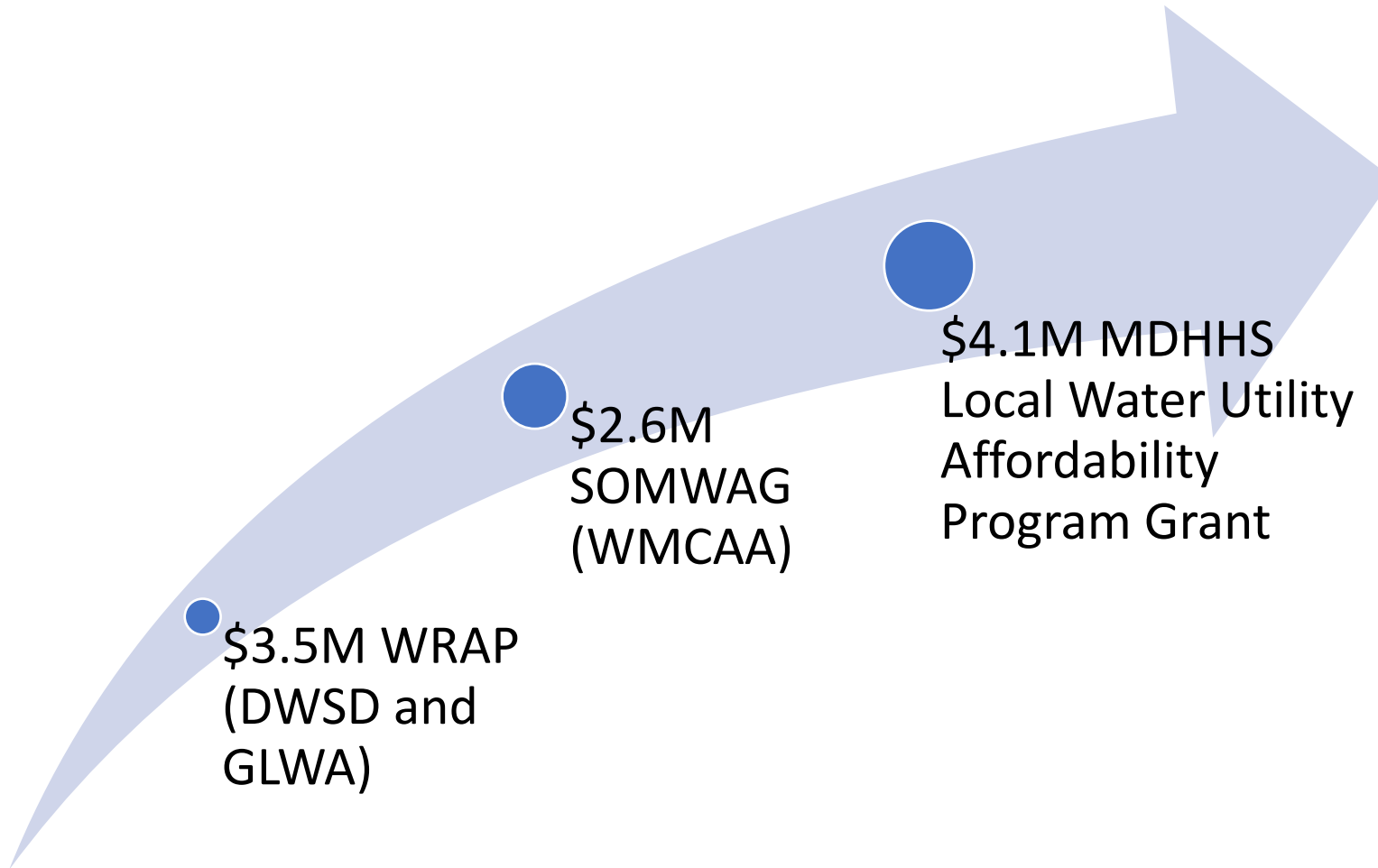
- **\$47.0M Arrears**
- **\$20.1M Gap**

**Collection
\$23.3M**

- **\$18.5M Arrears**
- **\$4.8M Gap**

- DWSD's net exposure as of September was \$43.8 million (\$67.1 - \$23.3) million.
- Cost: GAP + Arrears forgiven – Fresh start for all eligible Lifeline enrollees.
- Collected: Funds received from Regional, State and Federal grants (WRAP, LIHWAP, MIWAG).
- GAP: Difference between Lifeline Tiered amount(\$18/\$43/\$56) and the actual monthly bill (typically \$80/90).

Lifeline Funding Sources - Significant Shortfall



Current Funding Status:

\$10.2M Total for FY2025

1. \$3.5M WRAP (July 2024)
2. \$2.6M Michigan Water Affordability Grant (October 2023) WMCAA
3. \$4.1M MDHHS Water Utility Affordability Grant (April 2024) WMCAA

Water and Sewer Operating Revenue - Budget vs. Actual

For the Three Month Ended September 30, 2024 (Amounts in thousands)				
	Budget	Actual	Variance	%
Water Operating Revenue				
Commodity sales	\$ 26,335	\$ 29,465	\$ 3,130	11.9%
Service charges	6,338	6,523	185	2.9%
Private firelines	535	497	(38)	-7.1%
Shared Services	294	233	(61)	-20.8%
Other GLWA reimbursement	571	320	(251)	-43.9%
Penalties and fees	925	1,152	227	24.6%
Total Operating Revenue	\$ 34,998	\$ 38,190	\$ 3,193	9.1%

For the Three Month Ended September 30, 2024 (Amounts in thousands)				
	Budget	Actual	Variance	%
Sewer Operating Revenue				
Commodity sales	\$ 31,912	\$ 33,438	\$ 1,526	4.8%
Service charges	3,916	4,009	93	2.4%
Drainage charges	49,088	46,198	(2,890)	-5.9%
Industrial waste charges	400	405	5	1.3%
Shared Services	331	262	(69)	-20.8%
Other GLWA reimbursement	1,212	634	(578)	-47.7%
Penalties and fees	2,000	1,840	(160)	-8.0%
Total Operating Revenue	\$ 88,858	\$ 86,785	\$ (2,073)	-2.3%

- Actual Water Commodity Revenue for the first quarter was \$3.1 million (11.9%) over the straight-line budget. On a seasonally adjusted budget basis, actual revenue for the quarter was 6.1% below budget (see slide 16). This is due to seasonal variability.

- Actual Sewer Commodity Revenue for the first quarter was \$1.5 million (4.8%) over the straight-line budget. On a seasonally adjusted budget basis, actual revenue for the quarter was 9.3% below budget (see slide 18). This is due to seasonal variability.
- Drainage Charge Revenue fell short of budget estimate by \$2.9 million or 5.9% (see slide 20). Decrease is due to lower BIA (Billed Impervious Acreage) compared to the budget and increase in Green credits.

Operating Expense By Appropriation - Budget vs. Actual

For the Three Month Ended September 30, 2024				
(Amounts in thousands)				
	Budget	Actual	Variance	%
Combined Departmental Expense				
Administration	\$ 444	\$ 573	\$ (129)	-29.1%
Operations	13,875	10,517	3,358	24.2%
Stores Inventory	-	202	(202)	N/A
Compliance	6,542	4,536	2,006	30.7%
Finance	3,932	2,743	1,189	30.2%
Customer Service	1,792	1,426	365	20.4%
Total Departmental	\$ 26,584	\$ 19,998	\$ 6,586	24.8%

For the Three Month Ended September 30, 2024				
(Amounts in thousands)				
	Budget	Actual	Variance	%
Combined Nondepartmental Expense				
Wholesale charges	\$ 58,655	\$ 58,025	\$ 630	1.1%
Legacy pension expense	625	625	0	0.0%
Retail Assistance Program	562	558	4	0.8%
Bad debt expense	15,435	15,562	(127)	-0.8%
Total Nondepartmental	\$ 75,278	\$ 74,770	\$ 508	0.7%

- Positive budget variances in Operations, Compliance and Finance appropriations are due to vacancy savings and timing of services for certain contractual services.
- These variances are expected in the early part of the fiscal year and are expected to even out as the year progresses.

Operating Expense By Object - Budget vs. Actual



For the Three Month Ended September 30, 2024

(Amounts in thousands)

	Budget	Actual	Variance	%
Combined Operating Expense				
Salaries and Wages	\$ 10,745	\$ 8,252	\$ 2,493	23.2%
Employee Benefits	4,068	3,081	986	24.3%
Contractual Services	5,881	3,898	1,983	33.7%
Supplies	3,034	2,578	456	15.0%
Wholesale Charges	58,655	58,025	630	1.1%
Shared Services	693	552	140	20.3%
Utilities	901	930	(28)	-3.1%
Other Operating	2,449	1,890	560	22.8%
Bad Debt Expense	15,435	15,562	(127)	-0.8%
Total Operating	\$ 101,861	\$ 94,768	\$ 7,093	7.0%

- Positive budget variances mainly in the Salaries and Wages and Contractual Services categories. These variances are primarily due to vacancy savings and timing of contractual services.
- These variances are expected in the early part of the fiscal year and are expected to even out as the year progresses.



THANK YOU!

Detroit Water & Sewerage Department

For more information visit: www.detroitmi.gov/dwsd

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