



**Water & Sewerage  
Department**

# DIRECTOR'S REPORT

January 19, 2022



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# DIRECTOR GARY BROWN'S MESSAGE TO THE BOARD

The Detroit Water & Sewerage Department (DWSD) is making a **groundbreaking commitment to opportunities and inclusion for contractors, suppliers and employees**. To support this bold vision, I have created a new director-level position.

The new **Opportunity & Inclusion Director** will develop and execute a workplan around the following areas specific to DWSD, and to support Mayor Mike Duggan's citywide initiative to create inclusive opportunities for Detroiters and minorities:

- Outreach and engagement to construction and professional services firms with a focus on opportunities and inclusion for minority and Detroit-based contractors;
- Develop incentives related to DWSD contracts to comply with Mayor Duggan's Executive Order 2016-1, which requires city contracts of more than \$3M to have at least 51% of the hours performed by Detroit residents; and
- Create strategies and initiatives around employee diversity and inclusion in promotional opportunities.

DWSD is participating in the **4<sup>th</sup> Annual City of Detroit Construction Conference**

on Jan. 21-22 virtually.

Register at: <https://bit.ly/Det4thConstConf>



**Opportunity  
Rising.**



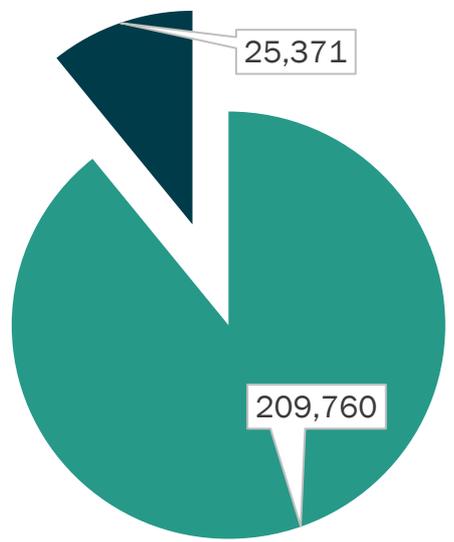
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# Customer Service

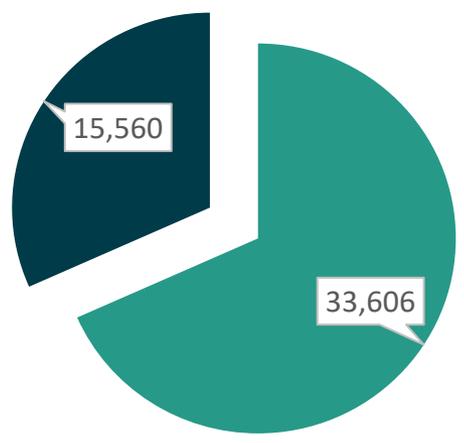
# CUSTOMER SERVICE: Number of Active Accounts



### Active Residential Accounts



### Active Non-Residential Accounts



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

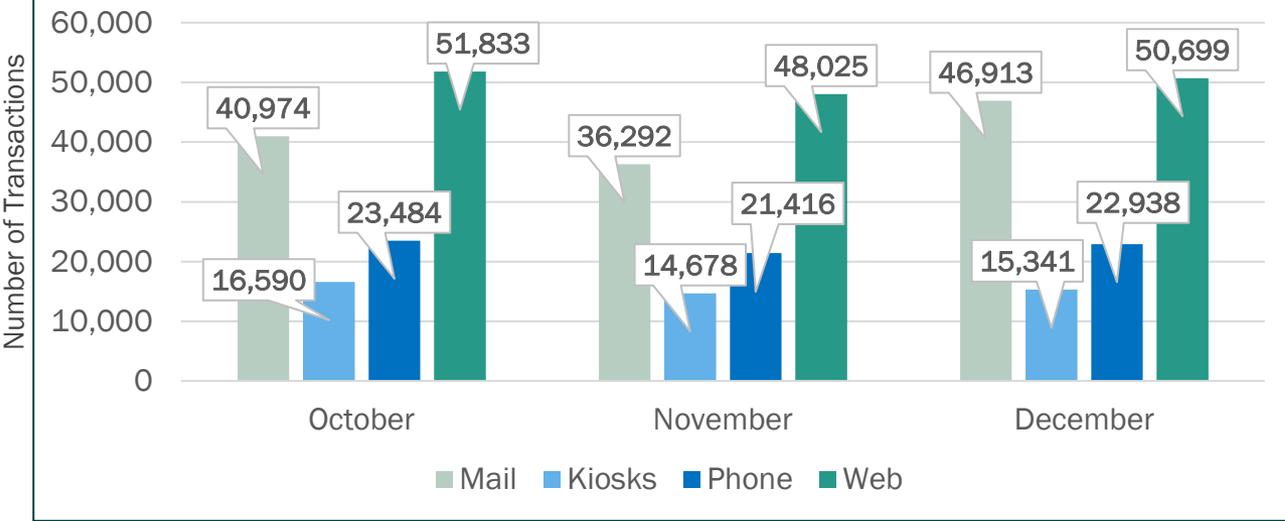
■ Water/Sewerage/Drainage ■ Drainage Only (no water service)

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

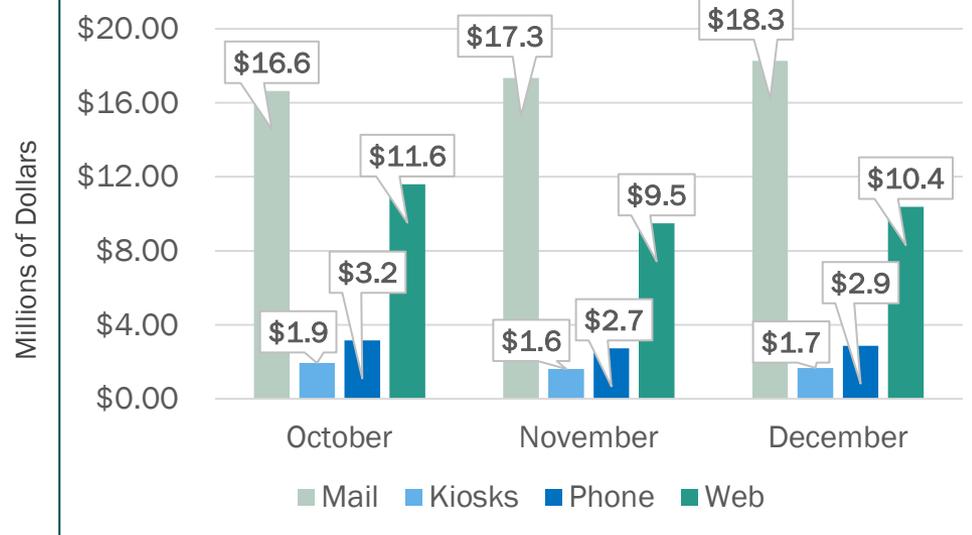
# CUSTOMER SERVICE: Transactions



## Payment Transactions by Platform Type



## Revenue Collected by Platform Type



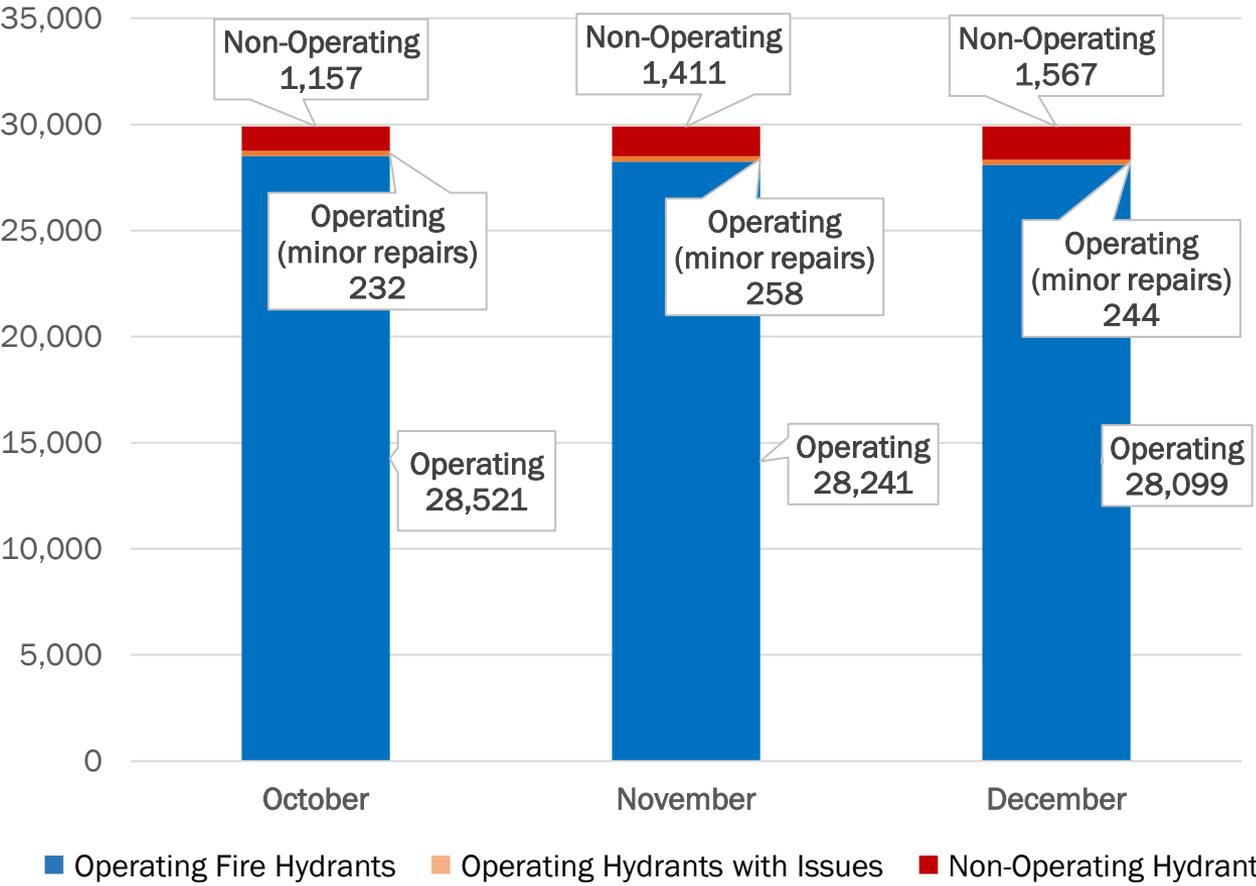
DWSD continues to adapt during the COVID-19 Pandemic and is offering more services remotely, including the launch of enhanced services on the Customer Web Portal at [www.detroitmi.gov/paymywaterbill](http://www.detroitmi.gov/paymywaterbill) and contact via email at [mydwsd@detroitmi.gov](mailto:mydwsd@detroitmi.gov).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



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# Field Services

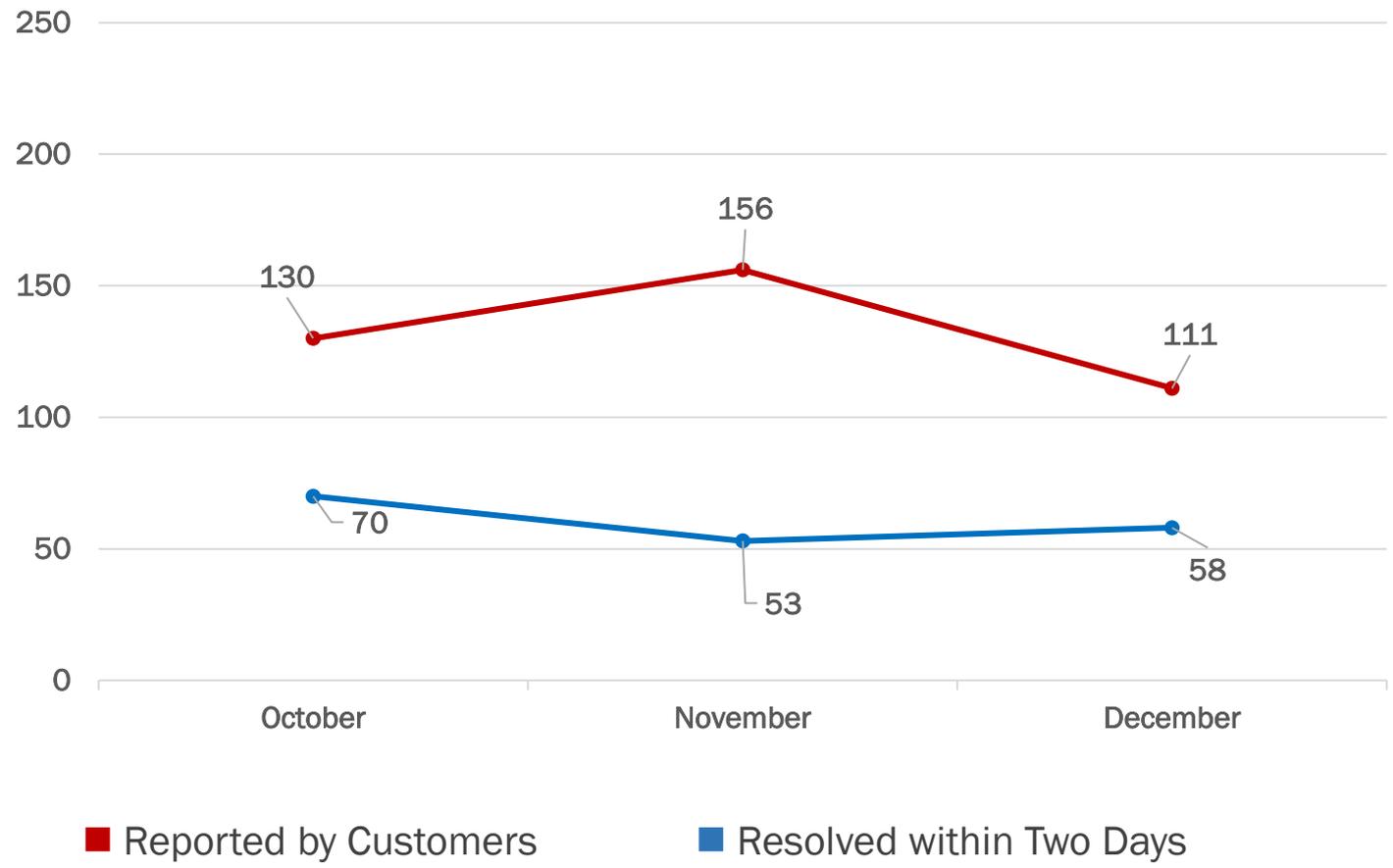
# FIELD SERVICES: Fire Hydrant Maintenance



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

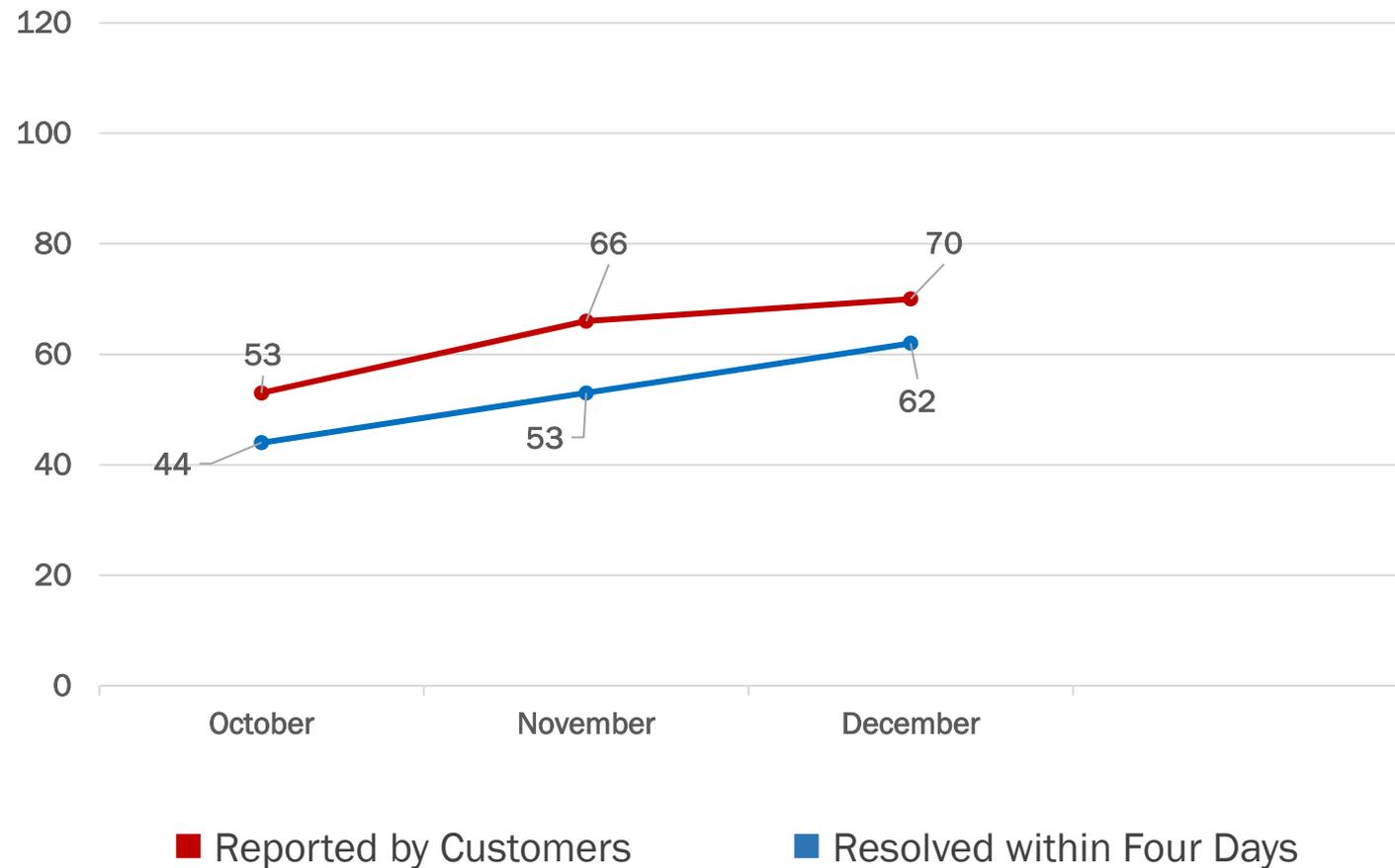


# FIELD SERVICES: Running Water



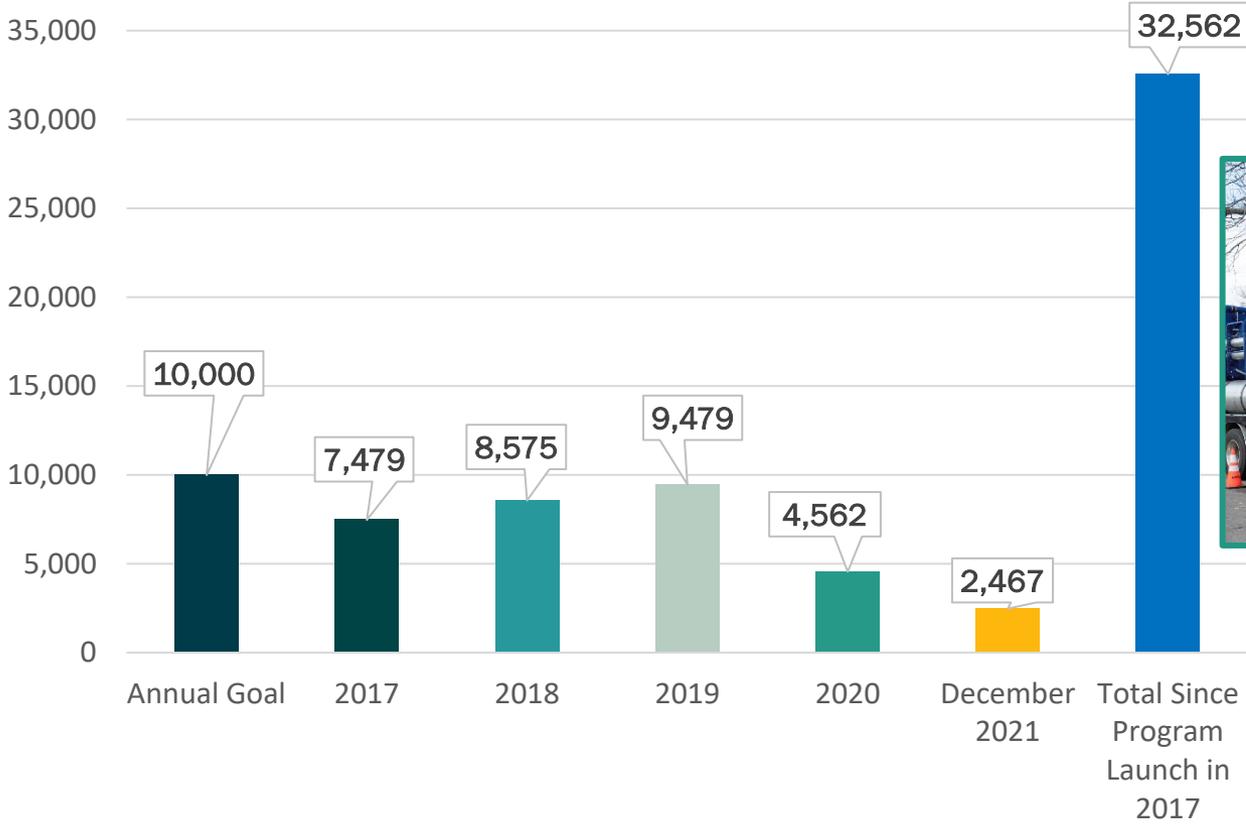
DWSD Operations continues to prioritize these work orders based on level of severity, including number of customers affected, to determine priority.

# FIELD SERVICES: Water Main Breaks



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

# FIELD SERVICES: Catch Basin Inspection & Cleaning



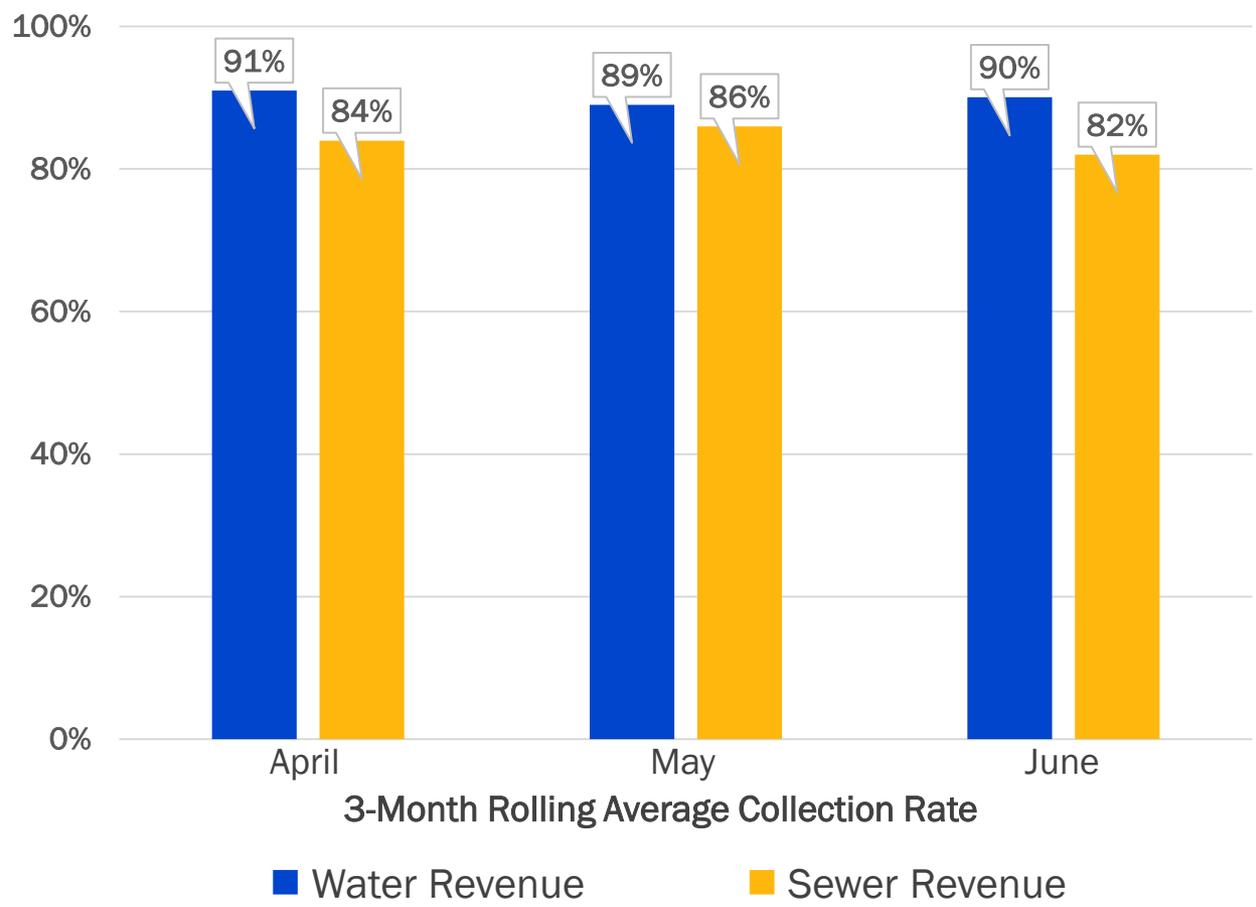
DWSD is expanding sewer cleaning for preventative maintenance to help reduce street flooding and basement backups. Crews cleaned 499.5 miles of city sewer pipe in calendar year 2021 compared with 59 miles in calendar year 2020.



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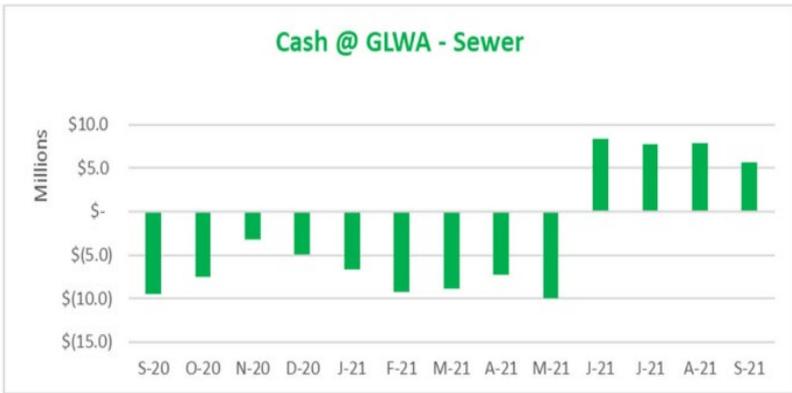
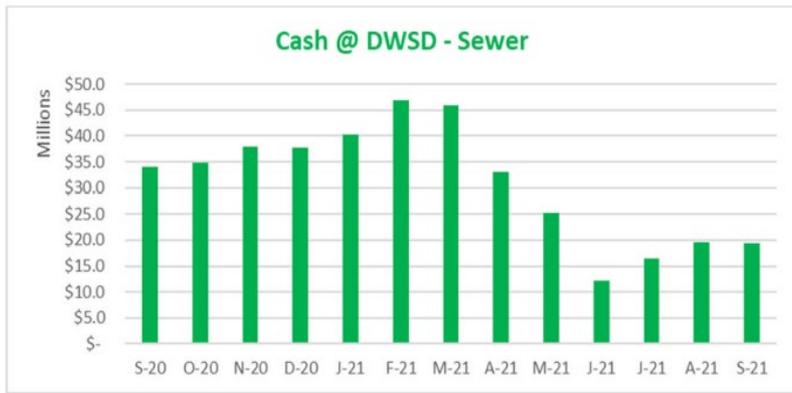
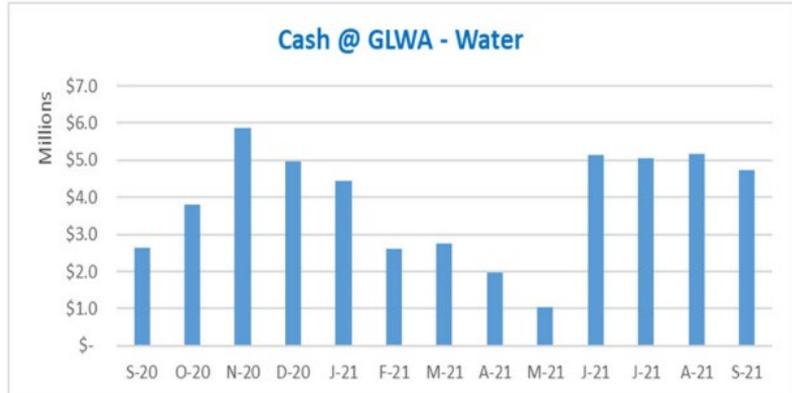
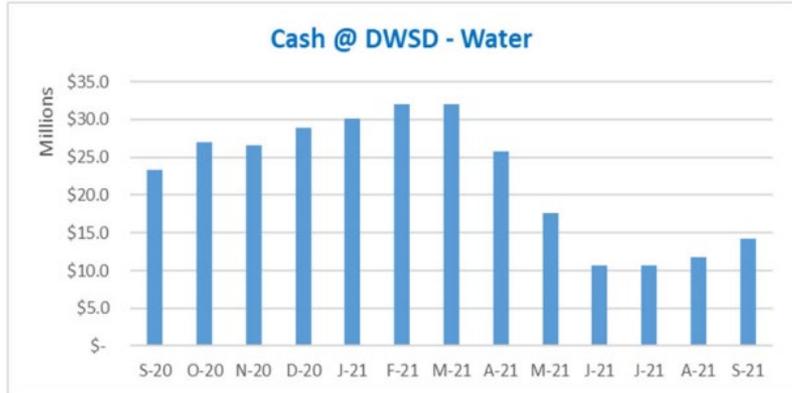
# Finance

# FINANCE: Bill Collection Rate



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

# FINANCE: Cash Balance



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



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# Legal Services

# LEGAL: Claims, Hearings and Cases



**29**  
Cases handled by in-house staff

**8**  
Cases handled by outside counsel

**0**  
Lawsuits dismissed

**10**  
Lawsuits dismissed in calendar year 2021

**121**  
Pending Billing Disputes

**38**  
Disputes Closed in December 2021

**\$257,463.89**  
Total Amount Disputed

**\$208,513.73**  
Total Credits to Customers

**11**  
Total Resolved Utilizing Leak Policy

**N/A**  
Property damage claims

**N/A**  
Damage claims approved

**N/A**  
Amount in property damage claims

**N/A**  
Amount of total claims recommended to be paid

DWSD uses a mix of in-house and contracted legal counsel to handle damage claims, civil action for commercial delinquencies and lawsuits filed against the department.



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# Investigations

# INVESTIGATIONS: Results

**271**

Parcels investigated for delinquency, possible meter tampering and no meter since July 1, 2021



Money Owed to DWSD identified by Investigators

**\$2,121,251**

Total since July 1, 2021

**\$600,337**

Back billed

**\$662,540**

Future owed in 12 months

**\$858,374**

Water loss



Revenue Identified Since Investigation Unit Began

**\$21,329,691**

Total since August 14, 2017

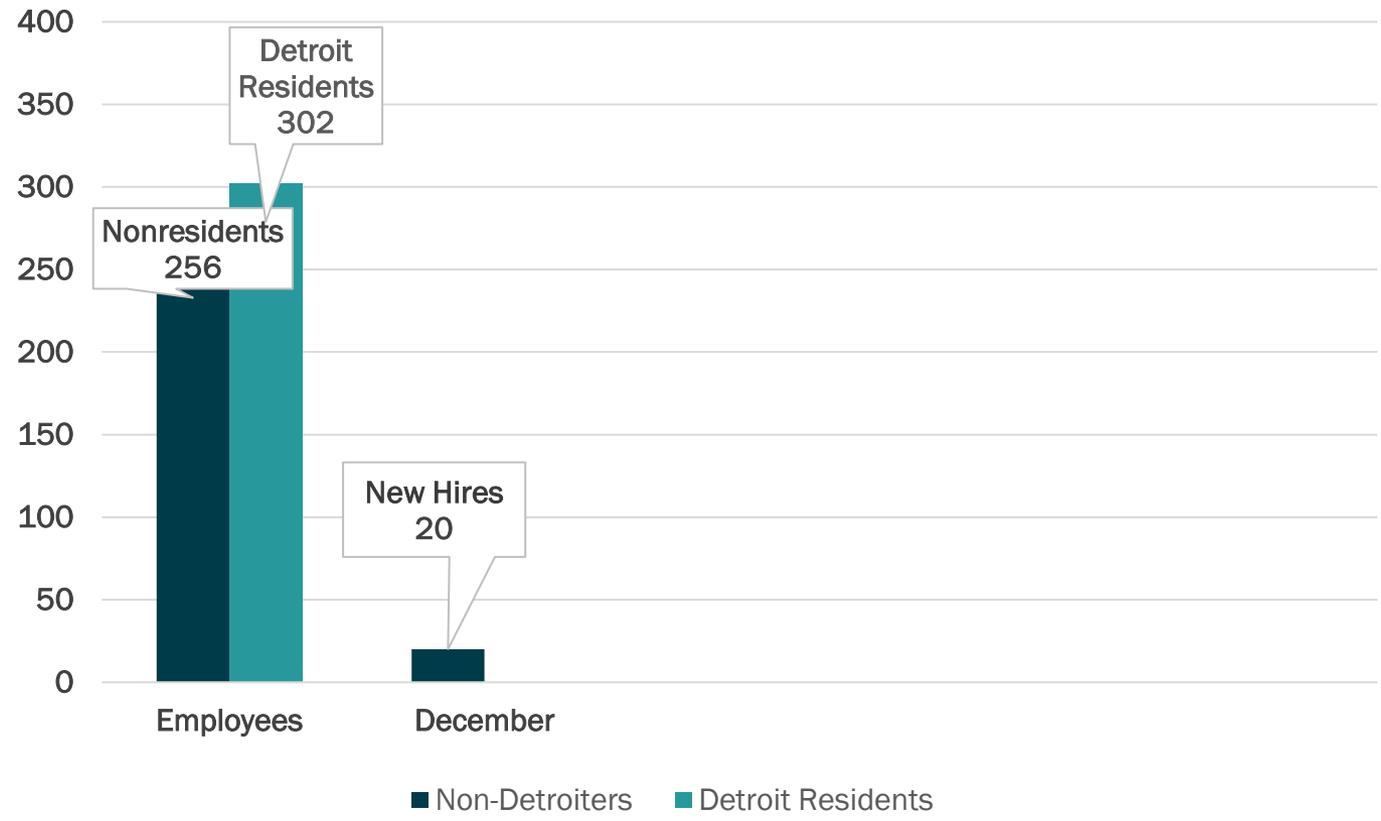
Since August 2017, the unit, in collaboration with customer service/billing, has identified more than \$21 million in services owed by primarily commercial customers. They uncover severe delinquencies, non-working meters, unauthorized use of fire hydrants, meter tampering, or connected to the city's water main without a meter and/or permit. The unit works closely with the Finance/Collections and Legal Groups.



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# Human Resources

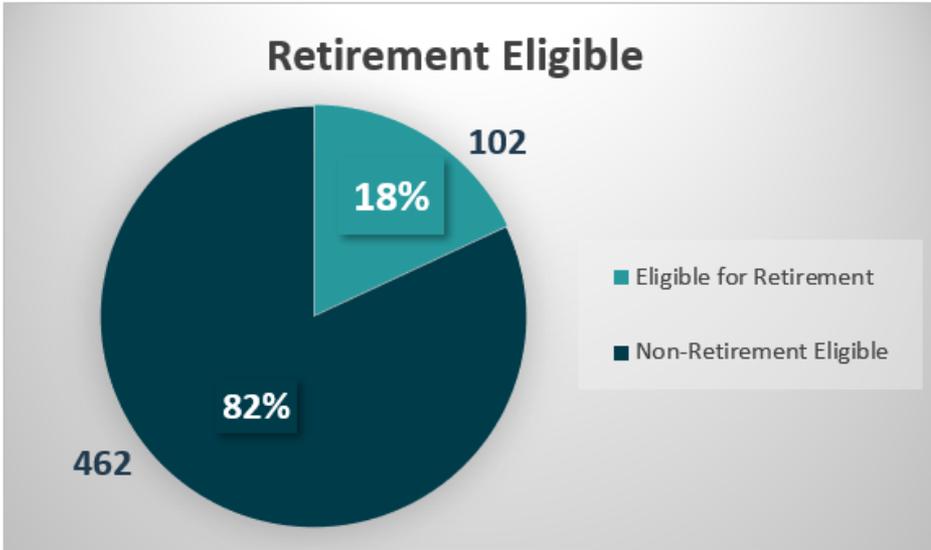
# HUMAN RESOURCES: Detroit Residents and Hiring



Total of 558 DWSD employees, 54% of which live in Detroit.\*

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

# HUMAN RESOURCES: Retirement Eligible



Retirement Criteria	Total
30 YOS/Any Age (Legacy and Hybrid)	52
10 YOS/60 years old (Legacy)	39
10 YOS/62 years old (Hybrid)	0
8 YOS/65 years old (Legacy)	11
<b>TOTAL</b>	<b>102</b>

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

With a current population of 558 employees, there are 102 DWSD employees eligible for retirement.



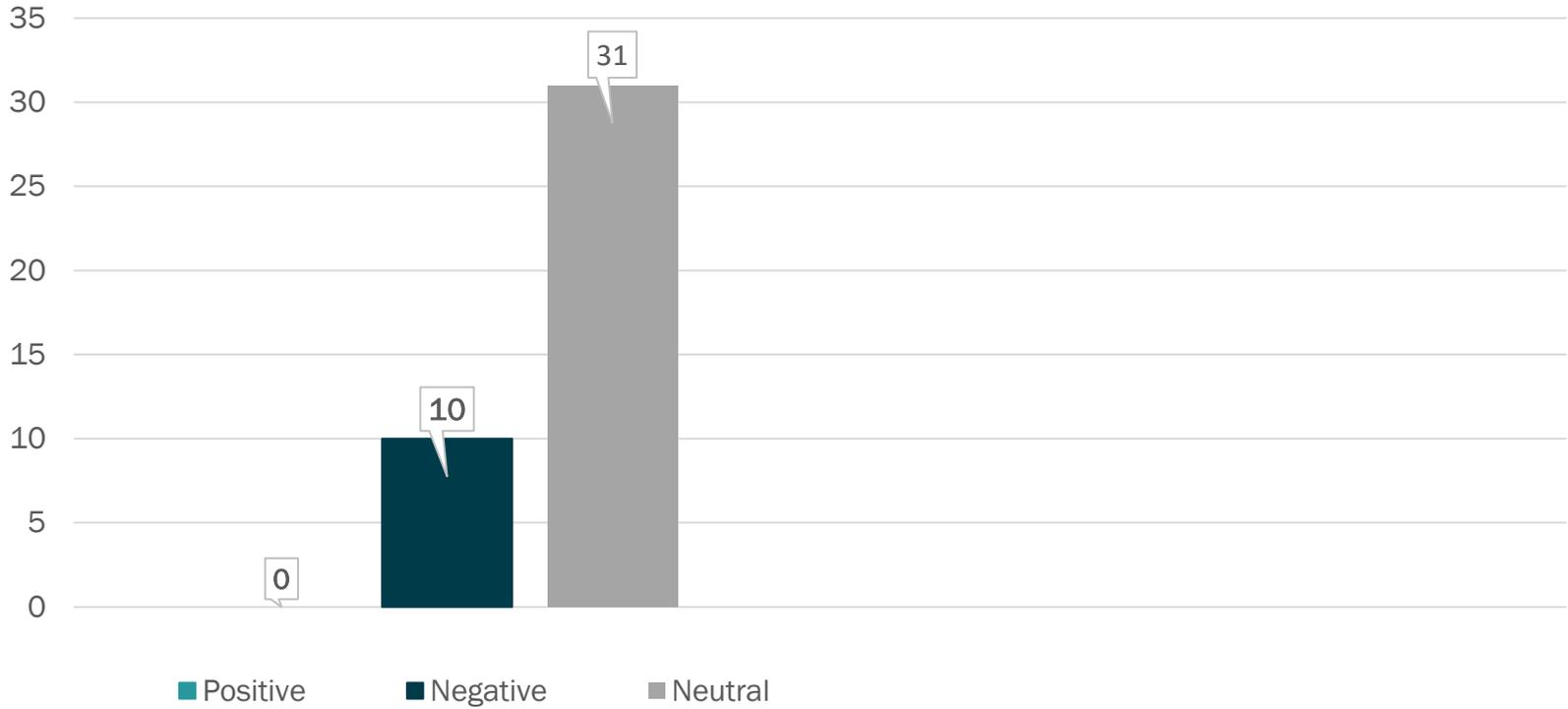
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# Public Affairs

# PUBLIC AFFAIRS: Positive vs. Negative News Stories



DWSD News Coverage: December 1 – December 31, 2021



In December, the DWSD Public Affairs team saw a total of **41** media stories. Majority of the 31 neutral stories were about the Flint Water Settlement. All the negative stories were reports of water main breaks in Detroit.

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

# PUBLIC AFFAIRS: Social Media Activity



**6**  
New Facebook Followers

**8,842**  
Total Followers on Facebook

**9,360**  
Engagement on Facebook



**1**  
New Twitter Followers

**1,841**  
Total Followers on Twitter

**74**  
Engagement on Twitter



**18**  
New Instagram Followers

**1,673**  
Total Followers on Instagram

**25**  
Engagement on Instagram



The DWSD Public Affairs team gained 25 new followers on social media in December 2021, bringing the total number of followers to **12,356**. In addition to the metrics above, Facebook saw a total of **1,004,080** impressions and 6,428 link clicks for the month. The top performing Facebook post was on December 27, sharing the Green Stormwater Infrastructure project at the Charles Wright Academy which will store 150,000 gallons for stormwater treatment and infiltration.



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# Information Technology

# TECHNOLOGY: Top Ten Projects Scorecard

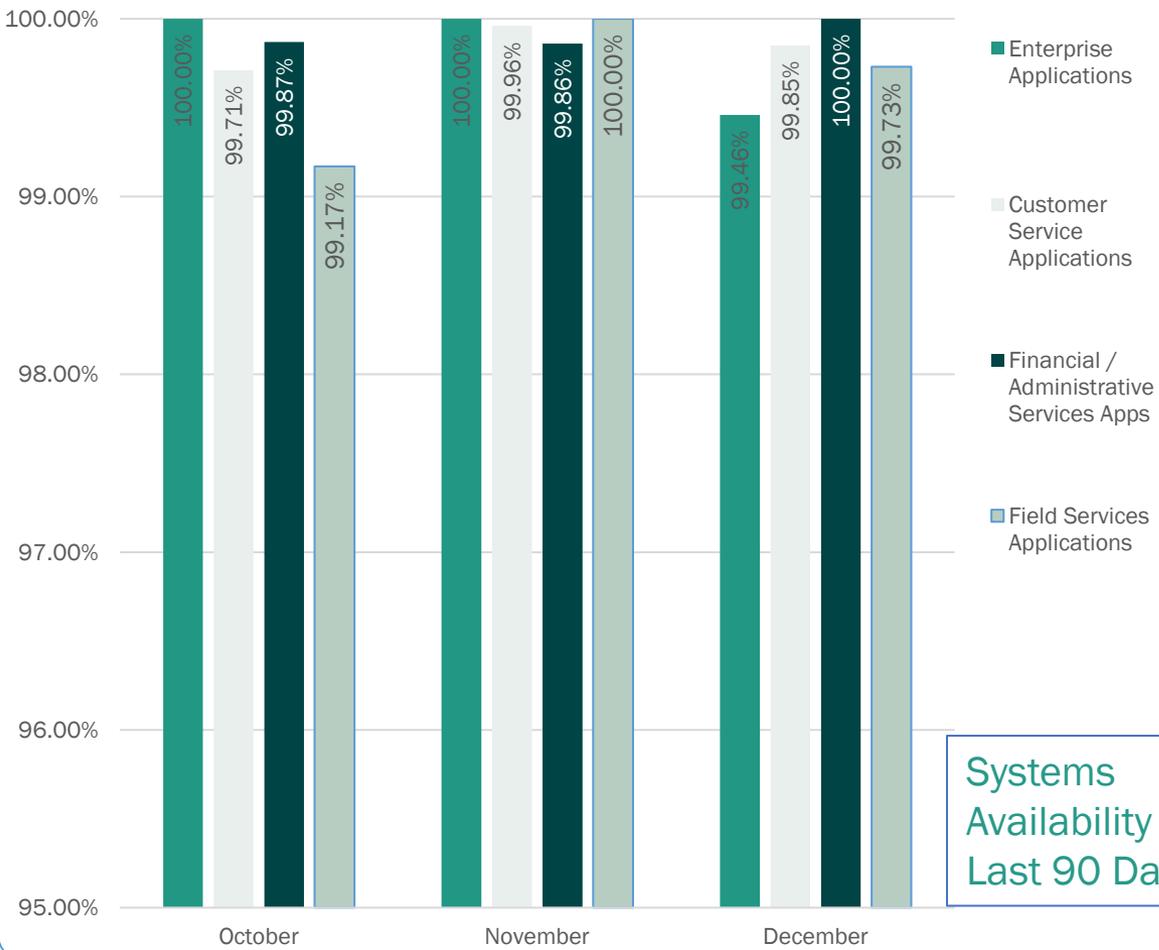


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Exec. Priority Score	Sorted by Adjusted Priority Score	PM	Total Investment	Revised Target Date	Status/ Issues	Current Phase
1	Customer Service-2:enQuesta 6.0 Upgrade	E Taiariol	\$ 1,400,000	5/1/2022	Functional Testing began 12/21.	Active Design
2	Customer Service-7:enQuestaLink (Service Link Replacement)	C Penozza	\$ 619,500	3/31/2022	Phase II is underway. S&S, West Coast and AECOM are fully engaged. Monthly milestone have been established and detail has been added to the plan. Servers are established. v7 is installed. Interfaces are underway.	Active Design
4	Office of CFO-1: Oracle Supply Chain	C. Penozza	\$ 1,000,000	6/30/22	Business Requirements meetings have completed and meetings on configuration have begun. Integration Development has begun as well.	Active Design
4	Operations (M&R, MTR Postflight)-2:Itron Meter Replacement	C Penozza	\$ 1,000,000	12/31/2023	Initial redesign of reading imports has been completed and are currently being tested. BSRD for Workforce integrations is complete. Awaiting final agreed upon timeline and hardware delivery to schedule resources and integration testing.	Active Design
5	eSignature Standard for Contracts and Forms	G Burrell	\$ 300,000	4/30/2021	Additional training is currently in progress for additional business units.	Live
6	Engineering-1:eBuilder	C. Penozza	\$ 300,000	7/04/21	Project impacted due to flood response. Scope is being reviewed	Active Design
7	Administrative and Compliance-7: 800 MHz Radio Upgrade	TBD	\$ 330,000	6/30/2022	Securing Funding for FY 22 – FY 24	Pre-Procurement
8	Administrative and Compliance-6:Security Infrastructure Repair	G Burrell	\$ 350,000	6/30/2022	Contractors have begun system review	Active Design
9	Administrative and Compliance-7 Oracle Database Cluster Migration	G Burrell	\$0	3/27/2022	Reviewing migration methods with Oracle. Initial planning to migrate the data warehouse is underway.	Active Design

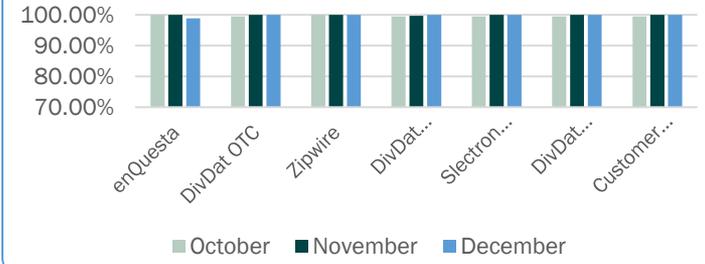


# TECHNOLOGY: Application Availability



Systems Availability Last 90 Days

## Customer Service Application Availability



**99.85%**  
SYSTEMS AVAILABILITY  
99.9% = TARGET

Dec 2021 Cherwell Stats	Totals
Total Tickets	587
New Tickets Received	444
Total Tickets Resolved	455
Average Time to Resolve in Days	9
Total Tickets Resolved within SLA	398
Total Tickets Resolved not in SLA	57