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TO: Gary Brown, Director
Water and Sewer Department

FROM: David Whitaker, Director 
Legislative Policy Division

DATE: March 16, 2021

RE: Detroit Water and Sewerage Department FY 2021-2022 Budget Analysis

Attached is our analysis regarding the Detroit Water and Sewerage Department Budget for the City's Fiscal Year 2021-2022.

Please be prepared to respond to the questions raised in our analysis during your scheduled hearing on **Wednesday, March 24, 2021 at 10:00 a.m.** We would then appreciate a written response to the questions at your earliest convenience subsequent to your scheduled hearing. Please forward a copy of your responses to the Council members and the City Clerk's Office.

Please contact us if you have any questions regarding our analysis.

Thank you for your cooperation in this matter.

Attachments:

Attachments I.A and I.B: Water and Sewer departments Mayor's proposed budget schedules

Attachment I Water Fund FY 2021 and FY 2022 Budgets

Attachment II Sewer Fund FY 2021 and FY 2022 Budgets

Attachment III Public Hearing on DWSD FY 2022 Budget, dated January 20, 2021

Attachment IV December 2020 Review – DWSD Finance Committee

cc: Councilmembers
Auditor General's Office
Thomas Naughton, DWSD Chief Financial Officer
Jay Rising, Acting Chief Financial Officer
Tanya Stoudemire, Chief Deputy Financial Officer
Steven Watson, Deputy CFO/Budget Director
Avery Peeples, Mayor's Office

Detroit Water and Sewerage Department

Analysis by the Legislative Policy Division for the City's FY 2021-2022 Budget

Attachment I.A represents the Mayor's proposed budget for DWSD's Water Fund (Fund 5720) for FY 2022-2025 (pages B463-B482). The Water Fund's operating budget for FY 2022 totals \$122,941,800 (pages B468 and B469). Attachment I provides another breakdown of Water Fund's proposed operating budget. The Water Fund's proposed FY 2022 budget was presented at a public hearing on January 20, 2021 (see Attachment III). On February 17, 2021, the Board of Water Commissioners (BOWC) adopted the Water Fund's operating budget for FY 2022 of \$122,941,800, the same as reflected on pages B468 and B469 in the Mayor's proposed FY 2022-2025 four-year financial plan.

As a result, there was no need for DWSD to provide a placeholder budget for the Water Fund for FY 2022 since the BOWC adopted the Water Fund's FY 2022 budget before the Mayor presented the FY 2022 budget to Council on March 5, 2021. It should be noted, however, that the Water Fund's FY 2021 budget of \$122,314,100 as reflected on pages B468 and B469 is \$4,100 higher than the \$122,310,000 that was adopted by the BOWC for FY 2021.

Attachment I.B represents the Mayor's proposed budget for DWSD's Sewer Fund (Fund 5820) for FY 2022-2025 (pages B483-B493). The Sewer Fund's operating budget for FY 2022 totals \$371,768,800 (pages B488 and B489). Attachment II provides another breakdown of the Sewer Fund's proposed operating budget. The Sewer Fund's proposed FY 2022 budget was presented at a public hearing on January 20, 2021 (see Attachment III). On February 17, 2021, the Board of Water Commissioners adopted Sewer's operating budget for FY 2022 of \$371,768,800, the same as reflected on pages B488 and B489 in the Mayor's proposed FY 2022-2025 four-year financial plan.

As a result, there was no need for DWSD to provide a placeholder budget for the Sewer Fund for FY 2022 since the BOWC adopted the Sewer Fund's FY 2022 budget before the Mayor presented the FY 2022 budget to Council on March 5, 2021. It should be noted, however, that the Sewer Fund's FY 2021 budget of \$354,887,600 as reflected on pages B488 and B489 is \$2,400 lower than the \$354,890,000 that was adopted by the BOWC for FY 2021.

Below are few highlights from Attachments III (2022 budget presentation made at a public hearing on January 20, 2021) and Attachment IV (Finance Committee review December 2020):

- DWSD estimates the average monthly bill for FY 2021 is \$79.30 (\$20.75 water; \$35.07 sewer; and \$23.48 drainage).
- DWSD estimates the average monthly bill for FY 2022 is \$81.62, a \$2.32 (2.93 %) increase over FY 2021.
- A DWSD Executive Team key goal was to keep rate increases below 4% in FY 2022 and support water conservation initiatives.
- Employee benefits expenses increased due to increase in fringe rate from 41.84% to 47.43%.
- Bad debt increased and it is based on prior years and recent months collection experience.
- Revenue Financed Capital increased due to increase in Drainage revenue.
- DWSD FY 2021 personnel headcount vacancies contributed approximately \$8 million in savings.
- Residential Collections improved in November and December by CARES act funding. DWSD received \$10 million in November and \$4.5 million in December. CARES Act funds were applied directly to customer's accounts to fund balances incurred between March and September.

Issues and Questions

LPD raises issues and questions based on our review of the Water Fund budget per Attachment I.A. In addition, we raise issues and questions based on our review of the Sewer Fund budget per Attachment I.B.

1. Please briefly explain the department's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2022 for both the Water Fund and the Sewer Fund. Please provide which appropriation/cost center the new initiative/request/proposal is impacting in FY 2022.
2. On page B465, the Water Fund contained 128 vacancies as of January 1, 2021. Please briefly describe the positions that are vacant and difficulty of filling the vacancies. Also, please explain the department's strategy to fill vacant positions.
3. Attachment III is DWSD's FY 2022 budget presented at the public hearing and it is not in the same format and cannot be compared with the Mayor's proposed budget. LPD included Attachment I and II to summarize the data in Attachment III. We should note again that the FY 2022 total budget amounts on both budgets are the same.
4. On page B468, please explain the \$354 K decrease in salaries & wages when the budgeted positions the Water Fund's budgeted positions go from 633 in FY 2021 to 634 in FY 2022.
5. On page B468, please explain the \$7.35 M increase (a 75.3% increase) in employee benefits in the Water Fund's FY 2022 budget
6. On page B468, please explain the \$812 K decrease in professional & contractual services in the Water Fund's FY 2022 budget.
7. On page B468, please explain the \$1.1 M increase in equipment acquisition.
8. On page B468, please explain the \$5.7 M decrease in other expenses, and this impacts the Water Fund's operations in FY 2022.
9. On page B468, did the BOWC adopt the \$48.76 M budget for Water Fund 5721 DWSD-R Imp & Ext for FY 2022? Why does professional & contractual services increase by \$8.5 M in FY 2022? Why does equipment acquisition decrease by \$5.3 M in FY 2022?
10. On page B468, did the BOWC adopt the \$30.3 M budget for Water Fund 5740 DWSD-R Wtr 2020 Bond Fund for FY 2022? Does fixed charges of \$7.65 M represent debt service (principal and interest) requirement on these bonds for FY 2022? If so, please explain the need for professional & contractual services of \$22,65 M in FY 2022, and how that's funded.
11. On page B469, please explain the \$2 M increase in sales & charges for services revenue in the Water Fund's FY 2022 budget.
12. On page B469, please explain the \$1.3 M decrease in miscellaneous revenue, going to zero amount of revenue in this category in the Water Fund's FY 2022 budget?
13. According the City's 2020 CAFR (Comprehensive Annual Financial Report), the Water Fund ended with a \$21.7 M positive net income, and the Sewer Fund ended up with a \$31.5 M positive net income, primarily based on receiving federal stimulus dollars in FY 2020 to help qualified Detroit customers pay water and sewer bills. What was the amount of federal stimulus dollars received in FY 2020 that helped the Water and Sewer Funds end up with a positive net income for FY 2020? If the Water Fund does not receive this level of federal stimulus dollars in FY 2021, does DWSD anticipate the Water and Sewer Funds ending up at a breakeven point or possibly a negative net income level for FY 2021? How long can DWSD extend the water affordability program for qualified Detroit citizens in FY 2021?

14. What amount, if any, does DWSD anticipate receiving from the 2021 \$1.9 trillion federal stimulus funding for water infrastructure improvements and water affordability? Depending on the amount received from this stimulus package for water affordability, could the water affordability assistance program be in jeopardy for FY 2022?
15. On page B485, the Sewer Fund contained 5 vacancies as of January 1, 2021. Please briefly describe the positions that are vacant and difficulty of filling the vacancies. Also, please explain the department's strategy to fill vacant positions. Please explain the need for the 8 additional positions in FY 2022.
16. On page B488, please explain the \$22.63 M increase in salaries & wages when budgeted positions only go from 17 positions in FY 2021 to 25 positions in the Sewer Fund's FY 2022 budget.
17. On page B488, please explain the \$20.45 M decrease in employee benefits, especially when the fringe rate is expected to increase from 41.84% to 47.43% in FY 2022.
18. On page B488, please explain the \$2.57 M decrease in professional & contractual services in the Sewer Fund's FY 2022 budget.
19. On page B488, please explain the \$11.1 M increase in equipment acquisition in the Sewer Fund's FY 2022 budget.
20. On page B488, please explain the \$6.2 M increase in other expenses in the Sewer Fund's FY 2022 budget.
21. On page B488, did the BOWC adopt the Sewer Fund's Fund 5821 SDWSD-R Imp & Ext budget of \$43.5 M for FY 2022? Why does professional and contractual services increase by \$10 M in FY 2022?
22. On page B488, did the BOWC adopt the Sewer Fund's Fund 5831 SDWSD-R Swr Bond Fund budget of \$25.7 M for FY 2022?
23. On page B489, please explain the \$1.2 M increase in revenues from use of assets in the Sewer Fund's FY 2022 budget.
24. On page B489, please explain the \$15.1 M increase in sales & charges for services revenue in the Sewer Fund's FY 2022 budget. Is this increase largely due to the \$16.3 M increase in drainage fee revenue in the Sewer Fund's budget as depicted in Attachment II? Why is the drainage fee increasing by this much Also, is MDOT paying highway drainage fee?
25. Please explain why DWSD's total budgeted positions shown in the FY 2021 budget column included in the document presented at the public hearing different than the total positions in the City's adopted budget. FY 2021 adopted budget shows 650 positions, but the documented presented at the public hearing shows 659 (See attachment III).

ATTACHMENT I**DWSD Water Fund**

	Adopted Budget		Proposed Budget	Difference
	FY 2021	FY 2022		
Commodity Sales	\$ 71,950,000	70,930,800		(1,019,200)
Service Charges	26,880,000	28,208,600		1,328,600
Firelines	3,750,000	3,941,700		191,700
Fees, Permits & Penalties	6,150,000	6,428,400		278,400
Total Retail Revenue	108,730,000	109,509,500		779,500
Non-Retail Revenue	13,580,000	13,432,300		(147,700)
Total Revenue	\$ 122,310,000	\$ 122,941,800		\$ 631,800
Administration	\$ 1,290,000	722,300		(567,700)
Operations	21,390,000	20,209,400		(1,180,600)
Compliance	9,260,000	7,633,200		(1,626,800)
Finance	5,150,000	5,414,600		264,600
Customer Service	-	1,785,100		1,785,100
Net Direct Expenses	37,090,000	35,764,600		(1,325,400)
Non-Departmental (Indirect) Expenses	85,170,000	85,058,500		(111,500)
Revenue Financed Capital (Use of Fund Balance)	50,000	2,118,700		2,068,700
Total Indirect Expenses	85,220,000	87,177,200		1,957,200
Total Expenses Water	\$ 122,310,000	122,941,800		631,800
	-	-		-

ATTACHMENT 1.A**WATER (48)****AGENCY PLAN****MISSION:**

The Water and Sewerage Department (DWSD) strives to exceed our customers' expectations through the efficient distribution of treated water, collection of wastewater for treatment and the provision of services that promote healthy communities and economic growth.

The Water Supply System is administratively part of DWSD while maintained as a separate fund in the City of Detroit's accounting system. The department leases five water treatment plants and 20 booster (re-pumping) stations and 19 reservoirs to the Great Lakes Water Authority (GLWA). Of these five water plants, two are in Detroit. There is one plant each in Allen Park, Dearborn and Port Huron. Detroit is primarily served by the two Detroit water treatment plants with some support from the Allen Park and Dearborn facilities. There are three sources of raw water supply – Detroit River at Fighting Island, Detroit River at Belle Isle and Lake Huron north of Port Huron.

The Water Supply System's primary roles:

- Provide delivery of potable water for more than 175,000 customers, delivered at various points at adequate pressure to meet our customers' needs. The water provided meets or exceeds standards as required by Michigan's Safe Drinking Water Act as well as federal standards.
- Furnish sufficient water pressure and service to ensure acceptable fire protection for commercial buildings and schools.

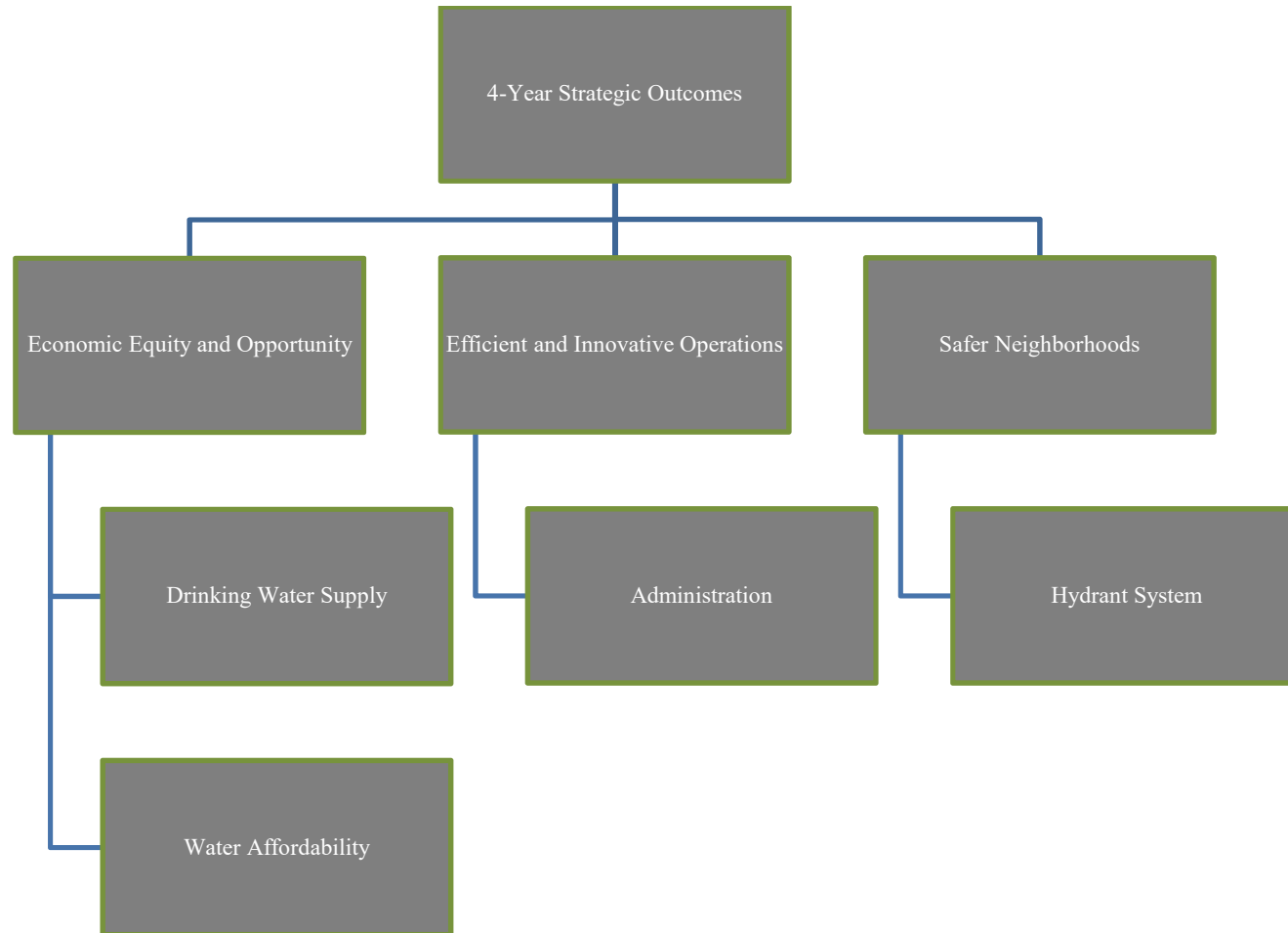
The main administrative offices are located at 735 Randolph in downtown Detroit, officially known as the Water Board Building. Approximately 3,438 miles of water transmission and distribution mains within the city of Detroit are owned by the department, and it maintains more than 2,700 miles of these pipes, with the remainder maintained by GLWA.

STRATEGIC PRIORITIES:

Bifurcated from GLWA on January 1, 2016, Detroit maintains its own local system under the authority of the six-member Board of Water Commissioners as appointed by the Mayor. The Detroit local system is made up of approximately 3,000 miles of sewer collection pipe and 2,700 miles of water mains serving the neighborhoods. Detroit has full authority to repair and rebuild the local system and serves as first responder to all service disruptions, including those of GLWA-leased assets, located within the City's boundaries.

GLWA will continue to operate the regional water and sewer assets which include the water treatment plants and other water facilities. GLWA operates under the authority of a six-member board appointed by several constituencies of the authority: 2 appointed by the Mayor of Detroit, 1 each by Wayne, Oakland and Macomb Counties and 1 by the Governor from the service area outside the three counties.

WATER (48)



Department Name: Water Department - Retail

Department #: 48

Budget Summary:

	FY2020 Actual		FY2021 Adopted		FY2022 Mayor	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	134,708,426	-	205,578,500	-	202,150,959
Total Expenditures	-	133,007,155	-	205,578,500	-	202,150,959
Net Tax Cost	-	(1,701,270)	-	-	-	-

	FY2023 Forecast		FY2024 Forecast		FY2025 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	217,742,089	-	222,093,850	-	226,532,648
Total Expenditures	-	217,742,089	-	222,093,850	-	226,532,648
Net Tax Cost	-	-	-	-	-	-

Positions (by FTE):	1/1/2021 Actual	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
General Fund	-	-	-	-	-	-
Non-General Fund	505	633	634	634	634	634
Total Positions	505	633	634	634	634	634

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
Salaries & Wages	14,828,034	14,474,315	14,739,125	15,009,230	15,284,734
Employee Benefits	9,774,051	17,123,731	17,123,731	17,123,731	17,123,731
Professional & Contractual Services	78,856,100	74,007,850	86,202,394	88,046,143	89,926,767
Operating Supplies	3,745,900	3,169,703	3,230,707	3,292,931	3,356,400
Operating Services	3,844,000	3,519,060	3,539,182	3,559,706	3,580,641
Equipment Acquisition	7,799,500	3,584,300	10,634,950	12,790,109	14,988,375
Fixed Charges	3,200,000	7,650,000	4,300,000	4,300,000	4,300,000
Other Expenses	83,530,916	78,468,000	77,818,000	77,818,000	77,818,000
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
Revenues from Use of Assets	57,215,400	61,072,459	50,466,087	51,475,409	52,504,917
Sales & Charges for Services	107,487,800	109,509,500	111,699,690	113,933,683	116,212,358
Fines, Forfeits, & Penalties	1,260,000	1,116,000	1,138,320	1,161,086	1,184,308
Miscellaneous	39,615,300	30,299,000	54,283,992	55,369,672	56,477,065
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
5720 - DWSD - R - Water	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
Salaries & Wages	14,828,034	14,474,315	14,739,125	15,009,230	15,284,734
Employee Benefits	9,774,051	17,123,731	17,123,731	17,123,731	17,123,731
Professional & Contractual Services	6,538,900	5,727,691	5,727,691	5,727,691	5,727,691
Operating Supplies	3,745,900	3,169,703	3,230,707	3,292,931	3,356,400
Operating Services	3,844,000	3,519,060	3,539,182	3,559,706	3,580,641
Equipment Acquisition	52,300	1,109,300	3,222,200	5,377,359	7,575,625
Other Expenses	83,530,916	77,818,000	77,818,000	77,818,000	77,818,000
5721 - WDWSD-R Imp & Ext	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
Professional & Contractual Services	37,151,900	45,631,159	30,490,711	31,248,780	32,022,011
Equipment Acquisition	7,747,200	2,475,000	7,412,750	7,412,750	7,412,750
Other Expenses	-	650,000	-	-	-
5731 - WDWSD-R W Bond Fund 2016	38,365,300	-	-	-	-
Professional & Contractual Services	35,165,300	-	-	-	-
Fixed Charges	3,200,000	-	-	-	-
5740 - WDWSD- R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
Professional & Contractual Services	-	22,649,000	49,983,992	51,069,672	52,177,065
Fixed Charges	-	7,650,000	4,300,000	4,300,000	4,300,000
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
5720 - DWSD - R - Water	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
Revenues from Use of Assets	12,316,300	12,316,300	12,562,626	12,813,879	13,070,156
Sales & Charges for Services	107,487,800	109,509,500	111,699,690	113,933,683	116,212,358
Fines, Forfeits, & Penalties	1,260,000	1,116,000	1,138,320	1,161,086	1,184,308
Miscellaneous	1,250,000	-	-	-	-
5721 - WDWSD-R Imp & Ext	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
Revenues from Use of Assets	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
5731 - WDWSD-R W Bond Fund 2016	38,365,300	-	-	-	-
Miscellaneous	38,365,300	-	-	-	-
5740 - WDWSD- R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
Miscellaneous	-	30,299,000	54,283,992	55,369,672	56,477,065
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name	FY2021	FY2022	FY2023	FY2024	FY2025
Appropriation # - Appropriation Name	Adopted	Mayor	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
5720 - DWSD - R - Water	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
20166 - WDWSR-R Administration	1,156,028	722,300	728,858	735,546	742,369
481001 - WDWSR-R Chief Exec Officer	661,059	589,400	595,120	600,954	606,905
481101 - WDWSR-R Public Affairs	-	-	-	-	-
481201 - WDWSR-R Security	-	-	-	-	-
481601 - WDWSR- R BOWC	494,969	132,900	133,738	134,592	135,464
20167 - WDWSR-R Operations	23,007,965	20,191,100	20,398,713	20,610,479	20,826,478
482401 - WDWSR-R Deputy Director Administration	8,050,609	1,476,800	1,481,489	1,486,272	1,491,150
482411 - WDWSR-R Field Engineering	2,572,601	3,073,300	3,105,972	3,139,297	3,173,289
482421 - WDWSR-R Facility Oper	2,661,264	2,720,000	2,752,668	2,785,989	2,819,977
482422 - WDWSR-R Fleet Operations	1,539,605	1,868,300	1,879,826	1,891,583	1,903,574
482431 - WDWSR-R Maint & Repair	6,310,589	8,547,400	8,640,512	8,735,487	8,832,360
482432 - WDWSR- R Meter Operations	1,873,297	2,226,600	2,255,774	2,285,532	2,315,885
482435 - WDWSR-R Lead Service	-	278,700	282,472	286,319	290,243
20168 - WDWSR-R Compliance	6,812,540	7,633,200	7,710,058	7,788,451	7,868,412
481101 - WDWSR-R Public Affairs	762,700	-	-	-	-
481201 - WDWSR-R Security	945,100	-	-	-	-
483101 - WDWSR-R General Counsel	670,055	537,800	540,651	543,559	546,525
483201 - WDWSR-R Org Development	505,070	571,900	576,388	580,965	585,634
483301 - WDWSR-R Info Technology	3,929,615	4,693,300	4,747,126	4,802,028	4,858,028
483411 - WDWSR-R Compliance-Security	-	1,095,700	1,108,344	1,121,241	1,134,396
483421 - WDWSR-R Compliance-Public Affairs	-	734,500	737,549	740,658	743,829

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name	FY2021	FY2022	FY2023	FY2024	FY2025
Appropriation # - Appropriation Name	Adopted	Mayor	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
20169 - WDWSR Finance	4,131,467	5,414,600	5,447,399	5,480,855	5,514,978
484001 - WDWSR Chief Financial Officer	1,602,530	1,489,700	1,494,346	1,499,085	1,503,918
484111 - WDWSR Finance.	397,327	699,800	707,052	714,449	721,994
484121 - WDWSR Procurement	459,728	867,800	878,522	889,459	900,614
484131 - WDWSR Treasury	489,216	790,000	791,633	793,299	794,998
484141 - WDWSR Public Finance	118,918	-	-	-	-
484151 - WDWSR R Budget	31,970	111,000	112,139	113,301	114,486
484161 - WDWSR Billing & Collect	1,031,778	1,196,700	1,202,662	1,208,743	1,214,946
484171 - WDWSR Internal Audit	-	259,600	261,045	262,519	264,022
20170 - WDWSR Customer Service	1,985,600	1,785,100	1,807,208	1,829,758	1,852,760
485111 - WDWSR Customer Service.	1,985,600	1,785,100	1,807,208	1,829,758	1,852,760
20172 - WDWSR Non Operating Expense	85,220,500	87,195,500	89,308,400	91,463,559	93,661,825
487111 - WDWSR Non-Operating Exp	85,220,500	87,195,500	89,308,400	91,463,559	93,661,825
5721 - WDWSR Imp & Ext	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
20244 - WDWSR Improvement & Extension	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
487711 - WDWSR Improvement & Extension Wtr	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
5731 - WDWSR W Bond Fund 2016	38,365,300	-	-	-	-
20301 - WDWSR W Bond Fund 2016	38,365,300	-	-	-	-
487800 - WDWSR 2011 Bond	38,365,300	-	-	-	-
5740 - WDWSR R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
20334 - WDWSR R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
487801 - WDWSR R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - REVENUES
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name	FY2021	FY2022	FY2023	FY2024	FY2025
Fund # - Fund Name	Adopted	Mayor	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
48 - Water Department - Retail	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648
5720 - DWSD - R - Water	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
20173 - WDWSD-R Operating Revenue	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
487211 - WDWSD-R Receiving Revenue	122,314,100	122,941,800	125,400,636	127,908,648	130,466,822
5721 - WDWSD-R Imp & Ext	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
20244 - WDWSD-R Improvement & Extension	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
487711 - WDWSD-R Improvement & Extension Wtr	44,899,100	48,756,159	37,903,461	38,661,530	39,434,761
5731 - WDWSD-R W Bond Fund 2016	38,365,300	-	-	-	-
20301 - WDWSD-R W Bond Fund 2016	38,365,300	-	-	-	-
487800 - WDWSDR 2011 Bond	38,365,300	-	-	-	-
5740 - WDWSD- R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
20334 - WDWSD-R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
487801 - WDWSD-R Wtr 2020 Bond Fund	-	30,299,000	54,283,992	55,369,672	56,477,065
Grand Total	205,578,500	201,996,959	217,588,089	221,939,850	226,378,648

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
48 - Water Department - Retail	633	634	634	634	634
5720 - DWSD - R - Water	633	634	634	634	634
20166 - WDWSR Administration	47	9	9	9	9
481001 - WDWSR Chief Exec Officer	7	7	7	7	7
501003 - Chief Operating Officer	0	1	1	1	1
501025 - Professional Administrative Analyst	1	1	1	1	1
501031 - Office Support Specialist	0	1	1	1	1
653080 - Executive Management Team	4	0	0	0	0
8653080 - Executive Management Team	0	2	2	2	2
929107 - Administrative Special Services Staff II - Exempt	1	1	1	1	1
929108 - Administrative Special Services Staff III - Exempt	1	1	1	1	1
481101 - WDWSR Public Affairs	5	0	0	0	0
501014 - Manager	1	0	0	0	0
501017 - Public Affairs Officer	1	0	0	0	0
501028 - Public Affairs Specialist	3	0	0	0	0
481201 - WDWSR Security	33	0	0	0	0
501031 - Office Support Specialist	1	0	0	0	0
502016 - Field Services Technician	1	0	0	0	0
503003 - Security Lieutenant	2	0	0	0	0
503004 - Security Sergeant	2	0	0	0	0
503005 - Security Specialist	3	0	0	0	0
503006 - Security Officer	23	0	0	0	0
653080 - Executive Management Team	1	0	0	0	0

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
481601 - WDWSO- R BOWC	2	2	2	2	2
501025 - Professional Administrative Analyst	1	1	1	1	1
653080 - Executive Management Team	1	0	0	0	0
8653080 - Executive Management Team	0	1	1	1	1
20167 - WDWSO-R Operations	380	374	374	374	374
482401 - WDWSO-R Deputy Director Administration	4	5	5	5	5
501014 - Manager	1	1	1	1	1
501025 - Professional Administrative Analyst	1	2	2	2	2
502002 - Field Services Director	2	2	2	2	2
482411 - WDWSO-R Field Engineering	47	65	65	65	65
501014 - Manager	0	3	3	3	3
501025 - Professional Administrative Analyst	0	3	3	3	3
501027 - Procurement Specialist	0	2	2	2	2
501031 - Office Support Specialist	3	4	4	4	4
501046 - Office Support Specialist II	1	1	1	1	1
502003 - Engineer	9	11	11	11	11
502005 - Team Leader	3	4	4	4	4
502011 - Inspector	20	23	23	23	23
502014 - Engineering Technician	0	2	2	2	2
502033 - Electrical Instrumentation Control Tech III	0	1	1	1	1
502034 - Engineer II	5	4	4	4	4
502035 - Engineer III	1	0	0	0	0
502036 - Engineer IV	2	1	1	1	1

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
502038 - Engineering Technician III	2	1	1	1	1
502040 - Field Services Technician Teamsters II	0	2	2	2	2
502043 - Inspector II	1	0	0	0	0
502045 - Field Service Technician AFSCME IA	0	1	1	1	1
8653080 - Executive Management Team	0	2	2	2	2
482421 - WDWSR-F Facility Oper	19	17	17	17	17
501014 - Manager	1	1	1	1	1
501025 - Professional Administrative Analyst	1	1	1	1	1
501031 - Office Support Specialist	1	1	1	1	1
502005 - Team Leader	2	2	2	2	2
502015 - Maintenance Technician	3	3	3	3	3
502044 - Maintenance Technician MBTC	10	8	8	8	8
653080 - Executive Management Team	1	0	0	0	0
8626041 - Plumber	0	1	1	1	1
482422 - WDWSR-F Fleet Operations	31	25	25	25	25
501014 - Manager	0	1	1	1	1
501025 - Professional Administrative Analyst	2	2	2	2	2
502005 - Team Leader	9	4	4	4	4
502030 - Automotive Fleet Technician II	19	18	18	18	18
929108 - Administrative Special Services Staff III - Exempt	1	0	0	0	0
482431 - WDWSR-F Maint & Repair	221	190	190	190	190
081008 - Complaint Investigator	0	1	1	1	1
13111104 - Program Analyst IV	0	1	1	1	1

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
501014 - Manager	2	2	2	2	2
501025 - Professional Administrative Analyst	2	3	3	3	3
501027 - Procurement Specialist	1	0	0	0	0
501031 - Office Support Specialist	6	1	1	1	1
501046 - Office Support Specialist II	1	1	1	1	1
501047 - Office Support Specialist III	1	0	0	0	0
502003 - Engineer	0	2	2	2	2
502005 - Team Leader	24	21	21	21	21
502011 - Inspector	0	7	7	7	7
502016 - Field Services Technician	101	7	7	7	7
502019 - Field Services Coordinations Specialist	10	10	10	10	10
502020 - Special Project Technician	3	0	0	0	0
502020 - Special Projects Technician	0	4	4	4	4
502033 - Electrical Instrumentation Control Tech III	1	0	0	0	0
502040 - Field Services Technician Teamsters II	45	24	24	24	24
502043 - Inspector II	0	1	1	1	1
502045 - Field Service Technician AFSCME IA	17	10	10	10	10
502046 - Field Service Technician MBTC IA	4	4	4	4	4
653080 - Executive Management Team	2	1	1	1	1
81502016 - Field Services Technician	1	85	85	85	85
8653080 - Executive Management Team	0	5	5	5	5
482432 - WDWSR - R Meter Operations	58	69	69	69	69
501014 - Manager	1	1	1	1	1

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name		FY2021	FY2022	FY2023	FY2024
Cost Center # - Cost Center Name		Adopted	Mayor	Forecast	Forecast
Job Code - Job Title					FY2025
					Forecast
501025 - Professional Administrative Analyst		3	1	1	1
501029 - Customer Service Specialist		3	2	2	2
501031 - Office Support Specialist		2	2	2	2
501037 - Customer Service Specialist II		1	1	1	1
501038 - Customer Service Specialist III		1	1	1	1
501046 - Office Support Specialist II		2	2	2	2
502005 - Team Leader		5	5	5	5
502016 - Field Services Technician		24	0	0	0
502018 - Materials Management Specialist		1	1	1	1
502019 - Field Services Coordinations Specialist		2	2	2	2
502040 - Field Services Technician Teamsters II		1	1	1	1
502045 - Field Service Technician AFSCME IA		12	12	12	12
81502016 - Field Services Technician		0	36	36	36
8653080 - Executive Management Team		0	2	2	2
482435 - WDWSR-R Lead Service		0	3	3	3
502004 - GIS Analyst		0	1	1	1
502011 - Inspector		0	1	1	1
8653080 - Executive Management Team		0	1	1	1
20168 - WDWSR-R Compliance		44	92	92	92
483101 - WDWSR-R General Counsel		4	5	5	5
501014 - Manager		0	1	1	1
501036 - Associate General Counsel II		3	3	3	3
653080 - Executive Management Team		1	0	0	0

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
8653080 - Executive Management Team	0	1	1	1	1
483201 - WDWSR-R Org Development	12	9	9	9	9
501008 - Organizational Development Director	1	1	1	1	1
501014 - Manager	1	2	2	2	2
501023 - Environmental Health & Safety Coordinator	4	0	0	0	0
501024 - Human Resources Generalist	5	5	5	5	5
501025 - Professional Administrative Analyst	1	1	1	1	1
483301 - WDWSR-R Info Technology	28	31	31	31	31
501007 - IT Director	1	1	1	1	1
501011 - IT Manager - Applications Delivery	0	1	1	1	1
501013 - IT Manager - Customer Service Delivery	1	1	1	1	1
501014 - Manager	1	1	1	1	1
501024 - Human Resources Generalist	1	0	0	0	0
501025 - Professional Administrative Analyst	1	1	1	1	1
501026 - Training Specialist	0	1	1	1	1
501034 - Applications Analyst II	9	9	9	9	9
501039 - Data Base Administrator II	2	2	2	2	2
501042 - Infrastructure Administrator II	3	3	3	3	3
501044 - IT Project Manager II	1	1	1	1	1
501045 - IT Project Manager III	1	1	1	1	1
501055 - Service Desk Analyst II	4	4	4	4	4
502004 - GIS Analyst	0	1	1	1	1
502041 - Gis Analyst II	1	1	1	1	1

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
502042 - Gis Analyst III	1	1	1	1	1
8653080 - Executive Management Team	0	1	1	1	1
929107 - Administrative Special Services Staff II - Exempt	1	1	1	1	1
483411 - WDWSR-R Compliance-Security	0	40	40	40	40
501014 - Manager	0	2	2	2	2
501023 - Environmental Health & Safety Coordinator	0	5	5	5	5
501025 - Professional Administrative Analyst	0	1	1	1	1
502005 - Team Leader	0	4	4	4	4
503003 - Security Lieutenant	0	1	1	1	1
503004 - Security Sergeant	0	1	1	1	1
503006 - Security Officer	0	24	24	24	24
81502016 - Field Services Technician	0	1	1	1	1
8653080 - Executive Management Team	0	1	1	1	1
483421 - WDWSR-R Compliance-Public Affairs	0	7	7	7	7
013366 - Executive Secretary II	0	1	1	1	1
501014 - Manager	0	1	1	1	1
501017 - Public Affairs Officer	0	1	1	1	1
501028 - Public Affairs Specialist	0	2	2	2	2
501053 - Public Affairs Specialist II	0	2	2	2	2
20169 - WDWSR-R Finance	66	74	74	74	74
484001 - WDWSR-R Chief Financial Officer	5	6	6	6	6
501014 - Manager	0	1	1	1	1
501025 - Professional Administrative Analyst	1	2	2	2	2

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
653080 - Executive Management Team	4	0	0	0	0
8653080 - Executive Management Team	0	3	3	3	3
484111 - WDWSR-R Finance.	15	15	15	15	15
501014 - Manager	2	2	2	2	2
501025 - Professional Administrative Analyst	4	5	5	5	5
501031 - Office Support Specialist	1	0	0	0	0
501032 - Accountant II	3	2	2	2	2
501051 - Professional Administrative Analyst II	1	1	1	1	1
653080 - Executive Management Team	4	0	0	0	0
8653080 - Executive Management Team	0	5	5	5	5
484121 - WDWSR-R Procurement	21	26	26	26	26
501014 - Manager	1	1	1	1	1
501025 - Professional Administrative Analyst	3	4	4	4	4
501027 - Procurement Specialist	5	5	5	5	5
501049 - Procurement Specialist II	0	1	1	1	1
501050 - Procurement Specialist III	0	3	3	3	3
502005 - Team Leader	3	3	3	3	3
502018 - Materials Management Specialist	5	5	5	5	5
653080 - Executive Management Team	4	0	0	0	0
8653080 - Executive Management Team	0	4	4	4	4
484131 - WDWSR-R Treasury	5	4	4	4	4
501014 - Manager	1	1	1	1	1
501025 - Professional Administrative Analyst	4	3	3	3	3
484141 - WDWSR-R Public Finance	2	0	0	0	0

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
501014 - Manager	1	0	0	0	0
501025 - Professional Administrative Analyst	1	0	0	0	0
484151 - WDWSO- R Budget	3	2	2	2	2
501025 - Professional Administrative Analyst	1	0	0	0	0
653080 - Executive Management Team	2	0	0	0	0
8653080 - Executive Management Team	0	2	2	2	2
484161 - WDWSO-R Billing & Collect	15	19	19	19	19
501014 - Manager	2	2	2	2	2
501025 - Professional Administrative Analyst	2	2	2	2	2
501029 - Customer Service Specialist	1	2	2	2	2
501037 - Customer Service Specialist II	2	5	5	5	5
501038 - Customer Service Specialist III	4	4	4	4	4
502005 - Team Leader	1	2	2	2	2
653080 - Executive Management Team	3	0	0	0	0
8653080 - Executive Management Team	0	2	2	2	2
484171 - WDWSO-R Internal Audit	0	2	2	2	2
8653080 - Executive Management Team	0	2	2	2	2
20170 - WDWSO-R Customer Service	96	85	85	85	85
485111 - WDWSO-R Customer Service.	96	85	85	85	85
501004 - Chief Customer Service Officer	1	1	1	1	1
501014 - Manager	1	1	1	1	1
501025 - Professional Administrative Analyst	3	2	2	2	2
501029 - Customer Service Specialist	44	40	40	40	40
501037 - Customer Service Specialist II	16	12	12	12	12

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name		FY2021	FY2022	FY2023	FY2024
Cost Center # - Cost Center Name		Adopted	Mayor	Forecast	Forecast
Job Code - Job Title					FY2025
					Forecast
501038 - Customer Service Specialist III		16	16	16	16
501048 - Customer Service Specialist IV		1	1	1	1
502005 - Team Leader		10	7	7	7
653080 - Executive Management Team		4	0	0	0
81601103 - Administrative Assistant III		0	1	1	1
8653080 - Executive Management Team		0	4	4	4
Grand Total		633	634	634	634

ATTACHMENT 1.B**SEWERAGE (49)****AGENCY PLAN****MISSION:**

The Water and Sewerage Department (DWSD) strives to exceed our customers' expectations through the efficient distribution of treated water, collection of wastewater for treatment, and the provision of services that promote healthy communities and economic growth.

The Sewerage Department is administratively part of DWSD while maintained as a separate Fund in the City of Detroit Accounting System. The DWSD sewer system originated in 1836, and today it consists of nine pump stations, nine wet weather treatment facilities to reduce combined sewer overflows (CSO) during major rain or snow events, and a total of 3,433 miles of sewer lines that carry rainwater, snowmelt and untreated sewage to the Water Resource Recovery Facility – the largest, single-site wastewater treatment facility in North America. The facilities are leased to and operated by the Great Lakes Water Authority (GLWA). DWSD has installed 16 green stormwater infrastructure projects since 2015 that manage more than 61 million gallons of stormwater annually, further reducing CSOs and helping beautify neighborhoods. The Department currently services and sets water, sewer and drainage rates for more than 175,000 customers.

The Sewerage Disposal System's roles:

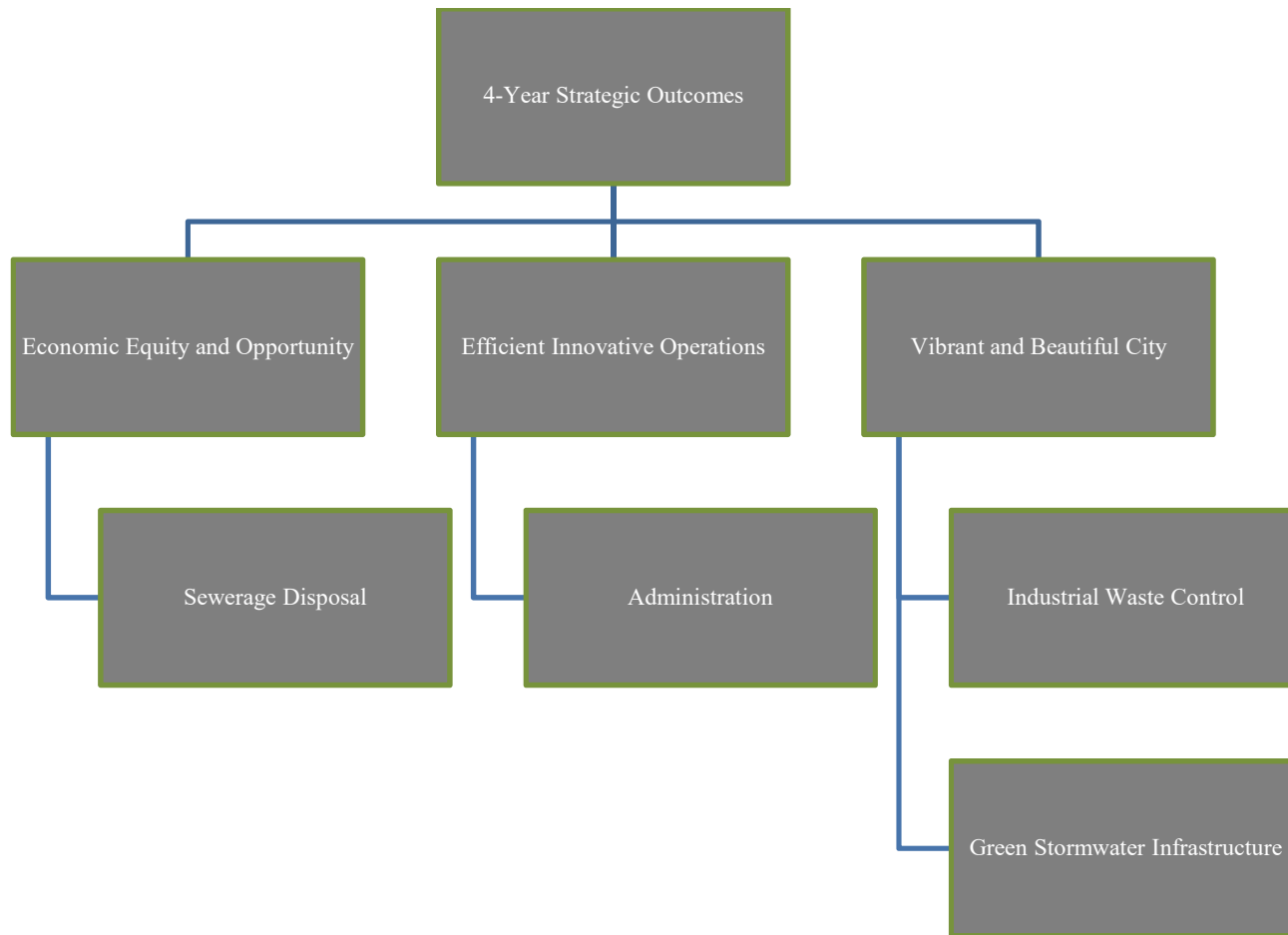
- Convey sanitary and combined sewage collected throughout the service area to the GLWA operated facilities in accordance with applicable service agreements, such that public health is protected and the treated effluent discharged to the Detroit and Rouge Rivers is in compliance with limits established by the Department's National Pollution Discharge Elimination System (NPDES) Permit and other applicable wastewater, air pollution and solid waste disposal laws, rules and regulations imposed by courts and agencies.
- Maintain and upgrade the Detroit Local System and serve as first responder for necessary repairs occurring within Detroit.
- Serve as the retail advocate for Detroit based constituents (Detroit Retail Class), including households, businesses, non-profits, and faith-based organizations, in the procuring of water and sewerage services from GLWA
- Serve as the collection agent for the Detroit Retail Class.

STRATEGIC PRIORITIES:

Bifurcated from GLWA on January 1, 2016, Detroit maintains its own local system under the authority of the seven-member Board of Water Commissioners as appointed by the Mayor. The Detroit local system is made up of approximately 3,000 miles of sewer collection pipe and 2,700 miles of water mains serving the neighborhoods. Detroit has full authority to repair and rebuild the local system and serves as first responder to all service disruptions, including those of GLWA-leased assets, located within the City's boundaries.

GLWA will continue to operate the regional water and sewer assets which include the wastewater treatment facility and, under the auspices of a shared services agreement, will operate the DWSD-owned wet weather facilities. GLWA operates under the authority of a six-member board appointed by several constituencies of the authority: two (2) appointed by the Mayor of Detroit, one (1) each by Wayne, Oakland and Macomb Counties, and one (1) by the Governor from the service area outside the three counties.

SEWERAGE (49)



Department Name: Sewerage Department - Retail

Department #: 49

Budget Summary:

	FY2020 Actual		FY2021 Adopted		FY2022 Mayor	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	354,960,616	-	419,190,600	-	441,026,310
Total Expenditures	-	346,218,071	-	419,190,600	-	441,026,310
Net Tax Cost	-	(8,742,545)	-	-	-	-

	FY2023 Forecast		FY2024 Forecast		FY2025 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	-	445,057,337	-	453,958,485	-	463,037,654
Total Expenditures	-	445,057,337	-	453,958,485	-	463,037,654
Net Tax Cost	-	-	-	-	-	-

Positions (by FTE):	1/1/2021 Actual	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
General Fund	-	-	-	-	-	-
Non-General Fund	12	17	25	25	25	25
Total Positions	12	17	25	25	25	25

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
Salaries & Wages	2,757,892	25,391,200	25,859,304	26,336,768	26,823,780
Employee Benefits	46,076,055	25,623,200	25,623,200	25,623,200	25,623,200
Professional & Contractual Services	68,119,500	75,770,610	67,776,281	69,284,260	70,822,396
Operating Supplies	7,760,800	6,895,000	7,027,690	7,163,033	7,301,083
Operating Services	8,751,800	9,645,000	9,691,952	9,739,842	9,788,691
Equipment Acquisition	10,038,200	15,822,500	27,360,710	34,093,182	40,960,304
Fixed Charges	4,800,000	4,460,600	4,650,000	4,650,000	4,650,000
Other Expenses	270,886,353	277,418,200	277,068,200	277,068,200	277,068,200
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - ALL FUNDS
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
Revenues from Use of Assets	66,936,400	72,696,410	71,236,976	72,661,716	74,114,950
Sales & Charges for Services	324,918,200	340,009,300	346,809,486	353,745,676	360,820,589
Fines, Forfeits, & Penalties	1,890,000	2,604,000	2,656,080	2,709,202	2,763,386
Miscellaneous	25,446,000	25,716,600	24,354,795	24,841,891	25,338,729
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
5820 - DWSD - R - Sewer	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
Salaries & Wages	2,757,892	25,391,200	25,859,304	26,336,768	26,823,780
Employee Benefits	46,076,055	25,623,200	25,623,200	25,623,200	25,623,200
Professional & Contractual Services	16,363,700	13,798,700	13,985,870	14,176,785	14,371,517
Operating Supplies	7,760,800	6,895,000	7,027,690	7,163,033	7,301,083
Operating Services	8,751,800	9,645,000	9,691,952	9,739,842	9,788,691
Equipment Acquisition	2,291,000	13,347,500	19,947,960	26,680,432	33,547,554
Other Expenses	270,886,353	277,068,200	277,068,200	277,068,200	277,068,200
5821 - SDWSD-R Imp & Ext	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
Professional & Contractual Services	30,559,800	40,565,910	33,435,616	34,265,584	35,112,150
Equipment Acquisition	7,747,200	2,475,000	7,412,750	7,412,750	7,412,750
Fixed Charges	700,000	150,000	650,000	650,000	650,000
Other Expenses	-	350,000	-	-	-
5831 - SDWSD -R Swr Bond Fund	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
Professional & Contractual Services	21,196,000	21,406,000	20,354,795	20,841,891	21,338,729
Fixed Charges	4,100,000	4,310,600	4,000,000	4,000,000	4,000,000
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
5820 - DWSD - R - Sewer	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
Revenues from Use of Assets	27,929,400	29,155,500	29,738,610	30,333,382	30,940,050
Sales & Charges for Services	324,918,200	340,009,300	346,809,486	353,745,676	360,820,589
Fines, Forfeits, & Penalties	1,890,000	2,604,000	2,656,080	2,709,202	2,763,386
Miscellaneous	150,000	-	-	-	-
5821 - SDWSD-R Imp & Ext	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
Revenues from Use of Assets	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
5831 - SDWSD -R Swr Bond Fund	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
Miscellaneous	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name	FY2021	FY2022	FY2023	FY2024	FY2025
Appropriation # - Appropriation Name	Adopted	Mayor	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
5820 - DWSD - R - Sewer	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
20177 - SDWSD-R Administration	2,999,400	1,684,700	1,702,454	1,720,563	1,739,035
491001 - SDWSD-R Chief Exec Officer	1,800,300	1,375,000	1,390,798	1,406,912	1,423,349
491101 - SDWSD-R Public Affairs	-	-	-	-	-
491201 - SDWSD-R Security	-	-	-	-	-
491601 - SDWSD- R BOWC	1,199,100	309,700	311,656	313,651	315,686
20178 - SDWSD-R Operations	35,167,200	35,498,500	35,944,803	36,400,032	36,864,363
492223 - SDWSD- R Storm Drainage	3,067,647	5,833,200	5,868,086	5,903,670	5,939,965
492401 - SDWSD-R Deputy Director Administration	1,914,400	2,215,100	2,224,534	2,234,156	2,243,971
492411 - SDWSD-R Field Engineering	4,551,500	4,609,700	4,660,172	4,711,653	4,764,164
492421 - SDWSD-R Facility Oper	6,455,900	5,851,000	5,961,576	6,074,363	6,189,406
492422 - SDWSD-R Fleet Operations	3,965,500	3,644,200	3,699,838	3,756,589	3,814,474
492431 - SDWSD-R Maint & Repair	10,569,153	9,255,700	9,380,246	9,507,283	9,636,860
492432 - SDWSD-R Meter Operations	4,643,100	3,764,400	3,819,612	3,875,929	3,933,372
492435 - SDWSD-R Lead Service	-	325,200	330,739	336,389	342,151
20179 - SDWSD-R Compliance	16,979,600	17,810,200	18,011,265	18,216,351	18,425,538
491101 - SDWSD-R Public Affairs	1,779,500	-	-	-	-
491201 - SDWSD-R Security	2,204,900	-	-	-	-
493101 - SDWSD-R General Counsel	1,649,100	1,254,400	1,261,054	1,267,841	1,274,764
493201 - SDWSD-R Org Development	1,454,800	1,334,600	1,345,068	1,355,745	1,366,636
493301 - SDWSD-R Info Technology	9,891,300	10,951,100	11,098,422	11,248,691	11,401,965
493411 - SDWSD-R Compliance-Security	-	2,556,300	2,585,805	2,615,899	2,646,594

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name	FY2021	FY2022	FY2023	FY2024	FY2025
Appropriation # - Appropriation Name	Adopted	Mayor	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
493421 - SDWSD-R Compliance-Public Affairs	-	1,713,800	1,720,916	1,728,175	1,735,579
20180 - SDWSD-R Finance	12,026,200	12,635,100	12,750,160	12,867,520	12,987,229
494001 - SDWSD-R Chief Financial Officer	4,008,800	3,476,000	3,486,838	3,497,893	3,509,169
494111 - SDWSD-R Finance	1,759,600	1,633,000	1,649,920	1,667,178	1,684,782
494121 - SDWSD-R Procurement	1,571,200	2,024,600	2,051,716	2,079,374	2,107,586
494131 - SDWSD-R Treasury	1,268,100	1,843,700	1,847,510	1,851,396	1,855,360
494141 - SDWSD-R Public Finance	324,700	-	-	-	-
494151 - SDWSD- R Budget	266,200	259,400	263,350	267,379	271,488
494161 - SDWSD-R Billing & Collect	2,827,600	2,792,700	2,841,754	2,891,789	2,942,825
494171 - SDWSD-R Internal Audit	-	605,700	609,072	612,511	616,019
20181 - SDWSD-R Customer Service	4,633,200	4,164,800	4,219,534	4,275,362	4,332,306
495111 - SDWSD-R Customer Service	4,633,200	4,164,800	4,219,534	4,275,362	4,332,306
20183 - SDWSD-R Non Operating Expense	283,082,000	299,975,500	306,575,960	313,308,432	320,175,554
497111 - SDWSD-R Non-Operating Exp	283,082,000	299,975,500	306,575,960	313,308,432	320,175,554
5821 - SDWSD-R Imp & Ext	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
20243 - SDWSD-R Improvement & Extension	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
497711 - SDWSD-R Improvement & Extension Swr	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
5831 - SDWSD -R Swr Bond Fund	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
20310 - SDWSDR 2015 Bond	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
497800 - SDWSDR Bond 2015	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - REVENUES
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name	FY2021	FY2022	FY2023	FY2024	FY2025
Appropriation # - Appropriation Name	Adopted	Mayor	Forecast	Forecast	Forecast
Cost Center # - Cost Center Name					
49 - Sewerage Department - Retail	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654
5820 - DWSD - R - Sewer	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
20184 - SDWSD-R Operating Revenue	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
497211 - SDWSD-R Receiving Revenue	354,887,600	371,768,800	379,204,176	386,788,260	394,524,025
5821 - SDWSD-R Imp & Ext	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
20243 - SDWSD-R Improvement & Extension	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
497711 - SDWSD-R Improvement & Extension Swr	39,007,000	43,540,910	41,498,366	42,328,334	43,174,900
5831 - SDWSD -R Swr Bond Fund	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
20310 - SDWSDR 2015 Bond	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
497800 - SDWSDR Bond 2015	25,296,000	25,716,600	24,354,795	24,841,891	25,338,729
Grand Total	419,190,600	441,026,310	445,057,337	453,958,485	463,037,654

**CITY OF DETROIT
BUDGET DEVELOPMENT
POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
DEPARTMENT 49 - SEWERAGE DEPARTMENT - RETAIL**

Department # - Department Name					
Fund # - Fund Name					
Appropriation # - Appropriation Name	FY2021	FY2022	FY2023	FY2024	FY2025
Cost Center # - Cost Center Name	Adopted	Mayor	Forecast	Forecast	Forecast
Job Code - Job Title					
49 - Sewerage Department - Retail	17	25	25	25	25
5820 - DWSD - R - Sewer	17	25	25	25	25
20178 - SDWSD-R Operations	17	25	25	25	25
492223 - SDWSD- R Storm Drainage	17	25	25	25	25
501014 - Manager	1	2	2	2	2
501025 - Professional Administrative Analyst	1	2	2	2	2
501029 - Customer Service Specialist	1	1	1	1	1
501031 - Office Support Specialist	1	0	0	0	0
501037 - Customer Service Specialist II	1	3	3	3	3
501038 - Customer Service Specialist III	0	1	1	1	1
502003 - Engineer	7	7	7	7	7
502005 - Team Leader	1	1	1	1	1
502011 - Inspector	2	3	3	3	3
502034 - Engineer II	1	3	3	3	3
502038 - Engineering Technician III	0	1	1	1	1
653080 - Executive Management Team	1	0	0	0	0
8653080 - Executive Management Team	0	1	1	1	1
Grand Total	17	25	25	25	25

ATTACHMENT II
DWSD Sewer Fund

	Adopted Budget		Proposed Budget
	FY 2021	FY 2022	Difference
Commodity Sales	\$ 146,580,000	144,589,500	(1,990,500)
Service Charges	14,060,000	14,684,400	624,400
Drainage Fees	162,790,000	179,133,600	16,343,600
Permits, Penalties & IWC	7,120,000	8,312,600	1,192,600
Total Retail Revenue	330,550,000	346,720,100	16,170,100
Non-Retail Revenue	24,340,000	25,048,700	708,700
Total Revenue	\$ 354,890,000	\$ 371,768,800	\$ 16,878,800
Administration	3,000,000	1,684,700	(1,315,300)
Operations	35,170,000	35,542,300	372,300
Compliance	21,610,000	17,810,200	(3,799,800)
Finance	12,030,000	12,635,000	605,000
Customer Service	-	4,164,800	4,164,800
Net Direct Expenses	71,810,000	71,837,000	27,000
Non-Departmental (Indirect) Expenses	280,790,000	292,100,900	11,310,900
Revenue Financed Capital (Use of Fund Balance)	2,290,000	7,830,900	5,540,900
		-	-
Total Indirect Expenses	283,080,000	• 299,931,800	16,851,800
Total Expenses Sewer	\$ 354,890,000	371,768,800	16,878,800

Attachment III



PUBLIC HEARING DWSD FY2022 BUDGET

January 20, 2021

Who We Are



The Detroit Water and Sewerage Department (DWSD) is entrusted with supplying water, sewerage and drainage services to residents and businesses within the city of Detroit.

- Retail distribution of treated water purchased from the Great Lakes Water Authority (GLWA)
- A city enterprise department with a mayoral-appointed public body
- Federal court order states DWSD has financial and operational independence from city government in specific areas
- Due to pandemic, DWSD ended water service interruptions for nonpayment through 2022; collaborating with state and federal officials on long-term affordability solution
- DWSD staff following CDC safety precautions when interacting with the public

276,891

Residential and
Nonresidential Accounts

175,000

Households



29,910

Fire Hydrants



2,700 miles

Water Mains

3,000 miles

Sewer Collection Piping



90,000

Catch Basins

Budget Considerations



The DWSD Executive Team considers these factors in developing the budget:

- ✓ **Affordability** – keep rate increases below 4% and support water conservation initiatives
- ✓ Compassionate and responsive **customer service**
- ✓ Operations that **support and preserve public health; meet or exceed** all federal, state and local **regulations**
- ✓ Employee and asset **safety**
- ✓ Water and sewer **upgrades** (including lead service line replacement)
- ✓ **Employee focus** – training, retention and recruitment

Revenue Requirement



Total Projected Annual Expenses Water and Sewer Funds Combined

	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Revenue Requirement	(millions)	(millions)	(millions)	
Net Operations & Maintenance Expenses	\$ 146.47	\$ 157.06	\$ 10.59	7.2%
Wholesale Charges	216.14	214.88	(1.26)	-0.6%
Net Debt & Capital	76.67	84.28	7.61	9.9%
Total Revenue Requirement	\$ 439.28	\$ 456.22	\$ 16.94	3.9%

- Increase in Net Operations & Maintenance expense is primarily due to increase in bad debt expense based on prior years' and last 5 months of the current fiscal year's collection experience
- Increase in Net Debt & Capital is due to increase in Revenue Financed Capital facilitated by increase in Drainage revenue

Operations & Maintenance Expenses



Water and Sewer Funds Combined

	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Operations & Maintenance Expenses	(millions)	(millions)	(millions)	
Salaries & Wages	\$ 40.05	\$ 39.91	\$ (0.14)	-0.3%
Employee Benefits	16.54	18.78	2.24	13.5%
Professional & Contractual Services	22.90	19.53	(3.37)	-14.7%
Shared Services Expenses	3.94	5.10	1.16	29.4%
Supplies & Other Expenses	21.26	20.93	(0.33)	-1.6%
Utilities	4.21	3.35	(0.86)	-20.4%
Bad Debt	40.72	53.18	12.46	30.6%
Total Operations & Maintenance Expenses	\$ 149.62	\$ 160.78	\$ 11.16	7.5%
Less: Shared Services Revenues	3.15	3.72	0.57	18.1%
Net Operations & Maintenance Expenses	\$ 146.47	\$ 157.06	\$ 10.59	7.2%

Operations & Maintenance Expenses



Water and Sewer Funds Combined

- Employee benefits increased due to increase in fringe rate from 41.84% to 47.43%
- Professional & Contractual Services decreased mainly due to reduction of \$1 million for Baker Tilly; reduction of legal services contracts by over \$500K; reduction of Homrich contract by \$1.8 million; reduction of Conservation program by \$250K
- Increase in Shared Services due to increase of \$800K for System Control Center based on actual spend experience and increase of \$500K for WAM based on prior year actual expenses
- Utilities decreased due to adjustment made to the budget based on actual expenses incurred in prior year and reduction in anticipated usage in FY 2022
- Bad debt increase is based on prior years and recent months collection experience

GLWA Wholesale Charges



Water Fund	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Wholesale Charges	(millions)	(millions)	(millions)	
DWSD Share of Cost Pool	\$ 43.24	\$ 42.51	\$ (0.73)	-1.7%
Equity Credit	(20.70)	(20.70)	-	
WRAP Contribution	0.65	0.67	0.02	3.1%
Total Wholesale Charges	\$ 23.19	\$ 22.48	\$ (0.71)	-3.1%
Sewer Fund	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Wholesale Charges	(millions)	(millions)	(millions)	
DWSD Share of Cost Pool	\$ 195.64	\$ 194.90	\$ (0.74)	-0.4%
Equity Credit	(5.52)	(5.52)	-	
IWC Charges	1.48	1.5	0.02	1.4%
WRAP Contribution	1.35	1.52	0.17	12.6%
Total Wholesale Charges	\$ 192.95	\$ 192.40	\$ (0.55)	-0.3%
Total Wholesale (Water & Sewer) Charges	\$ 216.14	\$ 214.88	\$ (1.26)	-0.6%

- Decrease in Wholesale Charges is based on GLWA's projection for FY 22

Debt & Capital



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Debt & Capital	(millions)	(millions)	(millions)	
Bond Debt Service	\$ 59.71	\$ 59.71	\$ -	
Legacy Costs	49.38	49.38	-	
Revenue Financed Capital	2.34	9.95	7.61	325.2%
Total Debt & Capital	\$ 111.43	\$ 119.04	\$ 7.61	6.8%
Less: GLWA Share of Legacy Costs	34.76	34.76	-	
Net Debt & Capital	\$ 76.67	\$ 84.28	\$ 7.61	9.9%

- Revenue Financed Capital increased due to increase in Drainage revenue

Water Retail Revenue



Retail Revenues	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Commodity Sales				
Volume (Mcf)	2,758,800	2,666,570	(92,230)	-3.3%
Rate per Mcf	\$ 26.08	\$ 26.60	\$ 0.52	2.0%
Total Commodity Sales (millions)	\$ 71.95	\$ 70.93	\$ (1.02)	-1.4%
Service Charges				
5/8" Equivalent Meters	290,581	299,073	8,492	2.9%
Rate per Equivalent Meter	\$ 7.71	\$ 7.86	\$ 0.15	1.9%
Monthly Revenue (millions)	\$ 2.24	\$ 2.35	\$ 0.11	4.9%
Number of Months	12	12		
Total Service Charges (millions)	\$ 26.88	\$ 28.21	\$ 1.33	4.9%
Fireline Revenue				
6" Equivalent Meters	1,650	1670	20.00	1.2%
Rate per Equivalent Meter	\$ 192.83	\$ 196.69	\$ 3.86	2.0%
Monthly Revenue (millions)	\$ 0.31	\$ 0.33	\$ 0.02	6.5%
Number of Months	12	12		
Total Fireline Revenues (millions)	\$ 3.75	\$ 3.94	\$ 0.19	5.1%
Fees, Permits & Penalties (millions)	6.15	6.43	0.28	4.6%
Total Retail Revenues (millions)	\$ 108.73	\$ 109.51	\$ 0.78	0.7%

Summary of Revenue & Expenses

Water Fund



DETROIT
Water & Sewerage
Department

	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Retail Revenues				
Commodity Sales	\$ 71.95	\$ 70.93	\$ (1.02)	-1.4%
Service Charges	26.88	28.21	1.33	4.9%
Firelines	3.75	3.94	0.19	5.1%
Fees, Permits & Penalties	6.15	6.43	0.28	4.6%
Total Retail Revenues	\$ 108.73	\$ 109.51	\$ 0.78	0.7%
Non-Retail Revenues	13.58	13.43	(0.15)	-1.1%
Total Revenues	\$ 122.31	\$ 122.94	\$ 0.63	0.5%
Net Revenue Requirement				
Departmental (Direct) Expenses				
Administration	\$ 1.29	\$ 0.72	\$ (0.57)	-44.2%
Operations	21.39	20.21	(1.18)	-5.5%
Compliance	9.26	9.42	0.16	1.7%
Finance	5.15	5.41	0.26	5.0%
Total Department (Direct) Expenses	\$ 37.09	\$ 35.76	\$ (1.33)	-3.6%
Non-Departmental (Indirect) Expenses	85.17	85.06	(0.11)	-0.1%
Revenue Financed Capital	0.05	2.12	2.07	4140.0%
Total Net Revenue Requirement	\$ 122.31	\$ 122.94	\$ 0.63	0.5%

Sewer Retail Revenue



Retail Revenues	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Commodity Sales				
Volume (Mcf)	2,568,960	2,533,990	(34,970)	-1.4%
Rate per Mcf	\$ 57.06	\$ 57.06		
Total Commodity Sales (millions)	\$ 146.58	\$ 144.59	\$ (1.99)	-1.4%
Service Charges				
Total Number of Meters	179,200	187,110	7,910	4.4%
Rate	\$ 6.54	\$ 6.54	\$ -	
Monthly Revenue (millions)	\$ 1.17	\$ 1.22	\$ 0.05	4.3%
Number of Months	12	12		
Total Service Charges (millions)	\$ 14.06	\$ 14.68	\$ 0.62	4.4%
Drainage Charges				
Billable Impervious Acres	26,781	27,294.6	513.28	1.9%
Rate	\$ 626.00	\$ 677.00	\$ 51.00	8.1%
Monthly Revenue (millions)	\$ 16.77	\$ 18.47	\$ 1.70	10.1%
Transition Credit (millions)	\$ (3.21)	\$ (3.54)	\$ (0.33)	10.3%
Net Monthly Revenue (millions)	\$ 13.56	\$ 14.93	\$ 1.37	10.1%
Number of Months	12	12		
Total Drainage Charges (millions)	\$ 162.79	\$ 179.14	\$ 16.35	10.0%
Permits, Penalties & IWC Charges (millions)	7.12	8.31	1.19	16.7%
Total Retail Revenues (millions)	\$ 330.55	\$ 346.72	\$ 16.17	4.9%

Summary of Revenue & Expenses

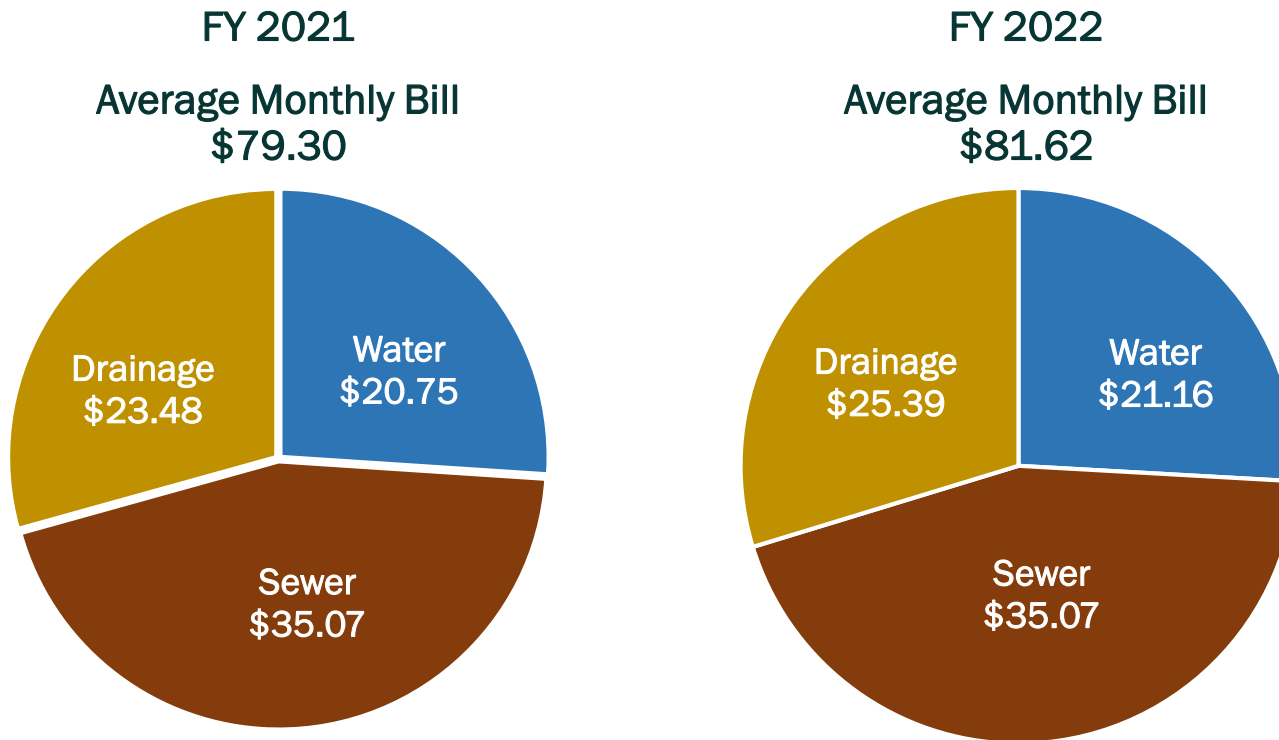
Sewer Fund



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
Retail Revenues	(millions)	(millions)	(millions)	
Commodity Sales	\$ 146.58	\$ 144.59	\$ (1.99)	-1.4%
Service Charges	14.06	14.68	0.62	4.4%
Drainage Charges	160.16	176.05	15.89	9.9%
Highway Drainage	2.63	3.09	0.46	17.5%
Permits, Penalties & IWC Charges	7.12	8.31	1.19	16.7%
Total Retail Revenues	\$ 330.55	\$ 346.72	\$ 16.17	4.9%
Non-Retail Revenues	24.34	25.05	0.71	2.9%
Total Revenues	\$ 354.89	\$ 371.77	\$ 16.88	4.8%
Net Revenue Requirement				
Departmental (Direct) Expenses				
Administration	\$ 3.00	\$ 1.68	\$ (1.32)	-44.0%
Operations	35.17	35.54	0.37	1.1%
Compliance	21.61	21.98	0.37	1.7%
Finance	12.03	12.64	0.61	5.1%
Total Department (Direct) Expenses	\$ 71.81	\$ 71.84	\$ 0.03	0.0%
Non-Departmental (Indirect) Expenses	280.79	292.1	11.31	4.0%
Revenue Financed Capital	2.29	7.83	5.54	241.9%
Total Net Revenue Requirement	\$ 354.89	\$ 371.77	\$ 16.88	4.8%

What This Means to an Average Customer

The average monthly residential customer bill based on 0.5 Mcf consumption





Appendices

Appropriations and Cost Centers

Fiscal Year 2022

Appropriation – Administration



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries & Wages	\$ 1.40	\$ 1.09	\$ (0.31)	-22.1%
Employee Benefits	0.59	0.51	(0.08)	-13.6%
Professional & Contractual Services	1.30	0.17	(1.13)	-86.9%
Supplies & Other Expenses	1.00	0.63	(0.37)	-37.0%
<u>Total Revenue Requirement</u>	\$ 4.29	\$ 2.40	\$ (1.89)	-44.1%

Includes CEO and BOWC cost centers

- Professional & Contractual Services decreased primarily due to the completion of the Baker Tilly contract in FY 2021

Administration Cost Centers



Chief Executive Office	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.19	\$ 0.95	\$ (0.24)	-20.2%
Employee Benefits	0.50	0.45	(0.05)	-10.0%
Professional & Contractual Services	0.14	0.17	0.03	21.4%
Supplies & Other	0.75	0.39	(0.36)	-48.0%
Total for Cost Center	\$ 2.58	\$ 1.96	\$ (0.62)	-24.0%
BOWC	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.21	\$ 0.14	\$ (0.07)	-33.3%
Employee Benefits	0.09	0.06	(0.03)	-33.3%
Professional & Contractual Services	1.16	-	(1.16)	-100.0%
Supplies & Other	0.25	0.24	(0.01)	-4.0%
Total for Cost Center	\$ 1.71	\$ 0.44	\$ (1.27)	-74.3%

Appropriation – Operations



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries & Wages	\$ 23.26	\$ 22.75	\$ (0.51)	-2.2%
Employee Benefits	9.52	10.66	1.14	12.0%
Professional & Contractual Services	11.28	10.84	(0.44)	-3.9%
Shared Services Expenses	1.20	2.00	0.80	66.7%
Supplies & Other Expenses	7.09	6.15	(0.94)	-13.3%
Utilities	4.21	3.35	(0.86)	-20.4%
Total Revenue Requirement	\$ 56.56	\$ 55.75	\$ (0.81)	-1.4%

Includes Meter Operations, Fleet, Maintenance & Repairs, Field Engineering, Lead Service, Storm Water, Deputy Director Administration and Facilities cost centers

Appropriation – Operations



- Employee Benefits increased due to increase in fringe rate in FY 22
- Shared services increased by \$800K due to increase in expenses for System Control Center based on actual spend experience in previous year
- Supplies & Other decreased primarily due to adjustment made to the budget based on actual expenses incurred in prior year and reduction in anticipated usage in FY 22.
- Utilities decreased due to adjustment made to the budget based on actual expenses incurred in prior year and reduction in anticipated usage in FY 22

Operations Cost Centers



Meter Operations	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 2.94	\$ 2.92	\$ (0.02)	-0.7%
Employee Benefits	1.21	1.38	0.17	14.0%
Professional & Contractual Services	2.48	0.41	(2.07)	-83.5%
Supplies & Other	0.60	1.29	0.69	114.5%
Total for Cost Center	\$ 7.23	\$ 6.00	\$ (1.23)	-17.1%
Fleet	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.40	\$ 1.46	\$ 0.06	4.3%
Employee Benefits	0.58	0.69	0.11	19.0%
Professional & Contractual Services	2.72	2.71	(0.01)	-0.4%
Supplies & Other	1.25	0.66	(0.59)	-47.2%
Total for Cost Center	\$ 5.95	\$ 5.52	\$ (0.43)	-7.2%
Maintenance & Repair	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 11.34	\$ 9.66	\$ (1.68)	-14.8%
Employee Benefits	4.59	4.51	(0.08)	-1.7%
Professional & Contractual Services	0.38	2.31	1.93	507.9%
Supplies & Other	3.60	1.22	(2.38)	-66.1%
Total for Cost Center	\$ 19.91	\$ 17.70	\$ (2.21)	-11.1%

Operations Cost Centers



Field Engineering	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 5.01	\$ 5.14	\$ 0.13	2.6%
Employee Benefits	2.06	2.39	0.33	16.0%
Professional & Contractual Services	0.20	0.12	(0.08)	-40.0%
Supplies & Other	0.31	0.16	(0.15)	-48.4%
Total for Cost Center	\$ 7.58	\$ 7.81	\$ 0.23	3.0%
Lead Service	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ -	\$ 0.16	\$ 0.16	
Employee Benefits	-	0.08	0.08	
Professional & Contractual Services	-	0.11	0.11	
Supplies & Other	-	0.26	0.26	
Total for Cost Center	\$ -	\$ 0.61	\$ 0.61	
Storm Water	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.12	\$ 1.82	\$ 0.70	62.5%
Employee Benefits	0.47	0.85	0.38	80.9%
Professional & Contractual Services	1.60	1.55	(0.05)	-3.1%
Supplies & Other	0.09	1.62	1.53	1700.0%
Total for Cost Center	\$ 3.28	\$ 5.84	\$ 2.56	78.0%

Operations Cost Centers



Deputy Director Admin	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.50	\$ 0.58	\$ 0.08	16.0%
Employee Benefits	0.21	0.28	0.07	33.3%
Professional & Contractual Services	0.90	0.70	(0.20)	-22.2%
Shared Services Expenses	1.20	2.00	0.80	66.7%
Supplies & Other	0.38	0.14	(0.24)	-63.2%
Total for Cost Center	\$ 3.19	\$ 3.70	\$ 0.51	16.0%
Facilities	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.95	\$ 1.01	\$ 0.06	6.3%
Employee Benefits	0.40	0.48	0.08	20.0%
Professional & Contractual Services	3.00	2.93	(0.07)	-2.3%
Supplies & Other	0.86	0.80	(0.06)	-7.0%
Utilities	4.21	3.35	(0.86)	-20.4%
Total for Cost Center	\$ 9.42	\$ 8.57	\$ (0.85)	-9.0%

Appropriation – Compliance



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries & Wages	\$ 10.19	\$ 10.60	\$ 0.41	4.0%
Employee Benefits	4.25	5.02	0.77	18.1%
Professional & Contractual Services	5.64	4.29	(1.35)	-23.9%
Shared Services Expenses	2.47	2.82	0.35	14.2%
Supplies & Other Expenses	8.32	8.67	0.35	4.2%
Total Revenue Requirement	\$ 30.87	\$ 31.40	\$ 0.53	1.7%

Includes Information Technology, Customer Service, Organizational Development, Public Affairs, Security and General Counsel cost centers

- Decrease in Professional & Contractual Services is primarily due reduction in budget for legal fees by \$590K and elimination of temporary hires for call center budget of \$500K

Compliance Cost Centers



Information Technology	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 2.51	\$ 2.75	\$ 0.24	9.6%
Employee Benefits	1.05	1.30	0.25	23.8%
Professional & Contractual Services	1.49	1.55	0.06	4.0%
Shared Services Expenses	2.00	2.72	0.72	36.0%
Supplies & Other	7.06	7.32	0.26	3.7%
Total for Cost Center	\$ 14.11	\$ 15.64	\$ 1.53	10.8%
Customer Service	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 3.97	\$ 3.81	\$ (0.16)	-4.0%
Employee Benefits	1.66	1.82	0.16	9.6%
Professional & Contractual Services	0.80	0.22	(0.58)	-72.5%
Supplies & Other	0.19	0.10	(0.09)	-47.4%
Total for Cost Center	\$ 6.62	\$ 5.95	\$ (0.67)	-10.1%
Org. Development	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.14	\$ 0.75	\$ (0.39)	-34.2%
Employee Benefits	0.48	0.35	(0.13)	-27.1%
Supplies & Other	0.46	0.80	0.34	73.9%
Total for Cost Center	\$ 2.08	\$ 1.90	\$ (0.18)	-8.7%

Compliance Cost Centers



Public Affairs	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.43	\$ 0.47	\$ 0.04	9.3%
Employee Benefits	0.18	0.22	0.04	22.2%
Professional & Contractual Services	1.58	1.45	(0.13)	-8.2%
Supplies & Other	0.36	0.30	(0.06)	-16.7%
Total for Cost Center	\$ 2.55	\$ 2.44	\$ (0.11)	-4.3%
Security	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.77	\$ 2.34	\$ 0.57	32.2%
Employee Benefits	0.73	1.10	0.37	50.7%
Professional & Contractual Services	0.11	-	(0.11)	-100.0%
Shared Services Expenses	0.32	0.10	(0.22)	-68.8%
Supplies & Other	0.22	0.12	(0.10)	-45.5%
Total for Cost Center	\$ 3.15	\$ 3.66	\$ 0.51	16.2%
General Counsel	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.37	\$ 0.48	\$ 0.11	29.7%
Employee Benefits	0.15	0.23	0.08	53.3%
Professional & Contractual Services	1.66	1.07	(0.59)	-35.5%
Shared Services Expenses	0.15	-	(0.15)	-100.0%
Supplies & Other	0.03	0.03	-	
Total for Cost Center	\$ 2.36	\$ 1.81	\$ (0.55)	-23.3%

Appropriation – Finance



	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries & Wages	\$ 5.20	\$ 5.47	\$ 0.27	5.2%
Employee Benefits	2.18	2.59	0.41	18.8%
Professional & Contractual Services	4.68	4.23	(0.45)	-9.6%
Shared Services Expenses	0.27	0.28	0.01	3.7%
Supplies & Other Expenses	4.85	5.48	0.63	13.0%
Total Revenue Requirement	\$ 17.18	\$ 18.05	\$ 0.87	5.1%

Includes CFO, Controller, Budget, Treasury, Procurement, Billing & Collections and Internal Audit cost centers

- Employee benefits increase is due to increase in fringe rates
- Decrease in Professional & Contractual Services is primarily due to reduction of \$250K in the Conservation Program budget
- Supplies & Other increased primarily due to increase in budget for bank fees by \$600K due to increase in bank activities

Finance Cost Centers



Chief Financial Officer	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.18	\$ 0.79	\$ (0.39)	-33.1%
Employee Benefits	0.50	0.37	(0.13)	-26.0%
Professional & Contractual Services	0.98	0.25	(0.73)	-74.5%
Shared Services Expenses	0.02	0.03	0.01	50.0%
Supplies & Other	3.53	3.54	0.01	0.3%
Total for Cost Center	\$ 6.21	\$ 4.98	\$ (1.23)	-19.8%
Controller's Office	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.20	\$ 1.21	\$ 0.01	0.8%
Employee Benefits	0.50	0.58	0.08	16.0%
Professional & Contractual Services	0.75	0.50	(0.25)	-33.3%
Supplies & Other	0.06	0.04	(0.02)	-33.3%
Total for Cost Center	\$ 2.51	\$ 2.33	\$ (0.18)	-7.2%
Budget	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.18	\$ 0.18	\$ -	0.0%
Employee Benefits	0.08	0.09	0.01	12.5%
Professional & Contractual Services	0.09	0.09	-	0.0%
Supplies & Other	0.02	0.01	(0.01)	-50.0%
Total for Cost Center	\$ 0.37	\$ 0.37	\$ -	0.0%
Treasury	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 0.28	\$ 0.27	\$ (0.01)	-3.6%
Employee Benefits	0.12	0.13	0.01	8.3%
Professional & Contractual Services	-	0.23	0.23	
Shared Services Expenses	0.25	0.25	-	
Supplies & Other	1.16	1.76	0.60	51.7%
Total for Cost Center	\$ 1.81	\$ 2.64	\$ 0.83	45.9%

Finance Cost Centers



Procurement	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.35	\$ 1.79	\$ 0.44	32.6%
Employee Benefits	0.56	0.84	0.28	50.0%
Professional & Contractual Services	0.28	0.15	(0.13)	-46.4%
Supplies & Other	0.05	0.11	0.06	120.0%
Total for Cost Center	\$ 2.24	\$ 2.89	\$ 0.65	29.0%
Billing & Collection	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ 1.01	\$ 0.99	\$ (0.02)	-2.0%
Employee Benefits	0.42	0.47	0.05	11.9%
Professional & Contractual Services	2.58	2.51	(0.07)	-2.7%
Supplies & Other	0.03	0.01	(0.02)	-66.7%
Total for Cost Center	\$ 4.04	\$ 3.98	\$ (0.06)	-1.5%
Internal Audit	Budget FY 2021	Budget FY 2022	Increase (Decrease)	% Change
	(millions)	(millions)	(millions)	
Salaries/Wages	\$ -	\$ 0.24	\$ 0.24	
Employee Benefits	-	0.11	0.11	
Professional & Contractual Services	-	0.50	0.50	
Supplies & Other	-	0.01	0.01	
Total for Cost Center	\$ -	\$ 0.86	\$ 0.86	

FTE Comparison



DETROIT
Water & Sewerage
Department

Cost Center	FY 21 Approved FTE	FY 22 Proposed FTE	Increase (Decrease)
CEO	7	7	-
BOWC	2	2	-
Total Administration	9	9	-
Meter Ops	58	69	11
Fleet	25	25	-
Maintenance & Repairs	207	189	(18)
Field Engineering	62	66	4
Lead Services	-	3	3
Storm Water	25	25	-
DY Director - Admin	5	5	-
Facilities	16	17	1
Total Operations	398	399	1
Information Technology	30	31	1
Customer Services	91	85	(6)
Organization Development	15	9	(6)
Public Affairs	7	7	-
Security	32	40	8
General Counsel	4	5	1
Total Compliance	179	177	(2)
CFO	7	6	(1)
Controller's Office	15	15	-
Budget	2	2	-
Treasury	4	4	-
Public Finance	2	-	(2)
Procurement	23	26	3
Billing & Collection	20	19	(1)
Internal Audit	-	2	2
Total Finance	73	74	1
Total for All Cost Centers	659	659	-



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[@detroitwatersewerage](https://instagram.com/detroitwatersewerage)

Attachment IV



December 2020 Review

Finance Committee

March 3, 2021

December 2020 Highlights

- The Water Fund cash receipts were \$7.4 million for December which was \$1.6 million below target.
- The year to date Water Fund receipts were \$51.5 million compared to \$50.3 million from FY20 through December.
- The Sewerage Fund cash receipts were \$22.9 million for December which was \$2 million below target.
- The year to date Sewerage Fund receipts were \$147.8 million compared to \$138.3 million from FY20 through December.
- Residential Collections were improved in both November and December by CARES act funding. In November DWSD received \$10 million and in December \$4.5 million, all of these funds were applied directly to customer's accounts to fund balances incurred between March and September.
- The year to date operations and maintenance spending through December is \$23.5 million below budget which is 11% of the total budget.
- The DWSD FY2021 personnel headcount vacancy rate is currently at 142 vacant positions, this is contributing approximately \$8 million in savings.

Summary Financial Metrics - Water



Month Ended		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
WATER Retail Receipts (\$ in millions)	Target	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0
	Actual	\$ 8.0	\$ 7.0	\$ 9.0	\$ 9.4	\$ 10.6	\$ 7.4
	Variance	\$ (1.0)	\$ (2.0)	\$ (0.0)	\$ 0.4	\$ 1.6	\$ (1.6)
	Status	● -11.4%	● -22.6%	● 0.0%	● 4.6%	● 17.3%	● -17.7%
WATER Volumes (Mcf)	Target	258,260	276,560	277,460	233,030	222,270	208,140
	Actual	248,085	265,796	250,308	218,840	197,362	194,648
	Variance	(10,175)	(10,764)	(27,152)	(14,190)	(24,908)	(13,492)
	Status	● -3.9%	● -3.9%	● -9.8%	● -6.1%	● -11.2%	● -6.5%
WATER 5/8" Equivalent Meters	Target	290,581	290,581	290,581	290,581	290,581	290,581
	Actual	295,675	296,709	296,847	297,970	298,932	299,154
	Variance	5,094	6,128	6,266	7,389	8,351	8,573
	Status	● 1.8%	● 2.1%	● 2.2%	● 2.5%	● 2.9%	● 3.0%
WATER 6" Equivalent Firelines	Target	1,658	1,658	1,658	1,658	1,658	1,658
	Actual	1,653	1,656	1,658	1,663	1,662	1,670
	Variance	(5)	(2)	-	5	4	12
	Status	● -0.3%	● -0.1%	● 0.0%	● 0.3%	● 0.2%	● 0.7%
WATER Current Month Collection Rate	Target	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%
	Actual	97.7%	77.9%	87.5%	92.9%	132.3%	80.0%
	Variance	4.7%	-15.1%	-5.5%	-0.1%	39.3%	-13.0%
	Status	● 5.1%	● -16.2%	● -5.9%	● -0.1%	● 42.3%	● -14.0%
WATER 3-Month Rolling Average Collection Rate	Target	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%
	Actual	105.1%	95.5%	87.3%	86.2%	103.3%	102.0%
	Variance	12.1%	2.5%	-5.7%	-6.8%	10.3%	9.0%
	Status	● 13.0%	● 2.7%	● -6.1%	● -7.3%	● 11.0%	● 9.7%

Summary Financial Metrics - Sewer



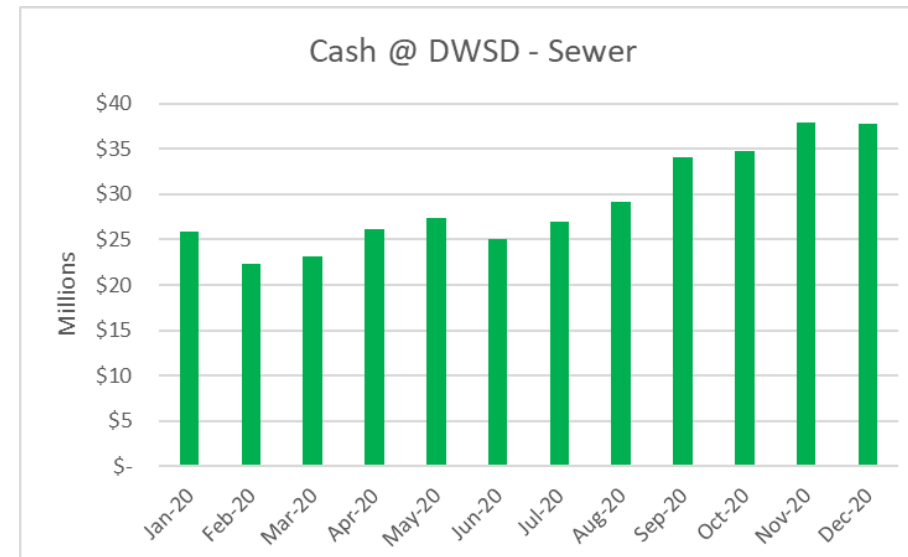
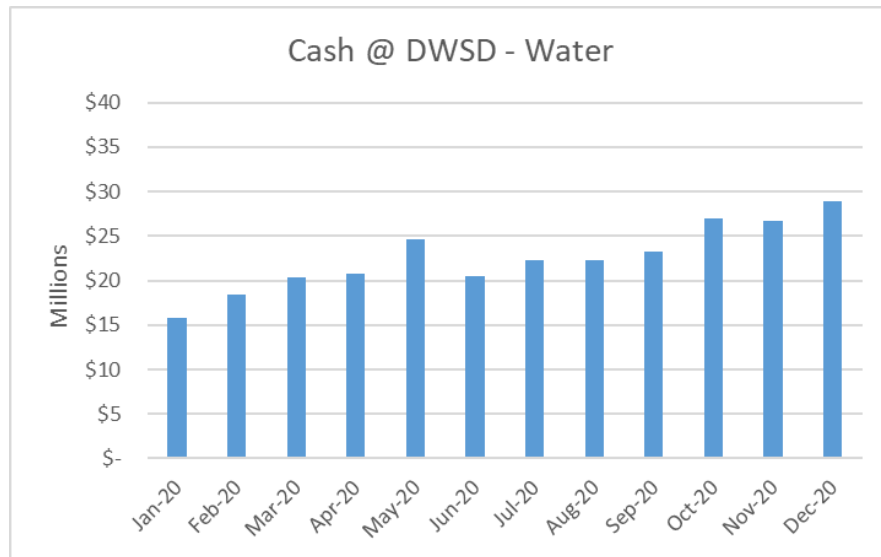
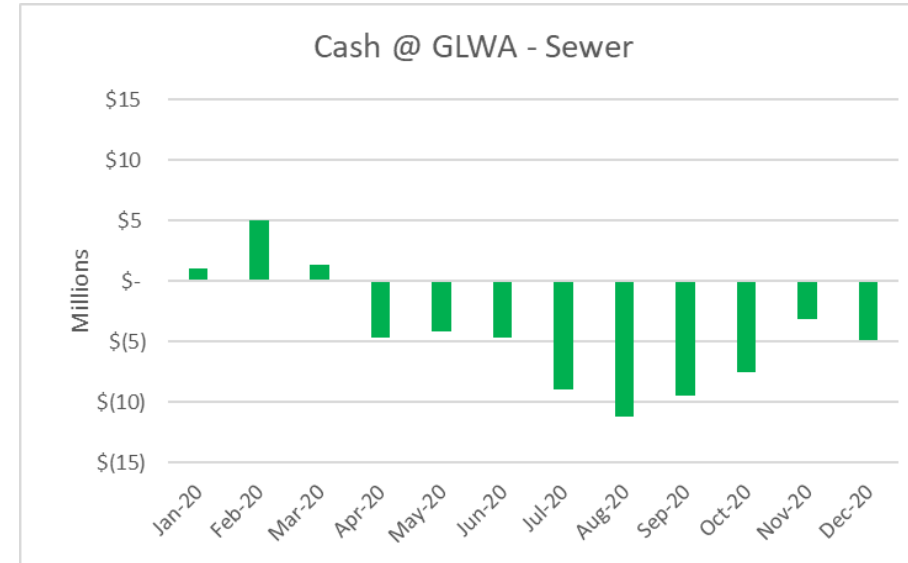
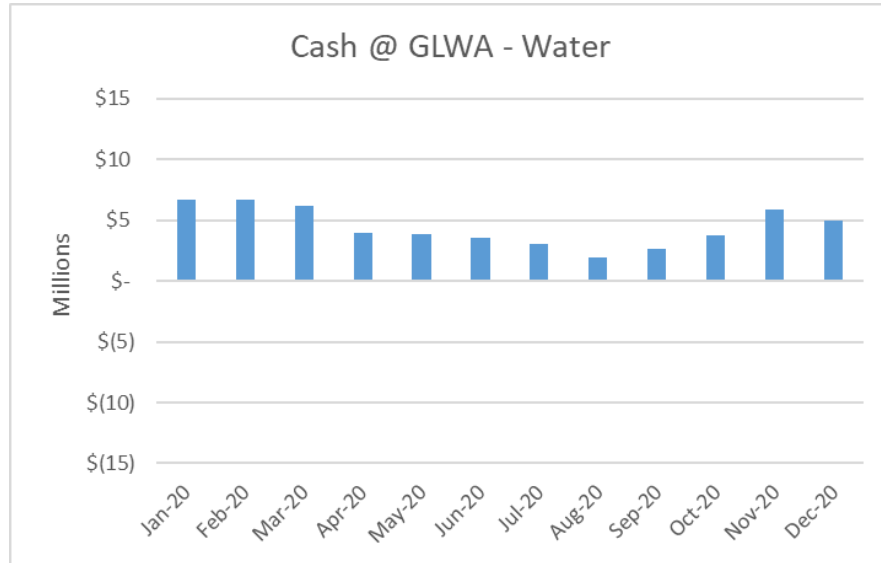
Month Ended		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
SEWER Retail Receipts (\$ in millions)	Target	\$ 24.9	\$ 24.9	\$ 24.9	\$ 24.9	\$ 24.9	\$ 24.9
	Actual	\$ 20.6	\$ 22.4	\$ 26.5	\$ 26.7	\$ 28.7	\$ 22.9
	Variance	\$ (4.3)	\$ (2.5)	\$ 1.5	\$ 1.7	\$ 3.8	\$ (2.0)
	Status	● -17.3%	● -10.2%	● 6.1%	● 7.0%	● 15.2%	● -8.1%
SEWER Volumes (Mcf)	Target	258,260	276,560	277,460	233,030	222,270	208,140
	Actual	238,679	252,929	240,390	206,880	188,816	184,240
	Variance	(19,581)	(23,631)	(37,070)	(26,150)	(33,454)	(23,900)
	Status	● -7.6%	● -8.5%	● -13.4%	● -11.2%	● -15.1%	● -11.5%
SEWER Total Meters	Target	179,200	179,200	179,200	179,200	179,200	179,200
	Actual	183,772	184,278	184,791	185,525	186,478	187,060
	Variance	4,572	5,078	5,591	6,325	7,278	7,860
	Status	● 2.6%	● 2.8%	● 3.1%	● 3.5%	● 4.1%	● 4.4%
DRAINAGE Billable Impervious Acreage	Target	27,187	27,187	27,187	27,187	27,187	27,187
	Actual	27,307	27,291	27,295	27,291	27,297	27,291
	Variance	120	104	108	104	110	104
	Status	● 0.4%	● 0.4%	● 0.4%	● 0.4%	● 0.4%	● 0.4%
SEWER Current Month Collection Rate	Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
	Actual	80.4%	82.4%	87.4%	91.9%	105.5%	83.4%
	Variance	-9.6%	-7.6%	-2.6%	1.9%	15.5%	-6.6%
	Status	● -10.7%	● -8.4%	● -2.9%	● 2.2%	● 17.3%	● -7.3%
SEWER 3-Month Rolling Average Collection Rate	Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
	Actual	88.1%	85.0%	83.6%	87.3%	94.7%	93.6%
	Variance	-1.9%	-5.0%	-6.4%	-2.7%	4.7%	3.6%
	Status	● -2.1%	● -5.5%	● -7.1%	● -3.0%	● 5.2%	● 4.0%

Summary Financial Metrics - Operations

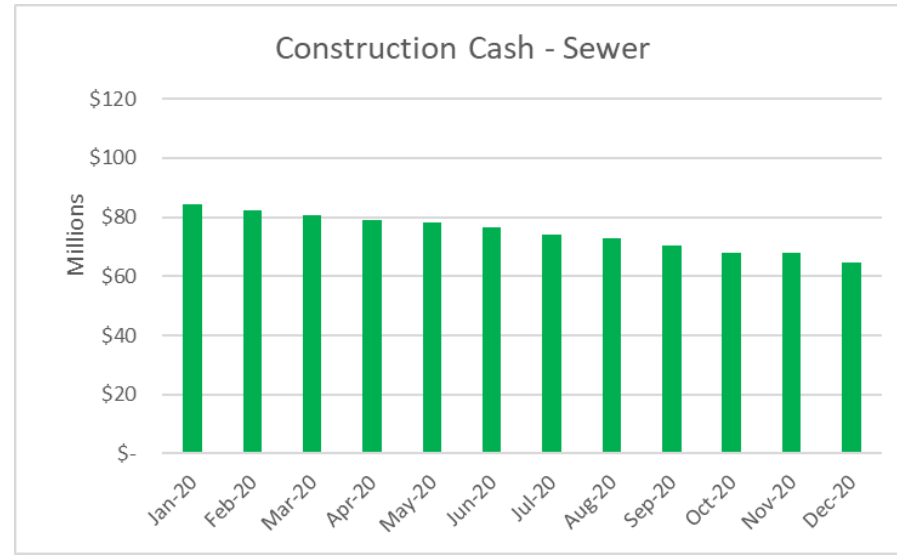
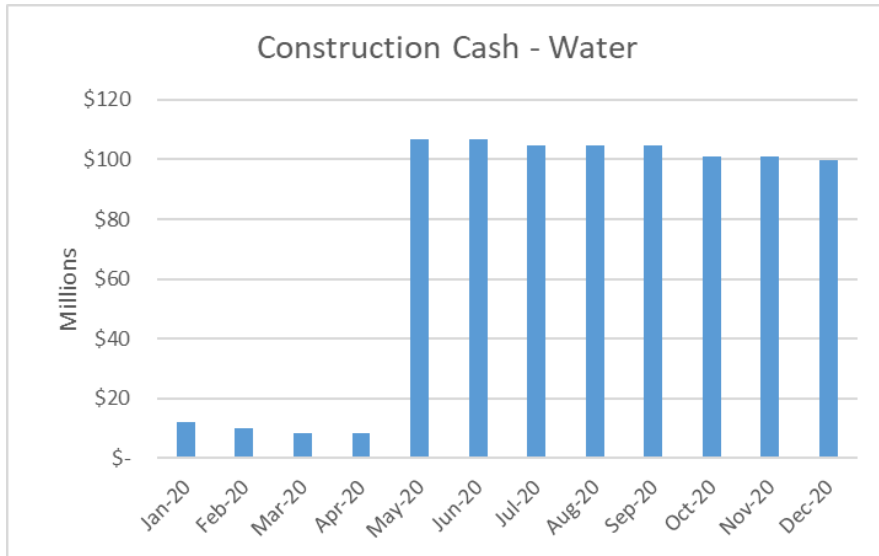
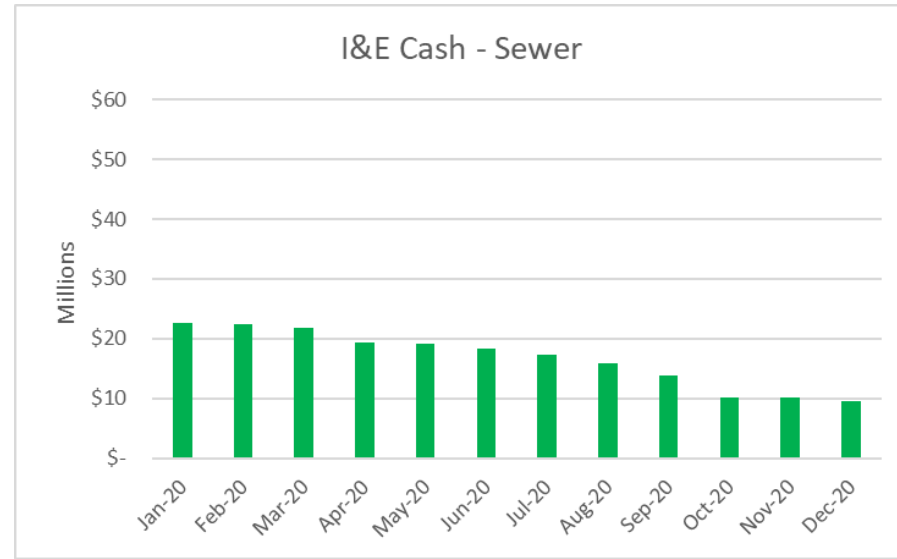
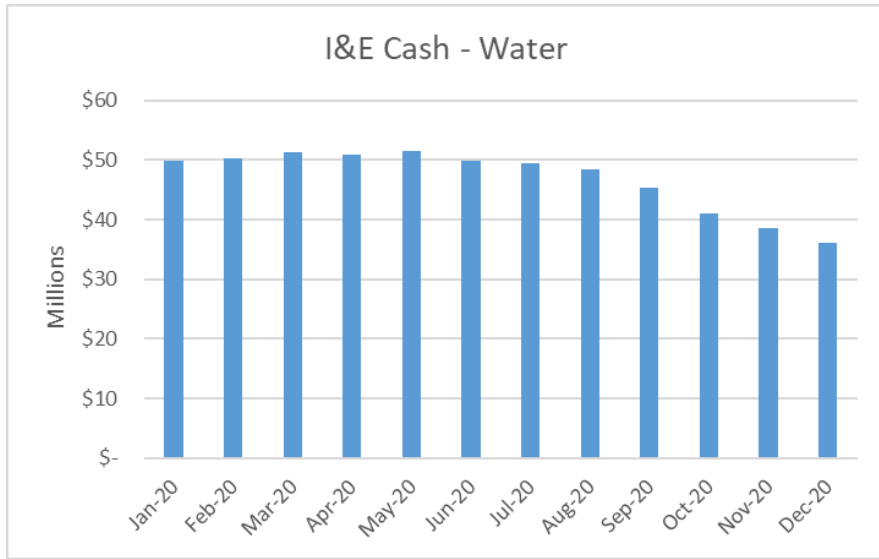


Month Ended		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
OPERATING CASH Days on Hand	Target	120	120	120	120	120	120
	Actual	154	167	181	183	199	205
	Variance	34	47	61	63	79	85
	Status	● 28.0%	● 39.1%	● 50.7%	● 52.2%	● 66.0%	● 71.1%
ACTIVE ACCOUNTS RECEIVABLE Days in Accounts Receivable	Target	145	145	145	145	145	145
	Actual	158	152	157	169	153	178
	Variance	(13)	(7)	(12)	(24)	(8)	(33)
	Status	● -8.6%	● -4.6%	● -8.6%	● -16.8%	● -5.8%	● -22.4%
ACCOUNTS PAYABLE Weighted Average Days	Target	45	45	45	45	45	45
	Actual	53	62	41	30	44	45
	Variance	(8)	(17)	4	15	2	-
	Status	● -17.8%	● -37.8%	● 8.9%	● 33.0%	● 3.3%	● 0.0%
HEADCOUNT FTEs	Target	659	659	659	659	650	650
	Actual	552	541	526	518	522	517
	Vacancies	107	118	133	141	128	133
	Status	● 16.2%	● 17.9%	● 20.2%	● 21.4%	● 19.7%	● 20.5%
O&M Spending (\$ 000s)	Target	\$ 8,812	\$ 8,812	\$ 8,812	\$ 8,812	\$ 8,812	\$ 8,812
	Actual	\$ 4,378	\$ 5,891	\$ 4,130	\$ 5,766	\$ 5,444	\$ 8,043
	Variance	\$ 4,435	\$ 2,921	\$ 4,683	\$ 3,046	\$ 3,368	\$ 769
	Status	● 50.3%	● 33.1%	● 53.1%	● 34.6%	● 38.2%	● 8.7%

Operating Cash



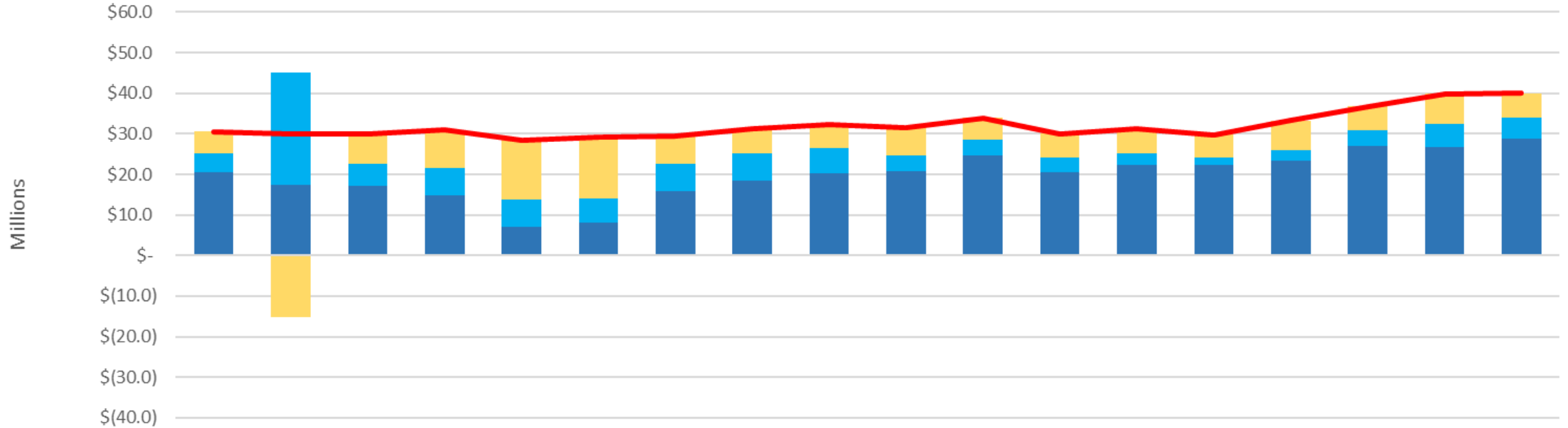
Improvement & Extension / Construction Cash



Net Operating Cash and Intrafunds - Water

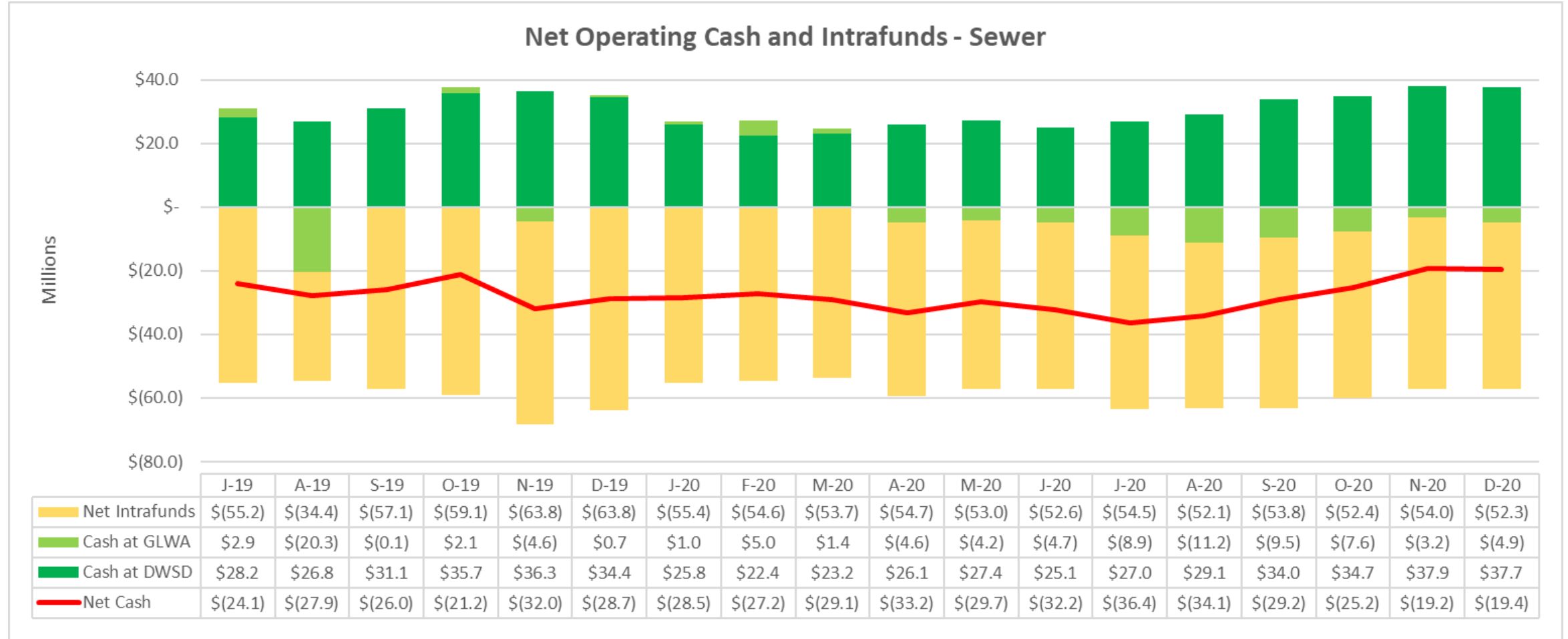


Net Operating Cash and Intrafunds - Water

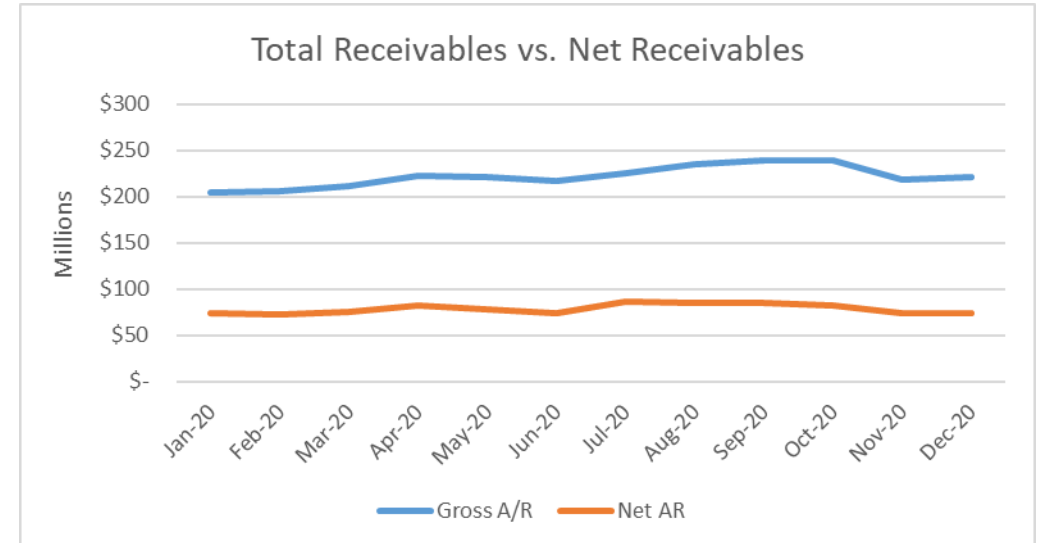
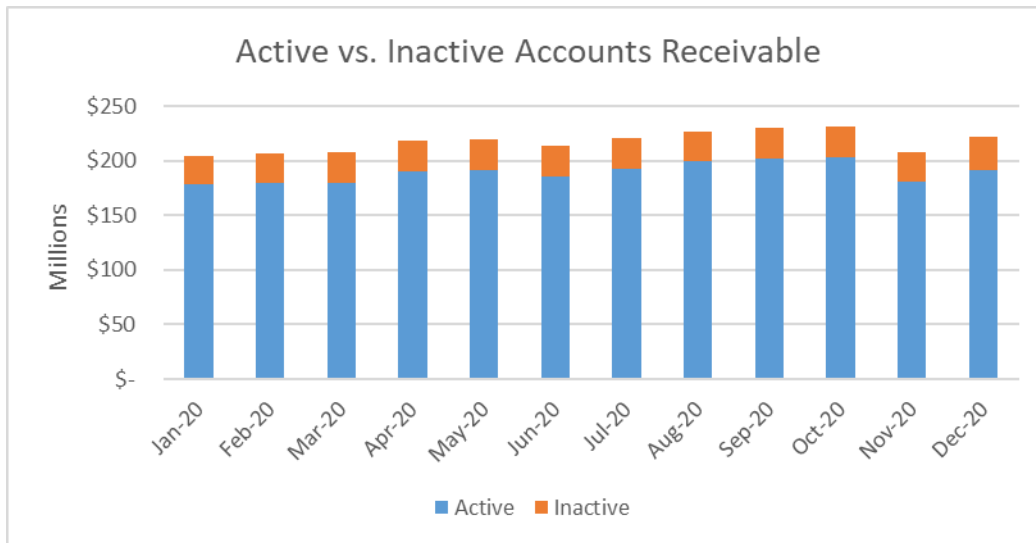
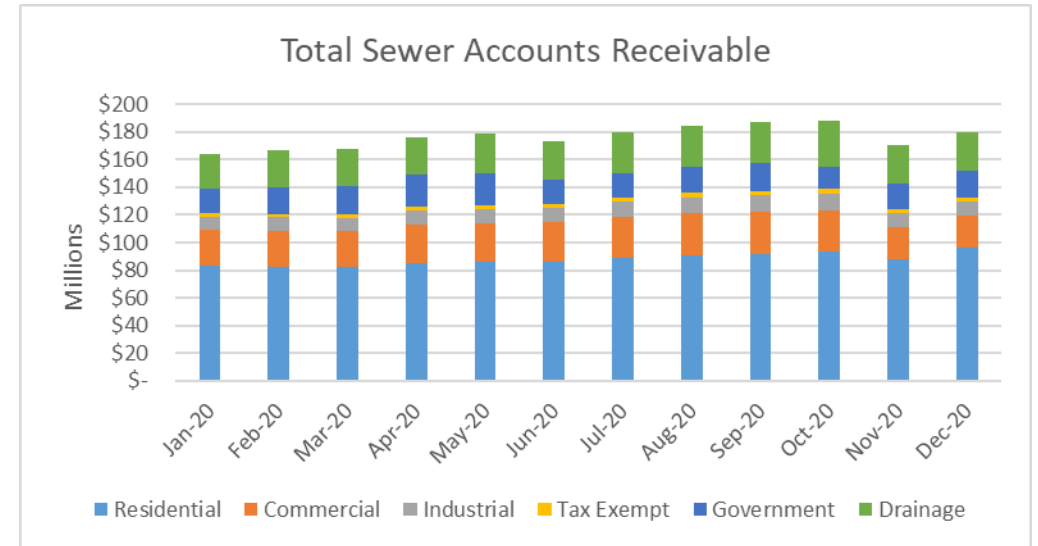
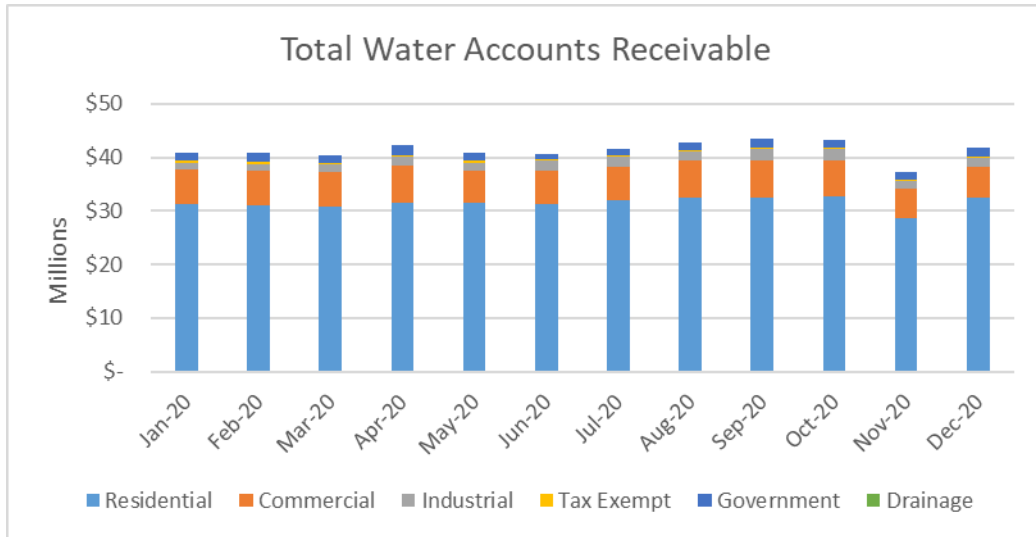


	J-19	A-19	S-19	O-19	N-19	D-19	J-20	F-20	M-20	A-20	M-20	J-20	J-20	A-20	S-20	O-20	N-20	D-20
Net Intrafunds	\$5.4	\$(15.3)	\$7.4	\$9.4	\$14.7	\$15.1	\$6.9	\$6.1	\$5.8	\$6.9	\$5.4	\$6.0	\$6.0	\$5.6	\$7.3	\$5.9	\$7.4	\$6.1
Cash at GLWA	\$4.6	\$27.8	\$5.4	\$6.8	\$6.8	\$6.0	\$6.7	\$6.7	\$6.2	\$4.0	\$3.8	\$3.5	\$3.0	\$1.9	\$2.7	\$3.8	\$5.9	\$5.0
Cash at DWSD	\$20.6	\$17.3	\$17.2	\$14.7	\$7.0	\$8.1	\$15.8	\$18.4	\$20.3	\$20.8	\$24.6	\$20.5	\$22.3	\$22.3	\$23.3	\$27.0	\$26.6	\$28.9
Net Cash	\$30.5	\$29.9	\$30.0	\$30.9	\$28.5	\$29.3	\$29.3	\$31.2	\$32.2	\$31.6	\$33.8	\$30.1	\$31.3	\$29.8	\$33.3	\$36.7	\$39.9	\$39.9

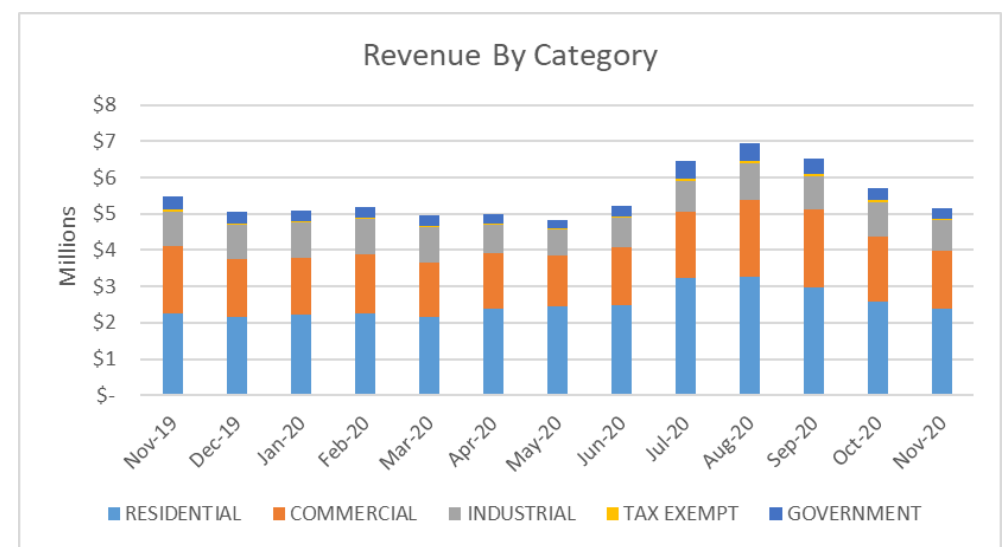
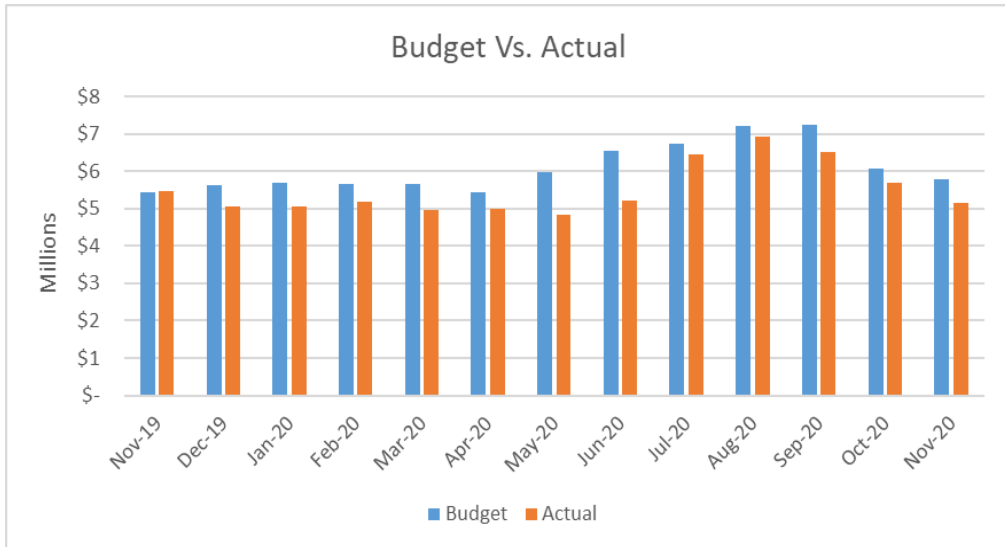
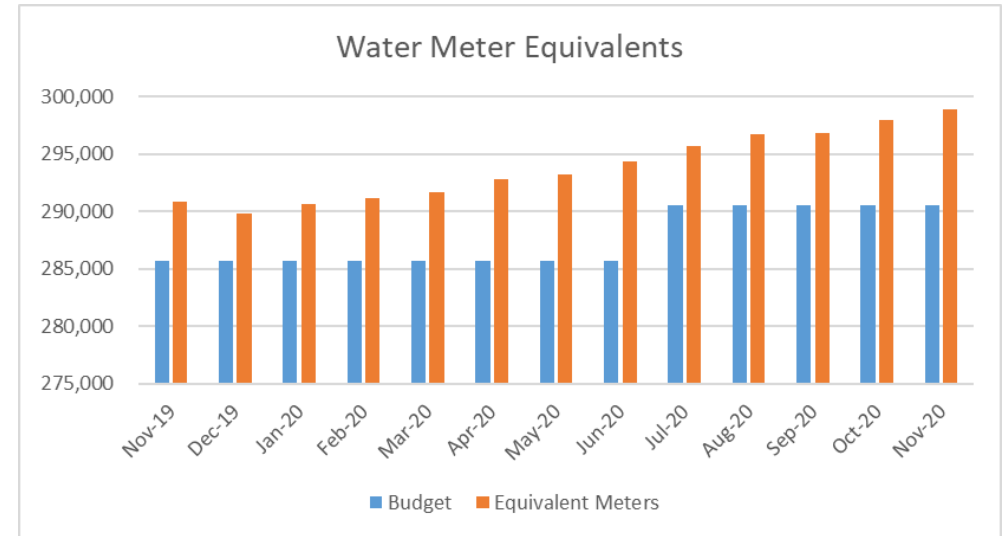
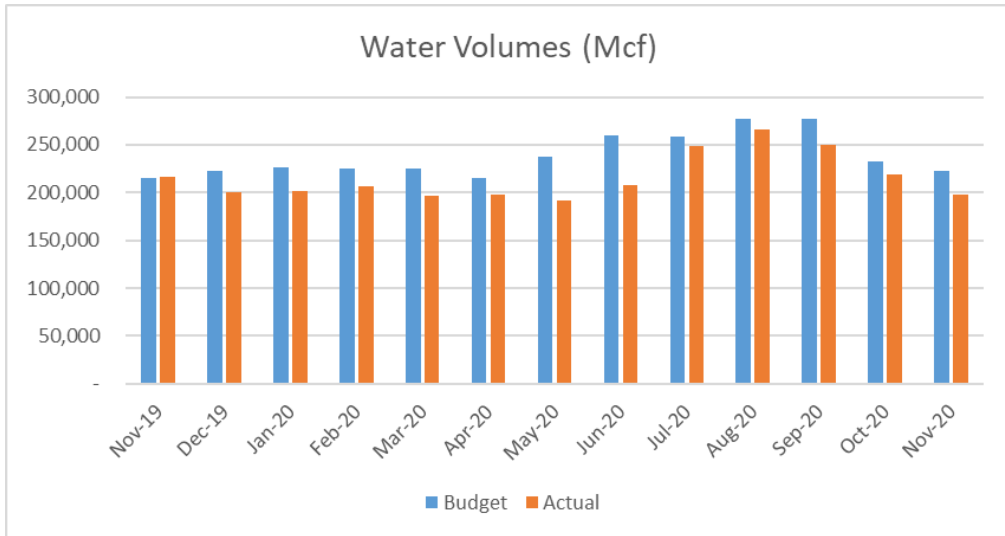
Net Operating Cash and Intrafunds - Sewer



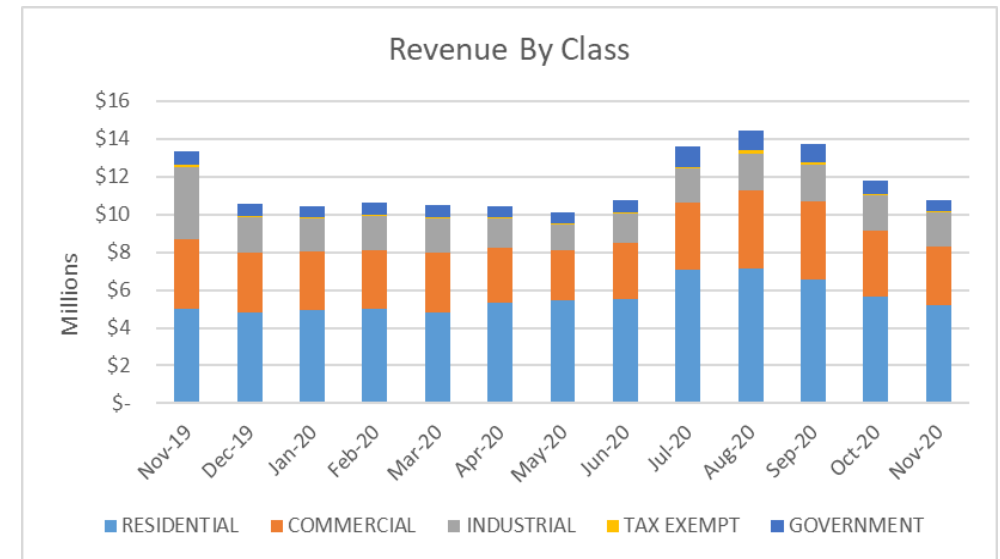
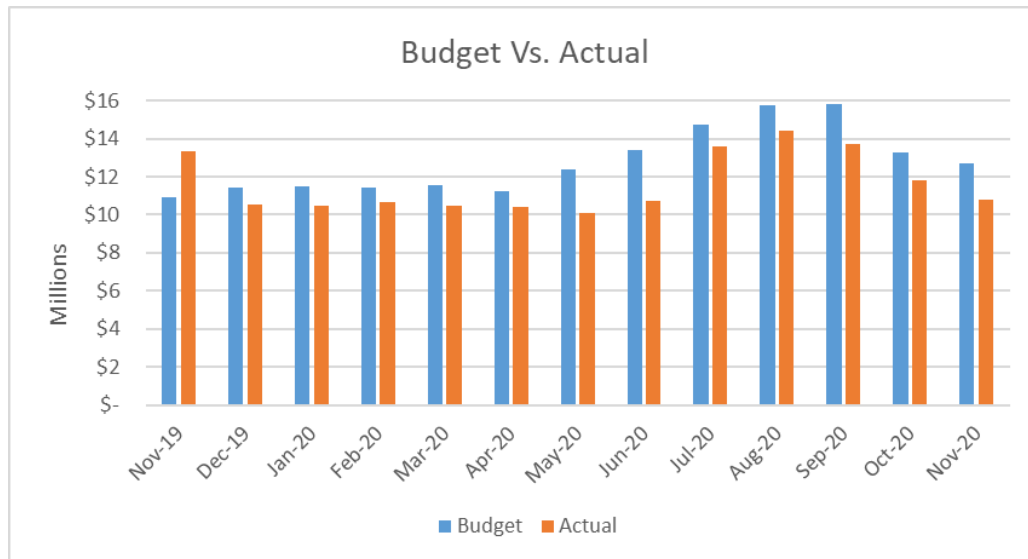
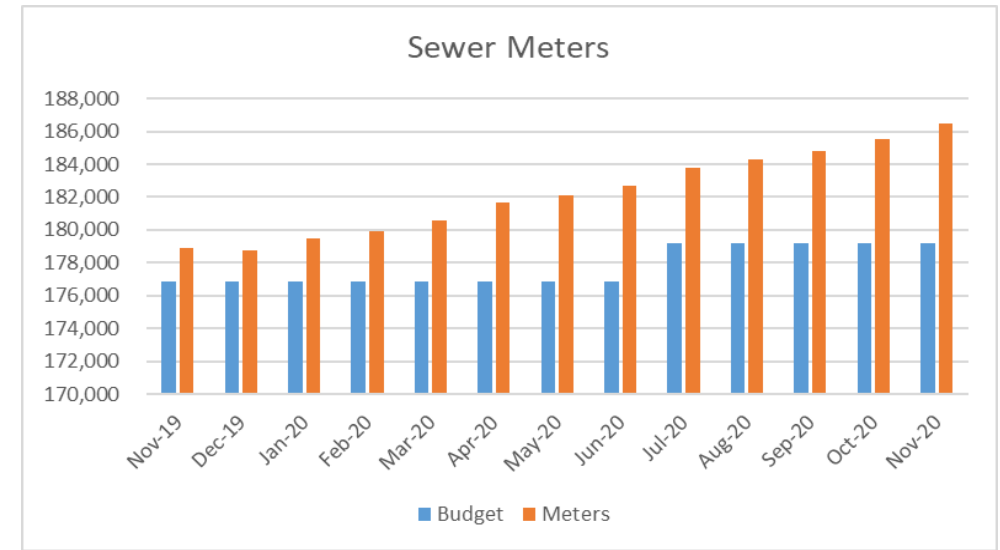
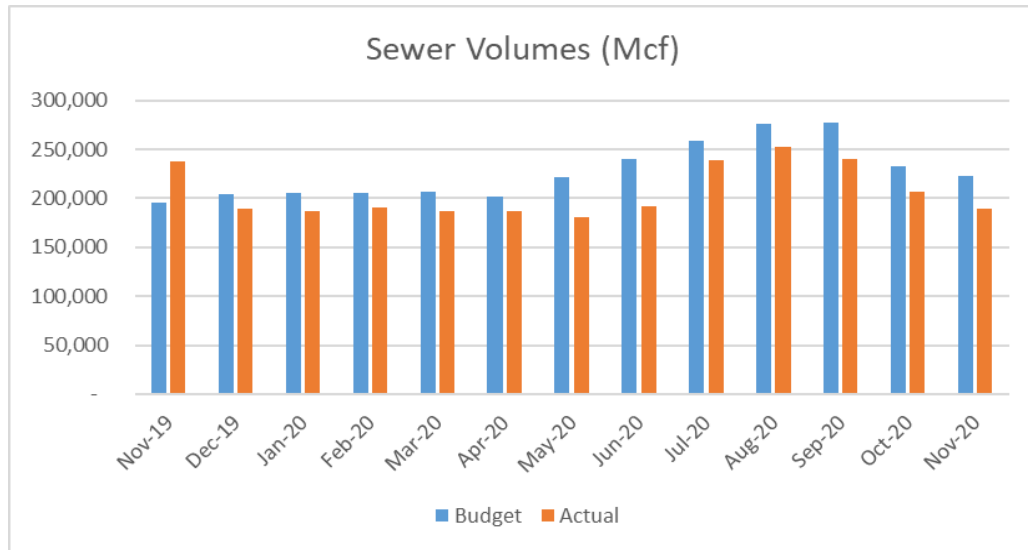
Accounts Receivable



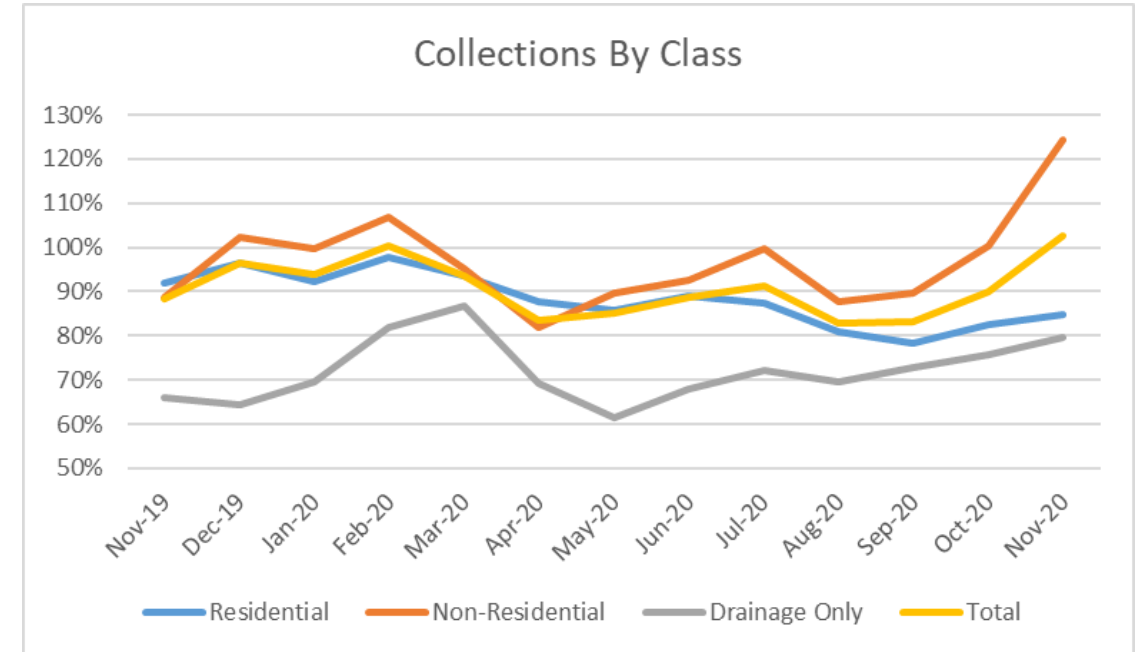
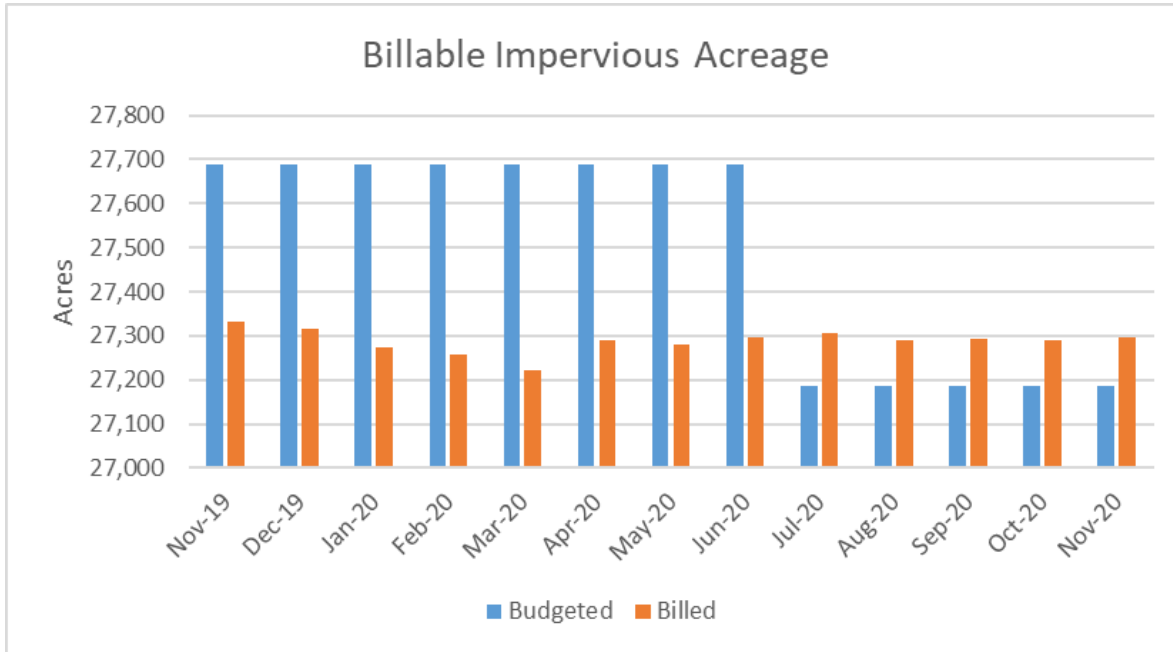
Revenue - Water



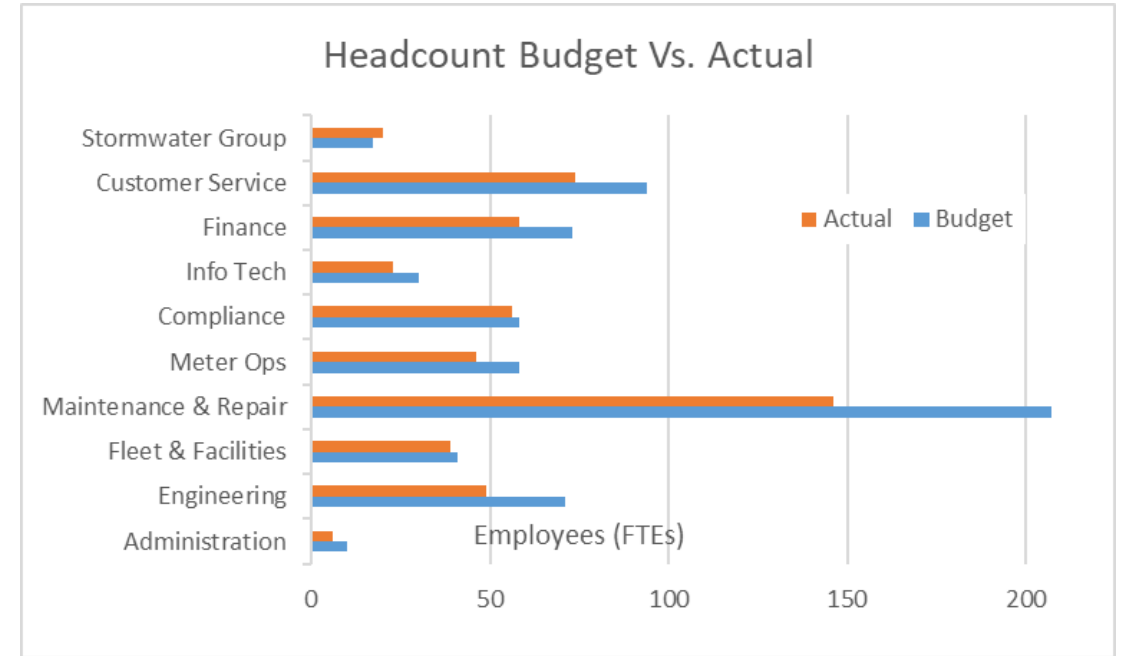
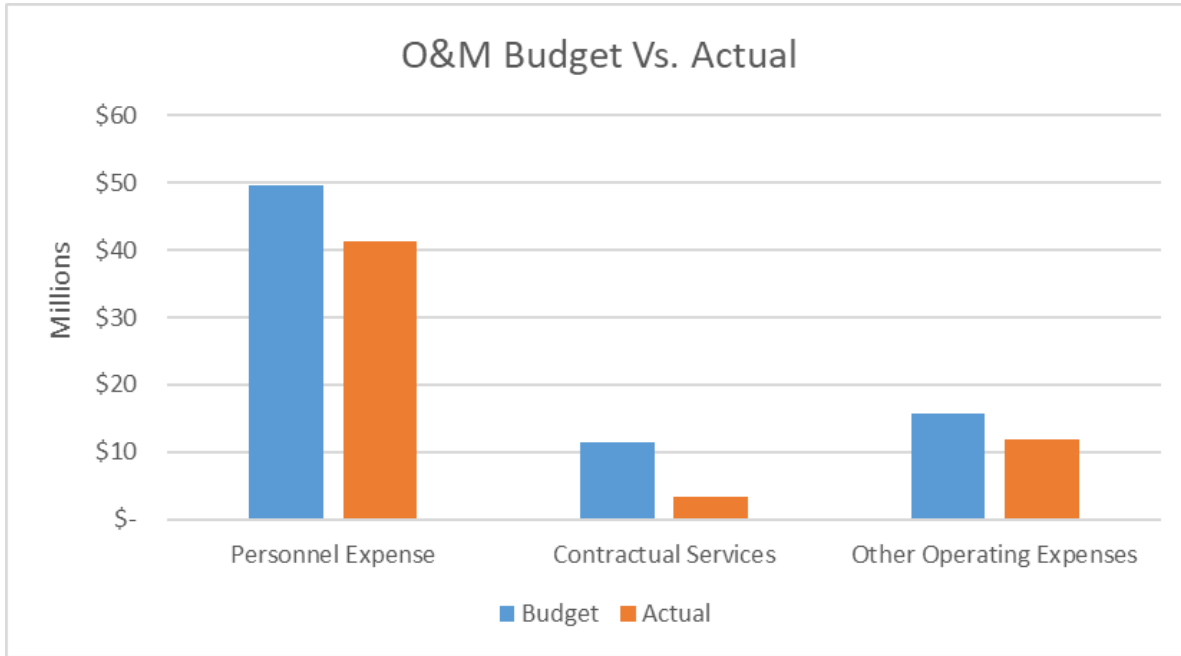
Revenue – Sewer (Excludes Drainage)



Revenue – Drainage and Collections



Operations (O&M) Spending



THANK YOU!

Detroit Water & Sewerage Department

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