

Director's Report

January 21, 2026



Water & Sewerage
Department



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Director Gary Brown's Message to the Board

Water Main Breaks

Whenever there is a drastic change in temperature, frigid cold or heat wave, it can put extra tension on the pipes and cause breaks. Due to upcoming single digit and below zero temperatures this week, DWSD has added additional crews by moving staff over from other divisions.

Currently, we are seeing a normal rate of water main breaks but we are staying prepared. We are thankful for cooperation and patience from residents and businesses in Detroit as we continue to respond to and repair water main breaks.

Reporting a Water Main Break

- Report bubbling or standing water on streets and sidewalks using the Improve Detroit app or call 313-267-8000.
- Do not drive or walk through standing water or iced over streets for your own safety.



Repair Prioritization

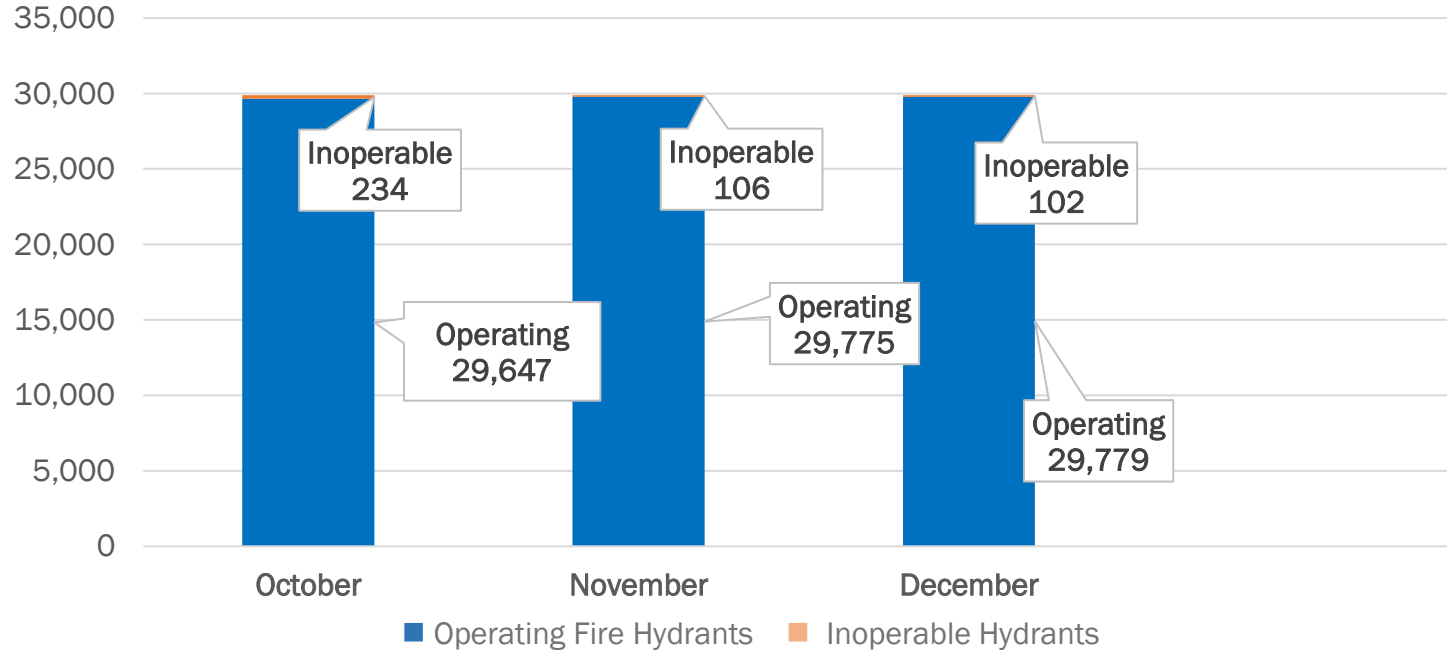
- The priority is to **repair water main breaks which leave residents in Detroit neighborhoods temporarily without water service** and do this work as quickly as possible. This restores customer's water service and recognizes that some households have a boiler and need water for heating their home.
- **Secondly, the water main breaks impacting transportation, including major thoroughfares**, are repaired. This acknowledges that Detroiters and people who work in the city use the major streets to get to and from work, school, and medical appointments, and just as importantly emergency personnel and first responders need safe access to these roadway arteries.
- Third, that DWSD Field Services **Technicians isolate and make safe as much as possible the other water main breaks**, which may cause some street flooding, until DWSD hard working crews and contractors are available to make the necessary repairs. DWSD crews will salt and remove ice and collaborates with other city and county agencies for additional resources.



Field Services

Sam Smalley, Deputy Director

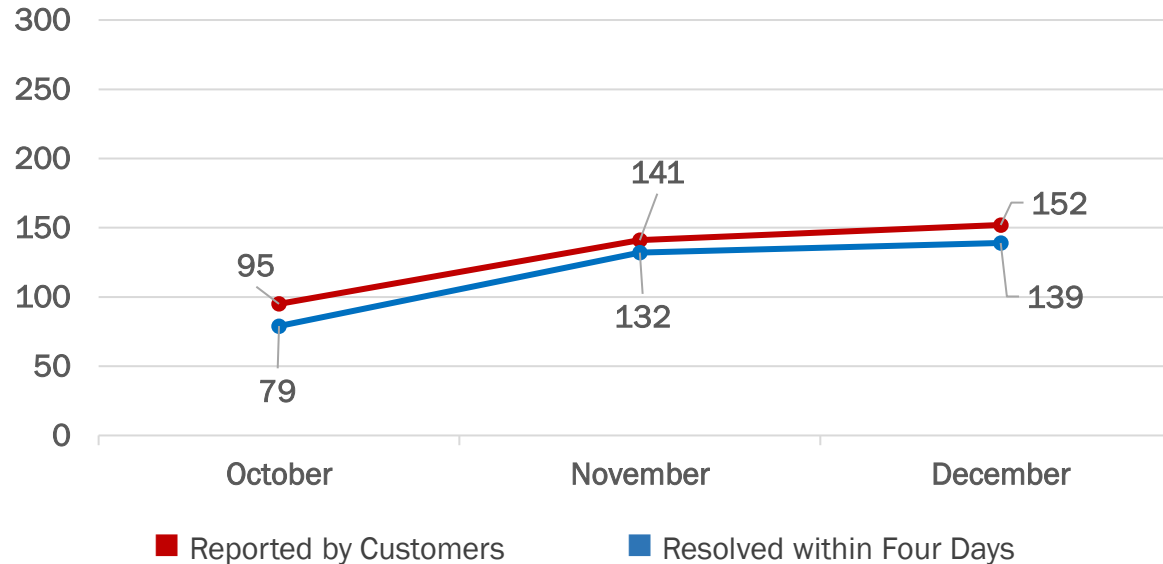
Field Services: Fire Hydrant Maintenance



- The Detroit Fire Department's annual hydrant inspections started in October.
- DWSD teams are keeping the number of inoperable hydrants low – below 1% outage.

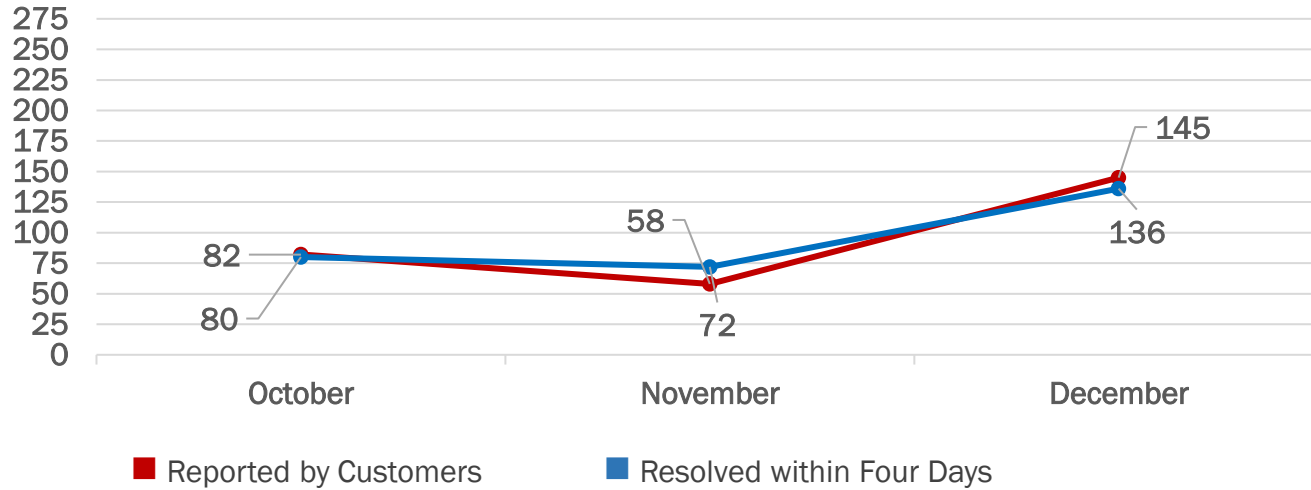


Field Services: Running Water



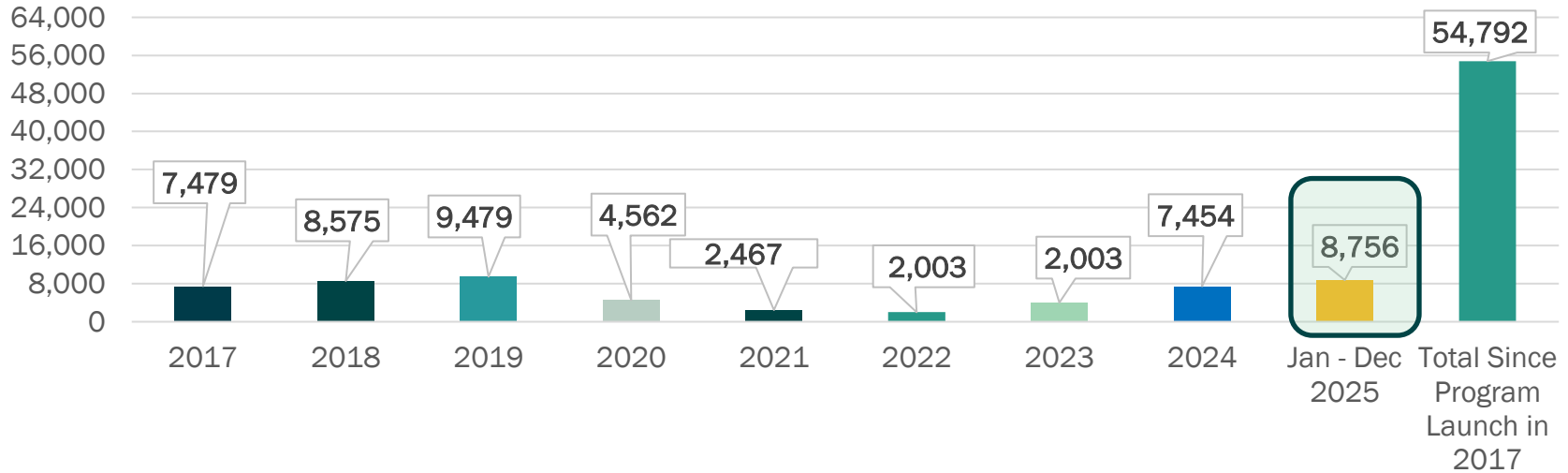
- The number of leaking water services has dropped slightly heading into the fall months with a slight uptick in November.
- The MARS Team within Maintenance & Repair is resolving the vast majority within four days.

Field Services: Water Main Breaks



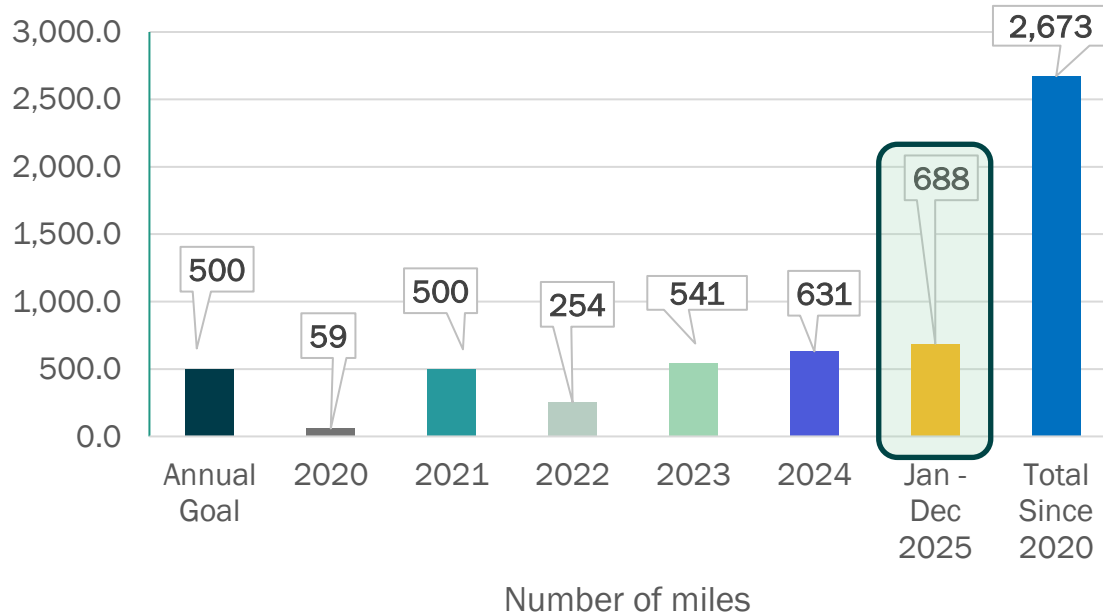
- Since the peak in the summer months, we have seen a slight drop in water main breaks in the fall season, which is typical historically as there are increased breaks in the heat of summer and the frigid cold winter.
- Water service outages and major thoroughfares are the first priority.

Field Services: Catch Basin & Inspection Cleaning



- The Sewer Team has impressively sped up the pace of clogged basin cleaning the last few months.
- We are thankful to the Sewer Team on their efforts to reduce flooding in our neighborhoods.

Field Services: Sewer Cleaning



- The Sewer Team has for the second-straight year exceeded the 600 miles cleaned goal for local sewers of 24-inches in diameter or less.
- Annual sewer cleaning on a 5-6 year rotation for the entire local system is the best action DWSD can take to improve capacity for rain and snowmelt events.

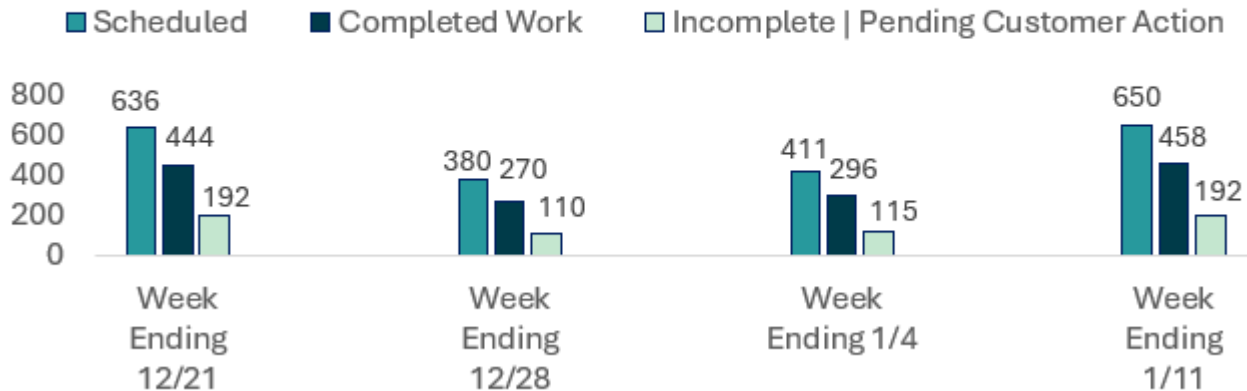
Meter Operations

Sam Smalley, Deputy Director

Meter Operations: Scheduled Meter Work



Scheduled Work

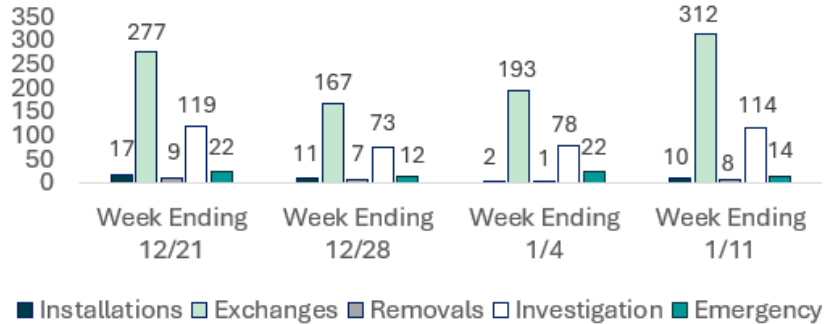


- Scheduled Meter Appointments have increased with an average of over 500 work orders weekly.
- Completed work has increased compared to this time last year by more than 30%.
- Although pending customer issues exists for some.

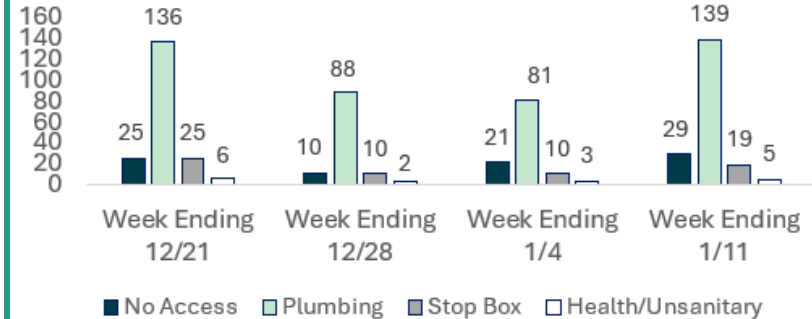
Meter Operations: Scheduled Meter Work



Success Details

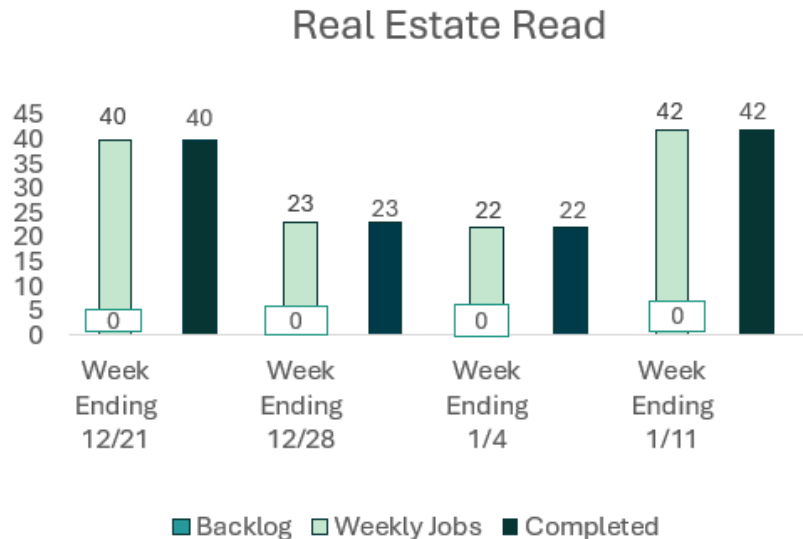


Customer Issues



- Every week, DWSD technicians install or exchange more than 200 water meters.
- An average of more than 20 new service accounts are metered weekly.
- Meter Ops installed more than 12,000 meters in 2024.

Meter Operations: Real Estate Reads



- We are working to increase the number of real estate work orders completed by making this work type a scheduled appointment.
- DWSD Meter Ops has been able to keep the wait for a meter appointment down to a 7-day average or less.

Investigations

Scott MacGriff, Chief General Counsel & Compliance Officer

Investigations: Results



4,154

Parcels investigated for delinquency, possible meter tampering and no meter since July 1, 2025

Money Owed to DWSD identified by Investigators

\$14,592,848

Total since July 1, 2025

\$2,527,807

Back billed

\$3,372,550

Future owed in 12 months

\$8,692,491

Water loss

Revenue Identified Since Investigation Unit Began

\$61M

Total since August 14, 2017

- In addition to helping resolve past due balances, the Revenue Protection Unit has helped greatly with a variety of investigations that are especially important.

Legal Services

Scott MacGriff, Chief General Counsel & Compliance Officer



Legal: Cases and Collections



0

Cases resolved in December 2025

0

New cases filed by DWSD

1

New cases filed against DWSD

40

Pending cases handled in-house

Collections actions: 16

Defended cases: 24

Non-defense cases: 0

Damage Claims

176

Number of Pending Damage Claims

53

Number of Damage Claims Reviewed
in December 2025

0

Total Settlements Offered
in December 2025

\$0

Total Settlements Offered
in December 2025

Public Affairs

Bryan Peckinpagh, Public Affairs Director



Public Affairs: Social Media Activity

32

New Facebook Followers

10,762

Total Followers on Facebook

8,228

Views on Facebook



0

New X Followers

1,873

Total Followers on X

10

Engagement on X



51

New Instagram Followers

3,038

Total Followers on Instagram

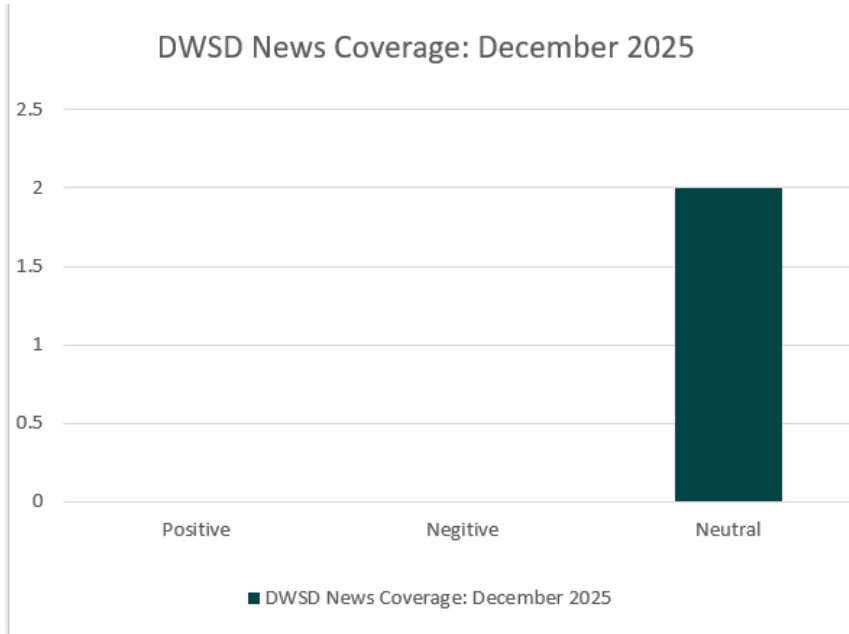
8,572

Views on Instagram



The top performing post by views for Facebook for the month of December was a photo post displaying a cold weather tip such as wrapping insulation around your pipes in any unheated areas of your home to help protect pipes from the cold and reduce the likelihood of pipes bursting. The post had a total of 1,754 views and 10 interactions. For Instagram, the top performing post by views for the month of December was a photo post promoting the Improve Detroit Mobile App. The post received 640 views, 459 reach and 10 interactions.

Public Affairs: Positive v. Negative News Stories



In December, we had a total of two stories this month that mentioned the Detroit Water and Sewerage Department. Of all the stories DWSD were mentioned in – 0 were positive, 0 were negative and 2 stories were neutral. This month, the stories covered drinking water and a historical look into the rise in water rates.

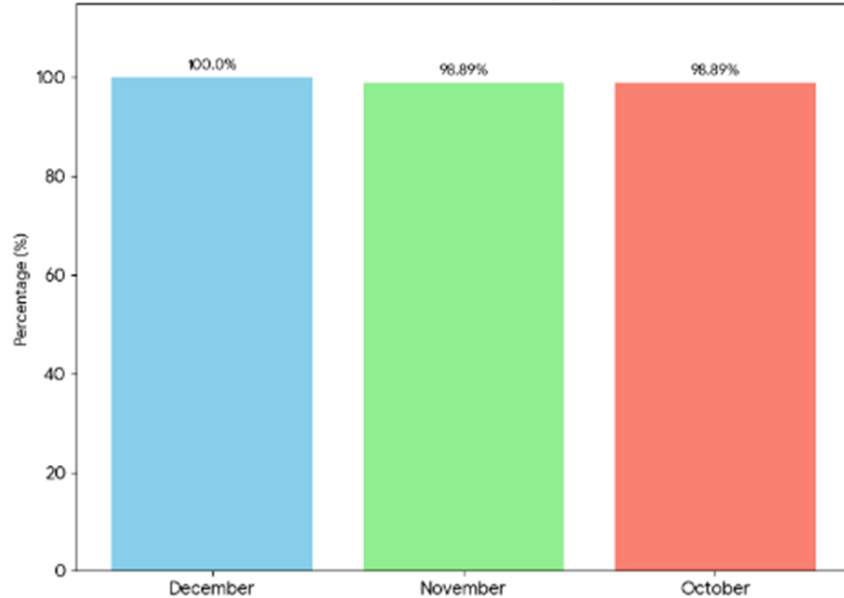
Information Technology

Anil Gosine, Chief Strategy & Process Improvement Officer

IT: Information Technology Delivery Metrics Fiscal Year 2026 Quarter 2



All Nodes Availability



Infrastructure Health & Status

IT infrastructure maintains a high-availability posture by leveraging real-time health monitoring and newly implemented power redundancy to ensure continuous system uptime and operational resilience. Nodes includes servers and network equipment.

SolarWinds

SolarWinds delivers comprehensive, real-time visibility into servers, network devices and systems resulting into proactive detection, diagnosis and resolution before impacting operational functions

Operational Continuity

Investing strategically in IT infrastructure and application stack to reduce enterprise risk, protect revenue, and ensures resilient, scalable system that supports long-term business objectives and operational continuity.

IT prioritizes high availability through robust failover protocols and an engineered environment with multi-layered redundancy to ensure that critical business functions remain uninterrupted, even in the event of a localized hardware or service failure.

Customer Service

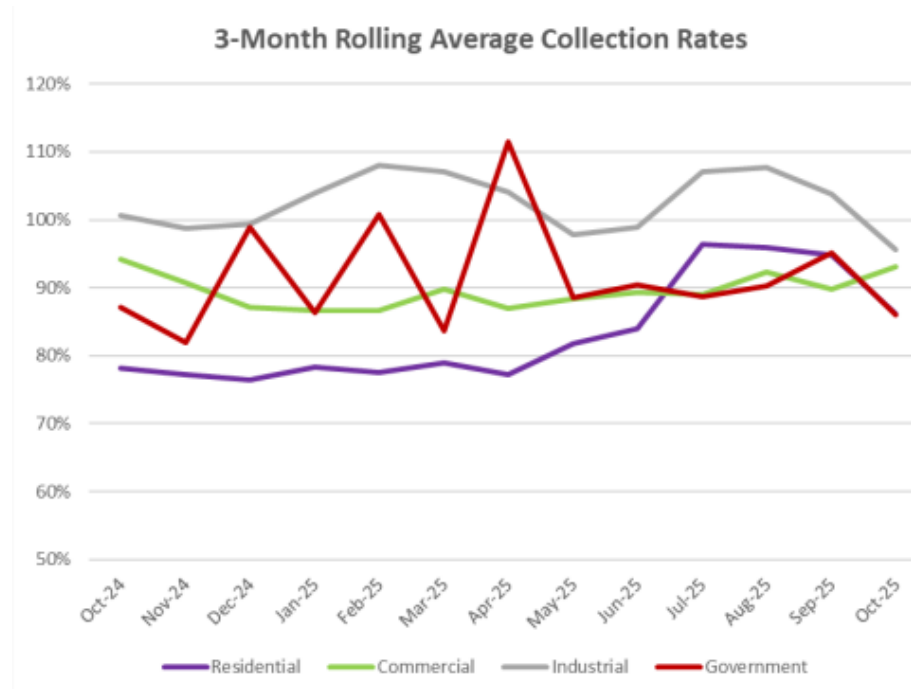
Lifeline Plan – Protected From Shut Off

Protected From Shut Off	Total
Receiving Lifeline Plan benefit	397*
Enrolled in EasyPay Plan	45,221
Total Number of Households Protected	45,044

*Lifeline benefits ended on September 30, 2025. The program restarted in November 2026 as Lifeline H₂O utilizing a new income verification tool and currently available funding from the Great Lakes Water Authority (GLWA) WRAP allocation for Detroit.

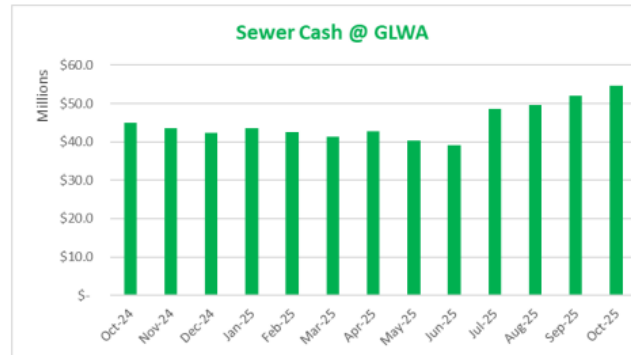
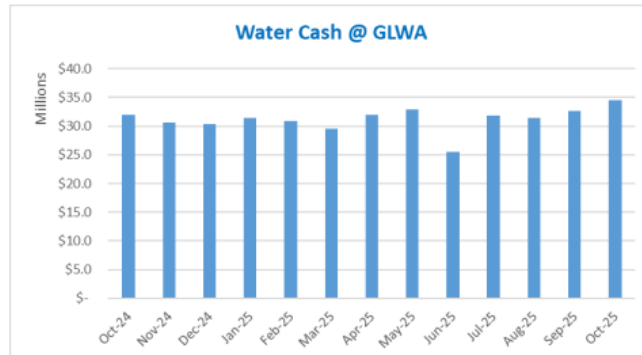
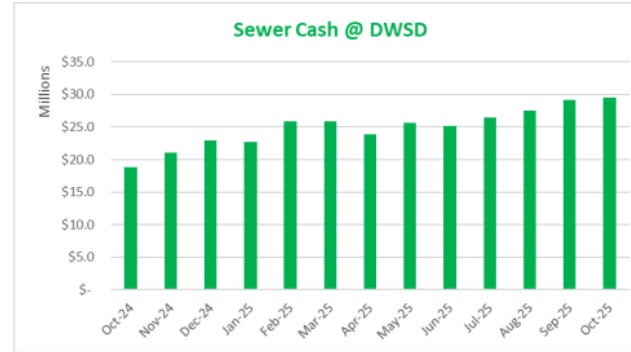
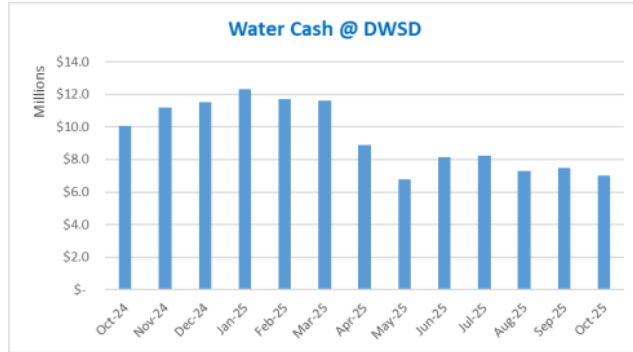
Finance

Finance: Collection Rates



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

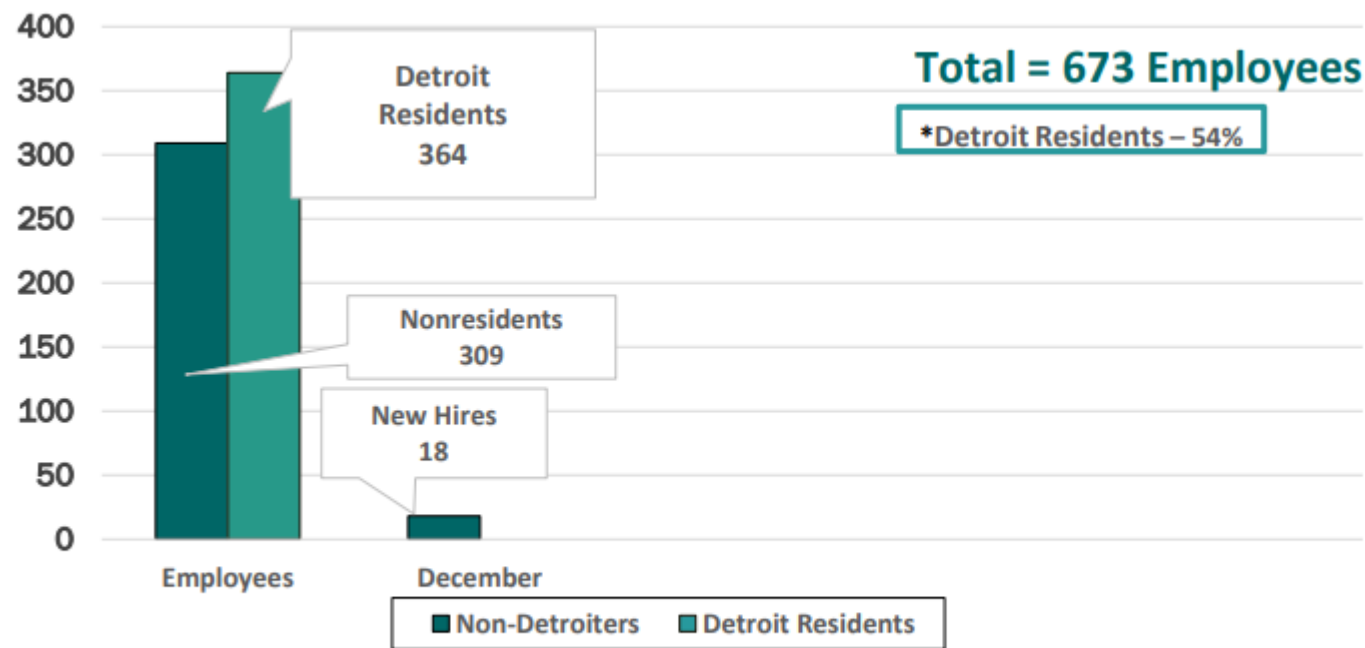
Finance: Cash Balance



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Human Resources

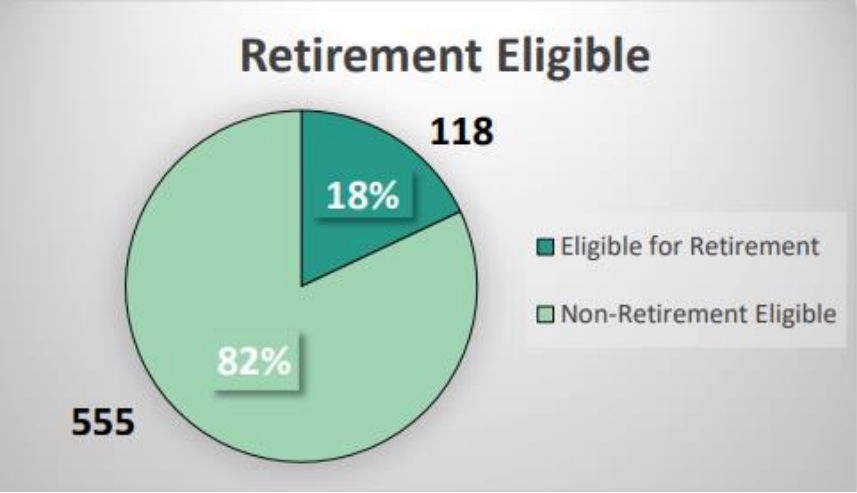
Human Resources: Detroit Residents and Hiring



***DWSD and the City of Detroit does not require residency for employment.**

Human Resources: Retirement Eligible

With a current population of **673** employees, there are **118** DWSD employees eligible for retirement



Retirement Criteria	Total
30 YOS/Any Age (Legacy and Hybrid)	48
25 YOS/55 years old (Legacy)	25
10 YOS/60 years old (Legacy)	45
10 YOS/62 years old (Hybrid)	0
8 YOS/65 years old (Legacy)	0
TOTAL	118

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

- Eighteen percent (18%) of DWSD’s workforce is retirement eligible
- Succession plans have been developed for retirement eligible employees and those employees who have a skill that is critical to the business.